



UNITED STATES MARINE CORPS
MARINE CORPS BASE
PSC BOX 20004
CAMP LEJEUNE NC 28542-0004

BO 3000.10C
S-3

JAN 28 2011

BASE ORDER 3000.10C

From: Commanding Officer
To: Distribution List

Subj: EMERGENCY OPERATIONS CENTER STANDING OPERATING PROCEDURES
(SHORT TITLE: EOC SOP)

Ref: (a) BO P3440.6G
(b) BO P3302.1A
(c) MCB Mobilization Plan of 18 Jul 00
(d) CO MCB CAMP LEJEUNE NC S3 270917Z Jun 07
(e) CO MCB CAMP LEJEUNE NC S3 231546Z Oct 07
(f) MCIEASTO 3302.1
(g) MCIEASTO 3440.1

1. Situation. The Standing Operating Procedures (SOP) in this Order provide guidance, information, and instructions for the establishment of the Marine Corps Base (MCB), Camp Lejeune (CamLej) Emergency Operations Center (EOC), in accordance with references (a) through (g).

2. Cancellation. BO P3000.10B.

3. Mission

a. The Commanding Officer (CO) has assigned the Director, S-3 (Dir, S-3) staff cognizance for coordinating MCB CamLej contingency response. Effective response to any major incident or contingency will require support from the MCB staff and usually tenant commands. Once activated, the EOC serves as the single Command and Control (C2) node to ensure the seamless integration of all required assets/agencies. This SOP supersedes and consolidates information from all previous EOC directives.

b. This Order has been completely revised and should be reviewed in its entirety.

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4. Executiona. Commander's Intent

(1) To ensure those personnel involved in the administration and preparation of emergency operations response, are provided adequate information pertaining to tactics, techniques, and procedures.

(2) The CO, MCB CamLej, is responsible for disaster mitigation, preparation, response, and recovery operations, and as such will order the execution of applicable aspects of this Order as required by any potential or actual emergency. The CO's tasking authority will be exercised through the MCB EOC, including the authority to task II Marine Expeditionary Force (II MEF) assets, through the II MEF Command Operations Center (COC).

b. Concept of Operations. This Order should be used in conjunction with the references and other current regulations and directives to ensure compliance with established policies and procedures and higher headquarters. Deviations from procedures and instructions must be approved by or referred to CO, MCB CamLej (S-3).

5. Administration and Logistics. Recommendations for changes to this Order are invited and should be submitted to CO, MCB CamLej (S-3).

6. Command and Signal

a. Command. This Order is applicable to MCB CamLej.

b. Signal. This Order is effective the date signed.


D. J. LECCE

DISTRIBUTION: A

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RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporated Change

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Chapter 1

Overview

1. Purpose. The purpose of this Order is to establish a basic set of Standing Operating Procedures (SOP) that will frame the Command and Control effort in the Base Emergency Operations Center (EOC) during a serious emergency. This SOP coordinates staff action by establishing basic relationships, responsibilities, and procedures regarding primarily the establishment of, and flow of information through, the EOC. This SOP is a single reference document to provide EOC functioning procedural information.

2. Concept of Command and Control During Emergencies

a. In accordance with the National Incident Management System and the Incident Command System, Incident Command (IC) is established by the initial, first responder on scene. The IC is responsible for designing and leading the on scene tactical effort to address the incident. Initially the IC is supported by the 911 dispatcher and report via their chain of command to the Director of the Base's Department of Public Safety (DPS).

b. In the event that the incident expands significantly in size or complexity, the IC may transfer command to a more experienced or qualified emergency responder and an Incident Command Post may be established to assist the IC to perform his tasks as the on scene leader. If circumstances warrant, the CO may activate the EOC and/or an Area Command in order to provide a higher level of support, oversight, and coordination to the IC than is possible from the 911 dispatcher.

c. The EOC is a component of the Base Command Post and is established to enable the Base Commander to exercise cross functional command and control over Base resources, support an IC, and to coordinate MCB Camp Lejeune's actions with those of the major tenant commands and local civilian and Federal authorities in the event of a serious emergency.

d. In addition to providing support to the IC, the EOC may also serve as an Area Command to facilitate the CO's larger emergency management effort, which may include changes in the Force Protection or Destructive Weather Condition, support to civilian authorities or other military installations, or the management of multiple incident sites.

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3. WebEOC. WebEOC is a web based collaborative planning and execution tool which promotes information sharing across all levels of response, management, and command regardless of geographic location. The EOC will develop, maintain and disseminate a Common Operating Picture (COP) using the WebEOC application. Additionally, the EOC will use the WebEOC tool to collect and track requests for information and support, to pass information and to manage tasks associated with the emergency management effort. It is therefore critically important that all participants in the emergency response and management effort be trained and equipped to access and use the application in all foreseeable circumstances.

4. Activation Authority and Circumstances

a. Activation Authority. The EOC activates when directed by the CO or his or her authorized representative. Direction may come in the form of a standing order which specifies that the EOC is activated when certain conditions exist (e.g. the Base Destructive Weather Order) or it may come in response to an unanticipated incident in the form of a verbal order (e.g. the receipt of a credible security threat requiring immediate action, such as a change in force protection posture).

b. Activation Circumstances

(1) The DPS 911 Center and Department EOC (DEOC) are normally sufficient to coordinate response to routine emergencies (such as a building fire or motor vehicle accident) and limited emergencies (such as a chemical spill and fire or a search for a missing person) which typically require minimal cooperation with tenant commands and coordination with civilian authorities within the scope of existing mutual aid agreements.

(2) The EOC is activated when Camp Lejeune is faced with a potential disaster (such as a hurricane forecasted to make landfall at the New River Inlet) or a full scale emergency (such as a wildfire that sweeps across the Base and threatens a housing area) which typically require considerable cooperation with tenant commands and coordination with civilian authorities in excess of what is covered in existing mutual aid agreements.

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(3) Under some circumstances, the CO may choose to activate an Area Command to coordinate efforts and prioritize the allocation of resources between multiple incident sites and commands. Normally, this Area Command is collocated with the EOC to achieve economy of communications, trained personnel, and to promote coordination between the support and operational effort.

5. Role of the EOC. As a command, control and coordination center, the EOC is primarily concerned with the gathering, assimilation, and distribution of information. The key to success is the ability to assemble accurate and relevant information in time to support actions by the Commander and his/her staff members. The EOC serves that purpose by performing and accomplishing the following tasks:

a. Maintains a Current Common Operating Picture. The EOC directs and receives reports, assembles, and displays data and seeks information critical to the development and maintenance of the CO's understanding of the situation and status of resources in order to facilitate plans and decisions. The EOC shares this picture appropriately with tenant and adjacent Department of Defense (DoD), civil, and Federal authorities who are engaged in managing the same emergency.

b. Maintains Communications Links. Ensures the establishment and maintenance of communications links required to facilitate the collection of information, dissemination of instruction, and the coordination of efforts with higher headquarters (HHQ) and adjacent DoD, civil, and federal authorities. Ensures that the proper means exist to pass imagery, voice, and data information and to participate in collaborative planning with activities positioned outside of the local area.

c. Interfaces with Local Civilian Emergency Management Services and Municipal Government. The CO will need to coordinate his/her on-base activities with those of local civil authorities located off base. The EOC must be able to facilitate coordination by ensuring interoperability of the EOC's technologies and methodologies with those used by Federal and civilian counterpart organizations.

d. Supervises and Facilitates the Execution of Base Plans and Orders. Deconflicts, clarifies, interprets, adjudicates and drives action to ensure proper implementation of Base Orders.

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e. Develops and Issues Incident Specific Plans and Orders.

Writes and issues orders, which tailor standing orders to the specifics of a given emergency as directed by the Base Operations Officer and Commanding Officer.

f. Resource Request Management. Receives, validates, and facilitates requests for resources from supported activities and local civilian authorities in accordance with priorities established by the Commander.

g. Reporting. The EOC is responsible for the generation and submission of reports required by higher headquarters on behalf of the Commanding Officer. The Senior Watch Officer (SWO) will ensure that all reports are reviewed, validated, and properly staffed before submission.

h. Record Keeping. The EOC will maintain an accurate record, using WebEOC, of all significant events and emergency management efforts connected with the event including OPREP-3 Serious Incident Reports, Personnel Casualty Reports, message traffic and orders issued and received. The EOC will initiate and coordinate the conduct of damage assessments and the assembly of records of fiscal expenditure.

i. Public Information. Provides relevant and timely information for public dissemination during the course of an emergency, including response to public query, general hazard warnings, instructions concerning protective actions, and changes to Base policies, schedules, or services.

6. Composition of the EOC. The EOC is a task-organized entity. In its largest configuration, the EOC consists of two components including the Operations Center (OC) and the Planning Cell (PC), each of which is described in detail in subsequent chapters of this document.

7. Standing Incident Management Concept of Operation. The EOC fulfills its purpose by accomplishing the core functions across the five stages of emergency response listed below and the initial phases of recovery:

a. Alert and mobilization of emergency management and response personnel.

b. Provide a warning to the Base population and public.

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c. Implement protective actions for people, property, and of the ability to continue the Base mission.

d. Provide for public welfare.

(1) Inform the public of circumstances as they develop.

(2) Restore and maintain critical services.

(3) Ease human suffering.

(4) Minimize property damage.

e. Regenerate emergency response and management resources.

8. EOC Interaction with the Base Staff and Tenant Commands

a. The Base Staff and tenants are linked to the emergency management effort at several different points of contact through either direct personal contact (e.g. the Crisis Management Team (CMT)) or through watch standers, representatives, and liaison officers each staff section/tenant will assign to work in the different components of the EOC.

b. When a threat materializes, the Commanding Officer or his/her representative may make a determination to assemble the Base's CMT. When the CMT is assembled, the S-3 will coordinate the delivery of a staff orientation brief intended to provide the CMT with the salient facts of the emergent threat. The CMT will then discuss the event in detail with the Commanding Officer. This discussion leads to the formation of the Commander's initial guidance to the staff and EOC leadership concerning the Base's response, plans, and information requirements. Typically, if not already done, the Commanding Officer will direct the activation of the EOC at this point.

c. The components of the EOC are staffed by representatives from each involved Base staff section. These representatives are referred to as watch officers and support the Senior Watch Officer (SWO) on behalf of their Director. These watch officers also serve as a conduit of information back to their Director concerning operational developments as they occur in the Operations Center. Additionally, the SWO will conduct a watch turnover brief with each watch rotation (0800 and 2000 daily). This brief is intended to provide the Commander and staff an opportunity to refresh their common understanding of events

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which occurred during the preceding watch as well as a brief of the intentions of the SWO for the following watch. This turnover brief is a forum for the Commander and staff to provide updated and refined guidance to the SWO and the EOC staff at the start of each watch period.

d. The EOC's Planning Cell will be staffed by representatives from each involved staff section. These representatives will keep their own director informed of the development of the plan. Additionally, the Planning Cell will use the Marine Corps Planning Process and will therefore periodically come before the Commanding Officer and CMT to brief progress in accordance with that process.

9. EOC and Incident Commander/Command Post Interaction. Once the EOC has been activated, the IC communicates directly with the EOC SWO located in the Operations Center. The SWO's chief duty is to provide support to the IC in accordance with priorities and guidance established by the Base Commander. Incident Commanders have several critical needs with which the EOC staff can assist including:

a. Establishment and maintenance of a common operating picture - this is critical during incidents that are large or complex, or involve personnel from multiple response agencies. The EOC is normally better able to collect and integrate large amounts of information and to understand complex interrelationships between events and conditions. This common operating picture will allow the IC to better understand the context and circumstances of his/her own incident.

b. Policy direction - critical when jurisdictions, commands and agencies with differing policies are involved in a single event. The EOC can free the IC from the need to resolve policy issues while dealing with an emergency.

c. Communications support - critical when involved jurisdictions, commands and agencies have different equipment or complex requirements for message traffic.

d. Resource management - EOC is often well positioned to locate, request, obtain and allocate resources than an on scene IC is. This is particularly true when the IC requires resources from outside of the local emergency response construct.

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e. Strategic planning - The EOC can relieve the IC of strategic planning requirements, freeing him/her to focus exclusively on the tactical problem.

f. Managing public information - most critical when an emergency effects large populations. EOC is well equipped to handle public inquiries and integrate public information efforts with ongoing operations and emerging plans in support of the IC.

10. Emergency Plans and Orders. The basic planning for emergency operations is normally completed well prior to the emergence of a physical threat or specific event. Standing orders are developed by the Base Operations and Plans Division (Future Operations Section) which cover broad categories of potential emergency threats such as destructive weather, terrorist attack, and general evacuation of the installation. In the event that an emergency becomes imminent or occurs, the Base will direct initial actions in accordance with the applicable standing order and issue a FRAGO which tailors the standing order to the specific event as time and circumstances permit.

a. In the event that a specific emergency is anticipated and develops over time, the Base Operations and Plans Division will develop specific orders and plans using the Marine Corps Planning Process as detailed in MCWP 5-1. These orders will be prepared, written and briefed in a style commensurate with the amount of time available for the planning process as determined by the S-3.

b. During the course of an emergency the Base Operations and Plans Division may form a task organized planning cell as a component of the EOC to develop and write orders specific to the subject emergency. This planning cell will locate itself in the operations workspaces in Building 1 and will provide the EOC SWO with executable orders specific to the event that will direct base and tenant unit actions past the first three stages of emergency response. These specific plans are normally derived from the applicable standing order and information developed during the initial stages of the emergency.

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Chapter 2

Organization and Layout

1. Task Organization. The Base Emergency Operations Center is under the staff authority of the S-3, is located on the ground floor of Building 1, and consists of two component parts. Those parts are the Operations Center (OC) and the Planning Section (PS). The Operations Center is composed of an Operations Section, a Logistics Section, a Finance and Administration Section and workstations for members of the Commander's Staff. Of the two component parts, only the OC stands up each time the EOC is activated. The stand up of the PS and PIC is situational dependent and allows the EOC to be tailored to the specific needs of a particular emergency. Figure 2-1 is an organizational table which represents the fully activated EOC; Figure 2-2 illustrates the location of the major components of the EOC in Building 1.

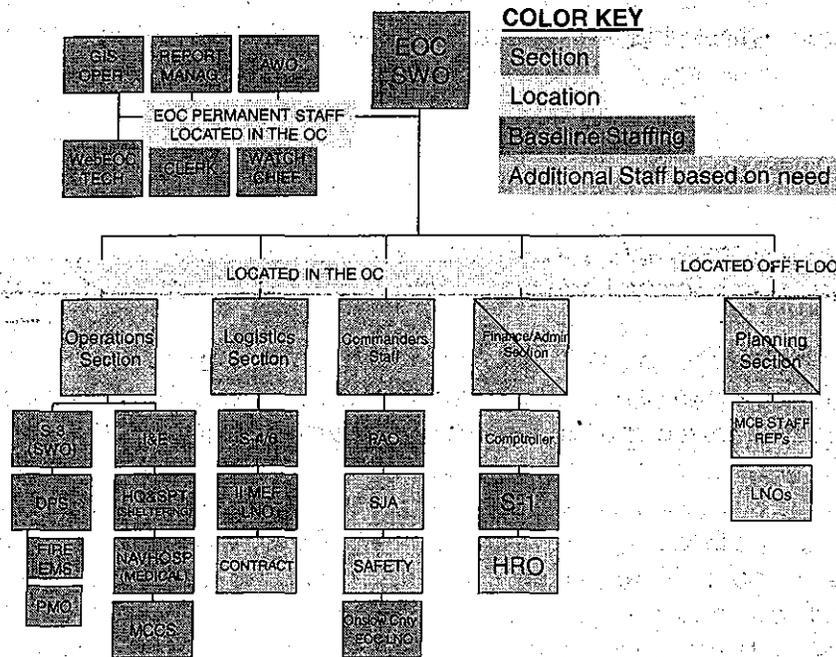


Figure 2-1 Organizational Table of Fully Activated EOC

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CP LAYOUT, BUILDING 1
GROUND FLOOR

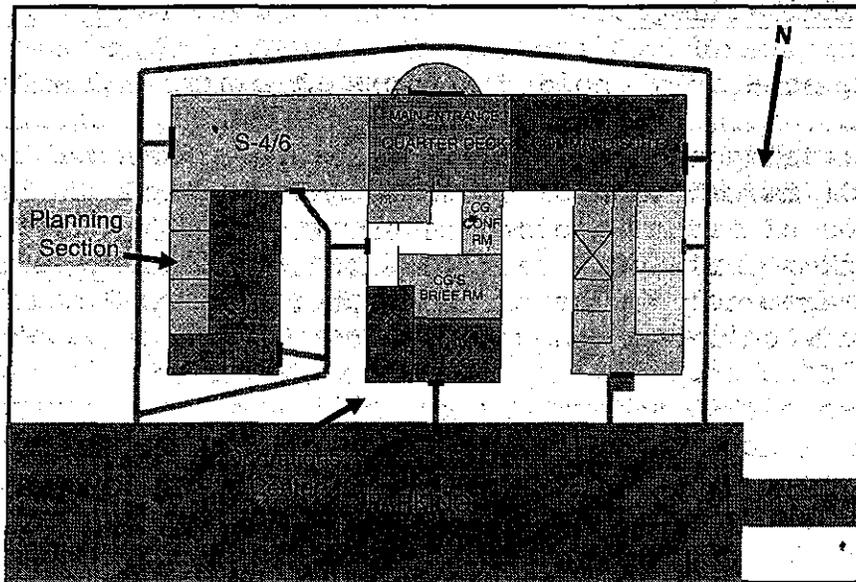


Figure 2-2. Location of EOC Components in Building 1

2. Operations Center. The OC is organized and staffed to support 24-hour operations for the duration of an emergency. The watch force is built around a core of permanent staff members drawn from the Operations and Plans Division of the S-3 supplemented by watch standers drawn from across the base staff and Liaison Officers (LNO) from tenant commands and adjacent activities.

a. Organization of the Watch. The OC Watch Force is divided to form two identical watch sections, one "Day Watch" and one "Night Watch." Each watch section stands one twelve hour watch rotation during each 24-hour period.

b. OC Staffing Plan. The OC forms in rooms E100 and E106 on the ground floor rear of Building 1. The basic staffing plan is as follows:

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<u>Operations Center Billet</u>	<u>Providing Agency</u>
Senior Watch Officer	Dir, S-3
Assistant Watch Officer	Dir, S-3
Watch Chief	Dir, S-3
Web EOC Tech	Dir, S-3
Journal Clerk	CO, HQSPTBn
Report Manager	Dir, S-3
PAO Watch Officer	Dir, PAO
DPS Watch Officer	Dir, DPS
Naval Hospital Liaison Officer	CO, Naval Hospital
MCCS Watch Officer	Dir, MCCS
Installations & Environment	Dir, I&E
PMO Representative	Dir, DPS
Base Fire Department Representative	Dir, DPS
HQ&SPT Battalion Watch Officer	CO, HQSPTBn
Logistics/Comm Watch Officer	Dir, S-4/6
MEF Liaison Officer	CG, II MEF
S-1 Watch Officer	Dir, S-1

Additionally, the MCB Staff and LNOs listed below are normally available for activation when needed:

<u>Operations Center Billet</u>	<u>Providing Agency</u>
MCB Comptroller Watch Officer	MCB Comptroller
MCB SJA Watch Officer	MCB SJA
MCB SAFETY Watch Officer	Dir, DPS
MCB Contracting Watch Officer	Dir, MCB Contracting
Human Resource Watch Officer	Dir, S-1
Onslow County EOC LNO	County EOC
MARSOC LNO	CG, MARSOC
SOI-E LNO	CO, SOI EAST
Area Commander Camp Johnson	CO, MCCSSS
Area Commander Courthouse Bay	CO, MCCES
Area Commander Stone Bay	CO, WTBn
Area Commander Central Area	CO, HQSPTBn
Marine Corps Air Station New River	CO, MCAS NR

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Figures 2-3 and 2-4 below illustrate the layout of the Operations Center:

EOC OPERATIONS CENTER
SEATING PLAN (RM E100 BUILDING 1)

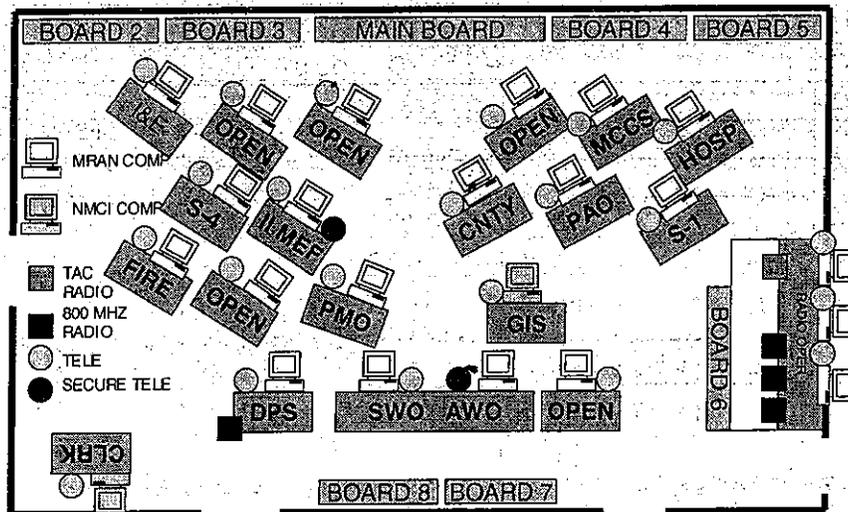


Figure 2-3 Layout of the Operations Center Rm E100

EOC OPERATIONS CENTER
OFF-FLOOR SEATING PLAN (RM E106 BUILDING 1)

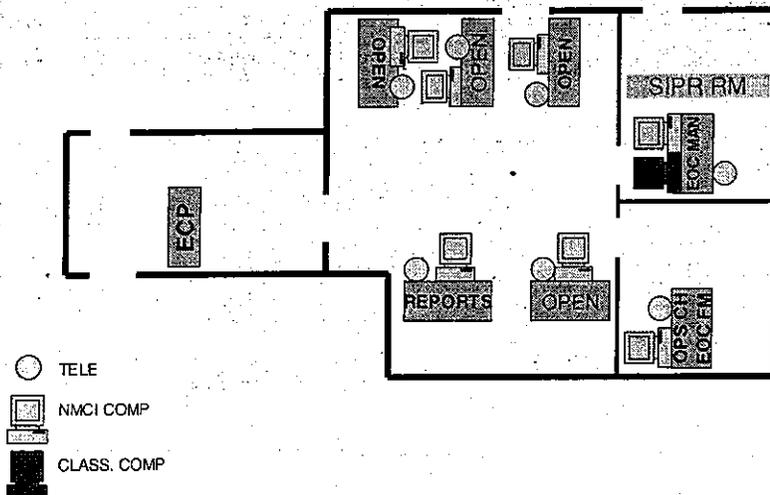


Figure 2-4 Layout of the Operations Center Rm E106

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3. Planning Section. The Planning Section convenes in the G-3/S-3 workspaces on the ground floor, east wing of Building 1. The MCB Future Operations Officer serves as the Plans Cell Leader and works under the staff cognizance of the S-3. Although the Cell is task organized specifically to meet the requirements of each specific event the following list of attendees is considered the base line:

<u>Planning Section Billet (If Activated)</u>	<u>Providing Agency</u>
Plans Officer	Dir, S-3
Plans Chief	Dir, S-3
S-1 Planner	Dir, S-1
S-4/6 Planner	Dir, S-4/6
DPS Planner	Dir, DPS
I&E Planner	Dir, I&E

Additionally the LNOs listed below are normally available for activation:

<u>Planning Section LNO Billet</u>	<u>Providing Agency</u>
Naval Hospital	CO, Naval Hospital
II MEF	CG, II MEF
Onslow County EOC	County EOC
MARSOC	CG, MARSOC
SOI-E	CO, SOI EAST
Area Commander Camp Johnson	CO, MCCSSS
Area Commander Courthouse Bay	CO, MCCES
Area Commander Stone Bay	CO, WTBN
Marine Corps Air Station New River	CO, MCAS NR
Area Commander Central Area	CO, HQSPTBn

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EOC PLANNING CELL (NORTH WING, BUILDING 1)

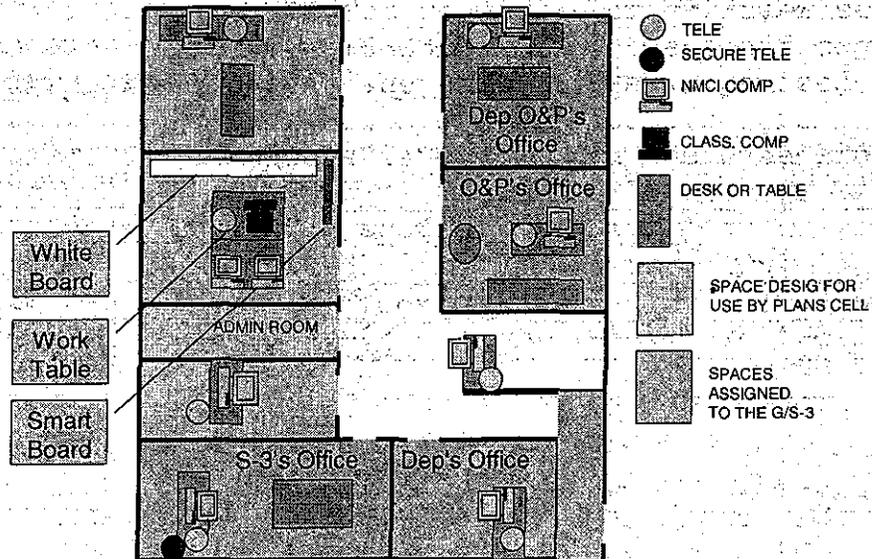


Figure 2-5: Layout of the Planning Section in Building 1

4. General Information Concerning the Assignment of Watch Standers and LNOs

a. Each tasked staff/agency/unit will provide for relief for their personnel in the event 24-hour EOC operations are required. Relief personnel for a second shift are assigned to the EOC immediately upon activation of the EOC.

b. EOC staff/agency/unit representatives must be fully familiar with their staff/agency/unit policies and procedures, and be empowered to conduct coordination and make decisions for their organization.

c. Under some circumstances the EOC may be required to operate under secure conditions. In those circumstances all personnel assigned to the EOC should possess a current SECRET security clearance. The EOC Facilities Manager will normally identify security clearance requirements in the EOC Activation Warning Order.

d. All personnel assigned to the watch should expect to serve until the emergency has passed and the EOC is stood down and should therefore be prepared to be confined to the Base Command Post area for the duration of the activation.

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5. Key EOC Staff Members and their Duties

a. EOC Manager. The EOC Manager is responsible for the procedural readiness of the EOC for activation. He/she designs internal procedures, arranges training, and ensures the MCB EOC is procedurally compatible with local civilian, tenant, and HHQ EOCs and Command Posts. During an activation the EOC Manager will assist the SWO by ensuring that the watch is conducted in accordance with this SOP and direction provided by the S-3 and CO, MCB.

b. EOC Facilities Manager. The EOC Facilities Manager is responsible for the physical readiness of the EOC and its equipment for activation. He/she maintains the equipment and ensures the MCB EOC is technically compatible with local civilian, tenant and HHQ EOCs and Command Posts. During activation, the EOC Facilities Manager will assist the SWO and Watch Chief by ensuring that the equipment operates as intended and is adjusted as directed by SWO, S-3, or CO, MCB.

c. Senior Watch Officer (SWO). The SWO is the S-3's representative in the EOC. He/she is the senior member of the watch and exercises directive authority over all members of the watch and tasking authority over all MCB assets and tenant assets attached to MCB for the purpose of addressing the emergency (such as the Destructive Weather Task Force). The SWO normally serves as the Operations Section Chief in National Incident Management System (NIMS) terminology. The SWO is ultimately responsible for the conduct of watch in the EOC in accordance with this SOP and as directed by the S-3, and CO, MCB.

d. Assistant Watch Officer (AWO). The AWO is the SWO's primary assistant in the EOC. The AWO assumes the role and responsibilities of the SWO when the SWO is not present in the EOC.

e. Watch Chief (WC). The WC assists the SWO in the conduct of the watch in accordance with this SOP and guidance provided by the SWO. He/she oversees the access control, logistical support, turnover of workstations in connection with the rotation of the watch, and the upkeep of the equipment in the EOC.

f. Logistics/ S-4/6 Watch Officer. The Logistics Watch Officer serves as the lead resourcing authority working on

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behalf of the SWO in the EOC and serves as the Logistics Section Chief in NIMS terminology. His/her primary duty is to analyze, locate, assign for action and track all logistical requirements identified in the EOC and approved by the SWO for action.

g. DPS Watch Officer. The DPS Watch Officer assists the SWO in the employment and coordination of DPS assets used to provide support to Incident Commander(s) and/or to affect the Base Commander's larger fight. Under certain circumstances the DPS Watch Officer may be assigned to serve as the Operations Section Chief in NIMS terminology. Working through his subordinate Fire and Police watch standers he/she will provide the SWO expert appraisal of situations and advice concerning incident response and management.

h. Planning Officer. The Planning Officer is responsible for the conduct of planning required to support the emergency management effort. The Planning Officer serves as the Planning Section Chief in NIMS terminology. When directed to activate the Planning Cell, the Planning Officer will make recommendations to the S-3 regarding the composition of the planning section and will coordinate their establishment in the S-3 workspaces in Building 1. Once established the Planning Officer will conduct necessary planning in accordance with the Marine Corps Planning Process and produce plans and briefs appropriate to the circumstances.

i. Public Affairs Officer (PAO). The PAO is responsible for the planning and conduct of public affairs activities required to support the emergency management effort. The PAO serves as the Public Information Officer in NIMS terminology. The PAO will conduct necessary planning, coordination, and activities in accordance with established Marine Corps procedures which govern such planning and activities and which are deemed appropriate to the circumstances.

j. Finance/Admin Section Chief. The Finance/Admin Section Chief is responsible for the accounting of expenditures in connection with the emergency management effort. Effort encompasses cost of contracted services, employee work records, the cost of repair/replacement of damaged equipment and the cost of consumables. The Comptroller watch Officer normally serves as the Finance Section Chief. The Finance Section normally includes HRO/NAF and S-1 representation.

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Chapter 3

Activation and Staff Responsibilities

1. General. Contingency situations, such as a mobilization or a natural disaster, will be anticipated and prepared for as much as possible. While threats to physical security are difficult to predict, MCB General/Special Staff will be ready to respond on short notice to any emergency.

2. EOC Activation. EOC activation is a three-phase process that is designed to take maximum advantage of the available time and to ensure a smooth, orderly, and systematic activation. The process can be deliberate and slow, or it can be abbreviated and fast, depending on the circumstances of the activation. The process is as follows:

a. Phase I - Alert

(1) S-3 receives notification of a situation, which may require an activation of the EOC. All members of the EOC Permanent Staff are recalled to the EOC immediately.

(2) Ops Chief will create an incident in WebEOC if not already done by first responders.

(3) EOC contacts MARFORCOM and the HQMC Command Center, makes initial verbal report and establishes the EOC as the point of contact for subsequent communication.

(4) Ops Chief Issues an EOC Activation Warning Order including stand up time line (via EVERBRIDGE, WAN, and OMNI LINE). This warning order will specify the staff sections, tenants, and adjacent activities who will be required/requested to send representatives as well as specific report time.

(5) Ops Chief initiates EOC system checks.

b. Phase II - Partial Activation

(1) Ops Chief completes EOC system checks.

(2) Operations Officer prepares OPREP-3 (if/as required) and the CMT/EOC staff orientation brief.

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(3) Permanent staff monitors situation, establishes communications with higher headquarters, tenant, and civilian activities, builds situational awareness and populates status boards.

(4) Permanent staff establishes billeting area and coordinates feeding plan for EOC staff.

(5) Ops Chief sets appropriate EOC access control measures.

(6) EOC Watch standers and LNOs arrive per instructions published in the EOC Activation Warning Order, are checked in, and receive an orientation brief presented by EOC Permanent Staff.

(7) EOC Watch Standers and LNOs are assigned to workstations and test their systems.

(8) EOC Ops Chief reports status of communications systems and staffing to the SWO.

(9) SWO reports status of communications systems and staffing to the Commander/XO/S-3 and seeks authorization to fully activate the EOC.

c. Phase III - Full Activation

(1) When the Commanding Officer (or his/her authorized representative) authorizes the full activation of the EOC, the SWO will contact the senior DPS representative at work and inform him/her that the EOC has been activated. The senior DPS representative will identify the incident control net to the SWO and the SWO will confirm that the EOC has access to that net.

(2) The senior DPS representative will then inform the IC that the EOC has been activated and is ready to assume responsibility for support operations to the incident.

(3) The IC will attempt to contact the SWO on the control net, and once contact with the SWO is established, the EOC will assume responsibility for support operations to the incident and control of the incident net.

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3. Staff Check In and Orientation

a. All personnel assigned to the EOC will report to the EOC (ground floor, Bldg 1) for orientation at the time specified in the EOC Activation Warning Order.

b. Watch standers and LNOs can expect to be provided with a cot, a small locker, access to head facilities, coffee, water and field rations for the duration of the emergency. Limited and unsecure refrigeration is available. Watch standers must bring their own bedding, toiletries, lock, and provide for their own special dietary needs.

c. Base S-1 will establish a check in desk in the lobby of Building 1 and will supervise electronic check in as watch standers report for duty.

4. Orientation Brief. At the time prescribed in the EOC Activation Warning Order, the S-3 will deliver an Orientation Brief which will consist of the following components:

a. Situation Orientation. The Current Operations Officer will deliver a Situation Orientation Brief (using ICS 201 Format) to ensure that all watch standers possess a complete and common understanding of the nature of the emergency prior to their assumption of duty.

b. Publish the EOC Watch Bill. The EOC Operations Chief will publish the EOC Watch Bill. All personnel assigned to the EOC will be assigned a specific watch rotation and workstation. The Operations Chief is the sole approving authority for changes to the EOC Watch Bill once it has been published.

c. EOC Standing Operating Procedures. The EOC Operations Chief will brief the EOC's standing internal operating procedures focusing on accountability and information management.

d. Logistics and Emergency Action Brief. The Assistant Operations Chief will brief the billeting, messing, and emergency action plans.

5. Final System Checks and Activation Report

a. Following the completion of the check in and orientation process, the first rotation of watch standers will occupy their

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workstations in the EOC, log into WebEOC and test their equipment. Assistance will be immediately available from the EOC permanent staff to help any watch stander who has trouble with his/her equipment. Equipment found to be inoperable will be identified to the SWO via the EOC Operations Chief immediately.

b. Once the oncoming watch has assumed their positions and checked equipment, the SWO will deliver an activation report to the Commander or his/her designated representative. The purpose of the report is to appraise the Commander of the readiness of the EOC to assume its role as a command post and coordinator of support to any IC that may be active.

6. Staff Responsibilities. The following staff responsibilities are established to facilitate activation of the EOC:

a. S-3

(1) Maintain the Operations Center in a constant state of readiness for short notice activation.

(2) Ensure the maintenance of the basic training qualification of the permanently assigned EOC staff per applicable order and this SOP.

(3) In cases when the activation of the EOC can be anticipated (hurricane, special event), publish an activation time line and any instructions specific to the circumstances.

(4) Make recommendations to the Commanding Officer regarding the scale and task organization of the EOC in the event of activation.

(5) Assign a Senior Watch Officer to serve as an EOC watch stander for each watch rotation in the EOC.

(6) Supervise EOC operations throughout all periods of activation.

(7) Maintain a Plans Cell work space in constant state of readiness for short notice activation.

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(8) Be prepared to assign a Plans Officer and Plans Chief to lead the Plans Cell in the event of Plans Cell activation.

b. Director, Department of Public Safety (DPS)

(1) Respond to incidents as they emerge. Develop situations on scene and report Commander's Critical Information Requirements (CCIRs) as they become evident to the S-3.

(2) Ensure the creation of appropriate incident command. Ensure that the IC is properly supported with personnel, expertise, and equipment necessary to establish an ICP appropriate to the incident.

(3) Ensure that actions of the IC and at the ICP are compliant with NIMS/ICS.

(4) Assign one senior DPS, one senior Base Fire, and one senior PMO representative to serve as EOC watch standers for each watch rotation in the EOC.

(5) Assign a senior safety representative to serve in the EOC as a member of the Commanders Staff.

(6) Assign one senior DPS representative and appropriate SMEs to serve in the EOC Planning Cell.

c. Director, Public Affairs Office (PAO)

(1) Assign a senior representative to serve as EOC watch stander for each watch rotation in the EOC.

d. S-1, S-4/6, I&E, MCCS, SJA, Comptroller, Contracting, and Area Commanders

(1) Assign one senior representatives to serve as EOC watch stander for each watch rotation in the EOC.

(2) Assign one senior representative and appropriate Subject Matter Experts (SME) to serve in the EOC Plans Cell.

(3) Maintain a staff/agency-specific log of events and actions.

(4) Provide staff/agency-specific support, as required.

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e. Tenant Commands, Adjacent Installations and Civilian Authorities

(1) Request BPT assign senior representative(s) to serve as EOC liaison officer(s).

(2) Request BPT assign one senior representative and appropriate SMEs to serve in the EOC Planning Cell.

(3) Request BPT maintain staff/agency-specific log of events and actions.

(4) Request BPT provide staff/agency-specific support, as required.

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Chapter 4

Internal Procedures

1. General: To facilitate operations and spread workload, the following paragraphs standardize internal procedures for the EOC.

2. Watch Rotation and Work Station Turnover: Each watch section will stand one 12-hour rotation during each 24 hour period. Turnover of certain key workstations will be staggered to ensure a degree of continuity between watch sections during rotation. Individual workstation turnover and watch rotation times are as follows:

a. Assistant Watch Officer (AWO), Watch Chief and Access Control Team will turn over beginning at 0600 (day watch section on coming) and 1800 (night watch section on coming).

b. The Senior Watch Officer (SWO) and all others will turn over at 0800 (day watch section on coming) and 2000 (night watch section on coming).

c. The watch formally rotates with the relief of the SWO at 0800 and 2000 each day. Rotation of the watch is marked by a short Watch Turnover Brief (ICS 201 format) delivered by the on-coming SWO. The EOC Watch Chief will open the OC to all Base staff members and authorized visitors so that they can view the Watch Rotation Brief and hear the Commander's comments.

d. The proper turnover of individual workstations is critical to the maintenance of operational momentum and is the individual responsibility of each member assigned to the OC watch. The procedures for turnover of individual workstations, which are common to all, are as follows:

(1) Each member of the on-coming watch section is required to arrive at his or her post not less than twenty minutes prior to the scheduled watch rotation.

(2) The off-going member will provide his/her replacement with a synopsis of events which occurred during the preceding twelve hours and a detailed description of ongoing activities using the turnover check list (these check lists are work station specific and provide detailed procedures for each work station). Once turnover is complete the off going watch

stander reports turnover complete to the Watch Chief before departing the area.

(3) Each member of the off-going watch section will remain at their post until the turnover is completely affected and the Watch Chief approves them for departure.

3. Communications/Resources

a. The EOC maintains a wide variety of communications systems in its basic standing configuration. Additional resources may be available on an as requested basis.

b. Standing. The EOC standing communications suite is as follows:

- (1) Plain Telephone
- (2) Internet
- (3) NIPR/NMCI
- (4) Secure Telephone
- (5) SIPR
- (6) Iridium Satellite Telephone

(7) State of North Carolina Voice Interoperability Plan for Emergency Responders (VIPER) Radio System

(8) OMNI

(9) 400MHz trunked Land Mobile Radio System (LMR)

c. Available. The EOC is normally able to augment its standing communications suite with 24-hour notice with the following additional resources:

- (1) Tactical HF
- (2) Tactical VHF
- (3) Tactical Satellite

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d. Concept of Communications. MCB will use a wide variety of civilian communications and information management systems to ensure interoperability with civilian and federal agency emergency management activities. Simultaneously the Base will maintain the capability to communicate with its military tenant units and its higher military headquarters using military technologies and techniques. This ability to serve as a communications junction between civilian and military emergency managers and responders is a critical and unique characteristic of the Base EOC.

e. Access to Communications Nets. The MCB EOC shall have access to dispatch/department trunked Land Mobile Radio (LMR) talk groups used in an official capacity by MCB activities. Coordination will be conducted by the EOC Facilities Manager and the talk group owners and is effected by the S-6.

f. Net Descriptions

(1) MCB Camp Lejeune EOC Command 1

(a) Description. 400Mhz Trunked LMR.

(b) Purpose. Coordination of operations.

(2) MCB Camp Lejeune EOC Command 2

(a) Description. 400Mhz Trunked LMR.

(b) Purpose. Coordination of administration and logistics.

(3) Base Operations

(a) Description. 400Mhz Trunked LMR .

(b) Purpose. Coordination of operations .

(4) Shelter Control

(a) Description. 400Mhz Trunked LMR .

(b) Purpose. Coordination of shelter operations and logistics (internal).

(5) Base Damage Control Recovery Center (DCRC) Control

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(a) Description. 400Mhz Trunked LMR.

(b) Purpose. Coordination of DCRC operations and logistics (internal).

(6) Base Staging Area Control

(a) Description. 400Mhz Trunked LMR.

(b) Purpose. Coordination of Staging Area operations and logistics (internal).

(7) MCB Camp Lejeune Tac 1, 2, and 3

(a) Description. 400Mhz Trunked LMR.

(b) Purpose. Coordination of operations and logistics at an incident. Assigned to incident commanders by SWO.

g. Communications Net Control

(1) All communications coordination will be conducted (in order of preference) over plain telephone or Base Operations 2.

(2) Numbered incident nets are assigned, or in the case of incidents turned over from the DPS DEOC, are confirmed for use by the SWO.

(3) The EOC Telecommunicator serves as Net Control on all Emergency Management communications nets.

(4) Activities participating in the EM effort are required to guard and maintain all EOC nets specified in the EOC Guard Chart.

(5) Activities must immediately notify the EOC of all net outages. Additionally, activities will notify the EOC when standing down nets due to equipment quantity limitations, equipment failure, or due to the requirement to move/displace.

(6) The EOC will coordinate and prioritize service restoration and the replacement of failed equipment.

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h. Guard Chart

Legend:													
C-NET CONTROL X-GUARD M-MONITOR A-AS REQUIRED W- WHEN DIRECTED LMR- Land Mobile Radio T-KY-99 U-UNCOVERED V-VINSON FH-FREQ HOP S- SATCOM HF- HIGH FREQUENCY VH-VERY HIGH FREQUENCY UH-ULTRA HIGH FREQUENCY	MCBCL EOC Command 1	MCBCL EOC Command 2	Base Ops	Recovery	Staging	Shelter	MCBCL Tac 1-3 (as required)	Range Control	DPS Command	Fire Dispatch	PMO Dispatch	Incident	NC VIPER (CIV. EM RADIO)
EMISSION	400 Mhz	400 Mhz	400 Mhz	400 Mhz	400 Mhz	400 Mhz	400 Mhz	400 Mhz	400 Mhz	400 Mhz	400 Mhz	400 Mhz	800 Mhz
DEVICE		LMR	LMR	LMR	LMR	LMR	LMR	LMR	LMR	LMR	LMR	LMR	LMR
CRYPTO		U	U	U	U	U	U	U	U	U			
RESTORATION PRIORITY	5	1	3	6	5	4	2						
UNITS													
EOC	C	C	C	C	C	C	C	M	M	M	M	M/C*	M
ALL DEOCs			M				M**					M**	
IC	X	X					X**					X**	
DCRC			M	X									
STAGING AREA			M		X								
SHELTER			M			X							

* EOC assumes net control of DPS incident nets once the responsibility for support to that incident is passed to the EOC.

** These nets are monitored and guarded once they are assigned to an IC for the purpose of managing a specific incident.

Figure 4-1 Guard Chart

4. WebEOC Boards and Board Management

a. WebEOC is the primary means for facilitating and documenting the flow of information through the EOC. It is critical that each activity which participates in the emergency management effort be able to access and use the application in all anticipatable locations and under all likely conditions.

b. The below listed boards have been created within the WebEOC application to facilitate information flow and management within the EOC:

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(1) Significant Events Nomination Board. The Significant Events Nomination Board is an open board to which watch standers and LNOs post events for consideration for inclusion on the Significant Events Board.

(2) Significant Events Manager Board. The Significant Events Manager Board is a board used by the SWO to evaluate proposed significant events posted to the Significant Events Nomination Board. Using this board the SWO will consider each nomination and will post those he considers appropriate to the Significant Events Board. Nominations of lesser importance will normally be posted on the General Information Board.

(3) Significant Events Board. The Significant Events Board is a chronological compilation of past significant events maintained on WebEOC. The purpose of the board is to provide all persons with access a common record of significant past actions and events. The SWO keeps the board (or in his/her absence, the AWO) and is the only member of the watch who has the authority to approve an entry for inclusion on the board.

(4) General Information Board. The General Information Board is an open board maintained on WebEOC and which allows watch standers to post information of a general interest for all to read. The purpose of this board is to promote situational awareness for watch standers. The SWO will monitor and police this board. Watch standers make entries directly onto the board, without seeking approval of the SWO.

(5) Resource Request Submission Board. The Resource Request Submission Board is a chronological list of all resource requests made by EOC Watch Standers and other supported activities such as ICs, subordinate DEOCs, and adjacent units or municipalities. The Resource Request Submission Board is maintained on WebEOC and serves as a single collection point for all requests to be processed through the EOC. The board is an open board allowing anyone with access to post requests for resources. The board is monitored by the SWO and S-4 who will after consultation, validate requests and move those approved for action to the Resource Order Tracking Board.

(6) Resource Request Manager Board. The Resource Request Manager Board is a board used by the SWO and S-4 to evaluate resource requests posted on the Resource Request Board. Using this board the SWO will reject or approve resource

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requests for sourcing. Requests, which are approved, are automatically posted to the Resource Order Tracking Board for action.

(7) Resource Order Tracking Board. The Resource Order Tracking Board is chronological list of all resource requests approved for action by the SWO. The purpose of the board is to track resource requests processed through the EOC. The board is maintained on WebEOC and is controlled by the S-4 Watch Officer.

(8) Request for Information Submission Board. The Request for Information Submission Board is a chronological list of all information requests made by the EOC watch Standers, and other supported activities such as ICs, subordinate EOCs, adjacent units or municipalities. The Request for Information Board is maintained on WebEOC and serves as the single collection point for all requests for information received by the EOC. The board is an open board allowing anyone with access to post requests for information. The board is monitored by the AWO in his/her capacity as the Request For Information (RFI) Manager. The RFI manager will validate requests for information and move those approved for action to the Request for Information Tracking Board.

(9) Request for Information Manager Board. The Request for Information Manager Board is used by the RFI manager to screen, approve, or reject, and assign for action requests for information. Requests which are approved for action are automatically posted to the Request for Information Tracking Board for action.

(10) Request for Information Tracking Board. The Request for Information Tracking Board is a chronological list of all information requests approved for action by the RFI Manager. The purpose of this board is to track information requests processed through the EOC. The board is maintained on WebEOC and is controlled by the RFI Manager.

(11) After Action Item Log. The After Action Item Log is an open board maintained on WebEOC which allows persons with access to post after action items during the course of an exercise or real world activation. The purpose of the log is to promote the timely identification and capture of after action items to facilitate debriefs, formal reports and corrective and remedial actions. Watch standers make entries directly onto the board, without seeking approval.

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(12) Status of Assets Board. The Status of Assets Board is a spreadsheet style board, which displays information concerning the location, condition, and or activities of various material assets. The purpose of the board is to provide watch standers with accurate information concerning the status of material assets in order to facilitate operations and planning. The board is kept by the S-4 watch stander with assistance from the DPS watch stander and MEF LNO.

(13) Status of Communications Board. The Status of Communications Board is a visual "stop light" chart designed to provide observers a quick reference to check the status of communications conductivity within the Emergency Management effort. The board is normally displayed on the 42-inch screen, which is hung on the glass wall of the OCC's radio room adjacent to the SWO's workstation. The Radio section provides a custodian to maintain the board. All watch standers should be aware of the information reflected on the board and report changes in status to the Watch Chief as quickly as practical.

c. The boards listed below will be periodically saved to PDF (every one half hour unless instructed otherwise) by the operations clerk as a back up against loss of internet conductivity:

- (1) Significant Events Board
- (2) General Information Board
- (3) Resource Order Tracking Board
- (4) RFI Tracking Board
- (5) Status of Assets Board
- (6) Active ICS Forms

5. Reports Due to the EOC. The timely flow of relevant information is critical for the development and maintenance of a common operating picture. All activities must report events of interest as quickly and completely as possible. Reports to the EOC can be made via WebEOC, telephone (use any active EOC phone number), or by messenger. The basic five "W's" format is sufficient when reporting an event (**Who** was involved, **What** happened, **When** did the event take place, **Where** did/is the event take place, **Why/How** did it happen).

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a. Personnel Casualty Report (PCR). Although the EOC will not normally bear the responsibility of writing and submitting a PCR, the EOC will ensure that commands are notified of known report requirements and that PCRs are prepared and submitted. Activities that experience or witness casualty events are required to immediately report those events to the EOC by the most expedient means available.

b. Serious Incident Report (SIR/OPREP-3). Although the EOC will not always bear the responsibility of writing and submitting an SIR/OPREP-3 the EOC will ensure that commands are notified and that SIR/OPREP-3 are prepared and submitted on behalf of the Base Commander. Activities that experience or witness events which require or may require a SIR/OPREP-3 submission are required to immediately report those events to the EOC by the most expedient means available.

c. Incident Action Plan (IAP) for each Operational Period. Each Incident Commander must ensure that he/she clearly articulates to the EOC his/her plans for the coming operational period. Either ICS-201 (Incident Briefing) enhanced to include communications and medical plans, or a combination including ICS-202 (Incident Objectives), 203 or 207 (Organizational List or Chart), 204 (Assignment List), 205 (Communications Plan), and 206 (Medical Plan) will be used. This information is due to the EOC as soon as it is approved (IC approval is normally a product of the "Operations Briefing" according to the NIMS Planning Cycle) by the IC and before the start of the subject operational period.

d. MCIEAST Situation Report input (SITREP). EOC submits to MCIEAST G-3 twice daily (0800 and 2000) during Destructive Weather Condition IV - IR using format provided as enclosure (1) of reference (g). MCB staff input is due to the reports manager NLT 0700 and 1900.

e. CO, MCB CamLej Commander's Critical Information Requirements (CCIRs). The EOC will report the appearance of CCIRs to the S-3 and Commanding Officer immediately upon receipt. Activities that experience or witness the appearance of a CCIR are required to immediately report those events to the EOC by the most expedient means available.

f. CG MCIEAST Commander's Critical Information Requirements (CCIRs). The EOC will report the appearance of CCIRs to the S-3 and Commanding Officer immediately upon receipt. Activities

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that experience or witness the appearance of a CCIR are required to immediately report those events to the EOC by the most expedient means available.

6. Reports Prepared by the EOC. A reports manager will be named from the permanent EOC staff and assigned an NMCI workstation in room 106. The reports manager is responsible for the preparation and timely submission to the SWO of all reports prepared by the EOC for higher headquarters to include:

a. Personnel Casualty Report (PCR). Although the reports manager is not the primary preparer of PCR, he/she will track the preparation and submission of all initial PCRs by a casualty's Command.

b. Serious Incident Report (SIR/OPREP-3). Prepare and submit when directed by the SWO in accordance with MCO 3504.

c. Changes of MCB DWC to MCIEAST. The EOC will report changes to the Camp Lejeune DWC as they are approved by the Commanding Officer.

d. Changes of MCB FPCON to MCIEAST. The EOC will report changes to the Camp Lejeune FPCON as they are approved by the Commanding Officer.

e. MCIEAST Situation Report (SITREP). EOC submits to MCIEAST G-3 twice daily (0800 and 2000) during DWC IV - IR using format provided as enclosure (1) of reference (g).

f. BLUE DART OPREP-3. The EOC SWO will ensure that the actions detailed in the MCIEAST BLUE DART PROCEDURES 300, G-3, dtd 8 Aug 2008 are completed. These actions are normally handled by the S-3 during working hours and by the Command Duty Officer during nonworking hours. Regardless of the time of day that a BLUE DART is received, the SWO will ensure that the appropriate action was taken immediately upon reporting to the EOC.

g. CO, MCB CamLej Commander's Critical Information Requirements (CCIRs). The EOC will report the appearance of CCIRs to the S-3 and Commanding Officer immediately upon receipt.

h. CG MCIEAST Commander's Critical Information Requirements (CCIRs). The EOC will report the appearance of CCIRs to the S-3

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and Commanding Officer immediately upon receipt. Activities that experience or witness the appearance of a CCIR are required to immediately report those events to the EOC by the most expedient means available.

7. Commanders Critical Information Requirements (CCIRs)

Commander's Critical Information Requirements (CCIR) are designed to feed important, time sensitive information to the Commander so that he/she can make decisions that would significantly affect the operation. CCIRs are developed by the staff and approved by the CO during the planning process. The SWO will make certain all persons working in the emergency effort are aware of and on guard for, the appearance of a CCIR. The SWO must ensure that the S-3 and CO are notified each time a CCIR appears.

8. Requests for Information (RFI). The EOC can expect to receive requests for information (RFI) from a wide variety of sources including tenant and component commands, higher and adjacent headquarters, and local civil authorities. The timely flow of accurate information will be critical to the successful management of any emergency. It is imperative that the EOC has a process in place to vet the requester, find, exercise quality control over the answer, and ensure a timely response.

a. The Assistant Watch Officer (AWO) is the RFI manager in the EOC. The RFI manager is responsible for gathering, tracking and ensuring that all RFIs are accurately answered in a timely manner. RFI Submission and an RFI Tracking Board have been created on WebEOC to gather and process RFIs.

b. When an RFI is received from a subordinate or tenant unit, and the answer is readily available to the watch stander who receives the request, the request is immediately answered. In the event that the information requested is not readily available to the watch stander who receives the request, the receiving watch stander posts the RFI to the RFI Submission Board.

c. When an RFI is received from an activity outside of the MCB community the watch stander who receives the request posts the RFI to the RFI Submission Board.

d. The AWO, in his/her capacity as RFI manager, monitors the RFI Submission Board using the RFI Manager's Board and will vet all RFI postings to the Submission Board. Those RFIs, which

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he/she deems actionable, will be assigned to the appropriate watch stander for research and will be posted to the RFI Tracking Board.

e. The RFI Manager must screen all replies to RFIs prior to approving them for release to the original requester. The RFI Manager will ensure the accuracy of information, the protection of classified or FOUO information and Personal Identifying Information. Answers, which are at all questionable, should be discussed with the SWO prior to being released to the original requestor.

f. The RFI Manager periodically scrubs the RFI Tracking Board to ensure that RFI's are answered in a timely fashion and that no requests have been overlooked or forgotten.

9. Outside Resource Request Process. The S-4 Watch Stander is the Base Logistician and serves as the lead resourcing authority working on behalf of the SWO in the EOC. He/she will assume responsibility to process and track all requests for outside equipment, operators, supply items, communications, logistical and facilities support (such as a "bulldozer and operator," "14 Jersey Barriers," or "a fuel bladder and fuel").

a. The efficient and organized resourcing of personnel, equipment, and consumable supplies is critical to successful emergency management and an important function of the EOC. A Resource Request Board, a Resource Manager Board, and a Resource Order Tracking Board have been established in WebEOC. These boards are organized along the lines of the ICS Form 259 and together serve as the primary tools for managing resource requests within the EOC.

b. Requests will be posted to the Resource Request Board by the receiving watch stander or activity (such as the IC, Shelter Team or one of the DEOCs). Once posted the request will be reviewed by the SWO (or AWO) and S-4 using the Resource Manager Board and if approved for action, moved to the Resource Order Tracking Board for resourcing action by the S-4.

c. The S-4 Watch Stander will work in close coordination with the various resource-owning activities to locate, order, and dispatch to the ICP requested resources approved for action by the SWO.

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d. Once the resource arrives at the incident staging area it is entered onto the Status of Resources Board where it is tracked until demobilization by the S-4.

e. Figure 4-2 is an illustration of the outside resource request process:

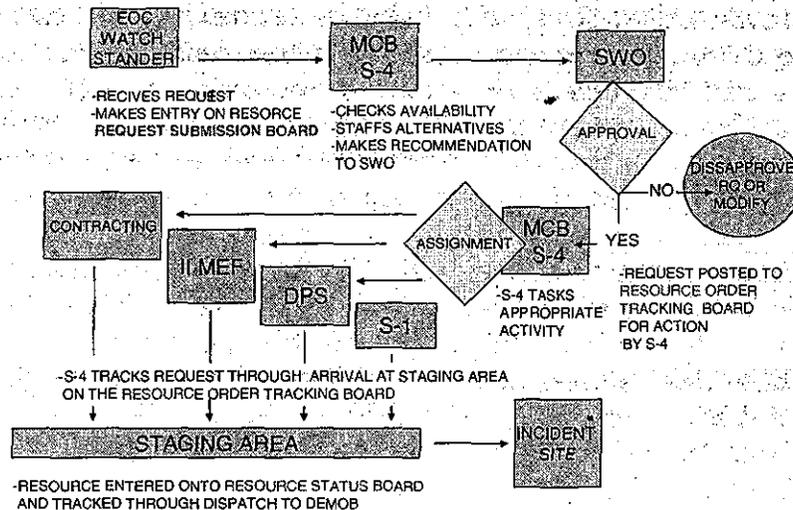


Figure 4-2: Outside Resource Request Process

10. Official Records. As specified in Chapter 3 of this SOP, all EOC staff/agency representatives will maintain a log of all events and actions taken that fall within their purview. Additionally, each EOC staff/agency representative will ensure that:

- a. Information is entered and updated on appropriate status boards.
- b. Action is completed on each message and the EOC Senior Watch Officer notified.
- c. Messages and information are routed through the SWO prior to their release.
- d. Logs are used during work station turnover and for completion of after-action reports.

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Chapter 5

Emergency Action1. Emergency Actiona. Circumstances

(1) Fire. In the event of a fire at Building 1, the first person to become aware of the fire should pull the fire alarm and, if possible, report to the Command Duty Officer (CDO) to describe the details of the fire. The CDO will call 911 to ensure that the Fire Department is aware of the alarm. All other personnel will evacuate the building per the evacuation instructions in this section.

(2) Armed Incursion (active shooter). In the event that Building 1 is approached or entered by an armed hostile person(s,) the first person to detect the approach or presence of the hostile person(s) will alert the CDO. The CDO will call 911 to alert law enforcement and will announce "Lock Down".

(3) Bomb Threat. In the event that anyone assigned to the EOC receives a bomb threat he/she will follow the procedures detailed in the Bomb Threat Checklist attached to the phone and then notify their component leader (SWO in OCC, FOPSO in the Plans Cell, and PAO in PIC) immediately. The component leader will notify the CDO immediately who will initiate actions per with his/her standing orders.

b. Actions

(1) Evacuation. Evacuation of Building 1 is initiated by the CDO and/or fire alarm. Evacuation of the EOC is initiated by the SWO. Evacuation will be conducted as follows:

(2) Immediately upon notification by the CDO or the buildings fire alarm the off duty Watch Section will exit Building 1 through the closest exit and proceed directly to the rally point for muster.

(3) The Watch Chief will position a large, lined, trash can outside the door to collect all FOUO and classified material from watch standers as they exit the building. He/she will

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direct watch standers to the rally point and wait for the SWO to confirm the EOC is clear prior to moving to the rally point himself.

(4) On order from the SWO the on duty Watch Section will secure their computer work stations and collect all FOUO and classified material before exiting the EOC through the door (marked exit) leading to the parking lot immediately behind Building 1. Once outside the building they will deposit their FOUO and classified material into the trash can positioned near the exit for this purpose and proceed directly to the rally point for muster.

(5) The SWO will inform all active stations that the primary EOC is being evacuated. The SWO initiates the evacuation and will conduct a sweep of the EOC including access control points to ensure complete evacuation before exiting Building 1 through the EOC and onto the parking lot behind Building 1.

(6) The AWO will exit the EOC onto the parking lot behind Building 1 and proceed directly to the rally point and take charge of that site until the SWO arrives.

(7) The S-1 Watch stander will exit the EOC onto the parking lot behind Building 1 and immediately proceed to the rally point. Once there he/she will conduct a muster of personnel assigned to the EOC using the digital muster sheet and visitors log.

(8) Guard. The guard posted at the entry control point will collect the visitors log, secure the door leading to the EOC and then exit the EOC through the door leading to the parking lot behind Building 1 and proceed to the rally point. He/she will turn over the visitor log to the S-1 watch stander for use in conducting the muster.

c. Shelter in Place. In the event of circumstances which necessitate that personnel assigned to the EOC be confined for their own safety within Building 1 the CDO will announce "Shelter In Place" over the building PA system. All personnel assigned to the on duty watch section will remain at their workstation and carry on with their assigned duties. All other EOC personnel will remain where they are and await further instructions. Any EOC personnel who are outside of the building will come inside immediately.

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d. Lock Down. In the event of circumstances which necessitate that personnel assigned to the EOC take immediate emergency measures to protect themselves against violent attack the CDO will announce "Lock Down" over the building PA system. All personnel assigned to the on-duty watch section will remain at their workstation and carry on with their assigned duties, the Watch Chief will ensure that all entrances to the OCC, Plans Cell and PIC are secured and barricaded against forced entry. All other EOC personnel will remain where they are, secure the rooms they are in, seek available cover and concealment, and await instruction from law enforcement. Any EOC personnel who are outside of the building will seek immediate cover and concealment, and await instruction from law enforcement.

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Chapter 6

The Planning Section1. Purpose and Scope of the Planning Section

a. The Planning Section conducts those planning activities necessary to organize and direct the installation's emergency management effort and to enable the Commanding Officer to adequately support IC's tactical efforts at a serious incident site.

b. The Planning Section is activated as a component of the EOC when directed by the S-3. Normally, this is done when the S-3 foresees the need to deviate from, or make plans in addition to, one of the Base's Standing Orders.

c. The Planning Section normally concerns itself with planning above the tactical level (NIMS uses the term "tactical" to refer to plans and actions taken by the IC at the actual incident site).

d. The Planning Section provides the EOC SWO with executable orders specific to the event that will direct base and tenant unit actions past the first three stages of emergency response. These specific plans are derived from the applicable standing order and information developed during the initial stages of the emergency.

2. Methodology

a. The basic planning for emergency operations is normally completed well prior to the emergence of a physical threat or specific event. Standing orders are developed by the Base Operations and Plans Division (Future Operations Section) which cover broad categories of potential emergency threats such as destructive weather, terrorist attack, and general evacuation of the installation. In the event that an emergency becomes imminent or occurs the Base will direct initial actions in accordance with the applicable standing order and issue FRAGOs which tailor the standing order to the specific event as time and circumstances permit.

b. The Planning Section uses the Marine Corps Planning Process as detailed in MCWP 5-1. Products are prepared,

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written, and briefed in a style commensurate with the amount of time available for the planning process as determined by the Plans Officer and the S-3.

3. Planning Section Staffing Plan. The MCB Future Operations Officer serves as the Plans Cell Leader and works under the staff cognizance of the S-3. Although the Cell is task organized specifically to meet the requirements of each specific event the following list of attendees is considered the base line:

<u>Planning Section Billet (If Activated)</u>	<u>Providing Agency</u>
Plans Officer	S-3
Plans Chief	S-3
S-1 Planner	S-1
S-4/6 Planner	S-4/6
DPS Planner	Dir, DPS
I&E Planner	Dir, I&E

Additionally the liaison officers (LNO) listed below are normally available for activation:

<u>Planning Section LNO Billet</u>	<u>Providing Agency</u>
Naval Hospital	CO, Naval Hospital
II MEF	CG, II MEF
Onslow County EOC	County EOC
MARSOC	CG, MARSOC,
SOI-E	CO, SOI EAST
Area Commander Camp Johnson	CO, MCCSSS
Area Commander Courthouse Bay	CO, MCCES
Area Commander Stone Bay	CO, WTBN
Marine Corps Air Station New River	CO, MCAS NR
Area Commander Central Area	CO, HQSPTBn

4. Location and Layout of the EOC Planning Section. The Planning Section convenes in the G-3/S-3 workspaces on the ground floor, east wing of Building 1. Figure 6-1 illustrates the layout of the Planning Section.

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EOC PLANNING SECTION (NORTH WING, BUILDING 1)

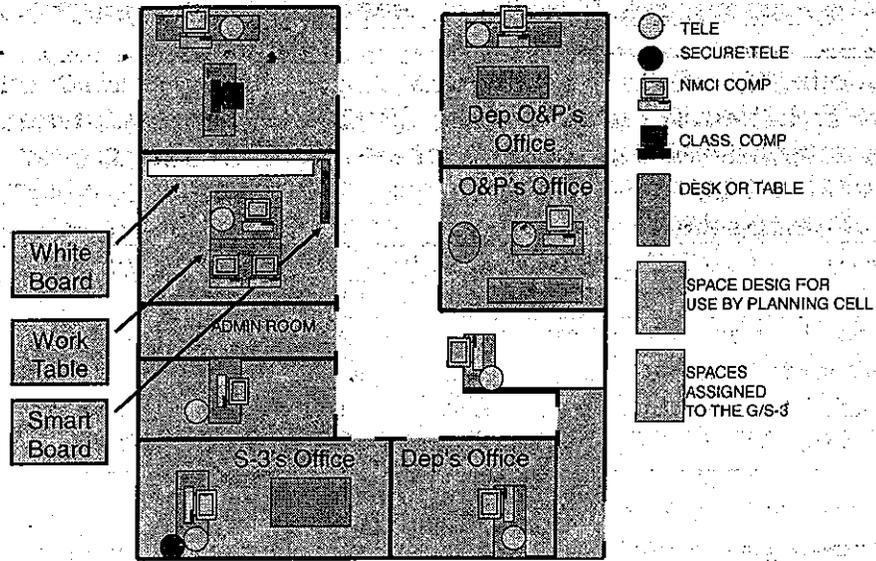


Figure 6-1: Layout of the Planning Section

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GLOSSARY

GLOSSARY OF KEY TERMS

Actual Event: A disaster (natural or man-made) that has warranted action to protect life, property, environment, public health or safety. Natural disasters include earthquakes, hurricanes, tornadoes, floods, etc.; man-made (either intentional or accidental) incidents can include chemical spills, terrorist attacks, explosives, biological attacks, etc.

Administrative Control (ADCON): Direction or exercise of authority over subordinate or other organizations in respect to administrative matters such as personnel management, supply, services, and other matters not included in the operational missions of the subordinate or other organizations.

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating state, local, or tribal government agency or private entity 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: Any incident caused by terrorism, natural disasters, or any chemical, biological, radiological, nuclear, or explosive (CBRNE) accident. Such incidents require a multi-jurisdictional and multi-functional response and recovery effort.

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- Area Command (Unified Area Command (UAC)):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.
- Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision-making.
- Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.
- 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 also Supporting Agency.
- Available Training Facilities:** Available facilities refers to locations that are readily and immediately available to be utilized for NIMS training.

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

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section 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.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

Classified Information: Official information which has been determined to require, in the interests of national security, protection against unauthorized disclosure and which has been so designated.

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

- Command and Control (C2):** The exercise of authority and direction by a properly designated commander over assigned forces in the accomplishment of the mission.
- Command Staff:** In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.
- Committed Activities:** Actions that an individual or an agency/department have agreed to see through until completion.
- Common Communications Plan (CCP):** An interoperable communications plan designed to be utilized for multi-agency and multi-jurisdictional incident management operations. All entities involved in managing the incident will utilize common terminology, prescribed by the NIMS, for communications.
- Common Operating Picture (COP):** A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence. (Department of Homeland Security, National Incident Management System (March 2004), 128; Department of Homeland Security, National Response Plan (December 2004), 64.)
- Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.
- Constraints or Impediments:** Limitations or restrictions in conducting NIMS activities. The following list defines the constraints/impediments:
Education: The knowledge or skill obtained or developed by a learning process.
Equipment: Instrumentality needed for an undertaking or to perform a service including its associated supplies. Equipment can range from

small personal items such as search and rescue gear (flashlights, dusk masks, etc.) to large-scale multi-jurisdictional systems (radio repeater systems, computer networks, etc.).

Exercise: Opportunity provided to demonstrate, evaluate, and improve the combined capability and interoperability of elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes. **Federal Standards:**

Common rules, conditions, guidelines or characteristics, established by the Federal Government.

Funding:: Sources of revenue that are allocated or can be allocated (pre-designated emergency funds) to support preparedness initiatives.

Organization: Individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks.

Personnel: Paid and volunteer staff who meet required qualification and certification standards necessary to perform assigned missions and tasks.

Plans: Documents such as procedures, mutual aid agreements, strategies, and other publications that may describe some of the following: governance, management, standard operating procedures, technology, and activities in support of defined missions and tasks.

Policy: A course of action, guidance, or principle intended to influence and guide decisions, actions, and other matters.

Training: Specialized instruction and practice to improve performance and lead to task proficiency.

Cooperating Agency:

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

Coordinate:

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

Corrective Action: Improved procedures that are based on lessons learned from actual incidents or from training and exercises.

Corrective Action Plan: A process implemented after incidents or exercises to assess, investigate, and identify and implement appropriate solutions to prevent repeating problems encountered. For additional information on CAPs please visit <https://hseep.dhs.gov/caps/Login.jsp>

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. (Department of Homeland Security, National Response Plan (December 2004), 64.)

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or 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 can be assigned to the Incident Commander, General Staff, and Branch Directors.

Direct Support (DS): A mission requiring a force to support another specific force and authorizing it to answer directly the supported force's request for assistance.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, 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 Incident: An urgent need for assistance or relief as a result of an action that will likely lead to grave consequences.

Emergency Management Assistance Compact (EMAC): The Emergency Management Assistance Compact is an interstate mutual aid agreement that allows states to assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association (NEMA).

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management 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, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan (EOP): The "steady-state" plan maintained by various jurisdictional levels for managing a wide variety of potential hazards. (Department of Homeland Security, National Response Plan (December 2004), 65; Department of Homeland Security, National Incident Management System (March 2004), 129.)

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

Emergency Response Provider: Includes state, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital

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emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as *Emergency Responder*.

- Equipment:** The set of articles or physical resources necessary to perform or complete a task.
- Equipment Acquisition:** The process of obtaining resources to support operational needs.
- Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.
- Event:** A planned, nonemergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.
- Exercise:** Exercises are a planned and coordinated activity allowing homeland security and emergency management personnel—from first responders to senior officials—to demonstrate training, exercise plans, and practice prevention, protection, response, and recovery capabilities in a realistic but risk-free environment. Exercises are a valuable tool for assessing and improving performance, while demonstrating community resolve to prepare for major incidents.
- Federal:** Of or pertaining to the Federal Government of the United States of America.
- Federal Preparedness Funding:** Funding designated for developing and/or enhancing State, Territorial, local, and tribal preparedness capabilities. This includes all funding streams that directly or indirectly support Homeland Security initiatives, e.g. Center for Disease Control and Health Resources and Services Administration preparedness funds.
- Flexibility:** A principle of the NIMS that provides a consistent, flexible, and adjustable national

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framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery, and mitigation. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

Force Protection:

Security program designed to protect soldiers, civilian employees, family members, facilities, and equipment, in all locations and situations, accomplished through planned and integrated application of combating terrorism, physical security, operations security, personal protective services, and supported by intelligence, counterintelligence, and other security programs.

Framework:

A conceptual structure that supports or contains set of systems and/or practices.

Function:

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

Funding:

Financial resources available to assist in achievement of tasks associated with NIMS implementation.

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.

Group:

Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within

a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Improvement Plan: The After Action Report documents the performance of exercise related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the AAR.

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

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. For additional information, please see the NIMS document, page 96.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management system which provides for the adoption of an integrated organizational structure. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid

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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. For additional information please refer to the NIMS document, page 14 at http://www.fema.gov/pdf/emergency/nims/nims_doc_full.pdf.

**Incident
Commander (IC):**

The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the 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
Management Team
(IMT):**

The IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident
Objectives:**

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

**Incident-
Specific
Hazards:**

Anticipated events that may or may not occur that require coordinated response to protect life or property, e.g., pandemic flu, avian flu, etc.

Initial Action:

The actions taken by those responders first to arrive at an incident site.

**Initial
Response:**

Resources initially committed to an incident.

**Intelligence
Officer:**

The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security.

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activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

Interagency: An organization or committee comprised of multiple agencies.

Interoperability & Compatibility: A principle of the NIMS that holds that systems must be able to work together and should not interfere with one another if the multiple jurisdictions, organizations, and functions that come together under the NIMS are to be effective in domestic incident management. Interoperability and compatibility are achieved through the use of such tools as common communications and data standards, digital data formats, equipment standards, and design standards. (Department of Homeland Security, National Incident Management System (March 2004), 55.)

Interstate: A region comprised of multiple states.

Intrastate: A region within a single state.

Inventory: An itemized list of current assets such as a catalog of the property or estate, or a list of goods on hand.

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 at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC. For additional information please refer to the NIMS document, page 14 or the NRP page 68.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely

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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 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., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

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.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management.

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

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is

any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Measure: A determination of a jurisdiction's specific level of NIMS compliance, evaluated according to that jurisdiction's responses to the NIMS metrics that have been established by the NIMS Integration Center (NIC).

Metric: Metrics are measurements in the form of questions that were derived from NIMS implementations activities. These metrics were separated into two

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categories; tier 1 and tier 2.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

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

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination System (MACS): A Multi-Agency Coordination System 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 (NIMS, 33).

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

Mutual-Aid A written agreement between agencies,

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Agreement (MAA): organizations, and/or jurisdictions that they will assist one another, on request, by furnishing personnel, equipment, and/or expertise in a specified manner. For additional information on mutual aid, please visit <http://www.fema.gov/emergency/nims/rm/ma.htm>

National: Of a nationwide character, including the state, local, and tribal aspects of governance and policy.

National Disaster Medical System (NDMS): A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

NIMS Adoption: The establishment of a legal authority (e.g. executive order, proclamation, resolution, legislation, or other legal mandate) that requires all departments and agencies operating within the jurisdiction to use NIMS principles and methodologies in their all-hazards incident management system.

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Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but 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.

No-Notice Events: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property (i.e. terrorist attacks and threats, wild and urban fires, floods, hazardous materials spills, nuclear accident, aircraft accident, earthquakes, hurricanes, tornadoes, public health and medical emergencies etc.)

Operations Center (OC): The facility or location on an installation, base, or facility used by the commander to command, control, and coordinate all crisis activities. At MCB the OC is a component of the EOC.

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 not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Common terms and definitions that can be understood by individuals from all responder disciplines. The intent of plain language is to ensure the clear and accurate communication of information during an incident. For additional information, refer to

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http://www.fema.gov/pdf/emergency/nims/plain_lang.pdf

Planning: A method of developing objectives to be accomplished and incorporated into an Emergency Operations Plan (EOP).

Planning Meeting: A meeting held as needed prior to 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 (IAP).

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Assistance Funding Streams: Funds made available by Federal Departments and agencies to support State, local, and tribal entities to prepare for, respond to, and manage the consequences of an all-hazards incident. Allocation of preparedness funding is stipulated in a grant or guidelines of a particular program. Monies can be used toward equipment acquisition,

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planning, operations, training, management and administration, exercises, and mitigation against all hazards.

Preparedness: The groups that provide interagency coordination

Organizations: for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Preplanned

Event:

A preplanned event is a non-emergency activity. ICS can be used as the management system for a events such as parades, concerts, or sporting events etc. For additional information please refer to the NIMS document, page 129.

Prevention:

Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Principle

Coordinator:

The position designated by the State Administrative Agency (SAA) primarily responsible for coordination of all NIMS-related directives. This includes dissemination and collection of information and monitoring and reporting on compliance activities.

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Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Public Information Systems: The processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations. For additional information please refer to the NIMS document, page 35.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and

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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.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

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 EOC.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special state, local, and tribal teams; and resource mobilization protocols.

Resource Typing: Resource typing is the categorization of resources that are commonly exchanged through mutual aid during disasters. Resource typing definitions help define resource capabilities for ease of ordering and mobilization during a disaster. For additional information please visit <http://www.fema.gov/emergency/nims/rm/rt.shtm>

Resource Typing Standard: Categorization and description of response resources that are commonly exchanged in disasters through mutual aid agreements. The FEMA/NIMS Integration Center Resource typing definitions provide emergency responders with the

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information and terminology they need to request and receive the appropriate resources during an emergency or disaster.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

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 incident mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. For additional information please see the NRP, page 72 or the NIMS document, page 136.

Response Asset Inventory: An inventory of the jurisdiction's resources that have been identified and typed according to NIMS Resource Typing Standards. Development of a Response Asset Inventory requires resource typing of equipment, personnel, and supplies identified in the inventories of State resources.

Response Assets: Resources that include equipment, personnel and supplies that are used in activities that address the effect of an incident.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is

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organizationally situated between the branch and the Incident Command.

Span of Control: The number of individuals a supervisor is responsible for; usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Standard Equipment List (SEL): A list issued annually to promote interoperability and standardization across the response community at the local, state, and federal levels by offering a standard reference and a common set of terminology. It is provided to the responder community by the InterAgency Board for Equipment Standardization and Interoperability (IAB). The SEL contains a list of generic equipment recommended by the IAB to organizations in preparing for and responding to all-hazards.

Standard Operating Procedures (SOPs): A complete reference document that details the procedures for performing a single function or a number of independent functions.

Standardization: A principle of the NIMS that provides a set of standardized organizational structures—such as the Incident Command System (ICS), multi-agency coordination systems, and public information systems—as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various areas, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

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- Standardized Terminology:** Commonly accepted language that is consistent with policies, plans, or procedures in the NIMS and NRP to facilitate multi-agency, multi-disciplinary or multi-jurisdictional communications during an incident.
- State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).
- Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives; the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.
- Strategy:** Plans, policies, procedures for how the State or Territory will achieve NIMS implementation.
- Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel.
- 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.
- Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government

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or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Type: A classification of resources in the ICS 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.

Unified Area Command (UAC): A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command.)

Unified Command (UC): An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

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

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the

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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, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.