

## **EMERGENCY OPERATIONS PLAN SUPPORT ANNEX B PRIVATE-SECTOR COORDINATION**

Coordinating Agency: Chatham Emergency Management Agency  
Cooperating Agencies: All

### **Introduction**

#### **Purpose**

This annex describes the policies, responsibilities, and concept of operations for incident management activities involving the private sector during actual or potential Incidents of Critical Significance. In this context, the annex further describes the activities necessary to ensure effective coordination and integration with the private sector, including the County's critical infrastructure, key resources, and other business and industry components.

#### **Scope**

This annex applies to all agencies operating under the Emergency Operations Plan (EOP) in a potential or actual Incident of Critical Significance that involves the private sector in any of the following ways:

- Impacted organization or infrastructure<sup>1</sup>
- Response resource
- Regulated and/or responsible party
- Member of the County or municipal emergency management organization

Because the EOP provides an integrated framework that includes the private sector in incident management activities, this annex addresses only those aspects of incident management regarding the private sector that must be emphasized because of their uniqueness or importance.

This annex does not alter existing private-sector responsibilities for emergency management under the law. Existing contractual or other legal relationships between County agencies and the private sector are not supplanted by this annex.

The roles and interfaces of volunteer and nongovernmental organizations are detailed in ESF #7.

## **Policies**

The Chatham County encourages cooperative relations between private-sector organizations and authorities regarding prevention, preparedness, mitigation, response, and recovery activities related to Incidents of Critical Significance. It works cooperatively on incident planning, communication, and operational execution activities with these entities.

The County Government encourages processes that support informed cooperative decision-making. It takes actions that engage the private sector at the strategic (e.g., chief executive officer, corporate president, or other senior leadership, etc.) and operational levels to ensure:

- Effective and efficient use of private-sector and County and municipal resources;
- Timely exchange of information; and
- Public and market confidence in times of crisis or catastrophe.

The Chatham County encourages extensive two-way sharing between the public and private sectors of operational information and situational awareness relative to potential or actual Incidents of Critical Significance. The Government works cooperatively to develop and apply processes, procedures, and communications protocols that support such sharing at the strategic leadership and operational levels.

County and municipal governments encourage members of the private community to organize coordinating and information-sharing mechanisms suitable for their areas of concern.

County and municipal governments encourage owners and operators of those infrastructure elements whose disruption may have area impact to develop appropriate emergency response plans and information-sharing processes and protocols tailored to the unique requirements of their respective sectors or industries, and mapped clearly to both county and response plans and information-sharing networks.

County and municipal governments encourage private sector organizations to develop and maintain capabilities needed to respond to and manage a complete spectrum of incidents and emergencies, except in cases where the capabilities are inherently governmental in nature.

In certain circumstances, the law requires appropriate authorities to include private-sector representatives in incident management planning and exercises; when not required, it encourages such participation whenever practical.

County and municipal governments may direct private sector response resources in some cases in which contractual relationships exist. The Government also retains its full authorities to oversee and control as appropriate infrastructure involved in an incident.

The Chatham County treats information provided by the private sector, from receipt through destruction, in a manner consistent with applicable statutes and regulations. These handling procedures include Protected Critical Infrastructure Information, providing exemption from disclosure, to protect from unauthorized disclosure appropriately designated proprietary or otherwise sensitive company information.

County and municipal governments avoid actions that disrupt existing relationships between voluntary aid providers at the level when eliciting additional offers of goods and services.

County and municipal governments conduct after-action critiques of the procedures detailed in this annex with private-sector participants when they are exercised in CEMA-sponsored exercises; it shares such critiques appropriately with private-sector participants.

## **Concept of Operations**

### **General**

The operational concept for incident management involving the private sector is specified in the EOP and the National Incident Management System.

The concept of operations in this annex covers the specific organizations and actions that are required to effectively and efficiently integrate incident management operations with the private sector. These are detailed in the sections that follow.

### **Organizations for Operations with the Private Sector**

**General:** Specialized organizations that facilitate coordination with the private sector are designed to provide for critical needs as listed below.

- Processes to determine the impact of an incident on the sector involved, as well as to forecast cascading effects of interdependencies between sectors.
- Procedures for communication that facilitate a shared situational awareness across industry and infrastructure sectors and between the public and private sectors.
- Procedures for coordination and priority-setting for incident management support and response, and the rationing or prioritizing of the delivery of goods and services after an incident.

- Processes to inform decision-makers to help determine appropriate recovery and reconstitution measures, particularly in cases where they may result in indemnity, liability, or business losses for the private sector.

**Chatham Emergency Management Agency:** In the event of a potential or actual Incident of Critical Significance, CEMA coordinates strategic communications with CEOs, senior officials, or individuals specifically designated by these private-sector leaders to engage in such communications on their behalf. Further, CEMA utilizes a private-sector advisory group with representatives from across the spectrum of business and industry, as well as nongovernmental organizations (NGOs), to provide advice on incident management and emergency response issues affecting their constituencies.

CEMA encourages private-sector preparedness for incident management by identifying and promoting private-sector community efforts, including security activities in preparedness, prevention, response, and recovery efforts, promoting educational to prepare for natural disasters or terrorist incidents, and encouraging the identification and sharing of best practices.

**Emergency Operations Center:** The EOC monitors the County's business and industry partners on an ongoing basis, and provides a coordinating mechanism to share and exchange information with the private sector. In a potential or actual Incident of Critical Significance, the EOC is a key component in providing situational and operational information as well as a capability to monitor and share information with other private-sector entities as required.

**Critical Infrastructure Preparedness Planning and Coordination Support:** CEMA facilitates the development, implementation, and exercise of business and industry response plans across industry sectors as appropriate and supports coordination and information-sharing mechanisms.

**Private-Sector Involvement with Incident Management Organizations:** Private-sector involvement with incident management organizations is determined in large measure by the nature, scope, and magnitude of the incident. For most incidents, private-sector involvement is centered on internal, County and municipal organizations. For Incidents of Critical Significance, industry, County, and municipal organizations become more involved; for truly catastrophic incidents, State and Federal organizations have primary responsibilities and provide proactive resource and operational support functions to save lives and contain the incident.

**Private-Sector Incident Management Organizations:** Private entities such as business and industry associations, develop, validate, exercise, and implement security and business continuity plans to ensure their capability to deliver goods and services to customers and as a responsibility to their owners. Assessments of, and contingency plans for the disruption of a private entity's supply chain and other dependencies are usually included in this planning. In many communities, private-sector owners and

operators coordinate their security programs and continuity/contingency programs and plans with government emergency response plans. A number of industry sectors have developed information-sharing arrangements to facilitate coordination necessary to share homeland security information with competitors and with the local government.

**County and Incident Management Organizations:** Many municipalities coordinate across jurisdictional boundaries to support various response activities; their incident management organizations act as conduits for requests for assistance when an incident exceeds private-sector capabilities. The on-scene incident command and management organization is located at the Incident Command Post. It is typically comprised of incident management officials and responders from government, private sector, and nongovernmental organizations when appropriate.

### **Notification and Reporting**

- Private-sector organizations, like County, municipal, and nongovernmental organizations, report threats, incidents, and potential incidents to the EOC using existing jurisdictional incident reporting mechanisms and reporting channels. The EOC receives threat and operational information regarding incidents or potential incidents from these jurisdictions and makes an initial determination to initiate the coordination of incident management activities.
- CEMA manages the daily analysis of incident-related reports and information. This management includes maintaining communications with the private sector for information sharing purposes.

### **Actions Related to Operations with the Private Sector Pre-Incident**

CEMA facilitates the development and presentation of general educational programs for the private sector that increase awareness and understanding of terrorist threats, and encourages the sharing of appropriate information and use of the best practices that contribute to early warning of potential incidents.

CEMA facilitates and encourages the organization of industry to cooperate on information-sharing and other prevention and mitigation activities.

CEMA maintains relationships with business and industry to identify requirements for capabilities and support. CEMA pursues programs and capabilities that continuously improve the two-way exchange of information with the private sector to contribute to more effective alerts, warnings, and advisories.

CEMA maintains situational/operational awareness of business and industry working in conjunction with the information-sharing mechanisms. It assesses the data it receives to identify operational anomalies, working closely with business and industry owners and operators. After assessing information on incidents and threats, it disseminates alerts, warnings, and advisories for both government and private-sector entities.

CEMA, with support from other entities and in conjunction with relevant agencies and organizations, encourages, facilitates, and coordinates with business and industry to develop and implement best practices for preparedness, planning, implementation, and integration of plans.

CEMA supports exercises and provides representation in exercises led by the private sector and governments.

**Emergency Support Functions:** At the EOC, the ESFs establish contact with private sector counterpart organizations and/or industry to assist in assessment of impacts and identification of resources available to support potential or actual incident management efforts. In some circumstances, priorities of incident management actions are developed by a partnership of County, municipal, and private-sector entities.

### **Ongoing Actions**

- For any incident losses, the private sector first seeks reimbursement from insurance and then may seek Federal disaster assistance, primarily in the form of low-interest disaster loans from the US Small Business Administration.
- CEMA maintains situational awareness through the recovery of business and industry and acts as a conduit of information to and from sectors through the EOC. As requested, CEMA assists or facilitates infrastructure owners and operators in restoration of facilities, working under existing authorities, in coordination with private-sector organizations and consortia that may be organized for these purposes.

### **Responsibilities**

#### **Chatham Emergency Management Agency**

- Develops plans, frameworks and relationships, and facilitates coordinated incident response planning with the private sector at the strategic, operational, and tactical levels.
- Shares information, including threats and warnings, before, during, and after an incident.
- Informs and orients the private sector on the contents of the EOP, and encourages and facilitates the development and coordination of private sector planning.
- Coordinates and conducts incident management functions with the private sector and governments.

- Develops, implements, and operates information sharing and communication strategies, processes, and systems with homeland security stakeholders.

### **Sector-Specific Agencies**

- The primary agency for each ESF is responsible for developing and maintaining working relations with its associated private sector counterparts through partnership committees or other means (e.g., ESF #2, Communications – telecommunications industry; ESF #10, Oil and Hazardous Materials Response – oil and hazardous materials industry; etc.).
- Primary and Support Agencies are responsible for exercising their ESF authorities for recovery of business and industry sectors owned and operated by the private sector.

### **Private-Sector Entities**

- Private-sector organizations support the EOP either through voluntary actions to help ensure business continuity or by complying with applicable laws and regulations.
- Private-sector organizations accept an appropriate measure of responsibility for sharing information with the government, identifying risks, performing vulnerability assessments, developing contingency and response plans, enhancing their overall readiness, implementing appropriate prevention and protection programs, and donating or otherwise providing goods and services through contractual arrangement or government purchases to assist in response and recovery from an incident.
- Certain organizations are required by law and regulation to bear the cost of planning and response to incidents, regardless of cause. In the case of an Incident of Critical Significance, these private-sector organizations are expected to mobilize and employ the resources necessary and available in accordance with their plans to address the consequences of incidents at their own facilities or incidents for which they are otherwise responsible.

