

NOAA All-Hazards Concept of Operations

| | |
|---|-----------|
| EXECUTIVE SUMMARY | 3 |
| CHAPTER 1 INTRODUCTION | 4 |
| SECTION 1.1 - PURPOSE | 4 |
| SECTION 1.2 - BACKGROUND | 4 |
| SECTION 1.3 – NOAA PRIORITIES | 4 |
| CHAPTER 2 OPERATIONAL FRAMEWORK | 5 |
| SECTION 2.1 OVERALL APPROACH | 5 |
| SECTION 2.2 PREPARE | 5 |
| 2.2.A – VALUE OF PREPAREDNESS | |
| 2.2.B – READINESS | |
| 2.2.C – TRAINING | |
| 2.2.D – EXERCISES | |
| SECTION 2.3 RESPONSE | 7 |
| 2.3.A – INTRODUCTION TO RESPONSE | |
| 2.3.B – OVERALL STRUCTURE | |
| 2.3.C – NOAA INCIDENT COORDINATOR AND INCIDENT MANAGEMENT TEAM | |
| 2.3.D – RESPONSE MANAGEMENT FRAMEWORK | |
| 2.3.E – NOAA OPERATIONS CENTER ACTIVATION AND ACTIVATION LEVELS | |
| CHAPTER 3 ROLES AND RESPONSIBILITIES | 11 |
| SECTION 3.1 LEADERSHIP | 11 |
| 3.1.A UNDER SECRETARY OF COMMERCE FOR OCEANS & ATMOSPHERE | |
| 3.1.B DEPUTY UNDER SECRETARY FOR OPERATIONS | |
| 3.1.C NOAA HEADQUARTERS STAFF / PROGRAM SUPPORT | |
| SECTION 3.2 LINE OFFICES AND STAFF OFFICES | 12 |
| 3.2.A. PROGRAM /STAFF OFFICE | |
| SECTION 3.3 NOAA PERSONNEL ROLES AND RESPONSIBILITIES | 13 |
| 3.4.A HSPO DIRECTOR | |
| 3.4.B NOAA SENIOR MANAGEMENT TEAM | |
| 3.4.C INCIDENT COORDINATOR | |
| 3.4.D DEPUTY INCIDENT COORDINATOR | |
| 3.4.E INCIDENT MANAGEMENT TEAM | |
| 3.4.F TASK FORCES | |
| CHAPTER 4 RECOVERY | 14 |
| SECTION 4.1 REFRESH | 14 |
| SECTION 4.2 RETHINK | 14 |

APPENDIX

| | |
|--|-----------|
| A. TRAINING MENU | 15 |
| B. INCIDENT COORDINATOR DUTIES AND QUALIFICATIONS | 17 |
| C. DETAILED ROLES AND RESPONSIBILITIES MATRIX | 17 |
| D. LIST OF AUTHORITIES | 19 |
| E. GLOSSARY OF TERMS | 24 |

EXECUTIVE SUMMARY

The National Oceanic and Atmospheric Administration's Concept of Operations for All-Hazards Incident Management (CONOPS) establishes an agency-wide framework for the management of incidents across the spectrum of NOAA activities and functions to include preparedness, protection, response, and recovery. This handbook provides the incident management framework for a coordinated NOAA response in support of a significant incident. It is consistent with Homeland Security Presidential Directive #5 (HSPD-5) (See Appendix D) and the Department of Homeland Security's National Response Framework (NRF). This CONOPS covers the full spectrum of all-hazards incident management for NOAA. NOAA's approach to incident management follows the National Incident Management System (NIMS) and where applicable, implements the Incident Command System. This CONOPS does not change specific authorities and responsibilities of Line and Staff Offices or the program offices under their authority; it does provide a standard operating procedure for incident management across the agency.

1: INTRODUCTION

1.1 PURPOSE

The National Oceanic and Atmospheric Administration's Concept of Operations for All-Hazards Incident Management (CONOPS) establishes an agency-wide framework for the management of incidents across the spectrum of NOAA activities and functions to include preparedness, protection, response, and recovery. NOAA's CONOPS integrates agency activities and assures balanced and coordinated flow of information during an incident. The CONOPS intends to serve as an organizational framework for NOAA's mission essential functions to ensure a consistent, flexible, resilient, and adaptable approach to incident management by consideration of the following core principles:

- Develop and maintain a Standard Operating Procedure for emergencies and incidents consistent with NOAA mission mandates and requirements.
- Liaise with appropriate Federal, State and local authorities.
- Ensure integration of facilities, equipment, personnel, procedures and communications operating within a common organizational structure.
- Prepare to address sudden and unexpected demands for services that may exceed readily available resources.
- Account for and support members of the NOAA community during evacuation/disaster events.
- Provide assistance to non-NOAA entities as prescribed by law, Executive Order, and Department Administrative Order.

NOAA supports affected Federal, State, local, tribal, private sector, and nongovernmental stakeholder groups during the response to a variety of hazardous events. Such events include, but are not limited to:

- Natural or man-made disasters (e.g., hurricane, oil spill, tsunami).
- Terrorist threats or incidents (e.g., cyber-attack, biological attack, bombing, sniper).
- National Special Security Events (e.g., G8 Summit, presidential inaugurations, Olympics, national party conventions).
- Any other circumstance that creates an actual or perceived threat to the public health, lives, and/or property where Federal assistance may be required through NOAA.

1.2 BACKGROUND

This plan provides the incident management framework for a coordinated NOAA response in support of a significant incident. It is consistent with Homeland Security Presidential Directive #5 (HSPD-5) (See Appendix D) and the Department of Homeland Security's National Response Framework (NRF). The second edition of the NRF, updated in 2013, covers the federal capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. Response activities take place immediately before, during, and in the first few days after a major or catastrophic disaster. Then, recovery efforts begin to help the community get back on its feet. The NRF is one of the five documents in the suite of National Planning Frameworks. Each covers one mission area: Prevention, Protection, Mitigation, Response, and Recovery. NOAA plays a critical role in the mitigation, response, and recovery frameworks, and this document describes how NOAA capabilities are coordinated and deployed in support of the broader federal community effort to prepare for, respond to and recover from all hazards.

1.3 NOAA PRIORITIES

The following are NOAA's priorities during incident operations:

- Protect life, property, and the environment.
- Meet the immediate emergency needs of the Nation.

- Restore NOAA Primary Mission Essential Functions (PMEF) and Mission Essential Functions (MEF).
- Take independent actions under NOAA's own authorities or respond as part of a larger unified response.
- Communicate with the public and other organizations before, during, and after an incident.

2: OPERATIONAL FRAMEWORK

2.1 OVERALL APPROACH

This CONOPS covers the full spectrum of all-hazards incident management for NOAA. Some emergencies, preceded by a buildup period, may provide advance warning while other emergencies occur with little or no advance warning. In either circumstance, all necessary elements of NOAA shall respond promptly and effectively to minimize the damages to life, property, natural resources, and NOAA operations.

NOAA's approach to incident management follows the National Incident Management System (NIMS) and where applicable, implements the Incident Command System (ICS) to achieve:

- Common terminology.
- Manageable span-of-control and unity of command.
- Situational awareness.
- Integrated and interoperable communications.

The ICS is based around five principal functions: Command, Operations, Planning, Logistics, and Administration/Finance. ICS allows for a modular and rapid expansion to meet the needs imposed by the incident. Homeland Security Presidential Directive 5 (HSPD-5) of February 28, 2003, establishes requirements for all levels of government to use this organizational structure.

This CONOPS does not change specific authorities and responsibilities of Line and Staff Offices or the program offices under their authority. However, this CONOPS does provide a standard operating procedure for incident management across the agency. Standard Operating Procedures (SOPs) ensure a consistent response at all levels within NOAA. The development and maintenance of SOPs shall be at the office level commensurate with the operations; however, specific office level SOPs can be an integral part of NOAA's all-hazard response operations and should be acknowledged as supporting documents to the CONOPS in the following ways:

- Provide a framework for LO/SO participation within an incident (planning, response, coordination, and management).
- Define policies and processes for obtaining, allocating, obligating, and documenting incident funding.
- Identify and assign roles and responsibilities based on applicable subject matter expertise.
- Identify training standards and practices.
- Where necessary, define a minimum standard for the safety of NOAA personnel, e.g., equipment, training, etc.
- Define NOAA activities that support the federal government-wide suite of National Planning Frameworks.

2.2 PREPARE

2.2.A VALUE OF PREPAREDNESS

Development of an all-hazards CONOPS structure requires routine preparation of line and staff office personnel, both staff who will be mobilized and those providing support from normal duty stations. In addition to coordination of preparedness planning and pre-positioning of assets, staff may need additional training and certifications, depending on the nature of the incident and the services required.

NOAA all-hazards preparation activities are coordinated under the CONOPS. These activities include the following:

- Conducting exercises to validate CONOPS and improve the process.
- Training personnel in accordance with section 2.2.C.
- Developing and revising disaster plans and hazard analyses.
- Writing standard operating procedures.
- Enhancing information sharing and communication systems.
- Establishing personnel qualifications and certification requirements.
- Maintaining response capacity and capability commensurate with NOAA mandates and responsibilities.

2.2.B READINESS

In accordance with the plan, NOAA personnel and facilities routinely should take appropriate action to increase readiness before an incident. These actions are designed to increase NOAA's ability to respond effectively to a disaster and continue required mission activities uninterrupted. Actions to be accomplished during this phase include but are not limited to:

- Inspections of critical operations, assets, and records.
- Review and update emergency plans (e.g., COOPs).
- Update disaster kits and emergency resource lists for NOAA facilities.
- Mobilize and pre-position resources.
- Test warning and communications systems.
- Disseminate accurate, timely, and relevant public information.
- Ensure adequate staff availability.
- Inform NOAA employees of the most current information and provide guidance on appropriate action.
- Identify and protect critical IT infrastructure.

2.2.C TRAINING

Response training is the cornerstone of a successful response. Line and Staff Offices shall determine the minimum training requirements for their field response activities. The required minimum standards for field response activities shall be included in the staff office level SOPs.

A basic understanding of the National Response Framework and the National Incident Management System (NIMS) is critical for the successful implementation of the CONOPS by NOAA Incident Coordinators (IC) and staff assigned to the Incident Management Team (IMT) (see section 2.3.B and 3.3.F). Training is tiered and is based on the NIMS Training Program (09/2011). There are three basic courses that all IC and IMT personnel must complete. Other courses may be required depending on the individual's role within the incident specific response. Required training for certain individuals may be waived by the DUS-O based on equivalent experience. Training records for IC and IMT personnel shall be maintained by the NOAA Homeland Security Program Office (HSPO) and the individual for review by DUS-O when applicable. A detailed list of required training for IC and IMT personnel can be viewed in **Appendix A**.

NOAA Line Offices are responsible for ensuring that individuals selected to support response efforts (i.e., IC and IMT personnel) meet minimum training requirements as specified in training Appendix A. Each Line Office that has the potential to lead an incident response shall designate at least one or more potential IC(s).

2.2.D EXERCISES

To ensure all NOAA Incident Coordinators and IMT personnel are trained in accordance with NIMS standards, can implement this CONOPS, and are able to react professionally to situations that may constitute a threat to NOAA operations and/or the American public, routine drills and exercises shall be conducted. Routine exercises and drills confirm readiness, identify needed updates and improvements to the CONOPS, and verify capabilities of the trained cadre responsible for incident management.

Full scale, physical activation of NOAA Operations Center exercises should be executed in odd years so as not to conflict with the large Continuity of Operations (COOP) Eagle Horizon drills that take place in even years. Exercises should be conducted between late winter and early spring, well in advance of hurricane season and provide an excellent opportunity for proof of concept and opportunities for improvement in policy and implementation strategies.

2.3 RESPONSE

2.3.A INTRODUCTION TO RESPONSE

Routine response operations are day-to-day activities that support ongoing preparedness and planning activities. Normal response operations can include operational responses that are part of the agency's day-to-day mission (e.g., severe weather forecasts, oil spill response, hazard-to-navigation surveys, seafood inspections, etc.).

During an incident (natural or man-made), NOAA will implement immediate actions to save lives, protect property, and ensure the coordination of response activities and the delivery of services that support National Essential Functions.

2.3.B OVERALL STRUCTURE

The NOAA response to all-hazard incidents is to be managed at the lowest effective geographic and organizational level. Line Offices are to maintain command and control over their field activities and utilize the NOAA Homeland Security Program Office and NOAA Operations Center (when activated) to coordinate a unified NOAA-wide response and provide situational awareness using the structure outlined in this CONOPS.

Line Office Assistant Administrators (or their designees) will direct the deployment of respective LO/SO assets in response to actual or potential incidents in support of NOAA mission activities. NOAA personnel and assets may also be deployed to support ICS structures outside the NOAA Operation Center, e.g., Federal Unified Command during an oil spill. Deployment of these personnel will be coordinated by the respective LO/SO based on specific mandates, roles and responsibilities.

The NOAA Operations Center is the central hub of situational awareness during an incident, tracking and coordinating NOAA's personnel, infrastructure, and mission responsibilities on behalf of NOAA Leadership. The NOAA Operations Center will be primarily staffed by HSPO personnel with additional support leveraged from LO/SO personnel as conditions warrant. The NOAA Ops Center is typically activated when NOAA's response posture is elevated to a level 3 response; however, this decision is made at the discretion of the DUS-O with input from the HSPO Director.

2.3. C NOAA INCIDENT COORDINATOR AND INCIDENT MANAGEMENT TEAM

The Deputy Under Secretary for Operations (DUS-O) determines the incident level of response (see Sec 2.3.E) and may assign a trained Incident Coordinator (IC) to serve as an agency-wide coordinator to: 1) streamline communications between operators in the field and NOAA leadership; and 2) ensure consistent

messaging across NOAA, external partners, Congress, and the media during an incident. If the DUS-O does not specifically assign an IC, the HSPO Director will be the IC.

Depending on the response level (as outlined in section 2.3.E), the IC will determine the need for trained NOAA staff to serve on an Incident Management Team (IMT) in clearly defined roles to support the IC, deputy IC, and DUS-O. The IMT may be asked to fill clearly defined roles in ICS such as planning, operations, logistics, and administrative/financial; however, the need to fill these roles will be determined based on the scope and complexity of each event.

In addition, the IC may call upon LO/SO subject matter experts (e.g., NMFS for fisheries disaster and closures) for specific information to inform briefings with Congress, the Administration, and respond to questions from external partners and media. Specific subject matter expertise also may be directly relevant to the DUS-O for key decisions on NOAA asset or personnel allocation.

The assignment of an IC indicates a surge in incident management operations, typically for incidents that involve significant activity across multiple NOAA Lines specific to said incident. To optimize effectiveness of the IC, the following conditions must be upheld consistently throughout the course of the response:

- The IC, once assigned, must be solely focused on the response to the exclusion of routine line office activities. For this reason, Line Office AAs, DAAs, and Corporate Staff Office Directors should not serve as IC.
- During an incident's duration, the IC reports directly to the DUS-O and has delegated authority to coordinate and address emergency needs, i.e., recommend reallocation of funding, staff, assets, etc. to support specific response needs. Any disputes over reallocation of NOAA resources to the response will be resolved by the DUS-O; however, such reallocations still would be subject to Congressional limits on reprogramming.
- The IC must communicate with LO AAs or designates upon initiation and as the incident evolves so NOAA HQ and regional managers are kept abreast as the incident and NOAA's response evolve.

During extended incidents that may require expertise and leadership from multiple NOAA lines (e.g., hurricane forecast and post-landfall response), the DUS-O may choose to change the IC based on specific expertise best suited to coordinate the overall NOAA response. Under these circumstances, an appropriate transition is necessary to ensure adequate overlap and knowledge transfer between the outgoing and incoming IC.

The decision to stand down the Incident Surge Operation will be made by the DUS-O, in coordination with the Incident Coordinator and the Director of the NOAA Homeland Security Program Office. The determination will be based on the continuing need for centralized coordination of NOAA's response as defined in this CONOPS. The decision to demobilize NOAA deployed personnel and assets directly supporting field operations will be made by the appropriate LO/SO with responsibility for the mission.

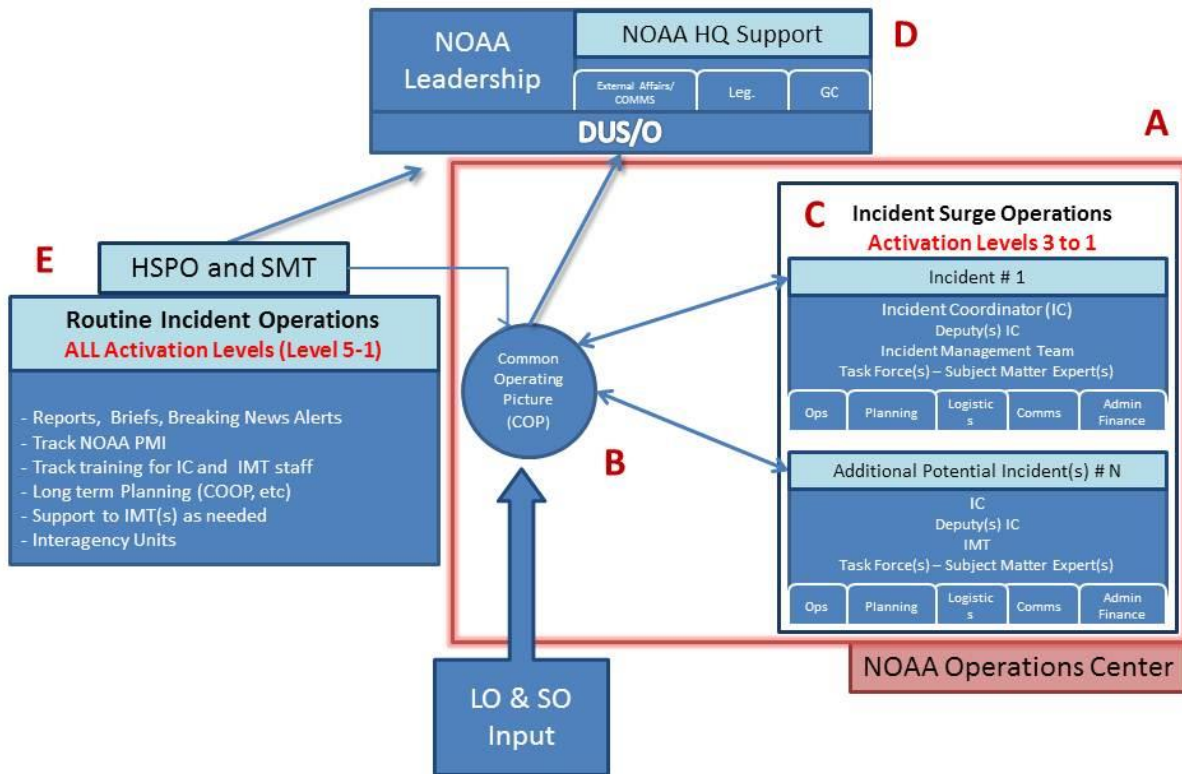


FIGURE 1. NOAA OPERATIONS CENTER - ROUTINE AND SURGE OPERATIONS

2.3.D RESPONSE MANAGEMENT FRAMEWORK

The NOAA Operations Center is the focal point for coordinating information related to the overall incident management operation. It is currently a physical location in SSMC 3 room 10509 that serves as an emergency operations center during response “surge” situations.

Each Line Office and Staff Office may be called upon to provide individuals with expertise to facilitate this coordination. The LO/SO will also provide Senior Management Teams (SMT) (E. Figure 1; section 3.4.B) as liaisons to the NOAA Operations Center. SMTs will coordinate information between the NOAA Homeland Security Program Office and NOAA Operations Center (when activated), and their respective Line Offices. SMTs also will serve as permanent members of the Incident Management Team (when activated). Additionally, these individuals will be part of the Emergency Relocation Group (ERG) in the event of COOP activation.

During an incident the NOAA Operations Center (see Figure 1) receives and consolidates information from LO/SO into the Common Operating Picture (COP). LO/SO reports to the COP may include significant impacts to personnel, mission, and infrastructure; mission anomalies; status of NOAA partners; and politically sensitive issues.

The COP (B. Figure 1) provides the DUS-O , IC, and IMT (when activated) a snapshot of issues or concerns that could adversely affect mission activities and allows fact-based decision making and effective incident management at all levels. Information for the COP will be provided by the LO/SO SMT representative. The COP will serve as a hub for personnel, mission, and infrastructure (PMI) data

collection and reporting, and will provide reports to the IC/DUS-O as necessary based on incident-specific reporting requirements.

In the event of a significant incident or threat of a significant event (Level 3-1), the DUS-O shall identify an Incident Coordinator (IC) and activate Incident Surge Operations within the NOAA Operations Center (C. Figure 1).

2.3.E NOAA OPERATIONS CENTER ACTIVATION AND ACTIVATION LEVELS

The CONOPS uses a layered incident support structure. As an incident escalates in severity or complexity, incident management can expand from routine NOAA daily operations to 24/7 surge operations. The incident support levels set forth a scalable and flexible incident management structure to coordinate NOAA activities, communications, and effective engagement with NOAA leadership, regional managers and staff, and external partners.

Incident support will be managed using standard NIMS incident typing or levels, from Level 5 (lowest) to Level 1 (highest). As the event escalates, the DUS-O with guidance from the Director of the NOAA Homeland Security Program Office may decide to transition from one level to another. Staffing levels and reporting schedules are incident specific and will be determined by the DUS-O as the situation warrants (Appendix C).

Escalation may be due to an incident that:

- Represents a perceived or actual increased threat to life, property, natural resources, and/or NOAA assets.
- Spans more than one geographic area.
- Commands specific focus of the DHS National Operations Center (NOC).
- Strains local NOAA capabilities and requires additional resources.
- Involves multiple NOAA LO/SO and/or other government agencies.
- Has a high potential for public or political concern and/or media visibility.

A Level 5-4 incident is an anomaly in mission that in scope, coverage, and impact will affect one line or staff office and requires little or no NOAA-wide coordination.

If the incident is projected to affect multiple line/staff offices or coordination between multiple Line Offices is required (beyond normal practices and agreements), the DUS-O will set the Level to 3 or lower. This requires instituting Incident Surge Operations of the NOAA Operations Center and assignment of an Incident Coordinator. Staffing of the Incident Management Team as well as frequency of situational reports and briefings to NOAA Leadership will depend on the scope and complexity of the incident.

The NOAA Operations Center and Incident Surge Operations can provide situational awareness and reporting with a virtual presence and does not have to staff the NOAA Operations Center in person at all times. However, the DUS-O, IC, or Director may choose to stand up a physical presence at their discretion in coordination with other involved parties and staffing requirements.

ACTIVATION LEVELS

Level 5 Daily/Routine

- NOAA faces no significant incidents.

Level 4 Enhanced Routine

- NOAA Homeland Security Program Office may request reports from SMT regarding significant alerts, reports, or updates as conditions warrant.
- NOAA Homeland Security Program Office Director confers with DUS-O and LO/SO

leadership for potential escalation to higher incident level. NOAA Homeland Security Program Office forwards incident specific information to agency partners [Department of Commerce EOC, the Department of Homeland Security National Operations Center (NOC), and to U.S. Northern Command (NORTHCOM)] as needed.

- NOAA Homeland Security Program Office may request personnel, mission, and infrastructure (PMI) information from the Line Office SMT.

Level 3 **Incident Surge Operations -- Multiple Line/Staff Offices**

- Includes all within level 4 AND
- Multiple significant alerts, reports, updates, or issues.
- Multiple LO engagement.
- Event can be addressed virtually with existing resources, and impact may be local or regional.
- Impact is local or regional.
- DUS-O may assign Incident Coordinator.
- IC (if assigned) requests members to fill roles and responsibilities of IMT from LO/SO representatives.
- Increased frequency of IC reports and briefings to NOAA Leadership determined by DUS-O.

Level 2 **Enhanced Surge Operations**

- Includes all within level 3, with increases in staffing and reporting.
- Impact is regional or national.

Level 1 **Maximum Escalation**

- Includes all of level 2, with maximum staffing and reporting.
- Impact is regional or national, with significant interest from public, Congress, and media.

3: ROLES AND RESPONSIBILITIES

NOAA provides a range of incident response support via products, personnel, expertise, and assets. Roles and responsibilities for field staff shall be included in program office response SOPs. National level roles and responsibilities are briefly described below. Further details can be found in **Appendix B**.

3.1 LEADERSHIP

3.1.A UNDER SECRETARY OF COMMERCE FOR OCEANS & ATMOSPHERE (USEC)

The **Under Secretary of Commerce for Oceans and Atmosphere and Administrator of the National Oceanic and Atmospheric Administration (USEC)** is responsible for NOAA's overall preparedness, prevention, response, and recovery effort; and ensures NOAA's ability to deliver uninterrupted services vital to the national welfare through contingency planning, training personnel, and executing remedial actions identified during drills and exercises.

3.1.B DEPUTY UNDER SECRETARY FOR OPERATIONS (DUS-O)

The **Deputy Under Secretary for Operations (DUS-O)** is responsible for initiating an incident specific response and determining the activation level of the response. If conditions warrant, the DUS-O will assign an Incident Coordinator. Lastly, the DUS-O will serve as final authority in resolving any conflicts that may arise from the coordination of NOAA resources.

3.1.C NOAA HEADQUARTERS / PROGRAM SUPPORT

NOAA Headquarters at the Herbert C. Hoover Building, consisting of the UNSEC, the Assistant Secretaries, the Principal Deputy Undersecretary; their staffs; and the Offices of Policy, Communications and External Affairs, Legislative and Intergovernmental Affairs, and NOAA General Counsel (hereafter called “NOAA Leadership”), oversees agency-wide strategy, coordination, and messaging. During a significant incident (Levels 1-3), this group will support NOAA’s incident-specific response with representatives from each of the downtown offices to provide the following services to the DUS-O:

1. Maintain situational awareness of the incident.
2. Provide information and support directly to DUS-O or IC.
3. Liaison to Department of Commerce, the White House, and Cabinet and Subcabinet interagency coordination.
4. Develop appropriate messaging for agency-wide communications, including placing the incident in the context of other messaging around appropriations and agency strategic plans.
5. Provide appropriate information to Congress on NOAA activities in support of an incident.

3.2 LINE OFFICES AND STAFF OFFICES

Assistant Administrators (AA) for NOAA Line Offices and Directors of Staff Offices (L/SOs) provide leadership, direction, and guidance to NOAA operational and support programs. The AAs execute, within available resources, their assigned mission; assure support to the NOAA Operations Center; and maintain the ready availability of Line and Staff Office elements not immediately engaged in the response nor impacted by the incident(s). They also assure program elements are trained and prepared when needed and ensure management and reporting of financial obligations, as well as all costs supporting engaged services (i.e., personnel or assets) are tracked in accordance with specific incident reimbursement processes. They must ensure that trained individuals are available to support the IMT and the NOAA Operation Center.

3.3 NOAA PERSONNEL ROLES AND RESPONSIBILITIES

3.3.A DIRECTOR, NOAA HOMELAND SECURITY PROGRAM OFFICE

The Director, NOAA Homeland Security Program Office (HSPO) is responsible for maintaining the NOAA CONOPS and all supplemental guidance ensuring compliance with the National Planning Frameworks and adherence to the policies by all NOAA programs. On behalf of the Under Secretary, the Director, HSPO coordinates NOAA’s efforts to prevent, prepare for, respond to, and recover from incidents of all hazards and all origins. The HSPO Director acts as NOAA’s liaison with the Department of Homeland Security and other Federal agencies and serves as the Under Secretary’s principal advisor on issues relating to intelligence matters, terrorism, and other emergencies. The Director, on behalf of the Under Secretary, is responsible for evaluating NOAA response operations.

The HSPO Director ensures that personnel, mission, and infrastructure (PMI) information is collected, complied with, and reported as necessary. The COP, alerts, situation reports, and spot reports will be developed, maintained, and distributed by the Director.

During incidents requiring surge operations, the HSPO Director will provide direct and/or indirect support to the NOAA Operations Center and IC. For all incident levels, the HSPO Director will serve as the IC unless changed by the DUS-O per section 2.3E.

3.3.B NOAA SENIOR MANAGEMENT TEAM

The Senior Management Team (SMT) is responsible for participating in the development of policies, standards, and procedures to promote unified NOAA activities prior to and during coordinated incident management operations. During Incident Surge Operations, information flow to and from all levels of respective LO/SO is the responsibility of the SMT. The SMT has additional responsibilities regarding Continuity of Operations, Critical Infrastructure Reviews, and other activities outside the scope of the NOAA Operations Center but relevant to HSPO.

During an incident, the SMT provides the NOAA Operations Center with information on impacts to their organization's personnel, mission, or infrastructure.

3.3.C INCIDENT COORDINATOR

The IC manages the incident specific response within the NOAA Operation Center and determines staffing requirements and incident management logistics, such as virtual or physical presence of the NOAA Operations Center and IMT. The IC also serves to ensure the most pertinent and up-to-date information on the status of response assets, personnel, and operational activities are conveyed to NOAA leadership in a timely and effective manner. To ensure adequate communication, the IC will develop an incident-specific communication plan.

An IC will be identified when the DUS-O determines that the incident has reached the level requiring a significant NOAA response (level 3 to 1). It is also possible that multiple incidents require the DUS-O to assign more than one Incident Coordinator in order to manage separate incidents. The IC(s) has delegated authority from the DUS-O to resolve conflicting requirements for NOAA resources during a specific incident(s). If the conflict cannot be resolved, final authority rests with the DUS-O.

3.3.E DEPUTY INCIDENT COORDINATOR

The Deputy IC serves at the request of the IC to assist the IC in executing IC responsibilities. At the discretion of the IC, the Deputy IC may act as the IC during periods when the assigned IC is not available. The Deputy must be fully qualified as an IC under training requirements defined in Appendix A.

3.3.F INCIDENT MANAGEMENT TEAM

Staff requested by the IC to serve specific roles and responsibilities during an incident to support operations, planning, logistics, and/or administration/finance. The IMT staff members may be called upon to provide specific expertise relative to their home Line Office (e.g., NOS and NWS for storm surge expertise) and should be trained or already have a working knowledge of the NIMS and ICS functions.

Positions within the IMT should be filled on an as-needed basis, determined by the IC. IMT staff members may fulfill multiple roles within the IMT, depending on the scale of the incident.

3.3.G TASK FORCE(S)

A task force may be assigned by the IC to serve in an advisory role and/or provide subject matter expertise as it relates to a specific challenge during an incident. A task force may be comprised of one individual or a group that is assembled for a specific mission within the IMT. The task force reports directly to the IC. When the specific mission is completed, the task force will be disbanded.

4: RECOVERY

NOAA will reconstitute agency operations and services, as well as develop, coordinate, and execute mission-related service contingency plans and site-restoration plans during recovery. Recovery actions will be both immediate and long-term.

- Immediate actions enhance the effectiveness of recovery operations to return critical mission-support activities to operation. They include but are not limited to:
 - Implementing safety measures to ensure protection of life and property.
 - Protecting, controlling, and allocating vital resources.
 - Restoring or activating essential facilities and systems.
- Long-term actions are designed to return facilities and infrastructure to pre-disaster conditions. They include but are not limited to:
 - Recovering costs from FEMA, other federal agencies, or responsible parties.
 - Litigating and settling for natural resource damage assessment claims.

4.1 REFRESH

As an incident escalates in severity or complexity, incident management can expand quickly from routine operations to 24/7 surge operations. In these cases, Incident Coordinators and IMT staff must be mindful of the challenges of unusual work schedules. According to the Department of Labor, extended or unusual work shifts may be more stressful physically, mentally, and emotionally. Non-traditional shifts and extended work hours may disrupt the body's regular schedule, leading to increased fatigue, stress, and lack of concentration. This is an important consideration for pre-emergency planning for incidents that trigger a level 3-1 response.

During an event requiring a level 3-1 response, NOAA leadership and Incident Coordinators should make efforts, whenever feasible, to ensure that unavoidable extended work shifts and shift changes allow affected staff time for adequate rest and recovery.

For extended response operations (lasting more than two weeks), an Incident Coordinator will be assigned full-time to the response for no more than two consecutive weeks. The DUS-O can make exceptions to this policy if NOAA's response clearly benefits from IC continuity. IMT support staff will also rotate every two weeks during an extended response.

4.2 RETHINK

To ensure that response efforts improve over time, a critical review ("hotwash") of all responses and exercises will be conducted no more than 60 days following the conclusion of response operations. The results of this review will be documented in an After Action Report to be submitted to the DUS-O no more than 90 days after the conclusion of response operations.

APPENDICIES:

A. TRAINING MENU

The training list below is provided to ensure that all NOAA Operations Center and IMT personnel are trained in accordance with NIMS standards and are able to react quickly and appropriately to situations that may constitute a threat.

The required training is tiered and is based on the NIMS Training Program (09/2011). There are three basic courses that all personnel must complete. Other courses will be required depending on the individual's role within the incident-specific response. Required training for certain individuals may be waived by the DUS-O based on equivalent experience. Training records shall be maintained by the NOAA Operations Center and the individual for review by the IC as required.

Basic Courses:

Basic courses are required for all Incident Management Team (IMT) staff.

1. *Introduction to the NOAA CONOPS*
This course introduces the NOAA CONOPS structure and processes. It will be provided by the NOAA Operations Center.
2. *IS – 700 NIMS, An Introduction*
Three hour, web-based independent study course. The course can be found on the FEMA Independent Study website. There is no cost for this course. <http://www.training.fema.gov/IS/NIMS.asp>
3. *ISC – 100.b Introduction to the Incident Command Structure (ICS)*
Three hour, web-based independent study course. The course can be found on the FEMA Independent Study website. There is no cost for this course. <http://www.training.fema.gov/IS/NIMS.asp>

Courses for Incident Coordinators

1. *ICS – 200 ICS for Single Resource and Initial Action Incidents*
Three hour, web-based independent study course. The course can be found on the FEMA Independent Study website. There is no cost for this course.
Prerequisite – ICS – 100.b
Website <http://www.training.fema.gov/IS/NIMS.asp>
2. *IS – 800 National Response Framework, An Introduction*
Three hour, web-based independent study course. The course can be found on the FEMA Independent Study website. There is no cost for this course.
Website <http://www.training.fema.gov/IS/NIMS.asp>
3. *IS -300 Intermediate ICS for Expanding Incidents*
 - 18 hour, instructor-led course. The course is available through FEMA and the USCG. Other federal and state agencies may also offer the course. The course is free, but there may be travel costs associated.
 - Prerequisite – ICS – 100.b, ICS – 200, IS -700, IS – 800
4. *ICS – 400*
 - 14 hour, instructor-led course. The course is available through FEMA and the USCG. Other

federal and state agencies may also offer the course. The course is free, but there may be travel costs associated.

- Prerequisite – ICS – 100.b, ICS – 200, IS -700, IS – 800

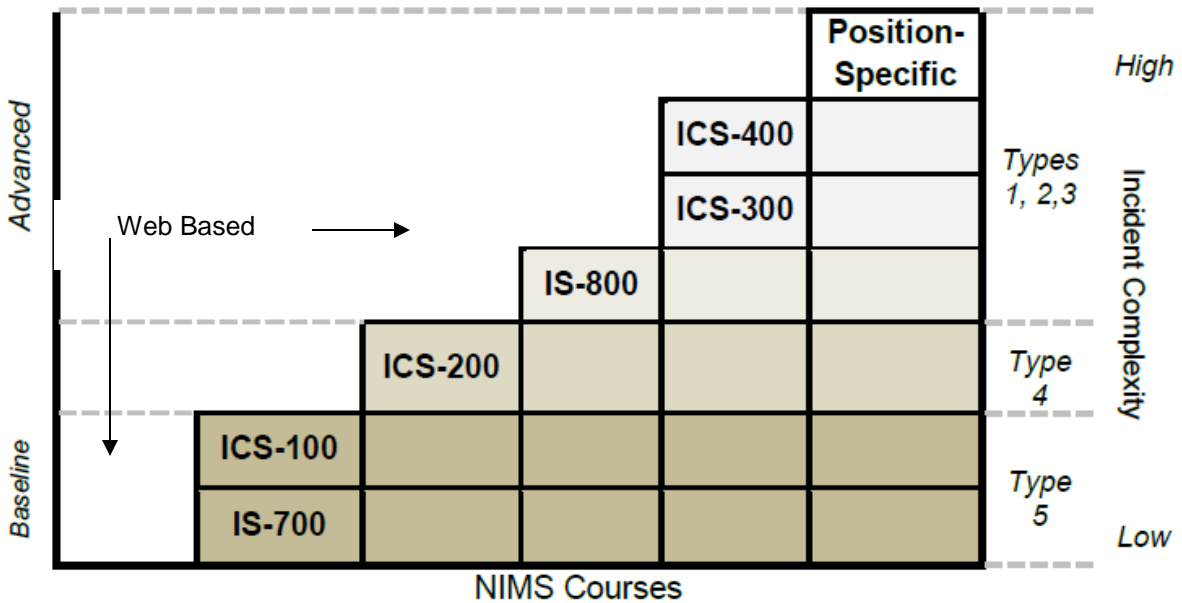
Recommended Courses (not required)

For Senior Leadership:

G - 402 ICS Overview for Executives and Senior Officials. Two hour, instructor-led course.

IMT staff with expertise in Operations, Planning, Logistics, Communications, and Finance/Administration should enroll in specific training to enhance staff support to the NOAA Operations Center. These courses are available at the FEMA Emergency Management Institute Website <http://www.training.fema.gov/AllHazards/cr1eclru/>

NIMS Training Determined by Incident Complexity*



* http://www.fema.gov/pdf/emergency/nims/nims_training_program.pdf

B. INCIDENT COORDINATOR QUALIFICATIONS AND DUTIES

QUALIFICATIONS:

- Knowledge and experience of programs and capabilities across NOAA as they pertain to emergency response.
- Knowledge of incident-related LO/SO capabilities provided by their respective LO/SO and critical inter-dependencies.
- Strong leadership track record and excellent communication skills.

Completion of required training within one year:

- ICS 100.b - Introduction to the Incident Command System (ICS)
- ICS 700 - An Introduction to National Incident Management System (NIMS)
- ICS 800 - An Introduction: National Response Framework
- ICS 200 - ICS for Single Resources and Initial Action Incidents
- IS 300 - Intermediate ICS for Expanding Incidents
- IS 400 - Advanced ICS

Recommended training:

- IS - 293 Mission Assignment Overview *[MA issuance, execution, billing, reimbursement]*

DUTIES

PRE-INCIDENT

- Coordinate with respective LO/SO to gain an understanding of appropriate office level response plans and standard operating procedures (SOP) for specific incident level(s).
- Complete required training and all applicable refresher courses to maintain readiness.
- Review and participate (when applicable) in all incident after action reports to maintain understanding of response challenges and proposed changes to CONOPS.

INCIDENT RESPONSE

- Manage the overall incident response at the NOAA level.
- Set overall NOAA-level objectives and priorities and assure these objectives are met.
- Develop an Incident Action Plan to set overall objectives and priorities.
- Establish/maintain incident-specific NOAA-level situational awareness.
- Ensure NOAA Leadership is appropriately informed.
- Determine staffing requirements and assign staff to the ICS positions, as required.

POST-INCIDENT

- Lead incident hotwash and support after action reporting activities as appropriate.

C. NOAA INCIDENT MANAGEMENT LEVEL MATRIX

| NOAA Incident Management Level Matrix | | | | | | | |
|---------------------------------------|--|--------------------|--------------------------------|--|-----------------------------|---------------------------|---|
| Level | NOAA Facilities and Personnel Affected | Area Affected | NOAA Op Tempo | Org Scope | Visibility | Media Attention | Example |
| 5 | none/minor | Localized | Hours/Days | Single LO | Local Only | Limited Local | <i>Severe T-Storms, most Tornadoes</i> |
| 4 | minor | Multi-County | Days | Single LO/Close Interagency | Regional/State | Local/Limited National | <i>Tornado Outbreak, Tropical Storm Landfall</i> |
| 3 | minor/major, injuries | State, Region | Days/Weeks | Multiple LO, Extensive Interagency Coordination | National/Regional | National Multiple Outlets | <i>Major Hurricane landfall, Tsunami, Flood, Major Wildfire, Significant Oil Spill, Loss of Satellite</i> |
| 2 | minor/major, injuries/fatality | Multi-State | Weeks/Months Complex Logistics | NOAA-Wide involvement, Extensive Interagency, Significant Safety and Security Issues | WH, Congress | Extensive National | <i>Katrina, DWH</i> |
| 1 | Major Impact, Injuries/fatalities | Regional, National | Months/Years Complex Logistics | All Federal Response/States of Emergency | International, WH Direction | Extensive National | <i>September 11th</i> |

D. LIST OF AUTHORITIES

Authorities of NOAA activities are listed below.

[Coast & Geodetic Survey Act of 1947](#). Authorizes the provision of nautical charts and products for safe maritime navigation, hydrographic and topographic surveys, and analysis and prediction of tide and current data. The C&GS Act also authorizes developmental work to increase cartographic efficiency and engineering and scientific knowledge.

[Commerce Responsibilities in Disasters – Department Administrative Order 210-7 \(DAO 210-7\)](#), dated April 15, 1977, authorizes specific disaster responsibilities to NOAA.

[Disaster Relief Act of 1974](#), P.L. 93-288 of May 22, 1974 (42 U.S.C. 5121 et seq.), authorizes Federal assistance to the fifty States, the District of Columbia, Puerto Rico, the Virgin Islands, Guam, American Samoa, the Canal Zones, and the Trust Territory of the Pacific Islands, local government and disaster relief organizations in major disaster or emergency as defined therein.

[Economy Act](#). Authority under which the head of an agency or major organizational unit within an agency may place an order with a major organizational unit within the same agency or another agency for goods or services if – (1) amounts are available; (2) the head of the ordering agency or unit decides the order is in the best interest of the United States Government; (3) the agency or unit to fill the order is able to provide or get by contract the ordered goods or services; and (4) the head of the agency decides ordered goods or services cannot be provided by contract as conveniently or cheaply by a commercial enterprise. (Title 31 USC, Sections 1535 and 1536.)

[Executive Order \(E.O.\) 12472](#), *Assignment of National Security and Emergency Preparedness Telecommunications Functions*, dated April 3, 1984. Directs all Federal departments and agencies to determine their national security and emergency preparedness telecommunications requirements and prepare policies, plans, and procedures concerning telecommunications facilities, services, or equipment under their management or operational control to maximize their capability of responding to the national security or emergency preparedness needs of the Federal government in conjunction with the emergency management activities of the Federal Emergency Management Agency. HSP is directly involved in identifying requirements to ensure interoperable communications and tests NOAA's communication systems at alternate operating sites on a quarterly basis with other Departments and Agencies.

[Executive Order \(E.O.\) 12656](#), *Assignment of Emergency Preparedness Responsibilities*, dated November 18, 1988. Assigns national security emergency preparedness responsibilities to Federal departments and agencies. Under this order, agencies are required to have capabilities to meet essential defense and civilian needs during any national security emergency. The head of each agency shall provide for: (1) succession to office and emergency delegation of authority in accordance with applicable law; (2) safekeeping of essential resources, facilities, and records; and (3) establishment of emergency operating facilities. In addition, this E.O. assigns DOC the lead responsibility for developing plans to provide meteorological, hydrologic, marine weather, geodetic, hydrographic, climatic, seismic, and oceanographic data and services to Federal, State, and local agencies, as appropriate, and developing overall plans and programs for the fishing industry's continued production during an emergency.

[Executive Order 13354](#), 69 Fed. Reg. 53589 (2004), National Counterterrorism Center, establishes policy to enhance the interchange of terrorism information among agencies and creates the National Counterterrorism Center to serve as the primary Federal organization in the U.S. Government for analyzing and integrating all intelligence information posed by the United States pertaining to terrorism and counterterrorism.

[Executive Order 12472](#), 49 Fed. Reg. 13471 (1984), Assignment of National Security and Emergency Preparedness Telecommunications Functions, as amended by Exec. Order 13286, 68 Fed. Reg. 10619 (2003). This order consolidated several directives covering NSEP telecommunications into a comprehensive document explaining the assignment of responsibilities to Federal agencies for coordinating the planning and provision of NSEP telecommunications. The fundamental NSEP objective is to ensure that the Federal Government has telecommunications services that will function under all conditions, including emergency situations.

[Executive Order 13286](#), 68 Fed. Reg. 10619 (2003), Amendment of Executive Orders, and Other Actions, in Connection With the Transfer of Certain Functions to the Secretary of Homeland Security. This order reflects the transfer of certain functions to, and other responsibilities vested in, the Secretary of Homeland Security, as well as the transfer of certain agencies and agency components to DHS, and the delegation of appropriate responsibilities to the Secretary of Homeland Security.

[Executive Order 12196](#), 45 Fed. Reg. 12769 (1980), Occupational Safety and Health Programs for Federal Employees. This order sets the OSHA program guidelines for all agencies in the Executive Branch except military personnel.

[Federal Preparedness Circular \(FPC\) 65](#). *Federal Executive Branch Continuity of Operations (COOP)*, dated June 15, 2004. Provides guidance for use in developing contingency plans and programs for continuity of operations. HSP's COOP planning facilitates the performance of NOAA essential functions during any emergency or situation that may disrupt normal operations.

[Harmful Algal Bloom \(HAB\) and Hypoxia Research and Control Act \(16 USC 1451\)](#). NOAA assigned responsibility for forecasting and responding to HAB events in the U.S. and around the world.

[Homeland Security Act of 2002](#). Establishes the Department of Homeland Security, allows the creation of a critical infrastructure protection program, addresses information security; establishes within Department of Justice the Office of Science and Technology; establishes within DHS a Directorate of Science and Technology, a Directorate of Border and Transportation Security, and a Directorate of Emergency Preparedness and Response; and other miscellaneous provisions.

[Homeland Security Presidential Directive #1 \(HSPD-1\)](#). Organization and Operation of the Homeland Security Council, Oct. 29, 2001. This directive establishes policies for the creation of the HSC, which shall ensure the coordination of all homeland security–related activities among executive departments and agencies and promote the effective development and implementation of all homeland security policies.

[Homeland Security Presidential Directive #3 \(HSPD-3\)](#). Homeland Security Advisory System, March 11, 2002. This directive establishes policy for the creation of a Homeland Security Advisory System, which shall provide a comprehensive and effective means to disseminate information regarding the risk of terrorist acts to Federal, State, and local authorities and to the American people.

[Homeland Security Presidential Directive #5 \(HSPD-5\)](#). *Management of Domestic Incidents*, dated February 28, 2003, tasks the Secretary of DHS to develop a comprehensive National Incident Management System (NIMS) which integrates Federal Government domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan. All Federal departments and agencies are required to adopt the NIMS and assist and support with the development of the National Response Framework (NRP). HSP had lead responsibility for ensuring NOAA's response capabilities were accurately cited during the development of the NRP and maintains primary responsibility for ensuring NIMS implementation and execution within NOAA.

[Homeland Security Presidential Directive #8 \(HSPD-8\)](#). *National Preparedness*, dated December 17, 2003. HSPD-8 describes the way Federal departments and agencies will prepare for a response, including prevention activities during the early stages of a terrorism incident. The purposes of HSPD-8 include the following: (1) establishing policies to strengthen the preparedness of the United States to

prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies requiring national domestic all-hazards preparedness goals, and (2) outlining actions to strengthen preparedness capabilities of Federal, State, and local entities. HSPD-8 requires the head of each Federal department or agency to undertake actions to support the national preparedness goal, including adoption of quantifiable performance measurements in the areas of training, planning, equipment, and exercises for Federal incident management and asset preparedness. The Homeland Security Program has primary responsibility for ensuring agency preparation for emergency operations.

Hydrographic Services Improvement Act of 1998 (As Amended by H.R. 4883, the Hydrographic Services Improvement Act Amendments of 2002). Updated the Coast and Geodetic Survey Act to include testing, developing, and operating technologies necessary to ensure safe navigation.

Interagency Agreement for Meteorological Services Among the Bureau of Land Management, Bureau of Indian Affairs, U.S. Fish and Wildlife Service, and National Park Service of the U.S. Dept. of Interior; the Forest Service of the U.S. Dept of Agriculture; and the NWS of the U.S. Dept. of Commerce. Sets the terms and conditions under which NOAA's National Weather Service will provide meteorological services to Wildland Fire Agencies.

Marine Mammal Protection Act: Under Title IV of the Marine Mammal Protection Act of 1972 (MMPA; Pub. L. 92-522; 16 U.S.C. §§ 1361 et seq.), NOAA is required to have a Marine Mammal Health and Stranding Response Program.

Memorandum from Commerce Deputy Under Secretary for Oceans and Atmosphere to NOAA Executive Panel, Subject: *Homeland Security Program Office*, dated October 29, 2002. Establishes HSPO and delegates specific HSPO responsibilities. Note: As of the signing of this document, HSPO will be renamed as the NOAA Homeland Security Program Office (HSPO)

Memorandum from Commerce Deputy Under Secretary for Oceans and Atmosphere to NOAA Assistant Administrators and Staff Office Directors. Subject: *NOAA Support to the Homeland Security Operations Center Policy and Procedures*, dated October 26, 2004. DUS establishes procedures and protocols required for comprehensive and effective program to facilitate NOAA contributions to incident management through the NOC.

Magnuson-Stevens Fishery Conservation and Management Act (MSA) (Public Law 94-265). The MSA serves as the primary authority for fisheries management in the U.S. Exclusive Economic Zone. The MSA establishes authority within the U.S. Department of Commerce, through the National Marine Fisheries Service and the eight fishery management councils, for management of U.S. fishing operations. Section 301(a) contains 10 national standards with which all fishery management plans and their amendments must be consistent.

Marine Protection, Research and Sanctuaries Act of 1972 (Public Law 92-532; October 23, 1972; 86 Stat. 1052 and 1061. Titles I and II are codified at 33 U.S.C. 1401-1445, as amended). Under section 1443, the Secretary may undertake or authorize all necessary actions to prevent or minimize the destruction or loss of, or injury to, sanctuary resources, or to minimize the imminent risk of such destruction, loss, or injury.

National Oil and Hazardous Substances Pollution Contingency Plan. Provides the organizational structure and procedures for preparing for and responding to discharges of oil and releases of hazardous substances, pollutants, and contaminants. Names DOC (i.e., NOAA) as the lead Federal trustee for ocean and coastal natural resources. Tasks NOAA to provide scientific support to the Federal On-Scene Coordinator through the Scientific Support Coordinator program.

National Search and Rescue Plan. Tasks the Department to provide satellite services for detecting and locating aircraft, ships, or individuals in potential or actual distress.

[National Security Presidential Directive NSPD-41](#) and [Homeland Security Presidential Directive HSPD-13](#). *Maritime Security Policy*, dated December 21, 2004. This directive establishes U.S. policy and guidelines and implementation actions to enhance U.S. national security and homeland security by protecting U.S. maritime interests. HSP supports NOAA's involvement in Maritime Domain Awareness (MDA) including an Interagency Agreement between NOAA and DHS/United States Coast Guard whereby both parties agree to develop, install, operate, and maintain maritime two-way communication and surveillance systems on NOAA data buoys to intercept and relay Automated Identification System (AIS) signals through satellite link to the USCG for vessel tracking.

[National Weather Service Organic Act](#). (15 U.S.C. § 313) Authorizes the National Weather Service as the U.S. Government entity responsible for providing flood forecast services.

[NOAA HSOC Policy and Procedures Directive](#), October 29, 2004, *NOAA Support to the Homeland Security Operations Center Policy and Procedures* (See Annex A). Note: HSOC renamed to the DHS National Operations Center (NOC).

[Oil Pollution Act](#): Created a comprehensive prevention, response, liability, and compensation regime that is needed to respond to oil pollution incidents from vessels and on-shore and off-shore facilities. Authorizes NOAA, other Federal agencies, States, and tribes to represent the public as a natural resource trustee regarding the discharge or threatened discharge of oil into the environment. Contains provisions to assess natural resource damages for resources under their trusteeship (or for State or Tribe if requested by them), and develop and implement a plan for restoration, rehabilitation, replacement, or acquisition of the equivalent.

[Organic Act of 1807 \(2 Stat. 4134\) - Survey of the Coast](#). Authorized the newly formed coastal survey agency (then known as the Survey of the Coast) to construct and maintain the nation's nautical charts. The successor agency, the NOAA Office of Coast Survey, is the oldest Federal government scientific organization in the United States. The functions of the survey have included surveying and charting the coasts of the United States and its possessions, studying tides and currents, compiling aeronautical charts, and conducting research in terrestrial gravity and seismology.

[Presidential Decision Directive \(PDD\) 63](#). *Critical Infrastructure Protection*, dated May 22, 1998, and [Homeland Security Presidential Directive #7 \(HSPD-7\)](#), *Critical Infrastructure Identification, Prioritization, and Protection*, dated December 17, 2003. The purposes of these directives are to ensure all physical and cyber-based systems essential to the minimum operations of the economy and government and ensure the public's health and safety, are protected against failure, human error, weather and other natural causes, and physical and cyber attacks. Every department and agency Chief Information Officer is responsible for information assurance. HSP provides assistance and support to both the NOAA and DOC Office of Chief Information Offices in this endeavor.

[Presidential Decision Directive \(PDD\) 67](#). *Enduring Constitutional Government and Continuity of Government Operations*, dated October 21, 1998. The purposes of this directive are to ensure survival of a constitutional form of government and the continuity of essential Federal functions. It requires Federal agencies to develop COOP plans for essential functions.

[Public Health Security and Bioterrorism Preparedness Response Act of 2002](#) (PL 107-188). Directs the Secretary of Health and Human Services to further develop and implement a coordinated strategy, building upon core public health capabilities (established under provisions of the Act providing for national needs to combat threats to public health), for carrying out health-related activities to prepare for and respond effectively to bioterrorism and other public health emergencies, including the preparation of a plan which has as a goal ensuring the activities of the Secretary regarding bioterrorism and other public health emergencies are coordinated with activities of the States, including local governments.

[Reorganization Plan No. 4 of 1970](#), effective October 3, 1970. Establishes National Oceanic and Atmospheric Administration.

[Robert T. Stafford Disaster Assistance and Emergency Relief Act](#), as amended, 42 U.S.C. 5121, **et seq (Stafford Act)**. Provides an orderly and continuing means of assistance by the Federal Government to State and local governments in carrying out their responsibilities to alleviate the suffering and damage which result from disasters.

E. GLOSSARY OF TERMS

All-Hazards. An approach to risk management that addresses the vulnerabilities, consequences, and threats posed by both natural and manmade events.

All-Hazards Preparedness. Refers to preparedness for domestic terrorist attacks, major disasters, and other emergencies. (*HSPD-8*)

Asset. As defined in the Homeland Security Act of 2002, assets include contracts, facilities, property, records, unobligated or unexpended balances of appropriations, and other funds or resources (other than personnel). The National Infrastructure Protection Plan (v. 1.0 Nov 2005) defines an infrastructure asset as something of importance or value belonging to one of the 17 CI/KR sectors that if targeted and exploited, destroyed, or incapacitated could result in large-scale injury, death, economic damage, or destruction of property, or could profoundly damage the Nation's "prestige and confidence." [National Strategy for the Physical Protection of Critical Infrastructures and Key Assets (Feb 2003) pg 7]. Assets include one or more of the following elements:

- *Physical elements:* Tangible property such as facilities, components, real estate, animals, and products.
- *Cyber elements:* Electronic information and communications systems and the information contained in those systems, and comprising all the hardware and software that processes (i.e., creates, accesses, modifies, and destroys), stores (via all media types including paper, magnetic, and electronics), and communicates (i.e., shares and distributes) information, or any combination of all of these elements. (Note: Cyber is unique in that it does not necessarily function for itself; rather it is an enabler for a sector's critical functions and services. Cyber facilitates the business and operational aspects of a sector. A sector's functions and services are enhanced through secure cyber implementation.)
- *Human or living elements:* Critical knowledge or functions of people (i.e., job expertise or skills) uniquely susceptible to attack.

Catastrophic Incident. Any natural or manmade incident, including terrorism, resulting in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic event could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to State, local, tribal, and private-sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic events are Incidents of National Significance. (NRP)

Catastrophic Incident Supplement (CIS) or (NRP-CIS). The National Response Framework Catastrophic Incident Supplement (NRP-CIS) outlines the coordinated strategy for accelerating the delivery and application of Federal and Federally accessible resources and capabilities in support of a jurisdictional response to a catastrophic mass casualty/mass evacuation incident. Such an incident may result from a technological or natural disaster, or terrorist attack involving chemical, biological, radiological, nuclear, or high explosive (CBRNE) weapons of mass destruction (WMD). As part of the articulated Federal response strategy contained herein, the NRP-CIS outlines key planning assumptions, includes a concept of operations, establishes an execution schedule, and assigns specific responsibilities to departments and agencies. The NRP-CIS directly supports the National Response Framework Catastrophic Incident Annex (NRP-CIA). (NRP-CIS, June 2004.)

Capability. (1) A capability provides the means to accomplish one or more tasks under specific conditions and to specific performance standards. A capability may be delivered with any combination of properly planned, organized, equipped, trained, and exercised personnel that achieves the intended outcome (National Infrastructure Protection Plan ver 1.0, Nov 2005); (2) the ability to do something in response to a mission requirement; a combination of activities, processes, and skills/competencies (e.g., collecting charting and physical oceanographic data) (NOAA Planning, Programming, Budgeting); (3) Communications, facilities, information, trained personnel and other assets necessary to conduct

Mission Essential Functions (MEFs) and supporting activities. [National Essential Function (NEF) Terminology and Definitions – White House Guidance, January 13, 2005]

Command. The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. (ICS)

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. (NRP)

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

Coordinate. As used in this CONOPS, to bring into proper order or relation; adjust various parts (or activities of participants) so as to have harmonious action and enhance achievement of identified priorities. (After Webster's New World Dictionary)

Corporate (headquarters level). A level of organization where operating units unite into a single body, corporate executive. As used in this CONOPS, refers to level of organizational management above Assistant Administrators, i.e., Commerce Under Secretary for Oceans and Atmosphere and NOAA Administrator; Commerce Assistant Under Secretary and Deputy NOAA Administrator; Commerce Deputy Under Secretary for Oceans and Atmosphere.

Continuity Of Operations (COOP). The activities of individual departments and agencies and their sub-components to ensure that their essential functions are performed. This includes plans and procedures that delineate essential functions; specify succession to office and the emergency delegation of authority; provide for the safekeeping of vital records and databases; identify alternate operating facilities; provide for interoperable communications; and validate the capability through tests, training, and exercise. All Federal agencies, regardless of location shall have in place a viable COOP capability to ensure continued performance of essential functions from alternate operating sites during any emergency or situation that may disrupt normal operations. (Federal Protective Circular, 65 June 15, 2004)

Continuity of Government (COG). A task area of homeland security which includes providing for the continuity and restoration of all levels of government—federal, state, and local. (Presidential Decision Directive, 67, Oct. 21, 1998)

Critical Infrastructure. (1) National Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters (NRP); (2) NOAA Critical Infrastructure: Systems and assets whether physical or virtual, so vital to the execution of NOAA operations advancing National Essential Functions (i.e., NOAA Priority Mission Essential Functions) that the incapacity or destruction of such system and assets would have a debilitating impact on execution of the PMEF. (NEP)

Designated Senior Official (DSO). Individual with responsibility for NOAA staff (personnel and on-site contractors) at NOAA-occupied location. Absent other designated individual, the DSO is the most senior NOAA official on site.

Domestic Readiness Group (DRG). The DRG facilitates a comprehensive, integrated, and coordinated approach to domestic incident management. The DRG is co-located with and supported by the National Operations Center staff. DRG members provide decision-making support to the DHS Secretary and other National authorities during periods of elevated alert and national-level domestic incidents. The DRG is comprised of senior leaders of Departments and Agencies supporting a

scenario-based event. The NOAA Desk will support the DRG representatives and provide time-sensitive reach back to senior NOAA leadership and technical staff.

Emergency. Absent a Presidential emergency declaration, 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. (*NIMS, March 2004*)

Emergency Support Function (ESF). A grouping of government and certain private-sector capabilities into an organizational structure to provide the support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following domestic incidents. The ESFs serve as the primary operational-level mechanism to provide assistance to State, local, and tribal governments or to Federal departments and agencies conducting missions of primary Federal responsibility. (NRP)

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

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, Public Law 17-296, 116 Stat. 2135 (2002).) Also known as Emergency Responder. (*NIMS, March 2004*)

Federal departments and agencies. Those executive departments enumerated in 5 U.S.C. 11, and the Department of Homeland Security; independent establishments as defined by 5 U.S.C. 14(1); Government corporations as defined by 5 U.S.C. 13(1); and the United States Postal Service. (*HSPD-8*)

First responder. Those individuals who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as defined in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 11), as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) that provide immediate support services during prevention, response, and recovery operations. (*HSPD-8*)

General Staff. In ICS, the group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. The General Staff consists of: Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/ Administration Section Chief. (IS 195).

Senior Management Team (SMT). The NOAA SMTs are representatives from Line and Staff Offices and function as liaisons between all Line/Staff Offices, the NOAA Operations Center, and the NOAA NOC Support Desk, providing LO status, requests, and other coordination needs. The SMT may be called upon during an incident to staff IMT depending on incident level and/or skill set.

Incident. An occurrence or event, natural or human-caused, requiring a response. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials 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. (From National Incident Management System, March 1, 2004.)

Incident Command System (ICS). A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. (IS 195).

Incident Coordinator (IC). NOAA employee designated by the Deputy Under Secretary for Operations (DUS-O) to lead the IMT and manage NOAA's incident specific response. The IC identifies and develops response strategies, incident action plans objectives and demobilization plans; coordinates Line and Staff office requests and responses, and routinely briefs NOAA Leadership.

Incident Management (IM). Governance (the exercise of authority) of activities and infrastructure relating to an occurrence or event, natural or human-caused, requiring an emergency response. Incident management includes (1) command and management, (2) preparedness, (3) resource management, (4) communications and information management, (5) supporting technologies, and (6) ongoing management and maintenance. As used in NOAA, incident management includes plans, programs, and policy regarding homeland security awareness, prevention, protection, response, recovery, information technology, and organizational excellence of operations and infrastructure supporting these activities.

Incident Management Team (IMT). The Incident Coordinator and appropriate Command and General Staff personnel assigned to an incident. As used in this CONOPS, may include other ICS functions. See also ICS Functions. (NRP)

Incident of National Significance (INS). Based on criteria established in HSPD-5 (paragraph 4), an actual or potential high-impact event that requires a coordinated and effective response by an appropriate combination of Federal, State, local, tribal, nongovernmental, and/or private sector entities in order to save lives and minimize damage, and provide the basis for long-term community and economic recovery. (NRP, January 2005)

Joint Field Office (JFO). A temporary Federal facility established locally to provide a central point for Federal, State, local, and tribal executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The JFO combines the traditional functions of the JOC, the FEMA DFO, and the JIC within a single Federal facility. (NRP)

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 co-locate at the JIC. (NRP)

Joint Operations Center (JOC). The JOC is the focal point for all Federal investigative law enforcement activities during a terrorist or potential terrorist incident or any other significant criminal incident, and is managed by the SFLEO. The JOC becomes a component of the JFO when the NRP is activated. (NRP)

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 geographic (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health). (NIMS, March 2004)

Local Government. Local means "(A) a county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; (B) an

Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; and (C) a rural community, unincorporated town or village, or other public entity.” (Homeland Security Act of 2002)

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 major disaster assistance under this act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. (NIMS, March 2004)

Major Event. Refers to domestic terrorist attacks, major disasters, and other emergencies. (HSPD-8)

Mission Assignment. The vehicle used by DHS/EPR/FEMA to support Federal operations in a Stafford Act major disaster or emergency declaration. It orders immediate, short-term emergency response assistance when an applicable State or local government is overwhelmed by the event and lacks the capability to perform, or contract for, the necessary work. (NRP)

Mission Essential Functions. Priority Mission Essential Functions (PMEFs): Those MEFs that must be performed to support or implement the NEFs before, during, and in the immediate aftermath of an emergency. Generally PMEFs must be uninterrupted, or resumed, during the first 24–48 hours after the occurrence of an emergency and continued through full resumption of all Government functions. Secondary Mission Essential Functions (SMEFs): Those MEFs that a department or agency determines must be performed in order to bring about full resumption of its normal functions, but which are not PMEFs. Resumption of SMEFs may need to occur within a very short period of time or only after several days depending on the nature of the agency mission and the nature of the disruption to normal agency functions. (NEF Terminology and Definitions – White House Guidance, January 13, 2005)

National Operations Center (NOC). Primary national hub for domestic incident management operational coordination and situational awareness. (DRG SOPs final draft March 2005)

NORTHCOM. NORTHCOM conducts operations within its assigned area of responsibility to deter, prevent, and defeat threats and aggression aimed at the United States, its territories, and interests. Accordingly, as directed by the President or Secretary of Defense, the Commander, USNORTHCOM, would direct military operations within its area of responsibility, including combat operations. In addition, when directed by the President or Secretary of Defense, the Commander, USNORTHCOM, also provides support to U.S. civil authorities, including military assistance to civil authorities, military support to civilian law enforcement agencies, military assistance for civil disturbances, and incident management operations in response to a weapon of mass destruction (WMD) attack. (Statement of March 25, 2004 to 108th Congress by Assistant Secretary of Defense for Homeland Defense.)

National. Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity. (NIMS, March 2004)

National Essential Functions (NEFs). That subset of Government functions that are necessary to lead and sustain the country during an emergency and, therefore, that must be supported through department and agency continuity capabilities. The NEFs will be the primary focus of the President and the national leadership during and following an emergency. These are categories of functions performed by one or more departments and agencies. They are not new authorities, requirements, or functions. (NEF Terminology and Definitions – White House Guidance, January 13, 2005)

National Incident Management System (NIMS). Nationally mandated system providing a consistent nationwide approach for Federal, State, and local governments 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, and local capabilities, the NIMS includes a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources. (HSPD-5, February 28, 2003, Subject: Management of Domestic Incidents)

National Interagency Plans. National interagency plans are based either on statutory or regulatory authorities, and/or specific contingencies and types of incidents. These plans provide protocols for managing the preponderance of incidents that are likely to occur at all levels of government and that normally can be managed without the need for DHS coordination. These plans can be implemented independently or concurrently with the NRP. When the NRP is activated, these interagency plans are incorporated as supporting and/or operational plans. Examples of national interagency plans that are incorporated into the NRP as supporting and/or operational plans include the following:

- National Oil and Hazardous Substances Pollution Contingency Plan.
- Mass Migration Emergency Plan.
- National Search and Rescue Plan.
- National Infrastructure Protection Plan.
- National Maritime Security Plan.

For purposes of full incorporation into the NRP, these plans will be referred to as NRP supplements for the specific contingency or mission area that constitutes the main focus of such plans. (NRP)

National Response Framework (NRF). The NRF formally replaced the National Response Plan (NRP) on March 22, 2008. The NRF is part of the National Strategy for Homeland Security that presents the guiding principles enabling all levels of domestic response partners to prepare for and provide a unified national response to disasters and emergencies. Building on the existing National Incident Management System (NIMS) as well as Incident Command System (ICS) standardization, the NRF's coordinating structures are always in effect for implementation at any level and at any time for local, state, and national emergency or disaster response.

NOAA Leadership. As used in this CONOPS, refers to Commerce Under Secretary for Oceans and Atmosphere and NOAA Administrator; Commerce Assistant Under Secretary and Deputy NOAA Administrator; and Commerce Deputy Under Secretary for Oceans and Atmosphere.

NOAA NOC Desk. The NOAA Desk is staffed from Monday–Friday from 0700–1600 hours. The NOAA Desk provides input to scheduled NOC briefings and acts as the NOAA interface with NOC Federal, state, and local support desks for information during all natural and manmade disasters. During incidents of national significance, NOAA Desk has briefed DHS Secretary and provided briefings to White House. Reach back support to NOC Desk is provided by the ICC.

NOAA Program. One of NOAA's Programs comprising the NOAA Goals of Weather and Water, Commerce and Transportation, Climate, Ecosystem, and Critical Support. Each NOAA Program has identified specific Program capabilities with development profiles for budget plus out-years (e.g., FY 2008–2012). See also: Program.

Operations Section. One of the four Sections defined by Incident Command Structure. The Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas. See General Staff.

Planning Section. Responsible for the collection, evaluation, and dissemination of information related to the incident and for the preparation and documentation of the Incident Action Plan. The Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident. Includes the Situation, Resources, Documentation, and Demobilization Units, as well as Technical Specialists. (ICS)

PMI. Personnel, Mission and Infrastructure information.

Principal Federal Official (PFO). The Federal official designated by the Secretary of Homeland Security to act as his/her representative locally to oversee, coordinate, and execute the Secretary's incident management responsibilities under HSPD-5 for Incidents of National Significance. (NRP)

Preparedness. (1) Build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. (NRP)

(2) Preparedness includes the following:

- Planning, training, and exercises.
- Personnel qualification and certification standards.
- Equipment acquisition and certification standards.
- Publication management processes and activities.
- Mutual aid agreements and Emergency Management Assistance Compacts (EMACs).
(Universal Task List 2.1, Apr. 21, 2005)

(3) Preparedness (is) 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 involving efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. (National Infrastructure Protection Plan 1.0, November 2005)

Prevention. (1) Deter all potential terrorists from attacking America, detect terrorists before they strike, prevent them and their instruments of terror from entering our country, and take decisive action to eliminate the threat they pose (National Infrastructure Protection Plan 1.0, November 2005); (2) Actions taken to reduce consequential loss from non-terrorist hazards.

Program. Activity of implementing NOAA Line or Staff office responsible for delivery of NOAA information product, service, or supporting activity. See also NOAA Program.

Recovery. Develop, coordinate, and execute service- and site-restoration plans and reconstitute government operations and services through individual, private-sector, nongovernmental, public assistance, and Federal programs and activities. (NRP)

Response. Implement immediate actions to save lives, protect property, and meet basic human needs.

Risk. Risk is the product of threat, vulnerability, consequence, and likelihood of occurrence.

Section. The ICS organizational level with responsibility for a major functional area of the incident. The Section is located organizationally between Branches and the Incident Commander.

SITREP. Situation Report. The official SITREP for NOAA is that issued from the Incident Coordination Center in coordination with the NOAA Desk at the NOC. Where Line/Staff Offices inputs to the ICC include the term "SITREP" as a header or title, it will be preceded by the name of the Line/Staff Office to avoid confusion with the NOAA SITREP.

State Government. State means "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." (Homeland Security Act of 2002)

System. A combination of facilities, equipment, personnel, procedures, and communications integrated into a common organizational structure to achieve a mission or outcome.

Target Capabilities List. Provides guidance on the specific capabilities and levels of capability that Federal, State, local, and tribal entities will be expected to develop and maintain. (HSPD 8)

Unity of Command. “Unity of command refers to people working together, in harmony, towards the same goal and under the same command.” (Deputy Secretary of Defense Paul Wolfowitz in prepared statement on Homeland Security provided to the House Select Committee on Homeland Security, July 11, 2002)

Universal Task List (UTL). A comprehensive menu of tasks from all sources that may be performed in major events illustrated by the National Planning Scenarios. Entities at all levels of government should use the UTL as a reference to help them develop proficiency through training and exercises to perform their assigned missions and tasks in major events. (HSPD 8)

Volunteer. Any individual accepted to perform services by an agency, which has authority to accept volunteer services when the individual performs services without promise, expectation, or receipt of compensation for services performed. (See, for example, 16 U.S.C. 742f(c) and 29 CFR 553.11.) (NIMS, March 2004)