



**THE TERRITORY OF GUAM
COMPREHENSIVE EMERGENCY
MANAGEMENT PLAN**

TSUNAMI RESPONSE ANNEX

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EXECUTIVE SUMMARY

This Annex defines the program for the Government of Guam to prepare for, respond to and recover from tsunamis. It is a hazard-specific annex to the Guam Comprehensive Emergency Management Plan (CEMP) and supersedes Hazard-Specific Annex A of the Guam Emergency Response Plan of September 2003. This Annex governs the plans, operational concepts, and policies used to prepare for and respond to tsunamis that impact shores in the Territory of Guam. The procedures and actions defined in this Annex are normally executed by the Director of the Office of Guam Homeland Security following the issuance of an Executive Order by the Governor.

Destructive tsunamis, while a rare and mostly coastal phenomenon, can have impacts that are potentially no less devastating or catastrophic than those of a typhoon. The resulting casualties, structural damage and overall devastation from a destructive tsunami event will have major impacts for Guam's society, its economy and its ability to find and allocate the resources needed to resolve those issues. These natural hazards and the damage they can cause to the population and property of Guam do not require vastly different responses or resources than other more common hazards. Due to the rapid travel speeds of tsunamis, their pre-occurrence timing, warning characteristics, and protective actions will vary from those of other natural hazards, even other coastal flooding events, but the post-event responses and resources are intrinsically the same. Despite that, the post occurrence response and recovery will depend on the magnitude and characteristics of the event, and the overall damages they cause.

Due to the potential magnitude and intensity of a typhoon and the remoteness of Guam from supplemental federal assistance and resources, FEMA and the Government of Guam developed the Guam Catastrophic Typhoon Operations Plan (OPLAN). This plan provides a specific strategy to execute a joint territory, federal, and private sector preparation and response to a catastrophic typhoon for the Territory of Guam. Due to the similarities of the preparation and recovery needs for a typhoon and a tsunami, the OPLAN has been adopted as the basis for responding to and recovering from the aftermath of a tsunami. The main variations between the responses needed for the two natural hazards are in the pre-occurrence preparation times. This is highlighted by a tsunami generated from a nearby seismic event, where there is little or no preparation time available to prepare and perform protective actions.

The procedures outlined in this Annex mirror those presented in the OPLAN and are based on a phased approach consistent with National Weather Service (NWS) predictions from the Pacific Tsunami Warning Center (PTWC). Each phase is associated with an increased level of certainty and an increased level of commitment of resources. These phases include: Phase 1 – involving actions associated with preparedness, Phase 2 – involving actions associated with the incident and incident response, and Phase 3- involving actions associated with recovery and mitigation. Note that some events such as local tsunamis may not allow for Phase 1 actions due to the short or non-existent warning time available.

AUTHORITIES

The authority for the development, implementation, and maintenance of this Annex is derived in accordance with the provisions of the Guam Civil Defense Act of 1951.

REFERENCES

References governing the enactment and implementation of this are:

- The Organic Act of Guam, as amended (48 USC Chapter 8A – Guam 1422) and related statutes,
- Public law 93-288, Disaster Relief Act of 1974
- Guam Government Code 8501-8515 (Public Law 1-21)
- Guam Government Code 62020
- Executive order of the Governor 91-09 (dated March 25, 1991)
- Guam Government Code 40400

The following publications/planning documents were utilized in formulating this Plan:

- The Federal Response Plan (9230.1 PL, FEMA)
- Guide for All-Hazard Emergency Operations Planning (SLG 101, FEMA)
- Guam Catastrophic Typhoon Operations Plan (OPLAN)

CHAPTER I: INTRODUCTION

I. GENERAL

Destructive tsunamis, although rare, are a natural hazard with the potential to produce widespread impacts and catastrophic damages to Guam, mainly to the coastal areas. The common hazard for tsunamis is flooding by the destructive waves that can inundate much of the low lying areas along the coast. The main protective action for populations and some resources is to relocate them out of the vulnerable areas, and prepare the property in those zones as best as possible. Once the damage and impacts have occurred from any extreme natural event, the basic response and recovery activities will be similar, with variations in the response activities dependent on the magnitude of the disaster and other variables related to the local situation at the time of occurrence.

This document is a hazard specific annex to the Guam Comprehensive Emergency Management Plan (GEMP). It defines the territory's program to prepare for, respond to and recover from tsunamis. Guam's remoteness from Hawaii and the continental United States, its limited mutual aid options from nearby and on-island resources, and the large potential for extreme natural hazard events to occur, caused the Government of Guam and the federal government to collaborate on the Guam Catastrophic Typhoon Operations Plan (OPLAN) in 2010. The program outlined herein is derived from these existing planning documents, which serves as an excellent basis from which to develop a response and recovery plan for tsunamis.

II. PURPOSE AND SCOPE

The Tsunami Annex builds upon the concept of operations introduced in the Basic Plan and establishes hazard-specific policies, programs and procedures that will be used by the Emergency Operations Center (EOC) Emergency Support Function (ESF) Team and support organizations to prepare for, respond to, and recover from a tsunami. It also defines the role of the Government of Guam agencies in the development, implementation and maintenance of this system.

Guam is particularly vulnerable to the impacts of destructive tsunamis. From here on, the term "tsunami" will refer to a "destructive tsunami", unless explicitly referred to as a "non-destructive tsunami". Some of the factors that could significantly complicate the response to and recovery from a tsunami include but are not limited to:

- Densely developed, urbanized areas;
- Rural and isolated communities;
- Government owned and operated facilities;
- Apra Harbor port and other coastal infrastructure;

- Possible disruptions to operations at A.B. Won Pat International Airport;
- Military installations (the US Naval Base is in a tsunami impact zone, but the Andersen Air Force Base, the US Naval Hospital and the Naval Computer & Telecommunications Station are not in tsunami impact zones);
- Banks and financial centers;
- Vulnerable institutions, such as schools and health care facilities;
- Transportation networks and facilities;
- Businesses and industries;
- Major entertainment centers, tourist attractions, and recreation facilities;
- Community utilities, computer networks; communications systems, and Internet services; and
- Valuable natural resources such as drinking water sources, agricultural and fisheries resources, beaches, etc.

III. ASSUMPTIONS

The following assumptions are germane to a tsunami event and do not represent the full array of assumptions that are representative of the Territory's response to emergencies.

1. The impacts of tsunamis will be primarily to the coastal areas with some inland encroachment due to the force of the waves contacting the shore and the inundation they will cause as they surge inland.
2. There are two types of tsunamis that can have impacts on Guam, those generated by nearby seismic events (local tsunamis), characterized by very short response times, and those generated by distant seismic events (tele-tsunamis or distant tsunamis), which allow sufficient time to initiate coordinated protective actions for the impact area.
3. The potential for catastrophic structural and environmental damage in the tsunami impacted areas is high with a corresponding high likelihood for casualties for any populations trapped in the threatened areas.
4. Regardless of direction of approach, tsunami events are likely to impact all coastal areas on Guam, especially in major events, due to the "wrap around" effects of seismically induced waves on islands.
5. The Governor, through the Guam Homeland Security Office of Civil Defense (GHS/OCD), has the authority to modify, delete or add to any established

- contingency checklist or procedure, for the purpose of adapting or balancing government actions to needs and risk.
6. Due to Guam's geographic isolation, off-island assistance may not be available for at least 48 hours. The Government of Guam will utilize all available local resources prior to the arrival of outside assistance.
 7. A tsunami affecting the Territory of Guam will result in significant disruption of basic services including transportation, healthcare, water, solid waste disposal and electricity.
 8. The OPLAN is based on activating resource staging areas on Guam in a "Push/Pull" strategy. Critical resources are "pushed" to staging areas. The incident commander or unified command group identifies resources requirements before deployment then "pulls" the requested resources. Because of the short travel times of tsunamis, critical resources and assets cannot be normally deployed beforehand.
 9. The Guam Catastrophic Typhoon Operations Plan (OPLAN), although specifically developed for typhoons, is in general an excellent framework to guide the response and recovery efforts for a tsunami event.
 10. Hospital capacity will be a major factor in Guam's ability to care for disaster victims. Disaster Medical Assistance Teams (DMATs) may provide additional capacity, as was done following Typhoon Pongsona, by providing patient care, prescriptions, and arranging critical care transports, as needed.
 11. Shelters will not be opened before the arrival of tsunami waves. If destruction does occur from a tsunami, shelter locations will be opened after-the-fact. The majority of sheltered individuals will not arrive at the shelter with disaster kits and will require food and water support. In addition, some off-base military personnel and dependents may need to be sheltered by the Territory of Guam. Many pet owners will not bring food, crates, pet supplies, or litter for their pets, and pets will be hand carried and/or on leashes.
 12. With an extended power failure necessitating island-wide generator usage, Guam's fuel supply may be stressed. This will be exacerbated if Guam's seaport, fuel pipeline system, or the fuel storage area sustains major damage.
 13. Guam Power Authority's (GPA) estimate for power restoration after a direct hit by a tsunami will depend on the level of damage to near coastal power generation and distribution infrastructure.
 14. Guam lacks sufficient personnel and equipment to effectively conduct debris clearance. Current plans are to utilize Territory debris clearance assets then contract with private contractors for additional debris clearance assets and utilize

available on-island Guam National Guard (GUNG) and U.S. Department of Defense (DOD) assets to meet the shortfall.

15. The Guam Environmental Protection Agency (EPA) will need to evaluate the extent of hazardous materials released due to the tsunami.
16. In the aftermath of a destructive tsunami, the island will be flooded with scientists and others conducting post-tsunami surveys. The International Tsunami Information Center (ITIC) located in Honolulu, Hawaii will assist the local jurisdiction to facilitate and coordinate domestic and international post-tsunami surveys.

CHAPTER 2: THE RESPONSE ORGANIZATION

I. GENERAL

This chapter of the Annex describes the operational concepts and organizations to be used in the management of a response to a tsunami event impacting the Territory of Guam. The intent of this annex is to expand upon the concept of operations and ESF specific actions included in the Basic Plan. The concept of operations incorporated into this Annex is consistent with the 2010 Guam OPLAN referenced above. This section describes the response organization available for tsunami events. This portion of the plan also provides the concept of operations to be used by organizations for management of the recovery to the event.

II. FEDERAL RESPONSE

The Government of Guam may request federal assistance to support the response to and recovery from a destructive tsunami event. Federal resources and assets will operate as defined under the National Response Framework. The Federal Emergency Management Agency (FEMA) is the lead federal agency for coordinating federal assistance. The US Military, due to its significant presence on Guam, may play an active role in supporting Government of Guam response and recovery efforts. The Guam Catastrophic Typhoon OPLAN is generally appropriate for tsunamis response and recovery activities, especially in the aftermath of such an event. If the OPLAN is indeed activated in response to a tsunami, the procedures and checklists included in that plan will take precedence over these guidelines.

III. OTHER PARTICIPANTS IN THE RESPONSE ORGANIZATION

It is possible that a tsunami incident could necessitate other non-government participants in the emergency response organization. Examples that may need to be considered include the following:

1. Owners or operators of hotels or other tourist facilities
2. Owners or operators of private commercial or industrial facilities
3. Owners or operators of transportation assets or facilities
4. Non-government expert advisors or consultants
5. Rental agents or contractors providing vehicles, equipment, or supplies involved in the event;
6. Health and medical care facilities and mortuaries managing the survivors of the incident; and

7. The owners, operators, clients, or support organizations for computer networks, telecommunication systems, and Internet services that could be damaged or disrupted by the tsunami.

These organizations or officials may become participants in the Unified Command and/or have liaison personnel deployed to the Guam EOC.

CHAPTER 3: CONCEPT OF OPERATIONS

I. GENERAL

This chapter of the Annex describes the operational concepts to be used by the response organization.

II. MONITORING AND WARNING

The Guam Homeland Security Office of Civil Defense (GHS/OCD) continually monitors weather data and seismic data provided through the NWS Weather Forecast Office (WFO) Guam, United States Geological Survey (USGS), and the Pacific Tsunami Warning Center (PTWC). The PTWC transmits the earthquake characteristics and the predicted first wave arrival times for potentially destructive tsunamis in order to provide some degree of warning for the event. Based on this information, GHS/OCD, through the Governor of Guam, will undertake the following actions upon notification that a tsunami is predicted to impact Guam in a defined timeframe.

NATIONAL WEATHER SERVICE FORECAST DATA FOR TSUNAMIS

1. The alert system for tsunamis, depending on the distance of Guam from the source of the waves, does not lend itself to any discrete pre-event phases upon which to establish protective actions and response activities. Upon occurrence of an undersea event that triggers a tsunami, the Pacific Tsunami Warning Center (PTWC) will issue a Tsunami Bulletin. The bulletin will disclose the location of the tsunami inducing event, other data related to its severity (magnitude and depth), as well as forecast initial wave arrival times (in UTC) for locations throughout the Pacific Rim. Initially, there is no confirmation of a destructive tsunami; the prediction is based on historical information.
2. For tsunami inducing events nearby there may only be minutes of warning indicated by the actual experiencing of the strong ground shaking. In those instances there is little EOC reaction time to institute any protective actions for populations and activities in low-lying coastal areas. The public must be educated to know what to do in these cases.
3. For undersea events that generate tsunamis from a distant location, the warning bulletins from the PTWC will provide emergency responders an indication of how much time is remaining to conduct protective actions and initiate some pre-event preparations for response and recovery. The bulletins do not disclose any information about the number or height of the tsunami waves, therefore any evacuations/relocations are predicated on pre-established zones that apply to any and all tsunami warnings. When the tsunami wave (with destructive potential) is predicted to be within 6 hours of arrival, a Tsunami Watch will be issued for the island by the PTWC. When the wave is predicted to get within 3 hours of arrival, a Tsunami Warning will be issued by PTWC.

III. EMERGENCY RESPONSE OPERATIONS

A. DESCRIPTION OF OPERATIONAL PHASES

Phase 1: Prepare. This phase consists of three sub-phases that range from steady-state operations to the pre-occurrence positioning of the Territory and, in the event of a catastrophic storm or tsunami, federal assets. Actions taken before a tsunami occurs are focused on awareness, preparedness, and protection.

Phase 1a: Normal Operations. This phase is the "steady-state" condition when there is no tsunami threat to the Territory of Guam.

Phase 1b: Credible Threat. An elevated threat occurs when PTWC issues a Tsunami Watch (6 hours or less) or Warning (3 hours or less) for Guam. Of paramount importance for this portion of the overall response period is to coordinate with the WFO Guam and monitor information from the PTWC. This period is dominated by the need to warn and initiate protective actions for those people residing and/or working in identified tsunami vulnerability zones. With sufficient warning time, response activities will concentrate on the relocation of as many people as possible out of the tsunami inundation zones.

In addition this sub-phase, depending on the predicted arrival times of the tsunamis, involves such activities as hardening key facilities and relocating equipment located within the vulnerability zones, mobilizing key personnel for the possibility of future response operations, and increasing efforts to alert and inform the population of the impending threat.

Unfortunately for a locally generated tsunami scenario, only minutes may be available to conduct evacuations, most of which will have to be self-initiated and accomplished on foot. Furthermore there will not be adequate time to prepare most facilities and relocate equipment situated in the inundation zones. These quickly developing situations may impose significant constraints on Guam's ability to mount a quick and coordinated response.

Phase 2: Incident and Incident Response. Once the tsunami has occurred, the Territory of Guam's priorities shift from employing protective actions to deploying resources to save lives, protect property and the environment, and preserve the social, economic, and political structure of the Territory of Guam. This period is characterized by deploying impact assessment teams to establish the impacts and operational status of critical infrastructure and equipment, initiating search and rescue operations in the vulnerable/affected areas, addressing medical issues as quickly and efficiently as possible and determining the immediate needs of the entire population, especially if key services have been disrupted or destroyed altogether. Among the other activities that may need to occur during this phase are the opening shelters, conducting environmental impact assessments, preparing for an influx of response and recovery personnel, providing security and re-entry to

evacuated areas, as well as initiating all the other actions normally associated with a local response to an emergency. Finally this period is distinguished by determining and documenting the resource and other needs created by the disaster and justifying a request for federal assistance, if necessary

Once a Presidential Disaster Declaration has been granted and the National Response Framework activated, a Joint Field Office (JFO) will be established. FEMA Region IX Regional Response Coordination Center (RRCC) will coordinate federal support until the JFO is operational. A Federal Staging site will support shelters and Points of Distribution (POD) with commodities. Each shelter has a water tank and fuel tank, as well as an emergency generator. Guam Police Department (GPD) Command and Control sites provide communications and coordination support. Shelters will be a focal point of support for communication, medical support, and Special Needs assistance. Debris clearance and fuel delivery operations will support this strategy.

Phase 3: Post-Incident (Recovery and Mitigation). Even as immediate response operations commence, the need to begin recovery operations emerges. Initial recovery operations may be conducted simultaneously with response until the focus of efforts gradually shifts fully to recovery operations. This Phase includes actions taken to meet Incident Command (IC)/ Unified Coordination Group (UCG) objectives and to set conditions to transition responsibility to long-term recovery that restore services, continue government operations, and promote economic recovery. The JFO remains the central coordination point among territory, federal, non-governmental organizations, and private sector entities that are providing recovery and mitigation assistance until and if a Transitional Recovery Office (TRO) is established.

B. OPERATIONAL OBJECTIVES

As part of the OPLAN, the Governor of Guam has established nine specific objectives for a response and recovery effort in the aftermath of a catastrophic tsunami. These objectives include;

1. Perform Life Saving and Sustaining Measures
2. Conduct Mass Care and Sheltering
3. Minimize Risk to Tourists
4. Maintain Functionality of the Water Distribution System
5. Deliver Fuel to Maintain Essential Services
6. Conduct Debris Clearance
7. Protect On-Island Critical Resources
8. Maintain Continuity of Port Operations
9. Restore Power Infrastructure

C. ACTIVATION OF THE EMERGENCY OPERATIONS CENTER

The Guam Emergency Operations Center (EOC) may be activated for a tsunami, based on the condition and phase level established by the Governor. Upon receipt of an Executive Order, the GHS/OCD Administrator will assume the role of Incident Commander.

D. DEPLOYMENT OF GOVERNMENT OF GUAM PERSONNEL

Several emergency operations facilities may be established for management of the incident. GHS/OCD, through the EOC ESF Team may deploy liaison personnel to any or all of the following:

1. Agency-specific Emergency Operations Centers and Command Posts;
2. The Guam Emergency Operations Center EOC;
3. The Joint Field Office (JFO); and
4. The Joint Information Center (JIC);

E. MOBILIZATION OF OTHER GOVERNMENT OF GUAM RESOURCES

Other Government of Guam resources requested by the Unified Command through the emergency operations facilities will be mobilized through the EOC ESF Team and/or the appropriate Emergency Support Function (ESF) in accordance with the provisions of the Guam Comprehensive Emergency Management Plan.

F. DEACTIVATION OF THE GOVERNMENT OF GUAM RESPONSE

Deactivation of the Government of Guam's response and demobilization of deployed personnel will be at the direction of the EOC. Deactivation of specific assets, operations, or facilities may be staged as conditions warrant.

IV. REIMBURSEMENT/FINANCE

Upon the activation of the EOC ESF Team, the Department of Administration (DOA) will manage and track all emergency disaster related expenses. When activated the Administration and Logistics Section of the Unified Command System will be initiated.

DOA will establish emergency accounts for all response agencies to accommodate pre-event preparedness expenditures and activities up to deactivation of the response effort following the emergency or disaster.

The General Services Administration (GSA) will provide the logistics to source, acquire and distribute all response related materials and resources. In concert with GHS/OCD, GSA will receive, inventory and manage all response related resources and requests for materials by establishing areas to collect, stage and distribute all requests for response materials and resources.

CHAPTER 4: ROLES AND RESPONSIBILITIES

I. GENERAL

The intent of this chapter is to identify the coordinated responsibilities of Guam Homeland Security Office of Civil Defense (GHS/OCD) and each Emergency Support Functions (ESF) under the Guam Comprehensive Emergency Management Plan (CEMP) relative to tropical cyclones.

Other responsibilities not unique to tsunamis are addressed pursuant to the Guam CEMP and its implementing procedures. The effectiveness of response to a tropical event will be contingent on the fulfillment of program and operational responsibilities by all involved organizations.

II. GOVERNMENT OF GUAM ROLES AND RESPONSIBILITIES

The Government of Guam has the principal responsibilities for development, implementation, and maintenance of the Guam Emergency Management Plan. In the event of that the Guam Catastrophic Typhoon Operations Plan is activated, the Government of Guam retains responsibility and authority for all emergency management activities undertaken in coordination with the UCG. Severe weather-specific response and recovery actions included in this Annex are consistent with the OPLAN and are grouped by operational phase and response / recovery objective. Responsibilities are described either by the individual agency or by the applicable Emergency Support Function (ESF). The lead Government of Guam agency for each ESF has the responsibility to coordinate the required actions of all agencies and organizations involved within that ESF.

III. OPERATIONAL EXECUTION SCHEDULE BY PHASE, RESPONSE OBJECTIVE AND ESF

A. PHASE 1A - NORMAL OPERATIONS

1. Life Saving/Life Sustaining (LSLS)
 - a. ESF 1 - Transportation
 - i. Source and contract for viable mass transit resources and other transport for people and equipment/supplies to support the evacuation of any transportation disadvantaged population.
 - ii. Develop and coordinate a list of evacuation routes that if possible will be cleared and impediments to traffic, such as construction sites, neutralized or reduced in anticipation of them being used as evacuation routes by tourist and residents

- before the forecast arrival of dangerous hazards.
 - iii. Coordinate with ESF 5 and UCG to determine need and activate evacuation of transportation disadvantaged or other facilities / populations.
 - iv. Coordinate with ESF 8 and transport medical assets to designated Alternate Care Facility (ACF)/special needs shelter.
 - v. Coordinate the acquisition of commercial air transportation, and/or coordinate with Operations for mission assignment of DOD air transportation, to move DMATs, IST, and IRCT to designated locations.
- b. ESF 5 – Emergency Management
- i. In concert with the Guam Weather Forecast Office (WFO and other appropriate entities, determine the time to set appropriate Conditions of Readiness and/or initiate evacuation of vulnerable populations from hazard areas and coordinate with ESF 1, ESF 6, ESF 8, and ESF 13 (Public Safety and Security).
 - ii. Coordinate with the Office of the Governor to issue evacuation order for identified hazard areas and activate warning sirens.
 - iii. Coordinate with the Office of the Governor to activate the Joint Information Center (JIC) to broadcast evacuation order for identified hazard areas.
 - iv. Coordinate with GFD and GPD to initiate door to door and direct notification of most vulnerable populations in identified hazard zones.
 - v. Maintain situational awareness of conduct of evacuation and simultaneous sheltering operations to intervene and manage any exigent situations that arise.
- b. ESF 7 - Resource Support
- i. Source and contract for transportation assets if needed for pre-event evacuation or for the transport of people, equipment and supplies post event in support of evacuation and response/recovery efforts.
- These assets will also be used, if needed, for ESF 1 (Transportation), ESF 3 (Public Works and Engineering), ESF 6 (Mass Care, Housing, and Human Services), ESF 7 (Resource Support), 8 (Public Health and Medical Services),

- ESF 11 (Agriculture and Natural Resources) and ESF 12 (Energy) response and recovery operations.
- iii. Develop and coordinate a list of viable hardened facilities that can be used to shelter emergency personnel and assets arriving from Hawaii and the continental U.S.
- c. ESF 8 – Public Health and Medical Services
- i. Source and acquire hardened facilities for bed-down of arriving DMAT, IST, and IRCT.
 - ii. Coordinate the transportation requirements for arriving DMAT, IST, and IRCT and for the set up of ACF.
 - iii. Coordinate the acquisition of commercial air transportation, and/or coordinate with Operations for mission assignment of DOD air transportation, to move DMATs, IST, and IRCT to designated locations.
 - iv. Acquire and transport medical assets to designated Alternate Care Facility (ACF)/special needs shelter.
- d. ESF 13 – Public Safety and Security
- i. Acquire security personnel to provide security for ACF/special needs shelter.
 - ii. Acquire and post security at general population shelters opened by ESF 6 to receive evacuating populations.
 - iii. Initiate set up and implement evacuation plan on roadway to facilitate the movement of populations out of vulnerable zones to safer locations and opened general populace shelters.
2. Mass Care & Sheltering (MC&S)
- a. ESF 1 – Transportation
- i. Execute movement of resources to the emergency shelter locations.
 - ii. Source and acquire transportation assets for delivery of resource from DC Guam to the emergency shelter locations.
 - iii. Source and contract commercial boats to be utilized as available for delivery of commodities to isolated villages along the shoreline which have become unreachable due to flooding, road/bridges outages, or debris.

- b. ESF 2 – Communications
 - Source, acquire, and deploy communications package(s) to the emergency shelter locations.

- c. ESF 3 – Public Works & Engineering
 - i. Source and acquire material handling equipment for offload of resources at the emergency shelter locations.
 - ii. Establish contracts or MOUs for post-occurrence water distribution to emergency shelters and PODs.

- d. ESF 6 – Mass Care, Housing and Human Services
 - i. Coordinate and implement shelter generator fueling/servicing/testing requirements and the development of a plan for providing generators with fuel post-occurrence.
 - ii. Execute contracts and/or MOUs for additional emergency shelter locations (hotel ballrooms, community centers, shopping malls, churches, field houses, etc).
 - iii. Activate prioritized list of potential pet shelter facilities.
 - iv. Execute movement of resources to the emergency shelter locations.
 - v. As needed, execute shelter plan in support of evacuation plan and other protective actions.
 - vi. Ensure generators and water tanks at designated shelter sites are topped off and all emergency shelter generators are started / tested.

- e. ESF 7 - Resource Support
 - i. Pre-identify, assess, and coordinate possible locations for establishment of Federal Staging Areas (FSA) on the island of Guam. Potential locations include: Andersen AFB or A.B. Won Pat International Airport.
 - ii. Pre-identify possible locations for Government of Guam Staging Areas (if required), emergency shelters, and Points of Distribution (PODs).
 - iii. Develop and coordinate a plan to:
 - 1) Receive incoming response resources.
 - 2) Transport those resources from a FSA to a Government of Guam Staging Area (if stood up), designated shelter

- locations, and/or designated PODs.
- 3) Distribute those resources to the local populace.
- iv. Coordinate for the development of contracts or Memorandum of Understandings (MOUs) with identified alternate shelter facilities and assist in their execution once those facilities are needed for evacuation/sheltering operations.
 - v. Coordinate for the development of contracts or MOUs with identified pet shelter facilities and assist in their execution once those facilities are needed for evacuation/sheltering operations.
 - vi. Coordinate and source for initial “push” resource assets. Follow on assets will be “pulled” as needed.
- f. ESF 11 – Agriculture and Natural Resources
- i. Coordinate the post-occurrence delivery of bulk commodities to emergency shelters and staging areas from on-island food wholesalers/retailers.
 - ii. In coordination with USDA, the seaport Unified Command, and private industry, determine food resources currently at sea and en-route to Guam for possible re-prioritization of offload if required.
 - iii. Source and contract commercial boats to be utilized as available for delivery of commodities to isolated villages along the shoreline which have become unreachable due to flooding, road/bridges outages, or debris.
 - iv. Develop a supply chain of on- and off-island resources to sustain a feeding program. NOTE: Food resources include pet food.
- g. ESF 13 – Public Safety and Security
- Activate through contract, auxiliary or ESF 16, additional security personnel (as needed) to augment local Guam law enforcement personnel at designated shelters and ACF.
- h. ESF 16 – Military Support to Civil Authorities
- Coordinate with Guam National Guard (GUNG) and DOD for available water storage/transportation capability (potable water trucks, collapsible water containers, water bladders, onion skins, etc).

3. Disaster Management Activities

ESF 7 – Resource Support

- a. Source and contract to establish a Joint Field Office (JFO) facility.
- b. Source and contract a Disaster Recovery Center (DRC) facility.
- c. Source and contract space for the potential establishment of Responder Support Camps (RSC).

4. Minimize Risks to Tourists (MRT)

a. ESF 6 – Mass Care, Housing and Human Services

- i. Coordinate with TPTF to maintain awareness on on-going protection of tourism activities and Guam hotel capabilities and support requirements.
- ii. Assess required logistics roles and responsibilities and determine any necessary logistics support requirements.
- ii. Identify resource capabilities and requirements to include the overall number of shelter spaces available, food and water capabilities, emergency power capabilities, and generator refueling requirements.
- iii. Source/contract for additional buses and/or vans to aid in the pre-occurrence movement of special needs tourists from hotels to the Guam Memorial Hospital Authority (GMHA) or Alternate Care Facility (ACF) as available.
- iv. Source/contract for additional buses and/or vans to aid in the post-occurrence movement of special needs tourists from GMHA and/or ACF to the airport.
- v. Source/contract for additional buses and/or vans to aid in the post-occurrence movement of tourists from hotels to the airport.
- vi. Source resources (food, water, personal care items, etc) to be provided at the airport to support the evacuation of tourists.
- vii. Source/contract transportation assets to deliver resources to the airport to support the evacuation of tourists.

b. ESF 7 – Resource Support

Source resources (food, water, personal care items, etc) to be provided at the airport to support the evacuation of tourists.

c. ESF 8 – Public Health and Medical Services

- i. Ascertain logistic support requirements to support movement of tourist special needs population from hotels to the Guam Memorial Hospital Agency (GMHA) or Alternate Care Facility (ACF) as available.
- ii. Source/contract for additional buses and/or vans to aid in the pre-occurrence movement of special needs tourists from hotels to GMHA and/or ACF.
- iii. Source/contract for additional buses and/or vans to aid in the post-occurrence movement of special needs tourists from GMHA and/or ACF to the airport.

5. Maintain Functionality of Water System (MFWS)

a. ESF 3 – Public Works & Engineering

- i. Ascertain the overall GWA and GPA inventories, capabilities, and shortfalls of resources needed to support the water supply and distribution system and ensure identified shortfalls in supplies and capabilities have been included in pre- and post-occurrence contingency planning..
- ii. Maintain emphasis on the GWA emergency response asset management plan and standard operating procedures (SOPs).
- iii. Maintain visibility on any MOUs with agencies requiring prioritized water distribution (i.e. Department of Education [DOE] designated emergency shelters and Guam Memorial Hospital Agency [GMHA]) to ensure targeted logistics response plans are established as necessary to support needed water distribution to those facilities.
- iv. Identify, assess, and coordinate with partner agencies, any on-island commercial water distributors and transportation assets capable of providing potable water to designated locations pre- and post-occurrence.
- v. Coordinate and develop contracts for any available commercial potable water distribution and transportation assets to augment current GWA capabilities.
- vi. Ascertain Guam National Guard (GUNG) water distribution and transportation assets to augment GWA capabilities.

- vii. Identify and assess the capabilities and compatibilities of on-island emergency generators to support GWA and emergency power requirements at water well and booster pump sites.
 - viii. Coordinate and develop contracts for any available commercial emergency generators capable of augmenting current GWA and GPA capabilities.
 - ix. Source, acquire, and transport additional generators to designated locations to augment any non- working generators. (Generators may come from GUNG, Distribution Center [DC] Guam, on-island DOD, or contracted commercial assets as available and capable of meeting the designated location's power requirements).
 - b. ESF 12 – Energy

Identify and assess the capabilities and compatibilities of on-island emergency generators to support GPA emergency power requirements at power generation, transmission and distribution sites.
 - c. ESF 16 – Military Support to Civil Authority
 - i. Coordinate with the Defense Coordinating Officer (DCO) to ascertain on-island Department of Defense (DOD) potable water distribution and transportation assets to augment GWA capabilities.
 - ii. Ascertain GUNG water distribution and transportation assets to augment GWA capabilities.
 - iii. Ascertain on-island DOD emergency generators capable of augmenting GWA and GPA capabilities.
 - iv. Ascertain GUNG emergency generators capable of augmenting GWA capabilities.
- 6. Deliver Fuel to Maintain Essential Services (DFES)
 - a. ESF 3 – Public Works and Engineering

Coordinate with ESF 7 on refueling requirements for designated critical facilities generators.
 - b. ESF 5 – Emergency Management

Maintain awareness of established EMAC agreements to augment current Government of Guam fuel distribution capabilities.

- c. ESF 7 – Logistics
 - i. Assist in the development of a Fuel Prioritization Plan to outline the efficient utilization of Guam’s limited fuel distribution and storage assets, taking into account possible fuel supply limitations, setting priorities for refueling generators at critical facilities and dedicated emergency/disaster response vehicles, and establishing required refueling schedules based on fuel storage capacities and burn rates.
 - ii. Assist in the assessment of refueling requirements for designated critical facilities generators and emergency/disaster response vehicles.
 - iii. Source and establish contracts with private vendors for available on-island commercial fuel storage assets. NOTE: Ensure contracts are deconflicted to ensure no competition of resources.
 - iv. Maintain awareness of refuel locations and requirements for prioritized emergency generators and emergency/disaster response vehicles.
 - v. Finalize the availability and operational status of on- and off-island fuel distribution and storage assets.
 - vi. Assess and modify any existing fuel contracts to ensure a prioritization clause is added to give Government of Guam facilities and emergency/disaster response assets refuel priority.
 - vii. Maintain awareness of established EMAC agreements to augment current Government of Guam fuel distribution capabilities.
 - viii. Finalize the availability and operational status of on- and off-island fuel distribution and storage assets.
 - ix. Provide assistance as needed to ensure refueling operations are completed for all power, water, and debris clearance emergency generator and vehicle assets, GMHA emergency generators and vehicle assets, and the emergency generators at the hotels.

7. Conduct Debris Clearance (CDC)
 - a. ESF 3 – Public Works and Engineering
 - i. Maintain coordination on any established Emergency Management Assistance Compacts (EMACs) with neighbor islands for utilization of debris clearance assets and personnel.
 - ii. Ascertain status of any established contracts with tug/barge operators to transport debris clearance vehicles from neighbor islands to Guam.
 - iii. Maintain situational awareness on and revalidate any established contracts for on-island commercial debris clearance assets and ascertain if these contracts have been coordinated to ensure no competition for debris clearance resources exists. ESF #3 will initiate these contracts in coordination with DTF as required.
 - iv. Maintain situational awareness on the established Guam Debris Clearance Plan, debris clearance priorities, and debris clearance routes, and ensure logistics resource movement requirements are taken into account.
 - v. Continue to coordinate with DTF to maintain situational awareness on debris clearance planning effort, debris clearance priorities, and debris clearance asset shortfalls.
 - 1) Ensure debris clearance priorities include proper transportation routes necessary to provide support to staging areas, emergency shelters, shelter in place population, and PODs.
 - 2) Begin sourcing additional debris clearance assets as required/available.
 - vi. Assist in the development of a Fuel Prioritization Plan to include fueling debris clearance assets.
 - vii. Provide coordination on any issues regarding the establishment of a Debris Task Force (DTF).
8. Protect On-Island Critical Resources (POICR)
 - a. ESF 2 – Communications

Source and procure necessary communication and transportation assets as needed to support security personnel at critical resource staging sites.

- b. ESF 3 – Public Works and Engineering
 - i. Maintain situational awareness of the type, kind, and capacity of critical resources across the island, including water and fuel trucks, emergency response equipment, refrigerated trucks, public transportation vehicles, material-handling equipment, and other equipment that may be utilized in the aftermath of a naturally induced disaster.
 - ii. Assist in the identification and selection of critical resource staging sites, and establish pre-contracts (as needed) to accommodate the identified inventory of critical assets at these critical resource staging sites in the event a catastrophic tsunami.

- c. ESF 7 – Resource Support
 - i. Assist in the identification and selection of critical resource staging sites, and establish pre-contracts (as needed) to accommodate the identified inventory of critical assets at these critical resource staging sites in the event a catastrophic typhoon.
 - ii. Maintain visibility and status information relating to critical resources deploying to critical resource staging sites.
 - iii. Contract for food and water delivery for critical resource staging sites security personnel.
 - iv. Maintain situational awareness regarding private sector fuel companies securing fuel trucks at the DPW staging yard pre-occurrence.

- d. ESF 11 – Agriculture and Natural Resources
 - Contract for food and water delivery for critical resource staging sites security personnel.

- e. ESF 12 – Energy
 - Complete preparation of key power generation and transmission sites for expected hazards.

- f. ESF 13 – Public Safety and Security
 - Coordinate to contract for private security personnel at identified

critical resource staging sites.

9. Maintain Continuity of Port Operations (MCPO)

a. ESF 1 – Transportation

In coordination with Seaport Unified Command, maintain situational awareness of on-going airport and seaport response operations and the effects on the capability to move in response assets pre-occurrence.

10. Restore Power Initiative (RPI)

a. ESF 7 – Resource Support

i. Establish and maintain awareness of any established power restoration Memoranda of Understanding (MOUs)/Emergency Management Assistance Compacts (EMACs) with off-island agencies, the resource capabilities of these agencies, and assess shipping requirements if MOUs were activated after a catastrophic typhoon.

b. ESF 12 – Energy

i. Continually assess the capabilities of GPA emergency generators at designated essential facilities and monitor repair of inoperative generators and overall operational readiness status.

ii. Establish and maintain awareness of the prioritized list of critical facilities for power restoration.

iii. Assess identified critical facilities without back-up power capability and determine the requirement and priority for emergency power generation post-storm.

iv. Establish and maintain awareness of GPA power infrastructure requirements, capabilities, shortfalls, and operational status.

v. Establish and maintain status of GPA Typhoon Stock Level.

B. PHASE 1B – CREDIBLE THREAT

1. Life Saving/Life Sustaining (LSLS)

a. ESF 1 – Transportation

- i. Source for viable mass transit resources and other transport for people and equipment/supplies to support the evacuation of any transportation disadvantaged population.
 - ii. Coordinate a list of evacuation routes that if possible will be cleared and impediments to traffic, such as construction sites, neutralized or reduced in anticipation of them being used as evacuation routes by tourist and residents before the forecast arrival of dangerous hazards.
 - iii. Coordinate with ESF 8 (Public Health and Medical Services) and source availability of non-emergency vehicles to support arriving medical teams.
- b. ESF 4 – Firefighting
- Coordinate with ESF 8 and source availability of EMS vehicles to support arriving medical teams.
- c. ESF 5 – Emergency Management
- i. In concert with the Guam Weather Forecast Office (WFO) and other appropriate entities, determine the time to set appropriate Conditions of Readiness and/or initiate evacuation of vulnerable populations from hazard areas and coordinate with ESF 1, ESF 6, ESF 8, and ESF 13 (Public Safety and Security).
 - ii. Coordinate with the Office of the Governor to activate the Joint Information Center (JIC) to broadcast evacuation order for identified hazard areas.
 - iii. Maintain situational awareness of conduct of efforts to initiate evacuation and simultaneous sheltering operations to intervene and manage any exigent situations that arise.
 - iv. Source commercial air transportation, and/or mission assignment of DOD air transportation, for movement of the IMAT to Guam.
 - v. Source commercial and DOD air transport capabilities to move a Disaster Medical Assistance Team (DMAT) from Hawaii, and an Incident Support Team (IST) and an Incident Response Coordination Team (IRCT) from US mainland to Guam.
 - 1) Establish contract(s) with commercial air carriers as required.
 - 2) Coordinate with Operations for mission assignment of DOD airlift as required.

- d. ESF 8 – Public Health and Medical Services
 - i. Revalidate designated hardened facilities (and any in- place contracts for hardened facilities) for sheltering responding medical teams and their assets.
 - ii. Ensure hardened facilities for bed-down of arriving IMAT team are sourced and acquired.
 - iii. Ensure on-island vehicles for the arriving IMAT are sourced and acquired.
 - iv. Ensure on-island EMS vehicles are sourced for possible future transport of patients.

- 2. Mass Care & Sheltering (MC&S)
 - a. ESF 1 – Transportation

Coordinate with Distribution Center-Guam (DC Guam) for possible movement of resources to the emergency shelter locations.

 - b. ESF 6 – Mass Care, Housing and Human Services
 - i. Coordinate with Distribution Center-Guam (DC Guam) for possible movement of resources to the emergency shelter locations.
 - ii. Coordinate the potential stand-up of designated emergency shelters, pet shelters, and PODs and confirm locations and priorities.
 - iii. Ascertain availability to acquire additional mass shelter locations (hotel ballrooms, community centers, shopping malls, churches, field houses, etc).
 - iv. Prepare shelter managers/staff and shelter facilities to open in case populations in threatened zones are directed to evacuate.

- 3. Minimize Risks to Tourists (MRT)
 - a. ESF 6 – Mass Care, Housing and Human Services
 - i. Integrate and begin coordination with the TPTF upon activation. FEMA Logistics IMAT member will integrate upon arrival.
 - ii. Review current protection of tourism typhoon plans and standard operating procedures (SOPs).

- iii. Garner situational awareness on current hotel capabilities and possible logistics resource requirements.
- 4. Maintain Functionality of Water System (MFWS)
 - a. ESF 3 – Public Works & Engineering
 - i. Coordinate overall inventories, capabilities, and shortfalls of those resources needed to support the water supply and distribution system.
 - ii. Review and/or initiate contracts with identified commercial potable water storage and transportation assets.
 - iii. Identify on-island bottled water companies and initiate contracts for any post-occurrence delivery of bottled water.
 - b. ESF 7 – Logistics

Source and initiate contracts for commercial fueling equipment needed to support the refueling operations for water well and booster station emergency generators.
- 5. Deliver Fuel to Maintain Essential Services (DFES)
 - a. ESF 7 – Resource Support
 - i. Source and establish contracts with tug/barge operators to transport fuel distribution and storage assets from neighbor islands to Guam.
 - ii. Review and assist in initiating the Fuel Prioritization Plan.
 - iii. Provide assistance as needed and capable to support refueling operations for all power, water, and debris clearance emergency generator and vehicle assets, GMHA emergency generators and vehicle assets, DOE emergency generators at designated emergency shelters, and the emergency generators at the hotels.
 - iv. Establish awareness on the current availability and operational readiness of augmentation fuel distribution and storage assets.
 - v. Establish “first priority” use of private vendor fuel distribution and storage assets for pre- and post-occurrence response activities.
 - b. ESF 16 – Military Support to Civil Authority

Establish awareness on the availability and operational readiness of on-island DOD fuel distribution and storage assets.

6. Conduct Debris Clearance (CDC)
 - a. ESF 3 – Public Works & Engineering
 - i. In coordination with other DTF members, will participate in the revalidation of established EMACs and debris clearance priorities, and develop situational awareness of debris clearance planning requirements, available resources, and current debris clearance resource status.
 - ii. Assist in the deployment of the USACE debris technical personnel.
 - iii. Coordinate with DTF members as to status of any pre-established EMACs, MOUs, and/or contracts for off-island debris clearance assets.

7. Protect On-Island Critical Resources (POICR)
 - a. ESF 7 – Resource Support
 - i. Coordinate with private vendors to maintain overall situational awareness of status of identified/contracted critical resource staging sites, current inventory of critical resources, and requirements.
 - ii. Execute existing fuel contracts to ensure top off of fuel in critical equipment and underground storage facilities.

8. Maintain Continuity of Port Operations (MCPO)
 - a. ESF 1 – Transportation
 - i. Support the coordination, assessment, response, and recovery of airport/seaport infrastructure and operations.
 - ii. In coordination with the seaport Unified Command and Guam CD, maintain situational awareness of all on-going typhoon preparatory activity at the ports.
 - iii. Coordinate with A.B Won Pat International Airport Operations Division, FAA, and Port Authority of Guam (PAG) to ensure operational capability of generators and required response operations equipment. As needed, begin sourcing replacement generators and equipment.

- iv. In coordination with Seaport Unified Command, maintain situational awareness of on-going airport and seaport response operations.
- b. ESF 3 – Public Works and Engineering
 - i. Support the coordination, assessment, response, and recovery of airport/seaport infrastructure and operations.
 - ii. In coordination with the seaport Unified Command and Guam CD, maintain situational awareness of all on-going typhoon preparatory activity at the ports.
 - iii. Coordinate with A.B Won Pat International Airport Operations Division, FAA, and Port Authority of Guam (PAG) to ensure operational capability of generators and required response operations equipment. As needed, begin sourcing replacement generators and equipment.
- 9. Restore Power Initiative (RPI)
 - a. ESF 7 – Resource Support/Logistics
 - i. Ascertain the status of GWA emergency generators located at water well and booster station sites and determine GWA's overall emergency power generation needs.
 - ii. Ascertain status of emergency generators at DOE's emergency shelters and GMHA's backup generators.
 - iii. Source availability, location, and transportation requirements of emergency generators to augment emergency power generation requirements and shortfalls.
 - iv. Support deployment of USACE liaison to Guam in support of the Power Restoration Task Force (PRTF).
 - b. ESF 12 – Energy

Ascertain current status and capabilities of off-island power restoration MOU/EMAC signatories.

D. PHASE 2 - INCIDENT AND INCIDENT RESPONSE

- 1. Life Saving/Life Sustaining (LSLS)
 - a. ESF 5 – Emergency Management

- i. Coordinate with the Office of the Governor to determine the end of hazardous conditions and issue the all clear.
 - ii. Coordinate with the Office of the Governor to issue all clear from the Joint Information Center (JIC) to the media and other public information interests.
 - iii. Execute acquisition for commercial air transportation and/or execute mission assignments for DOD air transportation to deploy additional DMATs, FMS, veterinary support, mortuary support, surgical support, radiological support, dialysis support, and/or regional medical personnel as required.
 - iv. Acquire transportation assets to aid in the movement of non-critical patients from the hospital to skilled nursing facilities.
 - v. Contract and acquire aeromedical evacuation (AE) transportation assets and AE crews.
 - 1) Contract and acquire commercial AE assets as available/requested.
 - 2) Coordinate with Operations for mission assignment of DOD to provide AE assets as required.
- b. ESF 7 – Resource Support
- i. Provide logistical support as required for ACF/special medical needs shelter to include Durable Medical Equipment (DME).
 - ii. Provide logistics support for pharmacy prescription support.
- c. ESF 8 – Public Health and Medical Services
- i. Acquire transportation assets to aid in the movement of non-critical patients from the hospital to skilled nursing facilities.
 - ii. Contract and acquire aeromedical evacuation (AE) transportation assets and AE crews.
 - 1) Contract and acquire commercial AE assets as available/requested.
 - 2) Coordinate with Operations for mission assignment of DOD to provide AE assets as required.
 - iii. Source and acquire additional casualty care space (as needed).
 - iv. Provide logistical support as required for ACF/special medical needs shelter to include Durable Medical Equipment (DME).

- v. Provide logistics support for pharmacy prescription support.
 - vi. Provide logistics support for mortuary support assets as needed to support the DMORT.
 - vii. Provide logistics support for the re- establishment of dialysis support at designated facilities.
- d. ESF 9 – Urban Search and Rescue
- i. In concert with the United States Coast Guard, ESF 13, and the U.S. military initiate and sustain search and rescue operations in impacted areas and off-shore.
 - ii. Coordinate with ESF 8 for the stabilization, transportation, medical care, and processing of victims and casualties found and retrieved from the impacted areas.
- e. ESF 13 – Public Safety and Security
- i. Acquire any additional security personnel as needed to provide security for any additional ACF/special needs shelters.
 - ii. Coordinate with ESF 5 to determine the all clear and establish timeframe to allow evacuated populations re-entry into neighborhoods determined to be safe.
 - iii. Assist in the post-event impact assessment of evacuated areas to determine safety and status of infrastructure to determine if re-entry is feasible.
 - iv. As evacuated areas are determined to be safe, conduct operations to allow orderly re-entry and security.
 - v. As evacuated areas are determined to be unsafe and unsuitable for re-entry, conduct operations to limit access and secure vacated homes and businesses to minimize looting and other criminal activities.
2. Mass Care & Sheltering (MC&S)
- a. ESF 1 – Transportation
- i. Develop the on-island distribution method for movement of resources from airport/seaport to the FSA, Government of Guam Staging Area (if established), emergency shelters,

- and/or PODs.
- ii. Transport off-island personnel to augment existing emergency shelter staff to Guam.
- b. ESF 6 – Mass Care, Housing and Human Services
- i. Assist in the stand-up of designated PODs.
 - ii. Ensure the continued delivery of emergency relief supplies (to include fuel for generators) to emergency shelters and PODs as well as the “shelter-in-place” population.
 - ii. Distribute appropriate commodities, hygiene items, and Durable Medical Equipment (DME) (i.e. wheel chairs, scooters, hospital beds, walkers, canes) to functional special needs individuals at ACF/special needs shelter site(s).
 - iv. Transport off-island personnel to augment existing emergency shelter staff to Guam.
 - v. Coordinate with Operations Section and ESF 13 to determine the need to sustain or close shelters in response to all clear and re-entry operations for evacuated/impacted areas.
 - vi. Prepare to transition shelter operations from short term to long term based on impact assessments and re-entry status information.
- c. ESF 7 – Resource Support
- i. Execute contracts for commercial boats for delivery of commodities to isolated villages along the shoreline which have become unreachable due to flooding, road/bridges outages, or debris.
 - ii. Contract with tug/barge operators for the movement of equipment and supplies from neighboring islands to Guam as required.
- d. ESF 8 – Public Health and Medical Services
- i. Assist in sourcing and acquiring transportation assets to aid in the relocation of functional and non-functional special needs individuals whose care cannot be sustained in the impacted area to locations with the capability to meet their special needs (to include aeromedical evacuation off Guam if needed).

- 1) Contract on-island transportation assets to move special needs individuals to hospitals or other alternate care sites on Guam.
 - 2) Contract with commercial aeromedical assets to airlift special needs individuals to locations off Guam where proper care can be obtained.
 - 3) Coordinate with Operations for mission assignment of DOD to provide aeromedical evacuation assets for movement of special needs patients off Guam to locations where proper care can be obtained.
- ii. Distribute appropriate commodities, hygiene items, and Durable Medical Equipment (DME) (i.e. wheel chairs, scooters, hospital beds, walkers, canes) to functional special needs individuals at ACF/special needs shelter site(s).
- e. ESF 16 – Military Support to Civil Authorities

Contract with on-island vendors and/or coordinate with Operations and Guam CD for activation of GUNG or mission assignment of DOD for a pool of equipment (trucks, MHE, etc) and staffing to support:

 - i. FSA operational requirements.
 - ii. Distribution requirements for the shelters/PODs.
3. Disaster Operations
 - a. ESF 5 – Emergency Management
 - i. Activate and deploy Preliminary Damage Assessment (PDA) Teams with representatives from pre-designated ESFs to determine the extent and severity of impacts on key infrastructure. PDA Teams should also report on issues that will impact the operational tempo of the federal response.
 - ii. Source and contract for the establishment of a JFO facility.
 - iii. Source and contract for the establishment of a DRC facility.
 - b. ESF 7 – Resource Support
 - i. Source and contract for the establishment of a JFO facility.
 - ii. Source and contract for the establishment of a DRC facility.

c. ESF 13 – Public Safety and Security

Source, contract, and acquire security personnel to support JFO and DRC operations. (Note: security personnel may come from GUNG personnel, Guam Police Department (GPD), and/or privately contracted personnel).

4. Minimize Risks to Tourists (MRT)

a. ESF 6 – Mass Care, Housing and Human Services

- i. Maintain situational awareness on post-occurrence hotel capabilities and support requirements and on-going tourist evacuation operations and provide logistics response as needed.
- ii. Provide additional resources to support the shelter, care, and feeding of tourists in Guam hotels.
- iii. Execute contract(s) for additional buses and/or vans to aid in the post-occurrence movement of special needs tourists from GMHA and/or ACF to the airport.
- iv. Execute contract(s) for additional buses and/or vans to aid in the post-occurrence movement of tourists from hotels to the airport.
- v. Deploy resources (food, water, personal care items, etc) to be provided at the airport to support the evacuation of tourists.
- vi. Execute contract(s) for transportation assets to deliver resources to the airport to support the evacuation of tourists.
- vii. Source and contract private security personnel to augment security capability at the A.B. Won Pat International Airport.

c. ESF 8 – Public Health and Medical Services

Execute contract(s) for additional buses and/or vans to aid in the post-occurrence movement of special needs tourists from GMHA and/or ACF to the airport.

d. ESF 13 – Public Safety and Security

Source and contract private security personnel to augment security capabilities at the A.B. Won Pat International Airport.

5. Maintain Functionality of Water System (MFWS)

- a. ESF 3 – Public Works & Engineering
 - i. Assist in the deployment of assessment and technical assistance teams.
 - ii. Source, acquire, and transport (as required) qualified personnel and needed repair assets to augment GWA capabilities.
 - iii. Source, acquire, and transport any necessary materiel and capabilities necessary for the restoration of the normal Guam water supply and distribution system.
 - iv. Source, acquire, and transport generators to augment any inoperative generators at critical water well or booster pump sites. (Generators may be sourced from GUNG, DC Guam, on-island DOD assets, or contracted commercial assets as available and capable of meeting the designated location's power requirements. If required, ESF #7 and ESF #3 will coordinate to source, acquire, and transport required generators from off-island).
 - v. Source and contract private security personnel to secure GWA assets deployed around Guam.
 - vi. Provide necessary logistics support to aid in the mobilization of GUNG water transportation and storage assets.
 - vii. Provide necessary logistics support to aid in the movement of DOD desalinization units, reverse osmosis water purification units (ROWPUs), and water transportation and storage units.
- b. ESF 7 – Resource Support
 - i. Execute contracts for delivery of potable water to designated prioritized sites (e.g. emergency shelters, GMHA).
 - ii. Push available bottled water out of DC Guam (and DC Hawaii if needed) and/or execute contract(s) with on-island commercial water vendors to provide bottled water.
 - iii. Execute contract(s) for commercial delivery of bottled water and/or assist as required in the mobilization and/or mission assignment of GUNG and/or DOD transportation assets (e.g. flatbed trucks) for delivery of bottled water to designated areas (Points of Distribution [PODs], emergency shelters, designated neighborhoods, etc).

- c. ESF 16 – Military Support to Civil Authority
 - Provide necessary logistics support to aid in the mobilization of GUNG water transportation and storage assets.

- 6. Deliver Fuel to Maintain Essential Services (DFES)
 - a. ESF 3 – Public Works & Engineering
 - Establish awareness of post-storm infrastructure damage, fuel supply and distribution capability, and based on damage and capabilities, will adjust the Fuel Prioritization Plan as necessary to support prioritized critical locations.

 - b. ESF 7 – Resource Support
 - i. Establish awareness of post-storm infrastructure damage, fuel supply and distribution capability, and based on damage and capabilities, will adjust the Fuel Prioritization Plan as necessary to support prioritized critical locations.
 - ii. Establish awareness of any prioritized commercial fuel stations for strict refueling of emergency/disaster response vehicles.
 - iii. Execute contracts with private vendors to augment existing capabilities with commercial fuel assets.
 - iv. Source and contract for additional neighbor island commercial fuel supply and distribution assets.
 - v. Position fuel storage tanks as necessary to support emergency generators at critical locations if planned fuel delivery is significantly slowed due to storm damage or debris clearance.
 - vi. Source and contract with private on-island bulk fuel vendors for additional fuel supply (and delivery of fuel to designated locations) to meet fuel response requirements.
 - vii. Assess emergency generator fuel burn rates at critical generator locations and adjust fuel delivery schedules as necessary.
 - viii. Maintain awareness of the operational readiness of fuel response assets and adjust fuel delivery operations as necessary.
 - ix. Establish awareness of any EMACs executed with neighbor islands for additional fuel assets.

- x. Execute contracts with tug/barge operators to transport fuel distribution and storage assets from neighbor islands to Guam.

 - c. ESF 16 – Military Support to Civil Authority
Establish awareness of any mobilized GUNG or mission assigned DOD fuel assets and integrate them into the overall fuel distribution and storage response effort.
7. Conduct Debris Clearance (CDC)
- a. ESF 3 – Public Works & Engineering
 - i. Coordinate with DTF to maintain situational awareness of on-going debris clearance response activities and ensure logistics response requirements are taken into account.
 - ii. Execute contracts for additional debris clearance assets (if not previously accomplished); coordinate for activation of GUNG debris clearance assets, or coordinate through Operations for mission assignment of DOD debris clearance assets (as available).
 - iii. Support deployment requirements for additional USACE debris technical expertise as needed.
 - iv. Source/contract for additional off-island debris clearance assets and transportation requirements as needed.

 - b. ESF 7 – Resource Support
Execute contracts for tug/barge transportation of debris clearance assets from CNMI (as available through developed EMACs).

 - c. ESF 10 – Oil and Hazardous Materials Response
Maintain situational awareness on hazardous material (HAZMAT) removal requirements and procure Personal Protective Equipment (PPE) as needed.
8. Protect On-Island Critical Resources (POICR)
- a. ESF 1 – Transportation
Redeploy communications and transportation assets when critical

- resource staging sites are stood down.
 - b. ESF 2 – Communication
 - Redeploy communications and transportation assets when critical resource staging sites are stood down.
 - c. ESF 5 – Emergency Management
 - Maintain situational awareness regarding the post-occurrence status of critical resources and continued need to maintain active critical resource staging sites.
 - d. ESF 7 – Resource Support
 - i. Provide necessary assistance to execute movement of designated critical resources from critical resource staging sites in accordance with UCG objectives.
 - ii. Terminate contracts and stand-down critical resource staging sites when no longer required.
 - e. ESF 13 – Public Safety and Security
 - Ensure private security personnel are maintained at critical resource staging sites until critical resources are deployed and sites are no longer required.
9. Maintain Continuity of Port Operations (MCPO)
- a. ESF 1 – Transportation
 - i. In coordination with Seaport Unified Command, maintain situational awareness on ongoing airport and seaport response operations and the effects on the capability to move in response assets post-occurrence.
 - ii. In coordination with the Seaport Unified Command, A.B. Won Pat International Operations Division, procure required airport and seaport augmentation personnel and assets to assist in restoration and operation of port facilities (e.g. MHE, MHE operators, crane operators, baggage/cargo handlers).
 - iii. Assist in determining prioritized cargo arrival at port facilities.
 - iv. Execute a transportation system to move response personnel and assets from the airport and seaport to required facilities, Federal Staging Area, Points of Distribution (PODs), and/or

emergency shelters.

10. Restore Power Initiative (RPI)

- a. ESF 3 – Public Works & Engineering
 - i. Coordinate for the deployment of available FEMA generators from DC Guam and/or DC Hawaii (based on generator type/kind/capability).
 - ii. Support GPA transportation requirements to move all power-related debris to a designated GPA site in order to facilitate re-using salvageable parts and materiel.

- b. ESF 7 – Resource Support
 - i. Source and contract for commercial transportation assets, and/or coordinate with Operations for mission assignment of DOD airlift, to transport off-island power restoration personnel and equipment assets to Guam.
 - ii. Source and contract with commercial transportation assets, and/or coordinate with Operations for mission assignment of DOD airlift, to provide transportation for off-island generator assets.

- c. ESF 10 – Oil and Hazardous Material Response
 - i. Source, acquire, and contract areas to be utilized as hazardous material (HAZMAT) staging and disposal sites.
 - ii. Source, acquire, and distribute HAZMAT Personnel Protective Equipment (PPE) for use at HAZMAT staging and disposal sites.

- d. ESF 12 - Energy
 - i. Monitor and support the deployment of GPA assessment teams conducting damage assessments of the overall electrical power infrastructure and the electrical power availability, capabilities, and requirements at critical facilities.
 - ii. Provide support to assist in the deployment of a USACE/249th Prime Power team.
 - iii. Support GPA asset replacement sourcing, acquisition, and transportation requirements to facilitate the timely repair and restoration of island-wide electrical power.

- iv. Monitor GPA's execution of emergency services/support contracts with on-island vendors to provide equipment and personnel to repair storm damage.
 - v. Assist in the mobilization and deployment of available GUNG generators (based on generator type/kind/capability).
 - vi. Coordinate for the deployment of available FEMA generators from DC Guam and/or DC Hawaii (based on generator type/kind/capability).
 - vii. Source and lease available on-island and off-island generator assets (based on generator type/kind/capability).
 - viii. Assist in the deployment of mission assigned, on-island DOD generators assets (based on generator type/kind/capability).
 - ix. Support GPA transportation requirements to move all power-related debris to a designated GPA site in order to facilitate re-using salvageable parts and materiel.
- e. ESF 13 – Public Safety and Security
- Source, acquire, and contract security personnel to provide security at HAZMAT staging and disposal sites. (Note: Security can be provided by GUNG personnel assets, the Guam Police Department [GPD], or contracted private security personnel).

E. PHASE 3 – POST-INCIDENT (RECOVERY AND MITIGATION)

1. Life Saving/Life Sustaining (LSLS)

- a. ESF 5 – Emergency Management
 - i. Source and acquire commercial air transportation and/or coordinate for mission assignment of DOD air transportation to support the redeployment of medical teams and assets to place(s) of origin.
 - ii. Contract and acquire aeromedical evacuation (AE) transportation assets and AE crews for return of any patients and patient support personnel aeromedically evacuated off Guam.
 - iii. Terminate contracts for all transportation assets and ensure return of vehicles to private contractor/vendor as required.

- b. ESF 7 – Resource Support
 - Terminate contracts for any leased space/facilities supporting increased casualty care/ACS facilities, special needs shelters, dialysis care, veterinary support, and mortuary operations.

 - c. ESF 8 – Public Health and Medical Services
 - i. Contract and acquire aeromedical evacuation (AE) transportation assets and AE crews for return of any patients and patient support personnel aeromedically evacuated off Guam.
 - ii. Terminate contracts for any leased space/facilities supporting increased casualty care/ACS facilities, special needs shelters, dialysis care, veterinary support, and mortuary operations.

 - d. ESF 13 – Public Safety and Security
 - Terminate contracts for security personnel supporting medical facilities, assets, and personnel.
2. Mass Care & Sheltering (MC&S)
- a. ESF 5 – Emergency Management
 - Identify and support implementation of comprehensive long-term community planning and identify and fill gaps in available resources as needed.

 - b. ESF 6 – Mass Care, Housing and Human Services
 - i. Source, procure, and deploy to Guam interim temporary housing capabilities.
 - 1) Contract for, and execute contract(s), for commercial transportation and/or mission assign DOD assets to ship temporary housing assets to Guam.
 - 2) Develop a process for deploying temporary housing assets where required on Guam.
 - 3) Develop a process for distributing temporary housing assets to the general populace until permanent housing can be constructed.
 - 4) Contract for a workforce to construct/set up temporary housing assets.

- 5) Contract for transportation assets (trucks, MHE, etc) to deploy temporary housing assets around Guam.
- c. ESF 7 – Resource Support
 - i. As emergency shelters/PODs stand down,
 - 1) Coordinate for excess of materiel or returns and reallocation of deployed resources among FEMA Distribution Centers based on future, anticipated requirements.
 - 2) Coordinate with LMD for any vendor returns and ensure that credits are properly issued as required.
 - 3) Coordinate to terminate applicable support contracts.
 - 4) Coordinate with Operations to terminate any applicable, ongoing mission assignments when no longer required.
3. Emergency Operations
 - a. ESF 7 – Resource Support
 - i. Continue to support JFO operational requirements. When the JFO is no longer required, coordinate for redeployment of JFO personnel and support assets and termination of facilities contracts.
 - ii. Terminate contracts for private security personnel supporting JFO and DRC operations.
 - iii. Continue to support DRC operational requirements. When the DRC is no longer required, coordinate for redeployment of DRC personnel and support assets and termination of facilities contracts.
4. Minimize Risks to Tourists (MRT)
 - a. ESF 6 – Mass Care, Housing and Human Services
 - i. When all tourist evacuation operations are completed, terminate contracts with private security personnel augmenting security capability at the A.B. Won Pat International Airport.
 - ii. When all tourist evacuation operations are completed, cease delivering support resources to Guam hotels and the airport.
 - c. ESF 7 – Resource Support

- i. When all tourist evacuation operations are completed, cease delivering support resources to Guam hotels and the airport.
 - ii. When all tourist evacuation operations are completed, terminate all contracts for transportation assets transporting tourists to the airport.
 - d. ESF 13 – Public Safety and Security
When all tourist evacuation operations are completed, terminate contracts with private security personnel augmenting security capability at the A.B. Won Pat International Airport.
- 5. Maintain Functionality of Water System (MFWS)
 - a. ESF 3 – Public Works & Engineering
Assist in the redeployment of personnel and repair assets augmenting GWA capabilities.
 - b. ESF 7 – Resource Support
 - i. Terminate contracts for commercial generators and coordinate for the transportation of the generators to point of origin.
 - ii. Terminate contract(s) for supply of commercial bottled water.
 - iii. Terminate contract(s) for commercial bottled water transportation assets.
 - iv. Terminate contract(s) for commercial potable water transportation and storage assets.
 - v. Terminate contract(s) for private security personnel assets.
 - c. ESF 16 – Military Support to Civil Authority
Provide assistance as necessary to transport GUNG and DOD emergency generator and potable water transportation and storage assets to their point of origin.
- 6. Deliver Fuel to Maintain Essential Services (DFES)
ESF 7 – Resource Support
 - a. Maintain awareness on the deactivation of EMACs for neighbor island fuel assets.

- b. Maintain awareness of the transition from emergency fuel operations to the normal fuel supply and distribution operation and adjust logistics support actions as necessary.
 - c. Maintain awareness on the demobilization of GUNG fuel assets and the termination of mission assignments for DOD fuel assets and adjust operations accordingly.
 - d. Maintain awareness on the termination of fuel rationing operations and private fuel station restrictions and adjust fuel response operations accordingly.
 - e. Terminate contracts with on- and off-island commercial fuel assets.
 - f. Coordinate and establish contracts with tug/barge operators to transport off-island EMAC and private vendor fuel assets to their neighbor island point of origin.
 - g. Terminate contracts with private bulk fuel vendors.
7. Conduct Debris Clearance (CDC)
- a. ESF 3 – Public Works and Engineering
 - i. Initiate contracts with on-island vendors to conduct debris removal from debris transition sites to on-island landfills/waste disposal sites.
 - ii. Initiate contracts with off- island shipping vendors for movement of debris to designated off-island locations.
 - iii. Support redeployment of USACE debris technical expertise personnel to required locations as needed.
 - iv. Coordinate for termination of all debris clearance contracts and/or mission assignment of DOD debris clearance assets.
 - v. Terminate established contracts with on- island debris removal vendors and/or off-island debris removal shipping vendors.
 - b. ESF 10 – Oil and Hazardous Material Response
When no longer required, coordinate for disposition of HAZMAT PPE assets.
8. Maintain Continuity of Port Operations (MCPO)
- a. ESF 1 – Transportation
 - i. In coordination with the seaport Unified Command, A.B. Won Pat International Airport Operations Division, continue to take

logistics actions as directed to provide the support required to ensure the continued operation, the long-term recovery, and continued viability of the airport and seaport.

- ii. In coordination with seaport Unified Command, A.B. Won Pat International Airport Operations Division, when normal airport and seaport operations capabilities are restored, will terminate any contracts for port augmentation personnel and assets (i.e., MHE, MHE operators, crane operators, baggage/cargo handlers).

9. Restore Power Initiative (RPI)

a. ESF 1 – Transportation

Assist in the demobilization and transportation of any off-island power restoration personnel and equipment to their point(s) of origin.

b. ESF 3 – Public Works & Engineering

- i. Assist in the demobilization and transportation of any mission assigned DOD generators and/or assets to their point(s) of origin.
- ii. Assist in the demobilization and transportation of any FEMA-owned or -leased generators to their point(s) of origin.
- iii. Provide assistance as necessary to support the redeployment of the USACE/ESF #3 Liaison and USACE/249th Prime Power team.

c. ESF 7 – Resource Support

Terminate any contracts developed to augment GPA's emergency services/support contracts with on-island vendors providing equipment and personnel.

d. ESF 10 – Oil and Hazardous Material Response

- i. Source and contract for transportation assets to move HAZMAT to final on- or off-island destination(s).
- ii. Once HAZMAT site(s) are restored to their original condition, terminate any contracts for HAZMAT staging and disposal sites.

- iii. As HAZMAT site(s) are closed, dispose of issued PPE.
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- e. ESF 12 – Energy
 - i. Source and contract commercial transportation assets, and/or coordinate with Operations for mission assignment of DOD airlift, to transport any on- or off-island power restoration personnel or equipment assets to their point(s) of origin.
 - ii. Provide assistance as necessary to support the redeployment of the USACE/249th Prime Power team.
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- f. ESF 13 – Public Safety and Security

As HAZMAT site(s) are closed, will terminate contract(s) for security personnel.
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- g. ESF 16 – Military Support of Civil Authority

Assist in the demobilization and transportation of any mobilized GUNG generators and/or assets to their point(s) of origin.

CHAPTER 5: TRAINING

I. GENERAL

This chapter defines the territory's training programs needed to implement this Annex. The response to a tsunami event will require both routine and specialized emergency operations. Because of the potentially catastrophic impacts associated with tsunamis, it is vitally important to assure that response personnel are adequately trained to fulfill their responsibilities without endangering their safety. This includes training of agency staff, first responders, and those supporting field-based and disaster recovery operations.

II. TRAINING PROGRAM DEVELOPMENT AND IMPLEMENTATION

A. DEVELOPMENT AND IMPLEMENTATION CONCEPTS

The training program for tsunami response is intended to accomplish the following objectives:

1. Provide awareness, EOC operations, and response training to Government of Guam and supporting private sector personnel;
2. Incorporate the operational concepts utilized in this Annex; and
3. Coordinate with other emergency preparedness training programs currently offered or coordinated by the GHS/OCD.

B. TRAINING PROGRAM DIRECTION AND MANAGEMENT

1. The GHS/OCD will serve as the state coordinator of the training programs associated with severe weather. In this role, the GHS/OCD is responsible for the following actions:
 - a. Cooperate with other Government of Guam agencies in establishing criteria and performance standards for training all pertinent personnel in tsunami preparedness and response;
 - b. Review all applicable training programs for their relevance to the management of a severe weather event;
 - c. Make available preparedness and response training programs for all Government of Guam agencies;

2. Under the coordination of the GHS/OCD, the following agencies are responsible for the indicated components of the statewide training program:
 - a. The Guam Police Department is responsible for direction and coordination of the state and local training curricula for law enforcement, security, and evacuation traffic control operations;
 - b. The GUNG is responsible for direction and coordination of the training of guardsmen and search and rescue personnel in incident awareness and response;
 - c. The Guam EPA is responsible for direction and coordination of training for environmental protection officers in hazards awareness and response, as well as for remediation of environmental damage caused by tsunamis;
 - d. Each lead agency of an emergency support function is responsible for direction and coordination of the training of personnel in that function as it relates to preparedness and response; and
 - e. Guam Fire Department is responsible for directing and coordinating state and local training curriculum for fire service personnel.
3. GHS/OCD will arrange for technical training through the WFO Guam, the ITIC, and the National Disaster Preparedness Training Center.