



**DEPARTMENT OF DEFENSE  
UNITED STATES SOUTHERN COMMAND  
3511 NW 91ST AVENUE  
MIAMI, FL 33172-1217**

REPLY TO  
ATTENTION OF

\*SC Regulation 10-18

25 May 2000

Effective Upon Receipt

Organization and Functions

UNITED STATES SOUTHERN COMMAND  
HURRICANE REGULATION

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**1. Purpose.** Provide guidance to assure continuity of essential missions and functions in the event of a major hurricane in South Florida/Miami area. This regulation provides for the protection of the headquarters and assigned personnel, relocation of essential command personnel to an alternate command post (ACP), and recovery operations. Directorates should amplify instructions contained herein to ensure their required actions are completed in a timely manner.

**2. References.**

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\*This regulation supercedes SC Reg 10-18 dated 1 June 1998

- a. SC Reg 525-22, USSOUTHCOM Reporting Procedures, 9 Mar 98.

**3. Abbreviations and Definitions.** See Appendix F for Definitions and Appendix G for Abbreviations.

**4. Applicability.** This regulation applies to Headquarters, United States Southern Command (USSOUTHCOM), USSOUTHCOM components, subordinate commands, and other agencies/host bases as required.

**5. Conditions for Implementation.**

- a. This regulation is applicable upon receipt.
- b. The hurricane plan for this headquarters will be implemented when the National Hurricane Center (NHC) tropical cyclone advisory forecasts 50 knot winds for Miami-Dade County within 72 hours from a Category 3 or greater hurricane (on the Saffir-Simpson scale).
- c. Incorporating data from the NHC, the USSOUTHCOM Meteorological and Oceanographic (METOC) Branch provides to the Joint Operations and Intelligence Center (JOIC) warnings and information concerning tropical cyclones in the Atlantic and Eastern Pacific Basins that affect the CINCSO's Area of Interest (AOI).

**6. Concept of Operations.**

- a. With advance warning of a Category 3 or greater hurricane, USSOUTHCOM implements preplanned actions to minimize facility damage and prevent injury to command members and families. In addition to safeguarding personnel and facilities that comprise USSOUTHCOM, evacuation of the headquarters building and other USSOUTHCOM facilities in Miami and activation of the Alternate Command Post (ACP) ensure continuity of operations essential for the command and control of on-going operations throughout the Area of Responsibility (AOR).

- b. Based on watches and warnings declared by the National Hurricane Center and USSOUTHCOM's Meteorological and Oceanography Section, the Chief of Staff (COS) will direct appropriate actions, which may include:

- (1) Recalling personnel (during non-duty hours) to man essential duty stations or to complete directorate hurricane preparations.

- (2) Directing the USSOUTHCOM Base Operations Commander (BASEOPS), who serves as the Disaster Preparedness Officer (DPO), to initiate actions to protect the headquarters building and other USSOUTHCOM facilities and property in the local area.

(3) Releasing non-essential personnel from duty to secure personal property and move dependents as required.

(4) Notifying the National Military Command Center (NMCC), country teams, and components of intentions to relocate critical C2 functions and associated staff (Command Group Alpha) to Headquarters USSOUTHAF, Davis-Monthan AFB, AZ (ACP).

(a) Standing up the Disaster Preparation Response Cell (RC) and the Hurricane Working Group (HWG) in the Crisis Action Center (CAC) to implement the hurricane plan outlined in this regulation. The HWG will prepare the headquarters for the onset of hurricane conditions and the RC will coordinate preparations for a shift of C2 functions to the ACP while the JOIC maintains command continuity throughout the AOR. The composition of the RC and HWG is provided in Appendix A, Checklist A.

(5) Directing the SSO and collateral Security Division to implement procedures to protect classified government information in the event normal security procedures are assessed as inadequate.

c. The Hurricane Plan checklists are promulgated in Appendix A and summarized in Paragraph 10.

## **7. Command Relationships.**

### **a. Emergency Operations.**

(1) Disaster Preparation Response Cell (RC) and Hurricane Working Group (HWG).

(a) During an emergency or natural disaster in the Miami area, USSOUTHCOM will activate a RC and HWG in the Crisis Action Center (CAC). The composition of the RC and HWG is provided in Appendix A, Checklist A.

(b) The RC and the HWG will coordinate, track, and anticipate requirements outlined in the hurricane plan and preparation checklists to ensure that the headquarters is prepared for the onset of hurricane conditions and that the activities of USSOUTHCOM are consistent with national, state, and local civil activities.

(c) Once the hurricane passes, the RC and HWG will coordinate damage assessment reports and reconstitution tasks at Headquarters and other USSOUTHCOM facilities in Miami.

(2) JOIC.

(a) The JOIC remains responsible for maintaining situational awareness throughout the AOR during the period the RC and HWG execute the Hurricane Plan. The JOIC's primary mission is to maintain communications with the National Command Authority

and component commands while ensuring that subordinates, components and country teams are informed of the status of USSOUTHCOM. The JOIC and the ACP, when activated, will report USCINCSO status to NMCC and other organizations per established JOIC procedures.

(b) In the event weather conditions deteriorate to the point that communications cannot be maintained, the ACP at Davis-Monthan will assume all normal JOIC functions.

(3) Alternate Command Post (ACP).

(a) The ACP is located at USSOUTHAF Headquarters Davis-Monthan, AFB, AZ.

(b) The ACP will be manned by sufficient USSOUTHCOM personnel to sustain the JOIC watch and provide a limited but functional battle staff capability. Manning for this team is provided in Annex 1 to Appendix B.

(c) The ACP's primary responsibility is to maintain C2 throughout the AOR. If there is an on-going CAT at the time of headquarters evacuation, additional staff will be required to deploy to the ACP. The Officer-in-Charge of the ACP will normally be the J32 or the VJ3.

**8. Situation:**

a. **General.** The Miami area is threatened by several hurricanes each hurricane season, including some that are classified as major hurricanes (Category 3 or greater). USSOUTHCOM must protect its personnel, facilities, and resources to the maximum extent possible to mitigate the effects of hurricanes, and quickly restore primary mission functions following such an occurrence. USCINCSO's command responsibilities require continuity of operations throughout the AOR.

b. **Key Assumptions.** The following assumptions should not inhibit initiative in the absence of timely indicators and warnings:

(1) There will be at least 72 hours warning of a hurricane with potential to inflict major damage to the South Florida/Miami area.

(2) The headquarters building is designed to withstand sustained category 4 winds (114-135 knots) (131-155 mph).

(3) Flooding of 8 feet or less in the immediate area will not adversely affect the physical structure at the headquarters. Flooding of greater than 8 feet may reach the backup generators and building Uninterrupted Power Supply (UPS).

(4) If the USSOUTHCOM Headquarters requires evacuation, continuous communications between the JOIC, NMCC, components, and other subordinate commands will be maintained until the ACP is stood up.

(5) Headquarters, USSOUTHAF and its host AF Wing, the 355th, will provide administrative support, communications resources, lodging for personnel, and messing facilities to support the ACP.

(6) If commercial electrical power is lost at the headquarters in Miami, the emergency generators for the headquarters will not be required to operate longer than 120 hours (5 days).

(7) Miami area cellular telephone and pager communications will remain operational during a hurricane with winds less than 69 kts (79 mph) (Saffir-Simpson 1 (SS1/CAT1)).

(8) Miami area commercial/residential telephone communications will remain operational during a hurricane with winds less than 69 kts (79 mph) (SS1) accompanied by minor flooding.

(9) Accurate personnel reports will be submitted to the SCJ1 by the directorates, facilitating an accurate accounting of all assigned personnel.

(10) Decision points identified in the time phase checklist will allow adequate time for the listed tasks to be accomplished, however, hurricane movement may dictate completion at an accelerated pace.

**c. Constraints and limitations.**

(1) The USSOUTHCOM ACP will depend upon USSOUTHAF for support. For this reason, ACP must be an austere operation capable of 24 hour operations for a limited period (see appendix B).

(2) Errors in tropical cyclone intensity and track forecasts increase significantly after 24 hours; however, deployment preparations for ACP team will have to be implemented 48 to 72 hours prior to the arrival of a hurricane.

(3) Individual commercial airlines may suspend operations to/from Miami area airports prior to the arrival of storm conditions.

(4) Military transport aircraft may not be available for air movement of the ACP main body and/or Command Group Alpha to Davis-Monthan AFB, AZ.

(5) Headquarters permanent antennas are designed to withstand winds of up to 125 knots (143 mph).

(6) USSOUTHCOM personnel will not be sent aloft to take down antennas (spare antennas may be removed at the direction of J6).

## **9. Execution.**

### **a. Concept of Operations.**

(1) Command and control operations in the JOIC will be maintained until weather conditions in the Miami area increase in destructive potential to a level that a loss of communications is probable or it is necessary to evacuate personnel for safety reasons. The ACP will establish all required communication links in the most expeditious manner possible to allow uninterrupted command and control capability.

(2) Once the command and control hand-off is complete, designated individuals from the RC and HWG will remain in the headquarters building as a response team under the control of the DPO (BASEOPS). This team will serve as the nucleus for reconstitution operations once the storm passes. Assisting in the reactivation of the Headquarters Building, the RC and HWG will resume operations in the CAC, while JOIC systems are returned to normal operational capacity.

(3) In addition to re-establishing operational capability of the headquarters, the RC will, as a priority, establish a complete and detailed accountability for all assigned personnel. It is an individual service member and civilian employee responsibility to call the point of contact established by each directorate with a brief report of his or her whereabouts and status. Directorates will provide status reports to the RC J1 representative at (305) 437-3903/3523/3525.

**b. Alerting Procedures.** The National Hurricane Center issues tropical cyclone advisories, tropical storm watches and warnings, and hurricane watches and warnings. The USSOUTHCOM METOC Branch provides this information and other METOC information to the Command Group, the JOIC, and senior staff. The JOIC sets hurricane conditions (HURCON) for the headquarters as prescribed in the time phase checklists in Appendix A. The RC, HWG, and JOIC carry out actions in Appendix A and keep the J3 informed.

**c. Order to Implement.** The order to implement this plan will be issued by USSOUTHCOM COS. The time-phase checklists discussed below and promulgated in Appendix A will be followed in the event this plan is implemented.

### **d. Tasks.**

(1) Each directorate and special staff office will:

(a) Designate a field-grade officer Disaster Preparedness Representative (DPR) to coordinate equipment storage plans, personnel accountability and recall plans. The Directorate's DPR is the point of contact for all activities of the Hurricane Working Group. The DPR works with the Security Managers and executive officers to ensure that tasks to be performed and mandated by this regulation are rehearsed and resourced.

(b) Identify and maintain the appropriate number of security managers to execute Classified/Sensitive item storage plans in accordance with Appendix C. Ensure directorate security managers have a protection plan for removal, transport, and storage of classified materials in all USSOUTHCOM Miami-area facilities.

(c) Plan for vertical evacuation of movable critical assets as discussed in Appendix D. For directorates with offices and/or equipment located on the first floor of any Miami-area facility, the plan will include, at a minimum, a detailed list of equipment and procedures.

(d) Update the roster of assigned personnel and dependents living in the South Florida/Miami area in the STEMS data base as new personnel are assigned and validate the entries quarterly. Complete and accurate entries are critical to ensure one hundred percent accountability of personnel following a hurricane. **Upon declaration of HURCON 4 (Checklist A in Appendix A) at the 72 hour milestone, each directorate will submit a current list of all personnel on leave and TDY to the RC J1 representative in the CAC (X3903).** A follow-up report is also required upon NHC issuance of a hurricane watch for shoreline in Miami-Dade County. Additionally, it is the directorate's responsibility to ensure that family members of directorate personnel on TDY are assisted in accordance with their needs.

(e) Provide complete accountability for all personnel to the J1 RC representative in the CAC at (305) 437-3903/3523/3525 within 6 hours after the NHC discontinues hurricane warnings for Miami-Dade County, assuming commercial telephone systems are operational. Thereafter, each directorate will make follow-up reports to the RC every six hours on the status of injured and unlocated personnel until all personnel have received competent medical care and are completely accounted for. Ensure all directorate personnel are instructed to provide a personnel status report to a designated directorate point of contact within 6 hours after the NHC discontinues hurricane warnings for Miami-Dade County.

(f) Working with the DPO, develop and periodically review supporting appendices, annexes, and instructions that support this regulation.

(g) Ensure directorate key personnel are assigned pagers.

(2) Base Operations Commander (DPO):

(a) The USSOUTHCOM Base Operations Commander is designated the USSOUTHCOM Disaster Preparedness Officer (DPO). The DPO is the primary point of contact with federal, state, and local civil authorities and the focal point for headquarters hurricane preparedness and recovery operations. The DPO will conduct continuous liaison with appropriate civil authorities to coordinate disaster planning.

(b) Conduct an annual review of this regulation prior to hurricane season and coordinate updates as necessary.

(c) Schedule and conduct hurricane awareness training for the entire command in May of each year. Prepare/distribute appropriate informational pamphlets for use by members and their families. (Ensure new members receive this information when signing in to the command.)

(d) The DPO, in coordination with directorate hurricane representatives (DPR's), will develop BASEOPS hurricane response checklists which provide detailed preparation procedures for all USSOUTHCOM Miami area facilities.

(e) Develop internal plans to execute all facility preparation tasks. This plan will include preparation and protection of USSOUTHCOM government quarters. Procure enough materials to secure and protect all USSOUTHCOM facilities.

(f) Lead the Hurricane Working Group (HWG), composed of directorate disaster preparedness representatives, in the execution of command and directorate hurricane preparations. Commencing at the 48-hour milestone, initiate previously approved contracts for preparation of the headquarters and other USSOUTHCOM facilities (i.e., government quarters, warehouses, and offices outside the Thurman Headquarters Building).

(g) Supervise and monitor headquarters preparation and recovery operations, in coordination with the RC.

(h) Maintain appropriate security for the headquarters at all times.

(i) Plan, coordinate, and execute logistics support as required. This includes procurement and storage in the Base Operations Warehouse of a 15-day, 25-man level of supply of MRE's and fresh water for RC, HWG, and security personnel. Additionally, an adequate number of cots should be available to support the limited number of people from the JOIC, RC, and HWG who may be required to remain in the Headquarters overnight.

(3) SCJ1 will:

(a) Augment RC with one officer to assist in monitoring personnel issues that arise during checklist execution and to develop personnel status reports for the command group.

(b) J1 RC representative in the CAC will receive personnel status reports from directorates. Within 6 hours after the NHC discontinues hurricane warnings in Miami-Dade County, provide a complete personnel accountability list to DPO, RC, and Command Group as required.

(c) Issue travel orders for the ACP Advance Team, ACP Main Body, and Command Group Alpha, as necessary.

(4) SCJ2 will supervise actions outlined in Appendix C (Handling and Destruction of SCI and Collateral Classified Material).

(5) SCJ3 will:

(a) Convene the Disaster Response Representative Hurricane Working Group in May of each year to review and update this regulation.

(b) Maintain ACP capability to support operations on short notice. Prior to the hurricane season each year, coordinate with SCJ6 to verify all ACP systems are operational and ensure adequate consumable office supplies are prepositioned in the ACP. Conduct a command displacement rehearsal (annually) prior to the start of hurricane season. Appendix B provides more information about the ACP.

(c) Ensure the command's Communications Material Security (CMS) account is adequate to support activation of the ACP while the JOIC continues operations.

(d) Activate a Response Cell (RC) when this hurricane plan is implemented. Monitor and report the status of task execution required by this regulation. Progress reports will be made at 0700 and 1700 daily. More frequent reports will be made upon NHC declaration of a hurricane warning affecting shorelines in Miami-Dade County.

(e) Provide continuous weather advisories to the CINC, DCINC, SCCS, DPO, directorates, and special staff.

(f) Coordinate preparation and execution of the deployment for the ACP Advanced Party, Main Body, and Command Group.

(g) Coordinate OSA support (J33 Air Ops) with TRANSCOM for transportation of the ACP main body and Command Group Alpha. (Composition of Command Group Alpha is in Annex 1 to Appendix B.) Commercial carriers will be used if military air travel cannot be arranged.

(h) Operate the ACP in accordance with this regulation and CINCSO guidance.

(i) Maintain full JOIC operations until C2 is transferred to the ACP.

(j) Make headquarters evacuation order recommendations to the Command Group based on hurricane damage predictions and USSOUTHCOM METOC assessments.

(k) Coordinate military support for headquarters reconstitution and disaster relief.

(6) SCJ4 will operate the LRC/JMC in the Thurman Headquarters Building in support of the DPO/RC.

(7) SCJ6 will:

(a) Provide continuous communications support to the CINC, USSOUTHCOM ACP, and USSOUTHCOM Headquarters.

(b) In conjunction with SCJ4, conduct initial coordination for the deployment of the 93<sup>rd</sup> Signal Brigade (or assigned unit) to Miami to assist with recovery operations and provide support in accordance with Appendix E.

(c) Ensure ACP ADP and communications equipment is maintained in operating condition and updated to remain consistent with the USSOUTHCOM headquarters baseline configuration.

(8) ASA will back-up critical and non-critical computer files on a daily basis per normal SOP for as long as practicable. Store the most recent backup in a secure location. This copy will serve as some insurance against catastrophic damage to the headquarters building and would be used to assist in the recovery of computer systems at the headquarters.

(9) SCPAO will provide and coordinate Public Affairs guidance for disaster operations, ACP relocation, and other related topics of interest.

(10) Secretary of the Joint Staff (SCSJS) is the DPR for the Command Group and the Chiefs of Special Staff, responsible for all related coordination with the DPO/RC regarding deployment of Command Group Alpha ( See Appendix B for composition), and responsible for Command Group and Special Staff personnel status reports to the RC.

(11) USSOUTHCOM Chaplain will monitor the spiritual and emotional needs of USSOUTHCOM families and provide proactive support accordingly.

(12) Security Division and Special Security Officer (SSO) will:

(a) Will provide five (5) copies of the USSOUTHCOM Security Clearance and Access Roster to the DPO within six (6) hours of HURCON 3 declaration.

(b) Execute the applicable portions of Appendix A when directed.

(c) Provide USSOUTHAF with a copy of USSOUTHCOM security clearance list and access roster to facilitate access to the ACP.

(13) SCSG will assist DPO in coordinating the appropriate medical support during hurricane preparations (12-48 hours before onset of hurricane conditions).

(14) All USSOUTHCOM personnel:

(a) Familiarize themselves with the personal planning guidance in the informational pamphlets prepared and distributed by the Disaster Preparedness Officer (DPO) and, as much as possible, prepare their homes and dependents in advance of storm conditions. **Directors will ensure adequate time is allowed for personnel to make arrangements for the protection of their families and personal belongings.**

(b) All military members, civilian employees, and contractors of USSOUTHCOM should determine the evacuation zone in which they reside and evacuate as directed by civil authorities. Evacuation of this headquarters will not necessarily signal the need for USSOUTHCOM personnel to evacuate families from the Miami area. Evacuation zones are established by civil authorities and published in the front of BellSouth white page telephone books and on USSOUTHCOM web pages. In general, personnel and families should not attempt to evade a storm the size of a major hurricane unless residing in a designated hurricane evacuation zone and civil authorities direct evacuation. Conditions will be far safer at home compared to being needlessly exposed to violent weather conditions in an automobile. Do not stay in a mobile home during a hurricane under any circumstances.

(c) All military and civilian employees will report status and whereabouts to a designated directorate point of contact via phone (if phone service is operational) within 6 hours after the NHC discontinues hurricane warnings in Miami-Dade County.

#### **10. Time Phase Checklist.**

a. **General.** This condensed checklist outlines major events that must be accomplished to prepare for the onset of hurricane force winds from a Category 3 or greater hurricane in Miami-Dade County. Each milestone is based upon data available from National Hurricane Center tropical cyclone advisories. The time available to complete the tasks below may be compressed significantly given the high degree of variability associated with hurricane formation, movement, and forecasting. Actual checklists are located in Appendix A.

b. **Execution.**

(1) 72 hours prior to forecasted onset of 50 knot winds from a Category 3 (or greater) hurricane:

(a) Declare HURCON 4

(b) Execute Checklist A, Appendix A

- Activate Disaster Preparation Response Cell (RC) and Hurricane Working Group (HWG) in the Crisis Action Center (CAC)
- Directorates provide the Disaster Preparedness Representatives (DPR's) to the Command Disaster Preparedness Officer (DPO)
- Complete preparations to deploy ACP Advance Team via commercial air
- Request OSA (Operational Support Airlift) support from TRANSCOM for transport of ACP personnel (commercial air will be backup)

- Notify NMCC and USSOUTHAF of relocation planning intentions for USSOUTHCOM
- Notify Command Group Alpha personnel of potential to deploy
- Initiate DPO checklist for headquarters building and other USSOUTHCOM facilities in Miami (Maintained/updated by DPO)
- Initiate JOICGRAM promulgating HURCON 4, expected track and intensity of the storm, and the command's specific response actions
- Post METOC updates on display boards located at the two major entrances to the command. Post critical advisories on the North entrance electronic display board and USSOUTHCOM ETV Command Channel.
- Initiate 'Hurricane Hotline' pre-recorded telephone messages with updates at three-hour intervals
- Initiate updates to the USSOUTHCOM Hurricane web page with appropriate information throughout hurricane passage
- Directorates verify currency of dependent relocation and evacuation zone information in STEMS data base

(2) 48 hours prior to forecasted onset of 50 knot winds from a Category 3 (or greater) hurricane:

(a) Declare HURCON 3

(b) Execute checklist B (Appendix A)

- Deploy ACP Advanced Party to Davis-Monthan
- Initiate previously approved contracts covering hurricane preparations for all USSOUTHCOM facilities, to include government housing
- Complete preparations to deploy Command Group Alpha
- Excuse non-essential military members and civilian employees for personal hurricane preparation. Civilian employees can be released for up to four hours without charge of leave (be prepared to release civilian employees for longer periods with leave charged appropriately)
- SSO and Security Managers take actions, as appropriate for expected conditions, to protect classified material

(3) Upon NHC declaration of a Hurricane Watch from a Category 3 or greater hurricane affecting shoreline in Miami-Dade County:

(a) Execute checklist C (Appendix A)

- Begin "vertical evacuation" (sensitive equipment located on 1<sup>st</sup> floor to desktop level)
- Directorates update STEMS data base as necessary
- Harden headquarters building, if necessary (sandbags at selected locations)
- Deploy Alternate Command Post personnel
- Transmit ACP deployment message to components and command and

control elements of U.S. military activities in the AOR

- SSO direct preparations outlined in Appendix C, Emergency Evacuation/Handling and Destruction of Sensitive Compartmented Information (SCI) and Collateral Classified Material, as necessary

(4) Upon NHC declaration of a Hurricane Warning from a Category 3 or greater hurricane affecting shoreline in Miami-Dade County:

(a) Declare HURCON 2

(b) Execute checklist D (Appendix A)

- Commence shutdown of non-critical computer support systems
- COS release non-essential military personnel and civilian employees with due regard for advisories issued by the Miami Federal Executive Board (FEB)
- After consultation with the Miami Federal Employees Board, COS authorizes release of non-essential civilian employees without charge of leave

(5) 18 hours prior to forecasted onset of hurricane force (>64 kts) winds from a Category 3 or greater hurricane:

(a) Execute checklist E, (Appendix A)

- Deploy Command Group Alpha when directed by the COS
- Execute DPO's preparation checklist
- JOIC share communications and operational information with ACP
- Coordinate building security requirements
- Secure computer support systems, as available

(6) 12 hours prior to forecasted onset of hurricane force (>64 kts) winds from a Category 3 or greater hurricane:

(a) Declare HURCON 1

(b) Execute checklist F (Appendix A)

- Deploy Command Group Alpha when directed by the COS
- Transfer operational command and control to the ACP when directed by the SCJ3
- Evacuate personnel no longer on watch and no longer needed from the JOIC and RC, if weather conditions permit safe travel to home; otherwise, these personnel remain in the headquarters
- DPO preparation checklist complete
- HWG, core RC members, and designated DOD Police remain in building.

**11. Recovery Operations.**

a. Recovery operations will be accomplished as soon as possible after dissipation of hurricane conditions in the Miami area and weather conditions permit safe transit to the headquarters. The SCCS, with assistance from the BASEOPS/DPO, ASA commander, SCEN, SSO, Security Division, SCJ3, and SCJ6, will conduct an assessment of the Headquarters building and all other USSOUTHCOM Miami facilities, and commence restoration in accordance with Appendix E.

b. Within 48 hours after the NHC discontinues hurricane warnings for Miami-Dade County and, as road and weather conditions permit, all personnel will report to their directorates to assist in clean-up and restoration of the headquarters.

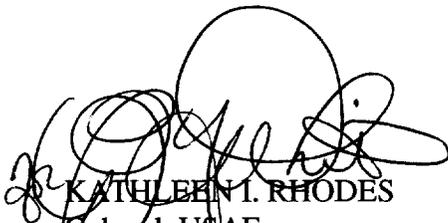
c. The JOIC will resume command and control functions in Miami as soon as possible following restoration of critical facility support systems.

The proponent agency of this regulation is the U.S. Southern Command. Users are invited to send comments and suggested improvements directly to HQ USSOUTHCOM, SCJ3, 3511 NW 91<sup>st</sup> Avenue, Miami, FL 33172-1217.

SCJ3

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DISTRIBUTION:  
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## APPENDIX A

## TIME-PHASE CHECKLISTS

1. **Purpose.** These detailed checklists provide hurricane preparation events tied to specific storm warnings and conditions and are primarily intended for use by the DPO, DPR's, the JOIC and the RC. The basic Hurricane Regulation must be reviewed and understood to fully grasp the concept of operations implemented by this checklist.
2. **General.** With the concurrence of the SCJ3, individual checklists will be implemented at the following milestones:
  - a. CHECKLIST "A": 72 hrs prior to onset of sustained 50 knot (57 mph) winds from a Category 3 or greater hurricane.
  - b. CHECKLIST "B": 48 hours prior to onset of sustained 50 knot (57 mph) winds from a Category 3 or greater hurricane.
  - c. CHECKLIST "C": Upon NHC declaration of a Hurricane Watch from a Category 3 or greater hurricane affecting shoreline in Miami-Dade County.
  - d. CHECKLIST "D": Upon NHC declaration of a Hurricane Warning from a Category 3 or greater hurricane affecting shoreline in Miami-Dade County.
  - e. CHECKLIST "E": 18 hours prior to onset of hurricane force (>64 kts) winds from a Category 3 or greater hurricane.
  - f. CHECKLIST "F": 12 hours prior to onset of hurricane force (>64 kts) winds from a Category 3 or greater hurricane.

**NOTE: The time available between milestones and the time available to complete each checklist may be compressed significantly given the high degree of variability associated with hurricane formation, movement, and forecasting accuracy. If this plan is implemented on short notice, execute the checklist nearest the actual milestone simultaneously with all previous checklists (with the exception of HURCON declaration).**

3. The JOIC will initiate, maintain, and update the "master" copy of these checklists. The JOIC will pass the master checklist to the RC as part of turnover procedures. The RC will then be responsible for maintaining and updating the checklists. Individuals/teams will report completion of tasks to the JOIC at X3717 or the RC at X3533 by step number (Example: "RC completed step 4.c. of Checklist A at 0459R. ")

**CHECKLIST A**

1. Execute this checklist 72 hrs prior to arrival of sustained 50 knot (57 mph) winds from a Category 3 or greater hurricane:

a. Estimated Date/Time of Arrival: \_\_\_\_\_ Z/ \_\_\_\_\_ Q.

| STEP # | ACTION FOR: | ACTION  | STATUS |
|--------|-------------|---|--------|
| 1.     | JOIC        | a. Declare HURCON 4<br>(1) Issue JOICGRAM (or update JOICGRAM); include the following:<br>(a) HURCON 4 declaration<br>(b) Expected hurricane/storm track<br>(c) Expected time of storm arrival<br>(d) Command actions initiated in response<br>(2) Notify SC METOC (if necessary)<br>b. Initiate Checklist; pass to RC during situation brief<br>c. Provide situation brief to HWG and RC<br>d. Provide voice notification to NMCC of potential USSOUTHCOM relocation<br>e. Notify components of potential USSOUTHCOM relocation<br>f. As requested by the RC, update the 'hurricane hotline' prerecorded phone message with updates at three hour intervals  |        |
| 2.     | J3          | Activate Disaster Preparation Response Cell (RC) in CAC*  |        |
| 3.     | DPO         | Activate Hurricane Working Group (HWG) in CAC*  |        |
| 4.     | RC          | a. Muster Response Cell Team members in CAC*<br>b. Receive situation brief from METOC and JOIC<br>c. Receive master copy of checklist from JOIC; assume responsibility for checklist update and maintenance<br>d. Complete Preparations to deploy ACP Advance Team<br>(1) Notify Advance Team Members<br>(2) Release ACP Advance Team personnel to make personal/family preparations until the 48 hr milestone<br>(3) Complete ACP Advance Team air transportation arrangements via commercial air<br>(4) Coordinate ACP Advance Team billeting and ground transportation with SOUTHAF<br>(5) Direct SOUTHAF to prepare ACP for use<br>e. Notify designated ACP main body personnel<br>f. Request OSA support from TRANSCOM for transport of ACP main body (ACP personnel deploy at CHECKLIST "C" execution). Backup will be commercial air if military transportation is not available<br>g. Notify Command Group Alpha personnel of potential to deploy<br>h. Initiate 'hurricane hotline' prerecorded phone messages with information updated at three hour intervals. Coordinate information with METOC and SCPAO (Phone # is 1-888-547-4025, option 1, then option 2: Promulgate number to command |        |

|    |                  |   |  |
|----|------------------|---|--|
|    |                  | via JOICGRAM and web page)  |  |
| 5. | HWG              | <ul style="list-style-type: none"> <li>a. Muster HWG members in CAC*</li> <li>b. Initiate DPO Checklist</li> <li>c. Post and maintain METOC updates on display boards located at the two major headquarters entrances. Post critical advisories on the electronic display board at the North entrance and on the USSOUTHCOM ETV Command Channel</li> </ul>                        |  |
| 6. | METOC            | <ul style="list-style-type: none"> <li>a. Provide continuous METOC updates to Command Group, JOIC, RC, and DPO</li> <li>b. Update Hurricane Web pages, as necessary; ensure information is consistent with 'hurricane hotline' prerecorded messages.</li> </ul>   |  |
| 7. | EACH DIRECTORATE | <ul style="list-style-type: none"> <li>a. Provide Directorate Preparedness Rep (DPR) to DPO</li> <li>b. Provide designated Hurricane Work Team members to DPO</li> <li>c. Provide updated LV/TDY status report to RC J1 representative in the CAC (X3903)</li> <li>d. Verify 100% accuracy of STEMS data base</li> <li>e. Execute directorate checklists, as necessary</li> </ul> |  |

\* Hurricane Working Group (HWG) - Composition: Disaster Preparedness Officer (DPO), who acts as the HWG leader and Disaster Preparedness Representatives (DPR) from each Directorate (field grade officer from J1, J2, J3, J4, J5, J6, and J8 (the DPO is the DPR for BASEOPS and SCSJS is the representative for the Command Group and the Chiefs of Special Staff).

Disaster Preparation Response Cell (RC) - Composition: J35, who acts as the RC leader, 1 X J33 Officer (air ops), 1 X J4 Officer (LRC), 1 X J1 Officer, and 1 X J6 Communications Officer, plus 1 X SSO/J2 rep to implement Appendix C, Emergency Control of Classified Material, if forecasted storm conditions will place headquarters integrity in doubt.

**CHECKLIST B**

1. Execute this checklist 48 hrs prior to arrival of sustained 50 knot (57 mph) winds from a Category 3 or greater hurricane:

a. Estimated Date/Time of Arrival: \_\_\_\_\_Z/\_\_\_\_\_Q.

| STEP # | ACTION FOR:      | ACTION  | STATUS |
|--------|------------------|---|--------|
| 1.     | JOIC             | a. Declare HURCON 3<br>(1) Update JOICGRAM<br>(2) Notify METOC (if necessary)   |        |
| 2.     | RC               | a. With J3 concurrence, deploy ACP Advance Party<br>(1) Provide names and itinerary to SOUTHAF; update information as necessary<br>b. Complete ACP main body air transportation arrangements via OSA or commercial air<br>c. Coordinate ACP main body billeting and ground transportation with SOUTHAF<br>d. Release ACP main body personnel to complete personal/family preparations; show time at HQ for deployment is _____<br>e. Coordinate Command Group Alpha travel preparations (air transportation, billeting, ground transportation) with the Deputy Chief of Staff and J33 Air Operations<br>f. Draft ACP deployment message to components and command and control elements of US military activities in the AOR (message to be released by JOIC at checklist C execution)<br>g. Advise directorates to excuse non-essential military members and civilian employees for personal hurricane preparation. Civilian employees can be released for up to four hours without charge of leave (directorates should be prepared to release civilian employees for longer periods with leave charged appropriately) |        |
| 3.     | DPO              | Initiate contract execution for preparation of USSOUTHCOM Miami facilities, including government housing  |        |
| 4.     | ACP Advance Team | Upon arrival at Davis-Monthan:<br>a. Report arrival to JOIC<br>b. Verify billeting, transportation arrangements for ACP main body<br>c. Energize ACP systems, computers<br>d. Activate ACP computer accounts; execute J6 checklist<br>e. Verify connectivity with JOIC via:<br>(1) SIPRNET Email<br>(2) FAX<br>(3) Phone<br>(4) Secure Phone (STU III and Red Phone)<br>(5) TACSAT  |        |
| 5.     | Each Directorate | Execute directorate checklists, as necessary  |        |

**CHECKLIST C**

1. Execute this checklist upon NHC declaration of a Hurricane Watch from a Category 3 or greater hurricane affecting shoreline in Miami-Dade County:

a. Estimated Date/Time of Arrival: \_\_\_\_\_ Z/ \_\_\_\_\_ Q.

| STEP # | ACTION FOR:      | ACTION  | STATUS |
|--------|------------------|---|--------|
| 1.     | JOIC             | a. Update JOICGRAM<br>b. Transmit ACP deployment message to components and command and control elements of US military activities in the AOR (message provided by RC)<br>c. Transmit request for "minimize of record traffic for USSOUTHCOM" and/or portion of AOR affected by the hurricane ("Minimize" means that only essential message traffic will be transmitted to USSOUTHCOM)<br>d. As soon as ACP personnel arrive at Davis-Monthan and the watch is established;<br>(1) Share all current information/documents with the ACP<br>(2) Parallel all information updates with ACP until J3 directive to transfer command and control to ACP<br>(3) Report "ACP ready" to RC once connectivity is verified and all current operational information has been shared with ACP<br>(4) Transmit ACP activation message with phone numbers, e-mail addresses, and PLA |        |
| 2.     | RC               | a. With concurrence of J3, deploy ACP main body<br>b. Provide ACP names and itinerary to SOUTHAF<br>c. Deliver ACP deployment message to JOIC for release<br>d. Report ACP Ready to J3 after JOIC reports same to RC  |        |
| 3.     | ACP              | Upon arrival of main body at Davis-Monthan:<br>(1) Report arrival to JOIC<br>(2) Draw and inventory EA COMSEC material<br>(3) Station first watch section<br>(4) Share information with JOIC<br>(5) Report to JOIC when the ACP is ready to assume all command and control functions<br>NOTE: Dual message routing is accomplished via J6 checklist referred to in checklist B.   |        |
| 4.     | DPO              | a. Monitor hurricane preparation contract execution<br>b. Fuel all government vehicles<br>c. Top off emergency generator fuel supply at 100%  |        |
| 5.     | SSO              | Execute hurricane preparations as directed and necessary, in accordance with Appendix C   |        |
| 6.     | Each Directorate | a. Verify STEMS personnel data base, report verification to RC (X3903/3523/3525)<br>b. Update LV/TDY list as necessary, report changes (negative reports required) to RC (X3903/3523/3525)<br>c. Execute directorate checklists, as necessary<br>d. Begin "vertical evacuation" of sensitive equipment on   |        |

|  |  |  |  |
|--|--|--|--|
|  |  | <b>1<sup>st</sup> floor in accordance with Appendix D and directorate checklists, as necessary</b> |  |
|--|--|--|--|

**CHECKLIST D**

1. Execute this checklist upon NHC declaration of a Hurricane Warning from a Category 3 or greater hurricane affecting shoreline in Miami-Dade County:

a. Estimated Date/Time of Arrival: \_\_\_\_\_Z/\_\_\_\_\_Q.

| STEP # | ACTION FOR:      | ACTION   | STATUS |
|--------|------------------|--|--------|
| 1.     | JOIC             | a. <b>Declare HURCON 2</b><br>(1) <b>Update JOICGRAM</b><br>(2) <b>Inform METOC (if necessary)</b><br>b. <b>Notify NMCC and component commands of termination of all non-essential staff functions</b> |        |
| 2.     | DPO              | <b>With concurrence of J3, release all non-essential military personnel and civilian employees with due regard for Miami Federal Executive Board advisories</b>  |        |
| 3.     | Each Directorate | <b>As directed by DPO, release non-essential personnel from headquarters to complete personal/family hurricane preparations</b>  |        |
| 4.     | ASA              | a. <b>Commence shutdown/backup of non-critical computer systems in accordance with Appendix D.</b><br>b. <b>Backup critical computer files (JOIC + CAC)</b>  |        |

## CHECKLIST E

1. Execute this checklist 18 hours prior to the onset of hurricane force (>64 kts) winds from a Category 3 or greater hurricane:

a. Estimated Date/Time of Arrival: \_\_\_\_\_ Z/ \_\_\_\_\_ Q.

| STEP # | ACTION FOR: | ACTION  | STATUS |
|--------|-------------|---|--------|
| 1.     | JOIC        | a. Update JOICGRAM with current hurricane movement, intensity, and estimated time of onset of hurricane force winds in the Miami area<br>b. Prepare and transmit message to NMCC providing CINC travel itinerary if necessary<br>c. Notify ACP of CINC intentions/itinerary, regardless of decision to deploy |        |
| 2.     | RC          | Upon COS direction, deploy Command Group Alpha<br>a. Provide names and itinerary to SOUTHAF<br>b. Provide itinerary to JOIC for preparation of CINC status message to NMCC  |        |
| 3.     | DPO         | a. Coordinate building security requirements with DOD police<br>b. Initiate and maintain a roster of all personnel present in headquarters building   |        |
| 4.     | ASA         | Secure systems as available in coordination with the DPO and RC   |        |

**CHECKLIST F**

1. Execute this checklist 12 hours prior to the onset of hurricane force (>64 kts) winds from a Category 3 or greater hurricane:

a. Estimated Date/Time of Arrival: \_\_\_\_\_Z/\_\_\_\_\_Q.

| STEP # | ACTION FOR: | ACTION  | STATUS |
|--------|-------------|---|--------|
| 1.     | JOIC        | <p>a. Declare HURCON 1</p> <p>(1) Update JOICGRAM</p> <p>(2) Notify NMCC via voice communications</p> <p>(3) Notify components via voice communications</p> <p>b. When weather conditions deteriorate to the point that communications can not be maintained and, at the direction of the J3, transfer command and control to the ACP</p> <p>(1) Notify NMCC and components/subordinates of transfer via voice and record message traffic</p> <p>(2) Verify ACP has the same operational information and documentation as JOIC.</p> <p>(3) JOIC Watch Captain conduct voice turnover to ACP Watch Captain and, when both agree, transfer command and control responsibility to the ACP</p> <p>(4) Make appropriate JOIC log entries concerning shift of command and control responsibilities to the ACP</p> <p>(5) Secure all systems in an orderly manner</p> <p>(6) Inventory and secure COMSEC material</p> <p>(7) Ensure CINC COMO/RED SWITCH operators zeroize equipment prior to departure</p> <p>(8) Evacuate headquarters building as necessary and as directed by the J3. If weather conditions do not permit safe transit, remain in the headquarters</p> |        |
| 2.     | RC          | <p>a. Upon COS direction, deploy Command Group Alpha</p> <p>(1) Provide names and itinerary to SOUTHAF</p> <p>(2) Provide itinerary to JOIC/ACP for preparation of CINC location message to NMCC</p> <p>b. RC direct ASA to notify automatic switching centers of headquarters evacuation and transfer of command and control to the ACP. Switch all incoming message traffic and radio comms to ACP upon transfer.</p> <p>c. With the exception of essential RC members remaining to initiate reconstitution, evacuate headquarters building as necessary and as directed by the J3. If weather conditions do not permit safe transit, remain in the headquarters</p> <p>d. Receive and record personnel status reports throughout storm passage, as support systems allow</p>   |        |
| 3.     | DPO         | <p>a. Direct HWG to evacuate headquarters building as</p>   |        |

|                  |                   |   |  |
|------------------|-------------------|---|--|
|                  |                   | <p>necessary. If weather conditions do not permit safe transit, remain in the headquarters</p> <ul style="list-style-type: none"> <li>b. Report completion of USSOUTHCOM facility preparations to J3.</li> <li>c. Account for all personnel remaining in building. Designated DOD security force and essential members of the RC are the minimum personnel required to remain in the headquarters.</li> <li>d. Record all significant events noted during storm passage to assist in reconstitution actions.</li> <li>e. Initiate reconstitution in accordance with Appendix E as soon as possible</li> </ul> |  |
| <p><b>4.</b></p> | <p><b>ASA</b></p> | <p>Secure systems as available in coordination with the DPO and RC</p>  |  |

## Appendix B

### USCINCSO CONTINUITY OF OPERATIONS PLAN (COOP)

**1. Purpose.** The USCINCSO Continuity of Operations Plan (COOP) provides guidance and establishes responsibility for ensuring continuity of operations when normal JOIC operations from USSOUTHCOM Headquarters in Miami, FL are threatened or impaired. This plan specifically addresses actions to be taken in response to a major hurricane which threatens the headquarters.

**2. References.**

- a. SC Reg 10-3, USSOUTHCOM CAT Procedures

**3. Definitions.** See Appendix F for definitions.

**4. Applicability.** This plan applies to HQ USSOUTHCOM and subordinate commands as tasked herein.

**5. Execution.** USSOUTHCOM maintains an alternate location from which command, control, and communications can be exercised. Activation and movement to the alternate location occurs when the imminent forecasted situation precludes the continued operation of the USSOUTHCOM JOIC and/or Command and Staff activity at USSOUTHCOM HQ, Miami, FL.

**6. Concept of Operations.** The concept of operations for continuity of command and control in the event of a major hurricane threatening the Miami area is contained in the basic Hurricane Regulation. Activation of the ACP will be accomplished as promulgated in Appendix A. Initial activation and evacuation of key personnel to the ACP are based upon the assumption that the ACP will not be required for more than one week. If the Miami Headquarters cannot be reconstituted within that time frame, additional personnel, as designated by each directorate, will be required to man the ACP and continue operations.

**7. Facilities.**

a. Location. The USSOUTHCOM ACP is located at Davis-Monthan AFB, AZ. When manned, the ACP consists of a CINC's office, JOIC, STO, JIC, and CAT area. 12 AF/CC provides space for these functions during actual contingencies. The following facilities have been designated by 12 AF for ACP use:

(1) Rm 131 at Bldg 12: CAT area. If this location is not available, CAT will operate from the mezzanine at Bldg 72. SCJ2's and SCJ3's office space is at Bldg 12, Rm 130 (Battlecab). Bldg 12, Rm 123A is designated for Joint Operations and Intelligence Center (JOIC) operations. The 12 AF COS will designate an appropriate space for use by the CINC. The CINC's office area must have enough space to accommodate the CINC XO, Aide de Camp, and an administration Clerk. Bldg 12, Rm 119 will be used for Special Technical Operations (STO). ACP

communications servers, Red Switch, and tactical satellite radios are located in Bldg 12, Rooms 124 and 125.

(2) USSOUTHCOM JIC personnel will work at Bldg 75.

b. ACP Communications. Communications requirements for the ACP are at Appendix D. The ACP must be ready for immediate activation. Communication systems and office equipment required to operate the ACP are prepositioned. USSOUTHCOM personnel will exercise the ADP and office equipment annually prior to the commencement of hurricane season.

**8. Succession of Command.** If USCINCSO becomes incapacitated, command succession is as follows: DCINC, CoS, SCJ3, SCJ2, SCJ5, or next senior officer within USSOUTHCOM HQ staff eligible to exercise command, regardless of service affiliation, until relieved by JCS.

**9. Designation of Alternate JOIC.** In the event circumstances preclude movement of the command element to the ACP, (i.e., incapacitation or total destruction of the HQ), the command and control functions will be transferred to an alternate JOIC. USSOUTHCOM JOIC succession:

- a. Headquarters 12 AF, Davis Monthan AFB, AZ
- b. Headquarters USARSO, Ft. Buchanan, Puerto Rico

**10. Security and Reconstitution of HQ Miami.** Following the transfer of USSOUTHCOM command and control functions to the ACP, the Chief of Staff via BASEOPS is responsible for the security of the HQ. BASEOPS will:

- a. Account for all USSOUTHCOM personnel remaining in the headquarter during storm passage (The RC will provide accountability for all other command personnel).
- b. Coordinate with SCJ2 to account for, secure, and transfer to the ACP or destroy (with SCJ2 and COS approval) classified documents.
- c. Provide for the Physical Security of the building, with special attention to SCIF areas.
- d. As directed in the basic hurricane regulation, coordinate with the RC to direct reconstitution of the HQ.

## **11. RESPONSIBILITIES**

a. **USSOUTHCOM Staff:** Carry out duties as designated in the basic Hurricane Regulation.

b. **12 AF/CC:**

(1) If the ACP cannot be activated for any reason and USSOUTHCOM is unable to perform command and control functions from its Miami Headquarters or its local Alternate JOIC, 12 AF/CC will execute command and control until the CINC is able to resume C2 functions in the

Miami area. Maintain contact with NMCC and assigned forces. Establish communications with the other component operations.

(2) Provide billeting, work areas, communications, and transportation:

(a) Billeting—Provide lodging for approximately 45 personnel. Personnel will deploy in three teams: Advance ACP team (11 personnel), Command Group Alpha (approximately 12 personnel), and the ACP Main Body (21 personnel). Advance Team chief (USSOUTHCOM JOIC Chief) will provide number of personnel to 355<sup>th</sup> AF Wing Command Center prior to deployment and confirm numbers with billeting upon arrival. See Annex 1.

(b) Office Space—

- Provide the following work areas and required office furniture for USSOUTHCOM:
- Rm 123 A, Bldg 12: Joint Operations and Intelligence Center (JOIC) operations.
- CINC office and support group area (seven work stations) in Bldg 12—TBD by 12<sup>th</sup> AF CoS upon notification of ACP deployment.
- Rm 119, Bldg 12: Special Technical Operations (STO) office and use of STO equipment.
- Rm 131, Bldg 12: Crisis Action Team (18 work stations) and J2 & J3 office. If Rm 131 is not available, the mezzanine at Bldg 72 will be used.
- Integration of USSOUTHCOM JIC personnel into 612<sup>th</sup> operations at Bldg 75 to support Indications and Warning, Photo Interpretation, and Intelligence Analysis Requirements.
- Rooms 124 and 125, Bldg 12: Radio room (five radios), ACP ADP support room, and storage area.
- Use of VTC in Rm 116, Bldg 12.

(3) Communications.

(a) USSOUTHCOM will provide and pre-position all required communications equipment (Annex 2). 612<sup>th</sup> Communications Sqdn will be responsible for ensuring secure storage of equipment. The ACP J6 COMMO is accountable for all equipment on hand-receipt.

(b) Upon notification of ACP activation, 612<sup>th</sup> Communications Sqdn will assist the J6 Advance Team to establish and confirm communications connectivity (SIPRNET, NIPRNET) in

support of Crisis Action Team work at mezzanine at Bldg 72 if Rm 131 at Bldg 12 is not available. Provide, as required, technical support to JOIC.

(c) Assist J6 party to setup five UHF SATCOM antennas vicinity Bldg 12. Antennas are stored in Radio Room, Rm 124, Bldg 12. USSOUTHCOM Advance Team will provide key resources and key radios on occupation of ACP.

(d) Support COMSEC requirements as necessary. USSOUTHCOM COMSEC custodian will coordinate with 12<sup>th</sup> AF COMSEC custodian prior to deployment and confirm support needed upon arrival of ACP Advance Team.

c. Transportation.

(1) Provide transportation for ACP advance team, ACP main body and Command Group Alpha personnel from the point of arrival at Tucson, AZ to Davis Monthan AFB, AZ.

(2) Provide two 12 Passenger Vans to meet daily ACP transportation requirements.

(3) Provide transportation for ACP equipment and material upon arrival at Davis Monthan, AFB, AZ to designated operation areas. Provide transportation for staff from billeting area to ACP area.

d. Provide security and storage for ACP equipment and classified areas.

e. Provide medical support to ACP personnel.

**Annex 1**  
**PERSONNEL REQUIRED FOR MANNING OF ACP**

**1. Purpose.** To outline the composition of the ACP Advance Team, ACP Main Body, and Command Group Alpha. Personnel will be assigned by the appropriate directorates and maintain the ability to deploy to the ACP on short notice throughout Hurricane season. These personnel must be replaced if assigned TDY or granted leave from 1 June to 30 November (Hurricane Season).

**2. ACP Advance Team (11)**

- a. 1 X Comm Officer (OIC)
- b. 1 X CSP Administrator from ASA for J2
- c. 1 X Message NCO
- d. 1 X GCCS/LAN Operator
- e. 2 X Radio Operator
- f. 1 X J2 Liaison Officer
- g. 1 X General Dynamics Hardware Contractor (J2)
- h. 1 X General Dynamics Software Contractor (J2)
- i. 1 X J2 ADP System Administrator(J2)
- j. 1 X J2 ADP System Supervisor(J2)
- k. 1 X JOIC Watch NCO(must have IMPAC card)

**3. ACP Main Body (21)**

- a. 1 X Comm Officer (to sustain 24-hr ops)
- b. 1 X J1 Personnel Officer
- c. 2 X Intel Watch Officers
- d. 2 X Intel NCO's
- e. 2 X CSG Watchstanders
- f. 2 X ELINT Watchstanders
- g. 4 X Imagery Analysts
- h. 1 X O-6 JOIC ACP Team Leader from J3
- i. 2 X JOIC Watch Captains
- j. 2 X Ops Watch Officers
- k. 2 X Ops NCO's

**4. Command Group Alpha (9 + PSD)**

- a. CINC
- b. CINC XO
- c. CINC AIDE
- d. COS
- e. SJS
- f. J2
- g. J3
- h. J4
- i. CINC COMMO
- j. CINC Personal Security Detachment (PSD)

**Annex 2****ALTERNATE COMMAND POST COMMUNICATIONS AND EQUIPMENT**

1. **GENERAL.** This Annex prescribes unique ACP communications arrangements, and specifies related responsibilities.
2. **Communication Requirements.** The ACP requires the following C2 Systems and connectivity:
  - a. C2 Systems: CSG, SIMS, GCCS, GCCS-T, PDS, AMHS, CJCSAN, UHF Radios (five radios), Telephones, and VTC.
  - b. Connectivity: SPIRNET, NIPRNET, JWICS, Telephone (DSN, Commercial, FTS), DRSN, NSTS, and UHF SATCOM.
3. Office equipment requirements include Classified and Unclassified Faxes, B/W and Color Printers, Copiers, STU III telephones, Red phones, PCs, and Televisions.
4. Distribution and Quantity of equipment and C2 Systems. See Annex 3 for location of below listed facilities:

| Equipment           | CINC | JOIC | JIC | STO | CAT | Total |
|---------------------|------|------|-----|-----|-----|-------|
| SIMS                |      | 5    | 5   |     |     | 10    |
| SIMS Servers        |      |      | 3   |     |     | 3     |
| JDISS NT Server     |      |      | 4   |     |     | 4     |
| Tape Robot          |      |      | 1   |     |     | 1     |
| Tape Drives         |      | 2    |     |     |     | 2     |
| SIPRNET-GCCS        |      | 1    |     |     |     | 1     |
| MDITDS Server       |      |      | 1   |     |     | 1     |
| SMART               |      |      | 1   |     |     | 1     |
| PCs                 |      | 4    | 6   |     | 20  | 30    |
| NIPRNET-PCs         |      | 1    |     |     |     | 1     |
| JWICS-VTC           |      |      |     |     |     | 1     |
| Printers B&W        |      | 1    | 3   |     |     | 4     |
| Printers Color      |      |      | 1   |     |     | 1     |
| Scanner/OCR         |      |      | 1   |     |     | 1     |
| FAX Unclas          |      |      | 1   |     |     | 1     |
| FAX Class           |      | 1    | 1   |     |     | 2     |
| Red Phones          |      | 2    | 1   |     |     | 3     |
| STU-IIIs            |      | 6    | 6   |     | 9   | 21    |
| UHF SATCOM (5 NETS) |      | 5    |     |     |     | 5     |
| TV                  |      | 1    |     |     |     | 1     |
| Copier              |      |      | 1   |     |     | 1     |

### Annex 3

#### ACP Facilities

1. ACP is composed of five facilities: CINC area, JOIC, JIC, STO, and CAT. These areas are at three different locations on Davis Monthan AFB, AZ:

a. Bldg 12:

(1) Rm 130 (Battlecab): J2 and J3 office

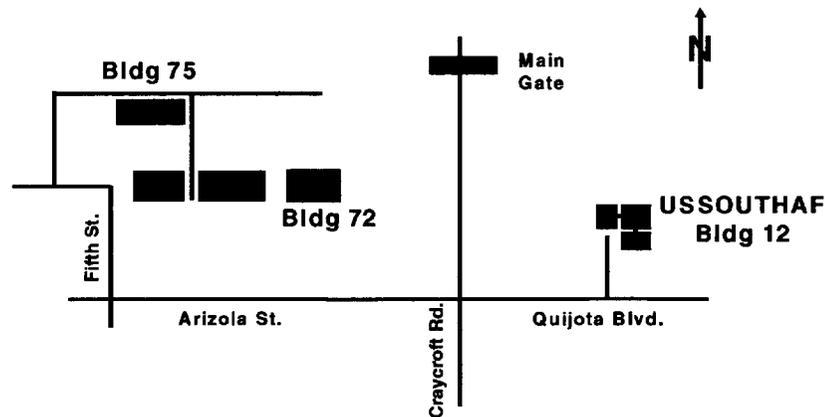
(2) Rm 123A: Joint Operations and Intelligence Center (JOIC) operations

(3) Rm 116, 118 and 117: CINC office to include CINC XO, Aide de Camp, Personal Security Detachment, Administration Clerk

(4) Rm 119: Special Technical Operations (STO)

(5) Rms 124 & 125: Communications servers, Red Switch, radios, and ADP storage

b. Bldg 72 mezzanine: ACP cadre operations (does not include JIC personnel); and a mobile air operations center (MAOC) trailer located by Bldg 75 – JIC operations. See diagram below



## APPENDIX C

EMERGENCY EVACUATION/HANDLING AND DESTRUCTION OF SCI AND  
COLLATERAL CLASSIFIED MATERIAL

**1. Purpose.** The purpose of this Appendix is to provide procedures for the vertical evacuation of collateral classified material due to flooding and possible hurricane destruction/damage to USSOUTHCOM. This Appendix applies to all USSOUTHCOM facilities in the Miami area. This Appendix also addresses the relationship between the SSO and the Security Division for the destruction of SCI, SPECAT, SAP, Top Secret, Secret, and Confidential information.

**2. Concept of Operations.** In the event of flooding, first floor tenants of any USSOUTHCOM HQ building in Miami will prepare for and vertically evacuate classified holdings to at least desk level height. Although unlikely, destruction of classified holdings may be required should the structural integrity and physical security of USSOUTHCOM HQ Miami facilities be threatened or compromised by a hurricane.

**3. General.** The vertical evacuation of classified material will precede the unlikely necessity to initiate emergency destruction procedures. Upon direction from the COS and notification from SCJ2, USSOUTHCOM Security Division, and the SSO, the following procedures will be executed:

a. The evacuation of classified holdings to higher ground will be carried out when it becomes apparent that the first floor of a USSOUTHCOM HQ facility is likely to be flooded.

(1) Vertical evacuation will require each organization on the first floor to collect, bag, box or cover all classified holdings. All classified holdings on the first floor will be elevated to desktop level at a minimum. Security Managers from each department will designate a staging area within their office and ensure that each container is properly marked with the highest classification level of its contents.

(2) If removal to the second floor is required, priorities for removal shall be the same as for destruction (paragraph 3b). The removal will be accomplished by at least two appropriately cleared personnel. Time permitting, the removal shall be orderly and an inventory conducted BEFORE and AFTER removal to the designated location.

b. In the unlikely event that circumstances require the Destruction of Classified Material: The destruction of all collateral classified holdings e.g. Top Secret, Secret, and Confidential, as well as SCI, SPECAT, SAP, and COMSEC material will be carried out only upon the direction of the SSO and Chief of Security Division.

(1) Each directorate/divisional security manager shall establish destruction procedures within their respective organizations. Security managers should ensure two-

person teams are designated to assist in destruction operations. Additionally, Security Managers will ensure the completion of hand receipts (DA Form 3964) are completed for destroyed Top Secret material.

(2) Destruction Priorities shall be in accordance with the following:

(a) **PRIORITY ONE:** All cryptographic equipment and documents.

(b) **PRIORITY TWO:** All operational SCI code-word material which might divulge targets and successes, documents dealing with US SCI activities and documents concerning compartmented projects and other sensitive intelligence materials, TOP SECRET collateral and SPECAT. Within USSOUTHCOM, SPECAT, SCI SAP, and Level 9 material will be placed first inside this category.

(c) **PRIORITY THREE:** Less sensitive administrative SCI material and collateral classified material not included above.

**4. Command Relationships.** The SSO is the command authority responsible for the protection and/or destruction of all SCI material. The Chief, Security Division (SCJ2) is responsible for safeguarding and/or destruction of all classified material, TOP SECRET and below located outside of the SCIF but inside of open storage area. For DESTRUCTION purposes, the SSO has priority for the destruction of SCI material.

a. The SSO will maintain/update a copy of the SSO Emergency Destruction Bill and direct the destruction of SCI material (Annex 1 to Appendix C), if necessary.

b. SCJ6 will maintain/update a copy of J6 Emergency Destruction Bill and direct the destruction of COMSEC and Information Systems Security Material (Annex 2 to Appendix C), if necessary.

c. The SCJ3 STO will maintain/update a copy of STO Emergency Destruction Bill and direct the destruction of Special Access Program Material (Annex 1 to Appendix C), if necessary.

**5. Tasking.** The successful evacuation and/or destruction of classified material is contingent upon prior planning and preparation. The following tasks shall be accomplished by all directorates prior to hurricane season:

a. An inventory of classified holdings by cubic feet shall be conducted by the security manager in each office. Staff directorates should have an inventory of all retained classified documents. One safe drawer contains approximately 2 cubic feet of documents. Security managers should limit classified holdings to the extent possible and destroy duplicate, multiple, and outdated manuals, documents, and related material.

b. Using the estimate of classified holdings by cubic feet, obtain and maintain an adequate number of boxes, bags, and transport material throughout hurricane season.

c. A team of cleared personnel under the supervision of the SSO will sweep respective office areas for unauthorized personnel and unsecured classified material AFTER evacuation.

ANNEX:

1. Emergency evacuation/handling and destruction of SCI
2. Protection of Communication Security (COMSEC) Material

## ANNEX 1 TO APPENDIX C

## EMERGENCY EVACUATION/DESTRUCTION OF SCI

**1. Protection of Classified Material.** This section outlines actions necessary to protect SCI classified materials in the USSOUTHCOM SCI Facility (SCIF) during a hurricane. This guidance is applicable to all personnel and organizations operating in the SCIF. The procedures outlined herein will also be followed for other USSOUTHCOM Miami facilities containing SCI material.

a. **Responsibilities.** The overall responsibility for the emergency safeguarding and destruction of SCI materials lies with the USSOUTHCOM Special Security Office (SSO). This responsibility is executed through the members of the USSOUTHCOM J2-SSO and then effectively through all personnel operating in the SCIF. All personnel and organizations operating in the SCIF should review these procedures, take the preparatory actions prescribed, and upon proper notification, effect the emergency procedures of this regulation.

b. **Tasks and conditions.** These procedures are intended to prepare for emergency conditions and to provide safeguards for classified materials under such conditions. The success of these procedures depends upon the familiarity of all personnel with their responsibilities, adherence to preparatory actions, and rapid execution.

c. **Preparatory actions:**

(1) All personnel operating in the SCIF should review these procedures annually.

(2) All personnel and organizations operating in the SCIF should review classified holdings on a continuous basis retaining only that information required for operational needs.

(3) Mark all containers, boxes, safes, or cabinets holding classified material to reflect the sensitivity of the contents.

d. **Threat and warning:**

(1) The greatest threat to the SCIF is compromise due to a major hurricane. A Major hurricane in the Miami area will result in high wind, heavy rain, and high water. Dependent upon the severity of the storm, protection must be against all three must be considered.

(2) Warning for a hurricane will involve long range tracking reports, periodic updates from METOC personnel, and a command wide response to the danger.

e. Securing materials.

(1) Notification during non-duty hours.

(a) Division Chiefs will notify personnel of the threat.

(b) Personnel will respond as directed and follow procedures outlined in subparagraph 2 below.

(2) Notification during duty hours.

(a) Division/Office Chief will inform all on-duty personnel of the threat.

(b) Division/Office Chief will review procedures for securing classified materials in "closeable" containers capable of withstanding water damage and wind force. Consider the use of desk drawers, flyaway kit boxes, containers covered with plastic bags, and sheets of plastic, (Identify such containers during your preparatory review). Upon establishment of HURCON 4, directorate/divisional security managers will have available waterproof bags/boxes for the overflow storage of lesser-classified material.

(c) When directed, supervise the securing of all classified material in the containers previously identified.

(d) Ensure all container locks are locked, all clasps closed, and tape applied to all containers, as appropriate.

(e) Move all containers containing classified material to the center of the building away from outer windows and wall.

(f) Remain at your work station/area until directed to evacuate in accordance with the procedures contained in this regulation.

f. Destruction. Emergency destruction is a drastic reaction to a situation that may result in the physical loss of classified material. It is the last possible action when the threat posed by a severe hurricane leaves no other viable option. The SSO will determine the need to execute emergency destruction.

(1) Upon notification from the J2/SSO or designated representative:

(a) Division Chief will inform all assigned personnel of the current situation and the impending threat.

(b) Personnel will place classified material, IN PRIORITY ORDER, into red-stripe destruction bags.

(c) Label all bags with the Priority number; e.g. ONE (1), TWO (2), or THREE (3) and the office symbol for the material.

(d) Teams of baggers, transporters, and destroyers will be appointed by the J2/SSO.

(e) When directed by the SSO or authorized representative, transport the labeled bags to the main destruction device located on the second floor.

(f) Begin destruction using the shredder and the priority labeled bags when directed to do so by the SSO or representative. Speed of destruction will be important, however, take time to ensure metal and heavy plastic are not placed into the destruction devices.

(g) Ensure SPECAT, SCI SAP, Cryptographic and Level 5 material is brought to the SSO office for coordination of proper destruction.

(2) Should sufficient preparatory time permit and conditions warrant, the SSO or representative may direct a partial destruction. All above procedures will take effect except that document custodians and individual users/owners of documents and printed material will be personally responsible for placing materials into the red-stripe bags and transporting them to the destruction points mentioned above.

## ANNEX 2 TO APPENDIX C

## PROTECTION OF COMMUNICATION SECURITY (COMSEC) MATERIAL

1. Protection of Communication Security (COMSEC) Material. This section outlines actions necessary to protect COMSEC material in USSOUTHCOM during a hurricane. This guidance is applicable to all personnel and organizations operating under USSOUTHCOM control.
  - a. Responsibilities. The COMSEC Hand Receipt holders/Custodians and STU-III Responsible Officers (SRO) in every Directorate or organization are responsible for the emergency safeguarding and destruction of COMSEC materials. All personnel and organizations operating under USSOUTHCOM control should review these procedures, take the necessary actions and, upon proper notification and direction, execute the emergency procedures of this plan.
  - b. Task and conditions. These procedures are intended to prepare for emergency conditions and to provide safeguards for COMSEC materials. Preparatory actions are listed below.
    - (1) All COMSEC Hand Receipt holders/Custodians and SRO should review these procedures annually prior to the beginning of hurricane season.
    - (2) COMSEC Hand Receipt holders/Custodians and SRO should review holdings on a continuous basis with the intent of retaining only that which is required for operational needs.
    - (3) Mark all containers holding COMSEC material. This marking will aid in the rapid identification of COMSEC material for safeguarding or destruction if required.
  - c. Securing COMSEC materials.
    - (1) Notification during non-duty hours.
      - (a) Division Chiefs will notify all responsible COMSEC Hand Receipt holders/Custodians and SRO of the threat.
      - (b) COMSEC Hand Receipt holders/Custodians and SRO personnel will respond as directed and follow procedures as outlined in the subsequent paragraphs.
    - (2) Notification during duty hours.

- (a) Division/Office Chiefs will inform all on-duty personnel of the threat.
- (b) Personnel will review procedures for securing COMSEC materials in containers previously marked (IAW b (3)).
- (c) When directed,
  - secure all COMSEC key material/devices not in use, to include the collection/consolidation of STU-III keys not in use.
  - Conduct an inventory of all assigned COMSEC materials to ensure 100% accountability. This includes all keying material and controlled cryptographic items (CCI), such as encryption device securing systems and STU-III telephones.
  - Ensure all containers are locked as appropriate.
  - When directed, all COMSEC materials will be secured at the pre-designated (for each Directorate) location.
  - Contact the ASA-USSOUTHCOM COMSEC Manager (437-1944/1915/1986) to advise of accountability and to receive additional COMSEC guidance as required.

2. Destruction. Although highly unlikely, it may be advisable to destroy all or a portion of the COMSEC materials rather than securing or evacuating in response to a hurricane. Should this condition occur, follow the instructions below:

a. Emergency destruction is a drastic reaction to a situation that may result in the physical loss of COMSEC material and is the last action when the threat leaves no other option. All responsible personnel will need to ensure they have appropriate "tools" (sledge hammers, axes, etc...) to accomplish destruction of COMSEC materials and devices.

b. Upon notification, COMSEC Hand Receipt holders/Custodians and SRO will perform destruction in the following priority:

(1) PRIORITY ONE - All superseded and current keying material in that order except for authenticators, CONFIDENTIAL tactical operations codes.

(2) PRIORITY TWO - All keying material which is to become effective within the next 30 days.

(3) PRIORITY THREE - All superseded authenticators and tactical operations codes.

(4) PRIORITY FOUR - Maintenance manuals and classified assemblies of COMSEC equipment.

(5) PRIORITY FIVE - All remaining COMSEC material and equipment. This includes devices used to encrypt our links/systems and CCI material (fill/electronic devices and STU-III/Red phones).

3. Contact the ASA-USSOUTHCOM COMSEC Manager to advise of the actions taken and material destroyed.

## APPENDIX D

## COMMAND AND CONTROL, COMMUNICATIONS AND COMPUTER SYSTEMS

1. Purpose. This Appendix provides instructions and guidance for command and control, communications, and computer (C4) systems support .
2. Concept of Operations. To provide C4 systems support required to protect USSOUTHCOM resources and personnel to the maximum extent possible from the effects of a hurricane or major tropical storm, recover mission capability, and to provide continuity of operations throughout the crisis period.
3. General.
  - a. Guiding Principles.
    - (1) The Director, Command and Control, Communications and Computer Systems Directorate (SCJ6), is responsible for coordination of all C4I connectivity matters.
    - (2) Communications and computer systems will be governed IAW this Appendix.
    - (3) Computer components and other critical systems sitting on the floor of the headquarters building first story will require vertical evacuation.
    - (4) Existing fixed communications systems, civilian and military, will be used to the maximum extent possible. Cellular telephone and STU-III use is expected to be extensive.
    - (5) USSOUTHCOM will participate in Metro Dade emergency communications network, with assets distributed by SCJ6.
4. Procedures.
  - a. As directed in the basic Hurricane Regulation, a RC and HWG will be activated at USSOUTHCOM Headquarters. Using existing communications circuits, the JOIC/RC/HWG will direct disaster preparedness and evacuation operations involving USSOUTHCOM assets and personnel. The JOIC/RC/HWG will continue operations until storm arrival, at which point the command and control function may be transferred to the ACP at SOUTHAF Davis-Monthan AFB, AZ. USSOUTHCOM personnel will utilize radio nets as specified in Annex 1 to this Appendix. JOIC/RC/HWG operations will be terminated at the discretion of the J3.
  - b. After the storm passes, USCINCSO will resume C2 functions at USSOUTHCOM Headquarters, or will remain with his key staff at the 12AF/CC CP if operations cannot be resumed in the Miami area. During relocation, USCINCSO will require UHF

TACSAT communications while en route to the alternate headquarters aboard his aircraft. Additional UHF TACSAT nets, Defense Switch Network (DSN) access, Defense Red Switch Network (DRSN), Global Command and Control System (GCCS), VTC, JWICS, SIPRNET, NIPRNET, and AUTODIN/DMS (both GENSER and DSSCS) service will be required at the alternate headquarters.

5. Tasking.

a. When directed by the SCJ3, SCJ6 will:

(1) Establish UHF TACSAT communications IAW Annex 1 to this Appendix. (SCJ3/SCJ6)

(2) Prepare and transmit the following messages.

(a) A request for 93<sup>rd</sup> Signal Bde (or assigned unit) assets to assist with restoration, and be prepared to provide current C4I capability.

(b) A message requesting MINIMIZE for all non-essential message traffic destined for USSOUTHCOM during the period the hurricane will affect the Miami Area.

(3) The following actions are accomplished by the ACP J6 COMMO checklist:

(a) A request for activation of temporary DSSCS and GENSER NARCS, Routing Indicators (R/I), and Plain Language Addresses (PLA) if USSOUTHCOM decides to relocate to the ACP.

(b) Notify NMCC of ACP DSRN/DSN numbers and MSG Address for JCS EAM message delivery and acknowledgement.

(c) Request publication of GENSER PLA and Routing Indicator for USSOUTHCOM deployed if USSOUTHCOM relocates to the alternate headquarters.

(d) Request Contingency Alternative Routing Procedures (CARP) to Davis-Monthan AFB, AZ if USCINCSO relocates to the alternate headquarters.

(4) If not already in operations, coordinate activation of a toll free telephone number at headquarters building Miami, with pre-recorded message capability.

(5) Only the spare antennas on the roof of the headquarters building will be removed by J6 early in hurricane preparations due to the personal safety issues which could be generated by conducting a full antenna removal later in the process.

b. Directorates with offices/equipment on the first floor of all USSOUTHCOM facilities in Miami will develop a vertical evacuation plan for electronic equipment sitting on the floor.

- (1) The plan will list each component to be moved by asset number
- (2) Vertical evacuation of computers will be accomplished by directorates
  - (a) Power supplies will be disconnected from computers and components prior to movement
  - (b) LAN connections to computer processors will not be removed. If removed, reattachment of LAN connections will require Help Desk assistance for every processor affected.
- (3) Components will be protected by plastic sheeting obtained by each directorate.
- (4) Restoration of components to the floor after flooding on the first floor following a hurricane will not be accomplished by directorates until the DPO, ASA and building engineer all concur that conditions support such actions

c. USSOUTHCOM ACP Communications Support.

- (1) While en route to the alternate headquarters, the CINC's aircraft will maintain UHF TACSAT connectivity with the ACP and the USSOUTHCOM Headquarters at Miami.
- (2) Upon arrival at the alternate headquarters, in conjunction with 12AF, CC establish and maintain the following communications connectivity: UHF TACSAT communications IAW Annex 1 to this Appendix; Defense Switch Network (DSN) access; Defense Red Switch Network (DRSN) access; Global Command and Control System (GCCS) access, SIPRNET access, NIPRNET access and VTC access, JWICS AUTODIN/DMS (GENSER and DSSCS) service and NMCC CJCSAN.
- (3) See reference Appendix B of the basic plan.

d. Commander, SOUTHAF.

- (1) When directed, activate a toll free telephone number with pre-recorded message capability. Provide the toll-free telephone number and name/telephone number of a SOUTHAF POC to the USSOUTHCOM SCJ6 CAT representative. The SOUTHAF POC will be provided with required messages and periodic updates to be recorded.
- (2) Provide the following communications services: DSN access (10 lines); DRSN access (5 lines); Global Command and Control System (GCCS) access, SIPRNET access, NIPRNET access, CJCSAN, and AUTODIN/DMS service (GENSER and DSSCS).

(3) Be prepared to provide other communications support as required.

e. Commander, 93<sup>rd</sup> Signal Brigade (or assigned unit).

(1) Be prepared, upon request of USSOUTHCOM, to provide the following communications support during recovery operations:

(a) UHF TACSAT communications IAW Appendix 1 to this Appendix; Defense Switch Network (DSN) access; Defense Red Switch Network (DRSN) access; Global Command and Control System (GCCS) access, CNCMS, JWICS, VTC access, SIPRNET access, NIPRNET access, AUTODIN/DMS (GENSER and DSSCS) service or AMHS, and NMCC CJCSAN.

(b) Other communications support as required.

ANNEX:

1. Communications Radio Net Requirements (Classified Annex published separately by SCJ6).

## APPENDIX E

## RECOVERY AND RECONSTITUTION

1. Procedures. As soon as conditions permit, the SCCS with assistance from BASEOPS/DPO, ASA Commander, SCEN, SSO, Security Division, SCJ3 and SCJ6 will conduct an assessment of the headquarters building and all other USSOUTHCOM facilities in Miami. Once the evaluation has been made and the situation has been determined to be safe, restoration and recovery operations will begin. The priority of work will be:

(1) Restoration of C2 capability

(2) Salvage and protection of classified material/equipment and personnel accountability.

2. Command Restoration Efforts.

a. Within 6 hours after the NHC discontinues hurricane warnings for Miami-Dade County, the DPO and HWG (DPR's from each directorate) should return to the headquarters for a complete headquarters damage assessment. This initial assessment will be assembled by the DPO, who coordinates reconstitution actions with the RC, the command's facility manager and civil authorities, if necessary.

(1) The facility manager will identify all mission essential utility services requiring priority restoration.

(2) The facility manager will contact HQ CMDT before activating generator power prior to commercial power being restored.

(3) SCJ6 will coordinate with Cdr, 93<sup>rd</sup> Signal Brigade (or other assigned unit) for communication requirements.

b. Within 6 hours after the NHC discontinues hurricane warnings for Miami-Dade County, personnel will report to their directorates/DPRs to assist in clean-up actions to restore the headquarters to full operations.

3. Periodic SITREPS concerning restoration efforts will be made to the CINC and NMCC.

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## APPENDIX F DEFINITIONS

**ALL CLEAR:** Danger from hurricane is over. No formal "all clear" declaration is made by the National Hurricane Center. All clear is generally accepted to mean that storm conditions have abated. For the purposes of this regulation, all clear will be defined to exist when the National Hurricane Center discontinues hurricane warnings for Miami-Dade County.

**Alternate Command Post (ACP):** A pre-designated location used to support C2 functions should the USSOUTHCOM HQ building in Miami be damaged, or potentially damaged, to the extent that C2 functions can not be effected on the premises. The ACP for hurricane evacuation plan is located at Davis-Monthan AFB.

**Alternate Command Post (ACP).** Any location predesignated by a commander to support command and control functions should the commander decide to move his command center operations. It may be partially or fully equipped and manned, or it may be the command post of a subordinate unit. USCINCSO's designated ACP is HQ 12 AF at Davis Monthan, Arizona. It is a fully equipped and manned ACP consisting of the following elements: USSOUTHCOM Joint Operations and Intelligence Center (JOIC) to include the sub-elements of Force Tracking, CINC communications, Indications and Warning, and Cryptologic Support; USSOUTHCOM Joint Intelligence Center (JIC) to include the sub-elements of collection management, customer support, imagery, analysis and targeting; Special Technical Operations (STO); a Crisis Action Team to include the sub-elements of current operations (air, ground, maritime), component liaison, personnel, logistics, intelligence operations and planning, operational planning, political/military operations, communications, public affairs, programs and resources, and legal; and augmentation staff as required.

**Alternate JOIC.** A subordinate unit who assumes the C2 responsibilities and functions of USSOUTHCOM JOIC during emergencies.

**ACP Advance Team.** Comprised of designated members of USSOUTHCOM staff who deploy to the ACP prior to the arrival of the ACP Main Body. The ACP Advance Team's primary responsibility is to prepare the ACP for activation.

**ACP Main Body.** Comprised of designated members of the JOIC watch who deploy to the ACP in the event a major hurricane threatens the Miami area. The ACP Main Body's primary responsibility is to take over command and control functions from the JOIC in Miami if conditions warrant.

**Command Group Alpha.** Comprised of USCINCSO and designated USSOUTHCOM command personnel who deploy to the ACP when necessary to ensure continuity of command and control. Command Group Alpha composition is provided in Appendix B.

**Continuity of Operations.** The degree or state of being continuous in the conduct of functions, tasks, or duties necessary to accomplish a military action or mission, in carrying out the national military and theater engagement strategy. It includes the functions and duties of the Commander in Chief (CINC), as well as the supporting functions and duties performed by the staff, and others acting under the authority and direction of the CINC.

**JOIC.** Serves as USCINCSO's command and control link to the National Command Authority, Components, and Subordinate Commands. In addition, the JOIC provides indications and warning intelligence to USSOUTHCOM, the National Command Authority, and Subordinate Commands.

**HURCON 1:** 50 knot (57 mph) winds possible within 12 hours.

**HURCON 2:** 50 knot (57 mph) winds possible within 24 hours.

**HURCON 3:** 50 knot (57 mph) winds possible within 48 hours.

**HURCON 4:** 50 knot (57 mph) winds possible within 72 hours.

**Hurricane:** The fourth and final US classification of tropical cyclones with sustained surface winds of 64 kts (74 mph) or greater.

**Hurricane Watch:** An announcement for specific coastal areas that a hurricane or hurricane condition poses a possible threat, generally within 36 hours.

**Hurricane Warning:** A National Hurricane Center issued warning bulletin that landfall of a hurricane is expected in a specific coastal/island area within 24 hours. When a hurricane warning is issued, all precautions should be taken immediately. If the hurricane's path is unusual or erratic, the warning may be issued only a few hours before the onset of hurricane force conditions.

**Saffir-Simpson Hurricane Categories:** The National Hurricane Operations Plan (NHOP) uses the Saffir-Simpson hurricane intensity scale for the Atlantic and Eastern Pacific basins to give an estimate of potential flooding, storm surge and wind damage to property given a hurricane's estimated intensity at landfall. From NHOP calculations:

SS1 (Cat 1): Winds from 64-83 knots (74-95 mph), 4-5 ft storm surge. No real damage to building structures. Damage primarily to unanchored mobile homes, shrubbery, and trees. Also, some coastal flooding and minor pier damage.

SS2 (CAT 2): Winds from 84-96 knots (96-110 mph), 6-8 ft storm surge. Some roofing, door, and window damage to buildings. Considerable damage to vegetation and mobile homes. Flooding damages piers and small craft break free of moorings in unprotected anchorages.

SS3 (CAT 3): Winds from 97-113 knots (111-130 mph), 9-12 ft storm surge. Some structural damage to small residences and utility buildings with a minor amount of curtain wall failures. Mobile homes are destroyed. Flooding near the coast destroys smaller structures and larger structures damaged by floating debris. Terrain may be flooded well inland.

SS4 (CAT 4): Winds from 114-135 knots (131-155 mph), 13-18 ft surge. More extensive curtain wall failures with some complete roof structure failures on small residences. Major erosion of beach areas. Terrain may be flooded well inland.

SS5 (CAT 5): Winds in excess of 135 knots (155 mph), surge greater than 18 ft. Complete roof failure on many residences and industrial buildings. Some complete building failures with small utility buildings blown over or away. Flooding causes major damage to lower floors of all structures near the shoreline. Massive evacuation of residential areas may be required.

**Note:** Saffir-Simpson Category three through five (SS3 - SS5) are considered "major" storms and are known to cause 75% of all hurricane spawned damage. Major storms account for only 20% of all tropical cyclone landfalls.

**Tropical Cyclone:** Generic term for a non-frontal synoptic scale low-pressure system over tropical or sub-tropical waters with organized convection (i.e., thunderstorm activity) and definite cyclone surface wind circulation (counter-clockwise in the northern hemisphere). The US recognized tropical cyclone classifications, as determined by their intensity, are given below.

**Tropical Disturbance:** The first US classification of tropical cyclones (e.g., has organized convection, and cyclonic circulation) with sustained (one minute average) surface winds less than 27 knots (31 mph). The National Hurricane Center (NHC) provides this classification as an alert to organizations in their warning areas (Eastern Pacific and Atlantic Basins).

**Tropical Depression:** The second US classification of tropical cyclones with sustained surface winds of up to 34 knots (38 mph).

**Tropical Storm:** The third US classification of tropical cyclones with sustained surface winds of 34 to 63 knots (39 to 73 mph).

**Tropical Storm Watch:** A NHC issued watch bulletin for specific coastal/island areas. The watch is issued generally 36 hours prior to landfall of a tropical cyclone that has the potential to provide Tropical Storm intensity wind and weather conditions.

**Tropical Storm Warning:** A NHC issued warning bulletin for specific coastal/island areas. The warning is issued generally 24 hours prior to landfall of a tropical cyclone that has the potential to provide Tropical Storm intensity winds and weather conditions.

**Vertical Evacuation:** Moving equipment and important documents located primarily on the first floor of a building to desktop level or above. This, along with covering equipment with plastic, is done to minimize the damage caused either by flooding or leaking ceilings.

## APPENDIX G

## ABBREVIATIONS

|         |  |
|---------|--|
| ADP     | Automated Data Processing                              |
| ADPE    | ADP Equipment  |
| AFB     | Air Force Base   |
| ACP     | Alternate Command Post                                 |
| AOI     | Area of Interest                                       |
| AOR     | Area of Responsibility                                 |
| ARB     | Air Reserve Base                                       |
| ASA     | Army Signal Activity                                   |
| Bde     | Brigade  |
| C2      | Command and Control                                    |
| CAC     | Crisis Action Center                                   |
| CARP    | Contingency Alternative Routing Procedures             |
| CAT     | Crisis Action Team                                     |
| CJCSAN  | Chairman of the Joint Chiefs of Staff Alerting Network |
| COMSEC  | Communications Security                                |
| COOP    | Continuity of Operations Plan                          |
| CP      | Command Post   |
| CRC     | Crisis Response Cell                                   |
| DEA     | Drug Enforcement Administration                        |
| DPO     | Disaster Preparedness Officer                          |
| DPR     | Disaster Preparedness Representative                   |
| DRSN    | Defense Red Switch Network                             |
| DSN     | Defense Switch Network                                 |
| DSSCS   | Defense Special Security Communications System         |
| EAM     | Emergency Action Message                               |
| GCCS    | Global Command and Control System                      |
| GENSER  | General Service  |
| HQ      | Headquarters   |
| HQ CMDT | USSOUTHCOM Headquarters Commandant                     |
| HURCON  | Hurricane Condition                                    |
| HWG     | Hurricane Working Group                                |
| JCS     | Joint Chiefs of Staff                                  |
| JIATF   | Joint Interagency Task Force                           |
| JOIC    | Joint Operations and Intelligence Center               |
| JMC     | Joint Movement Center                                  |
| JTF     | Joint Task Force                                       |
| LNO     | Liaison Officer  |
| LRC     | Logistics Readiness Center                             |
| METOC   | Meteorological and Oceanographic                       |
| MRC     | Miami Reception Center                                 |
| MRE     | Meals Ready to Eat                                     |

|        |   |
|--------|---|
| NARCS  | Non-Automated Relay Center Support            |
| NHC    | National Hurricane Center                     |
| NHOP   | National Hurricane Operations Plan            |
| NMCC   | National Military Command Center              |
| NWS    | National Weather Service                      |
| OEM    | Office of Emergency Management                |
| OPR    | Operations Planning Requirements              |
| PAO    | Public Affairs Office                         |
| PLAD   | Plain Language Address Directory              |
| POLAD  | Political Advisor                             |
| RC     | Disaster Preparedness Response Cell           |
| SAP    | Special Access Program                        |
| SCCC   | Southern Command Commander in Chief           |
| SCCH   | Southern Command Chaplain                     |
| SCCS   | Southern Command Chief of Staff               |
| SCCS-P | Southern Command Chief of Staff – Protocol    |
| SCDC   | Southern Command Deputy Commander in Chief    |
| SCI    | Sensitive Compartmented Information           |
| SCIF   | Compartmented Information Facility            |
| SCSJS  | Secretary of the Joint Staff                  |
| SOP    | Standard Operating Procedures                 |
| SPECAT | Special Category                              |
| SS     | Saffir-Simpson                                |
| SSO    | Special Security Officer                      |
| STEMS  | SOUTHCOM Theater Enterprise Management System |
| TACSAT | Tactical Satellite                            |
| UPS    | Uninterrupted Power Supply                    |
| USCG   | United States Coast Guard                     |