



DEPARTMENT OF THE NAVY
BUREAU OF MEDICINE AND SURGERY
2300 E STREET NW
WASHINGTON DC 20372-5300

Canc frp: Oct 2003
IN REPLY REFER TO
BUMEDNOTE 3301
BUMED-M09HS
18 Oct 2002

BUMED NOTICE 3301

From: Chief, Bureau of Medicine and Surgery
To: All Internal BUMED Codes and Claimancy 18 Activities
Subj: BUREAU OF MEDICINE AND SURGERY CONTINUITY OF OPERATIONS
PLAN (BUMED COOP) AND BUMED SUCCESSION PLAN (U)
Ref: (a) BUMED Emergency Plan
(b) BUMEDINST 5511.1G (NOTAL)
(c) BUMEDINST 5510.7 (NOTAL)
(d) BUMEDINST 5430.7 (NOTAL)
(e) DOD Directive 3020.26 of 26 May 1995
(f) DOD Directive 2000.12 of 13 Apr 1999
(g) DOD C-3020.26-P (NOTAL)
(h) DOD Directive 5122.5 of 27 Sep 2000
(i) DOD Directive 5205.2 of 29 Nov 1999
(j) SECNAVINST S3030.4 (NOTAL)
(k) DOD Directive 5210.83 of 15 Nov 1999
(l) Title 10 USC, Armed Forces, as amended

Encl: (1) Classified portion of the BUMED COOP (kept in BUMED
Communication Center Operations) (U)
(2) Acronym Listing
(3) Glossary Listing

1. (U) Purpose. This plan implements the Bureau of Medicine and Surgery (BUMED) Continuity of Operations Plan (COOP) per Secretary of the Navy (SECNAV) Instruction S3030.4, Department of the Navy (DON) Continuity of Operations Plan (COOP) policy, and guidance from the Chief of Naval Operations (CNO). Enclosure (1) is the classified portion of this Notice and is kept in the BUMED Communication Center. Enclosures (2) and (3) provide clarifying information.

a. BUMED Succession Plan. Continuity of operations for claimancy 18 activities, operating forces of the Navy and Marine Corps, and support to the CNO is essential during times of crisis. In the event that all or a portion of the existing key leadership or code functions at BUMED are compromised and unable to maintain command and control, the applicable sections of this succession plan will be activated. This plan establishes the order of

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succession for key personnel and will be invoked when the incumbent or code can no longer provide key personnel or functions. Successors and alternates are designated to succeed in carrying out the duties of their principals in the event of casualty status, absence, or other inability of the principal to perform assigned duties.

b. The BUMED COOP describes procedures for implementing documents, referenced in references (a) through (l). This plan requires claimancy 18 activities to be familiar with the plan and the role that personnel within their command will play in reference to the BUMED COOP and BUMED Succession Plan. All claimancy 18 activities and staff who are identified in both of these plans will be prepared to execute their roles and responsibilities within these plans. Supporting commands are responsible for ensuring the impact of BUMED's plans upon their own command COOPs and that succession plans have been addressed prior to the execution of these plans. Additionally, supporting commands will ensure that all pre-identified, deployable staff in support of these plans have a means of communication while enroute to relocation sites, as well as an alternate means of transportation to the assigned locations should primary means of travel not be available. To ensure the BUMED COOP is disseminated to all appropriate personnel, references (b) and (c) authorize information contained herein to be disseminated in an unclassified manner except for any material designated SECRET. Secret information will be annexed as enclosure (1) and removed prior to distribution. Only agencies and personnel whose official duties require knowledge of these plans, including those required to develop supporting plans, should be considered for distribution.

2. Scope. This plan is applicable in BUMED codes and claimancy 18 activities identified to provide replacement staff and space in support of the BUMED COOP and BUMED Succession Plan. The BUMED COOP provides for the continuance of BUMED Mission Essential Functions (MEFs) during natural or intentional events that require BUMED to relocate. This plan identifies BUMED MEFs, COOP procedures and capabilities, as well as infrastructure requirements to execute and support these functions. The plan details the Concept of Operations (CONOPS), defines the line of authority for execution, and assigns roles and responsibilities for BUMED and supporting staff from claimancy 18 activities. This plan also sets and defines minimum acceptable readiness levels, as well as training and exercising requirements to sustain BUMED MEFs and subsequent operational capabilities.

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3. Mission. Ensure personnel are ready logistically to develop health care policy for all claimancy 18 activities and operating forces of the Navy and Marine Corps as well as provide primary and technical support in the direct health care delivery system of claimancy 18 activities and operating forces of the Navy and Marine Corps.

4. Mission Essential Functions (MEFs). MEFs are those functions that must be performed to prevent critical impairment of the organization's mission or resources in support of CNO or DON taskings. The following is a prioritized list of BUMED MEFs:

- a. Command and control of organizational assets.
- b. Receipt, assessment and analysis, processing, display, and dissemination of information necessary to perform critical missions and support decision-making for health care operations at military treatment facilities (MTFs), dental treatment facilities (DTFs), operating forces of the Navy and Marine Corps, and all beneficiaries.
- c. Cooperating with civil authorities in matters pertaining to public health, disasters, and other emergencies.
- d. Implementing assigned programs to meet Navy and Marine Corps mobilization and contingency plans.
- e. Providing training to meet the requirements of the health care system's operations.
- f. Ensuring acquisition and execution of health care resources budgeted for claimancy 18 activities.
- g. Formulating policy and providing oversight for patient management and administration.
- h. Preparing, revising, and publishing manuals, instructions, and other communications to issue Medical Department policies and procedures on medical, dental, professional, technical, and administrative matters.
- i. Developing global plans and programs for health care delivery.

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j. Providing health care and graduate medical and dental education consistent with current professional standards of practice.

k. Ensuring implementation of policies and directives to conduct occupational health and preventive medicine programs.

l. Directing plans and execution of biomedical research programs required to ensure state-of-the-art health care delivery and the effective application of medical and bio-physiological parameters to operationally relevant scenarios.

m. Ensuring the acquisition and maintenance of a total force of appropriately trained medical and dental military and civilian personnel.

n. Conducting inspections of MTFs, DTFs, and activities commanded by BUMED, and assisting other immediate superiors in command in performing command inspections throughout the Navy and Marine Corps.

o. Monitoring the performance of MTFs and DTFs to ensure that standards for the delivery of health care are met.

p. Developing implementation guidelines and monitoring the application of physical standards and examinations of persons for entrance and retention in the Naval service and for specialized duties.

q. Providing professional and technical guidance for design, construction, staffing, and equipping of medical and dental facilities ashore and afloat.

5. Actions. For the purposes of this plan, disaster is defined as any event, natural or intentional, to include failure of public works or technology that has the potential to or has already disrupted or seriously degraded the ability of BUMED to execute MEFs. The activation of this plan includes actions and measures to mitigate, prepare, respond to and recover from any event that would not allow BUMED to effectively execute MEFs. Critical information links will be made with emergency relocation sites (ERSs), claimancy 18 activities, Operational Navy Medicine Commanders, OPNAV N931, and Naval District Washington (NDW) prior to and upon activation of the BUMED COOP, activation of ERSs, with daily Situational Reports (SITREPS) provided to each for continuity of operations, and as needed.

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a. Background. Historically, continuity of operations planning has occurred within each organization, in a vacuum, and with little, if any, interagency coordination.

(1) The potential for natural and intentional disaster is always present. BUMED, like all government and civilian agencies, must be prepared to respond to challenges likely to be imposed by disasters.

(2) The current global environment has increased the likelihood that unconventional, asymmetric war and intentional events may occur within the continental United States. Because of the recent changes in threat level, as well as the lessons learned from recent terrorist events, the need exists for a comprehensive and effective plan to be in place to ensure continuity of operations and the effective execution of MEFs under all conditions.

(3) The BUMED compound, also known as the Potomac Annex, consists of 10 buildings in a campus setting, three of which serve as living quarters for Flag Officers. The compound is located in metropolitan Washington, DC, a city noted for being both dense in population and Federal assets. Because of the location of BUMED, it is at risk to incur direct and/or indirect damage, or at a minimum restricted access to the compound. For the purposes of this plan, the National Capital Region (NCR) is the area within 50 miles of the Potomac Annex, BUMED compound, to include the District of Columbia and portions of Maryland and Virginia.

b. Responsibilities. The BUMED COOP is enhanced and made flexible and executable via integrated planning, training and execution of BUMED Staff with OPNAV N931, NDW, ERSS, and BUMED compound neighbors.

The Director, Navy Medicine Office of Homeland Security (NMOHLS) will serve as the overseer of these plans, with the BUMED Director for Headquarters Administration serving as the BUMED Command Emergency Planning Coordinator (EPC). The Command EPC is responsible for all staff education, training and readiness, and execution of both plans. The BUMED Director, NMOHLS will serve as Chairman of the BUMED COOP Working Group. The working group is composed of: NMOHLS Head, National Disaster Medical System (M09HS5); NMOHLS Head, Command Disaster Preparedness (M09HS6); BUMED Anti-Terrorism/Force Protection Officer (M09HS4); Manpower and Personnel Representative (M1); Director for Headquarters

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Administration (M09B1); Facilities Manager (M09B121); Director, Information Management (M09B3); Safety Manager (M09B14); Director, Program Management and Integration (M09B4); Director, Current Operations and Platform Readiness (M3F3), NDW Security; Medical Plans Officer (OPNAV N931D3) and Naval Medical Information Management Center (NMIMC) Representative. The BUMED COOP Working Group will meet to address the following goals: Resolve any issues regarding the BUMED COOP or BUMED Succession Plan and ensure both plans are current with updates to these plans submitted to the Chief, BUMED via Vice Chief, BUMED, and Chief of Staff, BUMED, for concurrence.

An unclassified copy of the BUMED COOP will be maintained within a binder and located within each BUMED code as well as each of the ERSs. Each BUMED COOP binder will contain the following:

- (1) BUMED COOP.
- (2) BUMED Succession Plan.
- (3) BUMED Staff and Succession Plan Personnel Recall Rosters (Director for Headquarters Administration is responsible for monthly updates).
- (4) ERS list by code, title, and name (Director for Headquarters Administration is responsible for monthly updates).
- (5) Relocation site Memoranda of Understanding (Director for Headquarters Administration is responsible for monthly updates).
- (6) BlackBerry PINs (Director, Information Management is responsible for monthly updates).
- (7) ERSs equipment requirements list (Director, Information Management is responsible for monthly updates).
- (8) Integrated Vulnerability Assessments (IVAs) on all ERSs.
- (9) Map of each ERS, with two different sets of directions on how to get to each site.

c. Training and Exercise. To ensure the effective implementation of the COOP, the focus has been placed upon integration with

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other organizational COOPs within the DON and DOD in place and on the emergency management activity phases of mitigation, preparedness, response, and recovery from an event. An unclassified brief of the BUMED COOP will be provided to the Flag Quarters on the compound, Department of State, and NDW in an attempt to ensure both education and community integration into this plan.

d. All persons assigned to BUMED and all newly reporting staff, as part of the check in process, will be briefed on their role during BUMED COOP activation. Designated personnel will report to their assigned duty station at the ERSs and familiarize themselves with the following in preparation to execute their roles and responsibilities following BUMED COOP activation:

(1) All designated BUMED staff will report to their assigned duty station at the ERS no less than biannually to familiarize themselves with the best route to travel as well as the work environment.

(2) During the ERS visit, staff will identify any additional requirements to ensure no deficiencies exist that would preclude them from executing their mission.

(3) Per guidance from higher authority, it is recommended that the BUMED COOP and BUMED Succession Plan be exercised a minimum of two times a year. These exercises may be carried out as a tabletop, by needed section, or full-scale. The exercise may be done internally or externally, or in conjunction with a higher Headquarters exercise.

(4) At least 1 week prior to and the day before exercising these plans, the compound Flag Quarters, Department of State, NDW and OPNAV N931 will be notified by a representative from the Director for Headquarters Administration. This notification process ensures pre-incident communication with the organizations and individuals who would be directly impacted during the activation of the BUMED COOP. During this notification process, an invitation will be extended to each of these individuals and organizations to participate in the exercise.

(5) To enhance readiness, it is recommended at least one of the two exercises done each fiscal year will be a Master Scenario Event List (MSEL) driven full-scale COOP deployment exercise to the ERSs.

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(6) Post-exercise activities, to include "hotwash" and After Action Reports (AARs) are critical to capturing exercise results. Within ten working days of an exercise conclusion, each code will provide an AAR to the BUMED COOP Working Group, who in turn will collate this information into a lessons-learned report and develop the appropriate changes into a corrective actions program focusing on the improvement and effective execution of existing plans.

(7) The lessons-learned report will be submitted by the BUMED COOP Working Group, via the Chair as a final, comprehensive lessons-learned package to the Chief of Staff, Vice Chief, and Chief, BUMED, with a copy of all AARs and the final report stored in the BUMED COOP lessons-learned database and classified SECRET. The Director for Headquarters Administration is responsible for the Recall Roster being updated monthly and maintained in the BUMED COOP Binder.

e. Communication and Information Technology. BUMED relies heavily upon information technology to successfully support and coordinate MEFs, and would likely be impacted greatly during a disaster. The Director, BUMED Information Management (M09B3), is responsible for identifying BUMED communication requirements and ensuring that communication capabilities at all ERSs are comparable to those capabilities maintained at BUMED and that these communication capabilities are adequate to accomplish the BUMED MEFs upon the activation of the BUMED COOP. Both classified and unclassified communications are supported in this plan. Services provided include record message traffic, voice capability, comprehensive computer resources, Internet access, routine LAN services and network connectivity, Electronic mail (E-mail), facsimile (FAX) services, and command and control systems. The following is the minimum list of resources that will be maintained at each ERS. These resources will be

validated on a biannual basis, in conjunction with training and exercises to ensure the adequacy of carrying out BUMED MEFs. Resources include, but are not limited to:

(1) A single telephone with commercial and DSN capability for each individual and position identified at each ERS.

(2) A single workstation per person and position identified at each ERS: computer with multi-megabyte hard drive,

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Pentium III processor, 128 MB RAM, CD-ROM, speakers, floppy drive, Microsoft Office Suite - Word, Excel, Access, Power Point, Outlook, Publisher, Photo Editor, Project, Tools; Microsoft Accessories, CD Player, Calculator, Net Meeting, Notepad, Adobe Acrobat Reader; Internet Explorer, Norton AntiVirus, WinZip; and ancillary applications that support some of the applications shown above.

(3) Immediate access to a combination safe to secure classified documents.

(4) Dedicated lines for SIPRNET and NIPRNET in each workspace for all staff who presently have accounts.

(5) Dedicated STU-III phones keyed for secure voice communication.

(6) Network-based printing.

(7) Dedicated DSN and commercial FAX capability available.

(8) Each ERS will have at least one cell phone with 2-way communication and recharging capability.

(9) Immediate information technology support available.

(10) Immediate message center support available.

(11) Dedicated photocopier per work area.

f. Funding and Logistics. The Deputy Chief, Resource Management (M8) is responsible for ensuring that the allocation of adequate funding is present to ensure operational recovery and reconstitution actions at BUMED and ERSs, to include the replication of electronic data, dual transmission and reception of all BUMED Telecommunication Center capabilities, as well as the purchase of office supplies, as identified, to sustain BUMED MEFs for at least 30 days. Memorandums of Understanding (MOUs) will be developed with each ERS to the degree of logistical support and resources that will be given in support of the BUMED COOP, with copies of these MOUs placed in the BUMED COOP binder as references. The Director for Headquarters Administration is responsible for ensuring that ERS MOUs are up-to-date and for notifying the Deputy Comptroller of any financial issues that could have a negative impact on the execution and maintenance of this plan.

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g. Public Affairs. Per established procedures, the Special Assistant for Public Affairs or designated staff for that office will serve as the single conduit for all BUMED released statements and queries.

6. CONOPS. The BUMED COOP is executable at any time. This plan identifies and focuses on four key areas to ensure Headquarters survivability. The four areas are evacuation, relocation, reconstitution, and succession. In preparation to execute this plan, all MEFs have been prioritized, allowing both flexibility and the option of deferring restoration of those that can wait until time and resources permit.

The COOP provides a structured approach to effectively implement this contingency plan, allowing BUMED to meet commitments, responsibilities and missions for at least 30 days. If the BUMED Headquarters location is deemed uninhabitable or unable to meet mission needs for more than 30 days, other options will be considered, including: Continued use of ERSs already in use, augmentation of BUMED staff from an alternate staffing pool, and/or the reconstitution of existing BUMED staff at one or more DOD locations or General Services Administration (GSA) contract sites.

If incumbent leadership is unable to perform their duties, the enclosed BUMED Succession Plan will be executed to maintain continuity of operations for claimancy 18 activities and operating forces of the Navy and Marine Corps in support of the CNO.

a. Key Assumptions. The BUMED compound and NCR are vulnerable to a variety of threats that may interrupt BUMED activities. These threats may evolve slowly or occur with little or no warning. Potential threats include natural or intentional events, to include failure of public works or technology that has disrupted or could disrupt or seriously degrade the ability of BUMED to execute MEFs. The following are key assumptions:

(1) All or part of the BUMED compound, as well as other DOD facilities and organizations in the NCR, may be rendered unusable as a result of a disaster; thereby requiring the evacuation and relocation of BUMED personnel and operations to alternate locations to perform MEFs.

(2) BUMED operations at the BUMED compound are vulnerable to disruption by a wide range of events and may require relocation to alternate locations to perform MEFs.

(3) All BUMED staff, during a non-life threatening situation, will remain in the NCR as long as possible to ensure continuity of services. Immediate dispersal and relocation will be considered to ensure the Chief, BUMED, the Senior BUMED staff and their successors the ability to survive and continue their critical functions within Navy Medicine, DON, and DOD. With appropriate warning, survivability can be improved through dispersal and relocation.

(4) The Chief, BUMED will be continuously accessible to the CNO, co-located at Site R at the request of the CNO or at the Tier One - Flag location.

(5) CLASSIFIED. See Enclosure (1), 5a(5) under Key Assumptions.

(6) CLASSIFIED. See Enclosure (1), 5a(6) under Key Assumptions.

(7) Key leaders, SECNAV, CNO, and/or Chief, BUMED, or identified replacements will be available to initiate the activation of the BUMED COOP and address unanticipated events.

(8) The BUMED COOP is executable with or without warning, during duty or non-duty hours.

(9) All ERSs will be maintained in a state of readiness, capable of immediately accommodating relocated staff.

(10) The BUMED COOP is a stand-alone document to be executed individually or as an integrated part of an overall directed relocation.

(11) The BUMED COOP ERSs will operate for 30 days or less, with additional time requirements necessitating further analysis and planning to ensure that BUMED command and control needs can be met for a longer period.

(12) Communications will not be interrupted throughout the NCR and therefore would allow telecommuting to successfully occur.

(13) CLASSIFIED. See Enclosure (1) 5a(13) under Key Assumptions.

(14) CLASSIFIED. See Enclosure (1) 5a(14) under Key Assumptions.

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(15) Resumption of activities and recovery operations may require using alternate resources or capabilities of less capacity or capability than in the normal operating environment.

(16) CLASSIFIED. See Enclosure (1) 5a(16) under Key Assumptions.

(17) BUMED staff assigned to ERSs have identified and provided the Director, Information Management, all E-mail, data processing services, and applications required to support MEFs at ERSs.

(18) The ERSs have been maintained in a constant state of readiness and can be fully operational upon activation of the BUMED COOP.

b. Operational Constraints

(1) Traffic congestion and weather conditions in the NCR may prevent the relocation of staff from meeting time deadlines at ERSs.

(2) Degraded communications and transportation systems immediately following a disaster will impede the relocation or reconstitution of BUMED.

(3) Any attack event directed at the monuments in near proximity to BUMED will prohibit the use of the local assembly areas and increase the time necessary for executing this plan. Decontamination of BUMED staff may be required.

(4) CLASSIFIED. See Enclosure (1), 5b(4) under Operational Constraints.

c. Conditions for Execution. CLASSIFIED. See Enclosure (1), 5d(1) through (3) under Conditions for Execution.

d. Activation of Plan

(1) During working hours. The Chief, BUMED, the Vice Chief, BUMED or their designee or successor will authorize activation of the BUMED COOP with the operational phases to include evacuation, relocation, and reconstitution or succession as appropriate. Upon the activation of the BUMED COOP, an electronic flash message will be sent out to all claimancy 18 activities, NDW, and OPNAV N931.

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(2) After working hours. The BUMED Officer of the Day (OOD), to mitigate the loss of life, will immediately order BUMED Security to secure the compound while simultaneously contacting the Director for Headquarters Administration, or his or her designee, to inform them of the situation. The Director for Headquarters Administration, will contact the Chief of Staff, who will contact the Chief, BUMED, or Vice Chief, BUMED, to apprise them of the situation and obtain guidance regarding activation of the BUMED COOP. BUMED personnel will be notified via the BUMED public address system, recall roster and when possible, via group E-mail messages. When the evacuation, relocation, reconstitution, and/or succession plans are activated, a flash message will be distributed to all claimancy 18 activities, NDW, OPNAV N931, and operational Navy Medicine commanders as soon as possible.

e. Phases of Operations

(1) Evacuation. The BUMED compound may be evacuated under several circumstances. Evacuation may be due to an imminent threat to an individual building on the BUMED compound, the entire BUMED compound, or to part or all of the NCR. There may or may not be adequate warning to allow vehicles to depart the compound. Due to their location, Flag Quarters (Buildings AA, BB, and CC), NDW, and the Department of State will be immediately and simultaneously notified of all evacuations ordered on the BUMED compound. At all times, a current listing of their telephone numbers and E-mail addresses will be maintained in the OOD Log Book, BUMED Command Suite, and in the BUMED COOP Binder at all ERSs. Once notified to evacuate, the Support Services Staff will ensure that heating, ventilation, and air conditioning (HVAC) systems are turned off. Each individual is responsible for securing classified documents and doors within their workspaces prior to evacuation.

(a) Building Evacuation. All evacuation and safe haven procedures will begin with an announcement to evacuate followed by the orderly exit from a building. Building evacuation plans are centrally located on each floor of each building and include a diagram of the preferred egress from buildings as well as a nearby muster point aboard the compound as per reference (a). Communication will be maintained throughout the evacuation process via two-way radio on channel one.

1. Notification of building evacuation will be made immediately to staff and compound neighbors by telephone,

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public address system, sounding of building alarms on the compound, E-mail alert to include neighbors as applicable, and via runners as necessary.

2. Once at muster points, the assigned Building Wardens will follow established procedures for accountability per the BUMED Emergency Plan, with each Building Warden contacting the Chief Building or Vice Chief Building Warden for the final muster report, who in turn will notify the Director for Headquarters Administration.

3. If evacuation beyond the muster point is required, Building Wardens or their designees will coordinate.

(b) Compound Evacuation. Evacuation beyond the building specific muster points may be necessitated by threats to the safety and well being of BUMED personnel. Depending upon the nature of the threat and the amount of warning, evacuation from the Potomac Annex (BUMED compound - Buildings 1 through 7 and Flag Quarters AA, BB, and CC) may also involve vehicular egress. Notification of building evacuation will be made immediately to staff and compound neighbors by telephone, public address system, sounding of building alarms on the compound, E-mail alert to include neighbors as applicable, and via runners as necessary. Communication will be maintained throughout the evacuation process via two-way radio on channel one.

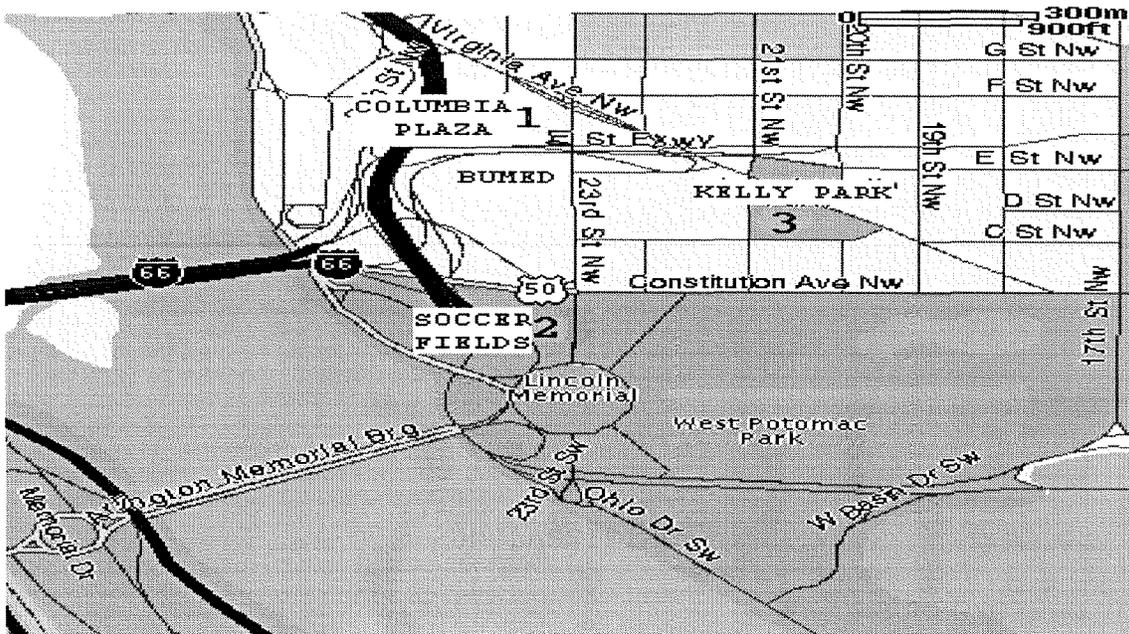
1. Pedestrian Evacuation. In the event of an immediate threat to the Potomac Annex, or in situations where vehicles cannot exit the compound due to traffic congestion, damage, or other circumstances, BUMED personnel may be instructed to leave the compound on foot.

a. During normal working hours, personnel at muster points will be instructed to proceed on foot to the "E" or "C" Street gates.

b. The "E" Street gate is open 24 hours a day, 7 days a week. After working hours and on weekends, Diplomatic Protective Services personnel at the "E" Street gatehouse have keys to the "C" Street gate padlock. An emergency key to the "C" Street gate padlock is kept by the OOD.

c. Depending on the threat condition and safety situation, all personnel will proceed to one of the rally points listed below:

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1. Columbia Plaza (North on 23rd Street to Columbia Plaza).
2. Soccer Fields (South on 23rd Street to the soccer fields at Constitution Avenue).
3. Kelly Park (North on 23rd Street, then east on "E" Street to Edward I Kelly Park).

2. Vehicle Evacuation. Certain circumstances will allow mustered personnel to leave the compound in their privately owned vehicles (POVs). Use of POVs in evacuation is predicated on the safety and or threat located outside of the compound. Car-pooling is recommended to the relocation sites whenever possible and/or practical.

a. During normal working hours, personnel at muster points will be instructed to proceed to their POVs and exit the compound through the "E" or "C" Street gates.

b. The "E" Street gate remains open 24-hours a day, 7 days a week. After working hours and on weekends, Diplomatic Protective Services personnel at the "E" Street gatehouse have keys to the "C" Street gate padlock. The OOD also has an emergency key to the "C" Street gate padlock.

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c. If traffic circumstances warrant, Diplomatic Protective Services retain keys to the padlocks to the South State Department/BUMED parking lots and will allow egress through the State Department parking lot. A swipe key for the automatic gate is available at the "C" Street gatehouse.

(c) Safe Haven. This plan refers to the rapid, temporary movement of personnel from an unsafe location to a safer location on the compound when time does not allow normal evacuation, as could occur during a tornado. Notification of staff and neighbors to seek safe haven on the compound will be made by telephone, public address system, sounding of alarms within the buildings on the compound, E-mail alert to include neighbors as applicable, and or runners.

1. Locations. Safe haven locations are determined by the nature of the threat, normally reserved for high winds or tornado activity. In general, these areas will be away from windows and on the lowest level of steel reinforced concrete structures. Suitable safe haven locations for Potomac Annex include:

a. Basement passageways of buildings 1, 2, 5, and 7.

b. Telecommunications Center, Building 1, room 1005.

c. Current Operations Center, Building 3, room 3000.

2. Procedures. Following the building evacuation described above, personnel will move to the nearest safe haven. Building Wardens or specified code representatives will conduct a personnel muster with the results forwarded to the Chief and/or Deputy Chief Building Warden. The Director for Headquarters Administration will be kept apprised of the status of the muster and will forward the final muster results to the Senior BUMED leadership and Code leadership.

7. Cancellation Contingency. Cancelled upon issuance of the BUMED COOP Instruction.



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Enclosure (1) is kept in the BUMED Communication Center
Operations, Building 1.

Enclosure (1)

ACRONYMS

<u>AAR</u>	After Action Report
<u>BUMED</u>	Bureau of Medicine and Surgery
<u>BUMED COOP</u>	Bureau of Medicine and Surgery Continuity of Operations Plan
<u>CDO</u>	Command Duty Officer
<u>CONOPS</u>	Concept of Operations
<u>CONUS</u>	Continental United States
<u>COOP</u>	Continuity of Operations Plan
<u>CNO</u>	Chief of Naval Operations
<u>DEFCON</u>	Defense Condition
<u>DON</u>	Department of the Navy
<u>DOD</u>	Department of Defense
<u>DSN</u>	Defense Switched Network
<u>DTF</u>	Dental Treatment Facility
<u>E-mail</u>	Electronic Mail
<u>EPC</u>	Emergency Planning Coordinator
<u>ERS</u>	Emergency Relocation Site
<u>FPCON</u>	Force Protection Condition
<u>GSA</u>	General Services Administration
<u>HVAC</u>	Heating, Ventilation, and Air Conditioning
<u>IVA</u>	Integrated Vulnerability Assessment

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<u>MEF</u>	Mission Essential Function
<u>MOU</u>	Memorandum of Understanding
<u>MSEL</u>	Master Scenario Event List
<u>MTF</u>	Military Treatment Facility
<u>NCR</u>	National Capital Region
<u>NDW</u>	Naval District Washington
<u>NMIMC</u>	Naval Medical Information Management Center
<u>NMOHLS</u>	Navy Medicine Office of Homeland Security
<u>NMC</u>	Naval Medical Center
<u>NNDC</u>	National Naval Dental Clinic
<u>NNMC</u>	National Naval Medical Center
<u>NMETC</u>	Naval Medical Education and Training Command
<u>OHLS</u>	Office of Homeland Security
<u>OOD</u>	Officer of the Day
<u>OPNAV</u>	Operational Navy
<u>PERS</u>	Personnel
<u>POV</u>	Privately Owned Vehicle
<u>SECNAV</u>	Secretary of the Navy
<u>SITREP</u>	Situational Report

GLOSSARY

Augmentees - serve to broaden and deepen the capabilities of the relocation sites by providing additional staff personnel from the resource management pool in Tier 3 or those individuals identified within the BUMED Succession Plan.

Continuity of Operations (CONOPS) - involves plans and capabilities covering succession to office and emergency delegation of authority; safekeeping of vital resources, facilities, and records; and establishment of emergency operation capabilities.

Corrective Actions Program - implements corrective actions based upon findings from the exercise After Action Reports (AARs).

Defense Conditions (DEFCON) - consist of a uniform system of five progressive readiness conditions. DEFCON 5, normal readiness, is the lowest; DEFCON 1 is the maximum readiness posture.

- a. DEFCON 5 - Normal readiness.
- b. DEFCON 4 - Increased intelligence watches and strengthening security measures.
- c. DEFCON 3 - Increase in force readiness above that required for normal readiness.
- d. DEFCON 2 - Further increases in force readiness, but less than maximum readiness.
- e. DEFCON 1 - Force readiness is maximized.

Duty Hours - is defined for the purposes of this plan and subordinate plans as 0800-1700 Eastern Standard Time, Monday through Friday, except holidays.

Force Protection Conditions (FPCON) - Five force protection conditions exist to describe the progressive level of a terrorist threat to DOD personnel and facilities. The five conditions are: NORMAL, ALPHA, BRAVO, CHARLIE, and DELTA.

- a. FPCON Normal - applies when a general global threat of possible terrorist activity exists and warrants a routine security posture.

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b. FPCON Alpha - applies when there is an increased general threat of possible terrorist activity against personnel or facilities, the nature and extent of which are unpredictable. Alpha measures must be capable of being sustained indefinitely.

c. FPCON Bravo - applies when an increased or more predictable threat of terrorist activity exists. Sustaining Bravo measures for a prolonged period may affect operational capability and relations with local authorities.

d. FPCON Charlie - applies when an incident occurs or intelligence is received indicating some form of terrorist action or targeting against personnel or facilities is likely. Implementation of Charlie measures will create hardship and affect the activities of the unit and its personnel.

e. FPCON Delta - applies in the immediate area where a terrorist act has occurred or when intelligence has been received that terrorist action against a specific location or person is imminent. Normally, this FPCON is declared as a localized condition. FPCON Delta is not intended to be sustained for substantial periods.

Full-Scale Exercise - requires the activation of the BUMED COOP and/or BUMED Succession Plan, along with the full-scale deployment of all BUMED staff to their pre-assigned ERSs. This type of exercise tests the capability of the plans and staff to address all aspects of the response effort to a local and/or regional threat, as well as the DOD and civilian interagency coordination and communication. All entities that would be involved during the activation and execution of these plans in a real world event will participate directly or indirectly in a simulated fashion. Highly stressful conditions are postulated and participants' actions drive, as much as possible, the activities of this type of exercise.

Functional Exercise - test coordination of functional areas within the command, to include but not limited to communications, resource management, safety and public affairs. With the intent of using the results obtained to validate and improve functional areas within the current plans. The practice sessions developed for each functional entity in a tabletop setting can lead up to the full-scale functional exercise to test coordination among the functional activities, claimancy 18 activities, higher headquarters, and other interagency activities as appropriate.

Enclosure (3)

Hotwash - the process for critiquing exercise activities and serves as the closure of the exercise.

Integrated Vulnerability Assessment (IVA) - integrates personnel protection procedures, security forces manning, training and equipment, as well as assesses vulnerabilities in an attempt to mitigate critical infrastructure damage. This process is built upon existing force protection, security, and infrastructure assurance programs at the Joint Staff, service, and defense agency levels.

Master Scenario Events List (MSEL) - is a complete listing of expected exercise events, in combination with key events that comprise and drive the exercise story line.

Mission Essential Function (MEF) - a mission essential function is any function that must be performed to prevent critical impairment of the headquarters' mission or service resources. Functions that must be performed within the first 48 hours are essential and drive the initial relocation staff structure. These comprise but are not limited to:

- a. Command and control of assets.
- b. Receipt, assessment and analysis, processing, display, and dissemination of information necessary to perform critical missions and support decision-making.
- c. Other operations that must be performed to achieve mission success.

National Capital Region (NCR) - covers the Washington DC metropolitan area, which includes the District of Columbia and portions of Maryland and Virginia. For the purposes of this plan, NCR will include the area within 50 miles of the Potomac Annex, BUMED compound.

Quick Look Report - this report serves as a record summarizing the discussion that has occurred during the hotwash.

Reconstitution - is the combination of actions required to rebuild the BUMED staffs to regain effective operations as soon as possible after an attack against CONUS or other event requiring replacement of BUMED staff.

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Reconstitution Sites - are specific locations that have been pre-selected by the surviving command authority as the site or sites at which a damaged or destroyed headquarters can be reformed from survivors of the attack and/or personnel from other sources, pre-designated as replacements.

Recovery - is the process of: (1) evaluating the status and capability of organizational resources following an attack or other serious event; and (2) reorganizing so those resources are secure and the organization can continue to function, though probably at a reduced level.

Regional Threat - any event occurring within 100 miles of the BUMED compound that could or would impact the ability of BUMED to perform MEFs.

Relocation - is the movement of the senior BUMED leadership and their supporting staffs to an alternate headquarters or to an emergency relocation site for purposes of using that facility as the primary command center for continuity of direction of claimancy 18 facilities.

Tabletop Exercise - is a tool that is used to verify and validate local and interagency planning and coordination ability within the command, higher headquarters, and at the interagency level. In this format, participants are given a scenario and encouraged to discuss issues in-depth that will allow improvements in protocols and plans.

With Warning - any event or threat of an event that is preceded by sufficient time (assumed to be 2 hours or more) to implement the BUMED COOP and preclude key personnel from being impacted.

Without Warning - any event that occurs without sufficient lead-time (assumed to be 2 hours or less) to mitigate the impact of the event, (i.e., relocate key personnel and prepare for transfer of mission essential functions). In these events, execution of the BUMED COOP and the casual event may occur simultaneously.