



THE TERRITORY OF GUAM COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

GUAM HOMELAND SECURITY/OFFICE OF CIVIL DEFENSE - EMERGENCY OPERATIONS CENTER CONTINUITY OF OPERATIONS (COOP) ANNEX

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SECTION I: INTRODUCTION

A. Purpose

This Continuity of Operations Plan (COOP) establishes policy and guidance to ensure the execution of the mission essential functions for Department of Homeland Security/Office of Civil Defense (GHS/OCD) in the event that an emergency in Guam threatens or incapacitates operations, and the relocation of selected personnel and functions of any facilities in Guam is required. Specifically, this plan is designed to:

1. Ensure that GHS/OCD is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
2. Ensure that GHS/OCD is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.

B. Guam Authority

1. Guam Code Ann. Title. 10 Chapter 65
2. Guam Civil Defense Act of 1951;
3. Organic Act of Guam, as amended and related statutes, Chapter 8A-Guam-Title-48 U.S.C.A. 1422;
4. Public Law 98-288, Disaster Relief Act of 1974;
5. Guam Government Code 8501-8515 (Public Law 1-21);
6. Guam Government Code 62020;
7. Guam Government Code 40400; and
8. Executive Order of the Governor 20X-X.

C. Federal Authority

1. Robert T. Stafford Disaster Relief and Emergency Assistance Act as amended by Public Law 106-390, October 30, 2000
2. Executive Order 80-29 (Disaster Preparedness), dated April 14, 1980
3. Presidential Decision Directive 67, Enduring Constitutional Government and Continuity of Government Operations, dated October 21, 1998

D. Objectives

Guam Homeland Security/Office of Civil Defense COOP ensures the continued performance of minimum essential functions during a wide range of potential emergencies or in a situation that might disrupt normal operations. This is accomplished through the development of the Guam Comprehensive Emergency Management Plan (CEMP), procedures and provisions of alternate facilities, personnel, resources, interoperable communications and vital records and databases. The objective of this COOP is to ensure that a viable capability exists to continue essential GHS/OCD functions across a wide range of potential emergencies, specifically when the primary facility at 221B Chalan Palasyo, Agana Heights is either threatened or inaccessible.

- a. Support from other local agencies as described herein will be coordinated with the Guam Emergency Operations Center (EOC).
- b. Ensure the safety of personnel and visitors assigned to and visiting GHS/OCD facility.
- c. Provide for the ability to continue mission essential functions.
- d. Contain provisions for the protection of critical equipment, vital records, and other assets.
- e. Maintain efforts to minimize damage and losses to the GHS/OCD facility.
- f. Contain provisions for an orderly response and recovery from any incident.
- g. Serve as a foundation for the continued survival of leadership.
- h. Assure compliance with legal and statutory requirements.

E. Scope

This plan is an integrated response for the full array of natural and human-caused disasters that may trigger the activation of this COOP. The goal is to reduce the vulnerability of the GHS/OCD facility, to save lives and protect property, conduct recovery operations and return to normal operations as quickly as possible. To be effective, GHS/OCD must quickly and smoothly transition from routine operations to continuity operations at alternate site(s). Just as quickly, GHS/OCD must resume normal operations after the declared emergency is over.

This plan is executed in two phases: Activation and Assessment. During the Activation Phase, all GHS/OCD personnel will be accounted for and moved to the alternate site(s). During the Assessment Phase, essential functions (as listed) will be performed, and the Assessment teams will assess the structural integrity of the GHS/OCD facility and ascertain whether its Information Technologies are intact.

F. Methodology

1. The Planning Section Chief is designated as the Continuity of Operations Plan (COOP) Administrator and is responsible for advance planning to ensure that GHS/OCD can respond to an emergency incident by resuming critical business functions within a short, defined period of time; losses can be minimized and the impacted facility can be quickly repaired or replaced.
2. Letters of authority exist that describe the delegation of authority and responsibilities, as well as set limits on the resources the addressee can independently expend or obligate.
3. Activation of the COOP will require the Homeland Security Advisor or Civil Defense Administrator to serve as the initial Incident Commander for the emergency event. Upon arrival of the senior law enforcement officer (for bomb threats) or senior fire department official (for fires, or hazardous contamination incidents), the Homeland Security Advisor or Civil Defense Administrator will immediately relinquish incident command to the on-scene Incident Commander. When relieved from on-scene responsibilities, the Homeland Security Advisor or Civil Defense Administrator will proceed to a Rally Point and oversee emergency operations.
4. The activation of the COOP might require relocating to the Alternate Facility.
5. The activation of the COOP will require the establishment of a special management staff known as the Emergency Relocation Group (ERG). The ERG will perform mission essential functions at the Rally Point until normal operations are resumed at the primary Emergency Operations Center (EOC) at GHS/OCD.

G. Assumptions

1. The EOC will be activated
2. Mutual aid assistance will be requested.
3. Availability of existing personnel may be extremely limited.
4. Use of existing facilities may be non-existent.
5. Extended working hours initially may be required of personnel.
6. Technological tools may be unavailable, i.e., computer networks, cellular phones.

SECTION II: CONCEPT OF OPERATIONS (CONOP)

A. COOP Triggers

Emergencies, or potential emergencies, may affect the ability of GHS/OCD to perform its mission essential functions from any or all facilities in the Territory. The following are scenarios that could mandate the activation of the GHS/OCD COOP.

1. Any Guam facility is closed to normal business activities as a result of an event or credible threats of an event that would preclude access or use of the facility and the surrounding area.
2. Any jurisdiction in Guam is closed to normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military attacks. Under this scenario there could be uncertainty regarding whether additional events such as secondary explosions, or cascading utility failures could occur. If multiple facilities are affected, activation of COOP contingencies to address such scenarios may be necessary.

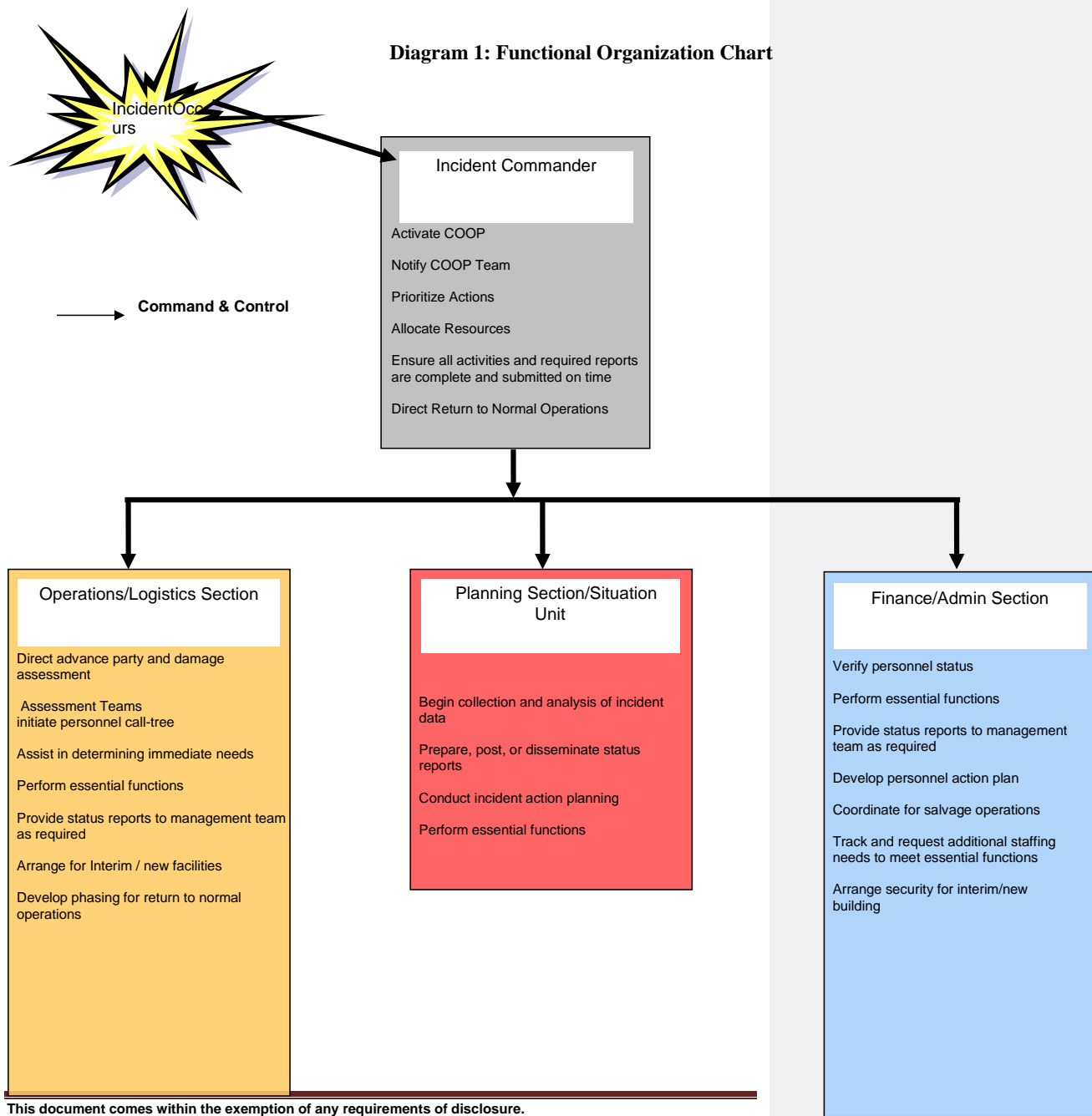
B. COOP Organization

In an event so severe that normal operations are interrupted, or if such an incident appears imminent and it would be prudent to evacuate any primary facility as a precaution, the Homeland Security Advisor or designee may activate the COOP. The relevant alternate facility will be activated, if necessary and at the discretion of the Homeland /Security Advisor or other designated person. (See Diagram 1: Functional Organization Chart)

1. The Emergency Response Group (ERG) for GHS/OCD will gather at the Alternate Facility (Guam National Guard Readiness Center Building 400) The ERG will ensure the mission essential functions of the closed primary facility are maintained and capable of being performed using the relevant alternate facility until the assumption of full operations is re-established at the primary facility.
2. The ERG may be supplemented by selected staff from appropriate agencies. The Emergency Operations Center Emergency Support Function (EOC ESF) Team will serve as an initial relocation team for COOP activation or potential activation. The ERG will either relocate temporarily to the relevant alternate facility, if necessary, or operate remotely from A.B. Won Pat International Airport conference rooms 1 and 2. The ERG will be responsible to continue mission essential functions of GHS/OCD within six hours and for a period up to seven days pending regaining access to the unusable facility or the occupation of the relevant alternate.
3. All staff necessary to perform the mission essential functions of GHS/OCD will need to be contacted and advised to report to either the relevant alternate facility, predetermined secure location, or other location as determined by the

ERG. Clear instructions as to the actions necessary to be performed by each staff member should be predetermined by the ERG

4. Incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, the GHS/OCD COOP will be executed in response to a full-range of disasters and emergencies, to include natural disasters, terrorist threats and incidents, and technological disruptions and failures.
5. It is expected that, in most cases, GHS/OCD will receive a warning of at least a few hours prior to an incident. Under these circumstances, the process of activation would normally enable the partial, limited, or full activation of the GHS/OCD COOP with a complete and orderly alert, notification of all personnel, and activation of the ERG.
6. Without warning, the process becomes less routine, and potentially more serious and difficult. The ability to execute the GHS/OCD COOP following an incident that occurs with little or no warning will depend on the severity of the incident's impact on the physical facilities, and whether GHS/OCD personnel are present in the affected facility or in the surrounding area.
7. Positive personnel accountability throughout all phases of emergencies, including COOP activation, is of utmost concern, especially if the emergency occurs without warning, during duty hours. Facility Safety and Evacuation Plans, Administrative and Emergency Procedures, and Section/Office COOP Implementation Plans should provide for such accountability.



C. Time-Phased Implementation

The purpose of a time-phased implementation is to maximize the preservation of life and property in the event of any natural or man-made disaster or threat thereof. The extent to which this will be possible will depend on the emergency, the amount of warning received, whether personnel are on duty or off-duty at home or elsewhere, and possibly, the extent of damage to primary facilities and their occupants. The Disaster Magnitude Classification definitions may be used to determine the execution level of the GHS/OCD COOP. These levels of disaster are defined as:

- **Minor Disaster.** Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for State or federal assistance.
- **Major Disaster.** Any disaster that will likely exceed local capabilities and require a broad range of state and federal assistance. GHS/OCD will work through the Federal Emergency Management Agency (FEMA) Regional Office to coordinate any federal disaster assistance.
- **Catastrophic Disaster.** Any disaster that will require massive Territory and federal assistance, including immediate military involvement. Federal assistance will involve response as well as recovery needs.

D. Guam OCD Essential Staff

1. GHS/OCD personnel who are relocated under this plan to the selected alternate facility are known collectively as the Essential Staff (ES). The ES must be able to continue operations and the performance of mission essential functions for up to 30 days with resource support.
2. Since alternate facility space and support capabilities may be limited, the membership of the ES may need to be restricted to only those personnel who possess the skills and experience needed for the execution of mission essential functions.
3. GHS/OCD personnel who are not designated ES members may be directed to move to other facilities or duty stations, or may be advised to remain at or return home pending further instructions. COOP activation will not, in most circumstances, affect the pay and benefits of either ES members or other GHS/OCD staff.

Location	Essential Staff Positions
Alt. Facility/EOC	Homeland Security Advisor/Civil Defense Administrator
Alt. Facility/EOC	EOC Director
Alt. Facility/EOC	Operations Section Chief
EOC	Planning Section Chief
EOC	Logistics Section Chief
EOC	Finance and Administration Section Chief
Alt. Facility/EOC	External Affairs
Alt. Facility/EOC	Department of Defense Liaison
Alt. Facility/EOC	Emergency Services Branch Director (Operations Section)
Alt. Facility/EOC	Human Services Branch Director (Operations Section)
Alt. Facility/EOC	Infrastructure Branch Director (Operations Section)
EOC	Situation Unit Leader (Planning Section)
EOC	Resource Unit Leader (Planning Section)
EOC	Documentation Unit Leader (Planning Section)
EOC	Request For Assistance / Mission Assignment Tracker (Operations Section)

E. Alternate Relocation Point

1. The determination of the Alternate Relocation Point (ARP) will be made at the time of activation by the Homeland Security Advisor in consultation with the Emergency Response Group (ERG) and will be based on the incident, threat, risk assessments, and execution timeframe.
2. To ensure the adequacy of assigned space and other resources, all alternate facilities should be reviewed by the Homeland Security Advisor (HSA) or designee annually. The HSA will be advised of the results of this review and any updates to the ARP information.

F. Mission Essential Functions

It is important to establish priorities before an emergency to ensure that the relocated staff can complete the mission essential functions. All essential staff shall ensure that mission essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed mission essential must be deferred until additional personnel and resources become available.

Priority	Essential Functions
1	Territory Coordination Officer (TCO) / EOC Director / Unified Coordination Group (UCG)
2	Response operations (e.g., life/public safety, human needs, infrastructure restoration, etc.) in the following order: a. Life saving and life sustainment; b. Mass care and sheltering; c. Maintain functionality of water system; d. Deliver fuel to maintain essential services; e. Restore power; f. Minimize risks to tourists; g. Maintain continuity of sea and airport operations; and h. Debris clearance.
3	Warning and protective actions (e.g., evacuations, etc.)
4	Logistics and contracting (i.e., resource management)
5	Communications (i.e., establishing, restoring capabilities)
6	Request and mission tracking
7	Finance and administration (e.g., record keeping and event documentation)
8	Planning (e.g., situation tracking, incident action planning, etc.)
9	Dissemination of public information
10	Liaising with federal / military entities
11	External affairs
12	Training and exercising
13	Mitigation and long term recovery
14	Emergency / disaster program management e.g., NFIP, etc.)

G. Delineation of Mission Essential Functions

If the GHS/OCD COOP cannot be implemented for any reason, the GHS/OCD function will revert to the HSA or designee. The HSA will then determine which other agencies or organizations will perform critical services. The following delineation structure is provided for guidance to the Board’s decision-making process in the event that this catastrophic scenario arises.

1. If the GHS/OCD COOP cannot be implemented for any reason, the HSA or designee will assume the responsibility for the ensuring the continuous performance of the GHS/OCD mission essential functions.
2. If for any reason the HSA cannot assume or maintain responsibility for the execution of the GHS/OCD COOP and continuous performance of mission essential functions, the Governor’s Office will be prepared to assume responsibility for the GHS/OCD mission essential functions.

Priority	Essential Functions that could be suspended during the event.
1	Training and exercising
2	Mitigation
3	Emergency / disaster project management
4	Developing / updating emergency plans

H. Warning Conditions

1. With Warning. It is expected that, in most cases, GHS/OCD will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP with a complete and orderly alert, notification, and deployment of the EOC ESF Team to an assembly site or a pre-identified ARP.
2. Without Warning. The ability to execute the COOP following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel that survive. If the deployment of the ES is not feasible because of the loss of personnel, temporary leadership of GHS/OCD will be passed to the Governor as explained in subparagraph II-8 above.
 - a. Non-Duty Hours. GHS/OCD staff should be able to be alerted and activated to support operations for the duration of the emergency. The GHS/OCD Admin Section maintains an updated database of all employees' contact information.
 - b. Duty Hours. If possible, the COOP will be activated and available members of the EOC ESF Team will be deployed as directed to support operations for the duration of the emergency.

I. Direction and Control

1. Authorized GHS/OCD successors to the HSA are specified in the Guam CEMP (2013). Lines of succession shall be maintained by all GHS/OCD organizational elements, reporting to the HSA to ensure continuity of mission essential functions. Successions should be provided to a minimum depth of three people at any point where policy and directional functions are carried out.
2. The GHS/OCD Administrator may order activation of the GHS/OCD COOP Plan.
3. The EOC ESF Team, if pre-deployed, may be requested by the HSA or designee to disseminate the GHS/OCD COOP guidance and direction during the activation and relocation phases. Pending the activation of the COOP, the EOC ESF Team will monitor the situation and assist in the notification process as necessary.
4. When executed, the EOC should be notified and requested to provide or coordinate any requests for assistance per the Guam CEMP.

J. Operational Hours

1. During COOP contingencies, the HSA will determine the hours of work for the Essential Staff.
2. Certain members of the Essential Staff must be prepared to support a 24-hour-per-day, 7-day-per-week operation.

K. Alert and Notification

1. Alert Procedures. If the situation allows for warning, staff may be alerted prior to activation of the COOP. In all situations allowing for an alert the procedures must include notification to the GHS/OCD Administrator.
 - a. Information and guidance for GHS/OCD staff will normally be passed telephonically using an emergency notification telephone tree/cascade. Depending on the situation, current information may also be available via:
 - An agency maintained employee hotline.
 - Announcements to local radio and TV stations.
 - Other means (i.e., text messaging, variable message boards, etc.)
 - b. Staff should listen for specific instructions. All staff should remain at their office, work site or home until specific guidance is received.
 - c. The HSA will direct the activation of the GHS/OCD COOP.
2. Notification Procedures. Upon notification to activate the GHS/OCD COOP:
 - a. The HSA will notify the Civil Defense Administrator and the Governor's Office of the current situation and that the COOP is being activated.
 - b. The Staff Duty Officer and/or the Admin Section will notify the Public Information Officer (PIO) and the Essential Staff by telephone.
 - i. GHS/OCD will then initiate their respective COOP notification cascade and contact each person in their chain relaying the information and guidance provided by the EOC.
 - ii. The primary staff will make a second attempt to contact those individuals who were not initially available. If this attempt is unsuccessful, the primary staff will leave a message or send a text message.
 - iii. Once initial contact is made (message left/text message sent), the HSA will notify the Civil Defense Administrator of the status of contacting staff.

- iv. For personnel not initially contacted, once the message or text message is received, they should immediately contact the primary staff who contacted them.
 - v. Notification may be via personal contact, smart net radio, telephone, cell phone, radio and TV broadcasts, or a combination thereof.
 - vi. When a call or other notification is received by anyone, the information given by the primary staff should be carefully recorded to ensure that it is passed accurately to the next person on the call list.
 - vii. The primary staff will notify the HSA or designee upon completion of their notification process.
 - viii. The primary staff will report all unsuccessful contact attempts to the HSA or designee after relocation has been affected.
- c. The HSA or Civil Defense Administrator will notify the Governor's Office that an emergency relocation has occurred.

SECTION III: PROCEDURES

A. Go Kits and Black-Bags

1. The HSA or designee is responsible for providing guidance to staff on the requirement for and the contents of these kits, which may contain such items as software, databases, publications, laptop computers, etc. Checklists may be used to help ensure the inclusion of all necessary contents.
2. Items in the kits include:
 - a. Paper or electronic copies of emergency plans and procedures.
 - b. Extra batteries for laptops, digital cameras, cell phones, etc.
 - c. List of employee rosters.
 - d. A CD-ROM or memory stick that contains essential information.
 - e. A minimal amount of paper, pens and pencils. Normal office supplies can usually be purchased at a local store after an emergency.
 - f. Have a list of all necessary office supplies in the Black-Bag.
 - g. Personal medicines, health insurance cards.

B. Telecommunications and Information Systems Support

1. Telecommunications capabilities at the potential alternate facilities are sufficient for the performance of mission essential functions under the COOP. Information systems support at the potential alternate facilities will be provided by the information technology division.
2. It is imperative that each GHS/OCD office ensure that unique or critical information system requirements are considered in planning and, if appropriate, are identified as capabilities to be provided by support organizations at the potential alternate facilities.
3. Items to consider during the planning process include:
 - a. All three types of communication (Internal, External, Media).
 - b. The development of a telephone calling tree.
 - c. Consider the use of a telephone hotline housed in a secondary location.
 - d. Use smart net radio communications.

C. Security and Access Controls

1. The EOC ESF Team will ensure that the GHS/OCD COOP and the evacuation plans for each facility are complementary and coordinated if a COOP activation is required.

2. The HSA will coordinate with the EOC all necessary security and access controls are provided at the alternate facility. Also, the HSA will ensure the primary facility is secured during COOP operations.

SECTION IV: PHASE I - ACTIVATION

In general, the following procedures are to be followed in the execution of the GHS/OCD COOP. The extent to which this will be possible will depend on the emergency, the amount of warning received, whether personnel are on duty or off-duty, and the extent of damage to the affected facilities and its occupants. This Plan is designed to provide a flexible response to multiple events occurring within a broad spectrum of prevailing conditions. The degree to which this Plan is implemented depends on the type and magnitude of the events or threats thereof.

A. Alert and Notification Procedures

The GHS/OCD notification process as related to COOP activation should, if necessary, allow for a smooth transition of the essential staff (ES) to an alternate facility to continue the execution of mission essential functions across a wide range of potential emergencies. Notification may be in the form of:

1. A COOP alert to the Essential Staff and all non-essential GHS/OCD employees that relocation is imminent.
2. An announcement of a GHS/OCD COOP activation that directs the EOC ESF Team to report to an assembly site or a designated alternate relocation point (ARP), and provides instructions regarding movement, reporting, and transportation details to an assembly site or a designated ARP.
3. Instructions to the EOC ESF Team to report for departure and relocation to a designated ARP and instructions to non-essential employees.

B. Initial Actions

Based on the situation and circumstance of the event, the Homeland Security Advisor (HSA) will evaluate the capability and capacity levels required to support the current mission essential functions of the affected facilities and select an appropriate ARP. (See Diagram 2)

1. The HSA directs the immediate deployment of the EOC ESF Team to an assembly site or the designated ARP.
2. The HSA notifies the designated ARP Facility Manager to expect the relocation of the GHS/OCD facility.
3. The HSA prepares the ARP for GHS/OCD operations.
4. The HSA provides instructions and guidance on operations and the location of the ARP.
5. The HSA provides regular updates to the Civil Defense Administrator regarding ARP activation.
6. All ES initiate their respective COOP notification cascade. After the cascades are complete, the results, including individuals not contacted are reported to

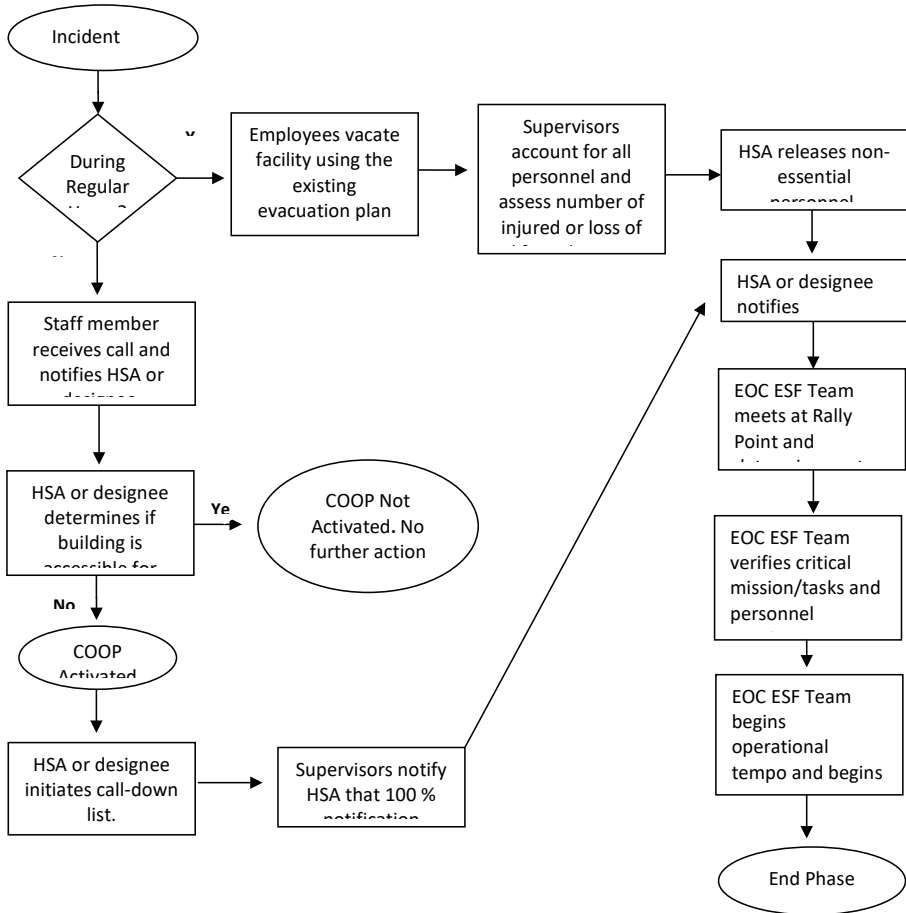
the HSA.

7. The ES members report to an assembly site or deploy to the designated ARP to assume GHS/OCD mission essential functions.
8. All ES who have established go kits ensure that they are complete, with current documents and equipment, and commence movement of the resources.
9. All ES assemble the remaining documents and other assets as required for the performance of mission essential functions and begin preparations for the movement of these resources.
10. All personnel of the affected facility or facilities should implement normal security procedures for areas being vacated.
11. The security personnel of the affected facility should take appropriate measures to ensure security of the affected facilities and equipment or records remaining in the building.

C. Activation Procedures Duty Hours

1. The HSA or designee notifies the EOC of the emergency requiring activation of the GHS/OCD COOP.
2. The HSA or designee activates the GHS/OCD COOP and notifies the appropriate ARP Facility Manager.
3. The HSA or designee directs to begin movement of the EOC ESF Team to an assembly site or to the designated ARP facility immediately.
4. The EOC ESF Team immediately deploys to an assembly site or a designated ARP to assume mission essential functions.
5. The tasks in Section IV.B. – Initial Actions are completed in their entirety.

Diagram 2: Initial Operations



D. Activation Procedures Non-Duty Hours

1. The HSA is notified of the emergency requiring activation of the DEM COOP Plan.
2. The HSA activates the GHS/OCD COOP and notifies the appropriate ARP Facility Manager.
3. The HSA or designee directs to begin movement of the Advance Team to an assembly site or to the designated ARP facility immediately.
4. The Advance Team immediately deploys to an assembly site or a designated ARP to assume mission essential functions.
5. The remaining employees are directed to remain at home pending further guidance.
6. The tasks in Section IV-2 – Initial Actions are completed in their entirety.

E. Deployment and Departure Procedures – Time-Phased Operations

Allowances for partial pre-deployment of any mission essential functions which are critical to operations will be determined by the HSA at the time the GHS/OCD COOP activation is directed. This determination will be based on the event or the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the ARP. Specific instructions will be provided at the time a deployment is ordered.

1. The HSA or designee begins deployment of the Advance Team to the ARP.
2. Advance Team. The Advance Team is directed by the HSA or designee to either relocate to a designated assembly site or an ARP. Team members should ensure that they have their official drive-away kits and the personal preparedness bags. This team will marshal at a pre-determined assembly site. Specific instructions will be provided at the time of activation.
3. Essential Staff (ES). The ES will immediately begin movement by taking with them all office go kits, if applicable, not already transported by the members of the Advance Team and their personal preparedness bags. Specific instructions will be provided at the time of activation.
4. Non-Essential Personnel. Non-essential personnel present at the affected facility at the time of an emergency notification will be directed to proceed to their homes to await further instructions. At the time of notification, any available information regarding routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, non-essential personnel will remain at their homes pending further guidance.

F. Transition to Alternate Operations

1. Following the activation of the GHS/OCD COOP and establishment of communications links with the EOC, the HSA or designee orders the cessation of operations at the primary GHS/OCD facility.
2. The HSA or designee notifies the EOC that an emergency relocation of the GHS/OCD facility is complete and provides contact numbers.
3. Guam's designated Public Affairs Officer (PAO) will provide all official information relating to the COOP relocation.

G. Site-Support Responsibilities

Following notification that a relocation of the GHS/OCD facility has been ordered, or is in progress, the appropriate ARP Facility Manager will implement GHS/OCD COOP site-support procedures, prepare for the activation of the GHS/OCD COOP and receive the Advance Team essential staff within six hours and the remaining personnel within 12 hours.

SECTION V: PHASE II - ALTERNATE OPERATIONS

A. Execution of Mission Essential Functions

Upon activation, the Advance Team will begin providing support for the following functions:

1. Monitor and assess the situation that required the relocation;
2. Monitor the status of personnel and resources;
3. Establish and maintain contact with the EOC.
4. Plan and prepare for the restoration of operations at the EOC (at GHS/OCD) or other long-term facility.

B. Establishment of Communications

1. The Advance Team will ensure all necessary and preplanned communications systems are established, adequate, and functioning properly; and
2. The Advance Team will service and correct any faulty or inadequate communications systems.

C. Relocation Group Responsibilities

1. Advance Team Responsibilities. As soon as possible following their arrival at the designated ARP or pre-identified assembly site, the Advance-Team members will begin coordinating the transition of the GHS/OCD mission essential functions to the reconstituted GHS/OCD facility.
2. Essential Staff Responsibilities. As soon as possible following their arrival at the designated alternate facility, the Advance Team members will begin providing support for the following functions:
 - a. Disseminate administrative and logistics information to the essential staff upon arrival. This information should generally cover the operational procedures for the next 30 days.
 - b. The essential staff will be directed to the assigned temporary work locations.
 - c. The essential staff will receive continual briefings and updates from the Advance Team.
 - d. The essential staff will perform the mission essential functions of the affected GHS/OCD facility as predetermined and prearranged through the efforts of the Advance Team.

D. Augmentation of Staff

1. If it becomes evident that essential staff cannot ensure the continuous performance of mission essential functions, the Advance Team will determine the positions necessary to ensure the continuous performance of mission essential functions.
2. The Advance Team will then ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.

E. Amplification of Guidance to Essential and Non-Essential Personnel

1. The EOC ESF Team will develop an information memorandum for dissemination to all GHS/OCD employees regarding the duration of alternate operations, pertinent information on payroll, time and attendance, duty assignments, and travel authorizations and reimbursements.
2. The HSA or designee will approve this memorandum and the Advance Team will then distribute the document to the relocated personnel and the non-essential staff through appropriate media and other available sources.

F. Development of Plans and Schedules for Reconstitution and Termination

1. The Advance Team will develop reconstitution and termination plans and schedules to ensure an orderly transition of all GHS/OCD functions, personnel, equipment and records from the temporary alternate location to a new or restored facility.
2. The Advance Team will approve the plans and schedules prior to the cessation of operations.
3. The Advance Team will oversee the reconstitution and termination process.

SECTION VI: PHASE III - RECONSTITUTION AND TERMINATION

A. Overview

Within 24 hours of an emergency relocation, the Advance Team will initiate operations to salvage, restore, and recover the affected facilities after the approval of the local and state authorities. Reconstitution procedures will commence when the Advance Team ascertains that the emergency situation has ended and is unlikely to recur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation. (See Diagram 3: Assessment Operations)

1. Continue to perform mission essential functions at the ARP for up to 30 days.
2. Begin an orderly return to the affected facility and reconstitute full operations.
3. Begin to establish a reconstituted facility in some other facility in Guam.

B. Procedures

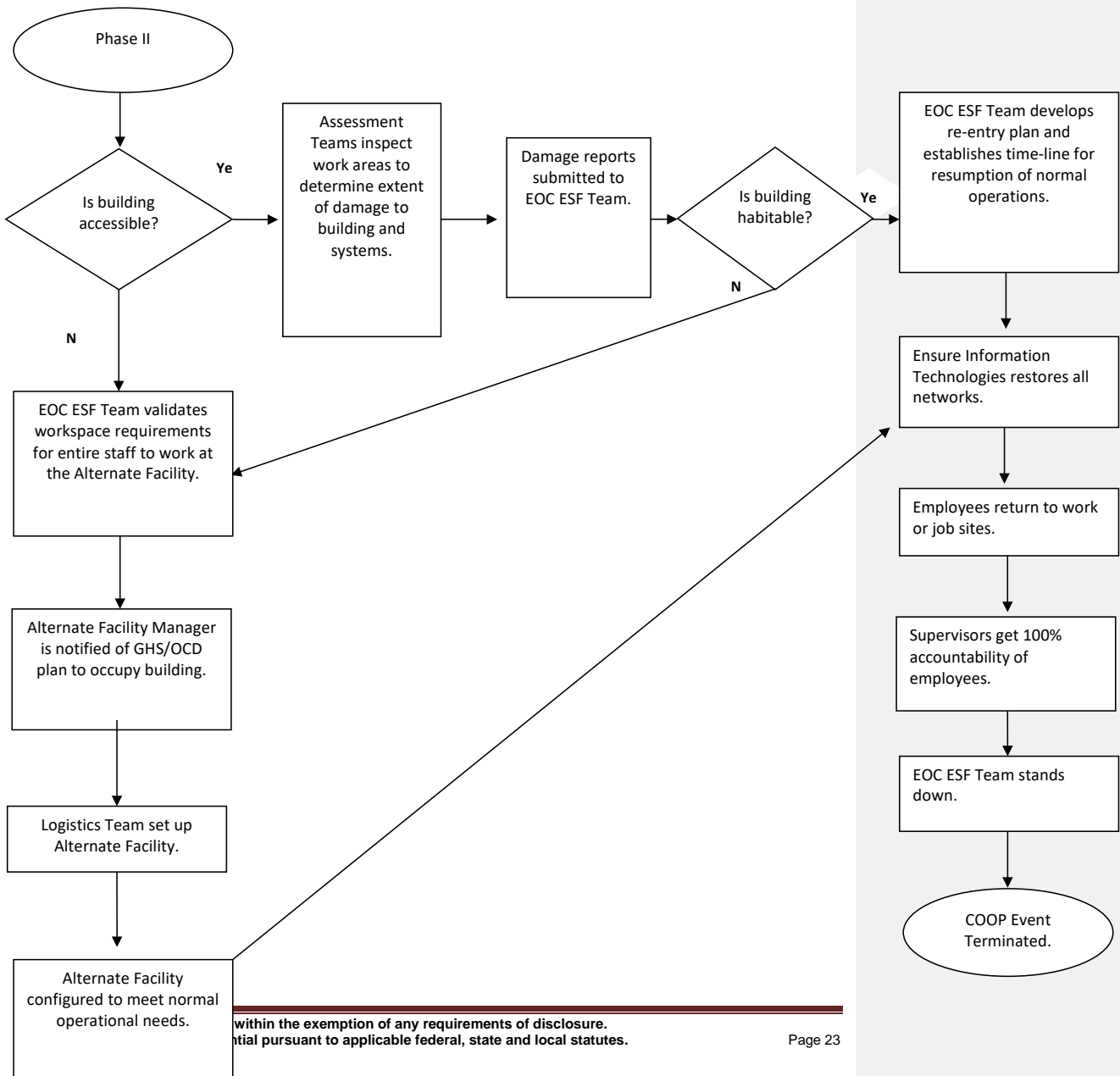
Upon a decision by the Advance Team that the facility can be reoccupied or that a different facility will be established as a new facility:

1. The Advance Team will oversee the orderly transition of all functions, personnel, equipment, and records from the ARP to a new or restored facility.
2. Prior to relocating back to the primary facility or another building, the Advance Team will conduct appropriate security, safety, and health assessments for suitability.
3. When equipment and documents are in place at the new or restored facility, the staff remaining at ARP will transfer mission essential functions and resume normal operations.

C. After-Action Review and Remedial Action Plan

1. An after-action review (AAR) information collection process will be initiated prior to the cessation of operations at the ARP. The information to be collected will include information from any employee working during the GHS/OCD COOP activation and a review of the strengths and weaknesses at the conclusion of the operations.
2. The information should be incorporated into a COOP Remedial Action Plan. Recommendations for changes to the GHS/OCD COOP and any accompanying documents will be developed and incorporated into the COOP Annual Review Process.

Diagram 3: Assessment and Termination Operations Phase



within the exemption of any requirements of disclosure.
 pursuant to applicable federal, state and local statutes.

SECTION VII: ACRONYMS AND DEFINITIONS

In an effort to standardize terminology, the National Incident Management System (NIMS) has developed a list of definitions and acronyms that should be incorporated into existing Emergency Operations Plans (EOPs).

ACRONYMS

AAR	After Action Report
COG	Continuity of Government
COOP	Continuity of Operations
DHS	Department of Homeland Security
DRT	Disaster Recovery Team
EAS	Emergency Alert System
EOC	Emergency Operations Center
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
FEMA	Federal Emergency Management Agency
GIS	Geospatial Information System
HSEEP	Homeland Security Exercise and Evaluation Program
ICS	Incident Command System
ITDR	Information Technology Disaster Recovery
MOU	Memorandum of Understanding
NIMS	National Incident Management System
NWS	National Weather Service
SMA	Statewide Mutual Aid

DEFINITIONS

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

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.

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 are followed. Area Command becomes Unified Area Command when incidents are multi-

jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision making.

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

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.

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*.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a staging area.

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.

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

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.

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).

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

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.

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

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.

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

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

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.

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

Division: The partitioning 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.

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

Emergency Operations Centers (EOCs): 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.

Emergency Operations Plan: The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

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.

Emergency Response Provider: Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See *Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002)*. Also known as *Emergency Responder*.

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.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, such as parades, concerts, or sporting events.

Federal: Of or pertaining to the Federal Government of the United States of America.

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.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

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*.)

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

Incident: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can include: major disasters; emergencies; terrorist attacks; terrorist threats; wildland- and urban fires; floods; hazardous materials (HAZMAT) spills; nuclear accidents; aircraft accidents; earthquakes; hurricanes; tornadoes; tropical storms; war-related disasters; public health and medical emergencies; and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. An IAP 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.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions is performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

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

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.

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

Initial Response: Resources initially committed to an incident.

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 individuals who need access to it to perform their missions effectively and safely.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate 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.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical lines or functional (e.g., law enforcement, public health).

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

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

Local Government:

Logistics: Providing resources and other services to support incident management.

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

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which (in the determination of the President) causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

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: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

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.

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.

Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination Systems: Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical

resource allocation, communications systems integration, and information coordination. The components of Multi-agency Coordination Systems include: facilities; equipment; emergency operation centers (EOCs); specific multi-agency coordination entities; personnel; procedures; and communications. These systems assist agencies and organizations as they fully integrate the subsystems of the NIMS.

Multi-jurisdictional 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.

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.

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

National Disaster Medical System: A cooperative, asset-sharing partnership between the U.S. Department of Health and Human Services, the U.S. Department of Veterans Affairs, the U.S. Department of Homeland Security, and the U.S. Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System: 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; Multi-agency 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.

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.

Non-governmental Organization: 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.

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 more than 24 hours.

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

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.

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).

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.

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.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a non-emergency 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.

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.

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).

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.

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.

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.

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.

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.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental 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.

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

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.

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.

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.

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.

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.

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.

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.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages staging areas.

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)*.

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.

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

Strategy: The general direction selected to accomplish incident objectives set by the IC.

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

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.

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).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction,

assassination, or kidnapping. See *Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002)*.

Threat: An indication of possible violence, harm, or danger.

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

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.

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.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See *Area Command*.)

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

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

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.

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 *16 U.S.C. 742f(c)* and *29 CFR 553.101*.