



The Territory of Guam Comprehensive Emergency Management Plan

September 2013





THE TERRITORY OF GUAM COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

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RECORD OF CHANGES

Date	Description of Change	Page or Section

EXECUTIVE SUMMARY

Pursuant to Guam Civil Defense Act of 1951, the Guam Comprehensive Emergency Management Plan (GUAM CEMP) is the master operations document for the Territory of Guam in responding to all emergencies, and all catastrophic, major, and minor disasters. The GUAM CEMP defines the responsibilities of all levels of government, private, volunteer and non-governmental organizations (NGOs) that make up the Guam Emergency Operations Center Emergency Support Function (EOC ESF) Team. The GUAM CEMP also captures the authority and role of the federal government in response to incidents and emergency events on Guam, including those which are presidentially declared disasters. The GUAM CEMP ensures that all levels of government are able to mobilize as a unified emergency organization to safeguard the well-being of Guam's residents and visitors. The GUAM CEMP is compliant with the National Incident Management System (NIMS), and incorporates the principles set forth in the Incident Command System (ICS). In 2004, Guam began utilizing NIMS as the standard procedure for incident management in the territory. Each employee of the Guam Homeland Security/Office of Civil Defense (GHS/OCD) and the EOC ESF Team is required, through the Agency's Training and Exercise Unit, to complete required NIMS training and other training as it relates to their emergency support function.

The GUAM CEMP employs the strategic vision of Presidential Policy Directive 8 (PPD-8), to strengthen resiliency by involving partners at all levels of government as well as with NGOs and the private sector in the planning process. Additionally, the GUAM CEMP parallels federal activities set forth in the *National Response Framework* (NRF). The NRF details operating principles and protocols for major disasters. Together, PPD-8, the NRF and NIMS integrate the resources of jurisdictions, incident management and emergency response disciplines, NGOs, and the private sector into a seamless national framework for domestic incident response.

The 2013 revision of the GUAM CEMP represents the collective efforts of GHS/OCD and the Guam EOC ESF Team.

I. INTRODUCTION

The Guam Comprehensive Emergency Management Plan (GUAM CEMP) describes the basic strategies, assumptions, operational objectives, and mechanisms through which the Guam Emergency Operations Center Emergency Support Function (EOC ESF) Team will mobilize resources and conduct activities to guide and support local emergency management efforts through preparedness, response, recovery, and mitigation. To facilitate effective operations, the GUAM CEMP adopts a functional approach that groups the types of assistance to be provided into 16 Emergency Support Functions (ESFs), formerly known as Response Activity Coordinators (RACs). Each ESF is headed by a primary agency selected based on its authorities, resources, and capabilities in that ESF's functional area. The primary agency appoints an Emergency Coordination Officer (ECO) to manage the ESF's function in the Emergency Operations Center (EOC). The ECOs and staff of GHS, other territorial agencies, and private volunteer organizations and non-governmental agencies form the EOC ESF Team. The EOC ESF Team serves as the primary operational mechanism through which assistance to local jurisdictions is managed. Assistance will be provided to impacted communities under the authority of the Territory Coordinating Officer (TCO), on behalf of the Governor, as head of the EOC ESF Team. If the President of the United States issues an emergency or major disaster declaration for Guam, the TCO will coordinate federal assistance island wide through the Federal Coordinating Officer (FCO) and corresponding federal ESF(s). The federal ESF organization will work with the Guam ESF structure to ensure that resources and services are provided in a timely manner.

The GUAM CEMP is designed to be flexible, adaptable and scalable. It articulates the roles and responsibilities among village, Government of Guam and federal emergency officials. This document supersedes the 2005 Guam Emergency Response Plan (GERP). The GUAM CEMP includes the Basic Plan and supplemental documents that will provide more detailed information to assist emergency management officials and others in implementing the CEMP. The GUAM CEMP is broken down as follows:

1. Basic Plan: Describes the process for preparedness, response, recovery and mitigation activities of federal, territorial, and local agencies, private volunteer organizations and non-governmental organizations that form the EOC ESF Team.
2. Emergency Support Function (ESF) Annex: This series of appendices describe the 16 ESFs, which serve as the primary mechanisms for providing assistance at the Government of Guam level.
3. Incident-Specific Annexes: These annexes address the unique aspects of how the Guam responds to incident-specific emergencies and disasters.

The nature of the emergency will dictate which plans and procedures are initiated. Once a specific plan is activated, certain ESFs may have a greater role to play in response to the emergency than others.

Why Emergency Planning is Necessary

An emergency plan specifies procedures for managing response and recovery operations for specific emergency events. The objective of the GUAM CEMP is to reduce the possible consequences of the emergency by preventing loss of life and injuries, reducing damage to infrastructure, buildings and homes, and accelerating the resumption of normal daily life activities.

The GUAM CEMP incorporates the following planning concepts to develop a comprehensive program for emergency management in the Territory of Guam:

A. Comprehensive Emergency Management

Comprehensive emergency management involves a cycle of phased, coordinated and mutually supporting activities conducted by each level of government before, during, and after an emergency situation, including:

- **Prevention**: The Territory of Guam's prevention efforts focus on stopping an incident from occurring, be they potential natural disasters, technological occurrences, or terrorist (both physical and biological) attacks. Activities that may be undertaken by the Government of Guam during this phase include: heightened inspections, improved surveillance and security operations; public health monitoring and testing; immunizations, isolation or quarantine; proscribed fires within wildland areas and forests; and any law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity. In most cases, the preventative or protective measures applied by Government of Guam agencies will occur in tandem with similar efforts undertaken by federal authorities
- **Mitigation**: The Territory of Guam's mitigation effort helps to ensure that on-island residents, visitors and businesses are safe and secure from natural, technological

and man-made hazards by reducing the risk and vulnerability before a disaster occurs. The territory's mitigation efforts are parallel to those employed by the Federal Emergency Management Agency (FEMA) and include: enhancing and maintaining a territory's capacity to implement a comprehensive island wide Hazard Mitigation Plan, supporting the development and enhancement of local capability to practice hazard mitigation, increasing the public and private sector awareness of and support for disaster loss education, reducing Guam's hazard vulnerability through the application of scientific research and development, and reducing the vulnerabilities of Government of Guam-owned facilities and infrastructure to natural and man-made hazards.

- **Preparedness:** Preparedness activities ensure both federal and local government organizations, private sector and non-government organizations, residents and visitors, and all other stakeholders are ready to react promptly and effectively during an emergency. Preparedness activities include: obtaining information on threats, planning to prepare an organized response to emergencies, providing disaster preparedness training for emergencies, conducting emergency drills and exercises to test plans and training effectiveness, obtaining and maintaining emergency equipment and facilities, establishing intergovernmental coordination agreements, and conducting public education outreach.
- **Response:** Response includes those actions that must be carried out when an emergency exists or is imminent. Activities include: notifying key officials and warning the public of emergency situations, activating emergency facilities, mobilizing, deploying, and employing personnel, equipment, and supplies to resolve the emergency situation, and providing emergency assistance to the affected local population.
- **Recovery:** Recovery consists of short and long-term operations. Short-term recovery operations to restore vital services, such as electrical power, water, and sewer systems, telecommunications and commercial mobile radio services, clear roads in affected areas, and provide emergency assistance to disaster survivors. Disaster relief programs to help restore the personal, social, and economic wellbeing of private citizens are administered by non-profit disaster relief and charitable organizations, as well as local, territorial and federal disaster relief programs. Long-term recovery focuses on restoring communities to a state of normality by assisting property owners in repairing or rebuilding their homes and businesses and assisting local governments, school districts, and other public non-profit agencies in restoring or reconstructing damaged infrastructure. Territorial, local and non-government organizations administer the provisions of federal and territorial disaster relief funds to provide for restoration and recovery of vital facilities. Post-disaster mitigation programs may also be implemented during the recovery period.

B. All-Hazards Planning

Emergency planning in Guam uses an all-hazards approach. All-hazards planning is based on the premise that the consequences of disasters are similar regardless of the hazard, and most of the functions performed during emergency situations are not hazard-specific. Hence, the most efficient approach to planning is to map out in some detail the tasks required to carry out basic emergency functions that may have to be executed, regardless of whether a disaster is caused by a natural, technological, or man-made hazard. Hazard-specific plans for unique threats are developed to supplement all-hazards plans. Nonetheless, to better assist the agencies in the GUAM CEMP to successfully execute their missions, hazard specific annexes also will be included in this overall plan.

C. Comprehensive Resource Planning

Comprehensive resource planning includes public, private sector and volunteer/non-governmental (VOAD) resources and those private sector resources that can be reasonably expected to be made available, either on a voluntary or paid basis. These resources include industry and volunteer organizations, quasi-public resources, and donations. Similarly both intrastate and interstate mutual aid resources and federal resource assistance will be considered, where appropriate. When resources are limited, plans address suspending, reducing, or deferring some government services so that personnel, equipment, supplies, and facilities involved can be redirected to support emergency operations.

D. Catastrophic Planning

In a catastrophic disaster, providing the same response faster or increasing the amount of resources will not be sufficient to ensure a quick and efficient response. Due to their size and magnitude, catastrophic disasters require local, territorial, and federal agencies to handle situations in ways that have not been traditionally used in the past.

In order to effectively identify resource shortfalls, response capabilities and needs must be checked against a scenario with given consequences. Guam utilizes scenario-based resource planning to promote the development and/or improvement of operational concepts, protocols, plans, and decision tools that put capabilities and resource gaps in context. The process can be used for any and all catastrophic or large scale disasters, as the concepts developed are scalable and intended to address catastrophic response regardless of hazard type, size/scope, or geographic location.

Not all disasters are catastrophic in nature. Generally, Guam defines a catastrophic disaster as one that results in the following:

- Requiring an extraordinary level of capabilities beyond the territorial, or national capacities.
- A large number of victims or casualties.
- Extensive damage to or disruption of critical infrastructure.
- Significant dislocation of the island's population from their communities of origin, resulting in the need to designate host communities.
- Substantial degradation of Guam's environment.
- Destabilization of the island's economy.
- Instability of local government.

E. Information Support for Emergency Planning and Operations

The emergency planning process develops the information and intelligence needed both to produce viable plans and to conduct effective emergency operations. This effort includes:

- An accurate analysis of natural, technological, and man-made hazards; descriptions and/or maps of possible impact areas; and information on the characteristics of such areas.
- Estimates of the potential effects that hazards impose on people and property, and where appropriate, tools to conduct dynamic assessments of such threats.
- A list of critical infrastructure, which typically includes both public and private

sector facilities that are essential for security, public health and safety, or the economy.

- Resource data, including public resources and those industry and volunteer group resources that can reasonably be expected to be available for emergency use.
- Necessary measures to obtain and share intelligence and operational information essential to conducting effective emergency management operations with both the federal and local governments. In maintaining situational awareness of foreign and domestic threats, effective measures for safeguarding sensitive information must be established and maintained. Effective information sharing provides decision makers at all levels of government with a sound basis for making decisions to posture and commit resources, and implement plans and procedures.

F. The United States National Grid

The NAD 83 HARN (high accuracy reference network) and associated Guam Map grid were updates to the older Guam Grid 1963 map projection and datum and Guam Grid NAD 83. The NOAA National Geodetic Survey (NGS), and assistance of some local surveying firms occupied survey points around the island to update the horizontal survey controls and later updated the benchmarks for the vertical control. This vertical control was important in the Lidar survey.

The NAD83(HARN) / Guam Map Grid is a projected CRS last revised on in June 2011 and is suitable for use in Guam - onshore. NAD83(HARN) / Guam Map Grid uses the NAD83(HARN) geographic 2D CRS as its base CRS and the Guam Map Grid (Transverse Mercator) as its projection. NAD83(HARN) / Guam Map Grid is a CRS for large and medium scale topographic mapping, cadastral and engineering survey. It was defined by information from Guam Public Law 23-31 and Department of Land Management brochure "1993 Guam Geodetic Network" and it replaces Guam 1963 / SPCS (CRS code 3993) from 1995. Guam Public Law 23-31 uses the name "NAD83" for NAD83 (HARN). NAD83 is a system realized only in North America and different to NAD83 (HARN).

G. Relationship to Other Plans

- **Relationship to Other Territorial Plans:** The GUAM CEMP is supported by a number of specialized Government of Guam and federal plans such as the Tactical Interoperable Communications Plan, Guam Catastrophic Typhoon CONPLAN, 2011 Guam Hazard Mitigation Plan, etc. Such plans are incorporated into the GUAM CEMP by reference and stored in the GHS/OCD digital reference library.
- **Relationship to Federal Plans:** The GUAM CEMP provides for integration of territorial response operations with the federal agencies responding to emergency situations in Guam at the request of the Governor. This plan is consistent with FEMA's Guam Catastrophic Typhoon OPLAN (Aug 2010), which is wholly incorporated into this plan by reference. The GUAM CEMP also recognizes other regional planning efforts developed under the National Response Framework (NRF), which are stored in the GHS/OCD digital reference library.
- **Relationship to Interstate/Inter-island Agreements:** The GUAM CEMP addresses provisions for requesting emergency assistance from other states or providing emergency assistance to other states in accordance with the Emergency Management Assistance Compact (EMAC) and a number of specialized agreements to which Guam is a party.

II. PURPOSE

The purpose of Guam's Comprehensive Emergency Management Plan (GUAM CEMP) is to:

- Develop an all-hazards planning approach that will be used for all threats to, and/or emergencies or disasters that may impact Guam.
- Create the general framework of planning for preparedness, response, recovery and mitigation activities within the territory.
- Reduce the vulnerability of people and their communities, including the loss of life or injury, or the damage and loss of property resulting from natural, technological, and man-made disasters, by developing effective preparedness, response, recovery and mitigation plans.
- Describe the federal relationship during an emergency disaster, or event.
- Describe the types of disasters which are likely to occur in Guam, from local emergencies to minor, major or catastrophic disasters.
- Describe the actions that the Guam Emergency Operations Center Emergency Support Function (EOC ESF) Team will initiate, in coordination with local, federal and private counterparts, as appropriate, regardless of the magnitude of the disaster.
- Describe the mechanisms to deliver immediate assistance, including direction and control of island-wide, external and federal response and recovery assistance.
- Create a system that integrates, adopts, and applies (where applicable) the tenets of the National Incident Management System (NIMS) to ensure its interface with the National Response Framework (NRF) to maximize the integration of incident-related preparedness, response, recovery, and mitigation activities.

III. SITUATION AND ASSUMPTIONS

A. Situation

The primary goal of emergency management in Guam is to ensure prevention, protection, mitigation and readiness to respond to and recover from the many consequences that can be generated by an emergency disaster or event, whether it is natural, technological or man-made. The 2011 Guam Hazard Mitigation Plan, Section 5 (Risk Assessment) contains a detailed assessment of Guam's hazards and the risks they pose to the entire island. This component to the Guam Hazard Mitigation Plan, along with the Threat and Hazard Identification and Risk Assessment (THIRA) are the main hazard assessment for disaster planning and are conceded to be the hazard assessment section of the GUAM CEMP.

As a territory of the United States, Guam is located over 5,600 miles from the continental United States (CONUS) and 3,600 from the closest state, Hawaii. Due to its location well west of the International Dateline, Guam is 15 hours ahead of the nearest time zone on the US mainland, Eastern Standard Time, and 20 hours ahead of Hawaii. Consequently, Guam's, economy, its day to day continuity and even disaster response are heavily

dependent on the viability of the sea-port and airport. These factors will have a significant impact on all aspects of disaster management, which will require special consideration in the development of a viable and comprehensive emergency management plan.

Guam is vulnerable to many water-borne, natural hazards, including riverine and flash flooding, tropical cyclones (tropical depressions, tropical storms and typhoons) and tsunamis, as well as their associated counterparts including coastal erosion, salt spray, high surf and high winds. Other prevalent natural hazards include earthquakes, slope failure and non-seismic ground failure, such as sinkholes, drought, wildland fire and pandemic disease.

Technological hazards are those that are a direct result of the failure of a man-made system or the exposure of a population to a hazardous material. Guam is a highly developed society that relies on a sophisticated infrastructure to deliver goods and services. Therefore, it is vulnerable to biological and chemical incidents; oil spills; transportation accidents (air and sea); civil unrest; war related threats; and an overwhelming refugee influx from continental Asia.

Despite Guam's geographic isolation, its geopolitical importance is expanding, a trend that is expected to accelerate in the near future. Consequently, the possibility of terrorism/weapons of mass destruction (WMD) incidents, in whatever form, is more than just an abstraction, it is a growing threat. The existing military presence on the island and Guam's critical, and possibly increasing, role in U.S. military strategy make it a potential target for our enemies who seek to disrupt or destroy our defense capabilities. Countries within the region have the ability to strike Guam with their military weapons, including intercontinental ballistic missiles. In addition, terrorists from neighboring countries in the Pacific can come to Guam with relative ease and integrate into the community.

Not all of the above hazards will have widespread impacts that will affect populations and property outside the local area, but almost all these threats have the potential to require a large scale, coordinated response effort to counter or mitigate the effects. Some of the listed disaster events will warrant response and recovery procedures that will encompass many of the hazards named above; for instance, a typhoon will likely cause coastal and riverine flooding, high winds, the possibility of landslides and other simultaneously occurring hazards, each of which will have to be addressed in different ways.

Guam is part of a very advanced society, one that relies on many complex systems to maintain and sustain it. Consequently its economy that can be severely disrupted by a major disaster, as evidenced by the following factors:

- Guam's economy is very dependent tourism-related industries; with its warm temperatures, numerous beaches, and proximity to Asia, more than 1 million tourists visit the island each year from both civilian and military visitor groups. Of these visitors, 71.6 percent came from Japan, with the remainder coming from Korea, the Philippines, Taiwan and Hong Kong ¹. The accommodation and food services sector is the largest industry in Guam, which in 2007 employed approximately 22 percent ² of total island civilian working population, with an additional 22 percent ² of the workforce also employed in businesses that directly support the tourism industry. In 2011, 99.2 percent ³ of all tourists arrived on Guam by air, making the airport a vital lifeline for the island's economy. Through tourism alone, Guam in 2011 collected \$22,890,511 in hotel occupancy taxes.
- Because Guam is an island, it must provide all of its own power, water, telecommunication and other essential services. A failure or compromise of any of

these systems, cannot be supplemented or augmented by facilities in adjacent communities or regions, nor can those resources be quickly imported from other locations. This makes any measures to maintain and sustain these essential services and their supporting infrastructure through any hazard event even more critical to the health and welfare of the island's population. The port at Apra Harbor is the only deep water facility that can accommodate ship-borne resources on a large scale, although there are four runway facilities suitable for the large scale import of emergency supplies.

- Guam has a significant U.S. military presence which has major implications for its economy and potential hazard profile, particularly for man-made threats such as sabotage or terrorist attacks. Furthermore, over the next decade the number of military personnel and their dependents is expected to increase dramatically, which is expected to impose greater demands on island systems, and require greater intervention in case of an emergency. According to the 2010 Guam Statistical Yearbook there are approximately 13,500 active military service members and dependents, comprising 7.4% of the island's total population. Military expenditures including salaries paid to military families, civilian employees and construction added over \$1 billion to the overall Guam economy in 2010. With the expected military build-up over the next decade those contributions will only increase.
- Guam is the transportation, communications and commerce hub for the US-affiliated islands, and other countries in the Pacific. Disruptions to the telecommunications infrastructure on Guam can have a domino effect on the other Micronesian islands, as well as throughout the Pacific region.
- As a nexus of tourist, transportation and commerce activities from many countries in Asia, Guam is, unlike many areas in the continental U.S. and even Hawaii, very susceptible to the introduction of a pandemic disease. For instance, many of the most recent influenza epidemics have originated in Asia and spread worldwide from there. Few other cities or regions within the United States can expect the same numbers of Asians to visit or temporarily reside within their jurisdictions as does Guam. Consequently, the potential for a communicable disease outbreak is greater and could potentially occur earlier in Guam than in many other U.S. jurisdictions.

• ¹ Table VS-01, Guam 2010 Statistical Yearbook Updates, 2011 data

• ² 2011 Guam Hazard Mitigation Plan (HMP)

• ³ Table VS-02, Guam 2010 Statistical Yearbook Updates, 2011 data

B. Assumptions

The following general operational and demographic assumptions apply to this plan.

1. General Operational Assumptions

- All emergencies and disasters occur locally, but may have island wide, or regional impacts.
- Some emergencies, disasters or incidents may require external resources and federal assistance.
- The most effective resources during emergencies and disasters are survivors. They are first on the scene and provide instant assistance to other survivors.
- Guam is subject to “escalating” events, such as tropical cyclones, or distantly generated tsunamis and “no-notice” emergencies like terrorist attacks, or earthquakes. Regardless, any of these threats can occur with warnings and preparation time, or without any advance notice. Nonetheless they will require immediate action by local officials to reduce or address their impacts.
- The Government of Guam will initiate actions to save lives and protect property. Designated officials and agencies will be cognizant of their emergency management roles and responsibilities as delineated in this Plan and will fulfill these duties when activated.
- Response capabilities cover more than one hazard. In most situations the Incident Command System (ICS) transitioning to a Unified Command response will depend on the degree of response required in a given emergency.
- Emergencies and disasters will result in one or more of the following: injury and/or loss of life; damage or destruction to public and private property; disruption of utilities (electric, telephone and water) and daily life activities; displacement of persons and families; disruption of local services (sanitation, EMS, fire and police); shortages of temporary or permanent housing; damage or destruction to public and private records; impacts on the environment; and social and economic disruption.
- Department of Defense Installations and Command Units on island will be responsive to civil government requests for assistance, subject to Department of Defense Joint Plan 101 (JP 101) and their respective military missions.
- The Government of Guam may stage or deploy resources prior to an event or its impacts.
- An event, such as a threatened missile strike, may not cause physical damage but will require the Government of Guam to activate and mobilize resources in response to the potential danger posed by such a catastrophic event.
- The Guam Emergency Operations Center will be activated and staffed by the Guam EOC ESF Team to support local operations as appropriate.

- Response capabilities will cover more than one hazard. In most situations the Incident Command System (ICS) transitioning to a Unified Command response will depend on the degree of response required in a given emergency.
- The Points of Distribution (POD) will be activated and staffed by people from responding organizations to support local operations as required.
- The EOC ESF Team will utilize all available resources to mitigate the impact of the emergency or disaster.
- Evacuation and sheltering may require an island wide response.
- If on-hand island resources, and capabilities, whether public or private, are exhausted, additional resources may be requested from other states through the Emergency Management Assistance Compact (EMAC), from the Department of Defense through the Defense Coordinating Officer (DCO), or his representatives, and the from Federal Emergency Management Agency (FEMA) through the Federal Coordinating Officer (FCO).
- In a catastrophic event, resource shortfalls at all levels of government may require the federal government to look to other countries for assistance.
- The need for out-of-area resources will be significant in a major or catastrophic event, requiring well-defined areas of operation utilizing consistent and standardized language that can be scaled to meet the needs of many different response operations of varying scope and function.
- For major and catastrophic events, the EOC ESF Team will proactively deploy resources into the impacted area, as opposed to waiting for resource shortfalls to become evident and then requesting them.
- Disability civil rights laws require physical accessibility of shelter facilities, effective communication using multiple methods, full access to emergency services, and modification of programs where needed. In accordance with Title II of the Americans with Disabilities Act (ADA), evacuation shelters will offer individuals with functional needs the same benefits provided to those without functional needs. This includes safety, comfort, food, medical care, and the support of family and care givers.
- Planning at the village and island-wide levels will be based on the pre-identification of populations and determination of resource shortfalls and contingencies to include pre-identified locations for shelters, Points of Distribution, Operations Staging Area(s), Disaster Recovery Centers and temporary housing sites. The villages will use local registries for persons with access and functional needs to identify needs and plan appropriately.
- Each response organization will document and seek federal and territorial reimbursement, as appropriate, for expenses incurred during disaster operations.
- Achieving and maintaining effective community preparedness reduces the immediate demands on response organizations. This level of preparedness requires constant public awareness and education programs to ensure people take appropriate advance actions to reduce their vulnerability during at least the initial 72 hours following an emergency or disaster.

2. Demographic Assumptions

The following demographic assumptions apply to this plan:

- Guam's population of 159,914 (2012 CIA Factbook est.) resides in diverse communities across coastal, urban and rural areas. Most of the population is distributed from the more urban landscapes around Hagatna, the central and western coasts and in the North. The southern portion of the island is predominantly rural, with small villages interspersed along the coast. The population in rural villages, which comprise 16% of the island's total resident population (2010 Guam Statistical Yearbook), are prone to coastal hazards, flooding and wildfires, as well as the potential for isolation in the event of a disaster occurring along the southern and eastern coasts.
- There are an estimated 6,420 U.S. military uniformed personnel stationed on Guam with an additional 7,690 dependents. For those families and individuals that live on-base, it is assumed that the appropriate military branch will take responsibility for them pre- and post- event. Nonetheless, approximately 50 percent of those military families live off-installation in the surrounding communities. Consequently, the Government of Guam will be likely be required to provide at least some emergency assistance to those off base households and their members.
- A significant military buildup is possible in the next ten years, although its implementation has been stalled and curtailed in recent years. The arrival of new military personnel and their dependents, if that occurs, will impose further pressure on the Government of Guam during disasters. In addition, the significant construction that will be required to support the additional military presence will bring in a major influx of foreign contractual workers. Although the Department of Defense recognizes its responsibility to house its workers during the buildup construction period, the Government of Guam may still have to provide services and support for those populations, and other temporary migrants post-event.
- Guam residents speak a number of languages including: English only (23.8%), Chamorro (29.7%), Philippine languages (25.8%), other Pacific island languages (8.9%), Asian languages (9.4%), and other languages (2.4%) (2010 census). Although 41.7 percent of Guamanian households may primarily speak languages other than English among family members, only one half of one percent do not speak English at all.
- According to the 2012 Guam Statistical Yearbook, approximately 1.5 million tourists visited Guam. Of that figure, 90.5% arrived from Asia and other countries that do not use English as their primary language. This will require specialized planning to deal with these special populations during disasters, especially those visitors from nations that do not have a consulate or other official diplomatic presence on Guam.

IV. STATUTORY AND JURISDICTIONAL RESPONSIBILITIES

Pre-planned coordination is necessary to avoid conflicting responsibilities and duplication of services during an emergency or disaster. The resources of local governments (police, fire, and medical services) will be the first to respond. The Government of Guam operates most of the services and utilities on Guam. These utilities and services include the Guam Police and Fire Departments, Guam Memorial Hospital Authority (GMHA), Guam Power Authority, the Guam Waterworks Authority (GWA) and the GTA. Given this centralized service delivery structure, the Government of Guam is responsible for providing assistance for any emergency management related requests coming from the 19 villages throughout the island. A pre-determined chain of command in such a situation is required to avoid organizational difficulties. Under certain circumstances, an outside agency may assume command.

In Guam, all levels of government must adhere to the statutory responsibilities prescribed under the:

1. Guam Code Ann. Tit. 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; and
7. Guam Government Code 40400;

This plan also supersedes the Guam Emergency Response Plan adopted under Executive Order No. 2005-06. This section provides an overview of those responsibilities.

A. Village Mayors

The Island Mayors and Vice Mayors serve as Civil Defense Wardens during times of crisis. In responding to emergencies and disasters the following roles and responsibilities apply:

1. Their offices serve as Command Posts for their respective villages in that they are responsible for:
 - a. Acquiring information of residential needs;
 - b. Coordinating damage assessments;
 - c. Serving as a distribution point for emergency/recovery supplies to their respective constituents; as well as
 - d. Assisting in the coordination of recovery efforts.
2. Providing and training a liaison from the Mayor's Council of Guam (MCOG) to represent the collective interests of village residents and interests.
3. Maintaining a general level of emergency readiness for their villages by acting as the conduit for the flow of information from the EOC to the public and:
 - a. Establishing an inventory of local response materials;
 - b. Identifying problem areas and affected populations;
 - c. Conducting post-disaster damage assessments;

- d. Coordinating response requirements and resources, and
 - e. Keeping the EOC ESF Team informed of the local situation through the submission of resource requests and daily situation reports.
4. Assisting the EOC ESF Team with the implementation of any public awareness, education and information efforts designed to reach all residents and visitors in the village, including those needing special media formats, non-English speaking persons, and persons with sensory impairment or loss.
 5. When sufficient basis is established, a warning message is issued through the Emergency Alert System (EAS). The Office of Civil Defense, the Government of Guam's authorized repository for early warning information, normally receives a warning message for subsequent transmission to the Governor. During non-regular working hours, weekends and holidays, the Guam Fire Department's Emergency 911 center receives the warning message and in turn relays the information to the Office of Civil Defense Duty Officer.
 6. Coordinate emergency response efforts within their political jurisdictions, such as coordinating shelter operations in coordination with the EOC, and requesting outside assistance when necessary.

B. Guam Homeland Security/Office of Civil Defense

The Governor shall appoint a Homeland Security Advisor as a cabinet level position to oversee the conduct of homeland security and emergency management issues and operations for the Government of Guam. The Homeland Security Advisor will also serve as the primary or alternate Governor's Authorized Representative (GAR) who is responsible for executing all necessary documents for disaster assistance following a Presidential Disaster Declaration.

The Governor, by G.C.A. section 65103, appoints the Administrator of the Office of Civil Defense to serve as the Governor's Agent in the administration and supervision of all response activity operations as provided in this Plan. During an emergency or disaster event, the Administrator can serve as the Territorial Coordinating Officer (TCO) once a Presidential Disaster Declaration has been granted.

The Guam Homeland Security/Office of Civil Defense (GHS/OCD) is responsible for maintaining a comprehensive program of emergency management and homeland security, including but not limited to:

1. Advising the Governor and Lt. Governor of disaster threat conditions, obtaining and submitting reports on proposed actions, projects in progress, completed projects and other information pertinent before, during and after an emergency/disaster.
2. Representing the Governor as the GAR and the TCO when a Presidential Disaster Declaration has been granted.
3. Coordinating preparedness activities with Government of Guam agencies, private, volunteer and non-governmental organizations, as well as the public.
4. Establishing, managing and maintaining the Marianas Regional Fusion Center for the collection and processing of all threat information relative to Guam and its interests throughout the Pacific region.

5. Preparing a GUAM CEMP that contains provisions to ensure that Guam is prepared for emergencies and disasters. The GUAM CEMP, and the execution of its prescribed activities, must also be consistent with the National Incident Management System (NIMS).
6. Implementing training programs to improve the ability of Guam's emergency management personnel and EOC ESF Team representatives to prepare and implement emergency management plans and programs. This shall include a continuous training program for agencies and individuals that will be called upon to perform key roles in territorial post-disaster response and recovery efforts.
7. Establishing guidelines and schedules for annual and periodic exercises that evaluate the ability of Guam to respond to emergencies, disasters, and to support local emergency management agencies.
8. Conducting periodic reviews of policy, plans, programs (and projects related to the emergency/disaster response to ensure compliance, consistency and cooperation among elements and functions of preparedness and shall submit a report to the Office of the Governor identifying conflicts and deficiencies and shall include, where necessary recommendations for corrective actions.
9. Assigning lead and support responsibilities to Government of Guam agencies, as well as public and private organizations for Emergency Support Functions and the other activities needed to support the EOC ESF Team.
10. Maintaining a preparedness level that meets the needs of persons with special needs or access and functional needs, and developing policies that are consistent with federal policy and guidelines (e.g., *Emergency Management Planning Guide for the Special-Needs Population*, Federal Emergency Management Agency and Office for Civil Rights and Civil Liberties, September 20, 2007 or *Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters*, Federal Emergency Management Agency, November 12, 2010) as they relate to the Americans with Disabilities Act (ADA) and other civil rights laws.
11. As required, maintaining a 24-hour, seven days a week (24/7) situational awareness of events that may require a response during normal (routine) operations. Coordinate situational awareness information with territorial, and federal partners, e.g., the Pacific Area Command Joint Operations Center (PACOM JOC); Joint Region Marianas Regional Operations Center (ROC), FEMA Region IX Watch and Public Affairs Officer (PAO), Commonwealth of the Northern Mariana Islands (CNMI) Homeland Security, etc.
12. Maintaining a system of communications and warning to ensure that Guam's population and emergency response agencies are warned of developing emergency situations and can exchange emergency related information and decisions.
13. Managing and maintaining the Incident Management System for use in establishing a common operating picture (COP) for an incident or disaster. This system will ensure a central situational awareness and information sharing portal for all Guam departments and partners EOC ESF Team activations.
14. Coordinating the release of public information in concert with the Governor of Guam's Communications Director and/or until activation of the Joint Information Center (JIC).

15. Providing standards and requirements for village emergency management plans. The standards and requirements must ensure that village plans are coordinated and consistent with the Guam CEMP.
16. Determining the resource requirements of the territory in the event of an emergency; plan for and either procure supplies, medicines, materials, and equipment, award contracts for all necessary resources, or enter into memoranda of agreement or open purchase orders that will ensure their availability; and use and employ at various times any of the property, services, and resources within Guam.
17. Anticipating trends and promoting innovations that will enhance all the resource requirements (personnel, teams, equipment, heavy equipment, commodities, vehicles and aircraft) needed to support emergency operations throughout the island of Guam.
18. Supporting the emergency management needs of all villages and agencies by developing reciprocal mutual aid agreements with other off-island jurisdictions. This should include providing for the rendering of mutual aid among the other states under the Emergency Management Assistance Compact (EMAC), and in concert with requests from the federal government for emergency management functions and responsibilities.
19. Instituting island-wide public awareness programs that focus on emergency preparedness issues, including, but not limited to, the personal responsibility of individuals to be self-sufficient for at least 72 hours following an emergency or disaster. The public education campaign shall include relevant information on island-wide disaster plans, evacuation routes, fuel suppliers, and shelters (general population), functional needs, and pets.
20. Initiating community education and outreach to the public regarding the registry of persons with special needs and special needs shelters.
21. Preparing and distributing to appropriate Government of Guam and local officials, catalogs of federal, territorial, and private assistance programs.
22. Activating the EOC ESF Team and coordinating local, Government of Guam, and federal emergency management activities and taking all other steps, including the partial or full mobilization of emergency management assets and organizations in advance of an emergency, to ensure the availability of adequately trained and equipped emergency management personnel before, during, and after emergencies and disasters
23. Reviewing, per an established schedule, emergency operating procedures of Guam agencies and recommending revisions to ensure consistency with the CEMP.
24. Assisting with the development and maintenance of specialized regional response teams in all disciplines of Operations, Logistics, Plans, Finance Communications and Safety.
25. Creating, implementing, administering, adopting, amending, and rescinding rules, programs, and plans needed in accordance with Section 6 of the Organic Act of Guam, with due consideration for, and in cooperation with, the plans and programs of the federal government. In addition, adopting rules to administer and distribute federal financial pre-disaster and post-disaster assistance for prevention, mitigation, preparedness, response, and recovery.

26. Maintaining a program to require that all emergency evacuation shelters are available for use when needed during a disaster and American Red Cross ARC 4496 compliant.
27. Coordinating the Guam's emergency response activities through its 16 Emergency Support Functions (ESFs).
28. Assisting the federal government as necessary during a mass displacement of individuals event.
29. Implementing and providing administrative support for the Accidental Release Prevention Program, and ensuring the timely submission of Risk Management Plans and any subsequent revisions of Risk Management Plans.
30. Ensures the Continuity of Government (COG) and assists with the planning of Continuity of Operations (COOP) efforts for the Government of Guam agencies and services.

C. The Office of the Governor of Guam

1. The Office of the Governor of Guam maintains overall direction and control for response activities. All policy decisions shall be coordinated through the Governor.
2. Designate a Homeland Security Advisor to coordinate all emergency response efforts in collaboration with the Administrator of the Office of Civil Defense.
3. Appoint a Homeland Security Advisor to coordinate all emergency response efforts in collaboration with the Homeland Security Advisor.

D. The Federal Government

Under the National Response Framework (NRF) and other federal emergency plans, the federal government may provide assistance to Guam upon the request of the Office of the Governor or when primary federal jurisdiction is involved.

V. CONCEPT OF OPERATIONS

In order to ensure that Guam's preparations will be adequate to respond to and recover from emergencies and disasters, GHS/OCD is charged with the responsibility of maintaining a comprehensive program of emergency management. The Office is responsible for coordinating its efforts with the federal government, other departments and agencies of the Government of Guam, village representatives and private agencies that have a role in emergency management. When an imminent or actual event threatens the territory, the Governor, Homeland Security Advisor, Office of Civil Defense Administrator, or the EOC Director will activate the Guam EOC ESF Team.

A. Emergency Operations Center Emergency Support Function (EOC ESF) Team

The Guam EOC ESF Team is composed of agency-appointed Response Activity Coordinators (RACs) and staff from Government of Guam agencies, volunteer and non-governmental organizations that operate under the direction and control of the Governor and Territory Coordinating Officer (TCO). The EOC ESF Team is grouped into 16 Emergency Support Functions (ESFs) that carry out coordination and completion of response and recovery activities in the EOC during an emergency or disaster. These ESFs are grouped by function rather than agency, with each ESF headed by a primary Government of Guam agency and supported by additional public agencies and private organizations. Figure 1 below identifies each ESF and the primary Government of Guam or private agency.

Figure 1: Primary Agency Listing		
ESF #	Emergency Support Function	Primary Agency/Organization
1	Transportation	Guam Department of Public Works (DPW)
2	Communications	Incumbent Local Exchange Carrier (GTA)/Guam
3	Public Works & Engineering	Guam Department of Public Works (DPW)
4	Firefighting	Guam Fire Department (GFD)
5	Emergency Management	Guam Homeland Security / Office of Civil Defense (GHS/OCD)
6	Mass Care, Housing and Human Services	Department of Education (DOE) / Mayor's Council of Guam (MCOG)
7	Resource Support	Guam Department of Administration / General Services Administration (GSA)
8	Public Health and Medical Services	Guam Public Health & Social Services (DPHSS) / Guam Memorial Hospital Authority (GMHA)
9	Urban Search & Rescue	Guam Fire Department (GFD)
10	Oil and Hazardous Material Response	Guam Environmental Protection Agency (EPA) / Guam Fire Department (GFD)
11	Agriculture and Natural Resources	Guam Department of Agriculture (DOA)

Figure 1: Primary Agency Listing

ESF #	Emergency Support Function	Primary Agency/Organization
12	Energy	Guam Power Authority (GPA)
13	Public Safety and Security	Guam Police Department (GPD)
14	Long-Term Community Recovery	Guam Housing and Urban Renewal Agency (GHURA) / Guam Economic Development Authority (GEDA)
15	External Affairs	GHS/OCD
16	Military Support to Civil Authority	Guam National Guard (GUNG)

The ESF structure is a mechanism that consolidates the jurisdictional and subject matter expertise of agencies that perform similar or like functions into a single, cohesive unit to allow for the better management of emergency response functions.

B. The Guam Emergency Operations Center

- The Guam EOC is a permanent underground facility that is located at 221B Chalan Palasyo, Agana Heights, Guam 96910.
- The Guam EOC is composed of the following functional areas: the Emergency Operations Center itself; a conjoined Policy Room; an adjacent Joint Information Center (JIC) room; a separate Initial Operating Facility; and associated surrounding offices and other support rooms.
- The Emergency Operations Center has 28 workstations for EOC staff; accommodating approximately one representative per EOC ESF Team agency during disaster, plus key GHS/OCD planning and operational staff.
- In the unlikely event of an emergency or incident that may threaten the EOC or render that specific facility unusable, the EOC ESF Team will relocate to a pre-determined alternate locations: the National Guard Readiness Center, Building 400; or the A.B. Won Pat International Airport conference rooms 1 and 2.

C. Direction and Control

The Emergency Operations Center coordinates the support to response and recovery operations. Initial response is by local responders. If the incident commander requires additional support, the EOC will coordinate with local, federal, NGO agencies and other stakeholders to support the incident.

During emergency operations, Government of Guam and local emergency responders will remain, to the extent possible, under the established management and supervisory

control of their parent organizations. To ensure the overall success of the incident coordination effort, it is essential that personnel who staff the EOC have the requisite authority, experience, and knowledge to serve as coordinators and decision makers for their department or agency. Key positions are therefore vested by this plan with the responsibility of executing direction and control of multi-agency territorial response and recovery operations for the Government of Guam. These key officials are responsible for determining response and/or recovery priorities. They have the authority to commit their respective government resources, as necessary and reasonable, to satisfy those prioritized needs, and likewise, are provided with the authority to request assistance through the EOC Director and/or TCO from the federal government.

This direction and control system provides a means for agencies/organizations to pursue existing mission requirements and for their emergency workers to continue to operate under their existing supervisory chain of command. This system also provides a means to focus the efforts and actions of multiple agencies/organizations to resolve the most important problems facing the entire impacted area through the prioritized commitment of efforts and deployment of resources.

D. Roles and Responsibilities

In Guam, the following key positions in territorial and federal government direct and control response activities during an emergency:

1. **The Governor** is responsible for ensuring that Guam is adequately prepared to deal with disasters and emergencies; providing for the common defense and protection of the peace, health and safety of the public. In that respect, the Governor leads the territorial response, sets priorities for response and recovery, and provides direction to the Unified Command Group. If the emergency or disaster is beyond local control, the Governor may assume direct operational control over all or any part of the emergency management functions within the territory. The Governor is authorized to delegate such powers as he or she may deem prudent. A state of emergency must be declared by executive order or proclamation by the Governor when an emergency or disaster has occurred or the threat of occurrence is imminent. Upon issuance of a Presidential Disaster Declaration, the Office of the Governor designates a primary (and if required, an alternate) Governor's Authorized Representative (GAR).
2. **Cabinet Officials** includes department/agency heads and may be represented by Emergency Support Function (ESF) members in the EOC; The Guam Homeland Security Advisor and/or the Administrator of Civil Defense may request the presence of Cabinet Officials to directly engage EOC activities if warranted by the severity of the situation.
3. **Guam Homeland Security (GHS/OCD) Advisor** advises the Governor on all matters relating to homeland security; acts as a liaison to the U. S. Department of Homeland Security; sets policy for the Guam Homeland Security and the Office of Civil Defense.
4. **Guam Office of Civil Defense (GHS/OCD) Administrator** serves as counsel to the Governor on emergency management issues; ensures that the territory is prepared to deal with large-scale emergencies and is responsible for coordinating the territorial response in any major emergency or disaster, to include coordinating federal assistance. Upon issuance of a Presidential Disaster Declaration, the Administrator is normally designated as the Governor's Territorial Coordinating Officer (TCO).

5. **The Governor's Authorized Representative (GAR)** is empowered by the Governor to execute all necessary documents for disaster assistance on behalf of the territory, including certification of application for public assistance. The GAR will also coordinate and supervise the territorial disaster assistance program to include serving as its grant administrator. The GAR is designated in the FEMA-State Agreement.
6. **The Territory Coordinating Officer (TCO)** is the authorized representative of the Governor to manage and coordinate territorial and local emergency response and recovery efforts. The TCO is provided the authority to commit any and all Government of Guam resources necessary to cope with the emergency or disaster and the authority to exercise those powers in accordance with sections of this plan. The TCO also has the authority to direct all Government of Guam, agencies, including village staff, to identify personnel needed from those entities to assist in meeting the needs created by the emergency. The Governor directs all agencies and departments to place all such personnel under the direct command of the TCO. In general, the Governor will designate the Office of Civil Defense (GHS/OCD) Administrator as the TCO.
7. **The EOC Director** coordinates the rendering of all Government of Guam assistance, and is responsible for overall management and operation of the EOC ESF Team. Upon request and approval, the EOC Director will issue mission assignments to the appropriate ESF to fulfill. All requests for assistance are reviewed and prioritized by the EOC Director. The EOC Director will coordinate with the 16 ESFs to fulfill these requests. All requests for assistance, and ESFs designated to respond to the request, are tracked in the Guam EOC.
8. **Operations Section Chief** oversees the Staging Area Group, Air Operations, Response, Emergency Services, Human Services, Infrastructure Support, and Mitigation Branches, which are essential functions for a successful response operation. The Operations Section Chief identifies and manages priority missions, as coordinated with the Activation Team Leader and his/her counterparts in the field. The Operations Section staff coordinates with the Guam government and field operations sections to identify mission-support requirements and communicates requirements to the Logistics Sections for execution. Operational objectives and subsequent battle rhythm for each operational period are set by the Operations Section. The Operations Section actively participates in the planning activities of the EOC. The Section Chief ensures that appropriate representatives attend planning meetings and are assigned as representatives to planning task groups.
9. **The Planning Section Chief** is responsible for the collection and analysis of information relating to the impacts of the incident, awareness of the status of response operations, and summarizing the information in briefings, reports, and displays. The Section directs implementation of a Guam government common operating picture and ensures that all EOC briefings and reports are available and accessible to emergency leadership, staff, and media via the Joint Information Center (JIC). The Section also facilitates and develops plans to support EOC activities (i.e., Crisis Action Planning) and the overall response effort. In facilitating the planning activities of the EOC; the Section is supported by representatives of the other EOC Sections and subject matter experts from the other Government of Guam departments and agencies.
10. **The Logistics Section Chief** is responsible for managing the mobilization, employment and initial support of equipment, supplies and services for incident

response. The Logistics Section is responsible for supporting the EOC planning activities by providing representation to planning meetings and task groups.

11. **The Finance and Administration Section Chief** procures resources when needed and documents costs for financial reimbursement. They are also responsible for entering into emergency contracts.
12. **The Adjutant General (TAG)** commands the Guam National Guard (GUNG), although the Governor of Guam is the Commander in Chief. The GUNG responds to emergencies at the direction of the Governor and or GHS/OCD. The Governor may order into active duty for the territory, all or any part of the GUNG to respond to an emergency or disaster or imminent danger thereof to preserve the public peace, execute the laws of the territory, enhance domestic security, respond to terrorist threats or attacks, or respond to any need for emergency aid to civil authorities. Service-specific GUNG liaisons should be requested by the GHC/OCD or EOC Director to staff the Guam EOC to coordinate activities and share information with the EOC staff. The GUNG, acting through GHS/OCD, coordinates the deployment of any and all military personnel, equipment and resources to the extent necessary to meet the needs created by the emergency. If federalized, the GUNG will come under the authority of Title 10 Forces and integrate with the established Joint Task Force or existing military area command with incident jurisdiction.
13. **The Federal Coordinating Officer (FCO)** coordinates federal assistance to the area affected by a disaster or emergency. The FCO generally is assigned to the Guam EOC for the duration of the emergency and work with the TCO to coordinate the federal response. The FCO is in unified command with the TCO throughout the event to coordinate requested federal assistance.
14. **The Defense Coordinating Officer (DCO)** is the focal point of any DOD response to a particular disaster. The DCO coordinates the military support of civilian authorities (MSCA) effort with the TCO, the FCO, and the rest of the federal response organization. Although the DCO does not exercise command and control over U.S. Pacific Command (USPACOM), it does validate mission assignments in support of Guam disaster response and recovery operations.

E. Emergency Powers

Under Guam law, only the Office of the Governor is specifically designated to declare a state of emergency. If the situation exceeds local capabilities to cope with the emergency or disaster, only the Governor may declare a state of emergency. Under the emergency declaration, the Governor designates a TCO to direct the Government of Guam's response to impacted areas.

Under Title 10, Chapter 65 of the Guam Code Annotated, the following are authorized emergency powers:

1. Office of the Governor

The Governor derives his or her emergency powers through Chapter 65 of the Guam Code Annotated. Emergency powers will be exercised when a state of emergency or disaster or impending emergency or disaster exists or has been declared by the Governor, or a direct attack on the territory occurs.

Pursuant to G.C.A. section 65107, the Governor is authorized to declare that a state of emergency exists, and thereafter the Governor shall have and may exercise for as long as the state of emergency exists or continues, the following additional emergency powers:

- a. To enforce all laws, rules and regulations relating to civil defense and assume direct operational control of all defense forces in this Territory.
- b. To seize, take or condemn property for the protection of the public or at the request of the President, the Armed Forces or the Civil Defense Agency of the United States including: All means of transportation and communication; All stocks of fuel of whatever nature; Food, clothing, equipment, materials, medicines and all supplies; and Facilities including buildings and plans.
- c. To sell, lend, give or distribute all or any such property among the inhabitants of the Territory and to account to the territorial treasurer for any funds received for such property.
- d. To make compensation for the property so seized, taken, and condemned.
- e. To perform and exercise such other functions, powers and duties as may be deemed necessary to promote and secure the safety and protection of the civilian population.

2. The Guam Homeland Security/Office of Civil Defense (GHS/OCD)

The agency derives its statutory duties and responsibilities and emergency powers through G.C.A. section 65103(d) and section 65108, or as tasked by the Governor through an emergency declaration. The Governor's executive order or emergency proclamation may designate the Administrator of the Office of Civil Defense as the TCO for the event. The TCO acts on behalf of the Governor to the extent necessary to meet the emergency.

The GHS/OCD Administrator/TCO will activate the EOC ESF Team and provide the necessary assistance when the emergency or disaster exceeds the response capabilities at the local level. The EOC Director issues tasks to obtain resources and capabilities from across the ESF organization in support of emergency response activities.

3. Village Mayor's Offices

Title 5, Chapter 40 of the Guam Code Amended specifies roles and responsibilities for the Mayor's Offices within the villages of Guam. Among those proscribed duties, § 40112 (h) and (j) respectively provide that Mayors may serve as peace officers and assist in the maintenance of law and order in their district, as well as assist in coordinating the civilian emergency preparedness system in time of emergency or disaster.

4. The Guam National Guard (GUNG)

Title 10, Chapter 63 of the Guam Code Amended authorizes the existence of the Guam National Guard (GUNG), and establishes the Governor as it ex-officio Commander-in-Chief. Section 65107, G.C.A. further authorizes the Governor of Guam to assume direct operational control of all defense forces in this Territory.

F. Monitoring, Detection, Alert, and Warning

1. EOC Staff Duty Officers/Duty Officer --- Normal Operation Staffing

The EOC Staff Duty Officers/Duty Officer is a 24/7 on-call function that maintains territorial situational awareness of potential or developing incidents for Government of Guam leadership with information collection and analysis, and resource coordination support on a routine basis. The GHS/OCD EOC SOP describe the EOC Staff Duty Officers/Duty Officer roles and responsibilities.

2. EOC Staff Duty Officers / EOC Director

- a. Ensures that situational awareness of all significant threat reporting or incidents is maintained using Essential Elements of Information and Critical Information Requirements criteria. This includes aggressively seeking additional information on unfolding threats or events from federal, territorial, and local agencies.
- b. Notifies Government of Guam leadership and critical infrastructure/key resource partners of significant new threat information or incidents based upon EEI and CIR criteria and established briefing thresholds in the EOC SOP.
- c. De-conflicts areas of duplication.
- d. Prioritizes tasking and efforts.
- e. Ensures threat and incident information is properly acquired, tracked, and archived.
- f. Ensures the EOC Duty Officers Log is current and that a common operating picture is maintained and shared.
- g. Ensures that written Duty Officers Team products are factually accurate, fully coordinated, complete, without typographic or grammatical error, and disseminated at the proper time.
- h. Oversees a key communications responsibility that includes facilitating senior leadership calls.

3. EOC Duty Officers(s)

- a. Assists the Staff Duty Officer / EOC Director by developing and supporting partnerships with communities of interest including intelligence and law enforcement and other critical federal, territorial, local, volunteer, and private organizations for outreach and awareness, information sharing, and emergency programs.
- b. Represents the Government of Guam to departments and agencies of federal, territorial, and local governments; assuring "check back" is consistently and continuously executed.
- c. Manages effective coordination through continuity of communications and tasking subordinate operating (Mayoral Offices) / dispatch centers when applicable; Assures that all Requests for Information (RFI) are rapidly and effectively acted upon and coordinated.
- d. Assures all reports, presentations, and briefings for the GHS/OCD Administrator and Guam Homeland Security Advisor are timely, accurate, and fully coordinated.
- e. Contributes to the efforts of the EOC by forwarding items of interest to GHS/OCD leadership for review.; Develops and maintains close working relations with subordinate operating (Mayoral Offices) / dispatch centers, and FEMA Region IX Watch / RRCC, and other Pacific area operation centers.

4. Communication Systems

The Emergency Support Function (ESF) 2, Communications and Information Technology, manage all Government of Guam communications systems. Figure 2 below identifies the types of communications maintained by the Government of Guam, the private sector and the federal government.

5. Alert and Warning

Once alerted or warned of an emergency or disaster, the Guam Fire Department E911 Dispatch Center (GFD 911), the Guam Police Department Tactical Communications Center (GPD TCC), the NOAA/National Weather Service (NWS), Pacific Tsunami Warning Center (PTWC), the Joint Typhoon Warning Center (JTWC), and the Joint Region Marianas Regional Operations Center (JRM-ROC) will immediately notify the GHS/OCD Duty Officer. The Duty Officer will notify the Homeland Security Advisor and/or the Office Of Civil Defense Administrator who in turn will notify the Governor's Communications Office. In addition to apprising the appropriate agency, a determination will be made as to activating the EOC. Once the EOC ESF Team has mobilized to the EOC, the EOC Director will conduct a situational briefing and request all ESFs to plan accordingly. The EOC Director, or his designated representative, may request certain ESFs to plan and deploy resources immediately.

6. Communication Interoperability

800 MHz Communications: Guam only has one level of government with one 800 MHz trunked public safety communication system otherwise known as the Government of Guam network. The public safety communication system is managed by the Interoperability Coordinator who is located at the Guam Police Department. Any Government of Guam agency/department or federal partner, that has a need for interoperable radio frequency communications, is able to utilize the system no cost (except for the cost of the subscriber units).

There are no shared channels (i.e., ICALL, VCALL, UCALL, and associated TAC channels) available on the Government of Guam network. Interoperability is achieved within the system on shared interoperable talk groups. Government of Guam agencies can use the interoperable talk groups already programmed into the radios. Agencies not operating on the system can only access the interoperable talk groups by requesting gateway/console patch connections.

All users that are eligible under the Public Safety Radio Services and Special Emergency Radio Service, as defined in the Federal Communication Commission (FCC) Rules and Regulations, and licensed to use the spectrum, are eligible to operate on the ten common talk groups.

The Government of Guam holds the license for all of the Public Safety Communication System's assigned frequencies, so that Guam departments/agencies do not have to apply for a license.

Other eligible entities, such as federal agencies, volunteer emergency corporations, American Red Cross, Salvation Army, under the National Response Framework (NRF) may also participate on a secondary basis in support of the preservation of life and property during an emergency. These eligible entities may be called upon by the primary agency when specifically enrolled in a documented emergency plan of a recognized emergency management agency. The only recognized emergency agency in the Government of Guam is GHS/OCD.

Figure 2: Territory Communication Systems

Guam Homeland Security Office of Civil Defense
• VHF
• UHF
• Satellite voice and data
• Microwave backhaul
• Radio Amateur Civil Emergency Services (RACES)
• Amateur Radio Emergency Services (ARES)
• Air Cards
• VHF base stations
• UHF base stations
• Video Surveillance
• Public Switched Telephone Network (PSTN)
• Cellular telephones with push-to-talk
• Audio-matrix switch
• 125 port conference bridge
• Video teleconferencing (VTC)
• Secure Telephone Unit (STU)
• Secure Telephone Equipment (STE) (Governor's Office)
• Centrex and Avaya VOiP telephone stations within the Guam EOC
• Gov Guam Public Safety Communications System (800 MHz Trunked AMSS)
• Commercial Radio Mobile Services
National Oceanographic and Atmospheric Administration (NOAA)
• Chatty Beetle
Guam Police Department
• Motorola Centracom Gold Elite Console System, 1 operator position, expandable to four positions; 64 nets.
• Guam Police Department Tactical Communications Center Gateway capable of 40 simultaneous nets.
• 200 units (cache) Motorola XTS1500; 800 MHz trunked radios.
• 2 each ICRI - mobile.
<i>1 each Mobile Communications Unit (MCU) 4X4 containing the following interoperable communications equipment:</i>
• 1 each 800 MHz Motorola XTV portable to base station converter.
• 1 each VHF Motorola XTV portable to base station converter.
• 12 each Guam Police Department 800 MHz Radio Cache.
• 2 each 3000 Watt Honda generators.
• 1 each ICRI mobile gateway.
• 1 each 23 ft collapsible antenna tower with 800 MHz and VHF antennas, including 100 feet of cable for each.
• Various magnetic mount antennas
• 1 each wireless router.
• Government of Guam Public Safety Communication System (800 MHz Trunked AMSS/) access.
<i>Other Interoperable Communications Equipment is identified in Annex K: Guam Catastrophic Typhoon Plan (August 2010).</i>

Guam's public safety communications system primarily relies on console patching and currently has the capability of interoperating with all Government of Guam first responders as well as the U.S. Coast Guard, U.S. Navy, U.S. Air Force, Guam National Guard, 94th Civil Support Team, U.S. Navy's Helicopter Combat Support Squadron 25 and the local office of the Federal Bureau of Investigation (FBI).

The Government of Guam can communicate with Commonwealth of the Northern Mariana Islands (CNMI) through HF radio or C-band satellite service if the CNMI's phone system is operational. It should be noted that nearby Saipan does not have communications with Guam or among the three main islands: Rota, Saipan and Tinian. Communications among and from these islands are accomplished through satellite (Iridium or C-Band) or HF radio communications modes.

G. Emergency Declaration Process: Territorial and Federal Government

At the territory level, the Office of the Governor relies on the executive order to meet a number of response and recovery challenges, such as: deploying the National Guard or other response assets, coordinating evacuations, suspending regulations to facilitate response and recovery operations, expanding social services, providing assistance to disaster survivors, and managing elections disrupted by the emergency. An emergency declaration, therefore, allows the Office of the Governor to meet the challenges that lie ahead. The process of declaring an emergency is described in further detail below.

1. Authority to Declare a State of Emergency

The Governor has the statutory authority to declare a state of emergency, pursuant to G.C.A. section 65107. At the national level, the President of the United States can declare a state of emergency.

2. Territory Emergency Declaration Process

If the emergency or disaster has the potential to exceed local capabilities, the Governor, by executive order or proclamation, will declare a state of emergency for those impacted areas or areas in which the emergency or disaster is anticipated as defined in G.C.A. section 65107. Depending upon the type of emergency or disaster, a state of emergency will activate certain components of the GUAM CEMP and Guam All Hazards Catastrophic Plan. Such a proclamation by the Office of the Governor is also required to activate the full range of federal disaster recovery programs available to the territory, and a condition for requesting inter-jurisdictional mutual aid through the Emergency Management Assistance Compact (EMAC). These executive orders, proclamations, and rules have the force and effect of law as specified in the citation directly above. The process for declaring a state of emergency is as follows:

- a. The public is alerted to and/or warned of an imminent or actual event.
- b. The GHS/OCD initiates response plans of the GUAM CEMP to manage the emergency or disaster.
- c. GHS/OCD determines that the state of emergency is required, develops the specifics for the declaration and recommends to the Governor that he or she declare a state of emergency. GHS/OCD then prepares an executive order and forwards it to the Office of the Governor for approval.
- d. Through executive order, the Governor designates the Primary/Alternate GAR and TCO.
- e. The EOC ESF Team initiates protective measures to assist local and Government

of Guam authorities.

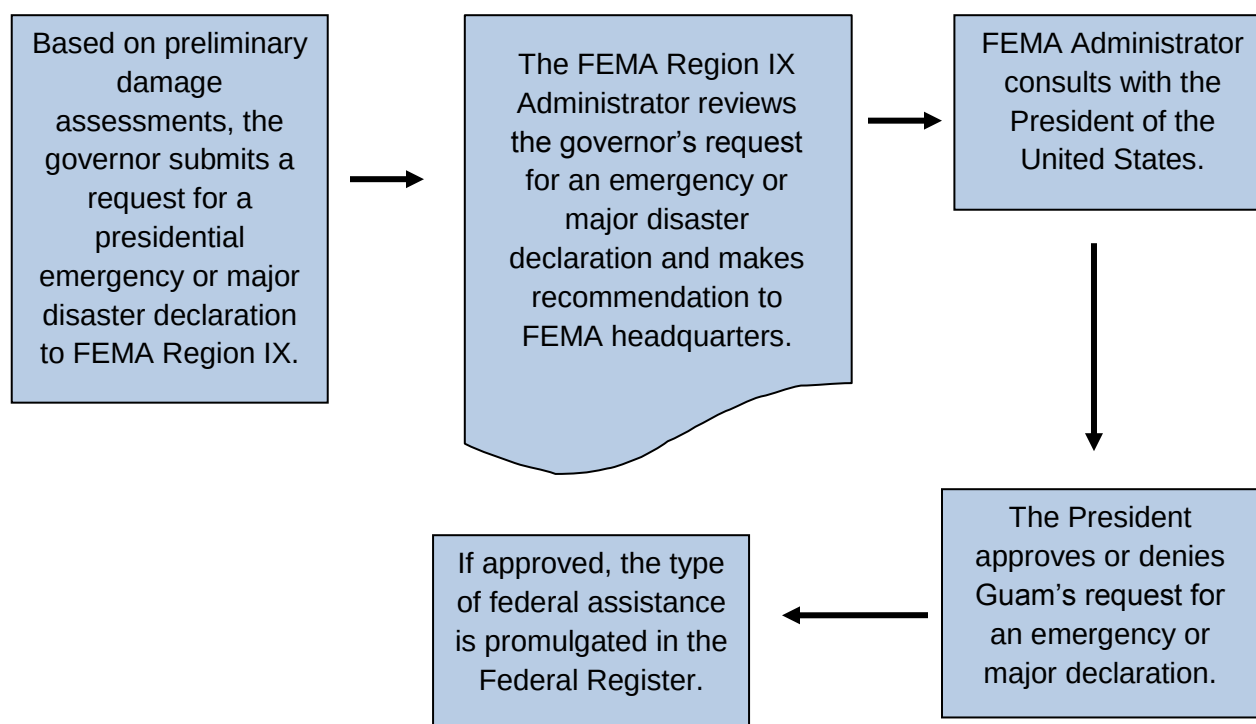
- f. Depending on the nature of the hazard, Government of Guam agencies, and departments, as well as other emergency response organizations will determine the need to activate their COG and/or COOP plans.
- g. The EOC ESF Team initiates response and recovery activities to assist the impacted areas.
- h. The TCO notifies FEMA of the imminent or actual event and requests assistance, if necessary.
- i. If federal assistance is requested, a copy of the Executive Order is provided to FEMA's Region IX Pacific Area Field Office and/or the Regional Director.

3. Presidential Emergency or Major Disaster Declaration

Pursuant to Title 44, Code of Federal Regulations, the Governor may request that the President of the United States issue an emergency or a major disaster declaration. Before making a request, the Governor must declare a state of emergency for Guam and ensure that all appropriate actions have been taken.

The following flow chart describes the declaration process:

Figure 3: Declaration Process



There are two primary forms of presidential disaster declarations: an emergency declaration and a major disaster declaration.

The basis for the Governor's request for an **emergency declaration** must be based upon a finding that the situation:

- Is of such severity and magnitude that effective response is beyond the capability of the Government of Guam; and

- Requires supplementary federal emergency assistance to save lives and to protect property, public health and safety, or to lessen or avert the threat of a disaster.

The basis for the Governor's request for a **major disaster declaration** must be based upon a finding that:

- The situation is of such severity and magnitude that effective response is beyond the capability of the Guam government; and
- Federal assistance under the Stafford Act is necessary to supplement the efforts of available resources of the territory, local governments, disaster relief organizations, and compensation by insurance for disaster-related losses.

Guam may also request an expedited major disaster declaration during a catastrophic event where the level of damage is empirically overwhelming. Additionally, the President may issue an expedited disaster declaration for pre-landfall typhoons; however, assistance will be limited to Category A (debris clearance) and/or B (emergency protective measures) under FEMA's Public Assistance Program.

The major disaster declaration request also includes:

- Information on the extent and nature of Guam's resources that have been or will be used to address the consequences of the disaster;
- A certification by the Governor that Guam will assume all applicable non-federal costs required by the Stafford Act;
- An estimate of the types and amounts of supplementary federal assistance required; and
- Designation of a Primary/Alternate GAR and a TCO.

The completed request, addressed to the President, is sent to the FEMA Regional IX Administrator, who will evaluate the damage reports and other information and make a recommendation to the FEMA Administrator. The FEMA Administrator, acting through the Secretary of Homeland Security, may then recommend a course of action to the President.

The Governor's request for a disaster declaration may result in either a Presidential declaration of a major disaster or an emergency, or denial of the Governor's request. If the President grants an emergency or major disaster declaration, the Governor and the FEMA Regional Administrator shall execute a FEMA-Territory Agreement which states the understandings, commitments, and conditions for federal assistance. This Agreement describes the incident and the incident period for which assistance will be made available, the area(s) eligible for federal assistance, the type and extent of federal assistance to be made available, and contains the commitment of the Government of Guam with respect to the amount of funds to be expended in alleviating damage and suffering caused by the major disaster or emergency. With the declaration, the President appoints a Federal Coordinating Officer (FCO). The FCO is responsible for coordinating all federal disaster assistance programs administered by FEMA. The FCO and the TCO works together to ensure all assistance is provided in accordance with Section 408 of the Stafford Act.

H. Activation of Emergency Facilities

The EOC, or its alternate, will be activated at a level necessary to effectively monitor or respond to threats or emergency situations. The EOC can operate 24 hours a day, 7 days a week, but the level of staffing varies with the activation level.

There are four (4) levels of activation:

Level	Description/Staffing
Normal Operations/Level 4	Duty Officers/Normal Operations
Level 3	EOC Director, command and special staff and select staff members, (Multi-Agency Coordinator, and Action Tracker).
Level 2	Level 3 plus selected Emergency Support Functions.
Level 1	Level 3 and all Emergency Support Functions.

The EOC may be activated in anticipation of an incident, e.g., typhoon, local significant events, etc.); immediately following an incident; for monitoring purposes during National or Local Security Special Events; or for periods of heightened terrorist or other potential threats. The level of activation is based upon known or anticipated operational requirements.

The activation message specifies the activation level, reporting instructions, and initial operating hours. EOC members are expected to report as directed. Notifications to other Government of Guam departments and agencies are through the respective leadership.

The EOC can be activated by the following:

- The Governor;
- The Homeland Security Advisor; and
- GHS/OCD Administrator.

The Guam EOC is equipped to conduct telephone conferences and video teleconferences. Whether the emergency is imminent or has occurred, the EOC will conduct general coordination conferences with the village and agency emergency operations centers. These conferences are normally conducted several times a day.

I. Resource Management

1. Resource Typing

The Resource Management Network (RMN) is a fully NIMS compliant software system. This system lists all joint force resources under one of several nationally accepted resource types to include personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities to include: Logistics Staging Areas (I – III), Base Camps (I – V), Points of Distribution (PODs), and Staging Areas (SAs).

2. Pre-positioning of Resources

When the impact point of an impending threat is known with reasonable certainty, and precautionary deployment of personnel and equipment and pre-positioning of supplies can facilitate a rapid response, the EOC may pre-position resources. The EOC Director will coordinate through ESF 7, who will coordinate with other territory, federal, non-profit and contractual agencies, organizations and companies regarding the pre-positioning of resources, including the activation and deployment of Guam National Guard personnel and equipment. Field operations normally pre-staged or deployed post-incident will be pre-deployed as appropriate in the context of safety/security.

ESF 7 is the centralized point of coordination for the resource ordering, deployment, resupply, maintenance, and demobilization of all joint force resources.

The EOC Logistics Section through the EOC Director/TCO will coordinate with the Federal Emergency Management Agency, Region IX on the pre-positioning of emergency resources in advance of an event and deployment of resources post event. All federal logistics support resources (equipment and commodities) are managed by FEMA.

3. Resource Needs

Resources will be identified by the Logistics Section, and if approved by the EOC Director/TCO, procured with the assistance of the Finance and Administration Section, or requested from federal assets/resources. Resource needs will be estimated by the Logistics Section using established algorithms with the assistance of the Plans Section, who will anticipate the expected impacts of the event on the population and on infrastructure using HAZUS or other predictive computer models. In most cases, basic resources will be deployed to the impacted areas based on anticipated impact and needs. When staging areas and points of distribution are established the EOC ESF Team will use pre-established models to determine burn rates and resupply quantities.

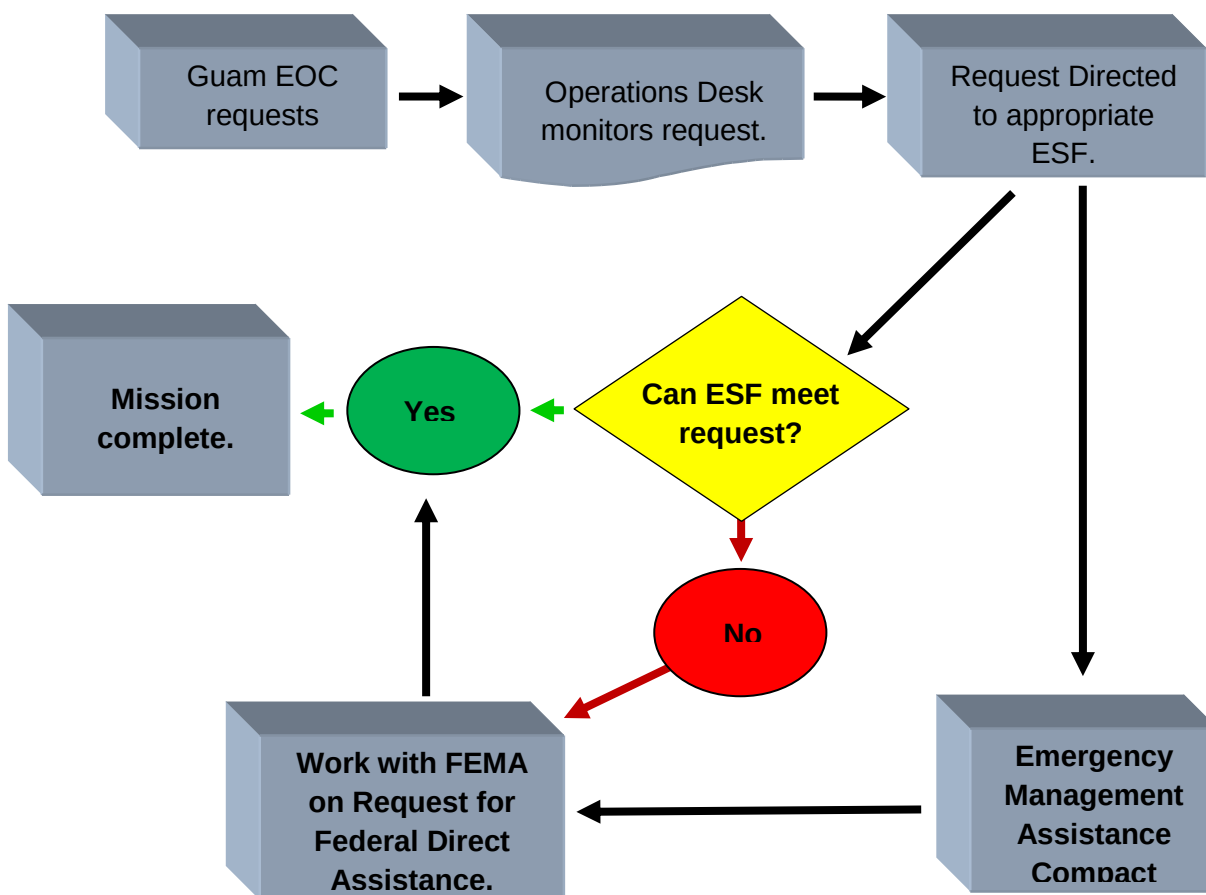
4. Village Resource Requests

Village resource requests are made through the Incident Management System, or, if it is unavailable, with a Message/Request Form. Once a request has been received by the Guam EOC from a village, it is initially processed by the Mayors Council of Guam (MCOG) within the Operations Section, who verifies the request/information. From there, it is assigned to the proper branch for tasking to the appropriate ESF. If the ESF can meet the requirements of the request, resource information is forwarded to the MCOG.

If the ESF cannot provide the requested resources, it is then forwarded to Logistics Section, who will work with either private vendors or through the Emergency Management Assistance Compact (EMAC) to secure the resources.

The following flow chart depicts this process:

Figure 4: SEOC Processing of Resource Request



5. Private Sector Resources

GHS/OCD and FEMA will coordinate with the private sector to support establishing critical private-sector preparedness activities that are ready for implementation. During incident management, appropriate private sector entities may be notified and requested to provide relevant subject matter expertise. Representatives of private sector entities should be included, as appropriate, in long-term community recovery coordination and planning efforts.

J. Continuity of Government and Continuity of Operations

Continuity of Government (COG) and Continuity of Operations (COOP) are functions essential to ensuring that the Government of Guam continues to provide vital services throughout the emergency or disaster period. COG is defined as the preservation, maintenance, or reconstitution of the civil government's ability to carry out its constitutional responsibilities.

All agency ECOs ensure that their respective agency and facilities have a disaster preparedness plan to provide continuity of essential Government of Guam functions under all circumstances. The plan must include, at a minimum:

- a. Identification of essential functions, programs, and personnel.
- b. Procedures to implement the plan, personnel notification and accountability; delegations of authority and lines of succession.
- c. Identification of alternative facilities and related infrastructure, including those for communications.
- d. Identification and protection of vital records and databases.
- e. Provide schedules and procedures for periodic tests, training, and exercises.

Each COOP is required to:

- a. Ensure the safety of personnel and visitors.
- b. Provide for the ability to continue essential operations for up to 30 days.
- c. Contain provisions for the protection of critical equipment, records, and other territorial assets.
- d. Maintain efforts to minimize damage and loss.
- e. Contain provisions for an orderly response and recovery from any incident.
- f. Serve as a foundation for the continued survival of leadership.
- g. Assure compliance with legal and statutory requirements.

K. Protective Measures

1. Evacuations

Under Executive Order No. 91-09, the GHS/OCD will have the overall responsibility to coordinate and oversee the implementation of evacuation procedures. The logistical support necessary to perform the tasks will be coordinated with other agencies or information sources from the EOC. Evacuations of medically dependent or elderly will be the first priority of the response community. Evacuation routes to areas of safety are pre-determined.

Primary coordination will be between the MCOG to the GHS/OCD. Additionally, communication and coordination will be conducted closely with the Guam Visitors Bureau (GVB), the Guam International Airport Authority (GIAA), the Guam Hotel and Restaurant Association (GHRA) and other hospitality related organizations to ensure the safety of visitors and, if necessary, assist in an effective evacuation of tourists. ESF 6 will prepare shelters to receive evacuees and the local media will be advised through the Joint Information Center (ESF 15 - External Affairs).

2. Functional Needs Sheltering

In addition to general population sheltering, the GHS/OCD monitors the status of the island-wide inventory of shelters for those with functional needs or accessibility requirements. All shelters must meet physical and programmatic accessibility requirements as defined by the Americans with Disabilities Act. Functional needs shelters provide a higher level of attendant care than general population shelters. Any facility designated as a shelter must meet minimum safety requirements. To ensure

consistency with national standards, guidelines and best practices, Guam has adopted the American Red Cross (ARC) 4496 Standards for Typhoon Evacuation Shelter Selection.

3. Sheltering Pets or Service Animals

In collaboration with the Guam Department of Agriculture (DOA), GHS/OCD is responsible for addressing strategies for the sheltering of persons with pets. (See The Pets Evacuation and Transportation Standards Act of 2006 (PL 109-308, October 6, 2006), an amendment to the Robert T. Stafford Disaster Relief and Emergency Act of 2006 (42 U.S.C.A. § 5196), which requires governmental jurisdictions to accommodate pets and service animals in the event of an emergency). A person who uses a service animal must be allowed to bring his or her service animal into a general population or special needs shelter and has the right to be accompanied by a service animal in all areas of a public accommodation. In developing these strategies, the Guam EOC considers the following:

- Locating pet-friendly shelters within buildings with restrooms, running water, and proper lighting.
- Allowing pet owners to interact with their animals and care for them.
- Ensuring animals are properly cared for during the emergency.

L. Response Operations

1. Emergency Operations Center Emergency Support Function (EOC ESF) Team Activation

The GHS/OCD Administrative Section will issue a notice to the ESF representatives to report to the EOC. Once the EOC ESF Team is activated, the EOC Director/TCO provides a quick synopsis of the situation. The EOC Director conducts incident action planning through meetings to determine tactical operations and the availability of resources. The EOC ESF Team also establishes objectives, assigns missions to be completed by ESFs, and establishes unified operations, planning, logistics, and finance and administration sections. ESFs implement their specific emergency operations plans to activate resources and organize their response actions. The GUAM CEMP Functional (ESF) Annex contains additional detail on each ESF's response actions. The EOC Director may initiate other measures as necessary, such as:

- Contacting the FEMA Regional Administrator and requesting that the Regional Administrator deploy a liaison or Incident Management Assistance Team (IMAT) to support operations at the EOC. IMATs are federal interagency teams composed of subject-matter experts and incident management professionals. The IMAT's primary role is to coordinate information and mission requests between the state and federal response agencies. IMAT and EOC staff may merge to a singular organizational structure to support a Unified Command. An IMAT also has the responsibility for coordinating and making the preliminary arrangements to set up federal field facilities and initiate establishment of a Joint Field Office (JFO).
- Conducting varying response activities depending upon the scope and nature of the emergency. The EOC ESF Team utilizes the Incident Command System (ICS) to organize both immediate and long-term field operations.

2. Maintaining a Common Operating Picture

A common operating picture allows on-scene and off-scene personnel to have the same information about an incident. This is accomplished in the EOC through a variety of measures including: coordinated development of Incident Action Plans (IAPs), Situation Reports, Flash Reports, Incident Management System, GIS enabled products, Branch/Section specialty plans, and ESF/Branch briefings. This information is shared with all deployed personnel through video teleconferencing, e-mail, or conference calls.

3. Unified Command

Unified command is required when an incident impacts the jurisdictional or functional responsibility of more than one agency. As an essential tenet of ICS, unified command is a structure that brings together the “Incident Commanders” of all major organizations that have jurisdictional and functional responsibility for the incident to coordinate an effective and comprehensive response, while also performing their assigned statutory duties. Every effort must be made to prevent parallel, ad hoc, and disconnected operations from developing. Such operations will fragment response efforts, cause unnecessary competition for limited resources, and negatively impact the ability to support responders. The following chart shows the incident command structure of the EOC ESF team when it is activated. Figure 5 below provides a schematic representation of the Unified / Incident Command structure.

4. Integration of the Incident Command System (ICS) and Emergency Support Functions (ESFs)

The Guam EOC integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The EOC includes the Plans, Logistics, Finance and Administration, and the Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Branches. Each of the 16 ESFs are located at a desk in the EOC, and each ESF supports one of the ICS sections, as depicted in the following chart. Figure 6 below provides a schematic representation of how the ESF structure integrates with the ICS.

Figure 5: Guam Emergency Response Team Organizational and Incident Command Structure

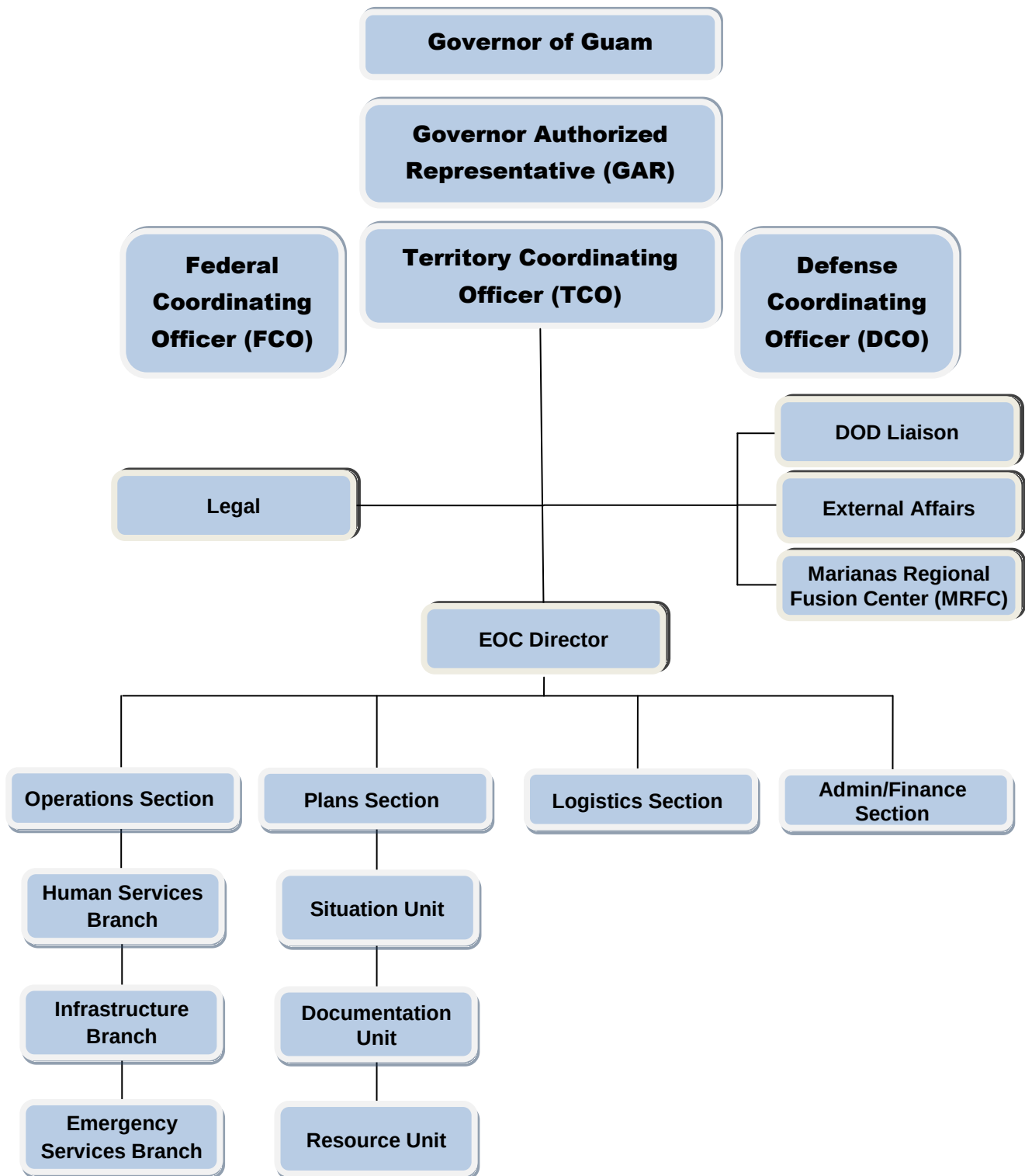
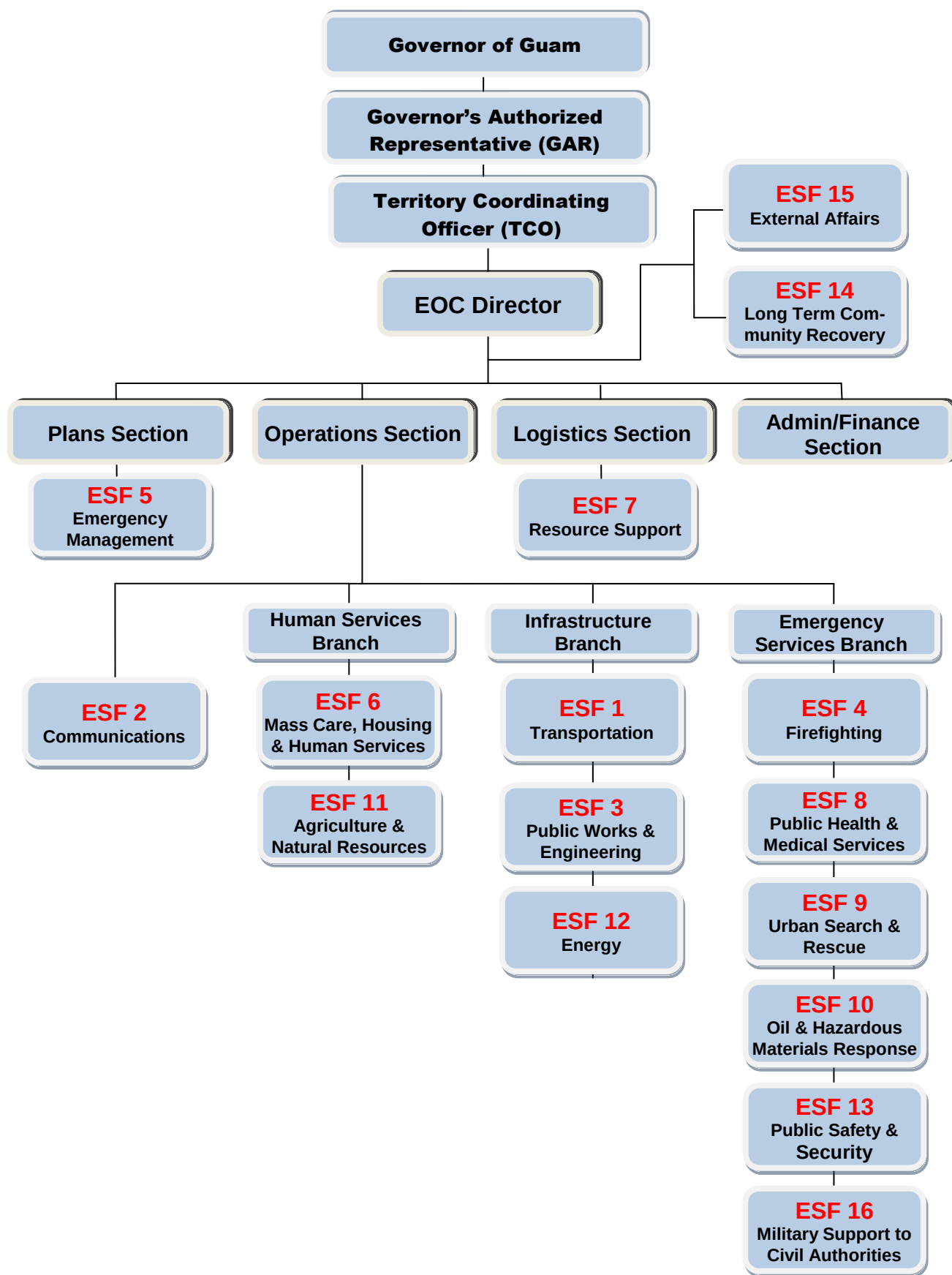


Figure 6: EOC Incident Command System and Emergency Support Function Integration



M. Recovery Operations

1. Transition from Response to Recovery

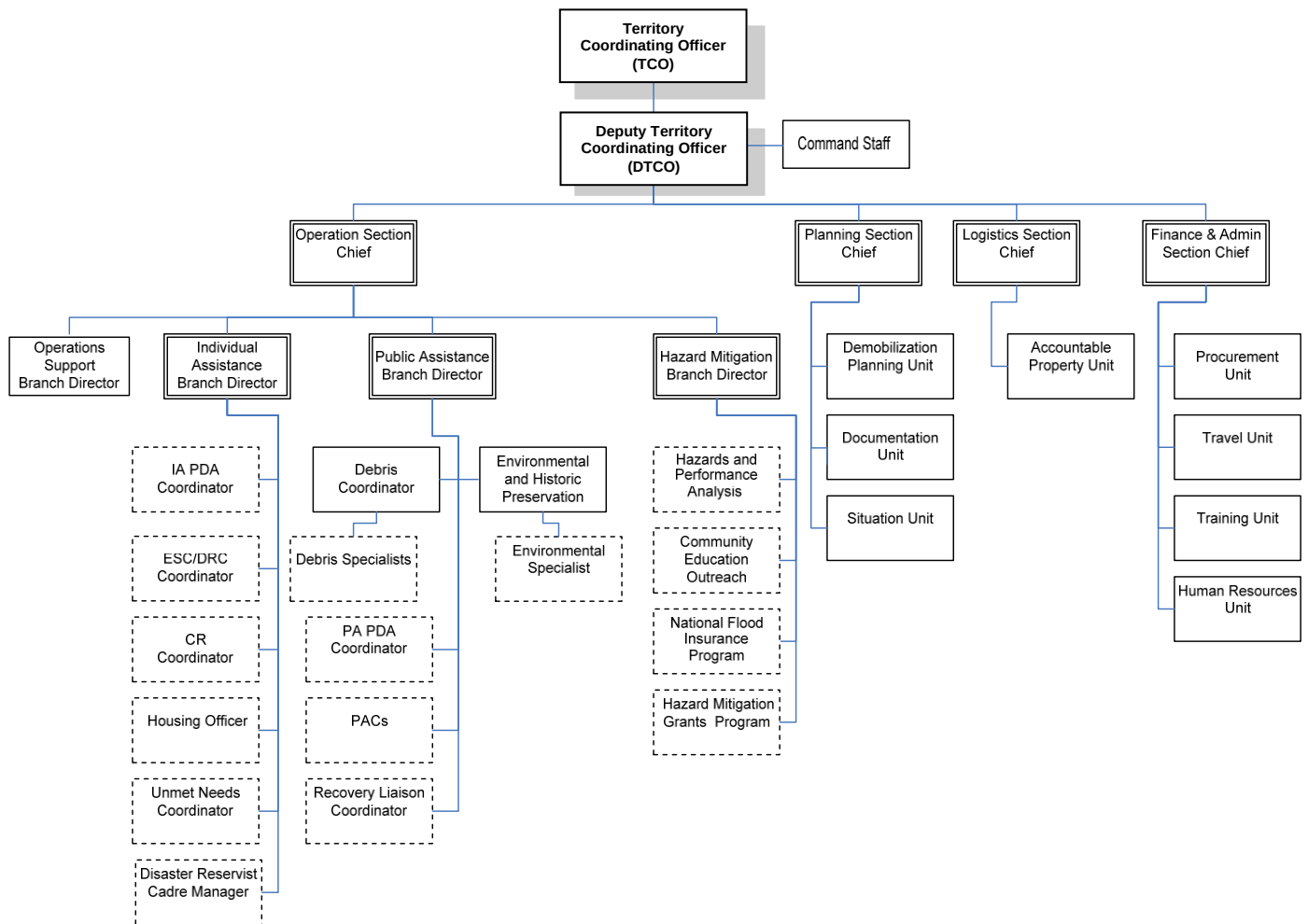
When a state of emergency is declared by the Governor, the EOC Director will initiate response operations to assist communities impacted by the event. As response operations are underway, the EOC ESF Team will simultaneously begin the planning of recovery operations. To meet this objective, the lead for recovery will function as a Deputy EOC Director (another Deputy EOC Director is used in the response phase). During the forward transition of recovery to the Joint Field Office (JFO), the Deputy Recovery Chief will be designated as the Territory Disaster Recovery Coordinator (TDRC). In general, the TDRC will initiate the following measures when an emergency is declared:

- a. Assist the EOC Director at the EOC.
- b. Coordinate with local impacted communities and request federal assistance, such as FEMA and the Small Business Administration (SBA), by deploying Preliminary Damage Assessment (PDA) teams to determine the extent of damage to communities. PDA teams are comprised of personnel from assigned Government of Guam agencies and other local organizations, as well as federal agencies .
- c. Coordinate with Legal to determine the type of public and/or individual assistance necessary in a request for a presidential emergency or major disaster declaration.
- d. Once an area has received a presidential disaster declaration, transition ESCs to Disaster Recovery Centers (DRCs), which assist survivors in applying for territorial or federal assistance. Responsibility for these centers is then jointly shared by FEMA, the Government of Guam, and the village in which the DRC is located.
- e. Coordinate with other agencies to assist impacted communities.
- f. Identify and track all eligible federal costs incurred by the Government of Guam during the emergency for reimbursement by the federal government.
- g. Depending on the type of presidential disaster declaration received, activate the Guam Public Assistance, Individual Assistance, and Hazard Mitigation programs in the JFO.
- h. Coordinate with FEMA to establish a JFO to provide recovery assistance to the areas impacted by the disaster.

2. Establishment of a Joint Field Office (JFO)

A JFO is established following incidents of great severity, magnitude or complexity for which a presidential disaster is declared and Government of Guam agencies require federal support. A JFO is a temporary multiagency coordination center established near the incident site to provide a central location for coordination of Government of Guam, federal, non-governmental, and private-sector organizations with primary responsibility for incident oversight, direction, and/or assistance to effectively coordinate recovery actions. The chart below shows the organizational and command structure of the JFO:

Figure 7: Joint Field Office Organizational Chart for Guam



3. Recovery Assistance Programs

The following are the primary categories of disaster aid available under the Robert T. Stafford Relief and Emergency Assistance Act, Public Law 93-288.

a. Individual Assistance (IA)

Immediately after a disaster declaration, disaster workers arrive and set up a central field office to coordinate the recovery effort. A toll-free telephone number is published for use by affected residents and business owners in registering for Individual Assistance. Disaster Recovery Centers (DRCs) are also opened where disaster victims can meet with program representatives and obtain information about available aid and the recovery process. Disaster aid to individuals generally falls into the following categories:

- **Disaster Housing** may be available for displaced persons whose residences were heavily damaged or destroyed. Funding can also be provided for housing repairs and replacement of damaged items to make homes habitable.
- **Disaster Grants** are available to help meet other disaster related needs and necessary expenses not covered by insurance and other aid programs. These may include replacement of personal property, transportation, medical, dental and funeral expenses.
- **Low-Interest Disaster Loans** are available after a disaster for homeowners and renters from the U.S. Small Business Administration (SBA) to cover uninsured property losses. Loans may be for repair or replacement of homes, automobiles, clothing or other damaged personal property. Loans are also available to businesses for property loss and economic injury. SBA loans offer low-interest, fixed rate loans to disaster victims, enabling them to repair or replace property damaged or destroyed in federally declared disasters. It also offers such loans to affected small businesses to help them recover from economic injury caused by the disaster. The territory must meet eligibility requirements to qualify for SBA and the President need not declare an emergency for a jurisdiction to receive SBA loan assistance.

There are other forms of Individual Assistance which fall under the Robert T. Stafford Act. They include:

- Other Needs Assistance (ONA)
- Unemployment Assistance
- Food Coupons and Distribution
- Food Commodities
- Relocation Assistance
- Legal Services
- Crisis Counseling Assistance and Training
- Community Disaster Loans

b. Public Assistance (PA)

Seven categories of public assistance have been established by FEMA to differentiate between the aid provided in the immediate aftermath of a disaster to save lives and property, and the longer term assistance provided to help communities rebuild. The categories are as follows:

- Category A: Debris removal
- Category B: Emergency protective measures
- Category C: Roads and bridges
- Category D: Water control facilities
- Category E: Buildings and equipment
- Category F: Utilities
- Category G: Parks, recreational, and other

A presidential major disaster declaration initiates a process that begins with applicants filing a Request for Public Assistance at an applicant's briefing. These briefings are publicized through the media and notifications to village emergency management directors in accordance with 44 CFR Part 206, Subpart G & H. Additionally:

- Project worksheets (PW) are prepared for eligible emergency costs and eligible costs for restoration of damaged facilities.
- The Government of Guam shall provide the entire amount of any required matching funds for agencies.
- The eligible sub-grantee recipient prior to the receipt of the federal funds shall provide any matching funds required under the federal Hazard Mitigation Assistance Grant Program in full.
- The federal share for eligible reimbursement under a Stafford Act declaration shall be no less than seventy-five (75%) percent. The non-federal share is provided from a combination of Government of Guam sources in accordance with policies established by the Governor's Office.
- Guam serves as the Grantee, and eligible applicants are Sub-grantees under the federal disaster assistance program. Contractual agreements with the GHS/OCD are executed with applicants, with all reimbursements coming through same.
- Documentation, record keeping, inspections, and final closeouts are overseen and approved by the GHS/OCD.

c. Hazard Mitigation Assistance

FEMA also provides Hazard Mitigation Assistance through the Hazard Mitigation Grant Program (HMGP), and Section 406 of the Public Assistance Program which assists survivors and public entities to mitigate the life and property risks of future disasters. Examples include the elevation or relocation of repetitive loss flood-damaged homes away from flood hazard areas, retrofitting buildings to make them resistant to strong winds, and adoption and enforcement of adequate codes and standards by local, territorial and federal government entities. Section 406 helps fund mitigation measures under the Public Assistance Program when repairing damaged structures.

d. U.S. Small Business Administration (SBA)

If a jurisdiction does not receive a presidential emergency or major disaster declaration, the SBA can make federally subsidized loans to repair or replace homes, personal property or businesses that sustained damages not covered by insurance. The SBA can provide three types of disaster loans to qualified homeowners and businesses:

- Home Disaster Loans to homeowners and renters to repair or replace disaster-related damages to their home or personal property;
- Business Physical Disaster Loans to business owners to repair or replace disaster-damaged property, including inventory and supplies; and
- Economic Injury Disaster Loans (EIDL), which provide capital to small businesses and to small agricultural cooperatives to assist them through the disaster recovery period.

SBA disaster loans are a critical source of economic stimulation for communities hit by a disaster, spurring job retention and creation, revitalizing business health and stabilizing tax bases. There are four types of disaster declarations:

- Presidential Declarations
- Agency Declarations
- Gubernatorial Declarations
- Secretary of Agriculture or Commerce Declarations

When a President declares a major disaster declaration for Individual Assistance, SBA's disaster assistance programs are automatically activated. For smaller disasters, the SBA Administrator may issue a "SBA-only" declaration. Such declarations are based on the occurrence of at least the minimum amount of uninsured physical damage to buildings, machinery, inventory, homes and other property. Typically this would mean at least 25 homes, 25 businesses, or some combination, have sustained uninsured losses of 40% or more. With an agency declaration, SBA disaster assistance programs are available to homeowners, renters and businesses within designated areas. Further information about SBA disaster loans can be found at www.sba.gov.

N. Mitigation Operations

Hazard mitigation involves reducing or eliminating long-term risk to people and property from damage due to hazards.

1. Disaster Activity

The Mitigation Bureau is responsible for the delivery of mitigation funding programs within the affected area, including hazard mitigation grant programs for:

- Loss reduction measures;
- Coordination of loss reduction building science expertise;
- Coordination of activities under the National Flood Insurance Program (NFIP) in cooperation with federal partners post-disaster;
- Integration of mitigation with other program and planning efforts;

- Post-disaster documentation of cost avoidance due to previous mitigation measures; and
- Community education and outreach necessary to foster loss reduction island-wide.

2. Hazard Mitigation Planning

Hazard mitigation planning involves identification of hazards, assessing the frequency and magnitude of the hazard, assessing the vulnerability of the built and natural environment to those risks, and identifying mitigation goals, objectives and actions to address these risks and vulnerabilities. The GHS/OCD Mitigation Unit develops and maintains the Government of Guam's Enhanced Hazard Mitigation Plan. The plan is routinely updated and submitted to FEMA for approval to ensure continued mitigation funding eligibility.

3. Hazard Mitigation Grant Program (HMGP)

Mitigation projects utilizing HMGP funding are prioritized and may include such activities as wind retrofit projects, hazard warning systems, local drainage projects and some planning grants. Special initiatives may be directed by the Governor under this program also.

4. Non-Disaster Mitigation Grant Programs

Mitigation projects utilizing these federal post-disaster grant funds may include elevation of flood-prone structures, flood proofing, acquisition or demolition, localized drainage projects and some mitigation planning projects. Federally-funded mitigation grant programs include the Pre-Disaster Mitigation Program, the Flood Mitigation Assistance Program (FMAP), the Repetitive Flood Claims Program and the Severe Repetitive Loss Program.

5. The National Flood Insurance Program (NFIP)

The GHS/OCD is the coordinating agency for the NFIP. The NFIP program brings federally subsidized flood insurance to Guam in exchange for formal commitments by the community to implement minimum federal regulations for floodplain development.

VI. ADMINISTRATION AND LOGISTICS

A. General Policies for Managing Resources

The GHS/OCD Finance and Administration Section is responsible for coordinating several important measures that are necessary to process and track expenditures.

Several of these measures are as follows:

- a. Execution and maintenance of documentation related to the purchase of equipment, services and commodities by the EOC ESF team to meet the response and recovery needs of the Team and survivors of the disaster or emergency.
- b. Maintain, document, and track personnel overtime and compensatory time. This section also arranges and tracks travel accommodations for personnel deployed into the impact area.
- c. Process documents to ensure expeditious employment of additional response and recovery personnel to meet the staffing requirements of the event.

- d. Collaborate with other Government of Guam agency finance offices to track the estimated costs of the event for the management of territorial financial resources and for future reimbursement processes.
- e. Ensure that there is sufficient authority and funds to compensate for response costs. This includes any required matching fund commitments to ensure proper reimbursement of funds to eligible entities for reimbursable response and recovery efforts. After the state of emergency has ended, the Team will continue to monitor costs associated with the event and seek budget authority requests as required.
- f. Identify and track all eligible federal costs incurred during and after the event for reimbursement by FEMA.

B. Mutual Aid

Local mutual aid agreements and memoranda of understanding are essential components of emergency management planning, response, and recovery activities. These agreements provide reciprocal emergency aid and assistance during an emergency or disaster. They can increase available resources and improve response and recovery efforts. Guam has adopted the Emergency Management Assistance Compact (EMAC), which provides for the mutual assistance between states during any emergency or disaster when the territory has depleted its resources, supplies or equipment. In the event a request for disaster assistance comes from another state, the Governor may order the mobilization of Government of Guam resources under EMAC to be deployed to the impacted jurisdiction. Similarly, Guam can request and receive assistance from other states through EMAC. The management and coordination of these resources will be administered through the Operations Section of the EOC ESF Team under the direction of the Operations Section Chief.

VII. PLAN DEVELOPMENT AND MAINTENANCE

A. Overall Approach to Plan Development

The GUAM CEMP is developed with assistance and input from the EOC ESF Team, including all levels of government, and private, volunteer and non-governmental organizations (NGOs) that have emergency management responsibilities. The GHS/OCD is also responsible for coordinating any revision of the Basic Plan as well as the incident-specific annexes. Preparation and revision of the GUAM CEMP Functional Annex, with the roles and responsibilities of each ESF, is the responsibility of the designated primary lead ESF agency and their designated support agencies. Format and content guidance is established by the GHS/OCD and incorporated into all annexes and attachments as necessary. The GHS/OCD maintains the GUAM CEMP and amends it to incorporate new concepts of operations, or information from lessons learned or developed through experience, events and/or training exercises.

B. Exercise and Plan Revisions

The GHS/OCD conducts “No-Notice” exercises as well as annual full-scale exercises (Island-wide Typhoon Exercise, Radiological Emergency Preparedness Exercises, Governor’s Tabletop Exercise, etc.) to test the responsiveness and capability of all agencies, non-governmental organizations (NGOs) and private stakeholders. Each exercise will test all or critical portions of the GUAM CEMP, the Guam All Hazards Plan and/or respective agency response plans, including capabilities of equipment and the

personnel to operate such equipment. A number of these exercises are coordinated with the federal government and private sector partners, including non-governmental organizations, to test and exercise local federal response plans and integration. Each exercise is evaluated through interviews of the emergency organization following the exercise and adopted into an After Action Report (AAR). Revisions will be made to the appropriate plans based on the AAR findings.

C. HSEEP Compliance and Plan Improvement

The GHS/OCD is compliant with the requirements of the Homeland Security Exercise and Evaluation Program (HSEEP), which is a capabilities and performance-based exercise program that provides a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation, and improvement planning. HSEEP compliance is defined as adherence to specific processes and practices for exercise program management and exercise design, development, conduct, evaluation, and improvement planning. The GHS/OCD complies with the four HSEEP performance requirements. These requirements are as follows:

1. Conduct an annual Training and Exercise Planning Workshop and maintain a Multiyear Training and Exercise Plan.
2. Plan and conduct exercises in accordance with the guidelines set forth in HSEEP policy.
3. Develop and submit properly formatted After Action Report/Improvement Plans (AAR/IP) to HSEEP and Lessons Learned Information Sharing (LLIS).
4. Track and implement corrective actions identified in the AAR/IP.

D. Plan Review

A review of the GUAM CEMP is conducted annually in cooperation with EOC ESF team member agencies, volunteer groups, NGOs, private sector partners and other associates. Changes in procedures, lessons learned from previous EOC activations, identification of improved capabilities, and deficiencies for corrective action guide any necessary revisions to the plan.

VIII. LEGAL CONSIDERATIONS

A. Compliance with the Americans with Disabilities Act and other Laws or Guidelines for Functional Needs Support Services (FNSS)

The Americans with Disabilities Act (ADA) of 1990 is incorporated into emergency preparedness plans. This law prohibits discrimination on the basis of disability. A best practice used to effectively address the needs of persons with disabilities or access and functional needs in emergency preparedness plans is establishing a process to pre-identify resources which may be used to fulfill requests from these individuals for reasonable accommodations they may need in emergency situations.

Functional Needs Support Services (FNSS) are defined as services that enable children and adults with or without disabilities who have access and functional needs to maintain their health, safety, and independence in a general population shelter. This may include personal assistance services (PAS), durable medical equipment (DME), consumable medical supplies (CMS), and reasonable modification to common practices, policies and procedures. Individuals requiring FNSS may have sensory, physical, mental health,

cognitive and/or intellectual disabilities affecting their capability to function independently without assistance. Additionally, the elderly, women in the late stages of pregnancy, and individuals requiring communication assistance and bariatric support may also benefit from FNSS.

On July 22, 2004, Executive Order 13347 was issued (Individuals with Disabilities in Emergency Preparedness), directing the federal government to work together with territorial, local and tribal governments, as well as private organizations, to appropriately address the safety and security needs of people with disabilities.

The Government of Guam will make every effort to comply with Title II of the Americans with Disabilities Act (ADA) and other applicable laws related to emergency and disaster-related programs, services and activities for individuals with disabilities and access and functional needs.

IX. REFERENCES AND AUTHORITIES

The following references and authorities may be consulted for further advice and guidance. Other than those references and authorities that have the inherent force and effect of law, this Plan is not intended to incorporate them by reference.

A. Laws

1. Guam Statutes

- Guam Code Ann. Tit. 10 Chapter 65
- Guam Civil Defense Act of 1951;
- Organic Act of Guam, as amended and related statutes, Chapter 8A-Guam-Title-48 U.S.C.A. 1422;
- Public Law 98-288, Disaster Relief Act of 1974;
- Guam Government Code 8501-8515 (Public Law 1-21);
- Guam Government Code 62020;
- Guam Government Code 40400.

2. Federal Statutes

- Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended, which provides authority for response and recovery assistance under the Federal Response Plan, which empowers the President to direct any federal agency to utilize its authorities and resources in support of state and local assistance efforts.
- Public Law 106-390, Disaster Mitigation Act of 2000, to amend the Robert T. Stafford Disaster Relief and Emergency Assistance Act to authorize a program for pre-disaster mitigation, to streamline the administration of disaster relief, to control the federal costs of disaster assistance, and for other purposes.
- The National Strategy for Homeland Security, July 16, 2002.
- Price-Anderson Amendments Act of 1988, Public Law 100-408, as amended.
- Emergency Management Assistance Compact, Public Law 104-321.
- Public Law 107-296, 116 Stat. 2135 (2002) (codified predominantly at 6 U.S.C. 101-557 and in other scattered sections of the U.S.C.), established the

Department of Homeland Security with the mandate and legal authority to protect the American people from the continuing threat of terrorism.

- The Americans with Disabilities Act (ADA) of 1990.
- 16 U.S.C. 3501, et seq, Coastal Barrier Resources Act.
- Public Law 93-234, Flood Disaster Protection Act of 1973, as amended by the Flood Insurance Reform Act of 1994, 42 U.S.C. 4001, et seq, provides insurance coverage for all types of buildings.
- Public Law 99-499, Superfund Amendments and Re-authorization Act of 1986, Part III, the Emergency Planning and Community Right-to-Know Act of 1986, 42 U.S.C. 11001, et seq, which governs hazardous materials planning and community right-to-know.
- Public Law 101-615, Hazardous Materials Transportation Uniform Safety Act (HMTUSA), which provides funding to improve capability to respond to hazardous materials incidents.
- Public Law 95-510, 42 U.S.C. 9601, et seq, the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA), as amended, which requires facilities to notify authorities of accidental releases of hazardous materials.
- Public Law 101-549, Clean Air Act Amendments of 1990, which provide for reductions in hazardous air pollutants and risk management planning requirements.
- Public Law 85-256, Price-Anderson Act, 42 U.S.C. 2210, which provides for a system of compensating the public for harm caused by a nuclear accident.
- Public Law 84-99, 33 U.S.C. 701n, Flood Emergencies, authorizing an emergency fund for flood emergency preparation, flood fighting and rescue operations, and repair and restoration of flood control works threatened or destroyed by flood.
- Public Law 91-671, Food Stamp Act of 1964, in conjunction with Section 412 of the Stafford Act, relating to food stamp distributions after a major disaster.
- Public Law 89-665, 16 U.S.C. 470, et seq, National Historic Preservation Act, relating to the preservation of historic resources damaged as a result of disasters.
- Stewart B. McKinney Homeless Assistance Act, 42 U.S.C. 11331-11352, Federal Emergency Management Food and Shelter Program.
- National Flood Insurance Act of 1968, 42 U.S.C. 4101, et seq, as amended by the National Flood Insurance Reform Act of 1994 (Title V of Public Law 103-325).
- Regal Community Development and Regulatory Improvement Act of 1994.
- Public Law 833-703, an amendment to the Atomic Energy Act of 1954.

B. Administrative Rules

Code of Federal Regulations

- 28 CFR Part 35 – Nondiscrimination on the Basis of Disability in State and Local Government Services.
- 44 CFR Part 10 -- Environmental Considerations.
- 44 CFR Part 13 -- Uniform Administrative Requirements for Grants & Cooperative Agreements.
- 44 CFR Part 14 -- Audits of State and Local Governments.
- 44 CFR Part 59-76 --National Flood Insurance Program and related programs.
- 44 CFR Part 201 – Mitigation Planning.

- 44 CFR Part 204 – Fire Management Assistance Grant Program.
- 44 CFR Part 206 -- Federal Disaster Assistance for Disasters Declared after Nov. 23, 1988.
- 44 CFR Part 208 – National Urban Search and Rescue Response System.
- 44 CFR Part 209 – Supplemental Property Acquisition and Elevation Assistance.
- 44 CFR Part 350 – Review and Approval of State & Local Radiological Emergency Plans.
- 44 CFR Part 351 – Radiological Emergency Planning and Preparedness.
- 44 CFR Part 352 – Commercial Nuclear Power Plants: Emergency Preparedness Planning.
- 44 CFR Part 353 – Fee for Services in Support, Review and Approval of State and Local Government or Licensee Radiological Emergency Plans and Preparedness.
- 44 CFR Part 360 – State Assistance Programs for Training and Education in Comprehensive Emergency Management.
- 44 CFR Part 361 – National Earthquake Hazards Reduction Assistance to State & Local Governments.

C. Executive Orders

Federal

- Homeland Security Presidential Directive 3: Homeland Security Advisory System.
- Homeland Security Presidential Directive 5: Management of Domestic Incidents.
- Homeland Security Presidential Directive 7: Critical Infrastructure Identification, Prioritization, and Protection.
- Presidential Policy Directive 8: National Preparedness.
- Presidential Decision Directive 39, United States Policy on Counter Terrorism.
- Executive Order 11988, Flood Plain Management.
- Executive Order 11990, Protection of Wetlands.
- Executive Order 12656, Assignment of Emergency Preparedness Responsibilities.
- Executive Order 12241, transferring review and concurrence responsibility for state plans from the NRC to FEMA.

D. Supporting Plans and Procedures

- Guam Continuity of Operations Plan
- Guam Emergency Operations Plan
- Guam Hazard Mitigation Plan
- Guam Tactical Interoperable Communications Plan

E. Supporting Annexes

- Emergency Support Function Annex
- Guam Homeland Security/Office Of Civil Defense - Emergency Operations Center Continuity Of Operations (COOP) Annex

- Tropical Cyclone Response Annex
- Tsunami Response Annex
- Terrorism / Weapons of Mass Destruction (WMD) Response Annex
- Aviation Incident/Accident Response Annex
- Pandemic Response Annex
- The Emergency Support Function Standard Operating Guidelines

ACRONYMS

AAR	After Action Report
ACAMS	Automated Critical Assessment Management System
ADA	Americans with Disabilities Act
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
CEMP	Comprehensive Emergency Management Plan
CERCLA	Comprehensive Environmental Response Compensation and Liability Act
C.F.R.	Code of Federal Regulations
CIKR	Critical Infrastructure / Key Resources
CIR	Critical Information Requirements
CMS	Consumable Medical Supplies
CNMI	Commonwealth of the Northern Mariana Islands
COG	Continuity of Government
COOP	Continuity of Operations
COP	Common Operating Picture
CMRS	Commercial Mobile Radio Services
DCO	Defense Coordinating Officer
DHS	Department of Homeland Security
DME	Durable Medical Equipment
DOAg	Guam Department of Agriculture
DPHSS	Guam Public Health & Social Services
DPW	Department of Public Works
DRC	Disaster Recovery Center
EAS	Emergency Alert System
EEI	Essential Elements of Information
EIDL	Economic Injury Disaster Loan
EMAC	Emergency Management Assistance Compact
EMI	Emergency Management Institute
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FNSS	Functional Needs Support Services
FMAP	Flood Mitigation Assistance Program
GAR	Governor's Authorized Representative
GBHWC	Guam Behavioral Health and Wellness Center
G.C.A.	Guam Code Annotated
GCP	Guam Catastrophic Planning
GEDA	Guam Economic Development Authority
GEOC	Guam Emergency Operations Center
GERP	Guam Emergency Response Plan
GFD	Guam Fire Department
GHRA	Guam Hotel and Restaurant Association
GHS/OCD	Guam Homeland Security/Office of Civil Defense
GHURA	Guam Housing and Urban Renewal Agency
GIAA	Guam International Airport Authority
GIS	Geographic Information System

GMT	Greenwich Mean Time (also represented as Z, Zulu and UTC)
GMHA	Guam Memorial Hospital Authority
GPA	Guam Power Authority
GPD	Guam Police Department
GSA	Guam Department of Administration / General Services Administration
GSM	Global System for Mobile Communications
GTA	Incumbent Local Exchange Carrier (GTA)/Guam
GUNG	Guam National Guard
GVB	Guam Visitors Bureau
GWA	Guam Waterworks Authority
HF	High Frequency
HMGP	Hazard Mitigation Grant Program
HMTUSA	Hazardous Materials Transportation Uniform Safety Act
HSEEP	Homeland Security Exercise and Evaluation Program
IA	Individual Assistance
IAP	Incident Action Plan
IC	Incident Command
ICS	Incident Command System
IMAT	Incident Management Assistance Team
IP	Improvement Plan
IPS	Integrated Planning System
IRIS	Immediate Response Information System
JFO	Joint Field Office
JIC	Joint Information Center
JRM	Joint Region Marianas
JRSOI	Joint Reception, Staging, Onward Movement and Integration
LLIS	Lessons Learned Information Sharing
LSA	Logistical Staging Area
JTWC	Joint Typhoon Warning Center
MAA	Mutual Aid Agreement
MCOG	Mayor's Council of Guam
MT	Management Team
MRFC	Marianas Regional Fusion Center
NERR	National Emergency Resource Registry
NFIP	National Flood Insurance Program
NGO	Non-Governmental Organization
NGS	National Geodetic Survey (NOAA)
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NWS	National Weather Service
NWWS	NOAA Weather Wire Service
ONA	Other Needs Assistance
PA	Public Assistance
PAS	Personal Assistance Services
PDA	Preliminary Damage Assessment
PL	Public Law
POD	Point of Distribution
PPD-8	Presidential Preparedness Directive 8
PSA	Protective Service Advisor
PTWC	Pacific Tsunami Warning Center
PW	Project Worksheet
RAC	Response Activity Coordinator

RACES	Radio Amateur Civil Emergency Services
RCMP	Residential Construction Mitigation Program
RFI	Request for Information
SBA	Small Business Administration
TAC-SAT	Tactical Satellite Communications
TAG	The Adjutant General (National Guard)
TCO	Territory Coordinating Officer
TDRC	Territory Disaster Recovery Coordinator
UC	Unified Command
UCG	Unified Coordination Group
UO	Unexpected Occurrence
U.S.C.	United States Code
U.S.C.A.	United States Code Annotated
USCG	U.S. Coast Guard
USNG	U.S. National Grid
USPACOM	U.S. Pacific Area Command
UTC	Universal Time Coordinate (also represented as GMT, Z, and Zulu)
VSA	Village Staging Area
VSAT	Very Small Aperture Terminal
WFO	Weather Forecast Office



THE TERRITORY OF GUAM COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

EMERGENCY SUPPORT FUNCTION ANNEX

APPENDIX I: EMERGENCY SUPPORT FUNCTION 1 - TRANSPORTATION

PRIMARY AGENCY: Guam Dept of Public Works (DPW)

SUPPORT AGENCIES: Guam International Airport Authority (GIAA), Port Authority of Guam (PAG), Guam Regional Transit Authority (GRTA), Guam Department of Education (GDOE), Guam Homeland Security/Office of Civil Defense (GHS/OCDC)

I. INTRODUCTION

The purpose of Emergency Support Function 1 (ESF 1) is to provide in a coordinated manner the resources (human, technical, equipment, facility, materials and supplies) of member agencies to support emergency transportation (air, ground, and water) needs during an emergency/disaster situation.

ESF 1 resources will be provided through the Emergency Operations Center (EOC) when activated (i.e., Level 2, or 1).

Transportation resources obtainable by ESF 1 will be used to assist in the following:

- Facilitating the movement of persons or equipment out of threatened or potentially hazard prone areas;
- Provision of infrastructure status reports for all modes of transportation to the Planning Section;
- Multi-modal logistical transportation of evacuees, personnel, equipment, and materials and supplies;
- Identification of obstructions and damage to the multi-modal transportation infrastructure, as well as general impact assessment in support of the Emergency Operations Center Emergency Support Function (EOC ESF) Team priorities, and;
- Prioritization and initiation of emergency work tasking to clear debris and obstructions from, and make emergency repairs to, the multi-modal transportation infrastructure.

II. CONCEPT OF OPERATIONS

A. GENERAL

During an emergency or disaster, the Department of Public Works (DPW) and the Port Authority of Guam (PAG), Guam International Airport Authority (GIAA), Guam Visitors Bureau (GVB) will assign personnel to the EOC. ESF 1 will respond directly to the Infrastructure Branch Director who reports to the Operations Section

Chief (see Section V.D.8 of the Basic Plan). In addition, ESF 1 will:

1. Ensure that support agencies will have previously designated personnel assignments to other ESFs in the EOC or to their respective agency emergency operations centers, and;
2. Ensure that personnel will be available (in person, by telephone, facsimile, e-mail, cellular phones, or pager) to assess and respond to transportation resource requests received by the EOC.
3. Proactively assess and assist in the development of action plans, for submission to the Planning Section, to meet the short and long-term transportation needs of the threatened and/or impacted area.
4. Routinely prepare and file situation reports with the Planning Section.
5. ESF 1 agencies, including the DPW, must ensure that:
 - a. All personnel have access to their agency's available and obtainable transportation resources;
 - b. The committed and uncommitted status of such resources is continuously tracked during an activation of the Emergency Operations Center;
 - c. All personnel will participate in the evaluation and mission assignment of transportation resource requests submitted to the EOC, and;
 - d. All personnel will support the development of situation reports and action plans for the Planning Section during activation of the EOC.
6. Evaluate damage to infrastructure and conduct impact assessments in the threatened and/or impacted area and, as appropriate, task personnel for response and recovery work.
7. Meet mission assignments through available or obtainable resources from other ESF EOC Team agencies, the private sector, those available through mutual-aid agreements, as well as federal sources including the U.S. Department of Transportation (USDOT) and the Federal Emergency Management Agency (FEMA).

B. ORGANIZATION

1. ESF 1 will be organized and operate as a team, working under the direction of the Infrastructure Branch Director.
2. The DPW has a dual role as a coordinating agency and as a supporting

agency.

3. The DPW, as the primary agency, must ensure that through coordinated annual planning, all supporting agencies in ESF 1 are prepared to exercise their duties as required in the EOC, including
4. The lead agency will coordinate ESF 1 activities in the EOC during periods of activation by:
 - a. Developing and maintaining the ESF 1 duty schedule, and;
 - b. Coordinating the receipt and evaluation of mission assignments from the threatened and/or impacted area.

C. NOTIFICATIONS

1. The EOC Director or EOC Duty Officer will notify the ESF 1 primary agency, DPW, when an area or the entirety of Guam is threatened or has been impacted by an emergency or disaster event and activates the EOC to a Level 2, or Level 1.
2. The DPW designated personnel will report to the EOC if so advised or requested by the EOC Director or EOC Duty Officer.
3. As warranted by the scope of the impending event, the DPW personnel will notify the appropriate support agencies.
4. The designated support agencies when notified will report to the EOC if so advised or requested by the primary agency.
5. The support agencies designated, or directed to report to the EOC will notify their agencies as well as any designated emergency operations personnel of the impending or actual event.
6. The above notification process will be utilized if the impending or actual event requires any combination of preparedness, response, recovery, or mitigation/redevelopment activities.

D. OPERATIONAL OBJECTIVES

Once activated in the EOC, ESF 1 team members on duty will accomplish one or more preparedness, response, recovery, and mitigation/ redevelopment actions. The following is a list of those actions:

1. Preparedness

- a. Participate in the review and revision of Appendix I to the Guam Comprehensive Emergency Management Plan and related EOC ESF Team Standard Operating Guidelines;
- b. Attend and participate in ESF 1 meetings, training sessions, conferences, and exercises;
- c. Develop, test, and maintain manual or automated listings of the following:
 - i. Agency emergency points of contact that need to be contacted by agency representative(s) assigned to ESF 1, and;
 - ii. Agency-specific available transportation resources (from within the agency) such as types of equipment and equipment operators, and;
 - iii. Points of contact for agency obtainable transportation resources (from agency contractors, vendors, etc.) such as equipment and equipment operators.
- d. Review as necessary each support agency's automated or manual listings of emergency contacts.
- e. Review as necessary each support agency's resource contracts or agreements with private firms to insure they will be viable for the initiation and sustainment of response and recovery operations.
- f. Plan and prepare the notification systems and operational procedures to support an emergency/ disaster response. The systems should address public evacuation/ relocation operations, the closing/evacuation of the Apra Harbor Seaport, or A.B. Won Pat International Airport, as well as local emergency situations, including (but not limited to: the closing of any major roads, or bridges, and debris clearance plans for Route 11 between the Seaport, Route 1 and Route 18.
- g. Establish reporting procedures that generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- h. Develop and/or maintain appropriate procedures to record time worked and costs incurred by ESF 1 agencies during an emergency/disaster event.

2. Response

- a. Activate the "Notifications" sequence listed in Section II.C (Notification) above.
- b. Monitor and report on the status of critical transportation systems including roadways essential for the evacuation/relocation of the general public and the movement of response and recovery resources; the Apra Harbor

Seaport and its operations; and the A.B. Won Pat International Airport. These ESF 1 specific essential elements of information (EEI) include:

- i. Access points to incident / disaster area; and
 - ii. Status of current and future operations, any obstacles and unmet needs relative to ESF 1 missions; and
 - iii. Status of internal damage assessments/surveys conducted by ESF 1 agencies.
- c. Evaluate and task transportation requests and coordinate the resolution of transportation issues
 - d. Evaluate and task the transportation support requests for threatened and/or impacted areas.
 - e. Assist ESF 3 (Public Works and Engineering), ESF 6 (Mass Care and Human Services), ESF 8 (Public Health and Medical) and federal ESF 7/Logistics to establish a transportation system to ensure the movement of personnel and resources from the Seaport and Airport to logistical areas such as staging areas, points of distribution (POD), shelters and other key sites for response and recovery operations.
 - f. Coordinate the use of Department of Defense air assets during initial operations.
 - g. Support the deployment of a Preliminary Damage Assessment (PDA) and any other pre-planned or ad-hoc response teams necessitated by an incident or disaster.
 - h. Support the requests and directives resulting from a Governor declared State of Emergency and/or request for a federal emergency and/or disaster declaration.
 - i. Generate in a timely manner, information to be included in Emergency Operations Center briefings, situation reports, and/or action plans.
 - j. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
 - k. Coordinate in the execution and updating of the Fuel Prioritization List before and after the incident to ensure that emergency generators do not run out of fuel during their operation.
 - l. Make, and maintain contact with transportation related counterparts at the federal and local levels according to established procedures.
 - m. Maintain appropriate records of work schedules and costs incurred by ESF 1 agencies during an event.
 - n. Evaluate the probability and time period of the recovery phase for the event. If a recovery phase is probable, start pre-planning for recovery actions.

- o. Evaluate and task any transportation-related requests.
- p. Coordinate with ESF 6/Donations Coordination Team (DCT) on any transportation requirements associated with the transport of donated goods.
- q. Coordinate with ESF 13 on the provision of security at emergency generators and other key facilities and equipment needed for ESF 1 operations.

3. Recovery

- a. Monitor and report on the status of critical transportation systems including roadways essential for the evacuation/relocation of the general public and the movement of response and recovery resources; the Apra Harbor Seaport and its operations; and the A.B. Won Pat International Airport.
- b. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
 - i. Status of current and future operations, any obstacles and unmet needs relative to ESF 1 missions; and
 - ii. Status of the transportation systems including transportation assets, transshipment nodes, roadway networks, etc.
- c. Support the sustainment of Points of Distribution (PODs), Joint Field Offices, Recovery Centers, Joint Information Centers, the deployment of PDA teams, and other Government of Guam and federal recovery facilities and emergency workers in the impacted area.
- d. Plan and prepare for the arrival of and coordination with the FEMA ESF 1 personnel.
- e. Coordinate sustaining the transportation system to ensure the movement of personnel and resources from the Seaport and Airport to logistical areas such as staging areas, points of distribution (POD), shelters and other key sites for response and recovery operations.
- f. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- g. Maintain appropriate records of work schedules and costs incurred by ESF 1 agencies during an event.
- h. Monitor the status of seaports, airports, and other transportation related facilities in support of the transshipment and movement of assets associated with recovery and reconstruction operations.
- i. Seek information concerning the projected date the EOC will deactivate.

4. Mitigation/Redevelopment Objectives

- a. As required, implement notification systems and operational procedures to support requests and directives from the Governor and/or FEMA concerning mitigation and/or redevelopment activities. Probable requests and directives include establishment of review and study teams, support of local government contracting for mitigation and/or redevelopment needs, and other similar professional, technical, and administrative activities.
- b. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- c. Evaluate the probability and time period of the mitigation and/or redevelopment phase for the event. If a mitigation and/or redevelopment phase is probable, start pre-planning actions with agency, Government of Guam, and/or federal officials.

E. DIRECTION AND CONTROL

As a part of the EOC ESF Team, agencies of ESF 1 may have to participate (on-island or in another jurisdiction through mutual aid) on several emergency teams and/or co-located at several emergency facilities. The following is a listing of the teams and facilities through which ESF 1 may have to function:

1. Emergency Operations Center

- a. In the event that the EOC is activated for an emergency, the EOC ESF Team Emergency Support Function (ESF) Coordinator for DPW or his/her designated representative, assumes responsibility as Supervisor for ESF 1.
- b. The ESF 1 supervisor coordinates with ESF 1 support agencies in order to respond to assigned requests from the villages and directives of the EOC Director.

2. Joint Field Office

- a. Upon activation of the Joint Field Office (JFO), the EOC Director or his/her designated representative, coordinate with ESF 1 support agencies in order to provide an ESF 1 representative at the JFO, when required.
- b. The ESF 1 representative at the JFO coordinates with ESF 1 support agencies.

3. **Emergency Operations Center Mission Tasking** – When a request for assistance is received by ESF 1, it is assigned to the agency or agencies that have the most appropriate resources and expertise to accomplish the task. No agency will be tasked more than another to ensure a balance in “mission” tasking. Such a measure is necessary to maximize the use of all available

resources.

4. **Federal Resources** - Should ESF 1 foresee or have a need for resources not otherwise available, action will be taken to secure such resources through the Federal Response Plan or some other federal source. Normally, an action to secure a resource from a federal source would be coordinated with/through the Territorial Coordinating Officer (TCO) and/or the Federal Coordinating Officer (FCO). However, if an Emergency Support Function agency has no recourse through FEMA, that ESF 1 agency may coordinate directly with the federal agency that can provide the needed federal resource.
5. **Contracts and Contractors** - Resources that are available through ESF 1 may best be obtained through an agency or Government of Guam contractor, vendors, and suppliers. Resources may also be obtained from agency related entities such as local, Government of Guam, national, public, and private entities.
6. **Mitigation and/or Redevelopment** - ESF 1 does not have budgetary authority or funds for mitigation or redevelopment needs that result from an emergency or disaster. Therefore, the primary and support agencies for ESF 1 can only provide (as in-kind or matching) professional, technical, and administrative personnel and their use of related equipment to mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical, and administrative tasks generally required for mitigation and/or redevelopment activities.

III. RESPONSIBILITIES

A. PRIMARY AGENCY - DEPARTMENT OF PUBLIC WORKS (DPW)

1. Assign DPW personnel to the ESF 1 duty schedule in the EOC. Director of Public Works will deploy directly to the EOC, and the Deputy Director will activate the DPW Command Post and assume duty at the DPW.
2. Establish and staff a DPW Command Post to coordinate all emergency services or requirements received from the Civil Defense Office, as well as ESF1 and ESF 3.
3. Provide all available and obtainable transportation resource support for the Emergency Support Function 1 mission to include:
 - a. Transportation equipment and facilities.
 - b. Vehicular traffic management and control signs and devices of various

- types;
- c. Monitor status of critical transportation systems;
 - d. Coordinate the securing of all infrastructure related construction jobs by all Department and hired private subcontractors to ensure equipment and materials are protected and do not become a hazard during the event;
 - e. Coordinate the use of Department of Defense (DOD) air assets during initial operations;
 - f. Coordinate the use of buses to address the needs of transporting students as necessary and evacuations as warranted by the situation;
 - g. DPW will secure fuel and position all buses, vehicles and other equipment including vehicles received from other departments that are not needed during the emergency.
 - h. Support the dispatching of key highway emergency repair teams and equipment to Northern, Central and Southern Mayor's Offices, as well as the DPW compound in Tumon (Highway Maintenance Division Office) to address any damage to primary and secondary roads, village streets, bridges and storm drainage systems;
 - i. Establish and deploy as required at least one emergency repair team, to be located at the Public Works Compound, in response to any declared emergency that may be expected to require a special repair and service to the Government's vehicle fleet, buses and construction type equipment; and
 - j. Provide multi-modal transportation engineering, technical, and specialty support and coordination.
4. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Response Section Chief. The assigned emphasis for GIAA is Government of Guam transportation-related properties and facilities.
5. Assist in establishing and sustaining a transportation system to ensure the movement of personnel and resources from the Seaport and Airport to logistical areas such as staging areas, points of distribution (POD), shelters and other key sites for response and recovery operations.
6. Assist in developing and updating a Fuel Prioritization List to insure the efficient and adequate allocation and fuel to ESF 1 critical facilities and equipment.

B. SUPPORT AGENCIES

1. Guam International Airport Authority (GIAA)
 - a. Assign GIAA personnel to the Emergency Support Function 1 duty schedule in the EOC during activation.
 - b. Activate and staff the Emergency Communication Center (ECC) for the duration of any event in support of pre, during and post-emergency operations. Coordinate for all available and obtainable air transportation and communications resources for the support of ESF 1 missions.
 - c. Provide airport and aviation related technical and specialty support and coordination in concert with emergency response and recovery activities in the EOC.
 - d. If needed, coordinate with ESF 7 to coordinate the needed use agreements to establish a federal staging area at the A.B. Won Pat International Airport.
 - e. Coordinate with the EOC and other ESFs in securing the needed resources to conduct emergency operations at the A.B. Won Pat International Airport.
 - f. Coordinate any post event impact assessments of the airport and facilities and report findings to the EOC.
 - g. Act as the liaison between the EOC and private air carriers in addition to all other appropriate GIAA tenant stakeholders in planning for and implementing emergency response and recovery activities.
 - h. Act as the liaison between the EOC and the Federal Aviation Administration (FAA) and other federal organizations as required or warranted in coordinating federal and Government of Guam activities during an emergency event.
 - i. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Response Branch Director. The assigned emphasis for GIAA is the A.B. Won Pat International Airport properties and associated facilities.
 - j. Assist in establishing and sustaining a transportation system to ensure the movement of personnel and resources from the Seaport and Airport to logistical areas such as staging areas, points of distribution (POD), shelters and other key sites for response and recovery operations.

- k. Assist in developing and updating a Fuel Prioritization List to insure the efficient and adequate allocation and fuel to ESF 1 critical facilities and equipment.
2. Port Authority of Guam (PAG)
- a. Upon declaration of a port Condition of Readiness 3 (USCG X-Ray), activate the Port Emergency Command Center (Port ECC).
 - b. Coordinate operations between the EOC and ESF 1 with those at the port to ensure a coordinated and efficient preparation, response and recovery effort during emergencies.
 - c. If needed, coordinate with ESF 7 to coordinate the needed use agreements to establish a federal staging area at Apra Harbor.
 - d. Coordinate with the EOC and other ESFs in securing the needed resources to conduct emergency operations at Apra Harbor.
 - e. Provide all available and obtainable port resources for the support of ESF 1 missions. Commercial port resources that may be used are listed in Section IV.C. 2-9 of this Appendix.
 - f. Coordinate any post event impact assessments of the commercial port facilities and report findings to the EOC.
 - g. Provide port and marine technical and specialty support and coordination to assist ESF-1 and the EOC in carrying out their missions.
 - h. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Response Branch Director. The assigned emphasis for PAG is the Port facility properties and facilities, as well as approaches/lines of communication.
 - i. Assist in establishing and sustaining a transportation system to ensure the movement of personnel and resources from the Seaport and Airport to logistical areas such as staging areas, points of distribution (POD), shelters and other key sites for response and recovery operations.
 - j. Assist in developing and updating a Fuel Prioritization List to insure the efficient and adequate allocation and fuel to ESF 1 critical facilities and equipment.
3. Guam Regional Transit Authority (GRTA)
- a. Maintain communications with the EOC and ESF 1 to coordinate bus and mass transit operations and resources in support of assigned missions

related to transportation requirements.

- b. Provide all available and obtainable bus and other transportation assets for the support of ESF 1 missions. Such missions could include the evacuation of people and pets from hazard prone areas, the transport of equipment and supplies and other activities that may require the conveyance of personnel and equipment to locations around the island.
 - c. Pursuant to a tasking from the EOC, be prepared to assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director.
 - d. Provide technical and specialty support and coordination to assist ESF-1 and the EOC in carrying out their missions.
 - e. At the request of the GHS/OCD, be prepared to assign the necessary staff with technical expertise to the fielding of a Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section. The assigned emphasis for GRTA is Government of Guam mass transit-related facilities and equipment.
5. Guam Department of Education (GDOE) - Maintain communications with the EOC and ESF 1 to coordinate bus operations and resources in support of assigned missions related to transportation requirements.
6. Guam Homeland Security/Office of Civil Defense (GHS/OCD)
- a. Assign GHS/OCD personnel to the Infrastructure Branch duty schedule in the Emergency Operations Center.
 - b. Provide all available and obtainable transportation resources for the support of ESF 1 missions. The GHS/OCD will coordinate with ESF 1 for the acquisition of transportation resources from intrastate/interstate mutual-aid, compact agreements and FEMA.
7. Emergency Support Functions 2 through 16

Provide all available and obtainable transportation resources for the support of ESF 1 missions. The 16 other EOC Emergency Support Functions will aid ESF 1 by providing:

- a. Notification of the availability of buses, trucks, trailers, aircraft, boats, vans, and cars for transportation missions;

- b. Notification of the availability of repair, service, refueling, parking, storage, and staging facilities, equipment, and personnel for the modes of transportation listed in item “a” above;
- c. Notification of the availability of vehicular traffic management and control signs/devices for transportation missions;
- d. Notification of any known vehicular traffic flow information, highway, road, and street closure or obstruction information, and the availability of any transportation related engineering, technical, and specialty support or assistance.

IV. FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

- 1. All requests for transportation related support must originate through the EOC and be recorded in the Incident Management System. Once entered into Incident Management System and tasked as a mission assignment ESF 1 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.
- 2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency’s budget/financial sections. Agencies also work under their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

- 1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
- 2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- 3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-13
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;
 - d. Homeland Security Act of 2002;
 - e. Homeland Security Presidential Directive – 5, Feb 2003;
 - f. Aviation and Transportation Security Act of 2001 (P.L. 107-71 and 49 U.S.C. §114;
 - g. Part 91.137, Federal Aviation Regulation;
 - h. Pets Evacuation and Transportation Standards Act of 2006 (P.L. 109–308).

B. REFERENCES

1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
 - d. All-Hazards Alert and Notification Operations Manual;
 - e. Mission Assignment Standard Operating Procedure (Draft, March 2005); and
 - f. Joint Field Office Aviation Branch Operations Manual v10.2 (Draft, Jan 2009).
2. Federal
 - a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
 - b. Guam Catastrophic Typhoon Operations Plan, August 2010;

- c. Guam Catastrophic Typhoon Plan, August 2010;
- d. National Incident Management System, Dec 2008;
- e. National Response Framework, Jan 2008;
- f. National Disaster Recovery Framework, May 2013; and
- g. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0),
Developing and Maintaining Emergency Operations Plans.

APPENDIX II: EMERGENCY SUPPORT FUNCTION 2 - COMMUNICATIONS

PRIMARY AGENCIES: Incumbent Local Exchange Carrier (GTA), Guam Homeland Security/Office of Civil Defense (GHS/OCD)

Co- LEAD: Bureau of Information Technology

SUPPORT AGENCIES: Guam Police Department (GPD), Guam National Guard (GUNG), Guam Fire Department (GFD), GFD E911, Guam International Airport Authority (GIAA), Guam Power Authority (GPA), Guam Waterworks Authority (GWA), Guam Department of Education (GDOE), Customs & Quarantine Agency (CQA), Port Authority of Guam (PAG), Department of Public Health & Social Services (DPHSS), Mayors' Council of Guam (MCOG), Department of Parks & Recreation-SHPO (DPR), Guam Memorial Hospital Authority (GMHA), Guam Behavioral Wellness Center (GBHWC), National Weather Services (NWS), Joint Region Marianas (JRM), United States Coast Guard (USCG), US Naval Hospital Guam (USNH), Commercial Mobile Radio Service (CMRS) companies, Competitive Local Exchange Carriers (CLEC) and private television and radio broadcasting companies

I. INTRODUCTION

The purpose of Emergency Support Function 2 (ESF 2) is to provide the provisions for communications support before, during, and after an emergency/disaster situation. ESF 2 will coordinate communications resources (equipment, services, and personnel) that may be available from a variety of sources (i.e., the telecommunications industry, CMRS, CLEC, television and radio broadcasting companies, Government of Guam agencies, voluntary groups, federal government agencies, and the United States armed forces) before or after the activation of the Guam Homeland Security/Office of Civil Defense (GHS/OCD) Emergency Operations Center (EOC).

II. CONCEPT OF OPERATIONS

A. GENERAL

Under the leadership of GHS/OCD, and the Incumbent Local Exchange Carrier (GTA), representatives from each of the primary, support and voluntary agencies will staff the EOC when appropriate. The role of the primary agency will be to focus coordination and ensure the management of combined agency efforts. GTA will respond directly to the Operations Section

Chief who reports to the Emergency Operations Center Emergency (EOC) Director/Territorial Coordinating Officer (TCO).

B. ORGANIZATION

The GTA provides the leadership and management of the ESF with those identified supporting agencies providing a subordinate role for ESF 2 operations.

1. ESF 2 will be organized and operate as a team, working under the direction of the Operations Section Chief.
2. The GTA has a dual role as a coordinating agency and as a supporting agency.
3. GHS/OCD and GTA, as the primary agencies, must ensure that through coordinated annual planning, all supporting agencies in ESF 2 are prepared to exercise their duties as required in the EOC.
4. Coordinate ESF 2 activities in the EOC during periods of activation by:
 - a. Developing and maintaining the ESF 2 duty schedule;
 - b. Coordinating the receipt and evaluation of mission assignments from the threatened and/or impacted area; and
 - c. Developing and coordinating communication status with the COML and COMT.
5. ESF 2 agencies, including GTA, must ensure that:
 - a. All personnel have access to their agency's available and obtainable communications resources;
 - b. The committed and uncommitted status of such resources is continuously tracked during an activation of the EOC;
 - c. All personnel will participate in the evaluation and mission assignment of communications resource requests submitted to the EOC, and;
 - d. All personnel will support the development of situation reports and action plans for the Planning Section during activation of the EOC.

C. NOTIFICATIONS

1. The EOC Director or EOC Duty Officer will notify the ESF 2 primary agency, GTA, when an area or the entirety of Guam is threatened or has been impacted by an emergency or disaster event and activates the EOC to a Level 2, or Level 1.
2. The GHS/OCD and GTA designated personnel will report to the EOC if so advised or requested by the EOC Director or EOC Duty Officer.
3. As warranted by the scope of the impending event, the GTA personnel will notify the appropriate support agencies.
4. The designated support agencies when notified will report to the EOC if so advised or requested by the primary agency.
5. The support agencies designated or directed to report to the EOC will notify their agencies as well as any designated emergency operations personnel of the impending or actual event.
6. The above notification process will be utilized if the impending or actual event requires any combination of preparedness, response, recovery, or mitigation/redevelopment activities.

D. OPERATIONAL OBJECTIVES

1. Preparedness
 - a. Coordinate the execution of all communications related missions and operational activities.
 - b. Plan and prepare operational procedures to support the establishment, augmentation or sustainment of Logistical Staging Areas, Points of Distribution, a Joint Field Office (JFO), Recovery Centers, Joint Information Centers, communications between the Guam National Guard (GUNG) Joint Operations Center (JOC), mutual aid teams, and other local, Government of Guam and federal recovery facilities and emergency workers in the impacted area(s).
 - c. Identify communications facilities, equipment, and personnel located in, and outside, the affected area that can and should be hardened in anticipation of the expected hazards.

- d. Provide information on federal communications support to Government of Guam agencies and departments, voluntary organizations, and critical infrastructure/key resources requiring communications resources.
- e. Provide technical assistance to GHS/OCD and the Joint Information Center (JIC) so that early warning systems and other means of communicating the threat to the general public, as well as to other public and private entities, are operational and ready for deployment.
- f. Develop and maintain procedures for the alert and/or contact all support agencies of ESF 2 and the telecommunications industry as necessary. This is to include the establishment of a directory with all pertinent contact numbers, emergency numbers which is to be updated quarterly and released on a need to know.
- g. Serve as member of ad hoc task forces and issue teams.
- h. Attend meetings and briefings, and addresses issues and questions related to communications.
- i. Coordinate with GHS/OCD and ESF 7 (Logistics) in the development of a Fuel Prioritization List to establish refueling and service requirements for all generators tied into telecommunication, CMRS, E911, towers and antennas, radios and broadcasting equipment essential to maintaining the critical infrastructure/key resources of Government of Guam, non-government organizations and private sector partners.

2. Response

- a. Serve as liaison for resolution of communication issues or for information gathering and analysis.
- b. Meet mission assignments through available or obtainable resources from other ESF EOC Team agencies, the private sector, those available through mutual-aid agreements, as well as federal sources including the Federal Emergency Management Agency (FEMA).
- c. Identify issues and concerns of the telecommunications industry in restoring essential services for critical infrastructure/key resources.
- d. Ensure that communications between the incident commanders/ on-scene responders and the EOC are maintained throughout the event/activation period.

- e. Report to the EOC any ESF 2 specific essential elements of information (EEI) regarding the status of the communications system.
- f. When deemed necessary by the GHS/OCD, assist in the implementation of the notification system, such as Emergency Alert System (EAS), to provide warning to the public in response to an approaching threat.
- g. Conduct initial damage assessment of communications resources and report to EOC the status of critical networked radio sites and generators; key commercial communications critical infrastructure/key resource systems to include cellular (CMRS), and CLEC and ILEC landline phones; public radio and television; satellite ground stations and internet capabilities. Specific emphasis should be placed on the following equipment and/or systems:
 - i. End office switches;
 - ii. Remote end office switches (REM);
 - iii. Access tandems;
 - iv. Signal Transfer Points (STP);
 - v. Internet Exchange Points (IXP);
 - vi. Fiber routes;
 - vii. Emergency Alert Station sites (EAS);
 - viii. Public Safety Answering Points (PSAP);
 - ix. Trunked radio repeater sites;
 - x. Antenna towers and dish alignment;
 - xi. Island-wide 800 MHz trunked radio system;
 - xii. Deployable satellite systems; and
 - xiii. Emergency generators and fuel.
- h. Provide information from the telecommunications industry on the status of communications systems within the affected areas and assesses the need for and obtain their support as required.
- i. Identify the actual and planned actions of Guam's entire telecommunications apparatus to restore services to all areas throughout the island.
- j. Determine what assets are available and nearest to the affected area(s) by each ESF 2 support agency and the time frame for

deploying those assets.

- k. Identify communications facilities, equipment and personnel located nearest to the affected area(s) that could be made available to support recovery efforts.
- l. Coordinate the acquisition and deployment of communications equipment, personnel, and resources to establish temporary communications capabilities within the affected area.
- m. Identify to the extent practical the level of consumer services available for e-government services, internet access and other similar services.
- n. Prioritize the deployment of services based on available resources and critical needs.
- o. Accumulate damage information obtained from assessment teams (i.e. Field Support Team), the telecommunications industry, and other public and private agencies and report that information through the Plans Section daily.
- p. Provide specific support to the ESF personnel outside of the EOC for full office capability at on-site and remote response locations throughout the affected areas, for the duration of the event, including: radio; telephone; data; and Internet access.
- q. Communications support for Government of Guam response and recovery teams inclusive of critical infrastructure and key resources will be a priority.
- r. Coordinate communications support to all governmental, quasi-governmental, non-government organizations, and critical infrastructure as required.
- s. Conduct quick training to radio users on usage protocol i.e. enunciation to ensure effective, clear and organized communication.
- t. Establish priorities and procedures for use of telephones within the EOC and GHS/OCD IOF to ensure CMRS radios and channels are utilized for emergency operations.
- u. Along with COML, COMT and Communications Unit monitor radio traffic to ensure dispatchers and users are able to communicate.
- v. ESF 2, COML, COMT and Communications Unit will go out to incident areas as soon as possible to gather a better understanding of the lay of the land and potential issues that may occur when establishing communications plan.

- w. ESF 2, COML, COMT and Communications Unit will ensure that a radio and battery checkout site is established and managed and relayed to all users. This site should not be located in GPD TCC or GFD E911 Dispatch Center.
- x. Provide information from the radio and broadcasting industry on the status of communications systems within the affected areas and assesses the need for and obtain their support as required i.e. Mass SMS, Channel Utilization.
- y. Assist with the implementation of a Fuel Prioritization List for refueling and service requirements for all generators and central offices tied into telecommunication equipment for ILEC, CMRS, E911, towers and antennas, CLEC, radios and broadcasting equipment essential to maintaining the critical infrastructure/key resources of Government of Guam, non-government organizations and private sector partners.

3. Recovery

- a. Assess all communications assets available to support recovery operations throughout the event period. Other volunteer and local private telecommunication/data/CMRS/CLEC partners with communications assets may be requested to contribute assets for an effective response effort. The logistical requirements necessary to obtain critical equipment will also be evaluated.
- b. As required, implement the notification systems and operational procedures to support the establishment, augmentation or sustainment of Logistical Staging Areas, Points of Distribution, a Joint Field Office (JFO), Recovery Centers, Joint Information Centers, communications between the Guam National Guard (GUNG) Joint Operations Center (JOC), mutual aid teams, and other local, Government of Guam and federal recovery facilities and emergency workers in the impacted area(s).
- c. Review, categorize, and compare damage information obtained from all the assessment teams, telecommunications industry, Mayor's Offices, the EOC and other Government of Guam agencies to insure that specific problems are clearly understood and agreed upon.
- d. Select the resource alternative or package most appropriate to the mission and coordinate its deployment.
- e. Evaluate and task the communication support requests for impacted areas. Coordinate access into the impacted areas(s) for

restoration and recovery actions of the communications industry personnel.

- f. Generate in a timely manner, information to be included in EOC briefings, situation reports, action plans, internal and external Government of Guam agency management and/or communications industry reports.
- g. Assign and schedule sufficient personnel to cover an activation of the EOC for the duration of the activation.
- h. Prepare and process reports using established procedures, focusing specific attention to the production of after-action reports.
- i. Maintain appropriate records of work schedules and costs incurred by ESF 2 agencies (GTA, COML, COMT, and BIT) during an event.
- j. Maintain appropriate tracking records of deployed communications equipment coordination through ESF 2 during event for billing and equipment retrieval. Utilization of ICS Form 214, Activity Log is highly encouraged to maintain tracking records.
- k. Seek information concerning the projected date the EOC will deactivate.
- l. Evaluate the probability and time period of the response and/or recovery phases for the event.

4. Operations

- a. Monitor the National Weather Service for the latest weather report for the area including present conditions, short-term and long-term forecasts, advisories and bulletins.
- b. Assess the need for mobile or transportable communications equipment.
- c. Assess the need for, and obtain telecommunications industry support as required.
- d. Prioritize the deployment of services based on available resources and critical needs.
- e. Work to resolve all conflicts regarding communications resource allocation requests.
- f. Establish and monitor the location(s) of possible secondary

response sites/operations in the disaster area, (i.e., logistical staging areas, feed sites, tent cities, medical stations, Joint Field Offices, etc.), and coordinate their communications requirements throughout the period of deployment.

- g. Obtain information from the respective ESFs regarding road, sea and air transportation conditions and whether ESF 2 can move mobile communications systems into the area.
- h. Prepare and process reports using established procedures; focusing specific attention on the production of after action reports that will be crucial for future review of ESF activities and procedures.
- i. Coordinate federal communications support to all governmental, quasi-governmental, and volunteer agencies as required.
- j. Coordinate ESF 2 needs and time frames with the Federal Emergency Management Agency (FEMA), the Department of Defense (DOD), and the National Communications System (NCS) as required.
- k. Develop and promulgate information collection guidelines and procedures to enhance assessment, allocation, and reallocation of telecommunications industry assets.
- l. Evaluate and task the communication support requests for impacted areas. Coordinate access into the impacted areas(s) for restoration and recovery actions of the communications industry personnel.
- m. Generate in a timely manner, information to be included in EOC briefings, situation reports, action plans, internal and external Government of Guam agency management and/or communications industry reports.
- n. Assign and schedule sufficient personnel to cover an activation of the Territory EOC for the duration of the event.
- o. Prepare and process reports using established procedures, focusing specific attention to the production of after-action reports.
- p. Maintain appropriate records of work schedules and costs incurred by ESF 2 agencies (GTA, COML, COMT and BIT) and support agencies during an event.
- q. Maintain appropriate tracking records of deployed communications equipment coordinated through ESF 2/COML and COMT during event for billing and equipment retrieval.

Utilization of ICS Form 214, Activity Log is highly encouraged to maintain tracking records.

- r. Assess the need for, and obtain ILEC, MRS, CLEC, television, radio and broadcasting industry support as required.

5. Mitigation

ESF 2 provides guidance to all Government of Guam, public and private agencies and volunteer organizations on the various means and methods needed or desirable to harden communication infrastructure in anticipation of future threats and disasters. These proactive, protective measures will address communications infrastructure and equipment, as well as information services to minimize the likelihood of damage and disruption during future disasters.

D. DIRECTION AND CONTROL

1. **Emergency Operations Center**

- a. In the event that the EOC is activated for an emergency, the GHS/OCD coordinator assigned to ESF 2, or his/her designated representative, assumes responsibility as supervisor.
- b. The ESF 2 supervisor coordinates with ESF 2 support agencies in order to respond to assigned requests from the villages and directives of the EOC Director.

2. **Joint Field Office**

- a. Upon activation of the Joint Field Office (JFO), the EOC Director or his/her designated representative, coordinate with ESF 2 support agencies in order to provide an ESF 2 representative at the JFO, when required.
- b. The ESF 2 representative at the JFO coordinates with ESF 2 support agencies.

3. **Federal Resources** - Should ESF 2 foresee or have a need for resources not otherwise available, action will be taken to secure such resources through FEMA or some other federal source. Normally, an action to obtain a resource from a federal source is coordinated

with/through the Territorial Coordinating Officer (TCO) and/or the Federal Coordinating Officer (FCO).

4. **Contracts and Contractors** - Resources that are available through ESF 2 may best be obtained through an agency or Government of Guam contractor, vendors, and suppliers. Resources may also be obtained from agency related entities such as local, Government of Guam, national, public, and private entities through the Government of Guam GSA.
5. **Mitigation and/or Redevelopment** - ESF 2 does not have budgetary authority, or funds for mitigation or redevelopment needs that result from an emergency or disaster. Therefore, the primary and support agencies for ESF 2 can only provide (as in-kind or matching) professional, technical, and administrative personnel and their use of related equipment to mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical, and administrative tasks generally required for mitigation and/or redevelopment activities.

III. RESPONSIBILITIES

A. PRIMARY AGENCIES

1. Guam Homeland Security/Office of Civil Defense (GHS/OCD) and/or Incumbent Local Exchange Carrier (GTA)
 - a. GTA will serve as the primary agency for ESF 2 and as such will coordinate all activities, as well as manage ESF 2 activities with the other components of the EOC ESF Team.
 - b. Coordinate all ESF 2 administrative, management, planning, training, preparedness, response, recovery, and protection activities.
 - c. Assign GTA, GHS/OCD, COML and COMT personnel to the ESF 2 duty schedule in the EOC.
 - d. Initiate and perform the notification procedures described above in II.C. above.
 - e. Facilitate the meetings and efforts of ESF 2 with other designated agencies to address any power generation, transmission or restoration issues.

- f. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for any unmet needs of resources and equipment.
- g. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery efforts.
- h. Maintain appropriate records of work schedules and costs incurred by ESF 2 agencies during an event.
- i. When deemed necessary by the GHS/OCD, assist in the implementation of the emergency notification system (EAS) to provide warning to the public in response to an approaching threat.
- j. Develop and promulgate information collection guidelines and procedures to enhance assessment, allocation, and reallocation of telecommunications industry assets.
- k. Evaluate and task the communication support requests for impacted areas. Coordinate access into the impacted areas(s) for restoration and recovery actions of the communications industry personnel.
- l. Generate in a timely manner, information to be included in EOC briefings, situation reports, action plans, internal and external Government of Guam agency management and/or communications industry reports.
- m. Assign and schedule sufficient personnel to cover an activation of the Territory EOC for an extended period of time.
- n. Prepare and process reports using established procedures, focusing specific attention to the production of after-action reports.
- o. Maintain appropriate records of work schedules and costs incurred by ESF 2 agencies (COML, COMT and BIT) during an event.
- p. Maintain appropriate tracking records of deployed communications equipment coordination through ESF 2, COML and COMT during event for billing and equipment retrieval. Utilization of ICS Form 214, Activity Log is highly encouraged to maintain tracking records.
- q. Coordinate with ESF2/COML/COMT to ensure that communications equipment lists are maintained and updated on a regular basis.
- r. Ensure that the EOC Emergency Management system is

- functioning and available to track communications equipment resource requests.
 - s. Coordinate any communications resource requirements with ESF 2 to ensure the JIC is fully functional during entire disaster /emergency period.
 - t. Coordinate with Department of Youth Affairs (DYA) to assist them in fulfilling their response missions and objectives to ensure the safety and security of the clients in their charge.
2. Office of the Governor, Bureau of Information Technology - Upon determination and confirmation that a communications or information system has been compromised by a cyber-terrorist attack, assume the lead to coordinate the technical aspects regarding:
- a. The conduct of any criminal/forensic investigation into causes, responsible agent methodology and means of access and other aspects related to the incident;
 - b. The restoration of the impacted services or systems, so that service delivery can be resumed as soon as possible; and
 - c. The protection of the affected and all other systems, so that ongoing or future cyber terrorism/criminal enterprise attacks are thwarted or minimized.

B. SUPPORT AGENCIES

1. Guam Police Department (GPD)
 - a. Coordinate with ESF 2 to ensure that communications equipment lists are maintained and updated on a regular basis.
 - b. Make available any and all organic telecommunication, Internet, radio & broadcasting and CMRS communications equipment in support of ESF 2 operations and approved communications resource requests.
 - c. Review established ICS 205, Incident Communications Plan to ensure status and all concerned understand and comply.
 - d. Coordinate with COML and COMT on the status of the Government of Guam Public Safety Communications System.
2. Guam National Guard (GUNG)

- a. Coordinate with ESF 2 to ensure that communications equipment lists are maintained and updated on a regular basis.
- b. On order of The Adjutant General (TAG), provides secure and non-secure communications support to the Governor of Guam and the Guam EOC.
- c. Maintain the Joint Incident Site Communications Capability (JISCC) to support the EOC throughout the entire disaster period. This system facilitates tactical communications interoperability between the Government of Guam, the GUNG and other friendly forces. This system has reach-back capability, and provides voice and data communications via satellite and secured telecommunication equipment.
- d. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF 2 operations and approved communications resource requests.
- e. When fulfilling a mission assignment. ESF support for GUNG must provide a telephone and radio log to ESF 2 desk in the event location of personnel on the field is requested by GHS/EOC Director.

3. Guam Fire Department (GFD)

- a. Coordinate with ESF 2/COML/COMT to ensure that communications equipment lists are maintained and updated quarterly.
- b. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF 2 operations and approved communications resource requests.
- c. Review established ICS 205, Incident Communications Plan to ensure it is adequate for incident and ensure all concerned understand and comply.
- d. Coordinate with COML and COMT on the status of the Government of Guam Public Safety Communications System.
- e. Coordinate with E911 Supervisors to ensure CentraCom equipment status is updated and repaired immediately with the coordination by and between GFD and GSA to ensure emergency

procurement guidelines are adhered to meeting life safety guidelines.

4. Guam International Airport Authority (GIAA)
 - a. Coordinate with ESF2 to ensure that communications equipment list is maintained and updated quarterly.
 - b. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF 2 operations and approved communications resource requests.
 - c. Coordinate with ESF2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
 - d. Coordinate the repair of and/or installation of telecommunication infrastructure for local government and federal agencies located within GIAA.
5. Guam Power Authority and Guam Waterworks Authority (GPA and GWA)
 - a. Coordinate with ESF2 to ensure that communications equipment list are maintained and updated quarterly regardless of provider.
 - b. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF 2 operations and approved communications resource requests.
 - c. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
 - d. Coordinate the repair of and/or installation of telecommunication infrastructure for GPA and GWA critical sites essential for restoration of services to critical infrastructure i.e. GMHA, GIAA, communication towers and providers.
6. Guam Department of Education (GDOE) Critical Sites and Shelters:
 - a. Coordinate with ESF 2 to ensure that communications equipment list are maintained and updated quarterly regardless of provider.
 - b. Make available any and all organic telecommunication, Internet,

Radio & Broadcasting and CMRS communications equipment in support of ESF 6 operations and approved communications resource requests.

- c. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
- d. Coordinate the repair of and/or installation of telecommunication infrastructure for GDOE and ESF 6 supporting agencies critical for mass care and sheltering requirements.

7. Other Supporting Agencies listed:

- a. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.
- b. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.
- c. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
- d. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.

IV. FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

- 1. All requests for communications support must originate through the EOC and be recorded in the Incident Management System. Once entered into the Incident Management System and tasked as a mission assignment, ESF 2 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.
- 2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC budget and accounting staff regarding expense documentation, cost recovery after the event,

and communication with each agency's budget/financial sections. Agencies also work under their own accounting principles and authorities.

3. Should the Incident Management System not be available, ESF 2 is to use whatever tracking system is available at the time to include ICS forms (213) general message logs.

B. NOTIFICATION OF INCURRED COSTS

1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-13.
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act,

- 42 USC;
- c. Code of Federal Regulations 44;
- d. Homeland Security Act of 2002;
- e. Homeland Security Presidential Directive – 5, Feb 2003.

B. REFERENCES

1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
 - d. All-Hazards Alert and Notification Operations Manual;
 - e. Mission Assignment Standard Operating Procedure (Draft, March 2005); and
 - f. Guam Tactical Interoperable Communications Plan ver. 3.3 (Draft, April 2010).
2. Federal
 - a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
 - b. Guam Catastrophic Typhoon Operations Plan, August 2010;
 - c. Guam Catastrophic Typhoon Plan, August 2010;
 - d. National Incident Management System, Dec 2008;
 - e. National Response Framework, Jan 2008;
 - f. National Disaster Recovery Framework, May 2013;
 - g. U.S. Department of Homeland Security-FEMA Region IX 2012 Emergency Communications Plan Territory of Guam (Draft Aug 2012); and
 - h. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0), Developing and Maintaining Emergency Operations Plans.

APPENDIX III: EMERGENCY SUPPORT FUNCTION 3 - PUBLIC WORKS AND ENGINEERING

PRIMARY AGENCY: Department of Public Works (DPW)

SUPPORT AGENCIES: Guam Waterworks Authority (GWA), Guam Environmental Protection Agency (GEPA), Guam Power Authority (GPA), Guam National Guard (GUNG), Guam Government Services Agency (GSA), Department of Parks and Recreation (DPR), Mayors Council of Guam (MCOG), Department of Land Management (DLM), Port Authority of Guam (PAG), Guam Visitor Bureau (GVB), Guam Hotel and Restaurant Association (GHRA)

I. INTRODUCTION

The purpose of Emergency Support Function (ESF) 3 is to provide in a coordinated manner the resources (human, technical, equipment, facility, materials and supplies) of member agencies to support emergency public works and engineering needs during an emergency/disaster situation.

Emergency Support Function 3 resources will be provided through the Emergency Operations Center (EOC) when activated.

ESF 3 may also obtain resources (human, technical, equipment, facility, materials, and supplies) through agency contractors, vendors, and suppliers. Resources may also be obtained from agency related local, Government of Guam, national, public, private associations, and/or groups.

Public Works and Engineering resources under the authority of ESF 3 will be used to assist in the following:

- The management of debris removal from the transportation infrastructure;
- The development and establishment of emergency collection, sorting, and disposal routes and sites for debris clearance from public and private property;
- The temporary closure or repair of damaged segments of the multi-modal transportation infrastructure;
- The assessment of impacts, repair and restoration of damaged public systems including water, sanitary sewage, storm water collection, temporary power generating and other critical infrastructure;
- The demolishing or stabilization of damaged structures (public and private) to facilitate search and rescue operations and/or protect the public's health and safety;

- Determining the levels of damage to the following systems: transportation, water control structures, public water supplies and facilities; and sewer/waste-water treatment facilities.
- The prioritization and initiation of recovery efforts to restore, repair, and mitigate the impact of the public works and engineering needs listed above;
- Providing technical assistance to the EOC and the EOC ESF Team with respect to flooding, water management, structure integrity assessments, and impact assessments of infrastructure;

II. CONCEPT OF OPERATIONS

A. GENERAL

During an emergency or disaster, the DPW will assign personnel to the EOC. ESF 3 will respond directly to the Infrastructure Branch Director who reports to the EOC Director. In addition, ESF 3 will:

1. Provide information on the status of water, sewer and other critical facilities in accordance with Planning Section requirements in the EOC SOP.
2. Provide coordination and information support at the EOC for public works and engineering support to assist with life safety and immediate needs issues in threatened or impacted areas during a catastrophic disaster.
3. Meet public works and engineering resource requests through available or obtainable resources from the support agencies, including resources that are available through mutual-aid agreements, the U.S. Military and/or the Federal Emergency Management Agency (FEMA).
4. Serve as liaison with USACE Honolulu District in coordinating information, addressing resource shortfalls and resolving issues before during and after an emergency event.
5. Evaluate damage to infrastructure in the threatened and/or impacted area and, as appropriate, task personnel for response and recovery work.
6. Manage the ESF 3 staff assigned at the EOC.
7. Attend briefings and meetings, provide situation and status updates, and address issues relating to ESF 3 activities.
8. Serves as member of ad hoc task forces and issue teams.

B. ORGANIZATION

1. ESF 3 will be organized and operate as a team, working under the direction of the Infrastructure Support Branch Director.
2. The DPW is the primary agency for ESF 3.
3. Coordinate ESF 3 activities in the EOC during periods of activation by:
 - a. Developing and maintaining the ESF 3 duty schedule;
 - b. Coordinating the receipt, evaluation, and mission requests from the threatened and/or impacted area, and;
 - c. Developing situation reports and action plans to be submitted to the Plans Section.
4. Support agencies, including the DPW, must ensure that:
 - a. Emergency personnel have access to their agency's available and obtainable resources;
 - b. The status of committed and uncommitted resources is tracked during an activation of the EOC;
 - c. All personnel will participate in the evaluation and mission assignment of public works and engineering resource requests submitted to the EOC, and;
 - d. All personnel will support the development of situation reports and action plans for ESF 5/Plans Section during activation of the EOC.

C. NOTIFICATIONS

1. The EOC Director/Territory Coordinating Officer (TCO) will notify the ESF 3 primary agency DPW when an area Guam is threatened or has been impacted by an emergency or disaster event .
2. The DPW designated personnel will report to the EOC if so advised or requested by the EOC Director/TCO.
3. As warranted by the scope of the event DPW personnel will notify the EOC Director/TCO on the appropriate support agencies who must report to the EOC.
4. The support agencies designated to report to the EOC will notify their agency emergency operations centers and/or agency state, regional,

district, and local office emergency operations personnel of the impending or actual event.

5. The above notification process will be utilized if the event requires any combination of preparedness, response, recovery, or mitigation/redevelopment activities.

D. OPERATIONAL OBJECTIVES

Once activated in the EOC, ESF 3 team members on duty will accomplish one or more preparedness, response, recovery, and mitigation/redevelopment actions. The following is a list of those actions:

1. Preparedness Actions
 - a. Participate in the review and revision of Appendix III to the Guam Comprehensive Emergency Management Plan (CEMP) and related EOC ESF Team Standard Operating Procedures;
 - b. Attend and participate in meetings, training, conferences, and exercises, and;
 - c. Develop, test, and maintain manual or automated listings of the following:
 - i. Agency points of contact that are to be contacted by agency representative(s) assigned to Emergency Support Function 3;
 - ii. Agency available public works and engineering resources (from within the agency) such as types of equipment and equipment operators, and;
 - iii. Points of contact for agency obtainable public works and engineering resources (from agency contractors, vendors, etc.) such as equipment and equipment operators.
 - d. Activate the "Notifications" sequence listed in Section II.C (Notifications) above.
 - e. Validate contracts for commercial debris clearance assets and determine the status of those assets, and/or coordinate with ESF 7/Logistics to initiate these contracts.
 - f. Assign and schedule sufficient personnel to cover an activation of the Emergency Operations Center for an extended period of time.
 - g. In coordination with ESF 1 (Transportation), ESF 6 (Mass Care), ESF 7/Logistics, ESF 8 (Public Health and Medical Services), ESF 12 (Energy), ESF 15 (External Affairs) and ESF 16 (Military Assistance to Civilian Authorities), review as necessary each support agency's

automated or manual listings of emergency contacts for the following activities:

- i. Debris collection and transportation;
 - ii. Debris processing and disposal sites;
 - iii. Emergency power generators;
 - iv. Fuel, transport, installation/demobilization and maintenance of permanently installed and portable emergency power generators;
 - v. Potable water supplies (including bottled water);
 - vi. Transportation, storage of potable water supplies.
- h. Evaluate and task public works and engineering support requests.
- i. Plan and prepare notification systems and operational procedures to support an emergency/disaster response. The systems should address such actions as emergency clearance of debris, damage assessment, engineering inspections of critical infrastructure, debris removal, any evacuation orders for critical facilities, local emergency operations by public works and engineering personnel, equipment, and supplies.
- j. Generate in a timely manner, information to be included in Emergency Operations Center briefings, situation reports, and/or action plans.
- k. Maintain appropriate records for time worked and costs incurred by ESF 3 agencies during an emergency/disaster event.
- l. Evaluate the probability and time period of the response and/or recovery phases for the event.
- m. Assist DPW, GWA, GPA and other Government of Guam agencies in testing all pre-stationed generators at all critical facilities to ensure their sustained operations in the case of a disaster. Any non functioning generators should be repaired, as possible, before the advent of hazardous conditions.
- n. Participate in the Debris Task Force (DTF) made up of the United States Coast Guard, and representatives from U.S. and Guam EPA, Guam Department of Public Works (DPW), Guam Power Authority (GPA), Guam Waterworks Authority (GWA), Port Authority Guam (PAG), Guam National Guard (GUNG), Department of Defense (DOD), FEMA, and the Mayor's Council to coordinate debris clearance activities and prioritize resources.
- o. Coordinate with ESF 7 on the activation of any pre-need contracts.
- p. Prepare and familiarize all ESF 3 members of water restoration priorities in accordance with the water restoration plan.

- q. Prepare and familiarize all ESF 3 members with debris removal priorities in accordance with the debris removal plan established by the DTF.

2. Response Actions

- a. Assist in the activation of the DTF in preparation for emergency debris clearing and sustained debris removal operations.
- b. If possible, before the onset of hazardous conditions in the impacted areas, coordinate starting all designated emergency generators at water wells, booster pump sites, and wastewater facilities and disconnect these locations from the main power grid.
- c. Evaluate and task the public works and engineering support requests for the threatened and/or impacted area.
- d. As required, prepare and implement the notification systems and operational procedures needed to support the deployment of impact/damage assessment teams or any other ESF 3 emergency related activities conducted remotely from the EOC.
- e. As, required, implement notification systems and operational procedures needed to support the requests and directives resulting from an emergency declaration from the Governor and/or request for a federal emergency and/or disaster declaration.
- f. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- g. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- h. Maintain appropriate records of work schedules and costs incurred by ESF 3 agencies during an event.
- i. Evaluate the probability and time period of a recovery phase for the event. If a recovery phase is probable, start pre-planning for recovery actions.
- j. Coordinate with the DTF to assist in the prioritization, clearing and collection, transportation, consolidation and disposal of debris generated during the disaster.
- k. Coordinate with GUNG and DOD to determine availability of debris clearance resources and other equipment necessary to restore critical facilities and services.
- l. Coordinate with ESF 10 and the DTF on the conduct of hazardous material (HAZMAT) assessment of routes and debris fields.
- m. Assist in deploying and installing non-permanent generators at

designated, pre-prioritized locations, including water distribution and water treatment facilities; key systems at the port and airport; and other facilities and systems at critical infrastructure facilities.

- n. Coordinate the restoration/provision of potable water and wastewater treatment in the impacted areas according to the following priorities:
 - i. Medical facilities (including field sites, if applicable);
 - ii. Sites serving as public shelters;
 - iii. Assisted living facilities and other special needs locations;
 - iv. Concentrations of large hotel and resort locations;
 - v. Residential neighborhoods;
 - vi. Office buildings and other large-scale commercial properties; and
 - vii. International airport and Apra Harbor.
- o. Ensure debris clearance priorities include:
 - i. Transportation routes needed to provide support to staging areas;
 - ii. Emergency shelters;
 - iii. Shelter in place populations; and
 - iv. Points of distribution (PODs).
- p. Coordinate with ESF 6/Donations Coordination Team (DCT) on the disposal of any unwanted donated goods.

3. Recovery Objectives

- a. Evaluate and task the public works and engineering support requests for impacted areas.
- b. Generate in a timely manner, information to be included in the EOC briefings, situation reports, and/or action plans.
- c. As required, implement the notification systems and operational procedures to support the establishment of staging areas, distribution sites, a Joint Field Office, Recovery Centers, the deployment of any ad hoc field teams, and federal recovery facilities and emergency responders/workers in the impacted area.
- d. Plan and prepare for the arrival and coordination with the FEMA ESF 3 personnel.
- e. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- f. Maintain appropriate records of work schedules and costs incurred by ESF 3 agencies during an event.

- g. Seek information concerning the projected date the EOC will deactivate.

4. Mitigation/Redevelopment Objectives

- a. Plan and prepare the notification systems and operational procedures to support the requests and directives resulting from the Governor and/or FEMA concerning mitigation and/or redevelopment activities. Probable requests and directives include establishment of review and study teams, support of local government contracting for mitigation and/or redevelopment needs, and other similar professional, technical, and administrative activities.
- b. As required, implement the notification systems and operational procedures to provide public works and engineering-related support for mitigation and/or redevelopment activities that may begin before and continue for several months after the EOC returns to a monitoring level.
- c. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- d. Evaluate the probability and time period of a mitigation and/or redevelopment phase for this event. If a mitigation and/or redevelopment phase is probable, start pre-planning actions with the appropriate Government of Guam agencies and/or federal officials.

E. DIRECTION AND CONTROL

As a part of the EOC ESF Team, agencies of ESF 3 may have to participate (on-island or in another jurisdiction through mutual aid) on several emergency teams and/or co-located at several emergency facilities. The following is a listing of the teams and facilities through which ESF 3 may have to function:

1. **Emergency Operations Center**

- a. In the event that the EOC is activated for an emergency, the EOC ESF Team Emergency Support Function Coordinator for DPW or his/her designated representative, assumes responsibility as supervisor for ESF 3.
- b. The ESF 3 supervisor coordinates with ESF 3 support agencies in order to respond to assigned requests from the villages and directives of the EOC Director.

2. **Joint Field Office**

- a. Upon activation of the Joint Field Office (JFO), the EOC Director or

his/her designated representative, coordinate with ESF 3 support agencies in order to provide an ESF 3 representative at the JFO, when required.

- b. The ESF 3 representative at the JFO coordinates with ESF 3 support agencies.

- 3. **Emergency Operations Center Mission Tasking** - When a request for assistance is received by Emergency Support Function 3, it is assigned to the agency or agencies that have the most appropriate resources and expertise to accomplish the task. No agency will be tasked more than another to ensure a balance in "mission" tasking. Such is necessary to maximize the use of all available resources.
- 4. **Federal Resources** - Should ESF 3 foresee or have a need for resources not otherwise available, action will be taken to secure such resources through FEMA or some other federal source. Normally, an action to obtain a resource from a federal source is coordinated with/through the Territory Coordinating Officer and/or the Federal Coordinating Officer. However, if an ESF agency has no recourse through FEMA, that ESF 3 agency may coordinate directly with the federal agency that can provide the needed federal resource.
- 5. **Contracts and Contractors** - Resources that are available through ESF 3 may best be obtained through an agency or Government of Guam contractor, vendors, and suppliers. Resources may also be obtained from agency related entities such as local, Government of Guam, national, public, and private entities.
- 6. **Mitigation and/or Redevelopment** - Emergency Support Function 3 does not have budgetary authority, or funds for mitigation or redevelopment needs that result from an emergency or disaster. Therefore, the primary and support agencies for ESF 3 can only provide (as in-kind or matching) professional, technical, and administrative personnel and their use of related equipment to mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical, and administrative tasks generally required for mitigation and/or redevelopment activities.

III. RESPONSIBILITIES

A. PRIMARY AGENCY - DEPARTMENT OF PUBLIC WORKS

1. Assign DPW personnel to the ESF 3 duty schedule in the EOC. Director of Public Works will deploy directly to the EOC, and the Deputy Director will activate the DPW Command Post and assume duty at the DPW.
2. DPW is the prime Government of Guam agency responsible for overall debris management. This includes the collection, separation and disposition of disaster-related debris.
3. In concert with GHS/OCD, identify 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 needed in the aftermath of a disaster or emergency incident.
4. Participate in meetings and efforts of the DTF with other designated agencies to coordinate debris clearance activities and prioritize resources.
5. At the direction of the DTF re-position debris clearance assets and teams to designated areas throughout Guam and ensure proper and safe bed-down of those assets and personnel.
6. Ensure that the Governor's Office and the Government House are secured before the advent of hazardous conditions.
7. Establish and staff a DPW Command Post to coordinate all emergency services or requirements received from the Civil Defense Office.
8. At the direction of the DTF, DPW will stand-up designated debris collection and movement operations.
9. Provide all available and obtainable public works and engineering resource support for the ESF 3 mission to include public works and engineering equipment, personnel, and facilities.
10. Assist in the deployment of damage assessment teams as soon as safety permits to evaluate and record the damage to buildings, utility systems, outdoor recreational areas, roadways, bridges, paved surfaces, water front areas, etc. Coordinate with other department and agencies to provide supplementary technical damage assessment team members.
11. Coordinate with the maintenance dispatchers of GPA and GWA to exchange information and location sites of their planned satellite repair teams in order that damaged, broken or unsafe utility systems, bridges, roads, drainage systems are reported to the EOC and acted on.
12. Assign the necessary staff with technical expertise to the fielding of an

Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Response Branch Director. The assigned emphasis for GPW is Government of Guam properties and facilities.

B. SUPPORT AGENCIES

1. Guam Waterworks Authority (GWA)
 - a. Assign personnel to the ESF 3 duty schedule in the EOC.
 - b. GWA, as a member of ESF 3 is the primary agency to maintain the functionality of the water distribution and wastewater system during a disaster.
 - c. Participate in the planning processes of the DTF with other designated agencies to coordinate debris clearance activities and prioritize resources.
 - d. Provide all available and obtainable public works and engineering resources for the support of ESF 3 missions. The GWA will specifically provide public works and engineering equipment, personnel, and facilities.
 - e. Provide technical and specialty support and coordination relating to the provision of potable water and waste treatment.
 - f. During all operational phases of a disaster, GWA will monitor its overall inventory of needed water supply and distribution materials maintained in the GWA warehouse.
 - g. GWA and GPA will coordinate to fuel and test all designated emergency generators associated with the provision of potable water and sewage treatment. Non-operational generators will be repaired/replaced pre-storm if possible.
 - h. Ensure chlorine availability for disinfection of the water well and booster pump sites.
 - i. Coordinate with Guam CD and ESF 7 to develop contracts with identified commercial potable water providers, storage/transportation and water/sewage emergency power generation assets.
 - j. Pre-deploy critical personnel and equipment to Ugam, Agat, Yona, Umatac, and Fujita.
 - k. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team

that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The assigned emphasis for GWA is water and sewer systems.

- l. Coordinate with FEMA, the Joint Information Center (JIC), and ESF 15 to issue a "boil water" advisory if water contamination dictates.
- m. Coordinate with ESF 7 to execute established contracts with commercial potable water transportation vendors.
- n. Coordinate with ESF 7 to contract on-island commercial water vendors to provide bottled water.
- o. Coordinate with GHS/OCD, FEMA, ESF 7, GUNG, and DOD to disconnect, transport, and return all deployed emergency generators to their point/agency of origin.

2. Guam Environmental Protection Agency (GEPA)

- a. Maintain communications with ESF 3 to coordinate debris management operations and resources in support of assigned missions related to debris management
- b. Provide all available and obtainable public works and engineering resources for the support for the ESF 3 missions.
- c. Provide environmental and debris management technical and specialty support and coordination.
- d. Participate in the Debris Task Force (DTF) with other designated agencies to coordinate debris clearance activities and prioritize resources.
- e. Coordinate with GHS/OCD and other partner agencies, to identify properties for permitted temporary transition sites for the storage and reduction of disaster debris as well as sites for the permanent disposition of all categories of disaster debris. Identified land should be cleared for use by all applicable agencies, approved by appropriate government officials, and secured by land use agreements.
- f. At the direction of the DTF, GEPA will stand-up designated debris transition sites and ensure personnel are available for oversight of these areas.
- g. Test water quality through disaster period to provide any indications of environmental damage or determine the extent of contamination, if any.
- h. Assign the necessary staff with technical expertise to the fielding of an Emergency Services Branch Preliminary Damage Assessment (PDA)

Team that will be responsible for coordinating and completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Emergency Services Branch Director. The assigned emphasis for GEPA is its facilities damages and assists in assessment of water, sewer, fuel storage, solid waste and power facilities.

3. Guam Power Authority (GPA)

- a. Assign personnel to the ESF 3 duty schedule in the EOC.
- b. GPA, as a member of ESF 3 is the primary agency to maintain the functionality of the power distribution and GWA emergency generators for the potable water and sewage treatment system during a disaster.
- c. Participate in the planning processes of the DTF with other designated agencies to coordinate debris clearance activities and prioritize resources.
- d. Provide all available and obtainable public works and engineering resources for the support of ESF 3 missions. The GPA will specifically provide public works and engineering equipment and personnel if needed.
- e. During all operational phases of a disaster, GPA will monitor its overall inventory of power distribution materials maintained in the GPA warehouse.
- f. GWA and GPA will coordinate to fuel and test all designated emergency generators associated with the provision of potable water and sewage treatment. Non-operational generators will be repaired/replaced pre-storm if possible.
- g. Coordinate with GHS/OCD and ESF 7 to develop contracts with identified commercial providers for emergency power generation assets.
- h. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Section Chief. The assigned emphasis for GPA is the power distribution systems.
- i. Coordinate with OCD, FEMA, ESF 7, GUNG, and DOD to disconnect, transport, and return all deployed augmentation generators to point of origin.

4. Guam National Guard (GUNG)

- a. Maintain communications with ESF 3 to coordinate engineering,

- provision of non-potable water and debris management operations and resources in support of assigned missions related to engineering and public works requirements.
 - b. Provide all available and obtainable public works and engineering resources for the support for the ESF 3 missions.
 - c. Participate in the Debris Task Force (DTF) with other designated agencies to coordinate debris clearance activities and prioritize resources.
 - d. Pursuant to a tasking from the EOC, be prepared to assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director.
5. Guam Department of Administration/General Services Agency (GSA),
- a. Maintain communications with the EOC and ESF 3 to coordinate bus and mass transit operations and resources in support of assigned missions related to transportation requirements.
 - b. Provide all available and obtainable public works and engineering resources for the support for the ESF 3 missions.
6. Department of Parks and Recreation (DPR)
- a. Maintain communications with the EOC and ESF 3 to coordinate public works efforts in support of assigned missions.
 - b. Provide all available and obtainable public works and engineering resources for the support for the Emergency Support Function 3 missions.
 - c. Provide public works and engineering technical and specialty support and coordination.
 - d. Pursuant to a tasking from the EOC, be prepared to assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director.
7. Mayors Council of Guam (MCOG)
- a. Maintain communications with the EOC and ESF 3 to report impacts to

and issues with local infrastructure that may require EOC intervention.

- b. Coordinate on debris management issues with respect to local needs, priorities and collection operations.

8. Department of Land Management (DLM)

- a. Maintain communications with ESF 3 to coordinate debris management operations and resources in support of assigned missions.
- b. Provide all available and obtainable public works and engineering resources for the support for the ESF 3 missions.
- c. Participate in the Debris Task Force (DTF) with other designated agencies to coordinate debris clearance activities and prioritize resources.
- d. Coordinate with GHS/OCD and other partner agencies, to identify properties for temporary transition sites for the storage and reduction of disaster debris as well as sites for the permanent disposition of all categories of disaster debris. Identified land should be cleared for use by all applicable agencies, approved by appropriate government officials, and secured by land use agreements.
- e. Assign the necessary staff with technical expertise to the fielding of an Emergency Services Section Preliminary Damage Assessment (PDA) Team that will be responsible for coordinating and completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Emergency Services Response Section Chief.

9. Guam Port Authority (PAG)

- a. Maintain communications with ESF 3 to coordinate public works, engineering and debris management issues in support of assigned missions.
- b. Provide all available and obtainable public works and engineering resources for the support of ESF 3 missions.
- c. Participate in the planning processes of the DTF with other designated agencies to coordinate debris clearance activities and prioritize resources.
- d. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director.

10. Guam Visitor Bureau (GVB)
Maintain communications with ESF 3 to coordinate public works and engineering issues in support of assigned missions.
11. Guam Hotel and Restaurant Association (GHRA)
Maintain communications with ESF 3 to coordinate public works and engineering issues in support of assigned missions.

B. OTHER SUPPORT AGENCIES

1. Guam Homeland Security/Office of Civil Defense (GHS/OCD)
 - a. Assign GHS/OCD personnel to the Infrastructure Branch duty schedule in the EOC.
 - b. Participate in the planning processes of the DTF with other designated agencies to coordinate debris clearance activities and prioritize resources.
2. Emergency Support Functions 1 through 16
 - a. Provide all available and obtainable public works and engineering resources for the support of Emergency Support Function 3 missions. The 16 other EOC ESF Team emergency support functions will aid ESF 3 by providing:
 - i. Notification of the availability of the equipment, personnel, and support services for public works and engineering missions, and;
 - ii. Notification of the availability of any public works and engineering technical and specialty support or assistance.

IV. FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

1. All requests for engineering, debris management and other public works infrastructure related support must originate through the EOC and be recorded in the Incident Management System. Once entered into Incident Management System and tasked as a mission assignment, ESF 3 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.

2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-13
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;
 - d. Homeland Security Act of 2002;
 - e. Homeland Security Presidential Directive – 5, Feb 2003;

B. REFERENCES

1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
 - d. All-Hazards Alert and Notification Operations Manual;
 - e. Mission Assignment Standard Operating Procedure (Draft, March 2005);
2. Federal
 - a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
 - b. Guam Catastrophic Typhoon Operations Plan, August 2010;
 - c. Guam Catastrophic Typhoon Plan, August 2010;
 - d. National Incident Management System, Dec 2008;
 - e. National Response Framework, Jan 2008;
 - f. National Disaster Recovery Framework, May 2013; and
 - g. U.S. Department of Homeland Security-FEMA Region IX 2012 Emergency Communications Plan Territory of Guam (Draft Aug 2012).

APPENDIX IV: EMERGENCY SUPPORT FUNCTION 4 - FIREFIGHTING

PRIMARY AGENCY: **Urban:** Guam Fire Department (GFD)

CO-LEAD AGENCIES: **Wildland:** Guam Fire Department (GFD)
 Department of Agriculture Forestry (DOAg-FSR)

SUPPORT AGENCIES: Guam Environmental Protection Agency (GEPA); Guam Police Department (GPD); Guam Waterworks Authority (GWA); Department of Public Works (DPW); Mayor's Council of Guam (MCOG); Guam Power Authority (GPA); Joint Region Marianas (JRM); Guam Homeland Security/Office of Civil Defense (GHS/OCD); Department of Administration, General Services Administration (GSA); Bureau of Budget and Management Research (BBMR); Office of the Governor.

I. INTRODUCTION

The purpose of Emergency Support Function 4 (ESF 4) is to provide coordinated support to villages throughout Guam and to describe the use of local, Government of Guam and federal resources to detect and suppress urban, rural and wild fires resulting from, or occurring coincidentally with, a significant disaster, condition or event whether man-made or natural.

II. CONCEPT OF OPERATIONS

A. GENERAL

ESF 4 involves managing and coordinating firefighting support for the Territory of Guam for the detection and suppression of fires, as well as mobilizing and providing personnel, equipment, and supplies in support of local governments. Whether in rural or urban settings wild brush fires must be responded to quickly and decisively.

1. Ensure that support agencies will have previously designated personnel assignments to other ESFs in the EOC or to their respective agency command posts/emergency operations centers.
2. Ensure that personnel will be available through all forms of communication; i.e. cell phone, landline, PTT, email, etc. to assess and respond to fire suppression and other resource requests received by the EOC.
3. Proactively assess and assist in the development of action plans, for

submission to the Planning Section, to meet the short and long-term transportation needs of the threatened and/or impacted area.

4. Routinely prepare and file situation reports with the Planning Section.
5. Meet mission assignments through available or obtainable resources from other ESF EOC Team agencies, the private sector, those available through mutual-aid agreements, as well as federal sources including U.S. Department of Agriculture (USDA) and the Federal Emergency Management Agency (FEMA).
6. Evaluate damage to infrastructure and conduct impact assessment in the threatened and/or impacted area and, as appropriate, task personnel for response and recovery work.

B. ORGANIZATION

The Guam Fire Department (GFD) is the primary agency for ESF 4 for urban fires, with GFD and DOAg-FSR as co-leads for wildland fires. The Guam Environmental Protection Agency (GEPA); Guam Police Department (GPD); Guam Waterworks Authority (GWA); Department of Public Works (DPW); Mayor's Council of Guam (MCOG); Guam Power Authority (GPA); Joint Region Marianas (JRM); Guam Homeland Security/Office of Civil Defense (GHS/OCD) are support agencies. Representatives from primary and support agencies will be either present in the Emergency Operations Center (EOC) or on-call on a 24-hour basis. ESF 4 will respond directly to the Emergency Services Branch Director who reports to the Operations Section Chief.

ESF 4 agencies must ensure that:

1. ESF 4 will be organized and operate as a team, working under the direction of the Emergency Services Branch Director.
2. The GFD, as the primary agency for urban fires, and DOAg-FSR as co-lead for wildland fires must ensure that through coordinated annual planning, all supporting agencies in ESF 4 are prepared to exercise their duties as required in the EOC.
3. Coordinate ESF 4 activities in the EOC during periods of activation by:
 - a. Developing and maintaining the ESF 4 duty schedule, and;
 - b. Coordinating the receipt and evaluation of mission assignments from the threatened and/or impacted area.

4. ESF 4 agencies, including the GFD, must ensure that:
 - a. All personnel have access to their agency's available and obtainable firefighting resources;
 - b. The committed and uncommitted status of such resources is continuously tracked during an activation of the EOC;
 - c. All personnel will participate in the evaluation and mission assignment of transportation resource requests submitted to the EOC, and;
 - d. All personnel will support the development of situation reports and action plans for the Planning Section during activation of the EOC.

C. NOTIFICATIONS

1. GFD in responding to an incident and deploying an Incident Command Post (ICP) and designating an Incident Commander (IC), will inform the GHS/OCD Duty Officer through the Fire Dispatch Office when a situation is on the verge of, or already exceeding the Department's capabilities or purview of response actions. The Duty Officer shall then follow GHS/OCD SOP in regards to notification of other required entities/agencies.
2. The EOC Director or EOC Duty Officer will notify the ESF 4 primary agency (i.e., GFD lead for urban alarms, GFD and DoAG-FSR co-leads for wildland fires) when an area or the entirety of Guam is threatened or has been impacted by an emergency or disaster event and activates the EOC to Level 2 (select ESFs) or Level 1 (full activation).
3. The GFD and/or DOAg-FSR designated personnel will report to the EOC if so advised or requested by the EOC Director or EOC Duty Officer.
4. As warranted by the scope of the impending event, the GFD and/or DOAg-FSR personnel will notify the appropriate support agencies.
5. The designated support agencies when notified will report to the EOC if so advised or requested by the primary agency.
6. The support agencies designated or directed to report to the EOC will notify their agency representatives that the EOC is activated in response to an impending or actual event.
7. The above notification process will be utilized if the impending or actual event requires any combination of preparedness, response, recovery, or mitigation/redevelopment activities.

D. OPERATIONAL OBJECTIVES**1. Preparedness**

- a. Participate in the review and revision of Appendix IV to the Guam Comprehensive Emergency Management Plan and related EOC ESF Team Standard Operating Guidelines;
- b. Attend and participate in ESF 4 meetings, training sessions, conferences, and exercises;
- c. Develop, test, and maintain manual or automated listings of the following:
 - i. Agency emergency points of contact that need to be contacted by agency representative(s) assigned to ESF 4, and;
 - ii. Agency-specific available equipment and resources (from within the agency) such as types of equipment and equipment operators, and;
 - iii. Points of contact for agency obtainable resources (from agency contractors, vendors, etc.) such as equipment and equipment operators.
- d. Review as necessary each support agency's automated or manual listings of emergency contacts.
- e. Review as necessary each support agency's resource contracts or agreements with private firms to insure they will be viable for the initiation and sustainment of response and recovery operations.
- f. Plan and prepare the notification systems and operational procedures to support an emergency/disaster response. The systems should address initiating and maintaining communications between the on-site command posts and the EOC; the prioritization and dedication of firefighting resources between urban fire suppression, wildland fires and search and rescue, all of which may compete for the same staffing and equipment resources.
- g. Establish reporting procedures that generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- h. Establish procedures that maintain appropriate records for time worked and costs incurred by ESF 4 agencies during an emergency/disaster event.
- i. Evaluate the probability and time period of the response and/or recovery phases for the event.

- j. Assist in developing and updating the Fuel Prioritization List to ensure the steady supply of fuel to all fire suppression equipment and key GFD facilities pre and post event.

2. Response Objectives

- a. The Incident Command System will be used to respond to all urban and brush fire incidents.
- b. The first responder will primarily be the Guam Fire Department for urban alarms; GFD and/or DOAg-FSR for fires.
- c. The Guam Fire Department will be responsible for establishing an Incident Command System and a field command post in response to the incident. When EOC activation is required, the appropriate ESF's will report to the EOC to receive initial instructions from the Guam Homeland Security/Office of Civil Defense (GHS/OCD) as requested by the Incident Commander.
- d. If additional resources are required, the primary agency or co-lead will make the request to the EOC Director/TCO. The Director will then coordinate the request with the support agencies at the EOC.
- e. Supporting agencies of ESF 4 when directed will participate in field operations.
- f. Ensure that the EOC is kept informed on the status of any situations including, but not limited to:
 - i. An urban conflagration threatening many structures;
 - ii. Fires that threaten to go out of control and extend over large areas of land;
 - iii. Hazardous materials are threatened or involved;
 - iv. Evacuations will be, or are necessary to protect lives and property;
 - v. Require the shutdown of services such as water and power to communities, especially for extended periods of time;
 - vi. Require the isolation of property to limit sightseers and other people who may interfere with operations or become endangered by the situation unfolding;
 - vii. Threaten to destroy any negatively impact any Government of Guam or federal key infrastructure, structures, or property;
 - viii. The smoke threatens the health or safety of any populations or has a negative impact on normal operations at the harbor or airport;
 - ix. Threaten any resorts, hotels or other visitor facilities and

concentrations;

- x. Is expected to or has caused a mass casualty situation;
 - xi. An aviation incident or accident;
 - xii. Require the activation of any other agencies to conduct an effective response at the site.
- g. Assist in developing and updating the Fuel Prioritization List to ensure the steady supply of fuel to all fire suppression equipment and key GFD facilities pre and post event.

3. Recovery Objectives

- a. The members of the GFD may be required to assign personnel to Emergency Services Branch Preliminary Damage Assessment (PDA) Teams.
- b. Will provide fire fighting personnel and resources for recovery efforts upon request.
- c. Monitor and report on the status of containment and mopping up operations.
- d. Assign and schedule sufficient personnel to cover an activation of the Emergency Operations Center for an extended period of time.
- e. Maintain appropriate records of work schedules and costs incurred by ESF 4 agencies during an event.
- f. Seek information concerning the projected date the EOC will deactivate.

E. DIRECTION AND CONTROL

As a part of the EOC ESF Team, agencies of ESF 4 may have to participate (on-island or in another jurisdiction through mutual aid) on several emergency teams and/or co-located at several emergency facilities. The following is a listing of the teams and facilities through which ESF 4 may have to function:

1. Emergency Operations Center

- a. In the event that the EOC is activated for an emergency, the EOC ESF Team Emergency Support Function Coordinator for GFD or his/her designated representative, assumes responsibility as supervisor for ESF 4.
- b. The ESF 4 supervisor coordinates with ESF 4 support agencies in order to respond to assigned requests from the villages and directives of the EOC Director.

2. **Joint Field Office**
 - a. Upon activation of the Joint Field Office (JFO), the EOC Director or his/her designated representative, coordinate with ESF 4 support agencies in order to provide an ESF 4 representative at the JFO, when required.
 - b. The ESF 4 representative at the JFO coordinates with ESF 4 support agencies.
3. **Emergency Operations Center Mission Tasking** - When a request for assistance is received by Emergency Support Function 4, it is assigned to the agency or agencies that have the most appropriate resources and expertise to accomplish the task. No agency will be tasked more than another to ensure a balance in "mission" tasking. Such is necessary to maximize the use of all available resources.
4. **Federal Resources** - Should ESF 4 foresee or have a need for resources not otherwise available, action will be taken to secure such resources through FEMA or some other federal source. Normally, an action to obtain a resource from a federal source is coordinated with/through the TCO and/or the Federal Coordinating Officer. However, if an ESF agency has no recourse through FEMA, that ESF 4 agency may coordinate directly with the federal agency that can provide the needed federal resource. Since a need for federal resources may arise early in an event, the coordination of needed federal resources is noted in Section II.D.2., as an activity to anticipate, plan for, and prepare notification systems.
5. **Contracts and Contractors** - Resources that are available through ESF 4 may best be obtained through an agency or Government of Guam contractor, vendors, and suppliers. Resources may also be obtained from agency related entities such as local, Government of Guam, national, public, and private entities.
6. **Mitigation and/or Redevelopment** - Emergency Support Function 4 does not have budgetary authority, or funds for mitigation or redevelopment needs that result from an emergency or disaster. Therefore, the primary and support agencies for ESF 4 can only provide (as in-kind or matching) professional, technical, and administrative personnel and their use of related equipment to mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical, and administrative tasks generally required for mitigation and/or redevelopment activities.

III. RESPONSIBILITIES

A. PRIMARY AGENCY- GUAM FIRE DEPARTMENT (GFD)

1. The Guam Fire Department is the primary agency in ESF 4 for urban responses. As the primary agency, it coordinates with the support agencies in directing fire fighting resources and response activities.
2. Provide technical and specialty support and coordination relating to the suppression/neutralization of urban, wild land (in participation with DOAg) or other fires, the potential behaviors they may exhibit, or their expected impacts to the populations and property of Guam.
3. Assign the necessary staff with technical expertise to the fielding of an Emergency Services Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Emergency Services Branch Director. The assigned emphasis for GFD is Emergency Medical Services (EMS), and fire and structure response.
4. Maintain a Fuel Prioritization List to ensure the steady supply of fuel to all fire suppression equipment and key GFD facilities pre and post event.
5. During Aviation Incident Accident Response operations:
 - a. Assume the role of Incident Commander for off airport incidences.
 - i. In the case of military aircraft, GFD is the initial incident commander until the appropriate military agency arrives on scene and is prepared to lead the response efforts as IC.
 - ii. In ocean or coastal waters, GFD is the initial incident commander until the U.S. Coast Guard (USCG) arrives on scene and is prepared to lead the response efforts as IC.
 - iii. For commercial aircraft, the GFD remains the incident commander throughout the operation.
 - b. The Guam Fire Department is responsible for the following activities when responding to aviation incidents and accidents:
 - i. Establishing incident command, either throughout event or initially until appropriate agency can assume command of the situation.
 - ii. Providing fire suppression and HAZMAT response.

- iii. Search and rescue (SAR) operations (see ESF 9).
- iv. Medical triage, on-site stabilization and transport

B. CO-LEAD AGENCIES

1. Department of Agriculture Forestry (DoAG-FSR) and Guam Fire Department (GFD)
 - a. As a preparedness and mitigation measure to minimize the likelihood of wildland fires:
 - i. Conduct fire prevention programs in island schools;
 - ii. Provide standby burning service;
 - iii. Establish firebreaks in Government of Guam conservation reserves;
 - iv. Control burning operations of forestation sites; and
 - v. Establish greenbelts and vegetative firebreaks.
 - b. Maintain communications with the EOC and ESF 4 to coordinate wildland fire issues and requirements.
 - c. Provide all available and obtainable equipment and resources for the support for the ESF 3 missions.
 - d. Provide wildland fire technical, specialty support and coordination.
 - e. Assist in developing and updating the Fuel Prioritization List to ensure the steady supply of fuel to all fire suppression equipment and key facilities pre and post event.

C. SUPPORT AGENCIES

1. Guam Environmental Protection Agency (GEPA)
 - a. Maintain communications with ESF 3 to coordinate any hazardous materials issues as they relate to urban, wildland, or other fires.
 - b. Provide all available and obtainable resources for the support for the ESF 4 missions.
 - c. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The

assigned emphasis for GEPA is environmental issues and requirements.

2. Other Support Agencies:
 - a. Shall coordinate their efforts with their perspective ESF's through the EOC/Duty Officer as requested by ESF 4.

IV. FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

1. All requests for fire suppression and fighting support must originate through the EOC and be recorded in the Incident Management System. Once entered into Incident Management System and tasked as a mission assignment, ESF 4 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.
2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10, Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-13
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;
 - d. Homeland Security Act of 2002;
 - e. Homeland Security Presidential Directive – 5, Feb 2003;
 - f. Aviation and Transportation Security Act of 2001 (P.L. 107-71 and 49 U.S.C. §114;
 - g. Part 91.137, Federal Aviation Regulation;
 - h. Pets Evacuation and Transportation Standards Act of 2006 (P.L. 109–308).

B. REFERENCES

1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
 - d. All-Hazards Alert and Notification Operations Manual; and
 - e. Mission Assignment Standard Operating Procedure (Draft, March 2005).

2. Federal
 - a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
 - b. Guam Catastrophic Typhoon Operations Plan, August 2010;
 - c. Guam Catastrophic Typhoon Plan, August 2010;
 - d. National Incident Management System, Dec 2008;
 - e. National Response Framework, Jan 2008;
 - f. National Disaster Recovery Framework, May 2013; and
 - g. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0), Developing and Maintaining Emergency Operations Plans.

APPENDIX V: EMERGENCY SUPPORT FUNCTION 5 – EMERGENCY MANAGEMENT

PRIMARY AGENCY: Guam Homeland Security/Office of Civil Defense (GHS/OCD)

SUPPORT AGENCIES: Bureau of Information Technology (BIT); Bureau of Statistics and Plans (BSP); Department of Land Management (DLM); Governor of Guam; Department of Administration (DOA); Guam Economic Development and Commerce Authority (GEDA); Department of Revenue and Taxation; Bureau of Budget and Management Research (BBMR); Civil Service Commission (CSC)

I. INTRODUCTION

Emergency Support Function (ESF) 5 (also referred to as the Emergency Management) coordinates overall operations, information and planning activities in the Emergency Operations Center (EOC) in support of emergency operations.

II. CONCEPT OF OPERATIONS

A. GENERAL

The primary functions of Emergency Management is to act as a clearinghouse for event information, manage response requests and mission assignments, facilitate the development of incident action plans, develop approaches and devise solutions for current and future response operations. Another important aspect of emergency management is to coordinate the information flow and activities of local and Government of Guam agencies and organizations with those of the federal government, including DOD entities. Emergency Management, as represented by the Guam Homeland Security/Office of Civil Defense (GHS/OCD) provides the following services to the Territory of Guam:

1. Maintains a 24 hour, seven days a week situational awareness of events that may require a coordinated response from multiple Government of Guam and federal agencies;
2. Receives warnings from various Guam and federal sources such as the National Weather Service (NWS), the Joint Typhoon Warning Center (JTWC), the Pacific Tsunami Warning Center (PTWC), Guam Fire/E911/Fire Dispatch, the Guam Tactical Communications Center (TCC), and other data sources;
3. Provides warnings and advisories to the public relative to impending hazards and disasters;

4. Manages the Government of Guam Emergency Operations Center (EOC) to coordinate the overall territorial response to an incident, or disaster;
5. Provides guidance, direction and coordination to other Government of Guam agencies in the formulation of emergency response plans and procedures;
6. Monitors the status of preparedness activities and capabilities of emergency response agencies, teams and resources;
7. Coordinates post-disaster assessments to rapidly determine the impacts of an incident or disaster, and establish the magnitude of the response;
8. Coordinates the allocation and employment of assets in order to support response and recovery operations in the field;
9. Coordinates the employment of disaster relief commodities to address unmet human and other needs after a disaster;
10. Requests assistance from the federal government, and other states, through such avenues as the Emergency Management Assistance Compacts (EMAC) and other mutual aid agreements;
11. Collects, analyzes, evaluates and disseminates situational, hazards, impact, operational, resource and other key information needed to develop a common operating picture and execute a more coordinated and comprehensive response to a particular hazard, event or disaster;
12. Manages mission assignments through available or obtainable resources from other ESF EOC Team agencies, the private sector, those available through mutual-aid agreements, as well as federal sources through its direct coordination with the Federal Emergency Management Agency (FEMA).
13. Releases public information in coordination with the Office of the Governor and Guam Public Information Officer until the Joint Information Center (JIC) is activated and operational;
14. Acts as a primary response agency for ESF 5 (Emergency Management) and ESF 15 (External Affairs);
15. Liaises with federal agencies to facilitate the flow of information, capabilities and resources both up and down the response chain; and
16. Coordinator for the implementation of Continuity of Government (COG) and

Continuity of Operations (COOP) for the Territory of Guam

GHS/OCD through its managerial role of the EOC affects the above activities in cooperation with the myriad of other Government of Guam agencies and non-governmental organizations that comprise the Emergency Operations Center Emergency Support Function (EOC ESF) Team.

B. ORGANIZATION

The following structure applies to the EOC and its various components, which are instituted and activated in response to an impending or occurring incident or disaster.

1. The EOC Duty Officers:
 - a. This function operates on a 24 hour/7 day a week, on call basis that maintains a territorial situational awareness of potential or developing incidents for Government of Guam leadership with information collection and analysis, and resource coordination support on a routine basis.
 - b. Operate continuously during Activation Level 4, also known as normal operations.
 - c. Can act as ESF members and staff the EOC until the activated members of the EOC ESF Team arrive from other agencies.
2. EOC Staff Duty Officer / EOC Director:
 - a. Ensures that the EOC is fully staffed and functional to meet evolving requirements;
 - b. Based on information from the EOC Duty Officers, the EOC Director activates the EOC to three higher activation levels based on the severity and extent of the situation.
 - c. Implements priorities, manages the activities and establishes the operational tempo of the EOC and executes plans to allocate resources, as well as keeping Government of Guam and FEMA response officials (FEMA Region IX Watch / Regional Response Coordination Center (RRCC)) apprised of events related to the incident situation and the status of response operations.
 - d. May also act as the Operations Section Chief.
 - e. If a Federal Response is declared, coordinates the reception and integration of the FEAM Region IX Incident Management Assistance Team (IMAT) upon their arrival to Guam

3. Operations Section:
 - a. Ensures that the EOC is fully staffed and functional to meet evolving requirements;
 - b. Identifies and manages priority missions, as coordinated with his/her counterparts in the field.
 - c. Coordinates with the ESF/RAC and field operations sections to identify mission-support requirements and communicates requirements to the Logistics Sections for execution.
 - d. The Section and Chief supervise the activities of:
 - i. Staging Area Group;
 - ii. Air Operations Branch;
 - iii. Response Branch;
 - iv. Emergency Services Branch which encompasses the activities of ESF 4 (Firefighting), ESF 8 (Public Health and Medical Services), ESF 9 (Urban Search and Rescue); ESF 10 (Oil and Hazardous Material Response), ESF 13 (Public Safety and Security), and ESF 16 (Military Support to Civil Authorities);
 - v. Human Services Branch, which encompasses the activities of ESF 6 (Mass Care, Housing and Human Services) and ESF 11 (Agriculture Natural Resources).
 - vi. Infrastructure Support Branch which encompasses the activities of ESF 1 (Transportation), ESF 2 (Communications), ESF 3 (Public Works and Engineering); and ESF 12 (Energy); and
 - vii. Mitigation Section.
 - e. Collects and reports on operations-specific Essential Elements of Information (EEI) including:
 - i. Boundaries of the incident;
 - ii. Affected populations and community impacts;
 - iii. Seismic and other geophysical information;
 - iv. Weather and other meteorological forecasts and their impacts;
 - v. Initial needs and damage assessments;
 - vi. Status of Emergency Operation Centers (EOC) and other remote response locations;
 - vii. Status of Government of Guam owned facilities and infrastructure;

- viii. Status of Government of Guam agency and local operations;
- ix. Status of ESF activations;
- x. Status of declarations and other federal or Government of Guam directives; and
- xi. Priorities for response and future activities.
- xii. Priorities for mitigation efforts.

4. Planning Section:

- a. Collects and analyzes information relating to the impacts of the incident, awareness of the status of response operations, and summarizing the information in briefings, reports, and displays.
- b. Directs implementation of a Guam government COOP and ensures that all EOC briefings and reports are available and accessible to emergency leadership, staff, and media via the JIC.
- c. Facilitates and develops plans to support EOC activities (i.e., the Incident Action Plan) and the overall response effort.
- d. Collects and maintains information on the status of emergency teams and resources deployed to the disaster area.
- e. Prepares, distributes and posts to the EOC information portal, briefings, maps and GIS data, reports and other documents prepared by the Planning Section.
- f. Consolidates all preliminary damage assessment reports into a single document, which will be the basis and provide documentation for the Office of the Governor's request for a federal Disaster Declaration.
- g. e. The Section and Chief supervise the activities of:
 - i. Situation Unit;
 - ii. Resource Unit; and
 - iii. Documentation Unit.
- h. Collects and reports on operations specific EEI including:
 - i. Jurisdictional boundaries within the impact/incident area;
 - ii. Hazard specific information and impacts;
 - iii. Demographics of the vulnerable or affected populations;
 - iv. Results of predictive models; and
 - vi. Status of remote sensing operations/requests.

5. Logistics Section

- a. Manages the mobilization, employment and initial support of equipment, supplies and services for incident response (See ESF 7, Annex VII).
 - b. Collects and reports on administrative and personnel specific elements of information including:
 - i. Resource requests and the status of acquisition efforts;
 - ii. Current or expected unmet needs;
 - iii. Issues with deployed resources; and
 - iv. Status of staging areas and other logistical nodes/transshipment sites; and
 - v. Status of demobilization of deployed equipment and resources.
6. Finance and Administration Section – Responsible for financial management and accountability by coordinating all contracting and acquisitions operations, as well as monitoring expenditures, tracking and reporting commitments, obligations, and disbursements. Among the specific responsibilities of this Section are:
- a. Supervises the financial, administrative, and human resource staff of the EOC.
 - b. Coordinates all contracting and acquisitions operations in accordance with ESF 7.
 - c. Provides policy guidance and necessary expertise and authority essential for effective fiscal management to the EOC Director/Territorial Coordinating Officer (TCO) and staff.
 - d. Monitors expenditures, tracking and reporting commitments, obligations, and disbursements, reviewing commitments to ensure proper expenditure of funds, and reporting funding activity to the EOC Director/TCO.
 - e. Provides administrative support to the EOC including message management, telephone assistance, facsimile and mail service and office supplies.
 - f. Coordinates personnel issues in the EOC including staffing of the EOC, the resolution of personnel issues and publishing staff directories.
 - g. Manages financial concerns in the EOC including the coordination of financial status reporting, the preparation of cost analyses, and working with the Comptroller.
 - h. Assists ESF 7/Logistics Section in monitoring requests for local-to-federal support under the Mutual Aid Memoranda of Agreements.

- i. Assists ESF 7 in retrieving all deployed Government of Guam and federal resources during demobilization and after the event.
 - j. Compiles all information related to expenditures and resources deployed to assist in recovering disaster costs from FEMA.
 - k. Collects and reports on administrative and financial specific elements of information (EEI) including the status of key personnel and response-related personnel issues.
7. Marianas Regional Fusion Center (MRFC) – Acts as an interface between Government of Guam and U.S. intelligence / law enforcement agencies in the monitoring and coordination of the worldwide terrorism threat.

C. NOTIFICATION

1. In the event of an emergency or disaster, the EOC Duty Officers will notify the Homeland Security Advisor and the Office of Civil Defense Administrator/EOC Director who will in turn activate the EOC and recall GHS/OCD personnel.
2. Upon activation of the EOC, GHS/OCD will activate the appropriate reporting staff and ESFs by initiating the recall list in the EOC activation manual. If necessary the EOC Duty officers and GHS/OCD personnel will act as the ESFs until the assigned Government of Guam agency representatives arrive. These activations procedures will occur using the following criteria based on the emergency situation:
 - a. Activation Level 4 – Normal operations; duty officers on call;
 - b. Activation Level 3 – GHS/OCD Manager, Command Staff and select staff members; (Coordination Staff members, Mission Assignments Manager and Action Tracker);
 - c. Activation Level 2 – Level 3 plus selected Emergency Support Functions depending on type of emergency;
 - d. Activation Level 1 – Full Activation; all team members and Emergency Support Functions.
3. At level 2 and 1, GHS/OCD will also directly notify and activate the following organizations to assist in the Planning Section in the EOC:
 - a. Bureau of Information Technology (BIT)
 - b. Bureau of Planning (BOP) and
 - c. Department of Land Management (DLM)

4. GHS/OCD will also notify and activate through the respective Operations Branch Directors the following agencies and organizations to assist conducting Preliminary Damage Assessments (PDA) immediately after the “all clear” for a particular incident or disaster is established and disseminated:
 - a. Emergency Services Section PDA Team
 - i. Department of Public Health & Social Services (DPHSS);
 - ii. Guam Environmental Protection Agency (GEPA);
 - iii. Guam Police Department (GPD); and
 - iv. Guam Fire Department (GFD).
 - b. Human Services Section PDA Team
 - i. Department of Education (DOE);
 - ii. Department of Public Health & Social Services (DPHSS);
 - iii. American Red Cross (ARC);
 - iv. Department of Labor (DOL);
 - v. Guam Housing & Urban Renewal Authority (GHURA)
 - vi. Mayor’s Council of Guam (MCOG)
 - c. Infrastructure Section PDA Team
 - i. Department of Public Works (DPW);
 - ii. Guam Power Authority (GPA);
 - iii. Guam Waterworks Authority (GWA);
 - iv. GTA;
 - v. Guam International Airport Authority (GIAA);
 - vi. Port Authority Guam (PAG);
 - vii. Guam Economic Development Authority (GEDA);
 - viii. Department of Agriculture (DOAg);
 - ix. Mayor’s Council of Guam (MCOG); and
 - x. Guam Visitors Bureau (GVB).

D. OPERATIONAL OBJECTIVES AND RESPONSIBILITIES

1. Preparedness
 - a. Maintain a trained staff to fulfill tasks associated with emergency planning and operations.

- b. Maintain a 24-hour, seven days a week (24/7) on call situational awareness of events that may generate a response during normal operations situations and response operations. Coordinate situational awareness information with territorial and federal partners, e.g., Joint Region Marianas ROC, FEMA Region IX Watch, etc.
- c. Maintain a system of communications and warning to ensure that Guam's population and emergency response agencies are warned of developing emergency situations and can exchange emergency related information and decisions.
- d. Maintain and update necessary computer data and programs, Incident Management System maps, critical facility information, emergency management and response related studies, demographics and vulnerability data for use in emergency management planning and disaster/incident response and recovery.
- e. Advise the Governor and Lt. Governor of disaster threat conditions; current and proposed emergency management actions and activities, and other information relevant to emergency preparedness efforts, mitigation projects in progress and completed, incident disaster response, and post-event recovery.
- f. Prepare a territory CEMP which shall be integrated into, and coordinated with, the emergency management plans and programs of the federal government and be consistent with the National Incident Management System (NIMS).
- g. Conduct periodic reviews of policy, plans, programs and projects related to the emergency/disaster response to ensure compliance, consistency and cooperation among the elements and functions of preparedness, operations, recovery and mitigation activities.
- h. Implement training programs to improve the ability of Guam's emergency management personnel and EOC ESF Team representatives to prepare and implement emergency management plans and programs.
- i. Establish guidelines and schedules for annual and periodic exercises that evaluate the ability of the Guam and its political subdivisions to respond to emergencies, minor, major, and catastrophic disasters.
- j. Manage and coordinate among Government of Guam agencies, efforts to establish plans and procedures to ensure continuity of operations (COOP) and continuity of government (COG) before, during and after an incident or disaster.
- k. Assist ESF 7/Logistics in coordinating and updating the priorities for a time phased deployment list of resources to FEMA/DOD in support of federal Sealift and Airlift Command efforts.

2. Response

- a. Upon activation, immediately staff the EOC and assume the roles of the appropriate ESFs until the Government of Guam agency representatives arrive to assume their duties.
- b. Establish a duty roster and telephone lists for all GHS/OCD managed roles and functions in the EOC.
- c. Set up status boards and displays, obtain data/studies and electronic files, and initiate the planning and reporting processes.
- d. Activate, test and maintain the Incident Management System throughout the period of the disaster response/EOC activation period.
- e. Provide notification, warning and guidance to the entire community including the general populace, visitors, as well as public and private organizations for all emergencies and disasters through the Emergency Alert System (EAS).
- f. Advise the Governor and other Government of Guam leadership on the appropriate protective actions and response courses of action as dictated by the specific hazard, incident, or disaster.
- g. Coordinate the priorities, activities and resources of the various ESFs through the Operations Section and its respective branches (i.e., Emergency Services, Human Services, Infrastructure Support, Response, Staging Area Group).
- h. Manage the resource requests from first responders, command posts, incident commanders, field units, Government of Guam and federal agencies through mission assignments to the appropriate ESFs.
- i. Assist ESF 7/Logistics in implementing the priorities for a time phased deployment list of resources to FEMA/DOD in support of federal Sealift and Airlift Command efforts.
- j. Coordinates personnel, administrative and financial affairs related to the incident or disaster response.
- k. Maintain situational awareness on the conduct of response and recovery operations including, but not limited to the following issues and activities:
 - i. Status of public health and associated medical efforts;
 - ii. Search and rescue (SAR) operations;
 - iii. Hazardous materials activities and concerns;
 - iv. Fire suppression and containment;
 - v. Status of evacuations and population relocation;

- vi. Shelter operations;
- vii. Finding and providing temporary housing;
- viii. Mass feeding activities;
- ix. Efforts related to addressing special needs populations (PSN), pets and other specialized unmet human needs;
- x. Status of critical infrastructure such as power, water and sewage, especially if the issues may have life threatening impacts or consequences;
- xi. Port and international airport operations;
- xii. Traffic problems or roadway transportation issues;
- xiii. Fiscal and administrative issues;
- xiv. Disposition of agricultural crops and livestock;
- xv. Status of teams deployed to the field;
- xvi. Resource shortfalls and unmet needs;
- xvii. Federal response activities and coordination; and
- xviii. Events or evolving situations that may draw media attention.

This activity will require the collaborative effort of many ESFs throughout the course of the incident disaster response and will vary depending on the type and magnitude of the situation.

- I. Collect, analyze and disseminate all information related to an incident or emergency in order to create a common operating picture, establish the operational tempo, and provide a comprehensive picture of the situation at hand, as well as chart the best courses of action to respond to the threat.
- m. Coordinate the deployment, activities and priorities, as well as reporting of the Preliminary Damage Assessment (PDA) Teams, analyze the information and consolidate their reports into a summary of the overall impact of the incident or disaster on Government of Guam operations.
- n. Activate and support the Joint Information Center (JIC) to achieve clear effective communications with the media and other public outlets of incident and disaster related information.
- o. Coordinate the activation of EAS, in response to the need to provide warning and notification to all interests throughout Guam.
- p. Conduct meetings to develop Incident Action Plans (IAP) which will govern the coordinated activities of all ESFs and associated entities for the next operational period, and disseminate those IAPs to all relevant parties.

- q. Develop courses of action toward the demobilization of deployed resources and deactivation of the EOC ESF Team.
- r. Maintain administrative and financial records to ensure that all disaster related costs are documented.
- s. Coordinate with all federal counterparts (i.e., FEMA, DOD, and all other federal ESF's) in effecting a fully coordinated response.
- t. Coordinate operational activities required to ensure continuity of operations and government before, during and after an incident or disaster.

3. Recovery

- a. Deploy staff in support of Joint Field Office operations, as required.
- b. Collect and process information concerning recovery activities while the response phase of the disaster is on-going.
- c. Develop and disseminate Incident Action Plans, Spot Reports, and Situation Reports as appropriate.
- d. Coordinate the establishment of staging areas, points of distribution (POD) sites, a Joint Field Office, Recovery Centers, the Joint Information Center, the deployment of any ad hoc field teams, and federal recovery facilities and emergency responders/workers in the impacted area.
- e. Disseminate recovery information, plans, and reports to all activated Government of Guam and federal agencies and organizations actively conducting or monitoring operations during this phase.
- f. Continue to support the activation of the JIC to insure that recovery information is relayed to the general public and businesses.
- f. Coordinate the compilation of all information to support recovery activities.
- g. Continue to coordinate with all federal counterparts participating in the recovery phase of the incident or disaster.
- h. Coordinate the efforts of the EOC ESF Team to retrieve all deployed Government of Guam and federal resources during demobilization and after the event.

4. Mitigation

- a. Provide any coordination and management support to mitigation and/or redevelopment activities that may begin before and continue for several months after the EOC returns to a monitoring level.

- b. Provide any coordination and management support for any requests and directives resulting from the Governor and/or the Federal Emergency Management Agency concerning mitigation and/or redevelopment activities. Probable requests and directives include establishment of review and study teams, support of local government contracting for mitigation and/or redevelopment needs, and other similar professional, technical, and administrative activities.
- c. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- d. Evaluate the probability and time period of a mitigation and/or redevelopment phase for this event. If a mitigation and/or redevelopment phase is probable, start pre-planning actions with the appropriate Government of Guam agencies and/or federal officials.

E. DIRECTION AND CONTROL

1. As a part of the EOC ESF Team, GHS/OCD and other Government of Guam agencies may have to participate on several emergency teams and/or co-locate at several emergency facilities simultaneously. The following is a listing of the teams and facilities through which GHS/OCD and the entire EOC ESF Team may have to function:

a. Emergency Operations Center

- i. In the event that the EOC is activated for an emergency, the EOC ESF Team Emergency Support Function (ESF) Coordinator from each respective lead agency for the ESF, or his/her designated representative, assumes responsibility as Supervisor for that function.
- ii. The ESF Supervisors coordinate with ESF support agencies in order to respond to assigned requests from the villages and directives of the EOC Director.

b. Joint Field Office

- i. Upon activation of the Joint Field Office, the EOC Director or his/her designated representative, coordinate with all ESF primary and support agencies and organizations in order to provide the appropriate representatives at the Joint Field Office, when required.
- ii. Each ESF representative at the Joint Field Office will coordinate with their respective counterparts in the EOC and in any other deployed field operations.

2. **Federal Resources** - Should the EOC ESF Team foresee or have a need for resources not otherwise available, action will be taken to secure such resources through the Federal Response Plan or some other federal source. Normally, an action to secure a resource from a federal source would be coordinated with/through the Territorial Coordinating Officer (TCO) and/or the Federal Coordinating Officer (FCO). However, if an Emergency Support Function agency has no recourse through FEMA, that ESF agency may coordinate through the EOC with the federal agency that can provide the needed federal resource.
3. **Contracts and Contractors - Resources** that are available through ESF 5 may best be obtained through an agency or Government of Guam contractor, vendors, and suppliers. Resources may also be obtained from agency related entities such as local, Government of Guam, national, public, and private entities.
4. **Mitigation and/or Redevelopment** - The EOC ESF Team inherently does not have budgetary authority or funds for mitigation or redevelopment needs that result from an emergency or disaster. Therefore, the primary and support agencies for any ESF can only provide (as in-kind or matching) professional, technical, and administrative personnel and their use of related equipment to mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical, and administrative tasks generally required for mitigation and/or redevelopment activities.

III. RESPONSIBILITIES

A. PRIMARY AGENCY

1. Guam Homeland Security/Office of Civil Defense (GHS/OCD)
 - a. Coordinate all EOC ESF Team administrative, management, planning, training, preparedness, response, and recovery activities.
 - b. During activations, assign GHS/OCD personnel to the EOC duty schedule for the entirety of the incident or emergency.
 - c. Install, maintain and test periodically all communications and computer systems in the EOC, and JIC, as well as any assets deployed to the field.
 - d. Use the mission assignment (MA) process in providing, allocating and tasking all available and obtainable resources employed in support of all EOC ESF Team missions.

- e. Provide technical and specialty support and coordination relating to the National Incident Management Systems (NIMS), the National Response Framework (NRF), the Stafford Act and all other emergency management related plans policies and processes.
- f. Facilitate coordination meetings among the EOC ESF Team members to ensure that senior leaders' intents and priorities, the operational tempo, and situational awareness are maintained throughout all phases of an incident or disaster response.
- g. Maintain continuous communications and information flow between the EOC and the JIC, the 911 Dispatch Centers, the FEMA Area Field Office (AFO)/Region IX RRCC, deployed incident command posts, the Joint Field Office if deployed, ESF agency off-site command posts, the Joint Operation Center (JOC) and the Mayor's Offices/EOCs.
- h. Maintain continuous communications between the EOC and NAWAS, the JTFO, PTWC, the Guam National Weather Service Office, Guam EAS.
- i. Coordinates with GPD to maintain 24-hour security of the EOC and adjoining buildings/area to limit access and protect on-site located assets.
- j. If requested or required, provide offices and communications capability, if available, to any agencies or organizations to customarily assign a dedicated position in or around the EOC.
- k. Support the deployment of any assets to the Joint Field Office, Recovery Centers, or any other ad-hoc off-site operations required by the disaster response.
- l. Pre-identify locations and structures that can serve as alternate EOCs, Points of Distribution (POD), staging areas, JFOs, command posts, Recovery Centers and other field operations, and if possible prepare them for their eventual role in their assigned capacities.
- m. Act as the primary agency and assume those responsibilities for:
 - i. ESF 5 (Emergency Management); and
 - ii. ESF 15 (External Affairs).
- n. Participate in the updating and other coordination activities for:
 - i. ESF 3 - Debris Task Force (DTF);
 - ii. ESF 12 - Power Restoration Task Force (PRTF); and
 - iii. ESF 1, ESF 2, ESF 3, ESF 4, ESF 6, ESF 7, ESF 8, ESF 12, ESF 13 and ESF 16 - Fuel Prioritization List.

B. SUPPORT AGENCIES

1. Bureau of Information Technology (BIT)
 - a. As required assign personnel to the EOC to assist with Planning Section functions and activities;
 - b. Assist GHS/OCD in acting as a co-lead agency in managing and responding to cyber-terrorism threats or incidents;
 - c. Provide technical and specialty support and coordination relating to information technology, cyber-terrorism, data bases and Government of Guam data systems, data backup and other computer and digital communications issues and equipment.
 - d. Ensure that all critical data required for continuity of operations (COOP) and continuity of government (COG) for Guam are maintained, available for ready use and backed up.
2. Bureau of Statistics and Plans (BSP)
 - a. As required assign personnel to the EOC to assist with Planning Section functions and activities;
 - b. Provide technical and specialty support and coordination relating to all statistics and data compiled by the Government of Guam to ensure that figures used as the basis for planning and operational functions is accurate and the most current available.
 - c. On the second day following the event, assume the coordination responsibilities of the PDA Teams from GHS/OCD and manage the compilation of their reports for use by the TCO and the rest of the EOC ESF Team. Upon their arrival on-scene, coordinate with FEMA ERT-A Team to share the information collected by the PDA Teams.
 - d. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The assigned emphasis for BSP is statistics as well as labor and employment issues.
3. Department of Land Management (DLM)
 - a. As required assign personnel to the EOC to assist with Planning Section functions and activities;
 - b. Provide technical and specialty support and coordination relating to preparing maps, GIS tracking activities, land use and planning issues.

4. Governor of Guam
 - a. Provide overall direction and control for response activities.
 - b. Provide policy decisions as coordinated by GHS/OCD and the EOC ESF Team in the execution of response and recovery activities before, during and after a disaster *or incident*.
 - c. Declare a State of Emergency in response to a disaster, as advised or recommended by the GHS/OCD EOC ESF Team, or warranted by the extent and severity of the event.
5. Department of Administration (DOA)
 - a. Coordinate all Finance and Administration Section, training, preparedness, response, and recovery activities.
 - b. Assign DOA personnel to the Finance and Administration Section duty schedule in the EOC.
 - c. DOA is the prime Government of Guam agency responsible for the managerial and pecuniary aspects of the disaster response and the lead agency for the Finance and Administration Section in the EOC.
 - d. Participate in meetings and efforts of the Finance and Administration Section with other designated agencies to address any personnel, staffing, financial, budgetary and administrative issues during activation of the EOC.
 - e. Establish, as required, emergency procurement accounts for the EOC ESF Team.
 - f. Coordinate the efforts of the Finance and Administration Section in assisting ESF 7 in retrieving all deployed Government of Guam and federal resources during demobilization and after the event.
6. Guam Economic Development and Commerce Authority (GEDA)
 - a. As required, assign personnel to the EOC to assist with Finance and Administration Section functions and activities;
 - b. Provide technical and specialty support and coordination relating to employment opportunities and economic growth to ensure that Guam is able to transition effectively to a post-disaster economy.
 - c. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The

assigned emphasis for GEDA is commercial and private sector facilities.

7. Department of Revenue and Taxation
 - a. As required, assign personnel to the EOC to assist with Finance and Administration Section functions and activities;
 - b. Provide technical and specialty support and coordination regarding the specific responsibilities of the Comptroller and financial matters in general.
8. Bureau of Budget and Management Research (BBMR)
 - a. As required, assign personnel to the EOC to assist with Finance and Administration Section functions and activities;
 - b. Provide technical and specialty support and coordination relating to the budgetary process and ensuring that the required funding for future recovery and long-term redevelopment is considered in the development of the budget.
9. Civil Service Commission (CSC)
 - a. As required, assign personnel to the EOC to assist with Finance and Administration Section functions and activities;
 - b. Provide technical and specialty support and coordination relating to personnel and employment issues associated with Government of Guam employees.

IV. FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

1. All requests for emergency management related support must originate through the EOC and be recorded in the Incident Management System. Once entered into Incident Management System and tasked as a mission assignment, ESF 5 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.
2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under

their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-13.
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006;
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;
 - d. Homeland Security Act of 2002;
 - e. Homeland Security Presidential Directive – 5, Feb 2003;
 - f. Aviation and Transportation Security Act of 2001 (P.L. 107-71 and 49 U.S.C. §114;
 - g. Part 91.137, Federal Aviation Regulation;
 - h. Pets Evacuation and Transportation Standards Act of 2006 (P.L. 109–308);

- i. Public Assistance Disaster Assistance Policies related to Sheltering and Household Pets at:
<http://www.fema.gov/government/grant/pa/9500toc.shtm>;
- j. DAP9523.15, Eligible Costs Related to Evacuations and Sheltering, April 9, 2007;
- k. DAP 9523.18, Host-State Evacuation and Sheltering Reimbursement, July 23, 2010;
- l. DAP 9523.19, Eligible Costs related to pet Evacuations and Sheltering, October 24, 2007;
- m. DAP 9523.20, Purchases and Distribution of Ice, August 26, 2009;
- n. DAP 9525.2, Donated Resources, April 9, 2007.

B. REFERENCES

- 1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
 - d. All-Hazards Alert and Notification Operations Manual; and
 - e. Mission Assignment Standard Operating Procedure (Draft, March 2005).
- 2. Federal
 - a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
 - b. Guam Catastrophic Typhoon Operations Plan, August 2010;
 - c. Guam Catastrophic Typhoon Plan, August 2010;
 - d. National Incident Management System, Dec 2008;
 - e. National Response Framework, Jan 2008;
 - f. National Disaster Recovery Framework, May 2013;
 - g. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0), Developing and Maintaining Emergency Operations Plans.

APPENDIX VI: EMERGENCY SUPPORT FUNCTION 6 – MASS CARE

PRIMARY AGENCIES: Department of Education (DOE); Mayors' Council of Guam (MCOG); Office of Civil Defense (GHS/OCD)

SUPPORT AGENCIES: Department of Integrated Services for Individuals with Disabilities (DISID); Department of Land Management (DLM); Department of Public Health & Social Services (DPHSS); Department of Public Works (DPW); Guam Fire Department (GFD); Guam Housing & Urban Renewal Authority (GHURA); Guam National Guard (GUNG); Guam Police Department (GPD); Guam Housing Corporation (GHC); Guam Visitors' Bureau (GVB); Guam Hotel and Restaurant Association (GHRA); Guam Department of Administration/Guam Services Agency (DOA/GSA); Department of Agriculture (DOAg); Department of Correction (DOC); Behavioral Health and Wellness Center (GBHWC); Guam International Airport Authority (GIAA); Guam Waterworks Authority (GWA); Port Authority of Guam (PAG); and Support Non-Governmental Organizations: American Red Cross; The Salvation Army (SA); Guam Voluntary Organizations Active in Disasters (GuVOAD); Japan Guam Travel Association (JGTA).

I. INTRODUCTION

A. PURPOSE

Emergency Support Function 6 (ESF 6) deals with the actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. It is the government's role to provide for mass care of its citizens immediately prior to, during and following an emergency or disaster. The purpose of this ESF is to ensure that the needs of disaster-impacted populations are addressed by coordinating Government of Guam ESF 6 assistance to impacted areas.

ESF 6 supports and augments the territory mass care, emergency assistance, housing and select human services missions.

B. SCOPE

The procedures and actions provided by Functional Annex I include, but are not limited to, providing mass care to victims requiring shelter because of disaster.

When directed by the Emergency Operations Center (EOC) Director, ESF 6 services and programs are implemented to assist individuals and households

impacted by potential or actual disaster incidents.

During the Response Phase of the disaster, the Department of Education (DOE), Mayors' Council of Guam (MCOG) and the Guam Homeland Security/Office of Civil Defense (GHS/OCD) coordinate and lead territorial resources as required to support Government of Guam agencies and non-governmental organizations (NGOs) in the performance of mass care, emergency assistance and select human services missions. During the Recovery Phase of the disaster, DOE, MCOG, GHS/OCD and its Recovery Coordination Office (RCO) coordinate and lead territorial resources as required to support Government of Guam agencies and NGOs in the performance of mass care, emergency assistance and select human services missions.

ESF 6 is a component of the Human Services Branch of the Operations Section of the EOC. (See Annex D – EOC Staffing Pattern of the EOC Standard Operating Procedures Version 2.4)

ESF 6 is divided into four functional areas: Mass Care, Emergency Assistance, Housing and Human Services.

1. **Mass Care:** Includes sheltering, feeding operations, emergency first aid, distribution of relief supplies, and collecting and providing information on survivors to family members. Also included in this functional area is the safeguarding and care of visitors and tourists.
2. **Emergency Assistance:** Assistance required by individuals, families, and their communities to ensure that immediate needs beyond the scope of the traditional “mass care” services provided at the local level are addressed. These services include support to evacuations (including registration and tracking of evacuees); reunification of families; functional needs support services; and non-conventional shelter management.
3. **Housing:** Includes housing options such as rental assistance, repair, loan assistance, replacement, factory-built housing, semi-permanent and permanent construction, referrals, identification and provision of accessible housing, and access to other sources of housing assistance. This assistance is guided by the National Disaster Housing Strategy.
4. **Human Services:** Includes coordination of select programs to assist disaster survivors. These programs include the Disaster Supplemental Nutrition Assistance Program (DSNAP), disaster unemployment, and temporary disaster employment.

ESF 6's American Red Cross, The Salvation Army (SA) and Guam Voluntary Organizations Active in Disasters (GuVOAD) components provide central points for coordination of information and activities of voluntary agencies responding in

times of disaster and the effective utilization of donated goods.

ESF 11, Agriculture and Natural Resources, coordinates food and other essential services to household pets and service animals when owners are sheltered or evacuated.

Responsibility for coordination of disaster housing issues lies within the Guam Housing and Urban Renewal Authority (GHURA), Guam Housing Corporation (GHC) and GHS/OCD's Recovery Coordination Office (RCO).

C. NOTIFICATIONS

1. The EOC Director or EOC Duty Officer will notify the ESF 6 primary agency, DOE, when an area or the entirety of Guam is threatened or has been impacted by an emergency or disaster event and activates the EOC to (select ESFs) or Level 1 (full activation).
2. The DOE designated personnel will report to the EOC if so advised or requested by the EOC Director or EOC Duty Officer.
3. As warranted by the scope of the impending event, ESF 6 will notify the appropriate support agencies.
4. The designated support agencies when notified will report to the EOC if so advised or requested by the primary agency.
5. The support agencies designated to report to the EOC will notify their agencies as well as any designated emergency operations personnel of the impending or actual event.

D. POLICIES

1. All issues of policy, coordination of operations and the direction and control of mass care of the citizens of Guam rests with the Office of Civil Defense (GHS/OCD), in collaboration with the Department of Education (DOE) and the Mayors' Council of Guam (MCOG).
2. The basic policies where operations, direction and control of mass care are based from are as follows:
 - a. Executive Order No. 91-09;
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act (P.L. 93-288, as amended;

- c. Post-Katrina Emergency Reform Act (PKEMRA) of 2006; and
 - d. State Administrative Plan Individuals and Households Program (IHP)/Other Needs Assistance (ONA).
- 3. ESF 6 will assist in coordination with impacted villages/communities, Government of Guam agencies and organizations without regard to race, color, religion, nationality, sex, age, disability, limited English proficiency, or economic status.
 - 4. Service animals shall remain with the persons to whom they are assigned throughout every stage of disaster assistance.
 - 5. ESF 6 is responsible for reporting the locations, status and populations of all shelters on Guam, to include shelters for persons with medical special needs and pet friendly shelters. ESF 6 will verify and update, as required, the territorial shelter information in the National Shelter System (NSS) database.
 - 6. Duplication of effort and benefits will be reduced to the extent possible.

II. CONCEPT OF OPERATIONS

A. GENERAL

The determination of when shelters are opened will rest with the GHS/OCD in conjunction with the guidance of the Governor. During typhoon preparations, when the Governor declares Condition 2, the shelters will be opened for those requiring sheltering.

- 1. There are pre-determined public schools that will serve as shelters (see Appendix A). The intent is to identify other community facilities, such as: the village gymnasiums, community and/or senior citizens' centers, and the Harmon Sports Complex as the primary shelters rather than the Department of Education's (DOE) school facilities. Until these other facilities are identified and hardened, DOE will continue to take the lead in determining which school locations will be opened as shelters and make necessary preparations at Condition 3 so the shelters are operational when Condition 2 is declared. All plans and logistics will be coordinated with the GHS/OCD at the EOC.
- 2. Shelteree Relocation Action Procedures (see Appendix B) outlines daily objectives for the primary and support agencies following the "All Clear" to assist in the relocation of those sheltered in the schools to temporary, alternate housing.

3. The American Red Cross and the GHS/OCD, in cooperation with the DOE, MCOG and other support agencies, provide bi-annual training and exercises as needed to staff identified to perform ESF 6 activities during preparation, response and recovery phases of a disaster.
4. ESF 6 Primary and Support Agencies conduct their activities at the GHS/OCD Emergency Operations Center, the Joint Field Office and applicable field sites.
5. When required, ESF 6 coordinates closely with DHS/FEMA, in its role in federal ESF 6, to provide federal mass care resources to assist and augment the territorial mass care capabilities.
6. Initial response activities will focus on the immediate needs of the survivors.
7. Recovery efforts are initiated concurrently with response activities.
8. Capabilities and resources of the private sector will be incorporated into ESF 6 activities.

B. ORGANIZATION

DOE and Mayors Council of Guam (MCOG) in conjunction with the GHS/OCD will coordinate the provisions of this annex with support from the response agencies at the EOC.

1. Support agencies may include but not limited to:
 - a. American Red Cross;
 - b. Department of Integrated Services for Individuals with Disabilities (DISID);
 - c. Department of Public Health & Social Services (DPHSS);
 - d. Department of Public Works (DPW);
 - e. Guam Fire Department (GFD);
 - f. Guam Housing & Urban Renewal Authority (GHURA);
 - g. Guam National Guard (GUNG);
 - h. Guam Voluntary Organizations Active in Disasters (GuVOAD);
 - i. The Salvation Army (SA);
 - j. Guam Housing Corporation (GHC);

- k. Guam Behavioral Health and Wellness Center (GBHWC);
 - l. Department of Administration/General Services Agency (DOA/GSA);
and
 - m. Guam Visitors Bureau (GVB).
2. The response structure will be island wide; when activated, representatives from ESF 6 Primary and Support agencies report to the EOC.

C. FUNCTIONAL AREAS

1. Mass Care: ESF 6 works at the direction of the EOC Director and the Human Services Branch Director to ensure mass care services are provided to the affected population. The focus of mass care activities at the territorial level are:
 - a. Respond to requests for mass care support from the DOE, villages or MCOG.
 - b. Report on mass care activities in a timely manner to the EOC.
 - c. Coordinate closely with American Red Cross, The Salvation Army and other non-governmental organizations (NGO) and the Guam Voluntary Organizations Active in Disaster (GuVOAD) to assist and augment their mass care capabilities, when required, through the allocation of the territorial and federal resources.
 - d. Coordinating for the safety, care, and evacuation of visitors to Guam, especially at resorts and other tourist enclaves.
2. Emergency Assistance: ESF 6 works at the direction of the EOC Director to ensure emergency assistance services are provided to the affected population. The focus of emergency assistance activities at the territorial level are:
 - a. Coordinate with federal, territorial agencies, as well as non-governmental organizations, to facilitate mass evacuations, when required.
 - b. Coordinate with federal, territorial agencies, as well as non-governmental organizations, to facilitate reunification of separated family members.
 - c. Coordinate with federal, territorial agencies, as well as non-governmental organizations, to address the functional needs of non-medical special needs populations. Individuals in need of additional assistance may include those who:

- i. Have disabilities;
 - ii. Live in integrated residential settings;
 - iii. Are elderly;
 - iv. Are from diverse cultures;
 - v. Have limited English proficiency or who are non-English speaking;
 - vi. Are children;
 - vii. Are expectant mothers; and
 - vii. Are transportation disadvantaged.
 - d. Coordinate with federal, territorial agencies, as well as non-governmental organizations, in securing conventional and non-conventional mass shelter facilities when traditional mass care systems are overwhelmed. Non-conventional shelter may include:
 - i. Hotel, motels, and other single-room facilities.
 - ii. Temporary facilities such as tents, prefab module facilities, and ships.
 - iii. Other specialized congregate care areas that may include respite centers, rescue areas, and decontamination processing centers.
- 3. Human Services: ESF 6 works at the direction of the EOC Director.
 - a. Emergency food stamps: provides a means to supplement income for those families negatively impacted by the effects of a disaster through loss of food due to power loss, income loss or damages to residence. Regular Food Stamp program participants are not eligible for this program, as they receive separate benefits.
 - b. Disaster unemployment assistance: provides financial assistance to individuals whose employment or self-employment has been lost or interrupted as a direct result of a major disaster declared by the President.
 - c. Temporary disaster employment: provides temporary jobs in affected communities through the employment of federal grants for this purpose. These funds are primarily bused to provide temporary employment for persons who lost their jobs as a result of these disasters.
 - d. Crisis counseling:
 - e. Legal services; and

- f. Health and wellness services.
4. Meet mission assignments through available or obtainable resources from other ESF EOC Team agencies, the private sector, those available through mutual-aid agreements, as well as federal sources including the Federal Emergency Management Agency (FEMA).

D. OPERATIONAL PRIORITIES AND GOALS

1. Preparedness
- a. Participate in the review and revision of Appendix VI to the Guam Comprehensive Emergency Management Plan and related EOC ESF Team Standard Operating Guidelines;
 - b. Attend and participate in ESF 6 meetings, training sessions, conferences, and exercises;
 - c. Develop, test, and maintain manual or automated listings of the following:
 - i. Agency emergency points of contact that need to be contacted by agency representative(s) assigned to ESF 6;
 - ii. Primary and secondary shelter facilities including personnel responsible for opening and managing as shelters, capacities and other information critical for its use such as restrooms, kitchens and other human needs amenities;
 - iii. Points of contact for agency obtainable mass care resources (from agency contractors, vendors, etc.) such as equipment and equipment operators.
 - d. Assist in developing and updating the Fuel Prioritization List to ensure the steady supply of fuel to all emergency generators placed at mass care and shelter facilities and equipment pre and post event.
 - e. Review as necessary each support agency's automated or manual listings of emergency contacts.
 - f. Review as necessary each support agency's resource contracts or agreements with private firms to insure they will be viable for the initiation and sustainment of response and recovery operations.
 - g. Plan and prepare the notification systems and operational procedures to support an emergency disaster response.
 - h. Establish reporting procedures that generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.

2. Response

- a. When Condition of Readiness (COR) 3 is officially declared, plans will be implemented to prepare the shelters to receive those needing the service.
- b. When COR 2 is officially declared, shelters will be opened so residents who need to evacuate can find safe housing until COR 4 is ordered. At that time shelters will remain open for a period of time following COR 4 until those sheltered can return to their homes or find alternate housing.
- c. Monitor and report on:
 - i. Status of opened shelters;
 - ii. Status of feeding stations and their operations;
 - iii. Bulk distribution of emergency items;
 - iv. The need for emergency first aid;
 - v. Efforts regarding family reunification; and
 - vi. Status of non-medical special needs populations or assisted living facilities.
- d. Evaluate and task mass care requests and coordinate the resolution of any human needs issues
- e. Evaluate and task mass care requests for threatened and/or impacted areas.
- f. Coordinate with the Tourist Planning Task Force (TPTF) on possible sheltering, transportation and feeding needs in response to evacuations or mass displacement of tourist populations.
- g. Plan and prepare to support the deployment of a Preliminary Damage Assessment (PDA) and any other pre-planned or ad-hoc response teams necessitated by an incident or disaster.
- h. Support the requests and directives resulting from a Governor declared State of Emergency and/or request for a federal emergency and/or disaster declaration.
- i. Coordinate with ESF 1 (Transportation), ESF 3 (Public Works and Engineering), ESF 8 (Public Health and Medical) and federal ESF 7/Logistics to establish a transportation system to ensure the movement of personnel and resources from the Seaport and Airport to logistical areas such as staging areas, points of distribution (POD), shelters and other key sites for response and recovery operations.

- j. Coordinate with ESF 7 for the provision of fuel and other maintenance support for emergency generators stationed at shelters and other mass care facilities.
- k. Assist in the development, execution and updating of the Fuel Prioritization List before and after the incident to ensure that emergency generators at shelters and other mass care facilities do not run out of fuel during their operation.
- l. Coordinate with ESF 13 to establish and maintain on-site security at shelters and other facilities essential for ESF 6 operations.
- m. Generate in a timely manner, information to be included in Emergency Operations Center briefings, situation reports, and/or action plans.
- n. Activate the "Notifications" sequence listed in Section I.C (Notification) above.
- o. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- p. Review as necessary each support agency's automated or manual listings of emergency contacts.
- q. Make and maintain contact with all mass care counterparts at the federal and local levels according to established procedures.
- r. Maintain appropriate records of work schedules and costs incurred by ESF 6 agencies and organizations during an event.
- s. Evaluate the probability and time period of the recovery phase for the event. If a recovery phase is probable, start pre-planning for recovery actions.
- t. Organize a Guam VOAD, under the auspices of the ESF 6, to identify needs, collect and distribute donations, coordinate with sources of donations, and manage a phone bank. The Guam VOAD shall also undertake the following:
 - i. Identify collection and distribution centers with the EOC and request for assistance in the setup and sustainment of these locations.
 - ii. Receive and distribute donated goods and services.
 - iii. Manage the handling of unsolicited, unwanted and non-useful donations.
 - iv. Manage the donation of pharmaceutical supplies or other medicines.
 - v. Manage monetary donations.
 - vi. Work with ESF1 to coordinate transportation, ESF 3 for

disposal, and ESF 7 for logistical support.

- u. In conjunction with GHS/OCD, ESF 8 and federal ESF 8 coordinate the use and preparation of a hardened facility to receive the Hawaii DMAT, Incident Support Team (IST), and Incident Response Coordination Team (IRCT).
- v. Coordinate the mass care requirements of resorts and other concentrations of tourists, including:
 - i. Assisting in the coordination required to integrate and implement tourist response operations and requirements into the activities of the Emergency Operations Center (EOC).
 - ii. Coordinating with the hotel industry and tourist interests to identify resource capabilities and requirements to include overall shelter space available, food and water capabilities, emergency power capabilities, and generator refueling requirements
 - iii. Providing situational awareness to the EOC and to the Guam tourism industry regarding the response activities and requirements of both parties to ensure a common operating picture is maintained throughout and emergency event or disaster.
 - iv. Coordinating the preparation and release of tourism specific public service announcement (PSA) and other broadcasted advisories to ensure the EOCs response activities pertaining to the tourism industry are known and, if necessary, complied with.
 - v. Assisting in the coordination of sheltering or evacuation operations for tourists in response to an approaching threat or an event that has already occurred.
 - vi. Coordinating the preliminary damage and impact assessments of the hotels and resorts and compiles those findings to the Human Services Branch Director in the EOC.
 - vii. Coordinating with foreign consulates in the arrangements needed for protecting on-island foreign nationals and/or evacuating them.

3. Recovery

- a. Monitor and report on the status of all ongoing human needs issues including the need for long-term temporary housing, sheltering, feeding or feeding operations; the disposition of food stamp and other aid programs; efforts to temporarily employ individuals who have lost their jobs to the impacts of the disaster.
- b. Evaluate any new mass care requests and coordinate the resolution of any human needs issues or concerns.
- c. Generate in a timely manner, information to be included in EOC

briefings, situation reports, and/or action plans.

- d. Plan and prepare the notification systems and operational procedures to sustain Points of Distribution (PODs), Joint Field Offices, Recovery Centers, Joint Information Centers, the deployment of PDA teams, and other Territory of Guam and federal recovery facilities and emergency workers in the impacted area.
- e. Plan and prepare for the continued support of all federal ESF 6 personnel.
- f. Assign and schedule sufficient personnel to cover an activation of the Emergency Operations Center for an extended period of time.
- g. Maintain appropriate records of work schedules and costs incurred by ESF 6 agencies during an event.
- h. Seek information concerning the projected date the EOC will deactivate.
- i. Sustain the operations of the Guam VOAD until no longer needed.

E. DIRECTION AND CONTROL

As a part of the EOC ESF Team, agencies of ESF 6 may have to participate on several emergency teams and/or co-locate at several emergency facilities simultaneously. The following is a listing of the teams and facilities through which ESF 6 may have to function:

1. Territorial Emergency Operations Center

- a. In the event that the EOC is activated for an emergency, the EOC ESF Team Emergency Support Function (ESF) Coordinator for the Department of Education or his/her designated representative, assumes responsibility as Supervisor for ESF 6.
- b. The ESF 6 Supervisor coordinates with ESF 6 support agencies in order to respond to assigned requests from the villages and directives of the EOC Director.

2. Joint Field Office

- a. Upon activation of the Joint Field Office (JFO), the EOC Director or his/her designated representative, coordinate with ESF 6 support agencies in order to provide an ESF 6 representative at the JFO, when required.
- b. The ESF 6 representative at the JFO coordinates with ESF 6 support

agencies.

3. **Federal Resources** - Should ESF 6 foresee or have a need for resources not otherwise available, action will be taken to secure such resources through the Federal Response Plan or some other federal source. Normally, an action to secure a resource from a federal source would be coordinated with/through the Territorial Coordinating Officer (TCO) and/or the Federal Coordinating Officer (FCO). However, if an Emergency Support Function agency has no recourse through FEMA, that ESF 6 agency may coordinate directly with the federal agency that can provide the needed federal resource.
4. **Contracts and Contractors** - Resources that are available through ESF 6 may best be obtained through an agency or Territory of Guam contractor, vendors, and suppliers. Resources may also be obtained from agency related entities such as local, Territory of Guam, national, public, and private entities.
5. **Mitigation and/or Redevelopment** - ESF 6 does not have budgetary authority or funds for mitigation or redevelopment needs that result from an emergency or disaster. Therefore, the primary and support agencies for ESF 6 can only provide (as in-kind or matching) professional, technical, and administrative personnel and their use of related equipment to mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical, and administrative tasks generally required for mitigation and/or redevelopment activities.

III. RESPONSIBILITIES

A. PRIMARY AGENCIES

1. Department of Education (DOE)
 - a. Prepare and manage shelters from Condition 3 to such time following the "All Clear" when all those sheltered can be relocated to temporary alternate housing.
 - b. Coordinate with ESF 1 (Transportation) on the rapid deployment of school buses to undertake the transport of students back home in cases where the shelters may need to be opened in the middle of the school day.
 - c. Coordinate with ESF 1 on the disposition and use of any Populations

with Special Needs (PSN) buses in the DOE inventory.

- d. Return schools to safe and operational conditions to allow classes to resume reasonably within 72 hours.
- e. Maintain and revise as needed the Sheltering Appendix and the Multi-Agency Mass Feeding Appendix of this annex.
- f. Recruit and train personnel to adequately staff and operate ESF 6 during activation, with a priority to tasks in the Preparation and Response phases of emergency events.
- g. Maintain a roster of ESF 6 trained personnel.
- h. Assist ESF 1 in establishing and sustaining a transportation system to ensure the movement of personnel and resources from the Seaport and Airport to logistical areas such as staging areas, points of distribution (POD), shelters and other key sites for response and recovery operations.
- i. Assist in developing and updating a Fuel Prioritization List to insure the efficient and adequate allocation and fuel to ESF 6 open shelter, other critical facilities and equipment.
- j. Assign the necessary staff with technical expertise to the fielding of a Human Services Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Human Services Branch Director. The assigned emphasis for DOE is shelter facility and management issues.

2. Mayor's Council of Guam (MCOG)

- a. Maintain communications with ESF 6 to coordinate the needs of the villages, their residents and visitors and their businesses.
- b. Coordinate the needs of the village Mayors who will identify residents needing sheltering and transportation.
- c. Assign the necessary staff with technical expertise to the fielding of a Human Services Section PDA Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The assigned emphasis for MCOG is to prepare the Village Mayor's Reports.

3. Guam Homeland Security/Office of Civil Defense (GHS/OCD)

- a. Coordinate all requests for assistance, materials and supplies made by

the Department of Education, Mayors' Council of Guam and response agencies at the EOC.

- b. Coordinate with FEMA to assist in the pre-identification, establishment and demobilization of federal and Territory of Guam staging areas, and points of distribution (POD) for the provision of human needs materiel, as well as supplies for other response and recovery efforts.
- c. Human Services Branch shall during activation:
 - i. Facilitate the formation of the Guam VOAD.
 - ii. Coordinate all Guam VOAD requests and missions.
 - iii. Activate plans for the identification of collection and distribution centers and the phone bank.
- d. Preliminary Damage Assessment (PDA) Teams
 - i. Coordinate the initial operations, procedures, and priorities of all Preliminary Damage Assessment (PDA) Teams, including those of the Human Services Branch.
 - ii. Consolidate all preliminary damage reports, including those from the Human Services Section, into a single document.
 - iii. Ensure that Human Services reports and information about sheltering, mass feeding, long-term housing and other human needs issues are communicated to FEMA for the initiation of the federal response and recovery effort.
- e. In conjunction with GHS/OCD, ESF 8 (Public Health and Medical Services) and federal ESF 8 coordinate the use and preparation of a hardened facility to receive the Hawaii DMAT, Incident Support Team (IST), and Incident Response Coordination Team (IRCT).

B. SUPPORT AGENCIES

- 1. Department of Integrated Services for Individuals with Disabilities (DISID)
 - a. Maintain continuous communications with the EOC and ESF 6 to coordinate assistance to individuals with disabilities in support of assigned missions related to human needs.
 - b. Provide assistance for individuals with disabilities and coordinates/facilitates referrals.
 - c. Assess accessibility issues at shelters.

- d. Provide GHS/OCD and MCOG with a registry of individuals with disabilities who need assistance
- 2. Department of Land Management (DLM) - Provide technical planning requirements and/or plans for available lands for emergency mass care (temporary sites) and alternate sites.
- 3. Department of Public Health & Social Services (DPHSS)
 - a. Maintain continuous communications with ESF 6 to coordinate the need for medical and health services at the shelters in support of assigned missions related to human needs.
 - b. Identify alternate shelter locations to accommodate those requiring special medical assistance and care.
 - c. Facilitate in the coordination of the transport and needs of those who are medically dependent or requiring special care.
 - d. Identify an area suitable to quarantine those with infectious diseases.
 - e. Develop an MOU with private clinics and care centers for the sheltering and care of those who are medically dependent.
 - f. Assign the necessary staff with technical expertise to the fielding of a Human Services Section PDA Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Human Services Branch Director. The assigned emphasis for DPHSS is populations with special needs (PSNs) and medically dependent seniors.
- 4. Department of Public Works (DPW) - Support DOE and MCOG and coordinate the transport of those needing shelter as requested.
- 5. Guam Fire Department (GFD) – Assist with the provision of Emergency Medical Services (EMS) units to assist with transportation of those requiring special medical assistance.
- 6. Guam Housing & Urban Renewal Authority (GHURA)
 - a. Assist the DOE and MCOG in the relocation of those people in shelters from schools facilities to temporary housing following the event.
 - b. Assist in identifying alternate temporary housing that can be used for those requiring long-term accommodations.
 - c. Establish placement procedures to relocate those requiring short or long-term accommodations.

- d. Assign the necessary staff with technical expertise to the fielding of a Human Services Section PDA Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Human Services Branch Director. The assigned emphasis for GHURA is the entire housing stock.
- 7. Guam National Guard (GUNG)
 - a. Augment GPD and support any security and traffic direction/control requirements.
 - b. Support transportation requirements.
- 8. Guam Police Department (GPD)
 - a. Coordinate with DOE on the need for shelter security.
 - b. Coordinate request for security with the GUNG.
- 9. Guam Housing Corporation (GHC) – Coordinate with GHURA on the availability of private and public housing stock available for use as short or long term housing for displaced disaster populations.
- 10. Guam Visitors Bureau (GVB)
 - a. Assign GVB personnel to the duty schedule in the EOC, as required by the EOC Director/TCO.
 - b. Coordinate/facilitate any efforts with other designated agencies to address any mass care and evacuation issues related to the tourism industry.
 - c. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for any unmet needs of resources and equipment.
 - d. Provide staff to the JFO, as appropriate or required by the EOC Director/TCO, to partner with federal counterparts to ensure a unified response and recovery efforts.
 - e. Maintain contact with the tourism industry and foreign consulates.
 - f. If requested by ESF 6, participate in the planning and implementation efforts of the Tourist Planning Task Force (TPTF) in addressing tourism mass care and evacuations.

C. OTHER RESPONSE AGENCIES/FUNCTIONS

1. ESF 1 (Transportation) - Coordinate the provision of transportation assets for any evacuation operations.
2. ESF 3 (Public Works and Engineering) - Provide status information and assistance in clearing debris and other impediments along all evacuation routes.
3. ESF 6 (Mass Care, Housing, and Human Services) and ESF 8 (Public Health and Medical Services):
 - a. In concert with GHS/OCD, assist in the movement of identified special medical needs individuals to the designated Alternate Care Facility (ACF); and
 - b. Prepare a prioritized list of special medical needs evacuations to be implemented as needed after an event of disaster.
4. ESF 15 (External Affairs)/Joint Information Center (JIC) - Provide assistance in the development and broadcast of tourist information and advisories regarding their actions during the event.
5. ESF 13 (Public Safety and Security) - Report the status of roadways (i.e., road conditions, congestion, traffic issues) along all evacuation routes.
6. Guam Hotel and Restaurant Association (GHRA)
 - a. Maintain communications with ESF 6 and the GVB to coordinate evacuation, mass care or other operations in support of any tourism and resort-related requirements.
 - b. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request.
 - c. Activate and operate the offsite GHRA command post located at a pre-designated hotel as required or directed by the EOC.
 - d. Report the status of hotels and resort facilities, as well as any unmet needs to GVB and ESF 6 during the activation, or as requested by the EOC ESF Team.
 - e. Maintain appropriate records of work schedules and costs incurred in support of the EOC response and recovery operations during an event.
 - f. Assist in the updating of any priority list or other planning efforts required by the EOC to prepare for its missions.
7. Guam Department of Administration/Guam Services Agency (GSA) – Provide assistance to ESF 6 in its efforts to fulfill mission requests and other requirements in support of mass care operations.

8. Department of Agriculture (DOAg) – Provide assistance to ESF 6 in its efforts to fulfill mission requests and other requirements in support of mass care operations.
9. Department of Correction (DOC) – Coordinate with ESF 6 to ensure that any unmet human needs issues for detainees in DOC facilities are addressed, as necessary.
10. Behavioral Health and Wellness Center (GBHWC) – Provide assistance to ESF 6 in its efforts to fulfill mission requests and other requirements in support of mass care operations, especially with respect to crisis counseling for victims and responders.
11. Guam International Airport Authority (GIAA) – Coordinate with ESF 6 to ensure that any human needs issues for airline passengers stranded at the airport facilities and evacuating tourists are addressed, as necessary.
12. Guam Waterworks Authority (GWA) – Provide assistance to ESF 6 in its efforts to fulfill mission requests and other requirements in support of mass care operations.
13. Port Authority of Guam (PAG) – Provide assistance to ESF 6 in its efforts to fulfill mission requests and other requirements in support of mass care operations.

D. NON-GOVERNMENTAL SUPPORT AGENCIES

1. American Red Cross
 - a. Maintain continuous communications with the EOC and ESF 6 to coordinate assistance to individuals with disabilities in support of assigned missions related to human needs.
 - b. During a Federal Disaster Declaration where ESF 6 is activated, the local chapter of the American Red Cross will assume a role to coordinate with DOE the feeding and care of those sheltered.
 - c. Provide Transient Accommodation Program for those displaced and homeless.
 - d. Coordinate with the ESF 6 and the Guam VOAD on the management donated goods.
 - e. Assign the necessary staff with technical expertise to the fielding of a Human Services Section PDA Team that will be responsible for completing an initial survey of damage in their area of responsibility

and submit a report to the Information and Planning Section through the Human Services Branch Director.

2. The Salvation Army (SA)
 - a. Maintain continuous communications with the EOC and ESF 6 to coordinate assistance to individuals with disabilities in support of assigned missions related to human needs.
 - b. Serve as the primary support agency coordinating with the Guam VOAD response activities.
 - c. Provide requested support services for additional assistance and unmet needs during long term recovery.
3. Guam Voluntary Organizations Active in Disasters (GuVOAD)
 - a. Ensure the availability of needed disaster services and to encourage uniform, impartial provision of these services.
 - b. Develop and maintain member agency profiles describing resources available and services that would be provided in disaster preparedness, response and recovery.
 - c. Ensure a collaborative, effective and timely disaster response among member organizations.
4. Japan Guam Travel Association (JGTA) - Coordinate with GVB and the GHRA to assist in addressing tourism and resort related requirements in support of the EOCs response and recovery operations.

VI. FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

1. All requests for shelter, housing and human needs support must originate through the EOC and be recorded in the Incident Management System. Once entered into Incident Management System and tasked as a mission assignment, ESF 6 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.
2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under

their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

VII. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09; and
 - c. Executive Order Number 2011-13.
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006;
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;
 - d. Homeland Security Act of 2002;
 - e. Homeland Security Presidential Directive – 5, Feb 2003;
 - f. Public Assistance Disaster Assistance Policies related to Sheltering and Household Pets at:
<http://www.fema.gov/government/grant/pa/9500toc.shtm>;

- g. DAP9523.15, Eligible Costs Related to Evacuations and Sheltering, April 9, 2007;
- h. DAP 9523.18, Host-State Evacuation and Sheltering Reimbursement, July 23, 2010;
- i. DAP 9523.19, Eligible Costs related to pet Evacuations and Sheltering, October 24, 2007;
- j. DAP 9523.20, Purchases and Distribution of Ice, August 26, 2009;
- k. DAP 9525.2, Donated Resources, April 9, 2007;
- l. Americans With Disabilities Act Of 1990; and
- m. Section 504 Of The Rehabilitation Act.

B. REFERENCES

1. Guam

- a. Guam Emergency Response Plan, Sep 2005;
- b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
- c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
- d. All-Hazards Alert and Notification Operations Manual;
- e. Mission Assignment Standard Operating Procedure (Draft, March 2005); and

2. Federal

- a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
- b. Guam Catastrophic Typhoon Operations Plan, August 2010;
- c. Guam Catastrophic Typhoon Plan, August 2010;
- d. National Incident Management System, Dec 2008;
- e. National Response Framework, Jan 2008;
- f. National Disaster Recovery Framework, May 2013; and
- g. FEMA Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters, November 2010.

APPENDIX VII: EMERGENCY SUPPORT FUNCTION 7 – RESOURCE SUPPORT

PRIMARY AGENCY: Guam Department of Administration/General Services Administration (GSA)

SUPPORT AGENCIES: Department of Labor (DOL); Agency for Human Resources Development (AHRD); Guam Homeland Security/Office of Civil Defense (GHS/OCD); Mayor's Council of Guam (MCOG); Revenue and Taxation (REV/TAX); Bureau of Budget Management Resources (BBMR); Bureau of Statistics and Plans (BOSP); Department of Chamorro Affairs.

I. INTRODUCTION

The resource support functional annex describes the means, organization, and process by which the Government of Guam will find, obtain, allocate, and distribute resources to satisfy needs that are generated during an emergency.

Emergency Support Function 7 resources and management capabilities will be coordinated through the Emergency Operations Center (EOC) when activated.

ESF 7 may also obtain resources (human, technical, equipment, facility, materials, and supplies) through agency contractors, vendors, and suppliers. Resources may also be obtained from agency related local, Government of Guam, national, public, private associations, and/or groups.

III. CONCEPT OF OPERATIONS

A. GENERAL

The Department of Administration/General Services Administration (GSA) will establish emergency accounts for all response agencies to accommodate pre-event preparedness expenditures and activities through deactivation of the response effort following the emergency or disaster.

GSA will provide the logistics to source, acquire and distribute all response related materials and resources. GSA will receive, record/track and manage all response related resources and request for materials by establishing areas to collect, stage and distribute all requests for response materials and resources.

In addition, ESF 7 will:

1. Provide information on the status of finding, procuring, contracting,

delivering or staging, maintaining, and demobilizing any resource requests from other ESFs, the Government of Guam or federal agencies and private organizations included in the EOC ESF Team as part of the response.

2. Provide coordination and information at the EOC for resource support to assist with any and all response and recovery efforts warranted by the situation in threatened or impacted areas during a catastrophic disaster.
3. Meet mission assignments through available or obtainable resources from other ESF EOC Team agencies, the private sector, those available through mutual-aid agreements, as well as federal sources including the General Services Administration (GSA) and/or the Federal Emergency Management Agency (FEMA).
4. Serve as liaison with federal ESF 7/General Services Administration (USGSA) in coordinating information, addressing resource shortfalls and resolving issues before during and after an emergency event.
5. Manage the ESF 7 staff assigned at the EOC, staging areas, Points of Distribution (POD) and any other location required for the storage, or transshipment to which ESF 7 personnel may be assigned.
6. Attend briefings and meetings, provide situation and status updates, and address issues relating to ESF 7 activities.
7. Serves as member of ad hoc task forces and issue teams.

B. ORGANIZATION

1. ESF 7 will be organized and operate as a team, working under the direction of the EOC Director/TCO.
2. The GSA is the primary agency for ESF 7.
3. Coordinate ESF 7 activities in the EOC during periods of activation by:
 - a. Developing and maintaining the ESF 7/Logistics duty schedule;
 - b. Coordinating the receipt, evaluation, and requests from the threatened and/or impacted area, and;
 - c. Developing situation reports and action plans to be submitted to the Plans Section.
4. Support agencies, including the GSA, must ensure that:

- a. Emergency personnel have access to their agency's available and obtainable resources;
- b. The status of committed and uncommitted resources is tracked during an activation of the EOC;
- c. All personnel will participate in the evaluation and mission assignment of resource requests submitted to the EOC, and;
- d. All personnel will support the development of situation reports and action plans for ESF 5/Plans Section during activation of the EOC.

C. NOTIFICATIONS

1. The EOC Director EOC Duty Officer will notify the ESF 7 primary agency, GSA, when an area or the entirety of Guam is threatened or has been impacted by an emergency or disaster event and activates the EOC to (select ESFs) or Level 1 (full activation).
2. The GSA designated personnel will report to the EOC if so advised or requested by the EOC Director or EOC Duty Officer.
3. As warranted by the scope of the impending event, the GSA personnel will notify the appropriate support agencies.
4. The designated support agencies when notified will report to the EOC if so advised or requested by the primary agency.
5. The support agencies designated to report to the EOC will notify their agencies as well as any designated emergency operations personnel of the impending or actual event.

D. OPERATIONAL OBJECTIVES

Once activated in the EOC, ESF 7 team members on duty will accomplish one or more preparedness, response, recovery, and mitigation/redevelopment actions. The following is a list of those actions:

1. Preparedness Actions
 - a. Participate in the review and revision of Appendix VII to the Guam Comprehensive Emergency Management Plan (CEMP) and related EOC ESF Team Standard Operating Procedures (SOP);
 - b. Attend and participate in meetings, training, conferences, and exercises, and;

- c. Develop, test, and maintain manual or automated listings of the following:
 - i. Agency points of contact that are to be contacted by agency representative(s) assigned to ESF 7/Logistics Support;
 - ii. Agency available resources (from within the agency) such as supplies, types of equipment and equipment operators, and;
 - iii. Points of contact for agency obtainable resources (from agency contractors, vendors, etc.) and equipment.
- d. Develop procedures to maintain appropriate records for time worked and costs incurred by ESF 7 agencies during an emergency/disaster event.
- e. Evaluate the probability and time period of the response and/or recovery phases for the event.
- f. Coordinate with each ESF on the activation of any pre-need contracts.
- g. Coordinate with FEMA and federal counterparts to pre-identify potential unmet needs with respect to federal resources and equipment.
- h. Review the Emergency Management Assistance Compact (EMAC) with other states to familiarize logistical staff on processes and procedures for requisitioning resources.
- i. Assist GHS/OCD in coordinating and updating the priorities for a time phased deployment list of resources to FEMA/DOD in support of federal Sealift and Airlift Command efforts.

2. Response Actions

- a. Activate the "Notifications" sequence listed in Section II.C (Notifications) above.
- b. Initiate new and/or validate all existing contracts for response and recovery related resources determine the status of those assets.
- c. Assign and schedule sufficient personnel to cover an activation of the Emergency Operations Center for an extended period of time.
- d. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- e. Provide support to Area Command/Incident Command and Municipal EOCs (Mayoral Offices) Logistics Sections.
- f. Coordinate with counterparts in the Area Command/Incident Command, Municipal EOCs (Mayoral Offices), and PODs to ensure that a unified logistics program is established.

- g. Activate as needed some or all of the 22 potential pre-identified PODs.
- h. Coordinate with ESF 1 and other agencies on the provision of transportation from Apra Harbor, the International Airport and other resource transshipment areas to the activated PODs.
- i. Serve as the single ordering point for resources and performing such actions as:
 - i. Performing source analysis;
 - ii. Recommending the best acquisition source;
 - iii. Placing orders for equipment, supplies and services through Government of Guam's internal supply channels, other federal agencies, or the Finance and Administration Section, if from the private sector or via a contract.
- j. Coordinate with ESF 1 and other Government of Guam agency partners to develop an overall traffic management plan for the movement of FEMA teams, equipment, and supplies.
- k. Support the set-up and operation of Operations Staging Areas for the receipt and distribution of commodities committed to the response operation. Three federal staging areas have been identified:
 - i. Andersen Air Force Base – will require a mission assignment (MA) to the Department of Defense (DOD).
 - ii. A.B. Won Pat Guam International Airport (GIAA) and Apra Harbor will require coordination/contracting with the ESF-1 and use agreements which will require the involvement of both the Regional Contracting Office and Office of the General Council.
- l. Assist GHS/OCD in implementing the priorities for a time phased deployment list of resources to FEMA/DOD in support of federal Sealift and Airlift Command efforts.
- m. Ensure that the Property Management Unit is deployed to the field to receive property and manage accountability.
- n. Coordinate with Area Command / Incident Command and Municipal EOCs (Mayoral Offices) Logistics staff to identify:
 - i. Number of personnel deployed or deploying;
 - ii. Quantity of team commodities; and
 - iii. Quantity and type of equipment and supplies deployed to the disaster site.
- o. Coordinate with Area Command / Incident Command and Municipal EOCs (Mayoral Offices) to ensure there are adequate services at the mobilization site to receive, store, and account for incoming assets

- p. Request ESF agencies to inventory existing agency supplies and materials and to fill initial request for response supplies and materials using existing agency inventories.
- q. Plan and prepare the notification systems and operational procedures to support the requests and directives resulting from an emergency declaration from the Governor and/or request for a federal emergency and/or disaster declaration.
- r. Coordinate with ESF 1 and ESF 3 in support of assigned missions related to providing transportation, traffic management, infrastructure restoration and repair, and debris removal operations.
- s. Coordinate with ESF 4 in support of addressing unmet needs related to fire suppression and containment as required by the emergency situation.
- t. Coordinate with ESF 6 in support of shelter supply, facility management and housing issues associated with the mass care mission.
- u. Coordinate with ESF 8 in support of procuring additional medical supplies, facility management and other unmet needs relative to public health, pharmaceutical, medical, mortuary or other human need issues.
- v. Coordinate with ESF 9 in support of addressing any unmet needs relative to search and rescue equipment.
- w. Coordinate with ESF 10 in support of addressing any unmet needs relative to the neutralization of any hazardous materials and their disposal, as well as addressing any environmental impacts associated with an incident.
- x. Coordinate with ESF 12 in support of addressing any unmet needs relative to the restoration of power and other services.
- y. Coordinate with ESF 13 in support of addressing any unmet needs relative to evacuation, public safety, crowd control and security missions required by the disaster or emergency incident.
- z. Coordinate with ESF 16 to address unmet needs from the other ESFs, or fulfill any requests for military equipment, capabilities and staffing in their support to Government of Guam during a disaster or emergency event.
- aa. Coordinate with ESF 6 and the TPTF to address any unmet needs relative to the evacuation and mass care of tourists, public safety, crowd control and security requirements required by the disaster or emergency situation.
- ab. Generate in a timely manner, information to be included in EOC

briefings, situation reports, and/or action plans.

- ac. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- ad. Maintain appropriate records of work schedules and costs incurred by ESF 7 agencies during an event.
- ae. Evaluate the probability and time period of a recovery phase for the event. If a recovery phase is probable, start pre-planning for recovery actions.
- af. Support the logistical needs of any PDA or other impact assessment teams deployed by the EOC ESF Team/Unified Central Command (UCF).
- ag. Coordinate with DPW, GWA, GPA, GIAA, PAG in the execution and updating of the Fuel Prioritization List before and after the incident to ensure that emergency generators do not run out of fuel during their operation.

3. Recovery Objectives

- a. Evaluate and manage resource support requests from ESF and agencies operating in the impacted areas.
- b. Generate in a timely manner, information to be included in the EOC briefings, situation reports, and/or action plans.
- c. Coordinate the notification systems and operational procedures to sustain logistical sites in the field such as staging areas, PODs, a Joint Field Office (JFO), Recovery Centers, the deployment of any ad hoc field teams, and federal recovery facilities and emergency responders/workers in the impacted area.
- d. Plan and prepare for the arrival and coordination with the FEMA ESF 7/Logistics personnel.
- e. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- f. Coordinate with GHS/OCD and the Finance and Administration Section to manage the demobilization and recovery of all resources deployed out to the field, as well as the dismantling of the various logistical sites established for the response and recovery phase of the incident or disaster.
- g. Seek information concerning the projected date the EOC will deactivate.
- h. Compile and document all expenditures associated with the management, acquisition, storage, transport, maintenance,

contracting, repair and distribution of resources during the course of a disaster or emergency event.

- i. Assist federal ESF 7 to facilitate the demobilization and return off-island of all federal assets and operations established for the response and recovery effort.
- j. Coordinate the storage and maintenance of any unallocated or non-returned federal assets that can be used in future events.

4. Mitigation/Redevelopment Objectives

- a. Plan and prepare the notification systems and operational procedures to provide preliminary resource support for mitigation and/or redevelopment activities that may begin before and continue for several months after the EOC returns to a monitoring level.
- b. Plan and prepare the notification systems and operational procedures to support the requests and directives resulting from the Governor and/or FEMA concerning mitigation and/or redevelopment activities. Probable requests and directives include establishment of review and study teams, support of local government contracting for mitigation and/or redevelopment needs, and other similar professional, technical, and administrative activities.
- c. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- d. Evaluate the probability and time period of a mitigation and/or redevelopment phase for this event. If a mitigation and/or redevelopment phase is probable, start pre-planning actions with the appropriate Government of Guam agencies and/or federal officials.

E. DIRECTION AND CONTROL

As a part of the EOC ESF Team, agencies of ESF 7 may have to participate (on-island or in another jurisdiction through mutual aid) on several emergency teams and/or co-located at several emergency facilities. The following is a listing of the teams and facilities through which ESF 7 may have to function:

1. **Emergency Operations Center**

- a. In the event that the Emergency Operations Center is activated for an emergency, the EOC ESF Team Emergency Support Function Coordinator for GSA or his/her designated representative, assumes responsibility as supervisor for ESF 7.
- b. The ESF 7/Logistics supervisor coordinates with ESF 7 support

agencies in order to respond to assigned requests from the villages and directives of the EOC Director.

2. **Joint Field Office**

- a. Upon activation of the Joint Field Office (JFO), the EOC Director or his/her designated representative, coordinate with ESF 7 support agencies in order to provide an ESF 7 representative at the JFO, when required.
- b. The ESF 7 representative at the JFO coordinates with ESF 7 support agencies.

3. **Federal Resources** - Should ESF 7 foresee or have a need for resources not otherwise available, action will be taken to secure such resources through FEMA or some other federal source. Normally, an action to obtain a resource from a federal source is coordinated with/through the Tory Coordinating Officer and/or the Federal Coordinating Officer.

4. **Contracts and Contractors - Resources** that are available through ESF 7 may best be obtained through an agency or Government of Guam contractor, vendors, and suppliers. Resources may also be obtained from agency related entities such as local, Government of Guam, national, public, and private entities.

5. **Mitigation and/or Redevelopment** - ESF 7 does not have budgetary authority, or funds for mitigation or redevelopment needs that result from an emergency or disaster. Therefore, the primary and support agencies for ESF 7 can only provide (as in-kind or matching) professional, technical, and administrative personnel and their use of related equipment to mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical, and administrative tasks generally required for mitigation and/or redevelopment activities.

III. RESPONSIBILITIES

A. **PRIMARY AGENCY - DEPARTMENT OF ADMINISTRATION / GENERAL SERVICES ADMINISTRATION (GSA)**

1. Coordinate all ESF 7 administrative, management, planning, training, preparedness, response, and recovery activities.

2. Assign GSA personnel to the ESF 7 duty schedule in the EOC.
3. GSA is the prime Government of Guam agency responsible for overall logistical support and the Logistics Section in the EOC.
4. DOA is the prime Government of Guam agency responsible for the managerial and pecuniary aspects of the disaster response and the lead agency for the Finance and Administration Section in the EOC.
5. In concert with GHS/OCD, identify 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 needed in the aftermath of a disaster or emergency incident.
6. Participate in meetings and efforts of the ESF 7 / Logistics with other designated agencies to address any resource acquisition, contracting, supply management and handling, material distribution and cost documentation.
7. Establish, as required, emergency procurement accounts for GSA and other ESFs.
8. Receive, store/stage and distribute disaster or emergency materials and supplies acquired following the event.
9. Implement MOUs established to create storage and distribution centers.
10. Coordinate with ESF 3 (Public Works & Engineering) regarding the activation and staffing at the DPW Supply Warehouse and prepare it for sustained operations in support of response and recovery activities during and after the disaster event.
11. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.
12. Provide all available and obtainable public works and engineering resource support for the ESF 3 mission to include public works and engineering equipment, personnel, and facilities.
13. Assist in the deployment and resourcing of damage assessment teams as soon as safety permits to evaluate and record the damage to public and private key infrastructure and facilities.
14. Maintain appropriate records of work schedules and costs incurred by ESF 7 agencies during an event.

15. Assist GHS/OCD, the other ESFs in the ESF EOC Team and federal ESF 7 in the development and updating of the Fuel Prioritization List to establish resupply requirements for critical facilities and equipment during response and recovery.

B. SUPPORT AGENCIES

1. Department of Labor (DOL)
 - a. The Fiscal and Support Division shall ensure as far as feasible that worker wages and pay continue uninterrupted through the course of disaster preparedness and recovery efforts.
 - b. As required, assign personnel to the EOC to assist with ESF 7 functions and activities.
 - c. Provide technical and specialty support and coordination relating to employment opportunities and economic growth to ensure that Guam is able to transition effectively to a post-disaster economy.
 - d. Assign the necessary staff with technical expertise to the fielding of a Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section. The assigned emphasis for DOL is the Government of Guam labor force, its sustainment through the disaster period and afterward and establishing the need for Disaster Unemployment Insurance.
2. Agency for Human Resources Development (AHRD); Guam Homeland Security/Office of Civil Defense (GHS/OCD); Mayor's Council of Guam (MCOG); Revenue and Taxation (REV/TAX); Bureau of Budget Management Resources (BBMR); Bureau of Statistics and Plans (BOSP); Department of Chamorro Affairs
 - a. Maintain continuous communications with the EOC and ESF 7 to coordinate and assist in completing assigned missions.
 - b. As required, assign personnel to the EOC to assist with ESF 7 functions and activities.
3. Emergency Support Functions 1 through 17 - Provide all available and obtainable agency resources to address any unmet needs that result from requests in the disaster or incident area. The 17 other EOC ESF Team emergency support functions will aid ESF 7 by providing:
 - a. Notification of the availability of the equipment, personnel, and support

services, and;

- b. Notification of the availability of any technical and specialty support or assistance.

IV. FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

1. All requests for logistical and contractual support must originate through the EOC and be recorded in the Incident Management System. Once entered into Incident Management System and tasked as a mission assignment, ESF 7 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.
2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-13
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;
 - d. Homeland Security Act of 2002;
 - e. Homeland Security Presidential Directive – 5, Feb 2003;
 - f. Aviation and Transportation Security Act of 2001 (P.L. 107-71 and 49 U.S.C. §114;
 - g. Part 91.137, Federal Aviation Regulation;
 - h. Pets Evacuation and Transportation Standards Act of 2006 (P.L. 109–308).
 - i. DAP9523.15, Eligible Costs Related to Evacuations and Sheltering, April 9, 2007
 - j. DAP 9523.18, Host-Tory Evacuation and Sheltering Reimbursement, July 23, 2010
 - k. DAP 9523.19, Eligible Costs related to pet Evacuations and Sheltering, October 24, 2007
 - l. DAP 9523.20, Purchases and Distribution of Ice, August 26, 2009
 - m. DAP 9525.2, Donated Resources, April 9, 2007.

B. REFERENCES

1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
 - d. All-Hazards Alert and Notification Operations Manual;

- e. Mission Assignment Standard Operating Procedure (Draft, March 2005); and
- f. Joint Field Office Aviation Branch Operations Manual v10.2 (Draft, Jan 2009).

2. Federal

- a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
- b. Guam Catastrophic Typhoon Operations Plan, August 2010;
- c. Guam Catastrophic Typhoon Plan, August 2010;
- d. National Incident Management System, Dec 2008;
- e. National Response Framework, Jan 2008;
- f. National Disaster Recovery Framework, May 2013; and
- g. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0), Developing and Maintaining Emergency Operations Plans.

APPENDIX VIII: ESF 8 – PUBLIC HEALTH AND MEDICAL SERVICES

PRIMARY AGENCY: Department of Public Health and Social Services (DPHSS) and Guam Memorial Hospital Authority (GMHA)

SUPPORT AGENCIES: Guam Fire Department (GFD); Guam Medical Examiner's Office; Guam Behavioral Health and Wellness Center (GBHWC); Guam Department of Integrated Services for Individuals with Disabilities (DISID)

I. INTRODUCTION

The purpose of ESF 8, public health and medical services, is to coordinate the provision of medical care and the dissemination of public health information necessary to support an emergency response or recovery effort or other disaster assistance initiative.

Health and Medical Services includes coordinating health, behavioral and medical professionals and their disposition of care and treatment, managing medical supplies and resources, and facilitating an effective, efficient, and appropriate result. Potential operations include:

- Identifying health hazards;
- Managing vector control (epidemiology/surveillance);
- Conducting triage and providing treatment;
- Operating field hospitals;
- Controlling patient loads at hospitals;
- Importing medicines, medical professionals, or supplies into the affected area;
- Coordinating mortuary services and the disposition of remains;
- Establishing, coordinating and operating temporary morgues;
- Performing forensic examinations and completing victim identification; and
- Offering crisis behavioral counseling and organizing disaster assistance teams.

II. CONCEPT OF OPERATIONS

A. GENERAL

ESF 8 will operate under the following principles in order to implement the core missions. These principles serve as the general concept of operations for ESF 8 and are further described in supporting plans and procedures. The ESF 8 core missions are as follows:

1. Provide coordination and information at the EOC for health and medical issues to assist with any and all response and recovery efforts warranted by the situation in threatened or impacted areas during a natural/catastrophic disaster or man-made event.
2. Provide information on the status of the medical infrastructure in the affected areas.
3. Meet mission assignments through available or obtainable resources from other ESF EOC Team agencies, the private sector, those available through mutual-aid agreements, as well as federal resources or counterparts.
4. Serve as liaison with federal ESF 8 in coordinating information, addressing resource shortfalls and resolving issues before, during and after an emergency event.
5. Provide coordination and support between the EOC and the federal Disaster Medical Assistance Teams (DMAT) and Disaster Mortuary Operational Response Teams (DMORT), as needed or requested.
6. Coordinate the receipt, storage, and distribution of emergency medical supplies obtained through the Strategic National Stockpile (SNS) Plan administered by DPHSS.
7. Attend briefings and meetings, provide situation and status updates, and address issues relating to ESF 8 activities.
8. Serves as member of ad hoc task forces and issue teams.
9. Serve as the EOC liaison with the Public Health Incident Command Center (PHICC) at DPHSS, the Hospital Incident Command Centers (HICs) at GMHA and USNHG, and the GBHWC Command Center when activated.
10. Participate in the survey assessments of the functional needs population; and facilities that provide this service; as well as the report on status of medically dependent individuals.

B. ORGANIZATION

1. DPHSS and GMHA are the primary agencies for ESF 8.
2. ESF 8 will be organized and operate as a team, working under the

direction of the EOC Director/TCO through the Emergency Services Branch Director who reports to the Operations Section Chief.

3. ESF 8 reports directly to the Emergency Services Branch Director.
4. When necessary, federal ESF 8 resources may be integrated into the EOC ESF Team ESF 8 response structure.
5. ESF 8 coordinates activities in the EOC during periods of activation by:
 - a. Developing and maintaining the ESF 8 duty schedule;
 - b. Coordinating the receipt, evaluation, and requests from the threatened and/or impacted area, and;
 - c. Developing situation reports and action plans to be submitted to the Planning Section.

C. NOTIFICATIONS

1. The EOC Director EOC Duty Officer will notify the ESF 8 primary agency, DPHSS and/or GMHA, when an area or the entirety of Guam is threatened or has been impacted by an emergency or disaster event and activates the EOC to (select ESFs) or Level 1 (full activation).
2. The DPHSS or GMHA designated personnel will report to the EOC if so advised or requested by the EOC Director or EOC Duty Officer.
3. As warranted by the scope of the impending event, ESF8 personnel will notify the appropriate support agencies.
4. The designated support agencies when notified will report to the EOC if so advised or requested by the primary agency.
5. The support agencies designated to report to the EOC will notify their agencies as well as any designated emergency operations personnel of the impending or actual event.

D. OPERATIONAL OBJECTIVES

1. Preparedness Objectives
 - a. Participate in the review and revision of Appendix VIII to the Guam Comprehensive Emergency Management Plan (CEMP) and related EOC ESF Team Standard Operating Procedures (SOP).

- b. Attend and participate in meetings, training, conferences, and exercises.
- c. Develop, test and maintain manual or automated listings of the following:
 - i. Agency points of contact that are to be contacted by agency representative(s) assigned to ESF 8;
 - ii. Agency available resources (from within the agency) such as drugs and pharmaceuticals, medical supplies tents and other enclosures for field units, etc.;
 - iii. Points of contact for agency obtainable resources (from agency contractors, vendors, etc.) and equipment.
- d. Review and update as needed any medical staff recall procedures and activation rosters to ensure the availability of trained medical personnel for extended periods of time, both at fixed, as well as field locations.
- e. Initiate new and/or validate all existing contracts with ESF 7/Logistics for response and recovery related resources.
- f. Follow agency procedures to maintain appropriate records for time worked and costs incurred by ESF 8 agencies during an emergency/disaster event.
- g. Coordinate with FEMA and federal counterparts to pre-identify potential unmet needs with respect to federal resources and equipment.
- h. Review the Emergency Management Assistance Compact (EMAC) with other states to familiarize logistical staff on processes and procedures for requisitioning resources.
- i. Coordinate with the U.S. Naval Hospital Guam (USNHG) to develop cooperative arrangements for the receipt of patients and mutual medical support during mass casualty events or disasters.
- j. Develop MOUs, as necessary to address such issues as the control of patient loads at hospitals; managing vector control (epidemiology/surveillance); importing medicines, medical professionals, or supplies; establishing and sustaining any field medical or mortuary operation; or coordinating behavioral crisis counseling.
- k. Assist in the development and updating of the Fuel Prioritization List to establish refueling and service maintenance requirements for the GMHA; the Skilled Nursing Facility, DPHSS Mission Essential Facilities, GBHWC, and Alternate Care Facilities (ACF) emergency generators.
- l. Coordinate with GHS/OCD to identify possible locations to be utilized as ACF/functional needs shelters.

- m. Coordinate with ESF 13 (Public Safety and Security) and ESF 16 (Military Support to Civil Authorities) to ensure on-site security at permanent medical facilities or field locations will be available.

2. Response Objectives

- a. Activate the "Notifications" sequence listed in Section II.C (Notification) above.
- b. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- c. Assign and schedule qualified personnel to cover an activation of the EOC for the duration of the activation.
- d. Review each ESF 8 support agency's automated or manual listings of emergency contacts.
- e. Make and maintain contact with all public health, behavioral health and medical services counterparts at the federal and local levels according to established procedures.
- f. Maintain appropriate records of work schedules and costs incurred by ESF 8 agencies and organizations during an event.
- g. Evaluate the probability and time period of the recovery phase for the event. Start pre-planning for recovery actions.
- h. Coordinate with GHS/OCD and other Government of Guam agencies and private organizations to identify viable hardened facilities to support the safe bed-down of incident management teams, medical teams, and their assets.
- i. Coordinate with ESF 13 and ESF 16 to request on-site security at permanent medical facilities or at field locations, as needed by the situation or emergency event.
- j. Assist with the execution and updating of the Fuel Prioritization List before and after the incident to ensure that emergency generators at key medical and health facilities do not run out of fuel and that needed services are provided during their operation.
- k. Assist as needed in the activation of recall rosters for all hospitals, medical facilities, and behavioral health facilities engaged in the response.
- l. Activate as necessary any MOUs needed to address such issues as the control of patient loads at hospitals; managing vector control (epidemiology/surveillance); importing medicines, medical professionals, or supplies; establishing and sustaining any field medical or mortuary operation; or procuring behavioral crisis counseling.

- m. Activate the Medical Reserve Corp (MRC) and coordinate the Emergency System Advance Registration of Volunteer Health Professionals (ESAR-VHP) as needed.
- n. In coordination with ESF 6 (Mass Care, Housing, and Human Services), private tour agencies and foreign consulates, assist the Tourist Planning Task Force (TPTF) in coordinating the movement of identified special needs tourists from their hotels to the designated ACF.
- o. Activate the DPHSS Triage and Treatment Response Teams and support their operations as long as necessary during the course of an incident or disaster.
- p. In conjunction with GHS/OCD, ESF 6 and federal ESF 8 coordinate the use and preparation of a hardened facility to receive any DMAT, Incident Support Team (IST), and Incident Response Coordination Team (IRCT).
- q. Coordinate through GHS/OCD for the transport of non critical patients to skilled nursing facilities and/or Alternate Care Facility (ACF)/functional needs shelter to create capacity at hospitals.
- r. Coordinate with federal ESF 7 and federal ESF 8 to request additional support to address any apparent unmet needs including DMATs, Federal Medical Station (FMS), Strategic National Stockpile (SNS) assets, mortuary support, surgical support, dialysis support, and/or regional medical personnel, as required.
- s. Assist ESF 1, ESF 3, ESF 6, ESF 7/Logistics and federal ESF 7 to establish a transportation system to ensure the movement of personnel and resources from the Seaport and Airport to logistical areas such as staging areas, points of distribution (POD), shelters and other key sites for response and recovery operations.
- t. Coordinate with ESF 9 (Urban Search and Rescue) and ESF 7 (Logistics) to assist in assessing and requesting body bags and refrigeration (reefer) trucks in order to adequately respond to a mass casualty event and establish a temporary morgue if needed.
- u. Monitor the need for and the activities of any forensic examinations and victim identification efforts.
- v. Provide disaster assistance teams to address the need for behavioral crisis counseling and other behavioral health support, not only to impacted populations, but to first responders and other emergency personnel.
- w. Participate in a Preliminary Damage Assessment (PDA) Team as part of the Emergency Services Section, as requested or required by GHS/OCD.

- x. Monitor, document and verify all casualties and ensure these statistics are reported to the EOC ESF Team.
- y. Evaluate the probability and time period of the response and/or recovery phases for the event.

3. Recovery Objectives

- a. Support local communities with the restoration of the public health and medical infrastructure and assure the continuum of care.
- b. Support long term monitoring of the population's health status including such issues as vector control, disease prevalence, and other potential safety risks, and ensure that PSAs are broadcast through the Joint Information Center (JIC) to provide warning and advice to the general population.
- c. Support efforts to re-establish primary care systems and assure medical providers are operating under clinical standards.
- d. Support health and medical components of essential service centers or recovery centers.
- e. Monitor and report on the status of all ongoing public health and medical issues.
- f. Evaluate any new health and medical service requests and coordinate their resolution, as needed.
- g. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- h. Plan and prepare a communication/notification system to provide information and awareness in order to support any long term medical care in the field and/or at permanent medical facilities.
- i. Plan and prepare for the continued support of all federal ESF 8 personnel.
- j. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- k. Maintain appropriate records of work schedules and costs incurred by ESF 8 agencies during an event.
- l. Coordinate and assist in the demobilization of any of the following deployed operations:
 - i. The DMAT(s), IST, and IRCT;
 - ii. FMS

- iii. ACF/functional needs shelters
 - m. Coordinate and assist in the return of any patients and patient support personnel aero-medically evacuated off Guam.
 - n. Coordinate and assist in re-establishing normal medical care activities for special medical needs patients at local hospitals.
 - o. Coordinate and assist in disseminating PSAs to residents and tourists through the JIC regarding the standing down of all ACFs.
4. Mitigation Objectives
- a. Implement public health control measures to prevent widespread outbreaks.
 - b. Educate the public on measures to mitigate the spread of disease and self-management of medical needs.
 - c. Pre-identify vulnerable medical and health facilities or populations.
 - d. Identify, assess, prioritize, and protect critical infrastructure and key resources so they can detect, prevent, deter, devalue and mitigate deliberate efforts to destroy, incapacitate or exploit critical infrastructure and key resources.
 - e. Develop and implement after action reports and improvement plans based on exercises and real incidents/events to improve preparedness plans.
 - f. Plan and prepare the communication/notification systems to provide preliminary resource support for mitigation and/or redevelopment activities that may begin before and continue for several months after the EOC returns to a monitoring level.
 - g. Plan and prepare the communication/notification systems to support the requests and directives resulting from the Governor and/or FEMA concerning mitigation and/or redevelopment activities. Probable requests and directives include establishment of review and study teams, support of local government contracting for mitigation and/or redevelopment needs, and other similar professional, technical, and administrative activities.
 - h. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
 - i. Evaluate the probability and time period of a mitigation and/or redevelopment phase for this event. If a mitigation and/or redevelopment phase is probable, start pre-planning actions with the appropriate Government of Guam agencies and/or federal officials.

E. DIRECTION AND CONTROL

As a part of the EOC ESF Team, agencies of ESF 8 may have to participate (on-island or in another jurisdiction through mutual aid) on several emergency teams and/or co-located at several emergency facilities. The following is a listing of the teams and facilities through which ESF 8 may have to function:

1. **Emergency Operations Center**

- a. In the event that the EOC is activated for an emergency, the EOC ESF Team Coordinator for DPHSS and/or GMHA or his/her designated representative, assumes responsibility as lead for ESF 8.
- b. The ESF 8 lead coordinates with ESF 8 support agencies in order to respond to assigned requests from the villages and directives of the EOC Director.

2. **Joint Field Office**

- a. Upon activation of the Joint Field Office (JFO), the TCO/EOC Director or his/her designated representative, will coordinate with ESF 8 support agencies in order to provide an ESF 8 representative at the JFO, when required.
- b. The ESF 8 representative at the JFO coordinates with ESF 8 agencies in the EOC.

3. **Federal Resources** - Should ESF 8 foresee or have a need for resources not otherwise available, action will be taken to secure such resources through FEMA or some other federal source. Normally, an action to obtain a resource from a federal source is coordinated with/through the TCO and/or the Federal Coordinating Officer (FCO).

4. **Contracts and Contractors - Resources** that are available through ESF 8 may best be obtained through an agency or Government of Guam contractor, vendors, and suppliers. Resources may also be obtained from agency related entities such as local, Government of Guam, national, public, and private entities.

5. **Mitigation and/or Redevelopment** - ESF 8 does not have budgetary authority, or funds for mitigation or redevelopment needs that result from an emergency or disaster. Therefore, the primary and support agencies for ESF 8 can only provide (as in-kind or matching) professional, technical, and administrative personnel and their use of related equipment to mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical, and

administrative tasks generally required for mitigation and/or redevelopment activities.

III. RESPONSIBILITIES

A. PRIMARY AGENCY - DEPARTMENT OF PUBLIC HEALTH AND SOCIAL SERVICES (DPHSS)

1. Assist GMHA to coordinate all ESF 8 administrative, management, planning, training, preparedness, response, and recovery activities.
2. Assign DPHSS personnel to the ESF 8 duty schedule in the EOC.
3. DPHSS is one of the prime Government of Guam agencies responsible for overall public health and medical services in the EOC.
4. Initiate and perform the notification procedures described above in II.C.
5. Participate in meetings and efforts of ESF 8 with other designated agencies to address any public health, medical, mass casualty and behavioral crisis counseling issues.
6. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for health and medical services and equipment.
7. Coordinate with GMHA and the other ESF 8 agencies in implementing MOUs established to address such issues as the control of patient loads at hospitals; managing vector control; importing medicines, medical professionals, or supplies; establishing and sustaining any field medical or mortuary operation; or procuring behavioral crisis counseling for the affected area.
8. Activate, deploy and sustain the Triage and Treatment Response Teams when requested by GHS/OCD.
9. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.
10. Provide all available and obtainable health and medical resource support for the ESF 8 mission.
11. Assign the necessary staff with technical expertise to the fielding of a Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Planning Section through the Emergency Services

Branch Director. The assigned emphasis for DPHSS is to survey the status of populations with special needs (PSN) and medically dependent individuals, as directed by the GHS/OCD.

12. Assist GMHA to maintain appropriate records of work schedules and costs incurred by ESF 8 agencies during an event.
13. In general DPHSS is responsible for:
 - a. Health and medical issues;
 - b. Medical logistics;
 - c. Internal medical support (e.g., pharmacies, labs interactions with the Centers for Disease Control (CDC), etc.);
 - d. Environmental health;
 - e. Maintaining vital statistics; and
 - f. Providing assistance to the public.

B. PRIMARY AGENCY - GUAM MEMORIAL HOSPITAL AUTHORITY (GMHA)

1. Assist DPHSS to coordinate all ESF 8 administrative, management, planning, training, preparedness, response, and recovery activities.
2. Assign GMHA personnel to the ESF 8 duty schedule in the EOC.
3. GMHA is one of the prime Government of Guam agencies responsible for overall public health and medical services in the EOC.
4. GMHA and DPHSS are the prime Government of Guam agencies responsible for the managerial and financial aspects of the disaster response.
5. Participate in meetings and efforts of ESF 8 with other designated agencies to address any public health, medical, mass casualty and behavioral crisis counseling issues.
6. Assist DPHSS to coordinate with ESF 7 in establishing, as required, emergency procurement accounts for health and medical services and equipment.
7. Coordinate with local hospitals to notify/alert medical staff identified for possible recall.

8. Utilize ESAR-VHP to determine availability of local and regional resources and deploy personnel to ACFs as needed.
9. Depending on the severity of the incident or disaster, GMHA will coordinate the transfer of non-critical patients to ACFs to create capacity for the influx of casualties.
10. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.
11. Provide all available and obtainable health and medical resource support for the ESF 8 mission.
12. Assist in the development and updating of the Fuel Prioritization List to establish resupply requirements and maintenance services for the hospitals, and any other key medical/health facilities with emergency generators.
13. Assist DPHSS in maintaining appropriate records of work schedules and costs incurred by ESF 8 agencies during an event.

C. SUPPORT AGENCIES AND ORGANIZATIONS

1. Guam Fire Department (GFD) – Coordinate the provision of Emergency Medical Services (EMS) units to assist with transportation of those requiring special medical assistance.
2. Office of the Medical Examiner
 - a. Maintain continuous communications with ESF 8 to coordinate the need for medical and health services at the shelters in support of assigned missions related to human needs.
 - b. Provide any and all statistics relative to confirmed dead.
 - c. Report the results of any forensic investigations where the findings have implications for public health and welfare.
 - d. Coordinate any requests for DMORT assistance or resources to cover unmet needs with the Human Services Branch Director and the rest of ESF 8.
 - e. Provide technical and specialty support and coordination relating to forensic and morbidity issues.
3. Guam Behavioral Health and Wellness Center (GBHWC)
 - a. Maintain continuous communications with ESF 8 to coordinate the

need for behavioral health services at the shelters in support of assigned missions related to human needs.

- b. Provide any and all support for behavioral crisis counseling and other behavioral health services as requested by the EOC ESF Team.
 - c. Provide technical and specialty support and coordination relating to behavioral crisis counseling, behavioral health and post-traumatic stress (PTSD) issues.
4. Department of Integrated Services for Individuals with Disabilities (DISID)
- a. Maintain continuous communications with ESF 8 to coordinate the need for special medical services at the shelters in support of assigned missions related to individuals with disabilities.
 - b. Provide any and all support for individuals with disabilities as requested by the EOC ESF Team.

IV: FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

- 1. All requests for health, medical and related support must originate through the EOC and be recorded in the Incident Management System. Once entered into Incident Management System and tasked as a mission assignment, ESF 8 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.
- 2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

- 1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
- 2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.

3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-13
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;
 - d. Homeland Security Act of 2002;
 - e. Homeland Security Presidential Directive – 5, Feb 2003.

B. REFERENCES

1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
 - d. All-Hazards Alert and Notification Operations Manual; and
 - e. Mission Assignment Standard Operating Procedure (Draft, March 2005).

2. Federal
 - a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
 - b. Guam Catastrophic Typhoon Operations Plan, August 2010;
 - c. Guam Catastrophic Typhoon Plan, August 2010;
 - d. National Incident Management System, Dec 2008;
 - e. National Response Framework, Jan 2008;
 - f. National Disaster Recovery Framework, May 2013; and
 - g. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0), Developing and Maintaining Emergency Operations Plans.

APPENDIX IX: EMERGENCY SUPPORT FUNCTION 9 - SEARCH AND RESCUE

PRIMARY AGENCY: Guam Fire Department (GFD)

SUPPORT AGENCIES: Guam National Guard (GUNG); Guam Police Department (GPD);
Guam Homeland Security/Office of Civil Defense (GHS/OCD);
U.S. Coast Guard (USCG); Joint Region Marianas (JRM);

I. INTRODUCTION

The purpose of Emergency Support Function 9 (ESF 9) is to manage the deployment of resources in urban, non-urban and water search and rescue in response to man-made and/or natural emergency/disaster events.

II. CONCEPT OF OPERATIONS

A. GENERAL

1. Urban Search and Rescue (SAR) activities include, but are not limited to, locating, extricating, and providing immediate medical assistance to survivors trapped in collapsed structures.
2. Maritime SAR activities include, but are not limited to, emergency incidents that involve locating missing persons and boats that are lost at sea
3. Aeronautical SAR activities include, but are not limited to, emergency incidents that involve locating downed aircraft, extrication if necessary, and treating any survivors upon their rescue.
4. Large Area/Wilderness SAR missions include, but are not limited to, locating overdue/missing boaters on inland bodies of water or rivers, locating overdue persons in wilderness areas with limited/restricted access, extrication when possible and treating any survivors upon their rescue.
5. Meet mission assignments through available or obtainable resources from other ESF EOC Team agencies, the private sector, those available through mutual-aid agreements, as well as federal sources including the U.S. Military and/or the Federal Emergency Management Agency (FEMA).

B. ORGANIZATION

The Guam Fire Department (GFD) is the primary agency for ESF 9. Representatives from the Department will be either present in the Emergency Operations Center (EOC) or on-call on a 24-hour basis. ESF 9 will respond directly to the Emergency Services Branch Director who reports to the Operations Section Chief.

ESF 9 must ensure that:

1. ESF 9 will be organized and operate under the direction of the Emergency Services Branch Director.
2. The GFD must ensure that through coordinated annual planning, all members of ESF 9 and SAR Teams are prepared to exercise their duties as required in the EOC.
3. Coordinate ESF 9 activities in the EOC during periods of activation by:
 - a. Developing and maintaining the ESF 9 duty schedule, and;
 - b. Coordinating the receipt and evaluation of mission assignments from the threatened and/or impacted area.
4. ESF 9 must ensure that:
 - a. All personnel have access to their agency's available and obtainable firefighting resources;
 - b. The committed and uncommitted status of such resources is continuously tracked during an activation of the EOC;
 - c. All personnel will participate in the evaluation and mission assignment of transportation resource requests submitted to the EOC, and;
 - d. All personnel will support the development of situation reports and action plans for the Planning Section during activation of the EOC.

C. NOTIFICATIONS

1. Should alarm be responder initiated, GFD dispatchers shall follow the established notification process to include GHS/OCD Duty Officer. Duty Officer shall then follow established GHS/OCD SOPs regarding notification of necessary entities or assets.
2. Should the alarm be initiated by information received by GHS/OCD:

- a. The EOC Director or EOC Duty Officer will notify the GFD when an area or the entirety of Guam is threatened or has been impacted by an emergency or disaster event and activates the EOC to Level 2, where select ESFs are activated, or Level 1, all ESFs must report to the EOC.
- b. The GFD designated personnel will report to the EOC if so advised or requested by the EOC Director or EOC Duty Officer.
- c. As warranted by the scope of the impending event, the GFD personnel will notify the appropriate support agencies with assistance from GHS/OCD personnel through recall roster on file at GHS/OCD.
- d. The designated support agencies when notified will report to the EOC if so advised or requested by the primary agency, the GFD coordinating personnel.
- e. The support agencies designated to report to the EOC will notify their agencies as well as any designated emergency operations personnel of the impending or actual event.
- f. The above notification process will be utilized if the impending or actual event requires any combination of preparedness, response, recovery, or mitigation/redevelopment activities.

D. OPERATIONAL OBJECTIVES

1. Preparedness Objectives

- a. Participate in the review and revision of Appendix IX to the Guam Comprehensive Emergency Management Plan and related EOC ESF Team Standard Operating Guidelines;
- b. As required convene ESF 9 meetings, training sessions, conferences, and exercises for the potentially assigned personnel in the GFD;
- c. Develop, test, and maintain manual or automated listings of the following:
 - i. Agency emergency points of contact that need to be contacted by agency representative(s) assigned to ESF 9 and SAR Teams, and;
 - ii. Agency-specific available equipment and resources (from within the agency) such as types of equipment and equipment operators, and;
 - iii. Points of contact for agency obtainable resources (from agency contractors, vendors, etc.) such as equipment and equipment operators.

- d. Review as necessary each support agency's automated or manual listings of emergency contacts.
- e. Review as necessary each support agency's resource contracts or agreements with private firms to insure they will be viable for the initiation and sustainment of response and recovery operations.
- f. Plan and prepare the notification systems and operational procedures to support an emergency/disaster response. The systems should address initiating and maintaining communications between the on-site command posts and the EOC; the prioritization and dedication of SAR resources between urban, maritime, aeronautical and large area/wilderness missions, all of which may compete for the same staffing and equipment resources.
- g. Establish reporting procedures that generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- h. Establish procedures that maintain appropriate records for time worked and costs incurred by ESF 9 during an emergency/disaster event.
- i. Evaluate the probability and time period of the response and/or recovery phases for the event.

2. Response Objectives

- a. The Incident Command System will be used to respond to all incidents requiring SAR.
- b. The first responder will be the Guam Fire Department.
- c. The Guam Fire Department will be responsible for establishing an Incident Command System and a field command post in response to the incident. When EOC activation is required, the appropriate response agencies will report to the EOC to receive initial instructions from the GHS/OCD as requested by the Incident Command Post by the Incident Commander.
- d. Assist with coordination of all initial US&R activities until the Incident Support Team (IST) is operational during major disasters or incidents.
- e. If additional resources are required, ESF 9 will make the request to the EOC Director/TCO or via the Incident Management System. The Director will then coordinate the request with the support agencies at the EOC, or the federal government.
- f. Agencies of ESF 9 may serve the EOC ESF Team in field operations.
- g. Ensure that the EOC is kept informed on the status of any situations

including, but not limited to:

- i. Any new incidents or operations at same or other locations;
 - ii. Mass casualties, or an incident requiring the intervention of ESF 8;
 - iii. Hazardous materials are threatened or involved, requiring the intervention of ESF 10;
 - iv. Require the isolation of property to limit sightseers and other people who may interfere with operations of become endangered by the situation unfolding;
 - v. Require the shutdown of services such as water and power to communities, especially for extended periods of time;
 - vi. Involve any resorts, hotels or other visitor facilities and concentrations;
 - vii. An aviation incident or accident; and
 - viii. Require the activation of any other agencies to conduct and effective response at the site.
- h. Coordinates administrative and financial functions supporting Task Force and IST deployments.
 - i. Keeps the EOC informed on the status of all SAR activities within the affected areas.
 - j. Coordinate with ESF 7/Logistics and ESF 8 (Public Health and Social Services) if concurrent health and medical operations are required by the incident or situation.
 - k. Coordinate with ESF 1 to request any transportation assets to address unmet needs relative to ongoing SAR operations.
 - l. Coordinate with ESF 13 (Public Safety and Security) for on-site security, as required or currently deployed teams need additional trained SAR personnel.
 - m. Coordinate with ESF 15 (External Affairs) to coordinate any Public service announcements relative to SAR operations.

3. Recovery Objectives

- a. The members of the GFD may be required to assign personnel to Emergency Services Branch Preliminary Damage Assessment (PDA) Teams.
- b. Coordinate SAR personnel and resources for recovery efforts upon request.
- c. Monitor and report on the status of any ongoing SAR operations.

- d. Assign and schedule sufficient personnel to cover an activation of the Emergency Operations Center for an extended period of time.
- e. Maintain appropriate records of work schedules and costs incurred by ESF 9 agencies during an event.
- f. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- g. Seek information concerning the projected date the EOC will deactivate.

E. DIRECTION AND CONTROL

As a part of the EOC ESF Team, agencies of ESF 9 may have to participate (on-island or in another jurisdiction through mutual aid) on several emergency teams and/or co-located at several emergency facilities. The following is a listing of the teams and facilities through which ESF 9 may have to function:

1. **Emergency Operations Center** - In the event that the Emergency Operations Center is activated for an emergency, the EOC ESF Team Emergency Support Function Coordinator for the GFD or his/her designated representative, assumes responsibility as supervisor for ESF 9.
2. **Joint Field Office**
 - a. Upon activation of the Joint Field Office (JFO), the EOC Director or his/her designated representative, coordinate with ESF 9 support agencies in order to provide an ESF 9 representative at the JFO, when required.
 - b. The ESF 9 representative at the JFO coordinates with ESF 9 in the EOC.
3. **Federal Resources** - Should ESF 9 foresee or have a need for resources not otherwise available, action will be taken to secure such resources through FEMA or some other federal source, through coordination with GHS/OCD.
4. **Contracts and Contractors - Resources** that are available through ESF 9 may best be obtained through an agency or Government of Guam contractor, vendors, and suppliers. Resources may also be obtained from agency related entities such as local, Government of Guam, national, public, and private entities.

III. RESPONSIBILITIES

A. PRIMARY AGENCY - GUAM FIRE DEPARTMENT

1. Coordinate all ESF 9 administrative, management, planning, training, preparedness, response, and recovery activities.
2. Assign GFD personnel to the ESF 9 duty schedule in the EOC.
3. Initiate and perform the notification procedures described above in II.C. above.
4. Participate in meetings and efforts of ESF 9 with other designated agencies to address any public health, medical, mass casualty and crisis counseling issues.
5. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for SAR related services and equipment.
6. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.
7. Maintain appropriate records of work schedules and costs incurred by ESF 9 agencies during an event.
8. Assume the role as Incident Commander (IC) for incident/accidents involving commercial aircraft not in GIAA area of operations (AO), on federal property, or in coastal waters.
9. Provide required/requested assistance to the GIAA, JRM-Guam, and the USCG in support of their search and rescue operations conducted on scene at an aviation incident or accident.

B. SUPPORT AGENCIES

1. Guam National Guard (GUNG) – Coordinate with, and support ESF 9 in providing assistance for search and rescue operations, as requested or required.
2. Guam Police Department
 - a. Provide assistance, as needed, in establishing crowd control, perimeter security and access control at sites as requested or required through a mission assignment.

- b. As requested by the EOC, provide supplemental staff and equipment to assist in any search and reconnaissance requirements associated with an ESF 9 mission.
3. Guam Homeland Security Office of Civil Defense – Provide support and coordination to GFD and federal efforts in their conduct of urban, non-urban and water search and rescue operations.
4. U.S. Coast Guard (USCG) – Coordinate with, and support ESF 9 in conducting search and rescue operations, especially with respect to open water rescue missions and requirements.
5. Joint Region Marianas (JRM - Guam) – Coordinate with, and support ESF 9 in conducting search and rescue operations, especially with respect to incidents and accidents involving military aircraft.

IV. FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

1. All requests for urban search and rescue support must originate through the EOC and be recorded in the Incident Management System. Once entered into Incident Management System and tasked as a mission assignment, ESF 9 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.
2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms

necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-13
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;
 - d. Homeland Security Act of 2002;
 - e. Homeland Security Presidential Directive – 5, Feb 2003.

B. REFERENCES

1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
 - d. All-Hazards Alert and Notification Operations Manual; and
 - e. Mission Assignment Standard Operating Procedure (Draft, March 2005).
2. Federal
 - a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
 - b. Guam Catastrophic Typhoon Operations Plan, August 2010;

- c. Guam Catastrophic Typhoon Plan, August 2010;
- d. National Incident Management System, Dec 2008;
- e. National Response Framework, Jan 2008;
- f. National Disaster Recovery Framework, May 2013; and
- g. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0),
Developing and Maintaining Emergency Operations Plans.

APPENDIX X: EMERGENCY SUPPORT FUNCTION 10 – OIL AND HAZARDOUS MATERIAL RESPONSE

PRIMARY AGENCIES: Guam Fire Department (GFD)

CO-LEAD AGENCIES: Guam Environmental Protection Agency (GEPA) and U.S. Coast Guard (USCG)

SUPPORT AGENCIES: Department of Public Health and Social Services (DPHSS); Guam Police Department (GPD); Guam National Guard (GUNG); Department of Public Works (DPW); Guam Memorial Hospital Authority (GMHA); Joint Region Marianas (JRM); Guam Homeland Security/Office of Civil Defense (GHS/OCD); Office of the Governor; Department of Administration (DOA); General Services Agency (GSA); Bureau of Budget and Management Research (BBMR)

I. INTRODUCTION

The purpose of Emergency Support Function 10 (ESF 10) is to provide a coordinated and unified response from Government of Guam agencies to neutralize oil and other hazardous materials incidents and address the potential impacts to residents, visitors and property throughout Guam. A hazardous materials (HazMat) incident can take many forms, from a randomly occurring accident on a roadway that results in a spill, to a deliberate act of terrorism or sabotage. In that regard, ESF 10 is intended to coordinate and manage a multi-agency response in two respects: to address the effects of a Nuclear, Biological, Chemical and Radiological incident at and beyond the site itself and to establish a short and long-term cleanup effort to lessen or nullify the environmental impacts of that event.

For the purposes of this annex, the definition of hazardous materials can encompass many different substances and affects on human life and property. Many federal laws and regulations exist to help the planner define the term hazardous material; however, since the various lists overlap and serve different purposes (identifying acceptable quantities for "wastes" and "pollutants," reportable quantities for "emergency releases," etc.), this chapter will use the term "hazardous materials" in a broad sense to include: explosive, flammable, combustible, corrosive, oxidizing, toxic, infectious, or radioactive materials that, when involved in an accidental or deliberate incident is released in sufficient quantities to put some portion of the general public in immediate danger through exposure, contact, inhalation, or ingestion, and/or cause damage to infrastructure, render portions of Guam and property unusable and deny residents and visitors alike the ability to enjoy the amenities and resources of Guam.

II. CONCEPT OF OPERATIONS

A. GENERAL

The Incident Command System will establish the initial response to all HazMat incidents. The first responder will be the Guam Fire Department (GFD) and/or the Guam Police Department (GPD). Upon arrival at the scene an Incident Commander (IC) will be identified from the responding GFD unit and establish the Incident Command Post (ICP). In all instances the IC will establish immediate communication and request representation at the ICP from the Department of Public Health & Social Service (DPHSS) and the Guam Environmental Protection Agency (GEPA), GHS/OCD; CST (as needed).

In some situations, transition of the Incident Command from the GFD to GEPA may be required depending on the IC's decision based on an on-scene assessment of the situation. Once established at the CP, the Incident Commander will communicate with the Guam Homeland Security Office of Civil Defense (OSD) so that required response agencies can establish the Unified Command Structure to support the needs of the Incident Commander.

The ESF 10 Appendix has been developed to provide an all hazards framework for response actions by GFD, to coordinate with local and federal responders, and provide for consistency with the National Response Framework (NRF) and the National Response Plan (NRP).

ESF 10 will operate under the following principles in order to implement the core missions. These principles serve as the general concept of operations for ESF 10 and are further described in supporting plans and procedures. The ESF 10 core missions are as follows:

1. Provide coordination and information support at the Emergency Operation Center (EOC) for assistance to supplement Government of Guam and local resources in order to comprehensively address all the issues associated with HazMat incidents or disasters:
 - a. Neutralize or contain the hazardous material or contagion;
 - b. Control access to the impacted area or securing an evacuated area;
 - c. Undertake protective actions such as the evacuation of residents out of the impact area;
 - d. Search and rescue (SAR);
 - e. Initiate and conduct forensic studies and collect evidence at and around the incident site;
 - f. Protect key facilities and infrastructure from contamination or damage;
 - g. Establish medical and public health measures for the affected

population and any casualties;

2. Provide information on the status of the overall response in the affected areas.
3. Meet mission assignments through available or obtainable resources from other ESF EOC Team agencies, the private sector, those available through mutual-aid agreements, as well as federal sources including the U.S. Coast Guard (USCG), the Environmental Protection Agency (EPA) and/or the Federal Emergency Management Agency (FEMA).
4. Serve as liaison with federal ESF 10/ USCG and the EPA in coordinating information, addressing resource shortfalls and resolving issues before during and after an emergency event.
5. Attend briefings and meetings, provide situation and status updates, and address issues relating to ESF 10 activities.
6. Serves as member of ad hoc task forces and issue teams.
7. Serve as the EOC liaison with GEPA's Operation Center and any other field sites established to better respond to the incident or disaster.
8. Participate in the Human Services Preliminary Damage Assessment Team (PDA) to survey populations with special needs (PSN) facilities, as well as the report on status of medically dependent seniors.

B. ORGANIZATION

1. The GFD will be responsible for establishing an ICS and a field command post in response to the incident, in conjunction with GEPA and the DPHSS.
2. If additional resources are required, the primary agency will make a request to the EOC Director. The Director will then coordinate the request with the remaining support agencies on the EOC ESF Team.
3. When activated, other ESFs and response agencies will report to the Emergency Operations Center (EOC) to receive an initial briefing and instruction from Guam Homeland Security/Office of Civil Defense (GHS/OCD) unless they are directed to the ICP by the IC.
4. During an emergency or disaster, the primary and support agencies of ESF 10 will assign personnel to the EOC. ESF 10 will respond directly to

the Emergency Services Branch Director who reports to the Operations Section Chief

5. Other Government of Guam support agencies and organizations are available as needed for specific issues and are accessed through their respective ESFs at the EOC.
6. Federal support agencies staff, such as the United States Coast Guard (USCG) and the United States Environmental Protection Agency (EPA) may be integrated directly into ESF 10 to assist with response efforts.

C. NOTIFICATIONS

1. If the EOC is not activated, Standard Operating Procedures regarding notification will be followed by the Fire Dispatch Office; GHS/OCD; GPD
2. If the EOC is partially or fully activated:
 - a. The EOC Director or EOC Duty Officer will notify the ESF 10 primary agency, GEPA and GFD, when an area or the entirety of Guam is threatened or has been impacted by an emergency or disaster event and activates the EOC to Level 2 (select ESFs) or Level 1 (full activation).
 - b. The GEPA and GFD designated personnel will report to the EOC if so advised or requested by the EOC Director or EOC Duty Officer.
 - c. As warranted by the scope of the impending event, the GEPA or GFD personnel will notify the appropriate support agencies.
 - d. The designated support agencies when notified will report to the EOC if so advised or requested by the primary agencies, the GEPA/GFD coordinating personnel.
 - e. The support agencies designated to report to the EOC will notify their agencies as well as any designated emergency operations personnel of the impending or actual event.
 - f. The above notification process will be utilized if the impending or actual event requires any combination of preparedness, response, recovery, or mitigation/redevelopment activities.

D. OPERATIONAL OBJECTIVES

ESF 10 supports the EOC ESF Team through its actions and response efforts to activate and organize an effective response to an event. These objectives are further described in preparedness, response, recovery and mitigation actions.

1. Preparedness Objectives

- a. Participate in the review and revision of Appendix X to the Guam Comprehensive Emergency Management Plan (CEMP) and related EOC Standard Operating Procedures (SOP);
- b. Attend and participate in meetings, training, conferences, and exercises, and;
- c. Develop, test, and maintain manual or automated listings of the following:
 - i. Agency points of contact that are to be contacted by agency representative(s) assigned to ESF 10;
 - ii. Agency available resources (from within the agency) such as ambulances, drugs and pharmaceuticals, medical supplies, tents and other enclosures for field units, etc.;
 - iii. Points of contact for agency obtainable resources (from agency contractors, vendors, etc.) and equipment.
- d. Review and update as needed any activation rosters to ensure the availability of trained personnel for extended periods of time, both at fixed, as well as field locations.
- e. Initiate new and/or validate all existing contracts with ESF 7/Logistics for response and recovery related resources determine the status of those assets.
- f. Develop procedures to maintain appropriate records for time worked, and equipment costs, and equipment incurred by ESF 10 agencies during an emergency/disaster event.
- g. Coordinate with FEMA and federal counterparts to pre-identify potential unmet needs with respect to federal resources and equipment.

2. Response Objectives

ESF 10 will coordinate and manage the following response objectives:

- a. Activate the "Notifications" sequence listed in Section II.C (Notification) above.
- b. Assign and schedule sufficient personnel to cover an activation of the

EOC for an extended period of time.

- c. Review as necessary each support agency's automated or manual listings of emergency contacts.
- d. Make and maintain contact with federal ESF 10 according to established procedures.
- e. Maintain appropriate records of work schedules and costs incurred by ESF 10 agencies and organizations during an event.
- f. Evaluate the probability and time period of the recovery phase for the event. If a recovery phase is probable, start pre-planning for recovery actions.
- g. Coordinate with ESF 13 (Public Safety and Security) and ESF 16 (Military Support to Civil Authorities) to request on-site security at permanent medical facilities or at field locations, as needed by the situation or emergency event.
- h. Generate response information in a timely manner to be included in EOC ESF Team briefings, situation reports and incident action plans.
- i. Coordinate with ESF 16 to activate the Mass Casualty Decontamination System (MCDS) from the Guam National Guard (GUNG).
- j. Coordinate with ESF1 (Transportation) if buses or other forms of mass conveyance are needed to evacuate residents from the impacted area.
- k. Coordinate with ESF 3 (Public Works and Engineering) and ESF 12 (Energy) to establish the need to protect or harden of any key of their facilities or infrastructure in the impact area, if needed.
- l. Coordinate with ESF 5 (Emergency Management), as well as ESF 15/Joint Information Center (JIC) for any alert and notification requirements in and around the impact zone.
- m. If needed, coordinate with ESF 6 (Mass Care, Housing and Human Services) for the sheltering and mass care needs for populations evacuated or displaced from the impact zone.
- n. Coordinate with ESF 8 (Public Health and Medical Services) for any medical, mortuary, and mental health needs that may arise in an around the impact area.
- o. As required, coordinate with ESF 9 (Urban Search and Rescue) to implement any SAR operations necessitated by the HazMat incident.
- p. Coordinate with ESF 13 and 16 for security in the impact/evacuation zone, as well as for access control and traffic management in the vicinity of the HazMat incident site.

- q. Coordinate, as needed, with ESF 15/JIC to arrange any public information or advisories in response to a HazMat emergency.
- r. Coordinate with ESF 6 (Tourist Evacuation/Mass Care) if the impact area for a HazMat event will include any tourist concentrations.
- s. Act as the liaison with the USCG National Response Center (NRC), to report a HazMat incident.
- t. Activate and coordinate with the GEPA Command Post for issues that relate to policies for hazardous materials response.

3. Recovery Objectives

- a. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- b. Plan and prepare the notification systems and operational procedures to sustain any long term operations in the field if necessary.
- c. Plan and prepare for the continued support of all federal ESF 10 personnel.
- d. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- e. Maintain appropriate records of work schedules and costs incurred by ESF 10 agencies during an event.
- f. Seek information concerning the projected date the EOC will deactivate.
- g. Continue to provide reports to the EOC concerning water quality and other environmental monitoring operations.

4. Mitigation Objectives

- a. Provide personnel with the appropriate expertise to participate in activities designed to reduce or minimize the impact of future disasters.
- b. Identify, assess, prioritize, and protect HazMat storage, transshipment facilities and companies so they can detect, prevent, deter, and mitigate deliberate efforts to destroy, incapacitate or exploit critical infrastructure and key resources.
- c. Identify, assess, prioritize, and protect HazMat storage and transshipment facilities and companies so they can detect, prevent, deter, and mitigate the effects of natural and technological hazards.
- d. Plan and prepare the notification systems and operational procedures to support the requests and directives resulting from the Governor

and/or FEMA concerning mitigation and/or redevelopment activities. Probable requests and directives include establishment of review and study teams, support of local government contracting for mitigation and/or redevelopment needs, and other similar professional, technical, and administrative activities.

E. DIRECTION AND CONTROL

As a part of the EOC ESF Team, agencies of ESF 10 may have to participate (on-island or in another jurisdiction through mutual aid) on several emergency teams and/or co-located at several emergency facilities. The following is a listing of the teams and facilities through which ESF 10 may have to function:

1. Emergency Operations Center

- a. In the event that the Emergency Operations Center is activated for an emergency, the EOC ESF Team Emergency Support Function Coordinator for GFD or his/her designated representative, assumes responsibility as supervisor for ESF 10. In some situations, transition of the Incident Command from the GFD to GEPA may be required depending on the IC's decision based on an on-scene assessment of the situation or Joint Incident Command by both agencies may be established. Once established at the CP, the Incident Commander will communicate with the GHS/OCD so that required response agencies can establish the Unified Command Structure to support the needs of the Incident Commander.
- b. The ESF 10 supervisor coordinates with ESF 10 support agencies in order to respond to assigned requests from the villages and directives of the EOC Director.

2. Joint Field Office

- a. Upon activation of the Joint Field Office (JFO), the EOC Director or his/her designated representative, coordinate with ESF 10 support agencies in order to provide an ESF 10 representative at the JFO, when required.
- b. The ESF 10 representative at the JFO coordinates with ESF 10 agencies in the EOC.

3. **Federal Resources** - Should ESF 10 foresee or have a need for resources not otherwise available, action will be taken to secure such resources through FEMA or some other federal source. Normally, an action to obtain a resource from a federal source is coordinated with/through the Territory Coordinating Officer and/or the Federal Coordinating Officer.

4. **Contracts and Contractors - Resources** that are available through ESF 10 may best be obtained through an agency or Government of Guam contractor, vendors, and suppliers. Resources may also be obtained from agency related entities such as local, Government of Guam, national, public, and private entities.
5. **Mitigation and/or Redevelopment** - ESF 10 does not have budgetary authority, or funds for mitigation or redevelopment needs that result from an emergency or disaster. Therefore, the primary and support agencies for ESF 10 can only provide (as in-kind or matching) professional, technical, and administrative personnel and their use of related equipment to mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical, and administrative tasks generally required for mitigation and/or redevelopment activities.

III. RESPONSIBILITIES

A. PRIMARY AGENCY - GUAM FIRE DEPARTMENT (GFD)

1. Upon notification of a possible incident involving hazardous materials, establish an ICP and delegate an IC to manage on-site operations.
2. Assess the situation local to determine if the management of the incident should be turned over to GEPA.
3. Assist GEPA in the Coordination all ESF 10 administrative, management, planning, training, preparedness, response, and recovery activities.
4. Assign GFD personnel to the ESF 10 duty schedule in the EOC.
5. Initiate and perform the notification procedures described above in II.C. above.
6. Participate in meetings and efforts of ESF 10 with other designated agencies to address any hazardous materials response and abatement measures.
7. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for HazMat response related services and equipment.
8. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.

9. Maintain appropriate records of work schedules and costs incurred by ESF 10 agencies during an event.

B. CO-LEAD AGENCY

1. Guam Environmental Protection Agency (GEPA)
 - a. Assist GFD to coordinate all ESF 10 administrative, management, planning, training, preparedness, response, and recovery activities.
 - b. Assign GEPA personnel to the ESF 10 duty schedule in the EOC.
 - c. Assist in the activation of the GEPA Command Post and maintain continuous communications between the two locations.
 - d. Initiate and perform the notification procedures described above in II.C. above.
 - e. Assist GFD in facilitating the meetings and efforts of ESF 10 with other designated agencies to address any HazMat response issues.
 - f. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for environmental testing, HazMat abatement resources and equipment.
 - g. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.
 - h. Maintain contact with the USCG NRC and federal EPA.
 - i. Maintain appropriate records of work schedules and costs incurred by ESF 10 agencies during an event.
 - j. Assign the necessary staff with technical expertise to coordinate and field an Emergency Services Branch Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Branch through the Emergency Services Branch Director. The assigned emphasis for GEPA is its facilities damages and assists in assessment of water, sewer, fuel storage, solid waste and power facilities.

C. SUPPORT AGENCIES

1. Department of Public Health and Social Services (DPHSS)

- a. As required assign personnel to the EOC to assist with ESF 10 functions and activities;
 - b. Provide technical and specialty support and coordination relating to the public health and medical implications of exposure to hazardous materials.
 - c. At the request of the TCO/EOC Director and the ESF 10 lead agencies cited above, provide the staffing and resources necessary to establishing a medical response to a HazMat incident.
2. Guam Police Department (GPD)
 - a. As required assign personnel to the EOC to assist with ESF 10 functions and activities;
 - b. Provide technical and specialty support and coordination relating to maintaining public order and safety, access management, areas and facility security, conducting traffic operations in support of evacuations and other law enforcement expertise.
 - c. At the request of the TCO/EOC Director and the ESF 10 lead agencies cited above, provide the staffing and resources necessary to conduct any of the operations referred to directly above.
 - d. Act as a liaison to the Federal Bureau of Investigation (FBI), if they are deployed to gather evidence at the site of an incident, as part of their crisis management mission and lead agency responsibility.
3. Guam National Guard (GUNG)
 - a. As required assign personnel to the EOC to assist with ESF 10 functions and activities;
 - b. Provide technical and specialty support and coordination relating to the protection of people and equipment to hazardous materials and environments, and their decontamination after exposure.
 - c. At the request of the TCO/EOC Director and the ESF 10 lead agencies cited above, as well as ESF 16 (Military Support of Civilian Authorities) provide the staffing and resources necessary to activate the Mass Casualty Decontamination System (MCDS) in response to a mass exposure/casualty situation.
 - d. Assist GPD in the public safety and security missions referenced above.
4. Department of Public Works (DPW)
 - a. As required, assign personnel to the EOC to assist with ESF 10 functions and activities;

- b. Provide technical and specialty support and coordination relating to the impact on roadways and other infrastructure facilities caused by hazardous materials spills and other incidents, and how to mitigate those effects after exposure; and.
 - c. As required, provide transportation assets and other equipment to assist ESF 10 in its missions to contain and clean up hazardous materials accidents.
- 5. Guam Memorial Hospital Authority (GMHA)
 - a. As required maintain communications with the EOC to assist with ESF 10 functions and activities;
 - b. Provide technical and specialty support and coordination relating to the medical implications of exposure to hazardous materials.
- 6. Joint Region Marianas (JRM)
 - a. As required, provide technical and specialty support and coordination relating to the to the containment and cleanup of hazardous materials incidents, especially in situations where federal and territorial jurisdictional areas are simultaneously impacted; and
 - b. As required, provide assets and other equipment to assist ESF 10 in its missions to contain and clean up hazardous materials accidents.
- 7. Guam Homeland Security/Office of Civil Defense (GHS/OCD);
 - a. Provide leadership and coordination with other ESFs in assisting ESF 10 accomplish its response missions; and
 - b. Assign personnel to act as the Emergency Services Branch Director during activations of the EOC.
- 8. Office of the Governor; Department of Administration (DOA); General Services Agency (GSA); Bureau of Budget and Management Research (BBMR) – As requested, provide assistance to ESF 10 in helping it accomplish its response missions

IV. FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

- 1. All requests for hazardous materials related support must originate

through the EOC and be recorded in the Incident Management System. Once entered into Incident Management System and tasked as a mission assignment, ESF 3 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.

2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-13
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;

- d. Homeland Security Act of 2002;
- e. Homeland Security Presidential Directive – 5, Feb 2003.

B. REFERENCES

1. Guam

- a. Guam Emergency Response Plan, Sep 2005;
- b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
- c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
- d. All-Hazards Alert and Notification Operations Manual; and
- e. Mission Assignment Standard Operating Procedure (Draft, March 2005).

2. Federal

- a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
- b. Guam Catastrophic Typhoon Operations Plan, August 2010;
- c. Guam Catastrophic Typhoon Plan, August 2010;
- d. National Incident Management System, Dec 2008;
- e. National Response Framework, Jan 2008;
- f. National Disaster Recovery Framework, May 2013; and
- g. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0), Developing and Maintaining Emergency Operations Plans.

APPENDIX XI: EMERGENCY SUPPORT FUNCTION 11 – AGRICULTURE AND NATURAL RESOURCES

PRIMARY AGENCY: Guam Department of Agriculture (DOAg)

CO-LEAD AGENCY: Department of Public Health and Social Services (DPHSS)

OTHER RESPONSE AGENCIES: Guam Homeland Security Office of Civil Defense (GHS/OCD); Department of Administration, General Services Administration (GSA); Guam National Guard (GUNG); Department of Public Works (DPW); Guam Waterworks Authority (GWA); Department of Public Health and Social Services (DPHSS); Mayor's Council of Guam (MCOG); Department of Education (GDOE); American Red Cross (ARC); Department of Land Management/Chamorro Land Trust Commission (CLTC); Department of Parks and Recreation (DPR); Guam Police Department (GPD); University of Guam (UOG); Department of Chamorro Affairs (GDCA)

I. INTRODUCTION

The Department of Agriculture is the primary lead agency with Department of Public Health and Social Services as co-lead for nutrition assistance, including the emergency food stamp program. DOAg is a key member of the EOC ESF Team in that its purview extends into aspects of ESF 4 (Firefighting), ESF 6 (Mass Care, Housing, and Human Services). In that capacity DOAg assumes the following roles in assisting Guam to prepare for, respond to and recover from emergency incidents and disaster events.

II. CONCEPT OF OPERATIONS

A. GENERAL

The ESF 11 Appendix has been developed to provide an all hazards framework for response actions, to coordinate with local and federal responders, and provide for consistency with the National Response Framework (NRF). ESF 11 will operate under the following principles in order to implement its core missions. These principles serve as the general concept of operations for ESF 11 and are further described in supporting plans and procedures.

Emergency Support Function (ESF) 11 – Agriculture and Natural Resources supports local authorities and other federal agency efforts to provide nutrition

assistance; control and eradicate, as appropriate, any outbreak of a highly contagious or economically devastating animal/zoonotic (i.e., transmitted between animals and people) disease, or any outbreak of an economically devastating plant pest or disease; ensure the safety and security of the commercial food supply; protect natural and cultural resources and historic properties (NCH) resources; and provide for the safety and well-being of household pets during an emergency response or evacuation situation. Among the specific activities undertaken by ESF 11 during emergency response operations:

1. **Providing nutrition assistance:** Includes working with agencies to determine nutrition assistance needs, obtain appropriate food supplies, arrange for delivery of the supplies, and authorize the Disaster Food Stamp Program. These efforts are coordinated by the Department of Public Health and Social Services (DPHSS) Food and Nutrition Service.
2. **Responding to animal and plant diseases and pests:** Includes implementing an integrated Federal, Territory, and local response to an outbreak of a highly contagious or economically devastating animal/zoonotic disease, or an outbreak of a harmful or economically significant plant pest or disease. ESF 11 ensures, in coordination with ESF 8 – Public Health and Medical Services, that animal/veterinary issues in natural disasters are supported.
3. **Ensuring the safety and security of the commercial food supply:** Includes the execution of routine food safety inspections and other services to ensure the safety of food products that enter commerce. This includes the inspection and verification of food safety aspects of slaughter and processing plants, products in distribution and retail sites, and import facilities at ports of entry; laboratory analysis of food samples; control of products suspected to be adulterated; plant closures; food borne disease surveillance; and field investigations. These efforts are coordinated by DPHSS.
4. **Protecting NCH resources:** Includes appropriate response actions to preserve, conserve, rehabilitate, recover, and restore NCH resources. This includes providing post-event baseline assessments of damages and providing technical assistance and resources for assessing impacts of response and recovery activities to NCH resources. These efforts are coordinated by the Department of Parks and recreation and Department of Chamorro Affairs.
5. **Providing for the safety and well-being of household pets:** Supports the Guam Homeland Security/Office of Civil Defense (GHS/OCD) with ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services; ESF 8; ESF 9 – Search and Rescue; and ESF 14 – Long-Term

Community Recovery to ensure an integrated response that provides for the safety and well-being of household pets. The ESF 11 effort is coordinated by DOAg.

6. Upon activation of the EOC to Readiness Level 2, where select ESFs may be activated, or Level 1 where all ESFs report, ESF 11 is responsible for the following missions:
 - a. Identifies and obtains bulk food supplies and ensures food safety and security;
 - b. Manages nutrition assistance, including the emergency food stamp program;
 - c. Provides information on ESF 11 activities and the food situation in the affected areas, including the disposition of food supplies and distribution;
 - d. Addresses animal and plant disease/pest response; and
 - e. Protects and restores natural and cultural resources, as well as historic properties.
 - f. Identify and manage Pet Friendly Shelters with ESF 6.
7. Provide coordination and information support at the EOC for assistance to supplement the response capabilities and local resources of Guam.
8. Provide information on the status of ESF 11 overall responsibilities listed above in the affected areas.
9. Meet resource requests through available or obtainable resources from the support agencies, including resources that are available through mutual-aid agreements, the U.S. Department of Agriculture (USDA), the Department of the Interior (DOI) and/or the Federal Emergency Management Agency (FEMA).
10. Serve as liaison with federal ESF 11 U.S. Department of Agriculture (USDA), the Department of the Interior in coordinating information, addressing resource shortfalls and resolving issues before, during and after an emergency event.
11. Attend briefings and meetings, provide situation and status updates, and address issues relating to ESF 11 activities.
12. Serves as a member of ad hoc task forces and issue teams.
13. Participate in the Infrastructure Preliminary Damage Assessment Team (PDA) to survey the impacts of a disaster or emergency incident on

agricultural concerns, coastal areas and locations of cultural/historical significance.

B. ORGANIZATION

1. ESF 11 will operate under the direction of the EOC Director/TCO through the Human Services Branch Director.
2. The Department of Agriculture (DOAg) is the primary agency with Department of Public Health and Social Services (DPHSS) as Co-lead for ESF 11.
3. During an emergency or disaster, the primary agency of ESF 11 will assign personnel to the EOC. ESF 11 will respond directly to the Human Services Branch Director who reports to the Operations Section Chief.
4. Federal support agency staff and resources, such as the USDA and the U.S. DOI may be integrated directly into ESF 11 to assist with response efforts.
5. Coordinate ESF 11 activities in the EOC during periods of activation by:
 - a. Developing and maintaining the ESF 11 duty schedule;
 - b. Coordinating the receipt, evaluation, and requests from the threatened and/or impacted area, and;
 - c. Developing situation reports and action plans to be submitted to the Plans Section.
6. If additional resources are required, the primary agency will make a request to the TCO/EOC Director who will then coordinate the request with the remaining support agencies on the EOC ESF Team.
7. When activated, other ESFs and response agencies will report to the Emergency Operations Center (EOC) to receive an initial briefing and instruction from Guam Homeland Security/Office of Civil Defense (GHS/OCD).
8. Other Government of Guam support agencies and organizations are available as needed for specific issues and are accessed through their respective ESFs at the EOC.

C. NOTIFICATIONS

1. The EOC Director or EOC Duty Officer will notify the ESF 11 primary agency, DOAg, when an area or the entirety of Guam is threatened or has been impacted by an emergency or disaster event and activates the EOC to Level 2 (select ESFs) or Level 1 (full activation).
2. The DOAg designated personnel will report to the EOC if so advised or requested by the EOC Director or EOC Duty Officer.
3. As warranted by the scope of the impending event, the DOAg personnel will notify the appropriate support agencies.
4. The designated support agencies when notified will report to the EOC if so advised or requested by the primary agency, the DOAg coordinating personnel.
5. The support agencies designated to report to the EOC will notify their agencies as well as any designated emergency operations personnel of the impending or actual event.

D. CONCEPT OF OPERATIONS

1. General
 - a. DOAg, as the coordinator for ESF 11 organizes the ESF staff and support agencies based upon the five core functional areas. It organizes and coordinates the capabilities and resources of the Government of Guam to facilitate the delivery of services, technical assistance, expertise, and other support for incidents requiring a coordinated response.
 - b. ESF 11 identifies, secures, and arranges for the transportation of food and/or the provision of food stamp benefits to affected areas and supports Mass Care in providing food for shelters and other mass feeding sites.
 - c. ESF 11 provides for an integrated federal and local response to an outbreak of a highly contagious or economically devastating animal/zoonotic disease, or an outbreak of a harmful or economically significant plant pest or disease deemed of federal regulatory significance.
 - d. ESF 11, through the primary agency for NCH resources (DCA) organizes and coordinates the capabilities and resources of the Government of Guam to facilitate the delivery of services, technical assistance, expertise, and other support for the protection, preservation, conservation, rehabilitation, recovery, and restoration of NCH resources through all phases of an incident requiring a coordinated federal and local response.
 - e. ESF 11 supports GHS/OCD together with ESF 6, ESF 8, ESF 9, and ESF 14 to ensure an integrated response that provides for the safety and well-

being of household pets during natural disasters and other emergency events resulting in mass displacement of civilian populations.

E. OPERATIONAL OBJECTIVES

ESF 11 supports the EOC ESF Team through its actions and response efforts to activate and organize an effective response to an event. These objectives are further described in preparedness, response, recovery and mitigation actions.

1. Preparedness Objectives

- a. Participate in the review and revision of Appendix XI to the Guam Comprehensive Emergency Management Plan (CEMP) and related EOC Standard Operating Procedures (SOP);
- b. Attend and participate in meetings, training, conferences, and exercises, and;
- c. Develop, test, and maintain manual or automated listings of the following:
 - i. Agency points of contact that are to be contacted by agency representative(s) assigned to ESF 11;
 - ii. Agency available resources (from within the agency) such as boats and other agency equipment, etc.;
 - iii. Points of contact for agency obtainable resources (from agency contractors, vendors, etc.) and equipment.
- d. Review and update as needed any activation rosters to ensure the availability of trained personnel for extended periods of time, both at fixed, as well as field locations.
- e. Initiate new and/or validate all existing contracts with ESF 7/Logistics for response and recovery related resources determine the status of those assets.
- f. Develop procedures to maintain appropriate records for time worked and costs incurred by ESF 11 agencies during an emergency/disaster event.
- g. Coordinate with FEMA and federal counterparts to pre-identify potential unmet needs with respect to federal resources and equipment.
- h. Coordinate and plan for pre-event storage of bulk food supplies and other ESF 11 mission related resources, including the retention of any non-perishable food and other supplies from previous disasters.

2. Response Objectives

ESF 11 will coordinate and manage the following response objectives:

- a. Activate the "Notifications" sequence listed in Section II.C (Notification) above.
- b. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- c. Review as necessary each support agency's automated or manual listings of emergency contacts.
- d. Make and maintain contact with federal ESF 11 according to established procedures.
- e. Maintain appropriate records of work schedules and costs incurred by ESF 11 agencies and organizations during an event.
- f. Evaluate the probability and time period of the recovery phase for the event. If a recovery phase is probable, start pre-planning for recovery actions.
- g. Generate response information in a timely manner to be included in EOC ESF Team briefings, situation reports and incident action plans. Specific essential elements of information (EEI) include:
 - i. Status of current and future operations, any obstacles and unmet needs relative to ESF 11 missions; and
 - ii. Status of internal damage assessments/surveys conducted by ESF 11 agencies.
- h. Coordinate with ESF1 (Transportation) if transportation assets are required to move bulk food supplies or fulfill other ESF 11 missions.
- i. Coordinate with ESF3 (Public Works and Engineering) regarding the disposal of any large agricultural debris/waste.
- j. Coordinate with ESF 13 (Public Safety and Security) and 16 (Military Support to Civilian Authorities) for security around bulk food storage sites or other feeding and distribution operations in the impacted area.
- k. Coordinate with ESF 6 (Mass Care) and ESF 7/Logistics regarding the locations of mass feeding sites, staging areas, Points of Distribution (POD), as well as addressing any feeding and meeting human needs operations.
- l. Coordinate, as needed, with ESF 15 to arrange any public information or advisories in response to information requirements relative to the food stamp program, distribution of food, or public health issues associated with disaster impacts to crops and livestock.
- m. As requested by the EOC, participate in any Preliminary Damage

Assessment (PDA) teams activated to survey incident or disaster impacts and report the findings to the EOC for further action.

- n. Coordinate with ESF 6 (Mass Care) and ESF 7/Logistics regarding the locations of pet sheltering sites, staging areas, Points of Distribution (POD), as well as addressing any feeding and meeting pet needs operations.

3. Recovery Objectives

- a. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans. ESF 11 specific essential elements of information (EEI) include the status of current and future operations, any obstacles and unmet needs relative to its missions.
- b. Plan and prepare the notification systems and operational procedures to sustain any long term operations in the field if necessary.
- c. Plan and prepare for the continued support of all federal ESF 11 personnel.
- d. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- e. Maintain appropriate records of work schedules and costs incurred by ESF 11 agencies during an event.
- f. Seek information concerning the projected date the EOC will deactivate.
- g. Continue to provide reports to the EOC concerning water quality and other environmental monitoring operations.

4. Mitigation Objectives

- a. Provide personnel with the appropriate expertise to participate in activities designed to reduce or minimize the impact of future disasters, especially to fisheries and shorelines.
- b. Plan and prepare the notification systems and operational procedures to support the requests and directives resulting from the Governor and/or FEMA concerning mitigation and/or redevelopment activities. Probable requests and directives include establishment of review and study teams, support of local government contracting for mitigation and/or redevelopment needs, and other similar professional, technical, and administrative activities.

F. DIRECTION AND CONTROL

As a part of the EOC ESF Team, agencies of ESF 11 may have to participate (on-island or in another jurisdiction through mutual aid) on several emergency teams and/or co-located at several emergency facilities. The following is a listing of the teams and facilities through which ESF 11 may have to function:

1. **Emergency Operations Center**

- a. In the event that the Emergency Operations Center is activated for an emergency, the EOC ESF Team Emergency Support Function Coordinator for DOAg or his/her designated representative, assumes responsibility as supervisor for ESF 11.
- b. The ESF 11 supervisor coordinates with ESF 11 support agencies in order to respond to assigned requests from the villages and directives of the EOC Director.

2. **Joint Field Office**

- a. Upon activation of the Joint Field Office (JFO), the EOC Director or his/her designated representative, coordinate with ESF 11 support agencies in order to provide an ESF 11 representative at the JFO, when required.
- b. The ESF 11 representative at the JFO coordinates with ESF 11 agencies in the EOC.

3. **Federal Resources** - Should ESF 11 foresee or have a need for resources not otherwise available, action will be taken to secure such resources through FEMA or some other federal source. Normally, an action to obtain a resource from a federal source is coordinated with/through the Territory Coordinating Officer and/or the Federal Coordinating Officer.

4. **Contracts and Contractors** - Resources that are available through ESF 11 may best be obtained through an agency or Government of Guam contractor, vendors, and suppliers. Resources may also be obtained from agency related entities such as local, Government of Guam, national, public, and private organizations.

5. **Mitigation and/or Redevelopment** - ESF 11 does not have budgetary authority, or funds for mitigation or redevelopment needs that result from an emergency or disaster. Therefore, the primary and support agencies for ESF 11 can only provide (as in-kind or matching) professional, technical, and administrative personnel and their use of related equipment to mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical, and

administrative tasks generally required for mitigation and/or redevelopment activities.

III. RESPONSIBILITIES

A. PRIMARY AGENCY - GUAM DEPARTMENT OF AGRICULTURE (DoAG)

1. Coordinate all ESF 11 administrative, management, planning, training, preparedness, response, and recovery activities.
2. Assign appropriate personnel to the ESF 11 duty schedule in the EOC.
3. Facilitate the meetings and efforts of ESF 11 with other designated agencies to address any bulk food, food stamp, crop and livestock and other agriculture associated response issues.
4. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for any unmet needs of resources and equipment.
5. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.
6. Maintain contact with the USDA and U.S. Department of the Interior, and FEMA.
7. Maintain appropriate records of work schedules and costs incurred by ESF 11 agencies during an event.
8. Assign the necessary staff with technical expertise to coordinate and field an Infrastructure Branch Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The assigned emphasis for DOAg are agricultural issues such as Division Of Aquatic and Wildlife Resources (DAWR) fisheries and assets, assessments of marine shoreline and freshwater rivers Agricultural Development Services (ADS) and damage assessments of registered farms.

B. CO- LEAD AGENCY - DEPARTMENT OF PUBLIC HEALTH AND SOCIAL SERVICES (DPHSS) - Coordinate all nutrition assistance efforts of ESF 11, including the emergency food stamp program.

C. OTHER RESPONSE AGENCIES - Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.

IV. FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

1. All requests for agricultural or animal related support must originate through the EOC and be recorded in the Incident Management System. Once entered into Incident Management System and tasked as a mission assignment, ESF 11 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors. All records of payments will be recorded by the Finance and Administration Section of the EOC.
2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10, Chapter 65, § 65107;
 - b. Executive Order Number 91-09;

- c. Executive Order Number 2011-13.
- 2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;
 - d. Homeland Security Act of 2002;
 - e. Homeland Security Presidential Directive – 5, Feb 2003.

B. REFERENCES

- 1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
 - d. All-Hazards Alert and Notification Operations Manual;
 - e. Mission Assignment Standard Operating Procedure (Draft, March 2005);
 - f. Guam Pet Friendly Shelter Plan (Draft); and
 - g. Guam Animal Health Emergency Response Plan (Draft).
- 2. Federal
 - a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
 - b. Guam Catastrophic Typhoon Operations Plan, August 2010;
 - c. Guam Catastrophic Typhoon Plan, August 2010;
 - d. National Incident Management System, Dec 2008;
 - e. National Response Framework, Jan 2008;
 - f. National Disaster Recovery Framework, May 2013; and
 - g. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0), Developing and Maintaining Emergency Operations Plans.

APPENDIX XII: EMERGENCY SUPPORT FUNCTION 12 – ENERGY

PRIMARY AGENCY: Guam Power Authority (GPA)

SUPPORT AGENCIES: Guam Homeland Security/Office of Civil Defense (GHS/OCD); Department of Administration, General Services Administration (GSA); Guam National Guard (GUNG); Department of Public Works (DPW); Guam Waterworks Authority (GWA)

I. INTRODUCTION

The purpose of Emergency Support Function 12 (ESF 12) is to establish the policies and procedures to be used by the Guam Power Authority, the Guam Homeland Security Office of Civil Defense (GHS/OCD) and other support agencies to respond to and recover from shortages and disruptions in the supply and delivery of electricity that can have major impacts or threaten the lives of the citizens and visitors of Guam.

The impact of electricity is pervasive in our current day society, any disruptions to the supply of that energy will have major implications on the conduct of government and business operations, the medical wellbeing of everyone on Guam, social and public safety issues, and the shutdown or degradation of other vital services such as water, sewage and transportation; virtually every aspect of life on Guam will be adversely affected or cease altogether. Shortages and disruptions in the supply of electricity may be caused by such events as periods of unusually high energy demand, natural or manmade disasters, fuel supply disruptions, and breakdowns in any part of the technical systems needed to generate, transport and distribute electricity. Disruption to the supply of other energy types, such as gasoline could have equally severe and extensive consequences. After an emergency event, the restoration of power generation and distribution and will require the intervention of many public agencies, the business sector and possibly the federal government.

II. CONCEPT OF OPERATIONS

A. GENERAL

The ESF 12 Appendix has been developed to provide an all hazards framework for response actions by GPA, to coordinate with local and federal responders, and provide for consistency with the National Response Framework (NRF) and the National Response Plan (NRP). ESF 12 will operate under the following principles in order to implement its core missions. These principles serve as the general concept of operations for ESF 12 and are further described in supporting plans and procedures.

Upon activation of the EOC to Readiness Level 2 (select ESFs) or Level 1 (full activation), ESF 12 is responsible for the following missions:

1. Provides the coordination between GPA operations and the EOC ESF Team on any and all efforts to prepare the system and infrastructure and restore the services of the Island Wide Power System (IWPS).
2. Coordinates with public agencies and private entities to assess, repair and restore the infrastructure associated with generating and transmitting power to the IWPS.
3. Develops forecasts for energy, as well as other essential information relative to providing electricity and power to the citizens and visitors of Guam.
4. Provides coordination and information support to the EOC relative to federal efforts to facilitate restoration of the Guam's energy systems following a major disaster or other significant event.
5. Serves as the liaison with the U.S. Department of Energy (USDOE) and federal ESF 7 and for the EOC ESF Team to collect information and resolve issues related to power generation and transmission.
6. Participates in the ODC/FEMA Power Restoration Task Force (PRTF) which when activated will support and augment pre-disaster efforts to protect infrastructure and to conduct post-landfall power infrastructure damage assessments, essential emergency power restoration, long-term power restoration prioritization, and long-term power restoration response and recovery.
7. Provides coordination and information support at the EOC for assistance to supplement the response capabilities and local resources of Guam.
8. Meets mission assignments through available or obtainable resources from other ESF EOC Team agencies, the private sector, those available through mutual-aid agreements, as well as federal sources including the U.S. Department of Energy (USDOE), the U.S. Army Corps of Engineers 240th Prime Power (USACE) and/or the Federal Emergency Management Agency (FEMA).
9. Attends briefings and meetings, provide situation and status updates, and address issues relating to ESF 12 activities.
10. Serves as member of other ad hoc task forces and issue teams that arise out of preparedness response and recovery efforts.

11. Participates in the Infrastructure Preliminary Damage Assessment (PDA) Team to survey the impacts of a disaster or emergency incident on the IWPS including power generation and transmission facilities and equipment.

B. ORGANIZATION

1. ESF 12 RAC will operate under the direction of the EOC Director/TCO through the Infrastructure Branch Director.
2. The GPA is the primary agency for ESF 12.
3. During an emergency or disaster, the primary agency will assign personnel to the EOC. ESF 12 will respond directly to the Infrastructure Branch Director who reports to the Operations Section Chief
4. Federal support agency staff and resources, such as the USDOE, may be integrated directly into ESF 12 to assist with response efforts.
5. Coordinate ESF 12 activities in the EOC during periods of activation by:
 - a. Developing and maintaining the ESF 12 duty schedule;
 - b. Coordinating the receipt, evaluation, and requests from the threatened and/or impacted area, and;
 - c. Developing situation reports and action plans to be submitted to the Plans Section.
6. If additional resources are required, the primary agency will make a request to the EOC Director. The Director will then coordinate the request with the remaining support agencies on the EOC ESF Team.
7. When activated, will report to the Emergency Operations Center (EOC) to receive an initial briefing and instruction from Guam Homeland Security/Office of Civil Defense (GHS/OCD).
8. Other Government of Guam support agencies and organizations are available as needed for specific issues and are accessed through their respective ESFs at the EOC.

C. NOTIFICATIONS

1. The EOC Director EOC Duty Officer will notify the ESF 12 primary agency, GPA, when an area or the entirety of Guam is threatened or has been

impacted by an emergency or disaster event and activates the EOC to (select ESFs) or Level 1 (full activation).

2. The GPA designated personnel will report to the EOC if so advised or requested by the EOC Director or EOC Duty Officer.
3. As warranted by the scope of the impending event, the GPA personnel will notify the appropriate support agencies.
4. The designated support agencies when notified will report to the EOC if so advised or requested by the primary agency.
5. The support agencies designated to report to the EOC will notify their agencies as well as any designated emergency operations personnel of the impending or actual event.

D. OPERATIONAL OBJECTIVES

ESF 12 supports the EOC ESF Team through its actions and response efforts to activate and organize an effective response to an event. These objectives are further described in preparedness, response, recovery and mitigation actions.

1. Preparedness Objectives
 - a. Participate in the review and revision of Appendix XII to the Guam Comprehensive Emergency Management Plan (CEMP) and related EOC Standard Operating Procedures (SOP);
 - b. Attend and participate in meetings, training, conferences, and exercises, and;
 - c. Develop, test, and maintain manual or automated listings of the following:
 - i. Agency points of contact, compiled by GHS/OCD, that are to be contacted by agency representative(s) assigned to ESF 12;
 - ii. Agency available resources (from within the agency) such as trucks and other agency equipment, etc.;
 - iii. Points of contact for agency obtainable resources (from agency contractors, vendors, etc.) and equipment.
 - d. Review and update as needed any activation rosters to ensure the availability of trained personnel for extended periods of time, both at fixed, as well as field locations.
 - e. Initiate new and/or validate all existing contracts with ESF 7/Logistics for response and recovery related resources determine the status of

those assets.

- f. Develop procedures to maintain appropriate records for time worked and costs incurred by ESF 12 agencies during an emergency/disaster event.
- g. Coordinate with FEMA and federal counterparts to pre-identify potential unmet needs with respect to federal resources and equipment.
- h. Coordinate with GHS/OCD and FEMA Logistics to:
 - i. Establish and update the prioritized list of critical facilities for power restoration;
 - ii. Monitor the status of power infrastructure requirements, capabilities, shortfalls, and operational status;
 - iii. Establish and maintain awareness of any established power restoration Memorandums of Understanding (MOUs) with off-island agencies, the resource capabilities of these agencies, and assess shipping requirements if the MOUs must be activated;

2. Response Objectives

ESF 12 will coordinate and manage the following response objectives:

- a. Activate the "Notifications" sequence listed in Section II.C (Notification) above.
- b. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- c. Review as necessary each support agency's automated or manual listings of emergency contacts.
- d. Make and maintain contact with federal ESF 12 according to established procedures.
- e. Maintain appropriate records of work schedules and costs incurred by ESF 12 agencies and organizations during an event.
- f. Evaluate the probability and time period of the recovery phase for the event. If a recovery phase is probable, start pre-planning for recovery actions.
- g. Generate response information in a timely manner to be included in EOC ESF Team briefings, situation reports and incident action plans. Specific essential elements of information (EEI) include:
 - i. Status of current and future operations, any obstacles and unmet needs relative to ESF 12 missions; and
 - ii. Status and findings of internal damage assessments/surveys

conducted by ESF 12 agencies.

- iii. The reports of power outages, the status of restoration to critical facilities and residences/ communities, and the disposition of emergency generators at the key water, medical and shelter facilities/locations.
- h. Coordinate the following activities with GHS/OCD, FEMA Logistics and ESFs listed below:
 - i. ESF 3 (Public Works and Engineering), ascertain the status of emergency generators located at water well and booster station sites and determine Guam's overall emergency power generation needs;
 - ii. ESF 6 (Mass Care, Housing, and Human Services) and ESF 8 (Public Health and Medical Services), ascertain the status of emergency generators located at water well and booster station sites and determine Guam's overall emergency power generation needs;
 - iii. All of the ESFs listed in i. and ii. above, source availability, location, and transportation requirements of emergency generators to augment emergency power generation requirements and shortfalls;
- i. Participate in the activities of the PRTF, as dictated by the situation or requested by GHS/OCD and FEMA, to include:
 - i. Ascertaining current status and capabilities of off-island power restoration MOU signatories;
 - ii. Sourcing and developing contracts for transportation assets to support movement of power restoration assets from off-island to Guam as needed;
 - iii. Coordinating the mobilization of GUNG generator assets, the movement of on-island FEMA generator assets, or the mission assignment of on-island DOD generator assets to replace inoperative generators at critical facilities (as available to meet generator type, kind, and capability requirements);
 - iv. Keeping other members and the EOC ESF Team informed of activities and findings regarding 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.
 - v. Coordinating with ESF 10 (Oil and Hazardous Materials Response) to source, acquire, and distribute HAZMAT Personnel and Protective Equipment (PPE) for use at HAZMAT staging and disposal sites.

- vi. Coordinating with ESF 13 (Public Safety and Security) and ESF 16 (Military Support to Civil Authority) to provide security at HAZMAT staging and disposal sites.
- vii. Coordinating with ESF 15 (External Affairs) to ensure that information regarding the restoration of power is continuously made available to all interests on Guam through PSA and all media outlets.
- j. Assist and monitor the deployment of all utility repair personnel and equipment to restore the power transmission system for the IWPS. Restoration will be prioritized according to the following protocols:
 - i. Efforts will start with 115 kV transmission lines followed by the 34.5kV transmission lines by listed priority and energized pending generation availability:

Priority 115 kV Transmission Lines		
Priority	Circuit Numbers	Routing
1	H-322/H-326 - H-401/H-404	Cabras - Agana
1	H-342/H-/346 - H-402/H-403	Cabras - Agana
1	H-362/H-366 – H-760/H-750	Cabras - Piti
1	H-403/H-404 - H-602	Agana - Tamuning
1	H-612 - H-502	Tamuning - Harmon
1	H-710/H760 - H-502	Piti - Harmon
Priority 34.5 kV Transmission Lines		
1	X-15/X-16 - X-6	Piti - Cabras
1	X-93/X-103	Harmon - Tanguisson
1	X-80/X-260	Harmon – San Vitores
2	X-20/X-35	Piti - Orote
2	X-23/X-43	Piti - Agana
2	X-54/X-246	Agana - Barrigada
2	X-45/X-55	Agana – Radio Barrigada
2	X-245/X-173	Barrigada - GAA
2	X-170/X-133	GAA - Macheche
2	X-130/X-98	Macheche - Harmon
2	X-174/X-175	GAA-GIAT
2	X-97/X-227	Harmon – Tumon
2	X-88/X-151/X-154	Harmon – Dedodo
2	X-83/X-73	Harmon – AAFB
2	X-222/X-67	Dedodo – Marbo

2	X-226/X-210	Tumon – Tumon
3	All remaining 34.5 kV lines	

ii. The priority for the 13.8 kV distribution circuits is as follows:

Priority	Circuit No.s	Area	Load
1	P-401	Tumon	Hospital
1	P-003	Piti	GPA PSCC
1	P-203	Tamuning	Hospital Backup
1	P-252	Agana/Sinajana	American Red Cross
1	P-250	Chalan Pago	Water wells DOC
1	P-283	Agana Heights	OCD/EOC/E-911
Priority	Circuit No.s	Area	Load
1	P-26/P-282	Agana Heights	Naval Hospital
1	P-87/P-88/P-89	Dedodo	Water wells
1	P-46	Harmon	Northern GWA Treatment Plant
2	Underground 13.8 kV Circuits	Pending load requirements to maintain generation system	
2	P-323/P-322	Mangilao	Water wells
2	P-330/P-331	Yigo – Dedodo	Water wells
2	P-221/P-340/ P-341	Southern	Water wells
		Storm Shelters	
3	Remaining 13.8 kV Circuits		

- k. Provide any assistance and coordination necessary to sustain federal and off-island personnel and equipment supporting the ESF 12 mission during the entire period of their deployment to Guam.
- l. Support refueling operations during the response and recovery/pre-and post event phases all power, water, and debris clearance emergency generator and vehicle assets;
- m. Post event, in coordination with federal ESF 7 and the EOC ESF Team, ESF 12 will:
 - i. Adjust the Fuel Prioritization Plan as necessary to support prioritized critical locations based on Preliminary Damage Assessment (PDA) reports of post-storm infrastructure damage, fuel supply and distribution capability;

- ii. Determine the location of viable prioritized commercial fuel stations for strict refueling of emergency/disaster response vehicles;
- iii. Execute any MOA, vendor contracts and EMAC to procure any fuel from regular or bulk supplies, distribution assets, storage facilities and/or equipment and transport barges (in the case of off-island sources).
- n. As requested by the EOC, participate in any PDA teams activated to survey incident or disaster impacts and report the findings to the EOC for further action.
- o. Coordinate with the Tourist Planning Task Force (TPTF) to arrange refueling support for generators at hotels/resorts during sheltering or evacuation operations.

3. Recovery Objectives

- a. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans. ESF 12 specific essential elements of information (EEI) include the status of current and future operations, any obstacles and unmet needs relative to its restoration of power missions.
- b. Plan and prepare the notification systems and operational procedures to sustain any long term operations in the field if necessary.
- c. Plan and prepare for the continued support of all federal ESF 12 personnel.
- d. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- e. Maintain appropriate records of work schedules and costs incurred by ESF 12 agencies during an event.
- f. Seek information concerning the projected date the EOC will deactivate.
- g. Continue to provide reports to the EOC concerning any and all efforts, as well as overall appraisal of the success of restoring power to key infrastructure, Government of Guam facilities, as well as public and private homes and businesses.
- h. Assist the PRTF in the demobilization and/or transportation back off island of any and all non Government of Guam emergency generators and other power generation equipment, assets and personnel, including deployed security, used to accomplish the ESF 12 mission.
- i. Assist in the demobilization and/or transportation back off island of any and all non Government of Guam fuel storage and delivery equipment

used to accomplish the ESF 12 mission.

4. Mitigation Objectives

- a. Provide personnel with the appropriate expertise to participate in activities designed to reduce or minimize the impact of future disasters.
- b. Plan and prepare the notification systems and operational procedures to support the requests and directives resulting from the Governor and/or FEMA concerning mitigation and/or redevelopment activities. Probable requests and directives include establishment of review and study teams, support of local government contracting for mitigation and/or redevelopment needs, and other similar professional, technical, and administrative activities.

E. DIRECTION AND CONTROL

As a part of the EOC ESF Team, agencies of ESF 12 may have to participate (on-island or in another jurisdiction through mutual aid) on several emergency teams and/or co-located at several emergency facilities. The following is a listing of the teams and facilities through which ESF 12 may have to function:

1. **Emergency Operations Center**

- a. In the event that the EOC is activated for an emergency, the EOC ESF Team Emergency Support Function Coordinator for GPA or his/her designated representative, assumes responsibility as supervisor for ESF 12.
- b. The ESF 12 designated point of contact coordinates with ESF 12 support agencies in order to respond to assigned requests from the villages and directives of the GHS/OCD EOC Director.

2. **Joint Field Office**

- a. Upon activation of the Joint Field Office (JFO), the EOC Director or his/her designated representative, coordinate with ESF 12 support agencies in order to provide an ESF 12 representative at the JFO, when required.
- b. The ESF 12 representative at the JFO coordinates with ESF 12 agencies in the EOC.

3. **Federal Resources** - Should ESF 12 foresee or have a need for resources not otherwise available, action will be taken to secure such resources through FEMA or some other federal source. Normally, an action to obtain a resource from a federal source is coordinated with/through the Territorial Coordinating Officer and/or the Federal

Coordinating Officer.

4. **Contracts and Contractors** - Resources that are available through ESF12 may best be obtained through an agency or Government of Guam contractor, vendors, and suppliers. Resources may also be obtained from agency related entities such as local, Government of Guam, national, public, and private organizations.
5. **Mitigation and/or Redevelopment** - ESF 12 does not have budgetary authority, or funds for mitigation or redevelopment needs that result from an emergency or disaster. Therefore, the primary and support agencies for ESF 12 can only provide (as in-kind or matching) professional, technical, and administrative personnel and their use of related equipment to mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical, and administrative tasks generally required for mitigation and/or redevelopment activities.

III. RESPONSIBILITIES

A. GUAM POWER AUTHORITY (GPA)

1. Coordinate all ESF 12 administrative, management, planning, training, preparedness, response, and recovery activities.
2. Assign GPA personnel to the ESF 12 duty schedule in the EOC.
3. Initiate and perform the notification procedures described above in II.C. above.
4. Facilitate the meetings and efforts of ESF 12 with other designated agencies to address any power generation, transmission or restoration issues.
5. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery efforts.
6. Maintain contact with the USDOE, USACE and DOD.
7. Maintain appropriate records of work schedules and costs incurred by ESF 12 agencies during an event.
8. Assign the necessary staff with technical expertise to coordinate and field an Infrastructure Branch Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their

area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The assigned emphasis for GPA is the IWPS and all aspects.

9. Participate in all activities related to the PRTF and its missions.
10. Designate the GPA Chief Financial Officer (CIO) as the Official FEMA Coordinating Officer (FEMAC) reporting to the TCO/EOC Director.
11. Coordinate with Department of Youth Affairs (DYA) to assist them in fulfilling their response missions and objectives to ensure the safety and security of the clients in their charge.

B. SUPPORT AGENCIES

1. Guam Homeland Security/Office of Civil Defense (GHS/OCD)
 - a. Participate in the PRTF.
 - b. In accordance with GSA, DPW, GPA, GWA, ESF 6, ESF 8, ESF 16, ESF 17 and federal ESF 7 develop and update the Fuel Prioritization List.
 - c. Provide an Infrastructure Branch Director to guide and manage the activities of ESF 12 in concert with other ESFs in that branch.
 - d. Provide logistical, administrative and other support to off-island personnel and equipment during their deployment to Guam during the response and recovery portions of the disaster or incident.
 - e. In accordance with GSA, coordinate the overall allocation of fuel with other ESFs to establish supplies; refuel capabilities and requirements; storage and transportation assets; and location and specific demands of critical facilities and equipment requiring resupply.
 - f. Assist ESF 12 to coordinate with other ESFs during the conduct of preparedness, response recovery and mitigation efforts.
2. Department of Administration, General Services Administration (GSA)
 - a. In accordance with GHS/OCD, DPW, GPA, GWA, ESF 6, ESF 8, ESF 16 and federal ESF 7, develop and update the Fuel Prioritization List.
 - b. In accordance with GHS/OCD, coordinate the overall allocation of fuel with other ESFs to establish supplies; refuel capabilities and requirements; storage and transportation assets; and location and specific demands of critical facilities and equipment requiring resupply.

- c. Provide logistical, administrative and other support to off-island personnel and equipment during their deployment to Guam during the response and recovery portions of the disaster or incident.
 - d. Assist in the updating of any priority lists or other planning efforts required by ESF 12 to preparing for its missions.
 - e. Assist ESF 12 to coordinate with other ESFs during the conduct of preparedness, response recovery and mitigation efforts.
- 3. Guam National Guard (GUNG)
 - a. In response to a mission assignment from the EOC ESF Team, provide generators and equipment support to help augment emergency energizing of key infrastructure during a disaster or incident.
 - b. In response to a mission assignment from the EOC ESF Team, provide trained security staff and equipment to secure HazMat disposal sites of GPA waste or other requirements relative to power restoration.
 - c. Provide all available and obtainable public works and engineering resources for the support of Emergency Support Function 12 missions.
- 4. Department of Public Works (DPW)
 - a. Participate in the PRTF.
 - b. Assist ESF 12 in developing and maintaining a list of key infrastructure facilities and the priority in which they must be energized.
 - c. Provide status information and any support for DPW emergency generators located at key infrastructure locations.
 - d. Provide technical expertise, equipment and support for ESF 12 missions according to DPW resources and capabilities.
 - e. Provide all available and obtainable public works and engineering resources for the support of Emergency Support Function 12 missions.
- 5. Guam Waterworks Authority (GWA)
 - a. Participate in the PRTF.
 - b. Assist in developing and maintaining a list of key infrastructure facilities and the priority in which they must be energized during emergencies.
 - c. Provide status information and any support for DPW emergency generators located at key infrastructure locations.
 - d. Provide technical expertise, equipment and support for ESF 12 missions according to GWA resources and capabilities.

- e. Provide all available and obtainable agency resources for the support of Emergency Support Function 12 missions.

IV. FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

1. All requests for power related support must originate through the EOC and be recorded in the Incident Management System. Once entered into Incident Management System and tasked as a mission assignment, ESF 12 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.
2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

C. COORDINATION OF COSTS WITH FEMA

1. The FEMAC will obtain proper documentation and approval from the FEMA for all work including, but not limited to, environmental reconstruction, repair and rerouting work performed on the IWPS, to include streetlight repairs that may be necessary as restoration is completed.
2. The FEMAC will, as part of the documentation of work performed, having

obtained the correct permissions, and costs incurred, provide the following:

- i. Approval letter for the restoration/rebuilding of GPA facilities to ensure compliance with GPA construction standards, NESC regulatory codes. FEMA 406 mitigation standards and local laws; and
- ii. Letter of notification to FEMA when costs exceed 15% of latest estimate.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-13.
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;
 - d. Homeland Security Act of 2002;
 - e. Homeland Security Presidential Directive – 5, Feb 2003.

B. REFERENCES

1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
 - d. All-Hazards Alert and Notification Operations Manual; and
 - e. Mission Assignment Standard Operating Procedure (Draft, March 2005).

2. Federal
 - a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
 - b. Guam Catastrophic Typhoon Operations Plan, August 2010;
 - c. Guam Catastrophic Typhoon Plan, August 2010;
 - d. National Incident Management System, Dec 2008;
 - e. National Response Framework, Jan 2008;
 - f. National Disaster Recovery Framework, May 2013; and
 - g. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0), Developing and Maintaining Emergency Operations Plans.

APPENDIX XIII: EMERGENCY SUPPORT FUNCTION 13 – PUBLIC SAFETY AND SECURITY

PRIMARY AGENCY: Guam Police Department (GPD)

SUPPORT AGENCIES: Guam International Airport Authority (GIAA) Police; Port Authority of Guam (PAG) Police; Department of Revenue and Taxation (DRT); Department of Corrections (DOC); Guam National Guard (GUNG), Customs and Quarantine Agency (CQA); Department of Youth Affairs (DYA); Department of Parks & Recreation (DPR) Park Rangers; Guam Department of Education (GDOE); Department of Agriculture (DOAg) Conservation Officers; Mayor's Council of Guam (MCOG); Mariana Regional Fusion Center-Guam (MRFC-Guam); Department of Public Works (DPW); Superior Court of Guam (Marshals & Probation); Attorney General's Office; Guam Fire Department (GFD)

I. INTRODUCTION

The purpose of Emergency Support Function 13 (ESF 13) is to establish the policies and procedures to be used by the Guam Police Department, the Guam Homeland Security Office of Civil Defense (GHS/OCD) and other support agencies to respond to the public safety and security concerns that may threaten the lives of the citizens and visitors of Guam. These issues can be especially acute after emergency incidents, disasters and other disruptions to the routine services and activities that are the fabric of daily life.

Jurisdictional Law Enforcement Agencies during normal times and in routine operations are charged with maintaining public safety by ensuring that law and order are enforced uniformly throughout the island. Impending disasters and incidents can strain that public safety mission.

II. RESPONSIBILITIES

ESF 13 is responsible for the following activities during response operations:

- Establishing and/or maintaining law and order throughout Guam;
- Providing security for critical infrastructure and key resources and operations;
- Managing traffic, and enforcing government orders during evacuations;
- Controlling access to dangerous, operationally important or vacated areas;
- Providing technical expertise regarding security and in forensic situations;
- Assist in warning and notifying the public of any government public safety related orders that may pertain to them.

Fulfilling the above responsibilities in response to an impending threat and or in the aftermath will require a coordinated effort from the Government of Guam, the private sector, and the federal government.

III. CONCEPT OF OPERATIONS

A. GENERAL

The ESF 13 Appendix has been developed to provide an all hazards framework for response actions by GPD, to coordinate with local and federal responders, and provide for consistency with the National Response Framework (NRF) and its core missions, which are further described in the local supporting plans and procedures.

Upon activation of the EOC to Readiness Level 2 (select ESFs) or Level 1 (full activation), ESF 13 is responsible for the following missions:

1. Provides the coordination between GPD on-scene Incident Command Post (ICP), the Tactical Operations Center (TOC) and any other law enforcement operations occurring on Guam.
2. In coordination with the EOC Safety Officer, arranges for and/or provides the personnel and equipment needed for EOC security.
3. As needed, coordinates the deployment of units to assist in alerting, notifying and advising the citizenry and visitors of Guam of any official public safety orders requiring their compliance or of impending dangers.
4. As the liaison to federal ESF13, provides coordination and information support to the EOC relative to federal law enforcement efforts and specifically the U.S. Department of Justice (DOJ), the lead agency.
5. Coordinates the demobilization efforts of law enforcement assets deployed in response to an incident or disaster.
6. Coordinates the management and direction of traffic during evacuations to expedite the mass relocation of vulnerable populations or areas.
7. Coordinates the control of public and private access to endangered areas, evacuated communities and other operations that may pose hazards or be otherwise interfered with during incident or disaster response operations.
8. Coordinates the deployment of security assets and equipment to guard critical infrastructure and key resources, response field sites and any other locations or operations necessary for response and recovery efforts.
9. Coordinates the deployment of law enforcement personnel to provide on-

site security at any public shelters opened in response to a disaster or incident.

10. Coordinates, as needed, the activation of the Field Detention Unit at or near mass arrest sites and for other operations that may require the temporary custody of any population.
11. Manages and coordinates any local efforts regarding the forensic collection and analysis, or investigation efforts at an incident site or other scene during a real or suspected event or disaster.
12. Meets mission assignments through available or obtainable resources from other ESF EOC Team agencies, the private sector, those available through mutual-aid agreements, as well as federal sources including the FEMA, DOJ and DOD.
13. Attends briefings and meetings, provides situation and status updates, and addresses issues relating to ESF 13 activities and operations.
14. Serves as member of other ad hoc task forces and issue teams that arise out of preparedness, response and recovery efforts.
15. Participate in the Emergency Services Preliminary Damage Assessment (PDA) Team to survey the impacts of a disaster or emergency incident on the IWPS including power generation and transmission facilities and equipment.

B. ORGANIZATION

1. ESF 13 will operate under the direction of the EOC Director/TCO through the Emergency Services Branch Director.
2. The GPD is the primary agency for ESF 13.
3. During an emergency or disaster, the primary agency will assign personnel to the EOC. ESF 13 will respond directly to the Infrastructure Branch Director who reports to the Operations Section Chief.
4. Federal support agency staff and resources, such as the DOJ, may be integrated directly into ESF 13 to assist with response efforts.
5. Coordinate ESF 13 activities in the EOC during periods of activation by:
 - a. Developing and maintaining the ESF 13 duty schedule;

- b. Coordinating the receipt, evaluation, and requests from the threatened and/or impacted area, and;
 - c. Developing situation reports and action plans to be submitted to the Plans Section.
- 6. If additional resources are required, the primary agency will make a request to the EOC Director who will then coordinate the request with the remaining support agencies on the EOC ESF Team.
- 7. When activated, other ESFs and response agencies will report to the Emergency Operations Center (EOC) to receive an initial briefing and instruction from Guam Homeland Security/Office of Civil Defense (GHS/OCD).

C. NOTIFICATIONS

- 1. The EOC Director or EOC Duty Officer will notify the ESF 13 primary agency, GPD, when an area or the entirety of Guam is threatened or has been impacted by an emergency or disaster event and activates the EOC to (select ESFs) or Level 1 (full activation).
- 2. The GPD designated personnel will report to the EOC if so advised or requested by the EOC Director or EOC Duty Officer.
- 3. As warranted by the scope of the impending event, the GPD personnel will notify the appropriate support agencies.
- 4. The designated support agencies when notified will report to the EOC if so advised or requested by the primary agency.
- 5. The support agencies designated to report to the EOC will notify their agencies as well as any designated emergency operations personnel of the impending or actual event.

D. OPERATIONAL OBJECTIVES

ESF 13 supports the EOC ESF Team through its actions and response efforts to activate and organize an effective response to an event. These objectives are further described in preparedness, response, recovery and mitigation actions.

- 1. Preparedness Objectives
 - a. Participate in the review and revision of Appendix XIII to the Guam

Comprehensive Emergency Management Plan (CEMP) and related EOC Standard Operating Procedures (SOP);

- b. Attend and participate in meetings, training, conferences, and exercises, and;
- c. Develop, test, and maintain manual or automated listings of the following:
 - i. Agency points of contact that are to be contacted by agency representative(s) assigned to ESF 13;
 - ii. Agency available resources (from within the agency) such as boats and other agency equipment, etc.;
 - iii. Points of contact for agency obtainable resources (from agency contractors, vendors, etc.) and equipment.
- d. Review and update as needed any activation rosters to ensure the availability of trained personnel for extended periods of time, both at fixed, as well as field locations.
- e. Initiate new and/or validate all existing contracts with ESF 7/Logistics for response and recovery related resources determine the status of those assets.
- f. Develop rosters of and train sufficient personnel to cover an activation of the EOC for an extended period of time.
- g. Develop and/or maintain appropriate methodologies to record time worked and costs incurred by ESF 13 agencies during an emergency/disaster event.
- h. Coordinate with FEMA and federal counterparts to pre-identify potential unmet needs with respect to federal resources and equipment.
- i. Coordinate with Guam GHS/OCD to:
 - i. Establish and update the prioritized list of critical facilities under the ESF 13 agencies' purview for power restoration;
 - ii. Establish and update the list of pre-designated sites for such activities as the deployment of mobile command posts, Field Detention Unit; evacuation traffic control points, etc.
 - iii. Formats and content for any pre-arranged field observations and other on-scene reports;

2. Response Objectives

ESF 13 will coordinate and manage the following response objectives:

- a. Activate the "Notifications" sequence listed in Section II.C (Notification)

above.

- b. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time, namely the designated Law Enforcement Response Activity Coordinator (LE RAC) or, if the LE RAC is not needed, an EOC Liaison Officer. Either of these lead positions must represent the Chief of Police in all emergency response and recovery matters.
- c. Review annually, or as necessary, each support agency's automated or manual listings of emergency contacts.
- d. Make and maintain contact with federal ESF 13 according to established procedures.
- e. Maintain appropriate records of work schedules and costs incurred by ESF 13 agencies and organizations during an event.
- f. Evaluate the probability and time period of the recovery phase for the event. If a recovery phase is probable, start pre-planning for recovery actions.
- g. Generate response information in a timely manner to be included in EOC ESF Team briefings, situation reports and incident action plans. Specific essential elements of information (EEI) include:
 - i. Status of current and future operations, any obstacles and unmet needs relative to ESF 13 missions; and
 - ii. Field reports from the incident site, or field observations of significant developments that may change the operational tempo, nature, or priorities of the response or recovery effort.
 - iii. Any appropriate/releasable intelligence from federal and other law enforcement agency reports that may have significant ramifications on current or future response or recover operations.
- h. If an Incident Command is deployed to an Unusual Occurrence (UO) or disaster-related site, maintain communications and information flow between it and the EOC.
- i. During evacuation operations:
 - i. Coordinate with ESF 1 regarding any maintenance of traffic (MOT), such as barricades/barrels, traffic cones, etc., or other equipment needed to effect traffic control at key segments and intersections or in response to an accident or other issue on the roadway network.
 - ii. Coordinate with ESF 6 the location of shelters to be opened for any directional sign placement, on-site security needs.
 - iii. Coordinate with GHS/OCD on the hazard specific vulnerable/

- protective action areas needing notification and warning, evacuation assistance and access control.
- iv. Coordinate with GHS/OCD on the types and timing of forecast hazards to establish a pull-back time for any units at remote locations and or nearby refuges.
- j. Coordinate with GHS/OCD regarding:
 - i. Recommendations to the Governor/TCO/EOC from the Chief of Police and/or the Incident Commander regarding the need for and timing of evacuation orders in response to an evolving situation at an Unusual Occurrence (UO) or other incident site.
 - ii. When and where Preliminary Damage Assessment (PDA) Teams will require access to evacuated/vacated areas;
 - iii. When the all clear order for a zone will occur.
- k. Participate in a Preliminary Damage Assessment (PDA) Team as part of the Emergency Services Section, as requested or required by GHS/OCD.
- l. Provide logistical coordination in concert with GHS/OCD regarding the human needs, logistical and support requirements for federal law enforcement personnel and their equipment deployed during the incident or disaster period.
- m. If needed to conduct tourist evacuations, coordinate with ESF 6 regarding the following:
 - i. Reporting the status of routes (i.e., roadway condition, congestion, traffic issues) between evacuating hotels/resorts and A.B. Won Pat International Airport;
 - ii. Directing traffic around hotels, along the transport route and at the airport during evacuation operations; and
 - iii. Providing security and access control requirements at hotels/resorts and other tourist-related sites.

3. Recovery Objectives

- a. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans. ESF 13 specific essential elements of information (EEI) include the status of current and future operations, any obstacles and unmet needs relative to its public safety and security mission.
- b. Plan and prepare the notification systems and operational procedures to sustain any long term operations in the field if necessary.
- c. Plan and prepare for the continued support of all federal ESF 13

personnel and associated law enforcement organizations assisting in the recovery effort.

- d. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- e. Maintain appropriate records of work schedules and costs incurred by ESF 13 agencies during an event.
- f. Seek information concerning the projected date the EOC will deactivate.
- g. Provide coordination and assistance in demobilization of any security operations at remote response and/or recovery sites and operations.

E. DIRECTION AND CONTROL

As a part of the EOC ESF Team, agencies of ESF 13 may have to participate (on-island or in another jurisdiction through mutual aid) on several emergency teams and/or co-located at several emergency facilities. The following is a listing of the teams and facilities through which ESF 13 may have to function:

1. Emergency Operations Center

- a. In the event that the Emergency Operations Center is activated for an emergency, the EOC ESF Team Emergency Support Function Coordinator for GPD or his/her designated representative, assumes responsibility as supervisor for ESF 13.
- b. The ESF 13 supervisor coordinates with ESF 13 support agencies in order to respond to assigned requests from the villages and directives of the EOC Director.

2. Joint Field Office

- a. Upon activation of the Joint Field Office (JFO), the EOC Director or his/her designated representative, coordinate with ESF 13 support agencies in order to provide an ESF 13 representative at the JFO, when required.
- b. The ESF 13 representative at the JFO coordinates with ESF 13 agencies in the EOC.

- 3. **Federal Resources** - Should ESF 13 foresee or have a need for resources not otherwise available, action will be taken to secure such resources through FEMA or some other federal source. Normally, an action to obtain a resource from a federal source is coordinated with/through the Territorial Coordinating Officer (TCO), Defense Coordinating Officer (DCO), and/or the Federal Coordinating Officer

(FCO).

4. **Contracts and Contractors** - Resources that are available through ESF13 may best be obtained through an agency or Government of Guam contractor, vendors, and suppliers. Resources may also be obtained from agency related entities such as local, Government of Guam, public, and private organizations.
5. **Mitigation and/or Redevelopment** - ESF 13 may provide (as in-kind or matching) professional, technical, and administrative personnel and their use of related equipment to mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical, and administrative tasks generally required for mitigation and/or redevelopment activities.

IV. RESPONSIBILITIES

A. GUAM POLICE DEPARTMENT (GPD)

1. As primary, coordinates with GHS/OCD on ESF 13 administrative, management, planning, preparedness, response, and recovery activities.
2. Assign GPD personnel to the ESF 13 duty schedule in the EOC.
3. Initiate and perform the notification procedures described above in III.C. above.
4. Facilitate the meetings and efforts of ESF 13 with other designated agencies to address any power generation, transmission or restoration issues.
5. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for any unmet needs of resources and equipment.
6. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery efforts.
7. Maintain appropriate records of work schedules and costs incurred by ESF 13 agencies during an event.
8. Assign the necessary staff with technical expertise to coordinate and field an Emergency Services Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and

Planning Section through the Emergency Services Section Chief. The assigned emphasis for GPD is safety and security, as well as traffic management issues.

B. SUPPORT AGENCIES

1. Guam Airport Police

- a. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.
- b. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.
- c. Maintain and provide to ESF 13 appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.
- d. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.

2. Port Authority Police

- a. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.
- b. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.
- c. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.
- d. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.

3. Department of Revenue and Taxation (Officers)

- a. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.
- b. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.
- c. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.
- d. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.

4. Department of Corrections (DOC)
 - a. Maintain standard communications and interoperable channel with ESF 13 to coordinate security issues in support of their assigned missions, as well as provide periodic updates regarding facility status or unmet needs during the disaster or incident.
 - b. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.
 - c. As required, coordinate any augmentation of security caused by an incident or disaster impacting any correctional facilities such as: Adult Correctional Facility (ACF), the Hagatna Detention Facility, the Women's Facility, and the Community Correctional Center (C3) in Mangilao, etc.
 - d. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event, or any response driven actions at the agency's facilities.
 - e. Assist in the updating of any critical infrastructure priority list or other planning efforts required by ESF 13 to prepare for its missions.
5. Guam National Guard (GUNG)
 - a. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.
 - b. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13 and ensure mission assignment is not in violation of Posse Comitatus Act.
 - c. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.
 - d. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.
6. Customs and Quarantine Agency (CQA)
 - a. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.
 - b. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.
 - c. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.
 - d. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.

7. Department of Youth Affairs
 - a. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions, as well as provide periodic updates regarding facility status or unmet needs during the disaster or incident.
 - b. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.
 - c. Coordinate any augmentation of security required by an incident or disaster impact at the Youth Correctional Facility (YCF) in Mangilao and Cottage Homes (CH) in Talofofo.
 - d. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event, or any response driven actions at the agency's facilities.
 - e. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.
 - f. Review as necessary each support agency's automated or manual listing of emergency contacts.
 - g. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare to provide security to agency facilities, equipment or emergency generators, especially for those facility designated as shelters.
 - h. Coordinate with Guam Waterworks Authority, Guam Power Authority and ESF 2 in fulfilling the agency's response missions and objectives to ensure the safety and security of the clients in their charge.
8. Department of Parks and Recreation (DPR) Park Rangers - Assist ESF 13 in planning for and providing security resources to agency facilities, equipment or emergency generators.
9. Guam Department of Education (GDOE) School Resource Officers (SRO) - Assist ESF 13 in planning for and providing security resources to agency facilities, equipment or emergency generators.
10. Guam Department of Agriculture (DoAG) Conservation Officers - Assist ESF 13 in planning for and providing security resources to agency facilities, equipment or emergency generators.
11. Mayors Council of Guam - Coordinate with ESF 13 to maintain current information and status of public safety and security requirements within the villages.
12. Marianas Regional Fusion Center (MRFC) - Coordinate with ESF 13 to maintain current information and intelligence regarding any terrorist or

other law enforcement threats.

C. OTHER RESPONSE AGENCIES

1. Department of Public Works (DPW) - Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare to provide security to agency facilities, equipment or emergency generators.
2. Superior Court of Guam (Marshals & Probation)
 - a. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.
 - b. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.
 - c. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.
 - d. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.
3. Attorney General's Office (Investigators)
 - a. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.
 - b. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.
 - c. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.
 - d. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.
4. Guam Fire Department (GFD) – Coordinate with ESF 13, as required, to support alert and notification procedures associated with conducting evacuations in threat vulnerable areas.

V: FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

1. All requests for law enforcement, public safety and security support must originate through the EOC and be recorded in the Incident Management

System. Once entered into Incident Management System and tasked as a mission assignment, ESF 13 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.

2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

VI. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-13.
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;

- c. Code of Federal Regulations 44;
- d. Homeland Security Act of 2002;
- e. Homeland Security Presidential Directive – 5, Feb 2003.

B. REFERENCES

- 1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
 - d. All-Hazards Alert and Notification Operations Manual;
 - e. Mission Assignment Standard Operating Procedure (Draft, March 2005); and
 - f. Guam Tactical Interoperable Communications Plan ver. 3.3 (Draft, April 2010).
- 2. Federal
 - a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
 - b. Guam Catastrophic Typhoon Operations Plan, August 2010;
 - c. Guam Catastrophic Typhoon Plan, August 2010;
 - d. National Incident Management System, Dec 2008;
 - e. National Response Framework, Jan 2008;
 - f. National Disaster Recovery Framework, May 2013;
 - g. U.S. Department of Homeland Security-FEMA Region IX 2012 Emergency Communications Plan Territory of Guam (Draft Aug 2012); and
 - h. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0), Developing and Maintaining Emergency Operations Plans.

APPENDIX XIV: EMERGENCY SUPPORT FUNCTION – LONG-TERM COMMUNITY RECOVERY

PRIMARY AGENCY: Guam Homeland Security/Office of Civil Defense (GHS/OCD)

SUPPORT AGENCIES: Office of the Governor; Bureau of Statistics and Plans; Department of Land Management (DLM); Department of Administration (DOA); Department of Revenue and Taxation; Bureau of Budget and Management Research (BBMR); Guam Economic Development and Community Authority (GEDA); Department of Agriculture (DOAg); Guam Housing and Urban Renewal Authority (GHURA); Department of Labor; Guam Visitors Bureau (GVB)

I. INTRODUCTION

Emergency Support Function (ESF) 14: Short-Term Recovery describes disaster response actions. This ESF compliments the other components that comprise the Long-Term Recovery actions. Both phases are aligned with the National Response Framework (NRF) and the National Disaster Recovery Framework (NDRF) which establishes an operational structure to develop a common planning framework. The NDRF replaced the NRF Emergency Support Function #14 (ESF #14) - Long-Term Community Recovery in May 2013. Key ESF #14 concepts are expanded in the NDRF and include recovery-specific leadership, organizational structure, planning guidance and other components needed to coordinate continuing recovery support to individuals, businesses and communities. This ESF will serve as the foundation to assist the Government of Guam and its agencies in transitioning from short-term and intermediate recovery operations to long term recovery activities.

II. CONCEPT OF OPERATIONS

A. GENERAL

The NDRF recognizes that the recovery process is best described as a sequence of interdependent and often concurrent activities that progressively advance a community toward a successful recovery. Decisions made and priorities set early in the recovery process by a community will have a cascading effect on the nature and speed of the recovery progress.

Short-term and intermediate recovery begins with pre-disaster preparedness and includes a wide range of planning activities. The NDRF further clarifies the roles

and responsibilities for stakeholders in recovery, both pre- and post-disaster. It recognizes that recovery is a continuum and that it is an ongoing and continuous process that after a disaster occurs may progress in various distinct phases stretching from days to years. It also recognizes not all disasters will have impacts that will require years of concerted effort to overcome.

Short-term and intermediate recovery provides a continuum of care to meet the needs of the affected community members who have experienced the hardships of financial, emotional or physical impacts as well as positioning the community to meet the needs of the future.

Among the recovery activities occurring during the short and intermediate terms are:

1. Mass Care and Sheltering – providing integrated mass care and emergency services;
2. Housing – provide accessible interim housing solutions;
3. Debris – clearing primary transportation routes and initiating debris removal;
4. Infrastructure – planning immediate infrastructure repair and restoration;
5. Business – establishing temporary or interim infrastructure to support business re-openings and/or supporting the establishment of business recovery one-stop centers;
6. Public Health and Medical Care – providing emergency and temporary medical care, establishing appropriate surveillance protocols and ensuring continuity of care through temporary facilities; and
7. Emotional/Psychological/Behavioral – Initiating and sustaining counseling and behavioral health services for affected populations.

Long-term community recovery is the process of establishing a community based, post-disaster vision, identifying projects and project funding strategies best suited to achieve that vision, while employing a mechanism to implement those projects. The community, the damages sustained, the issues identified, and the community's post-disaster vision for the future shape the focus of each community long-term recovery program.

Among the recovery activities occurring during the short and intermediate terms are:

1. Housing – developing permanent housing solutions;
2. Infrastructure – rebuilding infrastructure to meet future needs;
3. Business – applying economic revitalization strategies and facilitate funding to rebuilding business and industry;
4. Public Health and Medical Care – reestablishing disrupted health care

facilities and capabilities; and

5. Emotional/Psychological/Behavioral – developing follow-on efforts to provide counseling, public health and case management services.

Guam Homeland Security/Office of Civil Defense (GHS/OCD) coordinates the following activities in facilitating the Long-Term Community Recovery process:

1. Participating with federal, territorial and local partners facilitate the Long-Term Community Recovery process. The GHS/OCD will identify and facilitate availability and use of recovery funding.
2. Providing technical assistance in:
 - a. Community and territorial planning;
 - b. Recovery and mitigation grant and insurance programs; and
 - c. Outreach, public education, and community involvement in recovery planning.

B. ORGANIZATION

GHS/OCD will coordinate all requests for assistance and communicate with the Government of Guam agencies to identify the appropriate actions and Government of Guam resources to be used in the long-term recovery process.

The Governor's Office will identify Government of Guam leadership, legislative leadership, federal and local leadership, and others as required by the specific circumstances. Upon finding that circumstances require extraordinary levels of assistance for emergency recovery, the Governor may prioritize projects in highly impacted recovery areas.

C. NOTIFICATION:

1. Upon notification by the EOC of a potential or actual event requiring response, ESF 14 will notify all support agency Response Activity Coordinators (RAC) by email or telephone.
2. All support agency RACs will be instructed to notify their networks to ensure all available resources are on standby.
3. ESF 14 will immediately notify National Voluntary Organizations Active in Disaster (NVOAD) and the Corporation for National and Community Service of the potential need for NVOAD and national service support for the recovery efforts.

D. OPERATIONAL OBJECTIVES

1. Prevention Function Objectives - Provide public information on appropriate ways to volunteer and donate for disaster relief efforts, to prevent a secondary disaster of unneeded donated goods and an influx of unneeded volunteers or volunteers for whom the impacted community is unable to provide basic support and management.
2. Preparedness Function Objectives
 - a. To act as a conduit to the villages for key federal assistance programs;
 - b. Develop programs or secure funding that can help finance and implement recovery projects;
 - c. Keeping the public informed through strategic messaging and working with all other stakeholders to provide an information distribution process;
 - d. Assisting in the development of agency specific continuity of operations and recovery plans;
 - e. Maintaining and, when necessary, implementing a territorial mitigation plan;
 - h. Developing territory Recovery Support Functions (RSF) or an equivalent recovery framework that addresses housing, economic, environmental, infrastructure, and health and social services needs – at a minimum;
 - i. Establishing a Disaster Housing Task Force to develop a disaster housing strategy that outlines potential approaches in response to specific disasters; and
 - j. Developing and aiding in the enforcement of building and accessibility codes and land use standards, which can reduce vulnerability to future disasters.
3. Mitigation Function Objectives
 - a. Assist in increasing public awareness of the importance of mitigation, the various types of mitigation, and opportunities to participate in mitigation projects.
 - b. Promote citizen involvement in Mitigation Strategy Committees. Disseminate information on mitigation programs to ESF 14 Support Agencies and Coordinators.
 - c. Emergency Support Function 14 may be represented on the Guam Hazard Mitigation Team. The Hazard Mitigation Team considers

possible rule and ordinance changes and activities that would reduce disaster-related costs through proper mitigation activities. ESF 14 will coordinate information and related activities with its Support Agencies and Coordinators.

4. Response Function Objectives

- a. Identify and activate a Territory Disaster Recovery Coordinator (TDRC).
- b. Implement the Guam recovery and mitigation plan.
- c. Distribute situation updates to ESF 14 support agencies and points of contact.
- d. Monitor ESF 14 staffing levels and request resources through local mutual aid and EMAC, in anticipation of needs. Deploy Voluntary Agency Liaisons (VAL) to impacted communities as needed to support local efforts.

5. Recovery Function Objectives

- a. Assist in identifying stakeholders for long-term community recovery task force and designate which recovery support functions (RSF) will need to sustain operations beyond the response.
- b. Coordinate representation of active long-term recovery organizations in Essential Services Centers/Disaster Recovery Centers to connect survivors with additional recovery resources.
- c. Coordinate with Government of Guam agencies, private businesses and nonprofit organizations to lead and facilitate state recovery planning and assistance to the impacted communities.
- d. Develop and implement strategies for raising and leveraging recovery funds through private investments, charitable donations and territory sources such as emergency funds, taxes, fees and bonds that are within the Government of Guam's authority to seek.
- e. Provide timely and accessible public information and manage expectations, in coordination with local, Tribal and Federal stakeholders.
- f. Enact new or existing exemptions to Government of Guam laws and/or regulations to requirements that facilitate rebuilding activities and promote safer, stronger and smarter building.
- g. Coordinate with federal law enforcement to prosecute disaster-related fraud, waste, discrimination and abuse and recover lost funds.

- h. Establish metrics in coordination with the impacted communities to evaluate recovery progress and the achievement of Guam's disaster recovery objectives.
- i. Ensure the safety and health of all workers involved or associated with recovery related activities.

E. DIRECTION AND CONTROL

1. As a part of the Long-Term Community Recovery Task Force, GHS/OCD and other Government of Guam agencies may have to co-locate at various facilities simultaneously. The following is a listing of the teams and facilities through which GHS/OCD and the entire EOC ESF Team may have to function:
 - a. **Emergency Operations Center**
 - b. **Joint Field Office** - Upon activation of the Joint Field Office, the EOC Director or his/her designated representative, coordinate with all ESF primary and support agencies and organizations in order to provide the appropriate representatives at the Joint Field Office, when required.
2. **Federal Resources** - Should the EOC ESF Team foresee or have a need for resources not otherwise available, action will be taken to secure such resources through the Federal Response Plan or some other federal source. Normally, an action to secure a resource from a federal source would be coordinated with/through the Territorial Coordinating Officer (TCO) and/or the Federal Coordinating Officer (FCO). However, if an Emergency Support Function agency has no recourse through FEMA, that ESF agency may coordinate directly with the federal agency that can provide the needed federal resource.
3. **Mitigation and/or Redevelopment** - The EOC ESF Team inherently does not have budgetary authority or funds for mitigation or redevelopment needs that result from an emergency or disaster. Therefore, the primary and support agencies for any ESF can only provide (as in-kind or matching) professional, technical, and administrative personnel and their use of related equipment to mitigation and redevelopment efforts that may follow an event. Such in-kind or matching resources can be used to support the review, investigation, contracting, and other professional, technical, and administrative tasks generally required for mitigation and/or redevelopment activities.

III. RESPONSIBILITIES

A. PRIMARY AGENCY

1. Guam Homeland Security Office of Civil Defense (GHS/OCD)
 - a. Coordinate all Long-Term Community Recovery administrative, management, planning, training and outreach
 - b. Act as the primary agency and assume those responsibilities for:
 - i. ESF 5 (Emergency Management);
 - ii. ESF 14 (Long Term Community Recovery); and
 - iii. ESF 15 (External Affairs).

B. SUPPORT AGENCIES

1. Governor of Guam
 - a. Provide overall direction and control for response and recovery activities.
 - b. Provide policy decisions as required by GHS/OCD and the Long-Term Community Recovery Team in the execution of post disaster recovery activities.
2. Bureau of Statistics and Plans (BSP)
 - a. Provide technical and specialty support and coordination relating to all statistics and data compiled by the Government of Guam to ensure that figures used as the basis for recovery planning and redevelopment actions are accurate.
 - b. Assign the necessary staff with technical expertise to provide statistics as well as labor and employment issues to the long-term recovery task force.
3. Department of Land Management (DLM)
 - a. Provide technical and specialty support and coordination relating to preparing maps, land use and planning issues during the long-term recovery process.
 - b. Administers Guam's island-wide land use planning program and federally-approved coastal-management program.
 - c. May streamline or alter permitting, and land use development approval

- process to meet long term recovery needs.
- d. Provide technical planning requirements and/or plans for available lands for long-term care (temporary sites) and alternate sites.
3. Department of Administration (DOA)
 - a. DOA is the prime Government of Guam agency responsible for the managerial and pecuniary aspects of the long-term recovery coordination.
 - b. Participate in meetings with other designated agencies to address any personnel, staffing, financial, budgetary and administrative issues during the long-term recovery process.
 - c. Establish, as required, disaster relief funds accounts for the recovery process.
 4. Department of Revenue and Taxation - Provide technical and specialty support and coordination regarding the specific responsibilities of the Comptroller and financial matters in general.
 5. Bureau of Budget and Management Research (BBMR)
 - a. As required assign personnel to the Long-Term Community Recovery task force to assist with Finance and Administration matters;
 - b. Provide technical and specialty support and coordination relating to the budgetary process and ensuring that the required funding for future recovery and long-term redevelopment is considered in the development of the budget.
 6. Guam Economic Development and Commerce Authority (GEDA):
 - a. Provides economic and community development and cultural enhancement throughout the island, and administers programs that assist businesses, communities and people.
 - b. GEDA's Infrastructure Finance Authority Board administers territory and federal programs that provide funding to assist communities working toward long-term recovery following a disaster that impacts Guam business continuity, and communities' ability to provide the necessary infrastructure to comply with the federal and territorial economic redevelopment efforts.
 - c. Provide technical and specialty support and coordination relating to employment opportunities and economic growth to ensure that Guam is able to transition effectively to a post-disaster economy.

- d. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Team that will be responsible for identifying commercial and private sector facilities that could be a part of the long-term recovery process.
7. Guam Department of Agriculture (DOAg)
- a. Advises the Governor on matters pertaining to the safety and conservation of agricultural resources. The DOAg provides guidance and assistance to local jurisdictions for response to disasters that involve domestic animals.
 - b. The DOAg will license and inspect all facets of the food processing and distribution system, except restaurants, to ensure that food is safe for distribution and consumption. This includes shellfish harvesting, dairy, retail grocers, bakeries, non-alcoholic beverages, custom meat, eggs, warehouses and food manufacturing. DOAg coordinates with the State Health Officer on milk and other food products in commerce and works closely with the Guam Public Health Division in response to all food emergencies.
 - c. The DOAg will conserve, protect, and develop natural resources on public and private lands. Primary program areas include: water quality, confined animal feeding operations, smoke management, land use, and soil and Water Conservation Districts.
 - d. The DOAg will ensure redevelopment activities detect, exclude, control or eradicate serious insect pests and plant diseases.
8. Guam Housing & Urban Renewal Authority (GHURA)
- a. Provides financial and program support to create and preserve opportunities for quality, affordable housing and supportive services for moderate, low, and very-low income households.
 - b. The GHURA can assist in locating vacancies in housing following a disaster where housing is an issue. GHURA can provide financing programs and certain grant funds relevant to housing during a long-term recovery process.
9. Department of Labor
- a. Coordinate assistance with long-term recovery for businesses dealing with financial services, insurance, workers' compensation and worker safety health protection issues.
 - b. Provide coordination and consultation on worker safety and health protection issues and long-term financial sector recovery planning.

10. Guam Visitors Bureau (GVB) - Provide coordination and consultation on resort and tourism industry issues with respect to long-term community recovery planning.

IV. FINANCIAL MANAGEMENT

Agencies must document all expenses related to their Long-Term Community Recovery activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Agencies will coordinate with EOC budget and accounting staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under their own accounting principles and authorities.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-13.
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;
 - d. Homeland Security Act of 2002;
 - e. Homeland Security Presidential Directive – 5, Feb 2003.

B. REFERENCES

1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures,

Version 2.4;

- d. All-Hazards Alert and Notification Operations Manual;
- e. Mission Assignment Standard Operating Procedure (Draft, March 2005); and
- f. Guam Tactical Interoperable Communications Plan ver. 3.3 (Draft, April 2010).

2. Federal

- a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
- b. Guam Catastrophic Typhoon Operations Plan, August 2010;
- c. Guam Catastrophic Typhoon Plan, August 2010;
- d. National Incident Management System, Dec 2008;
- e. National Response Framework, Jan 2008;
- f. National Disaster Recovery Framework, May 2013; and
- g. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0), Developing and Maintaining Emergency Operations Plans.

APPENDIX XV: EMERGENCY SUPPORT FUNCTION 15 – EXTERNAL AFFAIRS

PRIMARY AGENCY: Guam Homeland Security/Office of Civil Defense (GHS/OCD)

SUPPORT AGENCIES: Office of the Governor/Unified Command Group (UCG)

I. INTRODUCTION

The purpose of Emergency Support Function 15 (ESF 15) is to establish the policies and procedures to be used by Guam Homeland Security/Office of Civil Defense (GHS/OCD) and other support agencies to respond to interact with legislators, the media and the public during EOC activations. This function, especially with respect to communicating with the public, is vital to the safety and well being of the citizens and visitors of Guam. It will also have huge implications as to whether a particular response and recovery operation/activation is considered a success in the eyes of the public and legislators alike. Furthermore, by working directly with the media, the intent is to use this outlet as an information force multiplier, allowing the EOC to disseminate important information to everyone on Guam, with a clear, concise and pervasive message regarding appropriate actions during an incident or disaster.

During a crisis such as a disaster, ESF 15 plays a pivotal role in every aspect of a response operation. The specific objectives of ESF 15/Joint Information Center (JIC) are to:

- Instill confidence that the Government of Guam will conduct response and recovery operations quickly, effectively and efficiently;
- Communicate steps being taken to reduce any threats to the health of the public at large;
- Outreach with all residents;
- Keep local elected officials informed during a major disaster or emergency;
- Provide authoritative information to deal with unsubstantiated rumors.

Fulfilling the above roles in response to an approaching threat and or in the aftermath will require a coordinated effort on the part of many agencies and entities, Government of Guam and local, public and private sector, and the federal government.

II. CONCEPT OF OPERATIONS

A. GENERAL

The ESF 15 Appendix has been developed to provide an all hazards framework for response actions by GPD, to coordinate with local and federal responders, and

provide for consistency with the National Response Framework (NRF) and the National Response Plan (NRP). ESF 15 will operate under the following principles in order to implement its core missions. These principles serve as the general concept of operations for ESF 15 and are further described in supporting plans and procedures.

Guam Homeland Security Office of Civil Defense (GHS/OCD) is primarily responsible for the coordination and notification of the community, public and private, in all emergencies and disasters.

ESF 15 will be responsible for activation of The Emergency Alert System (EAS) upon approval of the Homeland Security Advisor (HSA). The Emergency Alert System (EAS) will be implemented when an imminent threat has been identified such that an immediate alert or warning notice is required. Subsequent time sensitive notices will be transmitted using the Emergency Alert System (EAS) and the Emergency Information System (EIS) as identified in the protocols and procedures of the draft EAS Plan.

Upon activation of the EOC to Readiness Level 2 (select ESFs) or Level 1 (full activation), ESF 15 is responsible for the following missions:

1. Activates the Joint Information Center (JIC), near the emergency operations center (EOC) as a central point for coordination of emergency public information and media access for all response and recovery information.
2. During a major disaster or emergency, acts through the JIC, as the central point for coordination for emergency public information and media access for all response and recovery information. The JIC serves as the focal point where all Government of Guam agencies collaborate to ensure the coordination and release of accurate and consistent information that is disseminated quickly to the media and the public.
3. Works closely with the EOC Planning Section to gather all information about response and recovery operations develops and produces information for dissemination by the JIC by attending daily Incident Command System General Staff and command staff meetings as well as informal meetings with Unified Commanders and the EOC Director/Territorial Coordination Officer (TCO).
4. As needed, coordinates the activation of RACES and manages its operations during periods when long distance communication is compromised due to disaster impacts or other unusual events.
5. Coordinates with the Incident Commander (IC) and/or the Response Activity Coordinators in assigning a lead Public Affairs Officer (PAO) to deploy to the emergency incident or disaster site, as well as assume public

information responsibilities at the Joint Information Center.

6. Interacts with other Government of Guam agency and private response organizations PAOs, as well as those for:
 - a. Federal Emergency Management Agency (FEMA);
 - b. U.S. Navy,
 - c. U.S. Air Force; and
 - d. Other deployed federal agencies, depending on the disaster/incident and situation.
7. Provides technical support and advises the EOC on matters pertaining to communicating with the public and the media.
8. Provides advice and support to activated members of the EOC ESF Team and keep them apprised of all public information actions and messages.
9. Controls access to and information from the EOC by:
 - a. Managing the scheduling of all media and elected officials briefings at the EOC;
 - b. Handling all on-scene interviews;
 - c. Supervising the media desk and all phone inquiries;
 - d. Preparing and disseminating press releases and advisories;
 - e. Monitoring media coverage to ensure critical messages are being reported;
 - f. identifies potential issues or problems that could have an impact on public confidence in the response and recovery effort;
 - g. Acting to correct misunderstandings, misinformation, and incorrect information that appears in the news media and quells false rumors regarding the emergency response and recovery operations; and
 - h. Providing official responses to outside inquiries from the local and national news media on all the emergency response and or recovery efforts of the Government of Guam.

B. ORGANIZATION

GHS/OCD will have the initial responsibility for gathering emergency information. The Public Information Officer (PIO) from the Office of the Governor will issue subsequent formal notices and/or warnings. All actions and notices will be made from the Joint Information Center (JIC) after the activation of the Emergency Operations Center (EOC).

1. ESF 15 will operate under the direction of the EOC Director/TCO through the Emergency Services Branch Director.
2. GHS/OCD is the lead agency for the preparedness, planning and operational activities of ESF 15.
3. Upon activation of the JIC, the ESF 15 lead becomes the Director of Communications of the Office for the Governor of Guam, or a designee who will act as the Lead Public Information Officer.
4. The JIC Coordinator is the Press Aide of the Governor of Guam, or an appointed representative.
5. Other Government of Guam support agencies and organizations PIO/PAOs are available as needed for specific issues and are coordinated through their respective ESFs at the EOC.
6. Depending on the type and magnitude of the incident or disaster, the following positions will be designated by the Lead PIO to manage specific responsibilities within the JIC:
 - a. Operations Lead, designated by Lead PIO;
 - b. Plans Lead, designated by Lead PIO; and
 - c. Logistics Lead, designated by Lead PIO.
7. Financial and Administrative Lead, designated by Administrator, GHS/OCD.

C. NOTIFICATIONS

On notification that a disaster or emergency is imminent or has occurred, the Administrator of the Office of Civil Defense will:

1. Contact the Director of Communications of the Office of the Governor or a designee to determine whether there is to be a unilateral response to news media or a coordinated response, to communicate the Government of Guam response
2. Determine the need for a Joint Information Center after consulting with the Office of the Governor or designee in concert with other Government of Guam agency PIO/PAOs, the U.S. Navy and U.S. Air Force Public Affairs Officers.

3. Coordinate with the Incident Commander and or the ESFs in assigning a Lead PAO to deploy to the emergency incident or disaster site and assume public information responsibilities at the Joint Information Center.
4. The above notification process will be utilized if the impending or actual event requires any combination of preparedness, response, recovery, or mitigation/redevelopment activities.

D. OPERATIONAL OBJECTIVES

ESF 15 supports the EOC ESF Team through its actions and response efforts to activate and organize an effective response to an event. These objectives are further described in preparedness, response, recovery and mitigation actions.

1. Preparedness Objectives

- a. Participate in the review and revision of Appendix XV to the Guam Comprehensive Emergency Management Plan (CEMP) and related EOC Standard Operating Procedures (SOP);
- b. Attend and participate in meetings, training, conferences, and exercises, and;
- c. Develop, test, and maintain manual or automated listings of the following Government of Guam and federal agency PIO/PAOs who may be assigned to, or need to coordinate with ESF 15.
 - ii. Agency available resources (from within the agency) such as boats and other agency equipment, etc.;
 - iii. Points of contact for agency obtainable resources (from agency contractors, vendors, etc.) and equipment.
- d. Update and exercise the "Notifications" sequence listed in Section II.C (Notifications) above.
- e. Review and update as needed any activation rosters to ensure the availability of trained personnel for extended periods of time, both at fixed, as well as field locations.
- f. Develop procedures to maintain appropriate procedures to record time worked and costs incurred by ESF 15 agencies during an emergency/disaster event.

2. Response Objectives

ESF 15 will coordinate and manage the following response objectives:

- a. Activate the "Notifications" sequence listed in Section II.C (Notification)

above.

- b. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- c. Maintain appropriate records of work schedules and costs incurred by ESF 15 agencies and organizations during an event.
- d. Evaluate the probability and time period of the recovery phase for the event. If a recovery phase is probable, start pre-planning for recovery actions.
- e. Generate response information in a timely manner to be included in EOC ESF Team briefings, situation reports and incident action plans. Specific essential elements of information (EEI) include:
 - i. Status of current and future operations, any obstacles and unmet needs relative to ESF 15 missions.
 - ii. The types and nature of questions received and answered from the media, legislators or the public.
 - iii. Any indication from data obtained from media sources, the public or legislators that will have an impact on response or recovery operations or require special action from one or more members of the EOC ESF Team.
- f. Coordinate with ESF 5/GHS/OCD in the generation of public service announcements (PSA) or other public advisories regarding:
 - i. The issuance of Emergency Declaration from the Governor's Office;
 - ii. Special weather and natural hazard related advisories or warnings requiring a special alert or instructions to the public;
 - iii. Special technologically induced or manmade hazards/incident advisories or warnings requiring a special alert or instructions to the public;
 - iv. Evacuation Orders or other protective actions to be heeded by the general public;
 - v. A Presidential Disaster Declaration from the federal government regarding an incident or disaster;
 - vi. Other special declarations, orders or decisions that may have importance to the public and private sectors;
 - vii. Information regarding the closure and reopening of Government of Guam and local government offices or other organizations and functions;
 - viii. Situational information regarding hazards, response or recovery efforts and activities;

- ix. Public outreach efforts and other attempts to communicate with the public and private sectors relative to an incident or disaster; and
 - x. Locations of any Government of Guam or federal operations (e.g., recovery centers, etc.) that concern the public relative to the response or recovery effort.
- g. Coordinate with ESF 1 (Transportation) regarding:
- i. Road closures, traffic management and maintenance issues or operations; and
 - ii. Other special instructions regarding the roadway network.
- h. Coordinate with ESF 2 (Communications) regarding:
- i. Any important information the public and private sector must be aware of relative to communications and the flow of information; and
 - ii. Dates and times regarding expected or imminent restoration of communications and other data conveyance capabilities.
- i. Coordinate with ESF 3 (Public Works and Engineering) regarding:
- i. Any important information regarding the cessation or restoration of public works and critical facilities related to human needs;
 - ii. Any important instructions about water quality and boil water orders;
 - iii. Any special or important instructions relative to the sewer system, disposal of household solid waste and other sanitary concerns;
 - iv. Any special instructions regarding debris management and disposal; and
 - v. Dates and times regarding expected or imminent restoration of public works services and capabilities;
- j. Coordinate with ESF 6 (Mass Care, Housing, and Human Services) regarding:
- i. Any important information regarding public shelters, their locations, status and important instructions for admittance;
 - ii. Information regarding the closure and reopening of schools, and any special instructions or advisories from the school board;
 - iii. Information about mass feeding operations, such as locations, as well as food provision efforts such as the food stamp program, etc.;
 - iv. Temporary housing and provision thereof, or special instructions

- regarding temporary accommodation arrangements;
 - v. Information regarding volunteers and donations;
 - vi. Types of services, assistance and locations of points of distribution (POD) and other operations addressing unmet human needs;
 - vii. Any special instructions regarding unmet human needs and the measures in place to address them;
 - viii. Advisories, notices and instructions to visitors or the hotels and resorts regarding protective actions, health and safety issues and other important information dealing with evacuation off island or other measures undertaken during response and recovery; and
 - ix. Information to visitors regarding the cessation of public services, as well as their forecast restoration/resumption.
- k. Coordinate with ESF 8 (Public Health and Medical Services) regarding:
- i. Any important information regarding public health issues in general, including boil water orders, disease prevention, sanitation advisories, etc.:
 - ii. Critical information about the Guam Memorial Hospital or other medical clinics and facilities;
 - iii. Health and safety advisories about cleanup and recovery operations;
 - iv. Instructions or information regarding the Alternate Care Facility (ACF) and the populations at that facility;
 - v. Mortality data and casualty figures; and
 - vi. Locations and other activities associated with mental health efforts underway in response to the adverse conditions during the event or disaster.
- l. Coordinate with ESF 13 (Public Safety and Security) regarding:
- i. Any important information regarding law enforcement, public safety, or public order issues, advisories and instructions;
 - ii. Evacuation orders, traffic instructions, road closures and other information regarding protective actions in response to an incident or disaster;
 - iii. Special instructions and information about security, timing and status of reentry to evacuated/vacated villages/neighborhoods;
 - iv. Notices concerning martial law, or other types of curfews; and
 - v. Information relative to any dangerous areas/issues that may have adverse impact to public safety and security.

- m. In addition to generating and disseminating the public advisories, notices and PSAs referenced above, respond to media inquiries and requests regarding the status, measures and operations expected or underway relative to the response and recovery effort.
- n. As needed, respond to inquiries and requests from legislators regarding the status, measures and operations expected or underway relative to the response and recovery effort.
- o. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- p. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans.
- q. Maintain appropriate procedures to record time worked and costs incurred by ESF 15 agencies during an emergency/disaster event.

3. Recovery Objectives

- a. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans. ESF 15 specific essential elements of information (EEI) include
 - i. Status of legislative and media inquiries;
 - ii. Efforts to generate and broadcast any PSAs; and
 - iii. Information relating to the public response toward the response and recovery efforts.
- b. Plan and prepare the notification systems and operational procedures to sustain any long term operations in the field if necessary.
- c. Plan and prepare for the continued support of all federal ESF 15 personnel and associated law enforcement organizations assisting in the recovery effort.
- d. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- e. Maintain appropriate records of work schedules and costs incurred by ESF 15 agencies during an event.
- f. Coordinate with ESF 14, regarding:
 - i. Efforts or information relative to long-term reconstruction efforts within vulnerable/impacted communities;
 - ii. Notices to the communities regarding any local special meetings or other activities requiring public participation, input and involvement.

- g. Seek information concerning the projected date the EOC will deactivate.
- h. Provide coordination and assistance in demobilization of any security operations at remote response and/or recovery sites and operations.

E. DIRECTION AND CONTROL

As a part of the EOC ESF Team, agencies of ESF 15 may have to participate (on-island or in another jurisdiction through mutual aid) on several emergency teams and/or co-located at several emergency facilities. The following is a listing of the teams and facilities through which ESF 15 may have to function:

1. Emergency Operations Center

- a. In the event that the Emergency Operations Center is activated for an emergency, the Communications Director of the Governor's Communication Office or his/her designated representative, assumes responsibility as Lead PIO.
- b. The ESF 15 Lead PIO coordinates with other assigned PIO/PAOs from the designated support agencies in order to respond to assigned requests from the villages and directives of the EOC Director.

2. Joint Field Office

- a. Upon activation of the Joint Field Office (JFO), the EOC Director or his/her designated representative, coordinate with ESF 15 support agencies in order to provide an ESF 15 representative at the JFO, when required.
- b. The ESF 15 representative at the JFO coordinates with ESF 15 agencies in the EOC.

- 3. **Federal Resources** - Should ESF 15 foresee or have a need for resources not otherwise available, action will be taken to secure such resources through FEMA or some other federal source. Normally, an action to obtain a resource from a federal source is coordinated with/through the Territory Coordinating Officer and/or the Federal Coordinating Officer.

III. RESPONSIBILITIES

A. PRIMARY AGENCY - GUAM HOMELAND SECURITY OFFICE OF CIVIL DEFENSE (GHS/OCD)

1. Coordinate all ESF 15 administrative, management, planning, training, preparedness, response, and recovery activities.
2. Initiate and perform the notification procedures described above in II.C. above.
3. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 15.
4. Facilitate the meetings and efforts of ESF 15 with other designated agencies to address any public information issues and concerns, as needed.
5. As needed, coordinate with ESF 7 to establish, as required, emergency procurement accounts for any unmet needs of resources and equipment.
6. Maintain appropriate records of work schedules and costs incurred in support of ESF 15 response and recovery operations during an event.
7. Provide continuous information flow and coordination between the TCO/EOC Director and the JIC to ensure a clear, concise and unified message to the media, legislators and the public alike.
8. Provide continuous information flow and coordination between the Operations and the Planning Sections, as well as the activated ESFs and the JIC to ensure that situational awareness of the incident or disaster is maintained, so that the EOC presents a clear, concise and unified message to the media, legislators and the public alike.
9. Coordinate the generation of public service announcements (PSA) or other public advisories regarding:
 - a. The issuance of Emergency Declaration from the Governor's Office;
 - b. Special weather and natural hazard related advisories or warnings requiring a special alert or instructions to the public;
 - c. Special technologically induced or manmade hazards/incident advisories or warnings requiring a special alert or instructions to the public;
 - d. Evacuation Orders or other protective actions to be heeded by the general public;
 - e. A Presidential Disaster Declaration from the federal government regarding an incident or disaster;
 - f. Other special declarations, orders or decisions that may have importance to the public and private sectors;

- g. Information regarding the closure and reopening of Government of Guam and local government offices or other organizations and functions;
- h. Situational information regarding hazards, response or recovery efforts and activities;
- i. Public outreach efforts and other attempts to communicate with the public and private sectors relative to an incident or disaster; and
- j. Locations of any Government of Guam or federal operations (e.g., recovery centers, etc.) that concern the public relative to the response or recovery effort.
- k. Efforts or information relative to long-term reconstruction efforts within vulnerable/impacted communities; and
- l. Notices to the communities regarding any local special meetings or other activities requiring public participation, input and involvement.

B. SUPPORT AGENCY - OFFICE OF THE GOVERNOR

- 1. Assign the Director of the Communications Office, or other designated person, to the ESF 15 duty schedule in the EOC to act as the Lead PIO and assume supervisory duties of ESF 15 and the JIC. The position responds to inquiries from the local and national news media on all emergency response and or recovery efforts for the Government of Guam.
- 2. Assign the Governor's Press Aide, or other designated person, to the ESF 15 duty schedule in the EOC to act as the JIC Coordinator. The JIC Coordinator coordinates the preparation and dissemination of public information, providing media representatives with access to information sources during emergency response and or recovery operations for the Government of Guam.
- 3. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery efforts.
- 4. Participate in the meetings and efforts of ESF 15 with other designated agencies to address media and legislative relations and information flow

C. OTHER RESPONSE AGENCIES/FUNCTIONS

- 1. ESF 1, coordinate on the language and distribution requirements for public notices and advisories relating to:

- a. Road closures and other roadway/bed problems to be avoided.
 - b. Traffic management and maintenance issues or operations; and
 - c. Other special instructions regarding the roadway network.
- 2. ESF 2, coordinate on the language and distribution requirements for public notices and advisories relating to:
 - a. Any important information the public and private sector must be aware of relative to communications and the flow of information; and
 - b. Dates and times regarding expected or imminent restoration of communications and other data conveyance capabilities.
- 3. ESF 3, coordinate on the language and distribution requirements for public notices and advisories relating to:
 - a. Any important information regarding the cessation or restoration of public works and critical facilities related to human needs;
 - b. Any important instructions about water quality and boil water orders;
 - c. Any special or important instructions relative to the sewer system, disposal of household solid waste and other sanitary concerns
 - d. Any special instructions regarding debris management and disposal; and
 - e. Dates and times regarding expected or imminent restoration of public works services and capabilities.
- 4. ESF 6, coordinate on the language and distribution requirements for public notices and advisories relating to:
 - a. Any important information regarding public shelters, their locations, status and important instructions for admittance;
 - b. Information regarding the closure and reopening of schools, and any special instructions or advisories from the school board;
 - c. Information about mass feeding operations, such as locations, as well as food provision efforts such as the food stamp program, etc.;
 - d. Temporary housing and provision thereof, or special instructions regarding temporary accommodation arrangements;
 - e. Information regarding volunteers and donations;
 - f. Types of services, assistance and locations of points of distribution (POD) and other operations addressing unmet human needs; and
 - g. Any special instructions regarding unmet human needs and the

- measures in place to address them.
- h. Advisories, notices and instructions to visitors or the hotels and resorts regarding protective actions, health and safety issues and other important information dealing with evacuation off island or other measures undertaken during response and recovery; and
 - i. Information to visitors regarding the cessation of public services, as well as their forecast restoration/resumption.
5. ESF 8, coordinate on the language and distribution requirements for public notices and advisories relating to:
- a. Any important information regarding public health issues in general, including boil water orders, disease prevention, sanitation advisories, etc.;
 - b. Critical information about the Guam Memorial Hospital or other medical clinics and facilities;
 - c. Health and safety advisories about cleanup and recovery operations;
 - d. Instructions or information regarding the Alternate Care Facility (ACF) and the populations at that facility;
 - e. Mortality data and casualty figures; and
 - f. Locations and other activities associated with mental health efforts underway in response to the adverse conditions during the event or disaster.
6. ESF 13, coordinate on the language and distribution requirements for public notices and advisories relating to:
- a. Any important information regarding law enforcement, public safety, or public order issues, advisories and instructions;
 - b. Evacuation orders, traffic instructions, road closures and other information regarding protective actions in response to an incident or disaster;
 - c. Notices and warnings of road closures; congestion, accidents or other traffic flow and management issues;
 - d. Special instructions and information about security, timing and status of reentry to evacuated/vacated villages/neighborhoods;
 - e. Notices concerning martial law, or other types of curfews; and
 - f. Information relative to any dangerous areas/issues that may have adverse impact to public safety and security.

IV. FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

1. All requests for public communications and media related support must originate through the EOC and be recorded in the Incident Management System. Once entered into Incident Management System and tasked as a mission assignment, ESF 15 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.
2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-15.

2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;
 - d. Homeland Security Act of 2002;
 - e. Homeland Security Presidential Directive – 5, Feb 2003.

B. REFERENCES

1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
 - d. All-Hazards Alert and Notification Operations Manual;
 - e. Mission Assignment Standard Operating Procedure (Draft, March 2005); and
 - f. Guam Tactical Interoperable Communications Plan ver. 3.3 (Draft, April 2010).
2. Federal
 - a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
 - b. Guam Catastrophic Typhoon Operations Plan, August 2010;
 - c. Guam Catastrophic Typhoon Plan, August 2010;
 - d. National Incident Management System, Dec 2008;
 - e. National Response Framework, Jan 2008;
 - f. National Disaster Recovery Framework, May 2013;
 - g. U.S. Department of Homeland Security-FEMA Region IX 2012 Emergency Communications Plan Territory of Guam (Draft Aug 2012); and
 - h. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0), Developing and Maintaining Emergency Operations Plans.

APPENDIX XVI: EMERGENCY SUPPORT FUNCTION 16 – MILITARY SUPPORT TO CIVIL AUTHORITIES

PRIMARY AGENCY: Guam National Guard (GUNG)

SUPPORT AGENCIES: None

I. INTRODUCTION

The purpose of Emergency Support Function 16 (ESF 16) is to establish the policies and procedures to be used by the Guam National Guard (GUNG), the Guam Homeland Security/Office of Civil Defense (GHS/OCD) and other support agencies to capitalize on the vast resources, manpower and capabilities of the U.S. Military and all of its branches, including the National Guard.

On order of the Governor of Guam, the Guam National Guard provides forces and capabilities to support Government of Guam in response to natural or man-made disasters, chemical, biological, radiological, nuclear or high-yield explosives (CBRNE) and terrorist threats or incidents in order to protect life and property, and assist the Government of Guam in restoration of essential government operations. Therefore, the GUNG and the U.S. Military do not have a lead function or area of specific responsibility in the response efforts of Government of Guam, rather this ESF provides the coordination link to use the resources and capabilities of the military in all aspects of emergency management and response operations. This ESF also provides for Government of Guam coordination with the Commander, Joint Region Marianas, U.S. Naval Force Marianas (COMNAVMAR), the U.S. Coast Guard and the Department of Defense (DOD), which all have representation in the EOC during activations.

II. CONCEPT OF OPERATIONS

A. GENERAL

The ESF 16 Appendix has been developed to provide an all hazards framework for response actions by GUNG and indirectly the U.S. Military, to coordinate with local and federal responders, and provide for consistency with the National Response Framework (NRF) and the National Response Plan (NRP). ESF 16 will operate under the following principles in order to implement its core missions. These principles serve as the general concept of operations for ESF 16 and are further described in supporting plans and procedures.

Upon activation of the EOC to Readiness Level 2 (select ESFs) or Level 1 (full activation), ESF 16 is responsible for the following missions:

1. Supporting an immediate response to threats or incidents involving weapons of mass destruction (WMD).
2. Allowing the use of GUNG forces as a Quick Reaction Forces (QRFs) capable of responding and supporting the Governor of Guam and the EOC ESF Team against any threats or emergency with minimal notice.
3. Allows the EOC to task through a mission assignment the use of GUNG resources to supplement and augment Government of Guam capabilities for various emergency response operations. Among the specialized equipment and capabilities available through the GUNG is:
 - a. Mass Casualty Decontamination System (MCDS); and
 - b. Joint Incident Site Communications Capability (JISCC)
4. Among other missions ESF 16 will undertake in support of Government of Guam efforts to provide a cogent response to an incident or disaster includes:
 - a. Transporting supplies and equipment;
 - b. Providing security of critical infrastructure;
 - c. Undertaking general engineering tasks;
 - d. Establishing temporary encampments;
 - e. Transporting mass casualties;
 - f. Conducting ground search and rescue/recovery (SAR);
 - g. Communications; and
 - h. General support of Chemical, Biological, Radiological, Nuclear and high-yield Explosives (CBRNE) operations.
5. Provides coordination and information support between the EOC and the Joint Operations Center (JOC) in the conduct of GUNG operations and assigned missions.
6. Provides coordination and information support to the EOC relative to federal efforts to initiate and sustain U.S. Military operations for such emergency functions as search and rescue (SAR) and oil and hazardous materials (HazMat) response for which the DOD and the USCG respectively are lead federal agencies.

B. ORGANIZATION

1. ESF 16 will operate under the direction of the EOC Director/TCO through the Emergency Services Branch Director.
2. Upon activation, the GUNG is the primary agency for ESF 16 and is subordinate to the EOC, except in matters relating to military affairs.
3. If federalized, the GUNG or identified GUNG capabilities will come under the authority of the National Guard Bureau (NGB) and integrate with the established Joint Task Force or existing military area command with jurisdiction over the incident.
4. The Adjutant General (TAG) is the Joint Force Commander (JFC) for the GUNG.
5. Upon EOC notification to the TAG at Joint Force Headquarters (JFHQ-GU) and a Governor's Emergency Declaration, the TAG will appoint a commander of the Joint Task Force (JTF-GUNG).
6. The GUNG will establish command and control of their operations from the Joint Operations Center (JOC) at Building 300, Army Readiness Center Compound, but will establish dedicated coordination through a branch specific GUNG Liaison dispatched directly to the EOC.
7. Federal support agency staff and resources from the Department of Defense (DOD) as requested through Joint Plan 101 through the Joint Region Marianas, such as the USCG and the COMNAVMAR, may interface directly with ESF 16 to assist with response efforts.
8. Coordinate ESF 16 activities in the EOC during periods of activation by:
 - a. Developing and maintaining the ESF 16 Liaison duty schedule;
 - b. Coordinating the receipt, evaluation, and requests from the threatened and/or impacted area, and;
 - c. Developing situation reports and action plans to be submitted to the Plans Section.

C. NOTIFICATIONS

1. During an emergency or disaster, the EOC will notify the continuously operational Joint Force Headquarters (JTHQ-GU) of the activation and the TAG, who will appoint a commander of the Joint Task Force (JTF-GUNG).

2. The JTF Commander, or his designated representative, will report to the Emergency Operations Center (EOC) to receive an initial briefing and guidance from OCD.
3. The JTF will designate an event specific GNG Liaison(s) to establish a dedicated link between the JOC and the EOC.
4. The JTF-GUNG is activated upon the Governor of Guam declaring a State of Emergency in response to a particular incident, event or disaster.
5. The above notification process will be utilized if the impending or actual event requires any combination of preparedness, response, recovery, or mitigation/redevelopment activities.

D. OPERATIONAL OBJECTIVES

ESF 16 supports the EOC ESF Team through its actions and response efforts to activate and organize an effective response to an event.

1. Preparedness Objectives
 - a. Participate in the review and revision of Appendix XVI to the Guam Comprehensive Emergency Management Plan (CEMP) and related EOC Standard Operating Procedures (SOP).
 - b. Attend and participate in meetings, training, conferences, and exercises.
 - c. Develop, test, and maintain manual or automated listings of the following:
 - i. Agency points of contact that are to be contacted by agency representative(s) assigned to ESF 16; and
 - ii. Agency available resources (from within the agency) such as trucks and other agency equipment, etc.
 - d. Review and update as needed any activation rosters to ensure the availability of trained personnel for extended periods of time, both at fixed, as well as field locations.
 - e. Establish procedures to maintain appropriate records for time worked and costs incurred by ESF 16 agencies during an emergency/disaster event.
2. Response Objectives

ESF 16 will coordinate and manage the following response objectives:

- a. Activate the "Notifications" sequence listed in Section II.C (Notification) above.
- b. Assign and schedule sufficient liaison and JOC personnel to cover an activation of the EOC for an extended period of time.
- c. Maintain appropriate records of work schedules and costs incurred by ESF 16 during an event.
- d. Evaluate the probability and time period of the recovery phase for the event. If a recovery phase is probable, start pre-planning for recovery actions.
- e. Generate response information in a timely manner to be included in EOC ESF Team briefings, situation reports and incident action plans. Specific essential elements of information (EEI) include:
 - i. Status of current and future operations, any obstacles and unmet needs relative to ESF 16 missions;
 - ii. Findings of any investigations or recommendations relating to matters of which the GUNG has specific and specialized technical expertise or capabilities, such as CBRNE and Weapons of Mass Destruction (WMD);
 - iii. Status and findings of internal damage assessments/surveys conducted by ESF 16 agencies.
- f. Among the support missions ESF 16 will undertake in support of Government of Guam mission assignments (MA):
 - i. The provision of general transportation support for supplies and equipment as coordinated by ESF 1 (Transportation);
 - ii. Undertaking general engineering support as coordinated by ESF 3 (Public Works and Engineering);
 - iii. Establishing temporary encampments in support of ESF 6 (Mass Care, Housing, and Human Services) missions, or those of ESF 8 (Public Health and Medical Services);
 - iv. Transporting mass casualties as coordinated by ESF 1 and ESF 8;
 - v. Conducting ground search and rescue/recovery (SAR), as coordinated by ESF 9 (Urban Search and Rescue);
 - vi. Communications assistance as coordinated by ESF 2;
 - vii. Providing access security and protection as coordinated by ESF 13;
 - viii. Identifying CBRNE agents/substances; assessing current and projected consequences; advising on response and mitigation

measures; and assisting with appropriate requests for support.

- g. Provide any assistance and coordination necessary to sustain federal and off-island personnel and equipment supporting the ESF 16 mission during the entire period of their deployment to Guam.
- h. As requested by the EOC, participate in any PDA teams activated to survey incident or disaster impacts and report the findings to the EOC for further action.

3. Recovery Objectives

- a. Generate in a timely manner, information to be included in EOC briefings, situation reports, and/or action plans. ESF 16 specific essential elements of information (EEI) include the status of current and future operations, any obstacles and unmet needs relative to its restoration of power missions.
- b. Plan and prepare the notification systems and operational procedures to sustain any long term operations in the field if necessary.
- c. Plan and prepare for the continued support of all federal ESF 16 personnel.
- d. Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
- e. Maintain appropriate records of work schedules and costs incurred by ESF 16 agencies during an event.
- f. Seek information concerning the projected date the EOC will deactivate.
- g. Continue to provide reports to the EOC concerning any and all efforts, as well as overall appraisal of the success of restoring power to key infrastructure, Government of Guam facilities, as well as public and private homes and businesses.
- h. Assist in the demobilization and/or transportation back off island of any organic and non-GUNG personnel, equipment and assets, or any materiel no longer required for response or recovery activities associated with the declared emergency.

4. Mitigation Objectives

- a. Provide personnel with the appropriate expertise to participate in activities designed to reduce or minimize the impact of future disasters.
- b. Plan and prepare the notification systems and operational procedures to support the requests and directives resulting from the Governor, the Federal Emergency Management Agency (FEMA) or Joint Region

Marianas concerning after action reviews (AAR), mitigation and/or redevelopment activities.

E. DIRECTION AND CONTROL

As a part of the EOC ESF Team, agencies of ESF 16 may have to participate (on-island or in another jurisdiction through mutual aid) on several emergency teams and/or co-located at several emergency facilities. The following is a listing of the teams and facilities through which ESF 16 may have to function:

1. **Emergency Operations Center** - In the event that the Emergency Operations Center is activated for an emergency, the GUNG Liaison assigned to the EOC ESF Team or his/her designated representative, assumes responsibility as supervisor for ESF 16.
2. **Joint Field Office**
 - a. Upon activation of the Joint Field Office (JFO), the EOC Director or his/her designated representative, coordinate with ESF 16 in order to provide an ESF 16 representative at the JFO, when required.
 - b. The ESF 16 representative at the JFO coordinates with ESF 16 agencies in the EOC.

III. RESPONSIBILITIES

A. GUAM NATIONAL GUARD (GUNG)

1. Upon the Governor declaring a State of Emergency, activate the JOC and the TAG designate the JTF Commander for the event or disaster.
2. Assign GUNG Liaisons to the EOC to provide a direct connection between the JOC and the EOC in order to effect coordination and exchange event relevant information.
3. Coordinate with the TCO/EOC Director in addressing MAs and other event /disaster specific activities.
4. Facilitate the meetings and efforts of ESF 16 with other designated agencies to address any power generation, transmission or restoration issues.
5. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.

6. Maintain contact with the other U.S. Military organizations in the Joint Region Marianas.
7. Maintain appropriate records of work schedules and costs incurred by ESF 16 agencies during an event.
8. Assign the necessary staff with technical expertise to coordinate and field a Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section.

B. OTHER RESPONSE AGENCIES

1. Governor of Guam
 - a. Provide overall direction and control for response activities.
 - b. Provide policy decisions as coordinated by GHS/OCD and the EOC ESF Team in the execution of response and recovery activities before, during and after a disaster or incident.
 - c. Declare a State of Emergency in response to a disaster, as advised or recommended by the GHS/OCD EOC ESF Team, or warranted by the extent and severity of the event.
2. Guam Homeland Security Office of Civil Defense (GHS/OCD)
 - a. Coordinate all EOC ESF Team administrative, management, planning, training, preparedness, response, and recovery activities.
 - b. During activations, assign GHS/OCD personnel to the EOC duty schedule for the entirety of the incident or emergency.
 - c. Install, maintain and test periodically all communications and computer systems in the EOC, and JIC, as well as any assets deployed to the field.
 - d. Use the mission assignment (MA) process in tasking ESF 16 to provide resources and/or support to another ESF in support of all EOC ESF Team activities related to an activation or event.
 - e. Provide technical and specialty support and coordination relating to the National Incident Management Systems (NIMS), the National Response Framework (NRF), the Stafford Act and all other emergency management related plans policies and processes.

- f. Facilitate coordination meetings between ESF 16 and other EOC ESF Team members to ensure that senior leaders' intents and priorities, the operational tempo, and situational awareness are maintained throughout all phases of an incident or disaster response.
- g. Maintain continuous communications and information flow between the EOC and the Joint Operations Center (JOC), the Joint Information Center (JIC), deployed incident command posts, the Joint Field Office (JFO) if deployed.
- h. Support the deployment of any assets to the Joint Field Office, Recovery Centers, or any other ad-hoc off-site operations required by the disaster response for which ESF 16 must participate.

IV. FINANCIAL MANAGEMENT

A. DOCUMENTATION OF INCURRED COSTS

- 1. All requests for GUNG military support must originate through the EOC and be recorded in the Incident Management System. Once entered into Incident Management System and tasked as a mission assignment, ESF 16 will initiate action. The EOC Incident Management System will be used to provide a record of all payment to vendors.
- 2. Agencies must document all expenses related to their disaster activities. These include but are not limited to travel, maintenance, meals, supplies, etc. Coordinate with EOC Finance and Admin Section staff regarding expense documentation, cost recovery after the event, and communication with each agency's budget/financial sections. Agencies also work under their own accounting principles and authorities.

B. NOTIFICATION OF INCURRED COSTS

- 1. All agencies that have an automated financial management system must use the companion procedures and forms necessary for notification of and authorization for incurring costs.
- 2. All agencies that do not have an automated financial management system will use its normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- 3. All agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, territorial and federal guidelines, rules, standards, and laws.

V. REFERENCES AND AUTHORITIES

A. AUTHORITIES AND POLICIES

1. Guam
 - a. Guam Code Annotated Title 10 Chapter 65 § 65107;
 - b. Executive Order Number 91-09;
 - c. Executive Order Number 2011-13.
2. Federal
 - a. Post-Katrina Emergency Reform Act (PKEMRA) of 2006
 - b. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 USC;
 - c. Code of Federal Regulations 44;
 - d. Homeland Security Act of 2002;
 - e. Homeland Security Presidential Directive – 5, Feb 2003.

B. REFERENCES

1. Guam
 - a. Guam Emergency Response Plan, Sep 2005;
 - b. Guam Disaster Preparedness Joint Plan 101, Jan 1999;
 - c. Guam Emergency Operations Center Standard Operating Procedures, Version 2.4;
 - d. All-Hazards Alert and Notification Operations Manual; and
 - e. Mission Assignment Standard Operating Procedure (Draft, March 2005).
2. Federal
 - a. Guam All-Hazards Catastrophic Operation Plan, August 2010;
 - b. Guam Catastrophic Typhoon Operations Plan, August 2010;
 - c. Guam Catastrophic Typhoon Plan, August 2010;
 - d. National Incident Management System, Dec 2008;

- e. National Response Framework, Jan 2008;
- f. National Disaster Recovery Framework, May 2013; and
- g. Comprehensive Preparedness Guide 10 (CPG 101, Version 2.0),
Developing and Maintaining Emergency Operations Plans.



THE TERRITORY OF GUAM COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

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

Warning: This document contains information that relates to the physical security of facilities used by the jurisdictions and to the security systems of those facilities. This document therefore comes within the exemption to any other requirements of disclosure.

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Guam Department of Homeland Security, Office of Civil Defense

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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.

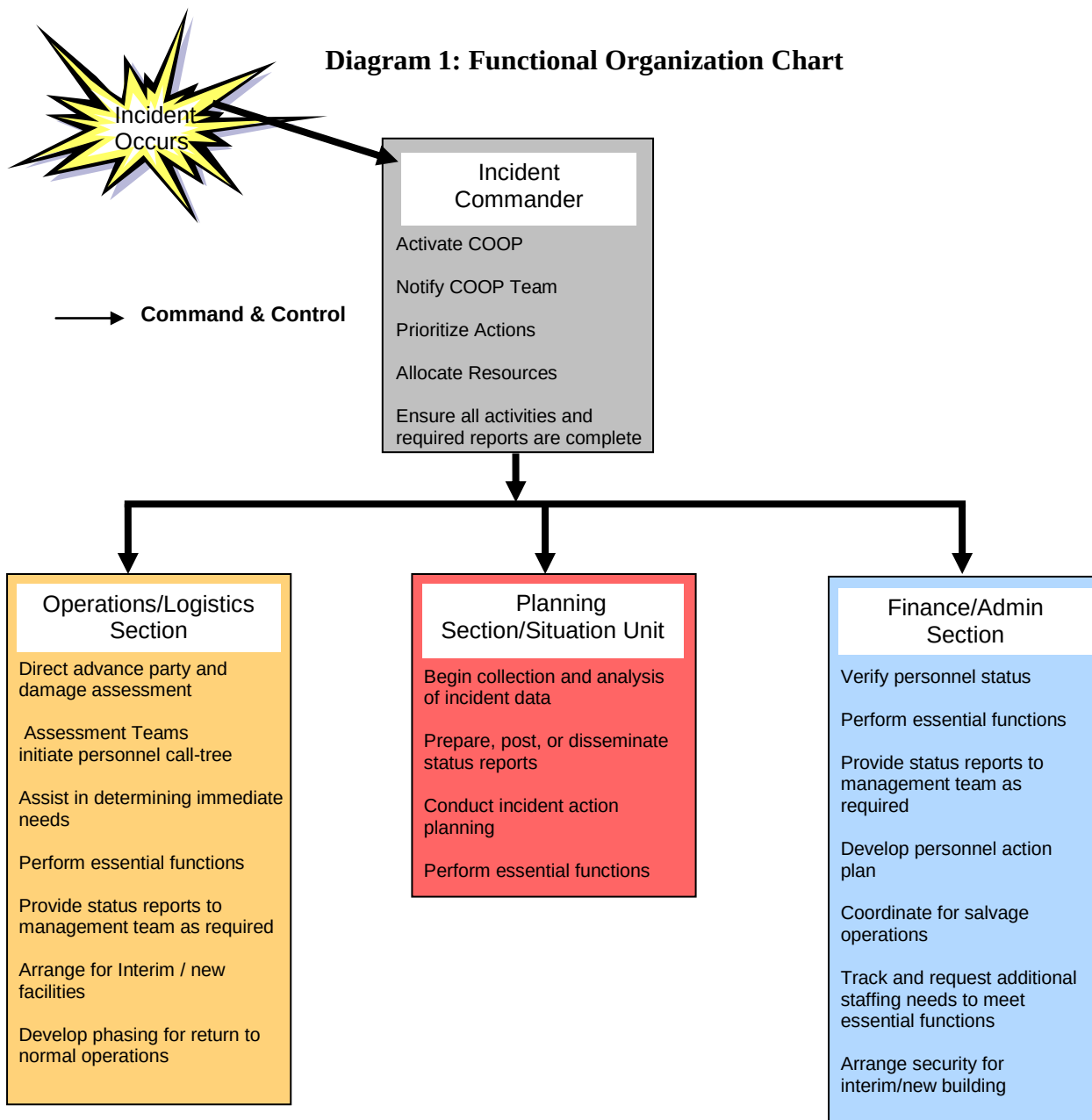
B. COOP Organization

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

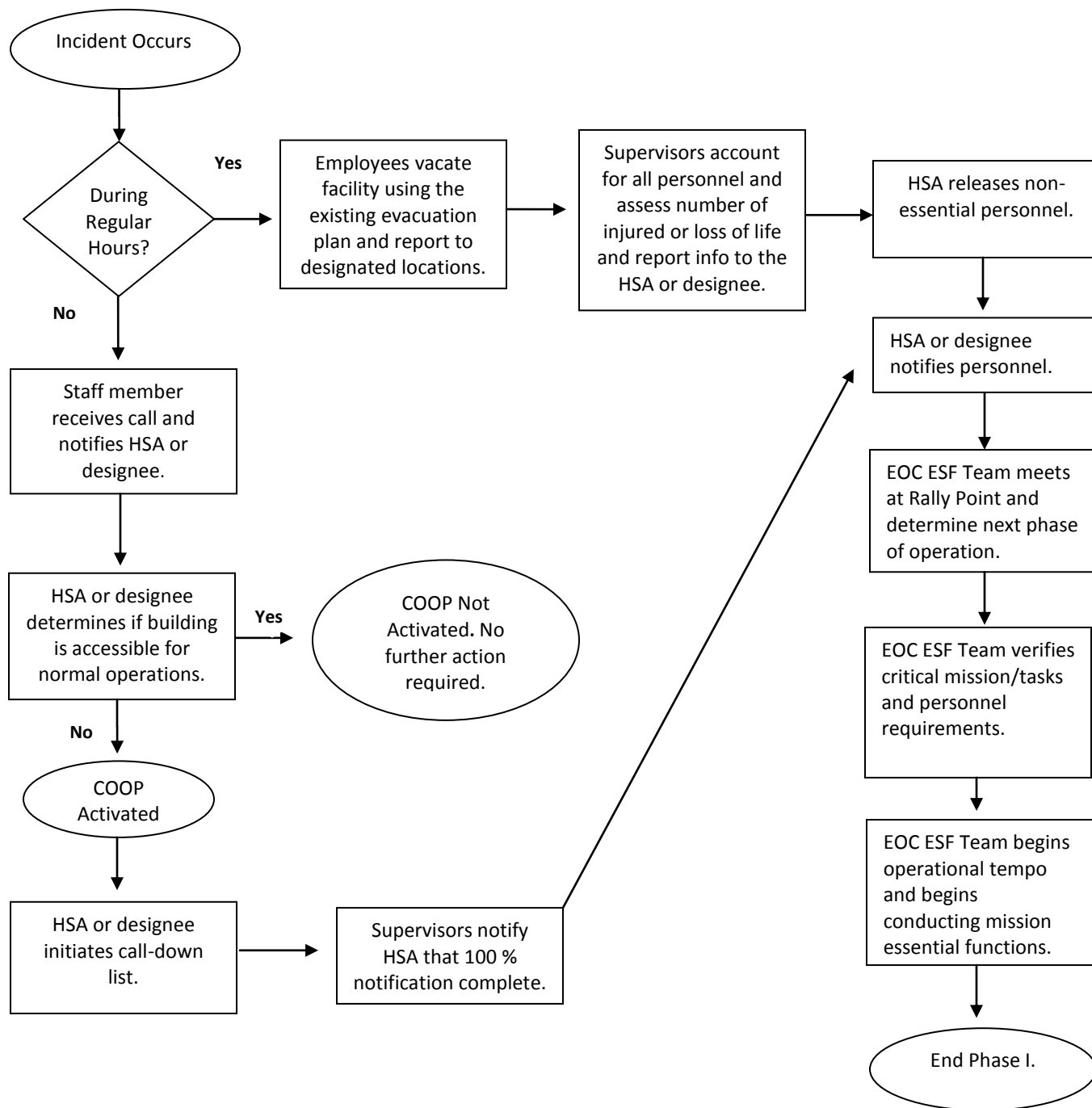
the HSA.

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 dvance-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

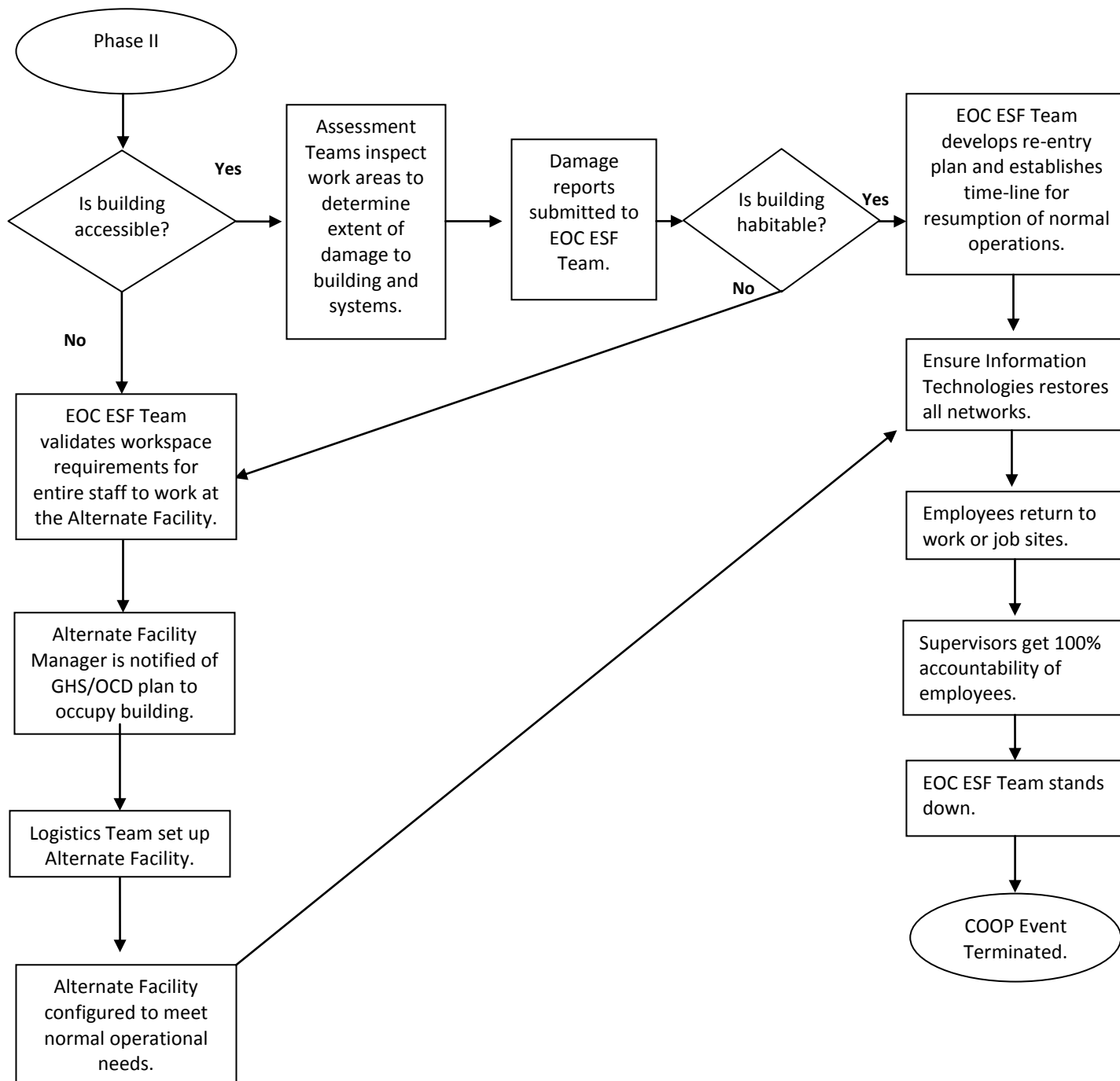
Upon a decision by the Advance Team that the facility can be reoccupied or that a different facility will be established as a new facility:

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



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*.



THE TERRITORY OF GUAM COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

TROPICAL CYCLONE RESPONSE ANNEX

TROPICAL CYCLONE RESPONSE ANNEX

EXECUTIVE SUMMARY

This Annex defines the program for the Government of Guam to prepare for, respond to and recover from the potentially extreme impacts of weather phenomenon known as tropical cyclones. 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 (GERP) of September 2003. This Annex governs the plans, operational concepts, and policies used to prepare for and respond to a tropical cyclone 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.

Guam is located in an area of the western North Pacific Ocean known as “Typhoon Alley.” Thirty-three percent of the world’s tropical cyclones develop in or pass through the area around Guam. The Territory of Guam has the highest probability for being hit by a tropical cyclone of any state or territory in the United States. Anticipated direct impacts include high winds, storm surge, coastal flooding, inland flooding, and landslides. Secondary impacts resulting from damages or disrupted infrastructure can also occur.

Due to the potential magnitude and intensity of tropical cyclones and the remoteness of Guam from supplemental federal assistance and resources, the Federal Emergency Management Agency (FEMA) and the Government of Guam developed the Guam Catastrophic Typhoon Operations Plan (OPLAN), which 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. Building upon that document, this Annex integrates the concept of operations for managing catastrophic typhoons presented in the OPLAN into an approach that could be used for managing all necessary actions and responses for the Territory of Guam.

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. 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 (this phase includes three sub-phases based on increasing threat levels; from normal, to elevated, to credible), Phase 2 – involving actions associated with the incident and incident response, and Phase 3- involving actions associated with recovery and mitigation. Since these phases were developed for the OPLAN referenced above, they also trigger specific responses from FEMA and the rest of the National Response Framework.

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)
- Guard, C. P., and M. A. Lander, 1999: A Scale Relating Tropical Cyclone Wind Speed to Potential Damage for the Tropical Pacific Ocean Region: A User's Manual. WERI Technical Report No. 86, University of Guam, pp. 60.
- Guard, C. P., M. P. Hamnett, C. J. Neumann, M. A. Lander, and H. G. Seigrist, Jr., 1999: A Typhoon Vulnerability Study for Guam. WERI Technical Report No. 85, University of Guam, 11 Chapters and various Appendixes.

CHAPTER I: INTRODUCTION

I. GENERAL

Due to its tropical location, around one-third of the world's tropical cyclones form in or pass through the region of the Pacific where Guam is located. While the main Pacific typhoon season runs from the first of June until the end of November, typhoons have occurred in every month of the year. Guam is in the only ocean basin in the world where it could be impacted by a major typhoon event within 3 days any month of the year. Severe weather carries with it the risk of damage to people, structures, property, infrastructure and environmental assets as a result of high winds, inland flooding, and heavy coastal waves and storm surge. High intensity weather events, particularly tropical cyclones, may also cause secondary hazards including electric power outages, contamination of water supplies, flooding of sewage treatment facilities, and communication systems failure.

This document is a hazard specific annex to the Guam Comprehensive Emergency Management Plan. It defines the territory's program to prepare for, respond to and recover from tropical cyclones. Due to Guam's remoteness from Hawaii and the mainland United States, its limited mutual aid and on-island resources, and the large potential for extreme natural hazard events to occur, have caused the Government of Guam and the federal government to collaborate on the planning for catastrophic typhoons. This mutual effort was culminated in the development of the Guam Catastrophic Typhoon Operations Plan (OPLAN) in 2003. The program outlined herein is derived from these existing planning documents, and serves as an excellent basis from which to develop a response and recovery plan for tropical cyclone events.

II. PURPOSE AND SCOPE

The Tropical Cyclone 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 tropical cyclone event caused by a naturally occurring phenomenon. It also defines the role of Government of Guam agencies in the development, implementation and maintenance of this system.

Guam is particularly vulnerable to the impacts of tropical cyclones. Some of the factors that could significantly complicate the response and recovery due to the impacts of high winds, flooding, storm surge, high waves, and other effects of natural hazards 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-dependent infrastructure;
- A.B. Won Pat International Airport;
- Military installations;
- 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.

Due to the limited area of thunderstorm-induced floods and the potential large size of tropical cyclones, severe weather and impacts of naturally-induced events can be localized or occur over a large area, including the entire territory. The longer a tropical cyclone remains near or over Guam, the more the potential will increase for severe damage to structures as they weaken from extended wind stress, for flooding increases and for storm surges to batter the shores. A tropical storm lingering over Guam may cause more damage than a typhoon that quickly passes over Guam. Depending on the magnitude and intensity of the weather event, the capabilities of the Government of Guam could be exceeded, requiring the activation of the Guam Typhoon OPLAN or this Plan and necessitating a request for assistance from federal and/or international organizations.

III. ASSUMPTIONS

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

1. The potential for Guam to experience severe weather, even from tropical cyclones, exists year round. The entire population must be educated to hazards, risks and vulnerabilities, and need to know how to prepare to minimize injury and damage, and to better implement recovery.

2. The entirety of Guam, coastal and inland, is susceptible to the impacts of tropical cyclones.
3. Depending on the circumstances, the potential impacts from a tropical storm can be just as severe as, or worse than those from a typhoon.
4. Some areas of Guam are more vulnerable to storm surge than others. People living in storm surge zones and substandard housing are the most vulnerable to impacts from tropical cyclones.
5. Due to Bernoulli effects and the mountainous topography of Guam, wind velocities may increase as a tropical cyclone approaches and makes landfall. The strongest winds associated with a tropical cyclone may continue well inland from the coast.
6. Severe weather predictions to the civilian community will be provided by the National Weather Service (NWS). The concept of operations for typhoon response follows a phased approach based on objective criteria consistent with input from the NWS.
7. Tropical cyclone condition levels and operational response phases are set at the authority of the Governor in coordination with the United States military, represented by Joint Region Marianas. Because of uncertainties in tropical cyclone track and intensity forecasts, condition levels will be set to take into account incident-specific safety or economic situations and the potential for storm intensification and track change.
8. 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.
9. 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.
10. A catastrophic typhoon affecting the Territory of Guam will result in significant disruption of basic services including transportation, healthcare, water, and electricity.
11. The Guam Catastrophic Typhoon Operations Plan (OPLAN) was developed to guide the integration of federal assistance in a unified response in the event of a catastrophic typhoon (Category 4 or 5 on the Saffir-Simpson Scale). The basic concept of operations outlined in the OPLAN will be applied to all severe weather events, regardless of the need to activate federal assets.

12. 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. Critical resources and assets are deployed pre-storm and once storm conditions abate they can be deployed to provide immediate assistance.
13. 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.
14. 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.
15. 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.
16. Guam Power Authority's (GPA) estimate for power restoration after a direct hit by a catastrophic typhoon is two to three months to have power restored to ninety percent of the system. This estimate is for restoration of GPA's power system grid. This does not include hooking up individual homes to the power grid. That may take much longer depending on storm damage.
17. 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.
18. Public response to evacuate will vary depending on the perception of the threat. All evacuations will be completed prior to the onset of tropical storm force (damaging) winds (39-73 mph).

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 tropical cyclone 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 Guam OPLAN. This section describes the response organization available for natural hazard events, particularly those that require and allow sufficient time to undertake protective actions before they occur. 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 severe weather 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 intended to be activated in a Category 4 or 5 typhoon, which would be expected to have catastrophic impacts. If the OPLAN is indeed activated in response to a naturally induced disaster, the procedures and checklists included in that plan will take precedence over these guidelines. The OPLAN may be activated by the Government of Guam in lesser intensity and other types of events based on perceived risk and the severity of the impacts.

III. OTHER PARTICIPANTS IN THE RESPONSE ORGANIZATION

It is possible that a tropical cyclone 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 damages or disrupted by the weather event.

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 provided through the National Weather Service (NWS) Office Guam, hereafter referred to as the Guam WFO. Among the types of information the NWS and the Guam WFO can provide are tropical cyclone forecasts. The Joint Typhoon Warning Center (JTWC) develops an advisory package that provides forecast data relative to the storm itself; while the Guam WFO converts that data into information about the cyclone's potential specific impacts to Guam. Based on this information, GHS/OCD, through the Governor of Guam, will

A. NATIONAL WEATHER SERVICE FORECAST DATA FOR TYPHOONS

While severe thunderstorms may offer little advanced warning, NWS Weather Forecast Data provides the foundation for advance decision making regarding severe weather events, particularly tropical cyclones. Tropical cyclones with an organized system of clouds and thunderstorms with a defined circulation, and maximum sustained winds of 38 mph or less are called "tropical depressions". Once tropical cyclones attain winds of at least 39 mph they are typically called a "tropical storm" and are usually assigned a name. Tropical cyclones with sustained winds of 74 miles per hour and greater are categorized as "typhoons". The NWS Office Guam will issue tropical cyclone advisories, watches and warnings as storms intensify and move closer to Guam. The following table summarizes NWS alert conditions:

NWS Alert	When Issued
Tropical Storm Watch	Tropical Storm conditions are <i>possible</i> within the specified watch area within 48 hours.
Tropical Storm Warning	Tropical Storm conditions are <i>expected</i> somewhere within the specified warning area within 24 hours.
Typhoon Watch	Typhoon (sustained winds of 74 mph or higher) are <i>possible</i> within the specified coastal area. Because typhoon preparedness activities become difficult once winds reach tropical storm force, the hurricane watch is issued 48 hours in advance of the anticipated onset of tropical- storm-force winds.

NWS Alert	When Issued
Typhoon Warning	Typhoon conditions (sustained winds of 74 mph or higher) are <i>expected</i> somewhere within the specified coastal area. Because typhoon preparedness activities become difficult once winds reach tropical storm force, the typhoon warning is issued 24 hours in advance of the anticipated onset of tropical-storm-force winds.

B. CLASSIFICATION OF STORM INTENSITY

The Saffir-Simpson Tropical Cyclone Scale, hereafter referred to as the SS Scale, classifies tropical cyclones into five distinct categories of typhoons based on the intensity of sustained winds. An adjunct table to the SS Scale, developed by Guard and Lander specifically for the tropical Pacific, subdivides tropical storms into two classifications, A and B, using the same wind intensity criteria as the SS Scale. The Scale provides examples of the types of damage, peak wind gusts, and impacts associated with winds of an indicated intensity. Tropical Cyclones originating in the northwest Pacific Ocean, west of the International Dateline and north of the Equator, with maximum sustained wind speeds of at least 74 miles per hour (mph), are commonly referred to as typhoons.

The following table shows the enhanced, tropical Pacific SS Scale, which the Guam WFO uses to categorize typhoons in the western Pacific, along with a brief description of the damages that may be expected. Brochures and a user's manual explaining the Scale and its use have been developed by the Guam WFO and the University of Guam Water and Environmental Research Institute (UOG/WERI).

Tropical Storm Category	Maximum Sustained Wind Speed (mph)	Peak Gusts (mph)	Damage
A	30-49	40-64	Weak Tropical Storm; minor damage to poorly made structures; up to \$100K
B	50-73	65-94	Severe Tropical Storm; major damage to poorly made structures ; up to \$1M

Typhoon Category	Maximum Sustained Wind Speed (mph)	Peak Gusts (mph)	Damage
1	74-95	95-120	Winds will produce some damage to weakened wood structures; up to \$20M
2	96-110	121-139	Winds will cause extensive damage to weakened wooden structures; up to \$100M
3	111-130	140-167	Disastrous, major typhoon; up to \$500M
4	131-155	168-197	Devastating; major typhoon; up to \$1.5B
5	156-194	198-246	Catastrophic; major typhoon; up to \$4-5B

III. EMERGENCY RESPONSE OPERATIONS

A. PLANNING STRATEGY FOR TYPHOONS

The planning strategy to be employed in severe weather events is predicated upon the concept of operations outlined in the OPLAN and involves a systematic decision making process linked to NWS forecasts. Each phase is associated with an increased level of certainty regarding the specific threat to Guam and a concurrent escalation of resource commitment.

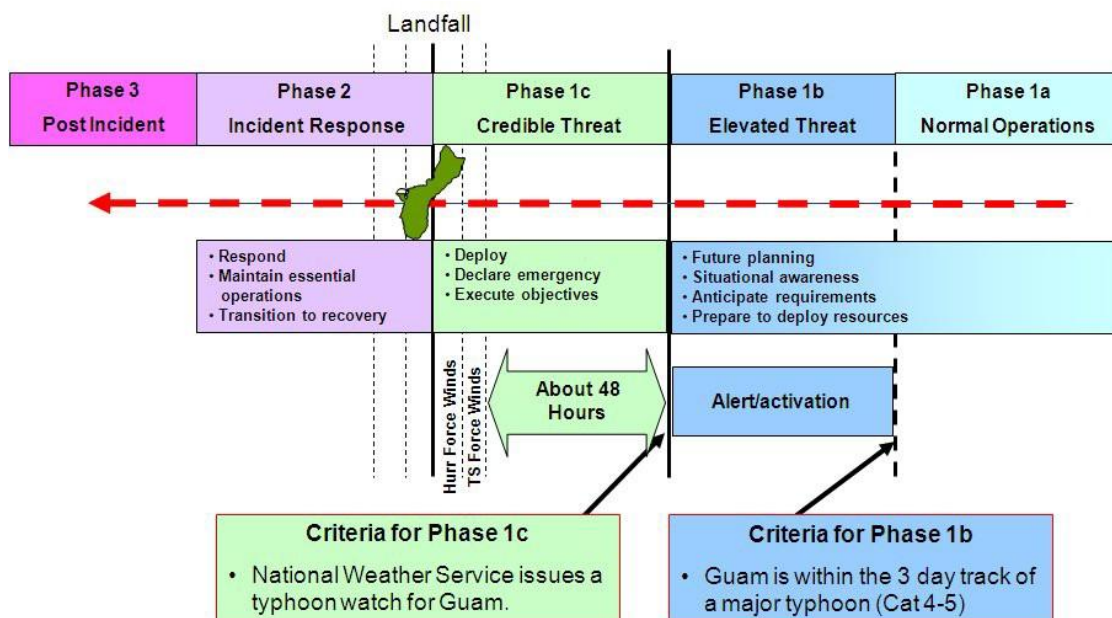


Figure 2: Example of tasks by phase for typhoon response.
Source: Guam Catastrophic Typhoon OPLAN

Tropical cyclone condition levels and operational response phases are set at the authority of the Governor in coordination with the United States military, represented by Joint Region Marianas (JRM). In the event of a catastrophic storm that requires the full activation of the Guam OPLAN, the phase or condition level will be set consistent with guidance from Senior Agency Officials and the Federal Interagency Typhoon Concept Plan, and the Unified Coordination Group (UCG).

B. DESCRIPTION OF OPERATIONAL PHASES

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

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

Phase 1b: Elevated Threat. An elevated threat occurs when Guam is within the three-day probable track of a typhoon system. This sub-phase involves heightened situational awareness which includes collecting, analyzing, and disseminating pertinent information to anticipate requirements ensuring a prompt response. Actions are taken to heighten situational awareness triggered by actionable data or knowledge of an event. In addition, territory and federal partners commence preparatory actions such as verification of communications systems, alerting / mobilizing key personnel, and issuing advisories.

Phase 1c: Credible Threat. This Phase begins when the NWS determines that Guam may experience typhoon-force winds, or a Typhoon Watch has been issued. The period of time from beginning of this Phase to the onset of typhoon-force winds is estimated to be around 48 hours, depending on size and movement of the storm. Preparations during this sub-phase are intended to accomplish the UCG's pre-landfall objectives.

Phase 2: Incident and Incident Response. Once landfall or the tropical cyclone has occurred, priorities shift from building capabilities to employing resources to save lives, protect property and the environment, and preserve the social, economic, and political structure of the Territory of Guam. If a Joint Field Office (JFO) has not already been pre-identified and occupied, one 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.

C. 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 typhoon. 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 Airport and Seaport Operations; and
9. Restore Power Infrastructure.

D. ACTIVATION OF THE EMERGENCY OPERATIONS CENTER

The Guam Emergency Operations Center (EOC) may be activated for a severe weather event or other natural hazard, based on the condition and

phase level established by the Governor. Upon receipt of an Executive Order, the Administrator of Guam Homeland Security Office of Civil Defense (GHS/OCD) will assume the role of Incident Commander. In the event of a predicted catastrophic typhoon, or at the discretion of the Governor in a lesser intensity event, the Guam Typhoon OPLAN may be activated, initiating the organizational structure, operational processes and resources identified in that strategy.

E. 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);

F. 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 ESF in accordance with the provisions of the Guam Comprehensive Emergency Management Plan.

G. 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. 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 tropical cyclones are addressed pursuant to the Guam CEMP and its implementing procedures. The effectiveness of response to a tropical cyclone 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 (OPLAN) 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 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. Coordinate 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.

b. ESF 7 - Resource Support

- i. Source and contract for viable hardened facilities to support the safe bed-down of incident management teams, medical teams, and their assets prior to landfall.
- ii. 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 US.

2. Mass Care & Sheltering (MC&S)

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

- i. Coordinate shelter generator fueling/servicing requirements and the development of a plan for providing generators with fuel post-landfall.
- ii. Create a prioritized list of alternate shelter sites (hotel ballrooms, churches, field houses, etc).
- iii. Create a prioritized list of potential pet shelter facilities.
- iv. Develop a prioritized list of possible long term shelter sites (hotels, vacant houses/apartments, soft-sided shelters, etc).

b. 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.
 - v. Coordinate for the development of contracts or MOUs with identified pet shelter facilities.
3. Minimize Risks to Tourists (MRT)
- a. ESF 6 – Mass Care, Housing and Human Services
 - i. Provide inputs as necessary to aid in the development of the overarching strategy for sheltering and protecting tourists pre-landfall, caring for tourists pre- and post- landfall, and evacuating tourists from Guam post-landfall.
 - ii. Assess required logistics roles and responsibilities and determine any necessary logistics support requirements.
 - iii. 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.
4. Maintain Functionality of Water System (MFWS)
- a. ESF 3 – Public Works & Engineering
 - i. In order to assess possible logistics response requirements, coordinate with Guam Waterworks Authority (GWA) and Guam Power Authority (GPA) on their overall inventories, capabilities, and shortfalls of those resources needed to support the water supply and distribution system.
 - 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-landfall.
- 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.

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.

5. Deliver Fuel to Maintain Essential Services (DFES)

a. ESF 3 – Public Works and Engineering

Assist in the assessment of refueling requirements for designated critical facilities generators and emergency/disaster response vehicles.

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 de-conflicted to ensure no competition of resources.
- iv. Maintain awareness of refuel locations and requirements for prioritized emergency generators and emergency/disaster response vehicles.
- v. Source and establish contracts with private vendors for available on-island commercial fuel distribution assets. NOTE: Ensure contracts are de-conflicted to ensure no competition of resources.
- 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.

6. 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. 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.
 - iii. Assist in the development of a Fuel Prioritization Plan to include fueling debris clearance assets.
 - iv. Provide coordination on any issues regarding the establishment of a Debris Task Force (DTF).
 - b. ESF 3 – Public Works and Engineering
 - i. .Ascertain status of any established contracts with tug/barge operators to transport debris clearance vehicles form neighbor islands to Guam.
 - ii. Maintain situational awareness on 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.
7. Protect On-Island Critical Resources (POICR)
 - a. 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 typhoon.
 - b. ESF 7 – Resource Support

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.

8. 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 – ELEVATED 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.

c. 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-landfall 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- landfall 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.
- 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).

C. PHASE 1C – CREDIBLE THREAT

1. Life Saving/Life Sustaining (LSLS)

a. ESF 1 – Transportation

- i. Coordinate with ESF 8 and transport medical assets to designated Alternate Care Facility (ACF)/special needs shelter.
- ii. Begin clearing evacuation routes of any debris, obstacles and shut down/minimize the impacts of any construction projects along roadways that may hamper evacuation efforts on roadways.
- iii. Coordinate with ESF 5 and UCG to determine need and activate evacuation of transportation disadvantaged or other facilities / populations.

- 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.
 - vi. 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.
- 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.
- 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-landfall water distribution to emergency shelters and PODs.
 - iii. Ensure generators and water tanks at designated shelter sites are topped off and all emergency shelter generators are started / tested.
- d. ESF 6 – Mass Care, Housing and Human Services
 - i. Execute movement of resources to the emergency shelter locations.
 - ii. Execute contracts and/or MOUs for additional emergency shelter locations (hotel ballrooms, community centers, shopping malls, churches, field houses, etc).
 - iii. 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. Execute contracts and/or MOUs for additional emergency shelter locations (hotel ballrooms, community centers, shopping malls, churches, field houses, etc).
 - ii. Coordinate and source for initial “push” resource assets. Follow on assets will be “pulled” as needed.
 - 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.
 - f. ESF 11 – Agriculture and Natural Resources
 - i. Coordinate the post-landfall 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. Ascertain logistic support requirements to support movement of tourist special needs population from hotels to the Guam Memorial Hospital Authority (GMHA) or Alternate Care Facility (ACF) as available.
- iii. Coordinate for additional buses and/or vans to aid in the pre-landfall movement of special needs tourists from hotels to GMHA and/or ACF.
- iv. Coordinate for additional buses and/or vans to aid in the post-landfall movement of special needs tourists from GMHA and/or ACF to the airport.
- v. Coordinate for additional buses and/or vans to aid in the pre-landfall movement of special needs tourists from hotels to GMHA and/or ACF.
- vi. Coordinate resources (food, water, personal care items, etc) to be provided at the airport to support the evacuation of tourists.
- vii. Coordinate transportation assets to deliver resources to the airport to support the evacuation of tourists.

b. ESF 7 – Resource Support

- i. Source resources (food, water, personal care items, etc) to be provided at the airport to support the evacuation of tourists.
- ii. Source/contract for additional buses and/or vans to aid in the pre-landfall 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-landfall movement of special needs tourists from GMHA

and/or ACF to the airport.

- iv. Source/contract for additional buses and/or vans to aid in the pre-landfall movement of special needs tourists from hotels to GMHA and/or ACF.
- v. Source resources (food, water, personal care items, etc) to be provided at the airport to support the evacuation of tourists.
- vi. Source/contract transportation assets to deliver resources to 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. Coordinate for additional buses and/or vans to aid in the pre-landfall movement of special needs tourists from hotels to GMHA and/or ACF.
- iii. Coordinate for additional buses and/or vans to aid in the post-landfall 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. Continue to 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-landfall contingency planning.
- ii. Assist in the deployment of GWA-owned non-permanent generators to designated, prioritized locations.
- iii. 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).

6. Deliver Fuel to Maintain Essential Services (DFES)

ESF 7 – Resource Support/Logistics

- a. Finalize the availability and operational status of on- and off-island fuel distribution and storage assets.
- b. 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 & Engineering

- i. Continue to coordinate with DTF to maintain situational awareness on debris clearance planning effort, debris clearance priorities, and debris clearance asset shortfalls.
- ii. Ensure debris clearance priorities include proper transportation routes necessary to provide support to staging areas, emergency shelters, shelter in place population, and PODs.
- iii. Begin sourcing additional debris clearance assets as required/available.

b. ESF 7 – Resource Support

Re-validate contracts for commercial debris clearance assets and determine status of those assets. ESF #3 will initiate these contracts in coordination with DTF as required.

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 & Engineering

Contract for food and water delivery for critical resource staging sites security personnel.

- c. ESF 7 – Resource Support
 - i. Maintain visibility and status information relating to critical resources deploying to critical resource staging sites.
 - ii. Contract for food and water delivery for critical resource staging sites security personnel.
 - iii. Maintain situational awareness regarding private sector fuel companies securing fuel trucks at the DPW staging yard pre-landfall.
 - 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 landfall.
10. Restore Power Initiative (RPI)
- a. ESF 3 – Engineering and Public Works
 - i. Monitor the activation of emergency generators at critical facilities and, as directed, will source, acquire, and transport additional emergency generators to backfill and/or augment current emergency power capabilities and requirements.
 - ii. Support the mobilization of GUNG generator assets, the movement of on-island FEMA generator assets, or the mission

assignment of on-island DOD generator assets to replace inoperative generators at critical facilities (as available to meet generator type, kind, and capability requirements).

b. ESF 7 – Resource Support

Source and develop contracts for transportation assets to support movement of power restoration assets from off- island to Guam as needed.

c. 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.
- vi. 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.
 - iii. Provide logistics support for mortuary support assets as needed to support the DMORT.
 - iv. Provide logistics support for the re- establishment of dialysis support at designated facilities.
- 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. Coordinate for 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. Coordinate logistical support as required for ACF/special medical needs shelter to include Durable Medical Equipment (DME).
 - v. Coordinate logistics support for pharmacy prescription support.
- 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

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.

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

informations.

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. 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.
- iii. 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. Coordinate with ESF 7 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) Coordinate for on-island transportation assets to move special needs individuals to hospitals or other alternate care sites on Guam.
 - 2) Coordinate for 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-landfall hotel capabilities and support requirements and on-going tourist evacuation operations and provide logistics response as needed.
- ii. Coordinate for additional resources to support the shelter, care, and feeding of tourists in Guam hotels.
- iii. Coordinate for additional buses and/or vans to aid in the post-landfall movement of special needs tourists from GMHA and/or ACF to the airport.
- iv. Coordinate for contract(s) for additional buses and/or vans to aid in the post-landfall movement of tourists from hotels to the airport.
- v. Coordinate for the deployment of resources (food, water, personal care items, etc) to be provided at the airport to support the evacuation of tourists.
- vi. Coordinate for contract(s) for transportation assets to deliver resources to the airport to support the evacuation of tourists.
- vii. Coordinate for private security personnel to augment security capability at the A.B. Won Pat International Airport.

a. ESF 7 – Resource Support

- i. Execute contract(s) for additional buses and/or vans to aid in the post-landfall movement of special needs tourists from GMHA and/or ACF to the airport.
- ii. Execute contract(s) for additional buses and/or vans to aid in the post-landfall movement of tourists from hotels to the airport.
- iii. Execute contract(s) for transportation assets to deliver resources to the airport to support the evacuation of tourists.

c. ESF 8 – Public Health and Medical Services

Coordinate for additional buses and/or vans to aid in the post-landfall movement of special needs tourists from GMHA and/or ACF to the airport.

d. ESF 13 – Public Safety and Security

If needed, coordinate for private security personnel to augment security 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. Coordinate for (as required) qualified personnel and needed repair assets to augment GWA capabilities.
- iii. Coordinate for any necessary materiel and capabilities necessary for the restoration of the normal Guam water supply and distribution system.
- iv. Coordinate for 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. Coordinate for private security personnel to secure GWA assets deployed around Guam.
- vi. Coordinate for necessary logistics support to aid in the mobilization of GUNG water transportation and storage assets.
- vii. Coordinate for necessary logistics support to aid in the movement of DOD desalinization units, reverse osmosis water purification units (ROWPUs), and water transportation and storage units.
- viii. Coordinate for delivery of potable water to designated prioritized sites (e.g. emergency shelters, GMHA).
- ix. Coordinate for 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.
- x. Coordinate 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).

b. ESF 7 – Resource Support

- i. 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).
- 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.
- viii. Execute contracts for delivery of potable water to designated prioritized sites (e.g. emergency shelters, GMHA).
- ix. 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.
- x. 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. Coordinate 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. Coordinate for additional off-island debris clearance assets and transportation requirements as needed.

b. ESF 7 – Resource Support

- i. Execute contracts for tug/barge transportation of debris clearance assets from CNMI (as available through developed EMACs).
- 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.

- 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 2 – Communication

Redeploy communications and transportation assets when critical resource staging sites are stood down.

- b. ESF 5 – Emergency Management

Maintain situational awareness regarding the post landfall status of critical resources and continued need to maintain active critical resource staging sites.

- c. 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.

- d. 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 landfall.
- 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.
 - iii. Source and lease available on-island and off-island generator assets (based on generator type/kind/capability).
- c. ESF 10 – Oil and Hazardous Material Response
 - i. Coordinate for areas to be utilized as hazardous material (HAZMAT) staging and disposal sites.

- ii. Coordinate for 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. Assist in the deployment of mission assigned, on-island DOD generators assets (based on generator type/kind/capability).
 - viii. 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

Coordinate for 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 7 – Resource Support

- 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.
 - iv. Terminate contracts for any leased space/facilities supporting increased casualty care/ACS facilities, special needs shelters, dialysis care, veterinary support, and mortuary operations.
 - b. ESF 8 – Public Health and Medical Services
 - i. Coordinate for aeromedical evacuation (AE) transportation assets and AE crews for return of any patients and patient support personnel aeromedically evacuated off Guam.
 - ii. Coordinate for the termination of contracts for any leased space/facilities supporting increased casualty care/ACS facilities, special needs shelters, dialysis care, veterinary support, and mortuary operations.
 - c. 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 1 – Transportation

When all tourist evacuation operations are completed, cease delivering support resources to Guam hotels and the airport.

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

When all tourist evacuation operations are completed, coordinate for the termination of contracts with private security personnel augmenting security capability at the A.B. Won Pat International 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, coordinate for the termination of 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. Maintain awareness of ongoing debris removal operations from debris transition sites to on-island landfills/waste disposal sites.
- ii. Assist in the redeployment of USACE debris technical expertise personnel to required locations as needed.
- iii. Coordinate for termination of all debris clearance contracts and/or mission assignment of DOD debris clearance assets.

- iv. Terminate established contracts with on- island debris removal vendors and/or off-island debris removal shipping vendors.
 - a. ESF 7 – Resource Support
 - 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

- i. Terminate any contracts developed to augment GPA's emergency services/support contracts with on-island vendors providing equipment and personnel.
- ii. Source and contract for transportation assets to move HAZMAT to final on- or off-island destination(s).
- iii. As needed, source and contract for 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.

d. ESF 10 – Oil and Hazardous Material Response

- i. Coordinate 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, coordinate for the termination of any contracts for HAZMAT staging and disposal sites.
- iii. As HAZMAT site(s) are closed, dispose of issued PPE.

e. ESF 12 – Energy

- i. As needed, coordinate for 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.

f. ESF 13 – Public Safety and Security

As HAZMAT site(s) are closed, coordinate for the termination of contract(s) for security personnel.

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 severe weather event will require both routine and specialized emergency operations. Because of the potentially catastrophic impacts associated with severe weather, particularly tropical cyclones, 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 severe weather 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 severe weather 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 state agencies; and

- d. Coordinate with WFO Guam to provide annual weather training through its Tropical Cyclone, Disaster Preparedness and Climate Workshop.
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 typhoons;
 - 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.



THE TERRITORY OF GUAM COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

TSUNAMI RESPONSE ANNEX

TSUNAMI RESPONSE ANNEX

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.
- 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.
- f. ESF 13 – Public Safety and Security

As HAZMAT site(s) are closed, will terminate contract(s) for security personnel.
- 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.



THE TERRITORY OF GUAM COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

TERRORISM / WEAPONS OF MASS DESTRUCTION (WMD) RESPONSE ANNEX

EXECUTIVE SUMMARY

This annex defines the program for the Government of Guam to prepare for, respond to and recover from a terrorist or cyber terrorist attack. It is a hazard specific annex to the Guam Comprehensive Emergency Management Plan (CEMP). This Annex governs the plans, operational concepts, and policies used to prepare for and respond to any type of, technological and/or criminal/hostile terrorist event in the Territory of Guam. The procedures and actions defined in this Annex are normally executed by the Director of Guam Homeland Security Office of Civil Defense (GHS/OCD) following the issuance of an executive order by the Governor.

The Territory of Guam is vulnerable to attacks involving “weapons of mass destruction” (WMD) and/or cyber terrorism. A terrorist attack involving a WMD could threaten lives, property, and environmental resources through physical destruction of explosions and resulting fires, and/or by contamination with chemical, biological, and/or radiological materials. A cyber terrorist attack could destroy or significantly disrupt vital computer networks, communication systems, and/or Internet services, interfering with provision of critical community services and thereby causing substantial human and economic impacts.

Response to an actual or suspected event has two phases: 1) Actions intended to prevent or end the terrorist action (known as “crisis management”), and; 2) Actions to deal with the impacts of the event (known as “consequence management”). In most cases, the first responder to a terrorist event will be the GPD and Guam Fire Department (GFD). These organizations will implement command and control of both the crisis and consequence management operations through a unified command structure established at or near the scene. If needed, additional Government of Guam and/or Federal assistance will be mobilized to support the command structure. This process is described in this Annex.

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.

SUPPORTING PLANS AND DOCUMENTS

- 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

DEFINITIONS

Biological Weapon - Microorganisms or toxins from living organisms that have infectious or noninfectious properties that produce lethal or serious effects in plants and animals.

Chemical Weapon - Solids, liquids, or gases that have chemical properties that produce lethal or serious effects in plants and animals.

Consequence Management - GHS/OCD is the lead agency for Consequence Management. GHS/OCD is responsible for coordinating all Government of Guam (GovGuam) assets in support to the impacted area and recovery operations.

Crisis Management - The GPD is the lead GovGuam agency for crisis management. GPD shall be responsible to direct and coordinate the initial response under the Comprehensive Emergency Management Plan and in coordination with GHS.

Cyber Terrorist Attack - An intentional effort to electronically or physically destroy or disrupt computer network, telecommunication, or Internet services that could threaten critically needed community services or result in widespread economic consequences.

Forward Coordinating Team - A group of representatives of the Federal organizations mobilized to a terrorist incident scene to advise the local unified command.

Joint Coordinating Element (JCE) – A terrorism/WMD incident will involve the response of Federal agencies including the Federal Bureau of Investigation (FBI). Presidential Decision Directive/NSC-39 (PDD-39) outlines federal response and places the FBI as the federal lead for crisis management during a terrorism/WMD incident. Other agencies of the Federal Government provide assistance to state/territorial and local agencies as outlined in the National Response Framework, Terrorism Incident Response Annex. Federal agencies will co-locate in a Joint Coordinating Element and liaison with the local authority. Guam responders should be familiar with this operational plan in order to accommodate federal agencies in to the Unified Command structure.

Joint Information Center (JIC) - A location and/or operational unit staffed by the public information officers of all key responding agencies, impacted jurisdictions, or other groups closely involved in the incident in order to provide for coordination and consistency in media management operations.

Joint Operations Center (JOC) - The location at or near the scene of a terrorist incident from where Federal response operations in crisis management are coordinated.

Strategic National Stockpile (NPS) - A national repository of antibiotics, chemical antidotes, life-support medications, IV administration and airway maintenance supplies, and medical/surgical items that is designed to re-supply state/territorial and local public health agencies in the event of a biological and/or chemical terrorism incident anywhere, at anytime within the United States.

Potential Threat Elements (PTE) - Any group or individual regarding which there are allegations or information indicating a possibility of the unlawful use of force or violence, specifically the

utilization of a WMD, against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of a specific motivation or goal, possibly political or social in nature.

Terrorism – Terrorism is an activity that involves a violent act or an act dangerous to human life which is a violation the criminal laws of Guam or of the United States including offenses against computer users and is intended to intimidate, injure, or coerce a civilian population, influence the policy of a government by intimidation or coercion or affect the conduct of government through destruction of property, assassination, murder, kidnapping, or aircraft piracy.

Weapon of Mass Destruction (WMD) - (1) Any explosive, incendiary, bomb, grenade, rocket having a propellant charge of more than four ounces, missile having an explosive or incendiary charge of more than one-quarter ounce, mine, or device similar to the above; (2) poison gas; (3) any weapon involving a disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

CHAPTER I: INTRODUCTION

I. GENERAL

The population, property, and environmental resources of the Territory of Guam are vulnerable to a threatened or actual terrorist attack. A terrorist incident could result in the release of harmful chemical, biological, or radiological materials, detonation of an explosive device, or disruption of services dependent on computers, telecommunications, and the Internet. Such an incident could impact any location on the island of Guam and have the potential to result in large numbers of fatalities, injuries, property damage, and/or economic losses. It is also possible that valuable environmental/agricultural resources necessary for the Territory's welfare could be rendered unusable through contamination or other forms of damage.

This document is one of several hazard specific annexes to the Guam Comprehensive Emergency Management Plan (CEMP). It defines the Government of Guam's (GovGuam) program to prepare for and respond to such a terrorist or cyber terrorist event.

II. PURPOSE AND SCOPE

The Terrorism Annex establishes the policies, programs, and procedures that will be utilized by government agencies and support organizations to prepare for, respond to, and recover from a threatened or actual emergency resulting from a terrorist act. It also defines the roles federal government agencies in the development, implementation, and maintenance of this system.

Guam, as the United States' gateway to Asia and the Pacific, is vulnerable to a terrorist incident. Across the territory, there are people, facilities, locations, and systems that could be severely harmed by a terrorist event including, but not limited to:

- Densely developed, urbanized areas;
- Government owned and operated facilities;
- Military installations;
- 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.

A terrorist event could be localized or occur over a large area, and could originate from a remote location outside of the territory. Such an incident could endanger the health, safety, and/or general welfare of the residents of Guam.

A response to a terrorist event may quickly deplete or threaten to deplete the resources and capabilities of emergency service organizations. Depending on the type, size, or location, a terrorist incident could exceed the capabilities of the Government of Guam and necessitate support and assistance from federal and/or international organizations.

III. ASSUMPTIONS

This section describes and sets forth the assumptions utilized to prepare this Annex and are as follows:

1. Potential threats and potential threat elements (PTE) are known.
2. There may be no warning or time to determine if the incident is a terrorist act.
3. A terrorist incident may be made readily apparent to a responding organization by the characteristics of the impact or a declaration on the part of the perpetrators, or may be very difficult to initially detect and identify because of uncertainty as to the cause or extent of the situation.
4. The resources and/or expertise of Government of Guam agencies could quickly be depleted by a response to a major terrorist incident and its consequences. Use of federal resources must be anticipated.
5. Specialized resources, as well as those normally utilized in disaster situations, will be needed to support response to a terrorist incident. Such resources may not be located in the area or in the Territory of Guam.
6. Resources from governmental agencies (Government of Guam and federal) and private organizations will be made available upon request.
8. All response agencies and organizations will establish and participate in a unified command structure at or near the scene. The Guam Emergency Operations Center (EOC) will be activated and staffed if indicated by the size or scope of the incident.
9. Federal agencies with statutory authority for response to a terrorist incident, or for the geographic location in which it occurs or has impacted, will participate in and cooperate with the unified command structure established by the responding local jurisdiction.
10. A terrorist event will result in the timely activation of the Guam CEMP and the Federal Emergency Management Agency will activate the National Response Framework.

11. This Annex assumes the resources and procedures for such related operations as hazardous material response, mass casualty incident management, law enforcement, search and rescue, etc., will be in place to be utilized when needed during a terrorist incident.
12. It is possible that the use of a WMD, such as a biological agent, could occur resulting in widespread illness, fatalities, or environmental contamination without a readily defined incident scene.
13. For terrorist events involving WMD there may be a large number of casualties. Injured or ill survivors will require specialized medical treatment, potentially including decontamination. Medical facilities near the scene capable of offering such treatment will have limited capacity to accept survivors. It will be necessary to transport survivors to distant medical facilities and may require establishing temporary medical operations in the field. Fatally injured victims may be numerous and their bodies contaminated or infectious. Special mortuary arrangements are likely to be necessary.
14. Terrorist incidents may involve damage or disruption to computer networks, telecommunication systems, or Internet systems. In addition, disturbance to vital community networks for utilities, transportation, and/or communication could endanger the health and safety of the population at risk. In addition, interruptions of emergency response operations could result in very substantial economic losses.
15. Extensive media interest in a terrorist event will necessitate media management operations and resources beyond those needed for other types of emergency management operations.
16. Management of response operations for a terrorist incident will be guided by the following:
 - a) Preserving life or minimizing risk to health;
 - b) Preventing a threatened act from being carried out or an existing terrorist act from being expanded or aggravated;
 - c) Locating, accessing, rendering safe, controlling, containing, recovering, and disposing of a WMD;
 - d) Rescuing, decontaminating, transporting, and treating survivors;
 - e) Releasing emergency public information that ensures adequate and accurate communications with the public;
 - f) Restoring essential services and mitigating suffering;
 - g) Collecting and preserving evidence;

- h) Apprehending and successfully prosecuting perpetrators;
- i) Conducting site restoration; and
- j) Protecting economic infrastructure and protecting critical infrastructure.

CHAPTER 2: THE RESPONSE ORGANIZATION

I. GENERAL

This chapter of the Annex describes the operational concepts and organization to be used in the management of a response to a terrorist incident occurring in or impacting the Territory of Guam.

The concept of operations incorporated into this Annex is consistent with that utilized by the federal government. The Terrorism Incident Annex of the National Response Framework establishes a general concept of operations utilizing the concepts of crisis management. Crisis and consequence management operations are very closely interrelated and success or failure in one can impact the other. Therefore, the concept of operations contains mechanisms for the close coordination of activities in both these categories of operations.

This section first describes the response organization available to manage a human induced hazard event, secondly, the concept of operations to be used by organizations for management of the response to the event.

II. FEDERAL RESPONSE

The Federal Bureau of Investigation (FBI) is the lead federal agency for Crisis Management. All federal Consequence Management Resources will operate as defined under the National Response Framework. The Federal Emergency Management Agency is the lead federal agency for Consequence Management.

III. OTHER PARTICIPANTS IN THE RESPONSE ORGANIZATION

It is possible that the nature of an event 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 the facility in which the event is occurring;
2. Owners or operators of a transportation center, or modes of transportation (for example, airplane, boat, railroad), in which the event is occurring;
3. Non-government expert advisors or consultants, such as university scientists, physicians, or private contractors;
4. Non-government laboratories for threat agent identification;
5. The manufacturer of the threat agent;

6. Rental agents or contractors providing vehicles, equipment, or supplies involved in the event;
7. Health and medical care facilities and mortuaries managing the survivors of the incident; and
8. The owners, operators, clients, or support organizations for computer networks, telecommunication systems, and Internet services threatened by a cyber terrorist attack.

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. TERRORIST EVENT RESPONSE PROCESS

Two actions unique to emergency operations for both crisis and consequence management are as follows: 1) Identifying the event as a known, suspected, or threatened terrorist or cyber terrorist attack or as a crime event; and, 2) Assuring notifications to agencies are made. This section describes these initial steps.

A. DETECTION

Detection of an actual, suspected, or threatened terrorist or cyber terrorist incident may occur through the following types of mechanisms:

1. The Marianas Regional Fusion Center (MRFC);
2. Other communications centers;
3. Law enforcement intelligence efforts;
4. Warnings or announcements by the perpetrators;
5. Characteristics of the event, such as explosion or chemical recognition;
6. Witness accounts;
7. The medical or physical symptoms of survivors;
8. Laboratory results from samples taken at the scene or from survivors' or victims' bodies;
9. Routine surveillance monitoring of a community's morbidity and mortality; and
10. Unexplained disruption or failure of a computer network, telecommunications system, or Internet service.

GPD may initiate operations for routine law enforcement, hazardous materials, or mass casualty incidents without recognizing the situation as one caused by a terrorist or cyber terrorist attack.

B. NOTIFICATION

In the event that first responders or others suspect that the incident or threatened incident is the result of a terrorist situation and/or one involving a WMD, notification to the GPD is necessary. As a precaution, the GPD will ensure that GHS/OCD and the Federal Bureau of Investigation have been notified in addition to other appropriate agencies. As necessary the Guam Homeland Security Office of Civil Defense (GHS/OCD) will notify the appropriate emergency support functions.

Recognition of unexpected trends in morbidity or mortality from the Guam Memorial Hospital Authority (GMHA) medical monitoring activities would also require that the GPD be notified in the event that the case is a possible terrorist event.

Upon the suspicion or confirmation of a cyber terrorism attack against any Government of Guam data and technology system, especially one that causes the interruption of key services and government activities/requirements, notify immediately the lead agency for those types of incidents, the Bureau of Information Technology in the Office of the Governor (BIT), as well as GHS/OCD.

C. THREAT CLASSIFICATION

1. Homeland Security Advisory System

The U.S. Department of Homeland Security developed the Homeland Security Advisory System as a means to disseminate information regarding the risk of terrorist acts to federal, state/territorial, and local authorities and to the American people. The Government of Guam utilizes this classification scheme. In most cases the Territorial threat condition will mirror the national threat condition. There may, however, be instances when the territorial threat level will be either higher or lower than the national level. Examples may include threats specific to the Territory of Guam that warrant an elevated threat condition beyond the national level, or threats specific to other parts of the country or to national interests that may not be applicable to Guam. In the latter case the territorial threat level may actually be lower than the national level.

There are five threat conditions, each identified by a description and corresponding color. From lowest to highest, the levels and colors are:

- Low = Green;
- Guarded = Blue;
- Elevated = Yellow;
- High = Orange; and
- Severe = Red.

The higher the threat condition, the greater the risk there is of a terrorist attack. Risk includes both the probability of an attack occurring and its potential gravity.

The following threat conditions each represent an increasing risk of terrorist attacks. Beneath each threat condition are some suggested protective measures, recognizing that the heads of

agencies should develop and implement appropriate agency-specific protective measures:

- a. Low Condition (Green) - This condition is declared when there is a low risk of terrorist attacks. Government of Guam departments and agencies should consider the following general measures in addition to the agency-specific protective measures they develop and implement:
 - i. Refining and exercising as appropriate preplanned protective measures;
 - ii. Ensuring personnel receive proper training on the Homeland Security Advisory System and specific preplanned department or agency protective measures; and
 - iii. Institutionalizing a process to assure that all facilities and regulated sectors are regularly assessed for vulnerabilities to terrorist attacks, and all reasonable measures are taken to mitigate these vulnerabilities.
- b. Guarded Condition (Blue). This condition is declared when there is a general risk of terrorist attacks. In addition to the protective measures taken in the previous threat condition Government of Guam departments and agencies should consider the following general measures in addition to the agency-specific protective measures that they develop and implement:
 - i. Checking communications with designated emergency response or command locations;
 - ii. Reviewing and updating emergency response procedures; and
 - iii. Providing the public with any information that would strengthen its ability to act appropriately.
- c. Elevated Condition (Yellow) - An Elevated Condition is declared when there is a significant risk of terrorist attacks. In addition to the protective measures taken in the previous threat conditions, Government of Guam departments and agencies should consider the following general

measures in addition to the protective measures that they develop and implement:

- i. Increasing surveillance of critical locations;
 - ii. Coordinating emergency plans as appropriate with other departments and agencies;
 - iii. Assessing whether the precise characteristics of the threat require the further refinement of preplanned protective measures; and
 - iv. Implementing, as appropriate, contingency and emergency response plans.
- d. High Condition (Orange) - A High Condition is declared when there is a high risk of terrorist attacks. In addition to the protective measures taken in the previous threat conditions, Government of Guam departments and agencies should consider the following general measures in addition to the agency-specific protective measures that they develop and implement:
- i. Coordinating necessary security efforts with GPD or Guam National Guard (GNG) or other appropriate armed forces organizations;
 - ii. Taking additional precautions at public events and possibly considering alternative venues or even cancellation;
 - iii. Preparing to execute contingency procedures, such as moving to an alternate site or dispersing their workforce; and
 - iv. Restricting threatened facility access to essential personnel only.
- e. Severe Condition (Red) - A Severe Condition reflects a severe risk of terrorist attacks. Under most circumstances, the protective measures for a Severe Condition are not intended to be sustained for substantial periods of time. In addition to the protective measures in the previous threat conditions, Government of Guam departments and agencies also should consider the following general measures in addition to the agency-specific protective measures that they develop and implement:
- i. Increasing or redirecting personnel to address critical emergency needs;
 - ii. Assigning emergency response personnel and pre-positioning and mobilizing specially trained teams or resources;
 - iii. Monitoring, redirecting, or constraining transportation systems; and

- iv. Closing public and government facilities.

III. EMERGENCY RESPONSE OPERATIONS

A. ACTIVATION OF THE EMERGENCY OPERATIONS CENTER

The Guam EOC may be activated for any human induced hazard event, including a terrorist threat, an incident involving a WMD, or a cyber terrorism event, depending on the extent of interruption. Upon receipt of an Executive Order, the Administrator of GHS/OCD will assume the role of Incident Commander.

B. DEPLOYMENT OF GOVERNMENT OF GUAM PERSONNEL

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

1. Agency-specific command posts and incident command posts (ICP);
2. The Guam Emergency Operations Center (EOC)
3. The Joint Information Center (JIC); and
4. The Joint Operations Center (JOC);

C. 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 and/or the appropriate Emergency Support Function (ESF) in accordance with the provisions of the Guam Comprehensive Emergency Management Plan.

D. LEAD GOVERNMENT OF GUAM AGENCIES FOR TERRORISM RESPONSE

1. For all terrorism incidents and unexplained occurrences (UOs), except cyber-terrorism, - ESF 13/GPD is the lead agency for crisis management;
2. For all suspected or confirmed cyber-terrorism incidents – ESF 5/BIT and is the lead agency for crisis management; and
3. GHS/OCD is the lead agency for consequence management in all instances of terrorism.

E. DEACTIVATION OF THE GOVERNMENT OF GUAM RESPONSE

Deactivation of the Government of Guam 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

The current policy and procedures as outlined in the Comprehensive Emergency Management Plan will be followed.

CHAPTER 4: ROLES AND RESPONSIBILITIES

I. GENERAL

The intent of this chapter is to define the responsibilities of the ESFs, and GHS/OCD under the Guam Comprehensive Emergency Management Plan (GUAM CEMP) as they specifically relate to management of terrorism/WMD response. Other responsibilities not unique to the response to a terrorist incident are addressed pursuant to the Guam CEMP and its implementing procedures. The effectiveness of the response to such an event, particularly to a terrorist or cyber terrorist incident will be contingent on the fulfillment of program and operational responsibilities of 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 Terrorism Response System. This section describes responsibilities either by the individual agency or by the applicable 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.

A. GUAM HOMELAND SECURITY / OFFICE OF CIVIL DEFENSE (GHS/OCD)

The GHS/OCD will have the following responsibilities, with respect to coordinating the operations of this Annex:

1. Develop and maintain this Annex and assure its consistency with the Guam CEMP;
2. Prepare and maintain planning guidance for ESF agencies on the development of procedures needed for implementation of this Annex;
3. Prepare and distribute guidance and review criteria for development of consistent terrorism response annexes to agency plans and any corresponding implementing procedures;
4. Prepare and maintain procedures for the GPD regarding notifications for a known, suspected or threatened terrorist event;
5. Establish and maintain an island-wide training program for Government of Guam and local emergency response personnel in terrorism incident awareness and response operations;
6. Upon notification of suspected or reported cyber terrorism from any Government of Guam agency or affiliated organization, especially if it causes the interruption of service or data transfer, immediately alert the Bureau of Information Technology (BIT) in the Office of the Governor, which is the lead agency in technology related threats and attacks;

7. Act as the lead agency for consequence management in response to a threatened, suspected or actual terrorist incident; and
8. Ensure that pertinent threat/response information from the Marianas Regional Fusion Center (MRFC) is in a suitable format and shared with GPD, BIT and other appropriate agencies, as warranted by the situation.

B. ALL ESF LEAD AGENCIES AND ORGANIZATIONS

All designated Government of Guam ESF primary agencies or organizations have the following responsibilities for implementation of this Annex:

1. Ensure development of any specialized procedures necessary to implement any applicable responsibilities of this Annex;
2. Evaluate the applicability and consistency of existing procedures under the Guam CEMP to the types of unique operations required of the ESF during the response to a UO and/or known terrorist/WMD;
3. Identify the type and number of resources likely to be needed by the ESF to support response to a WMD event;
4. Coordinate training support as needed by government personnel for the procedures developed for implementation of this Annex and the related responsibilities of the ESFs;
5. Support the Government of Guam's continuous process to assess the territory's vulnerabilities to a terrorist event and to continuously define the public agency and private sector capabilities to respond to such an incident;
6. Support the establishment of criteria for actions to protect the public from biological nuclear, incendiary, charges and explosive agents released during a terrorist attack; and
7. Support GHS/OCD in the maintenance and updating of this Annex and all corresponding implementing procedures.

C. SUPPORT AGENCIES RESPONSIBILITIES

The responsibilities for the ESFs support agencies are as follows:

1. ESF 2 - Communications
 - a. Coordinates with the BIT and GHS/OCD on the assessment of the vulnerability of computer networks, data and telecommunications systems, radio and internet services used for routine and emergency

- operations to a terrorist or cyber attack and implement corrective actions as indicated;
 - b. Coordinates with the GPD, GHS/OCD and BIT during operations in response to a known or suspected cyber terrorist attack;
 - c. Coordinates the use of all GHS/OCD and other Government of Guam agency assets, as well as the employment of the Joint Incident Site Communications Capability (JISCC) from the Guam National Guard (GUNG) to address communication issues during the crisis and consequence management phases of a terrorism incident; and
 - d. Provides stand-by contractor support for response to a cyber terrorist incident.
2. ESF 3 - Public Works and Engineering
- a. Supports the assessment of the water and sewage treatment services to terrorist and cyber terrorist attacks;
 - b. Develops emergency procedures for supporting efforts to close, decontaminate, and/or restore water and sewer systems to service following an event involving a WMD; and
 - c. Conducts debris management including establishing and managing the criteria and protocols for disposal of natural and man-made debris contaminated during a WMD incident.
3. ESF 4 - Fire Fighting and ESF 9 – Urban Search and Rescue
- a. Supports the assessment of the specialized personnel, equipment, and material needs of local fire fighting organizations for response to a terrorist attack using a WMD;
 - b. Supports development of the fire fighting resource, material, training and related requirements for selection, deployment and operation of the Terrorism Response System;
 - c. Defines the required and/or recommended awareness and technician level and operational training and exercise standards for fire service response to WMD incidents;
 - d. Provides search and rescue units capable of operating in an environment contaminated with CBRNE weapons of mass destruction; and
 - e. Identifies equipment, resources and training necessary to conduct Chemical, Biological, and Radiological technical decontamination of first

responders and emergency decontamination of survivors at the scene of a WMD incident.

4. ESF 5 – Emergency Management

- a. Coordinates with the Marianas Regional Fusion Center (MRFC) as an interface between Government of Guam and U.S. intelligence / law enforcement agencies in the monitoring and coordination of the worldwide terrorism threat;
- b. Evaluates current procedures for gathering and managing incident data, as well as operations planning for their effectiveness to support EOC actions during a WMD incident;
- c. Takes corrective actions as indicated;
- d. Collects situation and status information regarding the response so that a common operating picture is maintained with all Government of Guam agencies and response related organizations; and
- e. In incidents of cyber-terrorism, coordinates with BIT, the lead agency for technology related attacks, during the crisis management phase to minimize and limit the extent of disruption of key Government of Guam capabilities and services.

5. ESF 6 - Mass Care, Housing and Human Services

- a. Develops and implements plans or procedures to provide assistance and services to survivors and other populations displaced or impacted by a terrorist incident or WMD event; and
- b. Develops and manages specialized shelter operations that may be required by a WMD attack, such as medical monitoring, decontamination, and first aid for survivors.

6. ESF 7 - Resource Support

- a. Coordinates the continuity of operations for administrative, finance and personnel issues and activities during a cyber terrorist event for the consequence management phase;
- b. Prepares and executes procedures to obtain and deploy specialized resources needed for a terrorist/WMD response from sources within and outside of Guam.

7. ESF 8 – Public Health and Medical Services

- a. Supports the operation of a morbidity and mortality-monitoring system for early detection of terrorist attacks using a biological weapon;
- b. Develops and implements procedures to communicate and coordinate with health care facilities and practitioners to respond to an indicated WMD event based on monitoring of morbidity and mortality;
- c. Defines the required and/or recommended awareness, technician, and operational level training and exercise standards for emergency medical services, and hospital emergency department response to WMD incidents;
- d. Develops and implements procedures to access and distribute medicines, including from the Strategic National Stockpile, as well as other specialized medical supplies needed for treatment of survivors of a WMD attack;
- e. Implements and exercises patient decontamination procedures for use at hospital emergency departments. Identify equipment, resources and procedures needed to conduct these procedures;
- f. Supports development of the emergency medical services resource, material, training, and related requirements;
- g. Develops the laboratory capabilities to support territorial response to a known or suspected terrorist event and prepare procedures necessary for effective utilization of such laboratory services;
- h. Prepares, exercises and activates procedures for transport or relocation of contaminated survivors to medical care facilities within and outside of Guam;
- i. Develops procedures for disposition of contaminated remains;
- j. Develops mass fatality procedures for terrorism/WMD incidents;
- k. Maintains capabilities for radiological response in a terrorism/WMD incident;
- l. For mass casualty operations, or as requested by the EOC, provides a liaison to maintain continuous communications between it and the Public Health Incident Command Center (PHICC) at DPHSS; and
- m. Coordinates with GUNG/ESF 16 on the deployment of the Mass Casualty Decontamination System (MCDS)/TF Support, as needed.

8. ESF 10 – Oil and Hazardous Materials Response
 - a. Evaluates existing hazardous materials response procedures, protocols and equipment used in Guam for their suitability during a WMD event.
 - b. Defines the required and/or recommended levels of personal protective equipment for responders managing a WMD incident;
 - c. Defines the required and/or recommended awareness, technician, and operational level training and exercise standards for hazardous materials response to WMD incidents; and
 - d. Supports development of the hazardous materials response resource, material, equipment, training, and related requirements for response to a WMD incident.
9. ESF 11 – Agriculture and Natural Resources
 - a. Supports the assessment of the vulnerability of the territory's food, animal husbandry, and agricultural industries to terrorist attacks and contamination from a WMD;
 - b. Develops response criteria, policies, and procedures for confiscation, condemnation, and disposal of food and agricultural products contaminated by a WMD; and,
 - c. Coordinates mass animal care.
10. ESF 12 - Energy
 - a. Supports the assessment of the vulnerability of Guam's electric generation facilities, transmission lines, and substations;
 - b. Support the assessment of the vulnerability of the Guam's storage facilities for transportation fuels, gasoline and diesel fuel;
 - c. In response to a terrorist alert or terrorist incident ESF 12 will provide assistance to the effected energy supplier as needed;
 - d. Act as the liaison with GPD/federal law enforcement agencies and the GHS/OCD to protect the GPA infrastructure; and
 - e. At as the liaison between the transportation fuel suppliers and GPD and the GHS/OCD to protect the storage and transportation facilities.
11. ESF 13 – Public Safety and Security

- a. Coordinates, facilitates and tracks support for regional response in coordination with GHS/OCD.
- b. Serves as lead agency for crisis management, except in the case of a cyber terrorism attack;
- c. Coordinates with BIT to assess the vulnerability of computer networks, communications systems, and Internet services used for routine and emergency law enforcement operations to a terrorist or cyber terrorist attack;
- d. Assesses law enforcement response capabilities available to respond to a WMD event and define additional capability needs support investigations of known, suspected, or threatened terrorist or cyber terrorist events;
- e. Coordinates territorial and federal law enforcement operations, investigations, intelligence sharing, and analysis of known, suspected or threatened terrorist or cyber terrorist events;
- f. Coordinates the provision of security and enforcement to ensure that law and order is maintained throughout the incident.
- g. Coordinates the requests for deployment of the GUNG and other law enforcement assets (GIAA, GPA, etc.) for security missions;
- h. Defines the required and/or recommended awareness, technical, and operational level training and exercise standards for law enforcement response to incidents involving WMD;
- i. Defines required and or recommended equipment necessary for law enforcement response to incidents involving WMD;
- j. Supports the identification and assessment of critical infrastructure facilities and services as determined by intelligence analysis of the vulnerability of likely targets in coordination with the GHS/OCD;
- k. Designs and implements buffer zone security plans to ensure asset/population protection;
- l. Coordinates mutual aid and deployment; and
- m. Initiates and manages the physical evacuation of populations from the impacted/threatened area as warranted by the incident, or situation.

12. ESF 15 – External Affairs

- a. Coordinates with media interests to support the Government of Guam's operation in responding to a terrorism or WMD event;
- b. Prepares procedures for deployment of public information officers and support staff to a JIC at or near the scene of a terrorist incident;
- c. Prepares and maintains pre-incident public information materials and background briefings for the media on the operations and capabilities of the Terrorism Response System; and
- d. Develops procedures to rapidly prepare and release to the public authoritative information on the safety and health effects of WMDs and recommended protective actions.

13. ESF 16 - Military Support to Civil Authorities

- a. Supports assessment of the vulnerability of National Guard / US military facilities and operations to the impacts of a terrorist or cyber terrorist attack;
- b. Identifies resource, planning, training and equipment needs to avoid or minimize the vulnerability of military facilities and operations to a terrorist or cyber terrorist attack;
- c. Defines the required and/or recommended awareness, technical, and operational level training and exercise standards for general National Guard response to incidents involving WMDs;
- d. The Guam National Guard (GUNG) will have the following responsibilities related to preparedness for, response to, and recovery from a terrorist incident:
 - i. Define criteria for team deployment and minimum response times to locations throughout Guam;
 - ii. Provide for joint training with Government of Guam agencies;
 - iii. Provide guidance to GHS/OCD officials on the capabilities and operational protocols of these Teams;
 - iv. Establishes and maintains the WMD Civil Support Team (CST) program;
 - v. Ensures the Civil Support Team can effectively fulfill the following responsibilities:

- 1) Conduct training, planning, safety, exercise, equipment maintenance, and administrative duties in accordance with the requirements established by the National Guard.
 - 2) Maintain readiness for deployment to the scene of a known, suspected, or threatened terrorist incident.
 - 3) Maintain capabilities to provide specialized emergency response services to the designated Incident Commander.
 - 4) Support and expand the technical resources for the incident.
- vi. Upon request by GHS/OCD, deploys the CST in response to a WMD incident;
 - vii. As coordinated by ESF 8 and the incident commander, deploys the Mass Casualty Decontamination System (MCDS) and Task Force in support of WMD/terrorist incidents involving hazardous materials; and
 - viii. As needed, deploys the Quick Reaction Force (QRF) to provide security and access control to augment law enforcement in maintaining law and order.

CHAPTER 5: TRAINING

I. GENERAL

This chapter defines the territory's training programs needed to implement this Annex. The response any human induced hazard must be handled differently from natural hazards response as the area of impact may also be a crime scene and include valuable evidence. Response to a terrorist event will require both routine and specialized emergency operations, often in an area potentially contaminated with hazardous materials. Therefore, it is vitally important to assure that response personnel are adequately trained to fulfill their responsibilities without jeopardizing intelligence gathering and crime solving, or endangering their safety. This includes training emergency services and health care personnel in the field to recognize a possible terrorist event, as well as training those who would respond to that event.

II. TRAINING PROGRAM DEVELOPMENT AND IMPLEMENTATION

A. DEVELOPMENT AND IMPLEMENTATION CONCEPTS

The training program for management of terrorist incidents is to accomplish the following objectives:

1. Provide terrorism awareness, technician, and response level 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. GHS/OCD will serve as the Government of Guam coordinator of the training programs needed to support for consequence management and the GPD will serve as the coordinator for crisis management. In this role, 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 terrorism incident preparedness and response;
 - b. Review all applicable training programs for their relevance to the management of a terrorist incident involving WMD;
 - c. Make available terrorism 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 Government of Guam terrorism preparedness and response-training program:
 - a. The GPD is responsible for direction and coordination of the Government of Guam and local training curricula for law enforcement, cyber terrorism response, security, and evacuation traffic control operations;
 - b. The Guam National Guard is responsible for direction and coordination of the training of guardsmen, the CST, the JISCC, the MCDS and the QRF and other support personnel in terrorism incident awareness and response;
 - c. The Guam EPA is responsible for direction and coordination of training for environmental protection officers in terrorism awareness and response, as well as for remediation of environmental damage caused by the use of a WMD;
 - d. The DPHSS and GMHA are responsible for the direction of terrorism awareness and response training programs for Territorial personnel, local health officials, and medical facility staff, as well as for the training of laboratory personnel;
 - e. 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 terrorism preparedness and response; and
 - f. Guam Fire Department is responsible for directing and coordinating Government of Guam and local training curriculum for fire service personnel.



THE TERRITORY OF GUAM COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

AVIATION INCIDENT / ACCIDENT RESPONSE ANNEX

EXECUTIVE SUMMARY

This annex defines the program for the Government of Guam to prepare for and respond to an aviation incident or accident. It is a hazard specific annex to the Guam Comprehensive Emergency Management Plan (CEMP). This Annex governs the plans, operational concepts, and policies used to prepare for and respond to any type of aviation incident or accident occurring in or around the Territory of Guam. The procedures and actions defined in this Annex are normally executed by the Director of Guam Homeland Security Office of Civil Defense (GHS/OCD) following the issuance of an executive order by the Governor.

The Territory of Guam has already experienced a significant aviation accident that resulted in a large number of fatalities. Based on the experiences gained from that incident and the response in its aftermath, the GHS/OCD and the rest of the Emergency Operations Center Emergency Support Function (EOC ESF) Team developed a detailed plan of action and included it in the 2005 Guam Emergency Response Plan (GERP). The complexity of such an incident relative to jurisdictional control, variations in the type of response, the need for forensic analysis and other issues, required the combined efforts of many Government of Guam and federal agencies to develop a comprehensive and integrated course of action for any future events that may occur on Guam or its adjoining coastal waters.

Guam is an international hub for many commercial air carriers from the United States and nearby countries in Asia. Guam also has a significant military presence, represented by two branches that rely heavily on aircraft of various types to conduct their operations. The U.S. Air Force has a major installation on the island, and the U.S. Navy which also uses a significant number of aircraft in conducting its operations. In addition, aircraft in flight do not necessarily have to follow along a fixed route like automobiles or trains. Therefore an aviation incident in Guam will likely involve many different local and federal entities, each with their statutory, jurisdictional and functional responsibilities. The EOC will need to activate in order to coordinate the Territory of Guam's response to an aviation incident or accident, especially in the face of all the above entities and their often competing interests. This process is described in this Annex.

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.

SUPPORTING PLANS AND DOCUMENTS

- 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

CHAPTER I: INTRODUCTION

I. GENERAL

An aviation incident, especially a major accident of a major foreign air carrier, such as crash of KAL Flight 801, will require a coordinated effort to synchronize the various operations that will need to occur simultaneously. Although the physical effects of such an event can be relatively localized, the response will probably have an island wide impact and involve nearly every Government of Guam agency, as well as many federal entities.

This document is one of several hazard specific annexes to the Guam Comprehensive Emergency Management Plan (CEMP). It defines the Government of Guam's (GovGuam) program to prepare for and respond to such a aviation incident or accident event.

II. PURPOSE AND SCOPE

The aviation incident or accident Annex establishes the policies, programs, and procedures that will be utilized by government agencies and support organizations to prepare for and respond to an aviation incident or accident. It also defines the roles federal government agencies in the development, implementation, and maintenance of this system.

Among the operations that will probably need to occur simultaneously in response to an aviation accident include, but are not limited to:

- Saving the lives of victims in the immediate aftermath;
- Transporting, triaging and treating survivors;
- Finding and processing the fatalities;
- Conducting firefighting and hazardous materials response;
- Search and Rescue (either for the aircraft itself, or the adjacent structures impacted at the site);
- Restoring the possible destruction of key infrastructure and facilities;
- Providing information to the affected family members and the public at large;
- Preserving the integrity of the incident site for forensic investigations;
- Controlling access to the impacted area and providing security;
- Providing human needs assistance, such as temporary housing, food and counseling to survivors, affected family members and impacted populations; and
- Processing and disposing of debris.

Depending on the size, location and other circumstances of the incident, virtually every ESF may need to be activated in response for the short and the long-term. A response to an aviation incident or accident may quickly deplete or threaten to deplete the resources and capabilities of emergency service organizations. Depending on the type, size, or location, an aviation incident or accident could exceed the capabilities of the

Government of Guam and necessitate support and assistance from federal and/or international organizations.

III. ASSUMPTIONS

This section describes and sets forth the assumptions utilized to prepare this Annex and are as follows:

1. Air accidents can occur anywhere on Guam or in the near shore coastal waters.
2. There may be no warning or pre-incident preparation time.
3. The first responders or dispatch will notify the EOC soon after occurrence or upon discovery of the accident.
4. The resources and/or expertise of Government of Guam agencies could quickly be depleted by a response to a major aviation incident or accident and its consequences. Use of federal resources must be anticipated.
5. The accident requiring some degree of a unified response by the Government of Guam will likely be:
 - a. a civilian commercial aircraft not on a military/federal installation;
 - b. a civilian commercial aircraft on a military/federal installation;
 - c. a military aircraft on non-military/federal land;
 - d. a civilian commercial aircraft at the international airport;
 - e. a military aircraft at the international airport; and
 - f. a civilian commercial aircraft in Guam's coastal waters.
6. Depending on the above scenario, each response will have different incident commanders assigned according to established protocols.
7. Resources from governmental agencies (Government of Guam and federal) and private organizations will be made available upon request.
8. All response agencies and organizations will establish and participate in a unified command structure at or near the scene. The Guam Emergency Operations Center (EOC) will be activated and staffed if indicated by the size or scope of the incident.
9. Federal agencies (e.g., Federal Bureau of Investigation, Federal Aviation Administration, the National Transportation Safety Board, etc) will participate in the response, and assume the lead for any the forensic investigation into the accident.
10. All Guam government agencies with statutory authority for response to a aviation incident or accident, or for the geographic location in which it occurs, will

participate in and cooperate with the unified command structure established by the responding local jurisdiction.

11. An aviation incident or accident will result in the timely activation of the Guam CEMP.
12. This Annex assumes the resources and procedures for such related operations as hazardous material response, mass casualty incident management, law enforcement, search and rescue, etc., will be in place to be utilized when needed during a aviation incident or accident.
13. The accident scene will include casualties, either injuries, or fatalities.
14. The accident scene may include public and private structures in the damage swath.
15. The aviation incident or accident may impact key infrastructure and facilities and compromise their use for their intended purpose of interrupt key services.
16. Extensive media interest in aviation incident or accident will necessitate media management operations and resources.
17. That a significant fire threat and hazardous materials incident will also be present at the scene.
18. Management of response operations for an aviation incident or accident will be guided by the following:
 - a) Preserving life or minimizing risk to health;
 - b) Finding, rescuing, decontaminating, transporting, and treating survivors (both from the aircraft, as well as in structures impacted by the accident);
 - c) Preventing and or suppressing any fire or life safety/health issues caused by the presence of hazardous materials on scene.
 - d) Controlling public access to the scene to insure that unauthorized personnel do not impede response operations, subject themselves to undue danger, or tamper with any evidence and personal items of the victims.
 - e) Preserving the accident site for subsequent forensic investigations.
 - f) Releasing emergency public information that ensures adequate and accurate communications with the public;
 - g) Restoring essential services for any impacted key infrastructure and facilities; and
 - h) Conducting site restoration.

CHAPTER 2: THE RESPONSE ORGANIZATION

I. GENERAL

This chapter of the Annex describes the operational concepts and organization to be used in the management of a response to an aviation incident or accident occurring in or impacting the Territory of Guam.

The concept of operations incorporated into this reflects the collaborative efforts of all federal and local agencies involved in responding to any air disaster. Existing Memorandums of Understanding (MOUs) with federal agencies and the Department of Defense (DOD) will be activated to insure that any response to an aviation incident/accident is executed using a Unified Command (UC) and will include all the response agencies required to respond appropriately.

This section first describes the response organization available to manage a air accident/incident response, and secondly, the concept of operations to be used by organizations for managing this type of event.

II. FEDERAL RESPONSE

1. The Federal Bureau of Investigation (FBI) will lead a preliminary investigation to determine whether the incident is an accident, or crime related.
2. The Federal Aviation Administration (FAA) and the National Transportation Safety Board (NTSB) will lead the effort to perform the forensic investigation into the causes of the accident.
3. The Department of Defense and its appropriate military branches (U.S. Air Force and U.S. Navy) will assume the lead responsibilities for all military aircraft respectively. Once the military response personnel arrive at the accident site, their On-Scene Commander assumes responsibility of all on scene activities. Upon arrival, the Air Force On-Scene Commander will assess the situation and implement the appropriate military response as detailed in Joint Plan 101.
4. The U.S. Coast Guard (USCG) is the lead agency for aircraft accidents that occur at sea or in coastal waters. In those instances they will implement the USCG Marianas Section Guam Air/Sea Disaster Preparedness Plan.
5. The U.S. Naval Hospital (USNH) will assume either a lead or supporting role in the receipt and treatment of aviation incident casualties depending on the situation. For instances on federal property (military or civilian) and all military aircraft, the USNH is the lead agency. For those accidents that occur in coastal water, the USCG will designate the lead medical facility.

III. OTHER PARTICIPANTS IN THE RESPONSE ORGANIZATION

It is possible that the nature of an event 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 the properties on which the accident site is located in which the event is occurring;
2. Owners or operators of any commercial civilian aircraft involved in the incident;
3. The manufacturer of the aircraft involved in the incident; and
4. Rental agents or contractors providing vehicles, equipment, or supplies involved in the response.

These organizations or officials may become participants in the Unified Command and/or have liaison personnel deployed to the Guam Emergency Operation Center (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. AVIATION INCIDENT OR ACCIDENT RESPONSE PROCESS

Depending on whether the aircraft involved in the incident is military or civilian, and where the accident is located; on the grounds of the international airport, on public/private/territorial property, on federal land, or in coastal waters, different federal or Government of Guam agencies will act as the incident commander. In most cases, except possibly those incidents occurring on military property with military aircraft, the EOC will need to be activated.

A. ACCIDENT/INCIDENT SCENARIOS AND INCIDENT COMMANDER DESIGNATIONS

1. Civilian Commercial Aircraft

- a. **On Airport** property or within its predefined buffer zone
 - i. The Guam International Airport Authority (GIAA) Assistant Fire Chief is the designated Incident Commander (IC) and assumes primary responsibility for critical emergency response and rescue.
 - ii. The GIAA IC will establish a Unified Command (UC) using the EOC and ICS.
 - iii. The EOC ESF Team will coordinate and facilitate all response agency personnel and resources for the Government of Guam and liaise with federal counterparts.
- b. **Off Airport** on private, or Territory of Guam lands
 - i. The Guam Fire Department (GFD) Fire Chief is designated IC and assumes primary responsibility for critical emergency response and rescue.
 - ii. The GFD IC will establish a UC using the EOC and ICS.
 - iii. The EOC ESF Team will coordinate and facilitate all response agency personnel and resources for the Government of Guam and liaise with federal counterparts.

c. On Federal Property

- i. The USAF is the designated IC. Upon arrival, the IC will assess the situation and implement appropriate military response levels as detailed in their Appendix and Joint Plan 101.
- ii. If the GIAA or GFD fire chief is the first responder at the accident, they act as initial on-scene commander to direct lifesaving, fire and rescue operations until the USAF IC arrives.
- iii. The first civilian response team arriving at the accident site must receive specific hazard information prior to entering the military installation, which may be obtained from the USAF Command Post and / or in aircraft hazard publications.
- iv. The EOC, unless otherwise stated, is the Government of Guam On-Scene Commander and will coordinate and facilitate all response agency personnel and resources.

d. In Coastal Waters

- i. The USCG is the Designated IC. Upon arrival, the IC USCG will implement the U.S. Coast Guard Marianas Section Guam Air/Sea Disaster Preparedness Plan.
- ii. If the GIAA or GFD fire chief is the first responder at the accident, they act as initial on-scene commander to direct lifesaving, fire and rescue operations until the USCG IC arrives.
- iii. The EOC, unless otherwise stated, is the Government of Guam On-Scene Commander and will coordinate and facilitate all response agency personnel and resources.

2. Military Aircraft**a. On Airport property or within its predefined buffer zone**

- i. The Guam International Airport Authority (GIAA) Assistant Fire Chief is the designated Incident Commander (IC) and assumes primary responsibility for critical emergency response and rescue until the USAF arrives.
- ii. Upon arrival of the USAF aircraft accident response commander on scene (approximately 30 minutes), they will assess the situation and implement appropriate military response level as detailed in their Appendix and Joint Plan 101.
- iii. Thereafter the EOC will establish a UC using ICS; the EOC ESF Team will coordinate and facilitate all response agency

personnel and resources for the Government of Guam and liaise with federal counterparts.

b. Off Airport on private, or Territory of Guam lands

- i. The Guam Fire Department (GFD) Fire Chief is designated IC and assumes primary responsibility for critical emergency response and rescue until the USAF arrives.
- ii. Upon arrival of the USAF aircraft accident response commander on scene (approximately 30 minutes), they will assess the situation and implement appropriate military response level as detailed in their Appendix and Joint Plan 101.
- iii. If civil authorities are required, the EOC, unless otherwise stated, is the Government of Guam On-Scene Commander and will coordinate and facilitate all response agency personnel and resources.

c. On Federal Property

- i. The USAF is the designated IC. Upon arrival, the IC will assess the situation and implement appropriate military response levels as detailed in their Appendix and Joint Plan 101.
- ii. If the GIAA or GFD fire chief is the first responder at the accident, they act as initial on-scene commander to direct lifesaving, fire and rescue operations until the USAF IC arrives.
- iii. The first civilian response team arriving at the accident site must receive specific hazard information prior to entering the military installation, which may be obtained from the USAF Command Post and / or in aircraft hazard publications.
- iv. If civil authorities are required, the EOC, unless otherwise stated, is the Government of Guam On-Scene Commander and will coordinate and facilitate all response agency personnel and resources.

d. In Coastal Waters

- i. The USCG is the Designated IC. Upon arrival, the IC USCG will implement the U.S. Coast Guard Marianas Section Guam Air/Sea Disaster Preparedness Plan.
- ii. If the GIAA or GFD fire chief is the first responder at the accident, they act as initial on-scene commander to direct lifesaving, fire and rescue operations until the USCG IC arrives.

- iii. The EOC, unless otherwise stated, is the Government of Guam On-Scene Commander and will coordinate and facilitate all response agency personnel and resources.

B. NOTIFICATION

The type of aircraft, civilian or military, will dictate the notification process for an aviation accident/incident. Civilian or military aircraft incidents will have different players in the notification scheme and vary slightly in the sequence they will follow.

1. Civilian Commercial Aircraft on Non-Federal Property

- a. The GIAA tower will notify the Guam E911 Dispatch Center upon notice or realization that an aviation accident or incident has occurred.
- b. The E911 Dispatch Center will deploy their assets to the scene.
- c. The E911 will also inform the EOC that an aviation accident or incident has occurred.
- d. The EOC will activate and recall appropriate support ESFs to respond to the disaster.
- e. The Government of Guam (IC and the EOC) is the lead response agency.
- f. The DOD is in support, if needed.

2. Civilian Commercial Aircraft on Federal Property

- a. The GIAA tower will notify the E911 Dispatch Center upon notice or realization that an aviation accident or incident has occurred.
- b. The E911 Dispatch Center will notify the USAF of the incident, both GFD and USAF IC entities will deploy their assets to the scene.
- c. Once USAF IC arrives at the accident scene, and makes a determination that Government of Guam support is needed, they will notify EOC of need to activate the UC.
- d. DOD is the lead response agency.
- e. The EOC is in support, if needed.
- f. The EOC will activate and recall appropriate support ESFs to respond to the disaster.

3. Civilian Commercial Aircraft in Coastal Waters

- a. The GIAA tower will notify the E911 Dispatch Center upon notice or realization that an aviation accident or incident has occurred.

- b. The E911 Dispatch Center will notify the USCG of the incident, both GFD and USCG IC entities will deploy their assets to the scene.
- c. Once USCG IC arrives at the accident scene, and makes a determination that Government of Guam support is needed, they will notify EOC of need to activate the UC.
- d. USCG is the lead response agency.
- e. The EOC is in support, if needed.
- f. The EOC will activate and recall appropriate support ESFs to respond to the disaster.

4. **Military Aircraft on Federal or Non-Federal Property**

- a. The GIAA tower will notify the E911 Dispatch Center upon notice or realization that an aviation accident or incident has occurred.
- b. The E911 Dispatch Center will notify the USAF of the incident, both GFD and USAF IC entities will deploy their assets to the scene.
- c. Once USAF IC arrives at the accident scene, and makes a determination that Government of Guam support is needed, they will notify EOC of need to activate the UC.
- d. DOD is the lead response agency.
- e. The EOC is in support, if needed.
- f. The EOC will activate and recall appropriate support ESFs to respond to the disaster.

5. **Military Aircraft in Coastal Waters**

- a. The GIAA tower will notify the E911 Dispatch Center upon notice or realization that an aviation accident or incident has occurred.
- b. The E911 Dispatch Center will notify the USAF and USCG of the incident, GFD, USAF and USCG IC entities will deploy their assets to the scene.
- c. Once USCG IC arrives at the accident scene, and makes a determination that Government of Guam support is needed, they will notify EOC of need to activate the UC.
- d. USCG is the lead response agency.
- e. The EOC is in support, if needed.
- f. The EOC will activate and recall appropriate support ESFs to respond to the disaster.

III. EMERGENCY RESPONSE OPERATIONS

A. ACTIVATION OF THE EMERGENCY OPERATIONS CENTER

The Guam EOC may be activated for any aviation incident or accident, upon determination that a unified command is required by the appropriate IC as designated in II.A and B. Depending on the magnitude of the event and location of the incident various ESF may be recalled to respond.

B. DEPLOYMENT OF GOVERNMENT OF GUAM PERSONNEL

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

1. Agency-specific command posts and incident command posts (ICP);
2. The Guam Emergency Operations Center (EOC); and
3. The Joint Information Center (JIC).

C. 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 and/or the appropriate Emergency Support Function (ESF) in accordance with the provisions of the Guam Comprehensive Emergency Management Plan.

D. LEAD GOVERNMENT OF GUAM AGENCIES FOR TERRORISM RESPONSE

1. For civil aviation accidents and incidents on airport property or within the buffer area agreed to by the GIAA and GFD:
 - a. The GIAA Assistant Fire Chief is the designated Incident Commander (IC), and
 - b. GHS/OCD is the UC.
2. For civil aviation accidents and incidents not on airport property and outside the buffer area agreed to by the GIAA and GFD:
 - a. The GFD Fire Chief is the designated Incident Commander (IC), and
 - b. GHS/OCD is the UC.
3. For all military aircraft accident/incidents and those occurring in coastal waters the GHS/OCD is the UC, upon determination from the USAF or

USCG IC on-scene that continued Government of Guam assistance is required.

E. DEACTIVATION OF THE GOVERNMENT OF GUAM RESPONSE

Deactivation of the Government of Guam 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

The current policy and procedures as outlined in the Comprehensive Emergency Management Plan will be followed.

CHAPTER 4: ROLES AND RESPONSIBILITIES

I. GENERAL

The intent of this chapter is to define the responsibilities of the ESFs, and GHS/OCD under the Guam Comprehensive Emergency Management Plan (GUAM CEMP) as they specifically relate to both civilian and military aviation accidents, and whether they occur on federal land, airport property, coastal waters and all other land in the Territory of Guam. Other responsibilities not unique to the response to an aviation incident are addressed pursuant to the Guam CEMP and its implementing procedures.

II. GOVERNMENT OF GUAM ROLES AND RESPONSIBILITIES

The Government of Guam has the principal responsibilities for development, implementation, and maintenance of the Terrorism Response System. This section describes responsibilities either by the individual agency or by the applicable 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.

A. GUAM HOMELAND SECURITY / OFFICE OF CIVIL DEFENSE (GHS/OCD)

The GHS/OCD will have the following responsibilities, with respect to coordinating the operations of this Annex:

1. Establish a direct line of communication with the Incident Commander on scene;
2. Develop and maintain this Annex and assure its consistency with the Guam CEMP;
3. Prepare and maintain planning guidance for ESF agencies on the development of procedures needed for implementation of this Annex;
4. Prepare and maintain procedures for the GIAA and GFD regarding notifications for an aviation accident or event;
5. Upon notification of an aircraft accident or incident that requires a UC, activate the EOC and recall the appropriate ESF according to the procedures outlined below, depending on the magnitude and scope of the situation; and
6. Act as the lead agency for the Unified Command in response to an aircraft related incident or disaster;
7. Provide an on-site liaison to the IC; and
8. Coordinate with the FBI, the FAA and the NTSB regarding their operations to conduct investigations into the aviation accident or incident.

B. ALL ESF LEAD AGENCIES AND ORGANIZATIONS

All designated Government of Guam ESF primary agencies or organizations have the following responsibilities for implementation of this Annex:

1. Ensure the maintenance of any specialized procedures necessary to implement any applicable responsibilities of this Annex;
2. Evaluate the applicability and consistency of existing procedures under the Guam CEMP to the types of unique operations required of the ESF during the response;
3. Identify the type and number of resources likely to be needed by the ESF to support the response to a large-scale aviation accident;
4. Coordinate training support as needed by government personnel for the procedures developed for implementation of this Annex and the related responsibilities of the ESFs;
5. Support the Government of Guam's continuous process to assess the territory's risk of a large-scale aircraft accident and to continuously define the public agency and private sector capabilities to respond to such an incident; and
6. Support GHS/OCD in the maintenance and updating of this Annex and all corresponding implementing procedures.

C. SUPPORT AGENCIES RESPONSIBILITIES

The responsibilities for the ESFs support agencies are as follows:

1. ESF 2 - Communications
 - a. Ensures that communication between the on-scene incident commander/incident command post (IC/ICP) are maintained throughout the response period;
 - b. Coordinates with the GIAA, GFD, the USAF and the USCG to ensure that clear communications are established and maintained throughout the aviation accident response period; and
 - c. Coordinates the use of all GHS/OCD and other Government of Guam agency assets, as well as the employment of the Joint Incident Site Communications Capability (JISCC) from the Guam National Guard (GUNG) to address communication issues during the crisis and consequence management phases of a terrorism incident; and
2. ESF 3 - Public Works and Engineering

- a. GIAA assumes lead agency for civilian aviation incident on airport grounds according to the Airport Emergency Plan. Assumes support role when aircraft is military;
 - b. Conducts assessments and, if needed, repairs of roadways and transportation systems and facilities, especially near area impacted by the aviation accident;
 - c. Conducts assessments and, if needed, repairs of water and sewage treatment services and facilities, especially near area impacted by the aviation accident;
 - d. Conducts assessments and, if needed, repairs of port facilities and services, especially if aviation accident occurs nearby;
 - e. GIAA assumes lead agency for civilian aviation incident on airport grounds, according to agency protocols for aircraft incident. Assumes support role when aircraft is military; and
 - f. Conducts debris management operations including establishing and managing the criteria and protocols for disposal of hazardous materials.
3. ESF 4 - Fire Fighting and ESF 9 – Urban Search and Rescue
- a. GFD assumes lead agency for civilian aviation incident off airport grounds according to agency protocols for aircraft incident. Assumes support role when aircraft is military;
 - b. Responds to initial E911 Dispatch Center call to conduct on-scene and immediate life safety, search and rescue and fire suppression missions in response to any aircraft incident;
 - c. When requested by DOD Aviation Incident IC, continues to support response on federal property or when aircraft is military.
 - d. When requested by USCG Aviation Incident IC, continues to support response in coastal waters around Guam.
 - e. Conducts operations to suppress wildland or urban fires near impact area associated with aviation incident;
 - f. Conducts operations for search and rescue associated with aviation incident;
 - g. Defines the required and/or recommended awareness and technician level and operational training and exercise standards for fire service response to aviation accidents and incidents; and
 - h. Coordinates with USCG for search and rescue missions.

4. ESF 5 – Emergency Management
 - a. Assumes UC role to coordinate and document the activities of all activated Government of Guam agencies in responding to the aviation incident;
 - b. Evaluates current procedures for gathering and managing incident data, as well as operations planning to support EOC activities during the response; and
 - c. Collects situation and status information regarding the response so that a common operating picture is maintained with all Government of Guam agencies and response related organizations.
5. ESF 6 - Mass Care, Housing and Human Services - Develops and implements plans or procedures to provide assistance and services to survivors and other populations displaced or impacted by the aviation incident including:
 - a. Providing liaison to the Joint Family Support Center.
 - b. Coordinating and managing organizations and personnel who offer counseling and support services.
 - c. Documenting disaster relief operation expenses for future reimbursement.
 - d. Providing crises and grief counseling to family members and support personnel.
 - e. Assessing needs and the available resources of other agencies and coordinate with them to ensure ongoing emotional support for workers.
 - f. Establishing joint liaison with the airline at each medical facility to track patient status and to provide assistance to the injured and families.
 - g. Coordinating with the airline to establish for families to grieve privately.
 - h. Coordinating on-site childcare services.
 - i. Arranging suitable non-denominational memorial services following the aviation disaster.
6. ESF 7 - Resource Support
 - a. Coordinates the continuity of operations for administrative, finance and personnel issues and activities during an aviation incident response activation; and

- b. Prepares and executes procedures to obtain and deploy specialized resources needed for all activities associated with an aviation incident response.
7. ESF 8 – Public Health and Medical Services
- a. Assumes the lead medical role in the event of a civilian commercial aircraft incident occurring on International Airport grounds and all other properties on Guam, except federally owned land.
 - b. Supports the U.S. Naval Hospital for medical treatment of victims associated with an incident involving a military aircraft, regardless of where it occurs, or if the accident occurs on federal land.
 - c. Conducts operations for the transport, triage and treatment of any victims associated with the aviation disaster;
 - d. Coordinates with the U.S. Naval Hospital to synchronize overall medical treatment operations for victims of an aviation incident;
 - e. Conducts operations for the transport, processing and reporting of fatalities that result from the aircraft accident;
 - f. Conducts operations for on-scene and off-scene crisis counseling for survivors and impacted passenger family members;
 - e. For mass casualty operations, or as requested by the EOC, provides a liaison to maintain continuous communications between it and the Public Health Incident Command Center (PHICC) at the Department of Public Health and Social Services (DPHSS); and
8. ESF 10 – Oil and Hazardous Materials Response
- a. Upon notification by the Incident Commander, performs an impact assessment of the incident area. Initial report will be submitted within 24 (twenty-four) hours. Final report will be submitted at a later time.
 - b. Develops and implements plans or procedures contain and neutralize and dispose of any hazardous materials at the accident site or resulting from the aviation incident response.
9. ESF 12 - Energy - Conducts assessments and, if needed, repairs of power generation and transmission services and facilities, especially near area impacted by the aviation accident.

10. ESF 13 – Public Safety and Security

- a. Responds to initial E911 Dispatch Center call to conduct on-scene and immediate life safety, search and rescue missions in response to any aircraft incident;
- b. Conducts operations for search and rescue missions associated with an aviation incident;
- c. Conducts and manages operations for access management and security missions associated with an aviation incident; and
- d. Coordinates with the Guam National Guard (GUNG) and federal counterparts in establishing and maintaining access management and security at aviation accident scene; and
- e. Coordinates territorial (GIAA, GPA, etc.) and federal law enforcement (USAF and USN) operations, security, and criminal investigations (FBI) over the course of the aviation incident response period.
- f. Initiates and manages the physical evacuation of populations from the impacted/threatened area as warranted by the incident, or situation.

11. ESF 15 – External Affairs

- a. Prepares procedures for deployment of public information officers and support staff to a JIC at or near the scene of a aviation incident site;
- b. Prepares and maintains public information materials and background briefings for the media on the air incident response operations and capabilities;
- c. Acts a liaison between Government of Guam and local and foreign media regarding the emergency situation and response operations for an aviation incident; and
- d. For military aircraft accidents and commercial incidents on federal lands, coordinates with DOD Public Affairs Offices (PAOs) relative to message regarding response operations.

12. ESF 16 - Military Support to Civil Authorities

- a. Upon coordination with ESF 13, provides personnel to augment any security and access management missions relative to the incident scene at an aviation accident.
- b. Augmenting local and federal response agencies with any of the following, as requested:

- i. Site Security (ESF 13)
 - ii. Search and Recovery (ESF 9)
 - iii. Basic Lifesaving (ESF 9)
 - iv. Traffic Control (ESF 1&3)
 - v. Equipment Support (Logistics)
 - vi. Logistical Support (Logistics)
- c. As needed, deploy the Quick Reaction Force (QRF) to provide security and access control to augment law enforcement.

CHAPTER 5: TRAINING AND MAINTENANCE

I. GENERAL

This chapter defines the territory's training programs needed to implement this Annex. The response any aviation incident or accident is somewhat similar to a terrorism incident in that the scene may also be a crime scene and include valuable evidence. Response to a air disaster event will require both routine and specialized emergency operations, often in an area potentially contaminated with hazardous materials. Therefore, it is vitally important to assure that response personnel are adequately trained to fulfill their responsibilities without jeopardizing intelligence gathering and crime solving, or endangering their safety.

II. TRAINING PROGRAM DEVELOPMENT AND IMPLEMENTATION

A. DEVELOPMENT AND IMPLEMENTATION CONCEPTS

The training program for management of aviation incidents is to accomplish the following objectives:

1. Plan updates and exercises as required by the FAA for the Airport Emergency Plan;
2. Conduct periodic exercises of the operations and procedures in his annex.
3. Incorporate the operational concepts utilized in this Annex; and
4. Coordinate with other emergency preparedness training programs currently offered or coordinated by the GHS/OCD.
5. Coordinate and cooperate with other emergency training programs and exercises that may occur in concert with other non-Government of Guam agencies, such as the USAF, USCG and the USNH, that have partner roles in this Annex.

B. TRAINING PROGRAM DIRECTION AND MANAGEMENT

1. GHS/OCD will serve as the Government of Guam coordinator of the training programs needed to support for consequence management and the GPD will serve as the coordinator for crisis management. In this role, 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 the EOC ESF Team relative to this annex, or their own agency statutory requirements; and

- b. Review all applicable training programs and plans for their relevance to the management of an aviation incident or accident;
- 2. Under the coordination of the GHS/OCD, the following agencies are responsible for the indicated components of the Government of Guam terrorism preparedness and response-training program:
 - a. The GIAA is responsible for direction and coordination of training curricula and exercises associated with the Airport Emergency Plan;
 - b. The GFD is responsible for direction and coordination of agency training curricula associated with fire suppression, search and rescue, hazardous materials response and other relevant operations needed for their roles and responsibilities under this Annex;
 - c. ESF 8 is responsible for direction and coordination of all agency training curricula associated with mass casualty, mass fatality, medical triage and treatment and other relevant operations needed for their roles and responsibilities under this Annex;
 - d. The GPD is responsible for direction and coordination of the Government of Guam and local training curricula for law enforcement, search and rescue, security, and other relevant operations needed for their roles and responsibilities under this Annex; and
 - e. The Guam National Guard is responsible for direction and coordination, especially with GFD and GPD, of the training for guardsmen, the QRF and other support personnel that may be use in fulfilling the various assigned roles and responsibilities under this Annex.



THE TERRITORY OF GUAM COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

PANDEMIC RESPONSE ANNEX

PANDEMIC RESPONSE ANNEX

EXECUTIVE SUMMARY

This annex defines the program for the Government of Guam to prepare for, respond to and recover an epidemic or pandemic event. Epidemics, which are outbreaks of a disease that occur within a short period of time and in a defined region, have the potential to significantly affect Guam and its government's operations, as well as the health and safety of its personnel and the general public. Many diseases can result in an epidemic, which could lead to a pandemic or an epidemic that occurs on a worldwide scale. With recent outbreaks of various influenza strains in Asia, and growing number of tourists from that nearby region arriving on Guam, the potential for such an event is relatively high compared to many other locations in the continental United States.

Disasters such as typhoons, tsunamis, floods, and terrorism have relatively short or limited incident periods. Although they potentially have human safety consequences, it is their impacts to infrastructure, property, and equipment, and the effort needed to repair and restore those services that will prolong the overall time of the event. These types of emergencies can have either localized effects or island-wide impacts.

Epidemics and pandemic events, in contrast, may have very long incident periods, possibly followed by long recovery times depending on the pathogen and the extent of its transmission throughout the populace. Not only will their impacts be widespread, but the primary effects will be on people. The physical infrastructure and equipment will remain entirely unscathed by such an occurrence, but they will be rendered useless without operators and maintenance staff. The ability of Guam's government to provide services will not rest on the restoration of facilities and equipment, but on the recovery of its staff.

This is a hazard specific annex to the Guam Comprehensive Emergency Management Plan (GUAM CEMP). This Annex governs the plans, operational concepts, and policies used to prepare for and respond to any type of disease outbreak that has the potential to adversely impact Guam, its organizations and populations. The procedures and actions defined in this Annex are normally executed by Guam Homeland Security/Office of Civil Defense (GHS/OCD) through the direction of the Homeland Security Advisor or the Civil Defense Administrator following the issuance of an executive order by the Governor.

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.

SUPPORTING PLANS AND DOCUMENTS

- The Organic Act of Guam, as amended (48 USC Chapter 8A – Guam 1422) and related statutes;
- Guam Code Annotated Title 10 Chapter 65 § 65107;
- Executive order of the Governor 91-09 (dated March 25, 1991);
- Executive Order Number 2011-13
- Section 361 of the Public Health Service Act (42 USC 264)

DEFINITIONS

Epidemic - occurs when the incidence rate (i.e. new cases in a given human population, during a given period) of a certain disease substantially exceeds what is "expected," based on recent experience.

Pandemic - An epidemic of an infectious disease that spreads through human populations across a large region, like a continent.

Outbreak - the occurrence of more cases of disease than normally expected within a specific place or group of people over a given period of time.

Influenza - also known as the flu, is a disease that attacks the respiratory tract in humans and differs from a viral "cold" in that it usually comes on suddenly and includes fever, headache, tiredness, dry cough, sore throat, nasal congestion, and body aches.

Strategic National Stockpile (SNS) - A national repository of antibiotics, antivirals, chemical antidotes, life-support medications, IV administration and airway maintenance supplies, and medical/surgical items that is designed to re-supply state/territorial and local public health agencies in the event of any natural or technological anywhere, at anytime within the United States.

CHAPTER I: INTRODUCTION

I. GENERAL

The Territory of Guam is possibly more vulnerable than most other communities in the United States to the effects of an epidemic or pandemic event. As an established hub for airline traffic in the Western Pacific, Guam's A.B. Won Pat International Airport sees many aircraft passing through from Asia, Micronesia and Oceania, as well as Hawaii and the continental United States. Furthermore, with 1.5 million tourists a year visiting its shores, a majority from Eastern Asia, Guam is a nexus of human interaction among people of different ethnic origins and countries. Additionally, in recent years, many of the diseases that have the potential to become pandemic events, such as H1N1 and other variants of the influenza virus, have originated in Asia. All these factors combine to increase the potential for a widespread outbreak of a disease.

This document is a hazard specific annex to the Guam Comprehensive Emergency Management Plan (GUAM CEMP). It defines the Government of Guam's program to prepare for and respond to all disease outbreaks that may threaten the continuity of government and the ability of its agencies to operate effectively. Therefore, this is not a procedure to address the medical, health and disease abatement issues associated with epidemics and pandemics; rather it is a guideline for dealing with the consequences of such an event. Guam's health agencies and organizations have already developed specialized policies and procedures to minimize the extent of transmission and deal with the medical needs of such an event. This annex will address the maintenance and sustainment of Government of Guam services during periods when personnel are dwindling because of associated medical issues.

II. PURPOSE AND SCOPE

The Pandemic Annex establishes the policies, programs, and procedures that will be used by government agencies and support organizations to prepare for, respond to, and recover from mass outbreaks of pathogens that have the potential to adversely impact a large portion of Guam's resident and tourist populations. Therefore, this is a plan to guide Government of Guam agencies in augmenting the efforts of public health officials and the medical community to address the biological issues of a disease outbreak, as well as to minimize its impact on continuity of their own operations.

Guam, as the United States' gateway to Asia and the Pacific, is vulnerable to an pandemic event. Across the territory, there are people, facilities, locations, and systems that could be severely harmed by a disease outbreak including, but not limited to:

- Densely developed, urbanized areas;
- Government personnel and services;
- Military operations;

- Banks and financial services;
- Medical and public health care capabilities and facilities;
- Educational centers and daycare facilities;
- Public safety and law enforcement;
- Fire suppression and rescue;
- Transportation nodes, such as the International Airport and the Port; and their transshipment activities; and
- General economic and social stability.

Unlike many natural and other emergencies and disasters, epidemics and pandemic events may have very long incident periods, possibly followed by long recovery times depending on the pathogen and the extent of its transmission throughout the populace. Whereas the onset of hazards in natural disasters and other types of emergency incidents usually occurs over a relatively short period of time (i.e., a few days), the activities that will prolong the response and recovery effort are repairing damage to infrastructure and replacing destroyed equipment/capabilities. Not only will the impacts of epidemics and pandemic diseases be widespread, but the primary effects will be on people. The physical infrastructure and equipment will remain entirely unscathed by such an occurrence, but they will be rendered useless without operators and maintenance staff. The ability of Guam's government to provide services will not rest on the restoration of facilities and equipment, but on the recovery of its staff.

III. ASSUMPTIONS

This section describes and sets forth the assumptions utilized to prepare this Annex and are as follows:

1. Susceptibility to the epidemic/pandemic pathogen will be universal.
2. The clinical disease attack rate will be 30 percent in the overall population. Illness rates will be highest among school-aged children (about 40 percent) and the elderly. Among working adults, an average of 20 percent could become ill during a community outbreak.
3. The overwhelming threat to the Government of Guam will not be damage to infrastructure and equipment, but the dwindling number of healthy personnel with which to provide normal services and conduct required activities.
4. As the event progresses, the Government of Guam may need to activate the Continuity of Government (COG) Plan and all agencies will need to activate and implement their Continuity of Operations Plans (COOP).
5. Risk groups for severe and fatal infections cannot be predicted with certainty. During annual fall and winter influenza seasons, infants and the elderly, persons with chronic illness and pregnant women are usually at higher risk of complications.

6. The typical incubation period is two to three days. It is assumed this would be the same for a novel strain transmitted between people by respiratory secretions.
7. Persons who become ill may shed virus and can transmit infection for one-half to one day before the onset of illness. Viral shedding and the risk for transmission will be greatest during the first two days of illness. Children will shed the greatest amount of virus, therefore are likely to pose the greatest risk for transmission.
8. In an affected community, an outbreak will typically last about 6 to 8 weeks. At least two pandemic disease waves are likely. Following the pandemic, the new viral subtype is likely to continue circulating and contribute to seasonal influenza.
9. The seasonality of a pandemic cannot be predicted with certainty. The largest waves in the United States during 20th-century pandemics occurred in fall and winter. Potential threats and potential threat elements (PTE) are known.
10. Specialized resources, as well as those normally utilized in disaster situations, may be needed to support a pandemic response. Such resources may not be located in the area or in the Territory of Guam.
11. Resources from governmental agencies (Government of Guam and federal) and private organizations will be made available upon request.
12. All response agencies and organizations will establish and participate in a unified command structure. The Guam Emergency Operations Center (EOC) will be activated and staffed if indicated by the size or scope of the incident.
13. Federal agencies with statutory authority for response to a epidemic/pandemic outbreak will participate in and cooperate with the unified command structure established by the responding local jurisdiction.
14. An pandemic event will result in the timely activation of the Guam CEMP and may require the Federal Emergency Management Agency to activate the National Response Framework (NRF). This NRF activation will probably occur after the Centers for Disease Control (CDC) and other federal health and medical related agencies have arrived on scene
15. This Annex assumes the resources and procedures for such related operations as hazardous material response, mass casualty incident management, law enforcement, search and rescue, etc., will be in place to be utilized when needed during an epidemic or pandemic incident.
16. Public health advisories, outbreaks at schools or facilities frequented by children and concentrations of tourists will create the need to establish specialized communications and necessitate significant media management operations.

17. In addition to operations normally associated with the medical response aspects of an epidemic/pandemic event, the Government of Guam will need to provide other unrelated services to augment and support those operations.
18. Extensive media interest in a potential or occurring pandemic outbreak will necessitate media management operations and resources beyond those needed for other types of emergency management operations.
19. Management of response operations for a comprehensive pandemic response will be guided by the following:
 - a) Preserving life or minimizing risk to health;
 - b) Maximizing the ability for Government of Guam agencies to deliver normal services and sustain required activities;
 - c) The implementation of GOG and COOP plans;
 - d) Providing logistical support to assist ESF 8 in medical response and containment operations;
 - e) Releasing emergency public information that ensures adequate and accurate communications with the public;

CHAPTER 2: THE RESPONSE ORGANIZATION

I. GENERAL

This chapter of the Annex describes the operational concepts and organization to be used in the management of a response to a pandemic event occurring in or impacting the Territory of Guam.

The concept of operations incorporated into this Annex is consistent with that utilized by the federal government. The U.S. Department of Health and Human Services (HHS) Pandemic Influenza Plan establishes a general concept of operations for a unified response between federal agencies and local governments with respect to the public health and medical aspects of that kind of an emergency. This Pandemic Response Annex is intended to be an adjunct to that plan in that it encapsulates the activities of non-medical entities to support those efforts and address the other implications a major disease outbreak can have on the rest of society.

This section first describes the response organization available to support the medical effort and maintain government services and operations, secondly, the concept of operations to be used by organizations for management of the response to the event.

II. FEDERAL RESPONSE

The Center for Disease Control and Prevention (CDC) is the lead federal government agency for epidemic/pandemic planning and the U.S. Department of Health and Human Services (HHS) is the primary response agency for federal response. The Federal Emergency Management Agency is the lead federal agency for activating the National Response Framework, if necessary.

III. OTHER PARTICIPANTS IN THE RESPONSE ORGANIZATION

It is possible that the nature of an event 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 large vacant properties and facilities;
2. Non-government expert advisors or consultants, such as university scientists, physicians, or private contractors;
3. Volunteer Organizations Active in Disasters (VOAD) and other private, charitable organizations;
4. Rental agents or contractors providing vehicles, equipment, or supplies involved in the event;

5. Health and medical care facilities and mortuaries managing the survivors of the incident; and;

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. PANDEMIC EVENT RESPONSE PROCESS

Two distinct sets of actions are required for this operational plan. One set of actions deal with the medical-response to the disease outbreak, as well as the public health aspects of controlling transmission and mitigating other medical support requirements. Another aspect of the response actions is the mitigation of the pandemic's impacts on the Government of Guam's service delivery capabilities and logistical support.

A. NOTIFICATION

The Co-lead agencies of ESF 8, the Department of Public Health and Social Services (DPHSS) and/or the Guam Memorial Hospital Authority (GMHA) will notify the Guam Homeland Security/Office of Civil Defense (GHS/OCD) of an impending or occurring outbreak of a highly infectious pathogen and will advise that the GUAM CEMP be activated in support of its ongoing medical intervention efforts.

B. THREAT CLASSIFICATION

The U.N. World Health Organization (WHO) and the U.S. Centers for Disease Control and Prevention (CDC) use six classifications to quantify the progress of a pandemic as part a pandemic preparedness plan. This plan is likely to be activated in Phase 6, when the WHO/CDC classifies the disease outbreak as increased and sustained transmission in the general population. Each pandemic phase and its corresponding recommended response measures are specified below.

1. Inter-pandemic Period
 - a. Phase 1 - Strengthen pandemic preparedness at territorial levels.
 - b. Phase 2 - Minimize the risk of transmission to humans; ensure rapid detection and reporting of the first occurrence of the novel virus in humans.
2. Pandemic Alert Period
 - a. Phase 3 - Ensure rapid characterization of the new virus subtype and early detection, notification and response to additional cases.

- b. Phase 4 - Contain the new virus within limited foci or delay spread to gain time to implement preparedness measures, including vaccine development.
 - c. Phase 5 - Maximize efforts to contain or delay spread, to possibly avert a pandemic, and to gain time to implement pandemic response measures.
 - d. Phase 6 - Minimize the impact of the pandemic, while striving to maintain routine provision of public health and healthcare delivery.
- 3. Post-pandemic Period (Mitigation and Recovery) – Continue public health actions, evaluations and research, public communications, mental health activities, surveillance, and preparations for reoccurring or additional outbreaks

C. RESPONSE CLASSIFICATIONS

The pandemic response is divided into two basic types:

- 1. Medical – the activities undertaken by the health and medical community on Guam to treat the biological issues and impacts of the pathogen. This can include such operations as:
 - a. Medical transport, triage and treatment of persons with the disease;
 - b. Operating field hospitals;
 - c. Controlling patient loads at hospitals;
 - d. Importing medicines, medical professionals, or supplies;
 - e. Managing the delivery of medicines and vaccines;
 - f. Establishing quarantines and isolation zones;
 - g. Coordinating mortuary services and the disposition of remains;
 - h. Establishing, coordinating and operating temporary morgues;
 - i. Performing forensic examinations and completing victim identification; and
 - j. Offering crisis behavioral counseling and organizing disaster assistance teams.
- 2. Sustainment, Service and Support – the activities undertaken by the other agencies within the Guam EOC EST Team to maintain the services and activities of the Government of Guam and the logistical support and activities for the medical operations above. Measures in this category encompass, but are not limited to:

- a. Activating and supporting the Continuity of Government (COG) and agency Continuity of Operations Plans (COOP);
- b. Fulfilling logistical requests for medical support and requirements through interactions with federal agencies and other states;
- c. Establishing security at vaccination sites and other activities associated with the medical response;
- d. Interacting with the media and other means of public dissemination to transmit health advisories, medical information and government service notifications, as well as generally keep the citizens and tourist on Guam informed of the situation and pertinent issues.
- e. Collecting intelligence and information regarding all aspects of the situation to present a common operating picture for the Government of Guam agencies and their federal counterparts.
- f. Documenting all administrative, logistical and other cost associated with the entire pandemic response operation.

III. EMERGENCY RESPONSE OPERATIONS

A. ACTIVATION OF THE EMERGENCY OPERATIONS CENTER

The Guam EOC may be activated based on a recommendation from DPHSS and/or the GMHA. Upon receipt of an Executive Order, the Administrator of GHS/OCD will assume the role of Incident Commander for the conduct of the governmental and logistical support aspect of the medical response.

B. DEPLOYMENT OF GOVERNMENT OF GUAM PERSONNEL

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

1. Agency-specific command posts and incident command posts (ICP);
2. The Guam Emergency Operations Center (EOC); and
3. The Joint Information Center (JIC).

C. 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 and/or the

appropriate Emergency Support Function (ESF) in accordance with the provisions of the Guam Comprehensive Emergency Management Plan.

D. LEAD GOVERNMENT OF GUAM AGENCIES FOR PANDEMIC RESPONSE

1. For all public health and medical response related requirements – ESF 8/ the Department of Public Health and Social Services (DPHSS) and/or the Guam Memorial Hospital Authority (GMHA);
2. For all other Government of Guam response and support requirements to the medical effort – GHS/OCD.

E. DEACTIVATION OF THE GOVERNMENT OF GUAM RESPONSE

Deactivation of the Government of Guam 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

The current policy and procedures as outlined in the Comprehensive Emergency Management Plan will be followed.

CHAPTER 4: ROLES AND RESPONSIBILITIES

I. GENERAL

The intent of this chapter is to define the responsibilities of the ESFs, and GHS/OCD under the Guam Comprehensive Emergency Management Plan (GUAM CEMP) as they specifically relate to management of a pandemic event and especially its consequences. Other responsibilities not unique to this specific hazard and its response are addressed pursuant to the Guam CEMP and its implementing procedures. The effectiveness of the response to such an event will be contingent on the fulfillment of program and operational responsibilities of all involved organizations.

II. GOVERNMENT OF GUAM ROLES AND RESPONSIBILITIES

The Government of Guam has the principal responsibilities for development, implementation, and maintenance of a coordinated plan for a comprehensive pandemic response. This section describes responsibilities either by the individual agency or by the applicable 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.

A. GUAM HOMELAND SECURITY / OFFICE OF CIVIL DEFENSE (GHS/OCD)

The GHS/OCD will have the following responsibilities, with respect to operations of this Annex:

1. As the lead agency for sustainment, service and support operations for the pandemic response plan, coordinates all non-medical and logistical support activities for the Government of Guam;
2. Develops and maintains this Annex and assure its consistency with the Guam CEMP;
3. Prepares and maintains planning guidance for ESF agencies on the development of procedures needed for implementation of this Annex;
4. Prepares and distributes guidance and review criteria for development of consistent COOP plans and any corresponding implementing procedures;
5. Prepares and maintains procedures for the DPHSS and GMHA regarding notifications for an impending or occurring outbreak of a known or suspected phase 5 or 6 pathogen, and subsequent activation of the EOC in support of medical and public health operations;
6. Prepares, maintains and implements the Continuity of Government (COG) Plan;

7. Coordinates with ESF 8 on the procurement and administration of required vaccines for Government of Guam personnel assigned to the EOC, first responders, as well as for any essential positions identified in agency COOPs.
8. Activates the EOC upon a recommendation from ESF 8 in response to an impending or known pathogenic outbreak, and authorization from the Office of the Governor.
9. Coordinates any requests for federal assistance relative to the medical or sustainment, service and support operations of the pandemic response.

B. ALL EOC ESF TEAM AGENCIES AND ORGANIZATIONS

All designated Government of Guam ESF primary agencies or organizations have the following responsibilities for implementation of this Annex:

1. Ensures development of any specialized procedures necessary to implement any applicable responsibilities of this Annex;
2. Evaluates the applicability and consistency of existing procedures under the Guam CEMP to the types of unique operations required of the ESF during the response to a pandemic event;
3. Identifies the type and number of resources likely to be needed by the ESF to support response to a pandemic event;
4. Coordinates training support as needed by government personnel for the procedures developed for implementation of this Annex and the related responsibilities of the ESFs;
5. Supports the continuous process to define the Government of Guam and local private sector capabilities to respond to such an incident;
6. Prepares, exercises and, if necessary, implements a COOP to sustain activities and fulfill the statutory requirements of the agency during the pandemic event;
7. Supports GHS/OCD in the maintenance and updating of this Annex and all corresponding implementing procedures; and
8. Provides regular personnel and status information to the EOC during the course of the pandemic according to agreed upon intervals; and

9. As requested or required by this annex, provides agency representation in the EOC to assume the duties of the emergency support functions (ESF) ESFs in support of pandemic response operations.
10. Coordinates with the EOC and ESF 8 regarding the inoculation of any key personnel identified in the agency's COOP.

C. ALL LEAD AGENCIES AND ORGANIZATIONS

All designated Government of Guam ESF primary agencies or organizations have the following responsibilities for implementation of this Annex:

1. Ensure development of any specialized procedures necessary to implement any applicable responsibilities of this Annex;
2. Evaluate the applicability and consistency of existing procedures under the Guam CEMP to the types of unique operations required of the ESF during the response to a pandemic outbreak;
3. Identify the type and number of resources likely to be needed by the ESF to support a pandemic response;
4. Coordinate training support as needed by government personnel for the procedures developed for implementation of this Annex and the related responsibilities of the ESFs;
5. Support the Government of Guam's continuous process to assess the territory's vulnerabilities to a pandemic event and to continuously define the public agency and private sector capabilities to respond to such an incident; and
6. Support GHS/OCD in the maintenance and updating of this Annex and all corresponding implementing procedures.

D. SUPPORT AGENCIES RESPONSIBILITIES

The responsibilities for the ESFs support agencies are as follows:

1. ESF 1 - Transportation
 - a. Coordinates the procurement of trucks, reefers and other types of transportation needed to respond to a pandemic emergency;
 - b. Provides stand-by contractor support for any transportation related requests relative to the pandemic response effort;

- c. Coordinates activities between the EOC and the operations at the A.B. Won Pat International Airport, relative to foreign flight/visitor processing, access management or detention; and
 - d. Provides EOC coordination with operations at the Port Facility relative to health related issues for arriving or departing shipments.
- 2. ESF 3 - Public Works and Engineering
 - a. As required, supports the assessment of the water and sewage treatment services relative to public health and welfare issues;
 - b. As required coordinates the procurement of any emergency generators or other key equipment relative to supporting medical operations and activities;
 - c. Ensures that key infrastructure and equipment is maintained and operating in support of normal and or exigent requirements; and
 - d. As required advises or manages any debris management issues associated with the pandemic response.
- 3. ESF 5 – Emergency Management
 - a. Collects situational and operational status information regarding the response so that a common operating picture is maintained among all Government of Guam agencies and response related organizations;
 - b. Monitors the personnel and status situation at all Government of Guam agencies to ensure that required government services and functions are still provided;
 - c. If staffing and other pandemic related shortcomings are anticipated or identified, initiates corrective actions to address the deficits; and
 - d. Develops and implements programs and procedures for the exchange of relevant operational information with appropriate federal counterparts.
- 4. ESF 6 - Mass Care, Housing and Human Services
 - a. Develops and implements plans or procedures to provide human needs assistance and services to quarantined populations and other populations displaced or impacted by the pandemic; and
 - b. Coordinates with the tourist industry to represent the needs of visitors and the tourism industry during the pandemic response.

5. ESF 7 - Resource Support

- a. Coordinates the continuity of operations for administrative, finance and personnel issues and activities during a pandemic event; and
- b. Prepares and executes procedures to obtain and deploy specialized resources needed for pandemic response from sources within and outside of Guam.

6. ESF 8 - Public Health and Medical Services

- a. Assumes the role as the primary agencies for any medical related activities associated with this overall pandemic annex of the CEMP;
- b. Ensures development of specialized procedures necessary to implement and manage its lead role for this type of operation;
- c. Evaluates the applicability and consistency of existing procedures under the Guam CEMP to the types of unique operations required of the ESF during the response to a pandemic event;
- d. Coordinates support for any specialized medical and public health training needed by response agencies and personnel in fulfilling their roles and responsibilities as described in this Annex;
- e. Coordinates any requests for logistical support to the medical operation and related activities through the EOC during the course of the pandemic response;
- f. Supports the Government of Guam's continuous process to assess the territory's vulnerabilities to a pandemic outbreak and to continuously define the public agency and private sector capabilities to respond to such an event;
- g. Provides a liaison to the EOC and maintain continuous communications between it and the Public Health Incident Command Center (PHICC) at DPHSS;
- h. Coordinates with the EOC on the procurement and administration of required vaccines for Government of Guam personnel assigned to the EOC, first responders, as well as for any essential positions identified in agency COOPs;
- i. Provides a public affairs/information representative (PAO/PIO) once the Joint Information Center (JIC) is activated for this type of an operation.

7. ESF 11 – Agriculture and Natural Resources

- a. Monitors the territory's animal husbandry interests to ensure that zoonotic transmission of a pandemic disease does not occur or is minimized;
- b. Develops response criteria, policies and procedures for confiscation, condemnation, and disposal of food and livestock infected by a potentially virulent virus or organism associated with a potential pandemic threat;
- c. Coordinates mass animal care as required for quarantined households, and others persons displaced by pandemic response operations.

8. ESF 13 – Public Safety and Security

- a. Assesses law enforcement response capabilities to continue sustaining normal law enforcement service;
- b. Coordinates, through the EOC, the activation and deployment of other uniformed law enforcement entities to supplement any staffing deficits caused by the pandemic event;
- c. Coordinates with ESF 8 and the EOC regarding any security and access control requirements relative to efforts to administer vaccines or dispense medicines to the general public, including the possible protection of the any bulk deliveries from the Strategic National Stockpile;
- d. Coordinates with ESF 8 and the EOC regarding any security and access control requirements relative to quarantined areas and medically isolated populations;
- e. Coordinates requests for deployment of the GUNG and other law enforcement assets (GIAA, GPA, etc.) for security missions;
- f. Coordinates mutual aid and deployment relative to law enforcement and security augmentation missions; and
- g. Initiates and manages any directed physical evacuation of populations for infection control or other medically related reasons, as warranted by the incident, or situation.

8. ESF 15 – External Affairs

- a. Prepares and maintains public information materials and background briefings for the media on the operations and capabilities of the responding medical community and Government of Guam to respond to the pandemic;
 - b. Develops procedures to rapidly prepare and release to the public authoritative information on pandemic safety and health measures related to containing and minimizing the effects of the disease; and
 - c. Coordinates with ESF 8 and the EOC on any public notices relative to inoculations and other medical measures required by the pandemic event.
9. ESF 16 - Military Support to Civil Authorities
- a. Supports assessment of the vulnerability of National Guard / US military facilities and operations to the impacts of a pandemic outbreak;
 - b. Defines criteria for team deployment and minimum response times to locations throughout Guam
 - c. Coordinate with ESF 13 for any security and law and order related requirements; and
 - d. As needed, coordinate with ESF 13 and deploy the Quick Reaction Force (QRF) to provide security and access control to augment law enforcement in maintaining law and order.

CHAPTER 5: TRAINING

I. GENERAL

This chapter defines the territory's training programs needed to implement this Annex. Response to a pandemic event will require both routine and specialized emergency operations, often in an area potentially contaminated by the disease. Therefore, it is vitally important to assure that response personnel are adequately trained to fulfill their responsibilities without medical treatment activities, or endangering their safety.

II. TRAINING PROGRAM DEVELOPMENT AND IMPLEMENTATION

A. DEVELOPMENT AND IMPLEMENTATION CONCEPTS

The training program for management of pandemic incidents is to accomplish the following objectives:

1. Provide medical and disease awareness, response-level 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. ESF 8 and GHS/OCD will serve as the Government of Guam coordinator of the training programs needed to support for consequence management and the GPD will serve as the coordinator for crisis management. In this role, 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 personal disease protection and safety;
 - b. Review all applicable training programs for their relevance to the management of a pandemic event; and
 - c. Make available any pandemic/medical 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 Government of Guam pandemic preparedness and response-training program:

- a. ESF 8 is responsible for direction and coordination of the Government of Guam and local training curricula for public health, disease and other medically related operations; and
- b. The Guam National Guard is responsible for direction and coordination of the training of guardsmen and the QRF that may be deployed for security or other augmentation purposes.



THE TERRITORY OF GUAM COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

EMERGENCY SUPPORT FUNCTION STANDARD OPERATING GUIDELINES

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STANDARD OPERATING GUIDELINES**1.0 AGENCY FOR HUMAN RESOURCES DEVELOPMENT (AHRD)****ESF 7: Resource Support / Support Agency**

1. Maintain continuous communications with the EOC and ESF 7 to coordinate and assist in completing assigned missions.
Initials: _____ Date: _____
2. As required, assign personnel to the EOC to assist with ESF 7 functions and activities.
Initials: _____ Date: _____

2.0 AMERICAN RED CROSS (ARC)**ESF 6: Mass Care / Non-Governmental Support Agency**

1. Maintain continuous communications with the EOC and ESF 6 to coordinate assistance to individuals with disabilities in support of assigned missions related to human needs.
Initials: _____ Date: _____
1. During a Federal Disaster Declaration where ESF 6 is activated, the local chapter of the American Red Cross will assume a role to coordinate with DOE the feeding and care of those sheltered.
Initials: _____ Date: _____
2. Provide Transient Accommodation Program for those displaced and homeless.
Initials: _____ Date: _____
3. Coordinate with the ESF 6 and the Guam VOAD on the management donated goods.
Initials: _____ Date: _____
5. Assign the necessary staff with technical expertise to the fielding of a Human Services Section PDA Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Human Services Branch Director.
Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Other Response Agency

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.

Initials: _____ Date: _____

3.0 ATTORNEY GENERAL'S OFFICE (INVESTIGATORS)**ESF13: Public Safety and Security / Other Response Agency**

1. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.

Initials: _____ Date: _____

2. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.

Initials: _____ Date: _____

3. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.

Initials: _____ Date: _____

4. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.

Initials: _____ Date: _____

4.0 BUREAU OF INFORMATION TECHNOLOGY (BIT)**ESF 5: Emergency Management / Support Agency**

1. As required assign personnel to the EOC to assist with Planning Section functions and activities;

Initials: _____ Date: _____

2. Assist GHS/OCD in acting as a co-lead agency in managing and responding to cyber-terrorism threats or incidents;

Initials: _____ Date: _____

3. Provide technical and specialty support and coordination relating to information technology, cyber-terrorism, data bases and Government of Guam data systems, data backup and other computer and digital communications issues and equipment.

Initials: _____ Date: _____

4. Ensure that all critical data required for continuity of operations (COOP) and continuity of government (COG) for Guam are maintained, available for ready use and backed up.

Initials: _____ Date: _____

5.0 BUREAU OF STATISTICS AND PLANS (BSP)

ESF 5: Emergency Management / Support Agency

1. As required assign personnel to the EOC to assist with Planning Section functions and activities;

Initials: _____ Date: _____

2. Provide technical and specialty support and coordination relating to all statistics and data compiled by the Government of Guam to ensure that figures used as the basis for planning and operational functions is accurate and the most current available.

Initials: _____ Date: _____

3. On the second day following the event, assume the coordination responsibilities of the PDA Teams from GHS/OCD and manage the compilation of their reports for use by the TCO and the rest of the EOC ESF Team. Upon their arrival on-scene, coordinate with FEMA ERT-A Team to share the information collected by the PDA Teams.

Initials: _____ Date: _____

4. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The assigned emphasis for BSP is statistics as well as labor and employment issues.

Initials: _____ Date: _____

ESF 7: Resource Support / Support Agency

1. Maintain continuous communications with the EOC and ESF 7 to coordinate and assist in completing assigned missions.

Initials: _____ Date: _____

ESF 14: Long-Term Community Recovery / Support Agency

1. Provide technical and specialty support and coordination relating to all statistics and data compiled by the Government of Guam to ensure that figures used as the basis for recovery planning and redevelopment actions are accurate.

Initials: _____ Date: _____

2. Assign the necessary staff with technical expertise to provide statistics as well as labor and employment issues to the long-term recovery task force.

Initials: _____ Date: _____

6.0 CIVIL SERVICE COMMISSION (CSC)

ESF 5: Emergency Management / Support Agency

1. As required, assign personnel to the EOC to assist with Finance and Administration Section functions and activities;

Initials: _____ Date: _____

2. Provide technical and specialty support and coordination relating to personnel and employment issues associated with Government of Guam employees.

Initials: _____ Date: _____

7.0 COMMERCIAL MOBILE RADIO SERVICE (CMRS) COMPANIES

ESF 2: Communications / Support Agency

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.

Initials: _____ Date: _____

2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.

Initials: _____ Date: _____

3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.

Initials: _____ Date: _____

4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.

Initials: _____ Date: _____

8.0 COMPETITIVE LOCAL EXCHANGE CARRIERS (CLEC)

ESF 2: Communications / Support Agency

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.

Initials: _____ Date: _____

2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.
Initials: _____ Date: _____
3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
Initials: _____ Date: _____
4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.
Initials: _____ Date: _____

9.0 CUSTOMS & QUARANTINE AGENCY (CQA)

ESF 2: Communications / Support Agency

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.
Initials: _____ Date: _____
2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.
Initials: _____ Date: _____
3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
Initials: _____ Date: _____
4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.
Initials: _____ Date: _____

ESF13: Public Safety and Security / Support Agency

1. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.
Initials: _____ Date: _____
2. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.
Initials: _____ Date: _____

3. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.
Initials: _____ Date: _____
4. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.
Initials: _____ Date: _____

10.0 DEPARTMENT OF ADMINISTRATION (DOA)

ESF 5: Emergency Management / Support Agency

1. Coordinate all Finance and Administration Section, training, preparedness, response, and recovery activities.
Initials: _____ Date: _____
2. Assign DOA personnel to the Finance and Administration Section duty schedule in the EOC.
Initials: _____ Date: _____
3. DOA is the prime Government of Guam agency responsible for the managerial and pecuniary aspects of the disaster response and the lead agency for the Finance and Administration Section in the EOC.
Initials: _____ Date: _____
4. Participate in meetings and efforts of the Finance and Administration Section with other designated agencies to address any personnel, staffing, financial, budgetary and administrative issues during activation of the EOC.
Initials: _____ Date: _____
5. Establish, as required, emergency procurement accounts for the EOC ESF Team.
Initials: _____ Date: _____
6. Coordinate the efforts of the Finance and Administration Section in assisting ESF 7 in retrieving all deployed Government of Guam and federal resources during demobilization and after the event.
Initials: _____ Date: _____

ESF 14: Long-Term Community Recovery / Support Agency

1. DOA is the prime Government of Guam agency responsible for the managerial and pecuniary aspects of the long-term recovery coordination.
Initials: _____ Date: _____

2. Participate in meetings with other designated agencies to address any personnel, staffing, financial, budgetary and administrative issues during the long-term recovery process.

Initials: _____ Date: _____

3. Establish, as required, disaster relief funds accounts for the recovery process.

Initials: _____ Date: _____

11.0 DEPARTMENT OF ADMINISTRATION/GENERAL SERVICES AGENCY (GSA)

ESF 3: Public Works and Engineering / Support Agency

1. Maintain communications with the EOC and ESF 3 to coordinate bus and mass transit operations and resources in support of assigned missions related to transportation requirements.

Initials: _____ Date: _____

2. Provide all available and obtainable public works and engineering resources for the support for the ESF 3 missions.

Initials: _____ Date: _____

ESF 4: Firefighting / Support Agency

1. Shall coordinate their efforts with their perspective ESF's through the EOC/Duty Officer as requested by ESF 4.

Initials: _____ Date: _____

ESF 6: Mass Care / Other Response Agency

1. Provide assistance to ESF 6 in its efforts to fulfill mission requests and other requirements in support of mass care operations.

Initials: _____ Date: _____

ESF 7: Resource Support / Primary Agency

1. Coordinate all ESF 7 administrative, management, planning, training, preparedness, response, and recovery activities.

Initials: _____ Date: _____

2. Assign GSA personnel to the ESF 7 duty schedule in the EOC.

Initials: _____ Date: _____

3. GSA is the prime Government of Guam agency responsible for overall logistical support and the Logistics Section in the EOC.

Initials: _____ Date: _____

4. DOA is the prime Government of Guam agency responsible for the managerial and pecuniary aspects of the disaster response and the lead agency for the Finance and Administration Section in the EOC.
Initials: _____ Date: _____
5. In concert with GHS/OCD, identify 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 needed in the aftermath of a disaster or emergency incident.
Initials: _____ Date: _____
6. Participate in meetings and efforts of the ESF 7 / Logistics with other designated agencies to address any resource acquisition, contracting, supply management and handling, material distribution and cost documentation.
Initials: _____ Date: _____
7. Establish, as required, emergency procurement accounts for GSA and other ESFs.
Initials: _____ Date: _____
8. Receive, store/stage and distribute disaster or emergency materials and supplies acquired following the event.
Initials: _____ Date: _____
9. Implement MOUs established to create storage and distribution centers.
Initials: _____ Date: _____
10. Coordinate with ESF 3 (Public Works & Engineering) regarding the activation and staffing at the DPW Supply Warehouse and prepare it for sustained operations in support of response and recovery activities during an after the disaster event.
Initials: _____ Date: _____
11. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.
Initials: _____ Date: _____
12. Provide all available and obtainable public works and engineering resource support for the ESF 3 mission to include public works and engineering equipment, personnel, and facilities.
Initials: _____ Date: _____
13. Assist in the deployment and resourcing of damage assessment teams as soon as safety permits to evaluate and record the damage to public and private key infrastructure and facilities.
Initials: _____ Date: _____

14. Maintain appropriate records of work schedules and costs incurred by ESF 7 agencies during an event.

Initials: _____ Date: _____

15. Assist GHS/OCD, the other ESFs in the ESF EOC Team and federal ESF 7 in the development and updating of the Fuel Prioritization List to establish resupply requirements for critical facilities and equipment during response and recovery.

Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Other Response Agency

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.

Initials: _____ Date: _____

ESF 12: Energy / Support Agency

1. In accordance with GHS/OCD, DPW, GPA, GWA, ESF 6, ESF 8, ESF 16 and federal ESF 7, develop and update the Fuel Prioritization List.

Initials: _____ Date: _____

2. In accordance with GHS/OCD, coordinate the overall allocation of fuel with other ESFs to establish supplies; refuel capabilities and requirements; storage and transportation assets; and location and specific demands of critical facilities and equipment requiring resupply.

Initials: _____ Date: _____

3. Provide logistical, administrative and other support to off-island personnel and equipment during their deployment to Guam during the response and recovery portions of the disaster or incident.

Initials: _____ Date: _____

4. Assist in the updating of any priority lists or other planning efforts required by ESF 12 to preparing for its missions.

Initials: _____ Date: _____

5. Assist ESF 12 to coordinate with other ESFs during the conduct of preparedness, response recovery and mitigation efforts.

Initials: _____ Date: _____

12.0 DEPARTMENT OF CORRECTION (DOC)

ESF 6: Mass Care / Other Response Agency

1. Coordinate with ESF 6 to ensure that any unmet human needs issues for detainees in DOC facilities are addressed, as necessary.

Initials: _____ Date: _____

ESF13: Public Safety and Security / Support Agency

1. Maintain standard communications and interoperable channel with ESF 13 to coordinate security issues in support of their assigned missions, as well as provide periodic updates regarding facility status or unmet needs during the disaster or incident.
Initials: _____ Date: _____
2. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.
Initials: _____ Date: _____
3. As required, coordinate any augmentation of security caused by an incident or disaster impacting any correctional facilities such as: Adult Correctional Facility (ACF), the Hagatna Detention Facility, the Women's Facility, and the Community Correctional Center (C3) in Mangilao, etc.
Initials: _____ Date: _____
4. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event, or any response driven actions at the agency's facilities.
Initials: _____ Date: _____
5. Assist in the updating of any critical infrastructure priority list or other planning efforts required by ESF 13 to prepare for its missions.
Initials: _____ Date: _____

13.0 DEPARTMENT OF INTEGRATED SERVICES FOR INDIVIDUALS WITH DISABILITIES (DISID)**ESF 6: Mass Care / Support Agency**

1. Maintain continuous communications with the EOC and ESF 6 to coordinate assistance to individuals with disabilities in support of assigned missions related to human needs.
Initials: _____ Date: _____
2. Provide assistance for individuals with disabilities and coordinates/facilitates referrals.
Initials: _____ Date: _____
3. Assess accessibility issues at shelters.
Initials: _____ Date: _____
4. Provide GHS/OCD and MCOG with a registry of individuals with disabilities who need assistance.
Initials: _____ Date: _____

ESF 8: Public Health and Medical Services / Support Agency

1. Maintain continuous communications with ESF 8 to coordinate the need for special medical services at the shelters in support of assigned missions related to individuals with disabilities.

Initials: _____ Date: _____

2. Provide any and all support for individuals with disabilities as requested by the EOC ESF Team.

Initials: _____ Date: _____

14.0 DEPARTMENT OF LABOR (DOL)**ESF 7: Resource Support / Support Agency**

1. The Fiscal and Support Division shall ensure as far as feasible that worker wages and pay continue uninterrupted through the course of disaster preparedness and recovery efforts.

Initials: _____ Date: _____

2. As required, assign personnel to the EOC to assist with ESF 7 functions and activities.

Initials: _____ Date: _____

3. Provide technical and specialty support and coordination relating to employment opportunities and economic growth to ensure that Guam is able to transition effectively to a post-disaster economy.

Initials: _____ Date: _____

4. Assign the necessary staff with technical expertise to the fielding of a Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section. The assigned emphasis for DOL is the Government of Guam labor force, its sustainment through the disaster period and afterward and establishing the need for Disaster Unemployment Insurance.

Initials: _____ Date: _____

ESF 14: Long-Term Community Recovery / Support Agency

1. Coordinate assistance with long-term recovery for businesses dealing with financial services, insurance, workers' compensation and worker safety health protection issues.

Initials: _____ Date: _____

2. Provide coordination and consultation on worker safety and health protection issues and long-term financial sector recovery planning.

Initials: _____ Date: _____

15.0 DEPARTMENT OF LAND MANAGEMENT (DLM)**ESF 3: Public Works and Engineering / Support Agency**

1. Maintain communications with ESF 3 to coordinate debris management operations and resources in support of assigned missions related to debris management.

Initials: _____ Date: _____

2. Provide all available and obtainable public works and engineering resources for the support for the ESF 3 missions.

Initials: _____ Date: _____

3. Participate in the Debris Task Force (DTF) with other designated agencies to coordinate debris clearance activities and prioritize resources.

Initials: _____ Date: _____

4. Coordinate with GHS/OCD and other partner agencies, to identify properties for temporary transition sites for the storage and reduction of disaster debris as well as sites for the permanent disposition of all categories of disaster debris. Identified land should be cleared for use by all applicable agencies, approved by appropriate government officials, and secured by land use agreements.

Initials: _____ Date: _____

5. Assign the necessary staff with technical expertise to the fielding of an Emergency Services Section Preliminary Damage Assessment (PDA) Team that will be responsible for coordinating and completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Emergency Services Response Section Chief.

Initials: _____ Date: _____

ESF 5: Emergency Management / Support Agency

1. As required assign personnel to the EOC to assist with Planning Section functions and activities;

Initials: _____ Date: _____

2. Provide technical and specialty support and coordination relating to preparing maps, GIS tracking activities, land use and planning issues.

Initials: _____ Date: _____

ESF 6: Mass Care / Support Agency

1. Provide technical planning requirements and/or plans for available lands for emergency mass care (temporary sites) and alternate sites.
Initials: _____ Date: _____

ESF 14: Long-Term Community Recovery / Support Agency

1. Provide technical and specialty support and coordination relating to preparing maps, land use and planning issues during the long-term recovery process.
Initials: _____ Date: _____
2. Administers Guam's island-wide land use planning program and federally-approved coastal-management program.
Initials: _____ Date: _____
3. May streamline or alter permitting, and land use development approval process to meet long term recovery needs.
Initials: _____ Date: _____
4. Provide technical planning requirements and/or plans for available lands for long-term care (temporary sites) and alternate sites.
Initials: _____ Date: _____

16.0 DEPARTMENT OF LAND MANAGEMENT/CHAMORRO LAND TRUST COMMISSION (CLTC)**ESF 11: Agriculture and Natural Resources / Other Response Agency**

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.
Initials: _____ Date: _____

17.0 DEPARTMENT OF PARKS AND RECREATION (DPR)**ESF 3: Public Works and Engineering / Support Agency**

1. Maintain communications with the EOC and ESF 3 to coordinate public works for resources in support of assigned missions.
Initials: _____ Date: _____
2. Provide all available and obtainable public works and engineering resources for the support for the Emergency Support Function 3 missions.
Initials: _____ Date: _____

3. Provide public works and engineering technical and specialty support and coordination.

Initials: _____ Date: _____

4. Pursuant to a tasking from the EOC, be prepared to assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director.

Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Other Response Agency

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.

Initials: _____ Date: _____

18.0 DEPARTMENT OF PARKS AND RECREATION (DPR)—PARK RANGERS

ESF13: Public Safety and Security / Support Agency

1. Assist ESF 13 in planning for and providing security resources to agency facilities, equipment or emergency generators.

Initials: _____ Date: _____

19.0 DEPARTMENT OF PARKS & RECREATION (DPR)—SHPO

ESF 2: Communications / Support Agency

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.

Initials: _____ Date: _____

2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.

Initials: _____ Date: _____

3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.

Initials: _____ Date: _____

4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.

Initials: _____ Date: _____

20.0 DEPARTMENT OF PUBLIC HEALTH & SOCIAL SERVICES (DPHSS)

ESF 2: Communications / Support Agency

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.

Initials: _____ Date: _____

2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.

Initials: _____ Date: _____

3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.

Initials: _____ Date: _____

4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.

Initials: _____ Date: _____

ESF 6: Mass Care / Support Agency

1. Maintain continuous communications with ESF 6 to coordinate the need for medical and health services at the shelters in support of assigned missions.

Initials: _____ Date: _____

2. Identify alternate shelter locations to accommodate those requiring special medical assistance and care.

Initials: _____ Date: _____

3. Facilitate in the coordination of the transport and needs of those who are medically dependent or requiring special care.

Initials: _____ Date: _____

4. Identify an area suitable to quarantine those with infectious diseases.

Initials: _____ Date: _____

5. Develop an MOU with private clinics and care centers for the sheltering and care of those who are medically dependent.

Initials: _____ Date: _____

6. Assign the necessary staff with technical expertise to the fielding of an Emergency Services Section PDA Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Emergency Services Branch Director. The assigned emphasis for DPHSS is populations with special needs (PSNs) and medically dependent individuals.
Initials: _____ Date: _____

ESF 8: Public Health and Medical Services / Primary Agency

1. Assist GMHA to coordinate all ESF 8 administrative, management, planning, training, preparedness, response, and recovery activities.
Initials: _____ Date: _____
2. Assign DPHSS personnel to the ESF 8 duty schedule in the EOC.
Initials: _____ Date: _____
3. DPHSS is one of the primary Government of Guam agencies responsible for overall public health and medical services in the EOC.
Initials: _____ Date: _____
4. Initiate and perform the notification procedures described in Appendix VIII, II.C.
Initials: _____ Date: _____
5. Participate in meetings and efforts of ESF 8 with other designated agencies to address any public health, medical, mass casualty and behavioral crisis counseling issues.
Initials: _____ Date: _____
6. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for health and medical services and equipment.
Initials: _____ Date: _____
7. Coordinate with GMHA and the other ESF 8 agencies in implementing MOUs established to address such issues as the control of patient loads at hospitals; managing vector control; importing medicines, medical professionals, or supplies; establishing and sustaining any field medical or mortuary operation; or procuring behavioral crisis counseling for the affected area.
Initials: _____ Date: _____
8. Activate, deploy and sustain the Triage and Treatment Response Teams when requested by GHS/OCD.
Initials: _____ Date: _____
9. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.
Initials: _____ Date: _____

10. Provide all available and obtainable health and medical resource support for the ESF 8 mission.
Initials: _____ Date: _____
11. Assign the necessary staff with technical expertise to the fielding of a Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Planning Section through the Emergency Services Branch Director. The assigned emphasis for DPHSS is to survey the status of populations with special needs (PSN) and medically dependent individuals, as directed by the GHS/OCD.
Initials: _____ Date: _____
12. Assist GMHA to maintain appropriate records of work schedules and costs incurred by ESF 8 agencies during an event.
Initials: _____ Date: _____
13. In general DPHSS is responsible for:
- a. Health and medical issues;
Initials: _____ Date: _____
 - b. Medical logistics;
Initials: _____ Date: _____
 - c. Internal medical support (e.g., pharmacies, labs interactions with the Centers for Disease Control (CDC), etc.);
Initials: _____ Date: _____
 - d. Environmental health;
Initials: _____ Date: _____
 - e. Maintaining vital statistics; and
Initials: _____ Date: _____
 - f. Providing assistance to the public.
Initials: _____ Date: _____

ESF 10: Oil and Hazardous Material Response / Support Agency

1. As required assign personnel to the EOC to assist with ESF 10 functions and activities;
Initials: _____ Date: _____
2. Provide technical and specialty support and coordination relating to the public health and medical implications of exposure to hazardous materials.
Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Co-Lead Agency

1. Coordinate all nutrition assistance efforts of ESF 11, including the emergency food stamp program.

Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Other Response Agency

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.

Initials: _____ Date: _____

21.0 DEPARTMENT OF PUBLIC WORKS (DPW)**ESF 1: Transportation / Primary Agency**

1. Assign DPW personnel to the ESF 1 duty schedule in the EOC. Director of Public Works will deploy directly to the EOC, and the Deputy Director will activate the DPW Command Post and assume duty at the DPW.

Initials: _____ Date: _____

2. Establish and staff a DPW Command Post to coordinate all emergency services or requirements received from the Civil Defense Office, as well as ESF1 and ESF 3.

Initials: _____ Date: _____

3. Provide all available and obtainable transportation resource support for the Emergency Support Function 1 mission to include:

- a. Transportation equipment and facilities.

Initials: _____ Date: _____

- b. Vehicular traffic management and control signs and devices of various types;

Initials: _____ Date: _____

- c. Monitor status of critical transportation systems;

Initials: _____ Date: _____

- d. Coordinate the securing of all infrastructure related construction jobs by all Department and hired private subcontractors to ensure equipment and materials are protected and do not become a hazard during the event;

Initials: _____ Date: _____

- e. Coordinate the use of Department of Defense (DOD) air assets during initial operations;
Initials: _____ Date: _____
 - f. Coordinate the use of buses to address the needs of transporting students as necessary and evacuations as warranted by the situation;
Initials: _____ Date: _____
 - g. DPW will secure fuel and position all buses, vehicles and other equipment including vehicles received from other departments that are not needed during the emergency.
Initials: _____ Date: _____
 - h. Support the dispatching of key highway emergency repair teams and equipment to Northern, Central and Southern Mayor's Offices, as well as the DPW compound in Tumon (Highway Maintenance Division Office) to address any damage to primary and secondary roads, village streets, bridges and storm drainage systems;
Initials: _____ Date: _____
 - i. Establish and deploy as required at least one emergency repair team, to be located at the Public Works Compound, in response to any declared emergency that may be expected to require a special repair and service to the Government's vehicle fleet, buses and construction type equipment; and
Initials: _____ Date: _____
 - j. Provide multi-modal transportation engineering, technical, and specialty support and coordination.
Initials: _____ Date: _____
4. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Response Section Chief. The assigned emphasis for GIAA is Government of Guam transportation-related properties and facilities.
Initials: _____ Date: _____
5. Assist in establishing and sustaining a transportation system to ensure the movement of personnel and resources from the Seaport and Airport to logistical areas such as staging areas, points of distribution (POD), shelters and other key sites for response and recovery operations.
Initials: _____ Date: _____

6. Assist in developing and updating a Fuel Prioritization List to insure the efficient and adequate allocation and fuel to ESF 1 critical facilities and equipment.

Initials: _____ Date: _____

ESF 3: Public Works and Engineering / Primary Agency

1. Assign DPW personnel to the ESF 3 duty schedule in the EOC. Director of Public Works will deploy directly to the EOC, and the Deputy Director will activate the DPW Command Post and assume duty at the DPW.

Initials: _____ Date: _____

2. DPW is the prime Government of Guam agency responsible for overall debris management. This includes the collection, separation and disposition of disaster-related debris.

Initials: _____ Date: _____

3. In concert with GHS/OCD, identify 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 needed in the aftermath of a disaster or emergency incident.

Initials: _____ Date: _____

4. Participate in meetings and efforts of the DTF with other designated agencies to coordinate debris clearance activities and prioritize resources.

Initials: _____ Date: _____

5. At the direction of the DTF re-position debris clearance assets and teams to designated areas throughout Guam and ensure proper and safe bed-down of those assets and personnel.

Initials: _____ Date: _____

6. Ensure that the Governor's Office and the Government House are secured before the advent of hazardous conditions.

Initials: _____ Date: _____

7. Establish and staff a DPW Command Post to coordinate all emergency services or requirements received from the Civil Defense Office.

Initials: _____ Date: _____

8. At the direction of the DTF, DPW will stand-up designated debris collection and movement operations.

Initials: _____ Date: _____

9. Provide all available and obtainable public works and engineering resource support for the ESF 3 mission to include public works and engineering equipment, personnel, and facilities.

Initials: _____ Date: _____

10. Assist in the deployment of damage assessment teams as soon as safety permits to evaluate and record the damage to buildings, utility systems, outdoor recreational areas, roadways, bridges, paved surfaces, water front areas, etc. Coordinate with other department and agencies to provide supplementary technical damage assessment team members.
Initials: _____ Date: _____
11. Coordinate with the maintenance dispatchers of GPA and GWA to exchange information and location sites of their planned satellite repair teams in order that damaged, broken or unsafe utility systems, bridges, roads, drainage systems are reported to the EOC and acted on.
Initials: _____ Date: _____
12. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Response Branch Director. The assigned emphasis for GPW is Government of Guam properties and facilities.
Initials: _____ Date: _____

ESF 4: Firefighting / Support Agency

1. Shall coordinate their efforts with their perspective ESF's through the EOC/Duty Officer as requested by ESF 4.
Initials: _____ Date: _____

ESF 6: Mass Care / Support Agency

1. Support DOE and MCOG and coordinate the transport of those needing shelter as requested.
Initials: _____ Date: _____

ESF 12: Energy / Support Agency

1. Participate in the PRTE.
Initials: _____ Date: _____
2. Assist ESF 12 in developing and maintaining a list of key infrastructure facilities and the priority in which they must be energized.
Initials: _____ Date: _____
3. Provide status information and any support for DPW emergency generators located at key infrastructure locations.
Initials: _____ Date: _____
4. Provide technical expertise, equipment and support for ESF 12 missions according to DPW resources and capabilities.
Initials: _____ Date: _____

5. Provide all available and obtainable public works and engineering resources for the support of Emergency Support Function 12 missions.

Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Other Response Agency

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.

Initials: _____ Date: _____

ESF13: Public Safety and Security / Other Response Agency

1. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare to provide security to agency facilities, equipment or emergency generators.

Initials: _____ Date: _____

22.0 GOVERNOR OF GUAM

ESF 5: Emergency Management / Support Agency

1. Provide overall direction and control for response activities.

Initials: _____ Date: _____

2. Provide policy decisions as coordinated by GHS/OCD and the EOC ESF Team in the execution of response and recovery activities before, during and after a disaster *or incident*.

Initials: _____ Date: _____

3. Declare a State of Emergency in response to a disaster, as advised or recommended by the GHS/OCD EOC ESF Team, or warranted by the extent and severity of the event.

Initials: _____ Date: _____

ESF 14: Long-Term Community Recovery / Support Agency

1. Provide overall direction and control for response and recovery activities.

Initials: _____ Date: _____

2. Provide policy decisions as required by GHS/OCD and the Long-Term Community Recovery Team in the execution of post disaster recovery activities.

Initials: _____ Date: _____

ESF 16: Military Support to Civil Authorities / Support Agency

1. Provide overall direction and control for response activities.
Initials: _____ Date: _____
2. Provide policy decisions as coordinated by GHS/OCD and the EOC ESF Team in the execution of response and recovery activities before, during and after a disaster or incident.
Initials: _____ Date: _____
3. Declare a State of Emergency in response to a disaster, as advised or recommended by the GHS/OCD EOC ESF Team, or warranted by the extent and severity of the event.
Initials: _____ Date: _____

23.0 GUAM BEHAVIORAL HEALTH AND WELLNESS CENTER (GBHWC)**ESF 2: Communications / Support Agency**

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.
Initials: _____ Date: _____
2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.
Initials: _____ Date: _____
3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
Initials: _____ Date: _____
4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.
Initials: _____ Date: _____

ESF 6: Mass Care / Other Response Agency

1. Provide assistance to ESF 6 in its efforts to fulfill mission requests and other requirements in support of mass care operations, especially with respect to crisis counseling for victims and responders.
Initials: _____ Date: _____

ESF 8: Public Health and Medical Services / Support Agency

1. Maintain continuous communications with ESF 8 to coordinate the need for behavioral health services at the shelters in support of assigned missions.
Initials: _____ Date: _____
2. Provide any and all support for behavioral crisis counseling and other behavioral health services as requested by the EOC ESF Team.
Initials: _____ Date: _____
3. Provide technical and specialty support and coordination relating to behavioral crisis counseling, behavioral health and post-traumatic stress (PTSD) issues.
Initials: _____ Date: _____

24.0 GUAM BUREAU OF BUDGET AND MANAGEMENT RESEARCH (BBMR)**ESF 4: Firefighting / Support Agency**

1. Shall coordinate their efforts with their perspective ESF's through the EOC/Duty Officer as requested by ESF 4.
Initials: _____ Date: _____

ESF 5: Emergency Management / Support Agency

1. As required, assign personnel to the EOC to assist with Finance and Administration Section functions and activities;
Initials: _____ Date: _____
2. Provide technical and specialty support and coordination relating to the budgetary process and ensuring that the required funding for future recovery and long-term redevelopment is considered in the development of the budget.
Initials: _____ Date: _____

ESF 7: Resource Support / Support Agency

1. Maintain continuous communications with the EOC and ESF 7 to coordinate and assist in completing assigned missions.
Initials: _____ Date: _____
2. As required, assign personnel to the EOC to assist with ESF 7 functions and activities.
Initials: _____ Date: _____

ESF 14: Long-Term Community Recovery / Support Agency

1. As required assign personnel to the Long-Term Community Recovery task force to assist with Finance and Administration matters.
Initials: _____ Date: _____
2. Provide technical and specialty support and coordination relating to the budgetary process and ensuring that the required funding for future recovery and long-term redevelopment is considered in the development of the budget.
Initials: _____ Date: _____

25.0 GUAM DEPARTMENT OF AGRICULTURE (DOAg)**ESF 6: Mass Care / Other Response Agency**

1. Provide assistance to ESF 6 in its efforts to fulfill mission requests and other requirements in support of mass care operations.
Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Primary Agency

1. Coordinate all ESF 11 administrative, management, planning, training, preparedness, response, and recovery activities.
Initials: _____ Date: _____
2. Assign appropriate personnel to the ESF 11 duty schedule in the EOC.
Initials: _____ Date: _____
3. Facilitate the meetings and efforts of ESF 11 with other designated agencies to address any bulk food, food stamp, crop and livestock and other agriculture associated response issues.
Initials: _____ Date: _____
4. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for any unmet needs of resources and equipment.
Initials: _____ Date: _____
5. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.
Initials: _____ Date: _____
6. Maintain contact with the USDA and U.S. Department of the Interior, and FEMA.
Initials: _____ Date: _____
7. Maintain appropriate records of work schedules and costs incurred by ESF 11 agencies during an event.
Initials: _____ Date: _____

8. Assign the necessary staff with technical expertise to coordinate and field an Infrastructure Branch Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The assigned emphasis for DOAg are agricultural issues such as Division Of Aquatic and Wildlife Resources (DAWR) fisheries and assets, assessments of marine shoreline and freshwater rivers Agricultural Development Services (ADS) and damage assessments of registered farms.

Initials: _____ Date: _____

ESF 14: Long-Term Community Recovery / Support Agency

1. Advises the Governor on matters pertaining to the safety and conservation of agricultural resources. The DOAg provides guidance and assistance to local jurisdictions for response to disasters that involve domestic animals.

Initials: _____ Date: _____

2. The DOAg will license and inspect all facets of the food processing and distribution system, except restaurants, to ensure that food is safe for distribution and consumption. This includes shellfish harvesting, dairy, retail grocers, bakeries, non-alcoholic beverages, custom meat, eggs, warehouses and food manufacturing. DOAg coordinates with the State Health Officer on milk and other food products in commerce and works closely with the Guam Public Health Division in response to all food emergencies.

Initials: _____ Date: _____

3. The DOAg will conserve, protect, and develop natural resources on public and private lands. Primary program areas include: water quality, confined animal feeding operations, smoke management, land use, and soil and Water Conservation Districts.

Initials: _____ Date: _____

4. The DOAg will ensure redevelopment activities detect, exclude, control or eradicate serious insect pests and plant diseases.

Initials: _____ Date: _____

26.0 GUAM DEPARTMENT OF AGRICULTURE (DOAg)—CONSERVATION OFFICERS

ESF13: Public Safety and Security / Support Agency

1. Assist ESF 13 in planning for and providing security resources to agency facilities, equipment or emergency generators.

Initials: _____ Date: _____

27.0 GUAM DEPARTMENT OF AGRICULTURE FORESTRY (DOAg)—(FSR)**ESF 4: Firefighting / Co-Lead Agency—Wildland**

1. As a preparedness and mitigation measure to minimize the likelihood of wildland fires:
 - a. Conduct fire prevention programs in island schools;
Initials: _____ Date: _____
 - b. Provide standby burning service;
Initials: _____ Date: _____
 - c. Establish firebreaks in Government of Guam conservation reserves;
Initials: _____ Date: _____
 - d. Control burning operations of forestation sites; and
Initials: _____ Date: _____
 - e. Establish greenbelts and vegetative firebreaks.
Initials: _____ Date: _____
2. Maintain communications with the EOC and ESF 4 to coordinate wildland fire issues and requirements.
Initials: _____ Date: _____
3. Provide all available and obtainable equipment and resources for the support for the ESF 3 missions.
Initials: _____ Date: _____
4. Provide wildland fire technical, specialty support and coordination.
Initials: _____ Date: _____
5. Assist in developing and updating the Fuel Prioritization List to ensure the steady supply of fuel to all fire suppression equipment and key facilities pre and post event.
Initials: _____ Date: _____

28.0 GUAM DEPARTMENT OF CHAMORRO AFFAIRS (GDCA)**ESF 7: Resource Support / Support Agency**

1. Maintain continuous communications with the EOC and ESF 7 to coordinate and assist in completing assigned missions.
Initials: _____ Date: _____

2. As required, assign personnel to the EOC to assist with ESF 7 functions and activities.

Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Other Response Agency

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.

Initials: _____ Date: _____

29.0 GUAM DEPARTMENT OF EDUCATION (GDOE)

ESF 1: Transportation / Support Agency

1. Maintain communications with the EOC and ESF 1 to coordinate bus operations and resources in support of assigned missions related to transportation requirements.

Initials: _____ Date: _____

ESF 2: Communications / Support Agency—GDOE Critical Sites and Shelters

1. Coordinate with ESF 2 to ensure that communications equipment list are maintained and updated quarterly regardless of provider.

Initials: _____ Date: _____

2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF 6 operations and approved communications resource requests.

Initials: _____ Date: _____

3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.

Initials: _____ Date: _____

4. Coordinate the repair of and/or installation of telecommunication infrastructure for GDOE and ESF 6 supporting agencies critical for mass care and sheltering requirements.

Initials: _____ Date: _____

ESF 6: Mass Care / Primary Agency

1. Prepare and manage shelters from Condition 3 to such time following the “All Clear” when all those sheltered can be relocated to temporary alternate housing.

Initials: _____ Date: _____

2. Coordinate with ESF 1 (Transportation) on the rapid deployment of school buses to undertake the transport of students back home in cases where the shelters may need to be opened in the middle of the school day.
Initials: _____ Date: _____
3. Coordinate with ESF 1 on the disposition and use of any Populations with Special Needs (PSN) buses in the DOE inventory.
Initials: _____ Date: _____
4. Return schools to safe and operational conditions to allow classes to resume reasonably within 72 hours.
Initials: _____ Date: _____
5. Maintain and revise as needed the Sheltering Appendix and the Multi-Agency Mass Feeding Appendix of this annex.
Initials: _____ Date: _____
6. Recruit and train personnel to adequately staff and operate ESF 6 during activation, with a priority to tasks in the Preparation and Response phases of emergency events.
Initials: _____ Date: _____
7. Maintain a roster of ESF 6 trained personnel.
Initials: _____ Date: _____
8. Assist ESF 1 in establishing and sustaining a transportation system to ensure the movement of personnel and resources from the Seaport and Airport to logistical areas such as staging areas, points of distribution (POD), shelters and other key sites for response and recovery operations.
Initials: _____ Date: _____
9. Assist in developing and updating a Fuel Prioritization List to insure the efficient and adequate allocation and fuel to ESF 6 open shelter, other critical facilities and equipment.
Initials: _____ Date: _____
10. Assign the necessary staff with technical expertise to the fielding of a Human Services Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Human Services Branch Director. The assigned emphasis for DOE is shelter facility and management issues.
Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Other Response Agency

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.

Initials: _____ Date: _____

30.0 GUAM DEPARTMENT OF EDUCATION (GDOE)—SCHOOL RESOURCE OFFICERS (SRO)**ESF13: Public Safety and Security / Support Agency**

1. Assist ESF 13 in planning for and providing security resources to agency facilities, equipment or emergency generators.

Initials: _____ Date: _____

31.0 GUAM DEPARTMENT OF REVENUE AND TAXATION**ESF 5: Emergency Management / Support Agency**

1. As required, assign personnel to the EOC to assist with Finance and Administration Section functions and activities;

Initials: _____ Date: _____

2. Provide technical and specialty support and coordination regarding the specific responsibilities of the Comptroller and financial matters in general.

Initials: _____ Date: _____

ESF 7: Resource Support / Support Agency

1. Maintain continuous communications with the EOC and ESF 7 to coordinate and assist in completing assigned missions.

Initials: _____ Date: _____

2. As required, assign personnel to the EOC to assist with ESF 7 functions and activities.

Initials: _____ Date: _____

ESF 14: Long-Term Community Recovery / Support Agency

1. Provide technical and specialty support and coordination regarding the specific responsibilities of the Comptroller and financial matters in general.

Initials: _____ Date: _____

32.0 GUAM DEPARTMENT OF REVENUE AND TAXATION (OFFICERS)**ESF13: Public Safety and Security / Support Agency**

1. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.
Initials: _____ Date: _____
2. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.
Initials: _____ Date: _____
3. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.
Initials: _____ Date: _____
4. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.
Initials: _____ Date: _____

33.0 GUAM DEPARTMENT OF YOUTH AFFAIRS (DYA)**ESF13: Public Safety and Security / Support Agency**

1. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions, as well as provide periodic updates regarding facility status or unmet needs during the disaster or incident.
Initials: _____ Date: _____
2. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.
Initials: _____ Date: _____
3. Coordinate any augmentation of security required by an incident or disaster impact at the Youth Correctional Facility (YCF) in Mangilao and Cottage Homes (CH) in Talofofo.
Initials: _____ Date: _____
4. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event, or any response driven actions at the agency's facilities.
Initials: _____ Date: _____
5. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.
Initials: _____ Date: _____

6. Review as necessary each support agency's automated or manual listing of emergency contacts.
Initials: _____ Date: _____
7. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare to provide security to agency facilities, equipment or emergency generators, especially for those facility designated as shelters.
Initials: _____ Date: _____
8. Coordinate with Guam Waterworks Authority, Guam Power Authority and ESF 2 in fulfilling the agency's response missions and objectives to ensure the safety and security of the clients in their charge.
Initials: _____ Date: _____

34.0 GUAM ECONOMIC DEVELOPMENT AND COMMERCE AUTHORITY (GEDA)

ESF 5: Emergency Management / Support Agency

1. As required, assign personnel to the EOC to assist with Finance and Administration Section functions and activities;
Initials: _____ Date: _____
2. Provide technical and specialty support and coordination relating to employment opportunities and economic growth to ensure that Guam is able to transition effectively to a post-disaster economy.
Initials: _____ Date: _____
3. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The assigned emphasis for GEDA is commercial and private sector facilities.
Initials: _____ Date: _____

ESF 14: Long-Term Community Recovery / Support Agency

1. Provides economic and community development and cultural enhancement throughout the island, and administers programs that assist businesses, communities and people.
Initials: _____ Date: _____

2. GEDA's Infrastructure Finance Authority Board administers territory and federal programs that provide funding to assist communities working toward long-term recovery following a disaster that impacts Guam business continuity, and communities' ability to provide the necessary infrastructure to comply with the federal and territorial economic redevelopment efforts.
Initials: _____ Date: _____
3. Provide technical and specialty support and coordination relating to employment opportunities and economic growth to ensure that Guam is able to transition effectively to a post-disaster economy.
Initials: _____ Date: _____
4. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Team that will be responsible for identifying commercial and private sector facilities that could be a part of the long-term recovery process.
Initials: _____ Date: _____

35.0 GUAM ENVIRONMENTAL PROTECTION AGENCY (GEPA)

ESF 3: Public Works and Engineering / Support Agency

1. Maintain communications with ESF 3 to coordinate debris management operations and resources in support of assigned missions related to debris management.
Initials: _____ Date: _____
2. Provide all available and obtainable public works and engineering resources for the support for the ESF 3 missions.
Initials: _____ Date: _____
3. Provide environmental and debris management technical and specialty support and coordination.
Initials: _____ Date: _____
4. Participate in the Debris Task Force (DTF) with other designated agencies to coordinate debris clearance activities and prioritize resources.
Initials: _____ Date: _____

5. Coordinate with GHS/OCD and other partner agencies, to identify properties for permitted temporary transition sites for the storage and reduction of disaster debris as well as sites for the permanent disposition of all categories of disaster debris. Identified land should be cleared for use by all applicable agencies, approved by appropriate government officials, and secured by land use agreements.

Initials: _____ Date: _____

6. At the direction of the DTF, GEPA will stand-up designated debris transition sites and ensure personnel are available for oversight of these areas.

Initials: _____ Date: _____

7. Test water quality through disaster period to provide any indications of environmental damage or determine the extent of contamination, if any.

Initials: _____ Date: _____

8. Assign the necessary staff with technical expertise to the fielding of an Emergency Services Branch Preliminary Damage Assessment (PDA) Team that will be responsible for coordinating and completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Emergency Services Branch Director. The assigned emphasis for GEPA is its facilities damages and assists in assessment of water, sewer, fuel storage, solid waste and power facilities.

Initials: _____ Date: _____

ESF 4: Firefighting / Support Agency

1. Maintain communications with ESF 3 to coordinate any hazardous materials issues as they relate to urban, wildland, or other fires.

Initials: _____ Date: _____

2. Provide all available and obtainable resources for the support for the ESF 4 missions.

Initials: _____ Date: _____

3. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The assigned emphasis for GEPA is environmental issues and requirements.

Initials: _____ Date: _____

ESF 10: Oil and Hazardous Material Response / Co-Lead Agency

1. Assist GFD to coordinate all ESF 10 administrative, management, planning, training, preparedness, response, and recovery activities.
Initials: _____ Date: _____
2. Assign GEPA personnel to the ESF 10 duty schedule in the EOC.
Initials: _____ Date: _____
3. Assist in the activation of the GEPA Command Post and maintain continuous communications between the two locations.
Initials: _____ Date: _____
4. Initiate and perform the notification procedures described in Appendix X, II.C.
Initials: _____ Date: _____
5. Assist GFD in facilitating the meetings and efforts of ESF 10 with other designated agencies to address any HazMat response issues.
Initials: _____ Date: _____
6. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for environmental testing, HazMat abatement resources and equipment.
Initials: _____ Date: _____
7. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.
Initials: _____ Date: _____
8. Maintain contact with the USCG NRC and federal EPA.
Initials: _____ Date: _____
9. Maintain appropriate records of work schedules and costs incurred by ESF 10 agencies during an event.
Initials: _____ Date: _____
10. Assign the necessary staff with technical expertise to coordinate and field an Emergency Services Branch Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Branch through the Emergency Services Branch Director. The assigned emphasis for GEPA is its facilities damages and assists in assessment of water, sewer, fuel storage, solid waste and power facilities.
Initials: _____ Date: _____

36.0 GUAM FIRE DEPARTMENT (GFD)**ESF 2: Communications / Support Agency**

1. Coordinate with ESF 2/COML/COMT to ensure that communications equipment lists are maintained and updated quarterly.
Initials: _____ Date: _____
2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF 2 operations and approved communications resource requests.
Initials: _____ Date: _____
3. Review established ICS 205, Incident Communications Plan to ensure it is adequate for incident and ensure all concerned understand and comply.
Initials: _____ Date: _____
4. Coordinate with COML and COMT on the status of the Government of Guam Public Safety Communications System.
Initials: _____ Date: _____
5. Coordinate with E911 Supervisors to ensure CentraCom equipment status is updated and repaired immediately with the coordination by and between GFD and GSA to ensure emergency procurement guidelines are adhered to meeting life safety guidelines.
Initials: _____ Date: _____

ESF 4: Firefighting / Primary Agency—Urban

1. The Guam Fire Department is the primary agency in ESF 4 for urban responses. As the primary agency, it coordinates with the support agencies in directing fire fighting resources and response activities.
Initials: _____ Date: _____
2. Provide technical and specialty support and coordination relating to the suppression/neutralization of urban, wild land (in participation with DOAg) or other fires, the potential behaviors they may exhibit, or their expected impacts to the populations and property of Guam.
Initials: _____ Date: _____

3. Assign the necessary staff with technical expertise to the fielding of an Emergency Services Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Emergency Services Branch Director. The assigned emphasis for GFD is Emergency Medical Services (EMS), and fire and structure response.
Initials: _____ Date: _____
4. Maintain a Fuel Prioritization List to ensure the steady supply of fuel to all fire suppression equipment and key GFD facilities pre and post event.
Initials: _____ Date: _____
5. During Aviation Incident Accident Response operations:
- a. Assume the role of Incident Commander for off airport incidences.
Initials: _____ Date: _____
- i. In the case of military aircraft, GFD is the initial incident commander until the appropriate military agency arrives on scene and is prepared to lead the response efforts as IC.
Initials: _____ Date: _____
- ii. In ocean or coastal waters, GFD is the initial incident commander until the U.S. Coast Guard (USCG) arrives on scene and is prepared to lead the response efforts as IC.
Initials: _____ Date: _____
- iii. For commercial aircraft, the GFD remains the incident commander throughout the operation.
Initials: _____ Date: _____
- b. The Guam Fire Department is responsible for the following activities when responding to aviation incidents and accidents:
Initials: _____ Date: _____
- i. Establishing incident command, either throughout event or initially until appropriate agency can assume command of the situation.
Initials: _____ Date: _____
- ii. Providing fire suppression and HAZMAT response.
Initials: _____ Date: _____
- iii. Search and rescue (SAR) operations (see ESF 9).
Initials: _____ Date: _____
- iv. Medical triage, on-site stabilization and transport
Initials: _____ Date: _____

ESF 4: Firefighting / Co-Lead Agency—Wildland

1. As a preparedness and mitigation measure to minimize the likelihood of wildland fires:
 - a. Conduct fire prevention programs in island schools;
Initials: _____ Date: _____
 - b. Provide standby burning service;
Initials: _____ Date: _____
 - c. Establish firebreaks in Government of Guam conservation reserves;
Initials: _____ Date: _____
 - d. Control burning operations of forestation sites; and
Initials: _____ Date: _____
 - e. Establish greenbelts and vegetative firebreaks.
Initials: _____ Date: _____
2. Maintain communications with the EOC and ESF 4 to coordinate wildland fire issues and requirements.
Initials: _____ Date: _____
3. Provide all available and obtainable equipment and resources for the support for the ESF 3 missions.
Initials: _____ Date: _____
4. Provide wildland fire technical, specialty support and coordination.
Initials: _____ Date: _____
5. Assist in developing and updating the Fuel Prioritization List to ensure the steady supply of fuel to all fire suppression equipment and key facilities pre and post event.
Initials: _____ Date: _____

ESF 6: Mass Care / Support Agency

1. Assist with the provision of Emergency Medical Services (EMS) units to assist with transportation of those requiring special medical assistance.
Initials: _____ Date: _____

ESF 8: Public Health and Medical Services / Support Agency

1. Coordinate the provision of Emergency Medical Services (EMS) units to assist with transportation of those requiring special medical assistance.
Initials: _____ Date: _____

ESF 9: Search and Rescue / Primary Agency

1. Coordinate all ESF 9 administrative, management, planning, training, preparedness, response, and recovery activities.
Initials: _____ Date: _____
2. Assign GFD personnel to the ESF 9 duty schedule in the EOC.
Initials: _____ Date: _____
3. Initiate and perform the notification procedures described in Appendix IX, II.C.
Initials: _____ Date: _____
4. Participate in meetings and efforts of ESF 9 with other designated agencies to address any public health, medical, mass casualty and crisis counseling issues.
Initials: _____ Date: _____
5. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for SAR related services and equipment.
Initials: _____ Date: _____
6. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.
Initials: _____ Date: _____
7. Maintain appropriate records of work schedules and costs incurred by ESF 9 agencies during an event.
Initials: _____ Date: _____
8. Assume the role as Incident Commander (IC) for incident/accidents involving commercial aircraft not in GIAA area of operations (AO), on federal property, or in coastal waters.
Initials: _____ Date: _____
9. Provide required/requested assistance to the GIAA, JRM-Guam, and the USCG in support of their search and rescue operations conducted on scene at an aviation incident or accident.
Initials: _____ Date: _____

ESF 10: Oil and Hazardous Material Response / Primary Agency

1. Upon notification of a possible incident involving hazardous materials, establish an ICP and delegate an IC to manage on-site operations.
Initials: _____ Date: _____
2. Assess the situation local to determine if the management of the incident should be turned over to GEPA.
Initials: _____ Date: _____
3. Assist GEPA in the Coordination all ESF 10 administrative, management, planning, training, preparedness, response, and recovery activities.
Initials: _____ Date: _____
4. Assign GFD personnel to the ESF 10 duty schedule in the EOC.
Initials: _____ Date: _____
5. Initiate and perform the notification procedures described in Appendix X, II.C.
Initials: _____ Date: _____
6. Participate in meetings and efforts of ESF 10 with other designated agencies to address any hazardous materials response and abatement measures.
Initials: _____ Date: _____
7. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for HazMat response related services and equipment.
Initials: _____ Date: _____
8. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.
Initials: _____ Date: _____
9. Maintain appropriate records of work schedules and costs incurred by ESF 10 agencies during an event.
Initials: _____ Date: _____

ESF13: Public Safety and Security / Other Response Agency

1. Coordinate with ESF 13, as required, to support alert and notification procedures associated with conducting evacuations in threat vulnerable areas.
Initials: _____ Date: _____

37.0 GFD E911**ESF 2: Communications / Support Agency**

1. Coordinate with ESF 2/COML/COMT to ensure that communications equipment lists are maintained and updated quarterly.
Initials: _____ Date: _____
2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF 2 operations and approved communications resource requests.
Initials: _____ Date: _____
3. Review established ICS 205, Incident Communications Plan to ensure it is adequate for incident and ensure all concerned understand and comply.
Initials: _____ Date: _____
4. Coordinate with COML and COMT on the status of the Government of Guam Public Safety Communications System.
Initials: _____ Date: _____
5. Coordinate with E911 Supervisors to ensure CentraCom equipment status is updated and repaired immediately with the coordination by and between GFD and GSA to ensure emergency procurement guidelines are adhered to meeting life safety guidelines.
Initials: _____ Date: _____

38.0 GUAM POLICE DEPARTMENT (GPD)**ESF13: Public Safety and Security / Primary Agency**

1. As primary, coordinates with GHS/OCD on ESF 13 administrative, management, planning, preparedness, response, and recovery activities.
Initials: _____ Date: _____
2. Assign GPD personnel to the ESF 13 duty schedule in the EOC.
Initials: _____ Date: _____
3. Initiate and perform the notification procedures described in Appendix XIII, III.C.
Initials: _____ Date: _____
4. Facilitate the meetings and efforts of ESF 13 with other designated agencies to address any power generation, transmission or restoration issues.
Initials: _____ Date: _____

5. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for any unmet needs of resources and equipment.
Initials: _____ Date: _____
6. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery efforts.
Initials: _____ Date: _____
7. Maintain appropriate records of work schedules and costs incurred by ESF 13 agencies during an event.
Initials: _____ Date: _____
8. Assign the necessary staff with technical expertise to coordinate and field an Emergency Services Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Emergency Services Section Chief. The assigned emphasis for GPD is safety and security, as well as traffic management issues.
Initials: _____ Date: _____

39.0 GUAM HOMELAND SECURITY/OFFICE OF CIVIL DEFENSE (GHS/OCD)

ESF 1: Transportation / Support Agency

1. Assign GHS/OCD personnel to the Infrastructure Branch duty schedule in the Emergency Operations Center.
Initials: _____ Date: _____
2. Provide all available and obtainable transportation resources for the support of ESF 1 missions. The GHS/OCD will coordinate with ESF 1 for the acquisition of transportation resources from intrastate/interstate mutual-aid, compact agreements and FEMA.
Initials: _____ Date: _____

ESF 2: Communications / Primary Agency

1. GTA will serve as the primary agency for ESF 2 and as such will coordinate all activities, as well as manage ESF 2 activities with the other components of the EOC ESF Team.
Initials: _____ Date: _____
2. Coordinate all ESF 2 administrative, management, planning, training, preparedness, response, recovery, and protection activities.
Initials: _____ Date: _____
3. Assign GTA, GHS/OCD, COML and COMT personnel to the ESF 2 duty schedule in the EOC.
Initials: _____ Date: _____

4. Initiate and perform the notification procedures described in Appendix I, II.C.
Initials: _____ Date: _____
5. Facilitate the meetings and efforts of ESF 2 with other designated agencies to address any power generation, transmission or restoration issues.
Initials: _____ Date: _____
6. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for any unmet needs of resources and equipment.
Initials: _____ Date: _____
7. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery efforts.
Initials: _____ Date: _____
8. Maintain appropriate records of work schedules and costs incurred by ESF 2 agencies during an event.
Initials: _____ Date: _____
9. When deemed necessary by the GHS/OCD, assist in the implementation of the emergency notification system (EAS) to provide warning to the public in response to an approaching threat.
Initials: _____ Date: _____
10. Develop and promulgate information collection guidelines and procedures to enhance assessment, allocation, and reallocation of telecommunications industry assets.
Initials: _____ Date: _____
11. Evaluate and task the communication support requests for impacted areas. Coordinate access into the impacted areas(s) for restoration and recovery actions of the communications industry personnel.
Initials: _____ Date: _____
12. Generate in a timely manner, information to be included in EOC briefings, situation reports, action plans, internal and external Government of Guam agency management and/or communications industry reports.
Initials: _____ Date: _____
13. Assign and schedule sufficient personnel to cover an activation of the Territory EOC for an extended period of time.
Initials: _____ Date: _____

14. Prepare and process reports using established procedures, focusing specific attention to the production of after-action reports.
Initials: _____ Date: _____
15. Maintain appropriate records of work schedules and costs incurred by ESF 2 agencies (COML, COMT and BIT) during an event.
Initials: _____ Date: _____
16. Maintain appropriate tracking records of deployed communications equipment coordination through ESF 2, COML and COMT during event for billing and equipment retrieval. Utilization of ICS Form 214, Activity Log is highly encouraged to maintain tracking records.
Initials: _____ Date: _____
17. Coordinate with ESF2/COML/COMT to ensure that communications equipment lists are maintained and updated on a regular basis.
Initials: _____ Date: _____
18. Ensure that the EOC Emergency Management system is functioning and available to track communications equipment resource requests.
Initials: _____ Date: _____
19. Coordinate any communications resource requirements with ESF 2 to ensure the JIC is fully functional during entire disaster /emergency period.
Initials: _____ Date: _____
20. Coordinate with Department of Youth Affairs (DYA) to assist them in fulfilling their response missions and objectives to ensure the safety and security of the clients in their charge.
Initials: _____ Date: _____

ESF 3: Public Works and Engineering / Other Support Agency

1. Assign GHS/OCD personnel to the Infrastructure Branch duty schedule in the EOC.
Initials: _____ Date: _____
2. Participate in the planning processes of the DTF with other designated agencies to coordinate debris clearance activities and prioritize resources.
Initials: _____ Date: _____

ESF 4: Firefighting / Support Agency

1. Shall coordinate their efforts with their perspective ESF's through the EOC/Duty Officer as requested by ESF 4.
Initials: _____ Date: _____

ESF 5: Emergency Management / Primary Agency

1. Coordinate all EOC ESF Team administrative, management, planning, training, preparedness, response, and recovery activities.
Initials: _____ Date: _____
2. During activations, assign GHS/OCD personnel to the EOC duty schedule for the entirety of the incident or emergency.
Initials: _____ Date: _____
3. Install, maintain and test periodically all communications and computer systems in the EOC, and JIC, as well as any assets deployed to the field.
Initials: _____ Date: _____
4. Use the mission assignment (MA) process in providing, allocating and tasking all available and obtainable resources employed in support of all EOC ESF Team missions.
Initials: _____ Date: _____
5. Provide technical and specialty support and coordination relating to the National Incident Management Systems (NIMS), the National Response Framework (NRF), the Stafford Act and all other emergency management related plans policies and processes.
Initials: _____ Date: _____
6. Facilitate coordination meetings among the EOC ESF Team members to ensure that senior leaders' intents and priorities, the operational tempo, and situational awareness are maintained throughout all phases of an incident or disaster response.
Initials: _____ Date: _____
7. Maintain continuous communications and information flow between the EOC and the JIC, the 911 Dispatch Centers, the FEMA Area Field Office (AFO)/Region IX RRCC, deployed incident command posts, the Joint Field Office if deployed, ESF agency off-site command posts, the Joint Operation Center (JOC) and the Mayor's Offices/EOCs.
Initials: _____ Date: _____
8. Maintain continuous communications between the EOC and NAWAS, the JTFO, PTWC, the Guam National Weather Service Office, Guam EAS.
Initials: _____ Date: _____
9. Coordinates with GPD to maintain 24-hour security of the EOC and adjoining buildings/area to limit access and protect on-site located assets.
Initials: _____ Date: _____

10. If requested or required, provide offices and communications capability, if available, to any agencies or organizations to customarily assign a dedicated position in or around the EOC.
Initials: _____ Date: _____
11. Support the deployment of any assets to the Joint Field Office, Recovery Centers, or any other ad-hoc off-site operations required by the disaster response.
Initials: _____ Date: _____
12. Pre-identify locations and structures that can serve as alternate EOCs, Points of Distribution (POD), staging areas, JFOs, command posts, Recovery Centers and other field operations, and if possible prepare them for their eventual role in their assigned capacities.
Initials: _____ Date: _____
13. Act as the primary agency and assume those responsibilities for:
- a. ESF 5 (Emergency Management); and
Initials: _____ Date: _____
- b. ESF 15 (External Affairs).
Initials: _____ Date: _____
14. Participate in the updating and other coordination activities for:
- a. ESF 3 - Debris Task Force (DTF);
Initials: _____ Date: _____
- b. ESF 12 - Power Restoration Task Force (PRTF); and
Initials: _____ Date: _____
- c. ESF 1, ESF 2, ESF 3, ESF 4, ESF 6, ESF 7, ESF 8, ESF 12, ESF 13 and ESF 16 - Fuel Prioritization List.
Initials: _____ Date: _____

ESF 6: Mass Care / Primary Agency

1. Coordinate all requests for assistance, materials and supplies made by the Department of Education, Mayors' Council of Guam and response agencies at the EOC.
Initials: _____ Date: _____
2. Coordinate with FEMA to assist in the pre-identification, establishment and demobilization of federal and Territory of Guam staging areas, and points of distribution (POD) for the provision of human needs materiel, as well as supplies for other response and recovery efforts.
Initials: _____ Date: _____

3. Human Services Branch shall during activation:
 - a. Facilitate the formation of the Guam VOAD.
Initials: _____ Date: _____
 - b. Coordinate all Guam VOAD requests and missions.
Initials: _____ Date: _____
 - c. Activate plans for the identification of collection and distribution centers and the phone bank.
Initials: _____ Date: _____
4. Preliminary Damage Assessment (PDA) Teams
 - a. Coordinate the initial operations, procedures, and priorities of all Preliminary Damage Assessment (PDA) Teams, including those of the Human Services Branch.
Initials: _____ Date: _____
 - b. Consolidate all preliminary damage reports, including those from the Human Services Section, into a single document.
Initials: _____ Date: _____
 - c. Ensure that Human Services reports and information about sheltering, mass feeding, long-term housing and other human needs issues are communicated to FEMA for the initiation of the federal response and recovery effort.
Initials: _____ Date: _____
5. In conjunction with GHS/OCD, ESF 8 (Public Health and Medical Services) and federal ESF 8 coordinate the use and preparation of a hardened facility to receive the Hawaii DMAT, Incident Support Team (IST), and Incident Response Coordination Team (IRCT).
Initials: _____ Date: _____

ESF 7: Resource Support / Support Agency

1. Maintain continuous communications with the EOC and ESF 7 to coordinate and assist in completing assigned missions.
Initials: _____ Date: _____
2. As required, assign personnel to the EOC to assist with ESF 7 functions and activities.
Initials: _____ Date: _____

ESF 9: Search and Rescue / Support Agency

1. Provide support and coordination to GFD and federal efforts in their conduct of urban, non-urban and water search and rescue operations.
Initials: _____ Date: _____

ESF 12: Energy / Support Agency

1. Participate in the PRTF.
Initials: _____ Date: _____
2. In accordance with GSA, DPW, GPA, GWA, ESF 6, ESF 8, ESF 16, ESF 17 and federal ESF 7 develop and update the Fuel Prioritization List.
Initials: _____ Date: _____
3. Provide an Infrastructure Branch Director to guide and manage the activities of ESF 12 in concert with other ESFs in that branch.
Initials: _____ Date: _____
4. Provide logistical, administrative and other support to off-island personnel and equipment during their deployment to Guam during the response and recovery portions of the disaster or incident.
Initials: _____ Date: _____
5. In accordance with GSA, coordinate the overall allocation of fuel with other ESFs to establish supplies; refuel capabilities and requirements; storage and transportation assets; and location and specific demands of critical facilities and equipment requiring resupply.
Initials: _____ Date: _____
6. Assist ESF 12 to coordinate with other ESFs during the conduct of preparedness, response recovery and mitigation efforts.
Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Other Response Agency

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.
Initials: _____ Date: _____

ESF 14: Long-Term Community Recovery / Primary Agency

1. Coordinate all Long-Term Community Recovery administrative, management, planning, training and outreach.
Initials: _____ Date: _____
2. Act as the primary agency and assume those responsibilities for:
 - a. ESF 5 (Emergency Management);
Initials: _____ Date: _____

b. ESF 14 (Long Term Community Recovery); and
Initials: _____ Date: _____

c. ESF 15 (External Affairs).
Initials: _____ Date: _____

ESF 15: External Affairs / Primary Agency

1. Coordinate all ESF 15 administrative, management, planning, training, preparedness, response, and recovery activities.
Initials: _____ Date: _____
2. Initiate and perform the notification procedures described in Appendix XV, II.C.
Initials: _____ Date: _____
3. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 15.
Initials: _____ Date: _____
4. Facilitate the meetings and efforts of ESF 15 with other designated agencies to address any public information issues and concerns, as needed.
Initials: _____ Date: _____
5. As needed, coordinate with ESF 7 to establish, as required, emergency procurement accounts for any unmet needs of resources and equipment.
Initials: _____ Date: _____
6. Maintain appropriate records of work schedules and costs incurred in support of ESF 15 response and recovery operations during an event.
Initials: _____ Date: _____
7. Provide continuous information flow and coordination between the TCO/EOC Director and the JIC to ensure a clear, concise and unified message to the media, legislators and the public alike.
Initials: _____ Date: _____
8. Provide continuous information flow and coordination between the Operations and the Planning Sections, as well as the activated ESFs and the JIC to ensure that situational awareness of the incident or disaster is maintained, so that the EOC presents a clear, concise and unified message to the media, legislators and the public alike.
Initials: _____ Date: _____
9. Coordinate the generation of public service announcements (PSA) or other public advisories regarding:
 - a. The issuance of Emergency Declaration from the Governor's Office;
Initials: _____ Date: _____

- b. Special weather and natural hazard related advisories or warnings requiring a special alert or instructions to the public;
Initials: _____ Date: _____
- c. Special technologically induced or manmade hazards/incident advisories or warnings requiring a special alert or instructions to the public;
Initials: _____ Date: _____
- d. Evacuation Orders or other protective actions to be heeded by the general public;
Initials: _____ Date: _____
- e. A Presidential Disaster Declaration from the federal government regarding an incident or disaster;
Initials: _____ Date: _____
- f. Other special declarations, orders or decisions that may have importance to the public and private sectors;
Initials: _____ Date: _____
- g. Information regarding the closure and reopening of Government of Guam and local government offices or other organizations and functions;
Initials: _____ Date: _____
- h. Situational information regarding hazards, response or recovery efforts and activities;
Initials: _____ Date: _____
- i. Public outreach efforts and other attempts to communicate with the public and private sectors relative to an incident or disaster; and
Initials: _____ Date: _____
- j. Locations of any Government of Guam or federal operations (e.g., recovery centers, etc.) that concern the public relative to the response or recovery effort.
Initials: _____ Date: _____
- k. Efforts or information relative to long-term reconstruction efforts within vulnerable/impacted communities; and
Initials: _____ Date: _____
- l. Notices to the communities regarding any local special meetings or other activities requiring public participation, input and involvement.
Initials: _____ Date: _____

ESF 16: Military Support to Civil Authorities / Support Agency

1. Coordinate all EOC ESF Team administrative, management, planning, training, preparedness, response, and recovery activities.
Initials: _____ Date: _____
2. During activations, assign GHS/OCD personnel to the EOC duty schedule for the entirety of the incident or emergency.
Initials: _____ Date: _____
3. Install, maintain and test periodically all communications and computer systems in the EOC, and JIC, as well as any assets deployed to the field.
Initials: _____ Date: _____
4. Use the mission assignment (MA) process in tasking ESF 16 to provide resources and/or support to another ESF in support of all EOC ESF Team activities related to an activation or event.
Initials: _____ Date: _____
5. Provide technical and specialty support and coordination relating to the National Incident Management Systems (NIMS), the National Response Framework (NRF), the Stafford Act and all other emergency management related plans policies and processes.
Initials: _____ Date: _____
6. Facilitate coordination meetings between ESF 16 and other EOC ESF Team members to ensure that senior leaders' intents and priorities, the operational tempo, and situational awareness are maintained throughout all phases of an incident or disaster response.
Initials: _____ Date: _____
7. Maintain continuous communications and information flow between the EOC and the Joint Operations Center (JOC), the Joint Information Center (JIC), deployed incident command posts, the Joint Field Office (JFO) if deployed.
Initials: _____ Date: _____
8. Support the deployment of any assets to the Joint Field Office, Recovery Centers, or any other ad-hoc off-site operations required by the disaster response for which ESF 16 must participate.
Initials: _____ Date: _____

40.0 GUAM HOTEL AND RESTAURANT ASSOCIATION (GHRA)**ESF 3: Public Works and Engineering / Support Agency**

1. Maintain communications with ESF 3 to coordinate public works and engineering issues in support of assigned missions.
Initials: _____ Date: _____

ESF 6: Mass Care / Other Response Agency

1. Maintain communications with ESF 6 and the GVB to coordinate evacuation, mass care or other operations in support of any tourism and resort-related requirements.
Initials: _____ Date: _____
2. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request.
Initials: _____ Date: _____
3. Activate and operate the offsite GHRA command post located at a pre-designated hotel as required or directed by the EOC.
Initials: _____ Date: _____
4. Report the status of hotels and resort facilities, as well as any unmet needs to GVB and ESF 6 during the activation, or as requested by the EOC ESF Team.
Initials: _____ Date: _____
5. Maintain appropriate records of work schedules and costs incurred in support of the EOC response and recovery operations during an event.
Initials: _____ Date: _____
6. Assist in the updating of any priority list or other planning efforts required by the EOC to prepare for its missions.
Initials: _____ Date: _____

41.0 GUAM HOUSING & URBAN RENEWAL AUTHORITY (GHURA)**ESF 6: Mass Care / Support Agency**

1. Assist the DOE and MCOG in the relocation of those people in shelters from schools facilities to temporary housing following the event.
Initials: _____ Date: _____
2. Assist in identifying alternate temporary housing that can be used for those requiring long-term accommodations.
Initials: _____ Date: _____
3. Establish placement procedures to relocate those requiring short or long-term accommodations.
Initials: _____ Date: _____

4. Assign the necessary staff with technical expertise to the fielding of a Human Services Section PDA Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Human Services Branch Director. The assigned emphasis for GHURA is the entire housing stock.

Initials: _____ Date: _____

ESF 14: Long-Term Community Recovery / Support Agency

1. Provides financial and program support to create and preserve opportunities for quality, affordable housing and supportive services for moderate, low, and very-low income households.

Initials: _____ Date: _____

2. The GHURA can assist in locating vacancies in housing following a disaster where housing is an issue. GHURA can provide financing programs and certain grant funds relevant to housing during a long-term recovery process.

Initials: _____ Date: _____

42.0 GUAM HOUSING CORPORATION (GHC)

ESF 6: Mass Care / Support Agency

1. Coordinate with GHURA on the availability of private and public housing stock available for use as short or long term housing for displaced disaster populations.

Initials: _____ Date: _____

43.0 GUAM INTERNATIONAL AIRPORT AUTHORITY (GIAA)

ESF 1: Transportation / Support Agency

1. Assign GIAA personnel to the Emergency Support Function 1 duty schedule in the EOC during activation.

Initials: _____ Date: _____

2. Activate and staff the Emergency Communication Center (ECC) for the duration of any event in support of pre, during and post-emergency operations. Coordinate for all available and obtainable air transportation and communications resources for the support of ESF 1 missions.

Initials: _____ Date: _____

3. Provide airport and aviation related technical and specialty support and coordination in concert with emergency response and recovery activities in the EOC.

Initials: _____ Date: _____

4. If needed, coordinate with ESF 7 to coordinate the needed use agreements to establish a federal staging area at the A.B. Won Pat International Airport.
Initials: _____ Date: _____
5. Coordinate with the EOC and other ESFs in securing the needed resources to conduct emergency operations at the A.B. Won Pat International Airport.
Initials: _____ Date: _____
6. Coordinate any post event impact assessments of the airport and facilities and report findings to the EOC.
Initials: _____ Date: _____
7. Act as the liaison between the EOC and private air carriers in addition to all other appropriate GIAA tenant stakeholders in planning for and implementing emergency response and recovery activities.
Initials: _____ Date: _____
8. Act as the liaison between the EOC and the Federal Aviation Administration (FAA) and other federal organizations as required or warranted. in coordinating federal and Government of Guam activities during an emergency event.
Initials: _____ Date: _____
9. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Response Branch Director. The assigned emphasis for GIAA is the A.B. Won Pat International Airport properties and associated facilities.
Initials: _____ Date: _____
10. Assist in establishing and sustaining a transportation system to ensure the movement of personnel and resources from the Seaport and Airport to logistical areas such as staging areas, points of distribution (POD), shelters and other key sites for response and recovery operations.
Initials: _____ Date: _____
11. Assist in developing and updating a Fuel Prioritization List to insure the efficient and adequate allocation and fuel to ESF 1 critical facilities and equipment.
Initials: _____ Date: _____

ESF 2: Communications / Support Agency

1. Coordinate with ESF2 to ensure that communications equipment list is maintained and updated quarterly.
Initials: _____ Date: _____
2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF 2 operations and approved communications resource requests.
Initials: _____ Date: _____
3. Coordinate with ESF2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
Initials: _____ Date: _____
4. Coordinate the repair of and/or installation of telecommunication infrastructure for local government and federal agencies located within GIAA.
Initials: _____ Date: _____

ESF 3: Public Works and Engineering / Support Agency

1. Maintain communications with ESF 3 to coordinate public works and engineering issues in support of assigned missions related to engineering and public works requirements.
Initials: _____ Date: _____
2. Provide all available and obtainable public works and engineering resources for the support of Emergency Support Function 3 missions.
Initials: _____ Date: _____
3. Participate in the planning processes of the DTF with other designated agencies to coordinate debris clearance activities and prioritize resources.
Initials: _____ Date: _____
4. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The assigned emphasis for GIAA is the international airport and its associated facilities.
Initials: _____ Date: _____

ESF 6: Mass Care / Other Response Agency

1. Coordinate with ESF 6 to ensure that any human needs issues for airline passengers stranded at the airport facilities and evacuating tourists are addressed, as necessary.

Initials: _____ Date: _____

44.0 GUAM INTERNATIONAL AIRPORT AUTHORITY (GIAA) POLICE**ESF13: Public Safety and Security / Support Agency**

1. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.

Initials: _____ Date: _____

2. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.

Initials: _____ Date: _____

3. Maintain and provide to ESF 13 appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.

Initials: _____ Date: _____

4. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.

Initials: _____ Date: _____

45.0 GUAM MEMORIAL HOSPITAL AUTHORITY (GMHA)**ESF 2: Communications / Support Agency**

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.

Initials: _____ Date: _____

2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.

Initials: _____ Date: _____

3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.

Initials: _____ Date: _____

4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.

Initials: _____ Date: _____

ESF 8: Public Health and Medical Services / Primary Agency

1. Assist DPHSS to coordinate all ESF 8 administrative, management, planning, training, preparedness, response, and recovery activities.

Initials: _____ Date: _____

2. Assign GMHA personnel to the ESF 8 duty schedule in the EOC.

Initials: _____ Date: _____

3. GMHA is one of the primary Government of Guam agencies responsible for overall public health and medical services in the EOC.

Initials: _____ Date: _____

4. GMHA and DPHSS are the primary Government of Guam agencies responsible for the managerial and financial aspects of the disaster response.

Initials: _____ Date: _____

5. Participate in meetings and efforts of ESF 8 with other designated agencies to address any public health, medical, mass casualty and behavioral crisis counseling issues.

Initials: _____ Date: _____

6. Assist DPHSS to coordinate with ESF 7 in establishing, as required, emergency procurement accounts for health and medical services and equipment.

Initials: _____ Date: _____

7. Coordinate with local hospitals to notify/alert medical staff identified for possible recall.

Initials: _____ Date: _____

8. Utilize ESAR-VHP to determine availability of local and regional resources and deploy personnel to ACFs as needed.

Initials: _____ Date: _____

9. Depending on the severity of the incident or disaster, GMHA will coordinate the transfer of non-critical patients to ACFs to create capacity for the influx of casualties.

Initials: _____ Date: _____

10. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.

Initials: _____ Date: _____

11. Provide all available and obtainable health and medical resource support for the ESF 8 mission.
Initials: _____ Date: _____
12. Assist in the development and updating of the Fuel Prioritization List to establish resupply requirements and maintenance services for the hospitals, and any other key medical/health facilities with emergency generators.
Initials: _____ Date: _____
13. Assist DPHSS in maintaining appropriate records of work schedules and costs incurred by ESF 8 agencies during an event.
Initials: _____ Date: _____

ESF 10: Oil and Hazardous Material Response / Support Agency

1. As required maintain communications with the EOC to assist with ESF 10 functions and activities;
Initials: _____ Date: _____
2. Provide technical and specialty support and coordination relating to the medical implications of exposure to hazardous materials.
Initials: _____ Date: _____

46.0 GUAM NATIONAL GUARD (GUNG)**ESF 2: Communications / Support Agency**

1. Coordinate with ESF 2 to ensure that communications equipment lists are maintained and updated on a regular basis.
Initials: _____ Date: _____
2. On order of The Adjutant General (TAG), provides secure and non-secure communications support to the Governor of Guam and the Guam EOC.
Initials: _____ Date: _____
3. Maintain the Joint Incident Site Communications Capability (JISCC) to support the EOC throughout the entire disaster period. This system facilitates tactical communications interoperability between the Government of Guam, the GUNG and other friendly forces. This system has reach-back capability, and provides voice and data communications via satellite and secured telecommunication equipment.
Initials: _____ Date: _____
4. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF 2 operations and approved communications resource requests.
Initials: _____ Date: _____

5. When fulfilling a mission assignment. ESF support for GUNG must provide a telephone and radio log to ESF 2 desk in the event location of personnel on the field is requested by GHS/EOC Director.

Initials: _____ Date: _____

ESF 3: Public Works and Engineering / Support Agency

1. Maintain communications with ESF 3 to coordinate engineering, provision of non-potable water and debris management operations and resources in support of assigned missions related to engineering and public works requirements.

Initials: _____ Date: _____

2. Provide all available and obtainable public works and engineering resources for the support for the ESF 3 missions.

Initials: _____ Date: _____

3. Participate in the Debris Task Force (DTF) with other designated agencies to coordinate debris clearance activities and prioritize resources.

Initials: _____ Date: _____

4. Pursuant to a tasking from the EOC, be prepared to assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director.

Initials: _____ Date: _____

ESF 6: Mass Care / Support Agency

1. Augment GPD and support any security and traffic direction/control requirements.

Initials: _____ Date: _____

2. Support transportation requirements.

Initials: _____ Date: _____

ESF 9: Search and Rescue / Support Agency

1. Coordinate with, and support ESF 9 in providing assistance for search and rescue operations, as requested or required.

Initials: _____ Date: _____

ESF 10: Oil and Hazardous Material Response / Support Agency

1. As required assign personnel to the EOC to assist with ESF 10 functions and activities;
Initials: _____ Date: _____
2. Provide technical and specialty support and coordination relating to the protection of people and equipment to hazardous materials and environments, and their decontamination after exposure.
Initials: _____ Date: _____
3. At the request of the TCO/EOC Director and the ESF 10 lead agencies cited above, as well as ESF 16 (Military Support of Civilian Authorities) provide the staffing and resources necessary to activate the Mass Casualty Decontamination System (MCDS) in response to a mass exposure/casualty situation.
Initials: _____ Date: _____
4. Assist GPD in the public safety and security missions referenced above.
Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Other Response Agency

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.
Initials: _____ Date: _____

ESF 12: Energy / Support Agency

1. In response to a mission assignment from the EOC ESF Team, provide generators and equipment support to help augment emergency energizing of key infrastructure during a disaster or incident.
Initials: _____ Date: _____
2. In response to a mission assignment from the EOC ESF Team, provide trained security staff and equipment to secure HazMat disposal sites of GPA waste or other requirements relative to power restoration.
Initials: _____ Date: _____
3. Provide all available and obtainable public works and engineering resources for the support of Emergency Support Function 12 missions.
Initials: _____ Date: _____

ESF13: Public Safety and Security / Support Agency

1. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.
Initials: _____ Date: _____

2. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13 and ensure mission assignment is not in violation of Posse Comitatus Act.
Initials: _____ Date: _____
3. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.
Initials: _____ Date: _____
4. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.
Initials: _____ Date: _____

ESF 16: Military Support to Civil Authorities / Primary Agency

1. Upon the Governor declaring a State of Emergency, activate the JOC and the TAG designate the JTF Commander for the event or disaster.
Initials: _____ Date: _____
2. Assign GUNG Liaisons to the EOC to provide a direct connection between the JOC and the EOC in order to effect coordination and exchange event relevant information.
Initials: _____ Date: _____
3. Coordinate with the TCO/EOC Director in addressing MAs and other event /disaster specific activities.
Initials: _____ Date: _____
4. Facilitate the meetings and efforts of ESF 16 with other designated agencies to address any power generation, transmission or restoration issues.
Initials: _____ Date: _____
5. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery effort.
Initials: _____ Date: _____
6. Maintain contact with the other U.S. Military organizations in the Joint Region Marianas.
Initials: _____ Date: _____
7. Maintain appropriate records of work schedules and costs incurred by ESF 16 agencies during an event.
Initials: _____ Date: _____
8. Assign the necessary staff with technical expertise to coordinate and field a Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section.
Initials: _____ Date: _____

47.0 GUAM POLICE DEPARTMENT (GPD)**ESF 2: Communications / Support Agency**

1. Coordinate with ESF 2 to ensure that communications equipment lists are maintained and updated on a regular basis.
Initials: _____ Date: _____
2. Make available any and all organic telecommunication, Internet, radio & broadcasting and CMRS communications equipment in support of ESF 2 operations and approved communications resource requests.
Initials: _____ Date: _____
3. Review established ICS 205, Incident Communications Plan to ensure status and all concerned understand and comply.
Initials: _____ Date: _____
4. Coordinate with COML and COMT on the status of the Government of Guam Public Safety Communications System.
Initials: _____ Date: _____

ESF 4: Firefighting / Support Agency

1. Shall coordinate their efforts with their perspective ESF's through the EOC/Duty Officer as requested by ESF 4.
Initials: _____ Date: _____

ESF 6: Mass Care / Support Agency

1. Coordinate with DOE on the need for shelter security.
Initials: _____ Date: _____
2. Coordinate request for security with the GUNG.
Initials: _____ Date: _____

ESF 9: Search and Rescue / Support Agency

1. Provide assistance, as needed, in establishing crowd control, perimeter security and access control at sites as requested or required through a mission assignment.
Initials: _____ Date: _____
2. As requested by the EOC, provide supplemental staff and equipment to assist in any search and reconnaissance requirements associated with an ESF 9 mission.
Initials: _____ Date: _____

ESF 10: Oil and Hazardous Material Response / Support Agency

1. As required assign personnel to the EOC to assist with ESF 10 functions and activities;
Initials: _____ Date: _____
2. Provide technical and specialty support and coordination relating to maintaining public order and safety, access management, areas and facility security, conducting traffic operations in support of evacuations and other law enforcement expertise.
Initials: _____ Date: _____
3. At the request of the TCO/EOC Director and the ESF 10 lead agencies cited above, provide the staffing and resources necessary to conduct any of the operations referred to directly above.
Initials: _____ Date: _____
4. Act as a liaison to the Federal Bureau of Investigation (FBI), if they are deployed to gather evidence at the site of an incident, as part of their crisis management mission and lead agency responsibility.
Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Other Response Agency

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.
Initials: _____ Date: _____

48.0 GUAM POWER AUTHORITY (GPA)**ESF 2: Communications / Support Agency**

1. Coordinate with ESF2 to ensure that communications equipment list are maintained and updated quarterly regardless of provider.
Initials: _____ Date: _____
2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF 2 operations and approved communications resource requests.
Initials: _____ Date: _____
3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
Initials: _____ Date: _____

4. Coordinate the repair of and/or installation of telecommunication infrastructure for GPA and GWA critical sites essential for restoration of services to critical infrastructure i.e. GMHA, GIAA, communication towers and providers.

Initials: _____ Date: _____

ESF 3: Public Works and Engineering / Support Agency

1. Assign personnel to the ESF 3 duty schedule in the EOC.

Initials: _____ Date: _____

2. GPA, as a member of ESF 3 is the primary agency to maintain the functionality of the power distribution and GWA emergency generators for the potable water and sewage treatment system during a disaster.

Initials: _____ Date: _____

3. Participate in the planning processes of the DTF with other designated agencies to coordinate debris clearance activities and prioritize resources.

Initials: _____ Date: _____

4. Provide all available and obtainable public works and engineering resources for the support of ESF 3 missions. The GPA will specifically provide public works and engineering equipment and personnel if needed.

Initials: _____ Date: _____

5. During all operational phases of a disaster, GPA will monitor its overall inventory of power distribution materials maintained in the GPA warehouse.

Initials: _____ Date: _____

6. GWA and GPA will coordinate to fuel and test all designated emergency generators associated with the provision of potable water and sewage treatment. Non-operational generators will be repaired/replaced pre-storm if possible.

Initials: _____ Date: _____

7. Coordinate with GHS/OCD and ESF 7 to develop contracts with identified commercial providers for emergency power generation assets.

Initials: _____ Date: _____

8. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Section Chief. The assigned emphasis for GPA is the power distribution systems.

Initials: _____ Date: _____

9. Coordinate with OCD, FEMA, ESF 7, GUNG, and DOD to disconnect, transport, and return all deployed augmentation generators to point of origin.

Initials: _____ Date: _____

ESF 4: Firefighting / Support Agency

1. Shall coordinate their efforts with their perspective ESF's through the EOC/Duty Officer as requested by ESF 4.

Initials: _____ Date: _____

ESF 12: Energy / Primary Agency

1. Coordinate all ESF 12 administrative, management, planning, training, preparedness, response, and recovery activities.

Initials: _____ Date: _____

2. Assign GPA personnel to the ESF 12 duty schedule in the EOC.

Initials: _____ Date: _____

3. Initiate and perform the notification procedures described in Appendix XII, II.C.

Initials: _____ Date: _____

4. Facilitate the meetings and efforts of ESF 12 with other designated agencies to address any power generation, transmission or restoration issues.

Initials: _____ Date: _____

5. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery efforts.

Initials: _____ Date: _____

6. Maintain contact with the USDOE, USACE and DOD.

Initials: _____ Date: _____

7. Maintain appropriate records of work schedules and costs incurred by ESF 12 agencies during an event.
Initials: _____ Date: _____
8. Assign the necessary staff with technical expertise to coordinate and field an Infrastructure Branch Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The assigned emphasis for GPA is the IWPS and all aspects.
Initials: _____ Date: _____
9. Participate in all activities related to the PRTF and its missions.
Initials: _____ Date: _____
10. Designate the GPA Chief Financial Officer (CIO) as the Official FEMA Coordinating Officer (FEMAC) reporting to the TCO/EOC Director.
Initials: _____ Date: _____
11. Coordinate with Department of Youth Affairs (DYA) to assist them in fulfilling their response missions and objectives to ensure the safety and security of the clients in their charge.
Initials: _____ Date: _____

49.0 GUAM REGIONAL TRANSIT AUTHORITY (GRTA)

ESF 1: Transportation / Support Agency

1. Maintain communications with the EOC and ESF 1 to coordinate bus and mass transit operations and resources in support of assigned missions related to transportation requirements.
Initials: _____ Date: _____
2. Provide all available and obtainable bus and other transportation assets for the support of ESF 1 missions. Such missions could include the evacuation of people and pets from hazard prone areas, the transport of equipment and supplies and other activities that may require the conveyance of personnel and equipment to locations around the island.
Initials: _____ Date: _____
3. Pursuant to a tasking from the EOC, be prepared to assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director.
Initials: _____ Date: _____

4. Provide technical and specialty support and coordination to assist ESF-1 and the EOC in carrying out their missions.
Initials: _____ Date: _____
5. At the request of the GHS/OCD, be prepared to assign the necessary staff with technical expertise to the fielding of a Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section. The assigned emphasis for GRTA is Government of Guam mass transit-related facilities and equipment.
Initials: _____ Date: _____

50.0 GUAM VISITORS BUREAU (GVB)

ESF 3: Public Works and Engineering / Support Agency

1. Maintain communications with ESF 3 to coordinate public works and engineering issues in support of assigned missions.
Initials: _____ Date: _____

ESF 6: Mass Care / Support Agency

1. Assign GVB personnel to the duty schedule in the EOC, as required by the EOC Director/TCO.
Initials: _____ Date: _____
1. Coordinate/facilitate any efforts with other designated agencies to address any mass care and evacuation issues related to the tourism industry.
Initials: _____ Date: _____
2. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for any unmet needs of resources and equipment.
Initials: _____ Date: _____
3. Provide staff to the JFO, as appropriate or required by the EOC Director/TCO, to partner with federal counterparts to ensure a unified response and recovery efforts.
Initials: _____ Date: _____
4. Maintain contact with the tourism industry and foreign consulates.
Initials: _____ Date: _____

5. If requested by ESF 6, participate in the planning and implementation efforts of the Tourist Planning Task Force (TPTF) in addressing tourism mass care and evacuations.

Initials: _____ Date: _____

ESF 14: Long-Term Community Recovery / Support Agency

1. Provide coordination and consultation on resort and tourism industry issues with respect to long-term community recovery planning.

Initials: _____ Date: _____

51.0 GUAM VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTERS (GuVOAD)

ESF 6: Mass Care / Non-Governmental Support Agency

1. Ensure the availability of needed disaster services and to encourage uniform, impartial provision of these services.

Initials: _____ Date: _____

2. Develop and maintain member agency profiles describing resources available and services that would be provided in disaster preparedness, response and recovery.

Initials: _____ Date: _____

3. Ensure a collaborative, effective and timely disaster response among member organizations.

Initials: _____ Date: _____

52.0 GUAM WATERWORKS AUTHORITY (GWA)

ESF 2: Communications / Support Agency

1. Coordinate with ESF2 to ensure that communications equipment list are maintained and updated quarterly regardless of provider.

Initials: _____ Date: _____

2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF 2 operations and approved communications resource requests.

Initials: _____ Date: _____

3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.

Initials: _____ Date: _____

4. Coordinate the repair of and/or installation of telecommunication infrastructure for GPA and GWA critical sites essential for restoration of services to critical infrastructure i.e. GMHA, GIAA, communication towers and providers.

Initials: _____ Date: _____

ESF 3: Public Works and Engineering / Support Agency

1. Assign personnel to the ESF 3 duty schedule in the EOC.
2. GWA, as a member of ESF 3 is the primary agency to maintain the functionality of the water distribution and wastewater system during a disaster.

Initials: _____ Date: _____

Initials: _____ Date: _____

3. Participate in the planning processes of the DTF with other designated agencies to coordinate debris clearance activities and prioritize resources.

Initials: _____ Date: _____

4. Provide all available and obtainable public works and engineering resources for the support of ESF 3 missions. The GWA will specifically provide public works and engineering equipment, personnel, and facilities.

Initials: _____ Date: _____

5. Provide technical and specialty support and coordination relating to the provision of potable water and waste treatment.

Initials: _____ Date: _____

6. During all operational phases of a disaster, GWA will monitor its overall inventory of needed water supply and distribution materials maintained in the GWA warehouse.

Initials: _____ Date: _____

7. GWA and GPA will coordinate to fuel and test all designated emergency generators associated with the provision of potable water and sewage treatment. Non-operational generators will be repaired/replaced pre-storm if possible.

Initials: _____ Date: _____

8. Ensure chlorine availability for disinfection of the water well and booster pump sites.

Initials: _____ Date: _____

9. Coordinate with Guam CD and ESF 7 to develop contracts with identified commercial potable water providers, storage/transportation and water/sewage emergency power generation assets.
Initials: _____ Date: _____
10. Pre-deploy critical personnel and equipment to Ugam, Agat, Yona, Umatac, and Fujita.
Initials: _____ Date: _____
11. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The assigned emphasis for GWA is water and sewer systems.
Initials: _____ Date: _____
12. Coordinate with FEMA, the Joint Information Center (JIC), and ESF 15 to issue a "boil water" advisory if water contamination dictates.
Initials: _____ Date: _____
13. Coordinate with ESF 7 to execute established contracts with commercial potable water transportation vendors.
Initials: _____ Date: _____
14. Coordinate with ESF 7 to contract on-island commercial water vendors to provide bottled water.
Initials: _____ Date: _____
15. Coordinate with GHS/OCD, FEMA, ESF 7, GUNG, and DOD to disconnect, transport, and return all deployed emergency generators to their point/agency of origin.
Initials: _____ Date: _____

ESF 4: Firefighting / Support Agency

1. Shall coordinate their efforts with their perspective ESF's through the EOC/Duty Officer as requested by ESF 4.
Initials: _____ Date: _____

ESF 6: Mass Care / Other Response Agency

1. Provide assistance to ESF 6 in its efforts to fulfill mission requests and other requirements in support of mass care operations.
Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Other Response Agency

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.

Initials: _____ Date: _____

ESF 12: Energy / Support Agency

1. Participate in the PRTF.

Initials: _____ Date: _____

2. Assist in developing and maintaining a list of key infrastructure facilities and the priority in which they must be energized during emergencies.

Initials: _____ Date: _____

3. Provide status information and any support for DPW emergency generators located at key infrastructure locations.

Initials: _____ Date: _____

4. Provide technical expertise, equipment and support for ESF 12 missions according to GWA resources and capabilities.

Initials: _____ Date: _____

5. Provide all available and obtainable agency resources for the support of Emergency Support Function 12 missions.

Initials: _____ Date: _____

53.0 INCUMBENT LOCAL EXCHANGE CARRIER (GTA)**ESF 2: Communications / Primary Agency**

1. GTA will serve as the primary agency for ESF 2 and as such will coordinate all activities, as well as manage ESF 2 activities with the other components of the EOC ESF Team.

Initials: _____ Date: _____

2. Coordinate all ESF 2 administrative, management, planning, training, preparedness, response, recovery, and protection activities.

Initials: _____ Date: _____

3. Assign GTA, GHS/OCD, COML and COMT personnel to the ESF 2 duty schedule in the EOC.

Initials: _____ Date: _____

4. Initiate and perform the notification procedures described in Appendix I, II.C.
Initials: _____ Date: _____
5. Facilitate the meetings and efforts of ESF 2 with other designated agencies to address any power generation, transmission or restoration issues.
Initials: _____ Date: _____
6. Coordinate with ESF 7 to establish, as required, emergency procurement accounts for any unmet needs of resources and equipment.
Initials: _____ Date: _____
7. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery efforts.
Initials: _____ Date: _____
8. Maintain appropriate records of work schedules and costs incurred by ESF 2 agencies during an event.
Initials: _____ Date: _____
9. When deemed necessary by the GHS/OCD, assist in the implementation of the emergency notification system (EAS) to provide warning to the public in response to an approaching threat.
Initials: _____ Date: _____
10. Develop and promulgate information collection guidelines and procedures to enhance assessment, allocation, and reallocation of telecommunications industry assets.
Initials: _____ Date: _____
11. Evaluate and task the communication support requests for impacted areas. Coordinate access into the impacted areas(s) for restoration and recovery actions of the communications industry personnel.
Initials: _____ Date: _____
12. Generate in a timely manner, information to be included in EOC briefings, situation reports, action plans, internal and external Government of Guam agency management and/or communications industry reports.
Initials: _____ Date: _____
13. Assign and schedule sufficient personnel to cover an activation of the Territory EOC for an extended period of time.
Initials: _____ Date: _____

14. Prepare and process reports using established procedures, focusing specific attention to the production of after-action reports.
Initials: _____ Date: _____
15. Maintain appropriate records of work schedules and costs incurred by ESF 2 agencies (COML, COMT and BIT) during an event.
Initials: _____ Date: _____
16. Maintain appropriate tracking records of deployed communications equipment coordination through ESF 2, COML and COMT during event for billing and equipment retrieval. Utilization of ICS Form 214, Activity Log is highly encouraged to maintain tracking records.
Initials: _____ Date: _____
17. Coordinate with ESF2/COML/COMT to ensure that communications equipment lists are maintained and updated on a regular basis.
Initials: _____ Date: _____
18. Ensure that the EOC Emergency Management system is functioning and available to track communications equipment resource requests.
Initials: _____ Date: _____
19. Coordinate any communications resource requirements with ESF 2 to ensure the JIC is fully functional during entire disaster /emergency period.
Initials: _____ Date: _____
20. Coordinate with Department of Youth Affairs (DYA) to assist them in fulfilling their response missions and objectives to ensure the safety and security of the clients in their charge.
Initials: _____ Date: _____

54.0 JAPAN GUAM TRAVEL ASSOCIATION (JGTA)

ESF 6: Mass Care / Non-Governmental Support Agency

1. Coordinate with GVB and the GHRA to assist in addressing tourism and resort related requirements in support of the EOCs response and recovery operations.
Initials: _____ Date: _____

55.0 JOINT REGION MARIANAS (JRM)**ESF 2: Communications / Support Agency**

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.
Initials: _____ Date: _____
2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.
Initials: _____ Date: _____
3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
Initials: _____ Date: _____
4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.
Initials: _____ Date: _____

ESF 4: Firefighting / Support Agency

1. Shall coordinate their efforts with their perspective ESF's through the EOC/Duty Officer as requested by ESF 4.
Initials: _____ Date: _____

ESF 9: Search and Rescue / Support Agency

1. Coordinate with, and support ESF 9 in conducting search and rescue operations, especially with respect to incidents and accidents involving military aircraft.
Initials: _____ Date: _____

56.0 MARIANAS REGIONAL FUSION CENTER (MRFC)**ESF13: Public Safety and Security / Support Agency**

1. Coordinate with ESF 13 to maintain current information and intelligence regarding any terrorist or other law enforcement threats.
Initials: _____ Date: _____

57.0 MAYOR'S COUNCIL OF GUAM (MCOG)**ESF 2: Communications / Support Agency**

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.
Initials: _____ Date: _____
2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.
Initials: _____ Date: _____
3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
Initials: _____ Date: _____
4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.
Initials: _____ Date: _____

ESF 3: Public Works and Engineering / Support Agency

1. Maintain communications with the EOC and ESF 3 to report impacts to and issues with local infrastructure that may require EOC intervention.
Initials: _____ Date: _____
2. Coordinate on debris management issues with respect to local needs, priorities and collection operations.
Initials: _____ Date: _____

ESF 4: Firefighting / Support Agency

1. Shall coordinate their efforts with their perspective ESF's through the EOC/Duty Officer as requested by ESF 4.
Initials: _____ Date: _____

ESF 6: Mass Care / Primary Agency

1. Maintain communications with ESF 6 to coordinate the needs of the villages, their residents and visitors and their businesses.
Initials: _____ Date: _____
2. Coordinate the needs of the village Mayors who will identify residents needing sheltering and transportation.
Initials: _____ Date: _____

3. Assign the necessary staff with technical expertise to the fielding of a Human Services Section PDA Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director. The assigned emphasis for MCOG is to prepare the Village Mayor's Reports.
Initials: _____ Date: _____

ESF 7: Resource Support / Support Agency

1. Maintain continuous communications with the EOC and ESF 7 to coordinate and assist in completing assigned missions.
Initials: _____ Date: _____
2. As required, assign personnel to the EOC to assist with ESF 7 functions and activities.
Initials: _____ Date: _____

ESF 11: Agriculture and Natural Resources / Other Response Agency

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.
Initials: _____ Date: _____

ESF13: Public Safety and Security / Support Agency

1. Coordinate with ESF 13 to maintain current information and status of public safety and security requirements within the villages.
Initials: _____ Date: _____

58.0 NATIONAL WEATHER SERVICES (NWS)**ESF 2: Communications / Support Agency**

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.
Initials: _____ Date: _____
2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.
Initials: _____ Date: _____
3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
Initials: _____ Date: _____

4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.

Initials: _____ Date: _____

59.0 OFFICE OF THE GOVERNOR

ESF 4: Firefighting / Support Agency

1. Shall coordinate their efforts with their perspective ESF's through the EOC/Duty Officer as requested by ESF 4.

Initials: _____ Date: _____

60.0 OFFICE OF THE GOVERNOR, BUREAU OF INFORMATION TECHNOLOGY

ESF 2: Communications / Co-Lead Agency

1. Upon determination and confirmation that a communications or information system has been compromised by a cyber-terrorist attack, assume the lead to coordinate the technical aspects regarding:

- a. The conduct of any criminal/forensic investigation into causes, responsible agent methodology and means of access and other aspects related to the incident;

Initials: _____ Date: _____

- b. The restoration of the impacted services or systems, so that service delivery can be resumed as soon as possible; and

Initials: _____ Date: _____

- c. The protection of the affected and all other systems, so that ongoing or future cyber terrorism/criminal enterprise attacks are thwarted or minimized

Initials: _____ Date: _____

61.0 OFFICE OF THE GOVERNOR, UNIFIED COMMAND GROUP (UCG)

ESF 15: External Affairs / Support Agency

1. Assign the Director of the Communications Office, or other designated person, to the ESF 15 duty schedule in the EOC to act as the Lead PIO and assume supervisory duties of ESF 15 and the JIC. The position responds to inquiries from the local and national news media on all emergency response and or recovery efforts for the Government of Guam.

Initials: _____ Date: _____

2. Assign the Governor's Press Aide, or other designated person, to the ESF 15 duty schedule in the EOC to act as the JIC Coordinator. The JIC Coordinator coordinates the preparation and dissemination of public information, providing media representatives with access to information sources during emergency response and or recovery operations for the Government of Guam.
Initials: _____ Date: _____
3. Provide staff, as appropriate to the JFO to partner with federal counterparts to ensure a unified response and recovery efforts.
Initials: _____ Date: _____
4. Participate in the meetings and efforts of ESF 15 with other designated agencies to address media and legislative relations and information flow.
Initials: _____ Date: _____

62.0 OFFICE OF THE MEDICAL EXAMINER

ESF 8: Public Health and Medical Services / Support Agency

1. Maintain continuous communications with ESF 8 to coordinate the need for medical and health services at the shelters in support of assigned missions related to human needs.
Initials: _____ Date: _____
2. Provide any and all statistics relative to confirmed dead.
Initials: _____ Date: _____
3. Report the results of any forensic investigations where the findings have implications for public health and welfare.
Initials: _____ Date: _____
4. Coordinate any requests for DMORT assistance or resources to cover unmet needs with the Human Services Branch Director and the rest of ESF 8.
Initials: _____ Date: _____
5. Provide technical and specialty support and coordination relating to forensic and morbidity issues.
Initials: _____ Date: _____

63.0 PORT AUTHORITY OF GUAM (PAG)

ESF 1: Transportation / Support Agency

1. Upon declaration of a port Condition of Readiness 3 (USCG X-Ray), activate the Port Emergency Command Center (Port ECC).
Initials: _____ Date: _____

2. Coordinate operations between the EOC and ESF 1 with those at the port to ensure a coordinated and efficient preparation, response and recovery effort during emergencies.
Initials: _____ Date: _____
3. If needed, coordinate with ESF 7 to coordinate the needed use agreements to establish a federal staging area at Apra Harbor.
Initials: _____ Date: _____
4. Coordinate with the EOC and other ESFs in securing the needed resources to conduct emergency operations at Apra Harbor.
Initials: _____ Date: _____
5. Provide all available and obtainable port resources for the support of ESF 1 missions. Commercial port resources that may be used are listed in Section IV.C. 2-9 of this Appendix.
Initials: _____ Date: _____
6. Coordinate any post event impact assessments of the commercial port facilities and report findings to the EOC.
Initials: _____ Date: _____
7. Provide port and marine technical and specialty support and coordination to assist ESF-1 and the EOC in carrying out their missions.
Initials: _____ Date: _____
8. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Response Branch Director. The assigned emphasis for PAG is the Port facility properties and facilities, as well as approaches/lines of communication.
Initials: _____ Date: _____
9. Assist in establishing and sustaining a transportation system to ensure the movement of personnel and resources from the Seaport and Airport to logistical areas such as staging areas, points of distribution (POD), shelters and other key sites for response and recovery operations.
Initials: _____ Date: _____
10. Assist in developing and updating a Fuel Prioritization List to insure the efficient and adequate allocation and fuel to ESF 1 critical facilities and equipment.
Initials: _____ Date: _____

ESF 2: Communications / Support Agency

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.
Initials: _____ Date: _____
2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.
Initials: _____ Date: _____
3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
Initials: _____ Date: _____
4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.
Initials: _____ Date: _____

ESF 3: Public Works and Engineering / Support Agency

1. Maintain communications with ESF 3 to coordinate public works and engineering issues in support of assigned missions related to engineering and public works requirements.
Initials: _____ Date: _____
2. Provide all available and obtainable public works and engineering resources for the support of ESF 3 missions.
Initials: _____ Date: _____
3. Participate in the planning processes of the DTF with other designated agencies to coordinate debris clearance activities and prioritize resources.
Initials: _____ Date: _____
4. Assign the necessary staff with technical expertise to the fielding of an Infrastructure Section Preliminary Damage Assessment (PDA) Team that will be responsible for completing an initial survey of damage in their area of responsibility and submit a report to the Information and Planning Section through the Infrastructure Branch Director.
Initials: _____ Date: _____

ESF 6: Mass Care / Other Response Agency

1. Provide assistance to ESF 6 in its efforts to fulfill mission requests and other requirements in support of mass care operations.

Initials: _____ Date: _____

64.0 PORT AUTHORITY OF GUAM (PAG) POLICE**ESF13: Public Safety and Security / Support Agency**

1. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.

Initials: _____ Date: _____

2. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.

Initials: _____ Date: _____

3. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.

Initials: _____ Date: _____

4. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.

Initials: _____ Date: _____

65.0 PRIVATE TELEVISION AND RADIO BROADCASTING COMPANIES**ESF 2: Communications / Support Agency**

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.

Initials: _____ Date: _____

2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.

Initials: _____ Date: _____

3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.

Initials: _____ Date: _____

4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.

Initials: _____ Date: _____

66.0 SUPERIOR COURT OF GUAM (MARSHALS & PROBATION)**ESF13: Public Safety and Security / Other Response Agency**

1. Maintain communications with ESF 13 to coordinate security issues in support of their assigned missions.
Initials: _____ Date: _____
2. With receipt of a mission assignment from the EOC, provide the support needed to fulfill that request from ESF 13.
Initials: _____ Date: _____
3. Maintain appropriate records of work schedules and costs incurred in support of ESF 13 response and recovery operations during an event.
Initials: _____ Date: _____
4. Assist in the updating of any priority list or other planning efforts required by ESF 13 to prepare for its missions.
Initials: _____ Date: _____

67.0 THE SALVATION ARMY (SA)**ESF 6: Mass Care / Non-Governmental Support Agency**

1. Maintain continuous communications with the EOC and ESF 6 to coordinate assistance to individuals with disabilities in support of assigned missions related to human needs.
Initials: _____ Date: _____
2. Serve as the primary support agency coordinating with the Guam VOAD response activities.
Initials: _____ Date: _____
3. Provide requested support services for additional assistance and unmet needs during long term recovery.
Initials: _____ Date: _____

68.0 UNITED STATES COAST GUARD (USCG)

ESF 2: Communications / Support Agency

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.
Initials: _____ Date: _____
2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.
Initials: _____ Date: _____
3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
Initials: _____ Date: _____
4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.
Initials: _____ Date: _____

ESF 9: Search and Rescue / Support Agency

1. Coordinate with, and support ESF 9 in conducting search and rescue operations, especially with respect to open water rescue missions and requirements.
Initials: _____ Date: _____

69.0 UNIVERSITY OF GUAM (UOG)**ESF 11: Agriculture and Natural Resources / Other Response Agency**

1. Provide appropriate assistance relevant to responding agency in supporting ESF 11 missions and requirements.
Initials: _____ Date: _____

70.0 U.S. NAVAL HOSPITAL GUAM (USNH)**ESF 2: Communications / Support Agency**

1. Coordinate with ESF 2/COML and COMT to ensure that communications equipment list are maintained and updated quarterly regardless of provider.
Initials: _____ Date: _____
2. Make available any and all organic telecommunication, Internet, Radio & Broadcasting and CMRS communications equipment in support of ESF operations and approved communications resource requests.
Initials: _____ Date: _____

3. Coordinate with ESF 2, COML and COMT and Communication Team for additional radio resources availability in the event it is needed.
Initials: _____ Date: _____
4. Coordinate the repair of and/or installation of telecommunication infrastructure as deemed critical.
Initials: _____ Date: _____

71.0 ADDITIONAL ESF FUNCTIONS

ESF 1: Transportation / Support Agency

1. Emergency Support Functions 2 through 16
Provide all available and obtainable transportation resources for the support of ESF 1 missions. The 16 other EOC Emergency Support Functions will aid ESF 1 by providing:
 - a. Notification of the availability of buses, trucks, trailers, aircraft, boats, vans, and cars for transportation missions;
Initials: _____ Date: _____
 - b. Notification of the availability of repair, service, refueling, parking, storage, and staging facilities, equipment, and personnel for the modes of transportation listed in item "a" above;
Initials: _____ Date: _____
 - c. Notification of the availability of vehicular traffic management and control signs/devices for transportation missions;
Initials: _____ Date: _____
 - d. Notification of any known vehicular traffic flow information, highway, road, and street closure or obstruction information, and the availability of any transportation related engineering, technical, and specialty support or assistance.
Initials: _____ Date: _____

ESF 3: Public Works and Engineering / Support Agency

1. Emergency Support Functions 1 through 16
Provide all available and obtainable public works and engineering resources for the support of Emergency Support Function 3 missions. The 16 other EOC ESF Team emergency support functions will aid ESF 3 by providing:
 - a. Notification of the availability of the equipment, personnel, and support services for public works and engineering missions, and;
Initials: _____ Date: _____

- b. Notification of the availability of any public works and engineering technical and specialty support or assistance.

Initials: _____ Date: _____

ESF 6: Mass Care / Other Response Agencies/Functions

1. ESF 1 (Transportation) - Coordinate the provision of transportation assets for any evacuation operations.

Initials: _____ Date: _____

2. ESF 3 (Public Works and Engineering) - Provide status information and assistance in clearing debris and other impediments along all evacuation routes.

Initials: _____ Date: _____

3. ESF 6 (Mass Care, Housing, and Human Services) and ESF 8 (Public Health and Medical Services):

- a. In concert with GHS/OCD, assist in the movement of identified special medical needs individuals to the designated Alternate Care Facility (ACF); and

Initials: _____ Date: _____

- b. Prepare a prioritized list of special medical needs evacuations to be implemented as needed after an event of disaster.

Initials: _____ Date: _____

4. ESF 15 (External Affairs)/Joint Information Center (JIC) - Provide assistance in the development and broadcast of tourist information and advisories regarding their actions during the event.

Initials: _____ Date: _____

5. ESF 13 (Public Safety and Security) - Report the status of roadways (i.e., road conditions, congestion, traffic issues) along all evacuation routes.

Initials: _____ Date: _____

ESF 7: Resource Support / Support Agency

1. Emergency Support Functions 1 through 17 - Provide all available and obtainable agency resources to address any unmet needs that result from requests in the disaster or incident area. The 17 other EOC ESF Team emergency support functions will aid ESF 7 by providing:

- a. Notification of the availability of the equipment, personnel, and support services, and;

Initials: _____ Date: _____

- b. Notification of the availability of any technical and specialty support or assistance.

Initials: _____ Date: _____

ESF 15: External Affairs / Response Agencies/Functions

1. ESF 1, coordinate on the language and distribution requirements for public notices and advisories relating to:
 - a. Road closures and other roadway/bed problems to be avoided.
Initials: _____ Date: _____
 - b. Traffic management and maintenance issues or operations; and
Initials: _____ Date: _____
 - c. Other special instructions regarding the roadway network.
Initials: _____ Date: _____
2. ESF 2, coordinate on the language and distribution requirements for public notices and advisories relating to:
 - a. Any important information the public and private sector must be aware of relative to communications and the flow of information; and
Initials: _____ Date: _____
 - b. Dates and times regarding expected or imminent restoration of communications and other data conveyance capabilities.
Initials: _____ Date: _____
3. ESF 3, coordinate on the language and distribution requirements for public notices and advisories relating to:
 - a. Any important information regarding the cessation or restoration of public works and critical facilities related to human needs;
Initials: _____ Date: _____
 - b. Any important instructions about water quality and boil water orders;
Initials: _____ Date: _____
 - c. Any special or important instructions relative to the sewer system, disposal of household solid waste and other sanitary concerns.
Initials: _____ Date: _____
 - d. Any special instructions regarding debris management and disposal; and
Initials: _____ Date: _____
 - e. Dates and times regarding expected or imminent restoration of public works services and capabilities.
Initials: _____ Date: _____

4. ESF 6, coordinate on the language and distribution requirements for public notices and advisories relating to:
- a. Any important information regarding public shelters, their locations, status and important instructions for admittance;
Initials: _____ Date: _____
 - b. Information regarding the closure and reopening of schools, and any special instructions or advisories from the school board;
Initials: _____ Date: _____
 - c. Information about mass feeding operations, such as locations, as well as food provision efforts such as the food stamp program, etc.;
Initials: _____ Date: _____
 - d. Temporary housing and provision thereof, or special instructions regarding temporary accommodation arrangements;
Initials: _____ Date: _____
 - e. Information regarding volunteers and donations;
Initials: _____ Date: _____
 - f. Types of services, assistance and locations of points of distribution (POD) and other operations addressing unmet human needs; and
Initials: _____ Date: _____
 - g. Any special instructions regarding unmet human needs and the measures in place to address them.
Initials: _____ Date: _____
 - h. Advisories, notices and instructions to visitors or the hotels and resorts regarding protective actions, health and safety issues and other important information dealing with evacuation off island or other measures undertaken during response and recovery; and
Initials: _____ Date: _____
 - i. Information to visitors regarding the cessation of public services, as well as their forecast restoration/resumption.
Initials: _____ Date: _____
5. ESF 8, coordinate on the language and distribution requirements for public notices and advisories relating to:
- a. Any important information regarding public health issues in general, including boil water orders, disease prevention, sanitation advisories, etc.;
Initials: _____ Date: _____
 - b. Critical information about the Guam Memorial Hospital or other medical clinics and facilities;
Initials: _____ Date: _____

- c. Health and safety advisories about cleanup and recovery operations;
Initials: _____ Date: _____
 - d. Instructions or information regarding the Alternate Care Facility (ACF) and the populations at that facility;
Initials: _____ Date: _____
 - e. Mortality data and casualty figures; and
Initials: _____ Date: _____
 - f. Locations and other activities associated with mental health efforts underway in response to the adverse conditions during the event or disaster.
Initials: _____ Date: _____
6. ESF 13, coordinate on the language and distribution requirements for public notices and advisories relating to:
- a. Any important information regarding law enforcement, public safety, or public order issues, advisories and instructions;
Initials: _____ Date: _____
 - b. Evacuation orders, traffic instructions, road closures and other information regarding protective actions in response to an incident or disaster;
Initials: _____ Date: _____
 - c. Notices and warnings of road closures; congestion, accidents or other traffic flow and management issues;
Initials: _____ Date: _____
 - d. Special instructions and information about security, timing and status of reentry to evacuated/vacated villages/neighborhoods;
Initials: _____ Date: _____
 - e. Notices concerning martial law, or other types of curfews; and
Initials: _____ Date: _____
 - f. Information relative to any dangerous areas/issues that may have adverse impact to public safety and security.
Initials: _____ Date: _____