

## **Section IV: Resources and Information**

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### Emergency Contact Numbers

<b>National Response Center - Chem-Bio Emergency Hotline</b>		
A service that receives reports of oil, chemical, biological, and radiological releases and actual or potential domestic terrorism; provides technical assistance to emergency responders; and connects callers with appropriate Federal resources. The hotline operates 24 hours a day, 365 days a year.		<b>(800) 424- 8802</b>
<b>MT DES Duty Officer</b>		<b>(406) 841- 3911</b>
<b>Regional HazMat Teams</b>		
Helena		<b>(406) 442-9111</b>
Great Falls		<b>(406) 771-1180 ext. 250</b>
Missoula		<b>(406) 728-0911</b>
Bozeman		<b>(406) 582-2100</b>
Kalispell		<b>(406) 758-5561</b>
Billings		<b>(406) 657-8200</b>
<b>Regional EOD Teams</b>		
Billings		<b>(406) 657-8460</b>
Missoula		<b>(406) 728-0911</b>
<b>Agency for Toxic Substances and Disease Registry</b>	(404) 639-0700 voice (404) 639-0744 fax	<b>(404) 498- 0120</b>
<b>Bureau of Alcohol Tobacco, and Firearms (BATF) Emergency Command Center</b>		<b>(800) 800-3855</b>
<b>Bureau of Alcohol Tobacco, and Firearms (BATF) Helena Field Office</b>		<b>(406) 441-1100</b>
<b>Burlington Northern Santa Fe Railway Emergency Response Center</b>		<b>(800) 832-5452</b>
<b>City of Helena Fire Department – COBRA Team</b>	(406) 447-8472	<b>911</b>
<b>(CDC) Centers for Disease Control Emergency Response Center</b>	(404) 639-3535	<b>(770) 488- 7100</b>
<b>(CHEMTREC) Chemical Transportation Emergency Center</b>	(202) 463-1596 fax	<b>(800) 424- 9300</b>
<b>(CHEMTEL) Chemical Emergency Response Center</b>		<b>(800) 255- 3924</b>
<b>Cyanide Hotline – Medical Treatment Information Du Pont Chemical</b>		<b>(800) 441- 3637</b>
<b>Cyanide Hotline - Transportation Incidents Du Pont Chemical</b>		<b>(901) 357- 1546</b>
<b>Department of Defense Hazardous Materials Hotline</b>		<b>(800) 851- 8061</b>
<b>Environmental Protection Agency (EPA) On Scene Coordinator</b>		<b>(303) 293-1788</b>
<b>Federal Bureau of Investigation Emergency Operations Center</b>		<b>(202) 323- 3300</b>

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<b>Federal Bureau of Investigation Helena Field Office</b>		<b>(406) 443-3617</b>
<b>Federal Emergency Management Agency (FEMA) Emergency Operations Center (EOC)</b>		<b>(800) 634- 7084 (540) 665- 6100 (703) 771- 6100</b>
<b>Federal Emergency Management Agency (FEMA) National Interagency Emergency Operations Center (NIEOC)</b>		<b>(202) 646- 2470</b>
<b>Homeland Security EOC</b>		<b>(202) 282-8101</b>
<b>Joint Nuclear Accident Coordinating Center (JNACC) Department of Defense (DTRA) Department of Energy</b>		<b>(703) 325- 2102 (505) 845-4667</b>
<b>Montana Rail Link Emergency Response Center</b>		<b>(406)523-1463</b>
<b>National Emergency Coordination Center</b>		<b>(202) 898- 6100</b>
<b>Nuclear Regulatory Commission Operations Center</b> Accepts reports of accidents involving radiological materials.		<b>301-816-5100 (collect calls accepted)</b>
<b>Poison Control Center Rocky Mountain Poison and Drug Center</b>		<b>(800) 525- 5042</b>
<b>Union Pacific Railroad Emergency Response Center</b>		<b>(800) 595-3488</b>
<b>(USAMRIID) U.S. Army Medical Research Institute of Infectious Diseases</b>		<b>(888) 872- 7443</b>



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### Acronyms

**AAR:** After Action Report or After Action Review

**AFB:** Air Force Base

**AMS:** Aerial Measuring System

**ANSIR:** Awareness of National Security Issues and Response Program

**APHL:** Agency for Public Health Laboratories

**ARAC:** Atmospheric Release Advisory Capability

**ARC:** American Red Cross

**ARG:** Accident Response Group

**ARS:** Agriculture/Research Service

**ASTHO:** Association for State and Territorial Health Officials

**ATAC:** Anti-Terrorism Advisory Council

**ATC:** Air Traffic Control

**ATSDR:** Agency for Toxic Substances and Disease Registry

**BATF:** Bureau of Alcohol, Tobacco, and Firearms

**BDC:** Bomb Data Center (FBI)

**B-NICE:** Biological, Nuclear, Incendiary, Chemical, and Explosive

**CBIAC:** Chemical and Biological Defense Information and Analysis Center

**CBIRF:** Chemical and Biological Incident Response Force

**CBRNE:** Chemical, Biological, Radiological, Nuclear, Explosive weapons or materials

**CDC:** Centers for Disease Control and Prevention

**CDP:** Concept Demonstration Project

**CDRG:** Catastrophic Disaster Response Group

**CEPPO:** Chemical Emergency Preparedness and Preventative Office

**CERCLA:** Comprehensive Environmental Response, Compensation, and Liability Act

**CHEMTREC:** Chemical Transportation Emergency Center

**CHPPM:** Center for Health Promotion and Preventative Medicine

**CIRG:** Critical Incident Response Group

**CISM:** Critical Incident Stress Management

**CJCS:** Chairman of the Joint Chiefs of Staff

**CM:** Consequence Management

**CMU:** Crisis Management Unit (*CIRG*)

**COG:** Continuity of Government

**CONPLAN:** Concept of Operations Plan

**CRU:** Crisis Response Unit

**CSREES:** Cooperative State Research, Education and Extension Service

**CST:** Civil Support Team

**CSTE:** Council of State and Territorial Epidemiologists

**CT:** Counter-Terrorism

**CW/CBD:** Chemical Warfare/Contraband Detection

**DES:** Disaster and Emergency Services

**DEST:** Domestic Emergency Support Team

**DFO:** Disaster Field Office

**DHS:** Department of Homeland Security

**DMAT:** Disaster Medical Assistance Team

**DMCR:** Disaster Management Central Resource

**DMORT:** Disaster Mortuary Operational Response Team

**DOD:** Department of Defense

**DOE:** Department of Energy

**DOJ:** Department of Justice

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**DOT:** Department of Transportation  
**DPHHS:** Department of Public Health and Human Services  
**DPMU:** Disaster Portable Morgue Unit  
**DPP:** Domestic Preparedness Program  
**DT:** Domestic Terrorism  
**DTCTPS:** Domestic Terrorism/Counter Terrorism Planning Section  
**DTIC:** Defense Technical Information Center

**EFR:** Emergency First Responder  
**EM:** Emergency Management  
**EMA:** Emergency Medical Agency  
**EMAC:** Emergency Medical Assistance Compact  
**EMS:** Emergency Medical Services  
**EOC:** Emergency Operations Center  
**EOD:** Explosive Ordinance Disposal  
**EOP:** Emergency Operations Plan  
**EPA:** Environmental Protection Agency  
**EPCRA:** Emergency Planning and Community Right-to-Know Act  
**ERT:** Emergency Response Team  
**ERT-A:** Emergency Response Team-Advance Element  
**ERTU:** Evidence Response Team Unit  
**ESF:** Emergency Support Function  
**EST:** Emergency Support Team  
**EU:** Explosives Unit

**FBI:** Federal Bureau of Investigation  
**FCO:** Federal Coordinating Officer  
**FEMA:** Federal Emergency Management Agency  
**FEST:** Foreign Emergency Support Team  
**FNS:** Food and Nutrition Service  
**FOIA:** Freedom of Information Act  
**FRERP:** Federal Radiological Emergency Response Plan  
**FRMAC:** Federal Radiological Monitoring and Assessment Center  
**FRP:** Federal Response Plan  
**FS:** Fire Services

**GIS:** Geographic Information System

**HAZMAT:** Hazardous Materials  
**HHS:** Department of Health and Human Services  
**HMRU:** Hazardous Materials Response Unit  
**HQ:** Headquarters  
**HRSA:** Health Resources and Services Administration  
**HRT:** Hostage Rescue Team (*CIRG*)  
**HSTF:** Homeland Security Task Force  
**HTIS:** Hazardous Technical Information Services (DoD)

**IC:** Incident Commander  
**ICDDC:** Interstate Civil Defense and Disaster Compact  
**ICP:** Incident Command Post  
**ICS:** Incident Command System  
**IDLH:** Immediately Dangerous to Life and Health  
**IED:** Improvised Explosive Device  
**IND:** Improvised Nuclear Device  
**IT:** International Terrorism

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**JIC:** Joint Information Center  
**JOC:** Joint Operations Center  
**JTF-CS:** Joint Task Force for Civil Support  
**JTTF:** Joint Terrorism Task Force (FBI)  
**JTWG:** Joint Terrorism Working Group

**LEPC:** Local Emergency Planning Committee  
**LFA:** Lead Federal Agency  
**LPHA:** Local Public Health Agency  
**LPHS:** Local Public Health System

**MACO:** Montana Association of Counties  
**MCI:** Mass Casualty Incident  
**MDC:** Mobile Data Computer  
**MEDCOM:** Medical Command  
**MMRS:** Metropolitan Medical Response System  
**MOA:** Memorandum of Agreement  
**MOU:** Memorandum of Understanding  
**MSCA:** Military Support to Civil Authorities  
**MSDS:** Material Safety Data Sheets

**NACCHO:** National Association for County and City Health Officials  
**NAP:** Nuclear Assessment Program  
**NBC:** Nuclear, biological and chemical  
**NCP:** National Oil and Hazardous Substances Pollution Contingency Plan  
**NDMS:** National Disaster Medical System  
**NDPO:** National Domestic Preparedness Office  
**NECC:** National Emergency Coordination Center  
**NEST:** Nuclear Emergency Search Team  
**NFPA:** National Fire Protection Association  
**NIMS:** National Incident Management System  
**NIIMS:** National Interagency Incident Management System  
**NMRT:** National Medical Response Team  
**NRC:** Nuclear Regulatory Commission  
**NRT:** National Response Team  
**NSC:** National Security Council  
**NTIS:** National Technical Information Service

**ODP:** Office for Domestic Preparedness  
**OEP:** Office of Emergency Preparedness  
**OES:** Office of Emergency Services  
**OFCM:** Office of the Federal Coordinator for Meteorology  
**OIG:** Office of the Inspector General (USDA)  
**OJP:** Office of Justice Programs  
**OSC:** On Scene Commander (Coordinator)  
**OSLDPS:** Office for State and Local Domestic Preparedness Support

**PDD:** Presidential Decision Directive  
**PHS:** Public Health Service  
**PIO:** Public Information Officer  
**POC:** Point of Contact  
**PPE:** Personal Protective Equipment  
**PSA:** Public Safety Announcement  
**PTE:** Potential Threat Element

**R&D:** Research & Development

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**RAP:** Radiological Assistance Program

**RCRA:** Research Conservation and Recovery Act

**RDD:** Radiological Dispersal Devices

**RRIS:** Rapid Response Information System

**RRT:** Regional Response Team

**SAA:** State Administrative Agency

**SAC:** Special Agent in Charge. (FBI agent responsible for initial FBI response to a WMD/terrorism incident from the respective Field Division Office.)

**SARA:** Superfund Amendments and Reauthorization Act of 1986

**SBCCOM:** U.S. Army Soldiers Biological and Chemical Command

**SCBA:** Self-Contained Breathing Apparatus; a respiratory device used in hazardous material incidents; required PPE for Level A and B protection

**SCO:** State Coordinating Officer

**SEL:** Standardized Equipment List

**SERC:** State Emergency Response Commission

**SIEC:** State Interoperability Executive Council

**SIOC:** Strategic Information Operations Center. (The FBI crisis management headquarters located in Washington, D.C.)

**SLUDGEM:** Symptoms acronym for Salivation, Lacrimation, Urination, Defecation, Gastrointestinal Upset, Emesis, and Muscle Twitching

**SOP:** Standing Operating Procedures; also known as Standing Operating Guides (SOG)

**SRT:** Special Response Team

**SWAT:** Special Weapons and Tactics

**TEA:** Threat Environment Assessment

**TERC:** Tribal Emergency Response Commission

**TEW:** Terrorism Early Warning

**TIA:** Terrorist Incident Appendix (annex)

**TRIS:** Toxic Release Inventory System

**TSA:** Transportation Security Administration

**TVA:** Threat and Vulnerability Assessment

**UC:** Unified Command

**UCS:** Unified Command System

**USC:** US Code

**USDA:** US department of Agriculture

**USFA:** US Fire Administration

**US&R:** Urban Search and Rescue

**WMD:** Weapon of Mass Destruction

**WMD-CST:** WMD Civil Support Team

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### Biological Materials & Agents

#### RELEVANT NUMBERS

<b>Agency for Toxic Substances and Disease Registry</b>	(404) 639-0700 voice (404) 639-0744 fax	<b>(404) 498- 0120 Emergency Number</b>
<b>Centers for Disease Control (CDC)</b>	(404) 639-3535	<b>(770) 488- 7100 Emergency Number</b>
<b>Department of Public Health and Human Services State of Montana</b>		
Communicable Disease and Epidemiology Section	(406) 444-0273	
Public Health Laboratory Section	(800) 821-7284 (406) 444-3444	
Terry Krantz Bureau Chief Communicable Disease Control and Prevention Bureau	(406) 444-4735 office	
<i>Position Vacant</i> Public Health Disaster Coordinator Communicable Disease Control and Prevention Bureau	(406) 444-1305 office (406) 457-1825 home	
Dr. Todd Damrow State Epidemiologist Communicable Disease and Epidemiology Section	(406) 444-3986 office	
Jim Murphy Surveillance Coordinator - Epidemiology Program	(406) 444-0274 office	
Anne Weber Operations Manager Public Health Laboratory	(406) 444-5559 office (406) 444-1802 fax	
<b>Lewis &amp; Clark County Health Department</b>	(406) 447-8351	
Joan Miles Health Officer	(406) 457-8910 office (406) 442-3327 home	
Joan Bowsher, Administrator Environmental Health Division	(406) 447-8354 office (406) 442-0397 home	
Kay Robertson, Public Health Nurse Communicable Disease Section	(406) 457-8945 office (406) 442-3062 home	
Sara Wakefield, Bioterrorism Planner Communicable Disease Section	(406) 457-8925 office	
<b>U.S. Army Medical Research Institute of Infectious Diseases (USAMRIID)</b>		<b>(888) 872- 7443 Emergency Number</b>

- ❖ [Tab A: Biological Agents](#) (*link*)
- ❖ [Model Procedures for Responding to a Package with Suspicion of a Biological Threat](#) (*link*)
- ❖ [Montana Public Health Laboratory Biological Threat Agent Testing Policy](#) (*link*)
- ❖ [Quick Reference for Potential Biological Weapons](#) (*link*)
- ❖ [Bioterrorism Agent Treatment Chart 1](#) (*link*)
- ❖ [Bioterrorism Agent Treatment Chart 2](#) (*link*)
- ❖ [Firefighter Quick Response Guidelines for a Suspected Chemical Biological Attack](#) (*link*)

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- ❖ [Strategy for Biological Terrorism Incidents](#) (*link*)
- ❖ [Biological Terrorism - Practical Response Strategies](#) (*link*)
- ❖ [Planning Guide - Improving Local and State Agency Response to Terrorist Incidents Involving Biological Weapons](#) (*link*)
- ❖ [A Comparison of Decontamination Technologies for Biological Agents on Selected Commercial Surface Materials](#) (*link*)
- ❖ [Medical Aspects Of Chemical And Biological Warfare](#) (*Web link*) ([PDF Files](#))
- ❖ [Medical Management of Biological Casualties Handbook \(USAMRIID\)](#) (*link*)
- ❖ [FM 3-5 MCWP 3-37.3 NBC Decontamination](#) (*link*)
- ❖ [Mass Casualty Care Strategy For A Biological Terrorism Incident](#) (*link*)
- ❖ [Vesicant Blister Agent Fact Sheet](#) (*link*)
- ❖ [National Response Team - Technical Assistance for Anthrax Response](#) (*link*)
- ❖ [Plague as a Biological Weapon](#) (*link*)
- ❖ [Criminal and Epidemiological Investigation Handbook](#) (*link*)
- ❖ [BIOTERRORISM - A Guide for Community Leaders and First Responders](#) (*link*)

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### Chemical Substances & Agents

#### RELEVANT NUMBERS

	Business Hours #s	Emergency #s
Agency for Toxic Substances and Disease Registry	(404) 639-0700 voice (404) 639-0744 fax	<b>(404) 498- 0120</b>
American Chemical Society (ACS) Chemical Health and Safety Division	(202) 872-4600 voice	
Chemical Abstracts Service	(800) 848-6538 voice	
Chemical / Biological Hotline <b>National Response Center</b>		<b>(800) 424- 8802</b>
Chemical Manufacturers Association	(202) 887-1100 voice	
Chemical Transportation Emergency Center ( <b>CHEMTREC</b> )	(202) 463-1596 fax	<b>(800) 424- 9300</b>
Chem-Tel Chemical Emergency Response Information		<b>(800) 255- 3924</b>
Chemical Hazards Response Information System	(202) 267-2229 Voice	
<b>City of Helena Fire Department – COBRA Team</b>	(406) 447-8472	<b>911</b>
Larry Ross, Deputy Assistant Chief COBRA WMD - Hazardous Materials Group Supervisor	(406) 447-8496 office (406) 431-2986 cell (406) 449-4514 home	
Fritz R. Zettel, Deputy Fire Marshal COBRA Science Officer - Counter-Terrorism Group Supervisor	(406) 447-8497 office (406) 443-7470 home (406) 202-0841 cell	
Cyanide Hotline – Medical Treatment Information DuPont Chemical		<b>(800) 441- 3637</b>
Cyanide Hotline - Transportation Incidents DuPont Chemical		<b>(901) 357- 1546</b>
Department of Defense Hazardous Materials Hotline		<b>(800) 851- 8061</b>
<b>Department of Environmental Quality</b>		
John Arrigo, Administrator Enforcement Division	(406) 444-5327 office (406) 449-0899 home	
Ed Thamke, Supervisor Case Management Bureau Enforcement Division	(406) 444-2964 office	
<b>Tetra Tech EM Inc.</b>	(406) 442-5588	

- ❖ [Tab B: Chemical Agents](#) (*link*)
- ❖ [Chemical Response Card](#) (*link*)
- ❖ [Quick Reference Chart for Chemical Agents](#) (*link*)
- ❖ [2004 Emergency Response Guidebook \(ERG\)](#) (*link*)
- ❖ [Guidelines for Responding to a Chemical Weapons Incident](#) (*link*)
- ❖ [Firefighter Quick Response Guidelines for a Suspected Chem-Bio Attack](#) (*link*)
- ❖ [Use of Positive Pressure Ventilation \(PPV\) Fans To Reduce the Hazards of Entering Chemically Contaminated Buildings](#) (*link*)
- ❖ [Risk Assessment of Using Firefighter Protective Ensemble with SCBA for Rescue Operations During a Terrorist Chemical Agent Incident](#) (*link*)

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- ❖ [Guidelines for Use of Personal Protective Equipment by Law Enforcement Personnel During A Chemical Incident](#) (*link*)
- ❖ [Chemical Protective Clothing for Law Enforcement Patrol Officers and Emergency Medical Services when Responding to Terrorism with Chemical Weapons](#) (*link*)
- ❖ [Mass Casualty Care Strategy for a Chemical Terrorism Incident](#) (*link*)
- ❖ [Montana HazMat Response Plan \(DRAFT 18.4\)](#) (*link*)
- ❖ [FM 3-5 MCWP 3-37.3 NBC Decontamination](#) (*link*)
- ❖ [Technical Decontamination Set-up Diagram](#) (*link*)
- ❖ [Decontamination - Rules Regulations and Patient Care](#) (*link*)
- ❖ [Guidelines for Mass Casualty Decontamination During a Terrorist Chemical Agent Incident](#) (*link*)
- ❖ [Guidelines for Cold Weather Mass Decon During a Terrorist Chemical Agent Incident](#) (*link*)
- ❖ [Guidelines Mass Fatality Management During Terrorist Incidents Involving Chemicals](#) (*link*)
- ❖ [Coroner Guide for Managing Chemically Contaminated Remains](#) (*link*)
- ❖ [CBRNE Agent Indicator Matrix](#) (*link*)



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### **EMERGENCY DECONTAMINATION**

As a result of a terrorist incident, mass casualties may be present. The immediate concern is to corral and isolate the mobile victims so that contamination is not spread over a larger-than-necessary area. In addition, decontamination must begin quickly in order to reduce the duration of human exposure to chemical agents, biological agents, or radiation. Ideally, decontamination should also improve the environment for human health until evacuation can be accomplished. The following four steps serve all three functions of emergency decontamination:

#### **1. Wet or Strip**

Wetting down will tend to cause the biological and radioactive material to adhere to clothing and skin, rather than re-aerosolizing, thus preventing it from being ingested or inhaled. Water is available in large quantities and can be used to decontaminate a large number of people quickly. Wetting or rinsing should begin before victims remove clothing to ensure that the greatest possible amount of the hazard will be captured by the clothes later removed from the victim at the scene.

Should victims be contaminated by a chemical agent, the agent should be blotted from the skin. Agent should never be rubbed in an attempt to remove it, as this only spreads the agent.

#### **2. Strip**

Once the danger of re-aerosolization is reduced the hazardous material must be removed. Strip the victims to remove all contaminated clothing.

#### **3. Flush**

Flush or rinse any remaining contamination from exposed skin and hair. *Rinsing or flushing does not neutralize the hazardous material*, however, soap and water can help remove contamination. Additionally, as the “run-off” is contaminated, it must be controlled.

#### **4. Cover**

Cover the decontaminated victim for protection and to address modesty concerns.

### **B. Equipment**

In order to accomplish the four steps of emergency decontamination as listed above, equipment requirements must be considered.

#### **1. Self-Protection**

Any first responders working in the decontamination area must be considered at risk for contamination. In order to protect themselves, first responders wear at least SCBA and structural firefighting protective clothing.

#### **2. Communication**

First responders must refrain from touching contaminated victims and objects if at all possible; therefore, first responders must be able to communicate to the victims, that they have been exposed to an invisible hazard and that they (the victims) need assistance. First Responders must be able to communicate authoritatively but with apparent concern for the victims.

#### **3. Decontamination Stations**

In a mass casualty situation, more than one decontamination corridor may be necessary:

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- **Privacy:** A serious issue of concern to ambulatory victims will be privacy and the safety of their families and possessions (i.e., small children, the elderly and the handicapped). To this end, the media must be kept away, and when possible, men and women processed through separate decontamination stations. Victims who refuse to cooperate should be separated from those who cooperate.
- **Ambulatory vs. Non-ambulatory:** Separate decontamination stations for ambulatory and non-ambulatory victims will accelerate decontamination of ambulatory victims. In addition, removing symptomatic victims from immediate view will have a calming effect on others.
- **First Responders vs. Victims:** First Responders require a separate decontamination corridor to facilitate timely return to the scene.

### 4. Providing Cover:

- **Decontamination Stations:** Decontamination stations can be established using ladder trucks with salvage covers hung from the base ladder section extended or using pike poles, ground ladders, or ropes stung between fire engines and draped with salvage covers. Stations should be shielded from media or airborne observation.
- **Post Decontamination Personal Cover:** Local stores, hospitals, hotels, and restaurants may be able to provide blankets, towels, sheets, and table cloths for personal (privacy) wraps for victims exiting the decontamination stations. Disposable ponchos, and TYVECK coveralls are also alternatives.

### 5. Contaminated Item Storage:

- All removed clothing or responder equipment should be placed in large plastic bags or drums for later decontamination, monitoring or disposal as hazardous material.
- Personal articles should be vouchered with a “personal” bag, so that these items can be returned following complete decontamination and 24-hour monitoring.

### 6. Run-off Containment:

- **When Containment is Possible:** If at all possible, and time and available resources allow, confine the water run-off to an isolated area.

*If run-off goes into the storm drainage system, notify the Department of Environmental Quality and locations downstream immediately.*

*If run-off goes into the sanitary sewer system, notify the Department of Environmental Quality and the receiving waste water treatment facility immediately*

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### Communications

#### RELEVANT NUMBERS

<b>Capital Communications</b>	(406) 442-1220 office (800) 662-3662	
<b>Helena 9-1-1 Communications Center</b>	(406) 447-8461 (406) 443-3233	
<b>ARES Contact Numbers</b>	(406) 442-6118 (406) 443-5799 (406) 449-9593	Bob Solomon John Curry Forrest Christian

#### Mutual Aid Frequencies

<b>Color Name</b>	<b>Frequency</b>	<b>Name</b>
<b>GOLD</b>	<b>153.905</b>	State Common Mutual Aid
<b>BLUE</b>	<b>155.475</b>	National Law Enforcement Emergency
<b>SILVER</b>	<b>155.790</b>	State Law Enforcement Mutual Aid
<b>BLACK</b>	<b>153.800</b>	State Tactical Team Coordination
<b>RED</b>	<b>154.070</b>	State Fire Mutual Aid
<b>MAROON</b>	<b>154.280</b>	State Fire Command and Control
<b>CORAL</b>	<b>154.265</b>	State Fire Ground #1
<b>SCARLET</b>	<b>154.295</b>	State Fire Ground #2
<b>RUBY</b>	<b>153.830</b>	State Fire Repeater
<b>GARNET</b>	<b>159.345</b>	State Fire Repeater Control
<b>WHITE</b>	<b>155.280</b>	State Local Hospital to Ambulance
<b>TAN</b>	<b>154.340</b>	State Regional Hospital to Ambulance
<b>GRAY</b>	<b>155.325</b>	EMS Central Region Dispatch and Paging
<b>PINK</b>	<b>155.385</b>	EMS East/West Region Dispatch & Paging

- ❖ [Regional Response Radio Frequencies Manual](#) (*link*)
- ❖ [Local Radio Frequency Flow Chart](#) (*link*)
- ❖ [Interim Emergency Radio Communications Plan](#) (*link*)

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### AMATEUR RADIO EMERGENCY SERVICES (ARES) INFO SHEET & FREQUENCY PLAN

Lewis and Clark County, Montana

ARES, the Amateur Radio Emergency Service, is a voluntary noncommercial service, particularly with respect to assisting in providing emergency and public service communications. Under Federal regulations, amateur radio public service communications are furnished without material compensation of any kind. This communications service should be considered for activation to facilitate auxiliary emergency communications and/or to augment existing Lewis and Clark County Incident Command System (ICS) communications.

Lewis and Clark County ARES is a field organization of ARRL, the National Association for Amateur Radio. ARES members are Federal Communications Commission (FCC) licensed amateur radio operators who volunteer personal time, skill, and equipment to serve in the public interest.

To activate ARES for emergency or public service communications, contact one of the first two individuals listed below. If they cannot be reached, then contact one of the other Assistant Emergency Coordinators (AEC) to obtain an amateur radio communication response.

Operator	ID	Title	Numbers
Bob Solomon	K7HLN	Emergency Coordinator,	442-6118 (h)
John Curry	K7EBL	Asst. Emergency Coordinator,	443-5799 (h)
Forrest Christian	AB7UW	Asst. Emergency Coordinator,	449-9593 (h) 443-3347 (w) 459-1067 (cell)
Cliff Smith	KC7QLM	Asst. Emergency Coordinator,	227-6923 (h) 431-4258 (cell)
Dan Stinson	KC7KKH	Asst. Emergency Coordinator,	443-1578 (h) 841-4011 (w) 459-3470 (cell)
Rich Weddle	KC7VVZ	Asst. Emergency Coordinator,	443-3056 (h)
<b>Lincoln area:</b>			
Tish Cockerham	KC7WBM	Asst. Emergency Coordinator,	362-4810 (h)
Bill Kornec	KC7CIS	Asst. Emergency Coordinator,	362-4521 (h)
Jerry Webster	KJ7TR	Asst. Emergency Coordinator,	362-4685 (h)

#### **ARES Frequency Plan, Lewis and Clark County, MT:**

VHF Repeater Primary: **147.820-** (Belmont)  
VHF Repeater Secondary: **146.850-** Tone: **146.2** (Hogback)  
VHF Simplex Primary: **147.500** (Local simplex)  
VHF Simplex Secondary: **146.520** (National simplex)  
UHF Repeater Primary: **444.100+** Tone: **131.8**, (Mac Pass)  
UHF Simplex Primary: **446.000** (National simplex)  
HF Primary: **3.880** MHz, (Montana ARES)

## Definitions

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-A-

**Action Plan:** (See Incident Action Plan.)

**Acute effect:** A pathologic process caused by a single substantial exposure.

**Acute exposure:** A single encounter to toxic concentrations of a hazardous material or multiple encounters over a short period of time (usually  $\leq 24$  hours).

**Aerosol:** Fine liquid or solid particles suspended in a gas, for example, fog or smoke.

**After Action Review (AAR):** Evaluative discussion following an event or exercise to point out what went well, what went poorly, and what needs to be changed. The goal is to focus on the objectives trying to be accomplished in the exercise (event) and the strengths and weaknesses of each unit or agency in trying to meet those objectives.

**Agency:** A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). (NIMS)

**Agency Executive Or Administrator:** Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

**Agency Dispatch:** The agency or jurisdictional facility from which resources are allocated to incidents.

**Agency Representative:** A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency. (NIMS)

**Air Operations Branch Director:** The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

**Air purification devices:** Respirators or filtration devices that remove particulate matter, gas, or vapors from the atmosphere. These devices range from full-face piece, dual-cartridge respirators with eye protection to half-mask, face piece-mounted cartridges with no eye protection.

**Air-supplied respirators:** A device that provides the user with compressed air for breathing.

**Allocated Resources:** Resources dispatched to an incident.

**Alpha Radiation:** One of the three main types of radiation (alpha, beta, and gamma) emitted from radioactive materials. Alpha particles are the heaviest and most highly charged of these type particles. However, they cannot travel more than a few inches in air and are completely stopped by a piece of paper. A human's outermost layer of dead skin can stop even the most energetic alpha particle. However, if ingested through eating, drinking, or breathing, alpha particles can become an internal hazard.

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**American Red Cross (ARC):** A quasi-governmental organization that's purpose is to provide relief of suffering and welfare activities during war and disaster. The ARC operates under a congressional charter and is financially supported by public donations. It is the national organization with Primary Agency responsibility in the Federal Response Plan (FRP) for Emergency Support Function 6 (ESF6)-Mass Care.

**Antidote:** An agent that neutralizes a poison or counteracts its effects.

**Antiterrorism:** Reactive or defensive measures used to reduce or prevent the vulnerability to terrorist attacks. Involves programs aimed at deterring potential activity by addressing security awareness and enhancing physical security (target hardening).

**Apnea:** Cessation of breathing.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post. (NIMS)

**Articulated Threat:** an intentional threat characterized by clear, expressive language in either spoken or written form indicating the intent to: use; release; spread; or deploy a [CBRNE](#) weapon or agent.

**Asphyxia:** A condition in which the exchange of oxygen and carbon dioxide in the lungs is absent or impaired.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision-making. (NIMS)

**Assigned Resources:** Resources checked in and assigned work tasks on an incident.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP. (NIMS)

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders. (NIMS)

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency. (NIMS)

**Atropine:** An anti-cholinergic used as an antidote for nerve agent poisoning to block the effects of the neurotransmitter or chemical causing the over-stimulation.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area. (NIMS)

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### -B-

**Background Radiation:** Nuclear (or ionizing) radiation arising from within the body and from the surroundings to which individuals are always exposed. (JP 1-02).

**Bacteria:** Single-celled organisms that multiply by cell division and can cause disease in humans, plants or animals. Examples include anthrax, cholera, plaque, tularemia and Q fever. (DPC)

**Base:** The location at which primary logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.

**Beta Radiation:** One of the three main types of radiation (alpha, beta, and gamma) emitted from radioactive materials. Beta particles are smaller and travel much faster than alpha particles. They can travel several millimeters through skin tissue but generally do not penetrate far enough to reach vital organs. Exposure to beta particles from outside the body is not normally considered a serious hazard. However, skin burns may result if the skin is exposed to large amounts of beta radiation for long periods of time. If removed from the skin shortly after exposure, beta-emitting materials will not cause serious burns. Like alpha particles, they are considered to be an internal hazard if ingested by eating, drinking, or breathing. Beta contaminants can also enter the body through unprotected open wounds.

**Biological Agent:** Living organisms, or the material derived from them, that cause disease in, or harm, humans, animals, or plants, or cause deterioration of material. Biological agents may be found as liquid droplets, aerosols, or dry powders. A biological agent can be adapted and used as a terrorist weapon, such as anthrax, tularemia, cholera, encephalitis, plaque and botulism. There are three different types of biological agents: bacteria, viruses and toxins. (FEMA-SS)

**Biological Weapons:** are regarded as infectious agents or toxins, which are pathogenic to man. These may include numerous naturally occurring viruses, bacteria or fungi previously known to science as well as genetically engineered organisms previously unknown to man. These substances possess the common ability to kill or incapacitate large numbers of people. Biological weapons are defined as any micro-organism, virus, infectious substance or toxin, capable of causing death, disease or other biological malfunction in a human, animal, plant or other living organism. Toxins are poisonous substances produced by a living organism, but in some cases can also be man-made. The danger of biological weapons is amplified by the fact that exposure to the agents would probably not be diagnosed until symptoms appeared. Comprehensive quick field detection and identification methods do not currently exist for these agents. Not only may an accurate diagnosis be difficult to quickly accomplish, but the value of medical treatment for some agents may be diminished once symptoms have developed. Personal protection generally consists of immunization or the application of some other post-incident medical treatment, such as the use of antibiotics. A chemical protective mask also protects personnel from biological agents. (FBI CBCP)

**Blister Agent:** A chemical agent, also called a vesicant, which causes severe blistering and burns to the eyes, skin and tissues of the respiratory tract. Exposure is through liquid or vapor contact. Also referred to as mustard agents; examples include mustard and lewisite. (FEMA-SS)

**Blood Agent:** A chemical agent that interferes with the ability of blood to transport oxygen and causes asphyxiation. These substances injure a person by interfering with cellular respiration (the

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exchange of oxygen and carbon dioxide between blood and tissues). Common examples are hydrogen cyanide and cyanogen chloride. (FEMA-SS)

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area. (NIMS)

**Breaking Devices:** Those mechanical weapons which encapsulate the agent and release when broken. They are optimally constructed from common items such as light bulbs, balloons or thermos bottles and by inserting the agent and sealing the device. The “loading process” is dangerous, and as risky to the terrorist as to the target. (RAC)

**Bureau of Alcohol, Tobacco, and Firearms (BATF):** A law enforcement agency within the US Department of the Treasury whose responsibilities include enforcing federal laws and regulations regarding explosives and arson.

**Bursting/Exploding Devices:** Mechanical devices which employ an explosive to break the agent container and disseminate the agent. These devices are usually configured with the explosive at one end of a tube, with the explosion forcing the agent out the other end, or the explosive surrounded by the agent. Bursting devices always have an agent reservoir, a chamber for the explosive, and usually employ either a timer or a command detonation switch. These devices pose a wider area hazard than either the surgical strike or breaking devices, and may produce a larger downwind hazard area due to the increased amount of agent involved and the explosive nature of the dissemination, if the blast and heat do not consume the agent. (RAC)

-C-

**Cache:** A pre-determined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

**Camp:** A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

**Catastrophic Disaster Response Group (CDRG):** Representatives from the federal departments and agencies that have Federal Response Plan (FRP) support responsibilities. The group's primary role is that of a centralized liaison and coordination group available at the call of the chairperson. Based in Washington, D.C., its members have timely access to the appropriate policy makers in their respective federal departments and agencies to facilitate decisions on problems and policy issues.

The CDRG oversees the national-level response support effort and coordinates the efforts of the Emergency Support Functions (ESF) primary and support agencies in supporting federal regional requirements. The CDRG brings to bear all federal authorities, resources, capabilities and expertise that can contribute to an enhanced federal response capability.

**CBRNE:** Common acronym that stands for: Chemical, Biological, Radioactive, Nuclear, (or) Explosives.

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority. (NIMS)



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**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site. (NIMS)

**Chemical Agent:** A chemical substance that is intended for use in military operations to kill, seriously injure, or incapacitate personnel through its physiological effects. Generally separated by severity of effect: lethal, blister, and incapacitating. Excluded from consideration are riot control agents, herbicides, smoke and flame.

**Chemical and Biological Incident Response Force (CBIRF):** A U.S. Marine Corps organization located at Camp Lejeune, North Carolina. CBIRF is tailored for short notice deployment (within four hours of notification for the advance elements). It maintains a 24-hour on-call status. CBIRF capabilities include chemical and biological hazard detection and identification, casualty extraction, personnel decontamination, and medical triage, treatment and stabilization.

**Chemical-protective suit/clothing:** Clothing specifically designed to protect the skin and eyes from direct chemical contact. Descriptions of chemical-protective apparel include non-encapsulating and encapsulating (referred to as liquid-splash protective clothing and vapor-protective clothing, respectively).

**Chief:** The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section). (NIMS)

**Choking agents:** A chemical agent that causes damage to the tissues of the respiratory system and the eyes. In extreme cases, membranes swell and lungs fill with liquid, which can result in asphyxiation. Death is caused by a lack of oxygen. Also referred to as pulmonary agents. A protective mask is sufficient to provide protection, provided that the atmosphere contains sufficient oxygen to support life. (FBI CBCP ODP)

**Chronic effect:** A pathologic process caused by repeated exposures over a period of long duration.

**Chronic exposure:** Repeated encounters with a hazardous substance over a period of long duration.

**Chronic Radiation Dose:** A dose of ionizing radiation received either continuously or intermittently over a prolonged period of time. A chronic radiation dose may be high enough to cause radiation sickness and death but if received at a low dose rate a significant portion of the acute cellular damage will be repaired. (JP 1-02)

**Civil Support Team (CST):** A U.S. Army term for an Army National Guard detachment with the mission of providing WMD assistance and support to, and at the request of, local responders. Their capabilities include detection, sample collection, and reconnaissance of nuclear radiation and chemical biological agents. Currently, there are 10 CSTs (WMD) stationed across the nation. One CST (WMD) is located in each FEMA region. Congress has authorized the activation of an additional 22 CSTs.

**Clear Text:** The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing Clear Text.

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**Cold Zone:** A hazardous material response term referring to the clean (uncontaminated) area outside the inner perimeter where the command post and necessary support functions are located; special protective clothing is not required in this area. Also referred to as the clean zone, green zone, or support zone.

**Combating Terrorism:** Actions, including antiterrorism (defensive measures taken to reduce vulnerability to terrorist acts) and counterterrorism (offensive measures taken to prevent, deter and respond to terrorism), taken to oppose terrorism throughout the entire threat spectrum. (JP 1-02)

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority. (NIMS)

**Command Post:** (See Incident Command Post.)

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed. (NIMS)

**Common Operating Picture:** A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence. (NIMS)

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center. (NIMS)

**Compacts:** Formal working agreements among agencies to obtain mutual aid.

**Compensation Unit/Claims Unit:** Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

**Complex:** Two or more individual incidents located in the same general area that are assigned to a single Incident Commander or to Unified Command.

**CONPLAN:** An acronym used by the FBI to denote the U.S. Government Interagency Domestic Terrorism Concept of Operations Plan. The CONPLAN is an unclassified multi-agency document.

**Consequence Management:** A term defined in both PDD-39 and the Terrorism Incident Annex to the Federal Response Plan (FRP). It is the preparation for and response to the consequences of a disaster. Specific consequence management activities include measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of a WMD/terrorism incident. Consequence management can follow crisis management but these two activities usually occur simultaneously or overlap, depending on the nature of the incident. State and local governments exercise primary authority to respond to the consequences of a WMD/terrorism incident; the federal government provides assistance and support as required. Consequence management is a multifunctional response coordinated by emergency management. The Federal Emergency Management Agency (FEMA) has been assigned responsibility as the Lead Federal Agency (LFA) for consequence management. (FEMA-SS-GAO/NSIAD)

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**Contact dermatitis (allergic):** A delayed-onset skin reaction caused by skin contact with a chemical to which the individual has been previously sensitized.

**Contact dermatitis (irritant):** Inflammatory skin reaction caused by a skin irritant.

**Contamination:** The deposit and/or absorption of radioactive material or biological or chemical agents on and by structures, areas, personnel, or objects; food and/or water made unfit for human or animal consumption by the presence of environmental chemicals, radioactive elements, bacteria or organisms in decomposing material (including the food substance itself), or waste, in food or water. (FM3-4)

**Contamination Control:** Procedures to avoid, reduce, remove or render harmless, temporarily or permanently, NBC contamination for the purpose of maintaining or enhancing the efficient conduct of military operations. (FM3-4)

**Control zones:** Areas at a hazardous materials incident whose boundaries are based on safety and the degree of hazard; generally includes the Exclusion (Hot) Zone, Contamination Reduction (Warm) Zone, and Support (Cold) Zone.

**Cooperating Agency:** An agency supplying assistance other than direct operational or support functions or resources to the incident management effort. (NIMS)

**Coordination:** The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or interagency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

**Coordination Center:** Term used to describe any facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

**Cost Sharing Agreements:** Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be oral between authorized agency or jurisdictional representatives at the incident.

**Cost Unit:** Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

**Counterterrorism:** The term counterterrorism is most often used to refer to offensive measures taken to prevent, deter, and respond to terrorism. This may include such measures as passing legislation to punish acts of terrorism, training and exercising response agencies and personnel through the use of counterterrorism simulations, terrorist preemption (attacking them or their bases to preempt any planned attack), as well as management of ongoing terrorist events ([consequence management](#)).

**Credible Threat:** A threat that is assessed as having a high probability of being or becoming an intentional terrorist act due to either 1) a plausible [articulated threat](#) and/or 2) the presence of an apparent CBRNE material. The significance of the suspected victim/target must be taken into account as well as the technological feasibility and operational practicality of the suspected threat. Deciding that a [potential threat](#) is credible should be done on a case-by-case basis with

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the input of recognized experts. Local response levels to a credible threat range from [Level Three to Level Five](#).

**Crew:** (See Single Resource.)

**Crisis Management:** A term defined in both PDD-39 and the Terrorism Incident Annex to the Federal Response Plan (FRP). It refers to measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism. The federal government exercises primary authority to prevent, preempt, and terminate threats or acts of terrorism and to apprehend and prosecute the perpetrator(s); state and local jurisdictions provide assistance as required. Crisis management is predominantly a law enforcement response activity and focuses on the criminal aspects of the incident. The Department of Justice (DOJ) has been assigned responsibility as the Lead Federal Agency (LFA) for crisis management; the DOJ has assigned lead responsibility for operational response to the FBI.

**Critical Incident Response Group (CIRG):** A field element of the FBI, located at the FBI Academy in Quantico, Virginia, designed to provide a rapid federal response and assistance capability to WMD/terrorism incidents in which the FBI has jurisdiction. Its Crisis Management Unit consists of diverse elements that provide tactical and technical operational capabilities in hostage negotiations, criminal investigations, crime scene analysis, intelligence, special weapons and tactics, and so on.

**Critical Incident Stress Management (CISM):** A formal program designed to reduce the psychological impact of the incident and educate the emergency responders and the public about stress and ways to deal with it by alleviating adverse reactions to a catastrophic incident such as a WMD/terrorism mass casualty incident. The program's professional counseling services focus on the emergency responders during the response phase of the incident (defusing sessions) and the emergency responders and incident victims through support groups and outreach seminars that assist in handling grief and stress.

**Cyber Terrorism:** Malicious conduct in cyberspace to commit or threaten to commit acts dangerous to human life, or against a nation's critical infrastructures, such as energy, transportation, or government operations in order to intimidate or coerce a government or civilian population, or any sequence thereof, in furtherance of political or social objectives.

### -D-

**Decontaminate:** To break down, neutralize or remove a chemical, biological or radioactive material posing a threat to equipment or personnel. (FM3-4)

**Decontamination Teams:** Decontamination teams consist of individuals with responsibility for initiating and conducting decontamination operations necessary to maintain the health of contaminated individuals as well as the safety of non-contaminated individuals and physical facilities.

**Decontamination Zone:** The area surrounding a chemical hazard incident (between the Hot Zone and the Cold Zone) in which contaminants are removed from exposed victims. Also known as the Contamination Reduction Zone or Warm Zone.

**Delegation Of Authority:** A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as

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needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

**Demobilization Unit:** Functional unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

**Department of Defense (DOD):** The Primary Agency responsible for Emergency Support Function 3 (ESF3)--Public Works and Engineering in the Federal Response Plan (FRP).

**Department of Energy (DOE):** The Primary Agency responsible for Emergency Support Function 12 (ESF12)--Energy in the Federal Response Plan (FRP).

**Department of Transportation (DOT):** The Primary Agency responsible for Emergency Support Function 1 (ESF1)--Transportation in the Federal Response Plan (FRP).

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors. (NIMS)

**Direct Deposit Devices:** Mechanical devices that are employed to execute an attack on a specific target with minimal collateral damage. These devices are normally constructed to inject the agent directly into the target and can be built into items as common as canes, pens or an umbrella. (RAC)

**Director:** The ICS title for individuals responsible for supervision of a Branch.

**Disaster:** "Disaster" means the occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or artificial cause, including tornadoes, windstorms, snowstorms, wind-driven water, high water, floods, wave action, earthquakes, landslides, mudslides, volcanic action, fires, explosions, air or water contamination requiring emergency action to avert danger or damage, blight, droughts, infestations, riots, sabotage, hostile military or paramilitary action, disruption of state services, accidents involving radiation byproducts or other hazardous materials, bioterrorism, or incidents involving weapons of mass destruction. (MCA 10-3-103 (3))

**Disaster Field Office (DFO):** The temporary office established in or near the disaster/incident area from which the Federal Coordinating Officer (FCO), his/her staff, the Emergency Response Team (ERT), and the State Coordinating Officer (SCO), his/her staff, and the regional response organizations coordinate response and recovery activities.

**Disaster Medical Assistance Team (DMAT):** A group of professional and paraprofessional medical personnel, supported by a logistical and administrative staff, designed to provide emergency medical care during WMD incidents. They are designed to be a rapid response element to supplement local medical care until other federal or contract assets can be mobilized and deployed or the incident is resolved. Each team has a sponsoring organization such as a major medical center, public health or safety agency, non-profit, public or private organization that enters into a Memorandum of Understanding (MOU) with the DHHS Public Health Service (PHS). The DMAT sponsor organizes the team, recruits members, and coordinates training and the deployment of the team. They are primarily a community resource available to support local and state requirements; however, as a national asset they can be federalized to provide interstate

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assistance. DMAT deploys to disaster sites with sufficient supplies and equipment to sustain themselves for 72 hours while providing medical care at a fixed or temporary medical care site.

**Disaster Mortuary Operational Response Team (DMORT):** DMORTs are directed by the National Disaster Medical System (NDMS) and are organized around the ten FEMA Regions. They are a group of private citizens, each certified and licensed in their particular field of expertise, who are activated in the event of an emergency incident. When activated, they work under the guidance of local authorities. DMORTs provide technical assistance and personnel to recover, identify, and process deceased remains. The teams are composed of funeral directors, medical examiners, coroners, pathologists, forensic experts, fingerprint specialists, forensic odontologists, dental assistants, and X-ray technicians. The NDMS, in support of the DMORT program, maintains a Disaster Portable Morgue Unit (DPMU) in Gaithersburg, Maryland.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another. (NIMS)

**Dispatch Center:** A facility from which resources are assigned to an incident.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section. (NIMS)

**Documentation Unit:** Functional unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

**Domestic Emergency Support Team (DEST):** A federal interagency team of analysts and advisors from the FBI, FEMA, DOD, DOE, PHS, and EPA that is rapidly deployed (assembled and ready for transport within four hours) to WMD/terrorism incidents. It is designed to be mission-tailored specific to the type of incident and provides advice and guidance to the FBI on scene commander. Its rapid deployment allows it to be the nucleus around which interagency representation in the FBI-led Joint Operations Center (JOC) may be formed. The DEST Team Leader is appointed by the Director of the FBI. The team can be task organized to deploy any combination of the capabilities including: crisis management, hostage negotiators, information management (Rapid Start), hostage rescue, and hazardous materials (chemical, biological, and nuclear). NOTE: Effective March 1, 2003, under the Department of Homeland Security plan, the DEST transfers from the Department of Justice to the Department of Homeland Security.

**Domestic Terrorism:** Involves groups or individuals who are based and operate widely within the United States and are directed at elements of our government or population without foreign direction.

### -E-

**Emergency:** A term used by FEMA and defined in Title V of P.L. 93-288, Section 102(1), the “Stafford Act”, as “any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.” Title V includes authority for the President to direct Federal agencies to provide emergency assistance to save lives and protect property and public health and safety for emergencies other than natural disasters. Under Title V, the President may direct the provision of emergency assistance either at the request of a Governor

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(Section 501(a)) or upon determination by the President that an emergency exists for which the primary responsibility for response rests with the United States (501(b)). (FEMA 229). Montana code Annotated defines an emergency as “the imminent threat of a disaster causing immediate peril to life or property that timely action can avert or minimize”. (MCA 10-3-103 (6)).

**Emergency Decontamination:** Decontamination employed to save lives by neutralizing agent from the skin. (RAC)

**Emergency Management Coordinator/Director:** The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.

**Emergency Medical Technician (EMT):** A health-care specialist with particular skills and knowledge in pre-hospital emergency medicine.

**Emergency Operations Center (EOC):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof. (NIMS)

**Emergency Operations Plan (EOP):** A planning document that 1) assigns responsibility to organizations and individuals for implementing specific actions at projected times and places in an emergency that exceeds the capability or routine responsibility of any one agency; 2) sets forth lines of authority and organizational relationships, and shows how all actions will be coordinated; 3) identifies personnel, equipment, facilities, supplies, and other resources available for use during response and recovery operations; and 4) identifies steps to address mitigation issues during response and recovery activities.

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public. (NIMS)

**Emergency Responder:** Local police, emergency medical services, emergency management services, fire service, hazardous material services, public works, governmental administrative personnel, public safety communication, healthcare personnel, and public health agencies who during and incident take action to save lives, protect property, and meet basic human needs.

**Emergency Response:** A response effort by employees outside the immediate release area or by other designated responders (i.e., mutual aid groups, local fire departments, etc.) to an occurrence which results, or is likely to result, in an uncontrolled release of a hazardous substance. Responses to incidental releases of hazardous substances where the substance can be absorbed, neutralized or otherwise controlled at the time of release by employees in the immediate release area, or by maintenance personnel are not considered to be emergency responses. Responses to releases of hazardous substances where there is no potential safety or health hazard ( i.e., fire, explosion or chemical exposure) are not considered to be emergency responses. (OSHA)

**Emergency Response Provider:** Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency

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facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as *Emergency Responder*. (NIMS)

**Emergency Response Team (ERT):** The FEMA group, composed of a headquarters element and a regional element that is deployed by the Director, FEMA to the scene of a disaster/incident to coordinate the overall federal response.

**Emergency Support Functions (ESF):** The [Federal Response Plan](#) (FRP) details 12 ESFs to coordinate operations during federal involvement in a disaster/incident: transportation, communications, public works and engineering, fire fighting, information and planning, mass care, resource support health and medical services, urban search and rescue, hazardous materials, food, and energy. An ESF is a functional area of response activity established to facilitate coordinated federal delivery of assistance required during the immediate response phase after a major disaster to save lives, protect property and public health, and maintain public safety. ESFs represent those types of federal assistance which the state likely will need most because of the overwhelming impact of a disaster on state resources.

**Environmental Hazard:** A condition capable of posing an unreasonable risk to air, water, or soil quality, or plant or animal life.

**Environmental Protection Agency (EPA):** The Primary Agency responsible Emergency Support Function 10 (ESF10)—Hazardous Materials in the Federal Response Plan (FRP).

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas. (NIMS)

**Event:** A planned, nonemergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events. (NIMS)

### -F-

**Facilities Unit:** Functional unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

**Federal:** Have or pertaining to the Federal Government of the United States of America. (NIMS)

**Federal Coordinating Officer (FCO):** The senior federal official appointed by the President in accordance with the provisions of the Stafford Act. The FCO represents the President for the purpose of coordinating the administration of federal relief activities in the designated area. Additionally, the FCO is delegated and performs those responsibilities of the Director, FEMA outlined in Executive Order 12148 and those responsibilities delegated to the FEMA Regional Director in Title 44 Code of Federal Regulations, Part 205. These responsibilities include authority for the tasking of federal agencies to provide assistance and support to the incident as deemed necessary.

**Federal Emergency Management Agency (FEMA):** The federal agency responsible for consequence management planning, coordination, and federal response and recovery efforts. The Primary Agency responsible for Emergency Support Function 5 (ESF5)--Information and



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Planning and Emergency Support Function 9 (ESF9)--Urban Search and Rescue in the Federal Response Plan (FRP).

**Federal Response Plan (FRP):** Developed to expedite Federal support to disasters. Generally, the FRP is activated when the State's resources are not sufficient to cope with a disaster, and the governor has requested Federal assistance. The FRP establishes a process for the systemic, coordinated, and effective delivery of federal assistance and support to address the consequences of any major disaster or emergency declared under the Stafford Act (as amended). It describes the structure and responsibilities for organizing, coordinating, and deploying federal resources to augment state and local response and recovery efforts. These federal resources are provided by 27 federal departments and agencies and the American Red Cross. These essential resources are grouped into 12 Emergency Support Functions (ESFs). Each ESF has a primary federal agency responsible for the delivery of the specific ESF's assistance and support and is supported by other designated agencies.

**Field Operations Guide:** A pocket-size manual of instructions on the application of the Incident Command System.

**Finance/Administration Section:** The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

**Fire Service (FS):** Individuals, who on a full-time, volunteer, or part-time basis, provide life safety services including fire suppression, rescue, arson investigation, public education, and prevention.

**Food Unit:** Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

**Full-Scale Exercise:** A *Full-Scale Exercise* tests the basic elements within crisis and consequence management operations, plans and organizations in a stressful and realistic environment. They include the mobilization of personnel and resources, actual movement of responders, equipment, and resources required to demonstrate coordination and response capabilities. Agencies and participants are actively involved in a full-scale exercise.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs. (NIMS)

**Functional Training Exercise:** The *Functional Training Exercise* is designed to test and evaluate individual capabilities, multiple functions, or activities within a function or interdependent groups of functions. This format is applicable where the activity is capable of being effectively evaluated in isolation from other emergency management activity. In contrast to the *Full-Scale Exercise* (see definition), the objective of the *Functional Exercise* is to demonstrate the execution of specific plans and procedures, and the direct application of established policy, plans, and procedures under emergency conditions, within or by a particular function. The Functional Exercise simulates the reality of operations in a functional area to the maximum degree possible by presenting complex and realistic problems requiring rapid and effective responses by trained personnel in a highly stressful environment. Through documented

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evaluation and subsequent corrective action, the capabilities of the functional area are improved and weaknesses are reduced or eliminated.

### -G-

**Gamma Radiation:** One of the three main types of nuclear radiation (alpha, beta, and gamma) emitted from radioactive materials. Because gamma rays are pure energy they are the most penetrating type of nuclear radiation. They can travel great distances quickly and penetrate most materials creating serious problems for humans because they can attack all tissues and organs. They can cause skin burns, severely injure internal organs and have long-term, physiological effects.

**General Staff:** The group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. The General Staff consists of:

- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance/Administration Section Chief

**Generic ICS:** Refers to the description of ICS that is generally applicable to any kind of incident or event.

**Ground Support Unit:** Functional unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See *Division.*) (NIMS)

### -H-

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome. (NIMS)

**Hazardous Materials Personnel:** Individuals who, on a full-time, volunteer, or part-time basis, identify, characterize, provide risk assessment, and mitigate/control the release of a hazardous substance or potentially hazardous substance.

**Hazardous Substance:** Any substance designated or listed under (A) through (D) of this definition, exposure at which results or may result in adverse effects on the health or safety of employees:

- (A) any substance defined under section 101(14) of CERCLA;
- (B) Any biologic agent and other disease causing agent which after release into the environment and upon exposure, ingestion, inhalation, or assimilation into any person, either directly from the environment or indirectly by ingestion through food chains, will or may reasonably be anticipated to cause death, disease, behavioral abnormalities, cancer, genetic mutation, physiological malfunctions (including

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malfunctions in reproduction) or physical deformations in such persons or their offspring.

(C) Any substance listed by the U. S. Department of Transportation as hazardous materials (HazMat) under [49 CFR 172.101](#); and

(D) Hazardous waste as herein defined.

*Hazardous waste means:*

(a) A waste or combination of wastes as defined in [40 CFR 261.3](#), or

(b) Those substances defined as hazardous wastes in [49 CFR 171.8](#). (OSHA)

**HazMat:** Acronym for **H**azardous **M**aterials.

**HazMat Team:** An organized group of employees, designated by the employer, who are expected to perform work to handle and control actual or potential leaks or spills of hazardous substances requiring possible close approach to the substance. The team members perform responses to releases or potential released of hazardous substances for the purpose of control or stabilization of the incident. A HAZMAT team is not a fire brigade nor is a typical fire brigade a HAZMAT team. A HAZMAT team, however may be a separate component of a fire brigade or fire department. (OSHA)

**Health Care:** Clinical, forensic, and administrative personnel in hospitals, physician offices, clinic, and other facilities responsible for providing medical care to include surveillance (passive and active), diagnosis, laboratory evaluation treatment, mental health support.

**Helibase:** The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

**Helispot:** Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

**Hierarchy Of Command:** (See Chain of Command.)

**Hot Zone:** A hazardous material response term referring to the area immediately surrounding a chemical hazard incident, such as a spill, where serious threat of contamination or other danger exists. It should extend far enough to prevent adverse effects from CBRNE agents to personnel outside the zone. Entry into the hot zone requires specialized training in the use of proper personal protective equipment (PPE). Also referred to as the exclusion zone, restricted zone, or red zone.

**-I-**

**ICS National Training Curriculum:** A series of 17 training modules consisting of instructor guides, visuals, tests, and student materials. The modules cover all aspects of ICS operations. The modules can be intermixed to meet specific training needs.

**Immediately Dangerous To Life And Health (IDLH):** That atmospheric concentration of a chemical that poses an immediate danger to the life or health of a person who is exposed, but from which that person could escape without any escape-impairing symptoms or irreversible health effects. A companion measurement to the permissible exposure limit (PEL), IDLH concentrations represent levels at which respiratory protection is required. IDLH is expressed in parts per million (ppm) or mg/m<sup>3</sup>.

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**Improvised Explosive Device (IED):** A device placed or fabricated in an improvised manner incorporating destructive, lethal, noxious, pyrotechnic, or incendiary chemicals and designed to destroy, incapacitate, harass, or distract. It may incorporate military stores, but is normally devised from nonmilitary components. (DOD, NATO)

**Improvised Nuclear Device (IND):** An IND is defined as a device incorporating radioactive materials designed to result in the formation of an explosive nuclear yield. Such devices may be fabricated in a completely improvised manner or may result from the sabotage, seizure, theft, or loss of a US or foreign nuclear weapon. (FBINCP)

**Incident:** an event or occurrence, caused by either an individual or by natural phenomena, requiring action by disaster and emergency services personnel to prevent or minimize loss of life or damage to property or natural resources. The term includes the imminent threat of an emergency, but does not include a state of emergency or disaster declared by the governor. (MCA 10-3-103 (7))

**Incident Action Plan:** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. (NIMS)

**Incident Base:** Location at the incident where the primary logistics functions are coordinated and administered. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base. There is only one Base per incident.

**Incident Commander (IC):** The person responsible for the overall management of an incident by developing an effective organizational structure, approving action plans, allocating resources, making appropriate assignments, managing information, and continually attempting to mitigate the incident by providing direction and control for the command and staff sections of the incident command structure. In a Unified Command structure, the IC collaborates and consults with the chiefs and experts from the other disciplines involved in the response.

**Incident Command Post (ICP):** The facilities used by the IC and his/her staff to effectively command and manage an emergency incident.

**Incident Command System (ICS):** The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

**Incident Communications Center:** The location of the Communications Unit and the Message Center.

**Incident Management Team (IMT):** The IC and appropriate Command and General Staff personnel assigned to an incident. (NIMS)

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives. (NIMS)

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**Incident Support Organization:** Includes any off-incident support provided to an incident. Examples would be Agency Dispatch centers, Airports, Mobilization Centers, etc.

**Information Officer:** A member of the Command Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one Information Officer per incident. The Information Officer may have assistants. Also known as the Public Information Officer or PIO.

**InfraGard:** A program designed to address the need for a private and public-sector information sharing mechanism at both national and local levels.

**Infrastructure Protection:** Proactive risk management actions intended to prevent a threat from attempting to or succeeding at destroying or incapacitating critical infrastructures. For instance, threat deterrence and vulnerability defense.

**Initial Action:** The actions taken by those responders first to arrive at an incident site. (NIMS)

**Initial Response:** Resources initially committed to an incident. (NIMS)

**Intelligence Officer:** The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely. (NIMS)

**International Terrorism:** Involves groups or individuals whose terrorist activities are foreign-based and/or directed by countries or groups outside the United States or whose activities transcend national boundaries.

### -J-

**Joint Information Center (JIC):** The central facility for all media to assemble and exchange and receive information concerning an emergency. The JIC is usually established by the JOC (FBI). Media representatives are informed of incident activities and incidents through public information officials (PIO) from all participating local, state, and federal departments and agencies who are co-located at the JIC.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort. (NIMS)

**Joint Operations Center (JOC):** The JOC is established by the FBI and serves as the federal equivalent of an Emergency Operations Center (EOC). It is a unified federal command center with the purpose of directing and coordinating the federal crisis management response to the incident, managing the criminal investigation, preventing any additional incidents, and coordinating federal consequence management response assets until the Disaster Field Office (DFO) is established by FEMA.

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**Jurisdiction:** Typically counties and cities within a state, but states may elect to define differently in order to facilitate their assessment process. (State-specific definition other than counties or cities should be specified.) The responsible entity for providing coordinated responses to a WMD terrorist incident.

**Jurisdictional Agency:** The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

-L-

**Landing Zone:** (See Helispot.)

**Law Enforcement (LE):** Individuals, full-time, or on a voluntary basis, who work for agencies at the local, municipal, and state levels with responsibility as sworn law enforcement officers.

**Lead Agency:** The Federal department or agency assigned lead responsibility under U.S. law to manage and coordinate the Federal response in a specific functional area. The FBI is the lead agency for crisis management and FEMA is the lead agency for consequence management. Lead agencies support the overall Lead Federal Agency (LFA) during all phases of the response.

**Lead Federal Agency:** The agency designated by the President to lead and coordinate the overall Federal response is referred to as the LFA and is determined by the type of emergency. In general, an LFA establishes operational structures and procedures to assemble and work with agencies providing direct support to the LFA in order to provide an initial assessment of the situation, develop an action plan, monitor and update operational priorities, and ensure each agency exercises its concurrent and distinct authorities under U.S. law and supports the LFA in carrying out the President's relevant policy. Specific responsibilities of an LFA vary according to the agency's unique statutory authorities.

**Leader:** The ICS title for an individual responsible for a Task Force, Strike Team, or functional unit.

**Level A Protection:** The level of personal protective equipment (PPE) required in situations where the material is considered acutely vapor-toxic to the skin and hazards are unknown. Full encapsulation, airtight chemical suit with a self contained breathing apparatus (SCBA) or supplied air breathing apparatus (SABA).

**Level B Protection:** The level of PPE required in situations where the environment is not considered acutely vapor-toxic to the skin but may cause respiratory effects. Chemical splash suit or full-coverage, non-airtight chemical suit with SCBA or SABA.

**Level C Protection:** The level of PPE required to prevent respiratory exposure but not to exclude possible skin contact. Chemical splash suit with air purifying respirator (cartridge respirator).

**Level D Protection:** The level of PPE required when the atmosphere contains no known hazard, when splashes, immersions, inhalation, or contact with hazardous levels of any chemical is precluded. Work uniform such as coveralls, boots, leather gloves, and hard-hat.

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation. (NIMS)

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. (NIMS)

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**Local Emergency Planning Committee (LEPC):** A term used in the Emergency Planning and Community Right-to-Know Act (EPCRA) (42 U.S.C. 11001; 1986). EPCRA, also known as Title III of SARA (Superfund Amendments and Reauthorization Act), was enacted by Congress as the national legislation on community safety. It was designed to help local communities protect public health, safety, and the environment from chemical hazards. To implement EPCRA Congress required each state to appoint a State Emergency Response Commission (SERC) and required each SERC to divide their state into emergency planning districts and to name a Local Emergency Planning Committee (LEPC) for each district. Broad representation by fire fighters, hazardous materials specialists, health officials, government and media representatives, community groups, industrial facilities, and emergency managers helps ensure that all the necessary perspectives are represented on the LEPC.

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). (NIMS)

**Logistics:** Providing resources and other services to support incident management. (NIMS)

**Logistics Section:** The section responsible for providing facilities, services, and material support for the incident. (NIMS)

**Life-Safety:** Refers to the joint consideration of both the life and physical well being of individuals.

### -M-

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

**Managers:** Individuals within ICS organizational units that are assigned specific managerial responsibilities, e.g., Staging Area Manager or Camp Manager.

**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following:

1. Establishing overarching objectives;
2. Developing and issuing assignments, plans, procedures, and protocols;
3. Establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives;

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4. Documenting results to measure performance and facilitate corrective action. (NIMS)

**Mass Casualties Incident (MCI):** An MCI exists in Lewis & Clark County when- A) the number of patients and nature of injuries make normal stabilization and care unachievable, and/or B) The number of EMT's and ambulances provided to the scene within time allowed are insufficient, or C) the stabilization capabilities of hospitals that can be reached within time allowed are insufficient.

**Material Safety Data Sheet (MSDS):** Documents prepared by a manufacturer to transmit health and emergency information about their product. This fact sheet summarizes information concerning material identification; hazardous ingredients; health, physical, and fire hazards; chemical reactivity and incompatibilities; spill, leak and disposal procedures; and protective measures required for safe handling and storage. See [29 CFR 1910.1200](#) (as amended) for more information.

**Medical Unit:** Functional unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

**Message Center:** The Message Center is part of the Incident Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administrative and tactical traffic.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury. (NIMS)

**Mobil Data Computer (MDC):** Portable computer unit found in most Law Enforcement vehicles. AKA Mobile Data Terminal (MDT) or Mobile Data System (MDS).

**Mobilization:** The process and procedures used by all organizations—Federal, State, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident. (NIMS)

**Mobilization Center:** An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

**Multi-Agency Incident:** An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.

**Multi-Agency Coordination (MAC):** A generalized term which describes the functions and activities of representatives of involved agencies and/or jurisdictions who come together to make decisions regarding the prioritizing of incidents, and the sharing and use of critical resources. The MAC organization is not a part of the on-scene ICS and is not involved in developing incident strategy or tactics.

**Multi-Agency Coordination Entity:** A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and



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associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities. (NIMS)

**Multi-Agency Coordination Systems (MACS):** Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS. (NIMS)

**Multijurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command. (NIMS)

**Mutual Aid:** Cities and counties that seek additional resources from member communities to strengthen their response and recovery efforts.

**Mutual-Aid Agreement:** Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner. (NIMS)

-N-

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

**National Disaster Medical System:** A cooperative asset-sharing partnership between DHHS, DOD, FEMA, VA, state and local governments, private sector businesses, and civilian volunteers. Its purpose is to provide a single integrated national medical response capability to assist state and local jurisdictions manage the medical and health effects of a WMD incident that overwhelms the local health care resources. NDMS is directed and managed by DHHS Office of Emergency Preparedness (OEP).

**National Emergency Coordination Center (NECC):** The FEMA facility which provides notification to Headquarters and Regional responders of implementation of the Plan. (FEMA 229)

**National Incident Management System (NIMS):** A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources. (NIMS)

**National Response Plan:** A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan. (NIMS)

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**National Wildfire Coordinating Group (NWCG):** A group formed under the direction of the Secretaries of the Interior and Agriculture to improve the coordination and effectiveness of wildland fire activities, and provide a forum to discuss, recommend appropriate action, or resolve issues and problems of substantive nature. The NWCG has been a primary supporter of ICS development and training.

**Nerve Agent:** A substance that interferes with the central nervous system. Exposure is primarily through contact with the liquid (skin and eyes) and secondarily through inhalation of the vapor. Three distinct symptoms associated with nerve agents are pinpoint pupils, an extreme headache and severe tightness in the chest. Examples of nerve agents are Sarin, Soman, Tabun, and VX agent. (FEMA-SS)

**Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. (NIMS)

**Nonpersistent Agent:** An agent that, upon release, loses its ability to cause casualties after 10 to 15 minutes. It has a high evaporation rate, is lighter than air, and will disperse rapidly. It is considered to be a short-term hazard; however, in small, unventilated areas, the agent will be more persistent.

**Nuclear Incident:** A nuclear incident is defined as any situation involving lost, stolen, missing, or the unauthorized possession of Special Nuclear Material, Controlled Nuclear Material, By-Product Material, Source Material, nuclear weapons, or components thereof. Nuclear incidents also include the use of improvised nuclear devices, radioactive dispersal devices, or the threatened use of such items, as defined by the [Atomic Energy Act \(AEA\) of 1954](#), as amended. (FBINCP)

**Nuclear Radiation:** Particulate and electromagnetic radiation emitted from atomic nuclei in various nuclear processes. The important nuclear radiation, from a weapon standpoint, are alpha and beta particles, gamma rays and neutrons. All nuclear radiation is ionizing radiation, but the reverse is not true; X-rays for example, are included among ionizing radiation, but they are not nuclear radiation since they do not originate from atomic nuclei.

-O-

**Officer:** The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Information.

**On Alert:** A condition of heightened watchfulness or preparation for action. Persons on-alert have been notified of the possibility of being needed to respond to an emergency or incident and are expected to increase their preparedness level to a point of being able to quickly respond if called. When referring to off-shift personnel, “on-alert” status is less restrictive than being placed “on-call”.

**On Call:** An employee is considered to be in on-call status (off shift) when he or she is allowed to leave a telephone number or to carry an electronic device for the purpose of being contacted, even though the employee is required to remain within a reasonable call-back radius and may include restrictions on alcohol consumption or use of certain medications.

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**On Standby:** An employee is considered on-standby when that employee is restricted to a designated post of duty and is assigned to be in a state of readiness to perform work, usually in support of “on-shift” personnel. Standby personnel are not considered primary responders but rather more of a “reserve force” should the primary or on-shift personnel become overwhelmed.

**On Scene Commander:** A term used to designate the FBI person who provides leadership and direction to the federal crisis management response. The FBI OSC may or may not be the regional Special Agent in Charge (SAC). Also used by the EPA.

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours. (NIMS)

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups. (NIMS)

**Out-Of-Service Resources:** Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

**Overhead Personnel:** Personnel who are assigned to supervisory positions which include Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

### -P-

**Pathogen:** Any living organism (e.g., bacteria, fungi, and virus) capable of producing serious disease or death. A pathogenic agent is a biological agent capable of causing serious disease or death.

**Performance Training Level:** Addresses training requirements for emergency responders who will be responding to or supporting the response to the scene of a potential WMD terrorism incident or hazardous materials incident for the purpose of protecting nearby persons, property, or the environment from the effects of the incident. These responders are to provide the personnel to conduct on-scene operations within at least the warm zone and/or hot zone (if properly trained and equipped) that has been set up on the scene of a potential WMD or hazardous materials incident to control and mitigate the incident. This performance level is divided into two sub-levels with a separate set of training guidelines for each.

***Performance – Defensive:*** The emergency responders trained to this sub-level will be fully capable of working in the warm and cold zones and support those responders working in the hot zone. They are trained to respond in a defensive fashion without actually trying to mitigate the effects of the incident. Their function is to contain the incident from a safe distance, keep effects from spreading, and prevent exposures. **(This training level replaces the former Operations WMD Training Level.)**

***Performance – Offensive:*** The emergency responders trained to this sub-level will be fully capable of working in the hot zone, and at times in the other zones at the incident scene, as required. WMD emergency responders at this level are individuals who respond to WMD incidents and potential WMD incidents for the purpose of mitigating the effects of the incident or treating victims. They assume a more aggressive role than emergency responders at Performance - Defensive, in that they will approach the point of release in order to mitigate the incident and treat

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affected victims. (**This training level replaces the former Technician WMD Training Level.**)

**Persistent Agent:** An agent that, upon release, retains its casualty-producing effects for an extended period of time, usually anywhere from 30 minutes to several days. A persistent agent usually has a low evaporation rate and its vapor is heavier than air; therefore, its vapor cloud tends to hug the ground. It is considered to be a long-term hazard. Although inhalation hazards are still a concern, extreme caution should be taken to avoid skin contact as well.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines. (NIMS)

**Planning/Management Training Level:** Addresses training requirements for emergency responders who are expected to be part of the leadership and management team expected to respond or support the response to a potential WMD terrorism incident or hazardous materials incident (*PLANNING/MANGEMENT/LEADERSHIP*). These response managers/leaders will be involved at a minimum in the planning for, mitigating against, managing of, and recovery from scene operations and support functions. They are expected to manage the resources brought to the incident and to assist the incident commander in bringing the incident to a successful conclusion. Generally, all of the actions to be taken by these emergency responder manager/leaders should be conducted from within the cold zone. As access is required, there may be times these duties and functions are accomplished within the warm zone. (**This training level replaces the former Incident Command WMD Training Level.**)

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the [Incident Action Plan](#) (IAP). (NIMS)

**Planning Section:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident. (NIMS)

**Plume:** Airborne material spreading from a particular source; the dispersal of particles, gases, vapors, and aerosols into the atmosphere.

**Potential Threat:** Exists when intelligence, an articulated threat, or an occurrence (*e.g. presence of suspicious letter/package, individual(s), or activity*) indicates a potential for a terrorist incident. However, this potential threat has not yet been assessed as [credible](#). Local response levels to a potential threat range from [Level One to Level Three](#).

**Potential Threat Element (PTE):** Any group or individual in which there are allegations or information indicating a possibility of the unlawful use of force or violence, specifically the utilization of WMD (CBRNE) agents, against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of a specific motivation or goal, possibly political or social in nature. This definition provides sufficient predicate for the FBI to initiate an investigation.

**Precursor:** A chemical substance required for the manufacture of a chemical agent.

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**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management. (NIMS)

**Preparedness Organizations:** The groups and forums that provide interagency coordination for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area. (NIMS)

**Presidential Decision Directive 39 (PDD-39):** Issued in June 1995, PDD-39, United States Policy on Counterterrorism, directed a number of measures to reduce the Nation's vulnerability to terrorism, to deter and respond to terrorist acts and to straighten capabilities to prevent and manage the consequences of terrorist use of nuclear, biological and chemical weapons. (FEMA-SS)

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

**Primary Agency:** The Federal department or agency assigned primary responsibility to manage and coordinate a specific [ESF](#). Primary agencies are designated on the basis of their having the most authorities, resources, capabilities, or expertise relative to accomplishment of the specific ESF support. Primary agencies are responsible for overall planning and coordination of the delivery of ESF-related Federal assistance to their State counterparts, in conjunction with their support agencies. (FEMA 229)

**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO). (NIMS)

**Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination. (NIMS)

**Procurement Unit:** Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

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**Public Health (PH):** Personnel whose responsibility includes preventing epidemics and the spread of disease, protecting against environmental hazards, preventing injuries, promoting and encouraging health behaviors, responding to disasters and assisting communities in recovery, and assuring the quality and accessibility of health services, epidemiology investigators, evidence collection, along with fatality management for humans and animals.

**Public Health Service:** An agency of the DHHS responsible for the National Disaster Medical System (NDMS). The PHS is the Primary Agency responsible for Emergency Support Function 8 (ESF 8) - Health and Medical Services in the Federal Response Plan (FRP).

**Public Health Team:** City/County Public Health leadership and staff to include health inspectors, sanitarians and physician consultants used for epidemiological activity.

**Public Information Officer:** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements. Also known as the Information Officer or IO. (NIMS)

**Public Safety Communications (PSC):** Individuals, working on a full-time, part-time, or volunteer basis, who, through technology, serve as a conduit and link persons reporting an incident to response personnel and emergency management, to identify an incident occurrence and help to support the resolution of life safety, criminal, environmental, and facilities problems associated with a WMD terrorism incident.

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved. (NIMS)

### -Q-

**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness. (NIMS)

### -R-

**Radiation:** High-energy particles or gamma rays that are emitted by an atom as the substance undergoes radioactive decay. Particles can be either charged alpha or beta particles or neutral neutron or gamma rays.

**Radiation Dose:** Total amount of ionizing radiation absorbed by material or tissues, commonly expressed in centigray. The term is often used as the exposure dose expressed in roentgens, which is a measure of the total amount of ionization that the quantity of radiation could produce in air. This should be distinguished from the absorbed radiation per gram of specified body tissue. Further, the biological dose, in rems, is a measure of the biological effectiveness of radiation exposure. (FM3-4)

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**Radiation Dose Rate:** The radiation dose (dosage) absorbed per unit of time. (DOD) A radiation dose rate can be set at some particular unit of time (e.g., H + 1 hour) and would be called H + 1 radiation dose rate. (JP1-02)

**Radio Cache:** A supply of radios stored in a pre-determined location for assignment to incidents.

**Radiological Dispersal Devices (RDD):** A conventional explosive device incorporating radioactive material(s); sometimes referred to as a “dirty” bomb.

**Rapid Response Information System:** A system of databases and links to Internet sites providing information to federal, state, and local emergency officials on federal capabilities and assistance available to respond to the consequences of a WMD/terrorism incident. This information is available to designated officials in each state, the ten FEMA regions, and key federal agencies via a protected Intranet site. Local emergency officials have access to the abbreviated Internet site and indirectly to the Intranet site through their respective state counterparts. It can be used as a reference guide, training aid, and an overall planning and response resource for WMD/terrorism incidents. The URL for RRIS is <http://www.rris.fema.gov/>

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down. (NIMS)

**Recorders:** Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents. (NIMS)

**Recovery Plan:** A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area. (NIMS)

**Reinforced Response:** Those resources requested in addition to the initial response.

**Reporting Locations:** Location or facilities where incoming resources can check-in at the incident. (See Check-in.)

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC. (NIMS)

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols. (NIMS)



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**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs. (NIMS)

**Respiratory depression:** Slowing or cessation of breathing due to suppression of the function of the respiratory center in the brain.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice. (NIMS)

**Robert T. Stafford Disaster Relief and Emergency Assistance Act, [Public Law 93-288](#):** Authorizes the Federal government to respond to disasters and emergencies in order to help State and local governments save lives, and to protect public health, safety and property. (FEMA-SS)

**Routes of exposure:** The manner in which a chemical contaminant enters the body (for example, inhalation, ingestion).

-S-

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety. (NIMS)

**Secondary contamination:** Transfer of a harmful substance from one body (primary body) to another (secondary body), thus potentially permitting adverse effects to the secondary body.

**Secondary device:** A WMD device, placed at the scene of an incident, which is designed to injure/harm emergency responders.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command. (NIMS)

**Sector:** Term used in some applications to describe an organizational level similar to an ICS Division or Group. Sector is not a part of ICS terminology.

**Segment:** A geographical area in which a task force/strike team leader or supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.



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**Self-contained Breathing Apparatus (SCBA):** Protective equipment consisting of an enclosed face piece and an independent, individual supply (tank) of air used for breathing in atmospheres containing toxic substances or underwater.

**Service Branch:** A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical, and Food Units.

**Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

**Situation Unit:** Functional unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

**SLUDGEM:** Symptoms acronym for Salivation, Lacrimation, Urination, Defecation, Gastrointestinal Upset, Emesis, and Muscle Twitching.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.) (NIMS)

**Spraying Devices:** Mechanical devices that contain an agent reservoir, but rather than an explosive charge, they employ pressure to disseminate the agent. The pressure may be either supplied independently of, or applied directly to the agent reservoir. They can be employed either as point dissemination weapons, as with an aerosol can, or as line source generating weapons, as might be accomplished with a device incorporated into an automobile exhaust system. Of the mechanical employment devices, the effects of these weapons are the least controllable and pose the largest area hazard. (RAC)

**Spore:** An asexual, usually single celled, reproductive body of plants such as fungi, mosses or ferns; a microorganism, as a bacterium, in a resting or dormant state. (FM 3-4)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas. (NIMS)

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). (NIMS)

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness. (NIMS)

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel. (NIMS)

**Strategy:** The general direction selected to accomplish incident objectives set by the IC. (NIMS)

**Strike Team:** Specified combinations of the same kind and type of resources, with common communications and a leader.

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**Supervisor:** The ICS title for individuals responsible for command of a Division or Group.

**Supply Unit:** Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

**Support Branch:** A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Ground Support Units.

**Supporting Materials:** Refers to the several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include ortho-photo mapping, remote automatic weather stations, infrared technology, and communications, among various others. (NIMS)

**Support Resources:** Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections, or the Command Staff.

### -T-

**Tabletop Exercise (TTX):** A tabletop exercise is an activity in which elected or appointed officials and key staff with crisis and consequence management responsibilities are gathered together informally to discuss various simulated threats or acts of terrorism, review responsibilities and/or discuss homeland security preparedness. The intent of a tabletop exercise is to allow the participants to evaluate plans and procedures and resolve issues of coordination, assignment of responsibilities interaction between agencies, etc., in a nonthreatening environment under a minimum of stress. A tabletop exercise may last from 2-4 hours or longer depending on the issues to be discussed.

**Tactical Direction:** Direction given by the Operations Section Chief which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

**Tactical Violence:** Preplanned acts of violence designed to accomplish specific goals. Tactical violence becomes terrorism when it is used to further political or social objectives by instilling terror in a specific audience. The shootings at Columbine are an example of tactical violence but not of terrorism. This incident is not considered terrorism because it was not intended to make a political or social statement or to further the “cause” of a certain group, but rather this incident was an act of mass murder carried out for the purpose of revenge against perceived wrongs. The North Hollywood bank robbery of 1997 is another example of tactical violence-vs-terrorism.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader. (NIMS)

**Team:** (See [Single Resource](#).)

**Technical Assistance:** Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments). (NIMS)

**Technical Specialists:** Personnel with special skills that can be used anywhere within the ICS organization.

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**Temporary Flight Restrictions (TFR):** Temporary airspace restrictions for non-emergency aircraft in the incident area. TFRs are established by the FAA to ensure aircraft safety, and are normally limited to a five-nautical-mile radius and 2000 feet in altitude.

**Terrorism:** As defined by the FBI, “the unlawful use of force against persons or property to intimidate or coerce a government, the civilian population or any segment thereof, in the furtherance of political or social objectives”. This definition includes three elements: (1) Terrorist activities are illegal and involve the use of force. (2) The actions are intended to intimidate or coerce. (3) The actions are committed in support of political or social objectives. (FEMA-SS)

**Terrorism Early Warning (TEW) Group:** The TEW follows a networked approach, integrating law enforcement, fire, public health, and emergency management agencies to address the intelligence needs for terrorism and critical infrastructure protection. The TEW integrates local-federal echelons and operates pre-, trans-, and post-incident. It relies on open source intelligence for scanning monitoring trends and potentials that influence training and doctrinal needs. During an actual incident, the TEW provides consequence projection to identify potential courses of action for the unified command structure.

**Terrorism Incident Annex:** The annex to the Federal Response Plan (FRP) that describes the federal concept of operations to implement Presidential Decision Directive 39 (PDD-39) during a WMD/terrorism incident within the United States. There are two versions--classified and unclassified.

**Terrorism Response System - (TRS):** A system designed to identify, notify, and activate the emergency support functions of the local, state, and federal agencies.

**Threat:** An indication of possible violence, harm, or danger. (NIMS)

**Threat Analysis:** In antiterrorism, threat analysis is a continual process of compiling and examining all available information concerning potential terrorist activities by terrorist groups that could target a facility. A threat analysis will review the factors of a group’s existence, capability, intentions, history, and targeting, as well as the security environment within which friendly forces operate. Threat analysis is an essential step in identifying probability of terrorist attack and results in a threat assessment. (Joint Pub 1-02)

**Threat Analysis Group (TAG):** A group made up of technical specialists representing law enforcement, fire, public health and any other agency that may have relevant expertise in evaluating intelligence and performing threat analysis.

**Time Unit:** Functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities. (NIMS)

**Toxicity:** A measure of the harmful effects produced by a given amount of a toxin on a living organism.

**Toxins:** A class of biological poison resulting from the byproduct of living organisms. A toxin may be obtained naturally, that is, from secretions of various organisms or synthesized. (FM3-4)

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**Tribal:** Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians. (NIMS)

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications. (NIMS)

### -U-

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See [Area Command](#).) (NIMS)

**Unified Command (UC):** An organizational adaptation of the Incident Command System (ICS) in which command of the incident is a collaborative effort involving all departments and agencies responsible for key aspects of the response efforts. The unified command team, under the leadership of the Incident Commander, develops an agreed upon set of incident response objectives and strategies without abdicating individual department or agency responsibility, authority, or accountability.

**Unit:** The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity. (NIMS)

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective. (NIMS)

**Urban Search and Rescue:** A team specially trained and equipped for large or complex urban search and rescue operations. The multi-disciplinary organization provides five functional elements, which include command, search, rescue, medical, and technical.

### -V-

**Virus:** The simplest type of microorganism, lacking a system for their own metabolism. They depend on living cells to multiply and cannot live long outside of a host. Types of viruses are smallpox, Ebola, Marburg and Lassa fever. (FEMA-SS)

**Volunteer:** For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101. (NIMS)

**Vulnerability Assessment:** The Vulnerability Assessment provides a measure to indicate the relative likelihood that a particular facility or incident within the jurisdiction may become the target of a terrorist attack. The factors considered include measures of attractiveness and impact.

### -W-

**Warm Zone:** A hazardous material response term referring to a buffer area between the hot and cold zones. Personnel in this area are removed from immediate threat but are not considered completely safe from harm. In HazMat incidents, this zone is also the contamination reduction

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zone where initial personal and equipment decontamination activities occur. This zone requires the use of proper PPE once contaminated people or equipment enter it. Also called the decontamination or limited access zone.

**Weapons-Grade Material:** Nuclear material considered most suitable for a nuclear weapon. It usually connotes uranium enriched to above 90 percent uranium-235 or plutonium with greater than about 90 percent plutonium-239.

**Weapons of Mass Destruction (WMD):** Title 18 U.S.C. Part 1, Ch. 113B, Section [2332a](#). defines a weapon of mass destruction as:

1) Any destructive device as described in section [921](#).

*The term "destructive device" means-*

◆ any explosive, incendiary, poison gas...

- bomb,
- grenade,
- rocket having a propellant charge of more than 4 oz.,
- missile having an explosive or incendiary charge of more than 0.25 oz.,
- mine or
- device similar to any of the devices described above

2) Any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, or their precursors.

3) Any weapon involving a disease organism.

4) Any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

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# Emergency Management

### RELEVANT NUMBERS

<b>City Administration</b>		
Tim Burton, City Manager	(406) 447-8403 office (406) 431-2596	
Clinda Feucht, Exec. Asst.	(406) 447-8401	
Jim Smith, Mayor	(406) 447-8410	
Debbie Havens, Clerk of Commission	(406) 447-8410	
<b>County Administration</b>		
Ron Alles, Chief Administrative Officer	(406) 447-8311	
Commissioner's Office	(406) 447-8304 (406) 447-8370 fax	
<b>Disaster Emergency and Emergency Services Lewis and Clark County</b>		
Paul Spengler Lewis & Clark County DES Coordinator	(406) 447-8285 office (406) 431-0469 cell (406) 442-1761 home	
<b>Emergency Operations Center (EOC) Telephone Directory Lewis and Clark County</b>		
<i>The following telephone numbers for agencies are valid only when the Emergency Operations Center (EOC) as been activated.</i>		
City of Helena Fire Department EOC Representative	(406) 447-8252	
Rural Fire Council EOC Representative	(406) 442-7395	
City of Helena Police Department EOC Representative	(406) 447-8298 (406) 447-8473	
Lewis and Clark County Sheriff's Office EOC Representative	(406) 443-2018 (406) 442-3855	
Lewis and Clark County Health Department St. Peter's Ambulance Service	(406) 442-3965	
American Red Cross	(406) 447-8212	
EOC Public Information Officer Lewis and Clark County DES	(406) 443-2000	
Elected Officials City of Helena and Lewis and Clark County	(406) 447-8251	
<b>Montana Disaster and Emergency Services Division Department of Military Affairs</b>		
Sheri Lanz, Homeland Security Coordinator Disaster and Emergency Services Division Department of Military Affairs	(406) 841-3911 office (406) 841-3969 direct line	
Disaster Emergency Services Division <b>Duty Officer</b>		<b>(406) 841- 3911 Emergency Number</b>
<b>DHS Region 8 Representative</b> Fran Santagata Program Manager/Domestic Preparedness Officer Office for Domestic Preparedness U.S. Department of Homeland Security	202-230-9376	
<b>Federal Emergency Management Agency (FEMA)</b>		<b>(800) 634- 7084</b>

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Emergency Operations Center (EOC)		(540) 665- 6100 (703) 771- 6100 Emergency Number
Federal Emergency Management Agency (FEMA) National Interagency Emergency Operations Center (NIEOC)		(202) 646- 2470 Emergency Number
National Emergency Coordination Center		(202) 898- 6100 Emergency Number

- ❖ [Federal Terrorism Incident Annex](#) (*link*)
- ❖ [Terrorist Attack Indicators](#) (*link*)
- ❖ [Local Agencies Responsibility Matrix](#) (*link*)
- ❖ [Local Response Levels Guide](#) (*link*)
- ❖ [Montana HazMat Response Plan \(DRAFT 18.4\)](#) (*link*)
- ❖ [National Response Plan 2004](#) (*link*)

## Engineering Services

### RELEVANT NUMBERS

Tetra Tech EM Inc.	(406) 442-5588	
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## Environmental Response

### RELEVANT NUMBERS

<b>Department of Environmental Quality</b>		
John Arrigo Administrator Enforcement Division	(406) 444-5327 office (406) 449-0899 home	
<b>U.S. Environmental Protection Agency (EPA) Helena Field Office</b>		
Debbie Clevenger, Administrative Officer U.S. Environmental Protection Agency (EPA)	(406) 441-1123 office (406) 457-5004	
Tillman McAdams, ERB OSC U.S. Environmental Protection Agency (EPA)	(406) 457-5015 office (406) 570-9163 cell	
<b>U.S. Environmental Protection Agency (EPA) National Enforcement Investigation Center</b>	(303) 236-5100	
<b>U.S. Environmental Protection Agency (EPA) Chemical Emergency Preparedness Program</b>	(800) 535-0202	
<b>U.S. Environmental Protection Agency (EPA) Region 8</b>		
Jim Knoy On Scene Coordinator Emergency Response Branch	(303) 312-6838 office (303) 312-6071 fax (800) 759-8888 Pager	



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	PIN#: 1083245	
<b>National Institute of Environmental Health Sciences</b>	(800) 643-4794 voice (919) 361-0570 fax	
<b>Tetra Tech EM Inc.</b>	(406) 442-5588	

## Explosives

### RELEVANT NUMBERS

<b>Bureau of Explosives Association of American Railroads</b>	(202) 835-9500 voice	
<b>Institute of Makers of Explosives</b>	(202) 429-9280 voice	
<b>International Society of Explosives Engineers</b>	(216) 349-4004 voice	

❖ [IED Standoff Distances](#) (*link*)

## Federal Agencies: Counterterrorism-Specific Roles

### [DEPARTMENT OF HOMELAND SECURITY](#) (DHS)

#### **Federal Emergency Management Agency**

FEMA is the lead agency for consequence management and acts in support of the FBI in Washington, DC, and on the scene of the crisis until the U.S. Attorney General transfers the Lead Federal Agency (LFA) role to FEMA. Though State and local officials bear primary responsibility for consequence management, FEMA coordinates the Federal aspects of consequence management in the event of a terrorist act. Under Presidential Decision Directive 39, FEMA supports the overall LFA by operating as the lead agency for consequence management until the overall LFA role is transferred to FEMA and in this capacity determines when consequences are “imminent” for purposes of the Stafford Act. (Source: Federal Response Plan Terrorism Incident Annex, April 1999) Consequence management includes protecting the public health and safety and providing emergency relief to State governments, businesses, and individuals. Additional information on Federal response is given in the United States Government Interagency Domestic Terrorism Concept of Operations Plan ([Federal CONPLAN](#)).

Web site: <http://www.fema.gov/>

#### **Office of the Director/Senior Advisor to the Director for Terrorism Preparedness.**

The Senior Advisor (1) keeps the FEMA Director informed of terrorism-related activities, (2) develops and implements strategies for FEMA involvement in terrorism-related activities, and (3) coordinates overall relationships with other Federal departments and agencies involved in the consequence management of terrorism-related activities.

#### **Preparedness, Training, and Exercises Directorate (PT).**

This office provides planning guidance for State and local government. It also trains emergency managers, firefighters, and elected officials in consequence management through the Emergency Management Institute (EMI), National Fire Academy (NFA), and

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the National Emergency Training Center (NETC) in Emmitsburg, Maryland. EMI offers courses for first responders dealing with the consequences of a terrorist incident. PT conducts exercises in WMD terrorism consequence management through the Comprehensive Exercise Program. These exercises provide the opportunity to investigate the effectiveness of the Federal Response Plan (FRP) to deal with consequence management and test the ability of different levels of response to interact. PT also manages FEMA's Terrorism Consequence Management Preparedness Assistance used by State and local governments for terrorism preparedness planning, training, and exercising.

### **Mitigation Directorate.**

This office has been assigned the responsibility of providing the verified and validated airborne and waterborne hazardous material models. The office also is responsible for developing new, technologically advanced, remote sensing capabilities needed to assess the release and dispersion of hazardous materials, both in air and water, for guiding consequence management response activities.

### **Response and Recovery Directorate.**

This office manages Federal consequence management operations in response to terrorist events. In addition, it manages the Rapid Response Information System, which inventories physical assets and equipment available to State and local officials, and provides a database of chemical and biological agents and safety precautions.

### **U.S. Fire Administration (USFA).**

This administration provides training to firefighters and other first responders through the NFA in conjunction with the Preparedness, Training, and Exercises Directorate. The NFA offers courses pertaining to preparedness and response to terrorist events.

## **DEPARTMENT OF JUSTICE (DOJ)**

Web site: [www.usdoj.gov](http://www.usdoj.gov)

### **Federal Bureau of Investigation.**

The FBI is the lead agency for crisis management and investigation of all terrorism-related matters, including incidents involving a WMD. Within FBI's role as LFA, the FBI Federal On-Scene Commander (OSC) coordinates the overall Federal response until the Attorney General transfers the LFA role to FEMA.

Web site: [www.fbi.gov](http://www.fbi.gov)

#### **1. FBI Domestic Terrorism/Counterterrorism Planning Section (DTCTPS).**

Within the FBI Counter Terrorism Division is a specialized section containing the Domestic Terrorism Operations Unit, the Weapons of Mass Destruction Operations Unit, the Weapons of Mass Destruction Countermeasures Unit, and the Special Event Management Unit. Each of these units has specific responsibilities in investigations of crimes or allegations of crimes committed by individuals or groups in violation of the Federal terrorism and/or Weapons of Mass Destruction statutes. The DTCTPS serves as the point of contact (POC) to the FBI field offices and command structure as well as other Federal agencies in incidences of terrorism, the use or suspected use of WMD

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and/or the evaluation of threat credibility. If the FBI's Strategic Information and Operations Center (SIOC) is operational for exercises or actual incidents, the DTCTPS will provide staff personnel to facilitate the operation of SIOC.

During an incident, the FBI DTCTPS will coordinate the determination of the composition of the Domestic Emergency Support Teams (DEST) and/or the Foreign Emergency Support Teams (FEST). All incidents wherein a WMD is used will be coordinated by the DTCTPS WMD Operations Unit.

### **2. FBI Laboratory Division.**

Within the FBI's Laboratory Division reside numerous assets, which can deploy to provide assistance in a terrorism/WMD incident. The Hazardous Materials Response Unit (HMRU) personnel are highly trained and knowledgeable and are equipped to direct and assist in the collection of hazardous and/or toxic evidence in a contaminated environment. Similarly, the Evidence Response Team Unit (ERTU) is available to augment the local assets and have been trained in the collection of contaminated evidence. The Crisis Response Unit (CRU) is able to deploy to provide communications support to an incident. The Bomb Data Center (BDC) provides the baseline training to public safety bomb disposal technicians in the United States. BDC is the certification and accreditation authority for public safety agencies operating bomb squads and is in possession of equipment and staff that can be deployed to assist in the resolution of a crisis involving suspected or identified explosive devices. The Explosives Unit (EU) has experts who can assist in analyzing the construction of suspected or identified devices and recommend procedures to neutralize those items.

### **3. FBI Critical Incident Response Group (CIRG).**

CIRG has developed assets that are designed to facilitate the resolution of crisis incidents of any type. Notably, the Crisis Management Unit (CMU), which conducts training and exercises for the FBI and has developed the concept of the Joint Operations Center (JOC), is available to provide on-scene assistance to the incident and integrate the concept of the JOC and the Incident Command System (ICS) to create efficient management of the situation. CIRG coordinates a highly trained group of skilled negotiators who are adroit in techniques to de-escalate volatile situations. The Hostage Rescue Team (HRT) is a tactical asset, trained to function in contaminated or toxic hazard environments, that is available to assist in the management of the incident.

### **National Domestic Preparedness Office (NDPO).**

NDPO is to coordinate and facilitate all Federal WMD efforts to assist State and local emergency responders with planning, training, equipment, exercise, and health and medical issues necessary to respond to a WMD event. The NDPO's program areas encompass the six broad areas of domestic preparedness requiring coordination and assistance: Planning, Training, Exercises, Equipment, Information Sharing, and Public Health and Medical Services.

### **Office for State and Local Domestic Preparedness Support (OSLDPS).**

This office, within the Office of Justice Programs (OJP), has a State and Local Domestic Preparedness Technical Assistance Program that provides technical assistance in three areas: (1) general technical assistance; (2) State strategy technical assistance, and (3) equipment technical assistance. The purpose of this program is to provide direct assistance to State and local

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jurisdictions in enhancing their capacity and preparedness to respond to WMD terrorist incidents. The program goals are to:

- Enhance the ability of State and local jurisdictions to develop, plan, and implement a program for WMD preparedness; and
- Enhance the ability of State and local jurisdictions to sustain and maintain specialized equipment.

Technical assistance available from OSLDPS is provided without charge to requesting State or local jurisdiction. The following organizations are eligible for the State and Local Domestic Preparedness Technical Assistance Program:

- General technical assistance: units and agencies of State and local governments.
- State strategy technical assistance: State administrative agencies, designated by the governor, under the Fiscal Year 1999 State Domestic Preparedness Equipment Program.
- Equipment technical assistance: units and agencies of State and local governments that have received OSLDPS funding to acquire specialized equipment.

Web site: [www.ojp.usdoj.gov/osldps](http://www.ojp.usdoj.gov/osldps)

### **1. General Technical Assistance.**

OSLDPS provides general overall assistance to State and local jurisdictions for preparedness to respond to WMD terrorist incidents. This technical assistance includes:

- Assistance in developing and enhancing WMD response plans.
- Assistance with exercise scenario development and evaluation.
- Provision of WMD experts to facilitate jurisdictional working groups.
- Provision of specialized training.

### **2. State Strategy Technical Assistance.**

OSLDPS provides assistance to States in meeting the needs assessment and comprehensive planning requirements under OSLDPS' Fiscal Year 1999 State Domestic Preparedness Equipment Support Program. Specifically, OSLDPS:

- Assists States in developing their three-year statewide domestic preparedness strategy.
- Assists States in utilizing the assessment tools for completion of the required needs and threat assessments.

### **3. Equipment Technical Assistance.**

OSLDPS provides training by mobile training teams on the use and maintenance of specialized WMD response equipment under OSLDPS' Domestic Preparedness Equipment Support Program. This assistance will be delivered on site in eligible jurisdictions. Specifically, OSLDPS:

- Provides training on using, sustaining, and maintaining specialized equipment.

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- Provides training to technicians on maintenance and calibration of test equipment.
- Provides maintenance and/or calibration of equipment.
- Assists in refurbishing used or damaged equipment.

### **DEPARTMENT OF DEFENSE (DOD)**

Web site: [www.defenselink.mil](http://www.defenselink.mil)

In the event of a terrorist attack or act of nature on American soil resulting in the release of chemical, biological, radiological, nuclear material or high-yield explosive (CBRNE) devices, the local law enforcement, fire, and emergency medical personnel who are first to respond may become quickly overwhelmed by the magnitude of the attack. The Department of Defense (DoD) has many unique war fighting support capabilities, both technical and operational, that could be used in support of State and local authorities, if requested by FEMA, as the Lead Federal Agency, to support and manage the consequences of such a domestic event.

Due to the increasing volatility of the threat and the time sensitivity associated with providing effective support to FEMA in domestic CBRNE incident, the Secretary of Defense appointed an Assistant to the Secretary of Defense for Civil Support (ATSD[CS]). The ATSD(CS) serves as the principal staff assistant and civilian advisor to the Secretary of Defense and Deputy Secretary of Defense for the oversight of policy, requirements, priorities, resources, and programs related to the DoD role in managing the consequences of a domestic incident involving the naturally occurring, accidental, or deliberate release of chemical, biological, radiological, nuclear material or high-yield explosives.

When requested, the DoD will provide its unique and extensive resources in accordance with the following principles.

- First, DoD will ensure an unequivocal chain of responsibility, authority, and accountability for its actions to ensure the American people that the military will follow the basic constructs of lawful action when an emergency occurs.
- Second, in the event of a catastrophic CBRNE event, DoD will always play a supporting role to the LFA in accordance with all applicable law and plans.
- Third, DoD support will emphasize its natural role, skills, and structures to mass mobilize and provide logistical support.
- Fourth, DoD will purchase equipment and provide support in areas that are largely related to its war fighting mission.
- Fifth, reserve component forces are DoD's forward-deployed forces for domestic consequence management.

All official requests for DoD support to CBRNE consequence management (CM) incidents are made by the LFA to the Executive Secretary of the Department of Defense. While the LFA may submit the requests for DoD assistance through other DoD channels, immediately upon receipt, any request that comes to any DoD element shall be forwarded to the Executive Secretary. In each instance the Executive Secretary will take the necessary action so that the Deputy Secretary can determine whether the incident warrants special operational management. In such instances, upon issuance of Secretary of Defense guidance to the Chairman of the Joint Chiefs of Staff

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(CJCS), the Joint Staff will translate the Secretary's decisions into military orders for these CBRNE-CM events, under the policy oversight of the ATSD(CS). If the Deputy Secretary of Defense determines that DoD support for a particular CBRNE-CM incident does not require special consequence management procedures, the Secretary of the Army will exercise authority as the DoD Executive Agent through normal Director of Military Support, Military Support to Civil Authorities (MSCA) procedures, with policy oversight by the ATSD(CS).

As noted above, DoD assets are tailored primarily for the larger war fighting mission overseas. But in recognition of the unique challenges of responding to a domestic CBRNE incident, the Department established a standing Joint Task Force for Civil Support (JTF-CS) headquarters at the United States Joint Forces Command, to plan for and integrate DoD's consequence management support to the LFA for events in the continental United States. The United States Pacific Command and United States Southern Command have parallel responsibilities for providing military assistance to civil authorities for States, territories, and possessions outside the continental United States. Specific units with skills applicable to a domestic consequence management role can be found in the Rapid Response Information System (RRIS) database maintained by FEMA. Capabilities include detection, decontamination, medical, and logistics.

Additionally, DoD has established 10 Weapons of Mass Destruction Civil Support Teams (WMD-CST), each composed of 22 well-trained and equipped full-time National Guard personnel. Upon Secretary of Defense certification, one WMD-CST will be stationed in each of the 10 FEMA regions around the country, ready to provide support when directed by their respective governors. Their mission is to deploy rapidly, assist local responders in determining the precise nature of an attack, provide expert technical advice, and help pave the way for the identification and arrival of follow-on military assets. By Congressional direction, DoD is in the process of establishing and training an additional 17 WMD-CSTs to support the U.S. population. Interstate agreements provide a process for the WMD-CST and other National Guard assets to be used by neighboring states. If national security requirements dictate, these units may be transferred to Federal service.

### **DEPARTMENT OF ENERGY (DOE)**

Through its Office of Emergency Response, the DOE manages radiological emergency response assets that support both crisis and consequence management response in the event of an incident involving a WMD. The DOE is prepared to respond immediately to any type of radiological accident or incident with its radiological emergency response assets.\* Through its Office of Nonproliferation and National Security, the DOE coordinates activities in nonproliferation, international nuclear safety, and communicated threat assessment. DOE maintains the following capabilities that support domestic terrorism preparedness and response.

Web site: [www.dp.doe.gov/emergencyresponse](http://www.dp.doe.gov/emergencyresponse)

#### **1. Aerial Measuring System (AMS).**

Radiological assistance operations may require the use of aerial monitoring to quickly determine the extent and degree of the dispersal of airborne or deposited radioactivity or the location of lost or diverted radioactive materials. The AMS is an aircraft-operated

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\* For facilities or materials regulated by the Nuclear Regulatory Commission (NRC), or by an NRC Agreement State, the technical response is led by NRC as the LFA (in accordance with the Federal Radiological Emergency Response Plan) and supported by DOE as needed.

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radiation detection system that uses fixed-wing aircraft and helicopters equipped with state-of-the-art technology instrumentation to track, monitor, and sample airborne radioactive plumes and/or detect and measure radioactive material deposited on the ground. The AMS capabilities reside at both Nellis Air Force Base near Las Vegas, Nevada, and Andrews Air Force Base near Washington, D.C. The fixed-wing aircraft provide a rapid assessment of the contaminated area, whereas the helicopters provide a slower, more detailed and accurate analysis of the contamination.

### **Atmospheric Release Advisory Capability (ARAC).**

Radiological assistance operations may require the use of computer models to assist in estimating early phase radiological consequences of radioactive material accidentally released into the atmosphere. The ARAC is a computer-based atmospheric dispersion and deposition modeling capability operated by Lawrence Livermore National Laboratory (LLNL). The ARAC's role in an emergency begins when a nuclear, chemical, or other hazardous material is, or has the potential of being, released into the atmosphere. The ARAC's capability consists of meteorologists and other technical staff using three-dimensional computer models and real-time weather data to project the dispersion and deposition of radioactive material in the environment. The ARAC's computer output consists of graphical contour plots showing predicted estimates for instantaneous air and ground contamination levels, air immersion and ground-level exposure rates, and integrated effective dose equivalents for individuals or critical populations. The plots can be overlaid on local maps to assist emergency response officials in deciding what protective actions are needed to effectively protect people and the environment. Protective actions could impact distribution of food and water sources and include sheltering and evacuating critical population groups. The ARAC's response time is typically 30 minutes to 2 hours after notification of an incident.

### **Accident Response Group (ARG).**

ARG is DOE's primary emergency response capability for responding to emergencies involving United States nuclear weapons. The ARG, which is managed by the DOE Albuquerque Operations Office, is composed of a cadre of approximately 300 technical and scientific experts, including senior scientific advisors, weapons engineers and technicians, experts in nuclear safety and high-explosive safety, health physicists, radiation control technicians, industrial hygienists, physical scientists, packaging and transportation specialists, and other specialists from the DOE weapons complex. ARG members will deploy with highly specialized, state-of-the-art equipment for weapons recovery and monitoring operations. The ARG deploys on military or commercial aircraft using a time-phased approach. The ARG advance elements are ready to deploy within four hours of notification. ARG advance elements focus on initial assessment and provide preliminary advice to decision makers. When the follow-on elements arrive at the emergency scene, detailed health and safety evaluations and operations are performed and weapon recovery operations are initiated.

### **Federal Radiological Monitoring and Assessment Center (FRMAC).**

For major radiological emergencies impacting the United States, the DOE establishes a FRMAC. The center is the control point for all Federal assets involved in the monitoring and assessment of offsite radiological conditions. The FRMAC provides support to the



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affected states, coordinates Federal offsite radiological environmental monitoring and assessment activities, maintains a technical liaison with Tribal nations and State and local governments, responds to the assessment needs of the LFA, and meets the statutory responsibilities of the participating Federal agency.

### **Nuclear Emergency Search Team (NEST).**

NEST is DOE's program for dealing with the technical aspects of nuclear or radiological terrorism. A NEST consists of engineers, scientists, and other technical specialists from the DOE national laboratories and other contractors. NEST resources are configured to be quickly transported by military or commercial aircraft to worldwide locations and prepared to respond 24 hours a day using a phased and flexible approach to deploying personnel and equipment. The NEST is deployable within four hours of notification with specially trained teams and equipment to assist the FBI in handling nuclear or radiological threats. Response teams vary in size from a five person technical advisory team to a tailored deployment of dozens of searchers and scientists who can locate and then conduct or support technical operations on a suspected nuclear device. The NEST capabilities include intelligence, communications, search, assessment, access, diagnostics, render-safe operations, operations containment/damage mitigation, logistics, and health physics.

### **Radiological Assistance Program (RAP).**

Under the RAP, the DOE provides, upon request, radiological assistance to DOE program elements, other Federal agencies, State, Tribal, and local governments, private groups, and individuals. RAP provides resources (trained personnel and equipment) to evaluate, assess, advise, and assist in the mitigation of actual or perceived radiation hazards and risks to workers, the public, and the environment. RAP is implemented on a regional basis, with regional coordination between the emergency response elements of the States, Tribes, other Federal agencies, and DOE. Each RAP Region maintains a minimum of three RAP teams, which are comprised of DOE and DOE contractor personnel, to provide radiological assistance within their region of responsibility. RAP teams consist of volunteer members who perform radiological assistance duties as part of their formal employment or as part of the terms of the contract between their employer and DOE. A fully configured team consists of seven members, to include one Team Leader, one Team Captain, four health physics survey/support personnel, and one Public Information Officer. A RAP team may deploy with two or more members depending on the potential hazards, risks, or the emergency or incident scenario. Multiple RAP teams may also be deployed to an accident if warranted by the situation.

### **Radiation Emergency Assistance Center/Training Site (REAC/TS).**

The REAC/TS is managed by DOE's Oak Ridge Institute for Science and Education in Oak Ridge, Tennessee. The REAC/TS maintains a 24-hour response center staffed with personnel and equipment to support medical aspects of radiological emergencies. The staff consists of physicians, nurses, paramedics, and health physicists who provide medical consultation and advice and/or direct medical support at the accident scene. The REAC/TS capabilities include assessment and treatment of internal and external contamination, whole-body counting, radiation dose estimation, and medical and radiological triage.



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### **Communicated Threat Credibility Assessment.**

DOE is the program manager for the Nuclear Assessment Program (NAP) at LLNL. The NAP is a DOE-funded asset specifically designed to provide technical, operational, and behavioral assessments of the credibility of communicated threats directed against the U.S. Government and its interests. The assessment process includes one-hour initial and four-hour final products which, when integrated by the FBI as part of its threat assessment process, can lead to a “go/no go” decision for response to a nuclear threat.

### **DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS)**

The Department of Health and Human Services (HHS), as the lead Federal agency for Emergency Support Function (ESF) #8 (health and medical services), provides coordinated Federal assistance to supplement State and local resources in response to public health and medical care needs following a major disaster or emergency. Additionally, HHS provides support during developing or potential medical situations and has the responsibility for Federal support of food, drug, and sanitation issues. Resources are furnished when State and local resources are overwhelmed and public health and/or medical assistance is requested from the Federal government.

HHS, in its primary agency role for ESF #8, coordinates the provision of Federal health and medical assistance to fulfill the requirements identified by the affected State/local authorities having jurisdiction. Included in ESF #8 is overall public health response; triage, treatment, and transportation of victims of the disaster; and evacuation of patients out of the disaster area, as needed, into a network of Military Services, Veterans Affairs, and pre-enrolled non-Federal hospitals located in the major metropolitan areas of the United States. ESF #8 utilizes resources primarily available from (1) within HHS, (2) ESF #8 support agencies, (3) the National Disaster Medical System, and (4) specific non-Federal sources (major pharmaceutical suppliers, hospital supply vendors, international disaster response organizations, and international health organizations).

Web site: [www.hhs.gov](http://www.hhs.gov)

### **Office of Emergency Preparedness (OEP).**

OEP manages and coordinates Federal health, medical, and health-related social service response and recovery to Federally declared disasters under the Federal Response Plan. The major functions of OEP include:

- Coordination and delivery of Department-wide emergency preparedness activities, including continuity of government, continuity of operations, and emergency assistance during disasters and other emergencies;
- Coordination of the health and medical response of the Federal government, in support of State and local governments, in the aftermath of terrorist acts involving WMD; and
- Direction and maintenance of the medical response component of the National Disaster Medical System, including development and operational readiness capability of Disaster Medical Assistance Teams and other special teams that can be deployed as the primary medical response teams in case of disasters.

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### **Centers for Disease Control and Prevention (CDC).**

CDC is the Federal agency responsible for protecting the public health of the country through prevention and control of diseases and for response to public health emergencies. CDC works with national and international agencies to eradicate or control communicable diseases and other preventable conditions. The CDC Bioterrorism Preparedness and Response Program oversees the agency's effort to prepare State and local governments to respond to acts of bioterrorism. In addition, CDC has designated emergency response personnel throughout the agency who are responsible for responding to biological, chemical, and radiological terrorism. CDC has epidemiologists trained to investigate and control outbreaks or illnesses, as well as laboratories capable of quantifying an individual's exposure to biological or chemical agents. CDC maintains the National Pharmaceutical Stockpile to respond to terrorist incidents within the United States.

Web site: [www.cdc.gov](http://www.cdc.gov)

### **National Disaster Medical System (NDMS).**

NDMS is a cooperative asset-sharing partnership between HHS, DoD, the Department of Veterans Affairs (VA), FEMA, State and local governments, and the private sector. The System has three components: direct medical care, patient evacuation, and the non-Federal hospital bed system. NDMS was created as a nationwide medical response system to supplement State and local medical resources during disasters and emergencies, provide backup medical support to the military and VA health care systems during an overseas conventional conflict, and to promote development of community-based disaster medical service systems. This partnership includes DoD and VA Federal Coordinating Centers, which provide patient beds, as well as 1,990 civilian hospitals. NDMS is also comprised of over 7,000 private-sector medical and support personnel organized into many teams across the nation. These teams and other special medical teams are deployed to provide immediate medical attention to the sick and injured during disasters, when local emergency response systems become overloaded.

- **Disaster Medical Assistance Team (DMAT).** A DMAT is a group of professional and paraprofessional medical personnel (supported by a cadre of logistical and administrative staff) designed to provide emergency medical care during a disaster or other event. During a WMD incident, the DMAT provides clean area medical care in the form of medical triage and patient stabilization for transport to tertiary care.
- **National Medical Response Team–Weapons of Mass Destruction (NMRT-WMD).** The NMRT-WMD is a specialized response force designed to provide medical care following a nuclear, biological, and/or chemical incident. This unit is capable of providing mass casualty decontamination, medical triage, and primary and secondary medical care to stabilize victims for transportation to tertiary care facilities in a hazardous material environment. There are four such teams geographically dispersed throughout the United States.
- **Disaster Mortuary Operational Response Team (DMORT).** The DMORT is a mobile team of mortuary care specialists who have the capability to respond to incidents involving fatalities from transportation accidents, natural disasters, and/or terrorist events. The team provides technical assistance and supports mortuary operations as needed for mass fatality incidents.

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### **ENVIRONMENTAL PROTECTION AGENCY (EPA)**

EPA is chartered to respond to WMD releases under the National Oil and Hazardous Substances Pollution Contingency Plan (NCP) regardless of the cause of the release. EPA is authorized by the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); the Oil Pollution Act; and the Emergency Planning and Community-Right-to Know Act to support Federal, State, and local responders in counterterrorism. EPA will provide support to the FBI during crisis management in response to a terrorist incident. In its crisis management role, the EPA On-Scene Commander (OSC) may provide the FBI Special Agent in Charge (SAC) with technical advice and recommendations, scientific and technical assessments, and assistance (as needed) to State and local responders. The EPA OSC will support FEMA during consequence management for the incident. EPA carries out its response according to the FRP, ESF #10, Hazardous Materials. The OSC may request an Environmental Response Team that is funded by EPA if the terrorist incident exceeds available local and regional resources. EPA is the chair for the National Response Team (NRT).

The following EPA reference material and planning guidance is recommended for State, Tribal, and local planners:

- [Thinking About Deliberate Releases: Steps Your Community Can Take](#), 1995 (EPA 550-F-95-001).
- [Environmental Protection Agency's Role in Counterterrorism Activities](#), 1998 (EPA 550-F-98-014).

Web site: [www.epa.gov](http://www.epa.gov)

### **DEPARTMENT OF AGRICULTURE**

It is the policy of the U.S. Department of Agriculture (USDA) to be prepared to respond swiftly in the event of national security, natural disaster, technological, and other emergencies at the national, regional, State, and county levels to provide support and comfort to the people of the United States. USDA has a major role in ensuring the safety of food for all Americans. One concern is bio-terrorism and its effect on agriculture in rural America, namely crops in the field, animals on the hoof, and food safety issues related to food in the food chain between the slaughter house and/or processing facilities and the consumer.

Web site: [www.usda.gov](http://www.usda.gov)

#### **1. The Office of Crisis Planning and Management (OCPM).**

This USDA office coordinates the emergency planning, preparedness, and crisis management functions and the suitability for employment investigations of the Department. It also maintains the USDA Continuity of Operations Plan (COOP).

#### **USDA State Emergency Boards (SEBs).**

The SEBs have responsibility for coordinating USDA emergency activities at the State level.

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### **The Farm Service Agency.**

This USDA agency develops and administers emergency plans and controls covering food processing, storage, and wholesale distribution; distribution and use of seed; and manufacture, distribution, and use of livestock and poultry feed.

### **The Food and Nutrition Service (FNS).**

This USDA agency provides food assistance in officially designated disaster areas upon request by the designated State agency. Generally, the food assistance response from FNS includes authorization of Emergency Food Stamp Program benefits and use of USDA-donated foods for emergency mass feeding and household distribution, as necessary. FNS also maintains a current inventory of USDA-donated food held in Federal, State, and commercial warehouses and provides leadership to the FRP under ESF #11, Food.

### **Food Safety and Inspection Service.**

This USDA agency inspects meat/meat products, poultry/poultry products, and egg products in slaughtering and processing plants; assists the Food and Drug Administration in the inspection of other food products; develops plans and procedures for radiological emergency response in accordance with the Federal Radiological Emergency Response Plan (FRERP); and provides support, as required, to the FRP at the national and regional levels.

### **Natural Resources Conservation Service.**

This USDA agency provides technical assistance to individuals, communities, and governments relating to proper use of land for agricultural production; provides assistance in determining the extent of damage to agricultural land and water; and provides support to the FRP under ESF #3, Public Works and Engineering.

### **Agricultural Research Service (ARS).**

This USDA agency develops and carries out all necessary research programs related to crop or livestock diseases; provides technical support for emergency programs and activities in the areas of planning, prevention, detection, treatment, and management of consequences; provides technical support for the development of guidance information on the effects of radiation, biological, and chemical agents on agriculture; develops and maintains a current inventory of ARS controlled laboratories that can be mobilized on short notice for emergency testing of food, feed, and water safety; and provides biological, chemical, and radiological safety support for USDA.

### **Economic Research Service.**

This USDA agency, in cooperation with other departmental agencies, analyzes the impacts of the emergency on the U.S. agricultural system, as well as on rural communities, as part of the process of developing strategies to respond to the effects of an emergency.

### **Rural Business-Cooperative Service.**

This USDA agency, in cooperation with other government agencies at all levels, promotes economic development in affected rural areas by developing strategies that respond to the conditions created by an emergency.

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### **Animal and Plant Health Inspection Service.**

This USDA agency protects livestock, poultry, crops, biological resources, and products thereof, from diseases, pests, and hazardous agents (biological, chemical, and radiological); assesses the damage to agriculture of any such introduction; and coordinates the utilization and disposal of livestock and poultry exposed to hazardous agents.

### **Cooperative State Research, Education and Extension Service (CSREES).**

This USDA agency coordinates use of land-grant and other cooperating State college, and university services and other relevant research institutions in carrying out all responsibilities for emergency programs. CSREES administers information and education services covering (a) farmers, other rural residents, and the food and agricultural industries on emergency needs and conditions; (b) vulnerability of crops and livestock to the effects of hazardous agents (biological, chemical, and radiological); and (c) technology for emergency agricultural production. This agency maintains a close working relationship with the news media. CSREES will provide guidance on the most efficient procedures to assure continuity and restoration of an agricultural technical information system under emergency conditions.

### **Rural Housing Service.**

This USDA agency will assist the Department of Housing and Urban Development by providing living quarters in unoccupied rural housing in an emergency situation.

### **Rural Utilities Service.**

This USDA agency will provide support to the FRP under ESF #12, Energy, at the national level.

### **Office of Inspector General (OIG).**

This USDA office is the Department's principal law enforcement component and liaison with the FBI. OIG, in concert with appropriate Federal, State, and local agencies, is prepared to investigate any terrorist attacks relating to the nation's agriculture sector, to identify subjects, interview witnesses, and secure evidence in preparation for Federal prosecution. As necessary, OIG will examine USDA programs regarding counterterrorism-related matters.

### **Forest Service (FS).**

This USDA agency will prevent and control fires in rural areas in cooperation with State, local, and Tribal governments, and appropriate Federal departments and agencies. They will determine and report requirements for equipment, personnel, fuels, chemicals, and other materials needed for carrying out assigned duties. The FS will furnish personnel and equipment for search and rescue work and other emergency measures in national forests and on other lands where a temporary lead role will reduce suffering or loss of life. The FS will provide leadership to the FRP under ESF #4, Firefighting, and support to the Emergency Support Functions, as required, at the national and regional levels. FS will allocate and assign radio frequencies for use by agencies and staff offices of USDA. FS will also operate emergency radio communications systems in support of local, regional, and national firefighting teams. Lastly, the FS law enforcement officers can serve as

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support to OIG in major investigations of acts of terrorism against agricultural lands and products.

### **NUCLEAR REGULATORY COMMISSION**

The Nuclear Regulatory Commission (NRC) is the Lead Federal Agency (in accordance with the Federal Radiological Emergency Response Plan) for facilities or materials regulated by the NRC or by an NRC Agreement State. The NRC's counterterrorism-specific role, at these facilities or material sites, is to exercise the Federal lead for radiological safety while supporting other Federal, State and local agencies in Crisis and Consequence Management.

Web site: [www.nrc.gov](http://www.nrc.gov)

#### **1. Radiological Safety Assessment.**

The NRC will provide the facility (or for materials, the user) technical advice to ensure onsite measures are taken to mitigate offsite consequences. The NRC will serve as the primary Federal source of information regarding on-site radiological conditions and off-site radiological effects. The NRC will support the technical needs of other agencies by providing descriptions of devices or facilities containing radiological materials and assessing the safety impact of terrorist actions and of proposed tactical operations of any responders. Safety assessments will be coordinated through NRC liaison at the Domestic Emergency Support Team (DEST), Strategic Information and Operations Center (SIOC), Command Post (CP), and Joint Operations Center (JOC).

#### **Protective Action Recommendations.**

The licensee and State have the primary responsibility for recommending and implementing, respectively, actions to protect the public. They will, if necessary, act, without prior consultation with Federal officials, to initiate protective actions for the public and responders. The NRC will contact State and local authorities and offer advice and assistance on the technical assessment of the radiological hazard and, if requested, provide advice on protective actions for the public. The NRC will coordinate any recommendations for protective actions through NRC liaison at the CP or JOC.

#### **Responder Radiation Protection.**

The NRC will assess the potential radiological hazards to any responders and coordinate with the facility radiation protection staff to ensure that personnel responding to the scene are observing the appropriate precautions.

#### **Information Coordination.**

The NRC will supply other responders and government officials with timely information concerning the radiological aspects of the event. The NRC will liaison with the Joint Information Center to coordinate information concerning the Federal response.

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### Fire Services

#### RELEVANT NUMBERS

<b>City of Helena Fire Department</b>	(406) 447-8472 voice (406) 447-8467 fax	<b>Emergency Number 911</b>
Steve Larson Chief of Department	(406) 447-8470 office (406) 431-7665 cell (406) 443-6405 home	
James Feucht Assistant Chief	(406) 447-8494 office (406) 431-7911 cell (406) 442-7865 home	
<b>Helena Interagency Dispatch Center</b>	(406) 449-5475 (Burning Permits)	
<b>Helena 9-1-1 Communications Center</b>	(406) 447-8461 (406) 443-3233	<b>Emergency Number 911</b>
<b>Lewis &amp; Clark County Fire Coordinator</b>	(406) 431-7858 cell	
Dave Mason (Baxendale FD)	(406) 431-2448	
Ken Mergenthaler (Eastgate FD)	(406) 431-2450	
Jerry Shepherd (West Valley FD)	(406) 431-3833 cell (406) 443-5071 home	
<b>Lewis &amp; Clark Co. 911 Communications Center</b>	(406) 447-8293, (406) 442-7883, (406) 447-8461	<b>Emergency Number 911</b>

### Hospitals

#### RELEVANT NUMBERS

<b>St. Peter's Hospital</b>	(406) 442-2480	
Jennie Nemec, RN, CEN Director Emergency Services	(406) 444-2202 office	

- ❖ [Expanding Local Healthcare Structure In A Mass Casualty Terrorism Incident](#)  
(link)

### Industrial Hygienists

#### RELEVANT NUMBERS

<b>American Conference of Governmental Industrial Hygienists (ACGIH)</b>	(513) 742-2020 voice	
<b>Tetra Tech EM Inc.</b>	(406) 442-5588	

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### Information Technology Service

#### RELEVANT NUMBERS

<b>Information Technology and Services Division State of Montana</b>		
Jenny Hansen, Manager	(406) 444-2420 office	
Public Safety Services Office	(406) 459-1911 cell	
Information Technology and Services Division	(406) 444-1255 fax	
<b>Information Technology and Services Division City of Helena and Lewis &amp; Clark County</b>		
Art Pembroke, Director	(406) 447-8340 office	
Steve Utick, Infrastructure Center Manager	(406) 447-8321 office	
Dave Hughes, Network Administrator/AS400	(406) 447-8318 office	
Eric Wandel, Customer Service Center Manager	(406) 447-8255 office	
Mike Glass, Systems Administrator	(406) 447-8348 office	
Jim Senkler, Systems Administrator	(406) 447-8345 office	
Rj "Zim" Zimmer, GIS Manager	(406) 447-8367 office	
John Hinshaw, GIS Programmer/Analyst	(406) 447-8389 office	
David Anson, WEB Developer	(406) 447-8436 office	
<b>Tetra Tech EM Inc.</b>	(406) 442-5588	

❖ [Tab D: Cyberterrorism](#) (*link*)

### Internet Resources

Note: Users of this Section should be aware that the Internet is a changing environment. New sites are added frequently. Sites also may be relocated or discontinued. These links were current at time of publication.

#### Quicklist of Useful Internet Sites.

<b>FEDERAL GOVERNMENT</b>	
Center for Disease Control & Prevention	<a href="http://www.bt.cdc.gov">http://www.bt.cdc.gov</a>
CDC, Health Alert Network	<a href="http://www.phppo.cdc.gov/han/">http://www.phppo.cdc.gov/han/</a>
FEMA partners list	<a href="http://www.fema.gov/about/partners">http://www.fema.gov/about/partners</a>
Department of Transportation	<a href="http://hazmat.dot.gov">http://hazmat.dot.gov</a>
DOJ State and Local Domestic Preparedness	<a href="http://www.ojp.usdoj.gov">http://www.ojp.usdoj.gov</a>
<b>STATE RESOURCES</b>	
Montana EDEN	<a href="http://www.montanahelp.org/">http://www.montanahelp.org/</a>
Montana DES	<a href="http://discoveringmontana.com/dma/des/default.asp">http://discoveringmontana.com/dma/des/default.asp</a>
<b>LOCAL RESOURCES</b>	
Lewis & Clark County DES	<a href="http://www.co.lewis-clark.mt.us/safety/des/index.html">http://www.co.lewis-clark.mt.us/safety/des/index.html</a>



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City of Helena Homeland Security	<a href="http://www.ci.helena.mt.us/safety/homeland/index.html">http://www.ci.helena.mt.us/safety/homeland/index.html</a>
<b>MISCELLANEOUS RESOURCES</b>	
Terrorism Resources	<a href="http://www.terrorismfiles.org">http://www.terrorismfiles.org</a>
	<a href="http://www.twotigersonline.com/resources.html">http://www.twotigersonline.com/resources.html</a>
	<a href="http://www.disasters.org/emgold/index.htm">http://www.disasters.org/emgold/index.htm</a>
For The Evaluation Of Implausible Threats	<a href="http://www.urbanlegends.com/ulz/index.html">http://www.urbanlegends.com/ulz/index.html</a>
	<a href="http://www.scambusters.org/legends.html">http://www.scambusters.org/legends.html</a>
	<a href="http://www.csicop.org/hoaxwatch">http://www.csicop.org/hoaxwatch</a>
	<a href="http://www.truthorfiction.com/search.htm">http://www.truthorfiction.com/search.htm</a>
<b>MISCELLANEOUS INTERNET NEWS SOURCES</b>	
The Drudge Report	<a href="http://drudgereport.com/">http://drudgereport.com/</a>
Fox News	<a href="http://www.foxnews.com/topstories/index.html">http://www.foxnews.com/topstories/index.html</a>
CNN	<a href="http://edition.cnn.com/WORLD/">http://edition.cnn.com/WORLD/</a>
CBS News	<a href="http://www.cbsnews.com/sections/attack/main224.shtml">http://www.cbsnews.com/sections/attack/main224.shtml</a>
Associated Press	<a href="http://ap.tbo.com/ap/breaking">http://ap.tbo.com/ap/breaking</a>
Reuter's	<a href="http://reuters.com/home.jhtml">http://reuters.com/home.jhtml</a>
MSNBC	<a href="http://www.msnbc.com/news/tersec_front.asp?0dm=-207N&amp;ta=y">http://www.msnbc.com/news/tersec_front.asp?0dm=-207N&amp;ta=y</a>

### Other Resources

- **Awareness of National Security Issues and Response Program (ANSIR)** The ANSIR is the “public voice” of the FBI for espionage, cyber and physical infrastructure protection. <http://www.fbi.gov/hq/ci/ansir/ansirhome.htm>
- **Backgrounder: Terrorism.** This FEMA Web site provides basic background information on terrorism-related issues. <http://www.fema.gov/library/terror.htm>
- **Centers for Disease Control and Prevention, Bioterrorism Preparedness and Response Program.** The website provides information on bioterrorism preparedness issues, response planning and recent publications related to bioterrorism. <http://www.bt.cdc.gov> The Centers for Disease Control and Prevention (CDC) also provide helpful (though not comprehensive) lists of chemical and biological agents that might be used by terrorists.
- **Chemical and Biological Defense Information Analysis Center.** This Web site is DoD’s focal point for chemical and biological warfare information. <http://www.cbiac.apgea.army.mil>
- **Counterproliferation: Chem-Bio Defense.** This is a DoD “web network” on nuclear, biological, and chemical (NBC) defense. <http://www.acq.osd.mil/cp/>

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- **Environmental Response Team (ERT)** The ERT is a group of skilled experts in environmental emergencies who provide on-scene assistance on a “round-the-clock” basis to deal with environmental disasters. <http://www.ert.org/>
- **EPA’s Chemical Emergency Preparedness and Prevention Office (CEPPO)** (<http://www.epa.gov/ceppo/> ) Information on the CEPPO office, upcoming events, publications, legislation and regulations, and links to outside resources. Also contains information on accident prevention and risk management planning. CEPPO provides leadership, advocacy, and assistance to prevent and prepare for chemical emergencies, respond to environmental crises, and inform the public about chemical hazards in their community.
- **EPA’s Role in Counterterrorism.** This Web site describes EPA’s counterterrorism efforts and shares relevant counterterrorism information and resources. (<http://yosemite.epa.gov/oswer/ceppoweb.nsf/content/ct-epro.htm>)
- **FEMA’s Emergency Response to Terrorism Self-Study Course.** This Web site provides a link to a self-study course designed to provide basic awareness training to prepare first responders to respond safely and effectively to incidents of terrorism. (<http://www.usfa.fema.gov> )
- **Hazardous Technical Information Services (HTIS).** HTIS is a service of the Defense Logistics Agency, located in Richmond, Virginia. <http://www.dscr.dla.mil/htis/htis.htm>
- **Metropolitan Medical Response System (MMRS).** Although the MMRS program is locally controlled, this website provides information which will assist any local, State or Federal planner or responder working with domestic preparedness issues. <http://www.mmrs.hhs.gov>
- **National Fire Academy.** The National Fire Academy homepage provides links to the course catalog and to specific courses and job aids relating to terrorism preparedness. <http://www.usfa.fema.gov/nfa/>
- **National Response Team (NRT).** The NRT Web site contains information about standing NRT committees, the Regional Response Teams (RRTs), upcoming events, and NRT publications. <http://www.nrt.org/>
- **ODP's Homeland Security Preparedness Technical Assistance (TA) Program** provides technical assistance to States and local jurisdictions to enhance their ability to develop, plan, and implement a program for WMD preparedness. <http://www.ojp.usdoj.gov/odp/ta.htm>
- **Office of Emergency Preparedness / National Disaster Medical System.** The website provides information on current and previous disaster responses, counter terrorism programs and links to other Federal sites. <http://www.oep-ndms.dhhs.gov>
- **Office of Civilian Radiation Waste Management.** <http://www.ocrwm.doe.gov/>
- **Rapid Response Information System (RRIS).** This FEMA Web site provides descriptions and links to eight major chemical and biological agent resources. <http://www.fema.gov/rris/reflib2.htm#chembio>
- **Soldier and Biological Chemical Command (SBCCOM)** (<http://www.apgea.army.mil> ) Information on chemical/biological defense equipment and chemical agents.

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- **Terrorism Annex to the Federal Response Plan.** The site includes the full text of the Annex in PDF format that can be downloaded and reproduced. <http://www.fema.gov/r-n-r/frp/frpterr.pdf>
- **U.S. Army Surgeon General NBC.** This Web site contains extensive medical documents, training materials, audiovisual clips, a search engine, and links to other sites. <http://www.nbc-med.org>
- **U.S. Army Center for Health Promotion and Preventive Medicine (CHPPM)** (<http://chppm-www.apgea.army.mil> ) Home Page providing links especially requests for CHPPM services. Links connect to Directorates of Environmental Health Engineering, Health Promotion and Wellness, Laboratory Sciences, Occupational Health, and Toxicology.
- **U.S. Army Medical Research and Development (R&D) Command** (<https://mrmc-www.army.mil/index.asp?EntryURL=/welcome.asp?> ) Links include military infectious disease, chemical and biological links, scientific and technical reports, and Web site links.
- **U.S. Army Medical Research Institute of Chemical Defense** (<http://chemdef.apgea.army.mil> ) Provides data links to open literature for medical management of chemical casualties and assay techniques for chemical agents.
- **U.S. Army Medical Research Institute of Infectious Diseases** (<http://www.usamriid.army.mil> ) Provides links to Medical Command (MEDCOM), Ebola site, outbreak reporting site, CDC, Defense Technical Information Center (DTIC), U.S. Army, and more.
- **U.S. Army Training Support Center** (<http://www.atsc.army.mil/>) Provides a digital library with approved training and doctrine information. Files include Field Manuals, Mission Training Plans, Soldier Training Pubs, and more.
- **United States Government Interagency Domestic Terrorism Concept of Operations Plan.** The link provides the full text of the plan, which is designed to provide information to Federal, State, and local agencies on how the Federal government will respond to potential or actual terrorism threats. The document is in PDF format and can be downloaded and reproduced. <http://www.fema.gov/r-n-r/conplan/>

❖ [The Big List of Web Links](#) (*link*)

## Laboratories

### RELEVANT NUMBERS

<b>Alpine Analytical Laboratory</b>	(406) 449-6282 voice	
<b>Energy Laboratories</b>	(406) 442-0711	
<b>Chemistry and Microbiology Laboratories State of Montana</b>	(406) 444-2642 (406) 444-3444	
<b>OSHA Analytical Laboratory</b>	(801) 487-0267	
<b>OSHA Technical Laboratory</b>	(801) 487-0267	

### LABORATORY CONTACT INFORMATION

#### Montana Labs

##### **State of Montana Public Health Laboratory**

1400 Broadway, Room B-104

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Helena, MT 59604-4369

(406) 444-3444

Contact: Dr. Michael Spence Email: [mspence@state.mt.us](mailto:mspence@state.mt.us)

### **State of Montana Environmental Laboratory**

1400 Broadway, Room B-218

Helena, MT 59604-4369

(406) 444-2642

Contact: Judith Halm Email: [environmentallab@state.mt.us](mailto:environmentallab@state.mt.us)

### **Montana Department of Agriculture Analytical Laboratory**

McCall Hall, Montana State University

Bozeman, MT 59717

(406) 994-3383

Contact: Heidi Hickey Email: [hhickey@state.mt.us](mailto:hhickey@state.mt.us)

### **Energy Labs, Inc.**

1120 S. 27<sup>th</sup>

Billings, MT 59107

(406) 252-6325

Contact: John Standish Email: [jstandish@energylab.com](mailto:jstandish@energylab.com)

### **Northern Analytical Laboratories, Inc.**

602 S. 25<sup>th</sup> St.

Billings, MT 59107

(406) 254-7226

Contact: Kathy Smit Email: [nlabs@wtp.net](mailto:nlabs@wtp.net)

### **HKM, Inc.**

PO Box 3588

Butte, MT 59701

(406) 494-1502

Contact: Gary Wyss Email: [gwys@hkminc.com](mailto:gwys@hkminc.com)

## **Out-of-State Labs**

### **Anatek Labs**

1282 Altras Dr.

Moscow, ID 83843

(208) 883-2839

Contact: Scott Finch Email: [sfinch@alturasanalytics.com](mailto:sfinch@alturasanalytics.com)

### **SVL Analytical**

One Government Gulch

Kellogg, ID 83837

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(208) 784-1258

Contact: Blake Johnson Email: [blake@svl.net](mailto:blake@svl.net)

### **Inter-Mountain Labs, Inc.**

1633 Terra Ave  
Sheridan, WY 82801

(307) 672-8945

Contact: Charles Ballek Email: [cballek@imilinc.com](mailto:cballek@imilinc.com)

### **Micro Test Laboratories, Inc.**

104 Gold St.  
PO Box 848  
Agawam, MA 01001

(800) 631-1680

Contact: Gary

## Law Enforcement

### RELEVANT NUMBERS

<b>Bureau of Alcohol Tobacco, and Firearms (BATF) Emergency Command Center</b>		<b>(800) 800-3855 Emergency Number</b>
<b>Bureau of Alcohol, Tobacco, and Firearms (BATF) Helena Field Office</b>	(406) 441-1100 voice (406) 441-1104 fax	
Ken Bray, Resident Agent in Charge	(406) 457-4860 office (651) 308-5858 cell (406) 449-0731 pager	
Mark Leiser, Special Agent	(406) 457-4863 office (612) 590-9640 cell (406) 449-0728 pager	
Brian McNamee, Special Agent (CFI)	(406) 457-4865 office (612) 590-9176 cell (406) 449-0729 pager	
John Komora, Special Agent (ET)	(406) 457-4864 office (406) 449-0727 pager	
Butch Hansen, Special Agent	(406) 457-4862 office (406) 439-4640 cell (406) 449-0726 pager	
Kirk Nelson, Special Inspector	(406) 457-4876 office (406) 449-0732 pager	
<b>Criminal Investigation Bureau Montana Department of Justice</b>	(406) 444-3875	
<b>City of Helena Police Department</b>		
Troy McGee Chief of Department	(406) 447-8477 voice (406) 431-8769 cell	
Mark Lerum Assistant Chief	(406) 447-8478 office (406) 431-7377 cell	

## Section IV: Resources and Information

Operations/Patrol Division Commander	(406) 447-8478	
Becky Knudson, Sr. Administrative Assistant	(406) 447-8476	
Farah Davidson, Administrative Secretary	(406) 447-8479	
Laurel Vielle, Administrative Secretary	(406) 447-8486 (406) 447-8479	
Police Administration fax Line	(406) 442-3965	
<b>Federal Bureau of Investigation (FBI)</b> Salt Lake City Field Office	(801) 579-1400	
<b>Federal Bureau of Investigation (FBI)</b> Helena Field Office	(406) 443-3617 voice	
Scott Cruse Supervisory Senior Resident Agent in Charge	(406) 443-3617 office (406) 431-9848 cell	
Chuck Amdahl Special Agent – FBI WMD Coordinator	(406) 443-3617 office (406) 443-6908 direct (406) 431-7148 cell (406) 443-6900 fax	
Dave McKean Special Agent	(406) 443-3617 office (406) 443-6906 direct (406) 431-2240 cell (406) 443-6900 fax	
<b>Federal Bureau of Investigation Emergency Operations Center</b>		<b>(202) 323- 3300 Emergency Number</b>
<b>Lewis &amp; Clark County Sheriff's Office</b>	(406) 447-8200	<b>EMERGENCY # 911</b>
Cheryl Liedle, Sheriff	(406) 447-8235	
Leo Dutton, Under Sheriff	(406) 447-8271	
Dave Clouse, Captain Technical Services	(406) 447-8249	
Lynn Michel, Captain Patrol Division	(406) 447-8247	
Larry Platts, Investigator Criminal Investigations Bureau	(406) 447-8244	
Ray Potter, Investigator Criminal Investigations Bureau	(406) 447-8245	
Cory Olson, Investigator Criminal Investigations Bureau	(406) 447-8242	
Mike McCarthy, Coordinator Explosives Response (IED Team)	(406) 447-8258	

## Legal Counsel

### RELEVANT NUMBERS

<b>City Attorney</b>		
David L. Nielson, City Attorney	(406) 457-8595 office	
Robert J. Wood, City Prosecutor	(406) 457-8595 office	
Kim Sell, Paralegal	(406) 457-8595 office	

## Section IV: Resources and Information

Marlene Wiegand	(406) 457-8592 office	
<b>County Attorney</b>	(406) 447-8221 voice (406) 447-8268 fax	
Leo Gallagher, County Attorney		
Carolyn A. Clemens, Deputy County Attorney		
Lisa Leckie, Deputy County Attorney		
Paul Stahl, Deputy County Attorney		
Jorge Quintana, Deputy County Attorney		
Mike Menahan , Deputy County Attorney		
Carey Kaufman, Legal Assistant		
Sharon Maphies, Secretary		
Gena Davy, Secretary		
Shelly Gleich, Receptionist		

- ❖ [Checklist For State & Local Government Attorneys To Prepare For Possible Disasters \(link\)](#)

### Liquefied Petroleum Gas

#### RELEVANT NUMBERS

<b>Montana Propane</b>	(406) 449-6177	
<b>National Propane Gas Association</b>	(708) 515-0600 voice	
<b>Northern Energy</b>	(406) 442-5409 voice	

### Mutual Aid

#### RELEVANT NUMBERS

<b>City of Helena Fire Department</b>	(406) 447-8472 voice (406) 447-8467 fax	<b>Emergency Number 911</b>
Steve Larson Chief of Department	(406) 447-8470 office (406) 431-7665 cell (406) 443-6405 home	
James Feucht Assistant Chief	(406) 447-8494 office (406) 431-7911 cell (406) 442-7865 home	
Larry Ross Deputy Assistant Chief Hazardous Materials Section Officer	(406) 447-8496 office (406) 431-2986 cell (406) 449-4514 home	
Fritz R. Zettel Deputy Fire Marshal COBRA Science and Safety Officer	(406) 447-8497 office (406) 443-7470 home	
Brian Roberts Lieutenant COBRA Team	(406) 447-8498 Office (406) 227-8416 home	

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Helena Interagency Dispatch Center	(406) 449-5475	
Lewis & Clark County Fire Coordinator	(406) 431-7858 cell	
Dave Mason (Baxendale FD)	(406) 431-2448	
Ken Mergenthaler (Eastgate FD)	(406) 431-2450	
Jerry Shepherd (West Valley FD)	(406) 431-3833 cell (406) 443-5071 home	

- ❖ [Montana Fire Service Mutual Aid, Command, and Field Operations Guide](#) (*link*)

### News Media

#### RELEVANT NUMBERS

Independent Record Jason Mohr, Reporter	(406) 447-4075	
KMTX Radio Kevin Skaalure, manager	(406) 442-0400 (406) 442-0491 Fax	
Northern News Network Kevin Wilcox	(800) 877-1742	

### Nuclear and Radiological Materials

#### RELEVANT NUMBERS

Department of Defense Hazardous Materials Hotline		<b>(800) 851-8061 Emergency Number</b>
Joint Nuclear Accident Coordinating Center (JNACC) Department of Defense (DTRA) Department of Energy		<b>(703) 325- 2102 (505) 845-4667 Emergency Number</b>

- ❖ [Tab C: Radiological Agents](#) (*link*)
- ❖ [Radiation Pocket Guide](#) (*link*)
- ❖ [FM 3-5 MCWP 3-37.3 NBC Decontamination](#) (*link*)

### Pesticides

#### RELEVANT NUMBERS

National Pesticide Information Center (NPIC)	(800) 858-7378 voice (541) 737-0761 fax	
Tetra Tech EM Inc.	(406) 442-5588	



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### Poison Control

#### RELEVANT NUMBERS

<b>Poison Control Center Rocky Mountain Poison and Drug Center</b>		<b>(800) 525- 5042 Emergency Number</b>
Mary Hilko Public Education Coordinator	(303) 739-1247	
Greg Bogdan, PhD Research and Medical Toxicology Coordinator	(303) 739-1239	
<b>Cyanide Hotline – Medical Treatment Information DuPont Chemical</b>		<b>(800) 441- 3637 Emergency Number</b>
<b>National Pesticide Information Center (NPIC)</b>	(800) 858-7378 voice (541) 737-0761 fax	

### Public Health

#### RELEVANT NUMBERS

<b>Department of Public Health and Human Services State of Montana</b>		
Communicable Disease and Epidemiology Section	(406) 444-0273	
Public Health Laboratory Section	(800) 821-7284 (406) 444-3444	
Terry Krantz Bureau Chief Communicable Disease Control and Prevention Bureau	(406) 444-4735 office	
Lorrie Leigton-Boster Public Health Disaster Coordinator Communicable Disease Control and Prevention Bureau	(406) 444-1305 office (406) 431-4595 cell (406) 457-1825 home	
Dr. Todd Damrow State Epidemiologist Communicable Disease and Epidemiology Section	(406) 444-3986 office	
Jim Murphy Surveillance Coordinator Epidemiology Program	(406) 444-0274 office	
Jill Cohenour Chemist Environmental Laboratory Section	(406) 444-5261 office	
Anne Weber Operations Manager Public Health Laboratory	(406) 444-5559 office (406) 444-1802 fax	
Linda McKenna, Program Manager Public Health Laboratory	(406) 444-0944	
<b>Food and Drug Administration (FDA)</b>	(406) 441-1170 voice	
<b>Lewis &amp; Clark County Health Department</b>	(406) 447-8351 voice	

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Joan Miles, Health Officer	(406) 457-8910 office (406) 442-3327 home	
Joan Bowsher, Administrator Environmental Health Division	(406) 447-8354 office (406) 442-0397 home	
Kay Robertson Communicable Disease Section	(406) 457-8945 office (406) 442-3062 home	
<b>National Institute of Occupational Safety and Health (NIOSH)</b>	(513) 533-8236 voice	
<b>U.S. Army Medical Research Institute of Infectious Diseases (USAMRIID)</b>		<b>(888) 872- 7443 Emergency Number</b>
<b>Water Quality Protection District</b> Kathy Moore, Administrator	(406) 457-8926	

❖ [Lewis & Clark County Public Health Services Annex](#) (*link*)

### Public Utilities

#### RELEVANT NUMBERS

<b>Northwestern Energy</b>	1-800-467-2353	1-800-467-2427
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### Public Works

#### RELEVANT NUMBERS

<b>Community Development Department</b>		
Michael Barros, Director	(406) 447-8445	
Hal Fossum, Project Manager	(406) 447-8448	
Bernadette Lahr, Administrative Assistant	(406) 447-8490	
<b>Building Division</b>	(406) 447-8460 fax	
Brandt Salo, Chief Building Official	(406) 447-8438	
Gerri Schmolke, Administrative Assistant	(406) 447-8437	
Tammy Dupree, Administrative Clerk	(406) 447-8438	
Wayne Berry, Building Inspector/Electrical	(406) 447-8437	
Don Friend, Plumbing Inspector/Mechanical	(406) 447-8437	
Kimberley Mack, Plans Examiner	(406) 447-8437	
<b>Planning Division</b>		
Kathy Macefield, Senior Planner	(406) 447-8491	
Belinda Waters, Planner II	(406) 447-8492	
Lucy Morell-Gengler, Planner II	(406) 447-8459	
<b>Public Works Department</b>		
John Rundquist, Director	(406) 447-8428 office (406) 431-5588 cell	
Phil Hauck, Assistant Director	(406) 447-8427	
Renee Podell, Administrative Assistant	(406) 447-8426	
<b>Engineering Division</b>		

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Ryan Leland, City Engineer	(406) 447-8433	(406) 431-5689 cell
Loretta Kelly, Administrative Assistant	(406) 447-8430	
Les Morgan, Engineering Technician	(406) 447-8429 / 8431	
Allen Cormany, Engineering Technician	(406) 447-8429 / 8431	
Kate Lamping, Survey Technician	(406) 447-8429 / 8431	
<b>Streets and Traffic Division</b>	<b>(406) 447-1568 fax</b>	
Bill Michalson, Superintendent	(406) 447-1566	
Jeff Salisbury, Street Foreman	(406) 447-1566	
Cathy Beck-Jenkins, Administrative Assistant	(406) 447-1566	
Rick Jensen, Traffic Technician	(406) 447-1550	
Steve Nelson, Sign Foreman	(406) 447-1550	
Robert Williamson, Traffic	(406) 447-1550	
<b>Wastewater Treatment Plant</b>	<b>(406) 447-1600 fax</b>	
Don Clark, Superintendent	(406) 447-1593	(406) 459-0708 cell
Mark Fitzwater, Supervisor	(406) 447-1593	(406) 431-9088 cell
Lynora Williamson, Coordinator	(406) 447-1593	
<b>Industrial Pretreatment Program</b>	<b>(406) 447-1521 fax</b>	
Mark Fitzwater, Supervisor	(406) 447-1593	(406) 431-9088 cell
Lynora Williamson, Administrator	(406) 447-1593	
Water Treatment Division		
Don Clark, Superintendent	(406) 447-1593	(406) 459-0708 cell
John Schwartz, Water Plant Supervisor	(406) 447-1520	(406) 459-9346 cell
Lynora Williamson, Coordinator	(406) 447-1593	
<b>Water Maintenance, Operations &amp; Sewer</b>		
Kevin Hart, Superintendent	(406) 447-1567	
Janice Long, Administrative Assistant	(406) 447-1567	
Henry Elbrecht, Foreman	(406) 447-1567	
Dennis Curey, Meter/Maintenance Supervisor	(406) 447-1567	
Bronson Brown	(406) 447-1567	
Bill Horner, Wastewater Utility Supervisor	(406) 447-1576	
Rick Williamson	(406) 447-1576	
Rick Cabbage	(406) 447-1576	
Paul Kienlen	(406) 447-1576	
<b>National Earthquake Information Center</b>	<b>(800) 525-7848</b>	

### Reference Materials

- ❖ [COBRA Team Reference Materials Directory](#) (*link*)
- ❖ [Federal Response Plan 2003](#) (*link*)
- ❖ [Montana HazMat Response Plan \(DRAFT 18.4\)](#) (*link*)
- ❖ [Periodic Table of the Elements](#) (*link*)

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- ❖ [National Response Plan 2004](#) (*link*)
- ❖ [NBC Awareness Primer](#) (*link*)
- ❖ [Risk Assessment of Using Firefighter Protective Ensemble with SCBA for Rescue Operations During a Terrorist Chemical Agent Incident](#) (*link*)
- ❖ [Federal Terrorism Incident Annex](#) (*link*)
- ❖ [Annotated Bibliography for Counter-Terrorism](#) (*link*)

### **AMERICAN RED CROSS: FACT SHEET ON SHELTER-IN-PLACE**

#### **What Shelter-in-Place Means:**

One of the instructions you may be given in an emergency where hazardous materials may have been released into the atmosphere is to shelter-in-place. This is a precaution aimed to keep you safe while remaining indoors. (This is not the same thing as going to a shelter in case of a storm.) Shelter-in-place means selecting a small, interior room, with no or few windows, and taking refuge there. It does not mean sealing off your entire home or office building. If you are told to shelter-in-place, follow the instructions provided in this Fact Sheet.

#### **Why You Might Need to Shelter-in-Place:**

Chemical, biological, or radiological contaminants may be released accidentally or intentionally into the environment. Should this occur, information will be provided by local authorities on television and radio stations on how to protect you and your family. Because information will most likely be provided on television and radio, it is important to keep a TV or radio on, even during the workday. The important thing is for you to follow instructions of local authorities and know what to do if they advise you to shelter-in-place.

#### **How to Shelter-in-Place**

##### **At Home:**

- Close and lock all windows and exterior doors.
- If you are told there is danger of explosion, close the window shades, blinds, or curtains.
- Turn off all fans, heating and air conditioning systems.
- Close the fireplace damper.
- Get your family [disaster supplies kit](#) and make sure the radio is working.
- Go to an interior room without windows that's above ground level. In the case of a chemical threat, an above-ground location is preferable because some chemicals are heavier than air, and may seep into basements even if the windows are closed.
- Bring your pets with you, and be sure to bring additional food and water supplies for them.
- It is ideal to have a hard-wired telephone in the room you select. Call your emergency contact and have the phone available if you need to report a life-threatening condition. Cellular telephone equipment may be overwhelmed or damaged during an emergency.
- Use duct tape and plastic sheeting (heavier than food wrap) to seal all cracks around the door and any vents into the room.

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- Keep listening to your radio or television until you are told all is safe or you are told to evacuate. Local officials may call for evacuation in specific areas at greatest risk in your community.

### **At Work:**

- Close the business.
- Bring everyone into the room(s). Shut and lock the door(s).
- If there are customers, clients, or visitors in the building, provide for their safety by asking them to stay – not leave. When authorities provide directions to shelter-in-place, they want everyone to take those steps now, where they are, and not drive or walk outdoors.
- Unless there is an imminent threat, ask employees, customers, clients, and visitors to call their emergency contact to let them know where they are and that they are safe.
- Turn on call-forwarding or alternative telephone answering systems or services. If the business has voice mail or an automated attendant, change the recording to indicate that the business is closed, and that staff and visitors are remaining in the building until authorities advise it is safe to leave.
- Close and lock all windows, exterior doors, and any other openings to the outside.
- If you are told there is danger of explosion, close the window shades, blinds, or curtains.
- Have employees familiar with your building's mechanical systems turn off all fans, heating and air conditioning systems. Some systems automatically provide for exchange of inside air with outside air – these systems, in particular, need to be turned off, sealed, or disabled.
- Gather essential disaster supplies, such as nonperishable food, bottled water, battery-powered radios, first aid supplies, flashlights, batteries, duct tape, plastic sheeting, and plastic garbage bags.
- Select interior room(s) above the ground floor, with the fewest windows or vents. The room(s) should have adequate space for everyone to be able to sit in. Avoid overcrowding by selecting several rooms if necessary. Large storage closets, utility rooms, pantries, copy and conference rooms without exterior windows will work well. Avoid selecting a room with mechanical equipment like ventilation blowers or pipes, because this equipment may not be able to be sealed from the outdoors.
- It is ideal to have a hard-wired telephone in the room(s) you select. Call emergency contacts and have the phone available if you need to report a life-threatening condition. Cellular telephone equipment may be overwhelmed or damaged during an emergency.
- Use duct tape and plastic sheeting (heavier than food wrap) to seal all cracks around the door(s) and any vents into the room.
- Write down the names of everyone in the room, and call your business' designated emergency contact to report who is in the room with you, and their affiliation with your business (employee, visitor, client, customer.)
- Keep listening to the radio or television until you are told all is safe or you are told to evacuate. Local officials may call for evacuation in specific areas at greatest risk in your community.

### **At School:**

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- Close the school. Activate the school's emergency plan. Follow reverse evacuation procedures to bring students, faculty, and staff indoors.
- If there are visitors in the building, provide for their safety by asking them to stay – not leave. When authorities provide directions to shelter-in-place, they want everyone to take those steps now, where they are, and not drive or walk outdoors.
- Provide for answering telephone inquiries from concerned parents by having at least one telephone with the school's listed telephone number available in the room selected to provide shelter for the school secretary, or person designated to answer these calls. This room should also be sealed. There should be a way to communicate among all rooms where people are sheltering-in-place in the school.
- Ideally, provide for a way to make announcements over the school-wide public address system from the room where the top school official takes shelter.
- If children have cell phones, allow them to use them to call a parent or guardian to let them know that they have been asked to remain in school until further notice, and that they are safe.
- If the school has voice mail or an automated attendant, change the recording to indicate that the school is closed, students and staff are remaining in the building until authorities advise that it is safe to leave.
- Provide directions to close and lock all windows, exterior doors, and any other openings to the outside.
- If you are told there is danger of explosion, direct that window shades, blinds, or curtains be closed.
- Have employees familiar with your building's mechanical systems turn off all fans, heating and air conditioning systems. Some systems automatically provide for exchange of inside air with outside air – these systems, in particular, need to be turned off, sealed, or disabled.
- Gather essential disaster supplies, such as nonperishable food, bottled water, battery-powered radios, first aid supplies, flashlights, batteries, duct tape, plastic sheeting, and plastic garbage bags.
- Select interior room(s) above the ground floor, with the fewest windows or vents. The room(s) should have adequate space for everyone to be able to sit in. Avoid overcrowding by selecting several rooms if necessary. Classrooms may be used if there are no windows or the windows are sealed and cannot be opened. Large storage closets, utility rooms, meeting rooms, and even a gymnasium without exterior windows will also work well.
- It is ideal to have a hard-wired telephone in the room(s) you select. Call emergency contacts and have the phone available if you need to report a life-threatening condition. Cellular telephone equipment may be overwhelmed or damaged during an emergency.
- Bring everyone into the room. Shut and lock the door.
- Use duct tape and plastic sheeting (heavier than food wrap) to seal all cracks around the door(s) and any vents into the room.
- Write down the names of everyone in the room, and call your schools' designated emergency contact to report who is in the room with you.

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- Listen for an official announcement from school officials via the public address system, and stay where you are until you are told all is safe or you are told to evacuate. Local officials may call for evacuation in specific areas at greatest risk in your community.

### **In Your Vehicle:**

If you are driving a vehicle and hear advice to “shelter-in-place” on the radio, take these steps:

- If you are very close to home, your office, or a public building, go there immediately and go inside. Follow the shelter-in-place recommendations for the place you pick described above.
- If you are unable to get to a home or building quickly and safely, then pull over to the side of the road. Stop your vehicle in the safest place possible. If it is sunny outside, it is preferable to stop under a bridge or in a shady spot, to avoid being overheated.
- Turn off the engine. Close windows and vents.
- If possible, seal the heating/air conditioning vents with duct tape.
- Listen to the radio regularly for updated advice and instructions.
- Stay where you are until you are told it is safe to get back on the road. Be aware that some roads may be closed or traffic detoured. Follow the directions of law enforcement officials.

**Local officials on the scene are the best source of information for your particular situation. Following their instructions during and after emergencies regarding sheltering, food, water, and clean up methods is your safest choice.**

Remember that instructions to shelter-in-place are usually provided for durations of a few hours, not days or weeks. There is little danger that the room in which you are taking shelter will run out of oxygen and you will suffocate.

## Research & Training

### RELEVANT NUMBERS

<b>Disaster Research Center</b> <b>Ohio State University</b>	(212) 682-4324	
<b>Fire Services Training School</b>	(406)-761-7885 office	
<b>John Culbertson, PhD</b> Hazardous Materials Specialist Training Officer Belgrade Fire Dept.	(406) 581-8857 cell (406) 585-1296 home (406) 589-0574 pager (406) 585-1296 fax	
<b>Fred Naeher</b> Training Officer MT DES,	(406) 841-3968	
<b>OSHA Analytical Laboratory</b>	(801) 487-0267	

### OFFICE FOR DOMESTIC PREPAREDNESS EXERCISE DEFINITIONS

**Seminars:** Seminars are generally employed to orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, response resources, or concepts and ideas. Seminars provide a good starting point for jurisdictions that are developing or making

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major changes to their plans and procedures. They provide a learning experience for the target audience and offer the following attributes:

- Low-stress environment employing a number of instruction techniques, such as lecture, multimedia presentations, panel discussions, case study discussions, expert testimony, and decision support software
- Informal discussions led by a seminar leader
- Not constrained by real time portrayal of events
- Effective with both small and large groups

**Workshops:** Workshops usually focus on development of a product by the attendees.

Organization of attendees into functional groupings aided by facilitators, and the use of breakout sessions, are common. Final results are often presented and approved in a plenum session. In conjunction with exercise development, workshops are most useful in achieving specific aspects of exercise design, such as:

- Determining exercise objectives
- Developing exercise scenario and key events listing
- Determining evaluation elements and standards of performance

**Drills:** A drill is a coordinated, supervised activity usually employed to test a single specific operation or function in a single agency. Drills are commonly used to provide training with new equipment, to develop or test new policies or procedures, or to practice and maintain current skills. Typical attributes include:

- A narrow focus, measured against established standards
- Instant feedback
- Realistic environment
- Performance in isolation
- Performance as a subset of full-scale exercises (FSEs)

**Games:** A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or assumed real life situation. It does not involve the activities of actual resources, and the sequence of events affects, and is in turn affected by, the decisions made by the players.

Players are commonly presented with scenarios and asked to perform a task associated with the scenario episode. Each episode is moved to the next level of detail or complexity, taking into account the players' earlier decisions. The decisions made by game participants determine the flow of the game. The goal is to explore decision-making processes and the consequences of decisions. In a game, the same situation can be examined from a series of perspectives by changing variables and parameters that guide player actions. Large-scale games are multi-jurisdictional and can include active participation from local to national levels of government. Games stress the importance of the planners' and players' understanding and comprehension of interrelated processes.

With the evolving complexity and sophistication of current simulations, there are increased opportunities to provide enhanced realism for game participants. The use of computer-generated scenarios and simulations can provide a more realistic and time-sensitive method of introducing



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situations for analysis. Planner decisions can be input and models run to show the effect of decisions made during a game. Distributed games (available through the Internet) offer many additional benefits, such as saving participants' time and travel expenses, more frequent training opportunities, and less time away from primary functions. They also provide a collaborative environment that reflects realistic occurrences. Games are excellent vehicles for the following:

- Gaining policy or process consensus
- Conducting “what-if” analyses of existing plans
- Developing new plans

**Tabletop Exercises: (Equivalent to FEMA Tabletop exercise):** Tabletop Exercises (TTXs) involve senior staff, elected or appointed officials, or other key staff in an informal setting to discuss simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation. It can be used to assess plans, policies, and procedures, or to assess types of systems needed to guide the prevention, response to, and recovery from, the defined event. TTXs typically are aimed at facilitating the understanding of concepts, identification of strengths and shortfalls, and/or achieving a change in attitude. Participants are encouraged to discuss issues in depth, and develop decisions through slow-paced problem solving rather than rapid, spontaneous decision-making that occurs under actual or simulated emergency conditions. In contrast to the scale and cost of exercises and games, TTXs can be a cost-effective tool when used in conjunction with more complex exercises. The TTXs effectiveness is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

Methods for the TTX divide into two categories-basic and advanced. Advanced tabletops feature the use of pre-scripted messages. In a basic tabletop, the scene set by the scenario materials remains constant. The scene describes an event or emergency incident and brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented by the leader/moderator. Problems are discussed as a group and resolution is generally agreed on and summarized by the leader. In an advanced TTX, play revolves around delivery of pre-scripted messages to players which alter the original scenario. The exercise controller (moderator) usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other electronic means. Participants discuss the issues raised by the problem, using appropriate plans and procedures. Attributes of a TTX may include:

- Practicing group problem solving
- Familiarizing senior officials
- Conducting a specific case study
- Examining personnel contingencies
- Testing group message interpretation
- Participating in information sharing
- Assessing interagency coordination
- Achieving limited or specific objectives

**Functional Exercises: (Equivalent to FEMA Functional exercise):** The Functional Exercise (FE) is designed to test and evaluate individual capabilities, multiple functions or activities

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within a function, or interdependent groups of functions. It is generally focused on exercising the plans, policies, procedures, and staffs of the direction and control nodes of Incident Command and Unified Command. Generally, events are projected through an exercise scenario with event updates that drive activity at the management level. The movement of personnel and equipment is simulated.

The objective of the FE is to execute specific plans and procedures and apply established policies, plans, and procedures under crisis conditions, within or by a particular function team(s). The FE simulates the reality of operations in a functional area by presenting complex and realistic problems requiring rapid and effective responses by trained personnel in a highly stressful environment. Attributes of an FE include:

- Evaluating functions
- Evaluating EOCs, headquarters, and staff
- Reinforcing established policies and procedures
- Measuring the adequacy of resources
- Examining inter-jurisdictional relationships

**Full-Scale Exercises: (Equivalent to FEMA Full Scale exercise):** In a Full-Scale Exercise (FSE), response elements are required to mobilize and deploy to a designated site or locale in response to a simulated attack, generally for an extended period. Actual mobilization and movement of personnel and resources are required to demonstrate coordination and response capability. EOCs and field command posts are activated. The FSE is the largest, costliest, and most complex exercise type and may involve participation at the State, local, regional, and Federal levels. Although pre-scripted events may be used, the exercise is primarily driven by player actions and decisions. An oral evaluation or critique is conducted at the end of the exercise, and an After Action Report is written.

The FSE is used to evaluate the operational capabilities of systems, functional interfaces, and interaction during an extended period. It involves testing a major portion of Operations Plans and organizations under field conditions. Attributes of an FSE may include:

- Assessing organizational and individual performance
- Demonstrating interagency cooperation
- Allocating resource and personnel
- Assessing equipment capabilities
- Activating personnel and equipment locations
- Assessing inter-jurisdictional cooperation
- Exercising public information systems
- Testing communication systems and procedures
- Analyzing memoranda of understanding (MOUs), standard operating procedures (SOPs), plans, policies, and procedures.

❖ [Department of Homeland Security Compendium of Federal Terrorism Training](#)  
(*link*)

## Section IV: Resources and Information

### Standards & Technology

#### RELEVANT NUMBERS

<b>American National Standard Institute (ANSI)</b>	(212) 642-4900 voice	
<b>American Society for Testing and Materials (ASTM)</b>	(215) 299-5400 voice	
<b>National Institute of Standards and Technology (NIST)</b>	(303) 497-3000 (301) 975-6850	
<b>National Institute of Occupational Safety and Health (NIOSH)</b>	(513) 533-8236 voice	
<b>Olympus Technical Services</b>	(406) 443-3087	
<b>OSHA Analytical Laboratory</b>	(801) 487-0267	
<b>OSHA Technical Laboratory</b>	(801) 487-0267	
<b>Tetra Tech EM Inc.</b>	(406) 442-5588	

### Toxicological Information

#### RELEVANT NUMBERS

<b>Agency for Toxic Substances and Disease Registry</b>	(404) 639-0700 voice (404) 639-0744 fax	<b>(404) 498-0120 Emergency Number</b>
<b>Tetra Tech EM Inc.</b>	(406) 442-5588	

### Transportation

#### RELEVANT NUMBERS

Helena Regional Airport	(406) 442-8482 voice	
<b>Burlington Northern Santa Fe Railway Emergency Response Center</b>		<b>(800) 832-5452 (24 hours)</b>
<b>Chemical Transportation Emergency Center (CHEMTREC)</b>	(202) 463-1596 fax	<b>(800) 424-9300 Emergency Number</b>
<b>Cyanide Hotline – Medical Treatment Information Du Pont Chemical</b>		<b>(800) 441- 3637 Emergency Number</b>
<b>U.S. Department of Transportation Federal Motor Carrier Safety Administration</b>	(406) 449-5304	
Kris Phillips State Director	(406) 449-5304 ext. 227 office (406) 459-5381 cell	
Carol Mander Division Program Specialist	(406) 449-5304 office (406) 459-5380 cell phone	
<b>Montana Rail Link</b>		<b>(406) 523-1463</b>
Brent Erickson, Trainmaster	(406) 459-4629 cell (406) 285-6671 home	
Pete Storseth, Road Forman	(406) 459-3117 cell (406) 449-3610	
MRL Chief Dispatcher, Missoula		<b>(406) 523- 1463 (Emergency Number)</b>

## Section IV: Resources and Information

Union Pacific Railway		<b>(800) 595- 3488 Emergency Number</b>
UTLX Rail Car Manufacturer	(312) 431-3111	

### Veterinarians

#### RELEVANT NUMBERS

Montana State Veterinarian	(406) 444-2043	
State Diagnostic Lab	(406) 994-4885	
USDA Veterinary Services	(406) 449-5407	

❖ [Tab E: Agriterrorism \(link\)](#)

### Weather Information

#### RELEVANT NUMBERS

<b>National Oceanic and Atmospheric Administration (NOAA)</b> Hazardous Materials Response Branch N/OMS 34 Seattle, Washington	(206) 527-6317	
<b>Billings NWS</b>	(406) 652-2314	
<b>Glasgow NWS</b>	(406) 228-9622	
<b>Great Falls NWS</b>	(406) 453-6943	
<b>Missoula NWS</b>	(406) 329-4718	