

THE SOCIETY OF AMERICAN MILITARY ENGINEERS



OPERATION FAST START DETROIT POST READINESS PLAN 2005

INTRODUCTION

It is the policy of the United States to have an Emergency Mobilization Preparedness Capability that will ensure that government at all levels, in partnership with the private sector and the American people, can respond decisively and effectively to any major national emergency with the defense of the United States as first priority. National Security Council NS DD-47

To support government at all levels in their emergency preparedness capabilities, the Detroit Post (<http://www.same.org/detroit/>) of the Society of American Military Engineers (SAME), in cooperation with its corporate members/firms, has published a *Fast Start* plan in response to the Society's commitment to come to the aid of governments and citizens in time of national emergencies, including natural and man made disasters.

Our *Fast Start* plan outlines how civilian architectural and engineering firms, construction contractors, materials suppliers, and other firms can interact with military and government construction agencies in the Great Lakes Region area to effectively respond to any major emergency. For those in the private sector, you will find names and addresses of organizations you can contact in the event you wish to make your firm known as a resource to support emergency relief or recovery efforts. For those in the public sector, you will find the names and addresses of organizations prepared to support disaster relief who can respond in a disciplined manner to prevent further loss and restore normalcy.

We hope you will find this publication both informative and useful. We invite you to become a member of SAME, if you are not already and to share with us your ideas, abilities, and experiences. Only through the efforts of concerned organizations such as yours can we achieve an effective level of preparedness. What better way to show our support to our nation than by working together to increase our emergency preparedness and defense readiness? We look forward to your active participation.

Larry Pawlus
Detroit Post President
January 1, 2005

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OPERATION FAST START

I. INTRODUCTION

A. The purpose of the Detroit Post *Fast Start* plan is to assist federal, state and local governments in recovery from natural and man-made disasters/emergencies.

B. The Detroit Post of the Society of American Military Engineers (SAME) serves as the meeting place for government, military, and private sector professionals that practice engineering within the Detroit District of the U.S. Army Corps of Engineers.

C. The post can be a positive mitigating force in emergencies. Of all the disasters that befall mankind, war is certainly the worst. The resources of SAME can be an important part of our national preparedness. An effective communications instrument is needed if we are to tap the resources of our engineering/construction industry. It can be a positive force during and after natural disasters or industrial emergencies. The post can help promote readiness both prior to and during emergencies and natural disasters.

D. The *Operation Fast Start* plan is designed to increase the awareness of local planners, design and construction personnel so they:

1. Understand the mechanisms of contracting for emergency response services;
2. Improve their response time by understanding what they may be required to do and when; and
3. Assist in responding effectively to the emergencies that may face our nation and region.

In short, it is preparedness for the full range of emergencies: natural, industrial, and defense.

II. PURPOSE

A. The purpose of the *Fast Start* plan is to define emergency work requirements, inventory existing regional capabilities, describe capabilities, address significant area deficiencies, make capabilities known to governmental agencies, and address specific opportunities for sustaining member participation in engineering tasks associated with the recovery from natural and man-made disasters/emergencies. *Operation Fast Start* means preparedness for the full range of natural and man-made disasters/emergencies.

B. *Operation Fast Start* has four initial goals to better posture the engineering/construction assets of the Great Lakes Region to respond effectively in a national emergency, natural disaster, or other types of emergency:

1. Enhance Awareness of Local Planners. Planners should keep emergency services in mind when planning future relief efforts. They should be aware of the tremendous pool of talent that can be made available by SAME's Sustaining Member firms and agencies to the extent of including SAME in the emergency plans.
2. Improve Response Time by SAME Member Firms. This goal is aimed at sustaining members to help them understand what will be required and when. Coordinating between sustaining members and key response agencies to discuss/reduce common problems will reduce the time required to reorient from normal activities to emergency response activities.
3. Improve Flexible Response. Through improved planning, based on awareness and timeliness, increased flexibility will enable our Nation to respond effectively to a range of disasters and emergencies. The worldwide threats to US interests in the decades ahead will be diverse. The requirement for flexibility in planning for any contingency is apparent.
4. Maximize Use of Existing Capabilities. The engineering and construction industry is decentralized, flexible, mobile, and highly elastic to demand. The industry has demonstrated it can respond. Existing capabilities are adequate for nearly any contingency, given proper preparedness.

With readiness and rapid response, the effects of a disaster can be further mitigated.

III. CIVIL PREPAREDNESS AND READINESS

By clarifying channels of communications, contracting procedures, and individual responsibilities, the ability of local governments to respond to local emergencies and disasters will be greatly improved.

From time to time, local, regional, state and federal agencies conduct Civil Preparedness exercises. Often these exercises simulate the participation of key elements such as the A&E and contracting entities. Through SAME, more industry participation is possible in order to reach a more advanced state of readiness. The agencies conducting these exercises are encouraged to seek the voluntary participation of SAME member firms and to have SAME representation at various levels of activity. Conversely, we encourage member firms to volunteer their services in these exercises. Through such cooperation we achieve an effective level of preparedness, fulfill the industry's portion of the "partnership" language contained in the National Security Council's Document 47 and directly contribute to the SAME theme, "Dedicated to National Defense."

A. DESCRIPTION of NATURAL and MAN-MADE THREATS AFFECTING AREA WORK EFFORT REQUIREMENTS

1. NATURAL DISASTER. The most devastating natural disasters that could occur within the region are flooding, tornadoes, severe winter weather, and gales. Although the likelihood of a major widespread, natural disaster in this region may be low, the impact would be catastrophic for the area hit. Other emergencies including windstorms; biological, chemical or nuclear accidents; and oil spills from shipping on the Great Lakes can also be anticipated.

The Federal Emergency Management Agency estimates, for example, that a major disaster in the Great Lakes Region could result in hundreds of deaths and millions of dollars in property damage. Major damage to energy facilities (power plants, oil refineries) is also a possibility, and could result in disruption to energy supplies.

Principal Natural Destructive Events Affecting the Post Area:

- (1) Severe thunderstorms accompanied by wind, hail, flooding, and lightning, which can occur in all seasons of the year.
- (2) Tornadoes characterized by violent winds and pressure differentials, as well as hail, flooding and lightning, which frequently accompany them.
- (3) Flooding in the form of flash floods, rising water, or flooding from wind-driven, or wind-held water. Flooding is generally associated with other weather-caused destructive forces.
- (4) Droughts and other water shortages, which are particularly damaging to crops and livestock and which can affect entire communities.
- (5) Forest and brush fires, which cause annual losses to timber and agricultural interests.
- (6) Frost and freezes, which can cause extensive damage and be particularly destructive to winter agricultural interests.
- (7) Although very infrequent, earthquakes as the result of movement of nearby fault lines could cause structural damage to structures (homes, buildings).

The type of construction required would range from debris removal and emergency restoration of essential public services to major reconstruction of all types of facilities, including bridge and road construction, renovation and reconstruction of structures, and restoration of utility systems, and shoreline and harbor restoration due to severe wave action or oil spill contamination.

2. TERRORIST THREAT OR ACTIVITY. There are elements within our society that seek to enhance their own goals through sabotage of key buildings, installations and transportation/ communications infrastructure.

The engineering and construction industry may be called upon to help recover from these activities. Participation by member firms would be aimed at restoration of essential services, debris removal, and reconstruction of public facilities such as roads and bridges, utilities and other structures. Design consideration for new facilities should emphasize, where possible, mitigation of threat. The industry through SAME can also make a contribution in this mitigation effort.

IV. MOBILIZATION READINESS

A. Prior to full military mobilization and dependent on congressional priorities, there may be a period of design and construction effort devoted to improving emergency operations centers and protecting infrastructure.

B. During military mobilization, the focus of the nation's defense construction effort will be to first support the mobilization and deployment of both active and reserve component troops and provide design and construction support to other federal agencies. This support could consist of construction at military installations, to include barracks, warehouses, utilities, waterfront structures, and transportation networks.

C. The primary locations for military construction work will center on existing installations. The facilities in our area include:

City of Detroit

Army National Guard, 440 E 8 Mile Rd Detroit, MI (313) 891-3964

US Navy & Marine Corps Reserve, 7600 E. Jefferson Ave Detroit, MI (313) 824-3553

US Air Force Recruiting, 2648 E. Jefferson Ave Detroit, MI (313) 259-3664

Detroit Metropolitan Area

National Guard, 725 Isbell Street, Howell, MI (517) 546-0670

Selfridge Air National Guard Base, 127 Wing Public Affairs Office, 29553 George Avenue, Selfridge, MI (586) 307-5576

US Army Medical Department, 1601 Briarwood Circle #400, Ann Arbor, MI, (734) 930-0414

US Army Reserve Center, 26402 West 11 Mile Road, Southfield, MI, (248) 356-6575

US Army Reserve Training, 1980 South Industrial Hwy, Ann Arbor, MI, (734) 662-0566

US Army Tank Automotive and Armaments Command, 6501 East 11 Mile Rd, Warren, MI, (586) 574-5709

V. KEY PROGRAMS

A. FEDERAL RESPONSE PLANS.

When disaster - a flood, a chemical spill - threatens a community, local responders, government agencies, and private organizations take action. And most of the time, with the help of the state, they have the skills and equipment to do the job. But sometimes the destruction goes beyond local and state capabilities. That is when the Federal help is needed as well.

The federal process begins when a state governor asks the President of the U.S. for help. The President, with Federal Emergency Response Management Agency (FEMA) advice, decides to mobilize federal resources. Disaster-stricken areas become eligible for relief when the President declares an emergency or major disaster.

FEMA has the responsibility for, and directs Federal Disaster Assistance. In coordination with other federal agencies, FEMA developed the Federal Response Plan (hereafter in this chapter referred to as the Plan). It provides the system for delivering Federal assistance to State and local governments when the requirements of emergency response exceed State and local capabilities. The Federal Response Plan may be found at <http://www.fema.gov/rrr/frp/>.

The Plan tells how the Federal government responds to disasters, provides state and local governments with personnel, technical expertise, equipment and other resources, and assumes an active role in managing a response. The Plan is based on the premise that a significant disaster may require a broad spectrum of Federal assistance to immediately support State and local emergency response operations. The Plan establishes a foundation for a systematic, coordinated, and effective Federal response by:

1. Establishing fundamental assumptions and policies;
2. Establishing a concept of operations that provides an interagency coordinating mechanism for immediate delivery of Federal assistance;
3. Incorporating the coordination mechanisms and structure of other appropriate Federal plans and responsibilities to the overall response;
4. Identifying specific Federal resources to supplement State and local response operations;
5. Assigning specific functional responsibilities to appropriate Federal departments and agencies (the responsibilities assigned to Federal departments and agencies is summarized in Appendix F); and
6. Identifying actions Federal departments and agencies will take to manage the overall Federal response in coordination with the affected State.

The Plan does not specifically address recovery assistance, such as temporary housing, loans and grants to local and State government entities provided under traditional disaster assistance programs of FEMA and other agencies. However, initial recovery efforts may commence as response activities take place.

B. STATE RESPONSE PLANS.

The mission of the Emergency Management Division of the Michigan State Police is to foster, promote, and implement an emergency management system that protects Michigan communities and citizens from the effects of emergencies and disasters. Their vision is that Michigan will be a state where everyone practices sound emergency management concepts and principles that protect lives, property, and the environment.

The Division is responsible for preparing and maintaining a state disaster plan and all that it implies. It serves as point of contact and coordinating agency in providing assistance to local officials in designing local emergency action plans. Resource requirements for the state and its political subdivisions are determined by state regulation, and when advisable, it procures essential equipment for augmenting emergency operations. It assists in the establishment and conduct of training programs and public information programs; maintains a register of search and rescue organizations operating within the state and assists them in their training and proficiency standards; and it cooperates with federal agencies and other public or private agencies to the above purposes and in implementing programs for disaster prevention, preparation, response and recovery. Additional information regarding the Division's planning efforts is provided in Appendix G.

C. LOCAL RESPONSE PLANS. Counties within the State of Michigan maintain an emergency management department to assist city and county agencies with local planning efforts. These efforts include the development and coordination of programs involving:

- Emergency Preparedness (developing response plans, training responders and identifying crucial resources)
- Emergency Response (providing emergency aid and assistance)
- Recovery (coordinate the operations and response to a disaster)
- Mitigation (alleviate or prevent emergency situations in the future).

A directory of local emergency management programs contacts can be found at http://www.michigan.gov/msp/0,1607,7-123-1593_3507-15509--,00.html.

Local emergency management websites include:

<http://www.co.livingston.mi.us/EmergencyManagement/>

<http://macombcountymi.gov/OEM/index.asp>

<http://www.co.oakland.mi.us/ems/>

http://www.ewashtenaw.org/government/departments/emergency_management/em_911plan.html/em_index.html

<http://www.waynecounty.com/emd/>

Additional information regarding local response planning is provided in Appendix H.

VI. THE PROCESS

To maximize the mitigation capacity of the industry, a doctrine of planning, preparation, and organization must be known and practiced by industry. SAME is the organization best suited to facilitate this process.

A. REPORTING. As a private contractor, when and to whom do I report availability for work in an emergency?

A&E firms, contractors, suppliers, and subcontractors can be prepared to accept mobilization direction from the local contracting officer, the USACE District or Division Engineer in their local area. To insure timely and effective direction, these agencies need to know your firm's capabilities and assets. Without jeopardizing proprietary information, contractors who wish to accept mobilization work can report their assets, capabilities, and area of availability through the SAME Post. SAME can play a role in educating firms in this process. Each interested firm normally maintains a current inventory of its assets and capabilities. Making this document available to these agencies through this plan will accomplish this purpose. Firms that see themselves playing a major role during mobilization in their locality should plan for that eventuality now. Sustaining members of SAME are being asked to provide this capability information as a part of *Operation Fast Start*, and report their capabilities, as well, on their annual Directory Entry Form for the SAME Directory of Member Firms and agencies.

B. OPERATIONS. What is the nature of emergency operations?

Emergencies can run the gamut of situations from blizzards, floods, earthquakes and tornadoes to chemical/nuclear accident, war mobilization and/or nuclear attack. Operations at the peace to emergency interface are discontinuous, and time becomes the most precious resource. Private firms, whether A-E firms, contractors, suppliers, and/or subcontractors, must be able to make adjustments in their operations. New relationships must be established with local, state, regional, and national agencies to determine the response ethic necessary for the private sector to perform its role while averting panic. Again, SAME can act as the facilitator of this process.

C. PROCEDURES. What types of contracting procedures can be expected during national emergencies?

The procedures will probably depend on the severity of the emergency and the response time required. The competitive bid process is always desirable. In previous mobilization experiences, the use of cost plus fixed fee contracts was the norm, although not necessarily the most economical. Where competitive bid contracts can be used, history shows they should be used. Where expediency is most important, the cost plus fixed fee contract allows construction to begin before plans and specifications are finalized. It also guarantees that the contractor and A&E firm will be reimbursed for any rapidly rising, unpredictable labor and material costs necessary to perform the task they have been assigned. Standard procedures are established for A&E selection, contractor selection, types of contracts, percentage figures, cost plus fixed fee contracts, and/or different methods of contracting out work to accomplish the mission. Post monthly meetings provide speakers and information on current contracting procedures.

D. LIABILITY. What relief from liability for ongoing projects can be expected?

Mechanisms to determine which projects are to be stopped and how, which projects should be continued, and which projects that should be started depend on the magnitude of the mobilization and the nature of the project. The government's mobilization efforts and priorities will be available to the private sector to facilitate private industry's conversion from peacetime work to the mobilization effort. Contractors will be engaged in both government contracts and private contracts, and the rules for relief differ between the two. SAME can assist in this exchange.

E. DESIGN STANDARDS/STANDARD DESIGNS. What are the design standards for mobilization construction?

Peacetime standards provide "permanency," whereas emergency standards are often described as "expedient." A combined effort by government, A&E firms, and contractors is necessary to establish standards consistent with good construction practices and with the environment of the area where the district and/or division offices are located. These design standards takes into account the manpower, equipment, supplies, and subcontractors available within a mobilization period to perform the necessary construction activities. Mobilization construction, as currently envisioned, will use standard plans and non-critical materials. The objective is to build functional facilities in minimum time. It can be expected that maximum use of "alternatives" to construction will be sought, such as

leasing civilian or other government facilities, and converting nonessential military facilities. The design of standard mobilization facilities is in progress, to include all drawings, standard specifications and individual bills of materials. These designs include all drawings. Once the specific construction requirements are established, a complete bill of materials can be compiled. This will allow a quick assessment of suppliers' ability to meet the demand for materials.

F. MANPOWER AND EQUIPMENT READINESS. How can the private sector enhance its readiness?

Prior planning and analysis is the key to readiness. The change in employee priorities and needs during emergency conditions must be recognized. At these times, people's professional dedication will be tempered with worries about the safety of themselves and their families. A readiness plan must be sensitive to the psychological condition of those charged with its execution. The principals of firms must be prepared to assume a leadership role in restoring order to the disorder that inevitably follows a mobilization or emergency situation. Employees must feel confident of their firm's ability to perform during emergency conditions. Also, emergency relationships with A&Es, subcontractors, and suppliers should be prepared based on specific sectors of emergency work. Finally, the organization should inform the local emergency authorities of its manpower preparedness.

Equipment readiness lists should be established with each firm that has submitted its qualifications and whose expertise will be needed in a mobilization deterrence. Lists for A&E firms should include all types of survey instruments, computers, plotters, and computer software. Contracting and construction firms should list construction equipment, such as road building equipment, cranes, pile driving equipment, and small equipment necessary to perform the mission. All firms must address the equipment available in case of mobilization and keep the list updated.

VII. THE FEEDBACK MECHANISM

Once we as a society of military and civilian engineers think through the probability of disaster and our response capability, important new thoughts, concepts, tactics, equipment, and processes will evolve. These can save precious minutes, lives, and property. It is here that SAME can play the greatest role. The Society must have a vehicle to make this happen -- to provide this feedback. The first step is this Post Plan. The next step is to maintain the plan. You, the individual member, the Sustaining Member, the interested prospect, must provide us feedback in the form of questions, concerns, and/or suggestions for improvement, as well as updates of your readiness inventory. Please let us hear from you! Only through your involvement will this plan grow. Only through your involvement will our readiness condition improve.

The Society of American Military Engineers, Detroit Post, currently has 29 sustaining member firms. These firms are engineering and construction-related businesses in the Great Lakes Area. SAME sustaining member firms have been asked to identify the type and extent of resources at their disposal, which might then become available in the event of natural disaster in the area or national military mobilization. The SAME profile questionnaire was used to collect the data (Appendix A).

Other firms in the area are also being asked to participate in this information gathering effort and to join us either as sustaining member firms or as individual members. Membership application forms are attached at Appendix E. It is our intent to use this plan to help recruit additional members and in the process expand the resources available in time of emergencies through *Operation Fast Start*.

Appendix B gives the results of our membership profile questionnaire. This questionnaire will be expanded and updated periodically.

Appendix C includes a list of our Sustaining Members and contact information.

Appendix D is a summary of the Federal, State and Local Agencies that can be involved in emergencies of various natures.

Appendix E contains the website where the membership application forms for both Sustaining Membership and for Individual Membership are found. If you or anyone you know are interested in SAME and *Operation Fast Start*, please use these forms to apply. We welcome your participation.

Appendix F describes the of federal agency responsibilities.

Appendix G captured the State emergency response plan.

Appendix H recaps local response plan(s).

APPENDIX A

SAME MEMBERSHIP PROFILE QUESTIONNAIRE

SAME Sustaining Membership Profile
(Voluntary Agreement to Participate)

Firm Name: _____
Address: _____
Phone: (____) _____ FAX: (____) _____

Person to Contact:
Name: _____
Address: _____
Phone Bus.: (____) _____
E-Mail Address: _____

We are seeking information regarding sustaining member capabilities. Please X the following category (ies) your firm has experience providing services for.

- | | |
|--|--|
| <input type="checkbox"/> Earthquakes | <input type="checkbox"/> Radiation Leaks |
| <input type="checkbox"/> Floods and Hurricanes | <input type="checkbox"/> Snow Removal |
| <input type="checkbox"/> Hazardous Materials Discharge | <input type="checkbox"/> Tornadoes |
| <input type="checkbox"/> Explosions, Fires | <input type="checkbox"/> Air Disasters |
| <input type="checkbox"/> Landslides | <input type="checkbox"/> Weapons of Mass Destruction |
| <input type="checkbox"/> Oil Spills | |

Please X the following category (ies) your firm has support experience with. See below for definitions.

- | | |
|---|---|
| <input type="checkbox"/> Transportation | <input type="checkbox"/> Resource Support |
| <input type="checkbox"/> Communications | <input type="checkbox"/> Health and Medical Support |
| <input type="checkbox"/> Public Works and Engineering | <input type="checkbox"/> Urban Search and Rescue |
| <input type="checkbox"/> Fire Fighting | <input type="checkbox"/> Hazardous Materials |
| <input type="checkbox"/> Information and Planning | <input type="checkbox"/> Food |
| <input type="checkbox"/> Mass Care | <input type="checkbox"/> Energy |

Support Code Definitions:

Transportation – highways, streets, bridges, railroads, airports, marine

Communications – telecommunication assets

Public Works and Engineering – restoration, planning, engineering, designing, construction, demolition, provide emergency power

Fire Fighting – management, coordination, detection, suppression

Information and Planning – collection, evaluation and processing

Mass Care – shelter, feeding, first aid, information and bulk distribution

Resource Support – evaluation, location, procurement of material resources, stock surplus

Health and Medical Services – public health response, triage, treatment, transportation, and evacuation of patients

Urban Search and Rescue – immediate life saving response, use of specialized equipment and teams, coordination of federal aircraft

Hazardous Materials – coordinate response to potential HAZMAT discharges and prevent, minimize and mitigate threats

Foods – obtain and arrange for transportation and distribute food

Energy – assess energy equipment damage, energy supply, demand and requirements to restore systems.

Please return questionnaire via fax to:

Susan Harrell
Barr Engineering Company
450 South Wagner Road
Ann Arbor, MI 48103
Ph: 734-327-1200
Fax: 734-327-1212

APPENDIX B

SUSTAINING MEMBER CAPABILITIES

EXPERIENCE CODES	Earthquakes	Floods and Hurricanes	Hazardous Materials Discharge	Explosions, Fires	Landslides	Oil Spills	Radiation Leaks	Snow Removal	Tornadoes	Air Disasters	Weapons of Mass Destruction
<u>Sustaining Member Firms</u>											
Altech Environmental Services											
ARCADIS											
Barr Engineering Company		X	X		X	X					
Capital Consultants Inc.								X			
DLZ National Inc.		X	X	X	X	X			X		
Duro-Last Roofing Inc.		X	X		X	X			X		
Earth Tech Inc.	X	X	X			X			X		
Environmental Consulting & Technology		X	X		X	X	X			X	
Gourdie - Fraser											
Harley Ellis				X					X		
Inter-Fluve Inc.		X	X			X					
Lakeshore Engineering Services			X			X					
Limno-Tech Inc.											
Luedtke Engineering Co.											
MACTEC Engineering and Consulting											
Malcolm Pirnie Inc.											
Materials Testing Consulting											

EXPERIENCE CODES (cont.)	Earthquakes	Floods and Hurricanes	Hazardous Materials Discharge	Explosions, Fires	Landslides	Oil Spills	Radiation Leaks	Snow Removal	Tornadoes	Air Disasters	Weapons of Mass Destruction
<u>Sustaining Member Firms</u>											
Mer-Wil Industries	X	X							X		
MWH											
NTH Consultants Ltd.	X	X	X		X						
PA Consulting								X			
Patrick Engineering Inc.											
PEER Consultants P.C.											
Rowe Incorporated			X			X					
SAIC			X				X				X
Stanley Consultants Inc.											
STS Consultants Ltd.		X									
Testing Engineers & Consulting	X	X	X		X	X	X				
Tetra Tech MPS Inc.		X	X	X					X		
Trace Analytical Laboratories		X	X								
URS Corporation											
Wade-Trim Inc.											
WESTON Solutions Inc.		X	X	X		X	X		X		
Wilcox Associates Inc.								X			
Woolpert LLP	X	X							X		

Support Code Definitions:

Transportation – highways, streets, bridges, railroads, airports, marine

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Fire Fighting – management, coordination, detection, suppression

Information and Planning – collection, evaluation and processing

Mass Care – shelter, feeding, first aid, information and bulk distribution

Resource Support – evaluation, location, procurement of material resources, stock surplus

Health and Medical Services – public health response, triage, treatment, transportation, and evacuation of patients

Urban Search and Rescue – immediate life saving response, use of specialized equipment and teams, coordination of federal aircraft

Hazardous Materials – coordinate response to potential HAZMAT discharges and prevent, minimize and mitigate threats

Foods – obtain and arrange for transportation and distribute food

Energy – assess energy equipment damage, energy supply, demand and requirements to restore systems.

SUPPORT CODES	Transportation	Communications	Public Works and Engineering	Fire Fighting	Information and Planning	Mass Care	Resource Support	Health and Medical Support	Urban Search and Rescue	Hazardous Materials	Food	Energy
<u>Sustaining Member Firms</u>												
Altech Environmental Services												
ARCADIS												
Barr Engineering Company	X		X		X					X		X
Capital Consultants Inc.	X	X	X		X		X					X
DLZ National Inc.	X	X	X		X					X		
Duro-Last Roofing Inc.			X		X	X						
Earth Tech Inc.	X		X		X		X			X		
Environmental Consulting & Technology	X	X	X		X					X		X
Gourdie - Fraser	X		X		X							
Harley Ellis												
Inter-Fluve Inc.	X		X		X							
Lakeshore Engineering Services												
Limno-Tech Inc.												
Luedtke Engineering Co.												
MACTEC Engineering and Consulting												
Malcolm Pirnie Inc.												
Materials Testing Consulting												

SUPPORT CODES (cont.)	Transportation	Communications	Public Works and Engineering	Fire Fighting	Information and Planning	Mass Care	Resource Support	Health and Medical Support	Urban Search and Rescue	Hazardous Materials	Food	Energy
<u>Sustaining Member Firms</u>												
Mer-Wil Industries	X	X				X	X					X
MWH												
NTH Consultants Ltd.			X						X			
PA Consulting										X		X
Patrick Engineering Inc.												
PEER Consultants P.C.												
Rowe Incorporated										X		
SAIC					X					X		
Stanley Consultants Inc.												
STS Consultants Ltd.	X		X		X		X					
Testing Engineers & Consulting	X		X		X		X			X		
Tetra Tech MPS Inc.	X		X		X					X		
Trace Analytical Laboratories	X		X		X					X		X
URS Corporation	X		X		X		X			X		X
Wade-Trim Inc.	X		X		X							
WESTON Solutions Inc.										X		
Wilcox Associates Inc.	X		X		X		X					
Woolpert LLP	X		X									

APPENDIX C

SUSTAINING MEMBERS DETROIT POST

<u>Company Name</u>	<u>Main Contact</u>	<u>Telephone Number</u>
Altech Environmental Services Inc.	Aloysius Aguwa	(248) 559-5500
ARCADIS	Brian O'Mara	(720) 344-3500
Barr Engineering Company	Dan Umfleet	(734) 327-1200
Capital Consultants Inc.	Kevin Fueks	(517) 371-1200
DLZ National Inc.	Pratap V. Rajadhyaksha	(517) 393-6800
Duro-Last Roofing Inc.	Todd D. Fritz	(800) 248-0280
Earth Tech, Inc.	Steve Townsend	(734) 779-2800
Environmental Consulting & Technology	Sanjiv Kumar Sinha	(313) 963-6600
Gourdie-Fraser	Gary G. Wilson	(231) 946-5874
Harley Ellis	James W. Page	(248) 262-1502
Inter-Fluve Inc.	Marty Rye	(920) 648-5500
Lakeshore Engineering Services Inc.	Avinah Rachmale	(313) 535-7882
Limno-Tech Inc.	Scott B. Bell	(734) 332-1200
Luedtke Engineering Co.	Kurt R. Luedtke	(616) 352-9631
MACTEC Engineering and Consulting	Garrett E. Bondy	(248) 926-4008
Malcolm Pirnie Inc.	Christopher J. Englert	(313) 964-5217
Materials Testing Consulting, Inc.	Steve Elliot	(616) 456-5469
Mer-Wil Industries Inc.	Mervin R. Williams	(810) 239-0600
MWH	Jerald Gers	(248) 344-0205
NTH Consultants, Ltd.	Benedict Tiseo	(248) 553-6300
PA Consulting Inc.	Anne D. Parker	(419) 843-8697
Patrick Engineering Inc.	Jeffrey C. Schuh	(734) 632-1190
PEER Consultants P.C.	Pamela A. Lemme	(313) 965-1912
Proact Services Corporation	Frank Smiddy	(231) 843-2711
Rowe Inc.	Rick A. Freeman	(810) 341-7500
SAIC	Samuel E. Insalaco	(330) 405-9810
Stanley Consultants Inc.	Quincy Love	(303) 799-6806
STS Consultants, Ltd.	Michael C. Gentner	(313) 963-2990
Testing Engineers & Consultants, Inc.	John Banicki	(248) 588-6200
Tetra Tech Inc.	Matthew D. Rathsack	(586) 727-0777
Trace Analytical Laboratories Inc.	Mary Quist	(231) 773-5998
URS Corporation	Stephen W. English	(313) 961-9797
Wade-Trim	Lawrence J. Moloney	(313) 961-3650
WESTON Solutions Inc.	Lisa Lange	(313) 989-2550
Wilcox Associates, Inc.	Richard D. Wilcox	(231) 775-7755

APPENDIX D

AGENCY LISTING

FEDERAL

Department of Agriculture, Forest Service Region 9, Eastern Region	414-297-3600
Natural Resources Conservation Service	202-720-7246
Bureau of Land Management	202-452-5125
Department of Housing & Urban Development	202-708-1112
Department of Interior, Bureau of Reclamation	202-513-0501
National Park Service	202-208-6843
Department of Transportation, Regional Federal Highway Administration	517-336-6477
Department of Commerce, Economic Development Administration	312-353-7706
Department of Labor, Mine Safety, and Health	202-693-9400
Federal Aviation Agency	419-626-6575
US Army Corps of Engineers - Washington, D.C. Office	202-761-0660
US Army Corps of Engineers – Detroit District Engineer Detroit District – Emergency Response Mission	313-226-6762 313-554-8218

STATE

Michigan State Police Emergency Management Division	517-336-6198
Michigan Department of Highway Forest Management Division	313-256-2885 517-373-1275
Department of Health and Human Services	517-335-8024
National Guard	517-546-0670
Department of Public Safety	517-353-5360

COUNTY

Livingston County Emergency Management	517-546-4620
Macomb County Emergency Management	586-469-5270
Oakland County Emergency Management	248-858-5300
Wayne County Emergency Management Division	734-942-5289
Washtenaw County Emergency Management Division	734-971-1152

LOCAL DETROIT LISTING

Police Department	313-596-5600
Detroit Fire Department – Emergency Management	313- 596-2900
Detroit Department of Public Works	313-224-3900
Detroit Water and Sewage Department	313-964-9000

APPENDIX E

MEMBERSHIP APPLICATION FORMS

Membership Application Forms for an individual membership, corporation membership, or public agency membership can be found at <http://www.same.org/i4a/pages/index.cfm?pageid=3664>.

APPENDIX F

FEDERAL AGENCY RESPONSIBILITIES

The following Federal departments and agencies agree to support the overall concept of the Plan and to carry out their assigned functional responsibilities. They also agree to implement national and regional planning efforts and exercise activities in order to maintain the overall Federal response capability:

Department of Agriculture
Department of Commerce
Department of Defense
Department of Education
Department of Energy
Department of Health and Human Services
Department of Housing and Urban Development
Department of the Interior
Department of Justice
Department of Labor
Department of State
Department of Transportation
Department of Treasury
Department of Veterans Affairs
American Red Cross
Environmental Protection Agency
Federal Communications Commission
Federal Emergency Management Agency
General Services Administration
Interstate Commerce Commission
National Aeronautical and Space Administration
National Communications System
Nuclear Regulatory Commission
Office of Foreign Disaster Assistance
Office of Personnel Management
U.S. Army Corps of Engineers
U.S. Postal Service
Small Business Administration

3. **ASSIGNMENT OF RESPONSIBILITIES.** To facilitate the provisions of Federal assistance, the Plan uses a functional approach to group the types of Federal assistance, which the State is most likely to need under 12 Emergency Support Functions (ESFs). The 12 ESFs serve as the primary mechanism under which Federal response assistance will be provided to assist the State in rendering assistance to the affected area. Primary or leads Federal agencies, with other agencies providing support as necessary to carry out the function heads each ESF. Primary agencies have been assigned on the basis of having the most resources and capabilities in the particular functional area.

ESF #1. The Department of Transportation has primary responsibility for ESF #1, which is to provide for the coordination of Federal transportation support to State and local governmental entities, voluntary organizations, and Federal agencies requiring transportation capacity to perform disaster assistance missions following a catastrophic earthquake, significant natural disaster, or other event requiring Federal response.

ESF #2. The National Communications System has primary responsibility for ESF #2, which is to assure the provision of Federal telecommunications support to Federal, State, and local response efforts following a Presidential declared emergency, major disaster, extraordinary situation and other emergencies under the Federal Response Plan. This ESF supplements the provisions of the National Plan for Telecommunications Support in Non-Wartime Emergencies.

ESF #3. The Department of Defense has delegated responsibility to the **U.S. Army Corps of Engineers** for ESF #3, which is to provide Public Works and Engineering support to assist the State(s) in needs related to lifesaving or life protecting following a major or catastrophic disaster.

ESF #4. The U.S. Department of Agriculture has primary responsibility for ESF #4, which is to detect and suppress wild land, rural, and urban fires resulting from, or occurring coincidentally with, a catastrophic earthquake, significant natural disaster or other event requiring Federal response assistance.

ESF #5. The Federal Emergency Management Agency has primary responsibility for ESF #5, which is to collect, process and disseminate information about a potential or actual disaster or emergency to facilitate the overall activities of the Federal government in providing response assistance to an affected State.

ESF #6. The American Red Cross has primary responsibility for ESF #6, which is to coordinate efforts to provide sheltering, feeding, and emergency first aid following a catastrophic earthquake, significant natural disaster or other event requiring Federal response assistance; to operate a Disaster Welfare Information System to collect, receive, and report information about the status of victims and assist with family reunification within the disaster area; and to coordinate bulk distribution of emergency relief supplies to disaster victims following a disaster.

ESF #7. The General Services Administration has primary responsibility for ESF #7, which is to provide logistical/resource support following a catastrophic earthquake, other significant natural disaster, or other event requiring Federal response.

ESF #8. The Department of Health and Human Services, U.S. Public Health Service, has primary responsibility for ESF #8, which is to provide U.S. Government coordinated assistance to supplement State and local resources in response to public health and medical care needs following a significant natural disaster or man-made event. The Department of Health and Human Services through its executive agent, the Assistant Secretary of Health, who heads the U.S. Public Health Service (USPHS), direct assistance provided under this ESF. Resources will be furnished when State and local resources are overwhelmed and medical and/or public health assistance is requested from the Federal government.

ESF #9. The Department of Defense has primary responsibility for ESF #9, which is to describe the use of Federal Urban Search and Rescue (US&R) assets following an event requiring a Federal response. The scope of US&R activities includes locating, extricating and providing for the immediate medical treatment of victims trapped in collapsed structures.

ESF #10. The Environmental Protection Agency has primary responsibility for ESF #10, which is to provide Federal support to State and local governments in response to an actual or potential discharge and/or release of hazardous material following a catastrophic earthquake or other catastrophic disaster.

ESF #11. The U.S. Department of Agriculture has primary responsibility for ESF #11, which is to identify, secure, and arrange for the transportation of food assistance to affected areas following a major disaster or emergency or other event requiring Federal response.

ESF #12. The Department of Energy has primary responsibility for ESF #12, which is to help restore the Nation's energy systems following a catastrophic earthquake, natural disaster, or other significant event requiring Federal response assistance. Power and fuel are critical to saving lives and protecting health, safety, and property, and also enable other emergency support functions to respond more effectively.

APPENDIX G

STATE RESPONSE PLAN

The Emergency Management Division of the Michigan State Police is the lead state agency for responding to all hazard emergency and disaster incidents. The Emergency Management Division is responsible for maintaining and implementing the Michigan Emergency Management Plan. The Division website (http://www.michigan.gov/msp/0,1607,7-123-1593_3507---,00.html) has links to all local emergency management programs.

The Emergency Management Division coordinates a number of planning activities designed to improve the capabilities of Michigan State Government to mitigate against, prepare for, respond to and recover from natural and technological disasters and emergencies. Collectively, these activities are aimed at saving lives, protecting public health, safety and property, and ensuring that needed assistance (in the form of personnel, equipment, supplies and grants) are provided to local government when events occur that overwhelm local capabilities. Following is a brief description of the major state-level functional planning activities performed by the Division.

Mitigation

The Division has several planning responsibilities related to hazard mitigation. First, it will assist the Michigan Hazard Mitigation Coordinating Council (MHMCC) in completing the *Michigan Hazard Mitigation Plan (MHMP)*. This plan is a comprehensive, multi-hazard plan that describes all state-level efforts in mitigating against the effects of a variety of disasters and emergencies to which the State is vulnerable. Currently in draft form, the MHMP should be available for public review and distribution in the Year 2000 (Note: the EMD website has not been updated since March 1999. A copy of the MHMP was not found on the Internet in December 2001). The Division also has significant mitigation planning responsibilities relating to two grants that it administers for the Federal Emergency Management Agency (FEMA). The first grant, the Hazard Mitigation Grant Program (HMGP), is administered only after a Federal disaster declaration is activated. Under P.L. 93-288, as amended (The Robert T. Stafford Disaster Relief and Emergency Assistance Act), commonly known as the Stafford Act, the State evaluates the hazards in the affected area and looks at other opportunities for mitigation statewide. Appropriate actions to mitigate these hazards are taken. The product of this evaluation is a post-disaster mitigation report that contains specific mitigation recommendations and implementation timetables. All such reports will become an attachment to the MHMP and be integrated into the State's overall hazard mitigation strategy. The second grant the division administers, the Flood Mitigation Assistance Program (FMA), is a yearly funding source that was established to provide financial assistance to States and communities for flood mitigation planning and activities. Since no community knows what type of disaster may affect them in the future, our Division encourages communities to develop an all-hazards *Local Mitigation Plan* rather than just focusing on flooding. The *Local Hazard Mitigation Workbook* provides guidance to communities to develop their local plans. Our goal is for all 83 counties to have a *Local Hazard Mitigation Plan* in the next five years.

Preparedness and Response

The Division is responsible for a number of planning activities aimed at enhancing the State's preparedness for disasters and emergencies. Probably the most visible product of those planning activities is the *Michigan Emergency Management Plan (MEMP)*, the comprehensive, all-hazard plan that coordinates the emergency management activities of Michigan State Government. Although the MEMP addresses all phases of emergency management, it is specifically oriented toward preparedness and response activities. The MEMP is a policy document developed and maintained by the Division, and signed by the Governor, the State Director of Emergency Management (Director, Department of State Police), and each department director, upon review and concurrence. The newly developed Executive Summary to the Michigan Emergency Management Plan (MEMP) provides a concise overview of the primary concepts, organizational structure and assigned responsibilities of State Agencies in Michigan's emergency management system. The Executive Summary reflects the content of the larger MEMP, but does not contain the detailed supporting information and procedures found in each individual annex. It is intended for those individuals and organizations that need basic information on Michigan's emergency management system, but don't necessarily need or want the voluminous operational detail found in the MEMP. Supporting the MEMP is the *Michigan Resource Inventory*, a computer data base developed and maintained by the Division, which contains a comprehensive listing of both government and private sector resources (personnel, equipment, facilities, supplies, services) that the State may need to procure to assist in disaster response and recovery operations.

The Division and each state agency also maintain internal *Standard Operating Procedures* which detail how personnel and vital resources are to be protected, how essential services will be continued under emergency conditions, and how MEMP task assignments will be carried out. The Division provides technical assistance to each agency in the development of these critical supporting documents. The foundation for all the State's emergency planning activities is the *Michigan Hazard Analysis*, which provides a comprehensive overview of the major hazards to which the State is vulnerable. All emergency planning undertaken at the state level is based on the hazard base identified in this document. The *Michigan Hazard Analysis* examines those hazards that have occurred in the past, as well as those that have the potential to occur in the future. Eighteen natural and technological hazards are examined in detail, with descriptive narrative and hazard maps provided to identify the overall potential threat to Michigan communities.

Recovery

One of the Division's major roles in disaster recovery is that of grants administrator for various Federal and State disaster assistance programs. To that end, the focus of the Division's recovery planning activities is on developing plans and procedures for implementing disaster assistance programs, as well as ensuring that local jurisdictions and state agencies are able to meet the planning, administrative and functional responsibilities required to obtain, use and manage disaster assistance funds. This necessitates extensive planning work in two separate, yet inter-related areas: 1) State Administrative Plans for disaster assistance programs; and 2) applicant guidance for obtaining, using and managing disaster assistance funds. The Division is the administrator and program coordinator for three major Federal disaster assistance programs, and one state-level program. The three Federal programs are: The Individual & Family Grant Program (IFGP), which the Division administers in conjunction with the Michigan Family Independence Agency; the Public Assistance Grant Program (PAGP); and the Hazard Mitigation Grant Program (HMGP). Funding for all three programs is provided for under the Stafford Act and coordinated at the Federal level by the Federal Emergency Management Agency (FEMA). FEMA provides disaster assistance funds to the Division for disbursement to eligible applicants. State Administrative Plans are developed and maintained by the Division for the purpose of implementing these programs on behalf of the State and FEMA. These Administrative Plans contain detailed management procedures covering all aspects of each program, from declaration to close-out. In addition to the Federal recovery programs, the Division also administers a state-level assistance program that reimburses communities for extraordinary public assistance-type expenditures incurred in order to protect public health, safety and property. This funding is provided under Section 19 of the Michigan Emergency Management Act (Act 390, P.A. 1976, as amended). The Division implements this program, on behalf of the State, in accordance with established administrative procedures. To ensure that local governments and state agencies are able to meet their planning, administrative and functional responsibilities related to obtaining, using and managing these Federal and state disaster assistance funds, the Division develops and maintains applicant guidance in the form of three Disaster Handbooks. These Handbooks are: *Damage Assessment Handbook (EMD Pub. 901; Public Assistance Grant Program Applicant Handbook, EMD Pub. 903; and Hazard Mitigation Grant Program Applicant Handbook, EMD Pub. 905*. These three documents are designed to provide potential applicants with the procedural guidance necessary to: 1) properly assess damage and impact in order to determine potential eligibility for assistance; 2) apply for the assistance for which they are eligible; and 3) once obtained, to properly manage and administer assistance funds in accordance with Federal law and program intent.

APPENDIX H

LOCAL RESPONSE PLANS

Local Governments will be prepared to:

- a. Direct and control local response to emergencies in accordance with State and local laws and mutual aid agreements with adjacent communities, special districts, and voluntary organizations.
- b. Provide immediate response through local police, fire departments, and public agencies located in the vicinity of the emergency.
- c. Establish readiness procedures that ensure proper training, notification of personnel, and availability of needed personnel and equipment in time of emergency.
- d. Request activation of mutual aid agreements when specific aid is required.
- e. Request assistance from State and Federal governments through Michigan State agencies when:
 - (1) Local resources are fully committed and found to be inadequate to respond to the situation.
 - (2) A particular capability is required and not otherwise available.
- f. Participate in Federal and State efforts to accomplish post-disaster hazard mitigation plans and studies, as required by Federal regulations when Federal loans and grants are made available to the jurisdiction under a presidential disaster declaration.
- g. Provide training to personnel with disaster-related responsibilities and conduct annual exercises of local disaster response plans. FEMA assists in the development of exercises at the local level upon request. The goal of emergency preparedness training at all levels is the preparation of individuals and organizations for effective and coordinated response to emergencies and in order to minimize the loss of human life and property in the event of a natural disaster.

The American Red Cross independently provides mass care to all disaster victims as part of a broad program of disaster relief. It also assumes primary agency responsibility, under the Federal Response Plan, to coordinate Federal response assistance to the mass care response of State and local governments and the efforts of other voluntary agencies, including ARC relief operations.

APPENDIX I

REFERENCES

1. Guide for All-Hazard Emergency Operations Planning (State & Local Guide) by FEMA

If not available at local government, a copy can be obtained by sending request to:

FEMA

P.O. Box 2012

Jessup, MD 20794-2012

Fax: 301-497-6378

Phone: 800-480-2520; M-F, 8 to 5 EST

Include:

a. Title - Guide for All-Hazard Emergency Operations Planning (State & Local Guide)

b. Item # 9-1051

c. Short title - SLG 101

d. Number of copies

e. Your name, address, phone #

2. Michigan State Emergency Management Division

Lieutenant Walter Davis

Michigan State Police

42145 West Seven Mile

Northville, MI 48167

Phone: 248-380-1055

APPENDIX J

WEAPONS OF MASS DESTRUCTION CIVIL SUPPORT TEAM PROGRAM

FACT SHEET

Description of the Unit The Civil Support Team (CST) is a high-priority response unit supporting civil authorities in responding to a weapons of mass destruction (WMD) situation. The unit is made up of 22 full-time National Guard members. It consists of six sections: command, operations, communications, administration/logistics, medical, and survey, who have been specially trained and equipped to provide a technical reach-back capability to other experts. The team is formed specifically to provide advice to the Incident Commander to help make assessments of the requirements for follow-on forces.

The unit is commanded by a Lieutenant Colonel, jointly staffed with Army and Air National Guard personnel, and encompasses 14 military occupational skills. The unit is Federally resourced, trained, equipped, and sustained, with the State National Guard providing the personnel, stationing, and common support. The Adjutant General either employs the CST to support the State response under the direction of the Governor or to support another State's response under a supported Governor.

Congress has authorized 32 CSTs. The first 10 teams authorized in the National Defense Appropriations Act for fiscal 1999 have achieved the certification required by law and in accordance with Department of Defense criterion. Seventeen additional teams were authorized in fiscal 2000, and all of them are certified as well; five more teams were authorized in fiscal 2001. Three of these latest teams were certified as operational on 5 February 2003.

Mission and Organization The CST mission is to support civil authorities at a domestic CBRNE incident site by identifying CBRNE agents/substances, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for state support to facilitate additional resources.

CST Training and Equipment The CSTs participate in both military and emergency responder training. Team members acquire approximately 600 hours of initial training above their military occupational skill qualification or professional military education requirements. Instruction is provided from several DOD schools, along with other agencies such as FEMA, DOJ, EPA and DOE. The CST is equipped with high-end detection, analytical, and protective equipment. The unit possesses satellite, secure and cellular telephone communications to provide connectivity with both civil and military forces within the operational conditions.

CSTs are required to maintain personal protective equipment sets that exceed those provided to military forces. CSTs are equipped to civil standards in order to operate in an area containing unknown contamination. Additionally, high-end detection equipment is required to detect a greater range of substances, including toxic industrial chemicals, organic substances, and chemical and biological warfare agents.

Unit Stationing and Response Range CSTs are currently based in Colorado, Georgia, Illinois, California, Massachusetts, Missouri, New York, Pennsylvania, Texas, Washington, Alaska, Arizona, Arkansas, California, Florida, Hawaii, Idaho, Iowa, Kentucky, Louisiana, Maine, Minnesota, New Mexico, Ohio, Oklahoma, South Carolina, Virginia, Alabama, Kansas, Michigan, Tennessee, and West Virginia. Based upon weather and road conditions, ground transit time equates to 3 to 5 hours after departing Home Station. Any response beyond the 250-mile maximum ground movement radius may warrant the use of rotary or fixed wing aircraft. The CST equipment set is man-portable for rotary wing movement (but at a degraded capability) as well as air transportable by fixed wing aircraft at full capability. CSTs will normally be the first National Guard units to arrive at a WMD incident.

General In response to a weapon of mass destruction situation, the Civil Support Teams provide a well-trained assessment team to support the State response as a lead element for the National Guard. Their knowledge of the emergency management system, expertise in emergency response operations, and technical capabilities may provide tremendous assistance to the local Incident Commander. WMD terrorism requires rapid response to a suspected or actual terrorist attack. The CSTs provide assessment of the damage, consultation on logistics, medical, chemical and biological defense, and transmission of the situation to higher headquarters to facilitate follow-on military forces. The CSTs are available for rapid deployment for WMD response operations.

Source: Stoneking
 Current as of: 5 Feb 2003

STATE HQ:	MICHIGAN	STARC 24-HR PHONE:	517 483-5500		FAX:	517 483-5822
MAIL:	2500 S. Washington Ave. Lansing, MI 48913					
MESSAGES	TAG MI LANSING MI//POMSO/51STCST//			RUEALMM		
E-MAIL:						
STATE-LEVEL WMD CST POINTS of CONTACT		DIRECT PHONE	CELL PHONE	E-MAIL		
Primary	LTC Burton Francisco	(269) 731-3538	269-420-3857	burton.francisco@mi.ngb.army.mil		
Alternate 1	COL Daryl lurdy	(517) 483-5619				
Alternate 2	COL Steve Burner	(517) 483-5686				
51st CST	MICHIGAN	UNIT PHONE:	(269) 731-3532		FAX:	269-731-3512
MAIL:	2725 27th St, Augusta, MI 49012-9205				UIC:	W7L9AA
FREIGHT:	(same as mailing address)					
CST STAFF:	NAME	DIRECT PHONE	CELL PHONE	E-MAIL		
Commander	LTC Burton Francisco	(269) 731-3536	269-420-3857	burton.francisco@mi.ngb.army.mil		
Dep Cdr	MAJ Clark Hinga	(269) 731-3539	269-420-3861	clark.hinga@mi.ngb.army.mil		
Ops Officer	CPT Jason ("Mo") Awadi	(269) 731-3508	269-420-3848	jason.awadi@mi.ngb.army.mil		
Sr Ops NCO	MSG James Passini	(269) 731-3534	269-420-3866	james.passini@mi.ngb.army.mil		
Training POC	TSgt Michelle Miller	(269) 731-3533	269-420-3846	michelle.miller@mi.ngb.army.mil		
Installation:	Ft. Custer Training Center					