



CHATHAM COUNTY EMERGENCY OPERATIONS PLAN

SUPPORT ANNEX F

EMERGENCY OPERATIONS CENTER STAFF MANUAL

APRIL 2010



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FOREWORD

The Chatham Emergency Management Agency (CEMA) continuously strives to improve mitigation, preparedness, response, and recovery operations throughout Chatham County. These efforts include this revision of the County's Emergency Operations Center (EOC) Staff Manual. The lessons learned from previous events, results of research on EOC Operations, staffing requirements, and the particular emergency management needs of ESF partners, the unincorporated county, and the municipalities of Chatham County are incorporated into this manual.

Over the last few years, there has been a marked increase in the levels of disaster preparedness. This has been matched by a renewed dedication on the part of local government, public safety and disaster response officials to work collaboratively to protect lives and property in our County. Due to the great potential for personal harm, property damage, economic loss and disruption of community activities, everyone with a role in disaster management and operations must remain perpetually vigilant and proactive; we can never be over-prepared. By providing a strong, detailed EOC Staff Manual, EOC management, operations, and staffing, can provide fluid support to the response community and expedite recovery operations.

It is only through our continued efforts and coordinated partnerships that Chatham County can meet and overcome the potentially devastating effects of a major disaster.

Comments or questions concerning this plan should be addressed to CEMA at (912) 201-4500

Clayton S. Scott
Director



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ACRONYMS

AAR	After Action Report
AD	(CEMA) Assistant Director
ALS	Advanced Life Support
ANNEX	Annex EOC (Alternate EOC Site)
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
ASOC	Air Support Operations Center
BDA	Bi-directional Amplifier
CBRNE	Chemical, Biological, Radiological, Nuclear, or High-Yield Explosive
CCP	Common Communications Plan
CEMA	Chatham County Emergency Management Agency
CEO	Chief Elected Officer
COA	Course of Action
CPG	Command Policy Group
DHS	Department of Homeland Security
DO	(CEMA) Duty Officer
DOC	Department Operations Center
EMAC	Emergency Management Assistance Compact
EMPG	Emergency Management Program Committee
EMS	Emergency Medical Service
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPI	Emergency Public Information
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FC	Field Coordinator
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide
FY	Fiscal Year
GEMA	Georgia Emergency Management Agency
GIS	Geographic Information System
HAZMAT	Hazardous Materials
HSPD	Homeland Security Presidential Directive
HVAC	Heating Ventilation and Air Condition
IAP	Incident Action Plan
IC	Incident Command or Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
ID	Identification
IMT	Incident Management Team
IT	Information Technology
JFO	Joint Field Office
JIC	Joint Information Center



JIS	Joint Information System
KW	Kilowatt
LNO	Liaison Officer
LT	Life Threatening
MACS	Multi-Agency Coordination System
MHZ	Megahertz
NAWAS	National Alert Warning System
NDMS	National Domestic Medical System
NGO	Nongovernment Organization
NIC	National Integration Center
NIMS	National Incident Management System
NRF	National Response Framework
NRP	National Response Plan
OCH	Old Courthouse
OTC	Over the Counter
PBX	Private Branch Exchange
PC	Personal Computer
PIO	Public Information Officer
POC	Point of Contact
PSAP	Public Safety Answering Point
QA/QC	Quality Assurance/Quality Control
R	Routine (Logistics)
SAR	Search and Rescue
SCMPD	Savannah Chatham Metropolitan Police
SITREP	Situation Report
SO	Sheriff's Office or Safety Officer
SOC	State Operations Center
SOP	Standard Operating Procedure
SMN	Savannah Morning News
U	Urgent (Logistics)
UC	Unified Command
UHF	Ultra-High Frequency
UPS	Uninterruptible Power Supply
USC	United States Code
VHF	Very High Frequency
VOAD	Volunteer Organizations Active in Disasters
VOIP	Voice Over Internet Protocol
WebEOC	Internet-based EOC software



DEFINITIONS

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

Acquisition Procedures: A process used to obtain resources to support operational requirements.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private-sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction. An Agency Administrator/Executive (or other public official with jurisdictional responsibility for the incident) usually makes the decision to establish an Area Command.

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency, or nongovernmental organization, that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Allocated Resource: Resource dispatched to an incident.

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision making.

Assigned Resource: Resource checked in and assigned work tasks on an incident.

Assignment: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.



Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to Unit Leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See Supporting Agency.

Available Resource: Resource assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Badging: The assignment of physical incident-specific credentials to establish legitimacy and allow or limit access to various incident sites.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Categorizing Resources: The process of organizing resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

CEMA: Chatham County Emergency Management Agency

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, must report-in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.



Command Staff: The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, and are not part of the Chain of Command. They may have an assistant or assistants, as needed.

Common Operating Picture: An overview of an incident by all relevant parties that provides incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Common Terminology: Ordinary words and phrases (avoiding the use of different words/phrases for same concepts) used to ensure consistency and to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: The process of transmission and receipt of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatch centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. It may or may not be the Public Safety Answering Point (see PSAP) depending on the incident location and jurisdiction. The center can serve as a primary coordination and support element of the Multiagency Coordination System(s) (MACS) for an incident until other elements of the MACS are formally established.

Continuity of Government: A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a catastrophic emergency (as defined in National Security Presidential Directive 51/Homeland Security Presidential Directive 20).

Continuity of Operations: An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance an analysis and exchange of information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.



Credentialing: The authentication and verification of the certification and identity of designated incident managers and emergency responders.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Declaration of State of Local Emergency: See State of Emergency

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The delegation of authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines, as needed. Many agencies require written delegation of authority to be given to the Incident Commander prior to assuming command on larger incidents. (Also known as Letter of Expectation.)

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Division: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See Group.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, sub-state regional, and local governments, NGOs, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)



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

Emergency Operations Plan: A document that describes how people and property will be protected in disaster and disaster threat situations, details who is responsible for carrying out specific actions, identifies the personnel, equipment, facilities, supplies, and other resources available for use in the disaster, and outlines how all actions will be coordinated.

Emergency Public Information: Information that is disseminated primarily in anticipation of or during an emergency. In addition to providing situational information to the public, it frequently provides directive actions required to be taken by the general public.

Evacuation: The organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Finance/Administration Section: The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident.

Function: The five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs. The term function is also used when describing the activity involved (e.g., the planning function).

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Incident: An occurrence, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.



Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Interoperability: The ability of systems, personnel, and equipment to provide and receive functionality, data, information and/or services to and from other systems,



personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Logistics: The process and procedure for providing resources and other services to support incident management.

Logistics Section: The Incident Command System Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incident objectives; developing strategies based on overarching incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable



tactics or tasks for various incident-management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Manager: Individual within an Incident Command System organizational unit who is assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Mobilization: The process and procedures used by all organizations-Federal, State, tribal, and local-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination System (MACS): A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACS assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are Emergency Operations Centers and MAC Groups.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid Agreement or Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National Incident Management System (NIMS): A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents,



regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework: A guide to how the Nation conducts all-hazards response.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Officer: The Incident Command System title for a person responsible for one of the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12 to 24 hours.

Operations Section: The Incident Command System (ICS) Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, the Operations Section normally includes subordinate Branches, Divisions, and/or Groups.

Planning Meeting: A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Portability: An approach that facilitates the interaction of systems that are normally distinct. Portability of radio technologies, protocols, and frequencies among emergency management/response personnel will allow for the successful and efficient integration, transport, and deployment of communications systems when necessary. Portability includes the standardized assignment of radio channels across jurisdictions, which allows responders to participate in an incident outside their jurisdiction and still use familiar equipment.



Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

Preparedness Organization: An organization that provides coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals or small committees, to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

Presidential Declaration of Disaster: The process to request State and/or Federal assistance after a disaster or emergency is initiated when the local governing body or Governor submits a formal request to the appropriate State or Federal office.

Primary Mission Essential Functions: Government functions that must be performed in order to support or implement the performance of National Essential Functions before, during, and in the aftermath of an emergency.

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Resource Management: A system for identifying available resources at all jurisdictional levels, enabling timely, efficient, and unimpeded access to those resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid agreements and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.



Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an Emergency Operations Center.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Robert T. Stafford Disaster Relief and Emergency Assistance Act: Signed into law November 23, 1988; amended the Disaster Relief Act of 1974, PL 93-288. This Act constitutes the statutory authority for most Federal disaster response activities especially as they pertain to FEMA and FEMA programs.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency response personnel.

Section: The Incident Command System organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Situation Report: Confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with



optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.)

Spontaneous Volunteer: An individual who arrives at a disaster scene without a specific request from, or an affiliation with, a traditional disaster agency.

Staging Area (Staging): Temporary location for available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Procedure: A complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State of Emergency: A governmental declaration that may suspend certain normal functions of government, alert citizens to alter their normal behaviors, or order government agencies to implement emergency preparedness plans.

Strategy: The general plan or direction selected to accomplish incident objectives.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives designated by strategy.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Specialist: Person with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or



coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of Incident Management Teams) experience and qualifications.

Unit: The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional Section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.

Unity of Command: An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

Volunteer: For purposes of the National Incident Management System, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.10

Web EOC: A web-enabled crisis information management system which provides secure real-time information sharing to assist Emergency Managers in the decision making process.



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I. INTRODUCTION

- A. An Emergency Operations Center (EOC) is a central location from which local governments can provide interagency coordination and executive decision making in support of incident response and recovery operations. The EOC does not command or control on-scene response efforts but does carry out the coordination functions through:
 - 1. Collecting, evaluating and disseminating incident information;
 - 2. Analyzing jurisdictional impacts and setting priority actions; and
 - 3. Managing requests, procurement and utilization of resources.
- B. The decisions made through the EOC are designed to be broad in scope and offer general guidance on priorities. Information is disseminated through the EOC Manager and tactical decisions are coordinated from field response personnel. The EOC serves as a coordinated link between the Chief Elected Official (CEO) of each jurisdiction and the field personnel coordinating the execution of event priorities.

II. PURPOSE

- A. This Annex is the guiding document for activation and operation of the Chatham County EOC in preparation for, or response to, an actual or perceived event affecting the jurisdiction. This Annex provides information and instruction for EOC staff to function in an effective, well coordinated manner in accordance with Federal, State and local governances as well as recognized discipline-specific best practices.
- B. This document provides instruction for the management, organization and coordination necessary to provide effective response and recovery efforts. It addresses the five major functions of an EOC – Management, Operations, Plans, Logistics, and Finance/Administration. It explains how these functions relate to each other and support the overall event. The purpose of the EOC is to provide a centralized location where public safety, emergency response, and support agencies coordinate planning, preparedness, and response activities.

III. SCOPE

- A. The guidelines herein address incidents or events that may cause damage of sufficient severity to warrant County EOC activation. EOC Standard Operating Procedures (SOP) address Chatham County's planned response to emergencies associated with natural disasters, technological



incidents, civil/political disorders, and response to acts of terrorism and/or weapons of mass destruction. EOC SOPs do not address individual agency policies and procedures, nor are they to be a substitute for training of individuals assigned to the EOC by those agencies.

- B. These guidelines are applicable to all who have designated responsibilities during the activation and operation of an EOC.

IV. AUTHORITIES

- A. The Chatham County Emergency Management Program is governed by several local, State and Federal authorities. Paramount to disaster response and recovery efforts is the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Title II, Section 201 (42 U.S.C. 5131), Subsection A. This Act establishes the necessity for emergency management and for emergency situations to be coordinated at the local level. All other State and local emergency management authorities are derived from this Federal guidance.
- B. An additional significant Federal requirement was assigned on 28 February 2003 through Homeland Security Presidential Directive (HSPD) #5 issued by President George W. Bush, directing the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). The goal of the NIMS is to provide a consistent nationwide template for all levels of government and private sector organizations to effectively work together in preparation, response, and recovery from domestic incidents. NIMS provides a foundation of concepts, principles, terminology, and organization that when used properly, enables the effective management of any type of incident, natural or manmade, accidental or intentional (including acts of terror). All Federal departments and agencies are required to adopt and use NIMS as they carry out their responsibilities in response to incidents. This Presidential Directive also states that adoption and compliance with NIMS at the State, tribal and local level is a condition of Federal preparedness assistance.
- C. The Chatham Emergency Management Agency (CEMA) Director has the responsibility for coordinating the emergency management system and organization for Chatham County. The Director makes routine decisions and advises local officials on available courses of action for major decisions. During emergency operations, the Director is responsible for the EOC function, serves as the EOC Manager and also acts as a liaison with neighboring counties, the State, and Federal emergency agencies.
- D. The EOC is the central point for emergency management operations. Coordination and supervision of all services flow through the EOC



Manager and EOC Section Chiefs to provide for the efficient management of resources.

V. ASSUMPTIONS

- A. The EOC Staff Manual is based on the planning assumptions and considerations presented in this section.
 - 1. Incidents are typically managed at the lowest possible organizational and jurisdictional level.
 - 2. Incident management activities will be initiated and conducted using the principles in NIMS.
 - 3. The combined expertise and capabilities of government at all levels, the private sector, and nongovernmental organizations will be required to prevent, prepare for, respond to, and recover from Incidents of Critical Significance. The Chatham County EOC will be activated to support local government and/or agency response as needed.
 - 4. Incidents of Critical Significance require CEMA to coordinate operations and/or resources, and may:
 - a. Occur at any time with little or no warning in the context of a general or specific threat or hazard;
 - b. Require significant information-sharing at the unclassified and classified levels across multiple jurisdictions and between the public and private sectors;
 - c. Involve single or multiple jurisdictions;
 - d. Have significant regional impact and/or require significant regional information sharing, resource coordination, and/or assistance;
 - e. Span the spectrum of incident management to include prevention, preparedness, response, and recovery;
 - f. Involve multiple, highly varied hazards or threats on local, regional, State or Federal scale;
 - g. Result in numerous casualties, fatalities, displaced persons, property loss, disruption of normal life support systems, essential public services, basic infrastructure and significant damage to the environment;



- h. Impact critical infrastructures across sectors;
 - i. Overwhelm capabilities of municipal governments, and private sector infrastructure owners and operators;
 - j. Attract a sizeable influx of independent, spontaneous volunteers and unsolicited supplies;
 - k. Require extremely short-notice asset coordination and response timelines; and
 - l. Require prolonged, sustained incident management operations and support activities.
5. Deployment of resources and incident management actions during an actual or potential terrorist incident are conducted in coordination with the Federal Bureau of Investigation (FBI).
6. Departments and agencies at all levels of government and certain Non-government organizations (NGOs), such as the American Red Cross (ARC), may be required to deploy to Incidents of Critical Significance on short notice to provide timely and effective mutual aid and/or intergovernmental assistance.
7. The degree of County involvement in incident operations depends largely upon the specific authority or jurisdiction. Other factors that may be considered include:
 - a. The municipal needs and/or requests for external support, or ability to manage the incident;
 - b. The economic ability of the affected entity to recover;
 - c. The type or location of the incident;
 - d. The severity and magnitude of the incident; and
 - e. The need to protect the public health or welfare or the environment.
8. Departments and agencies support the mission in accordance with established authorities and guidance and are expected to provide:
 - a. Initial and/or ongoing response, when warranted, under their own authorities and funding;



- b. Alert, notification, pre-positioning, and timely delivery of resources to enable the management of potential and actual Incidents of Critical Significance; and
 - c. Proactive support for catastrophic or potentially catastrophic incidents using protocols for expedited delivery of resources.
- B. For Incidents of Critical Significance that are presidentially declared disasters or emergencies, State and/or Federal support is delivered in accordance with relevant provisions of the Stafford Act. (Note that while all presidentially declared disasters and emergencies under the Stafford Act are considered Incidents of Critical Significance, not all Incidents of Critical Significance necessarily result in disaster or emergency declarations under the Stafford Act.)

VI. IMPLEMENTATION

- A. Implementation of this Annex is intended only within the jurisdictional boundaries of Chatham County. The EOC guided by this Annex provides site support only, and does not directly control response activities where there is an Incident Commander. If there is no single site and no Incident Commander, the Annex serves in coordinating response and recovery activities throughout the affected area, within jurisdictional boundaries.
- B. This Annex does not address emergencies that are normally handled at the scene by first responder departments. Municipal departments are expected to maintain individual response plans that coincide with the provisions of this Annex.

VII. CONCEPT OF OPERATIONS

- A. Incident Response: Most emergencies are handled by first responders, fire, law enforcement, and emergency medical personnel; but in a large emergency or disaster, the efforts of first response agency personnel and others must be coordinated to ensure an effective response. In these situations, EOCs play a critical role in allocating and tracking resources, managing information, and setting response priorities among many incident sites.
- B. EOC Hierarchy: EOCs are part of the larger Multi-Agency Coordination System (MACS) that are integral to the NIMS structure. EOCs are a critical link in the emergency response chain, enabling incident commanders to focus on the needs of the incident, serving as an information conduit between incident command and higher levels of MACS entities, and promoting problem solving at the lowest practical level.



Figure F.1 - EOC / ICS Relationship

1. National Incident Management System (NIMS)
 - a. NIMS is a flexible framework of doctrines, concepts, principles, terminology, and organizational processes that is applicable to all hazards and jurisdictions. NIMS integrates existing best practices into a consistent nationwide approach to domestic incident management.
 - b. The Command and Management component within NIMS is designed to enable effective and efficient incident management and coordination by providing a flexible, standardized incident management structure. The structure is based on three organizational constructs:
 - 1) Multiagency Coordination Systems (MACS)
 - a) MACS define the operating characteristics, interactive management components, and organizational structure of supporting incident management entities engaged at the Federal, State, local, tribal, and regional levels through mutual-aid agreements and other predetermined assistance arrangements. MACS include a combination of facilities, equipment, personnel, and procedures integrated into a common system with responsibility for coordination of resources and support to emergency operations.
 - b) The primary functions of MACS are to coordinate activities above the field level and to



prioritize incident demands for critical or competing resources. For the purpose of coordinating resources, MACS can be implemented from a fixed facility—such as an EOC—or by other arrangements outlined within the system.

- 2) Public Information: Public Information refers to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.
 - 3) The Incident Command System (ICS) – ICS defines the operating characteristics, interactive management components, and structure of incident management and emergency response organizations engaged throughout the life cycle of an incident. NIMS requires government officials to:
 - a) Adopt NIMS through executive order, proclamation, or legislation as the jurisdiction's official incident management system;
 - b) Direct incident managers and response organizations in their jurisdictions to train, exercise, and use ICS for all incidents and planned events, including the development of Incident Action Plans (IAPs) and Common Communications Plans (CCPs);
 - c) Integrate ICS into functional and system wide emergency operations policies, plans, and procedures;
 - d) Conduct ICS training for responders, supervisors, and command-level officers; and
 - e) Conduct coordinating ICS-oriented exercises that involve responders from multiple disciplines and jurisdictions.
- c. Effective multi-agency coordination helps in establishing response priorities and allocating resources, resolving differences among agencies, and providing strategic guidance and direction. Multi-Agency Coordination is a system, not a facility. Entities that may comprise a multi-



agency system include dispatch, on-scene command, resource coordination centers, EOCs, and coordination entities in groups.

- d. As part of the overall MACS, the EOC provides a central location where government at any level can provide interagency coordination and executive decision making in support of the incident response.

2. ICS/EOC Relationship

- a. NIMS requires all jurisdictions to adopt ICS as its incident management system. NIMS does not require EOCs to adopt ICS as their organizational structure. An EOC should be organized to facilitate effective operations. An effective organization has these characteristics:

- 1) Ability to acquire, analyze, and act on information.
- 2) Flexibility in the face of rapidly changing conditions.
- 3) Ability to anticipate change.
- 4) Ability to maintain public confidence.
- 5) Reliability over time.

- b. An EOC should be organized to maximize each of the characteristics of an effective organization. While ICS is one component of NIMS, providing the functional structure for actively managing any type of incident faced by responders, it is not the optimal structure for an EOC environment. Under the ICS structure, Incident Commanders have several critical needs with which EOC personnel can assist. These needs may include:

- 1) A common operating picture: critical during incidents that are large or complex, or involve personnel from multiple response agencies.
- 2) Policy direction: critical when jurisdictions with differing policies are involved in a response.
- 3) Communication support: critical in large, complex incidents or when multiple jurisdictions are involved in a response.



- 4) Resources: includes people, equipment, and supplies required for a response.
 - 5) Strategic planning: allows the Incident Commander to focus on tactics.
 - 6) Legal and financial support: frees on-scene resources to focus on the response.
3. EOCs can help meet the needs at the incident scene by:
- a. Providing the “big picture” view of the incident.
 - b. Establishing policy or resolving conflicting policies.
 - c. Providing communications and messaging support.
 - d. Managing public information issues and media requests.
 - e. Providing and prioritizing resources.
 - f. Authorizing emergency expenditures, when appropriate, and tracking incident costs.
- C. Emergency Response Organization
1. ICS Structure: ICS organizations have five major functional areas, referred to as Command and General Staff: Command, Operations, Plans, Logistics, and Finance/Administration. The Command position may be a single Incident Commander (IC) or Unified (UC) Command Staff and consist of the Public Information Officer (PIO), Safety Officer (SO) and the Liaison Officer (LNO).
 2. EOC MACS Function:
 - a. The Chatham County EOC functions as part of a MACS which is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities. The primary functions of a MACS is to:
 - 1) support incident management policies and priorities
 - 2) facilitate logistics support and resource tracking
 - 3) inform resource allocation decisions using incident management priorities



- 4) coordinate incident related information and
 - 5) coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.
- b. Direct tactical and operational responsibility for conducting incident management activities rests with the Command Policy Group (CPG). The EOC/MACS is a greater system of inter-coordinated facilities and agreements used to manage the event.
3. Municipal EOCs: Municipal EOCs may be activated by individual municipalities within the County jurisdiction as warranted. If opened, Municipal EOCs will work in close coordination with the Chatham County EOC in order to ensure the needs of the municipality are met and to avoid duplication of efforts. Municipal EOCs manage events within their jurisdiction and report information back to the County EOC.
 4. Command Policy Group (CPG): The Command Policy Group (CPG) is comprised of each jurisdictional CEO and the CEMA Director. Other personnel may be asked to participate with the CPG on specific matters. The CPG focuses on the overall strategy for the response, the overall response priorities, and policy setting. Decisions made by the CPG are implemented by the Coordination, Operations, and Resource Groups. The meeting schedule for the CPG will be determined by events. During EOC activations of the Primary EOC, the Green Room will host the CPG.
 5. Joint Information Center: The Joint Information Center (JIC) is the central point for coordination of incident information, public affairs activities, and media access to incident-related information. For a potential or actual Incident of Critical Significance, the JIC is activated to coordinate County, municipal, and private-sector incident communications with the public. Major announcements, daily briefings, and incident updates from the EOC are coordinated through Emergency Support Function (ESF) 15 – External Affairs, affected leadership, and the interagency core group prior to release. Information releases must be closely assessed and agreed upon by all involved in incident public communications. The JIC is the physical location from which public affairs professionals from organizations involved in the response work together to provide critical emergency information, media response, and public affairs functions concerning incident prevention, preparedness, response, recovery, and mitigation.



6. Emergency Operations Center

- a. EOC Overview: The EOC is a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation, and ensuring continuity of operations during and after an emergency, disaster, or catastrophic event. The EOC is responsible for the strategic overview, or "big picture", of the disaster, and does not normally directly control field assets, instead making operational decisions and leaving tactical decisions to lower commands. The common functions of all EOCs is to collect, gather and analyze data; make decisions that protect life and property, maintain continuity of the organization, within the scope of applicable laws; and disseminate those decisions to all concerned agencies and individuals.
 - 1) Five Functions: The EOC is made up of five functions: Management; Operations; Plans; Logistics; and Finance/Administration. These functions may, as the incident grows, be organized and staffed into Sections. Initially, the EOC Manager may be performing all five functions. As the incident grows, each function may be established as a Section with several Units reporting to the Section Chief. Only those functional elements that are required to meet current objectives will be activated. Those functions which are needed but not staffed will be the responsibility of the next higher element in the organization.



Function	Role
Management	Responsible for overall emergency policy and coordination; public information and media relations; agency liaison; and proper risk management procedures, through the joint efforts of local government agencies and private organizations.
Operations	Responsible for coordinating tactical operations in support of the objectives identified through the Incident Action Plan.
Plans	Responsible for collecting, evaluating, and disseminating information; developing the IAP and situational status in coordination with other functions; maintaining all EOC documentation.
Logistics	Responsible for providing facilities, services, personnel, equipment, and materials.
Finance/Admin	Responsible for financial activities and other administrative aspects.

Table F.1

- 2) Span of Control: Manageable Span-of-Control is a limitation on the number of emergency response personnel who can effectively be supervised or directed by an individual supervisor. The position title Section Chief refers to the lead person of each organizational element in the EOC. The type of incident, the nature of the response or task, distance, and safety will influence the span of control range. Each activated function will have a person in charge of it. Every individual will have a supervisor and each



supervisor should be responsible for no more than seven people, with the ideal span-of-control being three to five persons.

- 3) EOC Facilities: Chatham County has established two facilities that are capable of functioning as an EOC when needed. The facilities have similar capabilities but differ in physical layout and sustainability requirements.
 - a) Primary EOC Characteristics
 - (i) Unless designated otherwise, the PRIMARY EOC is located in the basement of the Old Chatham County Courthouse Building (OCH), at 124 Bull Street in downtown Savannah.
 - (ii) The OCH is a multi-story building, housing several County administrative offices and conferencing rooms. The OCH EOC is a dedicated use facility, with additional space available throughout the building to expand EOC functions capable of sustaining extended operations in support of an emergency event in Chatham County.
 - (iii) The OCH EOC is equipped and technical capabilities are maintained to support an immediate full activation of County emergency management partners during an emergency event.
 - b) Primary EOC Limitations
 - (i) Access: At times, traffic congestion in the downtown area (where the OCH is located) can hinder access to the EOC. When travelling to and from the OCH EOC, additional time considerations need to be taken into account.
 - (ii) Parking: On-street downtown parking is a premium during the normal work day. During an emergency event, parking for



EOC Staff and emergency responders will be made available at a city parking garage.

- (iii) Flooding: Even though downtown Savannah is located on one of the highest elevations in Chatham County, and “Storm Surge” is not estimated to be an issue, the basement location of the OCH EOC may suffer fresh water flooding from clogged or overwhelmed storm drains in a significant weather event.
 - (iv) Wind: The OCH was built in the late 1800’s. The walls of the building are thought to be sufficient enough to withstand major storm event winds, and measures have been taken to protect the many windows on the building, but concerns remain in regards to wind load capabilities on the roof. Wind loads to the roof will be a concern if the intensity exceeds a category II hurricane or winds in excess of 110 miles per hour.
- c) Alternate EOC Characteristics
- (i) The Alternate EOC is located in the Chatham County Administrative Annex Facility (ANNEX), at 295 Police Memorial Drive, adjacent to offices of the Savannah Morning News off Chatham Parkway in Savannah. The ANNEX EOC may be designated as the Primary EOC to support special civic events, or during preparations for a severe weather event.
 - (ii) The Administrative Annex is a single story, multi-use facility, currently housing a police precinct and offices of the County Tax Commissioner. The space designated as the EOC also serves as a primary training facility utilized by several County Agencies.



The building is estimated to withstand wind speeds in excess of a Category II hurricane or winds in excess of 110 miles per hour.

- (iii) The Annex EOC is equipped to support an immediate partial activation, but the technical capabilities allow for it to function as a fully operational EOC when necessary with the infusion of additional equipment from the OCH EOC.

d) Alternate EOC Limitations

- (i) **Work Space:** The Annex EOC has limited office space designated to support emergency management functions. A sustained emergency management effort will result in a rapidly expanding EOC, and will require expanding the EOC work spaces to areas of the building currently designated for other functions. This may not be practical due the occupying agencies also needing operational work space.
- (ii) **Immediate Use:** There is not enough equipment to maintain two complete working EOCs. Equipment priorities are given to the OCH EOC. For any event in which the Annex EOC location is designated as the Primary EOC, sufficient time and planning will have to be considered to move equipment from the Primary to the Annex EOC. Checklists for establishing the Annex EOC as Primary are contained in the appendices.
- (iii) **Access:** The annex building itself is at an elevation sufficient to minimize the possibility of fresh water flooding. However, the area surrounding the annex building is at an elevation that



may be prone to temporary fresh water flooding during a significant weather event. Access to and from the building may be temporarily restricted immediately following a significant weather event.

- (iv) Space: The Annex EOC provides minimum space to accommodate essential EOC activities. Square footage available to EOC operations is equivalent to 1/5 of the space available at the Primary EOC.
- 4) EOC Command Staff: The EOC Command function operates independently from an on-scene IC. The IC or UC leads the on-scene command structure. The EOC Command function serves a similar role to the Policy Group and makes decisions that establish the overall strategy of the response. The Command Staff is assigned to carry out functions that are not specifically identified in the General Staff functional elements, but are needed to support the EOC. These functions include interagency liaison, incident safety, and public information.
- a) EOC Manager: The EOC Manager functions within NIMS in a position similar to the on-scene Incident Command. Working in close collaboration with the Incident Commander(s), the EOC Manager assists with the development of overall incident strategies and objectives, and the provision of necessary human and material resources that are required to meet the objectives of the CPG. The EOC Manager is ultimately responsible for making key decisions on behalf of the EOC, in consultation with the EOC Command Staff and the CPG. The EOC Manager position will be staffed through the CEMA Director and CEMA Assistant Director. Responsibilities include:
 - (i) Approve and authorize the implementation of an EOC IAP.
 - (ii) Establish EOC priorities and objectives



- (iii) Assess the need for, and if necessary, issue EOC evacuation orders
 - (iv) Ensure that adequate safety measures are in place, including the assignment of a safety officer
 - (v) Coordinate activities for all Command and General Staff
 - (vi) Prepare Declaration of State of Local Emergency, as necessary and submit to the CPG for authorization and action.
 - (vii) Issue requests for mutual aid and/or State and Federal assistance
 - (viii) Make appropriate notifications (e.g., hospitals, health department, etc.)
 - (ix) Approve requests for additional resources or for the release of resources
 - (x) Authorize release of information to the news media
 - (xi) Order the demobilization of the incident when appropriate
- b) EOC Public Information Liaison: The EOC Public Information Liaison serves as the conduit between the EOC and the JIC and advises the EOC Manager on all public information released and coordinated through the JIC and Chief PIO. The EOC Public Information Liaison coordinates with the Chief PIO and the JIC on public information concerns regarding EOC operations and phone operations. The EOC Public Information Liaison serves as a component of the JIC and manages the Phone Operations Unit and coordinates dissemination of public information to EOC staff. Responsibilities include:
- (i) Advise the EOC Manager, EOC Phone Operations Unit and EOC General Staff



- on information managed through the JIC and/or Chief PIO.
 - (ii) Coordinate with EOC Manager on review and input to media releases and public information statements.
 - (iii) Coordinate with the Chief PIO all interviews with EOC Staff and tours of the EOC during activation.
 - (iv) Maintain current information summaries and/or displays on the incident for EOC Manager and General Staff.
 - (v) Provide information on the status of the incident to assigned personnel
 - (vi) Monitor media reports and broadcasts for accuracy and coordinate corrections with the JIC and/or Chief PIO.
 - (vii) Ensure all required agency forms, reports and documents are completed prior to demobilization
 - (viii) Hold debriefing session with the EOC Manager and Chief PIO prior to demobilization
- c) EOC Safety Officer: The EOC Safety Officer monitors incident operations and advises the EOC Manager on all matters relating to operational safety, including the health and safety of emergency personnel. The Safety Officer ensures establishment of procedures utilized for ongoing assessments of hazardous environments and coordination of multi-agency safety efforts. Responsibilities include:
- (i) Establish a system and procedures for coordinating safety efforts across jurisdictions, functional agencies, and with private sector and non-government organizations



- (ii) Monitor the overall safety status of the County response and provide feedback/recommendations to the EOC Manager and ESF partners concerning safety awareness throughout the operation
 - (iii) Provide immediate notification to the EOC Manager of injuries involving loss of life, limb, eyesight, or critical injury to response personnel
 - (iv) Serve as the initial point of contact for medical emergencies occurring within the EOC
 - (v) Provide warnings and recommend protective actions to personnel within the EOC regarding any hazard which may impact personnel safety
 - (vi) Has the authority to stop and/or prevent unsafe acts during incident operations
 - (vii) Coordinate with ESF-6 on providing critical incident stress management to emergency responders as necessary
 - (viii) Provide an "All Clear" notification to personnel following a safety threat to the EOC
- d) EOC Liaison Officer: The EOC Liaison Officer is a member of the Command Staff, reporting to the EOC Manager. This person is the point of contact for assisting and cooperating with agency representatives from private, local, State and Federal government agencies. The EOC Liaison Officer will coordinate the activities of agency representatives. Responsibilities include:
- (i) Assist in establishing and coordinating interagency contacts
 - (ii) Act as a point of contact for agency representatives



- (iii) Maintain a list of assisting and coordinating agencies and agency representatives
 - (iv) Provide incident status information to responding and supporting agencies
 - (v) Monitor incident operations to identify current or potential inter-organizational issues
 - (vi) Participate in planning meetings and provide current resource status, including limitations and capabilities of assisting agency resources
- e) EOC Support Unit Leader: The EOC Support Unit Leader is a member of the Command Staff, reporting to the EOC Manager. The individual in this role is the point of contact for ensuring management and operation of EOC Support functions to include management of the WebEOC software and infrastructure. The EOC Support Unit Leader oversees all technological connectivity during EOC activations and manages one or more computer technicians to ensure sustainability of infrastructure. Responsibilities include:
- (i) Manage administration of the WebEOC and other EOC related applications.
 - (ii) Manage one or more computer technicians to ensure survivability of network infrastructure and satellite connectivity.
 - (iii) Monitor incident operations to identify current or potential inter-organizational issues
 - (iv) Ensure EOC maintenance and security functions are maintained.
 - (v) Participate in planning meetings and provide current resource status,



including limitations and capabilities of assisting agency resources

- 5) EOC General Staff: The General Staff represents and is responsible for the functional aspects of the incident command structure. General Staff typically consists of the Operations, Plans, Logistics, and Finance/Administration Sections. General guidelines related to General Staff positions:
 - a) Only one person per operational period will be designated to lead each General Staff position.
 - b) General Staff positions may be filled by qualified persons from any agency or jurisdiction.
 - c) Members of the General Staff report directly to the EOC Manager.
 - d) Deputy positions may be established for each General Staff position. Deputies are individuals fully qualified to fill the primary position, and can be designated from other jurisdictions or agencies, as appropriate.
 - e) General Staff members may exchange information with any person within the organization. However, tasks and directions will only be relayed through the established chain of command.
 - f) General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section," it is better to initially create the two separate functions, and if necessary for a short time, place one person in charge of both in order to simplify the transfer of responsibility as necessary.
 - g) EOC Plans Section: The Planning function serves the same purpose as at the incident scene—gathering and analyzing information, keeping decision makers informed, and tracking resources. Technical Specialists may be assigned to the Planning function or may be



assigned elsewhere, as needed. The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays. Responsibilities include:

- (i) Coordinate development of the Incident Action Plan
- (ii) Conduct all check in activities and maintain records
- (iii) Establish information requirements and reporting schedules
- (iv) Collect and analyze information and prepare situation reports
- (v) Develop maps and other situational awareness visual aids
- (vi) Maintain and archive all incident related documentation
- (vii) Coordinate planning meetings and briefings
- (viii) Assemble information on alternative strategies
- (ix) Provide periodic predictions on incident potential
- (x) Report to the EOC Manager any significant changes in incident or weather status
- (xi) Conduct long range and/or contingency planning
- (xii) Develop plans for demobilization



- h) EOC Operations Section: The Operations function has responsibility for coordinating tactics used to carry out the priorities identified in the Incident Action Plan and supporting on-scene responders. Branches, Divisions, and Groups assigned to the Operations function can be organized as necessary to support the incident(s). The Operations Section Chief is responsible for the coordination and tracking of all incident tactical activities and assists in the formulation of the Incident Action Plan. The Operations Section Chief is responsible for the coordination of all operational functions directly applicable to identified operational period priorities. The need to expand the Operations Section is dictated by the number of tactical resources involved and is influenced by span of control considerations. Responsibilities include:
- (i) In conjunction with the EOC Manager and Planning Section Chief, establish the operational objectives of the EOC through the action planning process
 - (ii) Coordinate priority missions with Operations Section Branch Directors and coordinate prioritization of resource deployments consistent with the operational objectives
 - (iii) Coordinate with the Operations Section Branch Directors to identify resource requirements beyond County agency inventories; communicate resource needs to the Logistics Section Chief.
 - (iv) Coordinate with field staff to ensure EOC operational objectives are appropriate to meet the needs of the incident.
 - (v) Participate in action planning meetings providing an operational perspective.



- (vi) Conduct operational meetings with Branch Directors and ESFs, as appropriate, to resolve response issues.
 - (vii) Maintain close coordination with Planning, Logistics, and Finance Section Chiefs.
 - (viii) Keep the EOC Manager informed of Operations Section activities and the status of the overall response effort.
- i) EOC Logistics Section: The Logistics function also serves the same purpose as at the incident scene, frequently serving as the single resource request entity for the incident(s) in its purview, providing overall communications planning for the jurisdiction, coordinating transportation and housing, etc. The Logistics Section Chief is responsible for obtaining and delivering resources requested from the field as well as providing service and support functions for the incident with the exception of logistical support to air operations. The Logistics Section Chief holds responsibility for the provision of ESF 7, providing facilities, services and materials in support of the incident. Responsibilities include:
- (i) Plan the organization of the Logistics section
 - (ii) Assign work locations and preliminary work tasks to Section personnel
 - (iii) Identify service and support requirements for planned and expected operations
 - (iv) Coordinate Reception, Staging, Onward Movement, and Integration of all individuals, teams, and equipment under the County control
 - (v) Coordinate and process requests for additional resources



- (vi) Advise on current service and support capabilities
 - (vii) Estimate future service and support capabilities
 - (viii) Receive Incident Demobilization Plan from Planning Section
- j) EOC Finance/Administration Section: The Finance/Administration function provides a coordinated financial management process for those actions coordinated through the EOC. This function is not intended to manage all finance and administration responsibilities for the event. The Finance/Administration Section Chief is responsible for providing EOC accounting functions, to include maintaining an audit trail, billing, invoice payments, and documentation of labor, materials, and services coordinated through the EOC during incident activities. The EOC Finance Section Chief is responsible for financial and cost analysis aspects of those activities coordinated through the EOC and for supervising Unit Leaders within the EOC Finance Section. Not all incidents will require EOC Finance representation. Only when the involved agencies have a specific need for finance services will the Section be activated. All EOC coordinated Finance and Administrations activities will be forwarded to the County Finance Administrative Section. Responsibilities include:
- (i) Attend planning meetings as required
 - (ii) Manage all EOC coordinated financial aspects of the incident
 - (iii) Gather pertinent information from briefings with responsible agencies
 - (iv) Develop an operating plan for the EOC Finance / Administration Section; fill supply and support needs



- (v) Meet with Assisting and Cooperating Agency representatives as needed
 - (vi) Ensure that all EOC personnel time records are accurately completed and transmitted to home agencies in accordance with policy
 - (vii) Provide financial input to mobilization and demobilization planning
 - (viii) Ensure that all obligated documents initiated at the incident are properly prepared and completed
 - (ix) Brief agency administrative personnel on all incident-related financial issues needing attention or follow up prior to leaving the incident
 - (x) Serve as the Liaison between the EOC and the County and Municipal Finance / Administration Sections.
- 6) EOC Functional Staff: EOC Functional Staff are involved in all EOC positions as well as holding position specific titles and roles. Functional Staff includes individuals from agencies such as law enforcement, public works, public health, non-governmental organizations, and others necessary to support the EOC functions and incident operations.
- b. EOC Activities
- 1) Activation Authority: Emergency operations span three separate but contiguous phases: emergency response, relief, and recovery. For the purpose of this plan, EOC operations will focus on emergency response and relief efforts and measures to be taken for a smooth transition into intermediate and long term recovery from a major or catastrophic emergency. Activation of the EOC assumes the following:
 - a) The activation of the EOC occurs when an authorized official determines that the Incident Commander(s) in the field requires assistance or direction for their response due to the scope

or magnitude of the emergency. The EOC is utilized to provide support to the IC(s) and coordinate with other jurisdictions.

- b) CEMA is the county's 24-hour "crisis monitor." As emergency situations threaten to occur, the CEMA Director may initiate the activation of the EOC to facilitate evaluation and incident planning and possible activation and implementation of ESFs and resources. Certain near-instantaneous events may trigger an immediate, full EOC activation.
- 2) Activation Criteria: The EOC may be activated as required for exercises or for impending or actual emergencies. Specific criteria for activation are addressed in Appendix 2.
- 3) Facility Identification: The primary EOC site is identified as the OCH EOC, which is located at 124 Bull Street in Savannah, GA. The alternate EOC site is identified as the Annex EOC, which is located at 295 Police Memorial Drive in Savannah, GA.
- 4) Activation Levels
 - a) The Chatham County EOC will function at one of three levels, based upon the complexity of the incident and the requirements of CEMA management. Specific actions to be taken during each level are addressed in Appendix 2.



Figure F.2



- b) Level 3—Monitoring: Level 3 Activation of the Chatham County EOC is a monitoring phase initiated by CEMA. Notification will be made by the CEMA Duty Officer to those local agencies and Emergency Support Functions who would need to take action as part of their everyday responsibilities. The purpose of a Level 3 Activation is to:
 - (i) Prepare for an imminent event or manage an ongoing incident to ensure a coordinated County response.
 - (ii) Ensure appropriate CEMA staff, appropriate County agencies, and local elected officials are brought to a state of readiness.
 - (iii) Provide an efficient means of managing and disseminating emergency information and implementing operational decisions.

- c) Level 2 – Partial Activation: A Level 2 Activation of the EOC is initiated by the Director of CEMA. Level 2 is initiated when support for local response operations exceeds the day-to-day responsibilities of local agencies or when assistance required by local agencies though resource or technical support continues for extended periods. All primary ESFs are notified when the EOC activates to a Level 2 and those ESFs involved in response operations are directed to staff the EOC during defined operational periods. The purpose of a Level 2 Activation is to:
 - (i) Provide enhanced coordination during an on-going incident
 - (ii) Ensure that appropriate agencies are prepared to respond should events escalate



- (iii) Efficiently manage information flow between responders on scene, local, State, and Federal agencies, the media and the public
 - d) Level 1—Full Activation: A Level 1 Activation of the EOC is initiated by the Director of CEMA and involves representation in the EOC by all local ESFs. At this level, significant impacts over large geographic areas are expected and resource support from a majority of local and State agencies may be required. The purpose of a Level 1 Activation is to:
 - (i) Ensure the EOC is fully staffed and ready to meet the needs of local responders.
 - (ii) Ensure necessary local and State resources are efficiently deployed to address impacts.
 - (iii) Maximize the level of coordination for decisions, resource support, financial management, and public information between local, State, and Federal agencies, as applicable.
- 5) Staffing Identification and Notification
 - a) When the EOC is activated, only essential personnel shall be allowed access. Persons entering the EOC must wear appropriate ID badges or passes at all times. This includes official EOC representatives and visitors. Procedures are addressed in Appendix 4.
 - b) CEMA will maintain a current list of all EOC staff positions. EOC staff personnel will immediately report any changes in their contact information to Emergency Management staff. EOC staffing shortfalls and subsequently identified EOC staffing requirements will be filled by personnel from each representing department. Every department will develop and maintain a contact list of personnel that would



be available to fill needed positions within the EOC. Each department will maintain these current notification lists and report significant changes to CEMA when required.

- 6) Staffing Requirements: Staffing requirements will be determined by the designated EOC Manager. The EOC will be organized and function according to NIMS and ESF principles. The EOC Manager shall determine what positions are required based upon the scope and complexity of the incident as well as a manageable span of control.
 - a) Transfer of Responsibility (Shift Change):
When a staff member transfers their responsibilities to another individual, a simple but formal transfer briefing is required. Shifts therefore, should be no longer than 8-12 hours and should overlap by at least 15 minutes to prevent a staff position from being inadequately relieved. The on-coming EOC staff member should arrive at least 30 minutes prior a shift change to be briefed by the person they are relieving. A transfer briefing should summarize the activities of the past shift, identify any ongoing incidents or activities, and if time permits, be accompanied by a short written summary of the same information for later use during the operation or at a post-operation debriefing.
 - b) Staffing Considerations: Depending on the scope and complexity of the incident, the EOC may host a multitude of individuals representing local, State, and Federal agencies, departments, organizations and non-governmental entities. CEMA and representing agencies must be prepared to staff the EOC and maintain operations on a 24 hour basis as required. Considerations must be placed on the needs of the staff to include basic human needs such as food, drinking water, restrooms, personal hygiene, and breaks. Specific considerations and plans are addressed in Appendix 3.



- 7) EOC Facility Setup: EOC facility setup will ensure that all equipment, security, and logistical requirements are met. Such requirements will include implementation of the building security, coordinating building services such as janitorial service, repairs and maintenance, assisting with the implementation of EOC safety plans and assisting with the relocation of the EOC if necessary. Specific facility setup issues are address in Appendix 3 and Appendix 15
 - a) Pre-Activation Check: Immediately prior to any activation level of either the Primary or Alternate EOC locations, The CEMA Duty Officer has the responsibility to ensure a pre-activation check of the selected facility is conducted to ensure it is properly outfitted with required equipment and supplies. The Pre-Activation check shall follow the checklists listed in Appendix 15 to ensure the following:
 - (i) Notifications are made to the appropriate local, State and Federal partners; necessary personnel and/or agencies of incident and plan for opening EOC
 - (ii) Communication capabilities are in working order; and
 - (iii) General supplies and equipment are readily available.
 - b) Making Ready
 - (i) The EOC should be adequately equipped with furniture, primary, and secondary communications equipment, information displays, office equipment, and office supplies such as paper, pens, etc. Copies of maps and relevant reference materials should also be available for quick access.
 - (ii) For all EOC activation levels regardless of the event, the following minimal space requirements will be made ready:



- EOC Management,
 - EOC Plans,
 - EOC Operations,
 - EOC Phone Operations, and
- (iii) As directed by the incident, additional EOC space may be required to mitigate the effects from the event. Additional requirements may include space for the following functions:
- Command Policy Group Coordination
 - Municipal Representation
 - EOC Logistics Management
 - EOC Finance Management
 - Sleeping and Rest Areas
 - Secure Video Teleconferencing
- (iv) Various EOC Checklists used to assist in ensuring readiness of the EOC and associated spaces are located in Appendix 15.
- c) Security and Identification: All persons entering the EOC must be able to show proper identification and a legitimate reason for entry. Identification badges or passes must be visible at all times. Unauthorized personnel will not be allowed in the EOC at any time. Any person not showing proper identification or reason for entry shall be reported to the EOC Manager and/or security. Specific procedures for entry and credentialing are addressed in Appendix 4.
- d) WebEOC Preparedness
- (i) CEMA uses the WebEOC as the agency's source of keeping track of an event. With this system in place, an individual or agency that is not in the



EOC and has internet access, can log into the system, track and interact with other agencies in the EOC that are involved in the incident management.

- (ii) The WebEOC is a web-based emergency management system that provides access to real-time information, which can be simultaneously shared among emergency response teams, decision makers, and organizations during the planning, response and recovery phase of an emergency. This system runs 24 hours a day, seven days a week, 365 days a year. Its sole function is to be ready at any time to allow data tracking for any single or multiple events that affect Chatham County.
- (iii) Since the WebEOC is web-based, and allows access to the system anywhere there is internet access, other agencies such as GEMA, Georgia's Area 5 Coordinator and other EOCs in the Southeast Region can access the data. The EOC Staff reporting from their agencies fall under ESFs. These agencies each have unique boards that may or may not be viewed by other EOC Staff. The ESF boards can be tailored for an individual event or agency. The WebEOC also creates in real time, a time-line of history of the event(s) and after the event(s) is over, the ability to replay the entire scenario assists with After Action Reports, individual agency and EOC response analysis, goals accomplished, etc.
- (iv) Throughout the year, CEMA hosts multiple training opportunities and has individuals available to train and share best practices with other agencies. Since the system runs 24 hours a day, seven days a week, CEMA



recommends that EOC Staff have access to the WebEOC to periodically login to the system for training.

c. Operations

- 1) Decision Making: During large, complex incidents the EOC assumes a coordination role. As an incident expands in size or increases in complexity, central coordination is needed and provided by the EOC. To ensure effective EOC operations, organization should focus on several key factors such as facility, equipment, personnel and procedures. Clearly defined decision making responsibilities and lines of authority are essential to ensure careful and cohesive response actions are initiated and managed effectively.
 - a) All decisions made in the EOC require accurate and timely information as well as input and consultation from relevant staff members and agencies. The EOC Manager is ultimately responsible for making key decisions on behalf of the EOC. He/she does this in consultation with the EOC General Staff and the CPG.
 - b) Issues that require a decision or approval from the EOC Manager include:
 - (i) Establishing EOC priorities and objectives
 - (ii) EOC Action Plans
 - (iii) Extraordinary resource requests
 - (iv) Press releases
 - (v) Media interviews
 - (vi) Public information bulletins
 - (vii) Situation reports
 - (viii) Evacuation orders



- (ix) Preparation of a Declaration of State of Local Emergency
 - (x) Requests for mutual aid
 - (xi) Request for State/Federal support
- 2) Lines of Authority/Chain of Command: Chain of command refers to the orderly line of authority within the ranks of the incident management organization. This clarifies reporting relationships and eliminates confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision. Comprehensive chain of command structures are defined in the EOC Organization Chart located in Appendix 1 and further expanded for each section and specific job assignment.
- 3) EOC Rules and Regulations: During activation, the EOC is frequently a high stress and intense environment. It is necessary to establish minimum rules and regulations to facilitate a cooperative working environment. General rules and regulations governing EOC operations are defined in Appendix 4.
- 4) Management by Objective: Management by objective establishes objectives to be achieved for a given time frame, known as an "operational period". Each objective is an action or end of an action to be performed. Objectives may have one or more strategies for achieving the desired outcome. The EOC concentrates on establishing priorities upon which the objectives may be based.
- 5) Operational Periods: Operational Periods are the length of time set by EOC management to achieve a given set of objectives. The operational period may vary in length and will be determined largely by the dynamics of the event. Operational periods are commonly established between 8 and 12 hour time frames and should not exceed 24 hours.



- 6) Voice and Data Communications:
 - a) The EOC utilizes many outlets to communicate inside and outside the EOC. If system failure occurs within one particular system, others are in place to facilitate communications with agencies outside of the EOC. The EOC also has in place “systems of last resort” for catastrophic communications failure. These systems will be utilized on an as needed basis.
 - b) The EOC uses the County’s radio network to communicate with agencies and first responders. There are four types of radio platforms the EOC can use for communication: 800 MHz, VHF, UHF and Low Band. Various local government entities utilize these systems and the EOC can communicate with agencies throughout the County.
 - c) At the Primary EOC, a ring down line with the Beaufort County (SC) EOC has been established. This system is in place so that the two EOCs can coordinate local activities within their jurisdictions. Communications with agencies outside of Chatham County is crucial to the recovery effort, particularly during a hurricane event. The Primary EOC has in place a single, fixed satellite system that is used as a last resort for communications with entities outside the County. Two amateur radios are located in this facility for local and regional communications. The amateur radios are also considered systems of last resort.
 - d) The Annex EOC has an 800 MHz radio as well as a VHF radio. This facility has two permanent amateur radios stations and has a Voice Over IP (VOIP) phone system tied into the County’s Phone system to enable EOC Staff to utilize the satellite system. This facility has a Bi-Direction Amplifier (BDA) installed to enable all hand held radios to communicate over the County’s radio network.



- e) Phone Operations Staffing: Initial receipt and management of phone calls into the EOC is critical in ensuring adequate and expeditious resolution to issues or concerns. To ensure proper training and staffing of EOC Phone Operations staff, the CEMA Public Information Liaison is charged with maintaining an active list of trained and available volunteer Phone Operators who are able to respond immediately to CEMA when needed.
 - f) Message Handling and Routing: Procedures established for message handling and routing are imperative to ensure efficient operations and issue resolution. The CEMA Public Information Liaison and the EOC Phone Operations Unit Leader will ensure all volunteers assigned as Phone Operators are trained to a minimum standard as defined in Appendix 8 and 10.
- 7) WebEOC Management
- a) The WebEOC is a web-based emergency management system that provides access to real-time information, which can be simultaneously shared among emergency response teams, decision makers, and organizations during the planning, response and recovery phase of an emergency.
 - b) This system runs 24 hours a day, seven days a week, 365 days a year. Its sole function is to be ready at any time to allow data tracking for any single or multiple events that affects Chatham County. The WebEOC is a versatile system that provides several functions:
 - (i) Allows system access through any internet connection;
 - (ii) Allows users to be created at anytime;
 - (iii) If the need(s) arise, new boards can be created that are tailored for the event or agency specific needs; and



- (iv) Create a time-line of history of the event(s) and allows in the future the ability to replay the event(s) to see if things got dropped, missed, goals accomplished, etc.
 - c) CEMA has sole authority for access to the WebEOC. Working with local business and municipalities, State and Federal Agencies that request access, CEMA coordinates with the ESF to determine the extent of access needed, READ only access or READ-WRITE access.
 - d) CEMA will assume responsibility of maintaining and keeping the WebEOC system operational. CEMA staff will work with individual ESF leads to ensure that custom board(s) are prepared which will meet the needs of that particular ESF as a part of the EOC planning and preparedness process.
 - e) During EOC activations, a WebEOC Administrator will be assigned to serve as part of the EOC Command Staff and be responsible for WebEOC operations.
- 8) Radio Capabilities
 - a) Radio communications is diverse and varied between the two EOCs. Where practical, every effort has been made to attempt commonality in communication capabilities between the two facilities.
 - b) Primary EOC (Bull Street): This EOC has multiple bay station radios located in the 5th floor of the OCH. Currently there are four types of bay station radios in the OCH EOC; 800Mhz, VHF, UHF and Low Band. While most County and City entities utilize 800 MHz radios some agencies utilize the VHF (MedStar) and UHF (the Landings Security) radio frequencies. The Low Band radio is for contacting GEMA as a means of last resort... Radio checks are done on a daily basis by



CEMA staff to ensure communications capabilities.

- (i) 800 MHz – There are a total of three base station radios in the EOC; the Weather PC, the Radio Workstation & the Logistics Room.
- (ii) VHF – There are two base station radios in the EOC; the Weather PC and the Radio Workstation.
- (iii) UHF – There are two base station radios in the EOC, the Weather PC and the amateur radio workstation.
- (iv) Low Band – There are two base station radios in the EOC, the Weather PC and the amateur radio workstation.
- (v) As handheld radios have low to very low signal strength in the EOC, Bi-Directional Amplifier is to be installed in Fall 2009 to provide the necessary signal coverage in the EOC, allowing numerous handheld radios to easily connect to the 800 MHz radio network.
- (vi) A National Warning System (NAWAS) phone is installed in two locations, the Weather PC and in the CEMA Staff's office. This phone connects the EOC to GEMA. This is a dedicated phone system that does not require any special privileges or procedures
- (vii) Amateur Radios are also located in the EOC, to include a 2-Meter VHF and a HF Radio. Amateur Radio Emergency Services personnel will support these stations during activations. These systems are considered a means of last resort, but have the capability to communicate within local, State, and international jurisdictions. A satellite phone is available at the Weather PC



station. Users must power on the unit and wait at least 60 seconds before the phone will connect to the satellite. The satellite is located on the roof of the facility.

- c) Alternate EOC (Annex EOC): This EOC is primarily utilized for Hurricanes and Special Events, but is checked on a weekly basis for operability. The Annex EOC is co-located in the same building as the Public Safety Answering Point (PSAP). The Annex EOC has two radio systems, which include an 800 MHz base station and a VHF base station. Both of these units are installed in the IT Room on top of the Crestron Rack. The radio remotes / handsets are located on the EOC Managers desk.
 - (i) Handheld radios have limited capabilities within the facility due to the steel frame construction. A Bi-Directional Amplifier (BDA) provides the necessary signal coverage in the EOC allowing numerous handheld radios to easily connect to the 800 MHz radio network
 - (ii) A NAWAS phone is also located on the EOC Manager's desk. A Motorola MIP5000 system is installed at this location allowing three 800 MHz base station units to connect to one system, allowing bridging of the system. If the Annex EOC has lost the County's data connection from the OCH EOC, this PC will connect to the 800 MHz radio out at the Annex EOC, but will not provide a connection to the OCH EOC.
 - (iii) A satellite system is used to connect to the internet and allows Voice Over IP (VOIP) phone service into the Annex EOC if phone service to the building is disconnected. This system is tied into the County's PBX system and allows



any Annex EOC phone to dial the special code to access the VOIP phone service, allowing them to talk to the outside world.

- (iv) The 2-meter VHF radio as well as a HF amateur radio is located at this facility. Additional cables are under the ARES table should the need arise for additional ARES operations.

9) Technological Failure

- a) Both EOC facilities have backup generators in the event power is disrupted to either structure. The Annex EOC has a building Uninterrupted Power Supply (UPS) that allows key areas to have uninterruptable power until the generators have started. Chatham County Facilities Maintenance maintains the generators at both EOC locations. Both facilities perform weekly tests on the generators to ensure operability. The Annex EOC Generator is tested with a full load. The EOC generator at 124 Bull Street is not tested with a load.
- b) If the base-station radios fail, EOC Staff will rely on handheld radios to communicate with responders. If all primary communications fail (including satellite phones), then the amateur radio operators will be the primary means of communicating outside Chatham County.
- c) The WebEOC servers are twin servers that monitor each other. If the primary WebEOC server fails; the second server assumes primary WebEOC duty. If the worst case scenario arises during activations and both servers fail, the phone and satellite systems fail and the radio services are down, the EOC experiences a total technological failure. CEMA keeps on hand, dry erase boards and triplicate EOC forms to be utilized by the EOC Staff.



10) Information Flow

- a) Each EOC, at all levels of government and across functional agencies, must be capable of communicating appropriately with other EOCs during incidents. This includes EOCs maintained by private organizations. Communications between EOCs must be reliable and contain built-in redundancies. Efficient EOC functioning most frequently depends on the existence of mutual aid agreements and joint communications protocols among participating agencies.
- b) Upon activation of the EOC, EOC Staff will establish communications and coordination between the:
 - (i) IC/UC and the EOC when they are not collocated.
 - (ii) ICS field organizations and the activated local EOC, either directly or through their parent organizations.

d. Information Management

- 1) Information Types: Information management develops timely, effective communication channels to gather, process, and disseminate information relevant to incident response and the recovery of the affected areas. Information management is a key function of disaster/emergency management. The types of information managed in the EOC fall into two categories:
 - a) Emergency Operating Records: These include records, regardless of media, that are essential to EOC operations and response support. These records include items such as:
 - (i) Emergency Operations Plans
 - (ii) Standard Operating Procedures
 - (iii) Maps, Charts, Graphs



- (iv) Orders of Succession
 - (v) Delegation of Authority
 - (vi) Notification Rosters
 - (vii) Resource Assignments
- b) Legal and Financial Records: These include records, regardless of media, that are critical to carrying out the legal and financial responsibilities for the response. These records include items such as:
- (i) Contracts
 - (ii) Timesheets
 - (iii) Accounting Records
 - (iv) Property Management Records
 - (v) Maintenance Records
- c) Success of the recovery process is dependent upon how well information is managed. Information Management is not only concerned with dissemination of information, but also the gathering of information from authorities, disaster management agencies, and the affected community. Provision of information in disaster recovery not only provides the affected community with information about the availability of recovery services and plans, but also is the basis for important social processes such as bonding between individuals, groups, and communities. It creates a sense of control and predictability of events. The effective management of information following a disaster can be used to promote and hasten community recovery.
- 2) Situation Reporting (SITREP)
- a) Situation Reports are a function assigned to the Plans Section. All personnel must forward incident situation information to the Situation



Unit through the Plans Section. Collecting situation data may involve a number of sources, including the Operations Section, Logistics Section, and the Information Officer at a given level. Situation information is also received from lower and higher levels. Following analysis, the Planning function supports operational decisions and summarizes situation information for the EOC Manager's approval. Once approved, the SITREP is distributed by the Information Officer to EOC Section Chiefs. Section Chiefs are responsible for providing the EOC Manager with periodic written updates to the SITREP. The EOC Manager should then take steps to brief all staff on the collective situation. A short conference may be most appropriate

- b) General Information: General information may be exchanged among members of a response organization at any level. Lateral information flow between functions is encouraged. In addition, a representative of a function at one level may wish to exchange information with a similar function one level above or below them. Verifying general information is an important step before taking action.

- e. Incident Action Planning (IAP)
 - 1) Incident Cycle (Planning "P"): NIMS emphasizes orderly and systematic planning. The IAP is the central tool for planning actions during a response to an emergency situation. The IAP is prepared by the Planning Section Chief with input from the appropriate sections and units of the Incident Management Team. It should be written at the outset of the response and revised continually during the response as the situation changes. Incidents vary in their kind, complexity, size and requirements for detailed and written plans. In an initial response for an incident that is readily controlled, a written plan may not be necessary. Larger, more complex incidents will require a written IAP to coordinate activities. The level of detail required in an IAP will vary according to the size and complexity of the response. The plan



must be clear, accurate, and completely communicate the information generated during the planning process. The IAP must be prepared and distributed prior to the Operations Shift Briefing and for each operational period. A planning process known as the Incident Cycle or Planning “P” has been developed as part of the Incident Command System to facilitate the development of an Incident Action Plan in an orderly and systematic manner. The Incident Cycle (Planning “P”):

- (i) The Planning “P” is a guide to the process and steps involved in planning for an incident. The leg of the “P” describes the initial response period. Once the incident/event begins, the steps are Notifications, Initial Response and Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC) /Unified Command (UC) Meeting.
- (ii) The top leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are CPG Development/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Preparation and Approval, and Operations Briefing. At this point, a new operational period begins. The next step is Execute Plan and Assess Progress, after which the cycle begins again.

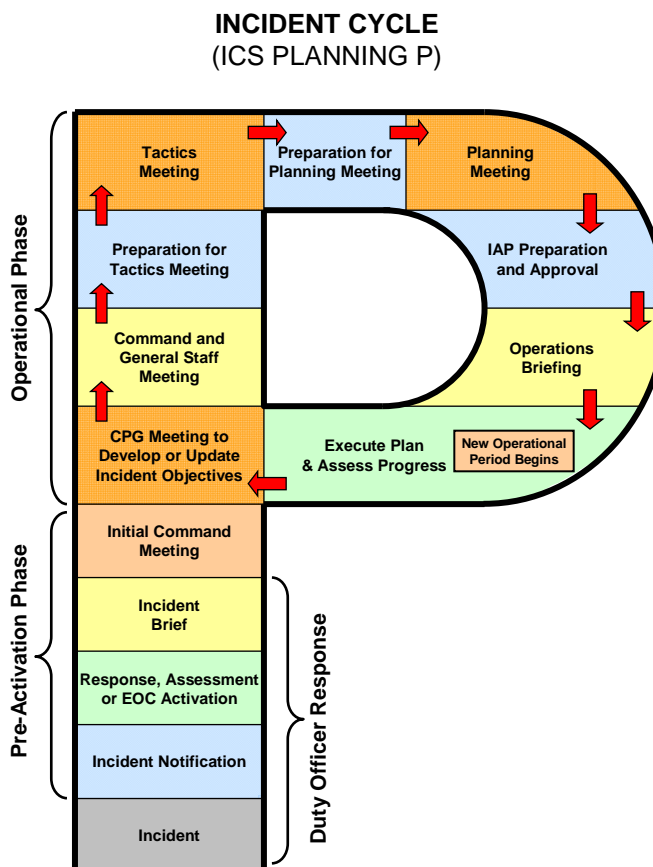


Figure F.3

- 2) IAP Development
 - a) There are five primary steps in sequential order to ensure a comprehensive IAP:
 - b) Understand the current situation
 - c) Establish priorities, objectives, and strategies
 - d) Develop IAP for next operational period
 - e) Evaluate the IAP and obtain appropriate approval
 - f) Anticipate/predict what will happen following the implementation of the IAP



- 3) IAP Approval
 - a) The EOC Manager is responsible for approving the IAP for each operational period.
 - b) IAP approval is in consultation with the EOC management team to ensure the accuracy of the current situation and the timelines for actions to be taken.

- 4) IAP Implementation and Evaluation
 - a) The Operations Section directs the implementation of the IAP. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific operational period.
 - b) The plan is evaluated at various stages in its development and implementation. The Operations Section Chief may make the appropriate adjustments during the operational period to ensure that the objectives are met and effectiveness is ensured.

- 5) Command Meeting Regarding Objectives
 - a) The Command Policy Group establishes incident objectives that cover the entire course of the incident. For complex operations, it may take more than one operational period to accomplish the incident objectives.
 - b) The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is important that this initial overall approach to establishing incident objectives establish the course of the incident rather than having incident objectives only address a single operational period. A Meeting Agenda is defined in Appendix 15.

- 6) Command and General Staff Meeting: The EOC Manager may meet with the Command and General Staff to gather input or to provide immediate direction that cannot wait until the planning process is



completed. This meeting occurs as needed and should be as brief as possible. A Meeting Agenda is defined in Appendix 15.

- 7) Tactics Meeting:
 - a) The purpose of the Tactics Meeting is the review the tactics developed by the Operations Section Chief. This includes the following:
 - (i) Determine how the selected strategy will be accomplished in order to achieve the incident objectives
 - (ii) Assign resources to implement the tactics
 - (iii) Identify methods for monitoring tactics and resources to determine if adjustments are required
 - b) The Operations Section Chief, Safety Officer, Logistics Section Chief, and Resources Unit Leader attend the Tactics Meeting. The Operations Section Chief is responsible for leading the Tactics Meeting. A Meeting Agenda is defined in Appendix 15.
 - c) Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and number(s) of resources available and needed to achieve the tactical operations desired for the operational period. If the required tactical resources will not be available, then an adjustment should be made to the tactical agreements being planned for the operational period.
- 8) Planning Meeting
 - a) The Planning Meeting provides the opportunity for the Command and General Staff to review and validate the operational plan as proposed by the Operations Section Chief. Attendance is required for all Command and General Staff. Additional incident personnel may attend at the



request of the Planning Section Chief or the EOC Manager. The Planning Section Chief conducts the Planning Meeting following a fixed agenda.

- b) The Operations Section Chief delineates the amount and type of resources he/she will need to accomplish the plan. The Resources Unit within the Logistics Section will accommodate those needs.
 - c) At the conclusion of the meeting, the Planning Section Staff will indicate when all elements of the plan and support documents are required to be submitted so the plan can be collated, duplicated, and made ready for the Operational Period Briefing. A Meeting Agenda is defined in Appendix 15.
- 9) Operations Briefing
- a) The Planning Section Chief is responsible for the facilitation of the Operations Briefing. Preparation for this meeting should include the determination how many copies of the incident action plan are required, a review of the Incident Action plan to ensure it is complete and up to date, the selection of the briefing location, and the determination that display materials are updated and complete. Copies of the Incident Action Plan are to be distributed to all personnel in attendance. An Operations Briefing Outline is defined in Appendix 15.
 - b) The Purpose of the Operations Briefing is to ensure the following:
 - (i) Disseminate and clarify information
 - (ii) Review incident objectives
 - (iii) Identify problem areas and solutions
 - (iv) Identify work progress
 - (v) Identify the need for additional resources



(vi) Distribute Incident Action Plan

f. Documentation

- 1) Documentation is a critical facet of EOC operations. Information is gathered to develop the IAP, determine effectiveness of tasks, track resources, and support finance. Documented information will be used for AARs, recovery planning and operations, and financial reimbursement. All EOC-created incident-related information will be gathered on the approved forms listed in this section. Information delivered to the EOC from outside sources will be submitted to the Planning Section for appropriate filing.
- 2) Job Aids and Forms have been proven to be an effective tool during emergencies. They help staff track events and keep information in order through electronic means (as with WebEOC) or with a good paper trail. It is important that all paperwork be accurate starting with the dates and times of every transaction.
- 3) As emergencies and exercises are reviewed, the applicability of the Job Aids and Forms will be reviewed and revised as needed. The responsibility for this review lies with the EOC Management and the Emergency Management Liaison for the entity/jurisdiction.
- 4) ICS Forms: Operation of an EOC varies greatly from standard ICS practices. In all cases possible, ICS forms have been mirrored and modified to represent EOC actions. These forms contain much of the same content; however format may be modified to account for EOC actions versus field actions. In most situations, the EOC form number corresponds to its similar ICS Form number. EOC/ICS Forms are one of several tools that are available to support personnel managing a response to an incident and in completing IAP.
- 5) EOC Forms: EOC Forms are utilized to ensure clear communication and information tracking during EOC activations. Situational information, resource needs, operational effectiveness, and financial obligations



must be recorded, tracked, and communicated within the EOC and out to the Policy Groups. This information is utilized to develop strategies, assess goals, and determine needs. Using the EOC forms will ensure consistent collection and routing of critical information, provide the necessary tools to successfully manage an incident, and expedite the response and recovery operations.

- 6) After Action Reports
 - a) AARs are formal documents intended to serve as aids to performance evaluation and improvement. They are built from data and reports developed in the EOC and serve as a guide in reviewing situation-response interactions, analyzing critical procedures, determining effectiveness and efficiency, and proposing adjustments and recommendations to future EOC activations. AARs are not intended to serve as a report card of “pass” or “fail” activities during an EOC activation, but rather as a resource for improvement and understanding for future activations.
 - b) The assignment of the AAR should be initiated as early as possible during the response phase of any emergency which will require an AAR. Ideally, the person assigned should have a background in the planning function, be familiar with emergency organization functions, and have an understanding of the emergency management system. The responsibility for initiating the AAR process should be assigned to the Documentation Unit within the Planning Section.
 - c) At the completion of the emergency period, and after the field ICS and EOC level organizations have been deactivated, the responsibility for the continuance of the AAR process should be assigned to a CEMA staff member for completion.



- g. Resource Management
 - 1) Resource Overview: When disaster threatens or strikes a community, it is imperative that the community use its own resources for a prompt and effective response and recovery effort. These efforts may require personnel, equipment and supplies that exceed the local supply or expertise. Local officials may find it necessary to use their resources in extraordinary ways, and call upon businesses, industries, neighboring jurisdictions, and State or Federal agencies to assist in emergency operations. The role of the EOC is to provide effective and efficient management of resources to help ensure that all responses are supported.
 - 2) Resource Request
 - a) Resource request for support to the response is two fold. They are; (1) internal requests that support the EOC Operations and the EOC Staff and (2) external requests that support the Incident Commander(s) in the field. In either case, proper requesting and tracking of request documents is paramount to ensure resources are requested and ordered in a timely manner.
 - b) All resource requests must be made on the Chatham County Logistics Request Form thru the proper ESF representative. After validation by the Operation Section Chief, the request will be sent to the Logistics Section for processing. The exceptions to this process are requests that are sent directly to the State Operation Center and described in paragraph 11.f, or internal requests for expendable supplies (pencils, pens, staples, paper clips, etc.) by EOC staff to support the EOC. Expendable supply requests can be submitted on an EOC message form directly to the Logistics Section for filling from bench-stocks on hand. The Logistics Section will maintain a working bench-stock of all expendable supplies to support the EOC.



- 3) Resource Priority Level: All resource requests will have an ordering priority assigned. There priority codes are:
 - a) Life Threatening (LT) – Immediate threat to human life
 - b) Urgent (U) – Mission critical
 - c) Routine (R) – Sustainment of planned or projected operations.
 - d) These codes will determine when and how the request will be filled. All requests marked LT will be filled by the most expeditious means possible and from the most readily available source. The individual filling this request will immediately cease all other duties and process this request. LT requests, as a general rule, will not be used for internal EOC support. The exception would be necessary items for the Trauma Kit. Urgent request will be processed within one hour after receipt at the Logistics Section.
 - e) Routine request will be filled during the normal ordering period.

- 4) Resource Status: The Resource Branch will maintain a status board on all assigned resources. This board will show the status of all resources managed by the responders or by the ESF representatives at the various staging areas and Base Camp(s). The board will reflect the “Type” and “Kind” of resource, and will display the following:
 - a) Deployed
 - b) Available
 - c) Out of Service
 - d) It is the responsibility of the using agency or entity to keep the Resource Branch informed of the status of their assigned resources. All information should be validated each operational period by Staging Area Managers



and Base Camp Managers and confirmed through the appropriate ESF representative at the EOC. The Resource Branch will also maintain a status of all resources ordered or scheduled for demobilization.

- 5) Critical Resource Designation
 - a) Resources may be deemed critical by the Incident Commander, EOC Manager or the Command Policy Group. Critical Resources are those that are absolutely necessary for an effective response.
 - b) Once a resource has been identified as critical, the Resource Branch shall include it on a separate tracking list for Critical Resources and these items will be a part of the Logistics Section Sitrep. These items are closely tracked in the field and any incident that involved the loss of any critical item due to maintenance, or consumption will be reported to the appropriate ESF representative for immediate notification to the Operations Section. Upon notification to the Logistics Section of the loss of a critical resource, the Logistics Section will immediately process a request for a replacement item.
 - c) As the response changes, the Critical Resource tracking list will also change. This requires regular updating to the list. The update of this list will be part of the Logistics Sitrep and will be part of each Commander's briefing.
- 6) Resource Tracking: The tracking of all resources is paramount to ensure proper documentation for possible reimbursement of expenses - post disaster. The Resource Branch will implement a resource tracking system utilizing the Chatham County ESF-7 Resource Tracking Form. Any and all resources used for the response, including those on hand at the start of the response, will be closely tracked to ensure proper accountability of resources. This form will be consolidated into a master tracking spread sheet and sent to the Finance Section to ensure financial



accountability is maintained. This form and spreadsheet will also be used to track resources as they demobilize.

7) State Request Management

- a) Requests to the State Operations Center (SOC) may either be generated by the Chatham County EOC to the SOC or they may be received directly from the on scene operations to the SOC. It is imperative that the Operations Section at the Chatham County EOC be notified when a request is sent to the State EOC, regardless of the point of origin. If a request is generated by the Chatham County EOC to the SOC, it must originate with the ESF representative and be approved by the Operations Section prior to going to the SOC. Efforts will be made to fill the request with local resources as available before a request is made to the SOC. The Operations Section should notify the Logistics Section as soon as it approves the request so that Logistics can track the flow of the request, and provide for local tracking of the resources once received.
- b) Requests sent directly to the SOC will require the SOC to notify the Chatham County EOC Operations Section. The Chatham County EOC Operations Section can confirm the need for the resources, notify the Logistics Section of the request for tracking and accountability, and track the resource once received.

h. Emergency Power Generation

- 1) Emergency Power Generation at each EOC site is provided with back-up generators that are diesel fueled and are designed to automatically start with the loss of normal power. The following is information on each generator:
 - a) Primary EOC - Generator #1 is 60KW, 3 Phase, 90 Amp load



- b) Primary EOC - Generator #2 is 175KW, 3Phase, 486 Amp load
 - c) Alternate EOC – Single Generator is 240 KW, 3 Phase, 830 Amp load.
- 2) The two generators at 124 Bull Street share a 1000 gallon diesel fuel storage tank. The large generator (#2) is located outside the building on the President Street side of the Old Courthouse on a concrete pad and is the primary generator. It can power all the lights, outlets, HVAC systems and other electrical support systems. This generator is tested weekly without a load and all maintenance, ordering fuel and testing is the responsibility of County Facility Maintenance. Generator #1 is a back-up system and will provide power to the basement and second floor only. It is tested annually only and is also the responsibility of County Facility Maintenance. There is no other back-up plan should both generators fail. They are being included in the push package for the County to ensure a back-up system is available.
- 3) The generator located a Police Memorial Drive can power all lights, electrical outlets, HVAC systems, and all systems in the 911 dispatch center. The dispatch center equipment is also connected to an UPS system to ensure there is no disruption due to a sudden power loss. It is tested weekly with a load. The maintenance, testing, and ordering of fuel is the responsibility of County Facility Maintenance. The generator is mounted on a platform located outside the rear of the building. There is a 3000 gallon diesel fuel storage tank to support the generator.
- i. Mass Care and Sheltering
- 1) There are no formal provisions for sleeping at the OCH EOC. Since this EOC will be used for events of local significance. EOC personnel can return to their normal homes at the end of their shift for sleeping. The Salvation Army will provide meals, snacks and assorted drinks during the activation.
 - 2) If an individual requires respite time, some sleeping arrangements have been made on the second floor



commissioners meeting room. There are no shower facilities in this building.

- 3) At the Alternate EOC, the Chatham County Emergency Management Agency has a housing agreement with the Savannah Morning News (SMN). EOC staff will be provided designated sleeping areas in the Administrative Wing of the SMN building. There are showers available in the SMN press area and a dining facility for meals.
- 4) The Salvation Army will provide meals on the same ration cycle as provided at the OCH EOC. Feeding of on-duty EOC staff will be at the EOC in the area immediately outside the EOC operations area; and at the SMN building for EOC off- duty staff.

j. Stress Management

- 1) Depending on the incident, stress levels among EOC staff may begin to rise even before activation. High stress levels before operations must be managed early before they interfere with operations.
- 2) Stress levels naturally increase during EOC operations. Too much stress can cause mistakes, and mistakes at the EOC can cause injury or death at the scene. Two ways to identify and alleviate high stress levels during operations are shown in the table below.

Encourage personnel to take breaks away from their desks and to get rest when the opportunity arises.	Promote good eating habits and exercise.
Be alert to behavior changes, such as irritability or the inability to make decisions.	Act sooner, rather than later. Don't wait until an individual is unable to function.

Table F.2

- 3) Stress doesn't end when EOC operations end. In fact, some people who perform in an exemplary way during operations may experience unbearable stress when operations are curtailed. Some ways to identify



and alleviate stress levels following operations are shown in the table below. If necessary, professional counseling and other services should be made available to those who can benefit from them.

Conduct stress debriefings.	Debrief when personnel are demobilized and several days after returning to their day-to-day jobs.
Follow up over time to ensure that personnel are coping effectively.	Have a casual conversation, or observe as the person completes daily job tasks.
Involve other people, especially managers and those who know and care about the person.	The ability to talk through a troubling situation with a trusted friend is often helpful for resolving personal conflict and reducing stress.
Provide professional help, if necessary.	Professional help is often provided to responders at the scene but may be forgotten for those in the EOC.

Table F.3

- 4) Other methods of stress reduction include deep breathing exercises, physical exercises, and mental coping exercises to help ease the effects of stress. It is also important to eat a well balanced diet.
- 5) Attend critical stress debriefings to help vent your internal stress and take advantage of stress counselors when available. There are plans to have the Savannah Chapter of the American Red Cross provide Critical Stress Debriefing Counselors at the EOC support site in the Savannah Morning News Building.



k. Medical Treatment and First Aid

- 1) In the event an EOC Staff member has a serious injury or medical condition, the individual will be evacuated to the Hospital of their choice. If the individual is unconscious evacuation will be to the Trauma Center at Memorial Health University and Hospital. If the weather does not permit evacuation, there will be cardiac technicians and paramedics at the EOC with a fully equipped trauma kit. They can render medical assistance until it is safe for evacuation to a hospital.
- 2) Sick Call will be manned by Emergency Services Personnel from both MedStar and Southside EMS. Several first aid kits and OTC medications are available through the EOC manager and a complete trauma kit is stored and maintained at each EOC.
- 3) The EOC manager will maintain records of any injury or illness to EOC staff for documentation into the workers compensation system - post event.

I. Emergency Evacuation

- 1) The unique nature of an EOC requires that when activated, operations continue regardless of circumstance. It is imperative that both EOCs have plans and procedures in place that allow for uninterrupted support to any emergency response operations.
- 2) Relocation of the EOC Staff and function may be required for many specific reasons. The two main factors requiring evacuation of the EOC are:
 - a) Uninhabitable Environment. Situations which make the EOC unsafe for Staff to continue operations.
 - (i) Bomb Threats/Found
 - (ii) Fire/Smoke Condition
 - (iii) Gas Leak
 - (iv) Hazardous Materials



- (v) Structural Damage
 - b) Infrastructure Failure. Situations during which technical components of the system fail – within or leading to the EOC. These conditions may include but are not limited to:
 - (i) Accessibility
 - (ii) Information/Technology (IT) Failure (Computer Networks, Radios, etc.)
 - (iii) Utility Failures (Phone Service, Electrical Power, Water Service, Sanitation, etc.)
 - 3) Evacuation procedures and duties must be adapted to specific circumstances. Alarms and/or signals used to alert personnel of an emergency evacuation of the EOC will depend on the EOC being used. The specific emergency alarm/signal will be addressed in the Emergency Evacuation Procedures posted at each of the EOCs.
7. Long Term EOC Activations: Long-term operations usually equate to more damage or damage over an extended area. Plans need to include strategies for ensuring proper documentation of damage, the resources used, equipment maintenance performed, overtime hours, etc. When an incident is expected to last more than one operational period, or when the EOC is expected to be activated for an extended period, issues will invariably arise. The following strategies assist in minimizing the impacts of long-term EOC operations:
- a. define and communicate detailed agency staffing requirements;
 - b. verify all EOC staffing agencies have fulfilled staffing and training requirements; conduct exercises to verify resources, staffing, and documentation systems are adequate for long-term operations; and
 - c. develop recordkeeping systems to record costs, damage, staffing, and equipment use at the scene and at the EOC
 - d. Long-term operations take their toll on incident resources. Human resources need to rotate out-of-service to eat and



rest. Mechanical resources require refueling or maintenance. Careful coordination between the Incident Command and the EOC is needed to ensure there are enough resources on-scene and in the staging area for response operations to continue without interruption.

- e. EOC staff needs to eat, rest, and decompress during long-term operations. EOC staffing patterns should include enough personnel to ensure 24-hour coverage for extended EOC operations, including backup coverage. If necessary, staffing should be augmented through mutual aid agreements with other jurisdictions and levels of government.
- f. Long-term EOC operations equate to higher costs. It should not be considered unusual for jurisdictions to expend their entire year's overtime budgets for a single long-term incident. Add the costs of the response to the financial impact of damage to infrastructure and resources, and the financial effects can be as catastrophic as the disaster itself.

8. EOC Termination

- a. EOC activities may be terminated (deactivated) at any time designated by the EOC Manager. Sections, Branches, or Units may also be deactivated in stages according to need and function within the EOC. The entire EOC does not have to be in operation throughout an event.
- b. Any Section, Branch, or Unit requiring the use of the EOC may remain until their work is completed. A member of the EOC Command or General Staff will maintain an EOC management role until all EOC work is completed or handed off to field operations for completion. Sections, Branches and Units will not operate the EOC without an EOC Management component to assist and/or shut down EOC operations.
- c. Upon deactivation of any Section, Branch, or Unit in the EOC; that Section, Branch, or Unit will ensure that all supplies are replenished, broken items repaired or replaced, their area and equipment is clean before leaving. This ensures that the facility is immediately returned to a State of readiness.



- d. Decision Making
 - 1) The EOC Manager is ultimately responsible for making key decisions on behalf of the EOC. Decisions are made through consultation with the EOC Management Team, Incident Commander(s) and the Command Policy Group.
 - 2) EOC Section Chiefs may make or receive recommendations for partial deactivations based on the incident scenario, but final approval for any deactivation must be reviewed by and received from the EOC Manager.
 - 3) The EOC Manager must carefully assess and evaluate requests to deactivate any Section, Branch, or Unit of the EOC, up to and including a full EOC deactivation. Once made, the decision must be documented on the decision/approval log, assigned to applicable functions/positions for implementation and communicated to all appropriate EOC staff and levels

- e. Termination Preparedness and Notification
 - 1) Once demobilization procedures are in place, the EOC Manager shall be notified. The Planning Section's Demobilization Unit is responsible for termination preparedness through the development of an EOC Demobilization Plan. The Demobilization Plan details specific responsibilities, release priorities and procedures based on status reports, resource needs, and report/briefing results as they relate to the response and recovery of an incident.
 - 2) As part of termination preparedness, all documents must be completed, submitted, and properly filed with the Planning Section Documentation Unit for an After Action Review and development of the AAR. Any data that has been captured on erasable surface (white boards, etc) must be transferred to a permanent document before boards are cleaned. That information, along with all reports and forms (either hand-written or electronic), must be submitted to the appropriate Planning Section Unit for filing.



- 3) Once all documentation is collected and secure, the EOC is ready for termination. The EOC Manager will make the final decision on an EOC deactivation. The decision must be documented on the decision/approval log and communicated to all appropriate EOC staff and levels.
- f. EOC Shut Down
- 1) The decision to shut down or deactivate EOC support activities is a joint decision made by the Command Policy Group through the EOC Manager. The decision to shut down the EOC depends on many factors, including but limited to, the ongoing operational tempo, and the current and forecast incident support requirements. Once the decision to shut down has been made, the directive will be communicated with the EOC Manager.
 - 2) Once the EOC Manager receives the directive to shut down EOC Operations, he will call a meeting of all Section Chiefs to pass along any special directives relating to shutting down the EOC. All deactivation procedures will be coordinated through the Planning Section's Demobilization Unit Leader. Once notified, EOC personnel will follow the procedures found in their Position Job Aid. In addition to the checklist found in the Position Job Aid, personnel will follow the Individual Deactivation Form, provided by their Section Chief.
 - 3) Staff need to coordinate with their immediate supervisor to ensure completion of the checklist, and then turn in the completed Individual Deactivation Form prior to being dismissed. Authorization to depart must be approved by the Section Chief and the Demobilization Unit Leader.
 - 4) In some instances, the EOC may be shut down prior to an incident being completely over. During such an event, departing staff must ensure contact information is left with the security check point to facilitate a timely recall and reactivation of EOC Operations. The contact information left with the security desk may be for the current staff member, or the contact of a scheduled relief.



- 5) CEMA will continue to monitor continuing events and provide direct support to an Incident Command Team as needed. In the event support requirements overwhelm CEMA Staff capabilities, selected EOC Staff Functions may be recalled as required.

g. Post-Incident Evaluation

- 1) EOC operations should be evaluated following each activation to include group discussions. Every aspect of EOC operations should be evaluated. The persons listed below should be included in the evaluation process:
 - a) All key EOC personnel.
 - b) The Incident Commander(s)
 - c) Jurisdiction leadership or their designees who were involved at the EOC
 - d) Others as appropriate under the circumstances, such as utility company representatives, members of the media, and representatives from nongovernmental organizations.
- 2) At a minimum, the following activities should be included as part of after-action analysis and reporting:
 - a) Report EOC performance completely.
 - b) Develop solutions for every identified problem...
 - c) Develop a plan to train, test, and exercise the proposed solutions.
 - d) Carry after-action results over to the EOP

D. Training and Exercise

1. EOC staff training and exercise help to ensure effective EOC operations. A properly trained staff provides the framework for functionality within the EOC and expedites operational tactics during the response phase of an incident. Each EOC staff member should meet minimum training criteria as established in the



Appendices and Tabs of this document. Each EOC position has specific training requirements to effectively operate within the EOC. Those requirements are established under NIMS, ICS, and local EMA guidelines to create seamless incident management between internal staff, IMTs, JFOs, the SOC, or other partnering centers.

2. NIMS and local EOC training are absolute minimums for anyone who plans to work in the EOC. Those minimum requirements, along with any position-specific training, are outlined in the Tab for the specific position.
3. EOC plans and activities must be exercised in accordance with the County Emergency Operations Plan, Annex E – Training and Exercise. Modifications to the EOC Staff Manual, or any part within, require exercise to practice/test those modifications. The exercise may only test the specific modified section of the EOC Plan/Staff Manual, or it may test the entire operational plan.
4. Furthermore, exercises should be performed whenever significant changes in EOC staffing occur. The exercise scenario should determine the operational readiness of the staff and their equipment, and provide record of activities for improvement planning. After Action Reviews/Reports should outline the needs for the Improvement Plan. The Improvement Plan should then be implemented and tracked to ensure any changes are incorporated and exercised to meet the intent of the EOC Plan. Identified improvements, after being exercised and validated, will be incorporated into the existing EOC Plan/Staff Manual.

VIII. RESPONSIBILITIES

- A. CEMA Director: In the event of an EOC activation, the Director will make notifications to County Commissioners as required, the County Manager, and appropriate County Department Heads. The CEMA Director serves as a liaison and advisor to the Command Policy Group. His role is to serve as the EOC Manager, oversee EOC functions, collect incident-related forecasts and/or information and relay information, along with his professional recommendations, to the Command Policy Group for decisions and declarations. The Director also has signature authority and responsibility to issues and/or requests through the County and GEMA. During times of community crisis or major events, the CEMA Director may serve as the lead spokesperson to the community and primary subject matter expert in relation to the County's emergency management function.
- B. CEMA Assistant Director: The CEMA Assistant Director (AD) provides the supervisory role across EOC functional elements. He/she takes



recommendations from the CEMA Duty Officer (DO) and determines EOC activations, operations and terminations through consultation with the CEMA Director. In the event activation of the EOC is ordered, the AD will make notifications to CEMA Staff and the GEMA Area V Field Coordinator. The AD's primary role is to serve as the EOC Operations Section Chief and Assistant EOC Manager. He/She will take the responsibilities of the CEMA Director when required, and will then have signature authority to the County and GEMA.

- C. CEMA Duty Officer: The CEMA Duty Officer (DO) serves as the Agency's 24-hour crisis monitor for the County. The DO reports incident-related information to the AD and makes recommendations regarding activation of the EOC. The AD may determine an EOC activation is necessary through consultation with the CEMA Director. In the event activation of the EOC is ordered, the DO will have primary responsibility to initiate notification to EOC Support Staff and the EOC Partial Activation Team. Once notifications are made, the DO is responsible for preparing the EOC for activation. The DO will serve as the initial EOC Operations Section Chief until directed otherwise.
- D. CEMA Staff: CEMA Staff who are not serving as the on-call Duty Officer are subject to short-notification activation for all emergencies, disasters and catastrophes. Once notified, they are to report to the designated EOC and assume their roles within the EOC staffing matrix. CEMA staff will function within the Command and General Staff roles of the EOC as designated in this EOC Staff Manual. Personnel must be properly credentialed and badged while inside the EOC.
- E. CEMA Volunteers: CEMA Volunteers perform vital functions during EOC activations. They fill necessary roles within the EOC to ensure effective management, communication, and operation of an incident. After check-in, volunteers report to CEMA staff members within the EOC and take directives/assignments from CEMA staff based on need. Volunteers serve in roles such as phone operations, documentation, and courier/runner during EOC activations. They may also work in Functional or Support Staff positions within the EOC. Personnel must be properly credentialed and badged while inside the EOC.
- F. EOC Functional Staff: The EOC Functional Staff is comprised of all personnel working within the EOC to support activation, operations, demobilization, and deactivation. These staff members work within the EOC Command structure and are assigned roles in the Command Staff, General Staff, Planning, Operations, Logistics, or Finance/Administration Section of the EOC. Most of the functional staff is comprised of ESF partners, volunteers, and partner organizations working toward the common goal of managing an incident. Functional Staff work under the



direction, coordination, and/or support of the CEMA Staff. Personnel must be properly credentialed and badged while inside the EOC.

IX. ANNEX MANAGEMENT AND MAINTENANCE

- A. CEMA is the executive agent for Annex management and maintenance. The Annexes will be updated periodically as required to incorporate new directives and changes based on lessons learned from exercises and actual events. This section establishes procedures for interim changes and full updates of the Annexes.
- B. Types of Changes: Changes include additions of new or supplementary material and deletions. No proposed change should contradict or override authorities or other plans contained in statute, order, or regulation.
- C. Coordination and Approval: Any department or agency with assigned responsibilities within the EOC Annexes may propose a change to the plan. CEMA is responsible for coordinating all proposed modifications to the Annexes with primary and support agencies and other stakeholders, as required. CEMA will coordinate review and approval for proposed modifications as required.
- D. Notice of Change: After coordination has been accomplished, including receipt of the necessary signed approval supporting the final change language, CEMA will issue an official Notice of Change. The notice will specify the date, number, subject, purpose, background, and action required, and provide the change language on one or more numbered and dated insert pages that will replace the modified pages in the EOP. Once published, the modifications will be considered part of the EOP for operational purposes pending a formal revision and re-issuance of the entire document. Interim changes can be further modified or updated using the above process.
- E. Distribution: CEMA will distribute the Notice of Change to all participating agencies. Notice of Change to other organizations will be provided upon request. Re-issuance of the individual annexes or the entire EOC Plan will take place as required. Working toward continuous improvement, CEMA is responsible for an annual review and update of the EOC plan to include related annexes, and a complete revision every four years (or more frequently if the County Commission of GEMA deems necessary). The review and update will consider lessons learned and best practices identified during exercises and responses to actual events, and incorporate new information technologies. CEMA will distribute revised EOC Annex documents for the purpose of interagency review and concurrence.



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