

Alabama Preparedness Guide 001 Annex A (APG 001.A)

Developing Local Emergency Operations Plans

November 2009



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PREFACE

As mentioned in the Preface of the core document of the Alabama Preparedness Guide 001 (APG 001), a goal of the Alabama Emergency Management Agency (AEMA) is to develop, in partnership with county, Tribal, State, and Federal partners, an Integrated Emergency Management System (IEMS) that is responsive, risk-based, and all-hazards in approach. Vital to this system are Emergency Operations Plans (EOPs), which are also known as Comprehensive Emergency Management Plans (CEMPs). EOPs/CEMPs generally document policies for accessing and allocating resources to supplement operational needs at the local, Tribal, and State levels.

APG 001, Annex A: Developing Local Emergency Operations Plans (may be referred to hereafter as APG 001.A) is intended to be a guide to assist with the review, development (or redevelopment) of local EOPs/CEMPs. APG 001.A is a condensed summary of elements found in the Federal Emergency Management Agency's (FEMA): Comprehensive Preparedness Guide (CPG) 101 (3/2009); State NIMS Integration (v.1.0); Local and Tribal NIMS Integration (v.1.0); and the National Response Framework (1/2008) and its various annexes. Of these FEMA guides, APG 001.A borrows heavily from CPG 101.

APG 001.A provides local emergency managers and local planning teams with information on the U.S. Government's and the State of Alabama's concepts on developing EOPs. It is not intended to supplant or supersede any local preparedness guidelines or policies.

"EOP" and "CEMP" may be used interchangeably and independently of each other for the purposes of APG 001.A.

AEMA welcomes your recommendations for this guide to better serve the needs of your jurisdiction.

ACKNOWLEDGEMENTS

A peer review group of emergency managers and related professionals developed the APG 001.A document. The group included representatives from:

State Agencies

- Alabama Department of Agriculture and Industries
- Alabama Department of Public Health

Local and Tribal Governments/Agencies

- Clarke County Emergency Management Agency
- Dothan-Houston County Emergency Management Agency
- Jefferson County Emergency Management Agency
- Marshall County Emergency Management Agency
- Poarch Creek Band of Creek Indians Department of Emergency Management

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1. INTRODUCTION AND OVERVIEW

INTRODUCTION

PURPOSE

APG 001.A is provided to assist local jurisdictions in developing EOPs/CEMPs that meet fundamental planning requirements and NIMS standards. The planning items specified in this guidance are the minimum elements that AEMA recommends be included in all EOPs/CEMPs. Additional items can be included in the EOP/CEMP, but these are left to the discretion of the local jurisdiction. This guide will be used as AEMA's standard measuring tool when assisting local jurisdictions with updating their EOPs/CEMPs.

APPLICABILITY AND SCOPE

AEMA recommends that local jurisdictions and their planning teams responsible for developing or revising their local EOPs/CEMPs review APG 001.A to assist with their efforts. It provides information and resources in the context of emergency planning in light of other existing plans and offers processes to use in any planning effort. As mentioned in APG 001, this guide recognizes that many jurisdictions across the state have already developed EOPs/CEMPs that address local emergency management and homeland security operations. APG 001.A does not mandate requirements but offers suggestions that the next iteration of all EOPs/CEMPs plans can utilize. Though geared toward those local agencies or departments tasked with emergency management and homeland security, other local entities (e.g., schools, colleges, nursing homes, private businesses, etc.) may use this guide to aid their emergency preparedness efforts.

SUPERSESSION

APG 001.A does not supersede any existing Federal, State, Tribal, or Local guidance or policies.

AUTHORITIES AND REFERENCES

The *Code of Alabama 1975*, Title 31, Chapters 9, 9A, and 9B, as amended, pertaining to Emergency Management and Homeland Security. (<http://alisondb.legislature.state.al.us/acas/CodeOfAlabama/1975/22488.htm>).

Alabama Emergency Management Agency (AEMA). 2009. *State of Alabama Emergency Operations Plan*. Clanton, AL: AEMA. (http://ema.alabama.gov/filelibrary/Alabama_EOP_09_Final.pdf).

U.S. Department of Homeland Security (DHS). 2008. *National Response Framework*. Washington, DC: DHS. (<http://www.fema.gov/emergency/nrf/>).

-----2008. *National Incident Management System*. Washington, DC: Department of Homeland Security. (<http://www.fema.gov/emergency/nims/>).

-----2006. *Local and Tribal NIMS Integration v1.0*. Washington, DC: Department of Homeland Security. (http://www.fema.gov/pdf/nims/eop-sop_local_online.pdf).

-----2006. *State NIMS Integration v1.0*. Washington, DC: Department of Homeland Security. (http://www.fema.gov/pdf/nims/eop-sop_state_online.pdf).

Federal Emergency Management Agency (FEMA). 2009. *Comprehensive Preparedness Guide 101 (CPG 101): Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans*. Washington, DC: Federal Emergency Management Agency. (http://www.fema.gov/pdf/about/divisions/npd/cpg_101_layout.pdf).

-----2005. *Acronyms, Abbreviations and Terms: A Capability Assurance Job Aid (FEMA 524)*. Washington, DC: FEMA. (<http://www.fema.gov/plan/prepare/faat.shtml>).

REVISION PROCESS

AEMA will revise APG 001.A as needed, and issue change pages through a variety of sources (e.g., AEMA public internet website, AEMA County Intranet, etc.).

AEMA welcomes recommendations on how to improve this APG Annex so it better serves the needs of the local emergency management communities. You can provide recommendations for improving this guide to:

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2. PLAN DEVELOPMENT AND MODELS

OVERVIEW

This chapter provides a brief overview of the common EOP/CEMP models, as outlined in CPG 101. It also briefly touches upon other related emergency planning documents.

PLANNING PRINCIPLES

As recommended in APG 001, local jurisdictions should review the general planning principles presented in Section 1 of CPG 101 when developing their local EOPs/CEMPs. AEMA advises that a comprehensive planning team be used and that the team's membership be composed of individuals from diverse and appropriate disciplines (e.g., meteorology, radiology, hazardous material handling, technical hazard professions, mass care, transportation, utility services, public information, public health, public safety, government, etc.). Such an approach will facilitate and resolve major policy and procedural differences and input recommended changes to the EOP/CEMP before an incident occurs. The result will be a coordinated plan that more accurately reflects the policies and procedures found within each team member's area of responsibility.

EOP MODELS

AEMA recommends that local jurisdictions develop EOPs/CEMPs that can be implemented during any emergency or disaster, rather than developing separate plans for each hazard. However, each jurisdiction may possess unique threats or characteristics that may necessitate separate plans for different hazards. Nonetheless, AEMA does not mandate a particular model or format for local EOPs/CEMPs. A local EOP/CEMP may be considered as being first-rate if its users and readers comprehend the local plan, find it to be easy to use, and can find information when they need it.

Chapter 5 of CPG 101 identifies three common EOP models that local jurisdictions may want to consider, either in whole or part, when developing or revising their local plan. The three models include the Traditional Functional format, the Emergency Support Function (ESF) format, and the Agency/Department-Focused format. The local jurisdiction and its planning team may modify any of these formats to make the EOP fit their emergency management strategy, policy, resources, and capabilities.

Traditional Functional Model

The Traditional Functional model is one of the most commonly used EOP formats. Its structure has three major sections: the Basic Plan, Functional Annexes, and Hazard-Specific Appendices (see Figure 5.1, Chapter 5, CPG 101). The basic plan basically provides an outline of the jurisdiction's preparedness and response strategies. It describes expected hazards, outlines agency roles and responsibilities, and explains how the jurisdiction keeps the plan current. (A generic list of the common elements of a Basic Plan is provided in CPG 101 and Chapter 3 of APG 001.) Functional Annexes are separate chapters that focus on general mission areas, such as Communications and Mass Care. These annexes describe the general actions, roles, and responsibilities that participating and support organizations have for completing the tasks for that specific function. Hazard-Specific Appendices describe strategies for managing missions for a specific hazard, and are often attached to the end of each functional annex. These appendices further explain the procedures that are unique to that functional annex for a hazard type.

Emergency Support Function (ESF) Model

The ESF model is another commonly used EOP format and is based on the structure used in the National Response Framework (NRF). The State of Alabama utilizes this model for the State EOP. Like the Traditional Functional model, the ESF model begins with a Basic Plan. This model also contains various Annexes: ESF, Support, and Incident. The Basic Plan and the annexes can be supplemented by Appendices. (See Figure 5.2, Chapter 5, CPG 101 for more info.)

The ESF Annexes identify the lead coordinating agency or organization for each ESF, as well as the numerous support agencies. This annex outlines the general missions of the ESF and identifies the authorities, roles, and responsibilities of each primary and support entity to fulfill and accomplish the missions. Support Annexes detail the general emergency management activities common to virtually all types of emergencies (e.g., Financial Management and Worker Safety), and they list the primary and supporting agencies coordinating these activities. Incident Annexes provide the policies, situations, concept of operations, and responsible agencies' roles for specific hazards or incidents.

Agency/Department-Focused Model

This model also begins with a Basic Plan, but also contains sections for each Lead and Support Agency, and Hazard-Specific Procedure chapters (see Figure 5.3, Chapter 5, CPG 101). In this structure, each response and support agency or organization has its own individual section detailing the respective agency's tasked missions, roles, and responsibilities. The Hazard-Specific Procedures address the unique strategies or actions as they relate to each department or agency for specific disasters or emergencies.

OTHER TYPES OF PLANS AND DOCUMENTS

As previously mentioned, EOPs/CEMPs are not the emergency plans that address emergency management or homeland security operations. These other plans support or can supplement the EOP/CEMP. Among these other types of plans are: Administrative plans; Mitigation plans; Continuity of operations or government plans; Preparedness plans; Recovery plans; Prevention and protections plans; Emergency action plans; and so forth. Many of these types of plans are mandated by specific Federal, State, Tribal, or Local laws and regulations, which often require unique or specific plan elements and processes that may exceed what is typically found in a “regular” EOP/CEMP. Some of these other types of plans are further discussed in other Annexes to APG 001.

Just as these other types of emergency plans can supplement and be later attached to EOPs/CEMPs, there are other procedural documents that can further aid specific actions proscribed in EOPs/CEMPs. Examples of these documents include (but are not limited to): Overviews; Standard operating procedures or guidelines (SOPs/SOGs); Field operating guides; and Job aids. In general, these documents provide much more details or specifics on how specific emergency taskings or functions should be implemented. Further information on these documents can be found in Chapter 5 of CPG 101.

3. PLAN CONTENT

OVERVIEW

Regardless of which EOP model a local jurisdiction adopts (or creates) virtually all EOPs/CEMPs consist of a Basic Plan and supporting Annexes and/or Appendices. What follows is a general description each of these components.

Yet, emergency management also involves several kinds of plans, just as it involves several kinds of actions. While many jurisdictions may consider the EOP/CEMP the centerpiece of their emergency planning efforts, and where plans for all hazards, functions, and scenarios may ideally be included as annexes or appendices of the EOP/CEMP, it is not the only plan type that addresses emergency management and homeland security activities. Other types of plans that support and supplement the EOP are discussed further elsewhere in APG 001 and its annexes.

THE BASIC PLAN

As mentioned before, the Basic Plan offers an overview of the local jurisdiction's approach to emergency operations. An EOP/CEMP is built around the Basic Plan, which includes the hazard analysis and defines the core policies, functions, tasks to be performed, and legal basis of the plan, and annexes that further develop the operational and administrative guidelines needed to effectively execute the plan. Its target audience is usually chief executives, agency heads, and their staff. The typical elements of a Basic Plan include:

- Introductory Material;
- Purpose, Scope, Situations, and Assumptions;
- Concept of Operations (CONOPS);
- Organization and Assignment of Responsibilities;
- Direction, Control, and Coordination;
- Disaster Intelligence (also known as Information collection and dissemination);
- Communications;
- Administration, Finance, and Logistics;
- Plan Development and Maintenance; and
- Authorities and References.

Additional details for each of these elements and subitems may be found in Chapter 6 of CPG 101 and Chapter 3 of APG 001.

SUPPORTING ANNEXES OR APPENDICES

The content of supporting annexes and appendices is recommended to follow that of the Basic Plan. The following sections are common in such and often contain similar content and structure:

- Purpose, Scope, Situations, and Assumptions;
- Concept of Operations (CONOPS);
- Organization and Assignment of Responsibilities;
- Direction, Control, and Coordination;
- Disaster Intelligence (also known as Information collection and dissemination);
- Communications;
- Administration, Finance, and Logistics; and
- Authorities and References.

FUNCTIONAL, SUPPORT, PHASE, OR AGENCY-FOCUSED ANNEXES

As mentioned in the previous chapter, these annexes provide more detailed information and direction to the EOP/CEMP. They all outline operational functions and who or which agency/organization is responsible for carrying them out. These annexes should describe the policies, processes, roles, and responsibilities that responding and supporting agencies and departments carry out before, during, and after any emergency. They focus on specific responsibilities, tasks, and operational actions that pertain to the performance of a particular emergency operations function, and they may establish preparedness implementation targets that facilitate achieving function-related goals and objectives during emergencies and disasters.

The constitutional and organizational structures of a local jurisdiction's government, the capabilities of its emergency services agencies, and established policies and intended outcome of emergency operations all influence the choice of what core functions (and thus what annexes) the local jurisdiction incorporates into its local EOP/CEMP. While no single list of functions applies to all jurisdictions, the following is a list of typical core functions during emergency response operations:

- Direction, Control, and Coordination;
- Disaster Intelligence;
- Communications;
- Alert and Warning;
- Emergency Public Information;
- Public Protective Actions (e.g., evacuation, rescue, etc.);
- Reception and Mass Care;
- Health and Medical Services; and
- Resource Management.

This list of potential annexes is not comprehensive or exhaustive. Again, each local jurisdiction must assess its own needs.

If a local community opts to utilize the ESF model, they may do so by adopting the NRF or State EOP identified ESFs, or they may decide to include additional (or exclude) ESFs per local needs or resources. While not mandated, the ESF model may facilitate more orderly flow and synchronization with Federal or State level ESFs. Table 6.1 in Chapter 6 of CPG 101 provides a basic crosswalk that compares the different functions and their alignments among the three different EOP models.

HAZARD, THREAT, OR INCIDENT-SPECIFIC ANNEXES OR APPENDICES

These annexes or appendices spotlight special or unique planning needs derived by the specific threat, hazard, or incident. They often contain unique and/or regulatory response and/or recovery activities that apply to a single hazard. If the locally adopted EOP structure utilizes annexes, the annexes themselves may contain appendices that provide additional information on special requirements. Hazard or Incident-Specific Annexes or Appendices may contain information or data such as: route or hazards maps; special communications or warning protocols; specific information on the types or protective equipment and gear to be utilized by responders; etc.

This type of annex or appendix may also include supporting tabs for clarification of complex or unique concepts or actions. Such tabs can be in the form of procedural documents or additional specific data, and can involve:

- SOPs/SOGs;
- Checklists;
- Maps;
- Charts;
- Tables; and
- Forms.

Some localities may participate in special Federal or State preparedness programs that publish their own planning guidance (e.g., CSEPP and REPP). Other jurisdictions may be vulnerable to unique threats such hazardous materials spills. When participating jurisdictions are developing an EOP, they may be mandated to meet the special planning requirements of such programs or laws. This is often due to legal requirements that stipulate that certain programmatic procedures and protocols be implemented and adhered to. Jurisdictions must decide whether this compliance is best accomplished by incorporating the requirements across Functional Annexes or by developing a Hazard-Specific Annex for the program.

TAB A: PLAN CHECKLIST

This pull-out checklist may be used to assist with the development or revision of an EOP/CEMP so that a local jurisdiction can identify those essential planning items it should ideally include in its plan. This checklist is based on that found in CPG 101's Appendix C: EOP Development Guide. It should also be used to determine if the jurisdiction's EOP/CEMP meets the recommended basic emergency planning guidelines as offered in CPG 101 and APG 001.

To complete this checklist, identify the location in the EOP/CEMP where each planning item can be found. Enter this location information on the blank line next to that particular planning item. (For example, if the item can be found in the Basic Plan, Situation and Assumptions, state this or use an outline format (i.e., Basic Plan, II, A, 1). If the item is contained in an appendix or attachment to the basic plan or annex; simply state: "Annex C, Appendix 3, Attachment A". Page numbers may also be used when identifying the locations of these items.) A few items may not be applicable to all local jurisdictions. In these cases, enter "NA" on the line next to the item.

Should there be a need to reference a document to satisfy the planning item, indicate where this document can be found. (For example, when referencing a public works' resource list, which is maintained in the Public Works Director's office, state, "On file in Public Works Director's office.")

The planning items in this guide are listed under a specific annex or section of the EOP/CEMP. However, these items can be located in other parts of the plan and would still satisfy the intent of this guide. The best locations for these items should be determined by the local jurisdiction.

OPERATIONS PLAN CONTENT GUIDE			
Items	Where Located	CPG 101 Compliant	Reviewer Comment or Initials
BASIC PLAN			
This component provides an overview of the jurisdiction's emergency management/response program and its ability to prepare for, respond to, and recover from disasters/emergencies.			
PROMULGATION DOCUMENT AND SIGNATURE PAGE			
This component is a signed statement formally recognizing and adopting the plan as the jurisdiction's all-hazards EOP.			

OPERATIONS PLAN CONTENT GUIDE			
Items	Where Located	CPG 101 Compliant	Reviewer Comment or Initials
Include a Promulgation Statement signed by the jurisdiction's senior elected or appointed executive official(s). (Note: This statement should be renewed each time a new senior elected or appointed official takes office. In those jurisdictions where the senior executive official serves on a rotational basis of less than one year, while a renewal statement is ideal, a simple statement citing that all plans/policies of his/her predecessor are still in effect would be acceptable.)			
APPROVAL AND IMPLEMENTATION			
The approval and implementation page introduces the plan, outlines its applicability, and indicates that it supersedes all previous plans.			
Include a delegation of authority for specific modifications that can be made to the plan and by whom they can be made WITHOUT the senior official's signature.			
Include a date and must be signed by the senior official(s) (e.g., governor, Tribal leader[s], mayor, county judge, commissioner[s]).			
RECORD OF CHANGES			
The record of changes is usually a table that at a minimum has fields that show, a change number, the date of the change, and the name of the person who made the change. Other relevant information could be considered.			
RECORD OF DISTRIBUTION			
The record of distribution is usually a table with fields that indicate the title and the name of the person receiving the plan, the agency to which the receiver belongs, the date of delivery, and the number of copies delivered.			

OPERATIONS PLAN CONTENT GUIDE			
Items	Where Located	CPG 101 Compliant	Reviewer Comment or Initials
TABLE OF CONTENTS			
This item outlines the plan's format, key sections, attachments, charts, etc.			
List/identify the major sections/chapters and/or key elements within the EOP.			
PURPOSE, SCOPE, SITUATION, AND ASSUMPTIONS			
This section explains the plan's intent, whom it involves, and why it was developed.			
Purpose			
Describe the purpose for developing and maintaining a CEMP (e.g., coordinate local agency SOPs, define disaster-specific procedures, outline roles and limitations).			
Scope			
Describe at what times or under what conditions this plan would be activated (e.g., major county disaster versus minor local emergency, major state-wide disaster, terrorist attack within the local community, County, or State).			
Situation Overview			
This section provides a brief overview of the steps taken by the jurisdiction to prepare for disasters.			
Hazard Analysis Summary			
This section summarizes the major findings identified from a completed Hazard Analysis of each hazard likely to impact the jurisdiction. Note: The Hazard Analysis information can be presented as a Tab to the CEMP or maintained as a part of the Local Mitigation Plan. In either case, this section needs to provide an overview of the analysis process and its results and then refer to the Tab or the			

OPERATIONS PLAN CONTENT GUIDE			
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Mitigation Plan.			
Summarize/identify the hazards that pose a unique risk to the jurisdiction and would create the need to activate this plan (e.g., threatened or actual natural disasters, acts of terrorism, or other man-made disasters).			
Summarize/identify the probable high-risk areas (population, infrastructure, and environmental) that are likely to be impacted by the defined hazards (e.g., special needs facilities, wildlife refuges, types/numbers of homes/businesses in floodplains, areas around chemical facilities).			
Summarize/identify the likelihood that the defined hazards have and will continue to occur within the jurisdiction (e.g., historical frequency, probable future risk, national security threat assessments).			
Describe how the intelligence from threat analysis via State/Local fusion centers, joint terrorism task forces, national intelligence organizations, etc., has been incorporated into the jurisdiction's Hazard Analysis.			
Describe how CIKR protection activities have been incorporated into the vulnerability and impact analysis.			
Describe how agricultural; food supply; cyber security;			

OPERATIONS PLAN CONTENT GUIDE			
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chemical, biological, radiological, and/or nuclear explosive (CBRNE) events; and pandemics (those located/originating in the jurisdiction as well as a nonlocal, nationwide, or global event) have been assessed and incorporated into the jurisdiction's Hazard Analysis.			
Describe the assumptions made and the methods used to complete the jurisdiction's Hazard Analysis, including what tools or methodologies were used to complete the analyses (e.g., a State's Hazard Analysis and Risk Assessment Manual, Mitigation Plan guidance, vulnerability assessment criteria, consequence analysis criteria).			
Include maps that show the high-risk areas that are likely to be impacted by the identified hazards (e.g., residential/commercial areas within defined floodplains, earthquake fault zones, vulnerable zones for hazardous materials facilities/routes, areas within ingestion zones for nuclear power plants, critical infrastructure).			
Describe/identify the hazards that could originate in a neighboring jurisdiction and could create hazardous conditions in this jurisdiction (e.g., watershed runoff,			

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chemical incident, riot/terrorist act).			
Describe/identify the unique time variables that may influence the Hazard Analysis and preplanning for the emergency (e.g., rush hours, annual festivals, seasonal events, how quickly the event occurs, and the time of day that the event occurs).			
Capability Assessment			
Describe the process used by the jurisdiction to determine its capabilities and limits in order to prepare for and respond to the defined hazards. Note: The jurisdiction may wish to address this topic as part of the hazard-specific sections. This decision would allow the jurisdiction to address the unique readiness issues and limitations for each specific hazard. In this case, this section should provide an overview of the jurisdiction's abilities and then refer the reader to the hazard-specific sections for more detailed information.			
Summarize the jurisdiction's prevention, protection, response and recovery capabilities involving the defined hazards.			
Describe the jurisdiction's limitations on the basis of training, equipment, or personnel.			
Describe the methods used and agencies involved in a formal capability assessment, including how often to conduct			

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the assessment.			
Describe methods used and NGOs (business, not-for-profit, community, and faith based) involved in formal community capability assessment, including how often to conduct the assessment.			
Mitigation Overview			
This section covers the actions taken in advance to minimize the impact that is likely to result from an emergency, including short and long-term strategies. Note: Specific Mitigation Plans/guidance documents may be available from State Emergency Management Agencies (EMAs), FEMA, or DHS.			
Provide a brief overview of the mitigation programs used locally to reduce the chance that a defined hazard will impact the community (e.g., move homes/businesses out of floodplain, establish and enforce zoning/building codes, install surveillance cameras, conduct cargo surveillance and screening), including short- and long-term strategies.			
Identify potential protection, prevention, and mitigation strategies for high- risk targets.			
Describe the procedures used to develop sector-specific protection plans, including critical infrastructure systems and facilities, port security, transportation security, food chain, food and medical			

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production/supply, and cyber security.			
Describe the procedures used to educate and involve the public in the mitigation programs (e.g., building safe rooms/homes, home relocation, streambed cleaning).			
Describe the process and agencies used to develop Mitigation Plans and how these are coordinated with Local, State, Tribal, and Federal agencies/plans.			
Planning Assumptions			
This section identifies what the planning team assumed to be facts for planning purposes in order to make it possible to execute the EOP.			
Concept Of Operations			
Describe who has the authority to activate the plan (e.g., EMA office, Chief Elected Official, State Official, Fire/Police Chief, etc.).			
Describe the process, templates, and individuals involved in issuing a declaration of emergency for a given hazard and how the declaration will be coordinated with neighboring jurisdictions and the State.			
Describe how legal questions/issues are resolved as a result of preparedness, response, or recovery actions, including what liability protection is available to responders.			
Describe the process by which the EMA office coordinates with all appropriate agencies, boards, or divisions within the jurisdiction.			
Describe how emergency plans take into			

OPERATIONS PLAN CONTENT GUIDE			
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account special needs populations and service or working animals.			
Describe how emergency plans take into account companion and farm animal care.			
Identify other response/support agency plans that directly support the implementation of this plan (e.g., hospital, school emergency, facility plans).			
Organization And Assignment Of Responsibilities			
This section provides an overview of the key functions and procedures that State or Local agencies will accomplish during an emergency, including the roles Local, State, Federal, Tribal, and private agencies will take to support local operations.			
Identify/outline the responsibilities assigned to each organization that has mission assignment defined in the plan, including but not limited to the following:			
<ul style="list-style-type: none"> Local senior elected or appointed officials (e.g., Governor, Mayor, Commissioner, Administrative Judge, Council, Executive Director). 			
<ul style="list-style-type: none"> Local department and agencies (e.g., Fire, Law Enforcement, EMS Health, EMA). 			
<ul style="list-style-type: none"> State agencies most often and/or likely to be used to support Local operations (e.g., States' Department of Transportation, State Police/Highway Patrol, Department of Natural Resources [DNR], Environmental 			

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Protection/Quality, Emergency Management, Homeland Security, Department of Health/Public Health, and National Guard).			
<ul style="list-style-type: none"> Regional organizations or groups most often and/or likely to be used to support Local operations. 			
<ul style="list-style-type: none"> Federal agencies most often and/or likely to be used to support Local operations (e.g., FEMA, U.S. Coast Guard, DOJ, FBI, Federal Aviation Administration [FAA], National Safety Transportation Board [NTSB], DoD, DOT). 			
<ul style="list-style-type: none"> Government-sponsored volunteer resources (e.g., CERTs, Medical Reserve Corps [MRC], Volunteers in Police Service [VIPS] or Auxiliary Police). 			
<ul style="list-style-type: none"> Private and voluntary organizations (e.g., ARC, Salvation Army, faith-based groups, VOAD, Chamber of Commerce, Community Action Commission, private sector support). 			
Describe how prevention roles and responsibilities will be addressed, including linkages with Fusion Centers where applicable.			
Describe how roles and responsibilities for CIKR protection are managed within the jurisdiction.			
Describe how roles and responsibilities will be determined for unaffiliated volunteers and how to incorporate these individuals into the emergency operation.			

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Describe/identify what Mutual Aid Agreements are in place for the quick activation and sharing of resources during an emergency. Examples of agreements that may exist include the following:			
<ul style="list-style-type: none"> • Agreements between response groups (e.g., fire and police, emergency medical/ambulance). 			
<ul style="list-style-type: none"> • Agreements for additional resources/assistance between neighboring jurisdictions' response forces (e.g., fire, police, EMS). 			
<ul style="list-style-type: none"> • Agreements for providing and receiving additional resources through the EMAC. 			
<ul style="list-style-type: none"> • Agreements for alert and notification and dissemination of emergency public information. 			
<ul style="list-style-type: none"> • Resource agreements (e.g., outside assistance, personnel, equipment). 			
<ul style="list-style-type: none"> • Agreements between medical facilities inside and outside the jurisdiction (e.g., for using facilities, accepting patients). 			
<ul style="list-style-type: none"> • Evacuation agreements (e.g., use of buildings, restaurants, homes as shelters/lodging, relocation centers; transportation support), including agreements between jurisdictions for the acceptance of evacuees. 			
<p>Note: Actual Mutual Aid Agreements should not be included in the plan in their entirety. The CEMP should only identify that the</p>			

OPERATIONS PLAN CONTENT GUIDE			
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agreement exists and briefly summarize who is covered by the agreement, what goods or services are covered, and what limitations apply, if any.			
Note: Mutual aid may also be addressed separately in each section of the CEMP if the jurisdiction believes that such placement will help to better explain how that mutual aid directly supports a specific procedure.			
Describe how the jurisdiction maintains a current list of available National Incident Management System (NIMS) Typed Resources and Credentialed Personnel.			
Describe how all tasked organizations maintain current notification rosters, SOPs, and checklists to carry out their assigned tasks.			
Provide a matrix that summarizes which tasked organizations have the primary lead versus a secondary support role for each defined response function.			
Describe the jurisdiction's policies regarding public safety enforcement actions required to maintain the public order during a crisis response, including teams of enforcement officers needed to handle persons who are disrupting the public order, violating laws, requiring quarantine, etc.			
Direction, Control, And Coordination			
This section describes the framework for all direction, control, and coordination			

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activities.			
Identify who has tactical and operational control of response assets.			
Discuss multijurisdictional coordination systems and processes used during an emergency.			
Information Collection And Dissemination			
Identify intelligence position (e.g., fusion center liaison) requirements for the EOC's planning section.			
Describe plans for coordination between the planning section and the jurisdiction's fusion center.			
Describe information dissemination methods (e.g., verbal, electronic, graphics) and protocols.			
Describe critical information needs and collection priorities.			
Describe long-term information collection and dissemination strategies.			
Describe collaboration with the general public, to include sector specific watch programs.			
COMMUNICATIONS			
This section describes the response organization-to-response organization communication protocols and coordination procedures used during emergencies and disasters.			
Describe the framework for delivering communications support and how the jurisdiction's communications integrate into the Regional or National disaster communications network.			
Identify and summarize separate interoperable communications plans.			
Administration, Finance, And Logistics			
Administration			
This section describes administrative procedures used during an			

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<p>emergency operation. <i>Documentation</i> is an administrative process used by a jurisdiction to document the response to and recovery from a disaster. Note: This information can also be discussed for each emergency response function or for the specific hazards.</p>			
<p>Describe the process and agencies used to document the actions taken during and after the emergency (e.g., incident and damage assessment, incident command logs, cost recovery).</p>			
<p>Describe/summarize the reasons for documenting the actions taken during both the response and recovery phases of the disaster (e.g., create historical records, recover costs, address insurance needs, and develop mitigation strategies).</p>			
<p>Include copies of the reports that are required (e.g., cost recovery, damage assessment, incident critique, historical record).</p>			
<p>Describe the agencies and procedures used to create a permanent historical record of the event (After-Action Report) and include identifying the actions taken, resources expended, economic and human impacts, and lessons learned as a result of the disaster.</p>			
<p><i>After Action Review (AAR)</i> is an administrative process used by the jurisdiction to review and discuss the response in order to identify strengths and weaknesses in the emergency management and response program.</p>			

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Describe the reasons and need to conduct an AAR (e.g., review actions taken, identify equipment shortcomings, improve operational readiness, and highlight strengths/initiatives).			
Describe the methods and agencies used to organize and conduct an AAR of the disaster, including how recommendations are documented to improve local readiness (e.g., change plans/procedures, acquire new or replace outdated resources, retrain personnel).			
Describe the links and connections between the processes used to critique the response to an emergency/disaster and the processes used to document recommendations for the jurisdiction's exercise program.			
Describe how the jurisdiction ensures the deficiencies and recommendations identified during an AAR are corrected or completed.			
Finance			
This section describes finance procedures used to recover the costs incurred during an emergency operation.			
Describe/identify the various programs that allow Local political jurisdictions and their response/support agencies to recover their costs (e.g., Small Business Administration [SBA], Public Assistance Program).			
Describe the procedures agencies follow to document the			

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extraordinary costs incurred during response and recovery operations (e.g., personnel overtime, equipment used/expended, contracts initiated).			
Describe/identify the programs and how the jurisdiction assists the general public to recover their costs and begin rebuilding (e.g., SBA, unemployment, worker's compensation).			
Describe the methods used to educate responders and Local officials about the cost recovery process.			
Describe the impact and role that insurance has in recovering costs (e.g., self-insured, participation in the National Flood Insurance Program [NFIP], homeowner policies).			
Logistics			
This section describes the logistics and resource management mechanisms used to identify and acquire resources <i>in advance of</i> and during emergency operation, especially to overcome gaps possibly identified in a capability assessment.			
Describe/identify the procedures and agencies involved in using the existing hazard analysis and capability assessment to identify what resources are needed for a response to a defined hazard, including using past incident critiques to identify/procure additional resources.			
Describe/identify the steps taken to overcome the jurisdiction's identified resource shortfalls,			

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including identifying the resources that are only available outside the jurisdiction (e.g., HAZMAT, Water Rescue, Search and Rescue teams, CBRNE) and the procedures to request those resources.			
Provide a brief summary statement about specialized equipment, facilities, personnel, and emergency response organizations currently available to respond to the defined hazards. Note: A Tab to the plan or a separate Resource Manual should be used to list the types of resources available, amounts on hand, locations maintained, and any restrictions on use.			
Describe the process used to identify private agencies/contractors that will support resource management issues (e.g., waste haulers, spill contractors, landfill operators). Identify existing Memorandums of Agreement or Understanding and contingency contracts with these organizations.			
Plan Development And Maintenance			
This section describes the process used to regularly review and update the EOP.			
Describe how this plan was coordinated with the EOPs from adjoining/intra-State Regional jurisdictions to include Local political subdivisions that develop their own EOPs in accordance with State statute.			
Describe the process used to review and revise the plan each year or - if changes in the jurisdiction warrant			

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(e.g., changes in administration or procedures, newly added resources/training, revised phone contacts or numbers) - more often.			
Describe the responsibility of each organization/agency (governmental and NGO) to review and submit changes to its respective portion(s) of the plan.			
Identify/summarize to whom the plan is distributed, including whether it is shared with other jurisdictions. Include a plan distribution list. Note: This list can be included as a Tab to the plan.			
Describe/identify how or where the plan is made available to the public.			
Summarize the process used to submit the plan for review, coordination, and/or evaluation by other jurisdictions/organizations.			
Include a page to document when the changes are received and entered into the plan.			
Authorities And References			
Identify/describe the Local, State, and Federal laws that specifically apply to the development and implementation of this plan, including but not limited to the following:			
<ul style="list-style-type: none"> Local and Regional ordinances and statutes. 			
<ul style="list-style-type: none"> State laws or revised code sections that apply to emergency management and homeland security. 			
<ul style="list-style-type: none"> State administrative code sections that define roles, responsibilities, and operational procedures. 			
<ul style="list-style-type: none"> State Attorney General Opinions. 			
<ul style="list-style-type: none"> Federal regulations and standards (e.g., Stafford Act, FEMA Policy, 			

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Patriot Act, National Fire Protection Association [NFPA 1600).			
Identify/describe the reference manuals used to develop the plan and/or help prepare for and respond to disasters or emergencies, including but not limited to the following:			
<ul style="list-style-type: none"> • General planning tools. • Technical references. • Computer software. 			
Identify/define the words, phrases, acronyms, and abbreviations that have special meanings with regard to emergency management and are used repeatedly in the plan.			
FUNCTIONAL ANNEXES*			
These annexes contain detailed descriptions of the methods and that government agencies and departments follow procedures for critical operational functions during emergency operations. *Note: The type functional annexes will depend on which model that local jurisdiction adopts.			
DIRECTION AND CONTROL			
Initial Notification			
This section describes the processes used to recognize that an emergency has occurred and then to notify the proper agencies to respond to the emergency.			
Describe/identify the procedures and agencies used to receive and document the initial notification that an emergency has occurred.			
Describe/identify plans, procedures, and policies for coordinating, managing, and			

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disseminating notifications effectively to alert/dispatch response and support agencies (e.g., 911 Centers, individual Fire/Police dispatch offices, call trees) under all hazards and conditions.			
Describe/identify the procedures and agencies used to notify and coordinate with adjacent jurisdiction(s) about a local emergency that may pose a risk (e.g., flash flood, chemical release, terrorist act).			
Describe the use of Emergency Condition/Action Levels in the initial notification process (e.g., Snow emergency levels 1–3, Chemical levels 1–3, Crisis Stages 1–4).			
Incident Assessment			
This section describes the procedures followed by those who arrive on the scene first and identify the risks posed by the disaster.			
Describe the procedures used by first response agencies to gather essential information and assess the immediate risks posed by the emergency.			
Describe how the initial assessment is disseminated or shared in order to make protective action decisions and establish response priorities, including the need to declare a state of emergency.			
Describe/identify the procedures and agencies used to monitor the movement and			

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future effects that may be created by the emergency.			
Incident Command			
This section describes the processes used by the jurisdiction to implement an Incident Command System (ICS) and manage emergency operations. Note: This may also be referred to as an Incident Management System or Unified Command System.			
Describe/identify who is in charge and has the overall responsibility to coordinate response operations (e.g., Fire for chemical, Police for riot, and Mayor for natural hazard); including how they will share command should the incident cross multiple jurisdictional boundaries.			
Describe the procedures used to implement a NIMS-compliant ICS and coordinate response operations, including identifying the key positions used to staff the ICS (e.g., Operations, Agency Liaisons, and Safety) and using NIMS forms.			
Describe how/where an Incident Command Post (ICP) will be established (e.g., chief's car, command bus, nearest enclosed structure) and how it will be identified during the emergency (e.g., green light, flag, radio call).			
Describe the process used to coordinate activities between the ICP and an activated EOC,			

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including how/when an IC can request the activation of an EOC.			
Describe the procedures used to coordinate direct communications between the on-scene responders as well as with the off-scene agencies that have a response role (e.g., Hospital, ARC, and Health).			
Describe the process the IC will use to secure additional resources/support when local assets are exhausted or become limited, including planned State, Federal, and private assets.			
Describe the process the IC will use to coordinate and integrate the unplanned arrival of individual citizens and volunteer groups into the response system and to clarify their limits on liability protection.			
Emergency Operations Center (EOC)			
This section describes the jurisdiction's processes for activating and utilizing an EOC to support and coordinate emergency operations. Note: EOC procedures may be addressed in an SOP. If a separate SOP is used, it should be identified in the EOP.			
Describe the purpose and functions of an EOC during an emergency or declared disaster.			
Describe/identify under what conditions the jurisdiction will			

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activate an EOC and who makes this determination.			
Identify the primary and alternate sites that will likely be used as an EOC for the jurisdiction (e.g., city hall, fire department, EMA office, dedicated facility).			
Describe the process used to activate the primary or an alternate EOC (e.g., staff notification, equipment setup), including the procedures needed to move from one EOC to another.			
Identify who's in charge of the EOC (e.g., EMA Director, Chief Elected Official, Fire/Police Chief, Department/Agency Director), and describe how operations will be managed in the EOC.			
Describe/identify the EOC staff and equipment requirements necessary for an EOC (e.g., first response liaisons, elected officials, support agencies, communications, and administrative support).			
Describe/identify the procedures used to gather and share pertinent information between the scene, outside agencies, and the EOC (e.g., damage observations, response priorities, resource needs), including sharing information between neighboring and State EOCs.			
Describe the EOC's abilities to manage an emergency response that lasts longer than			

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24 hours (e.g., staffing needs, shift changes, resource needs, feeding, and alternate power).			
Describe the plans and procedures to transition from response operations to recovery operations.			
Describe the process used to deactivate/close the EOC (e.g., staff releases, equipment cleanup, and documentation).			
Identify the lead official and at least two alternates responsible for staffing each key position at the primary EOC, as well as the alternates if different that is consistent with NIMS.			
Describe procedures for routinely briefing senior elected officials not present in the EOC on the emergency situation (e.g., governor, commissioner, administrative judge, mayor, city council, trustees) and for authorizing emergency actions (e.g., declare an emergency, request State and Federal assistance, purchase resources).			
Provide a diagram of the primary and alternate EOCs (e.g., locations, floor plans, displays) and describe/identify the critical communications equipment available/needed (e.g., phone numbers, radio frequencies, faxes).			
Provide copies of specific NIMS-compliant forms or logs			

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to be used by EOC personnel.			
CONTINUITY OF GOVERNMENT/OPERATIONS			
This annex describes the processes that ensure government can implement and manage vital functions immediately following a disaster. Note: COG/COOP may have a separate plan from the EOP. If a separate COG/COOP or Pandemic Influenza Operations plan is used, it should be identified in the EOP.			
Describe essential functions, such as providing vital services, exercising civil authority, maintaining the safety and well-being of the populace, and sustaining the industrial/economic base in an emergency.			
Describe plans for establishing Recovery Time Objectives (RTOs) or recovery priorities for each essential function.			
Identify personnel and/or teams needed to perform essential functions.			
Describe key elements for establishing orders of succession.			
Describe plans for human resource management.			
Describe the arrangements in place that support decision making with regard to implementing response and recovery functions (e.g., resolutions that allow the County Administrator to act on behalf of the Commissioners to suspend normal bidding regulations for purchasing equipment or establishing contracts).			
Describe the arrangements in			

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place to protect records deemed essential for government functions (e.g., tax records, birth/death/marriage certificates, payroll and accounting data).			
Describe the processes that will be used to identify the critical and time- sensitive applications, processes, and functions that need to be recovered and continued following an emergency or disaster (e.g., business impact analysis, business continuity management, vital records preservation, alternate operating facilities) as well as the personnel and procedures necessary to do so.			
Predetermine delegations of authority.			
Identify continuity/alternate facilities.			
Identify continuity communications.			
Identify and protect vital records.			
Develop test, training, and exercise.			
Develop devolution of control and direction.			
Develop evaluations, after action reports, and lesson learned.			
Develop corrective action plans.			
COMMUNICATIONS			
This section describes the processes for providing reliable and effective communications among organizations participating in an emergency operation.			
Describe/identify the procedures and personnel used to manage communications between the on-scene personnel/agencies (e.g.,			

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radio frequencies/tactical channels, cell phones, data links, Command Post (CP) Liaisons, communications vehicle/van) in order to establish and maintain a common operating picture of the event.			
Describe/identify the procedures and agencies used to identify and overcome communications shortfalls (e.g., personnel with incompatible equipment, use of ARES/RACES at the CP/off-site locations, CB radios).			
Describe/identify the procedures and personnel used to manage communications between the on-scene and off-site personnel/agencies (e.g., shelters, hospitals, EMA).			
Describe the procedures used by 911/Dispatch Centers to support/coordinate communications for the on-scene personnel/agencies, including alternate methods of service if 911/Dispatch is out of operation (e.g., resource mobilization, documentation, backup).			
Describe the arrangements that exist to protect emergency circuits with telecommunications service priority for prompt restoration/provisioning.			
Describe/identify the procedures used by an EOC to support and coordinate communications between the on- and off-scene personnel and agencies.			
Describe/identify the interoperable communications plan and compatible frequencies used by			

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agencies during a response (e.g., who can talk to whom, including contiguous Local, Tribal, State, and private agencies).			
Describe how 24-hour communications are provided and maintained.			
WARNING			
This annex describes the system that provides reliable, timely, and effective warnings to the public at the onset and throughout a disaster.			
Describe/identify the procedures and agencies used to initiate/disseminate the initial notification that a disaster or threat is imminent or has occurred (e.g., EAS activation, door-to-door, sirens, cable/TV messages).			
Describe the use of Emergency Condition Levels (ECLs) in the public notification process (e.g., snow emergencies, HAZMAT incidents, nuclear power plant events).			
Describe the procedures and agencies used to alert special-needs populations in the workplace, public venues, and in their homes.			
Include pre-scripted EAS messages for identified hazards.			
EMERGENCY PUBLIC INFORMATION			
This annex describes the systems to provide reliable, timely, and effective information to the public at the onset and throughout a disaster.			
Describe/identify the procedures and agencies used to provide continuous and accessible public information about the disaster (e.g., media briefings, press			

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releases, cable interruptions, EAS), secondary effects, and recovery activities.			
Describe/identify the procedures and agencies used to ensure that information provided by all sources includes the necessary content to enable reviewers to determine its authenticity and potential validity.			
Describe/identify plans, procedures, programs, and systems to control rumors by correcting misinformation rapidly.			
Describe the procedures and agencies used to inform special-needs populations in the workplace, public venues, and in their homes.			
Describe the role of a public information officer (PIO) and describe the procedures this person will use to coordinate public information releases (e.g., working with media at the scene, using a JIC, coordinating information among agencies/elected officials).			
Describe how responders/local officials will use and work with the media during an emergency (e.g., schedule press briefings, establish media centers on-scene, control access to the scene, responders, victims).			
Include prepared public instructions for identified hazards, including materials for managers of congregate care facilities, such as childcare centers, group homes, assisted living centers, and nursing homes.			

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Describe the procedures and agencies used to manage rumor control on- and off-scene (e.g., monitoring AM/FM radio and television broadcasts).			
List the local media contacts and identify their abilities to provide warnings.			
POPULATION PROTECTION			
This annex describes the processes for implementing and supporting protective actions taken by the public.			
Describe the jurisdiction's plans, procedures, and protocols to coordinate evacuations and sheltering-in-place.			
Describe the protocols and criteria used to decide when to recommend evacuation or sheltering-in-place.			
Describe the conditions necessary to initiate an evacuation or sheltering-in-place and identify who has the authority to initiate such action.			
Describe the procedures and agencies used to conduct the evacuation (e.g., of high-density areas, neighborhoods, high-rise buildings, subways, airports, special events venues) and to provide security for the evacuation area.			
Describe the jurisdiction's plans, procedures, and protocols in case of terrorist alerts for protecting target ethnic or religious groups or target institutions, such as abortion clinics or religious facilities.			
Describe the plan for receiving evacuees due to hazards in			

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neighboring jurisdictions.			
Describe the procedures and agencies used to exchange information between and among the evacuating jurisdiction, the receiving jurisdiction(s), and the jurisdictions that evacuees will pass through.			
Describe coordination strategies for managing and possibly relocating incarcerated persons during a crisis response.			
Describe how and when the public is notified, including the actions they may be advised to follow during an evacuation, while sheltering in place, upon the decision to terminate sheltering-in-place, and throughout the incident.			
Describe the protocols and criteria the jurisdiction will use to recommend termination of sheltering-in-place.			
Describe/identify the procedures and resources (e.g., both pre-identified and ad-hoc collection points, staging areas, transportation resources) used to identify and assist moving evacuees, including assisting special- needs populations, persons with mobility impairments, and persons in institutions.			
Describe the procedures used to provide for the care of the evacuees' service animals/pets/livestock or to instruct evacuees on how to manage their service animals/pets/livestock during an			

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evacuation.			
Describe how agencies coordinate the decision to return evacuees to their homes, including informing evacuees about any health concerns or actions they should take when returning to homes/businesses.			
Describe/identify the procedures and resources used to identify and assist the return of evacuees to their homes/communities, including special- needs populations.			
Describe the procedures used when the general public refuses to evacuate (e.g., implement forced removal, contact next of kin, place unique marking on homes, and take no action).			
MASS CARE/EMERGENCY ASSISTANCE			
This annex describes the processes used for implementing sheltering and mass- care operations for evacuees.			
Describe the procedures and agencies used to identify, open, and staff emergency shelters, including temporarily using reception centers while waiting for shelters to open officially.			
Describe the agencies and methods used to provide for short-term lodging and mass-care needs (e.g., beds/rest, food/water, crisis counseling, phones, clergy support, special-needs experts).			
Describe how shelters coordinate their operations with on-scene and other off-site support agencies (e.g., expected numbers evacuated, emergency medical support).			

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Describe how shelters keep evacuees informed about the status of the disaster, including information about actions that may need to be taken when evacuees return home.			
Describe the agencies and methods used to provide care and support for institutionalized or special-needs individuals (e.g., medical and prescription support, durable medical equipment, child care, transportation, foreign language interpreters) and their caregivers.			
Describe the procedures and agencies used to care for companion and service animals brought to the shelters by the evacuees.			
Describe the procedures and agencies used to notify or inform the public about the status of injured or missing relatives.			
Describe the methods to identify, screen, and handle evacuees exposed to the hazards posed by the disaster (e.g., infectious waste, polluted floodwaters, chemical hazards) and to keep the shelter free of contamination.			
Describe arrangements in place with other jurisdictions for receiving their assistance in sheltering, including providing shelters when it is not practical locally (e.g., there are no available shelters or staff support).			
Describe the agencies/organizations and methods for providing feeding			

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services both within in the shelter facilities and at other identified feeding sites or mobile feeding operations.			
Describe the plans, methods, and agencies/organizations responsible for distribution of emergency relief items (e.g., hygiene kits, clean up items, infant care supplies, etc.).			
Describe the procedures and agencies used to identify and address the general public's "unmet needs" during the disaster.			
HEALTH AND MEDICAL			
Public Health			
This annex describes the process for providing for the public's general health as a result of the emergency.			
Describe the agencies and methods used to maintain efficient surveillance systems supported by information systems to facilitate early detection, reporting, mitigation, and evaluation of expected and unexpected public health conditions.			
Describe the agencies and methods used to determine the public health issues created by the disaster (e.g., food/water safety, biological concerns) and to prioritize how the issues will be managed, including how this process is coordinated with the ICP/EOC (e.g., issue vaccinations, establish quarantines).			
Describe the agencies and			

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alternate methods used to provide potable water to the jurisdiction when the water systems are not functioning (e.g., private sources, boil orders, private wells).			
Describe the agencies and alternate methods used to provide alternate sources for human waste disposal (e.g., arrange portable latrines, encourage sharing with those on own septic systems).			
Describe the procedures and agencies used to assess and provide mental health services for the general public impacted by the disaster (critical incident stress debriefings).			
Describe/identify the procedures used to assess and provide vector control services (e.g., insect and rodent controls, biological wastes/contamination, and use of pesticides).			
Describe/identify the procedures used to assess and provide food production and agricultural safety services (e.g., conducting a coordinated investigation of food and agricultural events or agricultural or animal disease outbreaks).			
Describe the use and coordination of health professionals, incident commanders, and PIOs to issue public health media releases and alert the media.			
Describe/identify the			

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procedures and agencies involved in initiating, maintaining, and demobilizing medical surge capacity, including Mutual Aid Agreements for medical facilities and equipment.			
Describe/identify the procedures used to assess and provide animal care services (e.g., remove and dispose of carcasses, rescue/recover displaced pets/livestock, treat endangered wildlife) and the agencies utilized in this process (e.g., veterinarians, animal hospitals, Humane Society, State DNR).			
Describe the procedures and agencies used to identify and respond to grave sites/cemeteries that are impacted by the disaster (e.g., recover and replace unearthed/floating/missing coffins, review records to confirm identification, manage closed/historical gravesites).			
Describe the use and coordination of health professionals from outside agencies to support local response needs (e.g., poison control centers, State/Local Departments of Health/Public Health, Centers for Disease Control, Funeral Directors Association, U.S. Department of Agriculture, Food and Drug Administration, MRC).			
Identify potential sources for			

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<p>medical and general health supplies that will be needed during a disaster (e.g., medical equipment, pharmaceutical supplies, laboratories, toxicologists). Note: This information could be maintained under a separate Tab or as part of a comprehensive resource manual.</p>			
Medical/Victim Care/Mass Casualty/Mass Fatality			
<p>This annex describes the processes used to provide immediate medical assistance to those directly impacted by the emergency.</p>			
<p>Describe/identify the procedures to be followed by emergency medical personnel to contain and stabilize a disaster (e.g., set up triage, provide initial treatment, and conduct/coordinate transport).</p>			
<p>Describe/identify the procedures to be followed for tracking patients from the incident scene through their courses of care.</p>			
<p>Describe how emergency system patient transport and tracking systems are interoperable with national and DoD systems.</p>			
<p>Describe/identify the procedures used to coordinate with private agencies to support on-scene medical operations (e.g., air ambulance, private EMS), including the process of staging and integrating those assets at the scene.</p>			
<p>Describe/identify the agencies and unique procedures used to</p>			

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manage on-scene functions of mass casualty/fatality events (e.g., identification of bodies, expansion of mortuary services, and notification of next-of-kin).			
Describe/identify the process for using hospitals, nursing homes, and/or other facilities as emergency treatment centers or as mass casualty collection points.			
Describe/identify the process for identifying shortfalls in medical supplies (e.g., backboards, medicines) and then acquiring those additional resources either locally or from external sources.			
Describe/identify the procedures that hospitals, within or outside of the jurisdiction, will use to assist medical operations with on-scene personnel (e.g., prioritize patient arrival, divert patients to other sites when full/less capable, conduct decontamination, provide triage team support).			
Describe the procedures the Coroner will implement during a disaster (e.g., victim identification, morgue expansion, mortuary services, Disaster Mortuary Operational Response Team [DMORT] activation) and how they will be coordinated with responders (e.g., EMS officer, ICP/EOC, local hospitals).			
Describe plans for recovering human remains, transferring them to the mortuary facility, establishing a Family Assistance Center, assisting with personal effects recovery, conducting			

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autopsies, identifying victims, and returning remains to the victims' families for final disposition.			
Describe the procedures that health department personnel will follow to support on-scene medical and local hospitals in obtaining additional resources when local supplies are likely to be exhausted.			
RESOURCE MANAGEMENT			
This annex describes the resource management mechanisms used to identify and acquire resources <i>during the response</i> to a disaster.			
Describe plans, procedures, and protocols for resource management in accordance with the NIMS Resource Typing, and include pre-positioning of resources to efficiently and effectively respond to an event.			
Describe the process used to identify, deploy, utilize, support, dismiss, and demobilize affiliated and spontaneous unaffiliated volunteers.			
Describe the process used to manage unsolicited donations.			
Describe plans for establishing logistic staging areas for internal and external response personnel, equipment, and supplies.			
Describe plans for establishing points of distribution across the jurisdiction.			
Describe plans for providing support for a larger, Regional incident.			
Describe strategies for transporting materials through restricted areas, quarantine lines,			

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law enforcement checkpoints, and so forth that are agreed upon by all affected parties.			
PREVENTION AND PROTECTION ACTIVITIES			
This section contains the methods and procedures to be followed to conduct basic prevention and protection activities.			
Prevention Activities			
This process is used to recognize prevention activities designed to reduce the risk of terrorism.			
Describe process for managing and ensuring operational and threat awareness among government organizations and sectors.			
Describe the process for sharing information between Fusion Center(s) and Emergency Operations Center(s).			
Describe the integration of prevention activities in support of response and recovery operations.			
Protection Activities			
Describe process for managing the CIKR identification and protection efforts involving all threats and hazards.			
Describe the integration of protection activities in support of response and recovery operations.			
CRITICAL INFRASTRUCTURE AND KEY RESOURCE RESTORATION			
Describe standards and procedures to identify qualified contractors offering recovery or restoration services.			
Describe/identify procedures to			

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coordinate credentialing protocols so lifeline personnel have access to critical sites following an incident.			
Describe the procedures used to identify, prioritize, and coordinate the work to repair/restore local roads, bridges, and culverts (e.g., along City, County, Township, State, Interstate, and U.S. routes).			
Describe the procedures and agencies used to repair/restore local water and waste systems (e.g., water/waste treatment plants, sewer/water lines, public/private wells), including providing temporary water and waste systems until normal operations resume.			
Describe the procedures and agencies used to prioritize and coordinate the repair/restoration of vital services (e.g., gas, electric, phone), including conducting safety inspections before the general public is allowed to return to the impacted area.			
Describe the procedures used to incorporate and coordinate assistance from Tribal, State, Federal, and private organizations (e.g., State Building Inspectors/Contractors, Local/Tribal/State Historical Preservation Offices, Federal Highway Administration [FHA], and private contractors).			
Describe/identify the likely types of energy and utility problems that will be created as result of the emergency (e.g., downed power lines, wastewater discharges, and ruptured underground storage tanks).			
Describe/identify the procedures and			

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agencies used to identify, prioritize, and coordinate energy and utility problems that will be created as a result of the disaster (e.g., shut off gas/electricity to flooded areas, restore critical systems, control underground water/gas main breaks).			
Describe the procedures and agencies used to identify, prioritize, and coordinate the removal of debris from roadways to ensure access for local responders (e.g., snow/debris removal, stream clearance of debris/ice), including coordinating road closures and establishing alternate routes of access.			
Describe the procedures and agencies used to protect affected populations during a disaster when there are periods of extreme temperatures and/or shortages of energy, including how the jurisdiction coordinates with energy-providing companies during outages.			
DAMAGE ASSESSMENT			
This annex describes the processes used to determine the extent of damage caused by the disaster to private and public property and facilities.			
Describe the procedures and agencies used to conduct and coordinate damage assessments on private property (e.g., home owners, businesses, renters).			
Describe the procedures and agencies used to conduct and coordinate damage assessments on public property (e.g., government, private, not-for-profit).			
Describe the processes used to			

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collect, organize, and report damage information to other County, Tribal, State, or Federal operations centers within the first 12 to 36 hours of the disaster/emergency.			
Describe the procedures for requesting supplemental State/Federal assistance through the State EMA.			
Include copies of the damage assessment forms used locally (e.g., State- adopted or - recommended EMA's damage and needs assessment form or a County equivalent). Note: These may be attached as a Tab to the plan.			
Debris Management			
This annex describes how the jurisdiction will coordinate the cleanup and disposal of debris from the disaster site. Note: Check to see if you're State has developed specific planning guidance on how to develop a debris management program and subsequent plans.			
Describe the procedures used to coordinate the debris collection and removal process (e.g., gather and recycle materials, establish temporary storage sites, sort/haul debris).			
Describe the procedures for communicating debris management instructions to the general public (e.g., separation/sorting of debris, scheduled pickup times, drop-off sites for different materials), including a process for issuing routine updates.			

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Describe the procedures and agencies used to assess and resolve potential health issues related to the debris removal process (e.g., mosquito/fly infestation, hazardous and infectious wastes).			
Describe the procedures and agencies used to inspect and arrange for the inspection and subsequent disposal of contaminated food supplies (e.g., from restaurants, grocery stores).			
Identify the agencies likely to be used to provide technical assistance on the debris removal process (e.g., State Environmental Protection Agency, State Department of Health/Public Health, State Department of Agriculture, Local and surrounding County Health Departments).			
Describe the procedures and agencies (e.g., Local building inspectors, private contractors) used to condemn, demolish, and dispose of structures that present a safety hazard to the public.			
Pre-identify potential trash collection and temporary storage sites, including final landfill sites for specific waste categories (e.g., vegetation, food, dead animals, hazardous and infectious wastes, construction debris, and tires/vehicles).			
DONATIONS MANAGEMENT			
This annex describes the process used to coordinate the collection and distribution of goods and monies that will be donated following an			

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emergency.			
Describe the procedures and agencies used to establish and staff donation management functions (e.g., set up toll-free hotlines, create databases, appoint a donations liaison/office, use support organizations).			
Describe the procedures and agencies used to verify and/or vet voluntary organizations and/or organizations operating relief funds.			
Describe the procedures and agencies used to collect, sort, manage, and distribute in-kind contributions, including procedures for disposing of or refusing goods that are not acceptable.			
Describe the procedures used to coordinate donation management issues with neighboring districts and the State's donations management system.			
Describe the process used to tell the general public about the donations program (e.g., instructions on items to bring and not bring, scheduled drop-off sites and times, the way to send monies), including a process for issuing routine updates.			
Describe the procedures and agencies used to handle the spontaneous influx of volunteers.			
Describe the procedures and agencies used to receive, manage, and distribute cash contributions.			
Pre-identify sites that will likely be used to sort and manage in-kind			

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contributions (e.g., private warehouses, government facilities).			
HAZARD- OR THREAT-SPECIFIC ANNEXES OR APPENDICES			
These annexes or appendices describe emergency response strategies that apply to a specific hazard. Note 1: Local communities may integrate hazard-specific information into functional annexes if they believe such integration would make the plan easier to read and use. Note 2: Local communities may find it appropriate to address specific hazards or threats in completely separate and stand-alone plans. In this case, the CEMP must specifically reference those plans and provide a brief summary on how the CEMP procedures are to be coordinated with the stand-alone procedures. Note 3: Some hazards have unique planning requirements directed by specific State and Federal laws. The local EMA must review those requirements and determine how the CEMP can best address and meet those legal requirements.			
NATURAL HAZARDS			
Earthquakes			
Describe/identify the jurisdiction's specific concerns, capabilities, training, procedures, agencies, and resources that will be used to mitigate against, prepare for, respond to, and recover from earthquakes. Include a hazard analysis summary that discusses where/how earthquakes are likely to impact the jurisdiction.			
Flood/Dam Failure			

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<p>Describe/identify the jurisdiction's specific concerns, capabilities, training, procedures, agencies, and resources that will be used to mitigate against, prepare for, respond to, and recover from flood emergencies/disasters (e.g., flash floods, inundation floods, floods resulting from dam failures or ice jams). Include a hazard summary that discusses where (e.g., 100-year and common floodplains) and how floods are likely to impact the jurisdiction.</p>			
Hurricane/Severe Storm			
<p>Describe/identify the jurisdiction's specific concerns, capabilities, training, procedures, agencies, and resources that will be used to mitigate against, prepare for, respond to, and recover from hurricanes/severe storms. Include a hazard analysis summary that discusses where/how hurricanes/severe storms are likely to impact the jurisdiction.</p>			
Tornados			
<p>Describe/identify the jurisdiction's specific concerns, capabilities, training, procedures, agencies, and resources that will be used to mitigate against, prepare for, respond to, and recover from tornadoes. Include a hazard analysis summary that discusses where/how</p>			

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tornadoes are likely to impact the jurisdiction (e.g., historical/seasonal trends, damage levels EF1 through EF5).			
Winter Storms			
Describe/identify the jurisdiction's specific concerns, capabilities, training, procedures, agencies, and resources that will be used to mitigate against, prepare for, respond to, and recover from winter storms (e.g., blizzards, ice jams, and ice storms). Include a hazard analysis summary that discusses where/how winter storms are likely to impact the jurisdiction.			
Droughts			
Describe/identify the jurisdiction's specific concerns, capabilities, training, procedures, agencies, and resources that will be used to mitigate against, prepare for, respond to, and recover from droughts (e.g., water conservation, public water outages, and wildfire issues). Include a hazard analysis summary that discusses where/how droughts are likely to impact the jurisdiction.			
TECHNOLOGICAL HAZARDS			
These events are emergencies that involve materials created by man and pose a unique hazard to the general public and environment. The jurisdiction needs to consider events that are caused by accident (e.g.,			

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mechanical failure, human mistake) or result of an emergency caused by another hazard (e.g., flood, storm) or are caused intentionally.			
Hazardous Materials			
<p>Address the hazard-unique procedures and methods used to prepare for and respond to releases that involve HAZMAT that is manufactured, stored, or used at fixed facilities or in transport. This section may include materials that exhibit incendiary or explosive properties when released.</p> <p>Note: Some States have laws that require each Local Emergency Planning Committee (LEPC) to develop a Chemical Emergency Preparedness and Response Plan on this topic. Some States have laws requiring the Local EMA to incorporate the LEPC's plan into the EMA's planning and preparedness activities. Specific planning criteria established by a State Emergency Response Commission (SERC) must be reviewed and addressed in order to develop the LEPC plan.</p>			
For LEPCs that complete a stand-alone plan, describe how the jurisdiction coordinates that plan's procedures with the EOP.			
For LEPC plans that are part of the EOP, describe how the planning team			

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utilized and adhered to the SERC criteria in order to be in compliance with those requirements and the CEMP requirements discussed above			
Lethal Chemical Agents And Munitions			
Describe/identify the jurisdiction's specific concerns, capabilities, training, procedures, agencies, and resources used to prevent, protect against, prepare for, respond to, and recover from lethal chemical agent and munitions incidents (e.g., sarin, mustard, VX). Include a hazard analysis summary that discusses where/how biological incidents are likely to impact the community.			
Radiological Incident			
Address the hazard-unique procedures and methods to prepare for and respond to releases that involve radiological materials that are at licensed facilities or in transport.			
Describe/identify the jurisdiction's specific concerns, capabilities, training, procedures, agencies, and resources that will be used to mitigate against, prepare for, respond to, and recover from radiological hazards. Include a hazard analysis summary that discusses where/how radiological materials are likely to			

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impact the jurisdiction, including incidents that occur at fixed facilities, along transportation routes, or as fallout from a nuclear weapon.			
If applicable, describe/include procedures that address the requirements of FEMA/NRC (U.S. Nuclear Regulatory Commission) NUREG 0654 and CFR Part 44, Section 350, as it applies to the jurisdiction's planning for emergencies/disasters involving regulated nuclear power plants.			
Biological Emergencies			
Describe/identify the jurisdiction's specific concerns, capabilities, training, procedures, agencies, and resources that will be used to mitigate against, prepare for, respond to, and recover from epidemic diseases and biological incidents (e.g., Pandemic Influenza, West Nile virus, hoof and mouth disease, smallpox). Include a hazard analysis summary that discusses where/how biological incidents are likely to impact the community.			
HUMAN-CAUSED HAZARDS			
These are disasters created by man, either intentionally or by accident. Note: The jurisdiction must complete its own hazard analysis to identify what human-caused emergencies will			

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require activation of the EOP's procedures.			
Terrorism			
Describe/identify the jurisdiction's specific concerns, capabilities, training, procedures, agencies, and resources that will be used to prevent, protect against, prepare for, respond to, and recover from terrorist acts. The attacks covered should include, but not be limited to, attacks involving weapons of mass destruction (WMDs), such as CBRNE materials. Note: Some State EMAs or Homeland Security offices have developed specific guidance for this planning element. Specific planning criteria are established in that guidance, and it must be reviewed in order to develop the terrorism plan. Address and ensure the State's terrorism planning criteria are in compliance with the CEMP requirements discussed above.			
Civil Unrest			
Address the hazard-unique procedures and methods the jurisdiction uses to prepare for and respond to civil unrest emergencies/disasters. Describe/identify the jurisdiction's specific concerns, capabilities, training, procedures, agencies, and resources that will be used to mitigate against, prepare for,			

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respond to, and recover from civil unrest emergencies (e.g., riots, school shootings).			
ADDITIONAL HAZARDS (AS APPLICABLE)			
Add additional annexes or appendices to include other hazards identified through the jurisdiction's hazard analysis (e.g., mass casualty, airline/plane crash, train crash/derailment, school emergencies).			
Describe/identify the jurisdiction's specific concerns, capabilities, training, procedures, agencies, and resources that will be used to mitigate against, prepare for, respond to, and recover from other hazards as defined in the jurisdiction's hazard analysis.			

TAB B: EOP COMPONENT NIMS INTEGRATION F.A.Q.S

This pull-out tab contains a series of questions that are provided to assist local jurisdictions develop EOPs/CEMPs that are consistent with the National Incident Management System (NIMS) concepts and terminology. They are derived from checklists found in *State NIMS Integration v1.0* and *Local and Tribal NIMS Integration v1.0* published by the National Integration Center in 2006.

Question 1: Does the EOP define the scope of preparedness and incident management activities necessary for the jurisdiction?

The EOP should cover all hazards that the jurisdiction could reasonably expect to occur and all the preparedness and incident management activities necessary to ensure an effective response to those hazards. Regulatory requirements may also dictate the hazards and preparedness activities that must be included in the EOP.

Question 2: Does the EOP describe organizational structures, roles, responsibilities, policies, and protocols for providing emergency support?

A description of the organizational structure should clearly identify which organizations will be involved in the emergency response. After each organization is identified, it should be assigned a specific set of responsibilities, which are normally based on its strengths and capabilities. The policies and protocols for providing emergency support should be described in the EOP. This information is typically described in the administration and logistics section as well as the authorities and references section of the basic plan.

Question 3: Does the EOP facilitate response and short-term recovery activities?

An EOP is usually not a mitigation plan and not a recovery plan. The EOP should describe and provide the basis for a jurisdiction's response and short-term recovery operations. The response activities typically take place initially and are designed to save lives, reduce suffering, and protect property and the environment. The short-term recovery activities typically follow the response activities and are designed to stabilize the situation and set the stage for reentry and recovery.

Question 4: Is the EOP flexible enough to use in all emergencies?

The EOP should reflect the State, Local, or Tribal jurisdiction's approach to all types of emergencies. The functional annexes should provide an outline of roles and responsibilities of each responding agency regardless of the type of emergency. In other words, the EOP should be flexible and useful in the event of any emergency.

Question 5: Does the EOP have a description of its purpose?

The purpose should include a general statement of what the EOP is meant to do. It should also include a brief summary of the components of the plan, including the functional annexes and hazard-specific appendices.

Question 6: Does the EOP describe the situation and assumptions?

The situation sets the stage for planning. It should be based on the State, Local, or Tribal jurisdiction's hazard identification analysis. The situation section typically covers a characterization of the population, the probability and impact of the hazard, vulnerable facilities, and dependencies on resources from other jurisdictions. The assumptions section should describe those things that are assumed to be true that directly impact the execution of the EOP. The assumptions may describe the limitations of the EOP and provide a basis for improvisation and modification if they become necessary. Assumptions may also identify potential hazards and describe the nature of those hazards and the frequency at which they are expected to occur.

Question 7: Does the EOP describe the concept of operations?

The CONOPS will capture the sequence and scope of the planned response and explain the overall approach to the emergency situation. The CONOPS should cover the division of responsibilities, sequence of actions (before, during, and after the incident), the manner in which requests for resources will be met, and the person and circumstances under which requests for additional aid from the State will be made (this section should include the process for declaring a state of emergency). The CONOPS should mention direction and control, alert and warning, and other activities. This information is usually outlined in the Basic Plan and fully detailed in the Functional and Hazard-Specific Annexes and Appendices.

Question 8: Does the EOP describe the organization and assignment of responsibilities?

The organization and assignment of responsibilities should establish which organizations will be relied on to respond to the emergency. The EOP should describe the tasks each element of the organization is responsible for and expected to perform. The description of these responsibilities is typically generic in the Basic Plan and more detailed in Functional and Hazard-Specific Annexes and Appendices. The Basic Plan typically contains a matrix that plots response functions by agency and allows for a quick clarification of the assignment of primary and support responsibilities.

Question 9: Does the EOP describe administration and logistics?

The EOP has a section that covers general support requirements and availability of support services from other agencies. It should also contain general policies for managing resources. This section of the EOP should also reference Mutual Aid Agreements, liability provisions, and policies for reassigning public employees and soliciting and using volunteers. It is also important to include general policies on financial record keeping, tracking of resources, and compensation of private property owners.

Question 10: Does the EOP contain a section that covers its development and maintenance?

The EOP should include a section describing the overall approach to planning, the participants included in the planning process, and the way in which the plan will be maintained and updated. One individual should be assigned to coordinate these processes and provisions and to address regular reviews, testing, and revisions. This information is typically found in the plan development and maintenance section.

Question 11: Does the EOP contain authorities and references?

The EOP should list references to any laws, statutes, ordinances, executive orders, regulations, and formal agreements relevant to the emergencies. These will indicate the legal basis for emergency operations and should specify the extent and limits of emergency authorities. This information is typically found in the authorities and reference section.

Question 12: Does the EOP contain Functional Annexes?

Functional Annexes are the part of the EOP that begin to provide specific information and direction. Functional Annexes should cover activities to be performed by anyone with a responsibility under that function. Functional Annexes also clearly define actions before, during, and after an

emergency event. Some examples of Functional Annex titles are Communications, Mass Care, and Health and Medical Services.

Question 13: Does the EOP contain Hazard-Specific Appendices?

Hazard-Specific Appendices are supplements to Functional Annexes. Whereas planning considerations common to all hazards are addressed in Functional Annexes, hazard-specific information is included in the appendices. The appendices should be created for any Functional Annex that does not provide enough hazard-specific information to respond to a specific type of emergency. In many cases, the EOP contains Hazard-Specific Annexes that follow a format similar to that of the Basic Plan. An EOP is considered compliant whether or not it contains Hazard-Specific Appendices or Annexes.

Question 14: Does the EOP contain a glossary?

Since many terms in emergency management have special meanings, it is important to define words, phrases, abbreviations, and acronyms. This information is typically described in the glossary section. In order to be fully compliant with this standard, an EOP must consistently use NIMS definitions and acronyms as they apply throughout the EOP.

Question 15: Does the EOP pre-designate functional area representatives to the EOC/Multiagency Coordination System (MACS)?

This information is typically described in Functional or Hazard-Specific Annexes and is more detailed than the information in the Basic Plan. NIMS doctrine states that all incidents use the Incident Command System (ICS) to establish command and control for the response at the scene of an incident. Most incidents are managed locally, and the EOP is the guide on how the local response to an incident will be handled. Therefore, it is appropriate that the jurisdiction set up and utilize an EOC or a MACS, depending on the size and complexity of the incident. The EOP should pre-designate which organization is assigned which responsibilities, and that organization should provide representatives to the EOC or MACS that is being utilized. In some cases, a State, Tribal, or Local agency is the lead for a particular hazard that requires that agency to take control of an incident scene. These designations are normally established by laws, regulations, executive orders, or policies. The designated agency should have trained personnel in place to set up an ICS structure at the scene and to provide the incident commander for that incident. If an agency is requested to send a representative to the scene, that representative should be folded in to the unified command of the incident. If agency-

specific designations apply to a jurisdiction, they should be indicated in the EOP.

Question 16: Does the EOP include pre-incident and post-incident public awareness, education, and communications plans and protocols?

The EOP should describe the public awareness and education plans and protocols that are provided to the community. Public awareness and education plans and protocols provide valuable information to citizens on potential hazards, protective action options to address those hazards, and how people will be alerted and notified if they are at risk. How this information will be communicated to the public before and after incidents occur should be described in the EOP. This information is typically located in the emergency public warning annex.