



DIRECTOR BATTLE BOOK

FEDERAL EMERGENCY MANAGEMENT AGENCY

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1. INTRODUCTION

PURPOSE: The purpose of this “battle book” is to provide the FEMA Director with background information and recommended checklist actions on scenarios that may require a significant response operation under the National Response Plan. This document is intended to serve as a “one stop” reference that includes information on the agency’s emergency teams and resources.

FUNCTION: This document is not developed as a standard operating procedure, but is designed to provide key information and identify issues or concerns that may impact the agency operations depending upon the scenario involved.

ORGANIZATION: This document is organized in sections. Section 2 (Scenario Checklist) includes specific scenario derived checklists that provide a short background statement, a list of possible challenges or resource issues for the agency in conducting operations, a list of the key agencies that may be involved, a list of key questions that will determine the scope of the response and a list of suggested actions to be taken by the Director. Section 3 (Key National Assets) is included to provide more detailed information that may be useful in supplementing the checklists. The Key National Assets under the operational control of the Agency includes information on the Agency’s logistical support system as well as information on the capabilities of the various emergency teams. Section 4 provides a list of critical contact information for the Regions and the various agency operating facilities.

2. SCENARIO CHECKLISTS

A. HURRICANE/TROPICAL STORM

§ BACKGROUND:

Hurricanes and Tropical Storms comprise one of the most significant risks for FEMA. Large scale development of the Eastern Seaboard and Gulf Coast areas put a large segment of the population at risk. Hazards from these systems include wind damage, storm surge flooding and potentially significant inland flooding. Tropical systems can often affect a very large geographical area.

§ SPECIFIC CHALLENGES / RESOURCE ISSUES:

- Many storm systems may impact a large geographical area encompassing several States and Regional Offices complicating command and control, and stretching agency resources.
- Forecasts for hurricanes and tropical storms are subject to change and are not an “exact science.” Tracks can shift quickly and cause complications in operational planning and staging of resources. Intensity is the most problematic aspect of forecasting, and fluctuations in intensity can be significant.
- Loss of power is often extensive and has cascading impacts affecting other systems such as water treatment and distribution, sewage treatment, and basic services that create a need for extensive logistical support.
- Water and ice are typically in high demand for areas without power. The system for delivery and distribution of commodities is often a source of problems.
- Evacuations of major population areas will be a significant challenge and the State(s) may request federal assistance. Typically, there is no declaration in place that allows for direct Federal assistance under the Stafford Act.
- Typhoons in the Pacific affecting U.S. interests or territories (e.g. Guam, the Federated States of Micronesia, American Samoa) can create unique logistical challenges due to the vast distances involved and the heavy reliance on air as the primary mode of transportation.
- Flood versus wind damages – flood damages are not covered in homeowner’s insurance and are only covered by Flood Insurance. This complicates the recovery process and impacts those suffering losses.

§ KEY AGENCIES:

- NOAA – National Weather Service – Weather Forecast Offices (WFOs) , National Hurricane Center, River Forecast Centers, Storm Prediction Center, and Hydrological Prediction Center
- Joint Typhoon Warning Center (Pacific)
- National Response Plan ESF Coordinating Agencies

§ KEY QUESTIONS:

- Which jurisdictions are within the projected path of the storm? Are major metropolitan areas involved? What is the estimated population at risk?
- What is the status of Agency operations? Are resources staged and in place? What emergency teams have been activated and deployed? What are possible resource shortfalls?
- What is the status of evacuations in the areas directly threatened? What is the estimated number of people who remained behind?
- Has the DHS Secretary declared an “Incident of National Significance”? Has a Principal Federal Official been designated? Is the Catastrophic Incident Annex to the NRP operative?
- What is the number of people in shelters? What is the extent of damage to homes? Will there be a need for long term temporary housing?
- What is the status of Local and State operations? What are the State and Local priorities? Are the extent of the damages and the response needs overwhelming the Local and State authorities?
- What are the anticipated requirements for Federal resources? What is the impact (or projected impact) on the Agency workforce?
- Which Emergency Support Functions are activated? What is the status of Emergency Operations Centers? What is the status and reporting of response teams such as RNA and PDA Teams?
- What is the status of critical infrastructures and facilities – telecommunications, medical services, public safety, water, septic and wastewater management, and power plants?
- What is the extent of the damage? Which areas experienced the most and/or least damage?

§ ACTION CHECKLIST:

- ☐ Ensure that the DHS Secretary is notified of the threat and is receiving regular updates through the Homeland Security Operations Center and the National Response Coordination Center. Ensure that the DHS Secretary is provided the VTC schedule and is invited to participate.
- ☐ Collaborate with Governor(s) on emergency declaration process.
- ☐ Direct the activation of the NRCC and/or other national teams.
- ☐ Request briefing from the Response Division Director to review planned response operations/status of operations.
- ☐ Ensure that the Response Division has developed a staging plan for commodities and resources to be in place prior to projected landfall.
- ☐ Ensure that local liaisons have been requested and/or are in place.
- ☐ Attend scheduled National Video Teleconferences to maintain situational awareness and to identify potential issues from the States and/or Regions.
- ☐ Assign any action items or issues to the appropriate Division or Office Director and request updates at each VTC.
- ☐ Contact the Regional Director(s) to discuss potential operations and ensure that any support needed from Headquarters is identified.
- ☐ Contact the PFO (if designated) to review operations and identify any issues for resolution.
- ☐ Ensure that the Office of External Affairs is providing information to the media and scheduling appropriate briefings and press conferences.
- ☐ Direct the Response Division to provide regular updates and briefings for use in press conferences and interviews.
- ☐ Contact the Governor(s) to ensure that the requests for assistance are being processed expeditiously through the State and Federal Coordinating Offices.
- ☐ Maintain communications with the DHS Secretary to provide updates, identify any actions required by FEMA, and to request support as needed for other DHS components.

B. FLOOD

§ BACKGROUND:

Floods are the most common and widespread of all natural disasters. Most communities in the United States can experience some kind of flood after spring rains, heavy thunderstorms, or winter snow thaws. Floods normally are slow to develop and impact wide areas of the country. While casualties are normally limited, extensive damage to normal life - support systems and serious long-term impact on area economic and social infrastructures can be expected. Damage should be expected on highways, bridges, airports, railroads, communication systems, water and waste disposal, electrical power, natural gas, and petrochemical infrastructure. Dam and levee failures are potentially the most catastrophic of flood events. A dam failure is usually the result of neglect, poor design, or structural damage caused by a major event such as an earthquake. A levee failure is typically the result of a river or stream exceeding its normal flood stages. Although not as forceful as a dam failure, levee failures cause catastrophic damage due to the high population density around the levee.

§ SPECIFIC CHALLENGES / RESOURCE ISSUES:

- Access to flooded areas for assessment and inspection.
- Managing expectations and providing assistance/resources to individuals not protected (or covered) by flood insurance.
- Assessing emergency funds from the National Flood Insurance Program (NFIP).
- Assessing the extent of damages, the number of homes affected, and the length of time people will be displaced.
- Response teams and units may be requested after the initial flooding. Teams/Units may include but are not limited to Urban Search & Rescue (US&R), MERS, and NDMS.
- Depending on the scope and magnitude of the flooding, long-term temporary housing may be an issue.
- Potential issues for sewage treatment and water distribution.
- Environmental concerns.

§ KEY AGENCIES:

- NOAA – (NWS River Forecast Center, Hydrologic Prediction Center, Advanced Hydrologic Prediction Service)
- U.S. Army Corps of Engineers
- National Response Plan ESF Coordinating Agencies

§ KEY QUESTIONS:

- What is the current flood forecast information from the NWS? What is the long-term forecast? Is this part of a continuing weather pattern?
- What is the evacuation procedure? What is the priority of response to State and Local officials?
- What is the extent of areas that have or will be impacted by flooding? When will floodwaters expect to recede?
- Has a dam or levee failure or breach occurred, if not what is the likelihood of the event? Is there potential for hazardous material to be released? What is the potential for other hazards?
- Have roadways that are flooded been restricted to emergency personnel? When will the area be safe for emergency personnel to access the affected areas? Where are the access points located, and what are the best routes to use to access the Disaster area? Are credentials needed to pass into such areas?
- What is the potential for (and extent of) drinking water contamination? Is potable water available?
- What is the status of State, Local, and Tribal operations? What are the actual or potential resource shortfalls of the affected State(s)?
- What are the jurisdictional boundaries of the Disaster area? How many affected areas need to be evacuated?
- What are the anticipated requirements for Federal resources? What is the impact (or projected impact) on the Agency workforce?
- Which Emergency Support Functions are activated? What is the status of Emergency Operations Centers? What is the status and reporting of response teams such as RNA and PDA Teams?
- What is the status of critical infrastructures and facilities – telecommunications, medical services, public safety, water, septic and wastewater management, and power plants?
- What is the extent of the damage? Which areas experienced the most and/or least damage?

§ ACTION CHECKLIST:

- ☐ Ensure that the DHS Secretary is briefed on Agency plans and/or actions. Identify any known (or anticipated) policy issues that need to be addressed.
- ☐ Direct activation of the NRCC and/or other National level teams (e.g. DMATs, DMORTs, etc.).
- ☐ Contact the Regional Director(s) for a status update and to identify any needs of the Region(s) and/or State(s).
- ☐ Request a briefing from the Response Division Director to review the status of response operations. Ensure that operational planning is being conducted in coordination with the other Division and Program offices.
- ☐ Direct (if needed or anticipated) the Recovery Division to develop a plan for temporary long-term housing.
- ☐ Request a briefing from the Mitigation Division Director on the status of the NFIP within the affected area, and any potential issues or concerns related to the NFIP.
- ☐ Maintain communications with the DHS Secretary. Assign any action items or issues tasked by DHS to the appropriate Division or Office Director.
- ☐ Attend scheduled national VTCs to maintain situational awareness and to identify potential issues from the State(s) or Regions(s).
- ☐ Contact the PFO (if designated) to review operations and identify any issues for resolution.
- ☐ Ensure that the Office of External Affairs is providing information to the media and scheduling appropriate briefings and press conferences.
- ☐ Contact the Governor(s) to ensure that the requests for assistance are being processed expeditiously through the State and Federal Coordinating Offices.

C. EARTHQUAKE

§ BACKGROUND:

Earthquakes provide a unique challenge to emergency managers due to the impromptu and unpredictable nature of the incident. Many major metropolitan areas in the U.S. are at risk for an earthquake. Earthquakes and their accompanying aftershocks are disruptive and potentially catastrophic when occurring in or near urban areas. Earthquakes cause casualties, property loss, disruption to normal life-support systems, and may have serious economic and social consequences. Collateral effects may include fires, floods or other incidents that may contribute to property losses and hinder emergency response operations. A significant earthquake is likely to result in damages to highways, bridges, airports, railroads, communications systems, water and waste disposal, electrical power, natural gas and petrochemical infrastructure. Perhaps the biggest potential disaster for a major earthquake would occur in the New Madrid zone, also known as the Reelfoot Rift or the New Madrid Fault Line, a major seismic zone located in the Midwestern United States. A major earthquake in the New Madrid area could impact up to seven (7) states and three (3) or more FEMA regions, and affect several major metropolitan areas.

§ SPECIFIC CHALLENGES / RESOURCES ISSUES:

- The “No Notice” nature of earthquakes decreases the amount of time available for the activation and deployment of critical teams and commodities.
- Timelines of response of specialized teams may be critical to saving lives. Depending upon the timing of the event, there may be an initial delay in staffing of critical facilities such as the Regional Response Coordination Center(s) and the National Response Coordination Center (NRCC).
- In a significant earthquake affecting a major population center the need for specialized urban search and rescue resources will exceed the resources available.
- Extensive debris, collapsed structures, and damage to the infrastructure will impede operations and the deployment of teams and commodities to where they may be needed.
- There will be a potential for major aftershocks creating a hazard for search and rescue operations and other first responders. Aftershocks may cause additional damages and contribute to panic among the public.
- A major earthquake may result in secondary incidents including hazardous and toxic materials releases.
- Potential long term housing issues due to extensive damages.
- Debris clearance removal to provide emergency access – there may be victims potentially trapped within debris.
- Restoration of infrastructure such as water, sewage, power, and communications.

- Potential national security implications due to damages to critical facilities or infrastructure (e.g. pipelines, transportation, key industries).

§ **KEY AGENCIES:**

- National Earthquake Information Center (USGS)
- Earthquake Information Network (Cooperative agreement with FEMA, NSF, and MCEER)
- NRP ESF Coordinating Agencies

§ **KEY QUESTIONS:**

- What is the magnitude of the event? Where is the epicenter located? What are the initial reports of damages and injuries?
- Is the epicenter within the vicinity of a major population center? What is the estimated population affected? How widespread are the impacts?
- What is the status of critical infrastructure such as power and water? Are the Local medical facilities functional? Are the Local fire and police still functioning effectively?
- What are the actual or potential resource shortfalls of the affected State(s)? What Federal resources may be needed? What resources are being deployed or staged?
- What are the anticipated requirements for Federal resources? Are Federal Urban Search and Rescue task forces being deployed? How many? And what is the estimated time of arrival? What Federal resources may be needed? What resources are being deployed or staged?
- What is the status of Local search and rescue operations? Are there a significant number of collapsed structures?
- Are shelters open and what is the shelter population? Are the available shelters meeting the immediate needs of the affected populations?
- What are the weather forecast post-event, and the implications for impeding operations?
- What is the status of State, Local, and Tribal operations? What are the actual or potential resource shortfalls of the affected State(s)?
- What are the jurisdictional boundaries of the Disaster area? How many affected areas need to be evacuated?
- What are the anticipated requirements for Federal resources? What is the impact (or projected impact) on the Agency workforce?

- Which Emergency Support Functions are activated? What is the status of Emergency Operations Centers? What is the status and reporting of response teams such as RNA and PDA Teams?
- What is the extent of the damage? Which areas experienced the most and/or least damage?

§ ACTION CHECKLIST:

- ☐ Ensure that the DHS Secretary is briefed on agency plans and/or actions. Identify any known or anticipated policy issues that need to be addressed.
- ☐ Direct the activation of the NRCC and/or other National levels teams such as Urban Search and Rescue and Disaster Medical Assistance Teams if needed.
- ☐ Contact the appropriate Regional Directors for a status update and to identify any potential needs of the State(s).
- ☐ Request a briefing from the Response Division Director to review status of response operations. Ensure that operational planning is being conducted in coordination with the other Division and Program Offices.
- ☐ Direct (if needed) the Recovery Division to develop a plan for temporary long term housing.
- ☐ Maintain communications with the DHS Secretary. Assign any action items or issues tasked by DHS to the appropriate Division and Office Director and request regular updates.
- ☐ Attend scheduled national VTCs to maintain situational awareness and to identify potential issues from the State(s) or Region(s).
- ☐ Contact the PFO (if designated) to review operations and identify any issues for resolution.
- ☐ Ensure that the Office of External Affairs is providing information to the media and scheduling appropriate briefings and press conferences.
- ☐ Direct the Response Division to provide regular updates and briefings for use in press conferences and interviews.
- ☐ Contact the Governor(s) to ensure that the requests for assistance are being processed expeditiously through the State and Federal Coordinating Offices.

D. FIRES

§ BACKGROUND:

When the water reserves in the soil are between 100% and 30%, the evaporation of water in plants is balanced by water absorbed from the soil. Below this threshold, the plants dry out, releasing flammable essences in order to retain some moisture. A consequence of a lengthy hot and dry period is that the air contains flammable essences and trees and plants are drier and highly flammable.

The Nevada Bureau of Land Management identifies several different wildfire behaviors. For example, extreme fire behavior includes wide rates of spread, prolific crowning and/or spotting, the presence of fire whirls, or a strong convection column. Extreme wildfires behave erratically and unpredictably. In southern California, under the influence of Santa Ana winds, wildfires can move at tremendous speeds, up to 40 miles (60 km) in a single day, consuming up to 1,000 acres (4 km²) per hour. Dense clouds of burning embers push relentlessly ahead of the flames crossing firebreaks without pause.

Slash (small, rotten, misshapen, or otherwise undesirable wood discarded during logging) has historically provided the fuel for devastating fires such as the fires in Michigan in the 19th century. The aftermath of a wildfire can be as disastrous if not more so than the actual fire itself. A particularly destructive fire burns away plants and trees that prevent erosion. If heavy rains occur after such a fire, landslides, ash flows, and flash floods can occur. This can result in property damage outside the immediate fire area, and can affect the water quality of streams, rivers and lakes.

§ SPECIFIC CHALLENGES / RESOURCE ISSUES:

- Potential for long-term temporary housing for major resident areas impacted.
- Fire Management Assistance Declarations limits Federal assistance to costs for firefighting.
- Evacuation – State and Local jurisdictions may request assistance from Federal government.

§ KEY AGENCIES:

- U.S. Fire Administration
- Bureau of Land Management, U.S. Fish and Wildlife Services, National Park Service – Department of the Interior
- U.S. Forest Service – Department of Agriculture
- Department of Interior

- NRP ESF Coordinating Agencies

⌘ KEY QUESTIONS:

- What are the local and/or regional weather conditions? How will the local conditions affect fire-fighting operations?
- Is the fire restricted to unpopulated area? If not, where has the fire spread? Is the area contained? If not, what is the expected time frame for containment? Which areas are threatened?
- What are the actual or potential resource shortfalls of the State?
- Are any evacuations underway or anticipated? How many people are affected?
- What are the anticipated requirements for Federal resources?
- What is the status of critical infrastructures and facilities – telecommunications, medical services, public safety, water, septic and wastewater management, and power plants?
- What is the extent of the damage? Which areas experienced the most and/or least damage?
- What Fire Management Assistance Grants have been requested / approved? Is a request for a major disaster declaration expected?
- What is the potential for additional fires?

⌘ ACTION CHECKLIST:

- ☐ Ensure that the DHS Secretary is briefed on agency plans and/or actions. Identify any known or anticipated policy issues that need to be addressed.
- ☐ Direct the activation of the NRCC and/or other National levels teams such as Urban Search and Rescue and Disaster Medical Assistance Teams if needed.
- ☐ Contact the appropriate Regional Directors for a status update and to identify any potential needs of the State(s).
- ☐ Request a briefing from the Response Division Director to review status of response operations. Ensure that operational planning is being conducted in coordination with the other Division and Program Offices.

- ☐ Direct (if needed) the Recovery Division to develop a plan for temporary long term housing.
- ☐ Maintain communications with the DHS Secretary. Assign any action items or issues tasked by DHS to the appropriate Division and Office Director and request regular updates.
- ☐ Attend scheduled National Video Teleconferences to maintain situational awareness and to identify potential issues from the State(s) or Region(s).
- ☐ Ensure that the Office of External Affairs is providing information to the media and scheduling appropriate briefings and press conferences.
- ☐ Contact the PFO (if designated) to review operations and identify any issues for resolution.
- ☐ Direct the Response Division to provide regular updates and briefings for use in press conferences and interviews.
- ☐ Contact the Governor(s) to ensure that the requests for assistance are being processed expeditiously through the State and Federal Coordinating Offices.

E. TORNADOS

§ BACKGROUND:

Tornadoes are known for being extremely destructive and are usually visible due to water vapor from low pressure condensation and debris from the ground. Tornadoes form in storms all over the world, and though they have been recorded in all fifty U.S. states, they form most famously in a broad area of the American Great Plains, Midwest, as well as South known colloquially as Tornado Alley. In general tornadoes are associated with a thunderstorm; however, National Weather Service in the United States considers all waterspouts—including "fair weather" waterspouts—to be tornadoes. Waterspouts commonly form from rapidly growing cumulus clouds that have not become thunderstorms.

Tornado damage to man-made structures from a tornado is a result of the high wind velocity and windblown debris. Tornado winds have been measured in excess of 300 mph (480 km/h). Tornado season in North America is generally March through November, although tornadoes can occur at any time of year. They tend to occur in the afternoons and evenings; over 80 percent of all tornadoes strike between noon and midnight. A tornado watch defines an area shaped like a parallelogram, where tornadoes and other kinds of severe weather are possible in the next several hours. A tornado warning means that a tornado has been spotted, or that Doppler radar indicates a thunderstorm circulation which can spawn a tornado.

§ SPECIFIC CHALLENGES / RESOURCE ISSUES:

- Most damage is covered by insurance. As such, there may be limited assistance FEMA can provide to individuals and families.

§ KEY AGENCIES:

- Storm Prediction Center, National Weather Service
- NRP ESF Coordinating Agencies

§ KEY QUESTIONS:

- What is the current weather condition? Are tornados still active? What areas are under tornado warnings? How long will these warnings remain in effect? Was the tornado isolated to a particular area?
- What was the intensity of the tornado? What is the extent of the damage? Which areas have been affected?
- How many homes (mobile and non-mobile) were within the track of the storm? How many were damaged?
- What is the damage (if any) of government facilities and critical infrastructure? Are these facilities safe to occupy during response and recovery operations?

- What is the status of State, Local, and Tribal operations? What are the actual or potential resource shortfalls of the affected State(s)?
- What are the anticipated requirements for Federal resources?
- What is the status and reporting of response teams such as RNA and PDA Teams?
- What is the status of critical infrastructures and facilities – telecommunications, medical services, public safety, water, septic and wastewater management, and power plants?
- What is the extent of the damage? Which areas experienced the most and/or least damage?

§ ACTION CHECKLIST:

- ☐ Ensure that the DHS Secretary is briefed on the situation and on any agency plans and/or actions. Identify any known or anticipated policy issues that need to be addressed.
- ☐ Determine the need to activate the NRCC, and direct activation.
- ☐ Contact the appropriate Regional Director(s) for a status update and to identify any potential needs of the State(s).
- ☐ Request a briefing from the Response Division Director to review any planned response operations. Ensure that planning is being conducted in coordination with the other Division and Program offices.
- ☐ If the National Capital Region was affected, determine any impacts to the Agency workforce. Determine if any employees were directly affected and may need assistance. Determine the need to activate the Agency COOP Plan.
- ☐ If scheduled, attend the National Video Teleconferences to maintain situational awareness and to identify any issues / potential issues from the State(s) or Region(s).
- ☐ Contact the Governor(s) to ensure that the requests for assistance are being processed expeditiously through the State and Federal Coordinating Offices.
- ☐ Ensure that the Office of External Affairs is providing information to the media (and congressional interests) and scheduling appropriate briefings and press conferences.
- ☐ Direct the Response Division to provide regular updates and briefings for use in press conferences and interviews.
- ☐ Contact the PFO (if designated) to review operations and identify any issues for resolution.

F. BIOLOGICAL INCIDENT

§ BACKGROUND:

A biological incident may result from natural causes (e.g. influenza pandemic), an accidental release or a deliberate attack (e.g. terrorism). The degree of Federal involvement will depend upon the severity and scope of the incident. A flu pandemic is likely to impact the entire country, whereas a deliberate attack may be more geographically contained. Depending upon the cause (or suspected cause) the lead agency may be the Department of Health and Human Services (DHHS) and/or the Federal Bureau of Investigation.

§ SPECIFIC CHALLENGES / RESOURCE ISSUES:

- Applicability of the Stafford Act to a biological incident – can FEMA use the NRP structure and mission assignment process without an emergency or disaster declaration?
- The “resource request process” – will this be from the States to FEMA or via DHHS (CDC) to FEMA?
- Most FEMA teams are not trained or equipped to operate in a contaminated environment.
- NDMS teams may not be available (supporting home locations), or requirements will exceed resources.
- The Federal “chain-of-command” among DHS, DHHS, and possibly the FBI may become complicated.
- An incident in the National Capital Region may severely impede operations at Headquarters.

§ KEY AGENCIES:

- Department of Health and Human Services
- Federal Bureau of Investigation (if terrorist related or suspected)
- Department of Defense (specialized teams and technical expertise)
- NRP ESF Coordinating Agencies

§ KEY QUESTIONS:

- What is the cause (or suspected cause) of the outbreak?
- How contagious is the disease and how quickly is it transmitted?

- What is the mortality (or projected mortality) rate?
- How widespread is the outbreak? What are the projections for further outbreaks?
- Is there an effective vaccine or treatment? Are there adequate supplies? How will they be distributed?
- What is the operational status of the Agency? Are the NRCC and/or RRCC activated? What are the anticipated resource requirements for FEMA? Has the FBI activated the Domestic Emergency Support Team?
- What is the impact (or projected impact) on the Agency workforce?
- What is the status of State, Local, and Tribal operations? What are the actual or potential resource shortfalls of the affected State(s)?
- What are the jurisdictional boundaries of the Disaster area? How many affected areas need to be evacuated?
- What are the anticipated requirements for Federal resources? What is the impact (or projected impact) on the Agency workforce?
- Which Emergency Support Functions are activated? What is the status of Emergency Operations Centers? What is the status and reporting of response teams such as RNA and PDA Teams?
- What is the status of critical infrastructures and facilities – telecommunications, medical services, public safety, water, septic and wastewater management, and power plants?

§ ACTION CHECKLIST:

- ☐ Ensure that the DHS Secretary is briefed on Agency plans and/or actions. Identify any known or anticipated policy issues that need to be addressed.
- ☐ If the incident occurred within the National Capital Region:
 - Determine the need to activate the Agency Continuity of Operations (COOP) Plan.
 - If there will be a substantial delay in activating the COOP Plan, notify Region IV Director of intent to temporarily devolve direction and control of the NRCC to FEMA Region IV.
 - Notify Executive Director, MWEOC of intent to activate FEMA COOP Plan.
 - Execute FEMA HQs Occupant Evacuation Plan.

- Place FEMA HQs COOP ERG on alert.
- Send non-essential and FEMA non-ERG personnel home, or direct that they not report to work at HQ.
- Notify DHS Secretary of all OEP and COOP related actions.
- If no warning was issued prior to incident, deploy Deputy Directory and Deputy Director Chief of Staff to MWEOC.
- Ensure that the Office of National Security notifies the White House Situation Room and PEOC of all COOP related actions.
- ❑ Direct the activation of the NRCC if needed.
- ❑ Direct the Recovery Division to prepare policy and procedural guidance on the Stafford Act for the Regions and States.
- ❑ Contact the appropriate Regional Director(s) for a status update and to identify any potential needs of the State(s).
- ❑ Direct (if applicable) the Safety Office to develop preventative information for distribution to the Agency workforce.
- ❑ Direct (if applicable) the Division Directors to review the DHS Influenza Pandemic Plan and to implement actions within the Agency to protect the workforce (e.g. increased use of telework, issuing protective masks, etc.).
- ❑ Request a briefing from the Response Division Director to review planned response operations. Ensure that planning is being conducted in coordination with the other Division and Program Offices.
- ❑ Assign any action items or issues tasked by DHS to the appropriate Division and Office Director and request regular updates.
- ❑ Attend scheduled National Video Teleconferences to maintain situational awareness and to identify potential issues from the States or Regions.
- ❑ Contact the Governor(s) to ensure that the requests for assistance are being processed expeditiously through the State and Federal Coordinating Offices.
- ❑ Contact the PFO (if designated) to review operations and identify any issues for resolution.

G. RADIOLOGICAL OR NUCLEAR INCIDENT

§ BACKGROUND:

An incident involving the release of radiation and/or the detonation of a nuclear device may be accidental or intentional. Generally, the most likely incident would involve the accidental or intentional release of radioactive material rather than a nuclear explosion.

§ SPECIFIC CHALLENGES / RESOURCE ISSUES:

- The number of FEMA response teams capable of operating in a contaminated environment is limited. It is likely that the need will exceed the available resources.
- The chain-of-command and coordination among the Federal agencies may become very complex, particularly in terrorist related or suspected incidents.
- The Nuclear/Radiological Incident Annex to the National Response Plan is very unclear on the processes of how an incident will be declared an Incident of National Significance, which by definition makes DHS the lead Federal Agency.
- Treating homes within contaminated areas that are “intact”: How will our traditional human services programs be adapted to these circumstances?
- The issue of what is considered “clean” in terms of decontamination is likely to be contentious. The general public may be unwilling to accept the assurances of the experts that the area affected is “safe.”
- Long-term monitoring of those exposed to radiation.
- An incident in the National Capitol Region (NCR) may have severe consequences on Agency Headquarters and their capability to continue operations.
- Effectively communicating with the public on the risks associated with radiation. Many people may seek medical treatment in spite of relatively low exposures.
- Decontamination of people within the impacted area.
- Detonation of a nuclear device will cause catastrophic damage to the immediate area (area impacted dependent upon the yield of device) and potential widespread panic among the population.

§ KEY AGENCIES:

- As outlined in the Radiological Incident Annex to the National Response Plan the lead “coordinating” Federal Agency is determined based upon the circumstances of the incident. However, there is a separate Annex for Terrorism Incident Law Enforcement and Investigation.

- Potential “Coordinating” Federal Agencies include:
 - Department of Defense
 - National Aeronautics and Space Administration
 - Environmental Protection Agency
 - Nuclear Regulatory Commission
 - Department of Energy
 - The Federal Bureau of Investigations (for terrorist related or suspected incidents)
 - The NRP ESF Coordinating Agencies

§ KEY QUESTIONS:

- What is the nature of the incident? What is the suspected cause (e.g. accident, terrorism, or other)? What is the extent of the area affected? Which Federal Agency is “in charge”?
- If terrorist related (or suspected) is the Domestic Emergency Support Team (DEST) activated/deployed? What is their estimated time of arrival?
- What is being done from the Federal perspective to communicate with the public to advise them of the scope of the incident and potential risks?
- How effectively are the Local and State authorities managing the response? Are they overwhelmed? And what assistance can be provided by the Federal government?
- What is the status of the Agency? What resources are being activated/deployed?
- How will weather affect the projected plume? What is being done to get people out of harm’s way?
- What evacuations (if any) are underway? What Federal assistance is needed? What is being done to address the immediate shelter needs? What provisions are in place (or will be needed) to treat and decontaminate evacuees?
- What is the initial estimate of casualties? Are Local medical facilities and capabilities overwhelmed? What Federal assets are being deployed to provide assistance? When will the teams be on-scene?
- What is the mortality (or projected mortality) rate?
- What is the population (and demographic information) of the impacted area?

- What is the impact (or projected impact) on the Agency workforce (if within the NCR or Regional Office)? Does the COOP Plan need to be activated?
- What is the status of the critical infrastructures within the area such as water, power, transportation, and telecommunications?
- How large an area may be contaminated by the incident? Will the contamination be long term? What remedial actions can be taken?

§ ACTION CHECKLIST:

- ☐ Ensure that the DHS Secretary is briefed on Agency plans and/or actions. Identify any known or anticipated policy issues that need to be addressed.
- ☐ If the incident occurred within the National Capital Region:
 - Determine the need to activate the Agency Continuity of Operations (COOP) Plan.
 - If there will be a substantial delay in activating the COOP Plan, notify Region IV Director of intent to temporarily devolve direction and control of the NRCC to FEMA Region IV.
 - Notify Executive Director, MWEOC of intent to activate FEMA COOP Plan.
 - Initiate damage and residual capabilities assessments.
 - Execute FEMA HQs Occupant Evacuation Plan.
 - Place FEMA HQs COOP ERG on alert.
 - Send non-essential and FEMA non-ERG personnel home, or direct that they not report to work at HQ.
 - Notify DHS Secretary of all OEP and COOP related actions.
 - If no warning was issued prior to incident, deploy Deputy Directory and Deputy Director Chief of Staff to MWEOC.
 - Ensure that the Office of National Security notifies the White House Situation Room and PEOC of all COOP related actions.
- ☐ Direct the activation of the NRCC and/or other National levels teams if needed.
- ☐ Ensure that FEMA liaisons are deployed as requested by other Departments and Agencies (Domestic Emergency Support Team [DEST – FBI], Interagency Incident Management Group [IIMG – DHS Headquarters], SIOC Strategic Intelligence Operations Center – FBI HQ).

- ❑ Contact the appropriate Regional Directors for a status update and to identify any potential needs of the State(s).
- ❑ Request a briefing from the Response Division Director to review status of response operations. Ensure that planning is being conducted in coordination with the other Division and Program Offices.
- ❑ Direct (if applicable) the Safety Office to develop preventative information for distribution to the Agency workforce.
- ❑ Maintain communications with the DHS Secretary. Assign any action items or issues tasked by DHS to the appropriate Division and Office Director and request regular updates.
- ❑ Attend scheduled National Video Teleconferences to maintain situational awareness and to identify potential issues from the States or Regions.
- ❑ Ensure that the Office of External Affairs is providing information to the media and scheduling appropriate briefings and press conferences.
- ❑ Direct the Response Division to provide regular updates and briefings for use in press conferences and interviews.
- ❑ Contact the Governor(s) to ensure that the requests for assistance are being processed expeditiously through the State and Federal Coordinating Offices.
- ❑ Contact the PFO (if designated) to review operations and identify any issues for resolution.

H. CHEMICAL

§ BACKGROUND:

A chemical incident could include a deliberate release of toxic chemicals or an accidental release such as the incident in Bhopal, India in 1984 that killed thousands. The impact of a chemical release will be dependent upon the nature of the chemical, the quantity released, the prevailing weather conditions, and a number of other factors. A terrorist attack directed at a chemical facility near a large population center has the potential to cause major deaths and injuries. Many hazardous materials are routinely transported via rail and ground, and intentional or accidental incidents in major population areas have the potential to cause mass casualties.

§ SPECIFIC CHALLENGES / RESOURCE ISSUES:

- The number of FEMA response teams capable of operating in a contaminated environment is limited. It is likely that the need will exceed the available resources.
- The chain-of-command and coordination among the Federal Agencies may become very complex, particularly in terrorist related or suspected incidents.
- Treating homes within contaminated areas that are “intact”: How will our traditional human services programs be adapted to these circumstances?
- The issue of what is considered “clean” in terms of decontamination is likely to be contentious. The general public may be unwilling to accept the assurances of the experts that the area affected is “safe.”
- Long-term clean-up and restoration is likely to be extremely expensive. Depending upon the cause and nature of the incident there may be issues as to who is financially responsible for the clean-up.
- Long-term monitoring of those exposed to the chemical: There may be liability issues as well. What assistance (if any) can FEMA provide to those injured by the incident?
- An incident in the National Capitol Region (NCR) may have severe consequences on the Agency Headquarters and their capability to continue operations.
- Effectively communicating with the public on the long-term health risks associated with exposure: Many people may seek medical treatment in spite of relatively low exposures.
- Decontamination of people within the impacted area.

§ KEY AGENCIES:

- Environmental Protection Agency
- United States Coast Guard
- Department of Defense (technical expertise)
- NRP ESF Coordinating Agencies

§ KEY QUESTIONS:

- What is the nature of the incident? What is the suspected cause (e.g. accident, terrorism, or other)? What is the extent of the area affected? Which Federal Agency is leading response operations?
- Has the DHS Secretary designated the event an “Incident of National Significance”? Has a Principal Federal Officer (PFO) been appointed? Is the Catastrophic Incident Annex to the National Response Plan operative?
- If terrorist related (or suspected) is the Domestic Emergency Support Team (DEST) activated/deployed? What is the estimated time of arrival?
- What is the chemical that has been (or may be) released? What is being done from the Federal perspective to communicate with the public to advise them of the scope of the incident and potential risks?
- How effectively are the Local and State authorities managing the response? Are they overwhelmed? And what assistance can be provided by the Federal government?
- What is the status of the Agency? What resources are being activated and/or deployed?
- What are the anticipated requirements for Federal resources? What is the impact (or projected impact) on the Agency workforce?
- How will weather affect the projected plume? What is being done to get people out of harm’s way?
- What evacuations (if any) are underway? What Federal assistance is needed? What is being done to address the immediate shelter needs? What provisions are in place (or will be needed) to treat and decontaminate evacuees?
- What is the initial estimate of casualties? Are Local medical facilities and capabilities overwhelmed? What Federal assets are being deployed to provide assistance? When will the teams be on-scene?
- What is the mortality (or projected mortality) rate?

- What is the population (and demographic information) of the impacted area?
- What is the impact (or projected impact) on the Agency workforce (if within the NCR or Regional Office)? Does the COOP Plan need to be activated?
- How large an area may be contaminated by the incident? Will the contamination be long term? What remedial actions can be taken?
- What is the status of State, Local, and Tribal operations? What are the actual or potential resource shortfalls of the affected State(s)?
- What are the jurisdictional boundaries of the Disaster area? How many affected areas need to be evacuated?
- Which Emergency Support Functions are activated? What is the status of Emergency Operations Centers? What is the status and reporting of response teams such as RNA and PDA Teams?
- What is the status of critical infrastructures and facilities – telecommunications, medical services, public safety, water, septic and wastewater management, and power plants?

§ ACTION CHECKLIST:

- ☐ Ensure that the DHS Secretary is briefed on Agency plans and/or actions. Identify any known or anticipated policy issues that need to be addressed.
- ☐ Determine need to activate the Agency Continuity of Operations (COOP) Plan if the incident is within the NCR.
- ☐ If the incident occurred within the National Capital Region:
 - Determine the need to activate the Agency Continuity of Operations (COOP) Plan.
 - If there will be a substantial delay in activating the COOP Plan, notify Region IV Director of intent to temporarily devolve direction and control of the NRCC to FEMA Region IV.
 - Notify Executive Director, MWEOC of intent to activate FEMA COOP Plan.
 - Initiate damage and residual capabilities assessments.
 - Execute FEMA HQs Occupant Evacuation Plan.
 - Place FEMA HQs COOP ERG on alert.

- Send non-essential and FEMA non-ERG personnel home, or direct that they not report to work at HQ.
- Notify DHS Secretary of all OEP and COOP related actions.
- If no warning was issued prior to incident, deploy Deputy Directory and Deputy Director Chief of Staff to MWEOC.
- Ensure that the Office of National Security notifies the White House Situation Room and PEOC of all COOP related actions.
- ❑ Direct the activation of the NRCC and/or other National levels teams if needed.
- ❑ Ensure that FEMA liaisons are deployed as requested by other Departments and Agencies (Domestic Emergency Support Team [DEST – FBI], Interagency Incident Management Group [IIMG – DHS Headquarters], SIOC Strategic Intelligence Operations Center – FBI HQ).
- ❑ Contact the appropriate Regional Directors for a status update and to identify any potential needs of the state(s).
- ❑ Request a briefing from the Response Division Director to review status of response operations. Ensure that planning is being conducted in coordination with the other Division and Program Offices.
- ❑ Direct (if applicable) the Safety Office to develop preventative information for distribution to the Agency workforce.
- ❑ Maintain communications with the DHS Secretary. Assign any action items or issues tasked by DHS to the appropriate Division and Office Director and request regular updates.
- ❑ Attend scheduled national VTCs to maintain situational awareness and to identify potential issues from the States or Regions.
- ❑ Ensure that the Office of External Affairs is providing information to the media and scheduling appropriate briefings and press conferences.
- ❑ Direct the Response Division to provide regular updates and briefings for use in press conferences and interviews.
- ❑ Contact the Governor(s) to ensure that the requests for assistance are being processed expeditiously through the State and Federal Coordinating Offices.
- ❑ Contact the PFO (if designated) to review operations and identify any issues for resolution.

I. TERRORIST ATTACKS

§ BACKGROUND:

The Federal Bureau of Investigation (FBI) defines terrorism as the unlawful use of force or violence committed by an individual against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. Force may involve many types of weapons and scenarios. Weapons of Mass Destruction (WMD) are defined in 18 U.S.C. § 2332a to include explosive, incendiary, and nuclear, biological, and chemical (NBC) materials and weapons. There are continuing concerns that terrorists may use so-called “dirty bombs” that would use a conventional explosion to disperse radioactive material over a large area. Attacks using various chemical agents are also a major concern. It is considered unlikely that terrorists would be able to effectively use a biological agent as a means of creating mass casualties. It is likely that terrorist will attempt to attack “soft targets” with the specific purpose of inflicting as many casualties as possible. Soft targets may include transportation centers, transit systems, and public events.

§ SPECIFIC CHALLENGES / RESOURCE ISSUES:

- Generally, a terrorist attack will occur with no warning. The timeframe for effectively deploying critical search and rescue and medical teams will be condensed. Decisions will need to be made with very limited information.
- A terrorist attack may cause panic among the general population and prompt fears of additional attacks.
- Transportation systems (particularly air) may have been curtailed or suspended their operations complicating the process of deploying teams and resources.
- The line of demarcation between the need to respond versus the need to conduct law enforcement investigations at the incident location may not always be clear.
- For a terrorist attack, the FBI is the lead Federal Agency for the law enforcement and investigation, whereas the DHS is the overall lead Federal Agency. The federal chain-of-command may not always be clearly defined.
- An incident within the National Capitol Region (NCR) may have major impacts on continuing operations at the headquarters.
- A terrorist attack may involve biological, chemical, or radioactive agents or materials. Each will pose unique operational challenges. Many of the Federal response teams are not trained or equipped to operate in contaminated environments.

§ KEY QUESTIONS:

- What type of terrorist attack occurred? Is it safe for first responders to respond to the scene? What is the extent of the damage? Which areas experienced the most and/or least damage?
- Are there threats for additional attacks in the near future?
- What is the status of the Local and State response? What are the actual or potential resource shortfalls of the affected State(s)?
- What are the jurisdictional boundaries of the incident area? Are evacuations needed?
- What are the anticipated requirements for Federal resources? If the incident occurred in the National Capital Region does the COOP Plan need to be activated? What is the impact (or projected impact) on the Agency workforce?
- Has the Governor requested a major disaster or emergency declaration? What is the status?
- What is the nature of the incident? Were chemical, biological, or radiological devices / agents involved?
- What FEMA resources are (or may be) needed? Have any teams been activated?
- Has the Domestic Emergency Support Team (DEST) been activated? What is their estimated time of arrival?

§ ACTION CHECKLIST:

- ☐ Determine the impact on the Agency workforce if the attack occurred within the National Capital Region.
- ☐ If the incident occurred within the National Capital Region:
 - Determine the need to activate the Agency Continuity of Operations (COOP) Plan.
 - If there will be a substantial delay in activating the COOP Plan, notify Region IV Director of intent to temporarily devolve direction and control of the NRCC to FEMA Region IV.
 - Notify Executive Director, MWEOC of intent to activate FEMA COOP Plan.
 - Initiate damage and residual capabilities assessments.
 - Execute FEMA HQs Occupant Evacuation Plan.

- Place FEMA HQs COOP ERG on alert.
- Send non-essential and FEMA non-ERG personnel home, or direct that they not report to work at HQ.
- Notify DHS Secretary of all OEP and COOP related actions.
- If no warning was issued prior to incident, deploy Deputy Directory and Deputy Director Chief of Staff to MWEOC.
- Ensure that the Office of National Security notifies the White House Situation Room and PEOC of all COOP related actions.
- ❑ Contact the DHS Secretary to obtain an update on the incident. Brief the Secretary on current Agency plans and/or actions.
- ❑ Direct the activation of the NRCC if needed.
- ❑ Request a briefing from the Response Division Director to review planned or ongoing actions. Direct adjustments as needed. Ensure that planning is being conducted in coordination with the other Division and Program offices.
- ❑ Ensure that FEMA liaisons are deployed as requested to the Strategic Intelligence Operations Center (SIOC), Interagency Incident Management Group (IIMG), and HSOC.
- ❑ Ensure that the Office of External Affairs is providing information to the media (and congressional interests) and scheduling appropriate briefings and press conferences.
- ❑ Maintain communications with the DHS Secretary. Assign any action items or issues tasked by DHS to the appropriate Division or Program office. Direct and request regular updates.
- ❑ Attend scheduled National Video Teleconferences to maintain situational awareness and to identify potential (or actual) issues from the State(s) or Region(s).
- ❑ Direct (if needed) the Recovery Division to develop a plan for long-term recovery housing.
- ❑ Contact the PFO (if designated) to review operations and identify any issues for resolution.

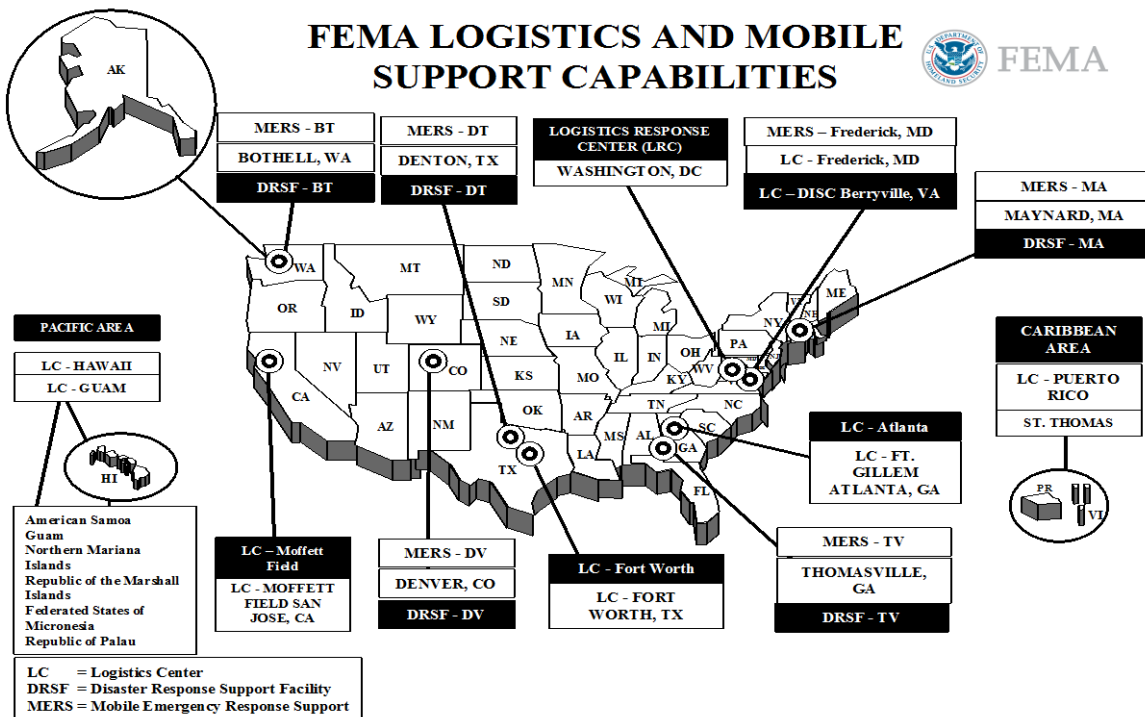
3. KEY NATIONAL ASSETS

SECTION I: FEMA LOGISTICS SYSTEM

The Federal Emergency Management Agency (FEMA) maintains an extensive logistical support system that includes the Logistics Resource Center (LRC). Critical disaster relief commodities including bottled water, MREs, cots, blankets, generators, plastic sheeting, and tarps are stored at locations throughout the CONUS and its territories. These Initial Response Resources (IRR) are available for rapid deployment in the event of a large scale or catastrophic disaster. The Logistics System includes the capability to quickly establish mobilization centers and Federal Operating Staging Areas (FOSA) within the disaster vicinity to serve as “supply depots” in support of Federal operations.

The FEMA system is supported by several standing contracts that provide the ability to quickly produce and deliver additional quantities of life-sustaining supplies. In an effort to more effectively respond to incidents, FEMA has initiated a Pre-Positioned Disaster Supply (PPDS) Program to stockpile commodities in strategic locations (see p. 6). The system is also supported by the five (5) MERS detachments (see p. 7).

- **Office of Responsibility:** FEMA, Response Division
 - **Point of Contact:** Gary Moore, Logistics Branch Chief
 - **24-hour Contact:** FEMA Operations Center (1-800-634-7084)
- **Deployment and Activation:** The Logistics Response Center at Headquarters can be fully operational within 2 hours of activation.



PRE-POSITIONED DISASTER SUPPLY (PPDS) PROGRAM

The PPDS program was developed by the Logistics Branch to store life-saving life-sustaining disaster equipment and supplies as close to a potential disaster site as possible. The intent is to substantially shorten the response time from incident to delivery of these initial critical assets.

This program provides pre-positioned kits (for 500 and 250 persons) stored at the Logistics Centers and in nine (9) states (MD, VA, FL, AL, LA, TX, WA, AK, and SC). These kits include the following supplies:

- Cots, Blankets, and Pillows
- One (1) 5kw Generator
- CPR Masks and Basic First Aid Supplies
- Standard Life-Sustaining Tools and Supplies

The PPDS program also provides a Home Recovery Kit (20 ft.), with the following supplies:

- 100 Roofing Tarps (20' x 100')
- Furring Strips
- Roofing Nail Kits
- Circular Saw
- Standard Home Repair and Emergency Maintenance Supplies
- **Deployment and Activation:** Contact the Logistics Response Center (LRC)

PRE-POSITIONED DISASTER SUPPLY PROGRAM LOCATIONS



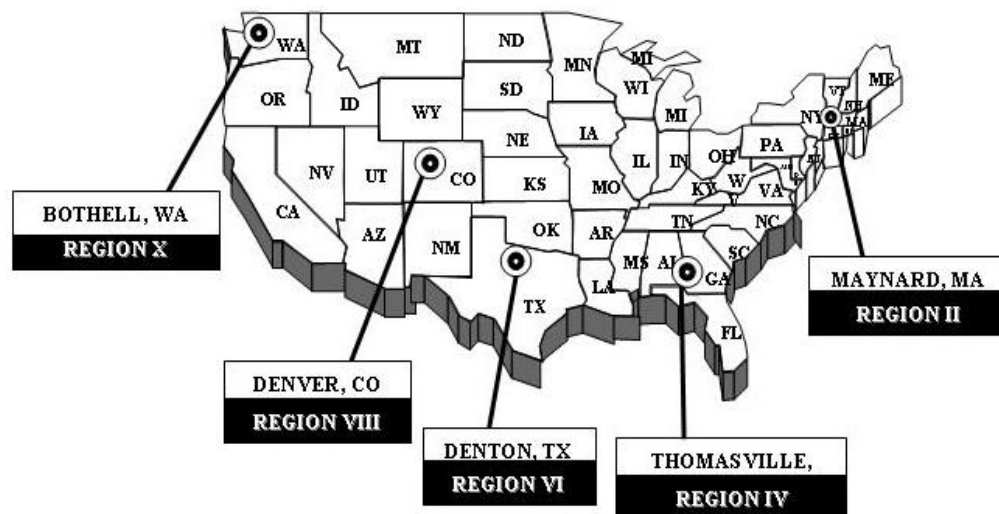
MOBILE EMERGENCY RESPONSE SUPPORT (MERS)

MERS Responds To:	
X	Biological
X	Chemical
X	Conventional Bomb
X	Earthquake
X	Flood
X	Hurricane
X	Radiological/Nuclear
X	Special Event

The MERS system is a component of the FEMA Logistics System, managed by the Response Director. The mission of the MERS Detachments is to provide (air and ground transportable) mobile telecommunications, logistics, operations, security, disaster preparedness/safety, and administrative support required for the on-site management of disaster response operations.

- The MERS system includes five (5) MERS Detachments located in the following cities: Maynard, MA; Bothell, WA; Denver, CO; Denton, TX, and Thomasville, GA. Each of the Detachments maintains a 24/7 MERS Operations Center (MOC) for immediate deployment.
- In addition to the MERS Detachments, there is the MERS Communications Unit located in Frederick, MD.
- **Office of Responsibility:** Response Division
 - **Point of Contact:** Eric Edwards (202-646-4343)
 - **24-hour Contact:** FEMA Operations Center (1-800-634-7084)
- **Deployment and Activation:** Contact Eric Edwards through the FEMA Operations Center.

MOBILE EMERGENCY RESPONSE SUPPORT (MERS) LOCATIONS



MERS Capabilities:

- Telecommunications capability using satellites, high and low frequency radios, and microwave line-of-sight transmissions.
- MERS equipment specific logistical support for disaster field facilities.
- Life Support Operations for disaster responders (Meals Ready-to-Eat (MRE), water, etc.)
- Power generation including dedicated site power, power distribution, and lighting.
- Heating, ventilation, and air conditioning for up to 16,000 square feet.
- Reverse osmosis water purification unit – purifies brackish and salt water (3,000 gallons per hour for brackish water, and 300 gallons per hour for salt water).
- Water transportation and storage (6,200 gallon water tanker for potable water).
- Fuel transportation and distribution, and refueling operations.
- Quick Response System (QRS) – supports a team of 13 people with equipment for up to 72 hours, and includes satellite communications, radio communications, laptop computers, generators, and life support.
- Emergency Operations Vehicles (EOV):
 - Emergency Response Team (ERT) Command and Control Center (20 – 25 personnel)
 - Two (2) on-board 40kw generators
 - Voice-over IP switching, network server, broadcast TV reception, two-way internet service and video-teleconferencing
 - Twenty workstations consisting of landline and wireless telephones, and LAN/WAN and modem connections
 - Conventional office machine support (fax, copier, etc.)
- MERS Emergency Operation Vehicles (2 per detachment):
- Emergency Response Team (ERT) Command and Control Center (8-10 personnel)
Expandable vehicle for operations area with conference table

SECTION II: SPECIALIZED RESPONSE TEAMS

INCIDENT/EVENT DESCRIPTIONS

Support to be provided depends on the response team's capabilities and the type of incident the team is designed to support. The emergency response teams described in this section have varying capacities and capabilities in responding to specific incidents. For each team section a char is included that indicates the specific incidents that the team is prepared to respond to. The definitions of these incidents are as follows:

- a. **Biological** – Biological events include deliberate release (terrorist related) of biological agents through explosive devices, vapor emission, or liquid/solid releases. They can result in extensive casualties, limit access to normal life-support systems, and seriously impact area economic and social infrastructures.
- b. **Chemical** – Chemical events include deliberate release (terrorist related) of toxic chemicals, explosive devices, vapor emission, or liquid/solid releases. They can result in extensive casualties, limit access to normal life-support systems, and seriously impact area economic and social infrastructures. Collateral effects can include fires, or other major events that may multiply property losses and hinder emergency response operations.
- c. **Conventional Bomb** – An incident such as the Oklahoma City bombing of the Alfred P. Murrah Building with significant casualties and collapsed structures.
- d. **Earthquake** – Earthquakes are sudden and unpredictable seismic disturbances characterized by a sudden motion or trembling of the ground produced by the abrupt displacement of rock masses, usually in the upper 10 to 20 miles of the earth's crust. Earthquakes, and their accompanying aftershocks, are disruptive and potentially catastrophic when occurring in or near urban areas. Earthquakes cause casualties, property loss, disruption to normal life-support systems, and seriously impact area economic and social infrastructures. Collateral effects can include fires, floods, or other major events that may multiply property losses and hinder emergency response operations. Damage should be expected to highways, bridges, airports, railroads, communications systems, water and waste disposal, electrical power, natural gas, and petrochemical infrastructure.
- e. **Flood** – Floods are the most common and widespread of all natural disasters. Most communities in the United States can experience some kind of flooding after spring rains, heavy thunderstorms, or winter snow thaws. Floods normally are slow to develop and impact wide areas of the country.

While casualties are normally limited, extensive damage to normal life-support systems and serious long-term impact on area economic and social infrastructures can be expected. Damage should be expected to highways, bridges, airports, railroads, communications systems, water and waste disposal, electrical power, natural gas, and petrochemical infrastructure.

Dam and levee failures are potentially the most catastrophic of flood events. A dam failure is usually the result of neglect, poor design, or structural damage caused by a major event such as an earthquake. When a dam fails, a significant volume of water is let loose downstream, destroying anything in its path. A levee failure is typically the result of a river or stream exceeding its normal flood stages. Although not as forceful as a dam failure, levee failures cause catastrophic damage due to the high population density around the levee.

- f. **Hurricane** – Hurricanes, known as typhoons in the Western Pacific, have an annual occurrence season of June 1 through November 30. Hurricanes are categorized on a scale of 1 to 5 using the Saffir-Simpson Hurricane Scale. This scale defines the pressure, wind, and storm surge accompanying a particular hurricane. In practice, the maximum wind speed determines a hurricane's category. The five-step scale rates potential damage from a Category 1 with winds of 75 mph to 95 mph, through Category 5 with winds in excess of 155 mph.

Damage resulting from hurricanes is usually attributed to the storm's high winds. However, the accompanying storm surge of waves and tides can have an equal or greater effect on low-lying coastal areas. Beyond the loss of life, hurricanes can cause property loss, disruption to normal life-support systems, and seriously impact area economic and social infrastructures.

Hurricane collateral effects can include floods and other events that may multiply property losses and hinder emergency response operations. Damage should be expected to highways, bridges, airports, communications systems, water and waste disposal, electrical power, natural gas, and petrochemical infrastructure.

- g. **Radiological/Nuclear** – Radiological/Nuclear events can be accidents at nuclear power plants, reactors, or mishaps involving radioactive materials; or they can be terrorist incidents. They may involve nuclear detonation or radioactive materials dispersal. The differences between a nuclear detonation and explosive dispersal will determine the area and level of contamination. This must be one of the critical factors in planning the type of response. The resulting duration of the incident may be days or weeks. There may be immediate or long-term casualties. There may be fire and an explosion. The area, food, waters, and critical resources may be contaminated. Any number of Federal plans apply.

Special Event – The term "Special Event" is defined as any large-scale public event of national and international significance. Included are Olympics, political conventions, World's Fair, Presidential Inaugural, and other similar public activities, sponsored, planned, and conducted by the Federal government, State government, private sector organizations, international organizations, or a combination of these sponsors. An event such as the Olympics requires support activities both to preclude an emergency and to respond in case there is one.

NATIONAL DISASTER MEDICAL SYSTEM (NDMS)



The National Disaster Medical System (NDMS) is a federal and private sector program that augments local medical care when an emergency exceeds the scope of a community's hospital and healthcare resources. NDMS was previously part of the Department of Health and Human Services and became part of DHS when the new department was created in 2003. The Department of Veterans Affairs and the Department of Defense also participate in NDMS. These emergency resources of the Medical Response Component of NDMS include 104 teams comprised of over 9,000 medical and support personnel coming from federal, state and local governments, the private sector, and civilian volunteers.

The Medical Response Components of NDMS includes DMATs, DMORTs, IMSURTs, and VMATs.

- The Federal Emergency Management Agency coordinates the Medical Response Component of NDMS. This component includes the Disaster Medical Assistance Teams (DMAT) and specialty teams in burn, pediatrics, crush medicine, mental health, and weapons of mass destruction. The DMATs are comprised of professional and para-professional medical personnel (supported by a cadre of logistical and administrative staff) designed to provide medical care in response to a disaster or other incident.
- The NDMS also includes Disaster Mortuary Operational Response Teams (DMORT), one of which is qualified in weapons of mass destruction. DMORTs are composed of private citizens, each with a particular field of expertise. DMORT members are required to maintain appropriate certifications and licensures within their discipline. When deployed to an emergency, the teams work under the guidance of local authorities and provide technical assistance and personnel to recover, identify, and process deceased victims.
- Other specialty teams consist of International Medical / Surgical Response Teams (IMSURT). In addition, teams providing Nursing (NNRT) and Pharmaceutical (NPRT) assistance are also components of NDMS.
- Veterinary Medical Assistance Teams (VMAT) are deployed to provide veterinary care to injured animals, and veterinary oversight concerning animal and public health issues when the local veterinary community is overwhelmed following a major disaster or emergency. These teams include clinical veterinarians, pathologists, animal health technicians, microbiologists, and others who assist animal disaster victims and provide care to search dogs.
- **Office of Responsibility:** Response Division
 - **Point of Contact:** Jack Beall (202-646-4324)
 - **24-hour Contact:** FEMA Operations Center (1-800-634-7084)

Deployment and Activation:

- Ground and air transportation routes are available to move NDMS assets.
- 24-hour post activation (day plus one (D+1)) teams will be in place, setup, and providing care within their region (East, Central, and West).

- If an incident occurs in one region (East or West), only one third (1/3) of assets will be on site and providing care at D+1. All other activated teams could arrive and initiate care at D+2 to D+3.
- In the event of a catastrophic incident, the “standard of care” will be minimal life support and patient holding for two (2) to three (3) days.
- The NDMS timeline of care is based on the following teams:
 - 12 DMATs
 - 3 NMRTs
 - 1 IMSURT
 - 3 Base Support Teams

NOTE: NDMS is comprised of Medical Response, Patient Movement (evacuation), and Definitive Care. The Patient Movement (evacuation) is coordinated by Department of Defense (DoD). The Definitive (in-hospital) Care is coordinated by both the Department of Veterans Affairs and DoD.

Care Provided	NDMS Patient Volume Capability		
	Single Team (D+0) 35 Personnel	14 Teams (D+1) 660 Personnel	Entire NDMS System (D+3) 1,080 Personnel
Treat and Release (Outpatient Facility)	250 patients per day	2,500 patients per day	5,000 patients per day
Treat and Limited Holding (Alternate Care Facility)	160 outpatients per day 8 inpatients	2,250 outpatients per day 112 inpatients	4,500 outpatients per day 224 inpatients
Standard Medical Holding Facility (Hospital Ward)	50 patients	700 patients	1,400 patients
Mass Casualty Incident (Holding Collection Facility)	150 patients	2,100 patients	4,200 patients

TEAM	Number of Teams
Disaster Medical Assistance Team (DMAT) (operational)	37
Disaster Medical Assistance Team (DMAT) (augment / developmental)	15
National Medical Response Team (NMRT) – WMD	4
Disaster Medical Assistance Team – Specialty Team Burn	4
Disaster Medical Assistance Team – Specialty Team Pediatric	2
Disaster Medical Assistance Team – Specialty Team Crush Medicine	1
Disaster Medical Assistance Team – Specialty Team Mental Health	2
Disaster Mortuary Operational Response Team (DMORT)	10
Disaster Mortuary Operational Response Team (DMORT) – WMD	1
International Medical / Surgical Response Team (IMSURT)	3
National Pharmaceutical Response Team (NPRT)	10
National Nursing Response Team (NNRT)	10
Veterinary Medical Response Team (VMAT)	4
Management Support Team (MST)	1
Total Teams	104

DISASTER MEDICAL ASSISTANCE TEAM (DMAT)

DMAT Responds To:	
X	Biological
X	Chemical
X	Conventional Bomb
X	Earthquake
X	Flood
X	Hurricane
X	Radiological/Nuclear
X	Special Event

Capabilities:

- Sustain 24-hour operation for 72 hours without external support
 - Provide initial resuscitative care to victims.
 - For a 24-hour mission, provide out-of-hospital, acute care to 250 patients (including geriatric and pediatric patients).
 - Provide sustained hospital ward care for 30 medical/surgical (non-critical) inpatients.
- Provide primary response to a mass casualty incident resulting from a non-chemical, biological, radiological, nuclear, or high-yield explosive (CBRNE) event.
 - Triage and prepare 200 patients at a casualty collection point for evacuation or transport in a mass casualty incident.
 - Provide sustained 24/7 care to 125 patients per day, including:
 - Limited laboratory and pharmaceutical services
 - Immediate referral, transfer, or evacuation for 25 patients
 - Stabilizing/holding a maximum of six patients for up to 10 hours
 - Supporting two (2) critical patients for up to 24 hours
 - Provide patient staging for up to 100 patients at a Federal Coordinating Center (FCC) reception site.
 - Augment or assist at a mass drug distribution, immunization, or packaging center.
 - Staff or augment alternate care facilities.
 - **Primary Office of Responsibility:** Response Division
 - **Point of Contact:** Jack Beall (202-646-4324)
 - **24-hour Contact:** NDMS Emergency Operations Center (202-646-4126)
 - **Deployment and Activation:** Team can deploy to an incident site within six (6) hours, for a 14 day period, and be fully operational within six (6) hours of arrival at an incident site.
 - Team can provide emergency care within 30 minutes of arrival at an incident site.

Description: (35-person team)

- **9 non-health care positions**
 - 1 Team Leader (1 Deputy Team Leader)
 - 1 Safety Officer
 - 1 Administrative/Finance Chief
 - 1 Administrative Assistant
 - 1 Logistics Chief
 - 1 Equipment Specialist
 - 2 Communications Officers
- **21 health care positions**
 - 3 Medical Officers
 - 1 Pharmacist

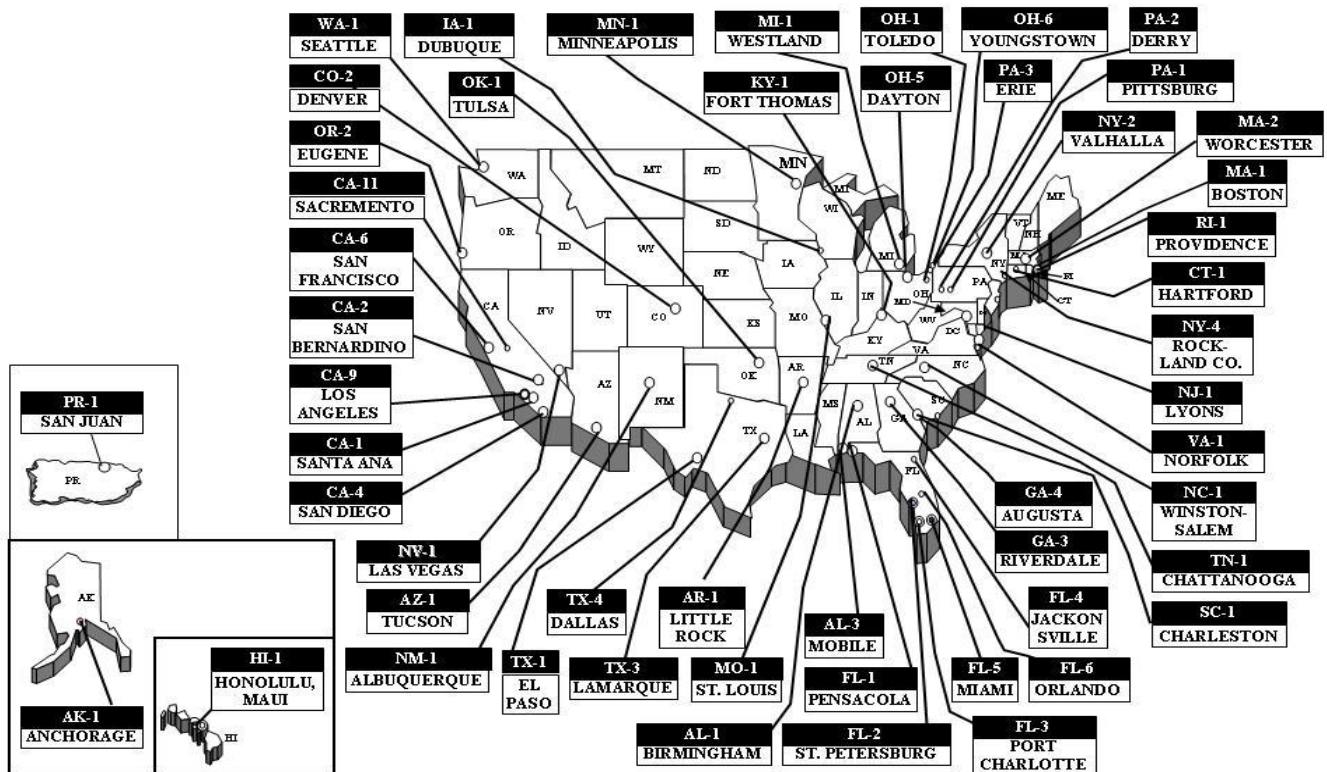
- 1 Pharmacy Assistant
- 1 Supervisory Nurse Specialists
- 4 Registered Staff Nurses
- 2 Advanced Practice Nurses or Physician Assistant
- 4 Paramedics
- 4 Nurse, Sup/Staff, Paramedic/EMT
- 1 Mental Health Specialist/Social Worker

- 5 positions determined by DMAT

Number of DMATs Nationally:

- 52 (37 are Operational, 15 are Augmentation or Developmental)

DISASTER MEDICAL ASSISTANCE TEAMS



DISASTER MORTUARY OPERATIONAL RESPONSE TEAMS (DMORT) & (DMORT-WMD)

DMORT Responds To:	
X	Biological
X	Chemical
X	Conventional Bomb
X	Earthquake
X	Flood
X	Hurricane
X	Radiological/Nuclear
X	Special Event

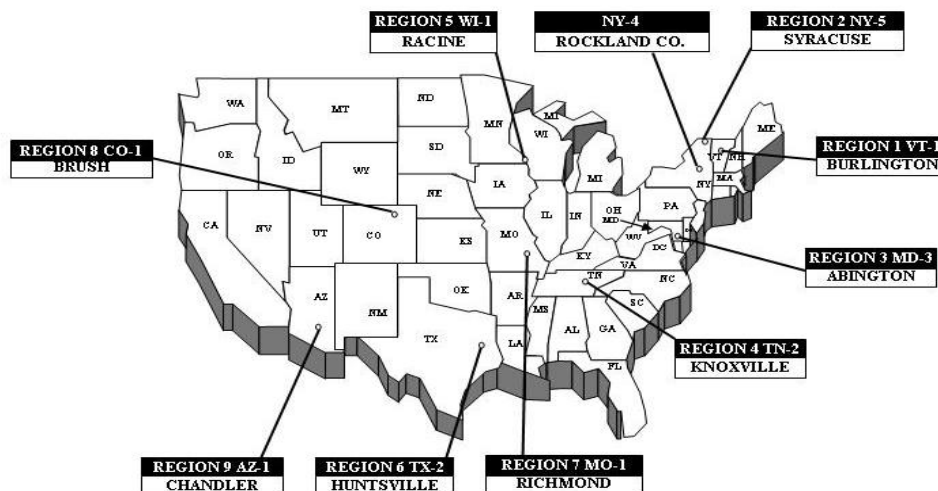
Capabilities:

- Technical assistance and personnel to recover, identify, and process deceased victims.
- Process 60 – 75 bodies in a 12-hour day under optimum operating conditions.
- DMORT-WMD: Capable of addressing mortuary concerns, including deaths from chemical, biological, or radiological intervention, and decontaminating human remains for the ultimate purpose of returning remains to family members, if possible.
- During activation DMORT-WMD National Team adds 3 NRMT-

WMDs.

- The DMORT program maintains two (2) Disaster Portable Morgue Units (DPMUs) at FEMA Logistics Centers (one in Rockville, MD, one in Sacramento, CA).
 - The DPMU is a cache of equipment and supplies for deployment to an accident site.
 - The cache contains a complete morgue, including workstations for each processing element and prepackaged equipment and supplies.
- **Office of Responsibility:** Response Division
 - **Point of Contact:** Jack Beall (202-646-4324)
 - **24-hour Contact:** NDMS Operations Center (202-646-4126)
- **Deployment and Activation:** within 24 hours of notification

DISASTER MORTUARY OPERATIONAL RESPONSE TEAMS (DMORT)



Team Members: (50 person team)

- Medical examiners
- Coroners
- Funeral Directors
- Mortuary Officers
- Photographers
- Medical records technicians/transcribers
- Forensic specialists (anthropologists, odontologists, pathologists)
- Latent fingerprint experts
- Logistics specialists
- Security specialists
- Computer specialists
- HAZMAT technicians

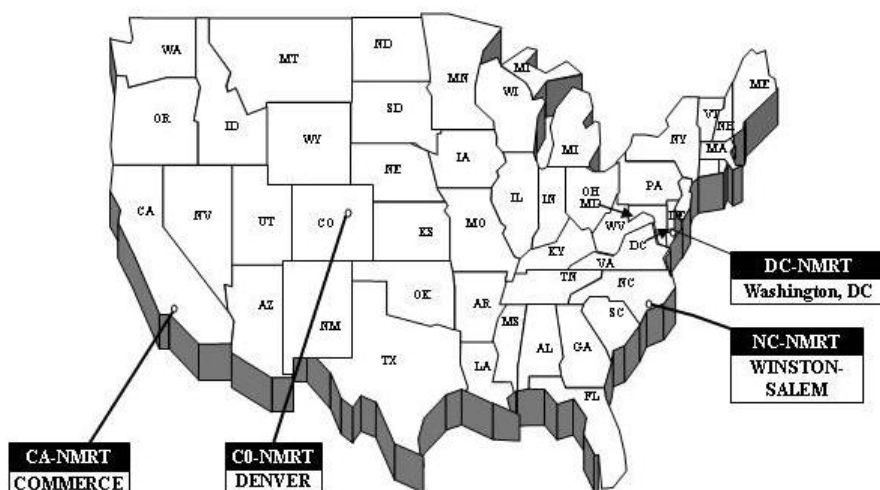
NATIONAL MEDICAL RESPONSE TEAM (NMRT-WMD)

NMRT-WMD Responds To:	
X	Biological
X	Chemical
X	Conventional Bomb
X	Earthquake
X	Flood
X	Hurricane
X	Radiological/Nuclear

X	Special Event	Capabilities:
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- The four 50-person NMRTs are equipped to perform the functions of a DMAT, but possess additional capabilities to respond to a CBRNE event, to include operating in Level “A” protective equipment.
- Specialized unit whose members all have WMD medical decontamination training and whose responsibility it is to provide human decontamination and/or physician supervised advanced medical care for mass casualty events.
- Teams provide agent identification, limited "Hot Zone" extraction, medical triage, treatment, and mass decontamination (up to 300 ambulatory patients per hour).

NATIONAL MEDICAL RESPONSE TEAMS (NMRT)



- Team is equipped with Level A, B, and C personal protective, medical and supply equipment for mass decontamination and communications.
- Each team carries medical supplies and medications, including sufficient antidotes to manage 5,000 victims of a chemical incident.
- Each NMRT is equipped with its own chemical and biological monitors and detectors, used primarily for personnel and victim safety.

- Provide small size patient holding and treatment facilities.
- Based in Los Angeles, CA; Denver, CO; Winston-Salem, NC; Washington, DC
 - (NMRT-West; NMRT-Central; NMRT-East; NMRT-NCR)
- A NMRT can perform the following specific functions:
 - Provide mass or standard decontamination
 - Collect samples for laboratory analysis
 - Provide medical care to contaminated victims
 - Provide technical assistance to local Emergency Medical Services (EMS)
 - Assist in CBRNE triage and treatment before and after decontamination
 - Provide technical assistance, decontamination, and medical care
 - Provide medical care to Federal responders on-site
- **Office of Responsibility:** Response Division
 - **24-hour Point of Contact:** NDMS Operations Center (202-646-4126)

- **Deployment and Activation:** The team can deploy within four (4) hours, and can be fully operational within 30 minutes of arrival on the scene of a catastrophic incident.

Description:

- Team Members
 - Medical Staff (14-19 personnel)
 - Non-Ambulatory Medical Staff (6-8 personnel)
 - Medical Staging (8 personnel)
 - Ambulatory Staff (6 personnel)
 - Team Medical/Rehab (2 personnel)
 - Forward Response (5-10 personnel)
 - Command Staff (5-6 personnel)
 - Logistics (7 personnel)
 - Non-Ambulatory Staff (6-8 personnel)

NDMS SPECIALTY TEAMS

Specialty Teams include:

- 4 Burn Teams
- 2 Pediatric Teams
- 1 Crush Medicine Team
- 2 Mental Health Teams

Capabilities:

- Medical services are implemented following incidents that require specialized medical responses that overwhelm local facilities. Each type of Specialty Team consists of trained professionals within the respective area of expertise.

Specialty Team: Burn Team

- Physician's Assistant
- ICU Registered Nurses
- Burn Specialty Nurses

Specialty Team: Pediatric Team

- Pediatricians
- Pediatric Nurses
- Respiratory Therapists

Specialty Team: Crush Medicine Team

- MD (Crush Medicine Specialist)
- Nurse Practitioner
- Emergency Medical Technicians

Specialty Team: Mental Health Team

- Psychologists
- Social Workers
- Psychiatric Nurses

MANAGEMENT SUPPORT TEAM (MST)

MST Responds To:	
X	Biological
X	Chemical
X	Conventional Bomb
X	Earthquake
X	Flood
X	Hurricane
X	Radiological/Nuclear
X	Special Event

The MST is a management support team that is responsible for the command, control, and coordination of the deployed NDMS medical response teams. The MST provides field command and control in a disaster for deployment of Federal assets. The MST can provide and coordinate communications, transportation, a medical cache, and other logistical support to health and medical teams under the directions of ESF #8. The MST is primarily responsible for the operational and logistical requirements for ESF #8 components. The MST is organized and operated according to the Incident Command System (ICS). A full MST is normally composed of 42 personnel.

Upon notification of an ESF #8 response requiring medical or health teams, the MST is dispatched to interface with other advance components to receive and coordinate issues for teams upon arrival at their pre-determined locations for operational assignments. The MST is deployed directly from the Office of Emergency Preparedness (OEP)/Emergency Operations Center (EOC) in Rockville, MD.

The unit is dispatched with equipment and supplies to establish a working environment, including temporary office and billeting space (tents), and supplies to support medical teams for the initial 72 hours of the deployment. The MST is composed of personnel from OEP, other Federal departments, and temporary “federalized” personnel from around the United States. Limitations of the MST include on-site communication limits (radio communication) among the MST and medical teams, as well as other ESF components, and priority assigned transportation of medical elements and supplies.

Equipment brought to an incident or event includes equipment and supplies for setting up and operating management needs. Response equipment and other supplies (except pharmaceutical products) are maintained in Gaithersburg, MD. Containerized mobile trailers and response vehicles are also pre-staged at this location. Land travel is generally limited to 500 miles; however, air travel is used when determined to be the most expedient method of transport to any location.

Capability:

- Establish or support existing operations relating to medical and medical response.
- **Office of Responsibility:** Response Division
 - **24-hour Point of Contact:** NDMS Emergency Operations Center (202-646-4126)
- **Deployment and Activation:** within 48 hours of notification

INTERNATIONAL MEDICAL / SURGICAL RESPONSE TEAM (IMSURT)

IMSURT Responds To:	
X	Biological
X	Chemical
X	Conventional Bomb
X	Earthquake
X	Flood
X	Hurricane
X	Radiological/Nuclear
X	Special Event

Capability:

- Treats U.S. citizens injured as a result of terrorism.
 - The team is composed of 26-30 members with flexible and mobile equipment, and supplies, including pharmaceuticals.
 - IMSURTs can be deployed at the request of the Department of State and are self-sustaining for up to 72 hours.
 - Provide triage and initial stabilization, definitive surgical care, critical care, and evacuation capacity.
- **Office of Responsibility:** DHS FEMA
 - **24-hour Point of Contact:** FEMA NRCC (202-646-2828)
 - **Deployment and Activation:** Teams can deploy in four (4) hours at the request of the Department of State and are self-sustaining for 72 hours.

Description: (30 person team)

- Team Members
 - Trauma Surgeons
 - General Surgeons
 - Physician's Assistants
 - Registered Nurses
 - Trauma Nurses
 - Anesthesiologists
 - EMT-Paramedics
 - Logistics Specialists
- Each team consists of 25 Medical Specialists and 5 Logistics personnel.

Number of IMSURTs Nationally:

- Three (3) throughout CONUS: Boston (IMSURT-E), Miami (IMSURT-S), Seattle (IMSURT-W)

VETERINARY MEDICAL ASSISTANCE TEAM (VMAT)

VMAT Responds To:

X	Biological
X	Chemical
X	Conventional Bomb
X	Earthquake
X	Flood
X	Hurricane
	Radiological/Nuclear
X	Special Event

The VMAT mission is to provide veterinary care to injured animals and veterinary oversight following a major disaster or emergency. Teams are composed of clinical veterinarians, veterinary pathologists, animal health technicians (veterinary technicians), microbiologists / virologists, epidemiologists, toxicologists, and various scientific and support personnel.

- **Office of Responsibility:** Response Division
 - **24-hour Point of Contact:** NDMS Emergency Operations Center (202-646-4126)
- **Deployment and Activation:** within 24 hours of notification

Capability:

- Assessing the medical needs of animals.
- Treating and stabilizing animal patients.
- Providing animal disease surveillance.
- Collecting samples for animal disease diagnosis.
- Providing zoonotic disease surveillance and public health assessment.
- Advising on animal carcass disposal.
- Helping to maintain food and water safety.
- Mitigating hazards.
- Assisting in providing biological and chemical terrorism surveillance.
- Decontaminating animals.

VETERINARY MEDICAL ASSISTANCE TEAMS (VMAT)



NATIONAL NURSE RESPONSE TEAM (NNRT)

NNRT Responds To:	
X	Biological
X	Chemical

X	Conventional Bomb
X	Earthquake
X	Flood
X	Hurricane
X	Radiological/Nuclear
X	Special Event

The National Nurse Response Team is a specialty DMAT that is used in any scenario requiring hundreds of nurses to assist in chemoprophylaxis, a mass vaccination program, or a scenario that overwhelms the nation's supply of nurses, to include responding to weapons of mass destruction events.

The NNRTs are directed by the NDMS in conjunction with a Regional Team Leader in each of the NDMS regions. The NNRTs are composed of approximately 200 civilian nurses.

Capability:

- Maintain appropriate certifications and licensure within their discipline.
- Stay current in treatment recommendations for illnesses related to WMD, complete web based training courses in subjects such as disaster response, humanitarian relief, bioterrorism, and other relevant training.
- Participate in a yearly training exercise.
- Be available to deploy when needed in the event of a disaster or emergency.
- **Office of Responsibility:** Response Division
 - **24-hour Point of Contact:** NDMS Operations Center (202-646-4126)
- **Deployment and Activation:** Contact the NDMS Operations Center (202-646-4126)

NATIONAL PHARMACY RESPONSE TEAM (NPRT)

NPRT Responds To:	
X	Biological

X	Chemical
X	Conventional Bomb
X	Earthquake
X	Flood
X	Hurricane
X	Radiological/Nuclear
X	Special Event

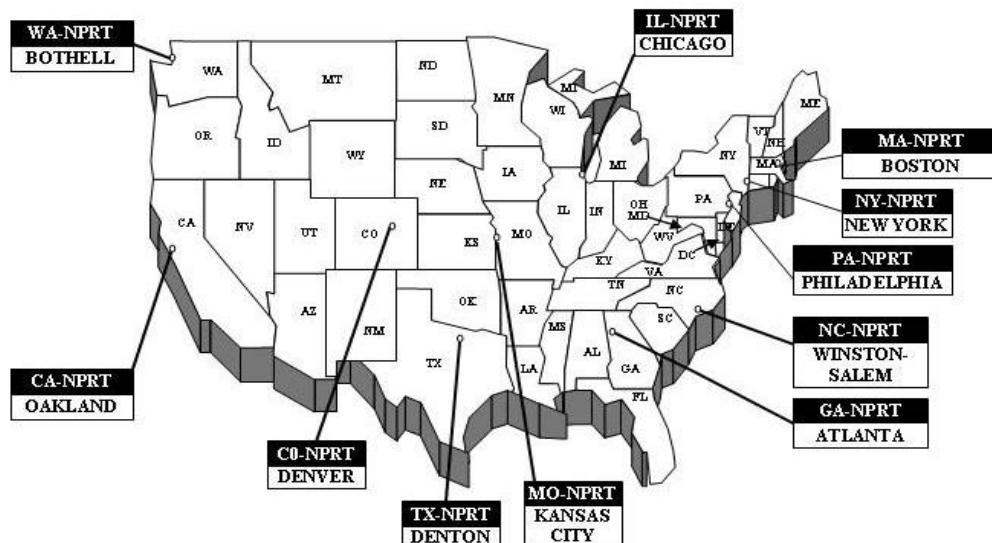
The National Pharmacy Response Team is a specialty DMAT that is used in any scenario that overwhelms the nation's pharmaceutical community. Such scenarios include chemoprophylaxis, a mass vaccination program, or responding to WMD events. The NPRTs are directed by the NDMS in conjunction with a Regional Team Leader in each of the NDMS Regions (East, Central, and West). The NPRTs will be composed of approximately 200 civilian pharmacists.

- **Office of Responsibility:** Response Division
 - **24-hour Point of Contact:** NDMS Emergency Operations Center (202-646-4126)
 - **Deployment and Activation:** Contact the NDMS Operations Center (202-646-4126)

Capabilities:

- Maintain appropriate certifications and licensure within their discipline.
- Participate in a yearly training exercise.
- Be available to deploy when needed in the event of a disaster or emergency.
- Stay current in treatment recommendations for illnesses related to WMD, complete web based training courses in subjects such as disaster response, humanitarian relief, bioterrorism, and other relevant training.

NATIONAL PHARMACY RESPONSE TEAMS (NPRT)



NATIONAL URBAN SEARCH AND RESCUE RESPONSE SYSTEM (US&R)



The National Urban Search and Rescue (US&R) Response System is a framework for structuring local emergency services personnel into integrated disaster response task forces. These task forces complete with the necessary tools, equipment, skills, and techniques, can be deployed by the Department of Homeland Security for the rescue of victims of structural collapse or other search and rescue requirements.

There are 28 national US&R task forces located throughout the continental United States. Any task force can be activated and deployed by DHS/FEMA to a disaster area and provide assistance in structural collapse rescue, or may be pre-positioned when a major disaster threatens a community. Each task force must have all its personnel and equipment at the embarkation point within six (6) hours of activation. The task force can be dispatched and en route to its destination in a matter of hours. Below is a description of each type of task force.

US&R Responds To:	
	Biological
	Chemical
X	Conventional Bomb
X	Earthquake
X	Flood
X	Hurricane
	Radiological/Nuclear
X	Special Event

Type I Task Force

A Type I team consists of 70 multi-faceted cross-trained personnel and canine capable of conducting physical search and heavy rescue operations in damaged or collapsed reinforced concrete buildings. Their duties are divided into six (6) major functional elements: search, rescue, medical, hazmat, logistics, and planning. The task force can be divided into two (2) 35-member teams, which allows for the rotation and relief of personnel for round-the-clock search and rescue operations. Teams are also equipped with convoy vehicles to support over the road deployments.

Type II Task Force

Type II is an intermediate size team and is currently under development.

Type III Task Force

On some details they are referred to as a Light Task Force. This team configuration is specifically modified to support weather events such as hurricanes and tornadoes, and other similar type incidents. Staffing consists of 28 personnel and canine who conduct primarily daylight operations. This team configuration is also self-sufficient for the first 72-hours of operation. The equipment cache is modified to support light rescue operations, and the vehicle convoy is reduced to allow rapid deployment and relocation as incident requirements change.

US&R Capabilities:

- Physical search and rescue operations in damaged/collapsed structures.
- Operations in a known or suspected weapons-of-mass-destruction environment.
- Emergency medical care for entrapped victims, task force personnel, and lost canines.
- Reconnaissance to assess damage and needs, and provide feedback to other officials.
- Assessment/shut-off of utilities to houses and other buildings.
- Hazardous materials survey/evaluations.
- Structural and hazard evaluations of buildings.
- Stabilization of damaged structures, including shoring and cribbing operations.

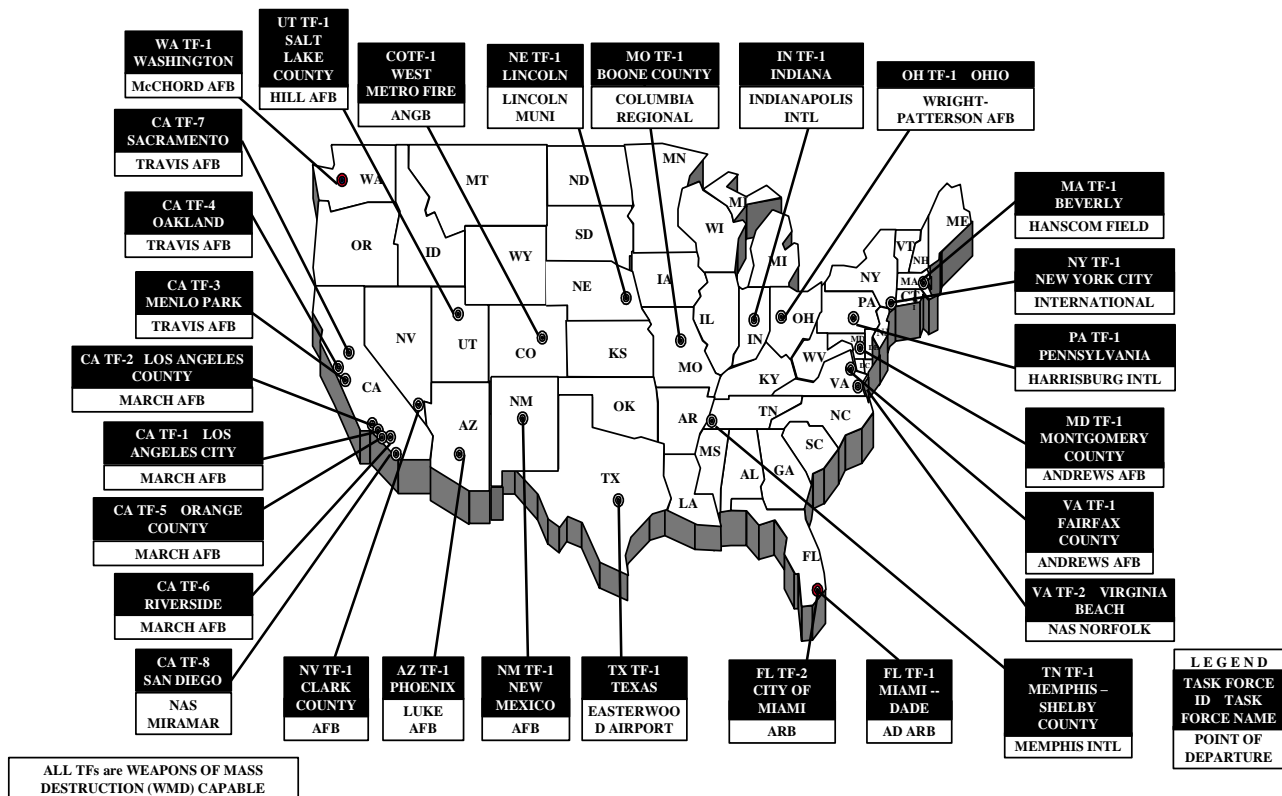
- A 62,000-pound equipment cache, configured to quickly deploy with the team.

Deployment and Activation:

- Within six (6) hours of notification (task force)
- Within two (2) hours of notification (Incident Support Team)
- Within two (2) hours of notification (Type I)
- Within 12 hours of notification (Type II Incident Support Team)
- **Office of Responsibility:** Response Division
 - **Point of Contact:** Mike Tamillow (202-646-2549)
 - **24-hour Contact:** FEMA Ops Center

A US&R Incident Management Team (US&R IMT) is also deployed with any activated task forces. This initial 21-person team is comprised primarily of senior, experienced task force members along with several US&R Program Office staff members. Their responsibility is to interact with the local incident commander and emergency response personnel to assist with the integration of multiple US&R task forces into their operations, and to provide the necessary support to the National US&R task forces.

URBAN SEARCH & RESCUE TEAM LOCATIONS



NUCLEAR INCIDENT RESPONSE TEAM (NIRT)

NIRT Responds To:	
X	Biological
X	Chemical
X	Conventional Bomb
	Earthquake
	Flood
	Hurricane
X	Radiological/Nuclear
	Special Event

The NIRT Program is managed and staffed by the Department of Energy / National Nuclear Security Administration (DOE / NNSA). The Secretary of the Department of Homeland Security (DHS) has operational control of NIRT when deployed in response to actual or threatened terrorist acts, disasters, or other emergencies.

- **Deployment and Activation:** Contact the Department of Energy Emergency Operations Center (202-586-8100)
- **Office of Responsibility:** Response Division
 - **24-hour Point of Contact:** Department of Energy

The NIRT provides expert technical advice from the DOE complex in response to:

- Nuclear weapons accidents and significant incidents
- Radiological accidents
- Lost or stolen radioactive material incidents

- Acts of nuclear terrorism
- Nuclear weapons design and production capabilities
- Deployable capabilities configured for a rapid response to any specific nuclear accident or incident

Assets include:

- Aerial Measuring System
- Accident Response Group
- Federal Radiological Monitoring/Assessment Center
- National Atmospheric Release Advisory Capability
- Nuclear Emergency Support Team
- Radiological Assistance Program
- Radiation Emergency Assistance Center/Training Site

NATIONAL RESPONSE COORDINATION CENTER (NRCC)

NRCC Responds To:	
X	Biological
X	Chemical
X	Conventional Bomb
X	Earthquake
X	Flood
X	Hurricane
X	Radiological/Nuclear
X	Special Event

The NRCC is an interagency emergency team that operates at FEMA Headquarters. It is staffed by a Watch Team that operates 24/7 to maintain national situational awareness on agency operations, status of teams and resources, and actual or potential incidents that may result in a federal response. The NRCC is activated by the Response Division Director based upon the projected or actual operational requirements. The NRCC can be activated at three (3) levels: Level 1 (full activation), Level 2 (mid-level activation), and Level 3 (minimum activation). Level 1 activation of the NRCC Emergency Team includes representatives from the 15 Emergency Support Functions (ESFs) and provides a robust interagency capability to respond to major incidents.

Capabilities:

- Directs the national level response during incidents of national significance, disasters natural and man-made, or other emergency situations.
- Activates and deploys national level resources such as the Urban Search and Rescue (US&R) Task Forces, Disaster Medical Assistance Teams (DMATs), other National Disaster Medical System (NDMS) specialized teams, and the Mobile Emergency Response System (MERS).
- Coordinates resource allocations among multiple disasters or incidents and responds to policy direction provided by the leadership of the Agency.
- Provides interagency resource coordination support to the Department of Homeland Security (DHS), Principal Federal Official (PFO), Federal Coordinating Officer (FCO), the Emergency Response Team (ERT), the ESFs, and the affected Region(s) and State(s).
- Serves as the central source of information at the national level regarding the status of Federal disaster activities, and disseminates information directly – through the Joint Information Center (JIC) – to DHS, the media, the Congress, and the general public.
- Determines allocation of resources for disaster response and recovery activities occurring in multiple States or multiple Regions.
- **Office of Responsibility:** Response Division
 - **Point of Contact:** Richard Gray (202-646-2412)
 - **24-hour Contact:** FEMA NRCC (202-646-2828)
- **Deployment and Activation:** A full team can be operational within two (2) hours of activation. The NRCC Watch Team operates 24 hours a day

EMERGENCY RESPONSE TEAM – NATIONAL (ERT-N)

ERT-N Responds To:	
X	Biological
X	Chemical
X	Conventional Bomb

X	Earthquake
X	Flood
X	Hurricane
X	Radiological/Nuclear
X	Special Event

The ERT-N is a rostered interagency emergency response team that is comprised of FEMA and other agency staff to coordinate the full range of Federal response and recovery operations in catastrophic or other “high visibility” incidents. The ERT-N deploys to the field and establishes operations at the Joint Field Office (JFO). The major organizational elements of the ERT-N include:

- The FCO Support Staff, who provide support in the areas of management, legal counsel, equal rights, emergency information, media affairs, congressional affairs, community relations, occupational safety, environmental liaison, financial management, and mitigation.
- The Operations Section, which directs the delivery of Federal major disaster assistance programs and services, including emergency assistance, human services assistance, and infrastructure support assistance to supplement State and local government efforts.
- The Planning Section, which collects, processes, and disseminates information about a potential or actual disaster or emergency to facilitate the overall activities of the Federal government in providing response and recovery assistance to an affected State.
- The Logistics Section, which plans, organizes, and directs logistical operations, including; accountability and control of supplies and equipment; the delivery of supplies, equipment, and services to the JFO; space management and building services; transportation; maintenance; information services; office management and administrative functions; and customer assistance.
- The Finance and Administration Section, which provides support in the areas of personnel management, administration, and employee services.
- **Office of Responsibility:** Response Division
 - **Point of Contact:** Bill Lokey, (202-646-7085)
 - **24-hour Contact:** FEMA Operations Center (1-800-634-7034)
- **Deployment and Activation:** Two (2) ERT-Ns that can be deployed at the discretion of the Response Division Director in coordination with the Regional Director of the impacted Region. Each ERT-N team consists of 25 members, and can be on scene within 12 hours of activation.

Capability:

- Support State and local governments to save lives and preserve property such as fire fighting, search and rescue, emergency medical services, and hazardous materials response.
- Support to meet basic individual and community needs including shelter, emergency feeding and food supplies, and temporary restoration of essential government services.
- Assist in recovery missions including grants and loans to individual victims and programs to rebuild or improve the affected infrastructure (e.g. public buildings, services, and highways)

DOMESTIC EMERGENCY SUPPORT TEAM (DEST)

DEST Responds To:	
X	Biological (terrorist related)

X	Chemical (terrorist related)
X	Conventional Bomb (terrorist related)
	Earthquake
	Flood
	Hurricane
X	Radiological/Nuclear (terrorist related)
	Special Event

The DEST is a specialized interagency team organized and managed by the Federal Bureau of Investigations (FBI) that is designed to rapidly deploy to the field and provide expert advice, guidance, and support to the FBI On-Scene Commander (OSC) during a weapon of mass destruction (WMD) incident or credible threat. The DEST is comprised of two (2) major groups: crisis and consequence management. The DEST augments the FBI's Joint Operations Center (JOC) with selected expertise, assessment, and analysis capabilities, and provides the FBI OSC with expert advice and guidance.

Based on a credible threat assessment or WMD incident/event and request by the FBI OSC, the FBI Director, in consultation with the Attorney General (AG) and the Secretary for the Department of Homeland Security, can request authorization through the National Security Council (NSC) to deploy the DEST. In consultation with supporting Federal agencies, the composition of the DEST will be established. A deploying DEST may include technical elements from the FBI, Department of Defense (DoD), Department of Energy (DOE), Federal Emergency Management Agency (FEMA), Environmental Protection Agency (EPA), Health and Human Services (HHS), and/or the Department of Homeland Security (DHS).

- **Office of Responsibility:** FBI
 - **Point of Contact:** Greg Stokes, Response Division (202-646-3685)
 - **24-hour Contact:** FEMA Operations Center (1-800-634-7034)
- **Deployment and Activation:** Upon determination that the threat is credible, or an act of terrorism has occurred, FBIHQ will initiate appropriate liaison with other Federal agencies to activate their operations centers and provide liaison officers to the SIOC. In addition, FBIHQ will initiate communications with the SAC of the responsible Field Office apprising him/her of possible courses of action and discussing deployment of the DEST.

Based upon a credible threat assessment and a request by the SAC, the FBI Director, in consultation with the Attorney General, may request authorization through National Security Council groups to deploy the DEST to assist the SAC in mitigating the crisis situation.

DEST Capabilities:

- Interagency crisis management assistance.
- Information management support.
- Enhanced communications capability.
- Contingency planning for consequence management.
- Technical expertise on explosive devices and their components.
- Technical expertise on chemical, biological and/or nuclear weapons/devices and their components, or radiological dispersion devices.
- Technical expertise and equipment to operate in a contaminated environment for the purpose of conducting threat sampling, technical measurements, tactical intelligence collection, evidence collection, and defensive actions.
- Follow-on response assets and capabilities.

HURRICANE LIAISON TEAM (HLT)

HLT Responds To:

	Biological
	Chemical
	Conventional Bomb
	Earthquake
	Flood
X	Hurricane
	Radiological/Nuclear
	Special Event

The HLT is a team consisting of FEMA and National Weather Service (NWS) personnel that deploys to the National Hurricane Center (NHC) when activated by the Response Division Director in consultation with the Director of the NHC. The HLT augments the staff of the NHC and facilitates the exchange of information among the emergency management community.

The HLT includes emergency management expertise, weather experts, and technical specialists that provide support for the national video teleconferences, conference calls with regional and state authorities, and

other venues for the effective exchange of forecast and weather related information. The HLT provides a resource for state and local emergency managers to receive near real-time information, and to identify issues and concerns of the emergency managers that need to be considered in the issuing of advisories and warnings. The HLT coordinates the participation of other NWS Centers and Forecast Offices in the National teleconferences to ensure the exchange of other critical weather related information. The HLT receives real-time information, data, analysis, and forecasts from the NHC and other NWS services for subsequent distribution to Federal, State and local authorities. The team also receives situation reports, issues, and concerns from the emergency management community to share as appropriate with the NHC and other NWS offices and centers.

During the forecast and warning process, the NHC issues storm track forecasts, hurricane warnings, strike probabilities, and other storm-related information. As a hurricane approaches the U.S., the HLT monitors the status of emergency operations and ensures that NHC forecasters and State emergency managers are aware of issues affecting each other.

- **Office of Responsibility:** Response Division
 - **Point of Contact:** Dick Gray (202-646-2412)
 - **24-hour Contact:** FEMA Operations Center (1-800-634-7084)
- **Deployment and Activation:** Team can be operational at the National Hurricane Center within 24 hours of activation

RAPID NEEDS ASSESSMENT (RNA) TEAM

RNA Responds To:	
X	Biological
X	Chemical
X	Conventional Bomb
X	Earthquake
X	Flood
X	Hurricane
X	Radiological/Nuclear
X	Special Event

The Rapid Needs Assessment Team (RNA) is a small interagency team that is designed and trained to rapidly deploy to the disaster location and conduct a quick assessment of the situation, identifying actual or potential resource requirements.

The team includes a FEMA Team Leader, representative from the State, and specialists from Emergency Support Functions 3, 6, 8, 9, and 10. When deployed, the RNA team is supported by MERS with a communications and logistics package that provides the team self-sufficiency for up to 72 hours, and voice and data communications. The MERS support includes a reports specialist, one or more logistics specialists, and a communications specialist. The RNA Team Leader reports to the Emergency Response Team Advanced (ERT-A) Team, or as otherwise directed.

- **Office of Responsibility:** Response Division
 - **Point of Contact:** Richard Gray (202-646-2412)
 - **24-hour Contact:** FEMA Ops Center (540-665-6100)

Deployment and Activation: The team is capable of arriving within an affected state(s) within 12 hours of activation. Each FEMA Region is responsible for maintaining an RNA capability.

4. CONTACT & NOTIFICATION INFORMATION

DIRECTORY OF FEMA OPERATIONS CENTERS

Facility	Voice	Fax
FEMA Operations Center (FOC)	(800) 634-7084	(540) 665-6175
Alternate FOC (Thomasville)	(800) 792-6196	(229) 225-4755
National Response Coordination Center (NRCC)	(202) 646-2828	(202) 646-2414
MERS Operations Center (MOC) Maynard	(978) 461-5400	(978) 461-5508
MOC Thomasville	(229) 225-4756	(229) 225-4755
MOC Denton	(940) 898-5280	(940) 898-5512
MOC Bothell	(425) 487-4448	(425) 487-4404
MOC Denver	(303) 235-4847	(303) 235-4987
NDMS Operations Center	(202) 646-4126	
Region 1 RRCC	(978) 461-5400	(978) 461-5415
Region 2 RRCC	(212) 680-3600	(212) 680-3681
Region 3 RRCC	(215) 931-5757	(215) 931-5590
Region 4 RRCC (I & II)	(770) 220-5600	(770) 220-5265
Region 4 RRCC (III)	(229)-225-4855	(229) 225-4865
Region 5 RRCC	(312) 408-5479	(312) 408-5302
Region 6 RRCC	(940) 898-5433	(940) 898-5231
Region 7 RRCC	(816) 283-7600	(816) 283-7601
Region 8 RRCC	(303) 235-4779	(303) 235-4777
Region 9 RRCC	(510) 627-7700	(510) 627-7716
Region 10 RRCC	(425) 487-4660	(425) 487-4471

REGIONAL CONTACT LISTINGS

<u>Region & Position</u>	<u>Email Address</u>	<u>Phone Number</u>
REGION 1		
Regional Director	Kenneth.Horak@dhs.gov (Acting)	(617) 956-7506
Deputy Regional Director	Kenneth.Horak@dhs.gov Mark.Gallagher@dhs.gov	(617) 956-7506
R&R Division Director	(Acting)	(617) 894-7001
Response Operations Branch Chief	Mark.Gallagher@dhs.gov	(617) 894-7001
Recovery Branch Chief	John.Carleton@dhs.gov	(617) 956-7517
National Preparedness Division Director	Daniel.McElhinney@dhs.gov	(617) 956-7567
Program Coordination Branch Chief	Jeanne.Gallagher@dhs.gov	(617) 956-7594
Technological Services Branch Chief	Robert.Poole@dhs.gov	(617) 447-4988
REGION 2		
Regional Director	Steve.Kempf@dhs.gov	(212) 680-3600
Deputy Regional Director	Joe.Picciano@dhs.gov Marianne.Jackson@dhs.gov	(212) 680-3611
R&R Division Director	(Acting)	(212) 680-3698
Response Operations Branch Chief	Matthew.matia@dhs.gov	(212) 680-8503
Recovery Branch Chief	Mark.walters@dhs.gov	(212) 680-3678
National Preparedness Division Director	Mike.beeman@dhs.gov Sean.waters@dhs.gov	(212) 680-3616
Program Coordination Branch Chief	(Acting)	(212) 680-3688
Technological Services Branch Chief	Rebecca.thomson@dhs.gov (Acting)	(212) 680-8509
REGION 3		
Regional Director	Patricia.arcuri@dhs.gov (Acting)	(215) 931-5604
Deputy Regional Director	Patricia.arcuri@dhs.gov	(215) 931-5504
R&R Division Director	Thomas.majusiak@dhs.gov	(215) 931-5502
Response Operations Branch Chief	David.parks@dhs.gov	(215) 931-5557
Human Services Branch Chief	Jack.schuback@dhs.gov	(215) 931-5624
Infrastructure Branch Chief	John.connolly@dhs.gov	(215) 931-5640
National Preparedness Division Director	Robert.welch@dhs.gov	(215) 931-5540
Program Coordination Branch Chief	Karin.crawford@dhs.gov	(215) 931-5550

REGION 4

Regional Director	(TDY HQ) MaryLynne.Miller@dhs.gov	(Acting) (770) 220-5224
Deputy Regional Director	MaryLynne.Miller@dhs.gov	(770) 220-5216
R&R Division Director	Paul.Fay@dhs.gov	(770) 220-5316
Response Operations Branch Chief	Tom.Moore@dhs.gov	(229) 225-4622
Infrastructure Branch Chief		
(VACANT)	Mark.Askey@dhs.gov	(Acting) (770) 220-5320
Human Services Branch Chief	Mark.Askey@dhs.gov	(770) 220-5320
National Preparedness Division Director	Kelvin.Kelkenberg@dhs.gov	(770) 220-5454
Program Coordination Branch Chief	Shelley.Boone@dhs.gov	(229) 225-4572
Technological Services Branch Chief	Conrad.burnside@dhs.gov	(770) 220-5486

REGION 5

Regional Director	Edward.Buikema@dhs.gov	(312) 408-5501
Deputy Regional Director	Janet.Odeshoo@dhs.gov	(312) 408-5503
R&R Division Director	David.Skarosi@dhs.gov	(312) 408-5506
Response Operations Branch Chief	Dan.Bement@dhs.gov	(312) 408-5523
Recovery Branch Chief	Larry.Bailey@dhs.gov	(312) 408-5582
National Preparedness Division Director		
(VACANT)	James.Duncan@dhs.gov	(Exec Ofc) (312) 408-5592
Program Coordination Branch Chief	Pat.Glithero@dhs.gov	(312) 408-5207
Technological Services Branch Chief	William.King_2@dhs.gov	(312) 408-5575

REGION 6

Regional Director (Acting)	Bill.Peterson@dhs.gov	(940) 898-5104
Deputy Regional Director	Gary.jones@dhs.gov	(940) 898-5104
R&R Division Director	Tony.Robinson1@dhs.gov	(940) 898-5309
Response Operations Branch Chief	Wayne.fairley@dhs.gov	(940) 898-5145
Individual Assistance Branch Chief	Mark.misczak@dhs.gov	(940) 898-5507
Public Assistance Branch Chief	VACANT	(940) 898-
National Preparedness Division Director	Richard.harmon@dhs.gov	(940) 898-5346
Program Coordination Branch Chief	Robert.hendrix@dhs.gov	(940) 898-5118

REGION 7

Regional Director	Richard.Hainje@dhs.gov	(816) 283-7054
Deputy Regional Director	Arthur.Freeman@dhs.gov	(816) 283-7062
R&R Division Director	Curt.Musgrave@dhs.gov	(816) 283-7032
Response Operations Branch Chief (VACANT)	Phil.Kirk@dhs.gov	(Acting) (816) 283-7027
Recovery Branch Chief	Dan.Best@dhs.gov	(816) 283-7076
National Preparedness Division Director	James.nelson2@dhs.gov	(816) 283-7093
Program Coordination Branch Chief (VACANT)	Pat.Dardis@dhs.gov	(Acting) (816) 283-7066
Technological Services Branch Chief	Ron.McCabe@dhs.gov	(816) 283-7007

REGION 8

Regional Director	(TDY HQ)	David.Maurstad@dhs.gov	(303) 235-4812
Deputy Regional Director			
(Acting Regional Director)		Doug.Gore@dhs.gov	(303) 235-4840
R&R Division Director		John.Kainrad@dhs.gov	(303) 235-4904
Response Operations Branch Chief		Dan.Griffiths@dhs.gov	(303) 235-4990
Recovery Branch Chief		Lesli.Rucker@dhs.gov	(303) 235-4910
National Preparedness Division Director		Scott.Logan@dhs.gov	(303) 235-4864
Program Coordination Branch Chief		Pete.Bakersky@dhs.gov	(303) 235-4845
Technological Services Branch Chief (VACANT)		Pete.Bakersky@dhs.gov	(Acting) (303) 235-4845

REGION 9

Regional Director	Karen.Armes@dhs.gov	(Acting)	(510) 627-7100
Deputy Regional Director	Karen.Armes@dhs.gov		(510) 627-7100
R&R Division Director	Nancy.Ward@dhs.gov		(510) 627-7250
Response Operations Branch Chief	Robert.Fenton@dhs.gov		(510) 627-7259
Recovery Branch Chief	Gail.Burke@dhs.gov		(510) 627-7256
National Preparedness Division Director	Farley.Howell@dhs.gov		(510) 627-7037
Program Coordination / Technological Services Branch Chief	Thomas.Ridgeway@dhs.gov		(510) 627-7277

REGION 10

Regional Director	John.pennington@dhs.gov		(425) 487-4604
Deputy Regional Director	Dennis.hunsinger@dhs.gov		(425) 487-4799
R&R Division Director (Acting)	Bryant.harrison@dhs.gov		(425) 487-4688
Response Operations Branch Chief	David.boughton@dhs.gov		(425) 487-4713
Recovery Branch Chief (IA)	Joan.rave@dhs.gov		(425) 487-4739
Recovery Branch Chief (PA)	Jean.chaney@dhs.gov		(425) 487-4630
National Preparedness Division Director (Acting)	Bryant.harrison@dhs.gov		(425) 487-4688
Program Coordination Branch Chief	Patrick.massey@dhs.gov		(425) 487-4704