

Annex B

Emergency Operations Center Guidelines and Checklists

<i>INTRODUCTION</i>	<i>1</i>
<i>EOC OPERATIONAL LEVEL</i>	<i>1</i>
<i>EOC ACTIVATION PROCEDURES</i>	<i>2</i>
<i>EOC BRIEFING GUIDELINES</i>	<i>5</i>
<i>CHRONOLOGICAL EVENT LOG</i>	<i>6</i>
<i>EMERGENCY OPERATIONS PLAN ACTIVATION FORM</i>	<i>7</i>
<i>INCIDENT MANAGEMENT TEAM AUTHORIZATION FORM... Error! Bookmark not defined.</i>	
<i>EOC POSITION CHECKLISTS.....</i>	<i>8</i>
Emergency Management Director.....	9
Operations Section Chief	11
Logistics Section Chief	13
Planning Section Chief	15
Admin/Finance Section Chief	17
Public Information Officer (PIO).....	19

INTRODUCTION

This Annex outlines the sequence of steps for activating the EOC, depending on the threat. Note that many steps will apply whenever you decide to activate the EOC, regardless of the nature of the threat. What will vary from situation to situation will be the number of persons involved and the functions activated.

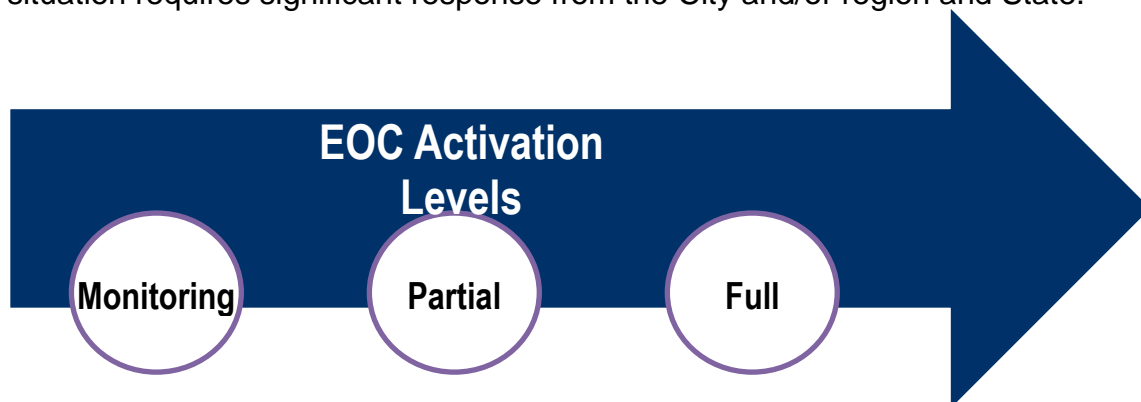
One of the first tasks in any emergency is to quickly assess the situation to determine if its size or severity warrants activating the EOC. The EOC goes into operation when the appropriate officials decide that the situation is serious enough to require a coordinated and other-than-routine response. Obviously, the EOC does not become operational for all emergencies.

EOC OPERATIONAL LEVEL

MONITORING: The Local EOC not activated. Local Emergency Management Agency is at normal staffing and is monitoring situational awareness on a 24/7 basis.

PARTIAL: The Local EOC is partially activated. All ESFs and/or Support Agencies are notified and requested as the situation warrants. Partial activation staffing will be determined to meet the needs of the situation. Triggered by highly probable hazardous conditions and a strong potential for property damage or loss of life. This situation requires, or is likely to require response from the City or has the potential to result in a significant loss of life, property damage or the disruption of critical infrastructure.

FULL: The Local EOC is fully activated. All ESFs and/or Support Agencies are notified and requested as the situation warrants. Full activation requires 24-hour staffing in order to meet the needs of the situation. Triggered by highly hazardous conditions and a strong potential for property damage or loss of life. This situation requires significant response from the City and/or region and State.



EOC ACTIVATION PROCEDURES

a. **Alert EOC personnel**

See Appendix C (Resource List) for Contact Information of EOC Personnel.

b. **Activate communications equipment**

Test communications equipment:

- ☐ Local Dispatch
- ☐ Strafford County Dispatch Center
- ☐ Telephones (plugs, call forwarding, etc)
- ☐ Computer / Internet (passwords, etc)
- ☐ Backup generator (location, contact for repair/refueling)

c. **Enact the message flow system (recording messages)**

It is important to have an effective message system that allows for a disciplined flow of incoming and outgoing messages. This system is a method that ensures the following, at a minimum:

- ☐ Exact and detailed recording of an incoming message
- ☐ Directing this message to the EOC staff person best suited to respond
- ☐ Coordinating the decision to allocate resources
- ☐ Allocating the resources or requesting additional ones
- ☐ Recording the action(s) taken
- ☐ Notifying the sender of the message of the action taken
- ☐ Ideally, an operations officer routes the completed incoming messages to the appropriate staff person and makes sure each incoming message gets the attention it needs.
- ☐ Identify a “runner” if needed.

d. **EOC Setup**

When possible, maps should be available and already posted at the Emergency Operations Center. The following diagram shows the typical set up of the EOC.

e. **Logs & status boards**

Maintain the following:

- ☐ Chronological Event Logs
- ☐ Status Boards (shelter locations, # occupants, roads impassable, locations without power, etc)

f. Prepare a shift schedule

If the EOC is to operate for any length of time, make sure the personnel in the EOC have the needed breaks and their active time does not exceed a reasonable span of time. While it is impossible to set a schedule of breaks, it is critical that staff working under intense pressure take regular breaks to maintain their sharpness. You may have to encourage some over-zealous staff that are caught up in the excitement to take a break. Do not hesitate to do so if it looks like fatigue is setting in.

If it seems that the operation will extend beyond one day, you will need a second shift to relieve the first shift. Specify the length of the shift and the names of everyone who is to serve and on which shift.

g. Announce the briefing schedule

It is important to announce and post the briefing schedule as soon as the EOC activates. Briefings should occur on a regular basis such as when shifts change, when there is a sudden change in events, or before making a major decision or releasing potentially disturbing information to the public or the media. A suggested EOC briefing outline is included in this Annex.

The local news media also needs a briefing schedule so that they know when to expect a report from the EOC. A media schedule will provide them with important information and help keep the media from interfering with EOC operations.

h. Provide staff necessities

If you know the EOC will be in operation for some time, make sure you have appropriate food, beverages, housekeeping provisions, and basic medical supplies.

Depending on your situation, you should make arrangements with caterers or other community food sources used to preparing meals for large groups. While you can stockpile drinks and housekeeping and medical supplies, fresh food poses a different challenge.

i. EOC Security

In order to carry out an effective response to an emergency or disaster, the EOC must function without interference from those who are not part of the emergency management team.

As soon as the EOC goes into emergency status, implement a check-in procedure. Ensure everyone entering the EOC signs in an Attendance Log Sheet.

The EOC should have a security person on duty. Each member of the EOC staff should have identification so that security knows whom to admit.

EOC BRIEFING GUIDELINES

1. Situation Assessment:
 - Present and future situation
 - Current operations (Local and State EOC)
2. Objectives:
 - Short Term
 - Operational Period
 - Execution of Objectives with timelines
3. Logistics:
 - Determine needs
4. Communications
5. Safety
6. Chain of Command
7. Briefing from each Section Chief / Department Head
8. Time/Date/Location of next briefing

CHRONOLOGICAL EVENT LOG

[illegible]

EMERGENCY OPERATIONS PLAN ACTIVATION FORM

Concord, NH

WHEREAS, the Emergency Management Director does find that the (Blizzard, Flood, Hurricane, Storm, etc.) emergency currently affecting the City of Concord requires the activation of the Emergency Operations Plan, and subsequently the Emergency Operations Center;

NOW, THEREFORE, it is hereby declared and ordered that the Emergency Operations Plan of the City of Concord is now activated, and all personnel ordered to perform in accordance with the appropriate Emergency Support Functions.

IT IS FURTHER DECLARED AND ORDERED that a copy of this action be forwarded to the NH Homeland Security Emergency Management.

Dated

Time

Signature of EMD

EOC POSITION CHECKLISTS

Emergency Management Director

EOC Checklist

Action	Time
Consult with key departments to determine the extent of Emergency Operations Center activation (i.e. Partial or Full and what staff should report to the EOC).	<input type="checkbox"/>
Ensure EOC is properly set up and ready for operations (see Pg. 3 of this Annex).	<input type="checkbox"/>
Initiate Chronological Event Log (file all event records in the EOC Event Log)	<input type="checkbox"/>
Assign a scribe to record major events and control messaging in and out of the EOC.	<input type="checkbox"/>
Set up and maintain status board and maps in the EOC	<input type="checkbox"/>
Contact the State EOC via WebEOC or 271-2231 or 800-852-3792 to notify HSEM of the EOC activation and status of situation.	<input type="checkbox"/>
Track expenses (i.e. personnel time, supplies, equipment, etc.)	<input type="checkbox"/>
Notify appropriate City personnel of activation of Emergency Support Functions and to stand by for further instructions.	<input type="checkbox"/>
Based on current status reports, establish initial strategic objectives for the event.	<input type="checkbox"/>
Monitor general staff activities to ensure that all appropriate actions are being taken.	<input type="checkbox"/>
In conjunction with the Public Information Officer, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.	<input type="checkbox"/>
Make arrangement to feed emergency workers if the duration of the event requires.	<input type="checkbox"/>
Conduct periodic briefing for EOC Staff.	<input type="checkbox"/>
Establish a schedule for 24-hour EOC staffing.	<input type="checkbox"/>

EMERGENCY OPERATIONS PLAN (EOP) - CONCORD, NH

Report activities and make resource requests in WebEOC.	<input type="checkbox"/>
---	--------------------------

Review ESF sections that are, or may be, activated.	<input type="checkbox"/>
---	--------------------------

Prepare for notice of escalation or reduction of operational level.	<input type="checkbox"/>
---	--------------------------

Upon termination of the event, provide a copy of all emergency event related documentation. Notify the State EOC of demobilization. Prepare information for the After Action Report.	<input type="checkbox"/>
--	--------------------------

Operations Section Chief

EOC Checklist

Action	
Receive notification that the EOC has been activated and confirm receipt of notice to the EMD.	<input type="checkbox"/>
Proceed to the Concord EOC, or assign the next available high ranking officer.	<input type="checkbox"/>
Track events in the Chronological Event Log.	<input type="checkbox"/>
Obtain briefing from Incident Commander	<input type="checkbox"/>
Organize Ops Section to ensure operational efficiency, personnel safety and adequate span of control.	<input type="checkbox"/>
Establish operational period	<input type="checkbox"/>
Establish and demobilize staging areas	<input type="checkbox"/>
Attend Operations Briefing and assign Operations Personnel in accordance with the Incident Action Plan (IAP).	<input type="checkbox"/>
Develop and manage tactical operations to meet incident objectives	<input type="checkbox"/>
Assess life safety: Adjust perimeters, as necessary, to ensure scene security. Evaluate and enforce use of appropriate protective clothing and equipment. Implement and enforce appropriate safety precautions.	<input type="checkbox"/>
Evaluate situation and provide update to Planning Section: Location, status, and assignment of resources. Effectiveness of tactics. Desired contingency plans	<input type="checkbox"/>
Determine need and request additional resources.	<input type="checkbox"/>
Notify Resources Unit of Section Branches, Divisions/Groups, Strike Teams/Task Forces, and single resources which are staffed, including location of resources and names of leaders	<input type="checkbox"/>
Keep Resources Unit up to date on changes in resource status	<input type="checkbox"/>

EMERGENCY OPERATIONS PLAN (EOP) - CONCORD, NH

Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the Incident Commander: Identify assignments by Division or Group. Identify specific tactical assignments. Identify resources needed to accomplish assignments.	<input type="checkbox"/>
Ensure coordination of the Operations Section with other Command and General Staff: <i>f</i> Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate. <i>f</i> Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process. <i>f</i> Notify Logistics of communications problems. <i>f</i> Keep Planning up-to-date on resource and situation status. <i>f</i> Notify Liaison Officer of issues concerning cooperating and assisting agency resources. <i>f</i> Keep Safety Officer involved in tactical decision-making. <i>f</i> Keep Incident Commander apprised of status of operational efforts. <i>f</i> Coordinate media field visits with the Public Information Officer.	<input type="checkbox"/>
Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.	<input type="checkbox"/>
Attend Planning Meetings.	<input type="checkbox"/>
Hold Section meetings, as necessary, to ensure communication and coordination among Operations Branches, Divisions, and Groups.	<input type="checkbox"/>

Logistics Section Chief

EOC Checklist

Action	Time
Receive notification that the EOC has been activated and confirm receipt of notice to the EMD.	<input type="checkbox"/>
Proceed to the Concord EOC, or assign the next available high ranking officer.	<input type="checkbox"/>
Obtain briefing from Incident Commander	<input type="checkbox"/>
Ensure Incident Command Post and other incident facilities are physically activated, as appropriate	<input type="checkbox"/>
Confirm resource ordering process.	<input type="checkbox"/>
Assess adequacy of current Incident Communications Plan (ICS Form 205).	<input type="checkbox"/>
Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and Communication and Supply Units.	<input type="checkbox"/>
Assemble, brief, and assign work locations and preliminary work tasks to Section personnel:	
<i>f</i> Provide summary of emergency situation.	<input type="checkbox"/>
<i>f</i> Provide summary of the kind and extent of Logistics support the Section may be asked to provide.	
Notify Resources Unit of other Units activated, including names and location of assigned personnel.	<input type="checkbox"/>
Attend Planning Meetings	<input type="checkbox"/>
Participate in preparation of Incident Action Plan (IAP):	
<i>f</i> Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources.	
<i>f</i> Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.	<input type="checkbox"/>
<i>f</i> Ensure Incident Communications Plan (ICS Form 205) is prepared.	
<i>f</i> Ensure Medical Plan (ICS Form 206) is prepared.	
<i>f</i> Assist in the preparation of Transportation Plan.	
Review IAP and estimate section needs for next operational period; order relief personnel if necessary.	<input type="checkbox"/>

EMERGENCY OPERATIONS PLAN (EOP) - CONCORD, NH

Research availability of additional resources.	<input type="checkbox"/>
--	--------------------------

Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units	<input type="checkbox"/>
--	--------------------------

Ensure coordination between Logistics and other Command and General Staff.	<input type="checkbox"/>
--	--------------------------

Ensure general welfare and safety of Section personnel.	<input type="checkbox"/>
---	--------------------------

Ensure all Logistics functions are documenting actions on Unit Log (ICS Form 214).	<input type="checkbox"/>
--	--------------------------

Submit all Section documentation to Documentation Unit.	<input type="checkbox"/>
---	--------------------------

Planning Section Chief

EOC Checklist

Action	Time
Receive notification that the EOC has been activated and confirm receipt of notice to the EMD.	<input type="checkbox"/>
Proceed to the Concord EOC, or assign the next available high ranking officer.	<input type="checkbox"/>
Obtain briefing from Incident Commander: <i>f</i> Determine current resource status (ICS Form 201). <i>f</i> Determine current situation status/intelligence (ICS Form 201). <i>f</i> Determine current incident objectives and strategy. <i>f</i> Determine whether Incident Commander requires a written Incident Action Plan (IAP). <i>f</i> Determine time and location of first Planning Meeting. <i>f</i> Determine desired contingency plans.	<input type="checkbox"/>
Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.	<input type="checkbox"/>
Establish and maintain resource tracking system.	<input type="checkbox"/>
Complete ICS Form 201, if not previously completed, and provide copies to Command, Command Staff, and General Staff.	<input type="checkbox"/>
Advise Incident Command Post (ICP) staff of any significant changes in incident status.	<input type="checkbox"/>
Compile and display incident status summary information. Document on ICS Form 209, Incident Status Summary (or other approved agency forms): <i>f</i> Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required. <i>f</i> Provide copy to Public Information Office	<input type="checkbox"/>
Obtain/develop incident maps.	<input type="checkbox"/>
Establish information requirements and reporting schedules for ICP and field staff.	<input type="checkbox"/>
Prepare contingency plans: <i>f</i> Review current and projected incident and resource status. <i>f</i> Develop alternative strategies. <i>f</i> Identify resources required to implement contingency plan. <i>f</i> Document alternatives for presentation to Incident Commander and	<input type="checkbox"/>

EMERGENCY OPERATIONS PLAN (EOP) - CONCORD, NH

Operations, and for inclusion in the written IAP.

Meet with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.

☐

Conduct Planning Meetings

☐

Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:

f Establish information requirements and reporting schedules for use in preparing the IAP.

f Ensure that detailed contingency plan information is available for consideration by Operations and Command.

☐

f Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.

f Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.

f Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate.

Coordinate development of Incident Traffic Plan with Operations and the Ground Support Unit Leader.

☐

Coordinate preparation of the Safety Message with Safety Officer.

☐

Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.

☐

Instruct Planning Section Units in distribution of incident information.

☐

Provide periodic predictions on incident potential.

☐

Establish a weather data collection system, when necessary.

☐

Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.

☐

Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.

☐

Admin/Finance Section Chief

EOC Checklist

Action	Time
Receive notification that the EOC has been activated and confirm receipt of notice to the EMD.	<input type="checkbox"/>
Proceed to the Concord EOC, as requested by the EMD.	<input type="checkbox"/>
Obtain briefing from Incident Commander.	<input type="checkbox"/>
Obtain briefing from agency Finance/Administration representative: <i>f</i> Identify financial requirements for planned and expected operations. <i>f</i> Determine agreements are in place for land use, facilities, equipment, and utilities. <i>f</i> Confirm/establish procurement guidelines. <i>f</i> Determine procedure for establishing charge codes. <i>f</i> Important local contacts. <i>f</i> Agency/local guidelines, processes. <i>f</i> Copies of all incident-related agreements, activated or not. <i>f</i> Determine potential for rental or contract services. <i>f</i> Is an Incident Business Advisor (IBA) available, or the contact information for an agency Financial/Administration representative? <i>f</i> Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees. <i>f</i> Ensure that proper tax documentation is completed. <i>f</i> Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.	<input type="checkbox"/>
Ensure all Sections and the Supply Unit are aware of charge code.	<input type="checkbox"/>
Attend Planning Meeting: <i>f</i> Provide financial and cost-analysis input. <i>f</i> Provide financial summary on labor, materials, and services. <i>f</i> Prepare forecasts on costs to complete operations. <i>f</i> Provide cost benefit analysis, as requested. <i>f</i> Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.	<input type="checkbox"/>

Gather continuing information:

f Equipment time – Ground Support Unit Leader and Operations Section.

f Personnel time – Crew Leaders, Unit Leaders, and individual personnel.

f Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.

f Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader.

f Arrival and demobilization of personnel and equipment – Planning Section. ☐

f Daily incident status – Planning Section.

f Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.

f Status of supplies – Supply Unit Leader and Procurement Unit Leader.

f Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.

f Use agreements – Procurement Unit Leader and local administrative personnel.

f What has been ordered? – Supply Unit Leader.

f Unassigned resources – Resource Unit Leader and Cost Unit Leader.

Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:

f Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants. ☐

f Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.

f Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.

Assist Logistics in resource procurement:

f Identify vendors for which open purchase orders or contracts must be established. ☐

f Negotiate ad hoc contracts.

Coordinate Finance/Administration demobilization. ☐

Ensure all Logistics Units are documenting actions on Unit Log (ICS Form 214). ☐

Submit all Section documentation to Documentation Unit. ☐

Public Information Officer (PIO)

EOC Checklist

Action	Time
Obtain briefing from EMD or Incident Commander: Determine current status of the event Determine point of contact for the media Determine current media presence	<input type="checkbox"/>
Assess the need for special alert and warning efforts. Include functional needs populations (i.e. hearing impaired, non-English speaking population, etc).	<input type="checkbox"/>
Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement: Sample Initial Information Summary We are aware that an <i>[accident/incident]</i> involving <i>[type of incident]</i> occurred at approximately <i>[time]</i> , in the vicinity of <i>[general location]</i> . <i>[Agency personnel]</i> are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at <i>[location]</i> , and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.	<input type="checkbox"/>
Arrange for necessary work space, materials, telephones, and staff.	<input type="checkbox"/>
Establish contact with local and national media representatives, as appropriate.	<input type="checkbox"/>
Establish location of Information Center for media and public away from Command Post.	<input type="checkbox"/>
Establish schedule for news briefings.	<input type="checkbox"/>
Obtain approval for information release from Incident Commander or EMD.	<input type="checkbox"/>
Release news to media, and post information in Command Post, local EOC and other appropriate locations.	<input type="checkbox"/>
Respond to special requests for information.	<input type="checkbox"/>
Confirm the process for the release of information concerning incident-related injuries or deaths.	<input type="checkbox"/>