



Universal Task List: 2.1

U.S. Department of Homeland Security

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

DRAFT: The finalized version will be released May 1, 2005

April 21, 2005

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1.0 INTRODUCTION

The tasks listed in the UTL are not all-inclusive. The UTL is not intended to replace or reiterate the standards and training documents of the professionals in the various response communities. Specific training, equipment, and best practices are covered in the community doctrine and standards documents, such as those promulgated by the National Fire Protection Agency (NFPA) for the fire community and where appropriate these will be addressed in the performance metrics.

The UTL includes tasks required to prevent an incident from occurring, plan a response, prepare and train to respond effectively, and execute a response. The UTL embodies four basic tenets as guiding principles:

- Focus on the preparedness/readiness mission.
- Train the way you intend to perform during a real event. Training events, particularly exercise training events, must reflect realistic conditions.
- Develop and apply doctrine, which establishes a “best practice” baseline for how to prevent or respond to an event and provides guidance on how to effectively incorporate personnel across functions and jurisdictions to achieve assigned objectives.
- Centralize planning; decentralize execution of training, just as would be done in real emergency planning/response operations.

Benefits

Enhance Communication

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. For example, planners and analysts can use it to translate missions into common language tasks that trainers, in coordination with planners, use to derive training requirements. This mission-to-task-to-training connectivity assists the various response entities in making training more closely resemble the way they intend to act in an emergency response.

Facilitate Planning and Needs Assessment

Assessments can be indexed to the UTL to identify long-term, systemic issues that can be addressed in terms of doctrinal, organizational, training, material, leadership development, personnel, or facility improvements.

Sharing Lessons Learned and Best Practices

After-action reports 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.

Rationalize Training

The UTL serves as a foundation for deriving training objectives for training events. It provides the linkage between the mission-based capability requirements and required training events. Institutions

providing professional education may cross-reference learning objectives with the UTL tasks to better align the training and education with operational needs.

Assess and Enhance Preparedness

By defining the tasks that need to be performed to effectively prevent and respond to all-hazards events, the UTL provides a valuable tool for assessing and enhancing preparedness. It is used to define target capabilities that jurisdictions/agencies should develop, which provides a basis for self assessment of preparedness. The UTL, with associated metrics, are used to evaluate performance during exercises and real world events.

The Spiral Development Process

The UTL is being built using a spiral development process that allows for substantial review and input from stakeholders at all levels throughout the development process. Spiral development provides a methodology for the rapid and iterative development of complex systems or programs. It involves concurrent rather than sequential development of key elements; input from key stakeholders at each critical step; and managing commitments within tight timelines. The process relies on subject matter experts and practitioners to help develop drafts. Stakeholder meetings and broad distribution of the drafts are used to enhance and refine the documents. Because we operate in a dynamic environment of changing threats, technology, doctrine, and resources, it is important that the UTL be updated periodically. Updates will draw heavily from experienced users in the field.

Development of the UTL started with 15 scenarios developed by a federal inter-agency group for the Homeland Security Council. The objective was to develop a minimum number of credible scenarios that covered the range of response requirements. While it is unlikely that any of these specific scenarios would unfold as described, a nation prepared for these scenarios would be prepared for almost all likely eventualities.

Analysts and subject matter experts reviewed each scenario and developed a list of tasks that are required to effectively prevent and respond to the incident. These task lists were vetted through federal, state, and local officials and practitioners. Many other documents informed the task development process to include the following:

- *The National Response Plan*
 - *The National Incident Management System*
 - *Homeland Security Exercise and Evaluation Program Volume II: Exercise Evaluation and Improvement*, Office for Domestic Preparedness, October 2003
 - State and local Emergency Operations Plans
 - *Draft Interim Evidence-Based Performance Goals for Public Health Disaster Preparedness*, Centers for Disease Control and Prevention, April 2004
 - *EMAP Standard*, Emergency Management Accreditation Program, September 2003
 - *Guidelines for Homeland Security Prevention and Deterrence*, Office for Domestic Preparedness, June 2003
-

Tasks in the UTL were written from a variety of perspectives, for a variety of different purposes. The collected tasks were edited to a common linguistic format and consolidated into a single list. Language keyed to scenario-specific threats was edited to a more general perspective where possible. Duplicate tasks were removed. Functionally related tasks were grouped into tasks and subtasks.

Stakeholders from all levels of government and across all prevention, response and recovery disciplines have participated in the development of the UTL. Input was obtained through stakeholder workshops and outreach through government agencies and national associations. The UTL was broadly distributed through secure websites multiple times to solicit input. Stakeholders will continue to be asked to participate in UTL enhancements.

2.0 UTL Taxonomy

The UTL taxonomy is simply a way of organizing or grouping the tasks to enable the user to find relevant tasks from the long list of homeland security tasks that must be performed across all levels of government and private sector to prevent, protect against, respond to, and recover from all hazard incidents of national significance.

The tasks are organized by the four homeland security missions: to prevent, protect, respond, and recover. The next level of grouping is by objectives, which describe how the missions will be achieved, followed by functions which describe the types of activities that will be implemented to support the objectives. The final level, is the list of tasks and subtasks that describe specific actions that need to be performed to prevent, protect against, respond to, or recover from a major incident. These terms and their relationships may be described as follows:

The mission establishes the requirement to perform tasks and provides the context for task performance (including the conditions under which a task must be performed). It determines the degree to which a task must be performed and provides a way to understand how the performance of a task contributes to mission success. When fully developed, the UTL will contain a definition, conditions, and standards of performance for each task.

The UTL is the basis for defining the Target Capabilities List needed to perform the full range of tasks required to prevent or respond to large-scale incidents. The fully developed UTL and Target Capabilities List will provide officials at all levels with a framework for assessing their level of preparedness and targeting resources to address greatest needs.

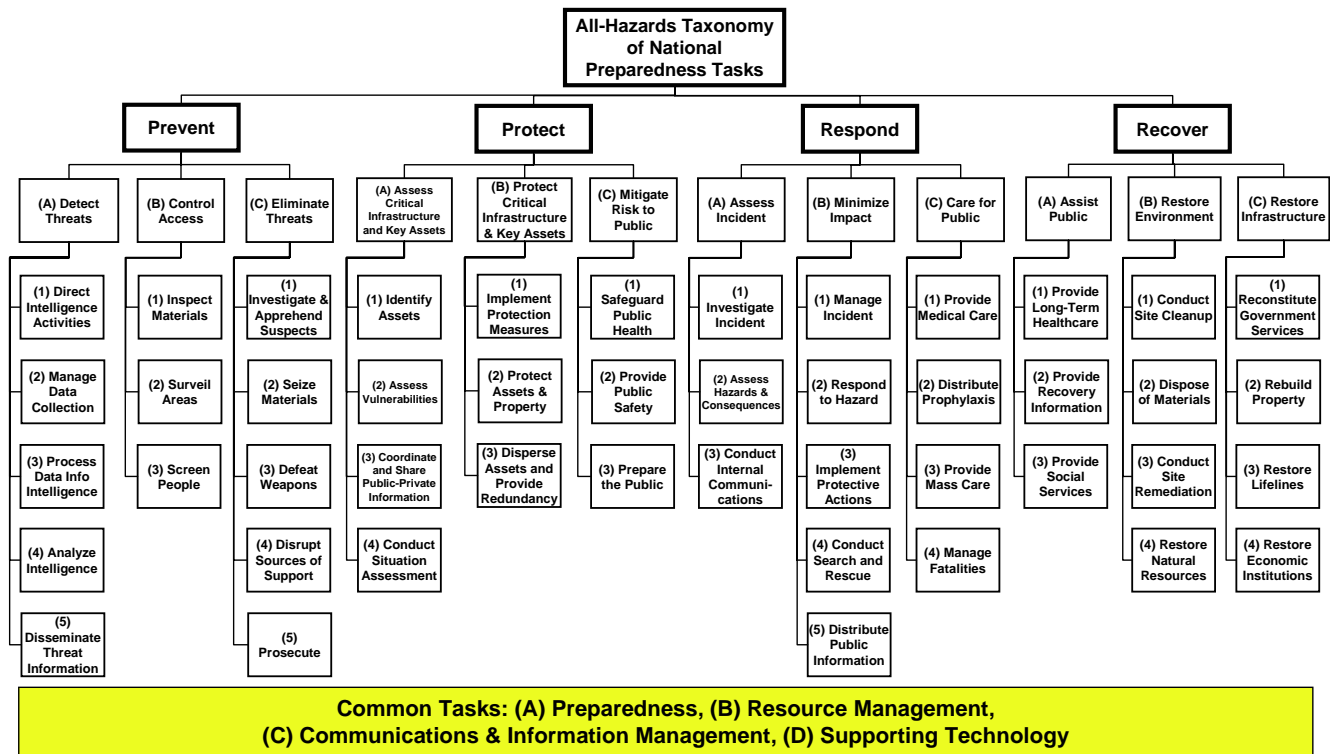


Figure 1. All-Hazards Taxonomy

Using the UTL

The UTL is the foundation for developing training and exercise programs that enhance preparedness by building and assessing the capacity to perform critical homeland security tasks. Training and exercises should be based on mission and task requirements to ensure that individuals, agencies, and jurisdictions are prepared to prevent or respond to a range of possible threats. To do this, we must train the way we intend to perform. The mission to task analysis approach provides a means for specifying, acquiring, developing, operating, and managing training and exercise systems that directly achieve mission and task performance requirements. This approach also supports doctrine development, personnel requirements analysis, logistics support analysis, interagency/ inter-jurisdictional coordination, and organizational development. This section describes a four step process for using the UTL to enhance preparedness through training and exercises.

Step 1 - Requirements Definition: *Translate strategy to missions, operations, and tasks*

This step answers the question, “what must my agency/jurisdiction/state be able to do?” The purpose here 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. **No agency or jurisdiction is expected to perform all of the tasks identified in the UTL.** The UTL provides a comprehensive list of tasks that must be performed, depending on the incident. Some tasks are always performed by a Federal, State, local, or tribal agency or by a private or nongovernmental organization. Many tasks will be performed initially and throughout an incident by local agencies which support provided by Federal and State agencies and/or the private sector as the incident progresses.

Sources from which missions and ultimately tasks are derived include such documents as the *National Homeland Security Strategy*, State and Local Homeland Security Strategies, and the *National Response Plan*. The UTL outlines those tasks that are essential to the ability to perform assigned missions. This listing results from the mission analysis conducted during this phase, and provides the supporting documentation from which training requirements are derived.

Managers and planners identify the tasks essential to their assigned or anticipated role in achieving the prevention, protection, response and recovery missions. This list of essential tasks is referred to as mission essential task list (METL). It is derived from doctrine, plans and standard operating procedures and represents the agency's/jurisdiction's priority requirements. These requirements are used to define training and exercise needs.

Step 2 - 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. It is important during this phase to consider required resources, such as time, personnel, organizations, etc. The training plan should specify the training audience, identify training objectives, and identify training and exercise events. Interoperability training and exercises (agencies/jurisdictions that need to work together, provide services to others or accept services from others) should also be considered in the training plans.

Step 3 - Execution: *Conduct and evaluate training events*

In this step, the focus is on executing and evaluating the event which may take the form of academic training sessions or exercises. 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. There are five stages within the execution phase: design, planning, preparation, execution, and evaluation/analysis. Taken together, they help frame the training or exercise and assist in its proper completion. Evaluation/analysis is

particularly significant, because it identifies issues that need to be addressed and provides input to guide development of the next training cycle.

Step 4 - Evaluation: *Assess mission capabilities*

The final step is to assess mission capabilities from the training and exercise viewpoint. The evaluation of the effectiveness of training should focus on improved knowledge, skills, and abilities to perform critical homeland security tasks. Exercise evaluation should be designed to assess the actual performance of tasks and the achievement of mission outcomes. The assessment should also identify lessons and issues that need to be addressed as well as innovative or best practices that should be replicated. The training/exercise cycle is not complete until the findings and recommendations have been addressed and have been exercised to demonstrate performance.

Future Development

UTL Refinement and Maintenance

The UTL will be a living document. It will be updated and refined as threats change and approaches to prevention and response are modified and enhanced. Procedures and mechanisms are being developed to revise and add to the UTL on a regular basis. Guidelines are being developed on the comment process, participation, and frequency of review.

Conditions

Conditions will be developed for each task. Conditions are variables of the environment that affect the performance of a task. Some conditions describe the environment in which a response occurs—for example, weather or austere conditions. Others describe the scope of the response—for example, the number of casualties or describe the type of response—for example, responding to an infectious biological agent. When linked to specific tasks, conditions help frame the differences or similarities between assigned missions. Subject matter experts, including state and local homeland security professionals, will be used to develop and vet conditions to accompany each task. These conditions will be made available in future editions.

Measures and Criteria of Performance

Measures and criteria of performance will be developed to describe how well a task must be performed (the performance standard) under a specific set of conditions. Measures and criteria, when linked to conditions, provide a basis for planning, conducting, and evaluating prevention and response operations as well as training and exercise events. Measures provide the basis for describing varying levels of task performance and are directly related to tasks. For example, take the task, *Communicate Operational Information*, which refers to the sending and receiving of information from one unit or organization to another by any means. Measures of performance for

this task include the speed with which information is transmitted (queuing time for message transmission) and the accuracy of communications (percent of messages sent to the right addresses with the right content). Criteria define acceptable levels of performance. They are often expressed as a minimum acceptable level of performance. The combination of the measure and the criteria comprises the performance standard for a task. Performance measures will be developed by subject matter experts, including state and local homeland security professionals, in reference to and consistent with existing expert opinion, standards, guidelines, and community best practices.

Target Capabilities

HSPD-8 requires an integrated national approach to preparedness because incidents of national significance require a coordinated response employing resources from all levels of government. For this reason, it was important for DHS/SLGCP to develop national consensus in defining needed capabilities and setting general target levels for those capabilities against the National Planning Scenarios. Just as no single jurisdiction or agency would be expected to perform every task, neither would they be expected to have sufficient levels of every capability needed for a major event. Requirements that exceed a jurisdiction's or agency's capabilities would be secured through mutual aid, State resources, assistance compacts, or Federal support.

Capability definitions are general and expressed in broad operational terms and essential characteristics. The target capabilities are combinations of resources that provide the means to achieve a measurable outcome resulting from performance of one or more critical tasks, under specified conditions and performance standards. A capability may be delivered with any combination of properly planned, organized, equipped, trained, and exercised personnel that achieve the expected outcome. Version 1.1 of the TCL identifies 36 target capabilities and is available at www.llis.gov. As with the UTL, the TCL will continue to be refined and enhanced.

3.0 COMMON TASKS

This section outlines the common tasks.

Note: An asterisk in the tables that follow indicates the task is a critical task.

3.1 Preparedness

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).

(Tasks)

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

2.3.3	Identify and prioritize response capabilities
2.3.4	Develop Standard Operating Procedures and Standard Operating Guides in support of Emergency Operations Plans
2.3.4.1	Establish procedures for implementing emergency operations plans
2.3.4.2	Identify resources required
2.3.4.3	Develop lists of required personal protective equipment and the training required to operate it
2.3.4.4	Develop procedures that translates tasking to an organization into specific action-oriented checklists for incident management operations
* 2.3.4.5	Establish plans, procedures and protocols for special needs populations
2.3.5	Develop "All-Hazards" hazard specific annexes
2.3.5.1	Develop and maintain emergency plan annexes for hazard specific response to include terrorism, natural, technological, and other hazards
2.3.6	Develop supporting plans
2.3.6.1	Develop plans for military support to civil authority
2.3.6.2	Develop preparedness plans for identifying and meeting training needs
2.4	Update and maintain plans
2.4.1	Develop procedures to maintain related emergency operations plans
* 3	Coordinate jurisdictional preparedness programs
3.1	Develop local preparedness planning organization
3.1.1	Develop a preparedness planning and review cycle
3.1.2	Coordinate with unions and private-sector groups concerning employee/employer issues
3.1.3	Assess industry and community response capabilities
3.1.4	Apply Federal guidelines and laws
3.1.5	Prepare contracts for support of emergency support functions
3.1.6	Develop a multi jurisdictional decision matrix
* 3.1.7	Develop continuity of government plan
* 3.1.7.1	Establish and implement an order of command succession or continuity
3.1.8	Coordinate scientific and technical expertise
3.1.9	Develop emergency response protocols with private-sector partners
3.1.10	Develop cooperative plans and means to respond across international borders
3.1.11	Maintain current estimates of responder availability
3.1.11.1	Develop credential policy for access to key facilities
3.1.11.2	Coordinate required qualifications of responders
3.1.12	Establish criteria for local disaster or emergency declarations
3.1.13	Develop protocols for joint investigation
3.1.14	Coordinate required qualifications of responders
3.2	Develop organizational structure of regional and State EOC
3.3	Establish roles and responsibilities of regional and State EOC
3.4	Coordinate the maintenance and safeguarding of key records, building plans and documents

3.5	Develop and build critical infrastructure protection requirements in contract processes and procedures
* 3.6	Coordinate legal and regulatory issues
3.7	Identify resource shortfalls and means of procurement
3.8	Facilitate implementation of the national authentication security certification system for use at all levels of jurisdictions and agencies
3.9	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
4	Identify and define liaison staff responsibilities and responsibilities to support incident prevention and response activities
4.1	Organize liaison structure for supporting organizations
4.2	Designate liaison representatives to incident response management structure
5	Coordinate transportation resources
5.1	Ensure mass transportation representatives participate with Federal, State and local planners
5.2	Ensure development of contingency plans for the use of transit assets in support functions
5.3	Develop transit emergency plans
5.4	Develop notification procedures to all affected agencies
5.5	Develop intermodal agreements for the transport of food, agricultural products, medical supplies, etc.
5.6	Facilitate implementation of company security plans
5.7	Ensure development of security awareness training of all employees
* 5.7.1	Coordinate the handling and transporting of affected persons
5.7.2	Coordinate the handling and transporting of waste and spills
5.7.3	Manage transportation decontamination procedures
6	Develop community recovery, mitigation and economic stabilization plans, programs and procedures
6.1	Develop recovery assistance management plan
6.2	Establish and implement recovery and hazard mitigation plan
6.3	Establish reconstruction and restoration plans
6.4	Develop plans, procedures and protocols to protect the public from communicable diseases and contamination of food
6.4.1	Develop plans, procedures and protocols to protect the public from communicable diseases and contamination of water
6.4.2	Develop plans, procedures and protocols to protect the public from communicable diseases and contamination of drug supplies
6.4.3	Develop long-term mental health plan as needed
6.5	Develop community relations program

6.6	Develop business recovery programs
7	Provide public health and medical services support including mental health services
7.1	Establish procedures to maintain emergency communications between public health services, hospitals, and blood collection agencies
* 8	Maintain available/ready external back-up response capabilities (e.g. CBRNE-trained military units/personnel)
Training	
* 9	Develop and conduct training to improve all-hazard incident management capability
9.1	Conduct gap analysis to identify training needs
9.2	Develop standardized training courses
9.2.1	Develop standardized training courses on incident command and management, structure, coordination, processes and procedures
9.2.1.1	Facilitate the development and dissemination of national standards, guidelines and protocols, for incident management training and exercises
9.2.1.2	Review and approve discipline-specific requirements and courses
9.2.1.3	Provide information through training on how to access Federal subject matter experts and necessary Federal assets
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
9.2.3	Develop and conduct training courses for the incident command safety officer emphasizing all-hazards approach to responder health and safety
9.2.4	Develop training for non-responder personnel
9.3	Implement standardized training courses
9.3.1	Coordinate training of responders, emergency staffs, health care providers and trainees
9.3.2	Coordinate training of emergency operations staff
9.3.3	Coordinate training with mutual aid and volunteer organizations and volunteers to assist with response service needs
9.3.4	Train elected officials on incident command structure and emergency management responsibilities
9.3.5	Develop and conduct refresher training course in a condensed form that emphasizes any changes or additions
9.4	Evaluate standardized training courses
9.4.1	Develop readiness assessments of responders and emergency staffs
9.4.2	Evaluate training through multiple methods including drills and exercises
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
9.5	Facilitate the definition of general training requirements and approved training courses for all NIMS users
10	Provide personnel qualifications and certifications
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
10.2	Review and approve requirements submitted by functionally oriented incident management organizations and associations regional and State governments
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
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
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
* 10.4	Develop personnel qualifications and certifications for NIMS specified roles
Equipment	
11	Provide equipment acquisition and certification standards
11.1	Facilitate the dissemination of national standards, guidelines, and protocols for equipment certification region and statewide
11.2	Develop and publish national standards, guidelines and protocols for equipment certification
11.3	Review and approve lists of emergency responder equipment that meet national certification standards
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
Exercise and Lessons Learned	
12	Conduct exercises/drills of sufficient intensity to challenge management and response operations and test acquired knowledge, skills and abilities of individual responders
12.1	Develop and conduct exercise programs to test critical infrastructure security plans
12.2	Participate in jurisdictional, regional, interstate and cross border exercises
13	Develop lessons learned and after-action reporting system and procedures

13.1	Develop lessons learned reports and procedures
13.1.1	Review incident after-action reports and update preparedness plan
13.2	Develop and review after-action reports (AAR) to identify problems and lessons learned
13.3	Develop plan to correct problems and evaluate AAR improvement/corrective actions
13.4	Track implementation of lessons learned and AAR improvement/corrective actions
13.5	Collect and compile best practices from industry and government to enhance existing security practices
13.6	Develop improvement/corrective action and mitigation plans
Mutual Aid	
* 14	Promote the development of mutual aid agreements among Federal, regional, State, tribal, and local jurisdictions
14.1	Facilitate the development of regional and inter- and intra-State mutual aid agreements
15	Coordinate mutual aid agreements with public and private organizations
16	Establish mutual aid plans

3.3 Resource Management Category

Resource Management- 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. (NIMS) 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. (NRP)

(Tasks)

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

3.4 Communications and Information Management Category

Communications and Information Management- 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)

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

2.3	networks and actions to protect these assets from secondary damage Coordinate placement of latest technology that is available to agencies participating in response
2.4	Identify priority telecommunications programs and services
2.5	Develop interoperable telecommunication and Information Technology systems across governmental departments and agencies
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
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
2.7	Coordinate with telecommunications service providers to ensure all telecommunications service requirements are satisfied
2.8	Assist in deactivation of telecommunication resources and assets
2.9	Maintain audit and reports on all telecommunications support provided
2.10	Deactivate telecommunication resources and assets
3	Establish and maintain information systems across response entities
3.1	Implement information systems protection procedures
3.2	Establish and maintain interoperable information systems network
3.2.1	Develop and maintain geographic information systems (GIS)
3.2.2	Develop and maintain automated credential verification systems to ensure proper credentialing for controlled access areas
* 3.2.3	Develop and maintain surveillance and detection systems
3.2.4	Develop and maintain the health alert network
4	Establish role of the operation area satellite system (OASIS) at the EOC
4.1	Establish a national database of incident reports to support response management efforts and analysis
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
* 5	Establish and maintain response communications systems
* 5.1	Implement response communications interoperability plans and protocols
* 5.2	Coordinate communications policy and procedures across response entities
5.3	Establish common response communications language

3.4 Supporting Technology Category

Supporting Technology- 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)

1	Develop a science and technology strategy
1.1	Conduct knowledge exchange with industry and education institution
1.2	Establish strategic research and development policies and procedures
1.3	Establish collaboration forum for incident management among national incident management system partners
1.4	Develop technology standards for government and private sector
2	Develop science and technology concepts and principles
2.1	Develop interoperability and compatibility criteria
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
2.3	Participate in development of national standards by preparedness organization, building and fire code organizations and national voluntary standards bodies
2.4	Provide means for aggregating and prioritizing new technology from the local to the national-level
2.5	Coordinate basic, applied, developmental, and demonstration research, testing, and evaluation activities across the incident life cycle
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
3	Provide science and technology support to incident management
3.1	Gather operational scientific support from Federal, State and local agencies and incident management preparedness organizations
3.2	Requisition and provide operational scientific support via national incident management system

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
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
3.4.1	Develop analytical methods
3.4.2	Validate methods
3.4.3	Deploy detection systems
3.4.4	Exercise/validate deployed systems
3.4.5	Develop and promulgate associated consequence management procedures
3.4.6	Develop, analyze and determine effectiveness of consequence management procedures
3.5	Conduct incident management research and development
3.6	Develop and provide high tech equipment to support building officials to locate and assess buildings following a disaster
4	Coordinate the establishment of technical standards for national incident management system users
4.1	Establish a performance measurements infrastructure
4.2	Develop consensus-based performance standards among standards development organizations
4.3	Establish working relationships among incident management organizations
5	Evaluate communications and response equipment against national incident management system technical standards
5.1	Establish private and public sector testing laboratories
5.2	Issue guidelines to ensure testing organizations are technically proficient and objective
6	Conduct R&D planning for national incident management system users
6.1	Determine operational needs of national incident management system users
6.2	Validate, integrate, and prioritize user needs
6.3	Submit user needs in development of incident management R&D agenda
6.4	Coordinate R&D with preparedness organizations at all levels
6.5	Integrate incident management into the national R&D agenda
7	Develop scientifically-based technical guidelines for use of emergency response equipment
7.1	Gather inputs from vulnerability analysis, equipment developers and standards experts
7.2	Account for threat and vulnerability, and equipment and system capabilities, under varying conditions in developing training guidelines

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|----------|---|
| 8 | Enhance laboratory capabilities and capacities to enable protection from a wide spectrum of traditional and non-traditional agents |
| 8.1 | Establish local awareness regarding a requirement to use the laboratory response network (LRN) to confirm biological agents |
| 9 | Facilitate the improvement of analytical and technical capabilities in screening, surveillance, monitoring, detection and testing |

4.0 PREVENT MISSION

Definition: 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, pg 2*)

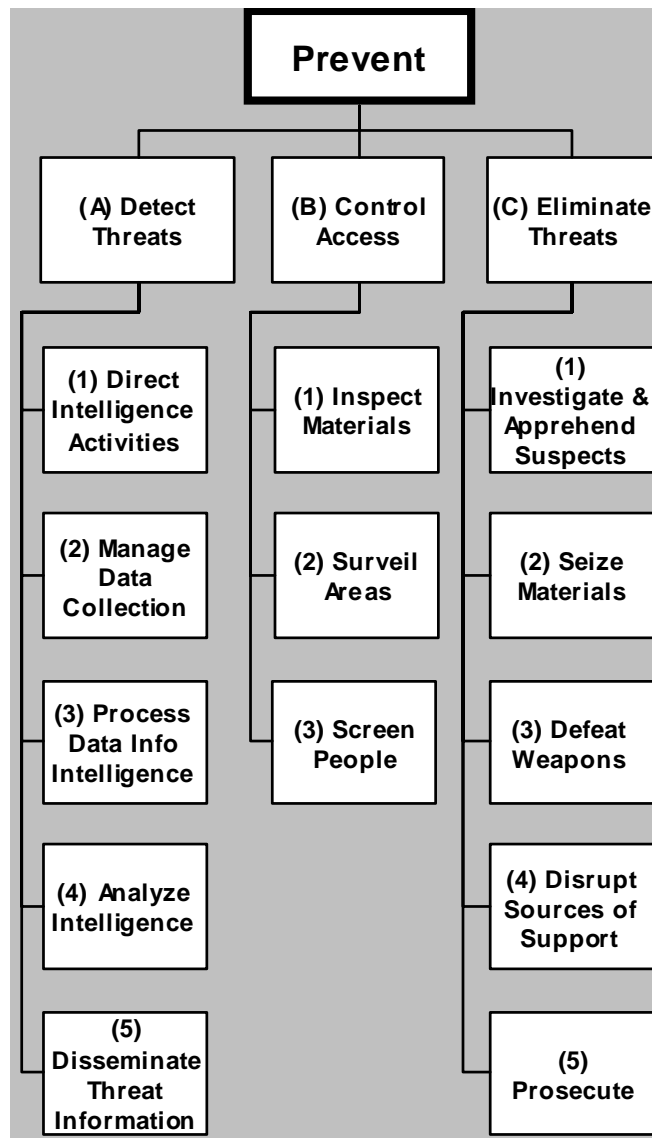


Figure 2. Prevent Mission Taxonomy

Note: An asterisk in the tables that follow indicates the task is a critical task.

4.1 Prevent Mission, Detect Threats Objective

Pre.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.

Pre.A.1: Direct Intelligence Activities (Function 1)

Conduct strategic planning and direct intelligence activities.

(Tasks)

* 1	Plan and direct intelligence and surveillance activities
1.1	Determine intelligence and surveillance issues
1.2	Determine and prioritize intelligence and surveillance requirements
1.3	Develop intelligence and surveillance policy
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
1.5	Prepare an intelligence and surveillance collection plan
1.6	Allocate intelligence and surveillance resources
1.7	Encourage Federal, State, and local and transit agency coordination with the FBI Joint Terrorism Task Force
* 2	Establish all-source intelligence fusion center

Pre.A: Detect Threats

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- 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.

Pre.A.2: Manage Data Collection (Function 2)

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)

1	Coordinate intelligence and surveillance gathering operations
1.1	Conduct intelligence gathering operations
* 2	Establish capability to collect Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) threat information
* 2.1	Establish intelligence gathering capabilities and trend analysis capabilities from information sharing systems and fusion centers across the country
* 2.2	Establish intelligence gathering capabilities and trend analysis capabilities from the Terrorist Early Warning (TEW) systems across the country
* 3	Collect strategic information
3.1	Collect information on strategic situations worldwide
3.2	Collect terrorist related information from international, national, regional, State,

	tribal and local jurisdictions and agencies
3.3	Collect regional and State terrorist-related information
* 3.4	Support Federal intelligence and surveillance information collection
4	Promote intelligence and surveillance development at State, local and tribal levels
5	Collect information about threats to the nation's food supply
5.1	Collect information about threats to agriculture

Pre.A: Detect Threats

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“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.

Pre.A.3: Process Data Into Intelligence (Function 3)

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)

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

Pre.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.

Pre.A.4: Analyze Intelligence (Function 4)

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)

* 1	Produce intelligence and surveillance information
1.1	Evaluate, integrate, analyze and interpret information
* 1.1.1	Identify intelligence concerns and threats at all levels
1.1.2	Determine potential terrorist capabilities and strategic courses of action
1.1.3	Determine terrorist's center of gravity
1.1.4	Determine terrorist's capability to immobilize and halt transportation systems
1.1.5	Predict transportation asset weaponization
1.1.6	Trend transportation threat data
1.1.7	Trend transportation resource data
1.1.8	Establish reporting procedures to identify their threats/hazards at all levels
1.2	Prepare intelligence and surveillance products
1.2.1	Develop indicators and warnings
1.2.2	Develop current intelligence planners and decision makers at all levels
1.2.2.1	Provide guidance for planners to develop their own current intelligence

	products, indications and warnings at all levels
1.2.3	Develop general intelligence for Federal, State, tribal, regional and local planners and decision makers
1.2.4	Develop scientific and technical intelligence for R&D and counter-terrorism planning
1.2.5	Develop data warehousing system to facilitate data mining abilities
1.2.6	Develop data integration system for specific security sectors
1.2.7	Develop system to assess readiness of transportation modes
* 2	Investigate the nature and source of threats
3	Prioritize threats
* 3.1	Conduct threat analysis and site surveys
3.2	Conduct risk assessment
3.3	Conduct countermeasures assessment
3.4	Prioritize investigation based on risk assessment
* 3.6	Coordinate intelligence operations, analysis and distribution
3.7	Establish responsibility for management of intelligence and surveillance assets
3.8	Coordinate information gathering and sharing across emergency support functions
3.9	Use models, guides and other sources to determine potential hazard areas

Pre.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.

Pre.A.5: Disseminate Threat Information (Function 5)

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)

1	Develop processes and procedures for sharing security related information with State, local and tribal government, the private-sector and the public, as appropriate
* 2	Disseminate timely and accurate national strategic and threat intelligence consistent with security clearances as appropriate
2.1	Provide finished intelligence products to planners and decision makers to all levels as appropriate
2.2	Provide follow-on intelligence support to planners and decision makers to all levels as appropriate
2.3	Provide public advisories and warnings (at national-level) allow State, tribal, regional, and local to manage own public advisories and warnings
2.4	Provide intelligence to key stakeholders (i.e. via ISAC), private sector and government

* 3	Disseminate indications and warnings
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4.2. Prevent Mission, Control Access Objective

Pre.B: Control Access

Conduct security functions to prevent entry to the United States and/or access to targets within the United States of terrorists and the instruments of terror.

“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.

Pre.B.1: Inspect Materials (Function 1)

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)

1	Facilitate the development of processes to improved security at key points and access to critical infrastructure
2	Facilitate the development of processes to improved cargo security and screening capabilities
3	Facilitate the development of processes to improve chemical, biological, radiological, nuclear, and explosive detection capabilities
* 4	Inspect materials for potential Chemical, Biological, Radiological, Nuclear,

and Explosive (CBRNE) weapons or precursors

- * 4.1 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.
- * 4.2 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
- * 4.3 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
- * 4.4 Collaborate with the World Customs Organization and other international organizations to develop and implement global standards for cargo screening for terrorists and their weapons
- * 4.5 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
- * 4.6 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
- * 4.7 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)

Pre.B: Control Access

Conduct security functions to prevent entry to the United States and/or access to targets within the United States of terrorists and the instruments of terror.

“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.

Pre.B.2: Surveil Areas (Function 2)

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)

1	Conduct border control operations
* 2	Conduct investigative air, maritime, ground and electronic surveillance and monitoring
3	Interdict, preempt or disrupt, and neutralize the weaponization of transportation assets
3.1	Provide WMD awareness training to motor coach industry as a mitigation strategy
* 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

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| * 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 |
| * 4.2 | Conduct patrols to detect, surveil, intercept, board and if necessary seize vessels involved in illegal activities, such as drug smuggling, illegal migration and terrorist activity |

Pre.B: Control Access

Conduct security functions to prevent entry to the United States and/or access to targets within the United States of terrorists and the instruments of terror.

“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.

Pre.B.3: Screen People (Function 3)

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.

(Tasks)

* 1	Use and continually improve screening technologies and practices to detect terrorists and terrorist weapons
2	Conduct entry control operations

4.3. Prevent Mission, Eliminate Threats Objective

Pre.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.

Pre.C.1: Investigate and Apprehend Suspects (Function 1)

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)

1	Establish an infrastructure by which States and local governments can exchange terrorism and crime information
2	Coordinate and provide public safety and security support
2.1	Conduct counter-terrorism operations
2.2	Conduct law enforcement investigations of terrorist activities
2.3	Implementation tactical operations to interdict, preempt, or disrupt terrorist activities

Pre.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.

Pre.C.2: Seize Materials (Function 2)

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):

<p>To Be Developed</p>

Pre.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.

Pre.C.3: Defeat Weapons (Function 3)

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)

1	Study the effects and implementation of weaponizing transportation assets
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Pre.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.

Pre.C.4: Disrupt Sources of Support (Function 4)

Pursue and eliminate the support activities of the people and organizations that knowingly fund terrorists and those who provide them with logistical assistance.

“We will pursue not only the individuals directly engaged in terrorist activity, but also their sources of support: the people and organizations that knowingly fund the terrorists and those that provide them with logistical assistance”

National Strategy for Homeland Security, p. 26

- Example: This function includes disrupting such forms of operational support as the production/distribution of false documents, bank accounts/money transfers used by the terrorist, “safe” housing provided to the terrorist, etc.

(Tasks):

<p>To Be Developed</p>

Pre.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.

Pre.C.5: Prosecute (Function 5)

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):

<p>To Be Developed</p>

5.0 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.

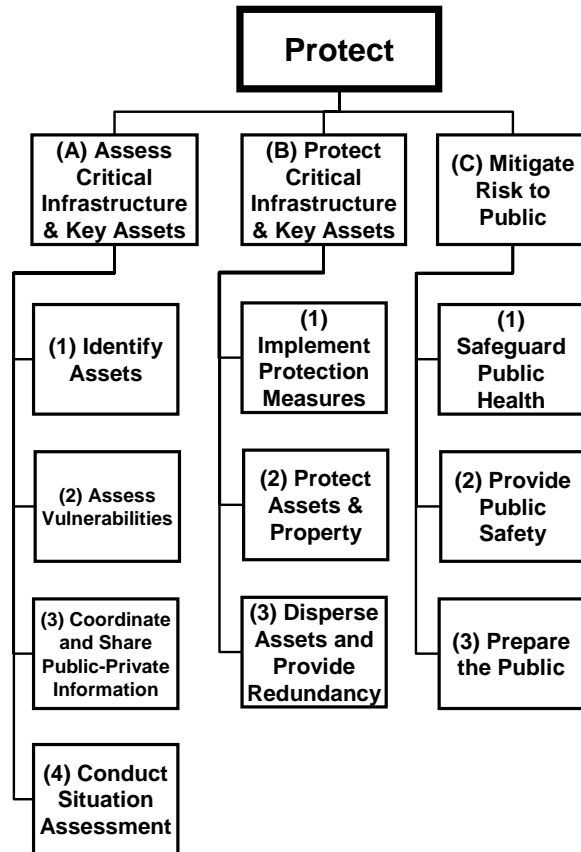


Figure 3. Protect Mission Taxonomy

Note: An asterisk in the tables that follow indicates the task is a critical task.

5.1. Protect Mission, Assess Critical Infrastructure and Key Assets

Pro.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” (February 2003), page 7.

Pro.A.1: Identify Assets (Function 1)

“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)

01	Identify critical infrastructure and key assets within the nation, region, State or
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	local area
1.1	Define sector-specific universe of infrastructure assets and systems
1.2	Develop processes for collecting and maintaining sector-specific data
1.2.1	Identify data to be collected and sources of data
1.2.2	Identify mechanisms for protecting sensitive and confidential data
1.3	Implement data collection processes
1.3.1	Develop sector-specific inventories of assets
* 1.3.1.1	Identify potential transportation targets
1.3.2	Coordinate cross-sector inventory sharing

Pro.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” (February 2003), page 7.

Pro.A.2: Assess Vulnerabilities (Function 2)

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.

(Tasks)

- | | |
|--------------|--|
| 01 | Conduct vulnerability assessments of critical assets and key resources |
| *01.1 | Assess sector-specific vulnerabilities |
| 01.2 | Assess vulnerabilities of government and private-sector information systems |
| 02 | Conduct consequence analysis of critical assets and key resources |
| 03 | Determine risk profiles of critical assets and key resources |
| 3.1 | Determine risk profiles within sectors |
| 3.2 | Determine national risk profile (across sectors) |
| 04 | Prioritize assets for consideration of protective measures |
| 4.1 | Prioritize assets within sectors |
| 4.2 | Prioritize assets nationally (across sectors) |

Pro.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.”

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“National Strategy for the Physical Protection of Critical Infrastructures and Key Assets” (February 2003), page 7.

Pro.A.3: Coordinate and Share Public-Private Information (Function 3)

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).

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- 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.

(Tasks)

01	Establish and operate sector-specific Government Coordinating Councils (GCCs)
1.1	Facilitate the development of GCCs
1.2	Determine mechanisms for coordinating with SCCs
02	Establish and operate sector-specific Sector Coordinating Councils (SCCs)
02.01	Facilitate the development of SCCs
02.02	Determine information exchange mechanism that protect data
02.03	Determine mechanisms for coordinating with GCCs
03	Develop public-private partnerships for implementation
3.1	Identify potential infrastructure protection incentives
3.2	Coordinate processes for voluntary participation in the development of national public-private infrastructure continuity and contingency plans
3.3	Promote public-private information sharing involving cyber attacks, threats and vulnerabilities

Pro.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” (February 2003), page 7.

Pro.A.4: Conduct Situation Assessment (Function 4)

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

1. 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.

2. [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

(Tasks)

01	Monitor threat information
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02	Respond to specific threat information
2.1	Review data on CI/KR and vulnerabilities in context of threat
2.2	Undertake protective actions as necessary

5.2. Protect Mission, Protect Critical Infrastructure and Key Assets Objective

Pro.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, 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

ProB.1: Implement Protection Measures (Function 1)

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.

(Tasks)

01	Develop guidelines for physical protection of infrastructure
1.1	Develop standardized guidelines for physical security programs
1.1.1	Coordinate development of standard guidelines for physical security programs
1.1.2	Conduct or support national research to develop designs, construction materials

	and methods that increase disaster resistance of buildings
1.2	Develop other building guidelines to reduce vulnerability
* 1.2.1	Conduct fire code inspections and coordinate with appropriate personnel for building inspections
* 1.2.2	Provide engineering and structural measure guidelines (HVAC, plumbing, electrical, mechanical, and structural measures) to reduce or eliminate hazards
1.2.3	Develop a national system to discourage building in flood-prone zones and in “wildland” areas that are significant wildfire risks
1.3	Develop partnerships for physical infrastructure protection and contingency planning
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
1.3.2	Facilitate the adoption by State and local jurisdictions of model building code requirements to enhance building safety
1.3.3	Solicit motor coach industry participation in development of contingency plans
02	Develop strategies and guidelines for cyber infrastructure protection
2.1	Promote a comprehensive national cyberspace defensive awareness program
2.2	Promote the development of law enforcement's capabilities for preventing and prosecuting cyberspace attacks
2.3	Foster cooperation with foreign countries regarding cyber attacks
03	Develop strategies and guidelines for protection of infrastructure personnel
3.1	Establish procedures to ensure all personnel have required personal protective equipment and are trained in its use
3.2	Develop methods to assess personnel safety and security following an incident
04	Develop strategies and plans for infrastructure response and recovery
4.1	Develop a system for locating and distributing critical components in support of response and recovery activities
4.2	Develop and implement strategy and policies to secure cyberspace
4.3	Facilitate development of standard measures to reconstitute capabilities, if infrastructure facilities and systems are damaged

Pro.B: Protect Critical Infrastructure and Key Assets

Protect critical infrastructures and key assets that face a specific, imminent threat.

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.”

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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.

Pro.B.2: Protect Assets and Property (Function 2)

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):

* 01	Implement detection measures such as inspections surveillance, employee monitoring, and security counterintelligence
1.1	Monitor commercial activities that may be exploited
1.1.1	Coordinate and inspect commercial entities involved in the production and/or

	distribution of hazardous materials
1.1.2	Manage surveillance activities for agriculture and natural resources
1.1.3	Develop methods for emergency assessment of firms that manufacture, prepare and hold FDA regulated commodities
1.1.4	Develop and implement strategy and policies for secure international and domestic only supply chain
1.2	Deploy and Exercise detection systems
1.3	Develop employee monitoring systems
02	Implement deterrence and defense protection measures
2.1	Direct and conduct actions necessary to deny access or entry into designated regions, areas, installations, and critical infrastructure sites
2.2	Secure critical infrastructure sites through use of forces
* 3	Develop Transportation protection strategies
3.1	Develop and implement automatic-identification system for transportation assets
3.2	Develop and implement transportation worker identification credentialing (TWIC) system
3.3	Develop and implement strategy and policies for secure transportation supply chain
* 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: Protect Critical Infrastructure and Key Assets

Protect critical infrastructures and key assets that face a specific, imminent threat.

“ . . . 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

- Example: Proactive measures that are taken to reduce vulnerabilities in critical infrastructure or key assets. Measures such as monitoring, guarding, and employing countermeasures that can be implemented in a tiered fashion to prevent threat from reaching asset or mitigate the impact of the threat.

Pro.B.3: Disperse Assets and Provide Redundancy (Function 3)

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

5.0 PROTECT MISSION

Definition: Efforts to reduce the likelihood of attack on assets or systems and limit the impact should an attack occur.

5.3. Mission: Protect

Pro(3): Mitigate Risk (Objective 3)

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

Pro(3)(1): Safeguard Public Health (Function 1)

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

(Tasks)

01	Plan and Prepare to Safeguard Public Health
1.1	Develop Plans and Programs to Safeguard Public Health
1.1.1	Develop SNS program
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
1.1.1.2	Develop plans, procedures and protocols to implement national pharmaceutical stockpile operations
1.1.2	Develop Laboratory Plans, Procedures, and Protocols
1.1.2.1	Develop projections for laboratory requirements
1.1.2.2	Develop protocols/guidelines for prioritization of laboratory services
1.1.2.3	Develop protocols for forwarding samples to national laboratories
1.1.2.4	Implement a hospital laboratory program that provides rapid and effective hospital laboratory services
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
1.1.3	Develop plans and procedures for disease outbreak
	Develop policies and procedures to respond appropriately to positive notifications of medical hazards and vulnerability analysis

1.1.3.1	Plan and prepare for pandemic influenza, particularly for the stage when vaccine either is non-existent or in severely short supply
1.1.3.2	Develop procedures for identification of disease, vector and epidemic control
1.1.3.3	Develop guidelines/procedures for properly conducting a coordinated outbreak investigation
1.1.3.4	Review and evaluate infection control guidelines
1.1.3.5	Determine applicable isolation/quarantine laws, policies and implementation procedures
1.1.3.6	Develop plans, procedures, and protocols to monitor long-term health effects across community interests
1.1.4	Develop plans and procedures for animal-based diseases
1.1.4.1	Develop plans, policies and protocols for managing and monitoring animal control and health issues
1.1.4.2	Develop emergency domestic animal care plan
1.1.5	Develop plans and procedures for blood and organ donations
1.1.5.1	Maintain information on blood products and supplies
1.1.5.2	Develop an awareness campaign to promote blood and organ donations
1.1.5.3	Develop plans, policies, and procedures to provide blood products, and manage surges in blood donations
1.1.6	Develop plans and procedures for worker health and safety
1.1.6.1	Manage responders and individual baseline fit test levels
1.1.6.2	Ensure coordination of State and local assets assigned to perform worker safety and health risk management
1.2	Develop Notification and Information Exchange Systems
1.2.1	Develop Notification System and Plans, Procedures, and Protocols
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
1.2.1.2	Develop templates for public health directives and other legal documents
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
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)

1.2.1.5	Develop a process for communicating to public health officials the threats or concerns of the intelligence and law enforcement communities
1.2.2	Develop Data Exchange Standards
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
1.2.3	Develop Information Exchange System
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
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
1.2.3.3	Ensure immediate dissemination of information regarding impact of administered prophylaxis on blood donations
1.3	Develop a symptom surveillance system
1.4	Develop plans, procedures and protocols for the provision of medical personnel, equipment, laboratories, and pharmaceuticals and supplies
1.4.1	Develop plans, procedures and protocols to inventory medical supplies, equipment, ambulance services, hospitals, clinics and first aid units
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
1.4.2	Conduct an inventory of all analytical laboratories
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

1.5 Develop and Implement Public Health Training Programs

1.5.1 Develop Training Program

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

1.5.2 Deliver Training Program

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

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

1.6 Develop and Implement Public Health Exercise Program

1.6.1 Develop Exercise Program

1.6.2 Implement Exercise Program

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

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

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

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

1.7 Assess Public Health Response System Capability

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

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
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
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
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
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
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
1.8	Enhance 911 call center and poison control center capabilities
02	Implement Programs to Safeguard Public Health
2.1	Assess resource needs Assess blood products and supplies resource needs Provide accurate victim figures to blood collection agencies for the provision of blood product
2.2	Coordinate and provide efficient surveillance and information systems to facilitate early detection and mitigation of disease
2.2.1	Conduct disease risk assessment
2.2.1.1	Coordinate forensic epidemiology - work with other partner agencies such as police and medical examiner
2.2.1.2	Direct joint law enforcement-public health investigations to determine source of disease
2.2.1.3	Conduct product tracing to determine source, destination, and disposition of adulterated/contaminated products
2.2.1.4	
2.2.1.5	Conduct epidemiological investigations as surveillance reports warrant, and coordinate disaster medical assistance team (DMAT) assets/services
2.2.1.6	Provide viral and infectious condition investigative reports
2.2.2	Conduct surveillance

2.2.2.1	Maintain surveillance for terrorist weapons
2.2.2.2	Evaluate active intelligence and surveillance operations
2.2.2.3	Integrate surveillance findings related to human health, animal health, food, agriculture and environment
2.2.3	Conduct Laboratory Analysis
2.2.3.1	Coordinate laboratory testing of human and environmental samples
2.2.3.2	Disseminate laboratory testing results
2.2.3.3	Provide laboratory and diagnostic support, subject-matter expertise, and technical assistance
2.3	Implement plans for disease outbreak
2.3.1	Coordinate emergency management plans at the local, State and national-levels
2.3.3	Implement infection control procedures
2.3.3	Provide vector control
2.5	Conduct Recovery
	Request subject matter expertise from supporting agencies to assist in response recovery effort
2.6	Activate an animal care plan
2.7	Implement Worker Protection Plans
2.7.1	Provide an incident health and safety plan
2.7.2	Perform task specific worker exposure monitoring for hazardous substances and inform workers of relevant risks
03	Develop and Implement Public Notification and Dissemination Programs
	Develop and disseminate fact sheets/lists on biological/chemical agents.
	Notify local officials of confirmatory positive results of public health hazard and vulnerability analysis
04	Coordinate and provide food and agricultural support
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
4.2	Identify short-term and long-term needs in provision of nutrition assistance, animal health and food safety and security
4.3	Coordinate technical assistance for water, waste-water, sewer and food safety
4.4	Facilitate all-hazard consultation, technical assistance and support including field

	investigations
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
05	Conduct response related activities for agricultural support
5.1	Coordinate agricultural surveillance and testing processes, and isolation or quarantine for agricultural threats
5.2	Direct agricultural processes for surveillance and testing, isolation or quarantine for threats to agricultural assets and food supply
5.2.1	Ensure safety, efficacy and security of regulated foods, blood supply, drugs, medical devices and other HHS regulated products
5.3	Develop, establish, and maintain a tracking system of all emergencies related to HHS regulated products
5.4	Implement and activate Animal and Plant Health Inspection Services (APHIS) Emergency Operations Center
5.5	Notify Veterinary Services field officers and State veterinarians
5.6	Supply APHIS assets to augment Veterinary Services assets in the State where the disease exists, as needed by the Area Veterinarian in Charge
5.7	Activate the regional and State animal emergency response plan for foot and mouth disease (FMD) and other highly contagious diseases
5.8	Stop all interstate movement of susceptible animals, articles, and means of conveyance as needed
5.9	Assist in disease control, quarantine, containment and eradication
5.10	Coordinate and provide regional and state resources and procedures for the response to an outbreak of highly contagious animal disease
5.11	Conduct increased border surveillance with bordering nations to prevent introduction of foot and mouth disease into North America
5.12	Evaluate adequacy of available resources
06	Provide food safety and security response support
6.1	Ensure the nation's commercial supply of food is safe and secure following an incident of national significance
6.2	Conduct activities to ensure the Nation's commercial supply of food is safe and secure following an incident of national significance
6.3	Inspect and monitor meat, poultry, and egg establishments that can continue to operate in the affected area
6.4	Inspect FDA regulated food facilities that can continue to operate in the affected area
6.5	Use laboratory testing and field investigations to identify products that are safe and fit for human consumption
6.6	Conduct product tracing to determine source, destination, and disposition of contaminated products

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

Pro.C: Mitigate Risk to Public

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

Pro.C.2: Provide Public Safety (Function 2)

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

(Tasks)

1	Develop public safety and security plans, programs and agreements
1.1	Develop community outreach initiatives, strategies and tactics
1.2	Develop and maintain security clearance process
1.3	Develop public protective action guidelines
1.4	Define criteria for public access to information regarding criminal investigations
1.5	Develop and maintain protocols to investigate criminal activities
1.6	Develop training programs for public safety and security
1.7	Provide crime prevention training and technical assistance
1.8	Manage public safety and security mutual aid agreements
1.9	Develop protection plans for special needs populations
2	Implement public safety and security plans, programs and agreements
* 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
* 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
5	Implement public safety and security prevention activities
5.1	Direct crime prevention activities
5.2	Maintain security awareness programs
5.3	Direct public safety and security education programs
5.4	Conduct public safety and security training and education programs
6	Develop and implement building code program
* 6.1	Adopt and enforce model building codes/standards that address safety, structural integrity and physical security

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

Pro.C: Mitigate Risk to Public

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

Pro.C.3: Prepare the Public (Function 3)

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

(Tasks)

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

6.0 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 Draft, 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.

The Taxonomy for the Respond Mission is shown on the following page.

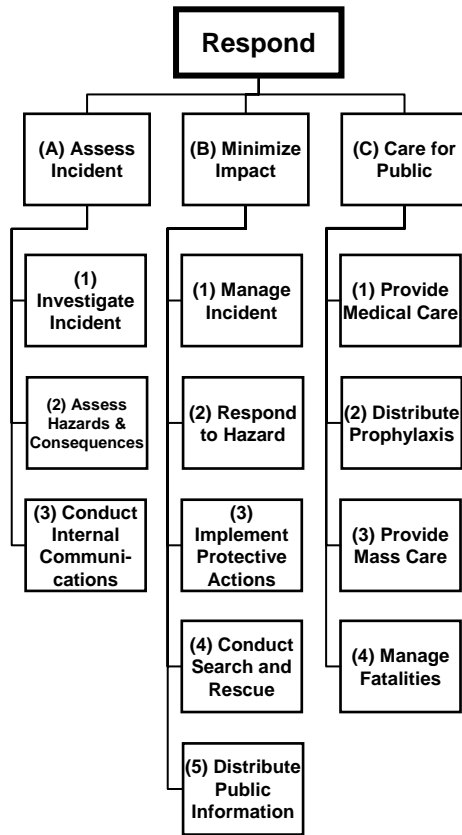


Figure 3. Respond Mission Taxonomy

Note: An asterisk in the tables that follow indicates the task is a critical task.

6.1. Respond Mission, Assess Incident Objective

Res.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 (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.

Res.A.1: Investigate Incident (Function 1)

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)

* 1	Coordinate investigation activities
1.1	Maintain chain of custody procedures
1.2	Coordinate evidence preservation procedures
1.3	Coordinate evidence collection and forensic analyses
1.4	Coordinate the arrest, detention and adjudication process
* 2	Conduct investigations
2.1	Collect and manage evidence
2.2	Conduct forensic analyses
2.3	Interview victims and witnesses
2.4	Identify suspect(s)
2.5	Apprehend suspect(s)
2.6	Interrogate suspect(s)
* 3	Provide technical assistance and laboratory support to State, local and tribal jurisdictions
3.1	Conduct evidence recovery operations
3.2	Provide assistance in the identification of victims
3.3	Provide forensic examination of computer evidence and provide technical support

	for criminal investigations
3.4	Conduct DNA analysis
3.5	Conduct fingerprinting checks and analysis
3.6	Cross check with local, State, Federal and international databases
* 4	Conduct fire investigations
4.1	Secure assets needed for investigative operations on emergency basis (buildings plans, cranes and other heavy equipment)

Res.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 (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.

Res.A.2: Assess Hazards and Consequences (Function 2)

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)

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

Res.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 (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.

Res.A.3: Conduct Internal Communications (Function 3)

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)

1	Conduct emergency dispatch and notification
1.1	Dispatch first responders and secondary response agencies
1.2	Implement government and NGO agency notification protocols and procedures
* 2	Coordinate incident site communications
2.1	Coordinate with the response organization and other responders to share information
2.1.1	Develop NIMS compliant incident site communications plan
2.2	Coordination information transfer from the incident scene to the MACS (e.g. Emergency Operations Center (EOC))
2.3	Monitor communications and information systems
* 4	Communicate internal incident response information
4.1	Utilize established common terminology
4.2	Record response actions
4.3	Establish communications resource requirements
4.4	Disseminate information to emergency managers and responders
4.5	Provide response information across jurisdictional boundaries
4.6	Implement communication security procedures and systems
4.7	Update responder information
4.8	Share information with government levels and public/private organizations

5	Activate back-up information systems as needed
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6.2. Respond Mission, Minimize Impact Objective

Res.B: Minimize Impact

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.

Res.B.1: Manage Incident (Function 1)

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

Tasks:

Emergency Management	
* 1	Provide direction, information, and/or support as appropriate to incident command (IC) or unified command (UC) and/or joint field office(s)
1.1	Coordinate emergency/disaster relief efforts
1.2	Collect, evaluate, and disseminate incident specific situation information
1.3	Prepare status reports, display situation information, and maintain status of resources assigned to an incident
1.4	Develop, adapt, or implement plans to support the IC, UC, or other agencies as needed
1.5	Provide hazard zone warning prediction service to Federal, State, local and tribal jurisdictions and agencies
2	Activate and Conduct On-Site Incident Command
2.1	Activate incident command system and/or unified command system
2.1.1	Deploy incident response teams
2.2	Implement incident command system in a unified command situation
2.2.1	Implement personnel accountability procedures
2.3	Implement planning function
2.3.1	Develop and Execute incident action plan
2.3.2	Track accomplishments of tasks to resolution
2.4	Implement logistics function
2.4.1	Execute mutual aid agreements
2.4.2	Coordinate incident sites and Emergency Operations Centers (EOC)
2.5	Implement finance function
2.5.1	Establish documentation measures/financial tracking

2.6	Implement operations function
2.6.1	Conduct and support emergency operations
2.6.2	Identify resource requirements
3	Activate MACS (e.g., EOC)
3.1	Identify the MACS location
3.1.1	Identify the location of the primary facility for center/team
3.1.2	Identify the location of the alternate facility for center/team
3.1.3	Assess response level/emergency conditions
3.2	Make Notifications
* 3.2.1	Activate, alert, and notify MACS personnel
3.2.2	Issue direction to all support organizations to participate in MACS
3.2.3	Notify and deploy liaison officers to MACS
3.2.4	Activate appropriate sections, branches, divisions and groups within MACS
3.2.5	Ensure appropriate notifications are made
3.2.6	Alert appropriate national-level organizations of incident of national significance
4	Conduct emergency management at MACS
4.1	Implement emergency management policies and procedures
4.1.1	Implement operations, planning, logistics, finance and administrative support functions
4.1.2	Send request to State and Federal authorities to declare a state of emergency
4.2	Support hazard and consequence assessment
* 4.2.1	Support identification and determination of potential hazards and threats, including mapping, modeling, and forecasting
4.3	Implement coordination plans and procedures
* 4.3.1	Coordinate with organizations outside the MACS
4.3.2	Coordinate with nongovernmental organization or private business/association
4.3.3	Coordinate with other governmental agencies
4.4	Implement demobilization and deactivation plans
4.4.1	Coordinate and direct the disestablishment and redeployment of centers/teams/offices activated or deployed in response to an incident
4.4.2	Manage the transition from response to recovery and implementation of long-term management plans
4.4.3	Facilitate demobilization plans and procedures for preparation of after-action reports
4.5	Provide for liaison support
4.5.1	Organize liaison structure for supporting organizations
4.5.2	Designate liaison representatives to incident response management structure
4.5.3	Identify staff liaisons and points of contact to provide technical and subject matter expertise, data, advice and staff support operations
* 4.6	Coordinate jurisdictional emergency management operations
4.7	Coordinate transition of incident site to appropriate authority

Resource Support

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

United States

6 Identify, Type, and Inventory Resources

- 6.1 Confirm available space for resource management activities
- 6.2 Identify resource needs to conduct response operations
 - 6.2.1 Identify personnel, equipment and supplies needs
 - 6.2.2 Assess public-health related resource needs for responders
 - 6.2.2.1 Ensure adequate personal protective equipment is available to protect health care personnel
 - 6.2.2.2 Ensure adequate portable or fixed decontamination systems exist for health care personnel
 - 6.2.2.3 Ensure all responders have access to necessary vaccinations prior to delivery of services, if possible, to include nongovernmental response personnel
- 6.3 Categorize and type the resources incident managers commonly request, deploy and employ
- 6.4 Inventory facilities, equipment, personnel, and systems available to support emergency operations
 - 6.4.1 Assess the availability of resources/assets provided by public, private and volunteer organizations
 - 6.4.2 Identify and activate support agencies required to provide immediate support and those agencies to remain available on stand-by
 - 6.4.2.1 Determine the availability of and provide supplies stocked in distribution facilities, national stockpiles, and customer supply centers
 - 6.4.2.2 Identify clean-up/disposal contractors and service providers
 - 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
 - 6.4.4 Identify private vendors and suppliers to fill resource gaps

7 Order and Acquire Resources

- 7.1 Request Resources needed for response to field operations
 - * 7.1.1 Activate mutual aid to obtain resources
 - 7.1.2 Acquire needed resources from private sector
- 7.2 Coordinate and obtain external resources for sustained operations

8 Allocate, Mobilize, and Manage Resources

- 8.1 Allocate and mobilize resources in support of response operations
 - 8.1.1 Manage pre-staged response resources
 - 8.1.2 Activate supply, facilities, ground support, communications, food and medical units
 - 8.1.3 Prioritize use of supplies
 - 8.1.4 Deploy and transport resources
 - 8.1.4.1 Coordinate logistics related to locations and schedules for movement of

-
- 8.1.4.2 emergency supplies into and within less affected areas
 - 8.1.4.2 Coordinate the movement of resources prior to and during an incident
 - 8.1.4.3 Implement strategy for re-routing cargo to areas where infrastructure is intact and functioning properly
 - 8.1.5 Provide operational assistance/support and resources to affected areas
 - 8.1.5.1 Coordinate distribution of stockpile assets
 - 8.1.5.2 Activate memoranda of understanding (MOUs) and stockpiles
 - 8.2 Manage donated goods and services
 - 8.3 Provide logistics support
 - 8.3.1 Establish and manage staging site
 - 8.3.1.1 Store response resources
 - 8.3.1.2 Provide property, facility, and materials management operations for logistics support
 - 8.3.1.3 Provide management and support of mobilization center
 - 8.3.2 Provide transportation management for logistics support
 - 8.3.3 Process and manage requests for additional personnel or equipment
 - 8.3.4 Designate additional personnel or equipment as needed
 - 9 Track and Report Resources**
 - 9.1 Implement resource tracking systems and capabilities
 - 9.1.1 Document resources committed to incident response
 - 9.1.2 Maintain records of equipment and materials
 - 9.1.3 Track personnel, equipment, and supplies
 - 9.2 Maintain inventories of supplies for access and distribution to responders
 - 10 Recover Resources**
 - 10.1 Deactivate or recall resources during or after an incident
 - 10.2 Demobilize resources
 - 10.2.1 Identify demobilization support services
 - 10.3 Rehabilitate and replenish resources
 - 10.3.1 Restock laboratory supplies and resume routine laboratory services
 - 10.4 Dispose of resources
 - 11 Provide for financial management and reimbursement**
 - 11.1 Activate reimbursement process
 - 11.2 Maintain accountability of expenditures
 - 11.2.1 Maintain records of expenditures
 - 11.3 Receive and process reimbursement requests
 - 11.4 Process compensation claims and related administrative activities
-

Public Safety and Security

12 Coordinate public safety and security response

- 12.1 Develop security and access control plans
- 12.2 Coordinate traffic control
- 12.3 Coordinate physical security
 - 12.3.1 Coordinate security for facilities and resources
 - * 12.3.2 Identify and establish incident perimeter and zones
 - * 12.3.3 Identify force protection requirements
 - * 12.3.4 Establish force protection
- 12.4 Establish public safety and security monitoring and surveillance programs

* **13 Conduct public safety and security response**

- * 13.1 Conduct traffic control
- 13.2 Conduct tactical deployment
- 13.3 Prohibit movement of animals
- 13.4 Maintain security operations
 - 13.4.1 Request assets required to provide security
 - 13.4.2 Provide security for public officials and investigation teams
 - 13.4.3 Establish secure prisoner holding area
 - 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

14 Coordinate and provide transportation support

- 14.1 Manage financial aspects of transportation response activities
- 14.2 Coordinate technical assistance in evacuation planning, and in determining most viable and alternate transportation routes
 - 14.2.1 Facilitate the development of a Federal grant program directed at transportation critical assets
- 14.3 Develop an outreach program that educates users about the five life cycle domains that comprise the transportation security spectrum and related transportation security issues
- 14.4 Establish credentialing procedures for licensing and training of transportation workers
- 14.5 Develop uniform national security awareness training for surface transportation employees
- 14.6 Establish security checks for licensing and training of pilots of private and commercial aircraft
 - 14.6.1 Establish security requirements for licensing and training of commercial drivers license (CDL) holders

14.7	Provide appropriate representation to interagency incident management group during incident
14.7.1	Gather and process damage assessments of transportation infrastructure
14.7.2	Facilitate evacuation from affected areas
14.7.3	Process and coordinate requests for, and offers of, Federal and civil transportation support, both domestic and international
14.7.3.1	Activate intermodal liaison to interface with transportation modes offering assistance
14.7.4	Coordinate alternate means and routes of transportation
14.7.5	Coordinate the recovery, restoration, and safety/security of transportation infrastructure
14.7.6	Prioritize reconstruction needs and restoration of critical and strategic transportation infrastructure
* 15	Coordinate transportation response
15.1	Determine incident effects on transportation infrastructure
15.2	Establish automatic-identification system for transportation assets
15.3	Mobilize and coordinate Federal, State and local transportation assets
15.4	Identify emergency transportation resources
15.5	Coordinate preparations for mass movement of citizens to distribution nodes for assistance
15.6	Coordinate all transportation assets
15.7	Coordinate traffic control around health care facilities and prophylaxis dispensing centers
15.8	Implement transportation protocols to transport biological, chemical, nuclear and radiological specimens and samples for testing
15.9	Implement a traffic management plan
15.10	Develop staging areas plan
15.11	Develop plans for establishment of staging areas for medical personnel, equipment and supplies
15.12	Develop and implement strategy for re-routing cargo to areas where infrastructure is intact and functioning properly
15.13	Share real-time traffic status
	Worker Health and Safety
* 16	Provide for worker health and safety
16.1	Ensure coordination of assets assigned to perform worker safety and health risk assessment and risk management
16.2	Create and implement a site specific safety and health plan for site stabilization, rescue and recovery operations
16.3	Perform ambient and task specific worker exposure monitoring for hazardous substances and inform workers of relevant risks

16.4	Provide review of OSHA requirements to assure that they allow operations during a disaster
16.5	Monitor and perform activities related to worker health and safety issues

Res.B: Minimize Impact

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.

Res.B.2: Respond to Hazard (Function 2)

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

(Tasks)

01	Develop Plans, Procedures, and Equipment Guidelines to support response operations
* 01.01	Develop Plans, Procedures, and Equipment Guidelines to Support Firefighting Response Operations
01.01.01	Develop plans and SOPS to respond to a major fire
01.01.02	Develop hazard mitigation programs
01.01.03	Develop firefighting coordination mechanisms
01.01.03.01	Coordinate plans with commercial/private fire response organizations
01.01.03.02	Develop plans to coordinate structural and safety assessments of damaged buildings with building department inspectors
01.01.03.03	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
01.01.03.04	Develop and manage firefighting mutual aid agreements

01.02	Develop Plans, Procedures, and Equipment Guidelines to Support Hazardous Materials Response Operations
01.02.01	Develop plans, programs, agreements and requirements for responding to hazardous material incidents
01.02.01.01	Develop a bio-security plan
01.02.01.02	Develop hazard recognition and tracking systems
01.02.02	Develop plans, programs, criteria, and protocols for conducting decontamination
01.02.02.01	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
01.02.02.02	Establish criteria for proper decontamination of health workers and for the population at large
01.02.02.03	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
01.02.03	Install and maintain monitoring and detection equipment
01.02.04	Manage hazardous materials mutual aid agreements
01.03	Develop plans, procedures, and protocols for public safety and security support activities
02	Develop and implement training and exercise program to support response operations
02.01	Develop and implement firefighting training and exercise program
02.01.01	Develop and implement fire suppression training
02.01.01.01	Develop and implement training related to self-protection equipment
02.01.01.02	Integrate the use of modeling and simulation capabilities for training
02.01.02	Exercise firefighting plans and procedures
02.02	Develop and implement hazardous materials response training and exercise program
02.02.01	Develop and implement training related to detection and reporting of hazardous material
02.03	Develop and implement public safety and security training and exercise program
03	Coordinate emergency response operations
03.01	Coordinate and provide firefighter support
03.01.01	Implement national interagency fire prevention plan
03.01.01.01	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
03.01.02	Coordinate firefighting resources
03.01.02.01	Process and respond to requests for firefighting assistance, resources and respond to resource shortfalls across jurisdictions
03.01.02.02	Mobilize firefighting resources in support of urban, rural and wildland firefighting agencies
03.01.02.03	Implement national interagency mobilization guide
03.01.02.04	Implement contracts to mobilize private-sector resources for firefighting
03.01.03	Provide technical assistance in support of firefighting operations
03.01.03.01	Provide fire/weather forecasting and support
03.01.03.02	Establish and maintain communication with State and local fire coordinators
03.01.03.03	Ensure interdepartmental, interdisciplinary, and interjurisdictional communication and coordination in support of firefighting operations.
03.01.03.04	Establish and maintain communication and coordination between fire service and State and/or local building officials
03.02	Coordinate Hazardous Materials Response
03.02.01	Coordinate and direct hazardous materials detection and assessment activities
03.02.01.01	Coordinate ongoing hazard assessments and predictions
03.02.01.02	Coordinate, integrate, and manage efforts to detect or identify releases of hazardous substances including those from underground storage tanks
03.02.02	Coordinate, integrate, and manage efforts to prevent, or mitigate, or minimize threat of potential releases
03.02.02.01	Manage State and local implementation of the National Oil and Hazardous Substances Pollution contingency plan
03.02.02.02	Coordinate actions to prevent spread of contaminants
* 03.02.03	Coordinate and support containment activities
03.02.03.01	Monitor and track compliance with containment requirements
03.02.04	Coordinate and support clean up and disposal activities
03.02.04.01	Coordinate, integrate, and manage efforts to contain, clean up, or dispose of or minimize releases of hazardous substances including those from underground storage tanks
03.02.05	Coordinate and support hazmat logistics and administration
03.02.05.01	Coordinate technical, coordination, and administrative support and personnel, facilities, communications and information
03.02.05.02	Coordinate resource management of hazardous materials equipment, supplies and personnel.
03.02.05.03	Manage resources to support special needs populations to include non-English speaking persons, migrant workers, as well as those with medical conditions requiring attention
03.02.06	Coordinate technical expertise on environmental consequences of, and security measures related to hazardous materials releases
03.02.06.01	Track, monitor, and secure all production, use, and transfer of nuclear

	material
03.02.07	Coordinate and support decontamination activities
03.02.07.01	Coordinate movement of portable decontamination facilities
03.02.07.02	Provide support for decontamination efforts of persons affected by the disaster
03.02.07.03	Define jurisdiction-specific and/or animal-specific decontamination requirements
03.03	Coordinate and provide public safety and security support
03.03.01	Coordinate security for vulnerable, threatened, and contaminated sites and materials
03.03.01.01	Coordinate security for contaminated areas
03.03.01.02	Provide security for infectious/hazardous materials
03.03.02	Coordinate IED response
04	Conduct Firefighting Operations
04.01	Assess situation and plan firefighting response
04.01.01	Obtain, maintain and provide initial and ongoing fire situation and damage assessment reports
04.01.02	Conduct hazard vulnerability analysis
04.01.03	Provide urban and industrial hazard analysis
04.01.04	Assess resource requirements
	Coordinate with other agencies to secure utilities for incident site
04.02	Establish and implement on-scene management for firefighting (utilizing ICS)
04.02.01	Establish and maintain communication with fire coordinators
04.02.02	Direct the use of personal protective equipment (PPE)
04.02.03	Implement Logistics operations on the firefighting scene.
04.02.03.01	Maintain complete log of actions taken, resource orders, records and reports
04.03	Conduct Fire Suppression
04.03.01	Conduct fire overhaul operations
04.03.02	Implement protocols for fire containment
04.03.03	Mitigate Fire Hazards
04.03.04	Conduct controlled burn operations
05	Conduct Hazardous Materials Response
05.01	Assess Hazmat Situation and Plan Response
05.01.01	Identify hazardous materials and extent/scope of the incident
05.01.01.01	Develop a monitoring and sampling plan, including laboratory support
05.01.01.02	Require utilization of the laboratory response network (LRN) to test

	suspected biological threats
05.01.01.03	Require utilization of the other laboratory response networks to test for biological, chemical and radiological threats and product contamination
05.01.01.04	Conduct contamination surveys
05.01.01.05	Assess hazardous materials release situation
05.01.01.06	Conduct oil or hazardous materials assessment
05.01.01.06	Use environmental/agricultural samples to define contaminated zones
05.01.02	Characterize consequences and risks
05.01.02.01	Collect data for hazard analysis
05.01.02.02	Monitor movement of releases and formulate predictions on dispersion and characteristics over time
05.01.02.03	Analyze weather forecast to conduct hazard zone prediction
05.01.02.03	Develop and disseminate weather data, forecasts, and emergency information related to land, air, and maritime resources and conditions
05.01.03	Prepare and distribute protective action guidelines
05.01.03.01	Update protective action guidelines based on updated hazard assessments
05.01.03.02	Revise hazard assessments based on environmental/agricultural sampling and empirical data collection
05.01.04	Develop site-specific plans
05.01.04.01	Develop and implement a site specific safety and health plan that includes worker risk assessment and risk management
05.01.04.02	Develop on-site hazardous materials response plans
05.01.02.03	Develop a contamination site safety plan
05.02	Establish and implement on-scene management for hazmat response (utilizing ICS)
05.02.01	Manage on-scene hazardous materials response utilizing ICS system
05.02.02	Maintain coordination and communication between agencies and departments
05.02.03	Identify and determine liaisons and agency representatives
05.03	Conduct Hazmat Response (Implement Plans, Programs, Agreements, and Requirements)
05.03.01	Implement and follow national oil and hazardous substances pollution contingency plan
05.03.02	Identify and establish perimeter and hazardous materials zones (hot, warm, cold)
05.03.03	Extricate and rescue victims from within hot zone
05.03.04	Conduct containment activities
05.03.04.01	Secure contamination source and affected areas
05.03.05	Monitor status of leaks, spills and releases
05.03.05.01	Monitor clean areas within the contamination control line
05.03.05.02	Conduct inspection and monitoring of establishments in affected areas
05.03.05.03	Monitor exit points for hazardous material leakage
05.04	Ensure the safety of all on-scene responders
05.04.01	Provide required personal protective equipment (PPE)

05.04.02	Monitor all responders for exposure to hazardous materials
05.04.03	Notify affected recovery workers of exposure assessment results to hazardous substances and recommend follow-up action as necessary
05.04.04	Coordinate rescue efforts with law enforcement to ensure safety of rescuers while law enforcement secures incident site
05.04.05	Monitor and control operating time of rescuers assigned to hot zone to minimize rescuer exposure
05.04.06	Alert crisis management staff
05.05	Conduct decontamination
05.05.01	Identify assets required for decontamination activities
05.05.02	Determine decontamination procedures
05.05.02.01	Establish decontamination sites
05.05.02.02	Determine decontamination process end-point
05.05.02.03	Define safe parameters for entry, work, and living in previously contaminated areas
05.05.03	Decontaminate affected facilities and equipment
05.05.03.01	Utilize chemical detectors and devices
05.05.03.02	Develop procedures for post-decontamination vehicle and equipment restoration
05.05.04	Decontaminate people
05.05.04.01	Conduct screening of affected persons
05.05.04.02	Decontaminate affected persons, including injured victims, exposed to CBRNE materials
05.05.04.03	Isolate and decontaminate affected transportation workers and conveyances
05.05.04.04	Report decontamination results to appropriate health authorities
05.05.05	Coordinate livestock decontamination
05.05.06	Perform area decontamination
05.06	Conduct Hazmat cleanup and disposal
* 05.06.01	Perform clean-up operations
* 05.06.02	Implement hazardous material disposal plan
05.06.03	Remove and dispose of hazardous materials
05.06.03.01	Coordinate and conduct marine salvage efforts to contain, clean up, dispose of or minimize releases of oil or hazardous substances
06	Conduct public safety and security response operations
06.01	Assess situation
06.01.01	Implement emergency assessment procedures
06.01.02	Conduct an initial reconnaissance of the area
06.01.03	Coordinate with appropriate unit and develop a plan of action

06.02	Detect, Identify, Render Safe, and Dispose of IED
06.02.01	Provide positive ordnance identification and safety guidance
06.02.02	Perform render safe and/or disposal procedures
06.02.03	Provide overall supervision of a consolidated unexploded ordnance demolition area that can be moved
06.02.04	Implement Radiological Assistance Program plan (RAP), Federal Radiological Emergency Response Plan (FRERP) and National Response Plan
06.03	Detect, defuse and dispose of non-IED terrorist weapons
06.03.01	Coordinate air reconnaissance and surveillance
06.04	Respond to terrorist activities, such as hostage takings
*	
* 07	Transition from response to recovery

Res.B: Minimize Impact

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.

Res.B.3: Implement Protective Actions (Function 3)

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)

(Tasks)

1	Develop guidance for the isolation and/or quarantine of suspect and confirmed exposed, infectious and contaminated individuals, and establish triage protocols
*2	Develop evacuation and emergency operations procedures for at-risk populations and locations
*3	Identify course of action to resolve the hazardous materials incident
3.1	Coordinate information sharing with other jurisdictions
3.2	Identify assets required for decontamination activities
*3.3	Identify evacuation site(s)
*3.4	Request the evacuation and/or shelter-in-place of affected populations
*3.5	Identify course of action to resolve the hazardous materials incident
4	Implement shelter-in-place procedures
4.1	Order shelter-in-place warnings
5	Evacuate affected population
*5.1	Identify populations and locations at risk
5.2	Define potentially exposed animal population
*5.3	Develop plans, procedures, and protocols to manage evacuations, shelters-in-place and quarantine/isolation
6	Assist evacuation of special populations
*6.1	Manage resources to support special needs populations to include non-English speaking persons, migrant workers, as well as those with medical conditions

-
- requiring attention
 - 6.2 Implement special needs sheltering plan
 - 6.3 Ensure additional medical assistance is provided in timely manner
 - *7 Activate approved traffic control plan**
 - 7.1 Develop evacuation traffic management plan
 - 7.1.1 Develop an evacuation and invacuation traffic management plan consistent with regional/jurisdictional planning councils
 - 7.2 Provide evacuation routes from affected area
 - 7.3 Identify detours and other alternate routes
 - 7.4 Identify access/egress routes for emergency response units
 - 7.5 Manage congested traffic flow routes to identify and eliminate situational bottlenecks
 - *7.6 Identify emergency evacuation routes to avoid contaminated area and downwind plume
 - 7.7 Develop guidelines for usage of highway variable message sign security alerts
 - *8 Provide transportation/personnel support and resources**
 - 8.1 Provide transportation to and between shelters
 - 8.2 Restore public transportation routes
 - 8.3 Implement transportation security guidelines
 - 8.4 Develop contingency plans to use mass transit, motor coaches and school buses
 - 8.5 Coordinate the development of contingency plans with motor coach associations and owners/operators and school bus industry
 - 8.6 Notify alternative transportation systems of surge potential
 - 8.7 Determine need to establish other modes of mass transit
 - 9 Provide for isolation/quarantine for natural resource and agricultural threats**
 - 10 Reduce disease risk by minimizing animal/product movement**
 - *11 Coordinate explosive device detection, defusing and disposal operations**
 - 12 Coordinate terrorist weapon detection, diffusion and disposal operations**
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Res.B: Minimize Impact

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.

Res.B.4: Conduct Search and Rescue (Function 4)

Locate, and extricate victims.

“locating, extricating, and providing onsite medical treatment to victims trapped in collapsed structures.”

National Response Plan, p. 173

Tasks

1	Prepare for urban search and rescue operations
1.1	Develop policies and procedures for urban search and rescue
1.2	Manage urban search and rescue mutual aid agreements
1.3	Develop urban search and rescue training programs
1.4	Provide training for urban search and rescue augmenting organizations
2	Activate urban search and rescue support (US&R)
2.1	Activate the national urban search and rescue response system for any incident of national significance
2.2	Establish, maintain, and manage the national urban search and rescue response system
2.3	Ensure appropriate legal issues pertaining to liability claims, including the application of the good Samaritan laws, are understood and resolved
2.4	Provide timely situational awareness and response information and establish and maintain chronological log of events in the field
2.5	Determine need for deployment of additional US&R assets
2.5.1	Collect assessment information from damage assessment teams for inclusion in situation reports and for decision-making regarding US&R resources
2.5.2	Issue additional advisories and alert and activation orders as required
2.6	Provide technical assistance, training, and operational support to urban search and rescue teams and assets
2.7	Provide administrative and logistical support for US&R operations
2.8	Formulate redeployment plans for urban search and rescue assets and personnel
2.9	Formulate decisions on the demobilization of regional and State first responder

	assets and personnel
2.10	Provide care for rescuers, including the K-9 first responders
2.11	Coordinate regional and State preparedness related to worker compensation programs, claims, safety and health of first responders, and make provisions to resolve any potential conflicts with OSHA workers safety requirements
* 3	Coordinate urban search and rescue response
3.1	Identify need for additional assistance
3.2	Coordinate the transition from rescue to recovery operations
3.3	Coordinate communication among responders to facilitate search efforts
* 3.4	Coordinate movement of the urban search and rescue task forces or teams
3.5	Coordinate support from government agencies
3.6	Establish plans, procedures and protocols for logistical support for urban search and rescue assets
3.6.1	Provide portable shelters for use by urban search and rescue task force
3.6.2	Provide mobile feeding units for urban search and rescue task force
* 4	Conduct urban search and rescue operations
4.1	Deploy urban search and rescue task forces or teams
4.2	Assess incident site to determine search and rescue course of action
4.2.1	Evaluate the disaster site for hazardous materials
4.2.2	Identify heavy machinery support requirements
4.1	Direct search and rescue teams and collapse-site teams
4.2	Search and extract victims from site
4.3	Direct the use of heavy machinery in recovery effort
4.4	Provide status reports on urban search and rescue operations
4.5	Stabilize and support entry and exit points for urban search and rescue operations
5	Conduct water search and rescue operations
5.1	Deploy to hurricane location
5.2	Assess incident sites
5.3	Prioritize incident response
6	Redeploy to home base

Res.B: Minimize Impact

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.

Res.B.5: Distribute Public Information (Function 5)

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)

1	Prepare emergency public information plans
1.1	Develop crisis communications plan
* 1.2	Direct and control emergency public information activities
1.3	Coordinate the provision of timely and accurate information
1.4	Establish communications with domestic and international public
1.5	Provide for rumor control within information network
1.6	Implement VIP/distinguished visitor procedures
1.7	Develop and implement procedures for notifying residents and general public related to entering, repairing, and reoccupying condemned and damaged buildings
1.8	Develop and implement procedures for notifying building owners about standards and permitting requirements for repairing and reoccupying condemned or damaged buildings or having utilities reconnected
1.9	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.
2	Coordinate emergency public information through the Joint Information System (JIS)
2.1	Activate Joint Information Center (JIC) to include nongovernmental and private-sector partners as appropriate
2.2	Identify appropriate spokesperson(s)
2.2.1	Utilize appropriate spokesperson based on subject matter expertise

2.3	Provide mass notification to urban and rural populations
2.4	Coordinate release of emergency public information in common language and terminology
2.5	Utilize recognized national public health professionals (e.g., U.S. Surgeon General) to provide public health information to the American people
2.6	Identify public information needs of the affected area
2.7	Educate private industry about structural hardening and business continuity
2.8	Coordinate communications through the JIC
* 3	Develop plans, procedures and policies for coordinating, managing and disseminating public information
3.1	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
3.2	Plan and provide for external media support and operations
3.3	Coordinate internal information programs
3.5	Establish regional and State plans and protocols and requests for assistance
3.5.1	Coordinate with States, tribal and local officials to determine required assistance
3.6	Develop a communication network with State Homeland Security Departments /Offices to expedite information sharing
3.7	Coordinate external information programs
* 4	Plan and coordinate public warnings, instructions, and information updates
4.1	Develop and maintain emergency declaration protocols and templates
* 4.2	Activate critical information and warning systems
* 4.3	Determine domestic and international travel advisories
* 5	Provide emergency information to the public
5.1	Provide public information regarding the incident
5.2	Update the public on recovery efforts
5.3	Provide for public information warnings and instructions for mass evacuations
5.4	Provide for public information warnings and instructions for shelter-in-place
5.5	Provide for public information warnings and instructions for quarantine/isolation
* 5.6	Provide emergency public information to special needs populations
5.7	Disseminate information to private-sector organizations
5.8	Provide guidance regarding affected areas and appropriate protective actions
* 5.9	Advise public to be alert for clinical symptoms consistent with attack agent
5.10	Implement principles of risk communication to the affected populace
* 6	Direct and control public information releases
* 6.1	Determine critical health-related information required to inform the public
6.2	Develop coordinated public messages
6.2.1	Establish relationship with non-English speaking media

6.3	Ensure accurate and timely dissemination of reactive and protective action messages to general public and emergency personnel
* 6.4	Disseminate health and safety information to the public
6.5	Provide for public information regarding event cancellations
7	Provide emergency public information and external communications support
* 7.1	Coordinate and integrate the resources and operations of external affairs organizations to provide accurate, consistent and timely information to the public
* 7.2	Develop and implement community relations plan and operations
7.3	Conduct Congressional and legislative affairs operations
7.4	Develop and implement international affairs operations
* 8	Provide emergency information to media
8.1	Assign Public Information Officer (PIO)
8.2	Schedule periodic media updates
8.3	Direct media inquiries to PIO
* 9	Develop and update public information sources
9.1	Establish frequently updated emergency information hotline
9.2	Develop and maintain accessible online disaster recovery site
9.3	Develop process for fielding disaster welfare inquiries

6.3. Respond Mission, Care for Public Objective

Res.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.

Res.C.1: Provide Medical Care (Function 1)

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)

* 1	Develop plans describing how personnel, equipment, and other governmental and nongovernmental resources will support incident management requirements
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
1.2	Enhance mutual aid plans for upgrading and deploying EMS triage and transportation for at least 500 adult and pediatric patients per million of population
1.3	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
1.4	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
1.5	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
* 2	Conduct situation assessment and establish Hospital Emergency Incident Command System (HEICS) as the means to provide direction – Manage treatment facilities
2.1	Review and revise clinical management guidelines
* 2.2	Activate health care workers and volunteers call systems
* 2.3	Activate procedures for essential nursing and medical care
* 2.4	Coordinate provision of emergency medical and dental care
2.5	Identify and coordinate deployment of doctors, nurses, technicians and other medical personnel to disaster areas
2.6	Identify agencies, organizations, and individuals capable of providing support services or assistance including hospital and medical associations
2.6.1	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
2.7	Establish mutual aid agreements among hospitals and other health care facilities
2.8	Establish redundant communication systems between hospitals and local, State and Federal authorities and EOCs
2.9	Estimate workers and volunteers for treatment facilities and vaccination clinics
2.10	Develop support relationships with government agencies, professional associations, private services, and volunteer organizations to provide mental health assistance during disasters
2.11	Develop strict guidelines for health professionals to perform outside their normal area of specialization during an emergency
2.12	Coordinate for provision of blood products
2.13	Develop plans to ensure the safety and health of hospital based first receivers including appropriate and adequate personal protective equipment, training and medical surveillance
* 2.14	Ensure the implementation of mutual aid and emergency communication between first responder organizations and hospital-based first receivers
2.15	Establish property handling procedures
2.16	Develop transportation plans for establishment of staging areas for medical personnel, equipment and supplies
* 3	Conduct situation assessment and establish Hospital Emergency Incident Command System (HEICS) as the means to provide direction – Surge capacity
3.1	Establish Memorandums of Understanding for personnel and equipment surge needs
3.2	Activate emergency management compacts
3.3	Monitor bed census and activate management procedures

3.4	Establish policies and procedures to activate surge capacity
3.4.1	Develop and disseminate policies for the modification of health and medical service requirements in response to an emergency creating high patient demand
3.5	Establish advance registration system to coordinate surge for health care workers and volunteers
3.6	Identify facilities to deal with burns and other specialized medical injuries
3.7	Request activation of national medical disaster management system
3.7.1	Perform a failure analysis of the potential public health impact of the event in the absence of an adequate public health intervention
3.8	Develop mortuary plan for mass casualties
3.8.1	Maintain a description of capabilities and procedures for alert, assembly and deployment of State mortuary assistance assets
3.9	Develop patient reduction, evacuation and relocation procedures (i.e., hospitals, nursing homes, youth and adult medical care facilities)
3.10	Plan for requesting Federal medical assistance teams and coordinating for their support during operations
3.11	Identify and plan for alternate emergency care sites/over-flow emergency medical care facilities
* 4	Conduct situation assessment and establish Hospital Emergency Incident Command System (HEICS) as the means to provide direction – Triage
4.1	Develop triage and treatment policy and guidelines with attention to special populations and behavioral health needs
4.2	Establish procedures and guidelines for providing essential nursing care and allowing for the degradation of care as necessary
* 4.3	Identify facilities to deal with trauma, burns and other specialized medical injuries
4.4	Develop guidelines for obtaining medical reserve corps assets
4.5	Establish criteria for patient decontamination
4.6	Develop facilities and procedures for patient decontamination
4.7	Develop criteria, policies and procedures for providing patient isolation
* 4.8	Enhance emergency system patient transport system
4.9	Coordinate quarantine/isolation of victims waiting for decontamination
5	Develop medical information and training programs
5.1	Develop and conduct competency based education and training programs for adult and pediatric pre-hospital, hospital and outpatient health care personnel
5.1	Develop program to train medical and non-medical personnel
5.2	Develop training for the public sector
5.4	Develop programs to train health professions students
5.5	Evaluate emergency management plans and training through multiple methods including drills and exercises at tribal, local, State and national-levels

5.6	Develop training programs for the private-sector
5.7	Organize and train crisis counseling teams
6	Support public health, medical and mental health
* 6.1	Coordinate with State, local, and tribal medical, mental health, substance abuse, public health officials and private-sector to determine current assistance requirements
6.2	Provide risk analysis, assessment and evaluation and support
6.3	Provide ongoing situational assessment in pre-identified functional areas
6.4	Provide assistance in monitoring and performing risk assessment and risk management related to worker health and safety issues
6.4.1	Ensure coordination of assets assigned to perform worker safety and health risk assessment
6.4.2	Create and implement a site specific safety and health plan for stabilization, rescue and recovery operations
6.4.3	Perform task specific worker exposure monitoring for hazardous substances and inform workers of relevant risks
* 6.5	Provide medical equipment and supplies in support of immediate medical response operations and for restocking health care as requested
6.6	Assess the situation and forecast response needs for victims and response/recovery workers
6.7	Assist in assessing the threat of vector-borne diseases and conduct related activities
6.8	Assist in assessing environmental health issues and related activities
6.9	Assist in providing victim identification and mortuary services, and the processing, preparation, and disposition of remains
6.10	Assist in planning and delivering health care to injured or abandoned animals and performing preventive medicine activities
6.10.1	Develop plans for the decontamination, storage and disposal of deceased animals
6.11	Coordinate requests for medical transportation
6.12	Maintain situational awareness and assessment tools for all mental health, behavioral health, substance abuse, and public health and medical threats and emergencies
6.13	Provide all-hazards consultation, technical assistance and support including site monitoring and field investigations
* 6.14	Provide accurate and relevant public health and medical information to clinicians, other responders and the public in a timely manner
6.15	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
6.16	Direct and coordinate international support for public health and medical services in response to State and local requests and needs

* 6.17	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
6.18	Develop and disseminate guidance in partnership with local and State public health authorities for the isolation of infectious individuals and establish triage protocols
6.19	Direct the establishment and implementation of a local, regional, or national distribution system for mass therapeutics and vaccination program
6.20	Establish a health/disease registry of victims and/or responders at risk
6.21	Collect and evaluate epidemiological health data related to an event
6.22	Customize, when necessary, all public health and medical service for special needs populations
6.23	Ensure comprehensive stress management strategies and programs are in place and operational for all emergency responders and workers
6.24	Provide medical care in shelters as needed
6.25	Coordinate Federal support for public health and medical services
7	Provide public health, medical and mental health services
7.1	Coordinate with State, tribal, territorial, and local government medical, mental health, substance abuse, and public health officials to determine current assistance requirements
7.1.1	Develop and 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
7.2	Alert and identify appropriate regional, State, tribal and local level partner organizations and liaisons
7.2.1	Maintain a system for 24/7 notification or activation of the public health emergency response system
7.3	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
7.4	Provide risk analysis, assessment and evaluation and support
7.5	Maintain situational awareness and assessment tools for all mental health, behavioral health, substance abuse, public health and medical threats and emergencies
7.6	Develop and provide ongoing regional and State situational assessments in pre-identified functional areas
7.7	Assist in assessing the threat of vector-borne diseases and conduct related activities
7.8	Assist in assessing environmental health issues and related activities
* 7.9	Coordinate medical equipment and supplies in support of immediate medical response operations and for restocking health care facilities

7.9.1	Ensure timely provision of medical care support personnel, equipment and materials to shelters, mass care and medical facilities
7.10	Provide support for patient movement and evacuation, and regulate and track these patients, to appropriate facilities
* 7.10.1	Create plans and systems for mass movement of patients
7.11	Coordinate requests for medical transportation
* 7.12	Provide relevant State laboratory support for agent identification of biological, chemical, radiological and nuclear agents
7.13	Disseminate guidance for the isolation of infectious individuals and establish triage protocols
7.14	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
7.15	Provide assistance for delivering health care to victims
7.16	Customize, when necessary, all public health and medical service for special needs populations
7.17	Coordinate special needs sheltering requirements for those needing medical care
* 7.18	Support medical surge capability using volunteer resources
* 8	Conduct situation assessment and implement casualty management plan
* 8.1	Conduct triage
* 8.2	Provide immediate emergency aid
* 8.3	Mobilize burn/trauma/pediatric health care specialists
8.4	Move stable patients to free up trauma beds
8.5	Triage and treat patients
* 8.5.1	Triage and treat patients at the screening site
* 8.5.2	Triage and treat patients at the decontamination site
* 8.5.3	Triage and treat patients at the incident site
* 8.5.4	Triage and treat patients at the medical facilities
* 8.5.5	Track patient status and location
8.5.6	Identify programs for long-term medical recovery at alternate care sites
8.5.7	Establish alternate emergency care sites/over-flow emergency medical care facilities to manage hospital surge capacity concerns
8.5.8	Coordinate the provision of emergency medical and dental care
8.5.9	Identify and coordinate deployment of doctors, nurses, technicians and other medical personnel to disaster areas
8.6	Allocate licensed medical volunteers
8.7	Monitor responders for environmental stress
8.8	Provide blood products
9	Develop protocols/guidelines for processing of samples from collection to delivery to the appropriate laboratory
9.1	Coordinate/implement procedures to properly collect, package, store and

9.2	transport biological/chemical samples to national laboratories Coordinate/implement procedures to properly collect, package, store and transport biological/chemical samples to national laboratories
10	Coordinate with local emergency management and law enforcement to ensure security is provided for medical facilities
11	Register volunteer health care workers

Res.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.

Res.C.2: Distribute Prophylaxis (Function 2)

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.

(Tasks)

* 1	Implement local, regional and State prophylaxis protocols
1.1	Provide prophylaxis for health care providers and responders
1.2	Provide prophylaxis for worker family members
1.3	Provide prophylaxis to general public
1.4	Assure provision of available preventative biological or drugs for identified hazard or threat
2	Determine preferred treatment plan
2.1	Determine prophylaxis treatment selection plans/MOUs for points of distribution
* 2.1.1	Coordinate dispensing of mass therapeutics and/or vaccines
2.1.2	Prioritize therapeutic and/or vaccination efforts
2.1.3	Review and revise guidelines and protocols for vaccinations
2.1.4	Develop a long-term vaccination and prophylaxis system
2.1.5	Develop list of currently trained and immunized potential vaccinators
2.1.5.1	Develop emergency immunization procedures
2.1.6	Coordinate the utilization and deployment of the national nurse response teams and national pharmacist response teams
2.1.7	Provide prophylaxis to public health and health care workers and other personnel mobilized to conduct mass prophylaxis campaigns
* 2.1.7.1	Provide prophylactic protection and/or immunizations to all responders and

	their families, including nongovernmental personnel supporting relief efforts
2.2	Develop and disseminate policies for the safe administration of medications
3	Identify and control access/egress transportation routes needed to accommodate mass prophylaxis campaigns
4	Initiate request for access to strategic national stockpile

Res.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.

Res.C.3: Provide Mass Care (Function 3)

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)

1	Coordinate mass care, housing, shelter, and human services support for response to incidents of national, regional and State significance
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
1.2	Assess the situation and forecast response needs for victims
1.2.1	Coordinate preparedness in qualifications, recruitment, and training of appropriate personnel
1.3	Coordinate preparedness efforts for recruitment and training of personnel to

	provide mass care services
1.4	Coordinate voluntary agency activities in support of immediate personal needs
1.5	Coordinate and provide recovery and mitigation assistance to reduce duplication of efforts and benefits
1.6	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
1.7	Provide logistical support for mass care activities, short-term and long term housing
1.8	Provide technical assistance and coordinate resource requests for interim housing to include transportation plan for movement of persons out of shelters
1.9	Provide preventative health information to mass housing residents (hydration, insect repellent, hand-washing, etc.)
1.10	Ensure comprehensive stress management strategies and programs are in place and operational for all emergency responders and workers
1.11	Develop interim housing strategy plans, policies and procedures to include transportation of persons out of shelters
1.12	Transition shelter operations to interim housing
1.13	Develop plans, procedures, and protocols with appropriate partners for managing family reunification issues
1.14	Provide assistance for delivering health care to injured or abandoned animals and performing preventive medicine activities
2	Monitor geographic distribution of affected population
* 3	Assess need for emergency feeding and sheltering activities
3.1	Implement response plan activities for emergency mass care services to include sheltering, feeding, basic first aid and bulk distribution of needed items
3.1.1	Coordinate voluntary agency activities in support of immediate personal needs
3.1.2	Activate family reunification plans as needed
3.1.3	Transition shelter operations to interim housing
3.2	Develop plans, procedures, and protocols to identify all available emergency shelters/housing locations within and outside local boundaries
* 3.2.1	Conduct building inspections in advance to identify the stability of structures identified as mass housing, shelters and care facilities
* 4	Activate emergency shelters
4.1	Activate mass care plans to include sheltering, feeding, basic first aid, bulk distribution of needed items and other related services
4.2	Ensure logistical support train in place quickly
* 4.2.1	Provide shelter for special needs populations
4.2.2	Provide regular updates on shelter needs and capacity
4.2.3	Activate additional shelters

5	Coordinate with local emergency management and law enforcement to ensure security is provided for shelters and mass care
6	Provide temporary housing
6.1	Assess need and implement interim housing plans to include a system to track relocated persons who are in housing situations
6.2	Activate temporary housing plan
7	Mobilize veterinary and animal shelter services
7.1	Provide veterinary services for livestock and companion animals
7.2	Operate animal shelter facilities
7.3	Provide veterinary epidemiology and entomology
7.4	Develop and implement livestock feed program
8	Care for animals
* 8.1	Operate animal care/handling facilities
* 8.2	Arrange for animal care/handling services
9	Coordinate with local emergency management and law enforcement to ensure security is provided for shelters, mass care and medical facilities

Res.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.

Res.C.4: Manage Fatalities (Function 4)

Identify, decontaminate and dispose of remains.

(Tasks)

* 1	Coordinate Disaster Mortuary Operations Response Team (DMORT) assets/services
1.1	Develop protocols for handling infected and contaminated remains
1.2	Coordinate disposition of human remains
* 1.3	Coordinate mortuary/morgue services
1.4	Coordinate commissioned corps assets
1.5	Coordinate medical reserve corps assets
1.6	Coordinate Emergency Support Function #8 partner assets
1.7	Develop procedure for the notification of next-of-kin
1.7.1	Coordinate State assistance for next-of-kin notification
1.8	Coordinate with government agencies, professional associations, private services and volunteer organizations for assistance with mental health concerns during disasters
* 2	Collect and isolate human remains
2.1	Decontaminate and store human remains
2.2	Identify and tag human remains
* 2.3	Dispose of diseased human remains
3	Provide regional and State assistance for victim identification and mortuary services, and the processing, preparation, and disposition of remains
4	Perform autopsies
5	Release remains to mortuary services

7.0 RECOVER MISSION

D. 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 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

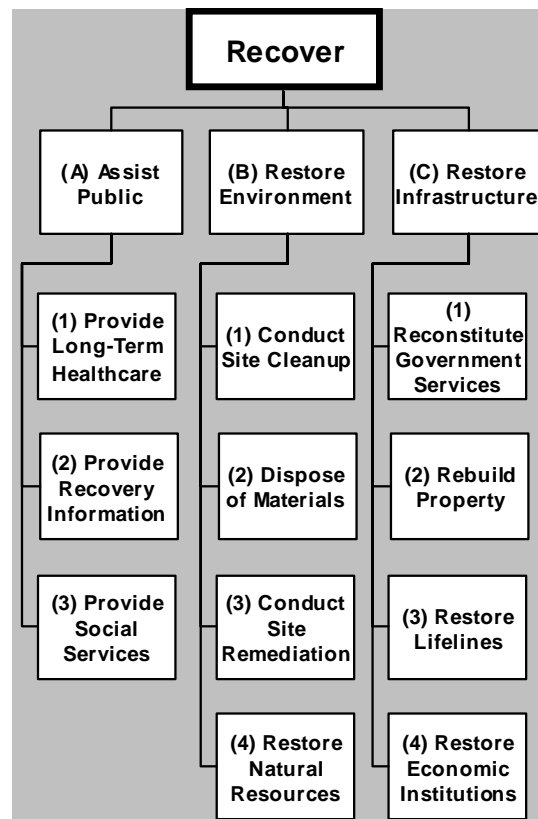


Figure 5. Recover Mission Taxonomy

Note: An asterisk in the tables that follow indicates the task is a critical task.

7.1 Recover Mission, Assist Public Objective

Rec.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.

Rec.A.1: Provide Long Term Healthcare (Function 1)

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)

1	Plan and manage programs for medical recovery
1.1	Develop public health, medical and veterinary intelligence reports
1.2	Identify programs for long-term mental health and substance abuse service counseling
1.3	Evaluate effectiveness of vaccines
1.4	Identify health care resources
1.5	Identify and review long-term care facilities
1.6	Identify programs for long-term medical recovery
1.7	Coordinate regional and State support for community recovery and rehabilitation services
* 1.8	Provide pre- and post-hospitalization regulating of patients, in order to integrate patients with transportation assets and definitive care facilities
2	Provide behavioral, mental health, substance abuse and counseling services
2.1	Provide long-term mental health and substance abuse behavioral health services to the community
2.2	Provide incident site counseling support services
* 2.3	Provide counseling support

* 2.4	Provide family support services
* 2.5	Provide for worker crisis counseling and mental health and substance abuse behavioral health support
2.6	Identify agencies, organizations, and individuals capable of providing support services or assistance including hospital and medical associations
2.7	Ensure health care facilities (i.e., hospitals, nursing homes, youth and adult medical care facilities) develop patient reduction, evacuation and relocation procedures
2.8	Establish substance abuse mental health plan for workers and public
2.9	Enhance the training of health care professionals to be able to recognize, treat and coordinate care related to the behavioral health consequences of disasters
* 3	Provide comprehensive stress management strategies, programs and crisis response teams
3.1	Prepare prevention treatment for psychological impact on victims and health care professionals
3.2	Prepare plans for long- and short-term mental health and substance abuse services
3.3	Monitor psychological and medical status of exposed persons
4	Conduct blood drives
5	Provide long-term health monitoring and treatment
5.1	Establish a health/disease registry of victims and/or responders at risk
* 6	Monitor adverse treatment reactions
7	Restore critical medical services
* 8	Execute medical mutual aid agreements
9	Evaluate long-term health cost issues
10	Provide medical claims assistance

Rec.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

Rec.A.2: Educate Public (Function 2)

Definition: Inform the public as to how to go about receiving aid throughout the recovery process. (Federal Emergency Management Agency, IS-1 Emergency Manager: An Orientation to the Position, pp 6-4)

- 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):

1	Prepare post-incident containment informational program
2	Collect, process, and disseminate disaster welfare and family reunification information
2.1	Develop plans, procedures and protocols to implement plans for family assistance center operations and family reunification
2.2	Notify affected public of various sites for health and claims information
2.3	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: 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.

Rec.A.3: Provide Social Services (Function 3)

Supply victims with social assistance.

Federal Emergency Management Agency, IS-1 Emergency Manager: An Orientation to the Position, pp. 6-9, 6-10

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

(Tasks)

1	Establish reception centers
1.1	Coordinate reception center activities with appropriate governmental and nongovernmental agencies as needed
2	Establish public assistance centers
* 2.1	Establish public assistance centers
2.2	Manage resources to support special needs populations to include non-English speaking persons, migrant workers, as well as those with medical conditions requiring attention
* 2.3	Consider special needs populations
3	Identify long-term housing needs
4	Manage community assistance programs
* 4.1	Implement and manage Federal Emergency Management Agency (FEMA) public assistance program
4.2	Coordinate the establishment of reimbursement agreements

-
- * 5 Provide community services**
 - 5.1 Provide a liaison to interact with nongovernmental organizations
 - 5.2 Provide legal counsel
 - 5.3 Provide financial counseling

 - * 6 Provide volunteer services**
 - 6.1 Activate plan for placement of unaffiliated, spontaneous volunteers

 - 7 Conduct response related activities for nutritional assistance**
 - 7.1 Determine critical needs of affected population: number of people, their location, and usable food preparation facilities for congregate feeding
 - 7.2 Locate and catalog available resources of food, transportation, equipment, storage and distribution facilities
 - 7.3 Coordinate to ensure quality of USDA food and the shipment of such to staging areas within the disaster area
 - 7.4 Establish the need for and effect replacement of food products transferred from existing Federal Nutrition Assistance program inventories and effect replacement, if necessary
 - 7.5 Identify and arrange for transportation of food and/or food stamp benefits to affected areas following response
 - 7.6 Establish logistical links with organizations involved in long-term congregate meal services
 - 7.7 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

Res.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.

Rec.B.1: Conduct Site Cleanup (Function 1)

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

(Tasks)

1	Coordinate and conduct environmental decontamination
1.1	Institute mass bio-security measures
1.2	Coordinate cleaning and disinfection of agriculture facilities
1.3	Coordinate the removal and decontamination of agricultural waste (manure) and excess feed
1.4	Coordinate the removal and decontamination of foodstuffs and other FDA regulated commodities
1.5	Coordinate the removal and decontamination of agricultural waste (manure) and excess feed

Res.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.

Rec.B.2: Dispose of Materials (Function 2)

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.

(Tasks)

1	Develop protocols for disposing of hazardous waste
2	Coordinate transportation of HAZMAT and debris from incident scenes to disposal sites
* 3	Coordinate disposal of contaminated agricultural products to include animals
3.1	Establish processes for safe, verified disposal/destruction of contaminated or damaged food products
3.2	Coordinate trash and hazardous materials removal/destruction
4	Collect and isolate animal remains
4.1	Decontaminate and store animal remains
4.2	Identify and tag animal remains
4.3	Dispose of diseased animal remains

Res.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.

Rec.B.3: Conduct Site Remediation (Function 3)

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)

1	Conduct long-term environmental impact assessments
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Res.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.

Rec.B.4: Restore Natural Resources (Function 4)

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

(Tasks)

1	Determine wildlife exposure and disposition
2	Coordinate establishment of long-term monitoring of the environment

Res.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

Rec.C.1: Reconstitute Government Services (Function 1)

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.

(Tasks)

1	Coordinate recovery operation
1.1	Coordinate infrastructure assessments
1.2	Develop re-entry plan to contaminated areas
1.3	Prioritize recovery sequence
1.4	Coordinate phased demobilization
1.5	Develop and use database of local “experts” with technical and scientific expertise to support recovery operations
2	Conduct recovery operations
2.1	Determine residual effects
* 2.2	Declare incident site hazard free
3	Coordinate community recovery and mitigation
3.1	Coordinate damage assessment
3.2	Manage community response during recovery
4	Establish long-term recovery goals

Res.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

Rec.C.2: Rebuild Property (Function 2)

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)

1	Develop plans, protocols and procedures for building department, public works and engineering
1.1	Identify critical infrastructure elements and interdependencies
1.2	Assist in the identification of incident response coordination centers
1.3	Manage public works mutual aid agreements
1.3.1	Manage building department mutual aid agreements including plan reviews, damage assessment and inspection services
1.4	Develop/maintain database of critical infrastructure and key public and private facility building plans
2	Coordinate building department, public works and engineering support
2.1	Participate in and facilitate response activities related to building departments, public works and engineering
2.2	Integrate appropriate private-sector entities into incident response activities
2.3	Coordinate compliance with Federal environmental and historic preservation statutes
2.4	Identify representatives to participate in interagency incident management group and other operation centers
2.4.1	Develop organizational structure of the EOC
2.4.2	Establish roles and responsibilities of EOCs
2.6	Participate in and facilitate recovery activities related to public works and

	engineering
2.7	Develop guidelines for measures to reconstitute capabilities if infrastructure facilities and systems are damaged
3	Provide engineering and other support for structures, public works, and infrastructure systems
* 3.1	Participate in post-incident assessments of structures, public works and infrastructure to help determine critical needs and workloads
* 3.2	Manage, monitor, and/or provide technical advice in debris management and reestablishment of ground and water routes into affected area
3.3	Execute contaminant control measures for in-place debris
3.4	Provide monitoring and stabilization assistance for damaged structures deemed as immediate hazards to public health and safety
* 3.5	Execute emergency contracting support for life-saving and life-sustaining services
3.6	Provide engineering expertise, construction management, contracting and real estate services to assess the building for reuse
3.6.1	Provide engineering expertise to assess the electrical, mechanical, plumbing, and other systems within the building for reuse
3.7	Provide emergency flood protection and/or emergency erosion control
3.9	Coordinate implementation and management of efforts to repair, replace, or relocate damaged or destroyed public facilities and infrastructure
3.10	Support restoration of critical navigation, flood control and other water infrastructure systems
3.11	Integrate appropriate private-sector entities into incident response activities
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
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
* 4	Provide public works, building regulation and engineering support
4.1	Coordinate resources to conduct building inspections and damage assessment
4.2	Provide technical advice, evaluation and engineering support
4.3	Coordinate the supply of emergency utility services
4.4	Develop procedures and protocols for inspection of individual water supplies
* 5	Manage recovery and restoration activities
5.1	Recommend prioritization schedule of critical infrastructure services, facilities and assets restoration
5.2	Coordinate and implement contracts for construction management and inspection
* 5.3	Coordinate and implement contracts for emergency repair of utilities and other services

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- | | |
|------------|---|
| * 5.4 | Develop standards and procedures to identify qualified contractors offering recovery/restoration services |
| 5.5 | Develop procedures for coordinating with utility service providers to reauthorize and reconnect services to repaired buildings |
| 6 | Conduct inspections and assessments |
| * 6.1 | Conduct building department, public works and engineering assessment |
| 6.2 | Conduct building inspections and damage assessments of public and private structures |
| 6.3 | Conduct structural assessment and safety assessment of utility systems in all affected buildings |
| * 7 | Support incident response operations |
| 7.1 | Conduct clean-up and debris management |
| 7.2 | Implement repair requirements based on damage assessments and inspections |
| 7.3 | Relocate affected essential services to backup locations |
| 8 | Take necessary actions to secure the building including demolition, and post public notice regarding building's status where necessary |

Res.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

Rec.C.3: Restore Lifelines (Function 3)

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)

1	Provide energy-related support
1.1	Identify and provide protection support for critical regional and State energy infrastructure and key assets
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
1.2	Coordinate with Federal, State, and local authorities on priorities for energy restoration, assistance and supply requirements
1.3	Locate fuel for transportation, communications, emergency operations and national defense
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
1.5	Ensure integration of private-sector in planning and operations related to response and recovery/restoration of infrastructure-related services
1.6	Coordinate international assistance/restoration efforts regarding energy supply and system damage
1.7	Coordinate national, regional and State assistance/restoration efforts regarding energy supply and system damage including safety inspections prior to restoration of power

2	Assess incident impact on production, distribution, and use of energy
2.1	Survey energy producers to determine production capacity
2.2	Survey energy distributors to determine distribution capacity
2.3	Identify communities, public sectors, and economic entities affected by loss of energy infrastructure
2.4	Identify interdependencies between energy production/distribution infrastructure and other critical infrastructures
3	Conduct energy recovery and restoration operations
3.1	Assess damage to energy production and distribution infrastructure
3.2	Conduct survey to determine degradation of key public services due to degradation in energy infrastructure
3.3	Coordinate inspections to determine that the electrical or energy system inside a building is safe before emergency energy is provided
3.4	Identify requirements for alternative delivery of energy resources
* 3.5	Provide and coordinate the use of emergency power generation services at critical facilities
3.6	Prioritize energy infrastructure restoration efforts
3.7	Identify public and private resources able to provide immediate restoration of key facilities
3.7.1	Establish procedures to determine that the electrical or energy system is safe before emergency energy is provided to the system
3.8	Provide support to conduct restoration of energy infrastructure
3.9	Develop energy conservation guidelines
3.10	Implement energy conservation guidelines
4	Ensure that transportation workers can enter secure areas to restore mass transportation
* 5	Conduct recovery and restoration operations
5.1	Repair or replace public systems and facilities
5.2	Restore public utilities
5.3	Re-open public facilities

Res.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

Rec.C.4: Restore Economic Institutions (Function 4)

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)

1	Implement community recovery, mitigation and economic stabilization plans
* 2	Provide economic stabilization, community recovery, and mitigation support and financial restitution to health care delivery system
* 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
2.2	Develop market-based comprehensive long-term economic recovery plan
2.3	Identify representatives and Federal support programs and agencies to engage in support efforts
* 2.4	Conduct post-event planning and operations
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
2.4.2	Coordinate resolution of issues and delivery of Federal assistance
2.4.3	Identify appropriate Federal programs to support implementation of long-term recovery plans and gaps under current authorities and funding

2.4.4	Assign responsibilities to assure follow through with recovery and hazard mitigation efforts
2.5	Identify and provide protection support for critical economic infrastructure and key assets
2.6	Develop and coordinate assessment techniques to reinstitute manufacturing operations, product holding and transport as part of a recovery operation
3	Coordinate agricultural recovery programs
4	Coordinate economic stabilization
4.1	Coordinate risk reduction projects
4.2	Coordinate the request for State/Federal aid
4.3	Establish public assistance and claims centers
5	Provide economic stabilization
5.1	Provide disaster unemployment assistance
5.2	Operate individual and family grant programs
5.3	Provide unemployment claims assistance
5.4	Provide disaster loans for individuals and business
5.5	Process entity restitution/reimbursement claims
5.6	Process requests for recovery assistance
6	Support food recovery
15.1	Use results of food sample analysis to determine breadth of contamination
15.2	Revise assessments based on food sampling and empirical data collection
15.3	Provide for embargoed food storage
15.4	Decontaminate food facilities
15.4.1	Coordinate cleaning and decontamination of affected food facilities
15.5	Conduct disposal of contaminated food
7	Implement cost benefit analysis

APPENDIX A -- DHS UTL 2.1 TAXONOMY MAP AND DEFINITIONS

1.0 OVERVIEW

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

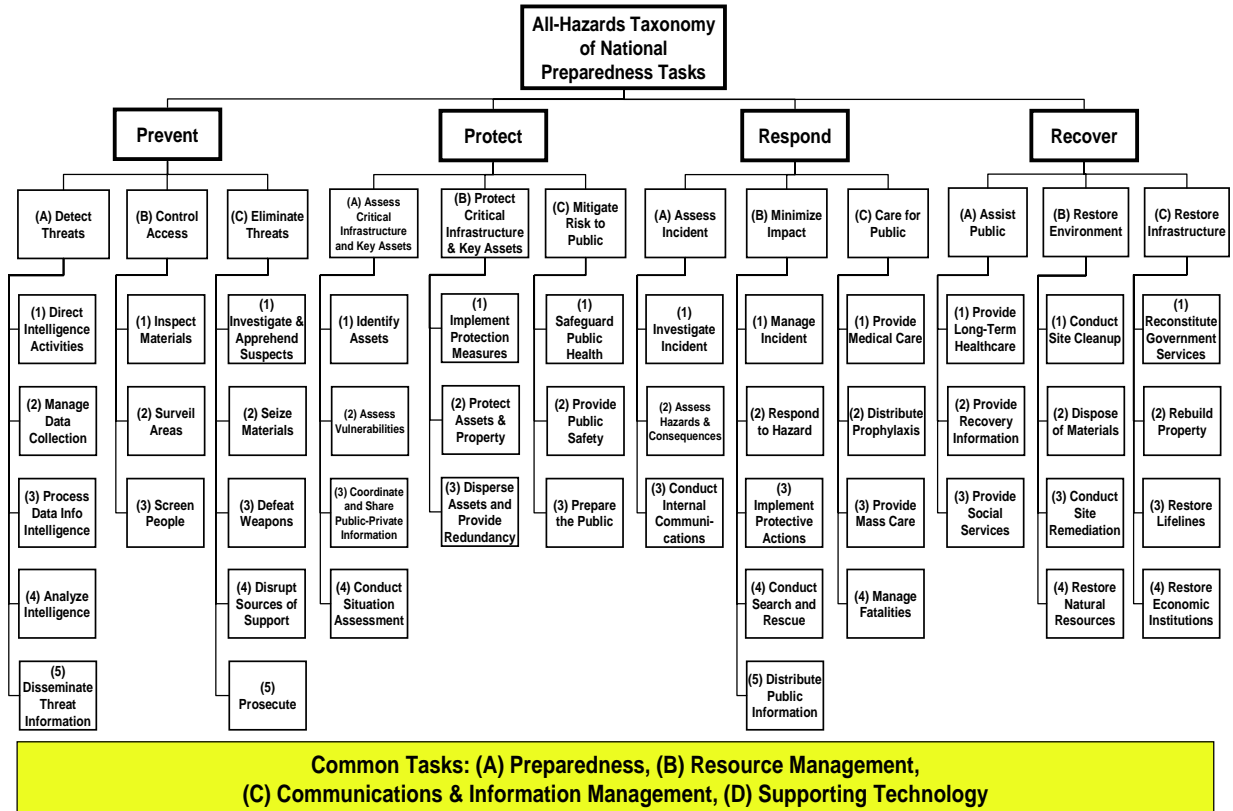


Figure 6. UTL 2.1 Taxonomy

A. 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

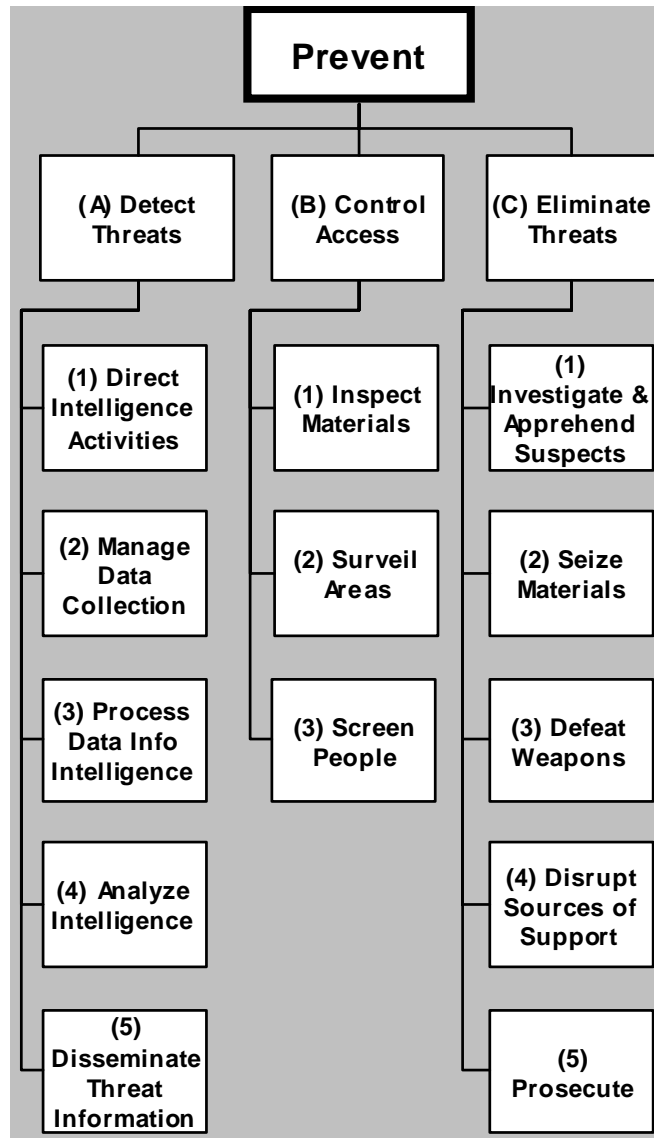


Figure 7. Prevent Mission Taxonomy

A.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.

A.a.1 Direct Intelligence Activities

Conduct strategic planning and direct intelligence activities.

A.a.2 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.

A.a.3 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.

A.a.4 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.

A.a.5 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.

A.b Control Access

Conduct security functions to prevent entry to the United States and/or access to targets within the United States of terrorists and the instruments of terror.

“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.

A.b.1 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

A.b.2 Surveil 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.

A.b.3 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.

A.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.

A.c.1 Investigate and Apprehend 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.

A.c.2 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.

A.c.3 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.

A.c.4 Disrupt Sources of Support

Pursue and eliminate the support activities of the people and organizations that knowingly fund terrorists and those who provide them with logistical assistance.

“We will pursue not only the individuals directly engaged in terrorist activity, but also their sources of support: the people and organizations that knowingly fund the terrorists and those that provide them with logistical assistance”

National Strategy for Homeland Security, p. 26

- Example: This function includes disrupting such forms of operational support as the production/distribution of false documents, bank accounts/money transfers used by the terrorist, “safe” housing provided to the terrorist, etc.

A.c.5 Prosecute

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.

B. 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.

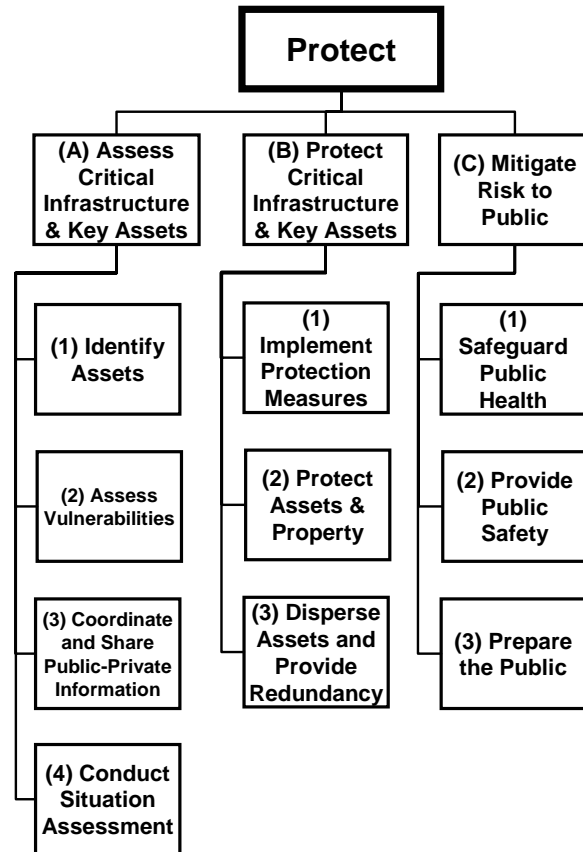


Figure 8. Protect Mission Taxonomy

B.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” (February 2003), page 7.

B.a.1 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.

B.a.2 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.

B.a.3 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).

B.a.4 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.

3. 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.

4. [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

B.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, page 20]

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

B.b.1 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.

B.c.2 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

- 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.

B.c.3 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.

B.c Mitigate Risk to Public

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

B.c.1 Safeguard Public Health

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

B.c.2 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.

C. 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 Dec. 2004, p. 72

National Preparedness Goal Final Draft, 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:

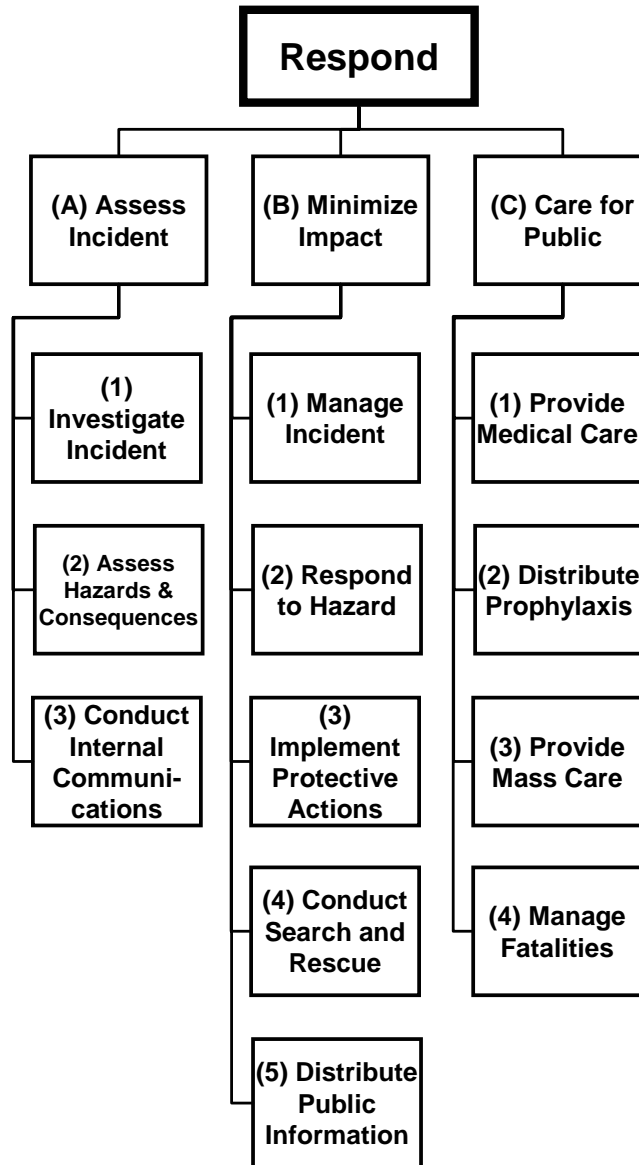


Figure 9. Respond Mission Taxonomy

C.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 (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.

C.a.1 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.

C.a.2 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.

C.a.3 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.

C.b Minimize Impact

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.

C.b.1 Manage Incident

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

C.b.2 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

C.b.3 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)

C.b.4 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

C.b.6 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.

C.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.

C.c.1 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.

C.c.2 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.

C.c.3 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.

C.c.4 Manage Fatalities

Identify, decontaminate and dispose of remains.

D. 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 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

Taxonomy for the Recover Mission is shown on the following page.

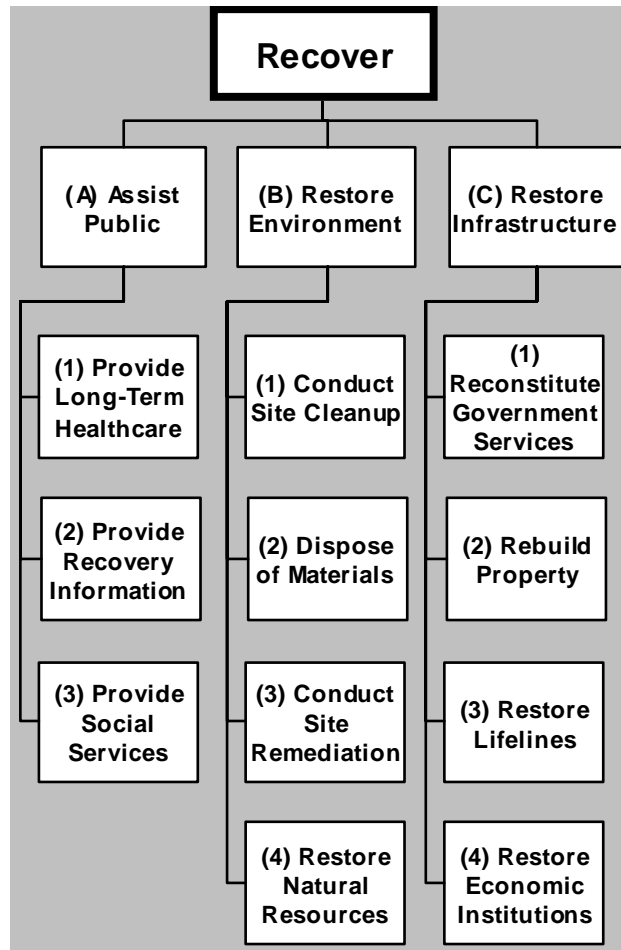


Figure 10. Recover Mission Taxonomy

D.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.

D.a.1 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.

D.a.2 Provide Recovery Information

Inform the public as to how to go about receiving aid throughout the recovery process.
Federal Emergency Management Agency, IS-1 Emergency Manager: An Orientation to the Position, p. 6-4

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

D.a.3 Provide Social Services

Supply victims with social assistance.

Federal Emergency Management Agency, IS-1 Emergency Manager: An Orientation to the Position, pp. 6-9, 6-10

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

D.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.

D.b.1 Conduct Site Cleanup

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

D.b.2 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.

D.b.3 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.

D.b.4 Restore Natural Resources

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

D.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

D.b.1 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.

D.b.2 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.

D.b.3 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.

D.b.4 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.

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.

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- 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)

I. Acronyms and Abbreviations

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
CEO	Chief Executive Officer
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)
CWA	Chemical Warfare Agent
DCT	Data Collection Tool
DHS	Department of Homeland Security
DOJ	Department of Justice
EMS	Emergency Medical Service
EO	Executive Order
EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOP	Emergency Operations Plans
EPR	Emergency Preparedness and Response Directorate (DHS)
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FICC	Federal Interagency Coordination Council
FOIA	Freedom of Information Act
FOUO	For Official Use Only
FS&L	Federal, State, and local
FY	Fiscal Year
GCC	Government Coordinating Council
GPRA	Government Performance and Results Act
HAZMAT	Hazardous material
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
HV/HR	High Value/High Risk
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
ISIP	Initial Strategy Implementation Plan
JRIES	Joint Regional Information Exchange Systems
LETPP	Law Enforcement Terrorism Prevention Program
LLIS	Lessons Learned Information Sharing System
LVA	Low Volatility Agent
LVB	Large Vehicle Bomb
MAA	Mutual Aid Agreement
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
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
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)
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
P.L.	Public Law
PMTL	Protective Measures Target List
POC	Point of Contact
PRA	Paperwork Reduction Act
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)
SSA	Sector-Specific Agency
SSP	Sector-Specific Plan
S&T	Science and Technology Directorate (DHS)
TCL	Target Capabilities List
TIC	Toxic Industrial Chemical
TOPOFF	Top Officials (Exercise)
UA	Universal Adversary
UASI	Urban Areas Security Initiative
UAWG	Urban Areas Working Group
US-CERT	United States Computer Emergency Readiness Team
UTL	Universal Task List
WMD	Weapon of Mass Destruction

