



Homeland Security Geospatial Concept of Operations (GeoCONOPS)

Quick Start Guide



Homeland
Security

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1.0 Introduction

This Homeland Security (HLS) Geospatial Concept of Operations (GeoCONOPS) is a strategic roadmap to understand, and improve, the coordination of geospatial activities across the entire spectrum of the Nation: from federal, to state, and local governments, to private sector and community organizations, academia, the research and development industry and citizens in support of Homeland Security and Homeland Defense (HD). The intended audience for this document is the entire geospatial community within the Homeland Security Enterprise that supports the missions of the federal government under The Stafford Act, the National Response Framework (NRF) and Presidential Policy Directives (PPD-8), and (PPD-21). This includes stakeholders and actors representing the Emergency Support Functions (ESFs), the Joint Field Offices (JFO), Federal Operations Centers, the disaster preparedness exercise and evaluation community, and those involved in other NRF missions. Individuals representing these groups and activities have been extensively engaged in providing input for this document.

2.0 Overview of GeoCONOPS

DHS relies on geospatial technologies to collect and analyze key information for its emergency response missions. Geospatial products and intelligence play a major role in the Department's preparation for disasters and its response to them. The Geospatial Management Office (GMO) exercises executive leadership in establishing DHS geospatial information technology programs, directives, and initiatives and provides oversight for the integration of geospatial data and technology. It serves as the principal office to facilitate interagency activities relating to domestic geospatial and remote sensing (RS) data to support the needs of homeland security based intelligence, law enforcement, environmental, scientific, and emergency response requirements.

Geospatial technology provides a significant role in incident management. Its uses today include disaster early warning and mitigation, border monitoring, criminal investigations, public health protection, and critical infrastructure oversight. In recent years, federal mission partners have been operating with minimal formal guidance or direction on how to conduct geospatial support to the emergency response and homeland security operating environment, relying instead on ad hoc coordination. As a result, geospatial efforts in support of incident management have frequently been slow to start or have been completely unavailable immediately following a disaster event, leaving the "full power" and benefits of geospatial technology unrealized.

The development of the GeoCONOPS for homeland security and emergency management operations ensures that timely and accurate geospatial data is shared across the entire geospatial community resulting in better informed decision making across all phases of an incident.

3.0 Project Info

The GeoCONOPS defines the federal geospatial capabilities in support of state, local, and tribal authorities during homeland security and emergency management operations across the entire emergency management lifecycle. DHS worked with numerous departments, agencies, supporting offices, and key programs to collect information on current practices and to guide the development of the GeoCONOPS. The Geospatial Interagency Oversight Team (GIOT) was established to guide this effort and includes member representatives from the following organizations:

GIOT Team Members

Department of Agriculture (USDA)

- Office of the Chief Information Office
 - Enterprise Geospatial Management Office
- Office of Homeland Security & Emergency Coordination
 - Emergency Operation Center
- Forest Service
 - National Interagency Fire center

Department of Commerce (DOC)

- National Oceanic & Atmospheric Administration (NOAA)
- US Census Bureau

Department of Defense (DoD)

- Office of the Deputy Undersecretary for Defense
 - National Geospatial-Intelligence Agency (NGA)

- National Guard Bureau
- NORTHCOM
 - US Army Corps of Engineers (USACE)

Department of Energy (DOE)

Department of Health & Human Services (HHS)

Department of Homeland Security (DHS)

- Office of the Chief Information Officer/Geospatial Management Office (GMO)
- Customs and Border Protection (CBP)
- Federal Emergency Management Agency (FEMA)
 - Federal Insurance & Mitigation Administration (FIMA)
 - Office of Response & Recovery (ORR)
 - National Preparedness Directorate (NPD)
 - National Exercise and Simulation Center (NESC)
 - National Integration Center (NIC)
- Mission Support Bureau (MSB)
 - Office of the Chief Information Officer (CIO)/Geospatial Solutions Branch
- Federal Law Enforcement Training Center (FLETC)
- Immigration & Customs Enforcement (ICE)
- National Protection & Programs Directorate (NPPD)
 - Federal Protective Service (FPS)
 - Office of Infrastructure Protection (IP)
- Office of Health Affairs (OHA)

- Office of Intelligence and Analysis (I&A)

- Office of Operations Coordination & Planning (OPS)

- Science and Technology (S&T)

- Transportation Security Administration (TSA)

- US Coast Guard (USCG)

- US Secret Service (USSS)

Department of Housing & Urban Development (HUD)

Department of Interior (DOI)

- US Geological Survey (USGS)

Department of Justice (DOJ)

Director of National Intelligence (DNI)

Department of State (DOS)

- USAID

Department of Transportation (DOT)

Environmental Protection Agency (EPA)

Federal Aviation Administration (FAA)

Office of the Director of National Intelligence (ODNI)

- Program Manager for the Information-Sharing Environment (PM-ISE)

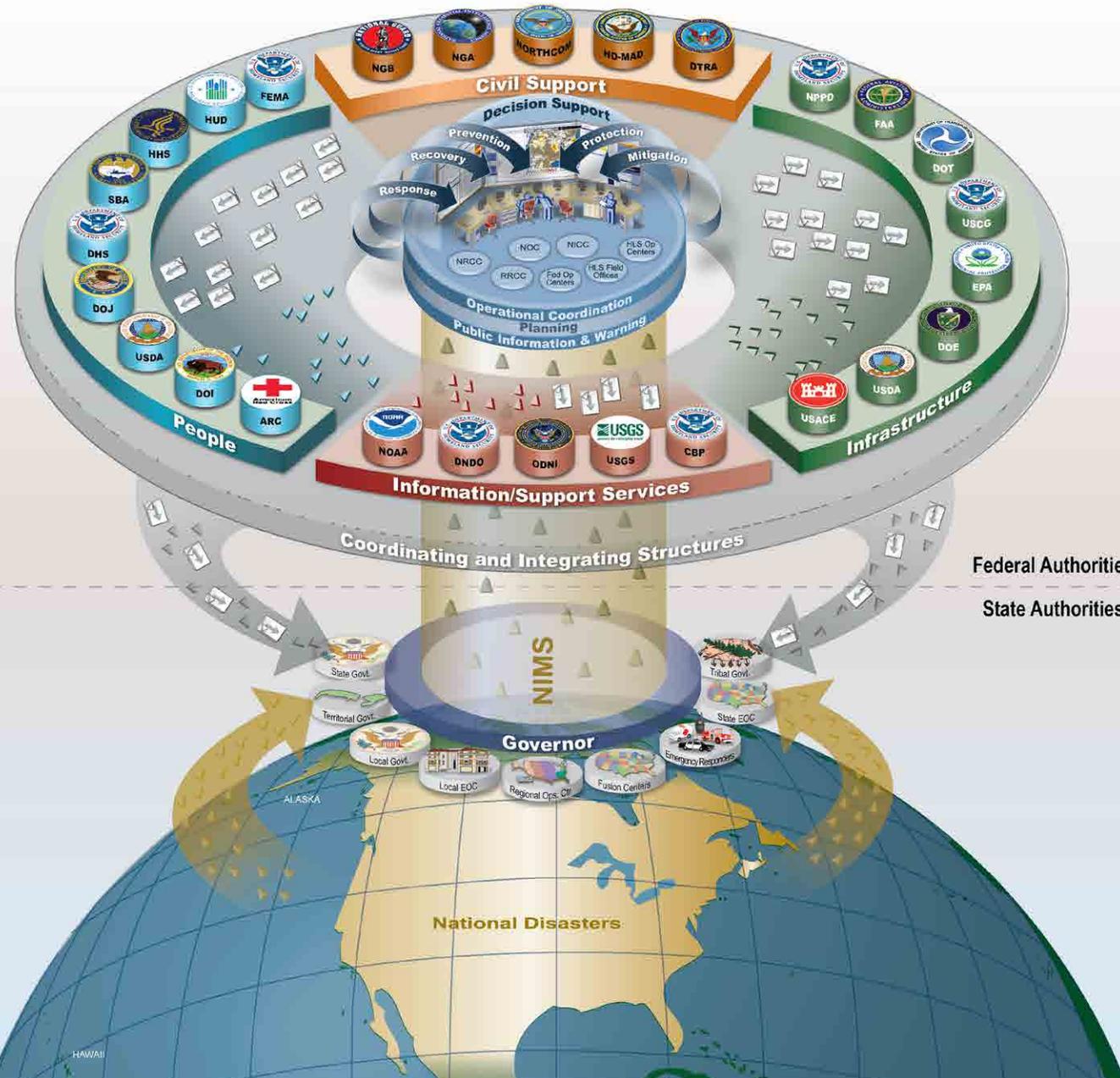
Small Business Administration (SBA)

Veterans Administration (VA)

Collaborating Partners

- American Red Cross (ARC)
- National Alliance for Public Safety Geospatial Information System (NAPSG)
- National States Geographic Information Council (NSGIC)
- Open Geospatial Consortium (OGC)

4.0 Community Analysis



Key

- ▲ Data
- ↑ Reports

4.0 Community Analysis (Continued)

In order to gain an understanding of geospatial stakeholders and processes at the Federal level, the community has been interviewed and assessed to explore and document the current state of geospatial activities at the Federal level. The analysis characterizes how the Geospatial community operates within and supports the overall DHS mission. The intent of this effort is to describe and characterize the various stakeholders and their relationships. The GeoCONOPS Community Model provides a graphical representation of the operational framework that:

- Identifies actors and stakeholders that support the Geospatial community mission
- Identifies the information environment and actor responsibilities
- Documents information sharing within and outside the Geospatial community
- Illustrates high-level processes across the geospatial mission operations and the correlating relationships of these processes with stakeholders

4.1 State Authorities

As disasters occur, non-Federal governments are responsible for providing immediate response and support regarding the disaster incident based on governing state authorities. A state Governor, working with the state Emergency Operations Centers (EOC), can interact directly with Federal Operations/Coordination actors based

on PPD-8 and the National Incident Management System (NIMS) guidelines for requesting assistance, providing information, and facilitating effective coordination.

4.2 Public Law Authorities

Numerous Federal departments and agencies and the American Red Cross provide disaster and emergency response assistance to the state authorities based on PPD-8. For the Community Model these have been organized into five functional groups: Operations / Coordination, Civil Support, Infrastructure, Information Support Service, and People. The actors, their services, and their information responsibilities are described throughout the GeoCONOPS.

4.2.1 Operations/Coordination

Serves as the central access point for the request for resources and assistance as well as information and reports provided to other geospatial community segments and state and local entities. Described in Section 4, Disaster Operations.

4.2.2 Civil Support

Provides support in response to homeland security related disaster incidents. The key participants are the National Guard Bureau (NGB), National Geospatial-Intelligence Agency (NGA), and US Northern Command (USNORTHCOM) Mission Assurance Division (MAD). Data products identified in Appendix B, Authoritative Data Matrix.

4.2.3 Infrastructure

Provides assessment information regarding buildings, schools, dams, levies, and other man-made structures as well as the impact to the local community and environment. Described in Section 3, Specific Mission Areas; data products identified in Appendix B, Authoritative Data Matrix.

4.2.4 Information Support Services

Provides modeling, weather, border, and geological-related information in response to a disaster incident. Described in Section 3, Specific Mission Areas; data products identified in Appendix B, Authoritative Data Matrix.

4.2.5 People

Provides information regarding services to victims of disaster incidents including Life Saving, employment, shelters, legal, and health-related information. Described in Section 3, Specific Mission Areas; data products identified in Appendix B, Authoritative Data Matrix.

4.3 Mission Areas

The GeoCONOPS is aligned to the PPD-8 Missions: Prevention, Protection, Mitigation, Response, and Recovery – to capture the current geospatial capabilities deployed across the 15 Emergency Support Functions. The key geospatial requirements, expertise, operations, and products are described in Section 3, Specific Mission Areas and are incorporated into the New Madrid and Indianapolis Terrorist Attack Scenario.

5.0 Best Practices and Authoritative Data

5.1 Best Practices

The GeoCONOPS Best Practices highlight more than a dozen mature methods and innovative practices for geospatial management processes, analyses, data products, technology, and models that are addressing key emergency response needs at the national, regional, and field levels.

Examples include:

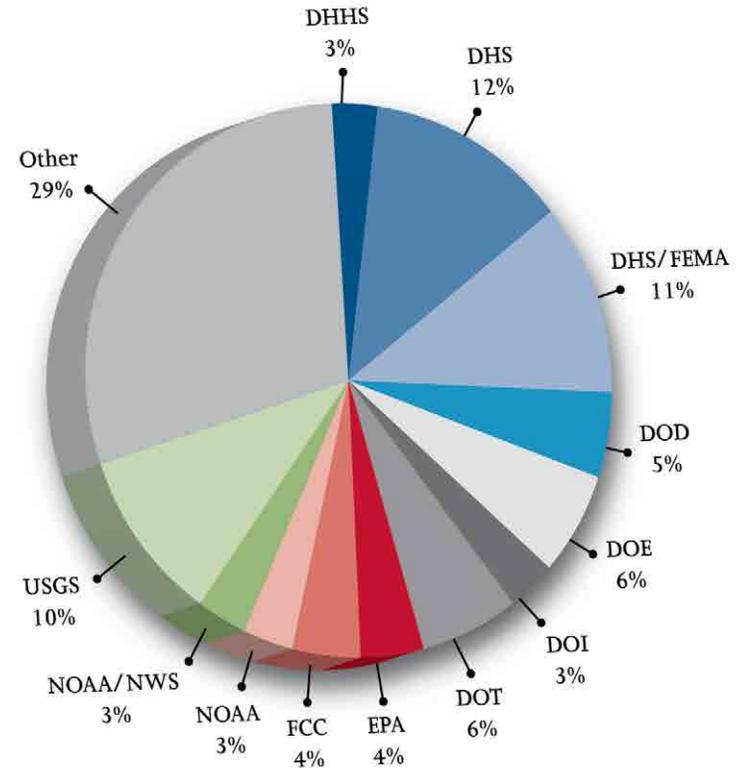
- Requests for Information
- Damage Assessment
- Advisory Base Flood Elevations
- Field Data Collection Tools
- Commodities Model

Best Practices are embedded throughout the GeoCONOPS as short summary examples of geospatial activities related to each section’s explanatory content. A list of and links to the Best Practices appears in the table of contents.

5.2 Authoritative Data

Data quality drives the overall value and relevance of any geospatial product. Without valid authoritative sources and core standards for data management, the investment in hardware, software, and labor can be immediately undermined. Section 2.2.1 defines the term “Authoritative” as it relates to the GeoCONOPS. Over 1,000 unique, authoritative data themes are catalogued in the GeoCONOPS. These are data themes, discovered through the development of the GeoCONOPS, that provide either rational or expert authorities on topics key in supporting

emergency management missions, operational elements, and functions. The themes in the table below are characterized by agency point of contact, representation type, availability, use restrictions, emergency support function alignment, and internet accessibility. Subsets of authoritative data are incorporated throughout the GeoCONOPS, to relate known critical information to the document contents; a list of these appears in the table of contents. A complete listing of all identified authoritative data themes is contained in Appendix B, Authoritative Data Matrix.



6.0 Requirements & Capabilities

Geospatial technology provides “big-picture” visibility in tandem with operational support at the ground level. To accomplish this, the staffing resources and technology assets, must be available to fill the production requirement of an event. This section assists in identifying the general requirements and capabilities of a geospatial support entity. *The details of the specific mission areas as well as the operational environments are further addressed in Sections 3 and 4 of the GeoCONOPS.*

6.1 Geospatial Mission Support

Geospatial technology is used throughout the operations and entities supporting Prevention, Protection, Mitigation, Response and Recovery efforts as defined by PPD-8. The missions reflected in these efforts include the saving of lives and property, the provision of food and shelter, financial assistance, damage assessments, and recovery. With coordination and a strategy for resource use, geospatial technology proves an effective tool in meeting the information requirements of any incident. *See Section 3 for details on the GeoCONOPS Mission Areas.*

6.2 Geospatial Production and Delivery

The production and delivery of geospatial products in the disaster environment is challenging due to the unique event circumstances and dynamic solutions applied. The information requirements, data availability, and customer base are driven by the event. Pre-planning allows for immediate

activation and productivity as the geospatial teams adjust to the changing environment. The production of geospatial products can occur at either a fixed or field facility.

- **Fixed facilities** provide internal and external support focused at their areas of responsibility.
- **Field facilities** are typically created rapidly to accommodate the requirements of the event. As the magnitude of the event and support requirements increase so does the level of complexity of the geospatial entity supporting it.

Section 2.7 provides additional information on production and delivery.

7.0 Core Capabilities

This section details five core capabilities supporting disaster response: Prevention, Protection, Mitigation, Response, and Recovery. This includes the assessment data on the current geospatial capabilities, tools, and technologies supporting the following core capabilities:

7.1 Prevention

Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. It is focused on ensuring we are optimally prepared to prevent an imminent terrorist attack within the United States. Preventing an imminent terrorist threat to the homeland will require Prevention core capabilities. In addition, it will trigger a robust and collaborative investigative process. Prevention also includes the intelligence, law enforcement, and homeland defense activities conducted in the event of an act of terrorism in the homeland to determine if follow-on attacks are planned and to thwart and/or apprehend the adversary.

- Forensics and Attribution
- Intelligence and Information Sharing
- Interdiction and Disruption
- Screening, Search, and Detection

7.2 Protection

Protection includes capabilities to safeguard the homeland against acts of terrorism and man-made or natural disasters. It is focused on actions to protect the citizens, residents, visitors,

and critical assets, systems, and networks against the greatest risks to our Nation in a manner that allows our interests, aspirations, and way of life to thrive. We will create conditions for a safer, more secure, and more resilient Nation by enhancing Protection through cooperation and collaboration with all sectors of society.

- Access Control, and Identity Verification
- Cybersecurity
- Physical Protective Measures
- Supply Chain Integrity and Security

7.3 Mitigation

Mitigation includes those capabilities necessary to reduce loss of life and property by lessening the impact of disasters. It is focused on the premise that individuals, the private sector, communities, critical infrastructure, and the Nation as a whole are made more resilient when the consequences and impacts, the duration, and the financial and human costs to respond to and recover from adverse incidents are all reduced.

- Community Resilience
- Long-term Vulnerability Reduction
- Risk and Disaster Assessment
- Threats and Hazard Identification

7.4 Response

Response includes those capabilities necessary to save lives, protect property and the environment, and meet basic

7.0 Core Capabilities (Continued)

human needs after an incident has occurred. It is focused on ensuring that the Nation is able to effectively respond to any threat or hazard, including those with cascading effects, with an emphasis on saving and sustaining lives and stabilizing the incident, as well as rapidly meeting basic human needs, restoring basic services and community functionality, establishing a safe and secure environment, and supporting the transition to recovery.

- Critical Transportation
- Environmental Response / Health and Safety
- Fatality Management Services
- Infrastructure Systems

7.5 Recovery

Recovery includes those capabilities necessary to assist communities affected by an incident in recovering effectively. It is focused on a timely restoration, strengthening, and revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

- Economic Recovery
- Health and Social Services
- Housing
- Natural and Cultural Resources

8.0 Disaster Operations

The Disaster Operations section discusses the primary operation centers supporting DHS-related activities before. These entities provide the oversight, direction, and coordination required at the federal level.

8.1 DHS National Operations Center

The National Operations Center (NOC) interacts with DHS Components, State Governors, Homeland Security Advisors (HSAs), law enforcement partners, and critical infrastructure operators in all 50 states and more than 50 major urban areas nationwide. The NOC provides real-time situational awareness and monitoring of the homeland, coordinates incident response activities, issues advisories and bulletins concerning threats to homeland security and provides specific protective measures. Key information is

shared through the Homeland Security Information Network (HSIN). See Section 4.1 for additional details.

8.2 DHS National Infrastructure Coordinating Center

The NICC operates under the DHS Office of Infrastructure Protection (IP) and provides coordination and situational awareness in effort to reduce risks to the nation's Critical Infrastructure (CI), strengthen national preparedness, ensure timely response, and aid rapid recovery in the event of an attack, natural disaster, or other emergency. The NICC is divided into two elements; the NICC Watch and the Incident Management Cell (IMC). The primary role of the NICC Watch is to operate as a watch center that continuously assesses the operational status of the nation's CI. The IMC serves as IP's central mechanism



8.0 Disaster Operations (Continued)

for coordinating incident management activities and provides incident-specific situational awareness through the integration of information regarding CI, risk, response, and recovery operations. See Section 4.2 for additional details.

8.3 FEMA National Response Coordination Center

The FEMA NRCC is a multiagency entity operating from FEMA headquarters that functions as the operational component of the DHS NOC. The NRCC coordinates personnel and resource deployments to support disaster operations and prioritizes interagency allocation of resources. It maintains situational awareness linkages with regional, state, and local partners and the 24 x 7 watch team. The NRCC is staffed to support daily monitoring activities with the ability to surge in support of catastrophic events. See Section 4.3 for additional details.

8.4 FEMA Regional Response Coordination Center

The FEMA Regional Response Coordination Center (RRCC) is a multiagency entity operating from each of the FEMA regional offices in two capacities: “watch mode”, operating during normal business hours, and “activation mode”, when supporting relevant events. These facilities provide support to each of the states within the regional boundaries as well as disaster operations within other regions during major multistate events. The RRCC functions as the regional interface between the states and the FEMA NRCC, maintaining situational awareness with all partners until a Joint Field Office

(JFO) opens. The RRCC coordinates personnel and resource deployments to support disaster operations and prioritizes interagency allocation of resources. See Section 4.4 for additional details.

8.5 FEMA Joint Field Operations

The FEMA JFO is a temporary federal/state multiagency coordination center established within an affected state following the presidential declaration of a disaster. The JFO provides a central location for coordination of federal, state, local, tribal, nongovernmental, and private sector organizations. The JFO works to establish joint priorities, allocates resources, resolves agency policy issues, and provide strategic guidance to support event operations. See Section 4.5 for additional details.

8.6 FEMA Interim Operating Facility

The FEMA Interim Operating Facility (IOF) is intended to function as a light-weight version of a JFO with core staffing and the ability to quickly setup operations with minimal dedicated infrastructure. The IOF provides the initial location for federal coordination efforts in support of State-guided local missions. The IOF may be co-located with the State Emergency Operation Center, or function from a convention-center or other suitable facility proximal to the state offices of an impacted community. The IOF is expected to transition support to a JFO as it comes on-line, typically several days to two weeks. In support of National Special Security Events (NSSE), Federal resources are deployed to maintain a level of security for the specific event. See Section 4.6 for additional details.

9.0 Catastrophic Disasters

The Catastrophic Disaster section of the GeoCONOPS explores the details of applying geospatial technologies to catastrophic natural and man-made events. Natural events are inherently dynamic. While they are predictable to a point, minor threats can quickly become catastrophic. Natural events with catastrophic potential range from hurricanes (with counts and severity predicted yearly) to earthquakes (predicted by magnitude and large reoccurrence intervals). Man-made events are equally dynamic but almost always unpredictable. Terrorist events by definition are man-made events that are designed to be the systematic use of terror, especially as a means of coercion. Terrorism has been practiced by a broad array of organizations for furthering their objectives.

This section of the GeoCONOPS is structured to address the large-scale efforts following a New Madrid Seismic Zone (NMSZ) earthquake scenario and no-notice terrorist attack at Lucas Oil Stadium in Indianapolis, Indiana.

9.1 NMSZ Scenario Overview

The NMSZ earthquake scenario was developed by FEMA and the Mid America Earthquake (MAE) Center for contingency planning efforts to assist in defining the Federal government’s response to an earthquake in the NMSZ. The NMSZ earthquake scenario is a magnitude 7.7 (Richter scale) event, impacting an eight state region. The likelihood of this scenario has a 10

percent probability of producing a catastrophic earthquake in the next fifty years. The catastrophic NMSZ scenario is explored in detail in Section 5.2.

9.2 Lucas Oil Stadium Scenario Overview

The Lucas Oil Stadium terror scenario has been designed to highlight geospatial support practices on a Federal level following a no-notice terrorist attack at a public venue. This scenario includes a specific timeline of the attack scenario as well as appropriate geospatial response practices and example geospatial products. FEMA Presidential Policy Directive 8 (PPD-8) guides the geospatial mission support found in this scenario. The Lucas Oil terror scenario can be found in Section 5.3.

10.0 Conclusion

As the need for accurate and authoritative data continues, the GeoCONOPS will enable more efficient sharing of geospatial data and awareness of capabilities and processes across the Federal government. The analysis and documentation created in support of the GeoCONOPS gives the Federal geospatial community a place of reference when addressing emergency management and incident response efforts. The GeoCONOPS is working to improve the effectiveness and efficiency of geospatial technology support for the homeland security mission and the emergency management lifecycles by:

- Raising awareness of the roles, responsibilities, capabilities and activities across mission functions, operations, event types, and agencies and departments
- Establishing authoritative data sources to streamline acquisition, eliminate dissemination and use of inaccurate data, and reduce redundancy
- Improving the sharing of authoritative data
- Enabling an interagency strategy for geospatial technology resource optimization in any incident

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Get Connected

The GeoCONOPS is managed by the DHS Geospatial Management Office in coordination with the project's Geospatial Interagency Oversight Team.

The project shares all documents, its operating calendar, and participant contact information via the Geospatial Information Community on the Homeland Security Information Network (HSIN) at: <https://government.hsin.gov/sites/GIS>.

Contact the project team by email at GeoCONOPS@dhs.gov for any questions about the GeoCONOPS or to join the Community on HSIN.