

E/L/G 2300

Intermediate Emergency Operations Center Functions



FEMA

Student Manual

May 2019

Version 1.0



The Emergency Operations Center (EOC) of Snohomish County

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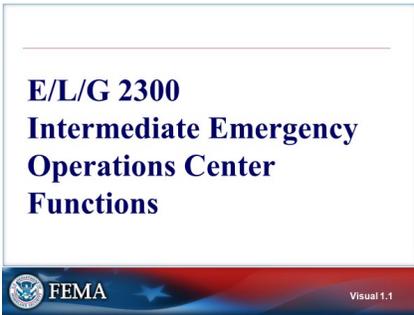
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Unit 1: Course Introduction

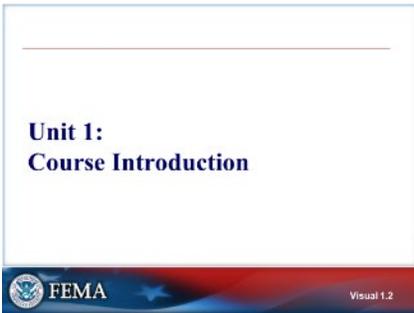
STUDENT MANUAL

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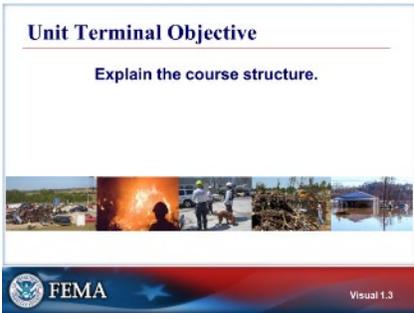
Visual 1.1

E/L/G 2300 INTERMEDIATE EMERGENCY OPERATIONS CENTER FUNCTIONS



Visual 1.2

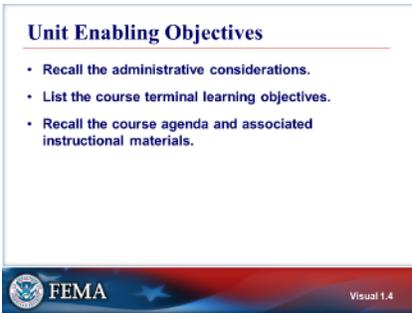
UNIT 1: COURSE INTRODUCTIONS



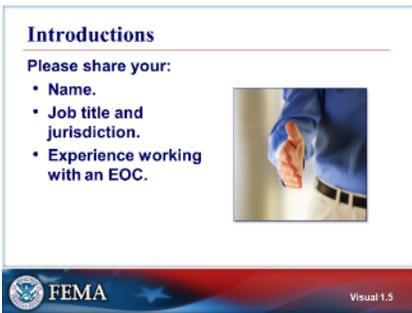
Visual 1.3

UNIT TERMINAL OBJECTIVE

Explain the course structure.



Visual 1.4



Visual 1.5

UNIT ENABLING OBJECTIVES

Unit Enabling Objectives.

- Recall the administrative considerations.
- List the course terminal learning objectives.
- Recall the course agenda and associated instructional materials.

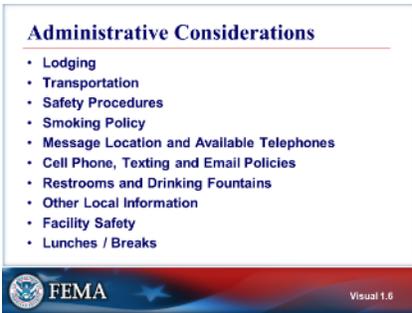
The Unit Enabling Objectives, which are in the Student Manual, are included to support the Unit Terminal Objective. They are the specific objectives to be met as the class progresses through the unit. Ultimately, by satisfying the Unit Enabling Objectives, you will meet the Unit Terminal Objective.

The Pretest and Final Exam are based on the Unit Enabling Objectives from Units 2 – 8.

INTRODUCTIONS

Give a brief personal introduction and provide:

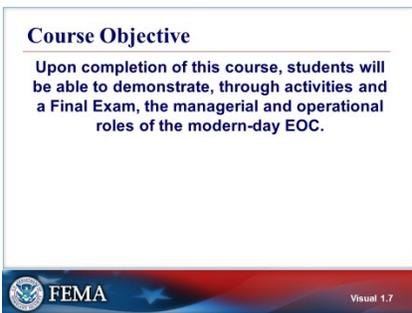
- Your name and organization.
- A brief statement of your experience in EOC management and operations.



Visual 1.6

ADMINISTRATIVE CONSIDERATIONS

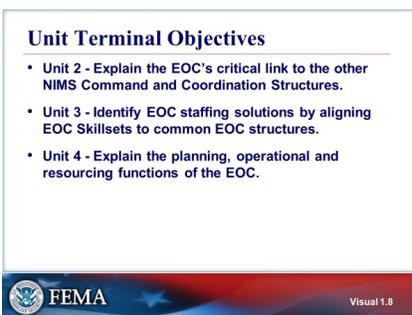
- Lodging
- Transportation
- Safety Procedures
- Smoking policy
- Message location and available telephones
- Cell phone, texting, and email policies
- Restrooms and drinking fountains
- Other local information
- Facility safety
- Lunches/Breaks



Visual 1.7

COURSE OBJECTIVE

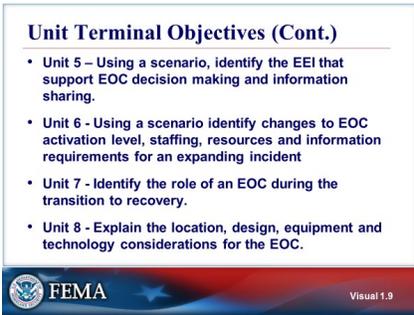
Upon completion of this course, students will be able to demonstrate, through activities and a Final Exam, the managerial and operational roles of the modern-day EOC.



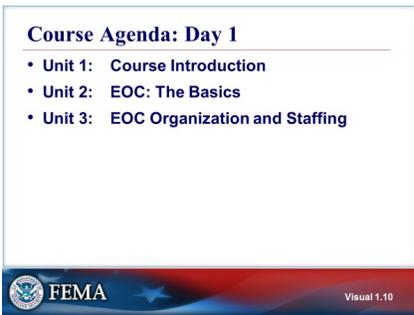
Visual 1.8

UNIT TERMINAL OBJECTIVES

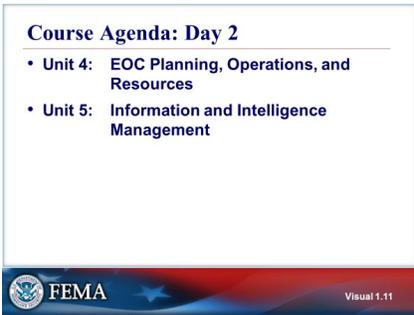
- Unit 2 - Explain the EOC's critical link to the other NIMS Command and Coordination Structures.
- Unit 3 - Identify EOC staffing solutions by aligning EOC Skillsets to common EOC structures.
- Unit 4 - Explain the planning, operational and resourcing functions of the EOC.



Visual 1.9



Visual 1.10



Visual 1.11

UNIT TERMINAL OBJECTIVES (CONT.)

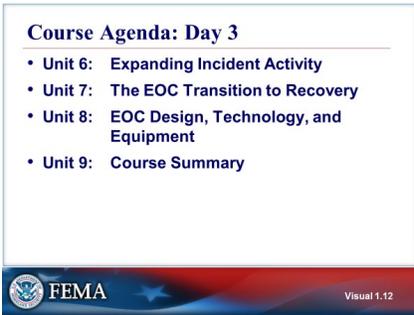
- Unit 5 – Using a scenario, identify the Essential Elements of Information (EEI) that support EOC decision making and information sharing.
- Unit 6 - Using a scenario identify changes to EOC activation level, staffing, resources and information requirements for an expanding incident.
- Unit 7 - Identify the role of an EOC during the transition to recovery.
- Unit 8 - Explain the location, design, equipment and technology considerations for the EOC.

COURSE AGENDA: DAY 1

- Unit 1 (current unit)
- Unit 2 explains the basics of an EOC, including overarching definition, roles, and responsibilities.
- Unit 3 identifies the factors to consider when developing or enhancing an EOC organizational structure, determining staffing solutions, and incorporating EOC Skillsets into the chosen design.

COURSE AGENDA: DAY 2

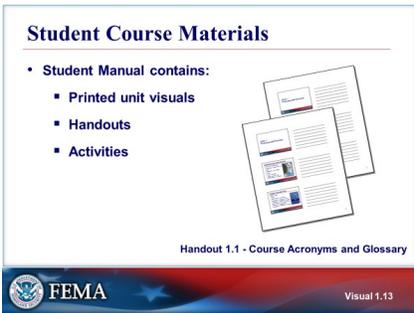
- Unit 4 explains the complexity of planning, operations and resourcing in an EOC.
- Unit 5 identifies the concepts and value of Situational Awareness and the development of a Shared Situational Picture.



Visual 1.12

COURSE AGENDA: DAY 3

- Unit 6 is an activity focused on EOC adaptation to an expanding incident.
- Unit 7 identifies the roles and challenges of an EOC during the transition to recovery.
- Unit 8 explains the criticality of properly locating, designing, and technologically supporting the EOC.
- Unit 9 provides a course review and a summary of key concepts. The course wraps up with a course evaluation and a final exam.

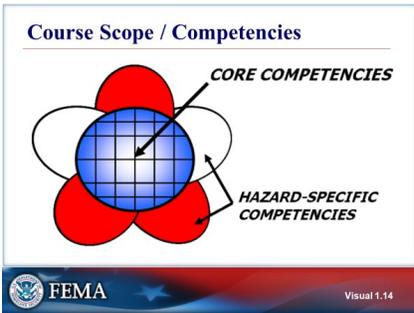


Visual 1.13

STUDENT COURSE MATERIALS

This Student Manual with reduced-size versions of each unit’s visuals with space to take notes. Each unit also contains appropriate handouts.

Handout 1-1: Course Acronyms and Glossary and review.



Visual 1.14

COURSE SCOPE/COMPETENCIES

This course will provide the knowledge, skills, and abilities they will need to function on their EOC.

Competency: A broad description that groups core behaviors necessary to perform a specific function.

The Flower Diagram illustrates the concept that successful performance of the tasks, duties, activities in any position requires both core and incident-specific competencies.

This course will help to establish core competencies (center of the flower) for integrating ICS/EOC principles. The hazard-specific competencies (if applicable) are developed through additional agency or discipline training as well as field training.

Objectives Review

1. Name several administrative considerations.
2. What are the course terminal objectives?
3. What does the Student Manual contain?

The image shows a slide with a white background and a blue border. At the bottom, there is a red and blue banner with the FEMA logo on the left and the text 'Visual 1.15' on the right.

Visual 1.15

OBJECTIVES REVIEW

Unit Enabling Objectives

- Recall the administrative considerations.
- List the course terminal learning objectives.
- Recall the course agenda and associated instructional materials.

Supplemental Materials

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Handout 1-1: Common Course Acronyms and Glossary

COOP - Continuity of Operations: Continuity of Operations, as defined in the National Security Presidential Directive-51/Homeland Security Presidential Directive-20 (NSPD-51/HSPD-20) and the National Continuity Policy Implementation Plan (NCP/IP), is an effort within individual executive departments and agencies to ensure that Primary Mission Essential Functions (PMEFs) continue to be performed during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

Departmental EOC Structure: Jurisdictions/organizations may opt to use their day-to-day departmental/agency structure and relationships in their EOC. By operating in the context of their normal relationships, department/agency representatives can function in the EOC with minimal preparation or startup time. In this configuration, the organization's emergency manager or a senior official typically coordinates EOC efforts among the departments and agencies.

DRC - Disaster Recovery Center: A facility established in a centralized location within or near the disaster area at which disaster survivors (individuals, families, or businesses) may apply for disaster aid.

EOC - Emergency Operation Center: The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally take place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

EOP - Emergency Operations Plan: A plan for responding to a variety of potential hazards.

ESF - Emergency Support Function: The grouping of governmental and certain private sector capabilities into an organizational structure to provide capabilities and services most likely needed to manage domestic incidents.

IAP - Incident Action Plan: An oral or written plan developed and approved by the IC/UC and ICS staff. The IAP contains general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Staff in EOCs conduct iterative planning and produce plans to guide their activities during specified periods. These are typically more strategic than IAPs, and should not be referred to as an IAP to avoid confusion. Incident Support Plan (ISP) is a term that some EOCs use for the EOC plan to clearly differentiate this from the Incident Action Plan.

ICS - Incident Command System: A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is a management system designed to enable effective incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.

ICS or ICS-Like EOC Structure: Many jurisdictions/organizations configure their EOCs using the standard ICS organizational structure. The structure is familiar to many people, and it aligns with the on-scene incident organization. Some jurisdictions/organizations use the standard ICS organizational structure but modify certain titles to create an ICS-like organization that distinguishes EOC functions from their field counterparts.

ICP - Incident Command Post: The field location where the primary functions of incident command are performed. The ICP may be co-located with the Incident Base or other incident facilities.

IMT - Incident Management Team: A rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions.

ISM – Incident Support Model EOC Structure: Jurisdictions/organizations that focus their EOC team's efforts on information, planning, and resource support may choose to separate the situational awareness function from planning and combine operations and logistics functions into an incident support structure. This organization puts the EOC director in direct contact with those doing situational awareness/information management and streamlines resource sourcing, ordering, and tracking.

JFO - Joint Field Office: The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of local, state, tribal, and Federal governments and private sector and NGOs with primary responsibility for response and recovery.

JIC - Joint Information Center: An interagency entity established to coordinate and disseminate information for the public and media concerning an incident.

JIS - Joint Information System: Mechanism that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

MAC Group - Multiagency Coordination Group: A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.

MACS - Multiagency Coordination System: An overarching term for the NIMS Command and Coordination Structures: ICS, EOCs, MAC Group/policy groups, and JISs.

NDRF - National Disaster Recovery Framework: The National Disaster Recovery Framework (NDRF) is a conceptual guide designed to ensure coordination and recovery planning at all levels of government before a disaster, and defines how we will work together, following a disaster, to best meet the needs of States, local and tribal governments and communities and individuals in their recoveries.

NIMS - National Incident Management System: A systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

NPG - National Preparedness Goal: Presidential Policy Directive 8, or PPD-8, describes the Nation's approach to national preparedness: The National Preparedness Goal is the cornerstone for the implementation of PPD-8. The Goal identifies the Nation's core capabilities required for achieving the five mission areas of Prevention, Protection, Mitigation, Response, and Recovery.

NRF - National Response Framework: Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response.

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

RSF - Recovery Support Function: Organizing structures for key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of various government and private sector partner organizations to promote effective recovery from disasters before and after disasters strike.

SA - Situational Awareness: The ability to identify, process, and comprehend the critical elements of information about an incident.

SitPic - Shared Situational Picture: A continuously updated overview of an incident compiled throughout an incident's life cycle from data shared between integrated systems for communication, information management, and information sharing. The shared situational picture allows incident managers at all levels to make effective, consistent, and timely decisions. The shared situational picture also helps ensure consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions and private-sector and nongovernmental entities that are engaged. Some organizations refer to this as Common Operating Picture (COP).

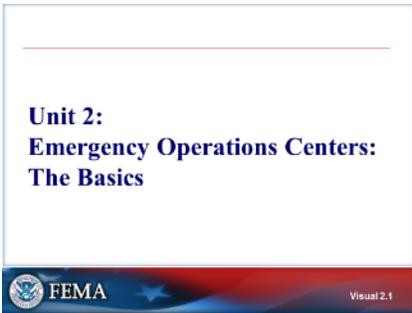
SitRep - Situation Report: Document that contains confirmed or verified information and explicit details (who, what, where, and how) relating to an incident.

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

Unit 2: EOC: The Basics

STUDENT MANUAL

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Visual 2.1



Visual 2.2



Visual 2.3

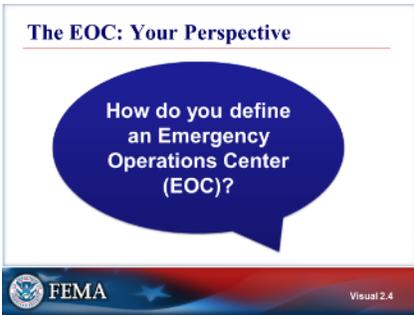
UNIT 2: EMERGENCY OPERATIONS CENTERS: THE BASICS

UNIT TERMINAL OBJECTIVE

Explain that the EOC's critical link to the other NIMS Command and Coordination Structures.

UNIT ENABLING OBJECTIVES

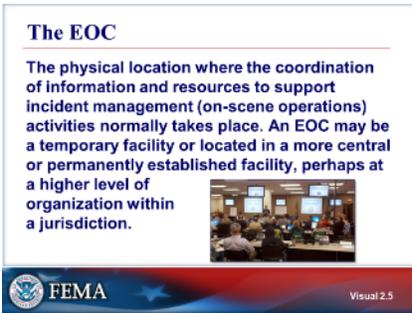
- Summarize the benefits of an effective EOC.
- Explain the importance of an EOC and its relationship to the Incident Command/Unified Command.
- Identify the legal requirements, guidelines, and authorities that impact EOCs.
- Identify the role and stakeholders of a MAC Group.
- Explain the Operational Period Planning Cycle.
- Explain Situational Awareness (SA).



Visual 2.4

THE EOC: YOUR PERSPECTIVE

How do you define an EOC?



Visual 2.5

THE EOC

The EOC carries out the coordination function through:

- Collecting, analyzing, and sharing information;
- Supporting resource needs and requests, including allocation and tracking;
- Coordinating plans and determining current and future needs; and
- In some cases, providing coordination and policy direction.

EOCs exist in private sector and NGOs - anywhere they are needed, not just within the Federal or State governments.

There is a difference between an EOC and an Operations Center. Some agencies and departments also have their own operations centers. An example of this is a Police Department may have a Departmental Operations Center (DOC). However, these organization-specific operations centers differ from multidisciplinary EOCs.

Departmental Operations Center (DOC) staff coordinate their agency or department's activities (including field activities). While they communicate with other organizations and EOCs and may exchange liaisons with other agencies, DOC staff are primarily inward looking, focusing on directing their own assets and operations.

Unlike DOCs, the EOCs addressed in NIMS are inherently multidisciplinary activities. However, some of the EOC functions we will discuss also apply to DOCs.

The decisions made at the EOC are not normally tactical decisions (unless the EOC is performing some portion of the traditional incident command role such as in a snow emergency or when running shelters). Tactical decisions are made by the Incident Commander and the Command Staff at the incident scene and this, too, will be examined throughout the course.

Virtual EOC



In some communities, a Virtual EOC is established, where staff log in remotely.

Increasing numbers of jurisdictions use technology to conduct EOC operations "virtually"... with no central physical location.

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Visual 2.6

Visual 2.6

Who Works at an EOC?



- Subject-matter experts (including traditional first responders) who work or live in the affected community and/or jurisdiction.
- Emergency management professionals who are the core staff and often assume leadership or coordination roles.

FEMA

Visual 2.7

Visual 2.7

Discussion: A Critical Link



How do EOCs serve as a critical link during incidents, crises, or disasters?

FEMA

Visual 2.8

Visual 2.8

VIRTUAL EOC

Some EOCs are not a single physical location. Some EOCs activate and operate virtually. Technological advances have made virtual EOC operations more feasible because staff can operate remotely.

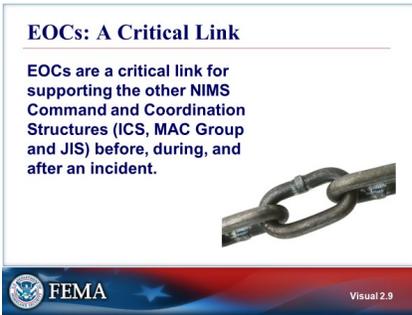
WHO WORKS AT AN EOC?

When activated for an incident, crisis, or disaster event, the EOC is staffed by a variety of subject-matter experts (including traditional first responders) who work or live in the affected community and/or jurisdiction.

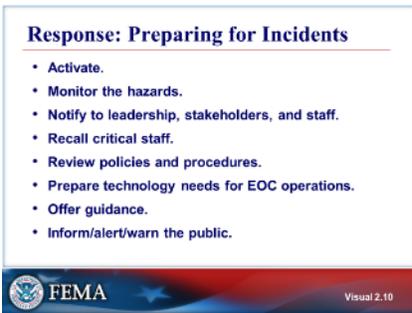
Operation of an EOC is traditionally a primary function of your community's emergency management agency, department, or organization; therefore, emergency management professionals are the core staff present in an EOC and often assume leadership or coordination roles.

DISCUSSION: A CRITICAL LINK

How do EOCs serve as a critical link during incidents, crises, or disasters?



Visual 2.9



Visual 2.10

EOCS: A CRITICAL LINK

EOCs are a critical link for supporting the other NIMS Command and Coordination Structures (ICS, MAC Group and JIS) before, during, and after an incident.

It must be decided upon and clearly established in policy and procedure exactly what facility is “in charge” for which specific functions. Many officials in high level leadership positions see themselves and the EOC as “in charge.” At the same time, the Incident Commander at the Incident Command Post considers themselves “in charge” because they are the ones taking tactical, operational action.

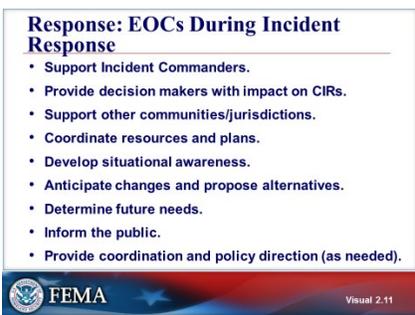
RESPONSE: PREPARING FOR INCIDENTS

While we normally think of the EOC operating in terms of responding to a no-notice incident, it is actually a key player before, during, and after an incident.

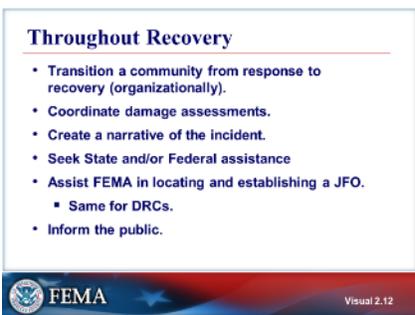
There is a difference between no-notice events and those that can be anticipated. For a no-notice event the actions depicted on the visual are conducted based on pre-defined procedures defined in EOC Standard Operating Procedures (SOP) or similar pre-defined protocols.

When an incident or event is anticipated the EOC may have already developed pre-incident plans. The SOPs and pre-incident plans can be refined into an incident-specific plan. When preparing for a foreseeable incident such as a special event, hurricane, winter weather, or civil unrest, an EOC may activate or consider other actions that provide a critical link such as:

- Monitor the hazards.
- Notify to leadership, stakeholders, and staff.
- Recall of critical staff.
- Review policies and procedures in advance.
- Prepare technology needs for potential EOC operations.
- Offer strategic guidance to other entities and agencies.
- Inform/alert/warn the public about impending incidents.



Visual 2.11



Visual 2.12

RESPONSE: EOCs DURING INCIDENT RESPONSE

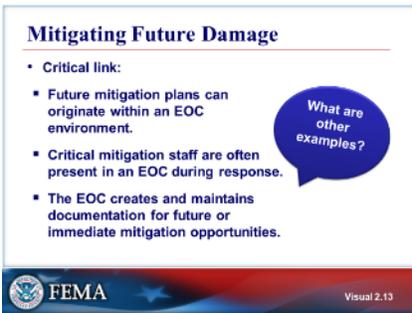
EOCs can play a critical role during an incident by:

- Supporting Incident Commanders.
- Providing decision makers with impact on Critical Information Requirements (CIRs).
- Supporting other communities or jurisdictions.
- Coordinating resources.
- Developing situational awareness.
- Anticipating how an event may evolve or change and proposing alternative approaches.
- Coordinating plans.
- Determining future needs by anticipating how an event may evolve or change and proposing alternative approaches.
- Informing the public.
- Providing coordination and policy direction (in some cases).

THROUGHOUT RECOVERY

EOCs can assist a community throughout recovery by the following critical links:

- Transitioning a community from response to recovery (organizationally).
- Coordinating preliminary damage assessments.
- Creating a narrative of the incident (building the community's case for State assistance).
- Seeking State and/or Federal assistance.
- Assisting FEMA in locating and establishing a Joint Field Office (JFO).
 - Same for Disaster Recovery Centers (DRCs). Disaster Recovery Centers are locations where Disaster Survivors can get assistance in filing individual disaster assistance claims and identify other sources of disaster recovery assistance.
- Informing the public.



Visual 2.13

MITIGATING FUTURE DAMAGE

Mitigation is often defined as the effort to reduce loss of life and property by lessening the impact of disasters.

In mitigating future damages, the EOC also plays a critical role:

- Future mitigation plans can originate within an EOC environment.
- Critical mitigation staff are often present in an EOC during response.
- The EOC creates and maintains documentation for future or immediate mitigation opportunities.

The Disaster Mitigation Act of 2000 mandates mitigation planning as a key element of emergency management for jurisdictions and that an EOC can be a key starting point for a community developing or enhancing its mitigation planning.

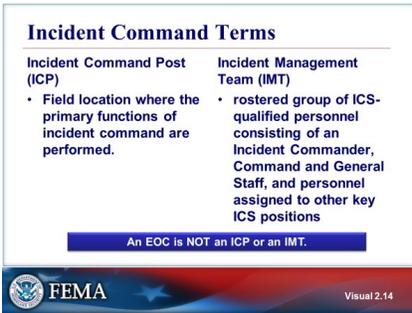
Documentation within an EOC during an incident highlights potential mitigation opportunities immediately after the incident has subsided and into the future.

A program can demonstrate real, tangible improvement in capability and response by using a mitigation specialist. It is a part of his or her job to look for both physical and procedural improvements that can help to avoid future damages. This is key to building resilience.

The same applies to training specialists. They train staff on the procedures being used in an incident. By observing the execution of these procedures during an event, they can assess if their training is effective.

All this will eventually go into an After Action Review (AAR), and it's never too early to begin gathering notes for implementing future corrective actions.

For more information on Mitigation, refer to FEMA's mitigation programs including "on-the-spot" Public Assistance 406 Hazard Mitigation (PA406), Hazard Mitigation Grant Program (HMGP), and the Pre-Disaster Mitigation program (PDM).



Visual 2.14

INCIDENT COMMAND TERMS

Definitions for ICP and IMT:

- Incident Command Post is the field location where the primary functions of incident command are performed. The ICP may be co-located with the Incident Base or other incident facilities.
- Incident Management Team is a rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions.
- IMTs can be “Typed” based on their level of capability. FEMA’s Resource Typing Library Tool (RTL), <https://rtlt.preptoolkit.fema.gov> includes a standard type definition for Type 1-3 Incident Management Teams. See <https://rtlt.preptoolkit.fema.gov/Public/Resource/View/2-508-1050?q=Incident%20Management%20Team>

There is not a single, nationwide approach to training and qualifying IMTs. FEMA has a process for the FEMA IMATs.

FEMA released several National Qualification System (NQS) documents in late 2017 including an NQS Guide, PTBs including IMT positions, and new Resource Type definitions.

<https://www.fema.gov/national-qualification-system>

Both the National Wildfire Coordinating Group (NWCG) and the All-Hazards Incident Management Team Association (AHIMTA) have developed training and qualification standards for IMTs. Some States and territories have also developed their own standards.

EOC Relationship to Incident Command

- Provides resources.
- Collects, shares, and analyzes information including coordinating communications and advance warnings.
- Establishes priorities among multiple incidents.
- In a complex incident, EOC may help facilitate coordination or provide policy direction.



FEMA

Visual 2.15

Visual 2.15

EOC RELATIONSHIP TO INCIDENT COMMAND

An EOC may interact with an ICP or an IMT in a variety of ways.

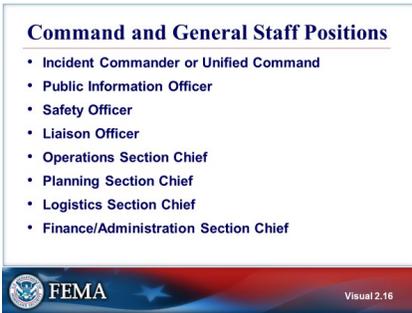
EOC supports the Incident Command by:

- Providing resources.
- Collecting, sharing and analyzing information to include coordinating communications and advance warnings.
- Establishing priorities among multiple incidents.
- In a complex incident, EOC may help facilitate coordination or provide policy direction.

IMTs can be used to run the incident command for events that have grown (or are expected to grow) beyond the capabilities of local fire organizations. Some smaller communities use a contracted, stand-by IMT instead of a full-time or part-time incident management organization.

Incident Command does not normally manage recovery operations. The EOC or another designated emergency management organization is normally responsible for transitioning a community to recovery and making the difficult case for State and/or Federal assistance.

An IMT should not substitute for an emergency management organization that traditionally focuses on all emergency management functions.



Visual 2.16

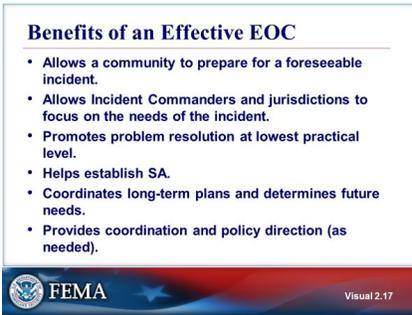
COMMAND AND GENERAL STAFF POSITIONS

ICS Command and General Staff positions:

- Incident Commander or Unified Command
- Public Information Officer
- Safety Officer
- Liaison Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance/Administration Section Chief

For some incidents, the Incident Command organizational structure may also include Intelligence/Investigations as a Section, or as an element of Operations or Planning. The functions of the I/I Section are typically handled by the Operations and Planning Section, but the IC might choose to consolidate those functions into an I/I Section for incidents that involve or may involve a significant level of intelligence/investigative work.

Additional information on I/I can be found in the I/I Function Guide at <https://www.fema.gov/nims-doctrine-supporting-guides-tools>.



Visual 2.17

BENEFITS OF AN EFFECTIVE EOC

- Allows a community to prepare for a foreseeable incident.
- Allows Incident Commanders and jurisdictions to focus on the needs of the incident.
- Promotes problem resolution at the lowest practical level.
- Helps establish Situational Awareness (SA).
- Coordinates long-term plans and determine future needs.
- In some cases, provide coordination and policy direction

When incidents are predictable or foreseen (hurricane, potential tornadoes, winter weather, etc.), an activated EOC can allow for quicker and more structured coordination.



Visual 2.18

BENEFITS OF AN EFFECTIVE EOC (CONT.)

- Identify, acquire, and track resources.
- Establish priorities for allocation of scarce resources between multiple incidents.
- Provides legal and financial support.
- Liaisons with other jurisdictions and entities.
- Provides critical conduit between the Incident Commanders of multiple incidents.
- Provides timely, coordinated, and consolidated information.
- May share the tactical load with on-scene incident personnel by managing certain operations.

An effective EOC can become a clearing house for the legal policies and authorities required to operate in an emergency situation. As EOCs and their respective emergency management organizations contend with issues over long periods of time, they often collect and document authorities, templates, and previous decisions and scenarios.



Visual 2.19

THE EOC ROLE

EOCs are locations where staff from multiple agencies come together to address imminent threats and hazards and to provide coordinated support to incident command, on-scene personnel, and/or other EOCs.

The purpose, authorities, and composition of the teams that staff EOCs vary widely, but generally, the teams consolidate and exchange information, support decision making, coordinate resources, and communicate with personnel on scene and at other EOCs.

Generally, EOCs are “coordination centric” and support focused—as opposed to hands-on, in-the-field, and tactical.

With that said, some EOCs do perform more “tactical functions such as:

- EOC staff may share the load with on-scene incident personnel by managing certain operations, such as emergency shelters or points of distribution.
- When on-scene incident command is not established, such as in a snow emergency, staff in EOCs may direct tactical operations.
- Finally, EOC staff may coordinate the efforts of several geographically disparate incidents or activities.
- In some instances, the incident command or Area Command may be conducted in the EOC

The local EOC is not in this alone. There are multiple levels of government that can be used by a local EOC when supporting an incident.

Strategic vs. Tactical EOC

“Strategic-focused” EOC: Determines and coordinates “what” is to be done during an incident to provide the needed support to Incident Command and the MAC Group.

“Tactical-focused” EOC: Focuses on tactical command functions for on-scene or field operations from the EOC.



Visual 2.20

STRATEGIC VS. TACTICAL EOC

The difference between a strategic EOC and a tactical EOC is that the strategic EOC determines and coordinates “what” is to be done during an incident(s) to support the information, resource and policy guidance needs of the Incident Commander and the MAC Group. The strategic EOC is looking at the “bigger picture” issues such as balancing requirements between multiple incidents and considering longer term issues such as the transition to recovery.

A tactical EOC attempts to assume command functions for on-scene or field operations itself or in conjunction with first responders. This is a duplication of effort with the Incident Command and has no one considering the bigger picture beyond the incident.

Discussion: Strategic Approach

Instructions: Review the resource needs below.

Discussion Question: How would using a strategic approach help determine how to meet the needs of all three incidents?

<p>Incident 1 Needs: Fire Apparatus EMS Helicopter Shelter</p>	<p>Incident 2 Needs: Helicopter S.A.R. Reverse Notification Shelter</p>	<p>Incident 3 Needs: Fire Apparatus Law Enforcement Reverse Notification Shelter</p>
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Visual 2.21

DISCUSSION: STRATEGIC APPROACH

This visual illustrates what a community might need in three different incidents. If all of these incidents happened at the same time (or if even just two of them happened), a strategic EOC could be more effective than a tactical EOC.

Legal Requirements and Authority

Typically, jurisdictional EOCs derive their authorities through a combination of statutes.

How do different levels of authority affect your EOC?

County	State	Tribal	City

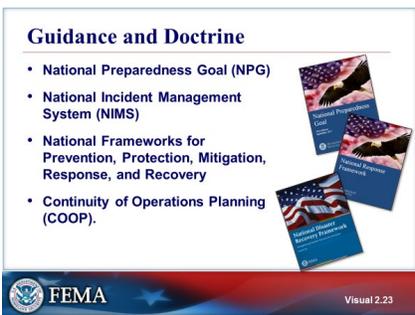


Visual 2.22

LEGAL REQUIREMENTS AND AUTHORITY

The authorities and guidelines that govern emergency management. EOCs are often intertwined and interact with each other to create a system of emergency management governance. EOCs are often a direct function of emergency management.

EOCs must recognize and fully understand their authorities.



Visual 2.23

GUIDANCE AND DOCTRINE

- **National Preparedness Goal.** The National Preparedness Goal is the cornerstone for the implementation of Presidential Policy Directive 8, or PPD-8 which describes the Nation's approach to national preparedness. The goal identifies the Nation's core capabilities required for achieving the five mission areas of Prevention, Protection, Mitigation, Response, and Recovery. The NPG offers an overarching preparedness framework for jurisdictions to develop and enhance an EOC. <http://www.fema.gov/national-preparedness-goal>
- **National Incident Management System.** System that provides a proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, to reduce the loss of life or property and harm to the environment. <http://www.fema.gov/national-incident-management-system>
- **National Planning Frameworks for the five mission areas:** Prevention, Protection, Response, Recovery and Mitigation. The frameworks are succinct, high-level descriptions, for each of the five mission areas, of the coordinating structures necessary to (1) deliver the core capabilities from that mission area, and (2) support the delivery of core capabilities from the other mission areas. <http://www.fema.gov/ppd8>
- **Continuity of Operations Planning (COOP).** Although there are several guiding documents that assist with COOP development, COOP planning is a mandatory Federal requirement that States have increasingly adopted. Local jurisdictions of all sizes should strive to achieve a degree of COOP compliance where possible. This course will touch on redundancy and COOP and its importance to EOCs. <http://www.fema.gov/continuity-operations>

EOC Authority and MAC Group

- Local statutes or delegations of authority may limit an EOC's functions or actions.
 - Example: Monetary spending thresholds
- A MAC Group may:
 - Authorize additional fiscal resources.
 - Provide operational guidance.
 - Oversee complex incidents.
 - Provide operational or policy guidance.



FEMA Visual 2.24

Visual 2.24

EOC AUTHORITY AND MAC GROUP

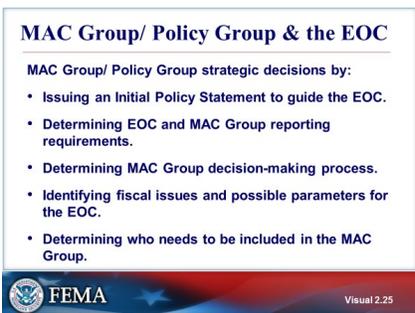
In some communities and jurisdictions, local statutes or delegations of authority may limit an EOC's functions or actions. These limitations may include monetary thresholds.

It is often the role of a MAC Group, also commonly referred to as a Policy Group, to authorize additional fiscal resources and/or to provide operational guidance for an EOC during activation.

For complex incidents involving forces from more than one jurisdiction, it is the responsibility of the MAC Group to set the tone for how coordination and collaboration are to be accomplished with the Multiagency Coordination Group (MAC Group).

Some EOCs see the MAC Group as part of the EOC. Some jurisdictions do not use a MAC Group at all and may conduct this function through the elected or appointed Senior Official.

NIMS Guidance on EOCs and MAC Groups is intended to be more flexible than ICS. Jurisdictions must determine how to carry out their emergency management functions. It is anticipated that in some jurisdictions the EOC and the MAC Group may continue to be more intertwined than the concepts described in NIMS 2017 that are taught in this course.



Visual 2.25

MAC GROUP/ POLICY GROUP AND THE EOC

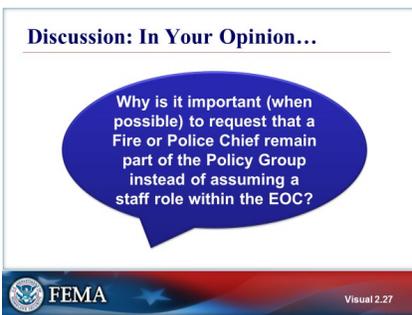
Actions a MAC Group may undertake when it is activated:

- Issue an Initial Policy Statement to guide the EOC. This is a formal document that helps the EOC to “frame” response activities. If a MAC Group is not activated or engaged, the EOC must act according to its own authorities and policies. However, when a MAC Group does stand up, the EOC should expect an initial statement that helps to guide response.
- Determine EOC and MAC Group reporting requirements. A primary function of an effective and well-established MAC Group is a statement that sets parameters for the EOC to report to the MAC Group. This is a form of defining roles and responsibilities between the EOC and the MAC Group.
- Determine MAC Group decision-making process. The EOC may have to resolve potential conflicts within the MAC Group on issues including how best to make decisions. When multiple jurisdictions are involved in a MAC Group, the conflict can escalate and the EOC manager may be called upon to make recommendations on how best to proceed. Establishing a clear chain of command for addressing potential multi-agency coordination issues is critical to effective overall incident coordination.
- Identify fiscal issues and possible parameters for the EOC. The MAC Group will rely upon the EOC to determine potential short- and long-term costs of operations, as well as seek estimates on damage assessments as incidents grow.
- Determine who comprises the MAC Group. The composition of the MAC Group is important and the EOC should have recommendations as to who is or is not in the MAC Group.

The framework for many of these decisions should be made prior to an incident. During an incident they can be modified with incident-specific guidance.



Visual 2.26



Visual 2.27

THE MAC GROUP/ POLICY GROUP

A MAC Group may:

- Be located adjacent to EOC operations (example: breakout room next to the EOC operations floor).
- Be in an area away from the physical location of the EOC (example: city or county administration building). MAC Groups may also operate “virtually,” via phone conferences, video, radio, or email.

MAC Groups are most often comprised of experienced or authorized individuals, including but not limited to:

- Elected officials (examples: City Council Chair or the Mayor).
- Senior decision makers (examples: Jurisdictional Manager or Administrator).
- Senior public safety officials (examples: Fire or Police Chiefs or designees, Public Works Directors, etc.).
- High-level, subject-matter experts (examples: hazardous material chiefs, weather leads, seismic experts).
- Additional personnel as required by the MAC Group (MAC Group Reps).

DISCUSSION: IN YOUR OPINION...

A MAC Group should re-consider its membership on a regular basis, asking who should or should not be included in the meetings. EOC managers should offer recommendations to the MAC Group leader as to who should be included in a MAC Group and who should not.

Why is it important (when possible) to request that a Fire or Police Chief remain part of the MAC Group instead of assuming a staff role within the EOC?

MAC Group/ Policy Group Statement

- Guides the EOC
- Frames response
- Provides priorities
- Establishes protocols
- Establishes reporting



Visual 2.28

MAC GROUP/ POLICY GROUP STATEMENT

The MAC Group Statement for an EOC is not a press release. The statement is a guiding document intended solely for the EOC – not for first responders in the field. The MAC Group is telling the EOC that these are the current incident priorities. In turn, the EOC is prioritizing and coordinating where applicable for those incident(s) outside of the EOC.

The MAC Group Statement offers the lesser known benefit of becoming an official means of “documenting” decision making.

Incident Operational Period Planning Cycle

- Incident Command's schedule of meetings and briefings for the operational period.
- Managed by the ICS Planning Section Chief.
- The EOC must also develop a cycle of information updates, meetings, briefings and reports.




Visual 2.29

INCIDENT OPERATIONAL PERIOD PLANNING CYCLE

From your previous training, you should be familiar with the Operational Period Planning Cycle used by Incident Command.

During each Operational Period, the Incident Command conducts a series of actions to develop the Incident Action Plan for the next Operational Period.

- Establishes the schedule of meetings and briefings for the operational period.
- Referred to by some organizations as “Battle Rhythm”.
- Responsibility of the ICS Planning Section Chief.
- The EOC will also use an operations and planning cycle in the EOC to capture the EOC cycle of information updates, meetings, briefings and reports.

Information

One of the key EOC responsibilities is the coordination, processing, and dissemination of information.




Visual 2.30

INFORMATION

One of the key responsibilities of an EOC is the coordination, processing, and dissemination of information.

Situational Awareness

- Identify, process, and comprehend the critical information about an incident
- Know what is going on around you
- Requires continuous monitoring of relevant sources of information
- Results in comprehensive information collection, analysis, and dissemination in a relevant context
- Supports decision-making



Visual 2.31

SITUATIONAL AWARENESS

There are many different viewpoints of SA.

The definition from the FEMA National Incident Support Manual:

Situational Awareness: ... "the ability to identify, process, and comprehend the critical information about an incident—knowing what is going on around you— [requiring] continuous monitoring of relevant sources of information regarding actual incidents and developing hazards."

Situational awareness is a result of comprehensive information collection, analysis, and dissemination in a context relevant to the authorities and responsibilities of a particular organizational level.

Personnel should leverage all sources to gain, maintain, and relay important information that contributes to the situational awareness of leadership at all levels, and decision-makers using appropriate methods and products.

Source: FEMA National Incident Support Manual

Review: Incident Management Roles	
Incident Commander <ul style="list-style-type: none"> Manage the incident at the scene Keep the EOC/ MAC Group informed on all important matters pertaining to the incident 	EOC Director and Staff <ul style="list-style-type: none"> Support the Incident Commander and the MAC Group: <ul style="list-style-type: none"> Provide Resources Plan for Resource Requirements Facilitate Situational Awareness
Joint Information System <ul style="list-style-type: none"> Enable communication between incident personnel Provide Critical Information to the Public 	Senior Officials/ MAC Group <ul style="list-style-type: none"> Provide the Incident Commander and the EOC staff: <ul style="list-style-type: none"> Authority Mission & Strategic direction Policy

Visual 2.32

REVIEW: INCIDENT MANAGEMENT ROLES

Roles of Incident Commander, EOC Director, JIS, and Agency Executives/Senior Officials:

- The Incident Commander (IC) is the primary person in charge at the incident. In addition to managing the incident scene, he or she is trained to keep the Agency Executives/Senior Officials informed and up to date on all important matters pertaining to the incident. The IC is delegated has overall authority and assigned responsibility for conducting incident operations.
- Staff in EOCs support the Incident Commander and Senior Officials. They provide resources, plan for future resource requirements, and generate information relating to the situation.
- The Joint Information System enables both communication between incident personnel and the dissemination of Public Information.
- The Agency Executives/Senior Officials have overall responsibility within the Jurisdiction. They delegate authority and assign responsibility to the Incident Commander. They often act as members of the Multiagency Coordination Group (may also be called a Policy Group) set policy for an agency or jurisdiction, establish the mission to be accomplished, shape the overall strategic direction, and give the trained responders the authority to accomplish the incident objectives.

Objectives Review
<ol style="list-style-type: none"> What are the benefits of an effective EOC? What is the relationship between an EOC and the Incident/Unified Command? What are the legal requirements, guidelines, and authorities that impact EOCs? What is the role of a MAC Group and who are the stakeholders? What is the Operational Period Planning Cycle? What is Situational Awareness?

Visual 2.33

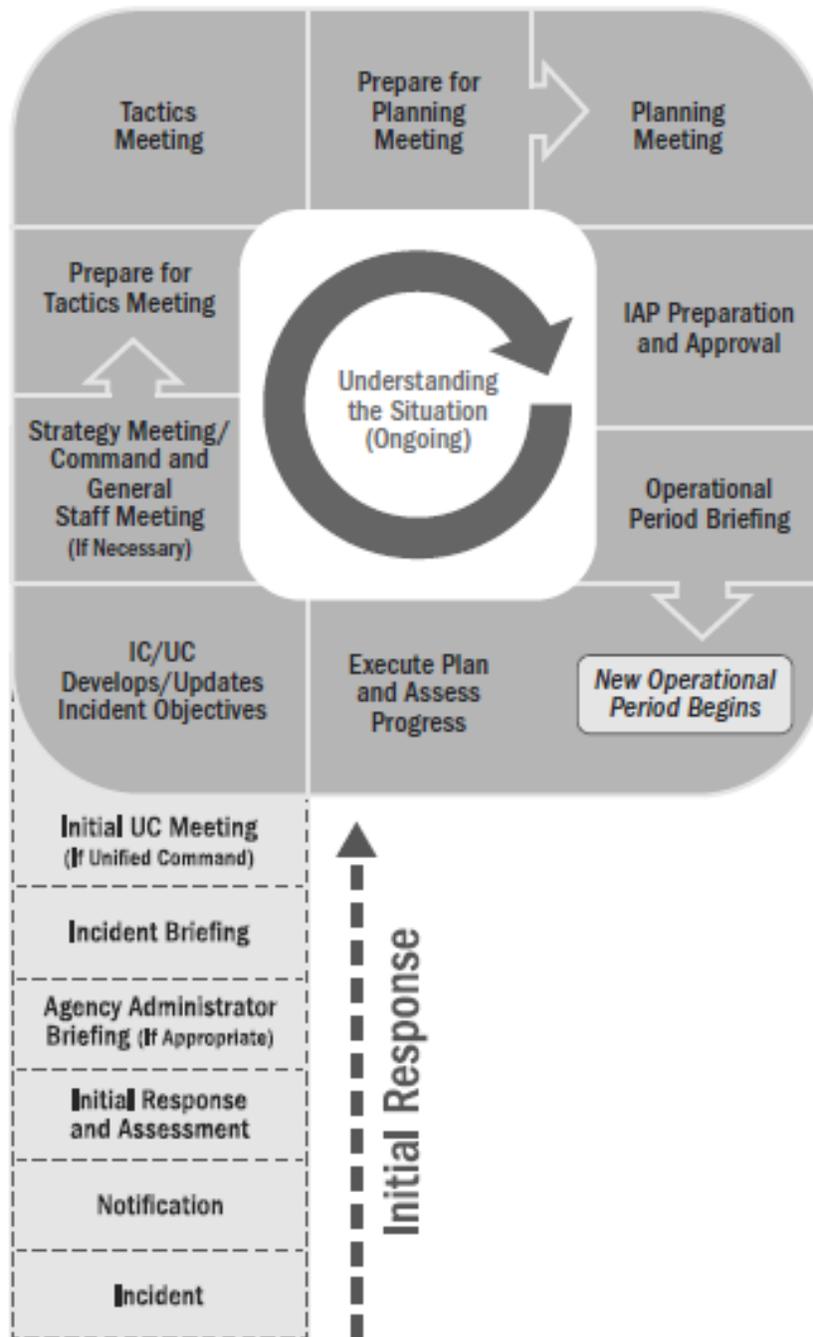
OBJECTIVES REVIEW

- Summarize the benefits of an effective EOC.
- Explain the importance of an EOC and its relationship to the Incident Command/Unified Command.
- Identify the legal requirements, guidelines, and authorities that impact EOCs.
- Identify the role and stakeholders of a MAC Group.
- Explain the Operational Period Planning Cycle.
- Explain Situational Awareness (SA).

Supplemental Materials

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Handout 2-1: Operational Period Planning Cycle (Planning P)

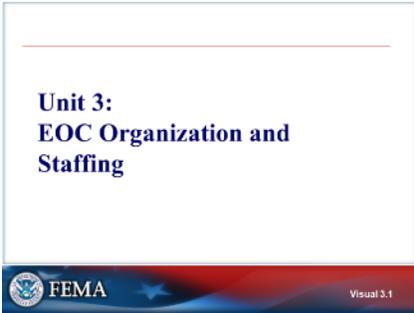


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Unit 3: EOC Organization and Staffing

STUDENT MANUAL

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Visual 3.1



Visual 3.2



Visual 3.3

UNIT 3: EOC ORGANIZATION AND STAFFING

UNIT TERMINAL OBJECTIVE

Identify EOC staffing solutions by aligning EOC Skillsets to common EOC structures.

UNIT ENABLING OBJECTIVES

- Identify common EOC organizational structures.
- Identify the 20 NQS EOC Skillsets.
- Identify the advantages and disadvantages of common EOC organizational models.
- Determine approaches to design an EOC structure and staffing.
- Explain how training and exercises support EOC operations.



Visual 3.4

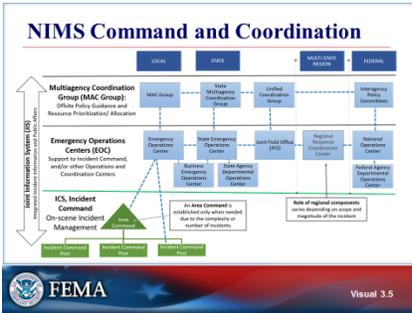
NIMS COMMAND AND COORDINATION COMPONENT

Multiagency Coordination System is an overarching term for the four NIMS Command and Coordination structures. These four NIMS structures work together to harmonize and maximize the effects of their efforts:

- Incident Command System (ICS)
- Emergency Operations Centers (EOC)
- Multiagency Coordination Group/ Policy Group (MAC Group)
- Joint Information System (JIS)

The definition of Multiagency Coordination System has changed with the 2017 version of NIMS.

- In NIMS 2008, MACS referred narrowly to EOCs and MAC Groups.
- In NIMS 2017, the definition of MACS was broadened to include all Command and Coordination components of NIMS: ICS, EOC, MAC Group and JIS.



Visual 3.5

NIMS COMMAND AND COORDINATION

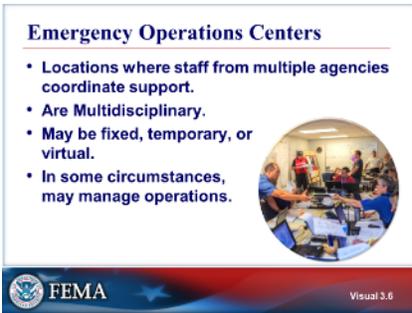
The interconnectivity of NIMS structures allows personnel in diverse geographic areas with differing roles and responsibilities and operating within various functions of ICS and/or EOCs to integrate their efforts through a common set of structures, terminology, and processes.

When an incident occurs or threatens, local incident personnel respond, using NIMS principles and ICS structures. If the incident is or becomes large or complex, EOCs activate. EOC staff receive senior-level guidance from MAC Groups. Establishing a JIC helps ensure coordinated and accurate public messaging.

If personnel cannot find resources locally, they may obtain them through mutual aid agreements from neighboring jurisdictions or from state, tribal, territorial, or interstate sources. The state EOC may activate to support incident management information and resource needs.

Qualified personnel can be requested using standard vocabulary, so that the requesting jurisdictions understand exactly what they will receive. When the resources (personnel, teams, facilities, equipment, or supplies) reach the incident, incident personnel can incorporate them seamlessly using common, standard systems (e.g., ICS, JIS).

EOCs conduct multiagency coordination. An example of this would be when a big city or township (or several) often work together due to geographic and/or mutually beneficial characteristics and capabilities. Or where a small borough or two are surrounded by the above, where sharing resources and responding together always makes sense.



Visual 3.6

EMERGENCY OPERATIONS CENTERS

Locations where staff from multiple agencies typically come together to:

- Address imminent threats and hazards
- Provide coordinated support to incident command, on-scene personnel, and/or other EOCs.

“Multidisciplinary” refers to the assemblage of more than one function (resources and organizations) engaged in emergency management, such as fire prevention and suppression, law enforcement, EMS, public works, and/or others.

Some operations centers, such as Departmental Operations Centers, are inward looking and only involve a single discipline.

Every participant in support and policy direction for an incident does not necessarily require its own, individual EOC. The intent is for organizations to come together in EOCs to perform multidisciplinary coordination.

In cases where there are multiple EOCs supporting an incident, there is a need to coordinate actions and deconflict competing or duplicative EOC actions. Multiple EOCs should aspire to deliver support for the incident that is synchronized and coordinated.

EOCs are not always a single physical structure; they may be fixed locations, temporary facilities, or virtual structures.

Primary EOC Functions

EOCs are facilities where staff perform incident support functions:

- Information Management
- Resource Management
- Planning
- Policy and Coordination



FEMA Visual 3.7

Visual 3.7

PRIMARY EOC FUNCTIONS

The visual lists four of the most common EOC functions.

- **Information Management:** collecting, analyzing, and sharing information. This includes:
 - Information sharing with all stakeholders
 - Providing information to support decision making by leadership.
- **Resource Management:** supporting resource needs and requests. This includes
 - Understanding Resource Requests.
 - Acquiring requested resources.
 - Tracking of resources.
- **Planning:** coordinating plans and determining the needs of the jurisdictions and organizations involved in an incident. Planning also supports decision making by leadership.
- **Policy and Coordination:** communicating policy decisions and, in some cases, providing coordination and policy direction

EOCs and Coordination

Coordination:

- Enables all levels of government to work together.
- Occurs across
 - Disciplines
 - Jurisdictions
 - Levels of government
- Is a regular, ongoing activity within EOCs.

FEMA Visual 3.8

Visual 3.8

EOCS AND COORDINATION

Coordination is a process, not simply a physical location or facility.

It is a system that allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in emergency management, across jurisdictional lines, or across levels of government.

EOCs and Command

- EOCs support Incident Command
- EOCs do not normally perform command functions
- Some jurisdictions use EOCs to manage some operations
 - Field Operations not managed by the Incident Command Post
 - Emergency situations where an Incident Command is not established
 - Incident or Area Command conducted from the EOC.



Visual 3.9

EOC Organizational Structure

How does NIMS describe EOC organization?

- No common EOC organizational structure
- Flexibility allows for differing EOC:
 - Missions
 - Authorities
 - Resources



Visual 3.10

EOCS AND COMMAND

EOCs support Incident Command.

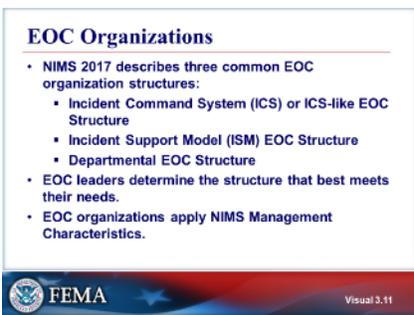
EOCs do not normally perform command functions, however in some jurisdictions EOCs manage some types of operations:

- Field operations not managed by the Incident Command Post such as shelters or points-of-distribution.
- Emergency Situations where an Incident Command is not established such as a snow emergency.
- Incident or area Command conducted from the EOC.

EOC ORGANIZATIONAL STRUCTURE

EOC teams vary widely. Deciding how to organize the staff in EOCs depends on factors such as the jurisdiction/organization's:

- Authorities
- Staffing
- Partner and stakeholder agencies represented
- EOC physical facilities
- Communications capabilities
- Political considerations
- Most importantly, the mission



Visual 3.11

EOC ORGANIZATIONS

NIMS October 2017 describes three of the most common EOC organization structures, including considerations for when each structure might be beneficial:

- Incident Command System (ICS) or ICS-like EOC Structure
- Incident Support Model (ISM) EOC Structure
- Departmental EOC Structure

These EOC structures are just examples. It is up to individual EOC leaders to determine the structure that best meets their needs.

Regardless of how the EOC staff are organized, they should operate consistently with the NIMS management characteristics.



Visual 3.12

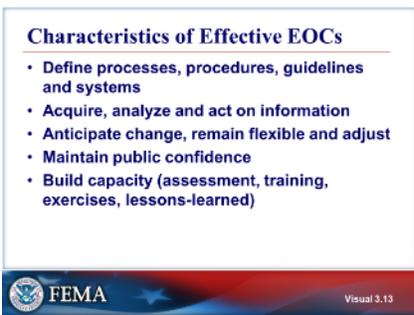
NIMS MANAGEMENT CHARACTERISTICS

NIMS bases incident management and coordination on 14 NIMS Management Characteristics.

The NIMS Characteristics apply to EOCs.

EOC staff organization should be consistent with the NIMS Management Characteristics.

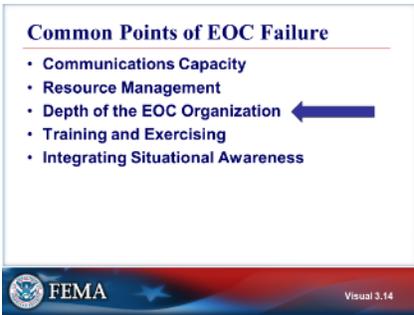
1. Common Terminology
2. Modular Organization
3. Management by Objectives
4. Incident Action Planning
5. Manageable Span of Control
6. Incident Facilities and Locations
7. Comprehensive Resource Management
8. Integrated Communications
9. Establishment and Transfer of Command
10. Unified Command
11. Chain of Command and Unit of Command
12. Accountability
13. Dispatch/Deployment
14. Information and Intelligence Management



Visual 3.13

CHARACTERISTICS OF EFFECTIVE EOCs

- Have pre-established processes, procedures, guidelines and systems
- Acquire, analyze and act on information
- Anticipate change and future requirements
- Remain flexible in rapidly changing conditions
- Adjust quickly (expand or contract) to meet changing requirements
- Maintain public confidence
- Build capacity through training and exercises based on threat/ hazard assessment and lessons-learned

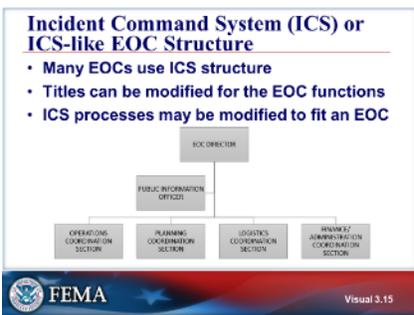


Visual 3.14

COMMON POINTS OF EOC FAILURE

Although each disaster is different, there are common points where EOCs may experience failure. One of those areas is Depth of the EOC Organization.

- An EOC may not have enough people to staff each position needed in the EOC for 24/7 operations over a period of days or even weeks.
- An EOC may not have adequate representation from all stakeholder/participating agencies, departments or organizations.



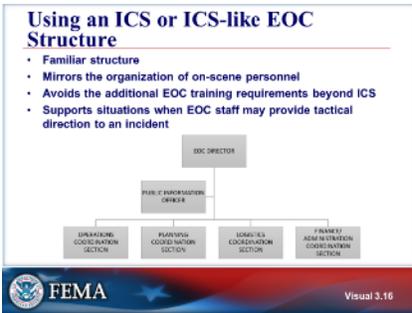
Visual 3.15

INCIDENT COMMAND SYSTEM (ICS) OR ICS-LIKE EOC STRUCTURE

Many jurisdictions/organizations use the standard ICS organizational structure but modify certain titles to create an ICS-like organization that distinguishes EOC functions from their field counterparts.

An ICS-like EOC structure generally reflects the standard ICS organization but with varying nuances and possible title changes to emphasize the coordination and support mission of EOCs. Often, ICS-like structures involve modifying certain ICS processes (such as resource management) to better fit an EOC environment.

Handout 3-1: Organizational Example: ICS or ICS-like EOC Structure



Visual 3.16

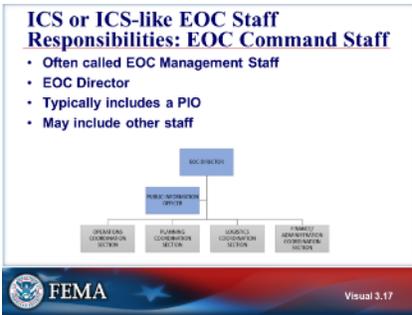
USING AN ICS OR ICS-LIKE EOC STRUCTURE

Many jurisdictions/organizations choose an ICS or ICS-like structure in their EOCs because people are familiar with the structure, and it aligns with what is used in the field.

EOC leaders may opt for a standard ICS organization if:

- EOC staff are providing tactical direction to an incident;
- EOC management wishes to use ICS-trained personnel with no additional training requirements; and
- EOC Directors want to mirror the organization of on-scene personnel.

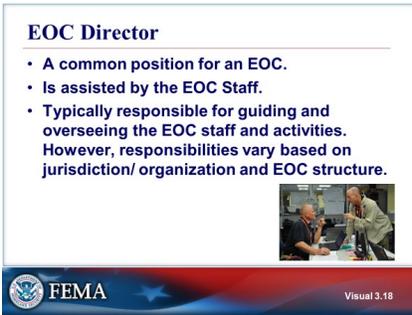
ICS structure for an EOC seems simple but it can lead to several misunderstandings. Although the position titles are aligned, the functions may not be. The EOC typically performs very different functions than an Incident Command.



Visual 3.17

ICS OR ICS-LIKE EOC STAFF RESPONSIBILITIES: EOC COMMAND STAFF

- Often called EOC Management Staff to clarify that they do not command on-scene operations.
- Includes an EOC director who guides and oversees EOC staff and activities.
- The EOC Director:
 - Sets EOC objectives and tasks.
 - Integrates stakeholders.
 - Works with senior officials to facilitate the development of policy direction for incident support.
 - Ensures the dissemination of timely, accurate, and accessible information to the public.
 - Some EOCs have an EOC Director devoted to facilitating the MAC Group, and designate either a deputy or an EOC Manager who oversees the oversight of EOC activities
- The EOC Command Staff typically includes a PIO and may include others such as:
 - Legal Advisor
 - Technical Specialists
 - Safety Officer



Visual 3.18

EOC DIRECTOR

The EOC Director is a common position for an EOC. This position is given a variety of titles (Director, Manager, Coordinator, Leader, Supervisor). NIMS uses the title EOC Director to refer to this position.

In most EOCs, the EOC Director has overall responsibility for guiding and overseeing the EOC staff and activities. However, there are several different approaches to the EOC director position including:

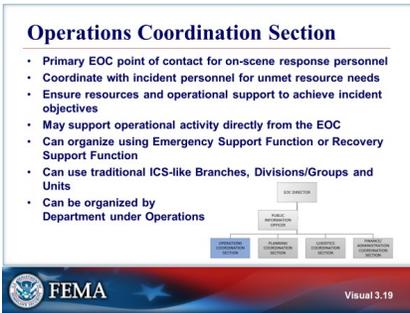
- An EOC Director who directly facilitates/participates in the MAC Group
- An EOC Manager who oversees operations
- A “Chief of Staff” who is non-supervisory

NQS utilizes the EOC Skillsets as building blocks to develop PTBs for a position based on the jurisdiction’s needs and EOC structure. Skillsets are discussed in greater detail later in this unit. An EOC Director may utilize EOC Skillsets such as Center Management, Policy, and Leadership.

In an EOC where staffing and space are limited, the individual in charge may perform not only the duties of the EOC director, but also the duties of other EOC team members unless or until those other positions are staffed.

The EOC Director (assisted by the EOC Staff) typically:

- Organizes, staffs, activates and manages the EOC.
- Integrates stakeholders.
- Communicates policy and priorities.
- Sets and tracks EOC objectives and tasks.
- Operates a resource ordering and tracking system.
- Establishes information requirements and maintains an information management system.
- Facilitates EOC planning, reporting and task tracking.
- Works with senior officials to facilitate the development of policy for incident support.



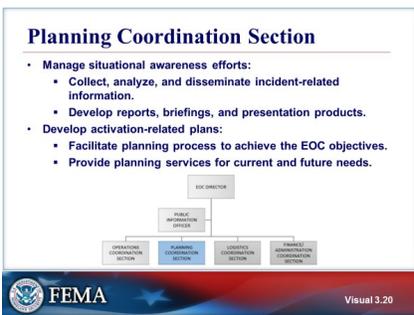
Visual 3.19

- Ensures the dissemination of timely, accurate, and accessible information to the public.

OPERATIONS COORDINATION SECTION

- Ensure that on-scene incident personnel have the resources and operational support necessary to achieve incident objectives and address leadership priorities.
- Serve as the primary points of contact for on-scene response personnel within their respective functions.
- Coordinate closely with incident personnel to identify and address unmet resource needs.
- When necessary, can support operational activity directly from the EOC (such as incidents that are complex or geographically widespread, or when establishing a local ICP is not possible).
- May use traditional ICS-like Branches, Divisions/Groups and Units.
- May be organized by Department under Operations.
- May organize by Emergency Support Function or Recovery Support Function.

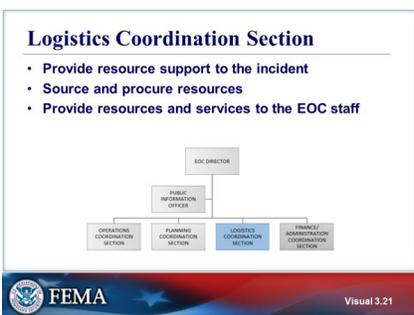
This is a common responsibility alignment for an ICS or ICS-like EOC Operations Coordination Section, however this is not universal. Each EOC will determine its own responsibility alignment based on the unique needs of the jurisdiction.



Visual 3.20

PLANNING COORDINATION SECTION

- Manage situational awareness efforts:
 - Work closely with personnel in the ICS Planning Section to collect, analyze, and disseminate incident and incident-related information, including integrating geospatial and technical information.
 - Develop reports, briefings, and presentation products for a variety of stakeholders:
 - Leadership
 - EOC personnel
 - Other internal and external stakeholders
- Develop activation-related plans:
 - Facilitate a standard planning process to achieve the EOC objectives.
 - Provide a range of current and future planning services to:
 - Address current needs.
 - Anticipate and devise approaches to deal with future needs.



Visual 3.21

LOGISTICS COORDINATION SECTION

- Provide advanced resource support to the incident.
- Work closely with Operations Coordination Section staff to source and procure resources by:
 - Implementing contracts.
 - Using mutual aid agreements.
 - Requesting other government assistance (e.g., local or tribal to state, state or tribal to Federal).
- Provide resources and services to support the EOC staff. Including information technology (IT) support, resource tracking and acquisition, and arranging for food, lodging, and other support services needed by the EOC.

Resource Management in an ICS-like EOC

- May adapt ICS resource management processes
- EOCs define how they coordinate and track resource ordering functions
- Logistics may focus on advanced resource ordering
- Operations may directly order departmental resources
- Operations may track incident resources



FEMA Visual 3.22

Visual 3.22

RESOURCE MANAGEMENT IN AN ICS-LIKE EOC

The ICS division of responsibilities for resources may be adapted for an ICS/ICS-like EOC.

In ICS, Operations manages the tactical employment of resources, Planning tracks resources assigned to the incident, Logistics orders resources and tracks them until they check in at the incident, and Finance/ Admin tracks resource costs.

EOC leaders may adapt ICS resource management processes to fit an EOC.

- The various departments and agencies represented in the Operations Coordination Section may have access to internal departmental resources that they can order without going through the Logistics Coordination Section.
- The Logistics Coordination Section may have expertise in advanced resource ordering, such as (1) through mutual aid, (2) by leasing or purchasing, or (3) through a request for assistance from a governmental organization (e.g., state or Federal support).
- The personnel in the Operations Coordination Section may be better positioned to track incident resources than personnel in the Planning Coordination Section.
- Staff in each EOC establish protocols on how to coordinate and track the resource ordering functions at the EOC and with field personnel.

Finance/Admin Coordination Section

- Manage financial, administrative, and cost analysis
- Track expenditures for the EOC activation
- Maintain cost documentation for reimbursement
- Report costs to EOC leadership
- May provide admin support to other EOC sections
- May perform functions for Incident Command

FEMA Visual 3.23

Visual 3.23

FINANCE/ADMIN COORDINATION SECTION

- Manage the activation’s financial, administrative, and cost analysis aspects.
- Track all expenditures associated with the activation, including monitoring funds from multiple sources.
- Maintain cost documentation for potential reimbursement request.
- Report on costs as they accrue to enable EOC leadership to estimate needs accurately and request additional funds, if needed.
- May provide administrative support to other EOC sections.
- In some cases, the EOC Finance/Administration Coordination Section staff assume responsibilities of their ICS counterparts and perform functions on their behalf.

ICS Structure: Advantages/Disadvantages

- What are a few advantages of the ICS Structure for an EOC?
- Disadvantages?

FEMA Visual 3.24

Visual 3.24

ICS STRUCTURE: ADVANTAGES/DISADVANTAGES

What are some advantages of the ICS Structure for an EOC? What are some disadvantages of the ICS Structure for an EOC?

ISM EOC Structure

- Incident Support Model (ISM) EOC focused on:
 - Information
 - Planning
 - Resource support
- Situational Awareness becomes a Section (not under Planning)
- Combines several functions into a Resource Support Section

FEMA Visual 3.25

Visual 3.25

ISM EOC STRUCTURE

If the EOCs focus of efforts is on information, planning, and resource support, they may choose to separate the Situational Awareness function from Planning and combine the Operations, Finance Operations and Logistics Sections and comptroller/purchasing functions from the Finance/Administration Section into an Incident Support structure.

Handout 3-2: Organizational Example: Incident Support Model (ISM) EOC Structure

Using an ISM EOC Structure

- Focused on support functions
- Situational Awareness Section – work for the EOC Director
- Resources Support Section combines functions: Operations, Logistics, Comptroller/Purchasing
- Streamlines resource sourcing, ordering, and tracking
- Not organized to manage response/recovery efforts

FEMA Visual 3.26

Visual 3.26

ISM EOC Staff Responsibilities: EOC Director and Director's Staff

- Set EOC tasks.
- Support development of policy direction.
- Ensure dissemination of public information.
- Typically includes a PIO.
- May include other staff.

FEMA Visual 3.27

Visual 3.27

USING AN ISM EOC STRUCTURE

EOC staff in jurisdictions or organizations that use an ISM structure *typically focus exclusively on support functions* rather than operations or managing actual response/recovery efforts.

ISM separates Information Management/Situational Awareness function from the ICS Planning Section.

ISM combines the functions of the ICS Operations and Logistics Sections and Comptroller/Purchasing functions from the ICS Administration/Finance Section.

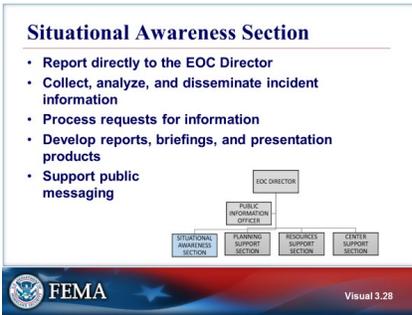
This organization puts the EOC Director in direct contact with those doing situational awareness/information management, and streamlines resource sourcing, ordering, and tracking.

ISM EOC STAFF RESPONSIBILITIES: EOC DIRECTOR AND DIRECTOR'S STAFF

The EOC Director and Public Information Officer tasks.

- Set EOC tasks.
- Facilitate the development of policy direction by Senior Officials for incident support.
- Ensure the dissemination of timely, accurate, and accessible information to the public.
- Typically includes a PIO.
- May include others such as a Legal Advisor, technical specialists and a Safety Officer.

Note that in contrast to an ICS-like EOC, the ISM EOC Director does not typically set EOC objectives – his or her direction is focused on EOC Support tasks to support the incident.



Visual 3.28

SITUATIONAL AWARENESS SECTION

- In effect, the Situational Awareness Section elevates the functions of the ICS Planning Section Situation Unit to the EOC equivalent of an ICS General Staff position. Like an ICS Section Chief, the EOC Situational Awareness Section reports directly to the EOC director.
- Collect, analyze, and disseminate incident information.
- Create and provide a variety of products for EOC policy-level leadership, public affairs, and other internal and external stakeholders.
- Process requests for information.
- Develop reports, briefings, and presentation products.
- Develop material to support public messaging.

Note that the Situational Awareness Section:

- Integrates information that includes geospatial and technical information.
- Supports Public Information by providing supporting material (information)
- If ESFs are used, the Situational Awareness Section may include representatives or liaisons from ESF #15 –External Affairs.



PLANNING SUPPORT SECTION

- Provide a range of current and future planning services including development of an EOC plan for support of the incident.
- May include developing contingency, deactivation, and recovery plans
- Assist in developing and executing the shared goals of multiple jurisdictions and organizations involved in managing the incident
- Coordinate a standard planning process to achieve the objectives of the EOC leadership and foster unity of effort among all organizations represented in the center.
- Coordinate closely with the ICS Planning Section to ensure that both on-scene and EOC personnel have appropriate contingency plans in place.

Resources Support Section

- Combine Operations, Logistics, Comptroller/Purchasing functions
- Provide resources and operational support to Incident Command
- Source, request/order, and track all resources
- Organizational options include:
 - Department/agency
 - ESF/RSF

FEMA Visual 3.30

Visual 3.30

RESOURCES SUPPORT SECTION

- Combine several functions that are normally separate (Operations, Logistics, Comptroller/Purchasing) into a single section.
- Work to ensure that on-scene incident management personnel have the resources and operational support they need.
- Source, request/order, and track all resources including:
 - Supplies, equipment, and personnel,
 - Acquired from-
 - Departments and agencies represented in the EOC
 - Other community organizations
 - Mutual aid/Emergency Management Assistance Compact (EMAC) sources
 - Nongovernmental partners
 - Purchased or leased items
- Organizational options for the Resources Support Section include by department/agency or by ESF/RSF.

Resource Management in an ISM EOC

- One-stop shop for acquiring, deploying, and tracking resources and services
- ISM Resources Support Section combines:
 - Ordering resources
 - Tracking resources
 - Funding purchases/contract/leases
 - Reimbursement of expenses
- Organizational and functional representatives:
 - Resources
 - Expertise
 - Relationships

FEMA Visual 3.31

Visual 3.31

RESOURCE MANAGEMENT IN AN ISM EOC

The departments and agencies represented in an EOC generally have access to a variety of resources that are specific to the department or agency's responsibilities.

- A typical ICS Logistics Section has some expertise in ordering resources through mutual aid, purchasing/contracting/leasing, or from external government organization via requests for assistance.
- Funding for purchases/contract/leases or reimbursement of expenses is usually handled in the ICS Administration/Finance Section.
- ISM EOCs combine all these functions in the Resources Support Section, which provides a one-stop shop for acquiring, deploying, and tracking resources and services.

Center Support Section

- EOC staff support:
 - Communications
 - Information technology
 - Administrative processes
 - General services
 - Staff support
- Support facilities
 - EOC
 - JIC

FEMA Visual 3.32

Visual 3.32

CENTER SUPPORT SECTION

- Communicate and gather requirements for EOC facility and staff support needs including:
 - Communications
 - Information technology
 - Administrative processes
 - General services such as supplies, equipment, facilities security and maintenance
 - Staff support, such as food
- Support the needs of other facilities associated with the EOC such as a Joint Information Center (JIC).

ISM Structure: Advantages/Disadvantages

- What are a few advantages of the ISM Structure for an EOC?
- Disadvantages?

FEMA Visual 3.33

Visual 3.33

ISM STRUCTURE: ADVANTAGES/DISADVANTAGES

What are some advantages of the ISM Structure for an EOC?

What are some disadvantages of the ISM Structure for an EOC?

Departmental EOC Structure

- EOC uses day-to-day departmental/agency structure
- Emergency manager/ senior official coordinates EOC efforts among departments/ agencies
- Department/agency representatives function with little preparation or startup
- Can also use ESFs instead of departments

FEMA Visual 3.34

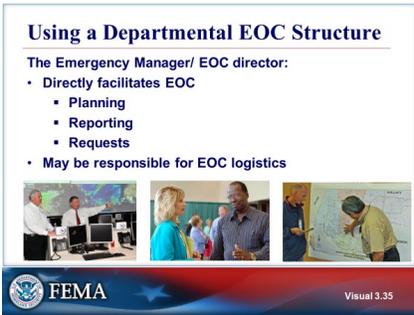
Visual 3.34

DEPARTMENTAL EOC STRUCTURE

Jurisdictions/organizations may opt instead to use their day-to-day departmental/agency structure and relationships in their EOC.

The organization’s director or a senior official coordinates EOC efforts among the departments and agencies. By operating in the context of their normal relationships, department/agency representatives can function in the EOC with minimal preparation or startup time. This model can also be organized using ESFs instead of departments.

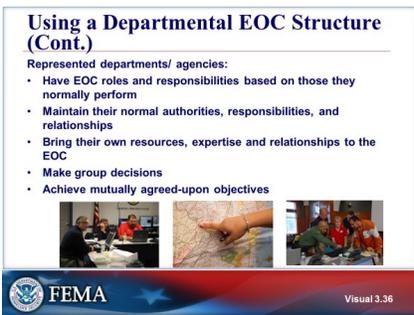
Handout 3-3: Organizational Example: Departmental EOC Structure



Visual 3.35

USING A DEPARTMENTAL EOC STRUCTURE

- Roles and responsibilities in a departmental EOC reflect the day-to-day responsibilities of the represented departments and agencies.
- Departmental representatives bring the various resources, expertise, and relationships that are associated with those organizations and functions.
- The Emergency Manager, as EOC director, directly facilitates EOC planning, reporting and requests (such as EMAC and State support).
- Like a Unified Command, decisions are made within the group of represented departments and agencies to achieve mutually agreed-upon objectives.
- Jurisdictions or organizations address incidents effectively while maintaining their normal authorities, responsibilities, and relationships.
- The EOC director in a Departmental EOC is often responsible for things that don't inherently fall in the day-to-day responsibilities of a department. This can include EOC logistical support such as office equipment, phones, radios, and/or computers and ensuring food is available for staff. These responsibilities may vary according to the jurisdiction's day-to-day structure.



Visual 3.36

USING A DEPARTMENTAL EOC STRUCTURE (CONT.)

Represented departments/ agencies:

- Have EOC roles and responsibilities based on those they normally perform
- Maintain their normal authorities, responsibilities, and relationships
- Bring their own resources, expertise and relationships to the EOC
- Make group decisions
- Achieve mutually agreed-upon objectives

Departmental EOC Similar to Unified Command

Similarities

- Departments/ Agencies:
 - Deliver support within their normal authorities, responsibilities, and relationships
 - Develop mutually agreed-upon EOC objectives

However...

- The EOC Role is multiagency coordination to support IC/UC (not command)
- The EOC objectives coordinate IC/UC support.

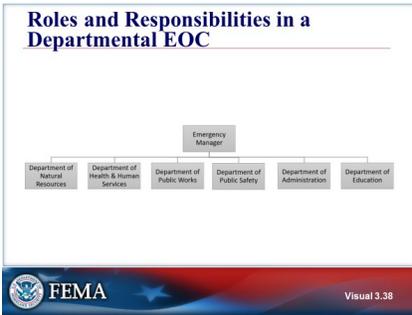


Visual 3.37

DEPARTMENTAL EOC SIMILAR TO UNIFIED COMMAND

The statement that a Departmental EOC is similar to Unified Command should be further explained to avoid any misunderstanding.

- The Role of the EOC remains multiagency coordination for support of Incident/Unified Command.
- The mutually agreed-upon objectives developed in the EOC are not the same as the IC/UC objectives – they are the EOC objectives to coordinate support for the IC/UC.
- The group of represented departments and agencies deliver support to the IC/UC within their normal authorities, responsibilities, and relationship to achieve the mutually agreed-upon EOC objectives.



Visual 3.38

ROLES AND RESPONSIBILITIES IN A DEPARTMENTAL EOC

Each department's roles and responsibilities in the EOC reflects their day-to-day responsibilities.

Some suggested responsibilities for each are:

- EOC representatives from natural resources department may be responsible for historic preservation, air and water quality, parks and recreation, game and wildlife, and wildfire suppression.
- EOC Representatives from public health, medical, and human services agencies would be responsible for elder services; community hospitals, clinics, and medical services; sheltering and mass care; disease investigations; pharmacy services and mass dispensing sites; and liaison with humanitarian relief organizations.
- Representatives from public works are responsible for issues and resources in the EOC involving roads and infrastructure, sewers and sanitation, water purification, fuel, utilities, transportation, and solid waste.
- Police, sheriff, fire, and/or emergency medical services organizations all have representatives who coordinate their respective functions and resources in the EOC.
- EOC representatives from the administrative department or agency coordinate activities such as public information, finance, training, private sector and tribal liaison, and social/cultural centers.
- Public school officials assigned to the EOC are responsible for day care services, school facilities (e.g., when used as emergency shelters), and school transportation.

**Departmental Structure:
Advantages/Disadvantages**

- What are a few advantages of the Departmental Structure for an EOC?
- Disadvantages?




Visual 3.39

DEPARTMENTAL STRUCTURE: ADVANTAGES/DISADVANTAGES

What are some advantages of the Departmental Structure for an EOC? What are some disadvantages of the Departmental Structure for an EOC?

ESF and RSF

What are Emergency Support Functions (ESF) and Recovery Support Functions (RSF)?

- Used by the Federal Government to organize Response and Recovery resources and capabilities
- Groups agencies or departments that perform similar functions
- Provides improved coordination and unity of effort
- Adopted by some EOCs



Visual 3.40

ESF AND RSF

- Emergency Support Functions (ESF)
- Recovery Support Functions (RSF)
- Coordinating structures used by the Federal Government to organize response resources and capabilities
- Method of consolidating multiple agencies or departments that perform similar functions into a single, cohesive working group
- Provide improved coordination and unity of effort for emergency response and recovery
- Adopted by some EOCs as a method of building functionally aligned working groups within the EOC

ESFs/RSFs and EOCs

ESF model for EOC organization is more common:

- In the federal Government
- At the State level
- In some within some large jurisdictions with multiple departments or agencies that have potentially overlapping emergency responsibilities



Visual 3.41

ESFS/RSFS AND EOCs

Once exclusive to the Federal Government, the ESF model for EOC organization has become common at the State level and within some large jurisdictions with multiple departments or agencies that have potentially overlapping emergency responsibilities.



Visual 3.42

EMERGENCY SUPPORT FUNCTIONS

The Emergency Support Function (ESF) concept is the grouping of governmental and certain private sector capabilities into an organizational structure to provide capabilities and services most likely needed to manage domestic incidents.

The ESF concept was developed by the Federal Emergency Management Agency (FEMA) in the late 1980s to address the potential management concerns required to coordinate a Federal response to a catastrophic earthquake in California.

FEMA subsequently implemented the ESF concept in the development of the Federal Response Plan in 1988 and it has proven the most successful and enduring element of that plan.

We have seen ESFs in the Federal National Response Framework for years now. It is the practiced way that the Federal Government organizes and responds. Many States and some large jurisdictions organize themselves in line with the Federal approach by also using ESFs in the State EOC. By doing this, Federal organizations assisting a jurisdiction in an incident will structurally align with the State EOC structure. Even if you are not a State, it will lend to a more cohesive matching of county, tribal, or local EOCs to include Federal IMT personnel.

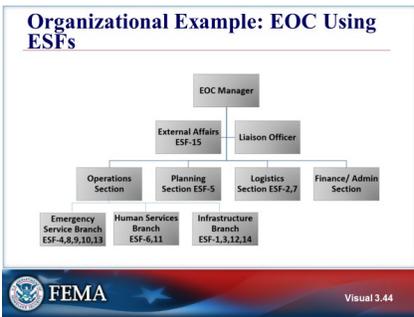


Visual 3.43

RECOVERY SUPPORT FUNCTIONS

Recovery Support Functions are organizational structures for key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of various government and private sector partner organizations to promote effective recovery from disasters.

RSFs are used in EOCs much less often than ESFs, because few EOCs remain activated during long term recovery. While EOCs do often facilitate the jurisdiction's transition from Response to Recovery, typically Recovery functions are assumed by the day-to-day organizational structures of the jurisdiction.



Visual 3.44

ORGANIZATIONAL EXAMPLE: EOC USING ESFS

The visual presents an example of a large city EOC organized using ESFs. The ICS-like structure of this EOC is used to group coordinated functions.

- ESF 15, External Affairs, takes the place of the PIO
- Under Operations
 - Emergency Services Branch includes Firefighting, Public Health and Medical Services, Search and Rescue, Oil and Hazardous Materials Response, and Public Safety and Security
 - Human Services Branch includes Mass Care, Emergency Assistance, Temporary Housing, and Human Services, and Agriculture and Natural Resources
 - Infrastructure Branch includes Transportation, Public Works and Engineering, Energy, and Recovery. Note that Recovery has been superseded by the NDRF and is no longer a Federal ESF, but this jurisdiction used it.
- Planning incorporates ESF-5, Information and Planning
- Logistics includes ESF 2 Communications and ESF-7 Logistics

Handouts 3-4: Sample ICS-Like EOC Structure (Incorporating Departments/ESFs)

Using ESF/RSF: Advantages/Disadvantages

- What are a few advantages of using ESFs and RSFs in an EOC?
- Disadvantages?



FEMA logo at the bottom left and 'Visual 3.45' at the bottom right.

Visual 3.45

USING ESF/RSF: ADVANTAGES/DISADVANTAGES

What are some advantages and disadvantages?

EOC Skillsets



- There is no single NIMS organizational model for EOCs.
- EOC leaders determine EOC structure.
- EOCs normally perform common functions.
- There are common EOC Skillsets.

FEMA Visual 3.46

Visual 3.46

EOC Skillsets' Concept

- Designed to support EOC personnel qualifications.
 - Assigned to EOC positions.
 - Combine in multiple ways to create a wide variety of positions.
- Can be used to build position checklists
- Clarify requirements for EOC mutual aid requests.
- Can be used in EOC Organizational Design

FEMA Visual 3.47

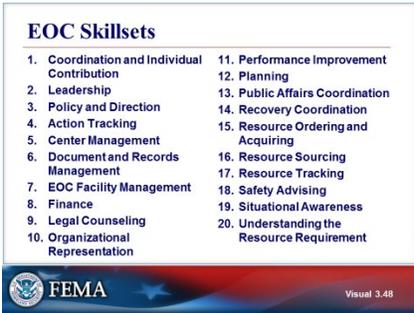
Visual 3.47

EOC SKILLSETS

- EOC leaders must determine the structure that best meets their needs.
- As already discussed, EOCs normally perform functions including Information Management, Resource Management, Planning, Policy and Coordination.
- There is no single NIMS organizational model for EOCs or approach to defining EOC positions.
- However, there are common Skillsets that are needed for effective EOC operations.

EOC SKILLSETS' CONCEPT

- EOC skillsets support EOC personnel qualifications, while remaining flexible for the diversity of EOC organization structures.
 - EOC leaders choose which skillset(s) to assign to specific positions in their EOCs, combine them together to form task books that reflect the needs of their EOCs.
 - Unlike standard ICS PTBs, skillsets combine in multiple ways to create a wide variety of positions.
- EOC Skillsets can be used to develop position specific checklists for the EOC.
- EOC Skillsets can be used to clarify requirements for mutual aid requests.
- EOC Skillsets can be used as an organizational design tool for the EOC.



Visual 3.48

EOC SKILLSETS

EOC Skillsets may be organized and staffed in a variety of ways:

- An individual assigned to deliver multiple Skillsets.
- An individual assigned to deliver a single Skillset.
- A team under a common leader assigned to deliver a single Skillset.
- A team under a common leader assigned to deliver a multiple Skillsets.
- A skillset may even be split among two different work centers in an EOC, with each element performing a different part of the skillset. For example, in an ICS-like EOC staff in the Operations Coordination Section could perform an initial level of the *Understanding the Resource Requirement* skillset, before handing it to the staff in the Logistics Coordination Section that would do a more in-depth iteration of *Understanding the Resource Requirement*. The same skillset is utilized in two different work centers.

A benefit of the skillsets is in mutual aid requests to fill EOC positions. Requesting an “operations” fill could produce a variety of results because not every EOC has an Operations Section and not every EOC Operations Section performs the same tasks. Requesting support based on skillsets better defines the specific EOC resource that is needed.

Handout 3-5: EOC Skillset Summary



Visual 3.49

LEVEL OF RESPONSIBILITY SKILLSETS

EOC Skillsets are broken into two groups, 3 level of responsibility skillsets and 17 function skillsets.

Three Level of Responsibility Skillsets determine “Where” a position falls in the EOC Structure.

EOC Function Skillsets

Function Skillsets determine "What" an EOC position will do

4. Action Tracking	11. Performance Improvement
5. Center Management	12. Planning
6. Document and Records Management	13. Public Affairs Coordination
7. EOC Facility Management	14. Recovery Coordination
8. Finance	15. Resource Ordering and Acquiring
9. Legal Counseling	16. Resource Sourcing
10. Organizational Representation	17. Resource Tracking
	18. Safety Advising
	19. Situational Awareness
	20. Understanding the Resource Requirement



Visual 3.50

EOC Skillset Template

Emergency Operations Center (EOC) Skillset: Resource Sourcing

Task Categories:
Understand potential sources
Develop, evaluate, and implement courses of action for resource fulfillment

Task Category: Understand potential sources

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate awareness of resource sources: • For region/dispatchers: • Regional, state, local, tribal, territorial, Federal, private sector, and management organizations (MCO) sources. • Preparedness tenders and on-call contracts.	E,F,L T		
2. Coordinate with resource acquisition personnel from other organizations to identify potential resources and gain better understanding of existing mechanisms.	E,F,I		
3. Prioritize the allocation of scarce resources.	E,F,I		
4. Demonstrate awareness of incident-specific fiscal and resource constraints.	E,F,L T		



Visual 3.51

EOC FUNCTION SKILLSETS

17 Function Skillsets determine "What" an EOC position will do.

EOC SKILLSET TEMPLATE

EOC Skillsets contain three sections: task categories, tasks, and task codes

- **Task Categories:** Summarize groups of similar tasks necessary to perform the skillset.
- **Tasks:** Specific, demonstrable actions necessary for successful performance of a skillset. All tasks require evaluation, but bulleted statements are only examples; not all are required.
- **Codes:** Indicate the circumstances in which the trainee can perform the task for evaluation.



Visual 3.52

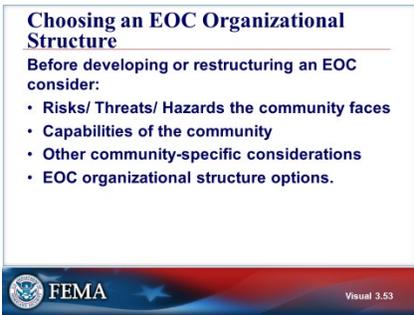
ACTIVITY 3.1: EOC SKILLSETS

This activity familiarizes students with the twenty EOC Skillsets.

Forty-five (45) minutes are allotted for completion of the activity.

Activity Instructions

- The instructor will divide the class into two or three-person teams.
- Each team will be assigned at least one of the Skillsets. The instructor may assign a second Skillset to one or more teams.
- Handout 3-5 contains the summary of the NQS EOC Skillsets derived from the *NIMS EOC Skillsets User Guide*. It is recommended that the full EOC Skillset descriptions are used for Activity 3.1. Appendix II contains expanded EOC Skillset descriptions. The skillsets can be found under NIMS Resource Management Supplemental Guidance at the following webpage <https://www.fema.gov/national-qualification-system>.
- Teams will prepare and brief the following for their assigned Skillset(s):
 - Briefly summarize the role that the Skillset performs in the EOC.
 - Describe an example of how this Skillset is implemented in an EOC that the team is familiar with. What type of EOC is it and how is the Skillset assigned (i.e., operations, planning, etc...)?



Visual 3.53

CHOOSING AN EOC ORGANIZATIONAL STRUCTURE

When determining the appropriate EOC organizational structure, emergency management professionals in a community should lead efforts that examine the following:

Gaining a thorough understanding of the community: Before deciding on an EOC structure, seek advice and input from stakeholders that may need to staff the structure. Can they do it? Will they do it?

Comprehend the threats, risks, and hazards: Most communities have conducted mitigation in some manner. Emergency management should consider these documents and strategies to gain a better understanding of what EOC organizational structure fits the most likely events.

Demographics: A comprehensive understanding of your community's cultural and social fabric can impact how an EOC is designed and operates, reducing impacts on lives and property when response is engaged.

Knowledge of EM authorities, roles, and responsibilities: Stakeholders should examine the authorities and policies that govern an EOC in the community. What is the EOC role? Does it have limitations on decision making? How will it be activated? Will it contain a Call Center or a Joint Information Center?

Availability of resources (i.e., staff): What is the willingness of leaders to support the EOC by providing staff? Emergency management professionals should have an understanding of the support they may or may not have when choosing an EOC organizational structure.



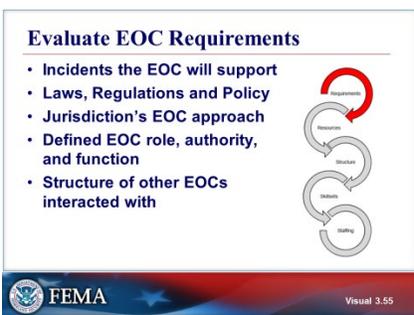
Visual 3.54

DESIGNING EOC STRUCTURE AND STAFFING

Established EOCs will already have an established EOC Structure. It is rare that a completely new EOC is created from the ground up. This part of the unit describes a method of thinking about EOC organizational design. The application of this information can be used as a tool to think about options for optimizing the design of an EOC to fit the specific needs of the jurisdiction.

The steps in this process are:

1. Evaluate EOC requirements
2. Analyze capacity of available EOC resources
3. Determine EOC organizational structure
4. Consider alignment of Skillsets to organizational structure
5. Align EOC staffing



Visual 3.55

EVALUATE EOC REQUIREMENTS

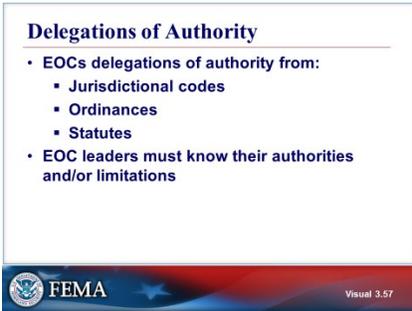
- Type, frequency, complexity and duration of response and recovery incidents that the EOC will likely support (Threats, Risks, Hazards)
- Laws, Regulations and Policy relating to the EOC authorities, structure, operations and resources
- Historical approach to the EOC within the jurisdiction or organization
- Role, authorities, and function of the EOC within the jurisdiction or organization
 - (IC Support –vs- leading Care Management, Recovery or other activities)
 - What is the EOCs primary mission during activation?
 - What must the EOC support or coordinate?
 - How long will the EOC be activated?
- Structure of other EOCs that it interacts with



Visual 3.56

EOC RISKS AND CAPABILITIES

- EOC must understand the types of Threats and Hazards that they will support
- Understanding Threats and Hazards enables identification of the capabilities the community will need to develop and maintain
- Together, the assessments of Risks and the identification of required capabilities frame the size and complexity of the incident command structure that the EOC will likely support



Visual 3.57

DELEGATIONS OF AUTHORITY

EOCs most often derive their delegations of authority from jurisdictional codes, ordinances and statutes.

Detailed knowledge of authorities and/or limitations is essential to success.

Having detailed knowledge of existing authorities and/or limitations for the EOC and its staff is essential to success. If an EOC activates and fails to comply with its delegated or codified authorities, the EOC may lack effectiveness and individual EOC leaders can possibly be held liable for actions that are or are not taken during an event.

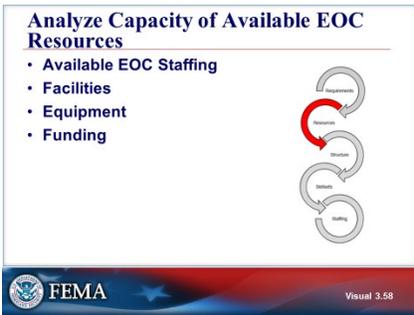
In many cases, emergency management professionals have detailed plans and visions for how best to operate their EOCs during an emergency, but they fail to incorporate their specific or delegated authorities within those plans. This can create legal uncertainty at a time when cohesiveness and collaboration is required and expected.

EOCs most often derive their delegations of authority from jurisdictional codes, ordinances, and statutes. It is practical to ask whether or not an EOC actually has authority, even if the department or agency that runs the EOC has been established for a significant period of time.

Delegations of authority can:

- Designate individuals who are authorized to enact policy or make decisions.
- Help to ensure a rapid response to incidents.
- Ensure personnel know who has the authority to make key decisions.
- Ensure proper documentation of costs and decision-making.
- Promote legal compliance.

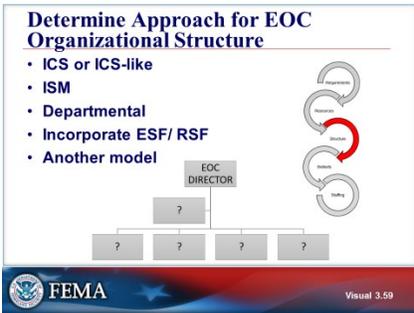
EOC Directors should ensure that the individuals who are staffing an EOC have a written and documented Delegation of Authority on file with the EOC.



Visual 3.58

ANALYZE CAPACITY OF AVAILABLE EOC RESOURCES

- Available EOC Staffing - how many personnel are available to fill roles in the EOC during activation?
 - Full or part-time EOC Employees
 - Designated representatives of departments or agencies assigned to the EOC (represent their agency in the EOC)
 - EOC staffing drawn from other departments or agencies within the jurisdiction (temporarily serve in an EOC role during response and/ or recovery)
 - Trained EOC volunteers
- Facilities (physical or virtual workspace capacity)
- Equipment
- Funding



Visual 3.59

DETERMINE APPROACH FOR EOC ORGANIZATIONAL STRUCTURE

- Incident Command System (ICS) or ICS-like
- Incident Support Model (ISM)
- Departmental
- Incorporate Emergency Support Functions (ESF) or Recovery Support Functions (RSF)
- Another model?



Visual 3.60

EFFECTIVE EOC DESIGN

Numerous tools/references are available that can assist a jurisdiction in designing an effective organizational structure for the EOC staff:

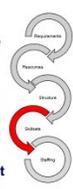
- The jurisdiction's EOP – review how the jurisdiction's Emergency Operations Plan organized functions within the EOC and use this as a start point for evaluating if the current EOC structure is effective and meets the specific needs of the jurisdiction.
- EOC Operations Guide from a similar jurisdiction – review how other, similar EOCs are organized and adopt/ modify approaches that would improve your jurisdiction's EOC organization.
- Review past activations lessons learned – evaluate what areas of EOC operations were performance gaps in past activations and seek EOC organizational design solutions to address these shortfalls.
- EOC Skillsets – use the EOC Skillsets as an organizational design tool to ensure that you identify where in the EOC all tasks are completed and consider which groups of tasks should be performed together as a part of a functional team (i.e. what tasks would be carried out more effectively if they were managed by a common supervisor within the same EOC Section).

Consider Alignment of Skillsets Within the Organizational Structure

- Define what EOC tasks are performed where
- Assign Skillsets within the EOC Structure

For example:

- Planning Skillset may be in the Planning Coordination Section in an ICS-Like EOC
- Situational Awareness Skillset may be in the Situational Awareness section in an ISM EOC
- Finance Skillset may be in the Department of Administration in a Departmental EOC



FEMA Visual 3.61

Visual 3.61

CONSIDER ALIGNMENT OF SKILLSETS WITHIN THE ORGANIZATIONAL STRUCTURE

Although the EOC Skillsets were designed specifically to help jurisdictions develop PTBs for the qualification of EOC personnel, the EOC Skillsets have a variety of applications.

Here, the EOC Skillsets are used as a method to think about what functions/tasks in the EOC are performed where. You are not defining positions at this point, just what tasks are done where in the EOC.

In this step each Skillset is aligned within the EOC structure. Typically, all the tasks for an EOC Skillset will be aligned with a Section, Branch, Unit, Department, etc. within the EOC Structure.

For example:

- Planning Skillset may be in the Planning Coordination Section in an ICS-Like EOC
- Situational Awareness Skillset may be in the Situational Awareness section in an ISM EOC
- Finance Skillset may be in the Department of Administration in a Departmental EOC

In some cases, a skillset's tasks may be split between two organizational elements of the EOC.

Aligning EOC Skillsets

Remember, Skillsets may be aligned and staffed in a variety of ways:

- An individual assigned to deliver multiple Skillsets
- An individual assigned to deliver a single Skillset
- A team under a common leader assigned to deliver a single Skillset
- A team under a common leader assigned to deliver a multiple Skillsets

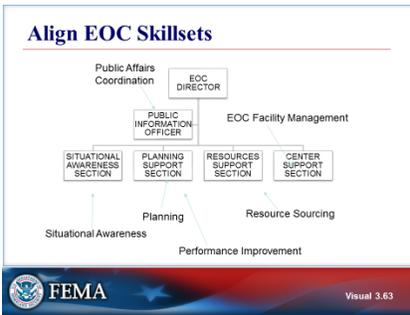
FEMA Visual 3.62

Visual 3.62

ALIGNING EOC SKILLSETS

EOC Skillsets represent tasks that will be performed in an EOC. They can be aligned and staffed in a variety of ways:

- An individual assigned to deliver multiple Skillsets
- An individual assigned to deliver a single Skillset
- A team under a common leader assigned to deliver a single Skillset
- A team under a common leader assigned to deliver a multiple Skillsets



Visual 3.63

ALIGN EOC SKILLSETS

Consider how EOC Skillsets can align with an EOC Section/Branch/Group, Unit, etc. Each EOC may align the Skillsets differently.

The approach outlined here is to think about what tasks will be performed where in the EOC. You are not thinking faces yet (who currently does what) – you are thinking about alignment of skillsets within your organization. In an established EOC, this is not about defining what is done where, it is about defining what should be done where – what is most effective and practical alignment of tasks within your EOC.

All twenty EOC Skillsets may not be applicable to all EOCs. However, in applying EOC Skillsets, you should consider all twenty EOC Skillsets.

1. Coordination and Individual Contribution (common tasks)
2. Leadership (all supervisors)
3. Policy and Direction (MAC Group)
4. Action Tracking
5. Center Management
6. Documents and Records Management
7. EOC Facility Management
8. Finance
9. Legal Counseling
10. Organizational Representation
11. Performance Improvement
12. Planning
13. Public Affairs Coordination
14. Recovery Coordination
15. Resource Ordering and Acquiring
16. Resource Sourcing
17. Resource Tracking
18. Safety Advising
19. Situational Awareness
20. Understanding the Resource Requirement



Visual 3.64



Visual 3.65

ALIGN EOC SKILLSETS: LEADERSHIP

The Leadership Skillset applies to all supervisory positions. It aligns everywhere that a group of individuals or Skillsets is under a common supervisor.

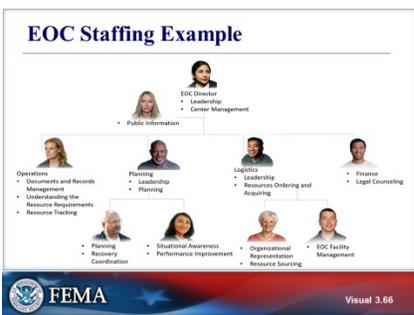
For example, the Planning Support supervisor would be able to perform both the planning and the leadership skillsets.

While a supervisor of a single skillset should be able to perform the skillset tasks, a supervisor of multiple skillsets will not necessarily have the ability to perform all of the tasks that he or she is supervising (they should be familiar enough with the skillsets to effectively manage their subordinates).

ALIGN EOC STAFFING

- You are unlikely to have unlimited personnel to staff the EOC
- Individuals have different levels of training and experience in the tasks associated with an EOC Skillsets
- Multiple individuals can be assigned to a single EOC Skillset (and as discussed before, the skillset could even exist in two different sections/branches/units where different aspects of a skillset task are performed by different parts of the EOC staff)
- Multiple EOC Skillsets may be assigned to a single individual
- Maintain a manageable span of control for EOC Supervisors

EOC Skillsets are designed to support the development of position specific EOC PTBs. The EOC Skillsets provide the roadmap to baseline qualification (training and experience), certification and credentialing for personnel assigned to positions in the EOC. The EOC Skillsets help you to define what tasks each EOC position will perform.



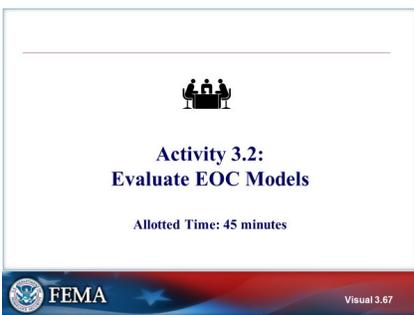
Visual 3.66

EOC STAFFING EXAMPLE

In this example each skillset is only performed by a single staff member. Remember that it is possible to have staff from different EOC elements working aspects of the same skillset. For example, Operations Staff could do an initial round of “understanding the resource requirements” before handing it off to Logistics who would do another, more in depth round of “understanding the resource requirement” before acquiring the resource. In this case, the “understand the resource requirement” skillset tasks would be assigned to staff in both Operations and Logistics.

- Ten personnel were available to fill roles within the EOC.
- Some individuals supervise other staff.
- Some individuals deliver a single Skillset.
- Some individuals deliver multiple Skillsets.

With Personnel with defined responsibilities now aligned under the EOC structure, you now have the basis to develop PTBs using the EOC Skillsets.



Visual 3.67

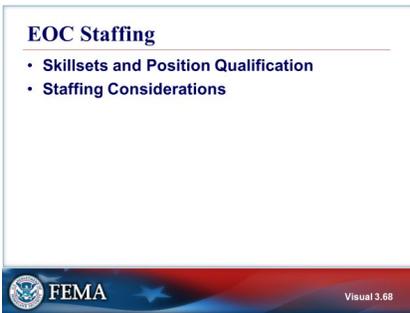
ACTIVITY 3.2: EVALUATE EOC MODELS

This activity gives students the opportunity to evaluate a given EOC model’s advantages and disadvantages as well as align needed Skillsets within that organizational model.

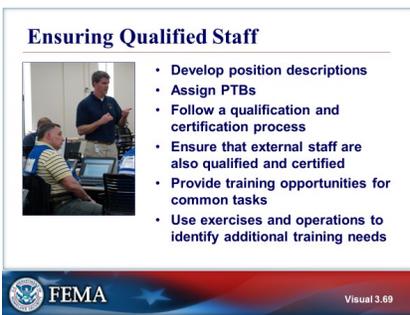
Forty-five (45) minutes are allotted for completion of the activity.

Activity Instructions:

- The class will be divided into teams of approximately six (6) people.
- Each group will be assigned one of the three common EOC Models. You may also differentiate between level of EOC (city, county, etc...).
- Evaluate strengths and weaknesses on their assigned model.
- Align Skillsets within the organizational model.
- Brief the class on observations and solution.



Visual 3.68



Visual 3.69

EOC STAFFING

The last portion of unit 3 will discuss additional EOC staffing topics

- Skillsets and using skillsets for EOC position qualification
- Staffing considerations for EOCs

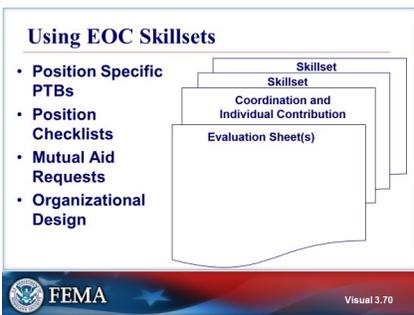
ENSURING QUALIFIED STAFF

The success of the EOC depends in many ways upon the staff selected or assigned to the EOC and their effectiveness in their specific position.

The Emergency Management Director or Coordinator may not have control over every staff member. He/she should:

- Ensure that every position has a clearly defined position description and a Position Task Book.
- Assign PTBs to EOC Personnel and follow a qualification and Certification program to ensure personnel are trained for their positions.
- Ensure that Position-Specific Checklists are developed for every EOC position.
- Work closely with other agencies/departments/ organizations to ensure that externally resourced staff are fully qualified.
- Provide training opportunities for common tasks.
- Use information from exercises and operations to determine additional training needs.

Trusted and established EOC staff (such as an Operations Section Chief on an ICS-like EOC) may be able to help EOC leadership determine whether a staff member appointed or assigned to the EOC is performing as expected.



Visual 3.70

USING EOC SKILLSETS

EOC Skillsets were designed for developing position specific PTBs for EOC personnel.

As previously discussed, the EOC Skillsets can also be utilized to:

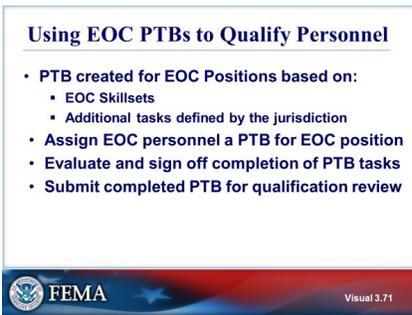
- Develop EOC position specific checklists or task lists.
- Make mutual aid requests for EOC staff utilizing a common language to ensure that you get the type of resource that you need.
- For Organizational Design in an EOC (the process we have just described)

The EOC Skillset competencies, behaviors and tasks are used to develop position specific PTBs for the EOC.

- EOC Skillsets establish minimum criteria for EOC qualifications.
- Coordination and Individual Contribution are common tasks that are typically performed by all EOC staff. Each EOC PTB will normally contain this EOC Skillset.
- Leadership Skillset tasks are applied to the PTBs of all EOC supervisors.
- Policy and Direction tasks are typically associated with the MAC Group.
- Each EOC position will typically be associated with one or more Skillsets.
- The skillsets are a tool and can be edited as needed based on the needs of the EOC. For example, additional tasks can be added to the baseline EOC Skillset templates.
- When compiled, the EOC PTB should describe the full range of roles and responsibilities for a position and contain all tasks a trainee should perform to be qualified in his/her assigned position.

FEMAs *NIMS Emergency Operations Center Skillsets User Guide* explains this process in greater detail.

<https://www.fema.gov/national-qualification-system>



Visual 3.71

USING EOC PTBS TO QUALIFY PERSONNEL

The *NIMS EOC Skillset User Guide* describes the use of EOC Skillsets to develop EOC PTBs and qualify EOC personnel in Section C, “How to Use the EOC Skillsets.”

- A PTB is created for each EOC Position based on:
 - The EOC Skillsets associated with the position.
 - Additional tasks defined by the jurisdiction.
- Each member of the EOC staff is assigned a PTB for his or her EOC position.
- Evaluators observe trainees in training, exercises and actual events to evaluate and sign off on the trainee’s completion of PTB tasks.
- When all PTB tasks have been satisfactorily completed, the PTB is submitted for qualification review by a review panel (QRB) established by the authority having jurisdiction. Qualified EOC personnel are certified in their position by this QRB. Jurisdictions then issue credentials that identify the individual’s qualification/certification.



Visual 3.72

EOC STAFF: FINDING THE RIGHT FIT

It is more important to find the right person for the specific EOC position than to simply “fill the seat” for the purposes of being perceived as having a fully-operational EOC. Poor choices in staffing can lead to poor decisions and, therein, failure in coordination.

Critical EOC staff should ideally have the following characteristics:

- Knowledge of the critical tasks involved for the position.

Ask yourself: Do you have position checklists?

- Skill in performing the tasks.

Ask yourself: Can they work with the existing EOC technology?

- Ability to find additional subject-matter experts for the task.

Ask yourself: Can they reach out for assistance from other experts in their field?

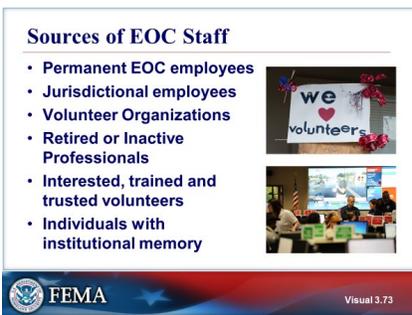
- Ability to work under pressure.

Ask yourself: Are they known to “panic” under pressure or does their work production slow dramatically when tasked with deadlines or constraints?

- Ability to interact well with others.

Ask yourself: Do they work well with others? Are they considered abrasive?

- Delegated authority to perform the tasks assigned.
- Ask yourself: Do they carry the authority to make a key decision when called upon?



Visual 3.73

SOURCES OF EOC STAFF

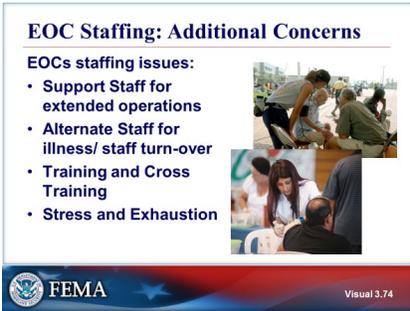
There may be individuals residing in or near your location that have a background that would relate very well to working in an EOC environment. Following are just a few examples of sources where you may be able to find individuals interested in serving your organization, full or part time, or even as a volunteer.

Employees of Your Jurisdiction: In some jurisdictions, every employee is not considered “essential” following a disaster. These employees may not have a work assignment within their department or agency during a disaster. You may be able to use these personnel from other departments to provide staff for the EOC. Additionally, you may be able to identify employees of other departments within the jurisdiction willing to volunteer (with the approval of their department) to serve in the EOC when needed. By pre-identifying these individuals and establishing a training program, you can develop an EOC team comprised of people who already work for your jurisdiction. This can also help the employee by giving them “essential” status.

Retired Professionals: Many retired or “seasoned” professionals in public safety and public service in general are often eager to assist an EOC. The sense of duty that these individuals feel does not wane simply because they retire. Retired public works officials, as an example, bring to the EOC tremendous expertise and knowledge of a jurisdiction.

Interested and Trusted Volunteers: Every emergency management organization has individuals who are willing to volunteer. All too often, emergency management professionals hesitate or refuse to use these dedicated volunteers. It is imperative that trust and training become part of the process of allowing a volunteer to assume a critical position (e.g., Logistics Section Chief). However, in many cases volunteers are passionate and committed to the mission of an EOC and only need an opportunity to demonstrate their skills.

Individuals with Institutional Memory: One of the lesser known ways to seek assistance when staffing an EOC is with individuals you may see every day. Seek those who hold institutional memory about certain events, scenarios, and locations within a community. For example, directors of departments or agencies such as



Visual 3.74

public works or even emergency management frequently transition or turn over. However, an administrative assistant or secretary may have been doing that job for decades. While a new director may not know the history of a flood-prone area or the risks within a certain community, the person who has supported the director's position may know every detail about these situations and can assist the EOC.

EOC STAFFING: ADDITIONAL CONCERNS

- Alternate staff to accommodate multiple shifts, absences, injuries, etc.
- Support staff for sustaining EOC operations.
- Training for staff development and continuing education.
- Cross training for ensuring additional capabilities when possible and applicable.
- Stress and Exhaustion

It is important to consider when you want your top-tier staff working in the EOC. As an example, do you place your EOC at risk of failure by placing your entire "A Team" in the EOC during a daytime shift, while placing your entire "B Team" in the EOC during the evening operation?

Longer-term staffing patterns contain a combination of the top individuals during both day and night operations in the EOC when possible. For events that are expected to be short in nature, with only one or two operational periods, this "combination" strategy may not be appropriate.

EOCs should plan for support staff!

Training and Exercises (T&E)

T&E play a vital role in national preparedness by enabling whole community stakeholders to develop, test and validate capabilities, and identify both capability gaps and areas for improvement.



FEMA Visual 3.75

Visual 3.75

Training & Exercise = Incident Success

- Training and exercising essential to successful incident response.
- EOCs build capability through a continuous cycle of:



FEMA Visual 3.76

Visual 3.76

Training

Training is instruction in core competencies and skills.

- Training provides the tools needed to:
- Accomplish a goal.
- Meet program requirements.
- Acquire a specific capability.



Handout 3-6: Training Job Aid

FEMA Visual 3.77

Visual 3.77

TRAINING AND EXERCISES (T&E)

Training and exercises play a vital role in national preparedness by enabling whole community stakeholders to develop, test and validate capabilities, and identify both capability gaps and areas for improvement.

TRAINING AND EXERCISE = INCIDENT SUCCESS

EOCs build capability through a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action.

Training and exercising are essential to success in incident response.

Moreover, readiness facilitates efficient and effective emergency management and incident response activities.

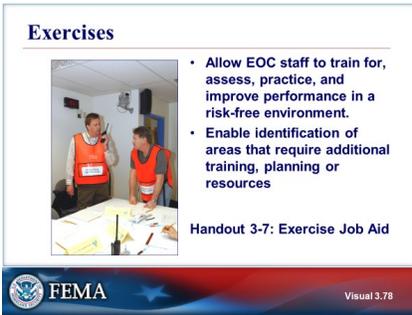
TRAINING

Training is instruction in core competencies and skills and is the principal means by which individuals achieve a level of proficiency. Training provides the tools needed to accomplish a goal, meet program requirements, or acquire a specified capability.

One specific training requirement for EOC personnel is training to gain the competencies, behaviors and tasks defined in his or her position task book.

Training encompasses a range of activities. The common thread among these different activities is their purpose. All provide information or refine skills.

Handout 3-6: Training Job Aid.



Visual 3.78

EXERCISES

Exercises are events that allow students to train for, assess, practice, and improve performance in prevention, protection, response, and recovery capabilities in a risk-free environment. The primary purpose of an exercise is to identify areas that require additional training, planning, or other resources, with the goal of improving the jurisdiction's mission capability.

An exercise should provide the opportunity to determine whether:

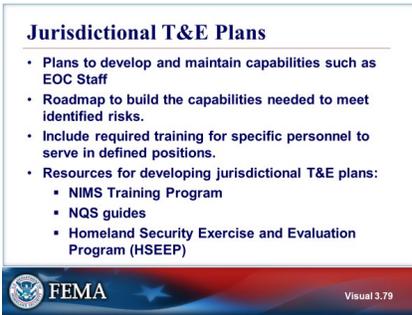
- Policies and procedures are effective.
- Training is up to standard.
- Adequate resources have been provided and used to help the team implement its mission at the EOC.

From an emergency operations perspective, exercises are an excellent way to evaluate functions, such as:

- Communications
- Alert and notification
- Deployment
- Redundancy
- Procedural and Policy

Because of new technology in the EOC, you must exercise more frequently to ensure that updates to software, expired user passwords, and similar issues do not interfere with efficient operations.

Handout 3-7: Exercise Job Aid.



Visual 3.79



Visual 3.80

JURISDICTIONAL TRAINING AND EXERCISE (T&E) PLANS

Jurisdictions develop plans to train EOC Personnel and Teams as a part of their multi-year Training and Exercise Program

- Jurisdictions develop T&E Plans to develop and maintain capabilities such as EOC Staff
- T&E Plans are a jurisdiction's roadmap to build the capabilities needed to meet identified risks.
- T&E Plans include required training for specific personnel to serve in defined positions.
- Resources for developing jurisdictional T&E plans include:
 - NIMS Training Program
 - NQS guides
 - Homeland Security Exercise and Evaluation Program (HSEEP)

AN EFFECTIVE T&E PROGRAM

Effective training and exercise programs share several common attributes:

- Provide the right kind of training for EOC personnel. The right kind of training will provide the skills and knowledge required to perform the assigned functions in an emergency environment. The tasks in EOC skillsets can be demonstrated during exercises. Training exercises provide excellent opportunities to demonstrate personnel qualifications.
- Allow EOC personnel to apply the skills and knowledge they gained in training.
- Encourages career improvement by providing cross-training opportunities.
- Create sufficient and meaningful opportunities for team members to work together and in so doing build their confidence in what can be accomplished by the team effort.
- Help develop community resilience by strengthening the capabilities of those who coordinate the response.

Final Note: Stress and Exhaustion

- EOC operations can place tremendous stress on staff and leadership.
- Tension is inherent in the EOC environment after a certain (and unpredictable) period of time.
- Be aware of the signs of stress and exhaustion
- Be proactive in taking steps to manage staff stress



FEMA Visual 3.81

Visual 3.81

FINAL NOTE: STRESS AND EXHAUSTION

Handout 3-8: Signs of Heightened Stress in Emergency Situations.

MANAGING STRESS LEVELS: BEFORE

Managing stress levels actually begins before EOC operations. Before operations, emergency management leadership can make sure that the staff comes together as a team and pledges to watch out for each other. It is also helpful for leadership to provide all staff with information on the causes of stress and ways to reduce it. Helping staff identify signs of stress and providing useful techniques for reducing stress will help everyone during operations.

It may be helpful to provide information to the EOC staff's families about what to expect when their spouse/parent is activated. A lot of EOC staff stress can be exacerbated when that person goes home and is still expected to prepare dinner, do the laundry, etc.

Additionally, at the local level, many of the EOC staff might be personally affected by the disaster. They could have flooded basements or power outages waiting for them at home.

MANAGING STRESS LEVELS: DURING

To manage stress during EOC operations, you should encourage personnel to take breaks away from their desks and to get rest when the opportunity arises. Promote good eating habits and exercise. Be alert to behavior changes, such as irritability or the inability to make decisions. Act sooner, rather than later. Don't wait until an individual is unable to function. Mistakes made at the EOC can cause injury or death at the scene.

It may be the way the EOC handles a function fails, resulting in a high stress situation. An example that happened to one of the largest response efforts over the last few years occurred when after just a couple days, resource requests coming in to a State EOC reached several hundred per day. This totally overwhelmed the EOC's ability to handle and process that kind of resource operation. The Planning Section Chief gathered together a small group of key supervisors and planners and came up with a way of breaking up resource management into two distinct parts; one just handling incoming requests,

and the other handling deployment, calling it “Intake” and “Case Management”.

An expedient SOP was written, quickly tested, then trained staff on the new procedures. Staff were drawn from several EOC support agencies and assigned to each of these two teams within the Resource Unit, which by now had swelled to dozens of personnel. Over the next 24 hours, with this critical change, the EOC was able to process more than 1,000 backlogged resource requests in approximately 36 hours, and eliminate the backlog of outstanding requests.

MANAGING STRESS LEVELS: AFTER

Stress may not end when EOC operations end. After operations, some of the strategies you can use to manage stress include:

- Demonstrate gratitude for service. By demonstrating gratitude and compassion for your EOC staff, you set the stage for an even stronger commitment from them for the next event. More important ... you do the right thing.
- Conduct stress debriefings, both as personnel are demobilized and several days after returning to their day-to-day jobs.
- Follow up over time to ensure that personnel are coping effectively and returning to their “normal” state. Note that follow-up can be as simple as observing the individual as he or she completes daily job tasks or having a casual conversation around the coffee pot.
- Involve other people, especially managers and those who know and care about the person. The ability to talk through a troubling situation with a trusted friend is often helpful to resolving personal conflict and reducing stress.
- Provide professional help, if necessary. Professional help is often provided to responders at the scene but may be forgotten for those in the EOC. Professional counseling and other services should be made available to those EOC personnel who can benefit from it.

Additional information on stress management and the value of stress debriefings can be obtained from the

Objectives Review

1. What are the common EOC organizational structures?
2. What are the 20 NQS EOC Skillsets?
3. Choose a common EOC structure and explain an advantage of using it. What is a disadvantage?
4. What are the factors to consider when structuring and staffing an EOC?
5. How do training and exercises support EOC operations?



Visual 3.82

International Critical Incident Stress Foundation

www.icisf.org

OBJECTIVES REVIEW

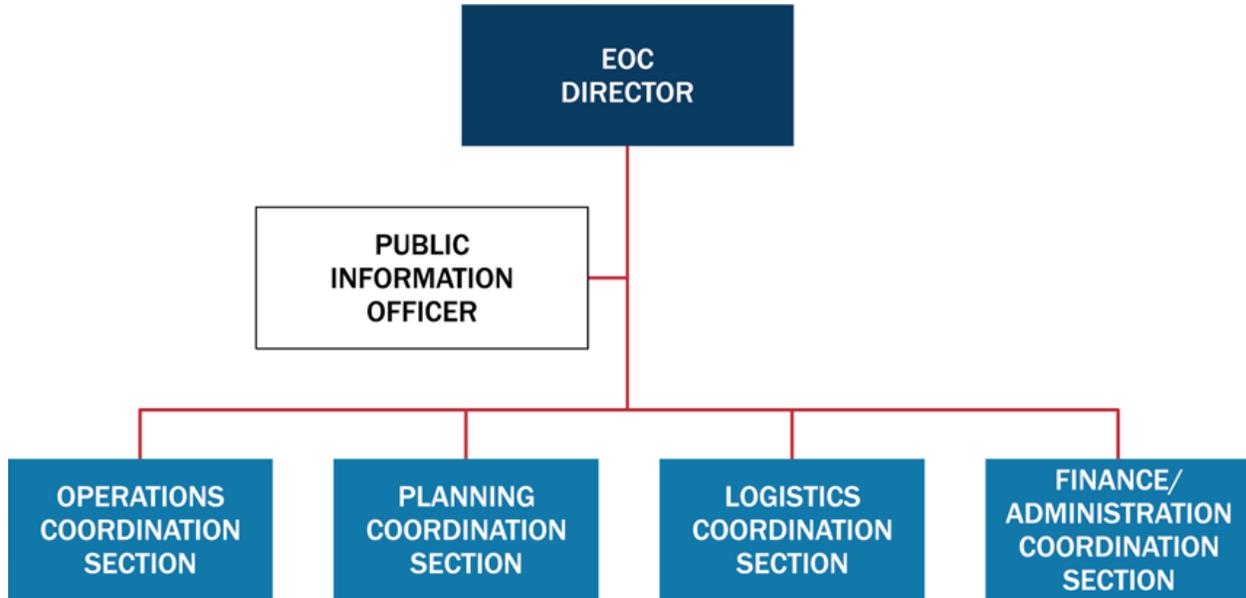
1. Identify common EOC organizational structures.
2. Identify the 20 NQS EOC Skillsets.
3. Identify the advantages and disadvantages of common EOC organizational models.
4. Determine approaches to design an EOC structure and staffing.
5. Explain how training and exercises support EOC operations.

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Supplemental Materials

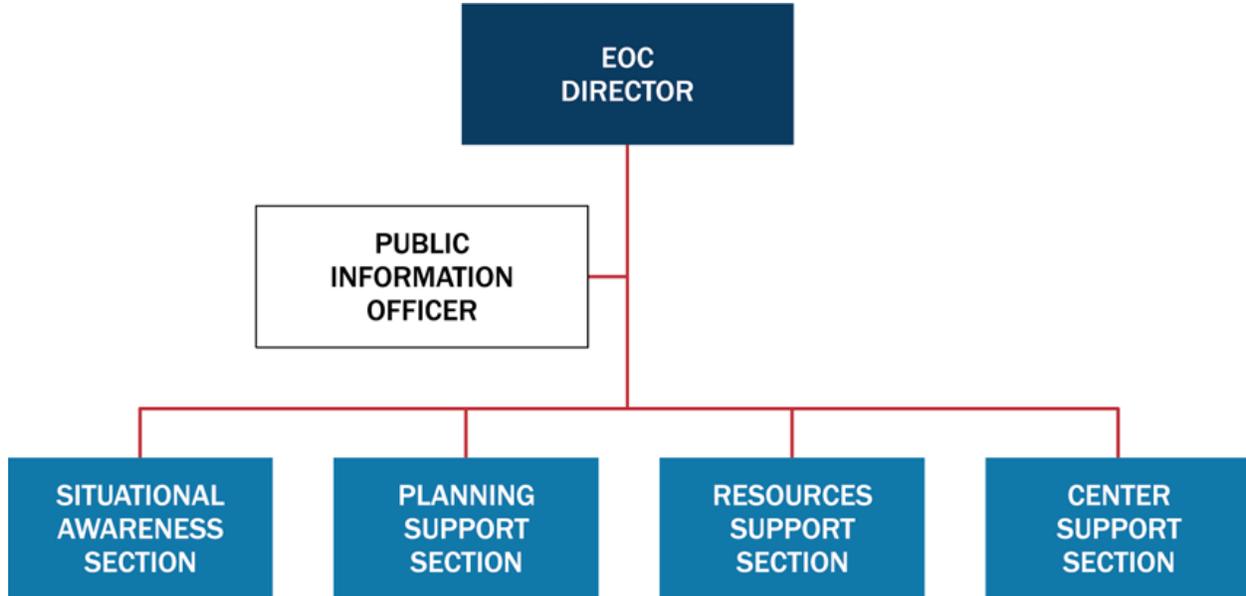
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Handout 3-1: Organizational Example: ICS or ICS-like EOC Structure



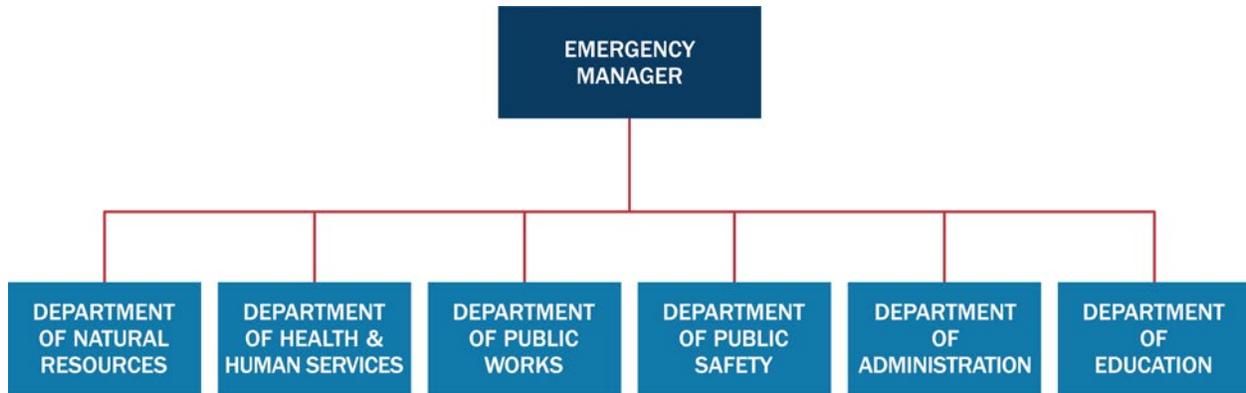
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Handout 3-2: Organizational Example: Incident Support Model (ISM) EOC Structure



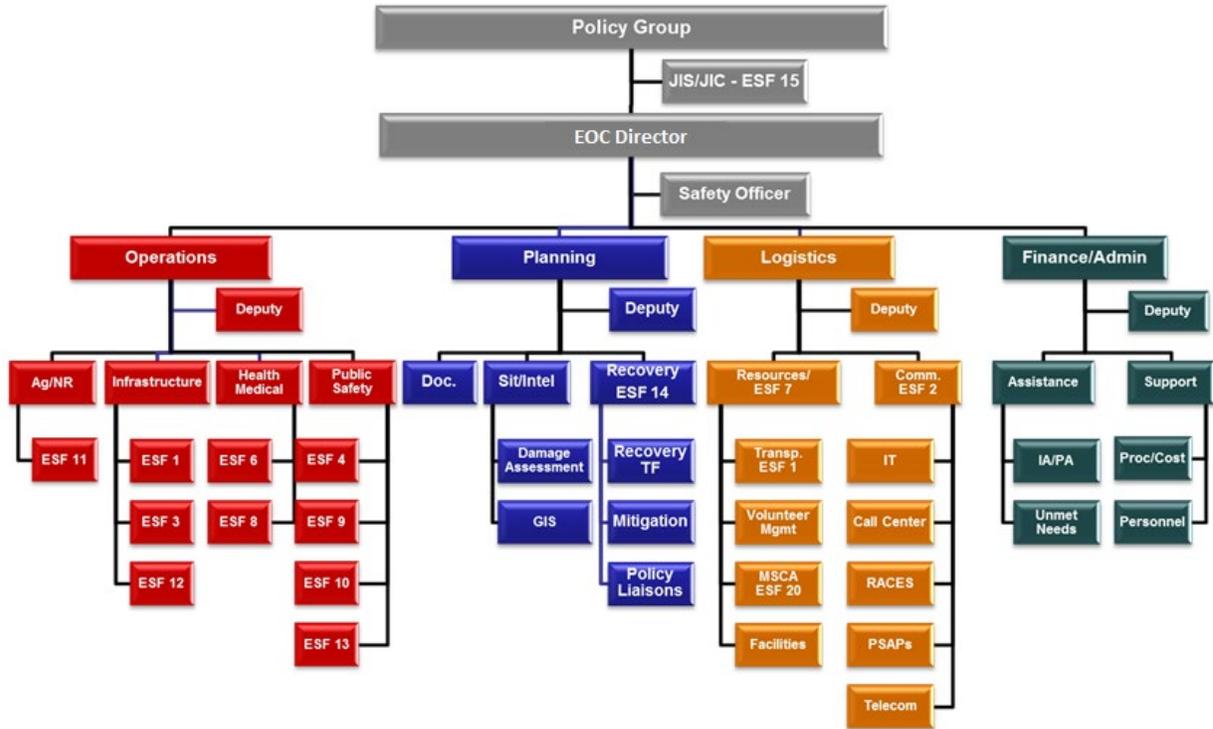
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Handout 3-3: Organizational Example: Departmental EOC Structure



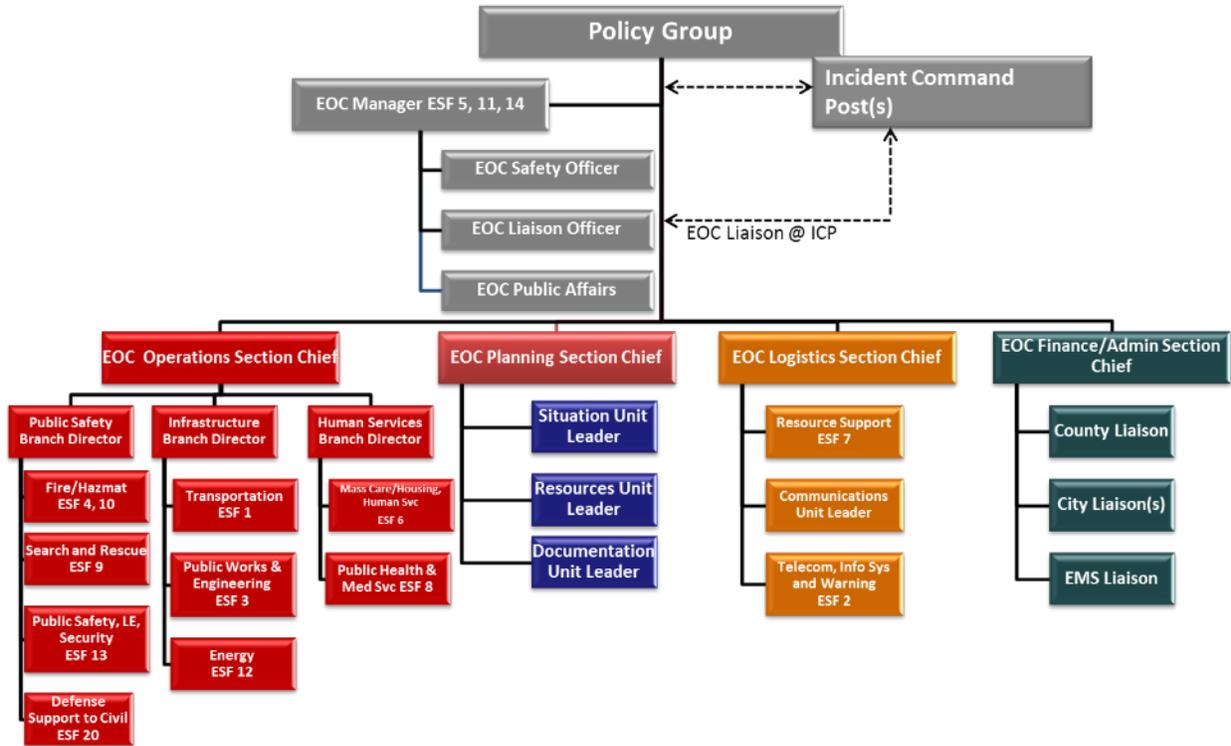
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Handout 3-4: Sample ICS-Like EOC Structure (Incorporating Departments/ ESFs) - 1 of 2



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Handout 3-4: Sample ICS-Like EOC Structure (Incorporating Departments/ ESFs) - 2 of 2



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Handout 3-5: EOC Skillset Summary

This handout (3-5) contains the summary of the NQS EOC Skillsets derived from the *NIMS EOC Skillsets User Guide*. This guide and the full EOC Skillsets are available as downloads from the FEMA NQS website: <https://www.fema.gov/national-qualification-system>. If students have internet access during the course, it is recommended that the full EOC Skillset descriptions are used for Activity 3.1.

Level of Responsibility Skillsets (*where in the structure the position falls*)

- 1) Coordination and Individual Contribution: Common tasks related to individual accountability and coordination that apply to all EOC positions.
 - a) Complete common coordination and accountability tasks associated with all positions within the EOC
- 2) Leadership: Generic leadership tasks that apply to anyone in an EOC leadership position.
 - a) Be proficient in the job, both technically and as a leader
 - b) Supervise staff to ensure understanding and accomplishment of duties and tasks
 - c) Coordinate to foster unity of effort
- 3) Policy and Direction: Tasks suitable for MAC Group/Policy Group roles, to support coordinated incident management among all parties.
 - a) Demonstrate an understanding of the authorities, policies, priorities, capabilities, constraints, and limitations of the organization/jurisdiction you represent
 - b) Demonstrate an understanding of coordinated response/Unified Command and the roles and responsibilities of the parties involved

Functional Skillsets (*what a position will do*)

4. Action Tracking: Tasks for communicating and tracking action items through resolution.
 - a) Perform action tracking
5. Center Management: Tasks related to overseeing all center activities.
 - a) Establish EOC support for incident/event
 - b) Coordinate EOC activities
 - c) Ensure proper support for resource needs and requests, including allocation and tracking
 - d) Ensure development and coordination of plans
 - e) Ensure collection, analysis, and sharing of information internally and externally

6. Document and Records Management: Tasks for gathering, handling, sharing, and archiving incident documentation.
 - a) Collect and store documents and records
 - b) Provide documents and records upon request
7. EOC Facility Management: Tasks associated with the operational and logistical management of the EOC facility.
 - a) Ensure that EOC infrastructure is operational
 - b) Support the needs of EOC personnel
 - c) Ensure security of the EOC
8. Finance: Tasks related to EOC procurement policies and fiscal management activities.
 - a) Administer financial management for jurisdictional expenditures
 - b) Advise EOC leadership and staff on financial matters associated with jurisdictional activities
9. Legal Counseling: Tasks for advising EOC personnel on relevant laws and regulations
 - a) Advise EOC leadership and staff on legal matters and provide other legal services
10. Organizational Representation: Tasks associated with representing your organization in the EOC to support incident operations.
 - a) Represent your organization and support EOC activities
 - b) Understand discipline-specific resource streams
11. Performance Improvement: Tasks for collecting and analyzing information about EOC operations to support process and performance improvements during and after an incident.
 - a) Collect and analyze information regarding EOC activation and activities
 - b) Suggest process improvements and solutions during EOC operations
 - c) Support process improvement following EOC deactivation
12. Planning: Tasks focused on developing incident specific plans.
 - a) Reference pre-incident plans
 - b) Develop and write EOC action plans and other incident-specific plans
 - c) Disseminate plans
 - d) Facilitate the ongoing planning process

13. Public Affairs Coordination: Tasks for working with the media and disseminating information to the public.
 - a) Manage EOC-related efforts to provide information and warning to the public
 - b) Advise the EOC Policy Group, leadership, and personnel about public information and warning
14. Recovery Coordination: Tasks focused on understanding the incident's impact on the community and preparing for long-term recovery.
 - a) Understand the complexities of recovery
 - b) Demonstrate an understanding of community impacts
 - c) Prepare for long-term recovery
15. Resource Ordering and Acquiring: Tasks for understanding how to order and acquire resources.
 - a) Order/request resources
16. Resource Sourcing: Tasks for understanding resource options to acquire resources to support incident operations.
 - a) Understand potential sources
 - b) Develop, evaluate, and implement courses of action for resource fulfillment
17. Resource Tracking: Tasks for tracking acquired resources from mobilization through demobilization.
 - a) Track Resources
18. Safety Advising: Tasks focused on communication and fostering safety within the EOC.
 - a) Promote the safety of EOC personnel
19. Situational Awareness: Tasks for gathering and analyzing an incident's situational information to inform EOC actions and decision-making.
 - a) Gather data and information
 - b) Analyze data and information
 - c) Disseminate information
20. Understanding Resource Requirement: Tasks for gathering and understanding resource needs to communicate resource specifications.
 - a) Understand and validate the resource requirement
 - b) Communicate requirement in plain language and use national standards and common terminology

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Handout 3-6: Training Job Aid

Training Options	
Training Type	Appropriate for Providing . . .
Classroom	A knowledge base on new or revised processes and/or procedures. The skills needed to perform tasks that would be done manually (e.g., analyzing information from documents provided) or with equipment contained in the classroom (e.g., computers, telephones) or on the job.
Independent Study	Knowledge acquisition at a pace that is comfortable for the participant. An opportunity to learn and apply knowledge and skills (e.g., through a tutorial) in a self-paced environment.
On-the-Job Training	An opportunity to learn and perform tasks in a real-life environment with the supervision of an expert performer. (A related form of training is the practicum , which is designed to give the learner supervised practical application of a previously or concurrently studied theory. Another option, shadowing , allows the learner to observe an expert performer on the job.)
Briefings	New information, usually at a high level, presented to all persons who have a need to know or use the information. Briefings are often provided to large groups and include a question-and-answer session.
Seminars	Opportunities for small numbers of job performers to discuss specific topics, usually with the advice of an expert performer. Seminars usually involve new policies, procedures, or solutions to problems being presented to the group.
Workshops	Opportunities for small numbers of job performers to discuss issues and apply knowledge and skills to solving problems or producing a product. Workshops are generally highly structured, and their outputs are usually a product that meets specified criteria (e.g., a list of assumptions that will be used as a basis for developing the emergency operations plan).
Job Aids	Quick references that are intended to be used on the job. Common job aids include checklists, worksheets, standard operating procedures, reference guides, etc.

Note: These training options may include various methods of getting the information across to the participants, such as presentation, interactive activities, demonstration, discussion, applied practice, and question-and-answer sessions.

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Handout 3-7: Exercise Job Aid

Types of Exercises

Discussion-Based Exercises	
Discussion-based exercises familiarize participants with current plans, policies, agreements, and procedures, or may be used to develop new plans, policies, agreements, and procedures.	
Type	Description
Seminar	A seminar is an informal discussion, designed to orient participants to new or updated plans, policies, or procedures (e.g., a seminar to review a new Evacuation Standard Operating Procedure).
Workshop	A workshop resembles a seminar, but is employed to build specific products, such as a draft plan or policy (e.g., a Training and Exercise Plan Workshop is used to develop a Multi-year Training and Exercise Plan).
Tabletop Exercise (TTX)	A tabletop exercise involves key personnel discussing simulated scenarios in an informal setting. TTXs can be used to assess plans, policies, and procedures.
Game	A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedure designed to depict an actual or assumed real-life situation.
Operations-Based Exercises	
Operations-based exercises validate plans, policies, agreements, and procedures; clarify roles and responsibilities; and identify resource gaps in an operational environment.	
Type	Description
Drill	A drill is a coordinated, supervised activity usually employed to test a single, specific operation or function within a single entity (e.g., a fire department conducts a decontamination drill).
Functional Exercise	A functional exercise examines and/or validates the coordination, command, and control between various multiagency coordination centers (e.g., EOC or Joint Field Office). A functional exercise does not involve any “boots on the ground” (e.g., first responders or emergency officials responding to an incident in real time).
Full-Scale Exercise (FSE)	A full-scale exercise is a multiagency, multijurisdictional, multidiscipline exercise involving functional (e.g., Joint Field Office and EOC) and “boots on the ground” response (e.g., firefighters decontaminating mock victims).

Source: Homeland Security Exercise and Evaluation Program (HSEEP)

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Handout 3-8: Signs of Heightened Stress in Emergency Situations

Domain	Sign
Psychological	<ul style="list-style-type: none"> ▪ Depression ▪ Sleeping difficulty ▪ Chronic fatigue ▪ Social withdrawal ▪ Intrusive memories ▪ Irritability, hostility, or sudden anger ▪ Moodiness, emotional swings ▪ Use of alcohol or drugs
Physical	<ul style="list-style-type: none"> ▪ Headaches ▪ General aches and pains ▪ Difficulty sleeping ▪ Gastrointestinal pain ▪ Chest tightness or pain ▪ Muscular tension, twitches, tics, or tremors ▪ Dry mouth
Cognitive	<ul style="list-style-type: none"> ▪ Difficulty concentrating ▪ Difficulty in making decisions ▪ Memory difficulties ▪ Confusion or disorientation ▪ Slowed mental processing
Behavioral	<ul style="list-style-type: none"> ▪ Social withdrawal ▪ Irritability, hostility, or sudden anger ▪ Lack of empathy or respect for others ▪ Moodiness, emotional swings ▪ Use of alcohol or drugs ▪ Suspicion of people or situations

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Activity 3.1: EOC Skillsets

This activity familiarizes students with the twenty EOC Skillsets.

Activity Instructions

Forty-five (45) minutes are allotted for the completion of this activity.

1. The class will be divided into teams of approximately two (2) people.
2. Refer to the supplemental materials on EOC Skillsets and the information available on the FEMA website <https://www.fema.gov/national-qualification-system>.

Handout 3-5 contains the summary of the NQS EOC Skillsets derived from the *NIMS EOC Skillsets User Guide*. It is recommended that the full EOC Skillset descriptions are used for Activity 3.1.

3. Each team will be assigned one of the Skillsets.
4. Your team will be given 10-15 minutes to review and summarize your assigned skillset(s). Prepare and brief the following for your assigned Skillset(s):
 - Briefly summarize the role that the Skillset performs in the EOC.
 - Describe an example of how this Skillset is implemented in an EOC that the team is familiar with. What type of EOC is it and how is the Skillset assigned (i.e., Operations, Planning, etc.)?

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Activity 3.2: Evaluate EOC Models

This activity gives students the opportunity to evaluate a given EOC model's advantages and disadvantages as well as align needed Skillsets within that organizational model.

Activity Instructions:

Forty-five (45) minutes are allotted for the completion of this activity.

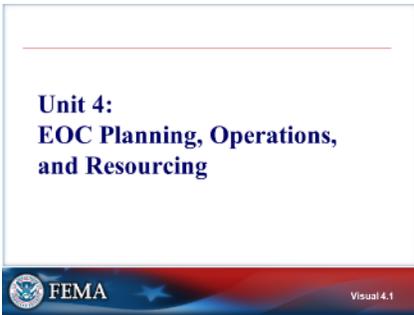
1. The class will be divided into teams of approximately six (6) people.
2. Each group will be assigned one of the three common EOC Models.
3. Your group will:
 - a. Evaluate strengths and weaknesses on their assigned model.
 - b. Align Tasks using Skillsets within the organizational model (what is done where).
4. Select a representative to brief the class on the group's observations and EOC organizational solution. Create an organizational chart using paper, whiteboard or a computer projector to present your organizational designs.
5. You will have 15-20 minutes to develop your response and 5 minutes for to brief your solutions.

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Unit 4: EOC Planning, Operations, and Resourcing

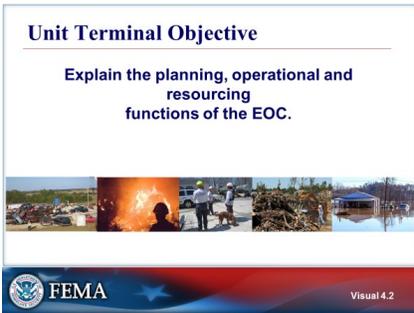
STUDENT MANUAL

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Visual 4.1

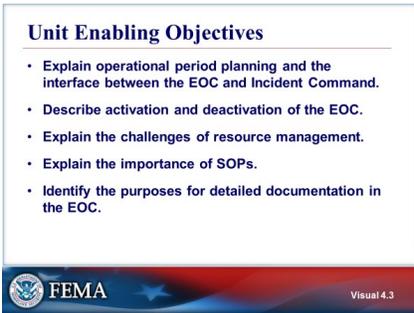
UNIT 4: EOC PLANNING, OPERATIONS, AND RESOURCING



Visual 4.2

UNIT TERMINAL OBJECTIVE

Explain the planning, operational and resourcing functions of the EOC.



Visual 4.3

UNIT ENABLING OBJECTIVES

- Explain operational period planning and the interface between the EOC and Incident Command.
- Describe activation and deactivation of the EOC.
- Explain the challenges of resource management.
- Explain the importance of SOPs.
- Identify the purposes for detailed documentation in the EOC.



Visual 4.4

UNIT TOPICS: OVERVIEW

- Operational Period Planning
- EOC / Incident Command Interface
- EOC Activation and Deactivation)
- Resource Coordination
- Standard Operating Procedures (SOPs)
- Documentation



Visual 4.5

INCIDENT COMMAND INITIAL RESPONSE ACTIONS

You should be familiar with the Planning P graphic from previous courses.

Many incident management organizations use a formal planning cycle with established meetings and deliverables to mark their progress through the planning process and enable coordination of the entire team.

The Planning P is a graphical representation of the sequence and relationship of the meetings, work periods, and briefings that comprise the incident action planning cycle.

Start this brief review of the Planning P by discussing initial response actions.

The initial response actions are as follows:

- Initial Response and Assessment
- The Planning Section's Situation Unit develops the initial Situation Report.
- Agency Administrator Briefing
- Incident Briefing

The incident briefing marks the transition from reactive to proactive incident management.

The daily Operational Period is established and announced.

- Initial Unified Command Briefing (if a Unified Command)

While the Incident Command is performing these Initial Response Actions, the EOC will be performing its own initial actions.

These can include:

- EOC Activation
- Establishing necessary communications
- Establishing situational awareness
- Making initial notifications

Incident Command Operational Period

- The designated time period in which tactical objectives are to be accomplished and reevaluated.
- Common lengths are:
 - 12 or 24 hours for Type 1, 2, 3
 - 2-4 hours for HazMat
 - Multiple days for relatively stable situations

FEMA Visual 4.6

Visual 4.6

Operational Period Planning & the EOC

- Schedule used to develop the Incident Action Plan for the next operational period.
- The EOC will also have a defined schedule of information updates, meetings, briefings and reports
- The EOC Operation Period may be different from the Incident Command Operational Period
- Should be established in detailed SOPs for the EOC.

FEMA Visual 4.7

Visual 4.7

INCIDENT COMMAND OPERATIONAL PERIOD

For Incident Command the operational period is the designated length of time in which tactical objectives are accomplished and reevaluated. Common lengths are:

- 12 or 24 hours for Type 1, 2, and 3 incidents
- 2 to 4 hours for hazardous materials incidents
- Multiple days for relatively stable situations

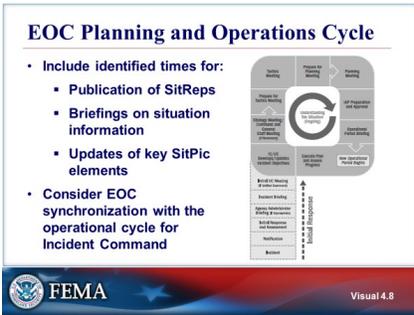
The length of the operational period often varies based on the type, complexity, specific threats, and hazards for the incident.

OPERATIONAL PERIOD PLANNING AND THE EOC

The Operational Period Planning Cycle is the process used in the incident to develop the Incident Action Plan for the next Operational Period.

- Establishes a daily schedule of meetings and reports used to develop the Incident Action Plan for the next operational period.
- The EOC will also have a defined Operational Cycle of information updates, meetings, briefings and reports
- The EOC Operational Cycle may be different from the Incident Command Operational Period Planning – but these should be synchronized. Synchronization does not mean that the same types of meetings are necessarily occurring at the same time, but rather that meetings are aligned in a complementary method that is mutually supportive.
- Should be established in detailed SOPs for the EOC.

The operational period for the incident and the EOC may not be the same. For example, in a rapidly changing incident the Incident Command may have a four hour operation cycle, but the EOC may be operating on 8 or 12 hour operational periods to facilitate shift work. The key is synchronizing inputs and outputs between the EOC and Incident Command so that each has the information necessary for situational awareness, decision support and proactive actions.



Visual 4.8

EOC PLANNING AND OPERATIONS CYCLE

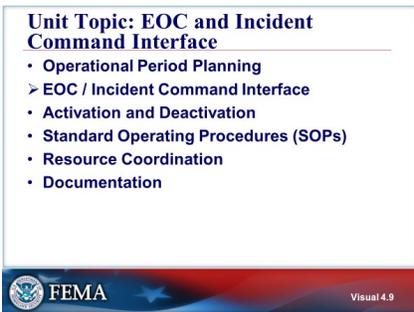
The EOC should have a defined planning and operations cycle that is synchronized (aligned/complementary) with the Operational Period Planning Cycle for the incident.

EOC leaders should take other critical meetings into consideration when establishing report and meeting schedule.

This visual contains some considerations for your EOC planning and operations cycle, including the daily meeting and report schedule.

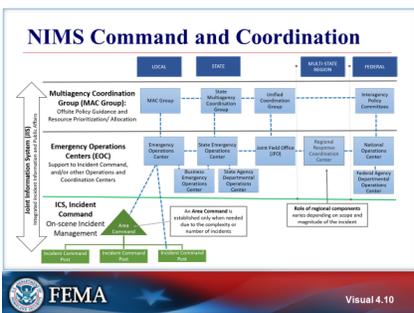
Benefits of establishing a planning and operations cycle:

- Creates a predictable and learned routine.
- Minimizes the need for additional meetings with constituents, ICPs and other EOCs.



Visual 4.9

UNIT TOPIC: EOC AND INCIDENT COMMAND INTERFACE



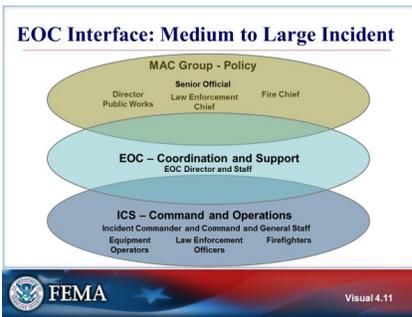
Visual 4.10

NIMS COMMAND AND COORDINATION

This visual depicts the interconnectivity of NIMS structures: ICS, EOCs, MAC Groups and JIS.

An important point is that the actions of these various players need to be coordinated in order to support, and not impede, effective response to an incident.

The chart depicts a large number of EOCs, Departmental Operations Centers (DOCs), and MAC Groups. Every entity does not necessarily need their own operations center. The goal is effective multiagency coordination. Often this can be achieved more effectively when multiple agencies and disciplines combine their efforts within a consolidated EOC.



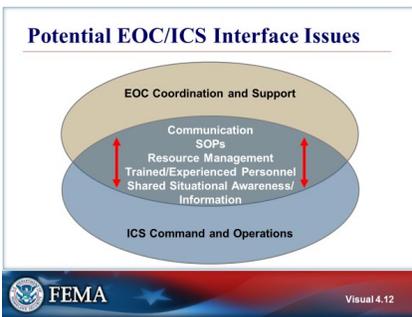
Visual 4.11

EOC INTERFACE: MEDIUM-TO-LARGE INCIDENT

The incident structure for a small, routine incident such as a house fire or traffic accident typically involves minimal ICS structure and little or no EOC activation.

Generally, policy and coordination functions are completed at the EOC. Routine incidents normally require little or no policy and coordination, so the EOC is not activated for these incidents. Incident coordination is handled on-scene by the Incident Commander and his or her staff.

As an incident expands in size or increases in complexity, central coordination may be needed. The EOC can provide this central coordination point.



Visual 4.12

POTENTIAL EOC/ICS INTERFACE ISSUES

- Command structure/relationship (the role of the EOC clearly outlined).
- Communications (tactics, technology, and protocols for communication).
- Standard Operating Procedures.
- Operational/Planning Cycle synchronization.
- Resource Management and prioritization (when, who, and how to order and deploy resources as incidents grow).
- Trained personnel (EOC and incident personnel who do know or understand each other's jobs).



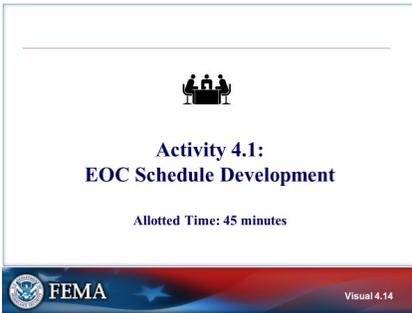
Visual 4.13

EMERGING EVENT

As it activates, the mission of the EOC is important to effectively coordinate the incident. As an incident begins to emerge or grow, the scope of the EOC's operation should begin to come into focus.

The visual demonstrates a single event that is escalating and presenting potential challenges to an EOC.

What is the EOC's role at each stage of this emerging incident?



Visual 4.14

ACTIVITY 4.1: EOC SCHEDULE DEVELOPMENT

This activity explores EOC scheduling and considers aligning the EOC schedule to synchronize with key meetings and briefings of the Unified Command.

Forty-five (45) minutes are allotted for completion of the activity.

Activity Instructions:

Review the scenario and the UC schedule for the next operational period. Identify 2-3 issues that will require interface with the UC and MAC Group. Develop an EOC schedule to align with the UC schedule. The EOC operates on 8-hour shifts (0700-1500, 1500-2300, 2300-0700) with a 30-minute overlap for shift change briefings. Your EOC schedule should consider the following EOC events, meetings and briefings:

- Develop objectives and information requirements for the next EOC shift (1500-1700)
- Gather resource requirements for the next UC operational period (1900 25 May-0700 26 May)
- Receive and source formal resource requests from the UC based on the IAP for the next operational period (1900 25 May-0700 26 May)
- Meetings/ updates with the Incident UC
- Meetings to update/ brief the MAC Group/ Policy Group
- Publish/ distribute regular Situation Reports
- EOC Shift change and briefings
- Meetings to develop public information and scheduled press releases/ briefing(s)

Avoid extensive discussion of the tactical scenario and focus on defining the 2-3 interface issues and the sequence of EOC meetings and briefings that synchronize with the UC schedule. Be ready to share your responses in 20 minutes. Twenty-five (25) minutes are allocated for group brief-backs and discussion.

Unit Topic: Activation and Deactivation

- Operational Period Planning
- EOC / Incident Command Interface
- **Activation and Deactivation**
- Resource Coordination
- Standard Operating Procedures (SOPs)
- Documentation



Visual 4.15

Activating the EOC: Triggers

- **Events:** Threshold event occurs as described in the EOP.
- **Type of Command:** Unified Command or Area Command established.
- **Complexity:** Multiple jurisdiction or intra-jurisdiction department responding.




Visual 4.16

Activating the EOC: Additional Triggers

- **Expanding Incident:** Reports indicate the incident could expand.
- **Past Experience:** Similar incidents required EOC coordination.
- **Mutual Aid:** Other jurisdictions request support.
- **Policy:** Policy dictates activation.




Visual 4.17

UNIT TOPIC: ACTIVATION AND DEACTIVATION

ACTIVATING THE EOC: TRIGGERS

Common triggers for activating the EOC.

- When threshold events described in the Emergency Operations Plan (EOP) occur (i.e., earthquake of a certain magnitude, terrorist event, etc.). (An EOP is the plan for responding to a variety of potential hazards.)
- When a Unified Command or Area Command is established.
- When more than one jurisdiction or intra-jurisdiction department becomes involved in the response.

ACTIVATING THE EOC: ADDITIONAL TRIGGERS

Additional common triggers for activating the EOC:

- When an Incident Commander indicates that the incident could rapidly escalate or expand.
- Occur over multiple operational periods.
- If similar incidents have required EOC activation (historical context or data).
- When other jurisdictions request support.
- When policy dictates activation.

Document Activation of the EOC

The decision to activate an EOC:

- Will vary by jurisdiction.
- Should be codified and properly documented when executed



Handout 4-1: Activating the EOC

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Visual 4.18

Visual 4.18

Activating the EOC: Leadership

Jurisdictional leadership should understand:

- Who has authority to make the activation decision.
- The circumstances for activation.
- Applicable timeframes for activation.
- Initial level of activation.



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Visual 4.19

Visual 4.19

Time-Phased EOC Activation

Time-phased activation may be appropriate when:

- An incident is expected to expand or escalate over time.
- There is an advanced warning period before the emergency.
- There are planned events such as a convention.



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Visual 4.20

Visual 4.20

DOCUMENT ACTIVATION OF THE EOC

The emergency manager, the local sheriff, and elected officials are some of the individuals and groups who may have the authority to decide when to activate an EOC in a jurisdiction.

While the decision to activate an EOC may vary by jurisdiction, the process of activating the EOC should be codified and properly documented in every jurisdiction. Jurisdictions should document the name and position of the individual(s) who make the decision to activate and under what specific authority the decision is made.

Handout 4-1: Activating the EOC

ACTIVATING THE EOC: LEADERSHIP

EOC leadership should have a thorough understanding of:

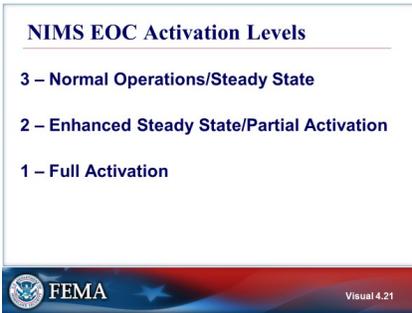
- Who has the authority to activate the EOC.
- The circumstances or triggers for activation.
- Applicable timeframes for activation (ensuring that the EOC is not activated too late).
- The initial level of activation.

TIME-PHASED EOC ACTIVATION

Although many EOCs are activated all at once, there are incidents when a time-phased activation may be appropriate such as:

- An incident is expected to expand or escalate over time. Such events can include flooding, winter weather, civil unrest, and volcanic activity.
- There is an advanced warning period before the emergency. Such events include hurricanes and encroaching violent storms.
- In preparation for planned events such as political conventions, sporting events, potential civil unrest, and international summits.

When properly employed, time-phased activations may save resources, personnel, and money.



Visual 4.21



Visual 4.22

NIMS EOC ACTIVATION LEVELS

Most EOCs have several phases of activation. NIMS presents three EOC Activation levels, ranging from a minimal, monitoring “normal operations” phase (Level 3 in the visual) to a Full activation (Level 1) that includes most/ all personnel attached to EOC activations.

Handout 4-2: The Time-Phased Activation

HELPFUL HINT

- Examine the activation levels of adjacent jurisdictions or neighboring EOCs, as well as the levels used by your State.
- Consider matching your activation levels to those of these neighboring jurisdictions to avoid confusion during activation.
- If Activation levels are not aligned, consider using the NIMS EOC Activation Levels as common terminology when communicating to other jurisdictions.

Implement Activation Levels

Based on:

- Jurisdiction's threat and hazard analysis.
- Established triggers.
- Communications with the Incident Commander (IC) or Unified Command.

Do you have other examples?

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Visual 4.23

Visual 4.23

IMPLEMENT ACTIVATION LEVELS

Activation levels can be related to the jurisdiction's hazard analysis. Staffing the EOC for a specific activation level for a specific incident should be based on analysis of the hazards.

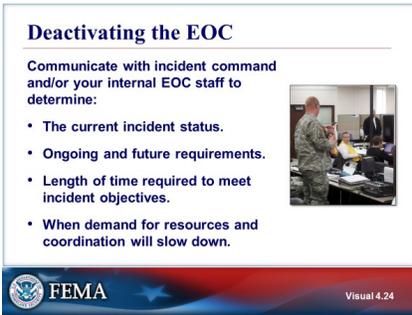
Other considerations should include pre-established triggers for a certain level of activation:

Level 3 Activation: Activities that are normal for the EOC when no incident or specific risk or hazard has been identified. Routine watch and warning activities if the EOC normally house this function. An example is the potential for minor flooding.

Level 2 Activation: Certain EOC team members/organizations are activated to monitor a credible threat, risk, or hazard and/or to support the response to a new and potentially evolving incident. Impact on the MEFs of these ESFs.

Level 1 Activation: EOC team is activated, including personnel from all assisting agencies, to support the response to a major incident or credible threat. An example is an earthquake of greater than magnitude 6.0.

Also, an Incident Commander/Unified Command or senior official may communicate information that leads to a specific activation level.



Visual 4.24

DEACTIVATING THE EOC

The decision to activate an EOC is not always clear cut. The best way to determine when to deactivate is by having well-established communication with key individuals including Incident Commanders or Unified Command, and by discussing or observing your internal EOC staff.

- Current incident status and requirements for continued coordination and support.
- Ongoing and future requirements to meet incident objectives.
- Length of time required to meet incident objectives.
- When the demand for resources and coordination slows down.

Remember that effective EOC Directors can observe when staff in the EOC is “getting bored” or have nothing to do. When these observations become the dominate view of your EOC, it is time to consider deactivation of the EOC.

The EOC can start by a reduction in the number of people working in the EOC. Deactivation is not all or nothing – it can be phased.

It is critical that the EOC Director work in coordination and collaboration with senior EOC leadership and those impacted by events outside the EOC.

Also consider EOC requirements in support of Recovery activities in the community. After the Incident Command has demobilized, there may be an ongoing need for EOC support for the transition to recovery.

Look at your current table of organization and determine what functions can be demobilized, and when. Do this during each operational period, preferably in your PM Planning meeting when reviewing the IAP. This helps keep the EOC running at the proper staffing level, maximizing use of your personnel resources. You never know if you’ll have to re-activate for a new incident, and you want as many personnel rested as possible.

Unit Topic: Resource Coordination

- Operational Period Planning
- EOC / Incident Command Interface
- Activation and Deactivation
- **Resource Coordination**
- Standard Operating Procedures (SOPs)
- Documentation



The image shows the FEMA logo on the left and the text 'Visual 4.25' on the right, set against a red and blue background.

UNIT TOPIC: RESOURCE COORDINATION

Visual 4.25



Visual 4.26

NIMS RESOURCE MANAGEMENT

The resource management process can be separated into the following two parts:

- **Preparedness:** The preparedness activities (resource typing, credentialing, and inventory) are conducted on a continual basis to help ensure that resources are ready to be mobilized when called to an incident.
- **During an Incident:** Resource management during an incident is a finite process with a distinct beginning and ending specific to the needs of the particular incident.

Resource management preparedness involves those activities conducted prior to an incident response. This includes identifying and typing resources; qualifying, certifying, and credentialing personnel; planning for resources; and acquiring, storing, and inventorying resources.

The National Incident Management System (NIMS) includes the following preparedness tasks related to resource management:

- **Identifying and Typing Resources**
Resource typing is defining and categorizing incident resources by capability. Resource typing definitions establish a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies. Resource typing enables communities to plan for, request, and have confidence that the resources they receive have the capabilities they requested.
- **Qualifying, Certifying, and Credentialing Personnel**
Qualifying, certifying, and credentialing are the essential steps, led by an AHJ, that help ensure that personnel deploying through mutual aid agreements have the knowledge, experience, training, and capability to perform the duties of their assigned roles. These steps help to ensure that personnel across the Nation are prepared to perform their incident responsibilities based on criteria that are standard nationwide.

Qualification is the process through which personnel meet the minimum established criteria—training,

experience, physical and medical fitness, and capability—to fill specific positions.

Certification/Recertification is the recognition from the AHJ or a third party stating that an individual has met and continues to meet established criteria and is qualified for a specific position.

- Planning for Resources

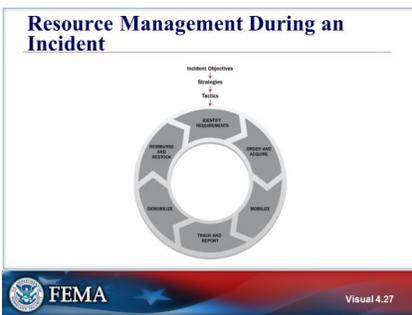
Jurisdictions and organizations work together before incidents occur to develop plans for identifying, managing, estimating, allocating, ordering, deploying, and demobilizing resources. The planning process includes identifying resource requirements based on the threats to, and vulnerabilities of, the jurisdiction or organization. Planning also includes developing alternative strategies to obtain needed resources. Resource management personnel should consider resources necessary to support all mission areas (Prevention, Protection, Mitigation, Response, and Recovery).

- Acquiring, Storing, and Inventorying Resources

Organizations acquire, store, and inventory resources for day-to-day operations, as well as additional resources that the organization has stockpiled for incidents. Those with resource management responsibilities should plan for periodic replenishments, preventive maintenance, and capital improvements. They should also plan for any ancillary support, supplies, or space that may be needed for large or complex resources. Effective resource management involves establishing a resource inventory and maintaining the currency and accuracy of the information. While a resource inventory can be as simple as a paper spreadsheet, many resource managers use information technology (IT)-based inventory systems to track the status of resources and maintain an accurate list of available resources. Accurate resource inventories not only enable organizations to resource incidents promptly, but also to support day-to-day resource management activities such as reconciliation, accounting, and auditing.

- Mutual Aid Agreements and Compacts

Mutual aid agreements establish the legal basis for two or more entities to share resources. Mutual aid agreements exist in various forms among and between all levels of government. These agreements support effective and efficient resource management. Mutual aid agreements may authorize mutual aid between two or more neighboring communities, among all jurisdictions within a state, between states, between Federal agencies, and/or internationally. Mutual aid also exists through formal and informal arrangements developed by tribal governments, NGOs, and in various forms within the private sector.



Visual 4.27

RESOURCE MANAGEMENT DURING AN INCIDENT

Incident resource management includes standardized procedures, methodologies, and functions. The following are the six primary tasks of resource management during an incident:

- Identify Requirements
- Order and Acquire
- Mobilize
- Track and Report
- Demobilize
- Reimburse and Restock

The EOC supports these Resource Management Tasks. Some of these tasks may transition to the EOC to reduce the requirements on the incident Command.

Emerging Event: Resource Management

Command Post:	EOC:
• Identify needs	• Receive requests
• Order resources	• Prioritize requests
• Check-in resources	• Locate/order resources
• Assign resources	• Assign according to priorities
• Track resources	• Track resource use
• Demobilize resources	• Pay for resources



Visual 4.28

EMERGING EVENT: RESOURCE MANAGEMENT

This visual outlines the differences between an Incident Command Post (ICP) and the EOC when the issue is resource management.

In an emerging event the Incident Command Post (ICP) will identify needs and order, check-in, assign, track and demobilize resources.

The EOC will typically support the ICP by receiving and prioritizing requests, locating and ordering resources, assigning resources between incidents according to priorities, track resource use and pay for resources.

For certain activities (e.g. Mass care), the EOC might be responsible for the initial identification of needs, not just receiving requests from the ICP.

Some EOCs will be working with multiple ICPs, increasing the complexity of resource management.

EOC Resource Ordering

- First Jurisdictional Resources
- Then Local Mutual Aid Agreements
- Then Other External Resources
 - Private Sector
 - Voluntary Organizations Active in Disaster (VOAD)
 - State Acquired Resources
 - EMAC requests from other States
 - Federal Assistance/ FEMA



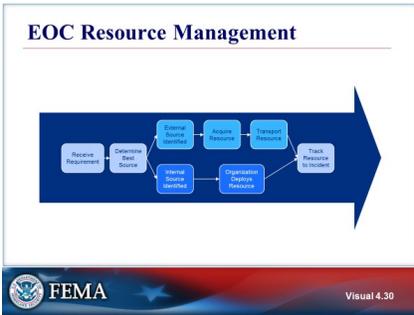
Visual 4.29

EOC RESOURCE ORDERING

The visual shows a typical sequence for an EOC to locate resources not available within their own inventory. The general approach is to source resources as local as possible, and only source resources externally when no local resource is available.

- First Jurisdictional Resources
- Then Local Mutual Aid Agreements
- Then Other External Resources
 - Private Sector
 - Voluntary Organizations Active in Disaster (VOAD)
 - State Acquired Resources
 - EMAC requests from other States
 - Federal Assistance/FEMA

EOCs must determine the appropriate source for each resource request.



Visual 4.30

EOC RESOURCE MANAGEMENT

The visual depicts how the four resource related EOC skillsets could sequence their actions to complete EOC resource ordering.

Transitioning Resource Management
 Transitioning resource management from the ICP to the EOC must be:

- Clearly stated.
- Easily implemented.
- Supported by dependable communications.
- Documented

What are your experiences transitioning resource management to EOC coordination?

Visual 4.31

TRANSITIONING RESOURCE MANAGEMENT

Regardless of the triggers to switch resource management to the EOC, activation must be:

- Clearly stated.
- Easily implemented.
- Supported by dependable communications.
- Documented.



Visual 4.32

RESOURCE MANAGEMENT

Triggers for transitioning resource requests to the EOC will vary from one jurisdiction to the next, but some common triggers include:

- EOC activation (SOPs or Codified Policy).
- Dispatch workload increases beyond a specified threshold.
- Unified Command or Area Command established.
- Depleted mutual-aid resources.

Some communities have established policy that specifies coordination of resource requests through the EOC when the EOC has been activated. Although these types of policies can be controversial (Home Rule), such actions can eliminate confusion for first responders in the field on when to transition requests to the EOC.

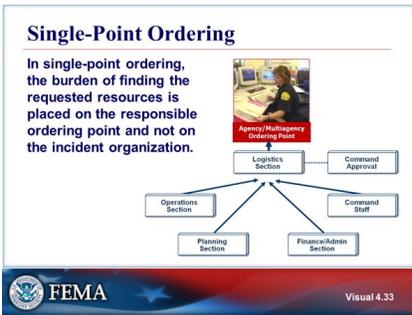
The decision to transition resource requests to the EOC can be resource or dollar amount-specific. The Incident Command may manage requests for relatively common resources but go to the EOC when they need help with particularly scarce or expensive resources (such as a USAR team or a helicopter).

An example of this arrangement is on wildfires in the western US. The experienced IMTs manage most resource ordering and go to the EOC primarily when they need uncommon or specialized resources.

Dispatch Centers such as 911 have unique situational awareness regarding incidents and can often recommend to an EOC coordination of requests—if a working relationship between the EOC and the Dispatch Center has been established.

One common trigger for shifting resource sourcing to the EOC is when a Unified Command has been established.

Another indicator that the EOC should begin coordinating the resource management issues is when all available mutual aid resources have been exhausted.



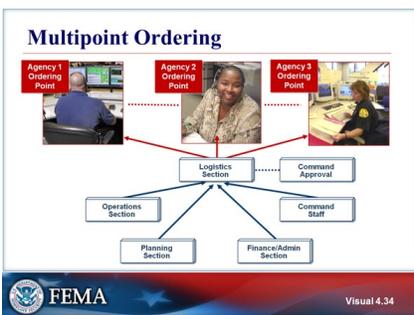
Visual 4.33

SINGLE-POINT ORDERING

This visual is from the perspective of the Incident Command. The concept of single-point resource ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction/agency dispatch/emergency operations center or other multiagency coordination entity and not on the incident organization.

Single-point resource ordering (i.e., ordering all resources through one dispatch/emergency operations center or other multiagency coordination entity) is usually the preferred method. However, single-point resource ordering may not be feasible when:

- The dispatch/emergency operations center becomes overloaded with other activity and is unable to handle new requests in a timely manner.
- Assisting agencies at the incident have policies that require all resource orders be made through their respective dispatch/emergency operations center.
- Special situations relating to the order may necessitate that personnel at the incident discuss the details of the request directly with an offsite agency or private-sector provider.



Visual 4.34

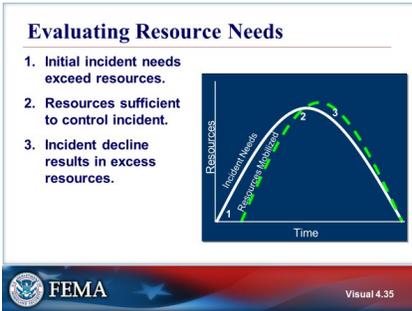
MULTIPOINT ORDERING

- Multipoint ordering is when the incident orders resources from several different ordering points. This can include orders from voluntary organizations and the private sector.
- Voluntary organizations, such as the American Red Cross or Medical Reserve Corps, also mobilize and provide valuable assistance before, during, and after incidents. These groups provide a structure to integrate volunteers into incident activities. They also frequently have established relationships with the community, provide assistance that governmental organizations cannot, and support requests through formal resource-ordering processes.
- Multipoint ordering is used when:
 - A certain kind of resource must be directly ordered through the owner agency or supplier (which may not be the home agency). For example, hazardous materials situations may require specialized private-sector cleanup equipment.
 - Agency policy requires the direct ordering process.
 - Most of the requested resources are not from agencies or organizations within the jurisdiction, and it is more convenient or effective to deal with resource providers directly from the incident.
- Multipoint ordering places a heavier load on incident personnel by requiring them to place orders through two or more ordering points. This method of ordering also requires coordination between and among ordering points and increases the chances of lost or duplicated orders.

An EOC may assist the resource ordering process.

Advantages of involving the EOC include:

- A wider range of sources can be accessed.
- Priorities can be established, especially in large-scale incidents that have multiple Incident Command Posts.
- On-scene personnel can focus better on the response issues at hand.



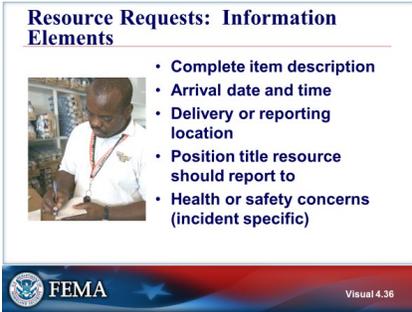
Regardless of whether Logistics is using single- or multiple-point ordering, the rest of the incident staff must place their orders through Logistics.

EVALUATING RESOURCE NEEDS

On most incidents, resource needs follow a predictable arc that corresponds to the arc followed by the incident itself.

Initially, (1) the incident may build faster than resources can arrive. Eventually, (2) sufficient resources arrive and begin to control the incident. As the incident declines, (3) resources then exceed incident needs and demobilization can begin.

The key takeaway is that to have resources when you need them you must anticipate the requirement and request the resources early.

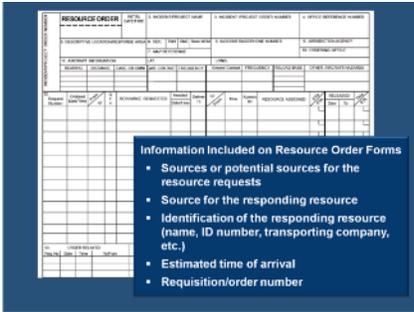


Visual 4.36

RESOURCE REQUESTS: INFORMATION ELEMENTS

Organizations that request resources should provide enough detail to ensure that those receiving the request understand what is needed. Using NIMS resource names and types helps ensure that requests are clearly communicated and understood. Requesting organizations should include the following information in the request:

- Detailed item description including quantity, kind, and type, if known, or a description of required capability and/or intended use if not.
 - If suitable, substitute resources or preferred sources exist, these should also be indicated.
 - If the resource is not a common or standard incident resource, then the requestor should provide detailed specifications.
- Required arrival date and time.
- Required delivery or reporting location.
- The position title of the individual to whom the resource should report.
- Any incident-specific health or safety concerns (e.g., vaccinations, adverse living/working conditions, or identified environmental hazards)



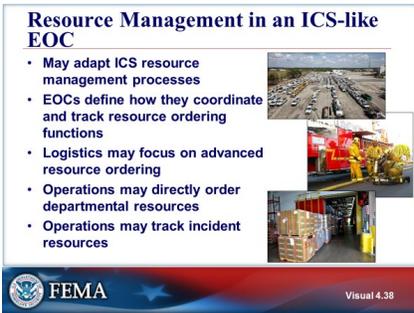
Visual 4.37

RESOURCE REQUESTS: INFORMATION ELEMENTS (CONT.)

On more complex incidents, resource order forms may be used. In most jurisdictions there is an established format for resource requests. Form 213RR Resource Request Message is a form in common use, but many jurisdictions develop their own forms, Note: this form is not included in the NIMS ICS Forms List.

The following information is typically included on resource order forms:

- Source for the resource request
- Source for the responding resource
- Description of resource
- Approval by the requesting agency
- Estimated time of arrival and reporting location
- Resource request order number



Visual 4.38

RESOURCE MANAGEMENT IN AN ICS-LIKE EOC

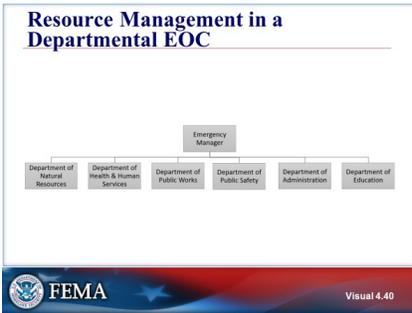
In ICS, Operations manages the tactical employment of resources, Planning tracks resources assigned to the incident, Logistics orders resources and tracks them until they check in at the incident, and Finance/Admin tracks resource costs.



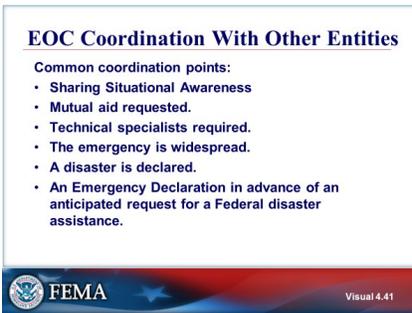
Visual 4.39

RESOURCE MANAGEMENT IN AN ISM EOC

ISM EOCs combine Resource-related functions in the Resources Support Section, which provides a one-stop shop for acquiring, deploying, and tracking resources and services.



Visual 4.40



Visual 4.41

RESOURCE MANAGEMENT IN A DEPARTMENTAL EOC

EOC departmental representatives are responsible, according to their normal authorities, for providing resources associated with their respective functions in the EOC.

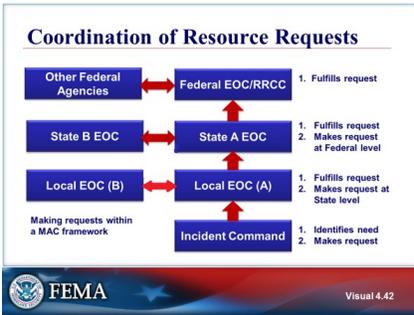
EOC COORDINATION WITH OTHER ENTITIES

Coordination points with other entities will vary, but there are common points:

- Sharing Situational Awareness
- Mutual aid is requested.
- Technical specialists are required.
- The emergency is widespread.
- A State-only or a State and then Federal disaster (Stafford Act declaration) is declared.
- An Emergency Declaration is declared in advance of a foreseen Stafford Act disaster such as a hurricane.

EOC coordination can quickly move beyond internal-only operations. Coordination of the entire EOC with external entities is common and occurs much more quickly than emergency management professionals may anticipate.

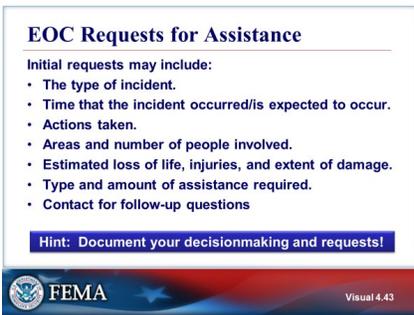
Note that The Post-Katrina Emergency Management Reform Act (PKEMRA) allows for the pre-positioning of assets in advance of a foreseen Stafford Act Presidential Disaster Declaration.



Visual 4.42

COORDINATION OF RESOURCE REQUESTS

This visual depicts the coordination of resource requests at a variety of levels: Federal, State, tribal, and local.



Visual 4.43

EOC REQUESTS FOR ASSISTANCE

Some of the information needed for an EOC request for assistance should include:

- The type of incident that has occurred.
- The time that the incident occurred or is expected to occur.
- Actions already taken.
- Areas and number of people involved.
- Estimated loss of life, injuries, and extent of damage (economy, environment, housing, etc.).
- The type and amount of assistance required.
- A contact for follow-up questions.

The information included in a request for assistance can influence key decisionmakers receiving the request by helping to paint an initial picture of the event as it has impacted the affected jurisdiction.

Documenting requests (what, to whom, and what time) can be a critical element of helping to recreate the incident if needed.

When You Request Assistance

- Ask sooner, rather than later... you are competing.
- Be firm but realistic in your request.
- Focus on mission, task, objectives, and priorities.
- Follow established procedures and understand the existing nomenclature.



FEMA Visual 4.44

Visual 4.44

Rapid Expansion

Be prepared for Rapid Expansion:

- Resource requests can come from a variety of originators
- Requests can go from just one or two a day, to dozens per day, or even per hour, depending on how widespread and/or catastrophic the incident conditions.
- Resource Unit staffing can double several times over, and become as large as all the rest of the EOC staff put together.
- The Planning Section needs to work closely with Operations and Logistics to keep the EOC operating as smoothly as possible.

FEMA Visual 4.45

Visual 4.45

WHEN YOU REQUEST ASSISTANCE

The EOC is, in reality, competing for resources. During large incidents, EOCs are essentially incorporating Situational Awareness into their requests for assistance. Each request should consider the following:

- Ask sooner, rather than later. You may be in competition with other jurisdictions for scarce or specialized resources.
- Be firm but realistic in your request.
- Focus on mission, task, objectives, and priorities.
- Ask for a capability, not a specific item.
- Follow established procedures and understand the existing nomenclature (how to speak the language).

RAPID EXPANSION

Be prepared for rapid expansion:

- Resource requests can come from a variety of originators (Governments, ESFs, Incident Command, another EOC, a deployed Task Force, etc.)
- Requests can go from just one or two a day, to dozens per day, or even per hour, depending on how widespread and/or catastrophic the incident conditions.
- Resource Unit staffing can double several times over, and become as large as all the rest of the EOC staff put together.
- The Planning Skillset needs to work closely with the Situational Awareness Skillset and the four Resource-related Skillsets to keep the EOC operating as smoothly as possible.
- Note that resources can also be recommended by FEMA to your State EOC. This effort must involve close collaboration with your Federal counterparts to ensure these have been requested and are truly needed.

Resource Tracking in an EOC



- What is the EOCs role in resource tracking?
- What happens if information is missing or inaccurate?

 FEMA  Visual 4.46

Visual 4.46

RESOURCE TRACKING IN AN EOC

The ICS Resources Unit is responsible for gathering information and tracking the status of incident equipment and personnel using a resource status system. This can be in the form of T-cards or a computerized system. In an EOC there will also typically be a resource tracking function.

Resource Tracking Information Sources

- Incident Command briefings
 - Planning Section Chief
 - Incident Commander
- ICS Form 211 – Incident Check-in List
- Agency Ordering Point (AOP)
- Transition Documents
- Prior IAPs
- Resource Orders



FEMA Visual 4.47

Visual 4.47

RESOURCE TRACKING INFORMATION SOURCES

The EOC staff performing resource tracking duties need to know what resources are still in operation, what is on site and working. Equally important they should understand what resources are not yet committed to the incident, and any other incidents that may create competition for scarce resources.

The EOC is typically activated after the incident has expanded beyond initial response. Because there are often resources at the incident site before the EOC, the EOC Resources Tracking function needs to obtain information about the status of resources.

Keep in mind, the potential limitations of your information sources and ways to mitigate these limitations.

- On scene personnel such as the Incident Commander and the Planning Section Chief (or Resources Unit Leader) will have information on resources on scene, in the staging area, and ordered but not arrived.
- Other sources of information include ICS Form 204, Assignment List; ICS Form 215, Operational Planning Worksheet; and ICS Form 220, Air Operations Summary Sheet.
- ICS Form 211 – Incident Check-in List: Identifies what resources have arrived.
- Agency Ordering Point (AOP): the AOP can provide information on the identity of the resources sent to the incident prior to the staffing of the Resources Unit. The RESL's and DMOB's priority is to make sure that check-in is set up.
- Transition Documents: these include delegation documents and the Agency Administrator Briefing.
- Prior Incident Action Plans: The IAP may be a cumbersome way to gather information, but it is there as a resource. With resource orders, it is important to keep in mind that resources that were ordered may not have arrived on the scene. However, it is a good way to get an idea of potentially available resources. The IAP is not laid out like T-cards or quantities on an ICS Form 215, but you can see Divisions and Groups and identify their resources.

Resource Orders: These are received from the Logistics Section. The information might also be found on a Tactical Worksheet if they've previously requested a resource.

ICS Form 219 – Resource Status Card

- Used by the IC/UC Resources Unit to record status and location information on resources, transportation, and support vehicles and personnel.
- Provides a visual display of the status and location of resources assigned to the incident.



FEMA Visual 4.48

Visual 4.48

ICS FORM 219 – RESOURCE STATUS CARD

Resource Status Cards are also referred to as T-cards. T-cards provide a format for identifying incident resources and recording and documenting their status, location, and demobilization.

For local IMTs, T-cards are probably the cheapest way to track resources. You could also use automated systems, magnets, and so forth.

e-ISuite



Automated Incident Business Information and Support Tool

<http://famit.nwcc.gov/applications/eisuite>

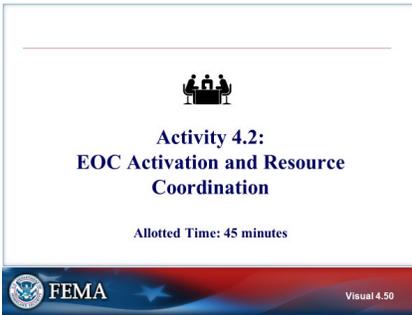
FEMA Visual 4.49

Visual 4.49

E-ISUITE

e-ISuite is one example of a computerized system (currently used by National Wildfire Coordinating group - NWCG). It is a software program used to manage incident resources. This software application can be used for all-risk incidents from Type 4-5 through Type 1.

There are numerous software tools for the EOC that can track incident resources. E-ISuite is only one example.



Visual 4.50

ACTIVITY 4.2: EOC ACTIVATION AND RESOURCE COORDINATION

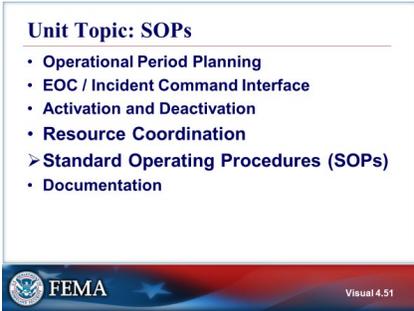
This activity explores EOC scheduling and considers aligning the EOC schedule to synchronize with key meetings and briefings of the Unified Command.

Forty-five (45) minutes are allocated for completion of the activity.

Activity Instructions:

1. Use the Background and Scenario provided.
2. In your assigned table groups, you will be assigned different perspectives to create variety in class responses.
3. Read the scenario and then work in table groups to answer the following questions.
 - a. What type of incident (i.e. Type 5 to Type 1) is this based on size, complexity, anticipated duration and resources committed?
 - b. What is the appropriate EOC Activation Level?
 - c. What EOC functions would you ensure are staffed in the EOC? The group's answer should not discuss individuals, just what functions and skillsets you will need represented in the EOC. This may be informed by the EOC Organizational activity in Unit 3. It may be shorter to discuss any skillsets that the group assesses are not needed than to list all that are.
 - d. What types of resources does the Incident Command need and is there value in transitioning resource ordering to the EOC?
 - e. Based on your EOC organizational design, how would resource requests flow in the EOC? Describe
4. Develop initial information for the MAC Group/ policy group (initial situation briefing) that explains the group's answer to each of these questions.
5. The Instructor determines a method for the table group to out-brief based on available time.

Be ready to share your responses in 20 minutes. Twenty-five (25) minutes are allocated for group brief-backs and discussion.



Visual 4.51

UNIT TOPIC: SOPS



Visual 4.52

DISCUSSION: SOPS

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

SOPs: What is Included?

- What the position requires.
- When the SOP becomes effective/ineffective.
- A list of key tasks throughout operations.

Develop SOPs or checklists for every EOC position.

Handout 4-3: Sample Position-Specific Checklist

FEMA Visual 4.53

Visual 4.53

SOPS: WHAT IS INCLUDED?

SOPs or Position-Specific Checklists should be developed for every EOC position.

Each SOP or Position-Specific Checklist should cover:

- What the position requires; the mission essential functions.
- When the SOP becomes effective/ineffective.
- A list of key tasks to be performed throughout operations at each activation phase.

Handout 4-3: Sample Position-Specific Checklist

EOC Skillsets may be one potential source that can assist in the development of position checklists. These include broad tasks, but could be used to define some of the high level tasks that should be addressed in detail in a position checklist. These can be found at this URL:

<https://www.fema.gov/national-qualification-system>.

Ongoing, Team Effort Approach

Updating SOPs or Position-Specific Checklists should:

- Be a team effort in conjunction with leadership.
- Be part of the ongoing planning process.
- Occur after each activation, exercise, or (at a minimum) annually.

Do you have other suggestions?

FEMA Visual 4.54

Visual 4.54

ONGOING, TEAM EFFORT APPROACH

SOPS or Position-Specific Checklists should not be developed in a vacuum or by one person. Development should be a collaborative process including all relevant partners impacted by the potential actions and decisions made by the EOC staff member.

Checklists and SOPs should:

- Be a team effort in conjunction with leadership.
- Be part of the ongoing planning process.
- A review of SOPs should occur after each activation, exercise, or (at a minimum) annually.

EOC Skillsets as a Resource for Position-Specific Checklists
 Emergency Operations Center (EOC) Skillset: Resource Sourcing

Task Categories:
 Understand potential sources
 Develop, evaluate, and implement courses of action for resource fulfillment

Task Category: Understand potential sources

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate awareness of resource sources: • For various disciplines • Regional, state, local, tribal, territorial, Federal, private sector, and emergency-response organization (EOC) resources • Prepositioned supplies and on-call contracts	E.F.L.T		
2. Collaborate with resource management personnel from other organizations to identify potential resources and gain better understanding of existing capabilities.	E.F.T		
X. Practice the allocation of scarce resources.	E.F.T		
4. Demonstrate awareness of incident-specific local and resource constraints.	E.F.L.T		

FEMA Visual 4.55

Visual 4.55

EOC SKILLSETS AS A RESOURCE FOR POSITION-SPECIFIC CHECKLISTS

EOC Skillsets define common tasks performed in an EOC. These can be a resource or reference for building not only PTBs, but also Position-Specific Checklists for your EOC.

For example, the skillset could have a task of “demonstrate familiarity with jurisdictional resource ordering.” The EOC position checklist would use this task as a start point. That task would then be broken down into the specific systems and specific approvals necessary within the organization to accomplish the task.

Unit Topic: Documentation

- Operational Period Planning
- Activation and Deactivation
- EOC / Incident Command Interface
- Standard Operating Procedures (SOPs)
- Resource Coordination
- **Documentation**

FEMA Visual 4.56

Visual 4.56

UNIT TOPICS: DOCUMENTATION

Documentation

Documentation is prevalent (and critical) before, during, and after EOC operations



FEMA Visual 4.57

Visual 4.57

DOCUMENTATION

Documentation is a critical responsibility of the EOC before, during, and after EOC activation.

Documentation During EOC Operations

Provides:

- An archived account of activities
- Data for reports:
 - Situation Report
 - After-Action Report
- Input for a Public Information Officer.
- Information for elected officials/policy makers
- Input for recovery and mitigation staff/team
- Information that may be required for legal issues



FEMA Visual 4.58

Visual 4.58

DOCUMENTATION DURING EOC OPERATIONS

Documenting during EOC operations has several benefits for the impacted jurisdiction and for individual staff members working in the EOC. Documentation provides:

- An archived account of activities.
- Data for reports: Situation Report and After-Action Report.
- Input for a Public Information Officer.
- Information for elected officials/policymakers.
- Input for recovery and mitigation staff/team.
- Information that may eventually be required for legal issues (what exactly happened and what were they thinking at that time?).

Capturing information or decisions for the purposes of documenting will allow for those reviewing the event later, including emergency managers and the media, to view in real time the actions taken during an incident.

Documentation Decision-making

Seattle Times
December 16, 2009

Situation:

- The mayor called the county's emergency coordination center to report a rising river.
- The assistant director of Emergency Management was to convey the information to the Corps of Engineers. They had no record of the call.
- The assistant director had no idea what number he called or who he talked to: "I'm positive I talked to somebody," he said.

Handout 4-4: Seattle Times Article

FEMA Visual 4.59

Visual 4.59

DOCUMENTATION DECISION-MAKING

Handout 4-4: Seattle Times Article.

The article from the 2009 flood events in the city of Pacific, Washington highlights the need to document decisions that are made within an EOC during activation.



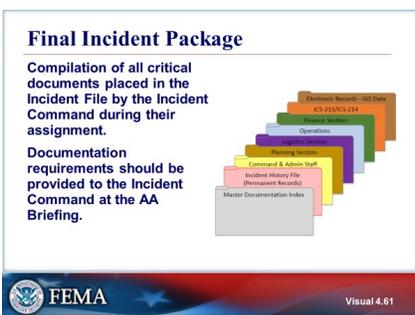
Visual 4.60

DOCUMENTATION AFTER RESPONSE

When the impacted community begins to focus on recovering from the incident, documentation plays a critical role in the ability of the jurisdiction in qualifying for and possibly receiving Federal assistance under the Stafford Act. Documentation:

- Provides a record of recovery projects, plans, and costs.
- Tracks the progress of individual recovery projects.
- Identifies when a project is completed and can be closed.
- Supports financial and budgetary decision making.
- Provides justification for cost recovery (potential Federal reimbursement).
- Provides opportunities for future incident-related mitigation activities.
- Includes a record of the results of the After Action Review and the corrective actions plan.

Documentation may also be important to a community even if it was not heavily impacted by an incident. For example, the community may have an opportunity to be added to an incident as a contiguous community (county) if the State and neighboring community has been included in such a disaster declaration.



Visual 4.61

FINAL INCIDENT PACKAGE

The Final Incident Package is the compilation of all critical documents placed in the Incident File by the Incident Management Team during their assignment on the incident.

Requirements should be provided to the Incident Management Team at the Agency Administrator Briefing.

Note that the Final Incident Package is normally developed by the Incident Command. The EOC will also develop and maintain documentation for the incident. The EOC is frequently the location that collects and retains the Final Incident Package.

Documentation Strategies

- Develop a documentation plan.
- Establish policies before disaster strikes.
- Consider HR policies that offset potential Federal match requirements.
- Train and exercise all EOC personnel.
- Implement your documentation plan regardless of the prospect of Federal assistance.



FEMA Visual 4.62

Visual 4.62

Documentation Tools

- ICS forms
- Disaster assistance forms (www.fema.gov)
- Auto-archiving incident emails
- Video and audio
- GIS
- Off-the-shelf EOC management software



FEMA Visual 4.63

Visual 4.63

DOCUMENTATION STRATEGIES

There are several strategies an EOC can use to ensure that documentation occurs before, during, and after an incident:

- Develop a documentation plan or framework (purchasing technology for documenting).
- Establish documentation policies before disaster strikes.
- Consider HR policies that offset potential Federal match requirements.
- Regularly train and exercise all personnel involved in the EOC.
- Implement your documentation plan regardless of the prospects of obtaining Federal assistance.

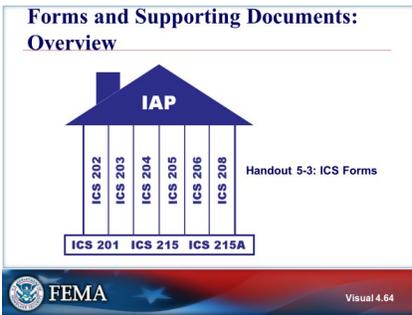
DOCUMENTATION TOOLS

There are several ways to capture information from an EOC's activation. Some of the documentation tools include:

- ICS forms
- Disaster assistance forms
- Auto-archiving of incident emails
- Video and audio
- Geographic Information System (including satellite imagery)
- Off-the-shelf EOC management software

And, when all else fails, a pencil and a piece of paper can be used for documentation.

After documenting information, it must be archived for future use. Do not delete documentation until it is properly archived!



Visual 4.64

FORMS AND SUPPORTING DOCUMENTS: OVERVIEW

Explain: The written Incident Action Plan (IAP) is a series of standard forms and supporting documents that convey Incident Command objectives for that Operational Period.

- ICS 202 Incident Objectives - what is to be done
- ICS 203 Organization Assignment List - who is assigned
- ICS 204 Assignment List - what they are assigned to do
- ICS 205 Incident Radio Communications Plan - how we talk to each other
- ICS 205A Communications List – all methods of non-radio contact information for personnel assigned (optional)
- ICS 206 Medical Plan - how to treat medical/injured responders
- ICS 207 Organizational Chart – visual chart depicting organizational positions and who is assigned to each(optional)
- ICS 208 Safety Messages - how to keep people safe.

General Filing Guidance

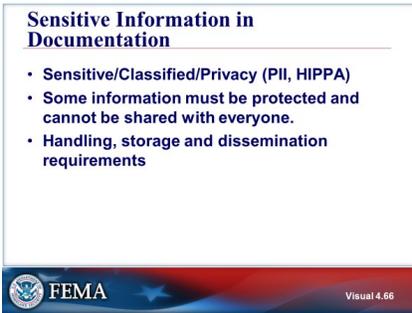
- Follow AHJ Rules/Policies, etc.
- Permanent Records: 20 years
- Operational Records: 7 years
- Non-records: destroy when no longer needed

FEMA Visual 4.65

Visual 4.65

GENERAL FILING GUIDANCE

These are general filing guidance. Follow the Agency Having Jurisdictions (AHJ) guidance for your EOC.



Visual 4.66

SENSITIVE INFORMATION IN DOCUMENTATION

It is important to distinguish “classified” information from “sensitive” information. For example, it may include information that is designated as “sensitive but unclassified,” sensitive law enforcement information, proprietary and personal information, or export-controlled information.

Classified National Security Information (also referred to as “Classified Information”): Any data, file, paper, record, or computer screen containing information associated with the national defense or foreign relations of the United States and bearing the markings Confidential, Secret, or Top Secret. This information has been determined pursuant to Executive Order 13526 or any predecessor order to require protection against unauthorized disclosure and is marked (Confidential, Secret, or Top Secret) to indicate its classified status.

Some information must be protected and cannot be shared with everyone. Sensitive, Classified and personally identifiable information has special handling and storage requirements. It should be disseminated only to authorized personnel who have the required need to know. Any dissemination must be in strict compliance with applicable restrictions and laws.

The EOC must have processes for properly identifying, handling, storing and disseminating sensitive, classified and private personal information.

Improvement Planning



Following events or exercises, the EOC should:

- Develop an after-action report.
- Develop an improvement plan: concrete, measurable steps for improvement.
- Delegate responsibilities and actions.
- Set up a timetable for completion.
- Track the process.

 FEMA Visual 4.67

Visual 4.67

IMPROVEMENT PLANNING

Immediately after an exercise or real event, the exercise planning team should:

- Develop an after-action report.
- Develop an improvement plan—concrete, measurable steps for improvement.
- Delegate responsibilities and actions.
- Set up a timetable for completion.
- Track the process.

Conducting evaluations and debriefs enables the planning team to capture information about events while they are still fresh in the players' minds. The exercise planning team collects feedback and notes from evaluators and students to generate the After-Action Report and Improvement Plan (AAR/IP).

After Action Reviews

Evaluations should be conducted after every incident and exercise

- An initial hot wash to allow self-evaluation by all participants.
- A more detailed After Action Review to generate a detailed summary of observations.



 FEMA Visual 4.68

Visual 4.68

AFTER ACTION REVIEWS

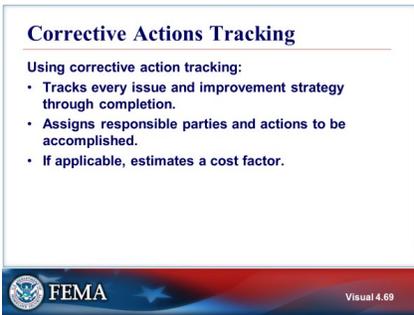
Evaluation is the process of observing and recording exercise activities, comparing the performance of the participants against the EOC operational processes or exercise objectives, and identifying strengths and weaknesses.

Evaluation and a debriefing should be conducted after every incident or exercise and should include:

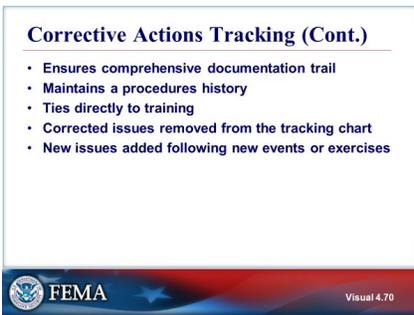
- A “hot wash,” or debrief, which gives participants an opportunity to evaluate themselves—the positive and the negative. Hot washes should be conducted immediately after the action (before deactivation), while memories are fresh.
- A more detailed after action review to generate a detailed summary of observations from the incident or exercise. Often this will not involve every participant, but it will draw information from performance evaluations and hot wash notes.

Observations and thoughts about the incident or exercise exercise collected from participants, external observers and partners can help identify:

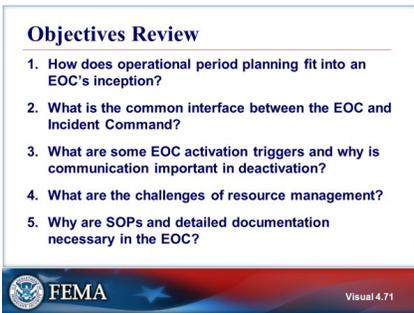
- Whether the EOC followed EOP/SOPs.
- Areas in which the EOP/SOPs are inadequate.
- Needed improvements in the EOP, procedures, and/or guidelines.
- For exercises, did the exercise achieve its objectives.
- Training deficiencies.
- Staffing shortfalls.
- Partners needed in the EOC in future incidents.
- Equipment and materials needed for incident response.



Visual 4.69



Visual 4.70



Visual 4.71

CORRECTIVE ACTIONS TRACKING

Methods and the reasons to track corrective actions.

- Track every issue and improvement strategy through completion.
- Assign responsible parties and actions to be accomplished.
- If applicable, estimate a cost factor.

Tracking methods can be Low-tech (paper based or white board) or High-tech (electronic/software driven).

CORRECTIVE ACTIONS TRACKING (CONT.)

Additional reasons to track corrective actions.

- Ensure a comprehensive documentation trail.
- Maintain a procedures history (to avoid repeating procedural mistakes from past events).
- Tie directly to training, to ensure that training results in understanding and improvement.
- Corrected issues are removed from the tracking chart but saved in an archive.
- New issues can be added to the corrective actions list following new events or (new issues not already being tracked).

OBJECTIVES REVIEW

Unit Enabling Objectives

- Explain operational period planning and the interface between the EOC and Incident Command.
- Describe activation and deactivation of the EOC.
- Explain the challenges of resource management.
- Explain the importance of SOPs.
- Identify the purposes for detailed documentation in the EOC.

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Supplemental Materials

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Activity 4.1: EOC Schedule Development

Purpose: This activity explores EOC scheduling and considers aligning the EOC schedule to synchronize with key meetings and briefings of the Unified Command.

Scenario: On May 24th at 0300, a freight train derailed in Central City. The cargo includes paper, sulfur, white phosphorous and tallow. The derailment occurred on a railroad bridge, next to a river and a residential area. Several of the rail cars are on fire.

By 0500 a Unified Command (UC) had been established with members from the Fire Department and the Police Department. A full ICS Staff was established.

The UC has identified a potential need for major evacuation if the cargo produces a toxic cloud or the fire spreads. The city and county EOCs have been activated per their Emergency Operations Plans. The Central City EOC has contacted a school bus service and the American Red Cross to be prepared to evacuate and shelter evacuees. It is anticipated that specialized resources may be required such as HAZMAT, train car recovery, bridge structural assessment and long-term environmental impact.

It is now 0600 and the UC has established their next operational period from 0700-1900 on 25 May. In this operational period, they will develop their IAP for the following operational period (1900, 25 May to 0700, 26 May). A schedule has been established by the UC for the significant meetings and briefings for the operational period. The EOC operates on 8-hour shifts (0700-1500, 1500-2300, 2300-0700) with a 30-minute overlap for shift change briefings.

Instructions: Use the same groups from the previous unit's Activity 3.2. Review the scenario and the UC schedule for the next operational period. Identify 2-3 issues that will require interface with the UC and MAC Group. Develop an EOC schedule to align with the UC schedule. Your EOC schedule should consider the following EOC events, meetings and briefings:

- EOC Shift change and briefings and times to publish/ distribute Situation Reports
- Develop objectives and information requirements for the next EOC shift (1500-1700)
- Gather resource requirements for the next UC operational period (1900 25 May-0700 26 May)
- Receive and source formal resource requests from the UC based on the IAP for the next operational period (1900 25 May-0700 26 May)
- Meetings/ updates with the Incident UC and the MAC Group/ Policy Group
- Meetings to develop public information and scheduled press releases/ briefing(s)

Note: Avoid extensive discussion of the tactical scenario and focus on defining the 2-3 interface issues and the sequence of EOC meetings and briefings that synchronize with the UC schedule. Be ready to share your responses in 20 minutes. Twenty-five (25) minutes are allocated for group brief-backs and discussion.

Unified Command Schedule / Incident Name: Train Derailment

Operational Period (Date/ Time) From: 5/25/18 0700 To: 5/25/18 1900

Time	Meeting Name	Purpose	Attendees	Location
0700	Objectives Meeting	Review/identify objectives for the next operational period	Unified Command (UC) members	UC Meeting Room
0800	Command and General Staff Meeting	UC presents direction to Command and General Staff	UC, Command Staff, General Staff, Documentation Unit Leader (UL), Situation UL	ICP Meeting Room
0900	Co-operators Meeting	Provide incident updates to co-operating Agencies/Departments and Stakeholders	Liaison Officer, Situation UL, OPS Section Chief (SC)	ICP Meeting Room
1000	Situation Update	UC updates and coordination with EOC/MAC Group	UC members, Situation UL	ICP/ VTC
1100	Tactics Meeting	Develop primary and alternate strategies to meet incident objectives and potential resource requirements required for the next operational period	Planning SC, OPS SC, Logistics SC, Resource UL, Safety Officer, Documentation UL, Communications UL	ICP Meeting Room
1200	Team Meeting/ Lunch	Discuss IMT interactions, performance	UC and Key Staff Determined by the UC	UC Meeting Room
1300	Planning Meeting	Review incident status and finalize strategies/tactics/ resource requirements and assignments to meet incident objectives for the next operational period. Receive tacit approval of the IAP from the unified Command.	UC, Command and General Staff, Documentation UL, Situation UL	ICP Meeting Room
1600	Situation Update	UC updates and coordination with EOC/MAC Group	UC members, Situation UL	ICP/ VTC
1800	Operations Briefing	Present IAP and assignments to the Supervisors/Leaders for the next operational period.	UC, Command & General Staff, Branch Directors, Division/Group Supervisors, TF/ST Leaders, Unit Leaders.	ICP Meeting Room

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Activity 4.2: EOC Activation and Resource Coordination

Purpose:

The purpose of this activity is to apply key concepts in a scenario-based activity.

The information provided is intentionally short to avoid getting too tactically focused. The intent is to keep the class answers and discussion focused on key activities that the EOC performs in its role of supporting Incident Command and the MAC Group.

This activity should take approximately 45 minutes to complete, but time will vary based on class composition and the instructor’s approach to the activity.

Liberty County Fair Incident – Initial Response

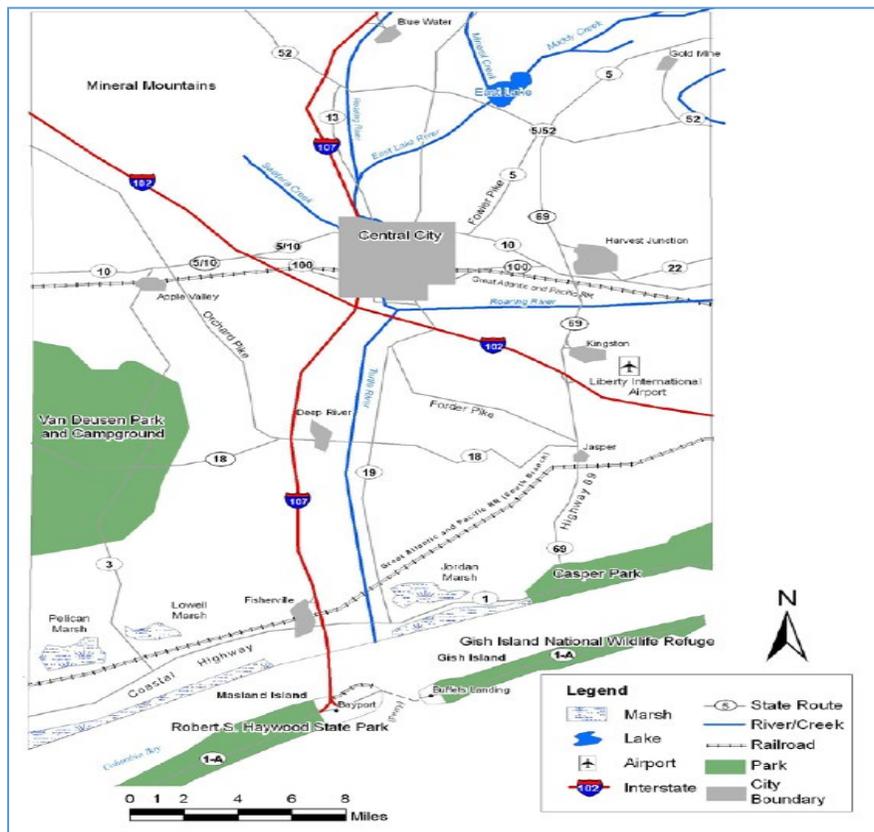
Background:

Liberty County

The scenario for this activity takes place in Liberty County. Liberty County is in the fictional State of Columbia, on the Atlantic Coast between Canada and Mexico.

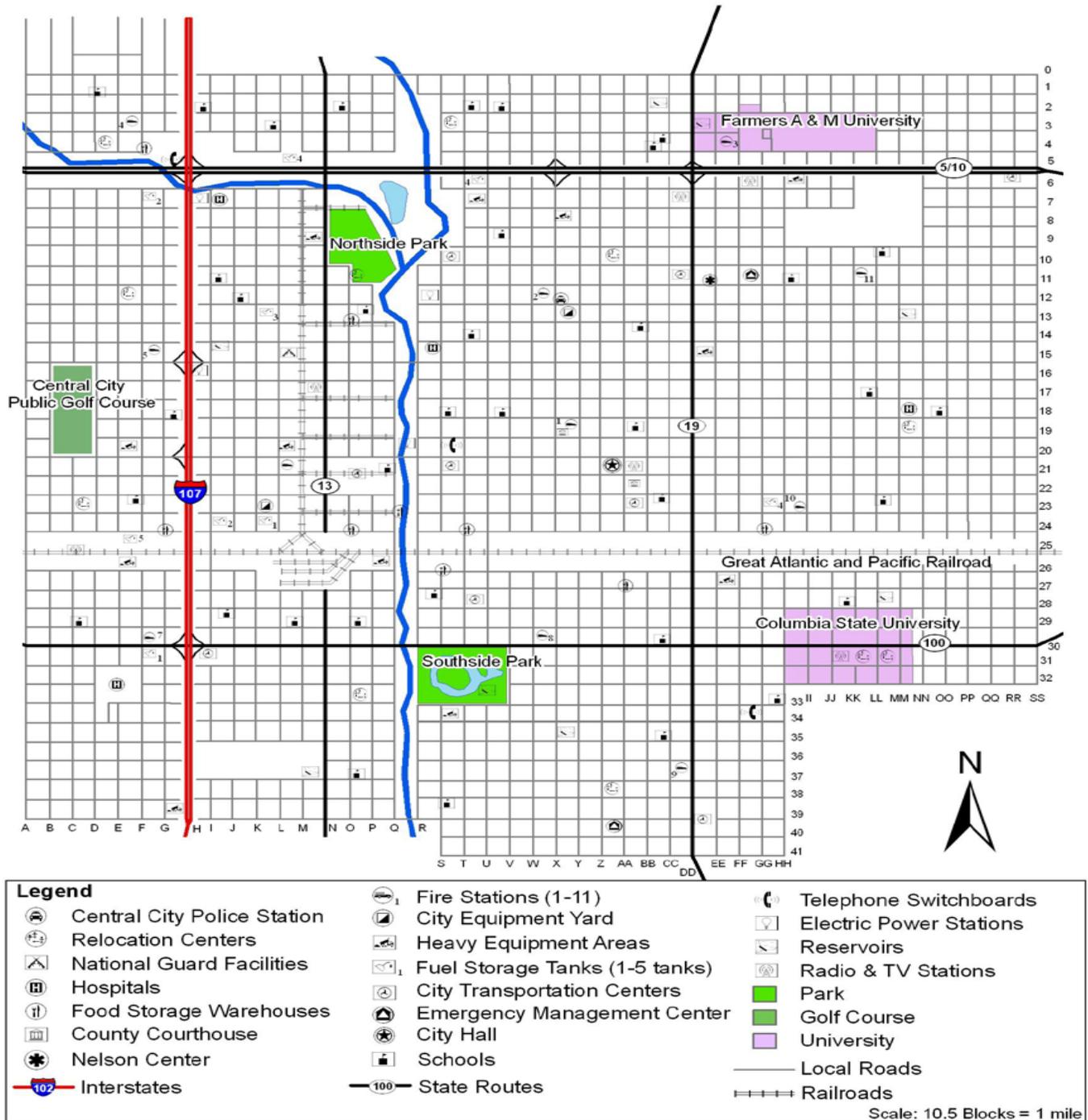
Liberty County is primarily rural with large tracts of forests, grazing lands and farmlands.

Liberty County government includes a Sheriff’s Department, Emergency Management Center, Public Health Department, Public Works Department and Board of Schools. The county infrastructure includes a Dam and reservoir, a seaport, and two airports.



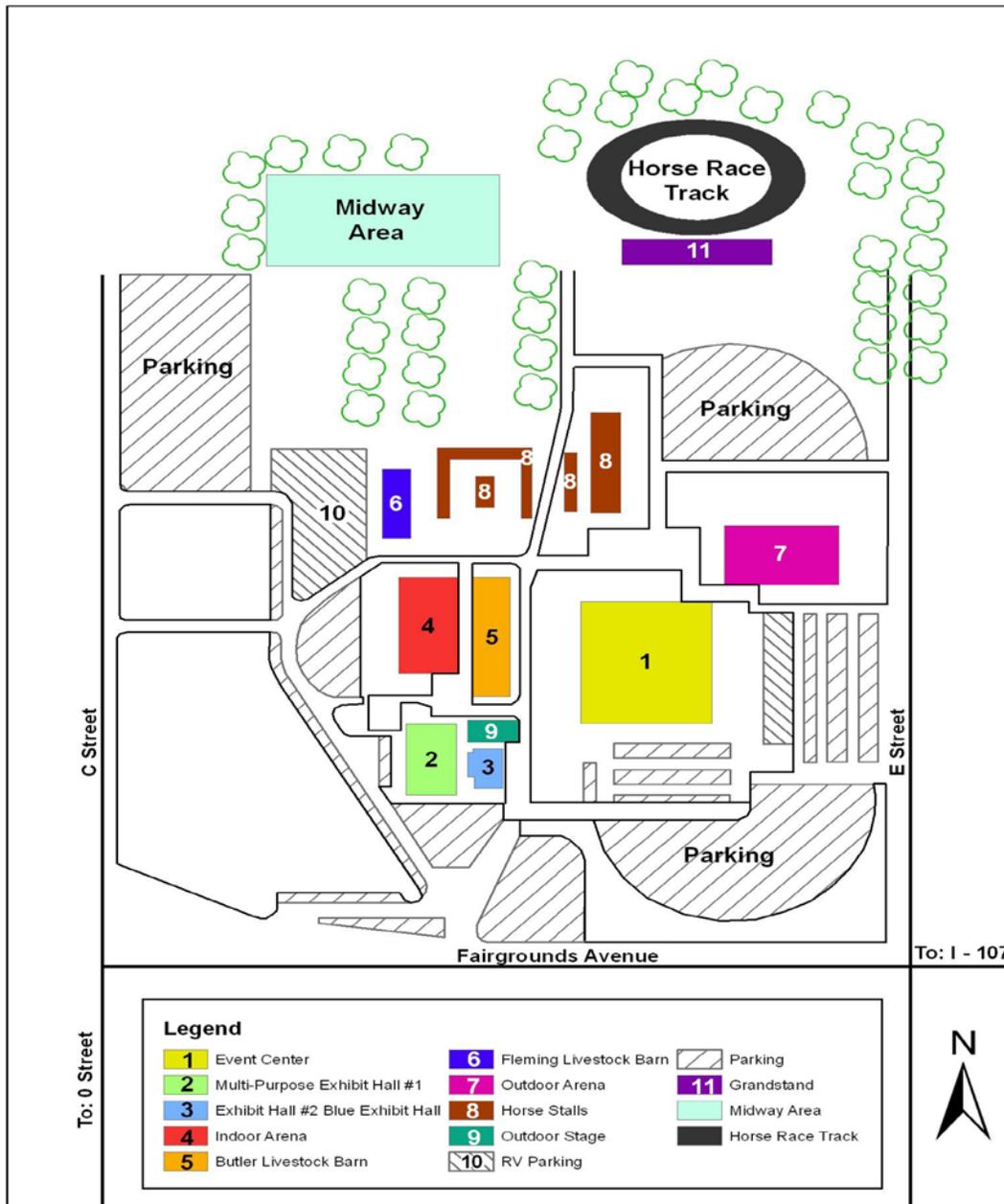
Central City

Central City is the county seat for Liberty County and houses a population of 149,000. It is a diverse city with industrial areas, commercial areas, multi-family housing complexes and single-family sub-divisions. The Central City government includes a Fire Department, Police Department, and Public Works Department. The city has a separate School District, four Hospitals, and two Universities.



Liberty County Fairgrounds

The Liberty County Fairgrounds are located northwest of Central City. Fairgrounds Avenue, the southern boundary of the fairgrounds, is one street north of the city limits, within the jurisdiction of Liberty County. However, Liberty County requires support from Central City for any large-scale incident at the fairgrounds. The indoor and outdoor facilities at the Liberty County Fairgrounds are used throughout most of the year. The fairgrounds are a 127-acre complex with on-site parking for 7,500 vehicles.



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Part 1: Incident at the County Fair and Rodeo – Initial Response

It is the week of the annual Liberty County Fair and Rodeo. This event is hosted at the fairgrounds and attracts several thousands of visitors daily. Early in the evening large crowds fill the 127-acre complex. People stream to and from the parking areas, traffic is congested, and the Midway area, outdoor stage, and Grandstand are filled.

Small elements of the County Sheriff's office, the Central City Police Department, the Central City Fire Department and County Emergency Medical Services (EMS) are in and around the fairgrounds to provide for public safety at the event. These organizations are operating cooperatively, but no centralized incident command structure has been established

At about 5 p.m., a large truck traveling fast heading west on Fairgrounds Avenue veered off the road, jumped the curb near the fairgrounds entrance and passed through the crowd. The vehicle stopped when it runs into an exhibit hall next to the outdoor stage. A few moments later, as the crowd began to react, the large truck caught fire. Several people were injured as the tanker truck passed through the crowd. The scene was chaotic as some attempted to flee and others tried to help.

Public safety personnel on scene, law enforcement, fire and EMS, responded immediately to the incident. Both the Central City and Liberty County Emergency Operations Centers were notified of these events. At the time of the incident the City and County EOCs were at a Normal/Steady State activation level. EOCs are assessing any additional resources or other support required for the incident. The State of Columbia EOC is at Normal/Steady State activation level and has not yet been notified of this incident.

It is now 5:15 p.m., 15 minutes after the incident began. The Central City Fire Department established Incident Command. Several single resources such as fire trucks, ambulances and law enforcement have responded to the incident. The incident was anticipated to be resolved within a few hours (a single operational period).

The identified hazards included vehicle fire with a potential to spread to structures, potential for explosions if the fire encounters fuel or compressed gas cylinders, damaged utilities that could harm incident survivors and responders, and potential structural collapse of the building hit by the tanker truck. The safety concerns included harm to survivors or responders from the hazards, injured people unable to self-evacuate from the immediate area of the fire, uninjured people fleeing the incident scene, and traffic congestion that restricts responder vehicle access to the incident.

Numerous first-hand reports of the incident are on social media. One local TV station was on scene when the incident occurred but has not yet interrupted normally scheduled programming to report on the incident. The incident has not yet been reported through online news sources. The EOC is receiving initial media inquiries. It is anticipated that there will be reporting on this incident by the news media no later than the next news cycle at 6 pm.

The Incident Command has not yet developed a written IAP for the incident.

The Incident Commander identified the top priorities were to evacuate and treat the injured personnel. He identified the following initial incident objectives:

1. Evacuate all injured personnel from the vicinity of the crashed tanker truck to the on-scene medical personnel within 15 minutes (by 5:30 p.m.)
2. Provide on-site triage, stabilization and hospital transport for incident survivors within 30 minutes (by 5:45)
3. Extinguish vehicle fire within 30 minutes (by 5:45 p.m.)
4. Mitigate leaks of flammable fuels and compressed gas to prevent expansion of the fire within 1 hour (by 6:15)
5. Establish a controlled perimeter around the incident within 45 minutes (by 6 p.m.)
6. Manage traffic on Fairgrounds Avenue, C Street and E Street to ensure responder access within 30 minutes (by 6:45)

The Incident Commander has identified the following additional incident resource requirements that must be met:

- Fire Trucks with Firefighter Personnel
- Ambulances with Medical Personnel
- Law Enforcement Traffic Control

The following ICS functions were activated:

- A Public Information Officer (PIO) to interface with the media and others needing incident information.
- A Safety Officer to monitor incident operations and advise the Incident Commander on health and safety.
- An Operations Section to plan and perform tactical activities to achieve the incident objectives.
- A Logistics Section has not been established, but a staging area manager was designated under the Operations Section to meet the incident's initial resource management needs.

The Incident Commander did not establish Planning, Intelligence/ Investigations, Logistics and Finance/Administration because he assessed they were not needed based on the size, complexity and expected duration of the incident.

EOC Group Instructions for Supporting Initial Response:

1. Use the Background and Scenario Part 1 information above.
 - a. You will be assigned to table groups. The table groups will be assigned different perspectives to create variety in class responses.
2. Read the scenario and then work in table groups to answer the following questions.
 - a. What type of incident (i.e. Type 5 to Type 1) is this based on size, complexity, anticipated duration and resources committed?
 - b. What is the appropriate EOC Activation Level?
 - c. What EOC functions would you ensure are staffed in the EOC? The group's answer should not discuss individuals, just what functions and skillsets you will need represented in the EOC. This may be informed by the EOC Organizational activity in Unit 3. It may be shorter to discuss any skillsets that the group assesses are not needed than to list all that are.
 - d. What types of resources does the Incident Command need and is there value in transitioning resource ordering to the EOC?
 - e. Based on your EOC organizational design, how would resource requests flow in the EOC? Describe.
3. Develop initial information for the MAC Group/policy group (initial situation briefing) that explains the group's answer to each of these questions.
4. The Instructor determines a method for the table group to out-brief based on available time.

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Handout 4-1: Activating the EOC

Emergency Function (EF) 1

MANAGING EMERGENCY OPERATIONS

(Excerpted from Jefferson County, AL Emergency Operations Plan -EOP)

The Emergency Management Agency (EMA) is the county's 24-hour "crisis monitor."

As emergency situations threaten to occur, the county EMA Coordinator may convene a "Crisis Action Team (CAT)" or activate the Emergency Operations Center (EOC) to facilitate evaluation and incident planning and possible activation and implementation of emergency functions and resources.

Certain near instantaneous events may trigger immediate, full EOC activation.

The EOC is the key to successful response and recovery operations. With decision-makers and policymakers located together, personnel and resources can be used efficiently. Coordination of activities will ensure that all tasks are accomplished and minimize duplication of efforts.

"As emergency situations threaten to occur" defines the circumstances under which the designated individual, the "EMA Coordinator," is given the authority to "activate the EOC"

IV. CONCEPT OF OPERATIONS

A. GENERAL

- | | |
|--|--|
| <p>1. As defined by State law (cite specific statute), the <u>County Emergency Management Agency (EMA) is the lead agency</u> for facilitating coordination among local, State, Federal, and private-sector agencies and groups within the county.</p> | <p><i>Designates EMA as the lead agency</i></p> |
| <p>2. The <u>EMA Coordinator serves as the key element in emergency planning and is the primary coordinator/advisor for the Emergency Management Council</u></p> | <p><i>Designates EMA Coordinator as primary advisor</i></p> |
| <p>3. The <u>EMA Coordinator or designee is the point of contact (POC) for State assistance</u></p> | <p><i>Designates EMA Coordinator as POC with the State</i></p> |
| <p>4. During a full EOC activation, all EOC representatives are expected to coordinate directly with their functional counterparts in the local/State/Federal government and private sector</p> | |
| <p>5. The County Community Emergency Management System (CEMS) standardizes:</p> <ul style="list-style-type: none"> • Organizational levels for managing emergencies. • Emergency management methods. • Training for emergency responders and managers | |
| <p>6. <u>Local jurisdictions, including county; cities and towns; fire, schools, utilities, and other special districts</u> will be encouraged to be part of this system to bring together what will be needed to respond to an emergency event or disaster</p> | <p><i>Defines other players in emergency management system</i></p> |

D. EMERGENCY OPERATIONS CENTER (EOC)

1. On behalf of the Emergency Management Council, the EMA Coordinator has the responsibility for coordinating the entire emergency management organization. The Coordinator makes all routine decisions and advises the officials on courses of action available for major decisions. During emergency operations, the Coordinator is responsible for the proper functioning of the EOC. The Coordinator also acts as a liaison with the State and Federal emergency agencies and neighboring counties
Describes EMA Coordinator responsibilities
2. The EOC is the central point for emergency management operations. The purpose of this central point is to ensure harmonious response when the emergency involves more than one political entity and several response agencies. Coordination and supervision of all services will be through the EOC Director and Section Chiefs to provide for the most efficient management of resources.
3. During emergency situations, certain agencies will be required to relocate their center of control to the EOC. During large-scale emergencies, the EOC will become the seat of government for the duration of the crisis. However, in some situations, it may be appropriate for some agencies to operate from an alternate site other than the EOC or their primary locations.
Describes the EOCs purpose
4. All Departments involved in disaster operations will be responsible for coordinating communications and accountability with their respective staff members and/or mutual aid resources. Accountability shall include location of deployed resources, hours worked, applicable expenditures, and emergency staff information.
Describes the responsibilities of other departments within the jurisdiction

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Handout 4-2: Time-Phased Activation - EOC Activation Levels

Level	Description	Minimum Staffing Requirements
3 Normal Operations /Steady State	<ul style="list-style-type: none"> ▪ Small incident or event ▪ One site ▪ Two or more agencies involved ▪ Minor impact to Mission Essential Functions (MEFs) ▪ Potential threat of: <ul style="list-style-type: none"> ▪ Flood ▪ Severe storm ▪ Interface fire ▪ Escalating incident 	<ul style="list-style-type: none"> ▪ 24/7 Watch Officers
2 Enhanced Steady State/Partial Activation	<ul style="list-style-type: none"> ▪ Moderate event ▪ Two or more sites ▪ Several agencies involved ▪ Impact to a moderate number of MEFs ▪ Major scheduled event (e.g., conference or sporting event) ▪ Limited evacuations ▪ Resource support required 	<ul style="list-style-type: none"> ▪ EOC Director ▪ Public Information Officer ▪ Liaison Officer ▪ Section Chiefs (as required) ▪ Limited activation of other EOC staff (as required) ▪ Several ESFs activated
1 Full Activation	<ul style="list-style-type: none"> ▪ Major event ▪ Multiple sites ▪ Regional disaster ▪ Multiple agencies involved ▪ Significant impact to many MEFs ▪ Extensive evacuations ▪ Resource support required 	<ul style="list-style-type: none"> ▪ EOC Director ▪ MAC Group ▪ All EOC functions and positions (as required) ▪ Most/All ESFs activated and engaged (as required)

Note that this example is illustrative only and is based on an EOC that is organized according to the principles of ICS. Minimum staffing levels may vary considerably based on the method of EOC organization, the number and types of high-risk, high-impact hazards, and other factors.

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Handout 4-3: Sample Position-Specific Checklist

EOC Director

REPORTS TO:

Chief Elected Official

POSITIONS REPORTING TO THE EOC DIRECTOR:

EOC Assistant Manager
Public Information Section
Safety Officer
Liaison Officer
Legal Officer
Operations Section Chief
Logistics Section Chief
Planning Section Chief
Finance/Admin Section Chief

RESPONSIBILITIES:

The EOC Director, a member of the Management Section, facilitates the overall functioning of the EOC, coordinates with other emergency management planning levels and agencies, and serves as an advisor to the MAC Group. Specific duties of the EOC Director include:

- Immediately notify the Chief Elected Official of significant emergency situations that could affect the jurisdiction.
- When directed by the Chief Elected Official or when circumstances dictate, notify all tasked organizations, inform them of the situation, and direct them to take the actions appropriate for the situation (report to EOC, scene of the emergency, stand by, etc.) in accordance with their organization's SOP.
- The EOC Director has overall management responsibility for the coordination between emergency response and supporting agencies in the EOC. In conjunction with Management Section, set priorities for response efforts in the affected area.
- Provide support to Local Authorities and agencies and ensure that all actions are accomplished within the priorities established.

- Establish the appropriate staffing level for the EOC and continuously monitor organizational effectiveness to ensure that appropriate modifications occur as required.
- Ensure that inter-agency coordination is accomplished effectively within the EOC.
- Direct, in consultation with the EOC Public Information Officer, appropriate emergency public information actions using the best methods of dissemination. Approve the issuance of press releases, and other public information materials as required.
- Liaise with Elected Officials.
- Ensure risk management principles and procedures are applied for all activities.

ACTIVATION PHASE:

- ✓ Obtain briefing from whatever sources are available.
- ✓ Open and maintain a Significant Event Log; maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster to include:
 - Messages received.
 - Actions taken.
 - Decisions, justification, and documentation.
 - Requests filled.
 - EOC personnel, time on duty, and assignments.
- ✓ Determine appropriate level of activation based on situation as known. Call out appropriate personnel for the initial activation of the EOC.
- ✓ Call out Liaison Officer for all EOC activations.
- ✓ Respond immediately to EOC location and determine operational status.
- ✓ Determine which EOC functions are needed, assign Section Chiefs as appropriate and ensure they are staffing their functions as required:
 - Operations Section Chief
 - Logistics Section Chief
 - Planning Section Chief
 - Finance/Admin Section Chief
- ✓ Determine which additional Management Section positions are required and ensure they are filled as soon as possible:

- EOC Assistant Director
 - EOC Public Information Officer
 - Safety Officer
 - Liaison Officer
 - Legal Officer
- ✓ Ensure an EOC organization and staffing chart is posted and that arriving staff is assigned appropriate roles.
 - ✓ Establish initial priorities for the EOC based on current status report.
 - ✓ Assist the general staff and the MAC Group with the following to develop an overall strategy:
 - Assessing the situation.
 - Defining the problem.
 - Establishing priorities.
 - Determining the need for evacuation.
 - Estimating the incident duration.
 - Determining if there is a need to make an emergency declaration.
 - ✓ Schedule the initial EOC Action Planning meeting and have the Planning Section Chief prepare the agenda.
 - ✓ Consult with the Liaison Officer and General Staff to determine what representation is needed at the EOC from other agencies.
 - ✓ Assign the Liaison Officer to coordinate outside agency response to the EOC, and to assist as necessary.

OPERATIONAL PHASE:

- ✓ Maintain a position log and any other relevant forms.
- ✓ Monitor General Staff activities to ensure that all appropriate actions are being taken.
- ✓ Establish operational periods and management timelines.
- ✓ Set and communicate priorities and objectives.
- ✓ In conjunction with the EOC Public Information Officer, conduct news conferences and review media releases, information bulletins and advisories, etc. for final approval, following the established procedure for information

releases and media briefings.

- ✓ Ensure that the Liaison Officer is providing for and maintaining effective interagency coordination.
- ✓ Consult with the Planning Section Chief to prepare priorities and objectives for the EOC Action Planning meetings.
- ✓ Approve EOC Management Section Briefing Agendas.
- ✓ Convene the initial EOC Action Planning meeting.
- ✓ Ensure that all Section Chiefs, Management Section members, and other key agency representatives are in attendance.
- ✓ Ensure that appropriate planning procedures are followed. Have the Planning Section Chief chair the meeting and coordinate facilitation of all future action planning meetings.
- ✓ Approve and authorize implementation of all Action Plans.
- ✓ Conduct periodic briefings with the EOC Management Section to ensure response priorities and objectives are current and appropriate.
- ✓ Establish and maintain contacts with other EOCs, jurisdictions, and other emergency response organizational levels, as appropriate.
- ✓ Document all decisions.
- ✓ Approve resource requests not included in the Action Plan, as required.
- ✓ Conduct periodic briefings for Elected Officials, their representatives, and/or dignitaries and staff.
- ✓ Consult with Local Authorities and provide guidance on procedures for declaring a "State of Local Emergency," and coordinate local government declarations (if any) with other emergency response agencies, as required.
- ✓ In conjunction with the Liaison Officer, prepare to brief Elected Officials on the possibility for declaration of a provincial "State of Emergency."
- ✓ Ensure Local Authorities are informed of "State of Emergency" once declared by the Governor/Tribal Chief Executive.
- ✓ Assign in writing, delegated powers, if any, under the declaration.
- ✓ Assign special projects to the EOC Assistant Director, as needed.
- ✓ Brief your relief at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.

DEACTIVATION PHASE:

- ✓ Authorize demobilization of Sections, Branches and Units when they are no longer required.
- ✓ Ensure that any open actions not yet completed will be handled after demobilization.
- ✓ Ensure that all required forms or reports are completed prior to demobilization and forward to Planning's Documentation Unit.
- ✓ Ensure that an EOC After Action Report is prepared in consultation with the Planning Section and the EOC Management Section.
- ✓ Proclaim termination of the emergency response and proceed with recovery operations.
- ✓ Demobilize the EOC when the emergency event no longer requires the EOC activated. Ensure all other facilities and support agencies are notified of demobilization.
- ✓ Follow the Generic Deactivation Phase Checklist.

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Handout 4-4: Seattle Times Article – December 16, 2009

Dam discharge that swamped Pacific spurs finger-pointing

By [Susan Kelleher](#) and [Warren Cornwall](#)

Seattle Times staff reporters

Floodwaters that pushed through the city of Pacific last week could have been controlled 11 hours earlier if word had reached the federal agency that was releasing a torrent of water upstream at Mud Mountain Dam.

The Army Corps of Engineers said Tuesday it had no clue it was flooding two of the city's subdivisions. Still, once it learned the extent of the flooding, it took two more hours before there was an order to slow the release of water at the dam.

Who was responsible for alerting the corps — or whether the agency should have known better — has provoked finger-pointing among city and King County emergency officials. Fundamental questions also have been raised about the chain of command for disaster response and communication in King County.

"We need to find out what happened and why," corps spokeswoman Andrea Takash said. "It's important because floods are going to happen again. It's going to rain, and this is the Northwest."

On Tuesday night, residents of Pacific — a city of 6,000 in South King County — still were pumping water from their basements, and demanding answers.

"No warning. No warning. That is really what is under our anger," said Carol Ann McMullen, one of about 300 residents who joined a standing-room-only crowd to address officials at Alpac Elementary School.

Pacific's mayor says he called King County's Emergency Coordination Center at about 10 p.m. Thursday to report that floodwaters from the White River were rising rapidly.

Jeff Bowers, assistant director of King County's Office of Emergency Management, said he relayed the mayor's concerns that night in a call to the corps. But the corps said it has no record of such a call.

Bowers said his agency at that point had no obligation or responsibility to follow up. Bowers said it was the city's job to deal with the corps.

On Tuesday, Pacific Mayor Rich Hildreth, outfitted in an inflatable vest and rubber boots, stalked the eroded banks of the White River, blaming King County for failing to help stop what even at the time seemed to be an obvious source of the flooding — Mud Mountain Dam.

The drama began Thursday when the county informed Hildreth that the corps had begun to release water from its nearly full reservoir so that it would not overflow and put the earthen dam at risk.

At its peak, the corps expected to release 11,700 cubic feet per second down the White River. The same amount was released in 2006 and caused only "nuisance" flooding in the city's park.

Water over levee

By about 5:20 p.m., the mayor called the county's flood-warning center to report that river water was pouring over the levee at the park. By about 7:30 p.m., he activated the city's emergency-response system, and by about 10 that night, he called the county's Emergency Coordination Center to report that the flooding had expanded beyond the park.

Two roads had water on them, the mayor reported, and the fast-moving river was branching into White River Estates, a newer development of about 80 homes near the river.

Bowers, the county's assistant director of Emergency Management, said the coordination center's only responsibility at that point was to convey the information to the corps and the county's flood-warning center, and to offer Pacific resources such as sandbags and personnel to help manage the water.

Bowers said he called a phone number in the 360 area code that a corps liaison had provided his office earlier in the day. Bowers initially said he wasn't sure whether he reached a human being or left a message. But later, on Tuesday, he said: "I'm positive I talked to somebody."

The Seattle Times repeatedly called the number that Bowers says he called but never received an answer. Takash, the corps spokeswoman, said she could not locate the number on any corps phone list, including home, office or cellphones.

Bowers said someone at the corps returned his call, but he could not say for certain who that was. Bowers said he was tied up with other more pressing matters Thursday night and did not make note of whom he talked to and when.

Bowers said he told the corps that the mayor wanted to speak to them. He said he could not remember whether he gave the mayor's number to the corps, or the corps' number to the mayor.

Bowers said his coordination center spoke with city representatives "several times" throughout the night and into the morning.

"All we can do is coordinate information flow," Bowers said.

The mayor said he did not talk to anyone from the corps and was not given a number to call them. He said he believed it was the county's responsibility to do so and was not told otherwise.

Congressman enlisted

Hildreth said he eventually enlisted help from U.S. Rep. Adam Smith's staff and asked them to get in touch with the corps to slow the release from the dam.

The corps says it first learned of flooding in Pacific when a call came into the Seattle district's emergency-operations center at about 6:15 a.m. Friday. A flood engineer drove

to the city at about 7 a.m., observed flooding at the park and offered to provide the mayor with more sandbags at around 8 a.m., corps spokeswoman Takash said.

The decision to ease the flow from the dam didn't come until Col. Anthony Wright, head of the corps' Seattle district, flew over Pacific in a helicopter about 9 a.m.

"The aerial view was key," Takash said.

When Wright saw the flooding, he ordered the helicopter to land, called the dam's operators, and told them to ramp it back. They cut the flow shortly after.

"We did not receive anything to alert us that this was anything beyond what we were expecting," said Carolyn Fitzgerald, chief of the corps' Water Management Section in Seattle, which oversees Mud Mountain Dam operations. "I think we still need to talk to other parties to find out exactly where that information was."

Susan Kelleher: 206-464-2508 or skelleher@seattletimes.com

Article published December 16, 2009.

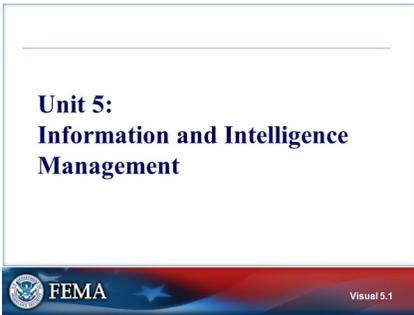
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Unit 5: Information and Intelligence Management

STUDENT MANUAL

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Visual 5.1

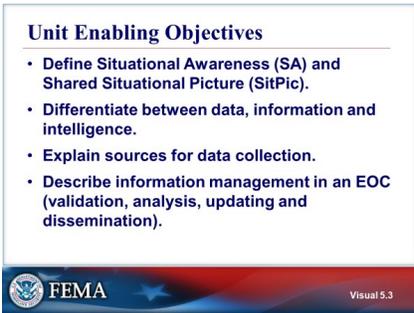
UNIT 5: INFORMATION AND INTELLIGENCE MANAGEMENT



Visual 5.2

UNIT TERMINAL OBJECTIVE

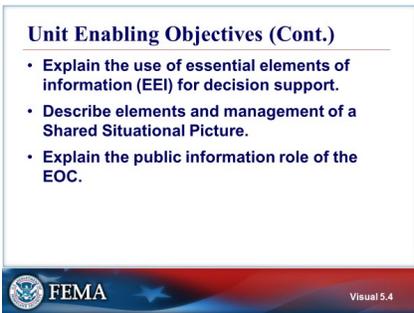
Using a scenario, identify essential elements of information that support EOC decision making and information sharing.



Visual 5.3

UNIT ENABLING OBJECTIVES

- Define Situational Awareness (SA) and Shared Situational Picture (SitPic).
- Differentiate between data, information and intelligence.
- Explain sources for data collection.
- Describe information management in an EOC (validation, analysis, updating and dissemination).



Visual 5.4

UNIT ENABLING OBJECTIVES (CONT.)

- Explain the use of essential elements of information (EEI) for decision support.
- Describe elements and management of a Shared Situational Picture.
- Explain the public information role of the EOC.

Common Points of EOC Failure



- Communications Capability
- Resource Management
- Depth of the EOC Organization
- Training and Exercising
- Integrated Situational Awareness

FEMA Visual 5.5

Visual 5.5

Situational Awareness

- The ability to identify, monitor, process and comprehend the critical information about an incident.
- Achieving SA requires continuous monitoring of relevant sources of information regarding actual incidents and developing hazards.

FEMA Visual 5.6

Visual 5.6

Integrated Situational Awareness

- Integrated Situational Awareness is incident information that is actively shared and synchronized between stakeholders.
- A Shared Situational Picture is a mechanism to achieve integrated Situational Awareness.



FEMA Visual 5.7

Visual 5.7

COMMON POINTS OF EOC FAILURE

Although each disaster is different, examination of after action reviews from actual incidents indicate that there are several common points where EOCs may experience failure. One of those areas is maintaining Situational Awareness (SA).

SA and the development of a Shared Situational Picture (SitPic) are responsibilities of the EOC.

SITUATIONAL AWARENESS

EOCs have responsibilities in both SA and a SitPic. Most often, an EOC is obtaining SA in the early stages of activation.

INTEGRATED SITUATIONAL AWARENESS

SA should be shared between all partners in a response: On scene Incident Command, within the EOC, to the MAC Group and the JIC, and with other EOCs involved in supporting incident response.

A SitPic contributes to achieving Integrated SA. Some organizations also call this “Common Operating Picture (COP)”. In this course, we will use the term Shared Situational Picture, or SitPic.



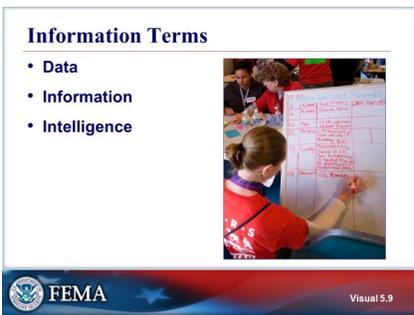
Visual 5.8

SHARED SITUATIONAL PICTURE

The SitPic refers to a continuously updated overview of an incident.

The SitPic includes the key information needed for incident planning, tracking and decision-making.

This information is shared so that all personnel from all organizations at all locations have a common set of information about the incident. This shared information supports a common understanding of the incident by all participants.

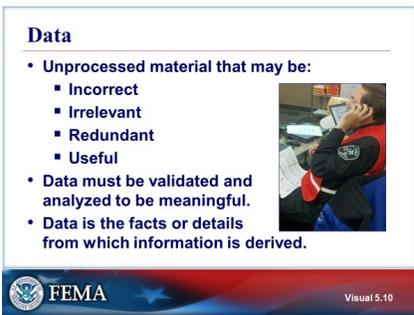


Visual 5.9

INFORMATION TERMS

Critical information elements enable effective, consistent, coordinated, and timely decision-making:

- Data
- Information
- Intelligence



Visual 5.10

DATA

Data is unprocessed material that may be:

- Incorrect
- Irrelevant
- Redundant
- Useful

Data must be validated and analyzed to be meaningful.

Data is the facts or details from which information is derived.

Information

- When data is processed and presented in a context which makes it useful, it is called information.
- Data is transformed into Information through validation and analysis.
- Incident related information supports decision-making.



FEMA Visual 5.11

Visual 5.11

Intelligence

- In NIMS, intelligence refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.
- Intelligence normally has special access and handling requirements.



FEMA Visual 5.12

Visual 5.12

Additional Information Terms

- Classified Information
 - United States national defense or foreign relations information designated Confidential, Secret, or Top Secret.
- Sensitive Information:
 - Information which, if accessed or disclosed without authorization, could adversely affect security, ongoing investigations, the conduct of government programs, or the privacy of individuals.
- Personally Identifiable Information:
 - Information that permits the identity of an individual to be directly or indirectly inferred.

FEMA Visual 5.13

Visual 5.13

INFORMATION

When data is processed and presented in a context which makes it useful, it is called information.

Data is transformed into information through validation and analysis.

Incident related information supports decision-making.

INTELLIGENCE

In NIMS, intelligence refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

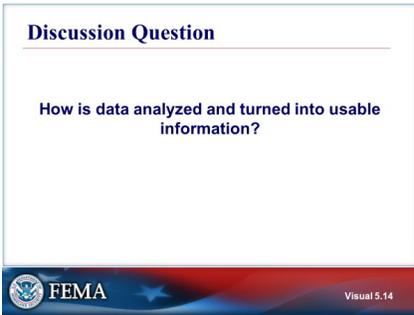
Intelligence normally has special access and handling requirements.

Intelligence is a term that holds a variety of meanings by different organizations. Some define it as processed information accompanied by a recommendation. Some use it to refer to information used by the Federal government in classified activities. *In NIMS, Intelligence is a term referring exclusively to threat-related information.*

ADDITIONAL INFORMATION TERMS

Classified, Sensitive and Personally Identifiable Information all have special considerations for handling, storage and dissemination.

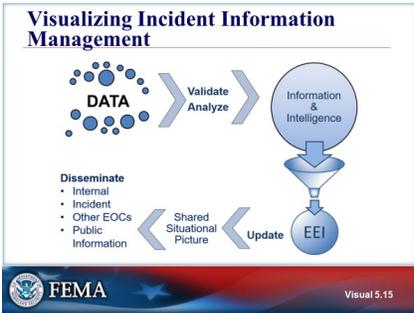
- Classified Information: United States national defense or foreign relations information designated Confidential, Secret, or Top Secret.
- Sensitive Information: Information which, if accessed or disclosed without authorization, could adversely affect security, ongoing investigations, the conduct of government programs, or the privacy of individuals.
- Personally Identifiable Information: Information that permits the identity of an individual to be directly or indirectly inferred.



Visual 5.14

DISCUSSION QUESTION

How is data analyzed and turned into usable information?



Visual 5.15

VISUALIZING INCIDENT INFORMATION MANAGEMENT

This is an overall picture of how the EOC converts raw data into information that is contained in the SitPic.

This visual depicts one way you can visualize the management of incident information to support SA.

Data is received by the EOC. The top left represents the gathering of data sent to the EOC from different agencies and sources. Agencies and sources include first responders and other jurisdictions (e.g., smaller cities sending information to a coordinating county or regional EM entity).

In the top middle, the EOC Staff verifies the data is correct and analyzes it to determine if it is pertinent to the situation. Processed data is information or intelligence.

The EOC must “filter” data to make it into useful information. All information is not equally useful. Using defined Essential Elements of Information provides a method to filter information. Essential Elements of Information are key information identified for use in managing the incident

Validated and analyzed EEI provided updates to the SitPic. Information is disseminated and updated through a SitPic.

The SitPic is a common source of incident information for those who have contributed, those who are impacted, and those who may become impacted by the event.

Information is also disseminated to the State, tribal, or other neighboring jurisdictions and is often conveyed via a Situational Report (SitRep).

Data Collection and Management

- Effective Data Collection and Information Management is critical to Situational Awareness.
- Must include:
 - Agreements on which data elements are critical.
 - Reliable systems for dissemination and display of Situational Awareness Components in a Shared Situational Picture.



FEMA Visual 5.16

Visual 5.16

Data Validation and Analysis

- Validation: Review data to determine if it is incomplete, inaccurate, embellished, outdated, or misleading.
- Analysis: Analyze validated data to determine its implications and turn raw data into information for decision making.



FEMA Visual 5.17

Visual 5.17

Essential Elements of Information (EEI)

- Not all information is useful for decision making
- Essential Elements of Information:
 - Important and standard information items
 - Support timely and informed decisions



FEMA Visual 5.18

Visual 5.18

DATA COLLECTION AND MANAGEMENT

Effective data collection and information management is the key to developing solid and reliable SA. For an EOC, there must be agreement on what constitutes acceptable data. There must also be a reliable system for the transmission and display of SA components. Reliable systems include all-inclusive, web-based EOC Management software as well as independent technology to maintain SA.

Social Media also offers tools for SA and SitPic that should be incorporated into the EOC.

DATA VALIDATION AND ANALYSIS

Validation - Staff responsible for SA review data to determine if it is incomplete, inaccurate, embellished, outdated, or misleading. Personnel should use a variety of sources to validate data.

Analysis - SA staff analyze validated data to determine its implications for incident management and to turn raw data into information that is useful for decision making. Analysis addresses the incident's information needs by breaking those information needs into smaller, more manageable elements and then addressing those elements. Personnel should base their analysis on a thorough understanding of the problems and the situation. Personnel should provide timely and objective analysis and be cognizant of missing or unknown data.

ESSENTIAL ELEMENTS OF INFORMATION (EEI)

Not all information is useful for decision making

EEI are important and standard information items, which support timely and informed decisions.

EOCs identify EEI to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel. EEI:

- Provides context, informs decision-making, and contributes to analysis and population of the SitPic
- Offers relevant categories of information
- Creates a starting point for collecting information

Data Collection Plan

Matrix describing Essential Elements of Information:

- Disaster/ Incident area and access points
- IC structure, objectives and support requirements
- Jurisdictional Boundaries
- Social/economic/political/ health impacts
- Resource and critical facility status
- Transportation, energy and communications system status
- Hazard-specific information and predictive modeling of hazards
- Weather conditions/ forecasts
- Seismic or other geophysical data
- Disaster/emergency declaration status
- Recovery considerations
- Planned or upcoming activities
- Donations

FEMA Visual 5.19

Visual 5.19

DATA COLLECTION PLAN

A data collection plan describes what EEI information items are required for informed decision making, what personnel will collect the EEI and how the information will be communicated.

Sample EEI Matrix

- EEI Information Required
- Collector(s)
- Source(s)
- Update Method and Timing

#	EEI	Information Required	Collector(s)	Source(s)	Update Method/Time	Remarks
1	Weather	Change in weather conditions that may impact operations	EOC Situational Awareness Section	National Weather Service	- Live stream forecasts in EOC - Update weather summary hourly	Immediate notification of IC and Center Director for conditions that could affect life safety

FEMA Visual 5.20

Visual 5.20

SAMPLE EEI MATRIX

An EEI Matrix is a method that can be used to identify and assist the EOC personnel manage in management of the data collection plan. The slide depicts a very simple example that details each EEI (numbered, named and defined), who in the EOC is responsible for gathering, where they will gain that information and how/ how frequently the information will be updated.

An EEI Matrix can summarize the information items required for informed decision making.

The data collection plan can also be much more detailed, listing specific sources, collection and validation methods, units of measure, and more detailed schedules for collecting various items.

Activity 5.1: Essential Elements of Information

Allotted Time: 30 minutes

FEMA Visual 5.21

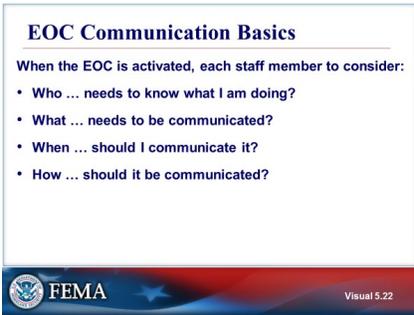
Visual 5.21

ACTIVITY 5.1: ESSENTIAL ELEMENTS OF INFORMATION

Thirty (30) minutes are allotted for completion of this activity (15 minutes for group work; 15 minutes for class discussion).

Activity Instructions:

1. Divide into groups.
2. Review the scenario (same scenario utilized in Unit 4 Activity 4.2).
3. Develop one EEI for their EOC based on the scenario. Each group should use the EEI Worksheet Handout to guide them in development of their EEI.
4. Review and discuss each group's EEI



Visual 5.22

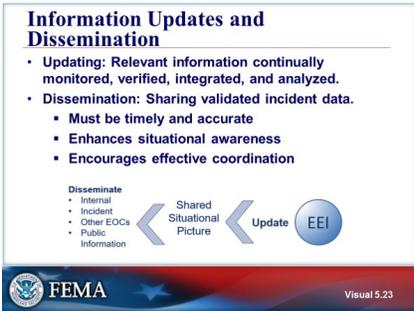
EOC COMMUNICATION BASICS

Interoperability is critical in the field and on-scene to first responders. Equally, effective communications within the EOC and between staff is vital to the EOC mission of supporting those first responders.

Each EOC staff member, regardless of their position, should consider:

- WHO needs to know what I am doing?
- WHAT needs to be communicated?
- WHEN should I communicate it?
- HOW should it be communicated?

This rule of thumb should not be limited to communications solely within the EOC environment. Decisions made inside the EOC may impact individuals and groups throughout a community who should be notified.



Visual 5.23

INFORMATION UPDATES AND DISSEMINATION

Situational Picture (SitPic) is the information that the EOC will continuously update and disseminate. The defined EEI should feed the elements of the SitPic.

Dissemination - Once personnel have collected and validated the incident data, they share it with others, in alignment with applicable data dissemination laws and policies. Personnel should disseminate incident information in a timely and accurate way, with the goals of enhancing SA and encouraging effective coordination.

Updating - Informational accuracy and completeness can help incident managers make sound decisions. Personnel can develop SA by continually monitoring, verifying, integrating, and analyzing relevant elements of data and information.

Importance of a Shared Situational Picture

- Enables effective and timely decision-making by based decisions on a common set of shared information
- Increases collaboration among all responders and disseminates pertinent information
- Improves incident safety
- Informs predictions and proactive response
- Ensures consistency of messages



Visual 5.24

Shared Situational Picture: A Leadership Tool

The Shared Situational Picture helps leaders:

- Facilitate collective efforts.
- Increase collaboration.
- Make informed decisions for deploying manpower and resources.
- Collect and disseminate pertinent and up-to-date information.



Visual 5.25

Shared Situational Picture Methods

- Printed reports/ materials
- Visual displays
- Shared electronic information
- Briefings/ Meetings




Visual 5.26

IMPORTANCE OF A SHARED SITUATIONAL PICTURE

In a Shared Situational Picture (SitPic), personnel from all organizations at all locations will have the same information.

The SitPic is based on SA of:

- Current status.
- Evolving situation.
- Availability and location of assigned resources.
- Needed resources.

SHARED SITUATIONAL PICTURE: A LEADERSHIP TOOL

The SitPic helps leaders:

- Facilitate collective efforts.
- Increase collaboration.
- Make informed decisions for deploying manpower and resources.
- Collect and disseminate pertinent and up-to-date information.

SHARED SITUATIONAL PICTURE METHODS

- Printed reports/ materials
- Visual displays
- Shared electronic information
- Briefings/ Meetings

EOC Situation Reports

- Provide EOC Information Dissemination and Updates
- Standardized reports document:
 - Level of activation
 - Operational status
 - Ongoing issues
 - Requests or needs
 - Anticipated issues/needs

EOC SitReps = Situational Awareness

FEMA Visual 5.27

Visual 5.27

EOC SITUATION REPORTS

Situation Reports (SitReps) are standardized reporting documents that summarize a jurisdictional EOC's level of activation, operational status, ongoing issues, documentation of requests or needs, and anticipated issues and needs.

SA and SitPic for an incident are often captured on the Situation Report (SitRep). Normally, the staff member(s) assigned the EOC Situational Awareness Skillset are responsible for compiling this information.

It is commonly kept current by the Situation Unit (or Situation Awareness Section in an ISM model EOC).

The most current SITREP may be published as a part of each updated IAP.

Shared Situational Picture

Commonly includes:

- Current status
- Evolving situation
- Status and location of assigned resources
- Requests for additional resources

FEMA Visual 5.28

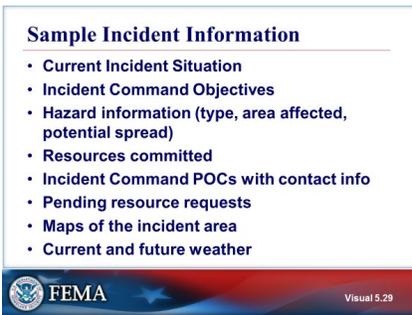
Visual 5.28

SHARED SITUATIONAL PICTURE

A SitPic provides personnel from all organizations at all locations have the same information. The SitPic is based on SA of:

- Current status and evolving situation.
- Availability and location of resources.
- Needed resources.

An EOCs responsibility in the development of a SitPic usually begins following the initial stages of an incident, after the EOC has begun obtaining SA from a myriad of sources. At this stage, the EOC is in the process of developing a SitPic for those who have contributed to SA. Likewise, the EOC (along with other EOCs) are simultaneously sharing SA with neighboring jurisdictions and States.



Visual 5.29

SAMPLE INCIDENT INFORMATION

The visual outlines some *things about the incident* that the EOC would need to know. These could be elements of the Situational Picture. The EEI and data collection plan would support generating continuously updated information to populate the SitPic.



Visual 5.30

COMMUNITY INFORMATION – “LIFELINES”

Just as the EOC must understand key information about the incident, they must also understand the impacts of that incident on the surrounding community.

Community Lifelines are a tool to evaluate the status of indispensable services that enable the continuous operation of government functions and critical business. These Community Lifelines are the essential requirements for human health and safety or economic security.

Why Lifelines? The 2017 Hurricane Season FEMA After-Action Report identified the need to create a new operational prioritization and response tool.

Decision-makers must rapidly determine the scope, complexity, and interdependent impacts of an incident. Applying the lifelines construct allows decision-makers to:

- Rapidly determine whether an incident is large (complicated) or complex
- Prioritize and focus response efforts to maintain or restore the most critical services and infrastructure
- Ensure limited resources can go toward a common goal that requires involvement across the whole community (root cause analysis vs. cascading impacts)
- Promote a response that fosters better integration and communication across the whole community since lifeline management transcends public and private sector boundaries

These Community Lifelines should be considered as elements of the SitPic. The EEI and data collection plan would support generating continuously updated data on this Community Lifelines information.

You can also find additional information related to Community Lifelines on the FEMA website at <https://www.fema.gov/national-planning-frameworks> under National Response Framework Update.

Sample EOC Information

- Current EOC Activation Level
- EOC Personnel and POC information
- Essential Elements of Information
- EOC Task tracker with current status
- EOC Log of key information, events and decisions
- Point of contact and communications methods for stakeholders
- Maps of the jurisdiction
- State/ Federal declarations
- Media reporting and inquiries regarding the incident



Visual 5.31

Questions to Ask Yourself

1. Is the information I am providing relevant and timely?
2. Is the development of an action plan based on the SitPic required or necessary?
3. Does the information help in maintaining Situational Awareness for others who depend on the EOC?




Visual 5.32

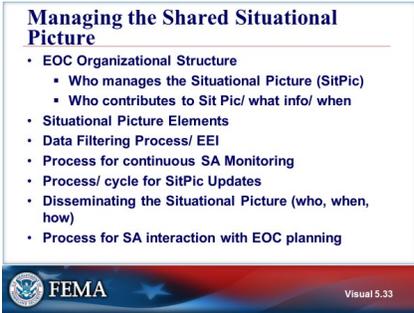
SAMPLE EOC INFORMATION

The visual outlines some *things about the EOC* that the EOC would need to know about itself. These would be elements of the SitPic. The EEI and data collection plan would support generating continuously updated data on this information.

QUESTIONS TO ASK YOURSELF

As you develop a Situational Picture, ask yourself these three questions to help guide the process:

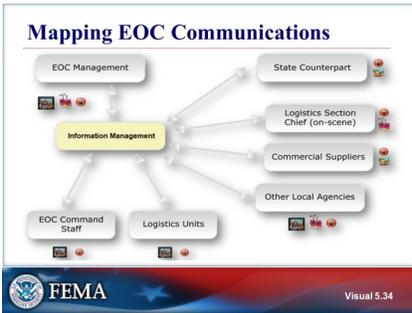
1. Is the information I am providing relevant and timely? Does the information matter to those at an ICP or several EOCs in smaller jurisdictions? For example, do the six city EOCs in the activity need to know that the Governor will be touring the county EOC tomorrow? No.
2. Is the development of an action plan based on the SitPic required or necessary?
3. Does the information help in maintaining SA for others who depend on the EOC for their incident information, such as the State?



Visual 5.33

MANAGING THE SHARED SITUATIONAL PICTURE

- EOC Organizational Structure
 - Who within the EOC manages the Situational Picture (SitPic)
 - Who contributes to Sit Pic/ what info/ when
- Situational Picture Elements:
 - What information will be displayed in the EOC (and can this be shared with others)
 - What information will be available electronically
 - What information will be included in briefings/reports
- Data Filtering Process/EEI
 - What are the EEI and the data collection plan
 - What process will be used by EOC staff to identify and quickly process EEI
- Process for continuous SA Monitoring
 - Who is monitoring what data sources
- Process/ cycle for SitPic Updates
 - When are the regular updates to key SitPic element – for example the SitReps
- Disseminating the Situational Picture (Who, When, How)
- Process for SA interaction with EOC planning
 - What information is needed when for EOC planning



Visual 5.34

MAPPING EOC COMMUNICATIONS

This visual illustrates how communications might flow within the EOC. In this case, Information Management is communicating via a variety of means and should be documenting each communication.

Relating this to the EOC Skillsets:

- Situational Awareness is Gathering, Analyzing and Disseminating Incident Information.
- Public Affairs Coordination is disseminating coordinated information to the public.
- Document and Records Management is collecting and storing incident information.
- EOC Facility Management establishes the communications infrastructure to support information management.

Under an ICS-EOC structure, information management might be managed under the Logistics Section of the EOC (mirroring the placement of communications under logistics in ICS). Other EOCs may manage this differently.

Note in this example the Logistics Chief's continual contact with his/her counterpart at the State, on-scene, local suppliers, and other local agencies. EOC communication should also be occurring within each section inside and outside the EOC.

The communications map shown in the visual is not intended to be inclusive, but rather, illustrative of some of the communications requirements under the Logistics Section.

EOC Planning and Operations Cycle

- Include identified times for:
 - Publication of SitReps
 - Briefings on situation information
 - Updates of key SitPic elements
- Consider EOC synchronization with the operational cycle for Incident Command



FEMA Visual 5.35

Visual 5.35

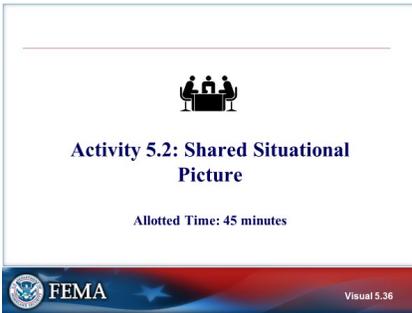
EOC PLANNING AND OPERATIONS CYCLE

The importance of defining SA/SitPic activities as a part of your EOC Planning and Operations Cycle.

EOCs develop an internal planning and operations cycle that will include identified times for publication of sitreps, briefings on situation information, and updates of key situational picture elements.

The EOC should consider how they will synchronize the EOC planning and operations cycle with the operational cycle defined by the incident command.

This visual contains some considerations for your EOC planning and operations cycle, including the daily meeting and report schedule.



Visual 5.36

ACTIVITY 5.2: SHARED SITUATIONAL PICTURE

Forty-five (45) minutes are allowed for completion of the activity (25 minutes for group work; 20 minutes for class discussion).

Activity Instructions

- 1) Divide into groups.
- 2) Read the scenario for Activity 5.2 (This is a continuation of the activity used in unit 4).
- 3) **Each group, representing an EOC staff, will develop the following for their EOC:**
 - a) Define two significant decisions or tasks for the EOC.
 - b) Complete Handout 5.3 EEI Matrix with the following minimal information
 - i) Define 2-4 Essential Elements of Information (EEI) for the EOC that support making these decisions (this can include the EEI developed in Activity 5.1). **Note that one EEI is included as an example – develop 2-4 additional EEI.**
 - ii) Identify who in the EOC will be responsible for collecting this information.
 - iii) Identify available sources for the data required to meet your EEI Data Collection requirements.
 - iv) Describe how you will communicate updates to this information.
 - c) Define how you will communicate these EEI in your Situational Picture using visual displays, electronic systems, printed products, reports, briefings, etc.
 - d) Define what stakeholders will need access to your EOC SitPic.

Final Thoughts: Situational Awareness

Situational Awareness and a Shared Situational Picture:

- Begin with relationships
- Require policy and procedure to facilitate the process
- Should be practiced in every event and exercise - make it routine



 FEMA Visual 5.37

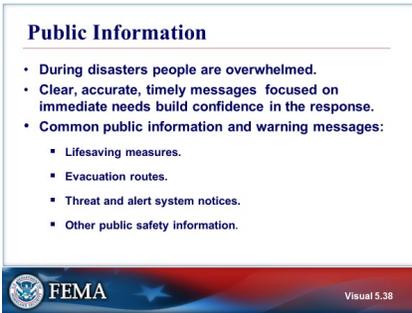
Visual 5.37

FINAL THOUGHTS: SITUATIONAL AWARENESS

SA and SitPic depend upon the building of relationships. These relationships help develop the necessary policies and procedures to facilitate SA and SitPic.

To be truly effective, procedures should make this process a routine practice in all EOC activations.

Always look at data, information and intelligence. It may be as quick as a pulse check with your Fusion Center or Homeland Security analysts to ensure there are no additional inputs to consider, but if you do it every time, it becomes a routine action when you really need their help in making crucial decisions during complex incidents.



Visual 5.38

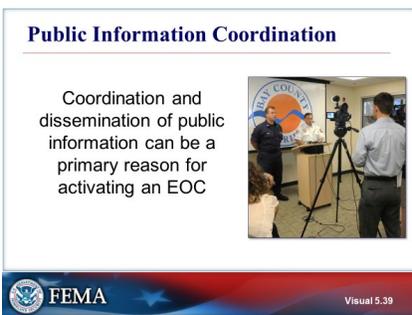
PUBLIC INFORMATION

During disasters people may be overwhelmed. Therefore, it is critical that the messages going out are:

- Accurate.
- Timely.
- Consistent.
- Simple and clear.
- Focused on the immediate needs.
- Helpful for building confidence in the response.

In addition to public health and safety, public information and warning help a community to recover more quickly when coordinated effectively. Public information and warning:

- Sets the tone for how a community recovers and lays the foundation for resilience in the community.
- Shares with affected community residents what they can do to help themselves or how best to find recovery assistance.
- Directs the efforts of volunteer groups and individuals who want to help after an event, including assisting the EOC as it establishes Volunteer and Donations Management programs in the community.
- Helps to increase the public's confidence in its emergency management professionals, the EOC, and its elected leadership.



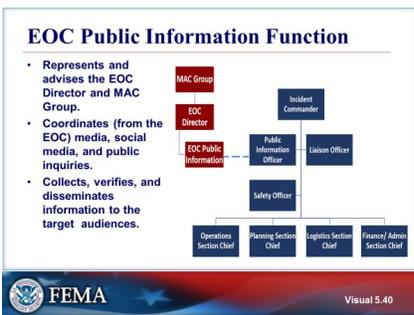
Visual 5.39

PUBLIC INFORMATION COORDINATION

Press releases, public service announcements, social media postings, press conferences, and advanced warnings are integral to a community's ability to prepare for, respond to, and recover from incidents.

An EOC can be activated primarily or solely for the purpose of coordinating public information.

Informing the public or coordinating information in anticipation of an incident (hurricane or flooding) can often drive the initial activation of an EOC.



EOC PUBLIC INFORMATION FUNCTION

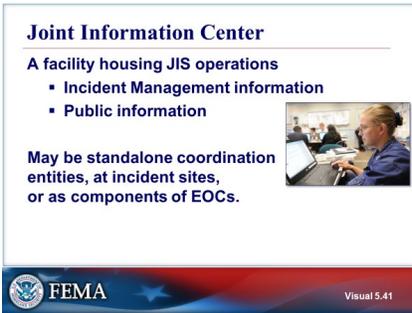
This visual provides an overview of the Public Information function in both offsite of an incident (EOC) and on-scene (ICS). The dotted line indicates coordination between public information staff on and off scene.

The EOC PIO:

- Represents and advises the EOC Director and MAC Group (offsite of an incident).
- Coordinates (from the EOC) media, social media, and public inquiries.
- Collects, verifies, and disseminates information to the target audiences.

The EOC's PIO has the most frequent interaction with the media during an incident. An individual tasked with the role of EOC-PIO must have in-depth knowledge about:

- The community, or jurisdiction.
- Emergency management.
- Media relations.



Visual 5.41

JOINT INFORMATION CENTER

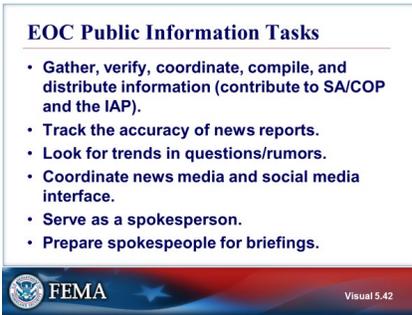
The Joint Information Center (JIC) is a facility that houses JIS operations, where personnel with public information responsibilities perform essential information and public affairs functions. JICs may be established as standalone coordination entities, at incident sites, or as components of EOCs.

Depending on the needs of the incident, an incident-specific JIC may be established at an on-scene location in coordination with local, state, and Federal agencies, or at the national level if the situation warrants.

The PIO prepares public information releases, which are approved by the Incident Commander, Unified Command, EOC Director, or MAC Group prior to issuance. This helps ensure consistent messages, avoids release of conflicting information, and prevents adverse impact on operations. Jurisdictions and organizations may issue releases related to their policies, procedures, programs, and capabilities; however, these should be coordinated with the incident-specific JIC(s).

An incident should have a single JIC, but the system is flexible and adaptable enough to accommodate multiple physical or virtual JICs. For example, multiple JICs may be needed for a complex incident covering a wide geographic area or multiple jurisdictions. In instances when multiple JICs are activated, staff in the JICs coordinate their efforts and the information they provide. Each JIC has procedures and protocols to communicate and coordinate effectively with the others. When multiple JICs are activated, staff coordinate to determine the final release authority.

A national JIC may be used when an incident includes Federal coordination and is expected to go on for some time (e.g., weeks or months) or when the incident affects a large area. JICs can be organized in many ways, depending on the nature of the incident.



Visual 5.42

EOC PUBLIC INFORMATION TASKS

EOCs are intense work areas with special demands. Some of the critical roles a PIO may perform in the EOC include:

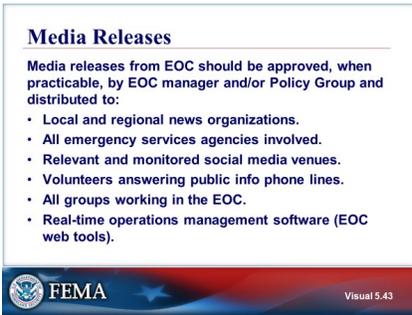
- Gather, verify, coordinate, compile and distribute information (contribute to SA/COP and the IAP).
- Track the accuracy of news reports.
- Look for trends in questions/rumors.
- Coordinate news media and social media interface.
- Serve as spokesperson.
- Prepare spokespeople for briefings.

The PIO also carries out other functions required to gather, verify, coordinate, and disseminate accurate, accessible, and timely information related to the incident, particularly regarding information on public health, safety, and protection.

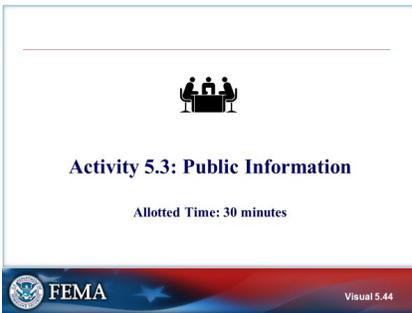
These functions work together to make sure the public gets timely, accurate messages.

Feedback is critical in monitoring and responding quickly and decisively with the most helpful information. Social media outlets now play a significant and positive role in providing very current trends, feedback, needs, issues, successes, etc. The provision of timely and accurate information based not only on internal information, but data coming from the community (citizens, agencies, governments, etc.) is an integral component of today's PIO function.

The PIO contributes to various Incident Action Plan (IAP) forms, which are reviewed and updated daily. Potential forms that the PIO may contribute information to include ICS Forms 201, 203, 207, and 209.



Visual 5.43



Visual 5.44

MEDIA RELEASES

One role of a PIO is to develop and release news releases. Releases should be reviewed and approved from the EOC leadership prior to being vetted through any elected officials or senior decisionmakers.

Handouts 5-4 and 5-5 contain additional information on Public Information and Social Media.

ACTIVITY 5.3: PUBLIC INFORMATION

Thirty (30) minutes are allowed for completion of the activity (15 minutes for group work; 15 minutes for class discussion).

Activity Instructions

- 1) Divide into groups.
- 2) Read the scenario for Activity 5.3 (This is a continuation of the activity used in unit 4, and in Activity 5.1 and 5.2).
- 3) **Each group, representing an EOC public information staff**, develop the following for their EOC:
 - a) Based on the scenario, identify at least three pieces of information that you anticipate the media/ public will be seeking from the EOC.
 - b) Identify any special handling considerations for these public information requirements (aspects of the public information requirement that may require special handling, restricted distribution or permission to release).
 - c) Identify where you believe the EOC will find this information (source).

Objectives Review

1. What is SA? What is SitPic?
2. What is the difference between data, information, and intelligence?
3. What sources contribute to data collection?
4. How is information managed in an EOC?



Visual 5.45

Objectives Review (Continued)

5. How is EEI used for decision support?
6. What are the elements of a Sit Pic?
7. What is the public information role of the EOC?



Visual 5.46

OBJECTIVES REVIEW

Unit Enabling Objectives

- Define Situational Awareness (SA) and Shared Situational Picture (SitPic).
- Differentiate between data, information and intelligence.
- Explain sources for data collection.
- Describe information management in an EOC (validation, analysis, updating and dissemination).

OBJECTIVES REVIEW (CONTINUED)

- Explain the use of essential elements of information (EEI) for decision support.
- Describe elements and management of a shared situational picture.
- Explain the public information role of the EOC.

Supplemental Materials

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Activity 5.1: Essential Elements of Information

This activity gives students the opportunity to develop an EEI for their EOC. Thirty (30) minutes are allowed for completion of the activity (15 minutes for group work; 15 minutes for class discussion).

Activity Instructions

1. Divide into groups.
2. Read the scenario (same basic scenario used in Unit 4)
3. Develop an EEI using *Handout 5.1 EEI Worksheet* and be prepared to review and discuss with the whole class.

Scenario Summary (for additional scenario details refer to Activity 4.2 materials):

- Annual Liberty County Fair and Rodeo
 - Fairgrounds just outside Central City in Liberty County
 - Thousands of people fill the 127-acre complex
 - A large truck jumps the curb near the fairgrounds entrance, passes through the crowd, collides with an exhibit hall and catches fire.
 - The scene is chaotic; people are injured and there is an active fire.
 - Public safety personnel on scene respond immediately and Incident Command is established.
 - The Central City, Liberty County and State of Columbia Emergency Operations Centers are at normal/ steady state operations.
 - Extensive medical treatment, fire suppression and crowd/ traffic control will be required.
 - Initially, the EOCs have not:
 - Established effective communications with the field components or with each other.
 - Gained a clear picture of the size, complexity or resource requirements for the incident.
 - Developed Information requirements for the incident.
 - Increase their activation level.
 - Coordinated their initial actions
4. **Each group, representing an EOC staff**, develop one EEI using *Handout 5.1 EEI Worksheet*

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Activity 5.2: Shared Situational Picture

This activity gives students the opportunity to develop elements of a Situational Picture for an EOC.

Forty-five (45) minutes are allowed for completion of the activity (25 minutes for group work; 20 minutes for class discussion).

1. Divide into groups.
2. Read the scenario for Activity 5.2 (This is a continuation of the same activity used in Unit 4 Activity 4.2 and Unit 5 Activity 5.1).
3. **Each group, representing an EOC staff**, develop the following for their EOC:
 - a. Define two significant decisions or tasks for the EOC.
 - b. Complete Handout 5.3 EEI Matrix with the following minimal information
 - Define 2-4 Essential Elements of Information (EEI) for the EOC that support making these decisions (this can include the EEI developed in Activity 5.1)
 - Identify who in the EOC will be responsible for collecting this information.
 - Identify available sources for the data required to meet your EEI Data Collection requirements.
 - Describe how you will communicate updates to this information.
 - c. Define how you will communicate these EEI in your Situational Picture using visual displays, electronic systems, printed products, reports, briefings, etc.
 - d. Define what stakeholders will need access to your EOC Situational Picture.
4. Be prepared to brief your results to the whole class after 25 minutes.

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Activity 5.3: Public Information

This activity gives students the opportunity to develop elements of Public Information for an EOC.

Thirty (30) minutes are allowed for completion of the activity (15 minutes for group work; 15 minutes for class discussion).

1. Divide into groups.
2. Read the scenario for Activity (This is a continuation of the same activity used in Unit 4 Activity 4.2 and Unit 5 Activity 5.1 and 5.2).
3. **Each group, representing an EOC Public Information staff**, develop the following for their EOC:
 - a. Based on the scenario identify at least three pieces of information that you anticipate the media/ public will be seeking from the EOC.
 - b. Identify any special handling considerations for these public information requirements (aspects of the public information requirement that may require special handling, restricted distribution or permission to release).
 - c. Identify where you believe the EOC will find this information (source).
4. Be prepared to brief their results to the whole class after 15 minutes.

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Handout 5-1: Essential Elements of Information (EEI) Worksheet

Incident:
Requirement (what information do I need)
Decision (what decision will this information support)
Decisionmaker (who needs the information to make an incident-related decision)
Stakeholders (who else may need this information)
Limitations (dissemination, handling or storage restrictions for the information)
Source (where will I get this information)
Collector (Who will collect this information)
Frequency (how often do I need to update/ disseminate this information)
Notes

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Handout 5-2: Sample EEI Worksheet

Incident: Chemical Spill
Requirement (what information do I need) Current or forecasted weather changes that could affect airborne dissemination of the hazardous materials and impact life safety
Decision (what decision will this information support) Evacuation or shelter in place for the downwind community affected by a wind shift, or increase in wind speed
Decisionmaker (who needs the information to make an incident-related decision) Emergency Manager recommendation to Jurisdiction's Senior Elected Official
Stakeholders (who else may need this information) Incident Commander, Supporting Departments and Agencies Adjoining jurisdictions, Public
Limitations (dissemination, handling or storage restrictions for the information) Public notifications require PIO recommendation and EM Director approval
Source (where will I get this information) National Weather Service On scene weather monitoring
Collector (Who will collect this information) EOC Situational Awareness
Frequency (how often do I need to update/ disseminate this information) Monitor continuously and update any significant changes to current conditions or forecast
Notes

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Handout 5-3: Essential Elements of Information (EEI) Matrix

EEI #	EEI	Information Required	Collector(s)	Source(s)	Update Method/Time	Remarks
1	Weather	Change in current conditions or forecast that will impact current/ next operational period	EOC Situational Awareness	National Weather Service	Live stream weather in EOC/ update forecast hourly	Immediate notification for Life Safety
2						
3						
4						
5						

Essential Elements of Information (EEI): “A comprehensive list of information requirements, derived from deliberate plans, needed to promote informed decision making.” FEMA Incident Management Handbook, FEMA B-761, November 2017

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Handout 5-4: Managing Emergency Public Information

Managing Emergency Public Information
Emergency Public Information
<p>Emergency public information serves many important functions. It can:</p> <ul style="list-style-type: none">• Save lives and reduce injury. Knowing the proper protective actions to take enables people to reduce their risk.• Protect property and the environment. Understanding how to mitigate risk to property and the environment may lessen the damage inflicted by disasters.• Facilitate the tactical response by calming fears and managing expectations. People who know what to expect are more likely to follow instructions and allow responders to do their jobs.• Educate and inform the public and change behavior or attitudes. An educated public is more likely to prepare for emergencies and be ready when they occur.
Public Information Process
<p>The process of getting accurate information to the public is the same before, during, and after an incident and includes:</p> <ul style="list-style-type: none">• Gathering information.• Verifying the information.• Coordinating the information.• Disseminating the information.
Public Information Officer (PIO) Functions
<p>The PIO supports the EOC. The PIO advises the Incident Commander, EOC Director, and the MAC Group on all public information matters relating to the management of the incident. The PIO handles:</p> <ul style="list-style-type: none">• Inquiries from the media, the public, and elected officials.• Emergency public information and warnings.• Rumor monitoring and response.• Media monitoring.

Public Information Officer (PIO) Functions (Continued)

The Public Information Officer (**or, if there is no PIO, the EOC Director**) manages public information through:

Developing **community awareness**, including:

- Demographics to select the right media to reach the audience.
- The jurisdiction's and State's governmental structures and how the various organizations or departments relate.
- Key players including those in government, the media, nonprofit organizations, etc.
- The community's recent disaster history.
- The community's culture—the community's values, concerns, and interests, and how can the population be reached through those interests.

Employing **emergency management knowledge**, including:

- Basic emergency management concepts, including the role of local, tribal, State, and Federal levels of government, the local emergency operations plan, and his or her organization's role in an emergency.
- Incident Command System (ICS) structure and approach to incident management.
- National Incident Management System (NIMS) approach to the management of incidents.

Demonstrating **media relations skills**, including:

- Providing information and access to newsmakers.
- Demonstrating an understanding of media needs and operations.
- Respecting media deadlines.
- Maintaining open dialogue.

EOC Director's Role

The EOC Director's main role takes place in advance of any incidents—making sure the system is in place and that Joint Information Center (JIC) facilities are available and ready when the JIC needs to be in operation. This involves planning for accessible work space, electrical systems, phone lines, Internet access, space for camera trucks, and similar planning and logistics.

The emergency operations plan (or an annex to the EOP) should lay out how it all works—who has authority, what each person's responsibilities are, what happens when State and Federal representatives come in, etc.

When an incident occurs, and the incident is of a size and scope to require a JIC, the EOC Director activates the JIC, and the preplanned systems go into effect.

In jurisdictions where there is no PIO function, the EOC Director may have expanded public information responsibilities.

Handout 5-5: Social Media Descriptions

Social Media Descriptions	
Social Media	Description
Blog	<p>A blog (a contraction of the term Weblog) is a Web site, usually maintained by an individual, with regular entries of commentary, descriptions of events, or other material such as graphics or video. Entries are commonly displayed in reverse-chronological order. “Blog” can also be used as a verb, meaning to maintain or add content to a blog.</p> <p>Many blogs provide commentary or news on a particular subject; others function as more personal online diaries. A typical blog combines text, images, and links to other blogs, Web pages, and other media related to its topic. The ability for readers to leave comments in an interactive format is an important part of many blogs.</p>
Facebook	Facebook is a social networking site, allowing individuals, companies, organizations, and associations to post text, video, pictures, links to other web content and combinations of all these electronic media.
Flickr	<p>Flickr offers hosting for pictures and videos.</p> <p>Users can include text commentary, group photos or video. Editing can be performed directly on the site, including embedding certain graphics, links, or metadata such as the GPS coordinates, date and time an image was recorded in their content files.</p> <p>This media can then be embedded in a blog, Facebook page, or linked to a Tweet.</p>
Citizen Journalism	Citizen journalism is based upon public citizens playing an active role in the process of collecting, reporting, analyzing, and disseminating news and information. The availability of technology such as smartphones with cameras and video capability makes it possible for individuals to report breaking news often more quickly than traditional media reporters.
Instagram	Instagram is a social networking application made for sharing photos and videos from a smartphone.
LinkedIn	LinkedIn® is used more often by professionals, associations, or groups. It is a good platform to form communities of practice, for continual learning, and sharing of better practices. However, all these sites, and others like them, allow groups with a common interest to share media through a common platform.

Social Media Descriptions	
Social Media	Description
Micro-blog	A micro-blog is a form of multimedia blogging that allows users to send brief text updates (say, 140 characters or fewer) or micromedia (such as photos or audio clips) and publish them, either to be viewed by anyone or by a restricted group that can be chosen by the user. These messages can be submitted by a variety of means, including text messaging, instant messaging, email, digital audio, or the Web.
Photo Sharing	Photo sharing is the publishing or transfer of a user's digital photos online through both Web sites and applications that facilitate the upload and display of images. The term can also be loosely applied to the use of online photo galleries that are set up and managed by individual users, including photoblogs.
Podcast	A podcast is a series of visual or sound files that are distributed over the computer by syndicated download, through Web feeds, to portable media players and personal computers. Though the same content may also be made available by direct download or streaming, a podcast is distinguished from most other digital media formats by its ability to be syndicated, subscribed to, and downloaded automatically when new content is added. Like the term broadcast, podcast can refer either to the series of content itself or to the method by which it is syndicated; the latter is also called podcasting. The host or author of a podcast is often called a podcaster.
Twitter	<p>Twitter is a microblogging site. It provides users with a platform for short text messages (140 characters or less) that may include web links, pictures, audio, and video content.</p> <p>When the account holder enables the location feature, the geodata the Twitter post (or Tweet) contains can help provide a more accurate common operating picture. This is true particularly when the posts include a picture or video.</p>
YouTube	<p>YouTube offers hosting for pictures and videos.</p> <p>Users can include text commentary, group photos or video. Editing can be performed directly on the site, including embedding certain graphics, links, or metadata such as the GPS coordinates, date and time an image was recorded in their content files.</p> <p>This media can then be embedded in a blog, Facebook page, or linked to a Tweet.</p>

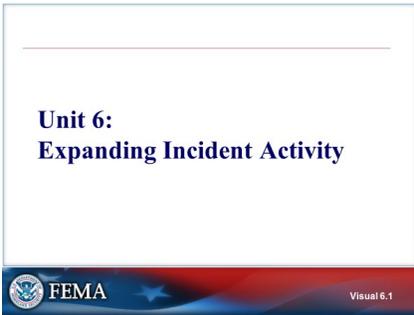
Social Media Descriptions	
Social Media	Description
Social Networking	<p>Social networking sites are online communities that connect people who share interests and/or activities, or who are interested in exploring the interests and activities of others.</p> <p>The most popular social networking sites have groups, which offer chat boards for members. There are also professional social networking sites with sections for jobs. All social networking sites allow users to find people they know among the members or look for other members with similar interests or affiliations. These sites make it easy to establish networks of contacts.</p>
Video Blog	<p>A video blog, sometimes shortened to a vlog or vidblog, is a form of blog for which the medium is video. Entries are made regularly and often combine embedded video or a video link with supporting text, images, and other metadata. Vlogs also often take advantage of Web syndication to allow for the distribution of video over the Internet using either the RSS or Atom syndication formats, for automatic aggregation and playback on mobile devices and personal computers.</p>
Video Sharing	<p>Videos can be used to communicate information on Web sites or on video hosting sites. Video is a good choice for sharing information because of its audio and visual components.</p>
Web 2.0, Webcast	<p>A Web 2.0 site allows users to interact and collaborate with each other in a social media dialogue as creators of user-generated content in a virtual community.</p> <p>A webcast is a media presentation distributed over the Internet using streaming media technology.</p>

Social Media Descriptions	
Social Media	Description
Wiki	<p>A wiki is a page or collection of Web pages designed to enable anyone who accesses it to contribute or modify content, using a simplified markup language. Wikis are often used to create collaborative Web sites and to power community Web sites.</p> <p>A defining characteristic of wiki technology is the ease with which pages can be created and updated. Generally, there is no review before modifications are accepted. Many wikis are open to alteration by the general public without requiring them to register user accounts. Sometimes logging in for a session is recommended, to create a “wiki-signature” cookie for signing edits automatically. Many edits, however, can be made in real-time and appear almost instantly online. This feature can facilitate abuse of the system. Private wiki servers require user authentication to edit pages, and sometimes even to read them.</p>

Unit 6: Expanding Incident Activity

STUDENT MANUAL

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Visual 6.1

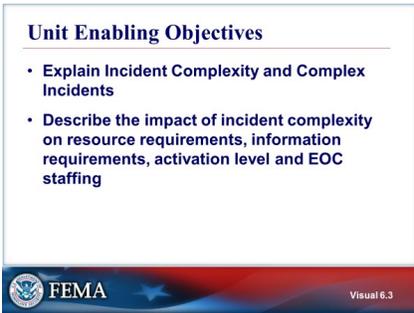
UNIT 6: EXPANDING INCIDENT ACTIVITY



Visual 6.2

UNIT TERMINAL OBJECTIVE

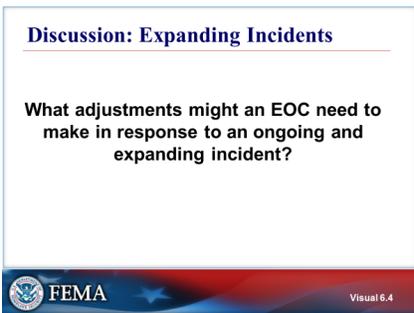
Using a scenario identify changes to EOC activation level, staffing, and resources and information requirements for an expanding incident.



Visual 6.3

UNIT ENABLING OBJECTIVES

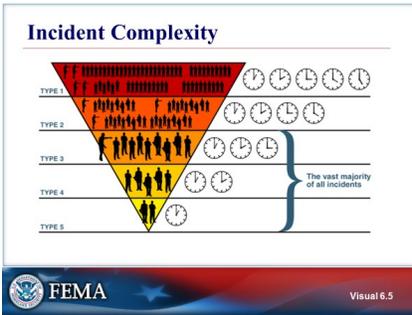
- Explain Incident Complexity and Complex Incidents
- Describe the impact of incident complexity on resource requirements, information requirements, activation level and EOC staffing



Visual 6.4

DISCUSSION: EXPANDING INCIDENTS

What adjustments might an EOC need to make in response to an ongoing and expanding incident?



Visual 6.5

INCIDENT COMPLEXITY

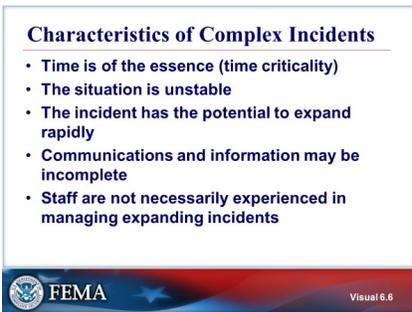
An approach is to classify incidents as “Types”. Incidents are categorized into five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex.

Incident typing may be used to:

- Make decisions about resource management processes and requirements.
- Make decisions about EOC activation level and staffing.

The incident type corresponds to both the number of resources required and the anticipated incident duration.

Handout 6-1: Incident Complexity.



Visual 6.6

CHARACTERISTICS OF COMPLEX INCIDENTS

Incident complexity (previous visual) refers to the 5 “Types” that are based on duration and resource requirements.

Complex Incidents are Larger incidents with higher incident complexity (normally Type 1 or Type 2 incidents) that extend into multiple operational periods and rapidly expand to multijurisdictional and/or multidisciplinary efforts necessitating outside resources and support.

Complex incidents are often characterized by several important factors that need to be considered when planning for the incident:

- Time is of the essence (time criticality).
- The situation is unstable.
- The incident has the potential to expand rapidly.
- Communications and information may be incomplete.
- Staff are not necessarily experienced in managing expanding incidents.



Visual 6.7

COMPLEXITY ANALYSIS FACTORS

Complexity analysis involves that combination of factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including:

- Size and duration
- Resource requirements
 - Number involved/ required
 - Availability
- Impacts to life, property, environment, and the economy
- Community and responder safety
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, community concerns and media relations
- Jurisdictional boundaries in affected area

Cascading events or incidents occur as a direct or indirect result of an initial event or incident. For example, as the result of a hazardous materials spill a neighborhood must be evacuated and a local stream is contaminated. Taken together, the effect of cascading events or incidents can be crippling to a community.



Visual 6.8

INCIDENT COMPLEXITY AND RESOURCE NEEDS

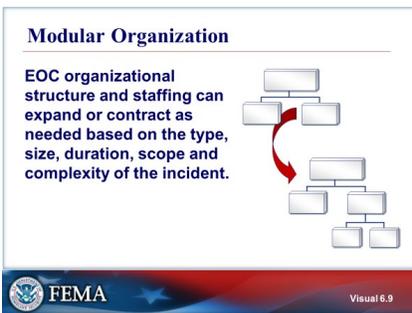
As complexity increases, resources must increase, requiring an organization with additional levels of supervision. In addition, resources should match the incident complexity (type).

The Incident Command structure and the EOC staffing can expand according to the needs of the incident (modular organization).

On most incidents, resource needs follow a predictable arc that corresponds to the arc followed by the incident itself.

Initially, the incident may build faster than resources can arrive. Eventually, sufficient resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs and demobilization can begin.

To have resources when you need them you must anticipate the requirement and request the resources early.



Visual 6.9

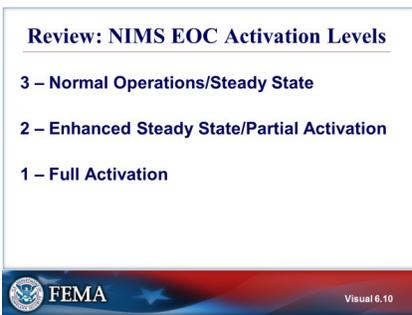
MODULAR ORGANIZATION

As incidents expand, the EOC organization can also expand as necessary for the type, size, duration, scope, and complexity of the incident.

This modular concept is based on the following considerations:

- The EOC organization matches the function or task to be performed, the duration of the incident and the resources that must be managed to perform these tasks and functions;
- Staffing is made only for those functional elements required to perform the task;
- Span of control guidelines are maintained;
- The function of any non-activated organizational element is performed at the next highest level; and
- Organizational elements are deactivated if they are no longer required.

Span of control is a NIMS Management Characteristic that describes the ratio of individuals supervised to the number of supervisors.



Visual 6.10

REVIEW: NIMS EOC ACTIVATION LEVELS

Most EOCs have several phases of activation.

NIMS presents three EOC Activation levels, ranging from a minimal, monitoring “normal operations” phase (Level 3 in the visual) to a Full activation (Level 1) that includes most/ all personnel attached to EOC activations.

As the size, duration and resource requirements for an incident increase, the EOC may increase its activation level to reflect increased responsibility, capability and staffing.



Visual 6.11

ACTIVITY 6.1: EOC EXPANSION

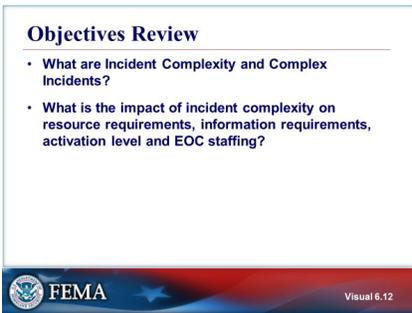
One (1) hour is allotted for completion of the activity (30 minutes group work and 30 minutes brief-back and discussion).

Activity Instructions:

1. Use the Background and Scenario provided.
2. Read the scenario and then work in your assigned table group to answer the following questions.
 - a. What type of incident (i.e. Type 5 to Type 1) has this become based on the changes in size, complexity, anticipated duration and resources committed?
 - b. Should the Activation Level for their EOC change? To what level and why?
 - c. Are there any additional EOC Skillsets or are there any Technical Specialists needed in the EOC for this incident?
 - d. What new information is needed by the EOC to effectively support the incident? Identify at least two new Essential Elements of Information for the EOC. Record these on your group's EEI Matrix (from Unit 5 Activity 5.3)
 - e. What information or intelligence that the EOC will manage will have special requirements for handling and dissemination?
 - f. Should any aspects of resource management shift from incident command to the EOC? If yes, specify what aspects and why this would be beneficial.
 - g. Thinking about the scenario, identify any resources that may become scarce and require resource prioritization guidance or decisions by the MAC Group. Note that there is not a detailed resource lists for the scenario; this is to avoid getting too tactically focused. This assessment should be based on the scenario information provided and the group members experience.
 - h. What demobilization and transition to Recovery preparations or actions should the

EOC be planning for now during ongoing response?

- i. What Public Affairs recommendation would you make to the MAC Group regarding speculation that this incident was intentional?



Visual 6.12

OBJECTIVES REVIEW

Unit Enabling Objectives

1. Explain Incident Complexity and Complex Incidents
2. Describe the impact of incident complexity on resource requirements, information requirements, activation level and EOC staffing

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Supplemental Materials

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Activity 6.1: Incident at the County Fair and Rodeo – Ongoing Response

Purpose: This activity explores how an expanding incident can impact an EOCs activation level, staffing, role and requirements.

Scenario: It is now just after 6 p.m. and the situation appears to be getting worse. There are over a dozen casualties and at least three dead. The vehicle fire spread quickly to the building, igniting a damaged natural gas line in a kitchen area. The combination of explosion, fire and collision damage caused the building to partially collapse. The fire continues to burn and now threatens other surrounding structures.

The crowds are under control, but traffic has not yet completely cleared from the area and continues to slow the ingress and egress of emergency management resources.

The vehicle driver has not been found and the origin and contents of the large truck have not been identified. This raises new concerns that this could have been an intentional act and that the truck could have been transporting something hazardous.

Reports of the incident are on social media and unverified rumors of an intentional attack are spreading. The evening news lead with this story and some larger news outlets are covering the incident. The EOC is receiving numerous media inquiries.

This incident has increased in size, complexity and duration. The Incident Commander shares the following assessment with the EOC:

- The number of hazards and safety concerns has increased significantly.
- The current objectives are still valid, but additional objectives are needed for:

Law enforcement investigation of the missing vehicle driver

HazMat response to identify and mitigate any Hazardous Materials

Public Works response to assess the status if damaged utilities

- These objectives will have to be prioritized, and additional resources will be needed to accomplish the objectives.
- Law enforcement concerns with investigation and crime scene preservation must be reconciled with the other priorities requiring access to the scene such as HazMat.
- Because the incident will now involve more jurisdictions and agencies, a Unified Command with representatives from the various jurisdictions and agencies involved in response to this incident, to include Fire, EMS, Law Enforcement and Public Works is now needed for Incident Command. The Incident Commander is preparing for a transition a Unified Command.

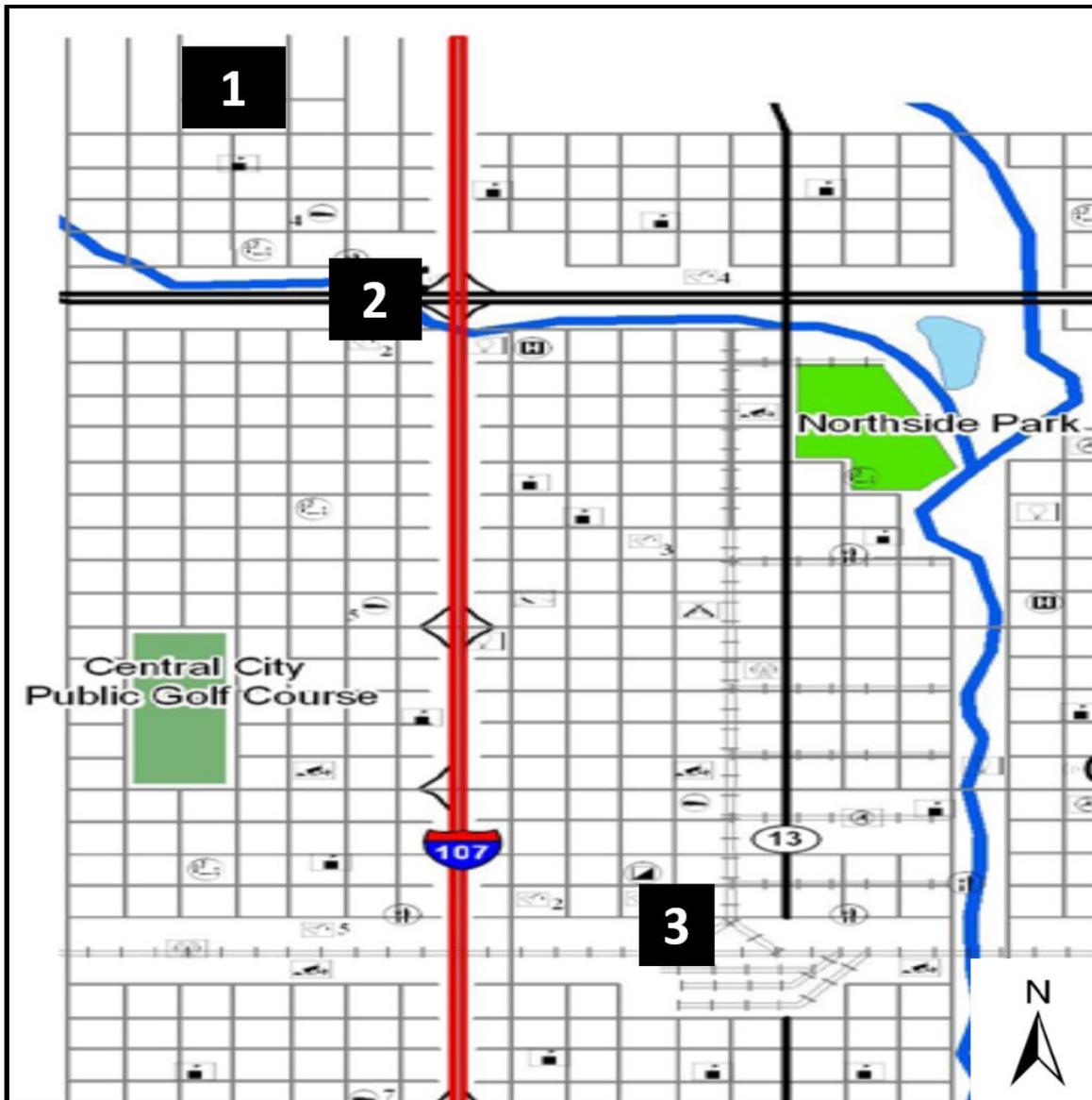
- Resource requirements exceed the initial response resources on site, the incident will extend into multiple operational periods, and additional ICS Command and General Staff positions will have to be activated.
- Liaisons, a Plans Section, a Logistics Section and an Investigations and Intelligence function are being added in the Incident Command structure.
- The supporting EOCs will need to increase their activation level and staffing to better support the incident and will require increased situational awareness.
- The MAC Group and a Joint Information Center will be needed to support the incident response.

Outside of the fairgrounds, the county and city are dealing with additional response requirements. There are several vehicle accidents along route 5/10 caused by people fleeing the incident scene. Police, fire and EMS are responding to a collision between a minivan and a tractor-trailer. There is at least one fatality reported and the tractor trailer is labeled with hazardous material placards. Elsewhere in Central City, CCFD is responding to a reported warehouse fire near highway 13 and the railyard.

Additional Background Information on Liberty County and Central City

- Communications Network: Liberty County operates a county-wide 911 dispatch center and a unified, interoperable trunked radio system used by all fire, EMS and law enforcement agencies. The Columbia State Police is not on this system.
- Hospitals: there are 4 hospitals in Central City with a total of over 600 beds.
- Incident Management Teams (IMT): The State of Columbia has one Type II IMT and three Type III IMTs. Central City has one Type IV IMT.
- Liberty County Fire Service: Liberty County has 12 fire departments with varying capabilities. The largest is the Central City Fire Department which employs over 300 firefighters. There is a single Level A capable HazMat team in Liberty County.
- Liberty County Law Enforcement: Law enforcement agencies have overlapping jurisdictions. The State police handle traffic law enforcement on the Interstate highways and State roads outside of incorporated cities and provide investigative assistance to counties and municipalities. The Liberty County Sheriff Department handles general law enforcement in unincorporated areas of the county using a staff of 201 personnel. They have a Type III SWAT Team. The Central City Police Department (CCPD) handles law enforcement and community safety services within the city limits with a staff of 183 personnel. They have a 5-person bomb squad.
- Emergency Medical Services (EMS): The State EMS system organizes ALS and BLS Strike Teams to ensure that all communities have EMS response capability. 200 BLS and 300 ALS ground ambulances are licensed but only a few have HazMat capability. Liberty County EMS is managed by the County Public Health Department. There are a total of 93 personnel providing EMS

- services in Central City and Liberty County areas. One rotary-wing air ambulance is located at Central City Hospital.
- Mutual Aid: Mutual aid agreements are in place with six counties adjacent to Liberty County to provide staff and equipment during a Liberty County emergency.
 - LIBERTY COUNTY DISASTER AND EMERGENCY SERVICE ORDINANCE 92-651: Section 5.1. Local Emergency: A local emergency may be proclaimed by the governing body of the political subdivision ... political subdivisions have the full power to provide mutual aid to any affected area ... State agencies may provide mutual aid, including personnel, equipment, and other available resources, to assist political subdivisions during a local emergency or in accordance with mutual aid agreements or at the direction of the Governor. In an appropriately proclaimed State or local emergency, the cost of extraordinary services incurred by political subdivisions in executing mutual aid agreements shall constitute a legal charge against the State when approved by the Governor.



Central City Incidents Map

- 1. Liberty County Fairgrounds Incident**
- 2. Highway Tractor-trailer Hazmat Incident**
- 3. Warehouse Fire Incident**

Activity 6.1 Instructions

1. One (1) hour is allotted for this activity (30 minutes for group work and 30 minutes for class discussion)
2. Use Activity 6.1 Scenario information (above).
3. Remain in your assigned table groups unless otherwise directed by the instructor.
4. Read the scenario and then work in your table group to answer the following questions.
 - a. What type of incident (i.e. Type 5 to Type 1) has this become based on the changes in size, complexity, anticipated duration and resources committed?
 - b. Should the Activation Level for their EOC change? To what level and why?
 - c. Are there any additional EOC Skillsets or are there any Technical Specialists needed in the EOC for this incident?
 - d. What new information is needed by the EOC to effectively support the incident? Identify at least two new Essential Elements of Information for the EOC. Record these on your group's EEI Matrix (from Unit 5 Activity 5.3)
 - e. What information or intelligence that the EOC will manage will have special requirements for handling and dissemination?
 - f. Should any aspects of resource management shift from incident command to the EOC? If yes, specify what aspects and why this would be beneficial.
 - g. Thinking about the scenario, identify any resources that may become scarce and require resource prioritization guidance or decisions by the MAC Group. Note that there is not a detailed resource lists for the scenario; this is to avoid getting too tactically focused. This assessment should be based on the scenario information provided and the group members experience.
 - h. What demobilization and transition to Recovery preparations or actions should the EOC be planning for now during ongoing response?
 - i. What Public Affairs recommendation would you make to the MAC Group regarding speculation that this incident was intentional?
5. The instructor will determine a method for table groups to out-brief based on available time. In the out-briefs, you should explain not only your group's answer to the questions, but also how you adjusted that aspect of the EOC based on the changing requirements for the expanding incident.

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Handout 6-1: Incident Complexity

“Incident complexity” is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy.

Incident complexity is considered when making incident management level, staffing, and safety decisions.

Various analysis tools have been developed to assist consideration of important factors involved in incident complexity. Listed below are some factors that may be considered in analyzing incident complexity:

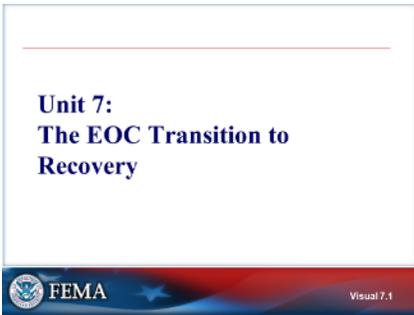
- Size and duration of the incident or event
- Resource requirements
 - Number of resources involved/ required
 - Type and availability of resources required
- Impacts to life, property, environment, and the economy (Community Lifelines)
- Community and responder safety
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, community concerns and media relations
- Jurisdictional boundaries in affected area

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Unit 7: The EOC Transition to Recovery

STUDENT MANUAL

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Visual 7.1

UNIT 7: THE EOC TRANSITION TO RECOVERY



Visual 7.2

UNIT TERMINAL OBJECTIVE

Identify the role of an EOC during the transition to Recovery.



Visual 7.3

UNIT ENABLING OBJECTIVES

- Define Recovery, Recovery Support Functions and Community Lifelines.
- Explain pre-disaster recovery planning.
- Describe Federal assistance for recovery.
- Explain the transition from response to recovery.
- Identify EOC activities that support management of short-term recovery.



Visual 7.4

UNIT TOPIC: RECOVERY OVERVIEW

This unit is divided into six topics.

- Recovery Overview
- Recovery Case Study
- Federal Recovery Assistance Overview
- EOC Role in Recovery
- Public Information in Recovery

The first topic is Recovery Overview.

Definition: Recovery

Recovery is focused on a timely restoration, strengthening, and revitalization of:

- Infrastructure.
- Housing.
- Health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

Source: National Preparedness Goal

Those capabilities necessary to assist communities affected by an incident in recovering effectively.

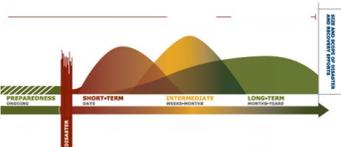


Visual 7.5

Visual 7.5

The Recovery Continuum

Where does recovery start?



Handout 7-1: Recovery Continuum



Visual 7.6

Visual 7.6

DEFINITION: RECOVERY

Recovery refers to those capabilities necessary to assist communities affected by an incident in recovering effectively.

It is focused on the timely restoration of infrastructure and housing; economic and business resumption; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

(Source: National Preparedness Goal)

THE RECOVERY CONTINUUM

Where (when) does recovery start?

The recovery process is a sequence of interdependent and often concurrent activities that progressively advance a community toward a successful recovery. However, decisions made and priorities set early in the recovery process by a community will have a cascading effect on the nature and speed of the recovery progress.

Four periods and their duration are shown in the visual:

- Preparedness (ongoing, before the disaster)
- Short-term recovery (days)
- Intermediate recovery (weeks to months)
- Long-term recovery (months to years)

The vertical dimension shows the size and scope of disaster and recovery efforts.

Setting goals and objectives as short-, intermediate-, and long-term is important in establishing and maintaining proper prioritization. This is particularly critical in large-scale events as the EOC must make difficult decisions about when and where to send personnel and resources. In other words, what gets done first.

Handout 7-1: The Recovery Continuum, outlines the activities that occur during each period.

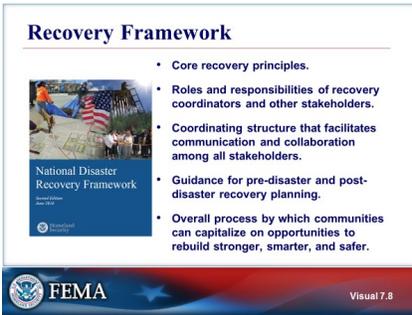


Visual 7.7

RECOVERY CORE CAPABILITIES

The National Preparedness Goal identifies preliminary targets in building recovery capabilities related to:

- Planning
- Public Information and Warning
- Operational Coordination
- Economic Recovery
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Resources



Visual 7.8

RECOVERY FRAMEWORK

The National Disaster Recovery Framework (NDRF) is a guide to promote effective recovery, particularly for those incidents that are large scale or catastrophic.

The NDRF provides guidance that enables effective recovery support to disaster-impacted local and tribal jurisdictions and States. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient Nation.

The NDRF defines:

- Guiding principles for Recovery.
- Roles and responsibilities of recovery coordinators and other stakeholders.
- A coordinating structure that facilitates communication and collaboration among all stakeholders.
- Guidance for pre-disaster and post-disaster recovery planning.
- The overall process by which communities can capitalize on opportunities to rebuild stronger, smarter, and safer.

These elements improve recovery support and expedite recovery of disaster-impacted individuals, households, businesses, and communities. While the NDRF speaks to all who are impacted or otherwise involved in disaster recovery, it concentrates on support to individuals and communities.



Visual 7.9

RECOVERY SUPPORT FUNCTIONS (RSFS)

Explain: The Recovery Support Functions (RSFs) are six groupings of core recovery capabilities, which provide a structure to facilitate problem solving, improve access to resources, and foster coordination among State and Federal agencies, nongovernmental partners, and stakeholders.

The NDRF matches the Emergency Support Functions (ESFs) with Recovery Support Functions (RSFs). The six RSFs are:

- Community Planning and Capacity Building
- Economic Recovery
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Resources

Handout 7-2: Recovery Support Functions

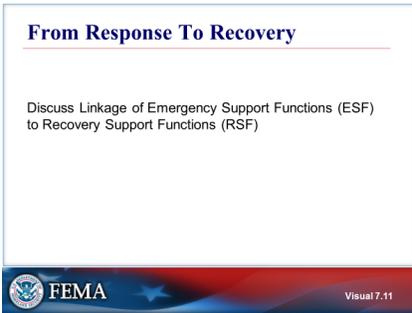


Visual 7.10

CONTRASTING RESPONSE WITH RECOVERY

There is some overlap between the Emergency Support Functions (ESF) and Recovery Support Functions (RSF) missions, but as ESF requirements diminish, recovery issues take center stage. The timing of the transition from ESF to RSF depends on the nature of the activity, and may vary considerably from RSF to RSF. (Source: National Disaster Recovery Framework)

It can be challenging to transition 14 response functions (ESFs) to the six recovery functions (RSF) as a community moves into recovery. This is especially true if the originating event has caused cascading issues and new, secondary disasters. You can easily find yourself transitioning one event into recovery, while a second is just beginning. In these cases, the EOC must operate in multiple phases at the same time. Depending on the severity and distinction of these events, it may be necessary to have separate IAPs for each event and perhaps even separate sub-commands as well.



Visual 7.11



Visual 7.12

FROM RESPONSE TO RECOVERY

How can we transition 14 response functions (ESFs) to the six recovery functions (RSF) as a community moves into recovery?

What ESFs align with each of the 6 RSF?

COMMUNITY LIFELINES

Community Lifelines are indispensable services that enable the continuous operation of critical business and government functions, and are critical to human health, safety or economic security.

- Safety and Security
- Food, Water and Sheltering
- Health and Medical
- Energy (Power and Fuel)
- Communications
- Transportation
- Hazardous Material

Stabilization and sustainment of Community Lifelines can be an important step in the transition from response to recovery, and set the conditions for long term recovery.

Community Lifelines are a tool to examine impacts following a major disaster. The Community Lifelines were developed to assist in framing incident information to help decision makers understand, prioritize and communicate incident impacts and required actions. In this course we present Community Lifelines Analysis in the Recovery chapter as a method of examining whole community assessment to define necessary actions to stabilize the community. This stabilization initiated during response is necessary to set the conditions for a transition to Recovery.



Visual 7.13

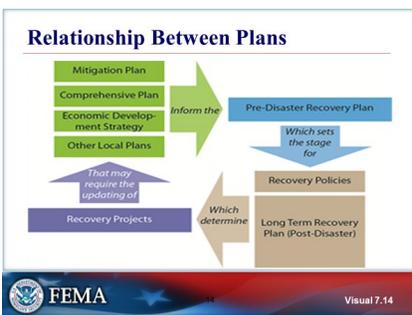
PRE-DISASTER RECOVERY PLANNING

Both pre-disaster and post-disaster recovery planning are critical for communities to develop resilience and for successful and timely recovery.

Pre-disaster recovery planning involves a State or community articulating a process for how it organizes and manages its recovery, establishes relationships among stakeholders, and develops methods for prioritizing recovery decisions and land-use considerations. Elements of a pre-disaster recovery planning and coordination system may include the following:

- Assessment
- Communication and outreach
- Stakeholders
- Partnerships
- Guiding principles and recovery priorities
- Organizational framework
- Concept of operations
- Process for post-disaster recovery planning
- Activity
- Planning considerations

Handout 7-3: Checklist for Pre-disaster Recovery Planning



Visual 7.14

RELATIONSHIP BETWEEN PLANS

Disaster-related plans are inter-related

1. The Mitigation Plan, Comprehensive Plan, Economic Development Strategy, Other Local Plans
2. Inform the Pre-Disaster Recovery Plan
3. Which sets the stage for both Recovery Policies and Long Term Recovery Plan (Post-Disaster)
4. Which Determine Recovery Projects
5. That may require the updating of the initial 4 plans (mitigation, comprehensive, economic development and other local).

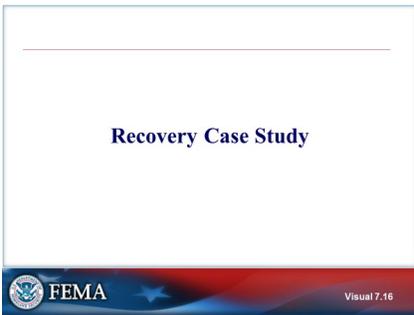


Visual 7.15

COMMUNITY RECOVERY MANAGEMENT TOOLKIT

FEMA has a variety of Community Recovery Management resources available through the Community Recovery Management Toolkit.

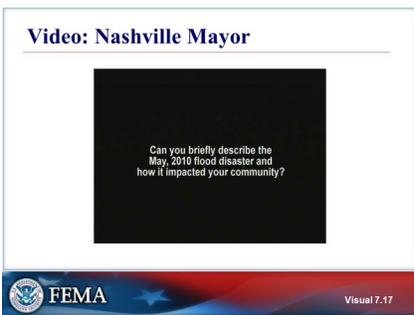
Website: <http://www.fema.gov/national-disaster-recovery-framework/community-recovery-management-toolkit>.



Visual 7.16

UNIT TOPIC: RECOVERY CASE STUDY

The next topic is Recovery Case Study.



Visual 7.17

VIDEO: NASHVILLE MAYOR

In this video, Nashville Mayor, Karl Dean, talks about the challenges and eventual success stories from the Nashville flood event.

Video Transcript

Question: Can you briefly describe the May, 2010 flood disaster and how it impacted your community?

Mayor Dean: Well it began raining here on May 1st and we knew going into that weekend, May 1st was a Saturday, that we were expecting heavy rain and there are some tornado warnings, but we were talking about rain probably in the area of 2 to 3 inches. What happened was the rain came and the rain just didn't leave and it stayed here for somewhere between 36 and 48 hours, and during that time we got about 13 to 14 inches of rain. And so it really ended up being the worst natural disaster in Nashville in probably 50 to 60 years. We had about 2 billion dollars of damage to private property, extensive damage to public property. Eleven of our citizens died. We had major flooding downtown and major flooding all around creeks and tributaries of the Cumberland, and the Cumberland River itself. It was really the most devastating damage the city's had in years.

Question: In what ways did the EOC support or influence the disaster response?

Mayor Dean: Well the EOC was the main information sharing center throughout the entire event. The EOC is basically on high-ground and it's a place where we have always assembled department heads and other emergency management folks during a time of crisis. Generally those have been tornados and things of that nature. When I got to the Emergency Operations Center on Saturday afternoon, people were already there. There's a constant effort there to share information whether it's putting information on the screen or whether it's stopping and giving reviews from each department about what's going on. It became the place where all the briefings occurred. We had an agreement in advance with Belmont University to set up a communications center at Belmont. The EOC is right above Belmont, it was literally next to it, and Belmont has ample room in their different buildings to hold briefings for more press

than we could handle at the EOC, so we set up a public communications center there and then the EOC, with all of its technology and equipment, and remained the center of all rescue recovery and even part of the rebuilding after the waters receded. I probably spent, I dunno, a week, week and a half there as my primary place where I was working during the flood.

Question: How long after the initial flood event did your EOC remain open before demobilizing and transitioning to a recovery organization?

Mayor Dean: Well we activated midday on May 1st and ran around the clock for about 14 days and deactivated on the 14th, so it was actually 14 days. Emergency response lasted the first 3 days, the water I don't think crested, the Cumberland River didn't crest until Monday, and then we transitioned into the recovery process beginning on May 4th.

Question: What advice would you give to other communities about planning for recovery in the future? What do you want to share with other communities about how Nashville succeeded?

Mayor Dean: Well, the two things I think that were done in advance that really made a difference in Nashville; one would be the fact that we set up a joint agreement with Belmont University to have a communication center. That saved a lot of time and I think it made the communication part of the flood response and recovery that much easier, and the communications part is a really big deal. The other thing which I think is probably the most important is that we had an agreement in advance with Hands On Nashville to be the volunteer coordinator in the event of some sort of disaster.

There's probably no end to the amount of review and improvements you could make, and this is something that we're very mindful of. It's called a thousand-year flood, but that's just a probability. It could occur next week, it could occur a year from now, it could occur five years from now, it could occur a thousand and five years from now, but having been through it, all you wanted to do is be more prepared than you were the last time.

Nashville Case Study



Recovery efforts continue today.

- Hundreds of citizens are rebuilding their homes and their lives.
- Metro Nashville Government is improving emergency preparedness and planning for Nashville's long-term recovery.

A devastating flood hit Nashville, TN in early May 2010, drenching the city but uniting the community.



Visual 7.18

NASHVILLE CASE STUDY

Nashville is representative of the kind of catastrophic local disaster that many communities could face. The Nashville event is considered a success story on how a community can transition from a difficult response to a successful recovery (even though recovery will continue for a significant period of time).

Visual 7.18

Nashville Case Study: By the Numbers

- 13 inches of rain fell in 36 hours, more than doubling the previous 2-day rainfall record set in 1979.
- The Cumberland River crested in Nashville 12 feet above flood stage.
- There was an estimated \$2 billion in damages to private property.
- 11 people died.




Visual 7.19

NASHVILLE CASE STUDY: BY THE NUMBERS

Magnitude of the Nashville flood:

- Thirteen (13) inches of rain fell in 36 hours, more than doubling the previous 2-day rainfall record set in 1979.
- The Cumberland River crested in Nashville—12 feet above flood stage.
- Estimated \$2 billion in damages to private property.
- Eleven (11) fatalities.

Visual 7.19

Nashville Case Study: Transition to Recovery

- Over 29,000 volunteers
- 2,773 impacted businesses with 14,499 workers
- \$87 million in Individual Assistance
- More than \$53 million in Public Assistance projects



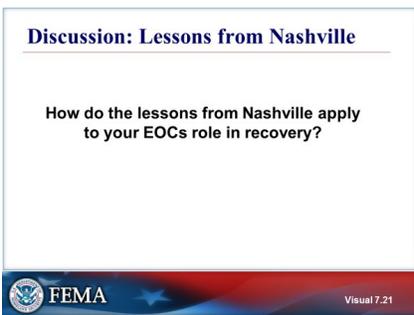

Visual 7.20

NASHVILLE CASE STUDY: TRANSITION TO RECOVERY

As the community moved to recovery, Nashville saw:

- Over 29,000 volunteers.
- 2,773 impacted businesses with 14,499 workers.
- \$87 million in Individual Assistance.
- More than \$53 million in Public Assistance Projects.

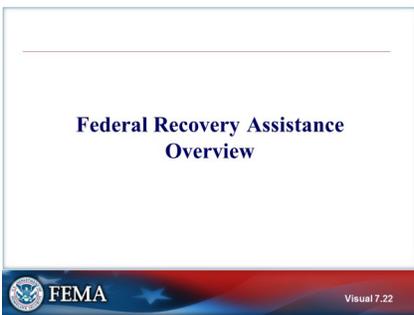
Visual 7.20



Visual 7.21

DISCUSSION: LESSONS FROM NASHVILLE

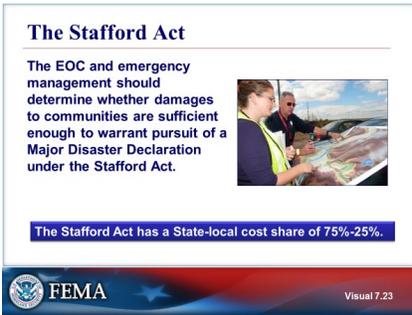
How do the lessons from Nashville apply to your EOCs role in Recovery?



Visual 7.22

UNIT TOPIC: FEDERAL RECOVERY ASSISTANCE OVERVIEW

The next topic is Federal Recovery Assistance.



Visual 7.23

THE STAFFORD ACT

The Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5207 (the Stafford Act) §401 states in part that: "All requests for a declaration by the President that a major disaster exists shall be made by the Governor of the affected State." A State also includes the District of Columbia, Puerto Rico, the Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands. The Republic of Marshall Islands and the Federated States of Micronesia are also eligible to request a declaration and receive assistance through the Compacts of Free Association.

Because of the Sandy Recovery Improvement Act, federally recognized Indian tribal governments now have the option of pursuing a declaration directly from the President. FEMA has developed Tribal Declarations Pilot Guidance (<https://www.fema.gov/tribal-declarations-pilot-guidance>), which provides more detailed and specific guidance for Tribal requests.

During the transition to recovery, the EOC and emergency management should determine whether damages to communities are sufficient enough to warrant pursuit of a Major Disaster Declaration under the Stafford Act.

The Stafford Act authorizes the President to provide major disaster and emergency declarations to States and tribal governments for events in the United States that overwhelm State, tribal and local capability, upon request of a Governor or Chief Executive of a federally recognized Indian Tribal government. The Stafford Act covers all hazards, including natural disaster and terrorist events.

The Stafford Act distinguishes between major disasters and emergencies.

- **A major disaster** could result from a natural or human-caused event that the President determines warrants supplemental Federal aid. The event must be clearly more than State, tribal or local governments can handle alone. If declared, funding comes from the President's Disaster Relief Fund, which is managed by FEMA, and disaster aid programs of other participating

Federal agencies. Note that the Stafford Act has a State-local cost share of 75%-25%, meaning State and locals must pay up to 25% of the costs.

- **An emergency declaration** is more limited in scope and without the long-term Federal recovery programs of a major disaster declaration. Generally, Federal assistance and funding are provided to meet a specific emergency need or to help prevent a major disaster from occurring.
- A third type of declaration, following an “Emergency Declaration”, and “Major Disaster Declaration” (under the Stafford Act) is the **Pre-disaster Declaration**. The Pre-disaster Declaration option is useful when the emergency management community knows, beyond a shadow of a doubt that a major event is going to happen. Examples can include a major flood following torrential rains over an area already near flood stage, when history has clear data showing what is coming in the future. Another example is a hurricane that the NHC has high confidence is tracking true and straight for a heavily developed coastline, and damages are going to be severe. In these cases, getting Federal assets assigned BEFORE the event happens can save a ton of time, and quite possibly saves lives and a lot of injuries. At the very least, it can help the State and local communities prepare and “shore-up” better, and then recover faster, by having recovery assets on-site before the event arrives.

FEMA’s Disaster Declaration Process website (<https://www.fema.gov/disaster-declaration-process>) contains current definitions and requirements.

Building the Case for Assistance

- Local and tribal governments lead response, transition, and recovery.
- A State provides assistance upon a Governor's emergency proclamation or declaration.
- The primary means of Federal assistance is through a Presidential Disaster Declaration (Stafford Act Declaration).



Handout 7-4: Stafford Act Declaration Process



Visual 7.24

Visual 7.24

State/Territorial/Tribal Declaration of Emergency

- States rely upon local jurisdictions to help them determine the need for a statewide declaration of emergency.
- Without a formal proclamation from one or more local jurisdictions, a request for a statewide declaration may be delayed or even denied.




Visual 7.25

Visual 7.25

BUILDING THE CASE FOR ASSISTANCE

As communities seek State and Federal assistance, there are key points to remember for emergency management:

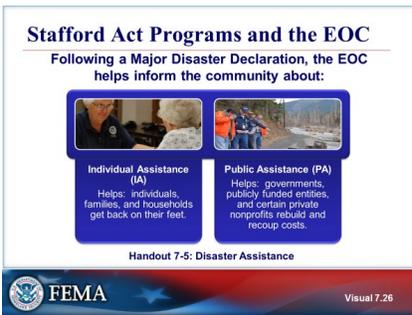
- Local government always has the lead role through response, transition, and recovery (NRF).
- A State provides assistance upon a Governor's emergency proclamation or declaration.
- The primary means of Federal assistance is through a Presidential Disaster Declaration (Stafford Act Declaration).

Handout 7-4: Stafford Act Declaration Process

STATE/TERRITORIAL/TRIBAL DECLARATION OF EMERGENCY

States/Territories and Federally Recognized Tribes make emergency and disaster declarations before they can request Federal assistance. State/Territorial declarations may also enable internal state or territorial assistance that can play an important part in a community's recovery.

States and Territories rely upon local jurisdictions to help them determine the need for a statewide declaration of emergency. Without a formal proclamation from one or more local jurisdictions, a request for a statewide declaration may be delayed or even denied.



Visual 7.26

STAFFORD ACT PROGRAMS AND THE EOC

Following a Major Disaster Declaration, the EOC helps inform the community about:

- Federal Individual Assistance which helps individuals, families, and households get back on their feet.
- Federal Public Assistance (PA) which helps governments, publicly funded entities, and certain private nonprofits rebuild and recoup costs.

This visual only describes two programs that provide Federal Government assistance following a Federally Declared Disaster. There will also be State programs and other assistance available from private or volunteer organizations that can help with recovery.

Handout 7-5: Disaster Assistance



Visual 7.27

INDIVIDUAL ASSISTANCE (IA) PROGRAMS

The purpose of FEMA's Individual Assistance programs is to help individual disaster survivors recover from a declared disaster.

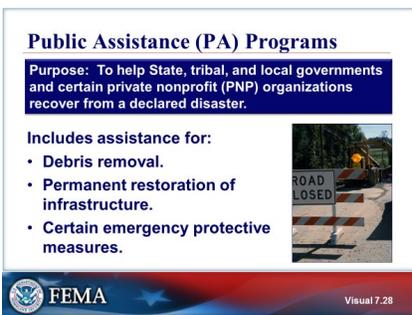
When people lose their homes and possessions because of a disaster, Individual Assistance programs provide the funding and alternatives to help people return to a normal life.

Two primary programs are the Individuals and Households program and Other Needs Assistance. Other programs include:

- Crisis Counseling
- Disaster Case Management
- Small Business Administration (SBA) and U.S. Department of Agriculture (USDA) programs
- Disaster Unemployment Assistance
- Veterans Assistance
- Disaster Legal Services

As a community transitions to recovery, the EOC plays a critical role in informing the public on potential IA.

The EOC and Emergency Management can offer guidance on how to register for Federal assistance as an individual or family (if the IA program is authorized through a Stafford Act Declaration).



Visual 7.28

PUBLIC ASSISTANCE (PA) PROGRAMS

The purpose of the PA program is to help State, tribal, and local governments and certain private nonprofit (PNP) organizations recover from a declared disaster.

The major forms of assistance are:

- Debris removal.
- Permanent restoration of public buildings, roads, bridges, and other infrastructure.
- Certain emergency protective measures.

Other Federal Recovery Assistance

- Small Business Administration
- Department of Housing and Urban Development (HUD) Community Development Block Grants (CDBG)
- United States Department of Agriculture (USDA) Rural Development (RD) housing programs



FEMA Visual 7.29

Visual 7.29

What to Expect...

After a major disaster declaration, jurisdictions should expect to:

- Attend State coordinated recovery briefings.
- Pay for some upfront costs.
- Manage community expectations.
- Identify locations for Disaster Recovery Centers and staging areas.
- Receive FEMA Community Relations teams and guide them to highly impacted areas.



FEMA Visual 7.30

Visual 7.30

OTHER FEDERAL RECOVERY ASSISTANCE

There are a variety of other, non-FEMA, sources of recovery assistance including:

- Small Business Administration
- Department of Housing and Urban Development (HUD) Community Development Block Grants (CDBG)
- United States Department of Agriculture (USDA) Rural Development (RD) housing programs

WHAT TO EXPECT...

These are examples of what Emergency Management should expect after receiving an Individual Assistance declaration under the Stafford Act:

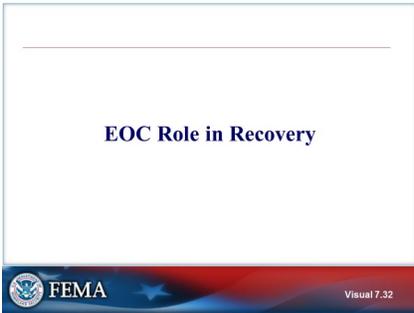
- Attend State coordinated recovery briefings.
- Prepare to pay some upfront costs and seek reimbursement where applicable.
- Plan to manage community and individual expectations immediately (tell the community the truth about possible disaster relief).
- Learn the FEMA language and acronyms (JFO, DRC, SCO, FCO, etc.)
- Pre-identify certain locations that can become Disaster Recovery Centers (DRCs) and staging areas for temporary housing units, commodities, etc.
- Prepare to receive FEMA Community Relations teams and guide them to highly impacted areas of the disaster.



Visual 7.31

ADDITIONAL RESOURCES

Another method of reaching the community during the transition to recovery is the Internet. For example, the <http://www.DisasterAssistance.gov> site pictured on the visual allows disaster survivors to find information on assistance and to register for assistance online.



Visual 7.32

UNIT TOPIC: EOC ROLE IN RECOVERY

The next topic is EOC Role in Recovery.



Visual 7.33

DISCUSSION: YOUR EXPERIENCES

What are your experiences with transitioning from response to recovery?

Transition from Response to Recovery

- Incident Command Post demobilizes
- EOC returns to a lower activation level or transitions to a short-term recovery activities
- ESF staffs inactivate or transition to RSF staffs
- Intermediate to Long-term Recovery may be managed by a recovery manager, recovery committee, or within separate agencies/ departments



Visual 7.34

TRANSITION FROM RESPONSE TO RECOVERY

During the transition from Response to Recovery several activities are taking place:

- Incident Command Post demobilizes
- EOC returns to a lower activation level or transitions to a short-term recovery activities
- ESF staffs inactivate or transition to RSF staffs
- Intermediate to Long-term Recovery may be managed by a recovery manager, recovery committee, or within separate agencies/ departments

This transition can add complexity, particularly in maintaining situational awareness and transferring responsibility for ongoing activities such as incident close-out and short term recovery.

Transition to Recovery: EOC Role



EOCs are increasingly playing a role in transitioning a community toward recovery.

Transition to recovery is also referred to as "Short-Term Recovery" or "Restoration."



Visual 7.35

TRANSITION TO RECOVERY: EOC ROLE

EOCs are increasingly playing a role in transitioning a community toward recovery.

In this portion of the unit we will examine some of the activities EOCs perform to support communities during this critical time.



Visual 7.36

WHOLE COMMUNITY PARTNERSHIP

The responsibility of preparing for disaster recovery begins with the individual and builds to the larger responsibility of the community and local government. Community planning efforts are supported by voluntary, faith-based, and community organizations; local, State, and tribal governments, the Federal Government; and the private sector.

The “Whole Community” approach to recovery encompasses two key concepts:

- Ensuring that response and recovery actions are driven by the actual needs of the entire affected community and conditions on the ground, including the population demographics and geographic location.
- Ensuring that we leverage and rely upon the resources of the entire emergency management team to the greatest extent possible in meeting these needs.

The slide, titled "EOC Staff and Recovery", contains the text: "As EOC staff begin to assist the whole community with recovery, re-examine staff needs and the internal organizational structure." Below the text is a photograph of several people in a meeting setting. The FEMA logo is in the bottom left corner, and "Visual 7.37" is in the bottom right corner.

Visual 7.37

EOC STAFF AND RECOVERY

An EOC’s response organizational structure (i.e. ICS or ICS-like, Incident Support, Departmental) should change to accommodate the transition to recovery. A fully staffed EOC during response will likely become less first-responder resource centric and instead move toward a recovery transition, coordination or policy-focused organizational structure.

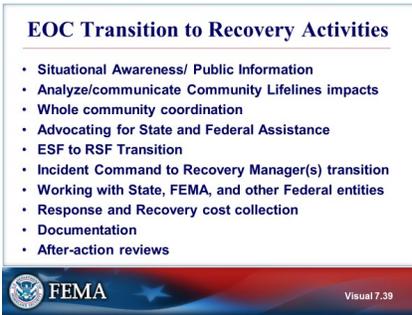
The slide, titled "Recovery Coordination Skillset", lists three bullet points: "Understand complexities of recovery", "Understand impacts to the community", and "Prepare for long term recovery". The FEMA logo is in the bottom left corner, and "Visual 7.38" is in the bottom right corner.

Visual 7.38

RECOVERY COORDINATION SKILLSET

The EOC Recovery Coordination Skillset defines key tasks related to EOC support for transition to Recovery. These can include:

- Understand complexities of recovery
- Understand impacts to the community
- Prepare for long term recovery



Visual 7.39

EOC TRANSITION TO RECOVERY ACTIVITIES

Some of the activities an EOC may do in the transition to recovery include:

- Maintaining Situational Awareness and providing Public Information (Helping the community to manage expectations via an active social media campaign through the transition and into recovery)
- Analyzing the impacts of the incident on Community Lifelines and communicating these impacts to Senior Officials, Recovery leaders, stakeholders and the public
- Whole community coordination
- Advocating for State and Federal Assistance (documenting the incident to obtain Federal assistance)
- Participating in ESF to RSF transition
- Supporting transition from support of the Incident Commander to support for the Recovery Manager
- Working with FEMA, the State and other Federal entities. EOC staff is consistently called upon to liaison with State and Federal officials as local officials conduct joint damage assessments and seek Federal assistance under the Robert T. Stafford Act
- Cost collection for the Response and the short-term Recovery
- Coordination of documentation (gathering and archiving all documents regarding the incident, including costs and decision-making)
- Archiving of data and contact information (ensuring that data and information such as “time snapshots” of GIS maps or contact names and numbers of those participating in EOC activities is captured and available for review and use through the recovery process)
- Conducting after-action reviews and capturing lessons learned and performance improvement actions

The EOC may also directly manage activities such as shelters, Disaster recovery Centers, etc...

Disaster Proclamation/Declaration

- The EOC and emergency management may have already assisted in declaring a proclamation of emergency.
- If not, the transition to recovery is the time to ensure that all legal requirements for the response and future recovery actions have been met.



FEMA Visual 7.40

Visual 7.40

DISASTER PROCLAMATION/DECLARATION

One way that an EOC and Emergency Management assists in the transition to recovery is by assisting in a disaster proclamation.

Most disasters do not rise to the threshold for a disaster declaration. When a disaster does rise to a level that requires a disaster proclamation, Emergency management is often responsible for the drafting of a proclamation of emergency or disaster and ensuring compliance with governing authorities and laws that are associated with such proclamations.

EOCs and emergency management are critical links between the local disaster declaration or proclamation and the State/tribal/territorial government issuing a declaration. States may be reluctant to issue a statewide declaration of emergency or disaster unless local communities and jurisdictions have issued theirs first.

The terminology in these visuals often incorporates both EOC and emergency management. Emergency management has an ongoing role after the response ends. At times, the response ends and the EOC may deactivate ... but emergency management functions such as declarations, proclamations, coordination of damage assessments, and obtaining necessary information for a Stafford Act declaration continue.



Visual 7.41

COMMUNITY LIFELINES ANALYSIS

Community Lifelines are indispensable services that enable the continuous operation of critical business and government functions, and are critical to human health, safety or economic security.

- Safety and Security
- Food, Water and Sheltering
- Health and Medical
- Energy (Power and Fuel)
- Communications
- Transportation
- Hazardous Material

Community Lifelines are a tool for analyzing the impacts of an incident and identifying and prioritizing the actions necessary to stabilize these services.

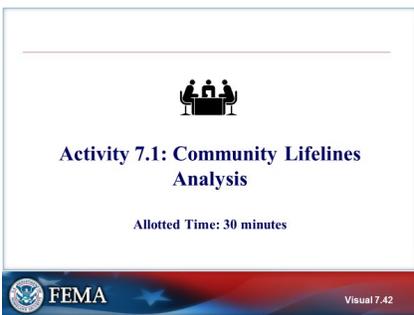
The Community Lifeline construct focuses Response actions on incident stabilization. The desired end state of Response is stabilization of Community Lifelines.

Stabilization occurs when immediate threats to life and property are anticipated, resourced and managed to provide a basic level of services to survivors.

Stabilization is different from sustainment or restoration.

Example: An incident destroys the cell towers in an area disrupting communications. Stabilization occurs when responders provide temporary service through mobile cell sites. Sustainment occurs when the mobile cell sites are continuously resourced. Restoration occurs when the cell towers are rebuilt.

In incident response, there will be a point at which the Incident Command has completed its work and is demobilizing, but there are remaining Community Lifelines that must be stabilized before a transition to can be made to Recovery activities. For this reason, the EOC should gain and maintain an awareness of Community Lifelines impacts throughout the incident. Once the Incident Command has completed their work, it will likely fall to the EOC to maintain and communicate situational awareness of the status of Community Lifelines until they are stabilized, the transition from Response to Recovery activities can be initiated.



Visual 7.42

ACTIVITY 7.1: COMMUNITY LIFELINES ANALYSIS

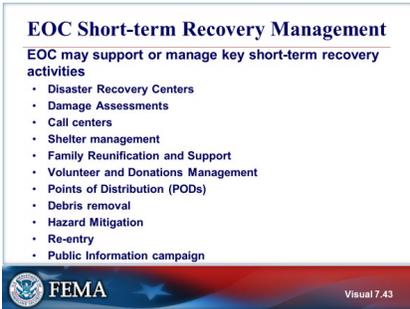
Activity 7.1 Instructions

Working in assigned groups:

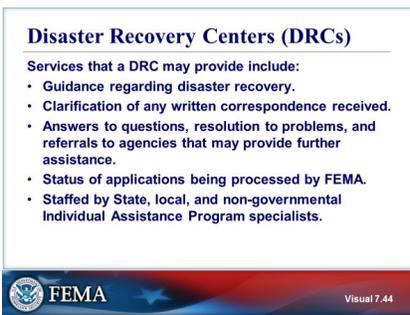
1. Review your assigned scenario on the activity sheet.
2. Briefly discuss potential incident impacts for each Community Lifeline.
3. Fill out the Community Lifelines Worksheet for one lifeline that you anticipate will be significantly impacted by the event and will require stabilization.
 - a. Anticipated **status** of at least two components within the selected Community Lifeline.
 - b. **Impact** of the Community Lifeline component on survivors and response.
 - c. What **actions** must be taken to stabilize the Community Lifeline component. Include the ESF and RSF that would be expected to coordinate this action.
 - d. What **limiting factors** will prevent stabilization and what is the **estimated timeframe** to achieve stabilization.
 - e. What is the likely **EOC role** in facilitating the stabilization of the Community Lifeline.
4. Choose a spokesperson to explain your conclusions. Be prepared to share your work in 15 minutes.

Each table or group is assigned one of the following scenarios:

- A magnitude 6.8 earthquake impacting a dense urban area
- A category 2 hurricane impacting a remote coastal community
- A series of tornadoes impacting several small, remote, dispersed rural communities
- Wildland fires affecting large forested areas and several adjoining residential areas
- Wide-spread flooding following a series of storms impacting a medium sized city
- A terrorist bombing in a dense urban area producing high casualties



Visual 7.43



Visual 7.44

Groups are allotted 15 minutes to discuss the challenges, then will share their work.

EOC SHORT-TERM RECOVERY MANAGEMENT

There are a variety of short-term recovery activities that the EOC may manage or support

- Disaster Recovery Centers
- Damage Assessments
- Call Centers
- Shelter Management
- Family Reunification and Support
- Volunteer and Donations Management
- Points of Distribution (Pods)
- Debris Removal
- Hazard Mitigation
- Re-Entry
- Public Information Campaign

DISASTER RECOVERY CENTERS (DRCS)

EOCs may locate appropriate sites to establish DRCs in the community, and could have a role in managing or supporting operations of these centers.

Disaster Recovery Centers are one avenue to reach the community with information needed for recovery. DRCs may provide:

- Guidance regarding disaster recovery.
- Clarification of any written correspondence received.
- Answers to questions, resolution to problems, and referrals to agencies that may provide further assistance.
- Status of applications being processed by FEMA Recovery Outreach.
- Staffed by State, local, and non-governmental Individual Assistance Program Specialists.

Damage Assessment and Documentation

EOC and emergency management professionals consolidate damage assessments to:

- Provide SA of scope and impact
- Ensure information sharing.
- Document the information that may be required for potential State or Federal reimbursement.



 FEMA Visual 7.45

Visual 7.45

DAMAGE ASSESSMENT AND DOCUMENTATION

The EOC and emergency management professionals consolidate damage assessments to:

- Provide Situational Awareness (SA).
- Ensure information sharing.
- Document the information that may be required for potential State or Federal reimbursement.

The documentation of activities and costs is both a legal and financial concern for communities during disaster recovery.

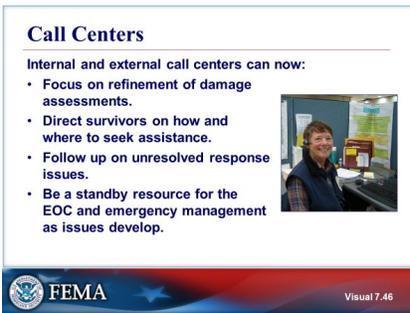
- Disaster recovery activities should be documented to help protect the community from liability for damages or actions associated with disaster operations.
- Disaster recovery costs should be tracked to support requests for reimbursement in the event of State or Federal disaster declarations.
- Communities should develop their own documentation policies, procedures, and systems before disaster strikes, and include them in their training and activity programs.
- Damage assessment may include the following:

Preliminary Damage Assessment (PDA)

This assessment, conducted jointly by FEMA, the State (and/or the tribal), and the local jurisdiction, includes a description of damages according to categories established by the State and/or local governments. The PDA is used to more specifically gauge the impact of the disaster and to determine whether a request for a Presidential disaster declaration will be made. This assessment is conducted during response but may be modified or refined during recovery operations.

Additional Assessments

Regardless of a Presidential disaster declaration, additional assessments and inspections will be conducted as the recovery progresses. Insurance agents, environmental health inspectors, housing inspectors, engineers, and other professionals will



Visual 7.46

conduct a variety of assessments and inspections for various reasons.

If a Presidential disaster declaration is made, the additional assessments and inspections will help determine the funding levels of assistance programs and the eligibility for that funding.

Emergency managers may be involved in many of these assessments and need to be aware of the types and occurrences of other assessments and inspections that occur in their jurisdiction.

Community leaders and the general public may want to know the location and purpose of these assessments and inspections.

CALL CENTERS

Call centers that assisted the EOC during the incident response can shift their focus to supporting the EOC during the transition to recovery by:

- Focusing on the refinement of damage assessments

More thorough assessment via direct interaction.

Double checking the cases or numbers for accuracy.

- Directing residents on how and where to seek assistance.
- Following up on unresolved issues

Incomplete information from a previous caller.

- Being a standby as a resource for the transitioning EOC or its community.

Shelters

- Temporary housing for uninhabitable, unsafe, unsanitary, or unsecure
- Provide a safe place for individuals and families affected by a disaster to sleep or rest
- May offer food, snacks, beverages, cots, blankets, sanitation facilities, safety, first aid and information on recovery efforts
- EOC may have a role in establishing, coordinating for or managing shelters



Visual 7.47

Visual 7.47

Family Reunification and Support

- Incidents can separate family and friends
- Family Assistance Centers/ Family Support Centers/ Reunification Centers:
 - Coordinate between law enforcement, medical, incident personnel and medical examiner to identify the status of victims
 - Provide information and status notifications to family and friends of victims
 - Support reunification
 - Provide Behavioral Health and Spiritual Care resources



Visual 7.48

Visual 7.48

Volunteers and Donations

- Your jurisdiction can be overrun with "goodwill"
- Volunteer efforts should be coordinated
- Donations require management




Visual 7.49

Visual 7.49

SHELTERS

People whose homes are not habitable, safe, sanitary, or secure will need temporary housing following an incident.

Shelters provide a safe place for individuals and families affected by a disaster to sleep or rest.

Shelters may offer, among other things, food, snacks, beverages, cots, blankets, sanitation facilities, safety, first aid and information on recovery efforts.

In many jurisdictions, the EOC has a role in establishing, coordinating for, or managing shelters.

FAMILY REUNIFICATION AND SUPPORT

Incidents can separate family and friends

Family Assistance Centers/Family Support Centers/ Reunification Centers:

- Coordinate between law enforcement, medical, incident personnel, and medical examiner to identify the status of victims
- Provide information and status notifications to family and friends of victims
- Support reunification
- Provide Behavioral Health and Spiritual Care resources

The EOC may have a role in establishing, coordinating for or managing Family Assistance Centers, Family Support Centers, or Reunification Centers.

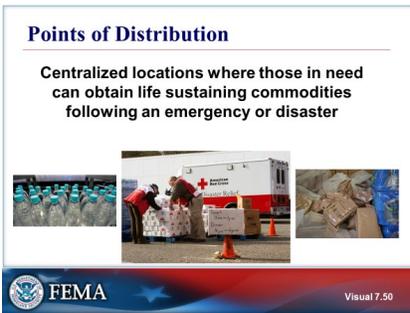
VOLUNTEERS AND DONATIONS

Often a lot of people and organizations will want to help, whether its needed or not! Your jurisdiction can be overrun with "goodwill."

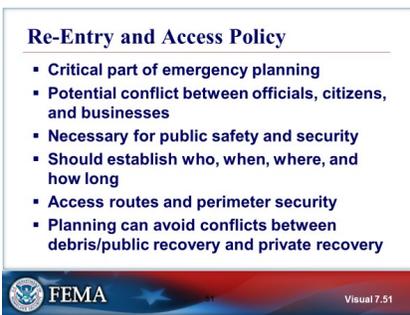
- Volunteer efforts should be coordinated
- Donations require management

A technique for effective donations management is to designate a donated goods intake location (preferably outside of the impacted area).

The EOC may have a role in coordinating volunteers or managing donations.



Visual 7.50



Visual 7.51

POINTS OF DISTRIBUTION

PODs are Centralized locations where those in need can obtain life sustaining commodities following an emergency or disaster.

The EOC may have a role in establishing, coordinating or managing Points of Distribution.

RE-ENTRY AND ACCESS POLICY

Planning for re-entry and access for the community is a critical part of emergency planning during recovery.

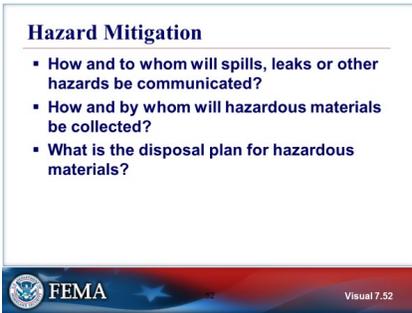
People will want to return to their homes and businesses as soon as possible, and often before it is safe to do so.

This can result in conflict between officials, citizens, and businesses.

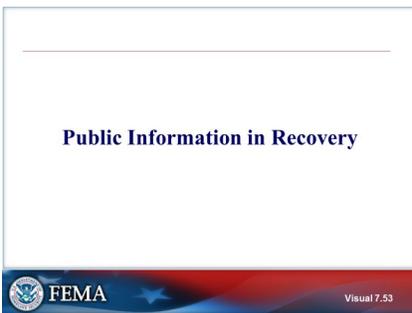
Re-entry and access policy is necessary for public safety and security. It should establish who, when, where, and how long. Policy should define access routes and perimeter security.

Planning can avoid conflicts between debris/public recovery and private recovery

The EOC may have a role in establishing, coordinating or managing re-entry and access policy development or plan execution.



Visual 7.52



Visual 7.53

HAZARD MITIGATION

Hazard mitigation is necessary for the safety of incident personnel, recovery personnel and the public.

- The presence of spills, leaks or other hazards must be communicated.
- The agency or party responsible for collecting or mitigating hazardous materials must be clearly understood.
- The proper disposal of hazardous materials must be detailed and correctly carried out by the responsible agency or party.

The EOC may have a role in establishing, coordinating or managing hazard mitigation policy development or hazard mitigation plan execution.

UNIT TOPIC: PUBLIC INFORMATION IN RECOVERY

The final topic is Public Information in Recovery.

What's Next?

- During the transition to recovery, communities want to know, "What is next?"
- Emergency Management and the EOC can influence how a disaster recovery is viewed.



FEMA Visual 7.54

Visual 7.54

Use of EOC Technology

IPAWS, Reverse 911 and other technology solutions support early or advanced warning.

Early or advanced warning technology can:

- Direct residents toward assistance.
- Prompt actions from one neighborhood to the next.
- Prepare the community for any additional events (aftershocks).
- Communicate updated transportation information to the community.

FEMA Visual 7.55

Visual 7.55

WHAT'S NEXT?

During the transition to recovery, communities often ask: "What is next?"

How the EOC and emergency management professionals (and elected officials who supervise these functions) answer this important question can help determine how a disaster will be viewed immediately and for many years.

Emergency management should take a strong leadership role in laying the foundation for recovery by offering a vision of how the community will transition to recovery.

Public Information best practices for Recovery include:

- Communicate the specifics of the recovery efforts.
- Use a proactive approach.
- Develop an information management strategy.
- Poll key figures.
- Work with stakeholders and the media.
- Monitor the message.
- Collaborate and build trust.

USE OF EOC TECHNOLOGY

IPAWS, Reverse 911, and other technology solutions support early or advanced warning.

EOCs that use technology for advanced warnings of an event or during response can now use that communications' technologies:

- Direct residents toward assistance.

Example: DRCs or shelters.

- Prompt actions from one neighborhood to the next.

Example: Ask one community to direct assistance to a neighboring community.

- Prepare the community for any additional events.

Example: Aftershocks.

- Communicate updated transportation information to the community.

Example: Road closures, bridges, etc.



Visual 7.56

SOCIAL MEDIA

During the EOC's response, social media likely played a key role in informing the public. Social media should continue to contribute in the transition to recovery. However, EOC management and emergency management professionals should become aware of potential pitfalls in using social media.

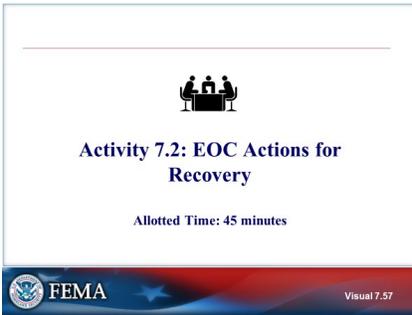
Some of the potential pitfalls include:

- Social Media requires constant supervision and management.
- Rumor control will likely escalate.
- Public Information Laws (Sunshine Laws) may require additional policy development for use.

When using social media, assign responsibilities for updating and vetting updates (Facebook postings and Twitter updates) as the community transitions to recovery.

As people begin to engage in the recovery process, it is important to recognize that they may unintentionally spread rumors or bad information about the recovery process. Managing rumors continues to be an important function for the EOC as it transitions a community to recovery.

EOCs and emergency management professionals need to recognize that "Sunshine Laws" and public disclosure statutes increasingly allow for public access to jurisdictionally owned or managed social media. Remember that social Tweets and postings are subject to public disclosure.



Visual 7.57

ACTIVITY 7.2: EOC ACTIONS FOR RECOVERY

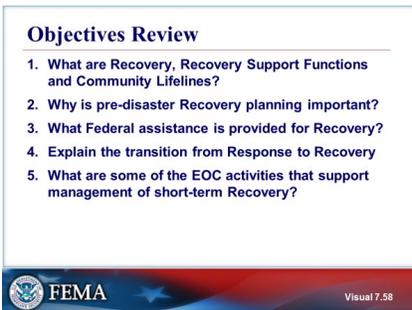
This activity is designed to demonstrate the challenges of transitioning an EOC from response to recovery.

Activity 7.2 Instructions

Working in small groups:

1. Remain in your assigned table groups.
2. Read the scenario and then work in table groups to answer the following questions.
 - a. Identify the ongoing issues that remain unresolved at the time of the demobilization of the incident command.
 - b. Complete a Community Lifelines analysis (using the Community Lifelines worksheet provided in the course materials) to determine if there are any these ongoing issues that impact critical business or government functions or are critical to human health, safety, or economic security.
 - c. From the Community Lifelines analysis, select and be prepared to brief two of the identified issues that the community must stabilize following this incident. For each, identify:
 - What ESF/RSF could be used as a coordination mechanism for the activity
 - What departments or agencies in Liberty County will likely participate in the stabilization and subsequent recovery activity?
 - Is there any likely source of Federal, State or non-governmental assistance that could be applicable to stabilization and restoration of that Community Lifeline?
 - What role the EOC will have in supporting stabilization and transition of responsibility for restoration of the Community Lifeline during Recovery?
3. The instructor will determine a method for the table group to out-brief based on available time.

Groups are allotted 20 minutes to develop their responses, then will share their work. Twenty-five (25) minutes are allotted for class discussion.



Visual 7.58

OBJECTIVES REVIEW

Unit Enabling Objectives

1. Define Recovery, Recovery Support Functions and Community Lifelines.
2. Explain pre-disaster Recovery planning.
3. Describe Federal assistance for Recovery.
4. Explain the transition from Response to Recovery.
5. Identify EOC activities that support management of short-term Recovery.

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Supplemental Materials

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Handout 7-1: Recovery Continuum

Recovery Continuum			
Pre-disaster Preparedness	Short-Term Recovery	Intermediate Recovery	Long-Term Recovery
<p>Examples include:</p> <ul style="list-style-type: none"> Pre-disaster recovery planning Mitigation planning and implementation Community capacity and resilience building Conducting disaster preparedness exercises Partnership building Articulating protocols in disaster plans for services to meet the emotional and health care needs of adults and children 	<p>Examples include:</p> <ul style="list-style-type: none"> Mass Care/Sheltering: Provide integrated mass care and emergency services Debris: Clear primary transportation routes Business: Establish temporary or interim infrastructure to support business re-openings Reestablish cash flow Emotional/Psychological: Identify adults & children who would benefit from counseling or behavioral health services and begin treatment Public Health and Health Care: Provide emergency and temporary medical care and establish appropriate surveillance protocols Mitigation Activities: Assess and understand risks and vulnerabilities 	<p>Examples include:</p> <ul style="list-style-type: none"> Housing: Provide accessible interim housing solutions Debris/Infrastructure: Initiate debris removal Plan immediate infrastructure repair and restoration Business: Support reestablishment of businesses where appropriate Support the establishment of business recovery one-stop centers Emotional/Psychological: Engage support networks for ongoing care Public Health and Health Care: Ensure continuity of care through temporary facilities Mitigation Activities: Inform community members of opportunities to build back stronger 	<p>Examples include:</p> <ul style="list-style-type: none"> Housing: Develop permanent housing solutions Infrastructure: Rebuild infrastructure to meet future community needs Business: Implement economic revitalization strategies Facilitate funding to business rebuilding Emotional/ Psychological: Follow-up for ongoing counseling, behavioral health, and case management services Public Health and Health Care: Reestablishment of disrupted health care facilities Mitigation Activities Implement mitigation strategies

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Handout 7-2: Recovery Support Functions (RSFs)

Recovery Support Functions	
RSF	Mission
Community Planning and Capacity Building	To support and build recovery capacities and community planning resources of local, State, and tribal governments needed to effectively plan for, manage, and implement disaster recovery activities in large, unique, or catastrophic incidents.
Economic Recovery	To integrate the expertise of the Federal Government to help local, State, and tribal governments and the private sector sustain and/or rebuild businesses and employment and develop economic opportunities that result in sustainable and economically resilient communities after large-scale and catastrophic incidents.
Health and Social Services	To provide Federal Government assistance to locally led recovery efforts in the restoration of the public health, health care, and social services networks to promote the resilience, health, and well-being of affected individuals and communities.
Housing	To address pre- and post-disaster housing issues and coordinate and facilitate the delivery of Federal resources and activities to assist local, State and tribal governments in the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and development of other new accessible, permanent housing options.
Infrastructure Systems	To facilitate the integration of the capabilities of the Federal Government to support local, State, and tribal governments and other infrastructure owners and operators in their efforts to achieve recovery goals relating to the public engineering of the Nation's infrastructure systems.
Natural and Cultural Resources	To integrate Federal assets and capabilities to help State and Tribal governments and communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents.

Handout 7-3: Checklist for Pre-disaster Recovery Planning

Assessment

- Identify hazards; assess risks and vulnerabilities.
- Identify limitations in recovery capacity and means to supplement this capacity.
- Identify areas of potential financial challenges.

Communication and Outreach

- Identify strategies to use in the development of the pre-disaster recovery planning process.
- Develop outreach and communications strategies for use during post-disaster recovery.
- Ensure community participation of underserved and disadvantaged populations including the use of alternative communications formats and multiple languages.
- Ensure effective communications for all participants, including individuals with disabilities and individuals with limited English proficiency.

Stakeholders

- Identify sectors of the community to participate in pre-disaster and post-disaster recovery planning and coordination.

Partnerships

- Develop pre-disaster partnerships that ensure engagement of all potential resources and issues.
- Encourage full engagement of the public and recovery stakeholders.
- Organize connections and interface with the local government.

Guiding Principles and Recovery Priorities

- Determine principles to guide recovery decision-making.
- Explore how priorities are determined following a disaster.
- Incorporate sustainability into overall planning guidance.

Organizational Framework

- Establish clear leadership, coordination, and decision-making structures throughout all levels of government.

Concept of Operations

- Establish the operational framework that is followed immediately after a disaster occurs.

- Establish maintenance procedures for updating pre-disaster and post-disaster recovery plans.

Process for Post-disaster Recovery Planning

- Clearly articulate the connectivity between mitigation, comprehensive and regional sustainability planning, and other policy positions.
- Identify how the community will work together after a disaster to develop their plan for recovery.
- Use an all-hazard approach to recovery planning and preparedness.
- Identify priority recovery and redevelopment activities.
- Organize decisions using a planning system that:
 - ✓ Evaluates the likely conditions and needs after a disaster.
 - ✓ Sets recovery goals and objectives.
 - ✓ Measures progress against those goals and objectives.

Exercise

- Test pre-disaster planning, preparation, and staff capabilities by implementing recovery exercises.
- Evaluate performance and revise pre-disaster recovery plans accordingly.

Planning Considerations

- Identify specific planning considerations that must be considered in the development of a recovery plan, including but not limited to, place-based mitigation issues such as:
 - ✓ Wild/rural/urban interfaces.
 - ✓ Floodplain management.
 - ✓ Coastal zones.
 - ✓ Seismic areas.
 - ✓ Historic and cultural properties, districts, landscapes, and traditional cultural properties.

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Handout 7-4: Stafford Act Declaration Process

Requesting Stafford Act Assistance	
FEMA/Federal and State/Territorial and Tribal representatives complete a Preliminary Damage Assessment (PDA).	<p>The PDA:</p> <ul style="list-style-type: none"> Documents the impact of the event and estimates initial damage. Establishes a foundation for the Governor/Tribal Chief Executive to request assistance. Provides background for FEMA's analysis of the request.
The Governor/Tribal Chief Executive requests assistance.	<p>The request, by law, must:</p> <ul style="list-style-type: none"> State that the Governor/Tribal Chief Executive has taken appropriate action and directed execution of the State/Tribal emergency operations plan. Certify that the incident is of such severity and magnitude that State/Tribal government and local resources are inadequate. Include a damage estimate. Describe the State/Tribal and local resources committed to response and recovery. Describe the assistance being requested and agree to cost-sharing provisions.
FEMA reviews the request and makes a recommendation.	<ul style="list-style-type: none"> The request is addressed to the President through the FEMA Regional Administrator. The FEMA regional office completes its analysis and recommendation. FEMA Headquarters reviews to ensure the request meets Stafford Act requirements. The FEMA Administrator then recommends a course of action to the President.
The President makes a major disaster declaration, if warranted.	<ul style="list-style-type: none"> The President decides whether to declare that a major disaster exists. If a declaration is issued, assistance is made available under the Stafford Act.

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Handout 7-5: Disaster Assistance

Disaster Assistance Recovery Programs	
Stafford Act Program Summaries	
Individual Assistance	The Individual Assistance program serves families and businesses that have been affected by disasters. Some of these services include:
Emergency Needs	Voluntary agencies attend to essential needs that must be met immediately. Emergency needs include food, shelter, transportation, and medical care.
Individuals and Households Program (IHP)	
Temporary Housing Assistance	If qualifications are met, FEMA provides temporary Housing Assistance (HA): Financial (rental assistance or short-term lodging expenses) or direct assistance (manufactured housing or recreational vehicle) with temporary housing needs.
Repairs	Funding to make home repairs, to return homes to a safe and sanitary living or functioning condition. Additional repair assistance may be provided by the Small Business Administration disaster loan program.
Replacement	Assistance to purchase a replacement home.
Permanent Housing Construction	Assistance to construct a permanent home in island areas, or other remote locations outside the Continental United States when other housing forms are unavailable or infeasible. Note: Permanent Housing Construction is rarely implemented.
Other Needs Assistance (ONA)	Other Needs Assistance may be provided to help with related medical, dental, funeral, and other expenses. This type of assistance is not income dependent. ONA also can provide assistance for personal property such as furniture, appliances, transportation, clothing, and moving/storage.
Small Business Administration (SBA)	
SBA Loans	SBA provides Home and Personal Property Disaster Loans: Low-interest loans for restoring or replacing uninsured or underinsured disaster-damaged real estate and personal property. These loans are limited to the amount of uninsured SBA-verified losses.
Business Physical Loss Disaster Loans	Low-interest loans to businesses for repair and replacement of destroyed or damaged facilities, inventory, machinery, or equipment.

Disaster Assistance Recovery Programs	
Economic Injury Disaster Loans	Loans for working capital to small businesses that cannot pay bills or meet expenses as a result of the disaster. There is money available for mitigation.
Consumer Services	The State Attorney General’s Office provides counseling on consumer problems including product shortages, price gouging, and disreputable business practices.
Disaster Unemployment Assistance (DUA)	Eligibility: Those not qualified for regular unemployment insurance (self-employed). Unemployment benefits at the State’s rate from date of incident up to 26 weeks after the incident.
Crisis Counseling	Assistance for short-term counseling, public education. FEMA funds Health and Human Services (HHS) Center for Mental Health Services; grants in turn to State Mental Health Departments and local providers.
Disaster Legal Services (DLS)	Provided through the Young Lawyers Division of the American Bar Association, DLA provides assistance for disaster-related legal needs such as assistance with insurance claims, will replacement, landlord disputes, etc.
Disaster Case Management (DCM)	FEMA provides grants to States to implement DCM. A disaster case manager assists households in assessing their disaster-caused unmet needs and helps them develop a goal-oriented recovery plan.
Emergency Farm Assistance	The Department of Agriculture (USDA) provides emergency farm loans through the Farm Service Agency (FSA). This program provides assistance to family farmers who suffer disaster-related damage, or a loss related to their farming operations. The loans are intended to return the farm operation to a productive basis as soon as possible.
Public Assistance	The Public Assistance program provides assistance to municipalities and certain private nonprofit groups for: Removal of debris. Repairs to public buildings, roads, bridges, and other infrastructure. Certain emergency protective measures. FEMA can task (“mission assign”) another Federal agency to help in the provision of public assistance support or reimburse local governments for completing the needed work.

Disaster Assistance Recovery Programs	
Hazard Mitigation	<p>Mitigation is any action of a long-term, permanent nature that reduces the actual or potential risk of loss of life or property from a hazardous event.</p> <p>Mitigation means providing individuals and communities with resources and technical assistance to rebuild in ways that will reduce the possibility of future losses. Mitigation may involve simple measures such as strapping a water heater to a wall to prevent earthquake damage and elevating heating and air conditioning units to avoid flood damage. Mitigation can also include more complex efforts such as reengineering bridges or relocating communities.</p> <p>Mitigation requires that individuals look at the future, not at just short-term rebuilding efforts.</p>
General Program Information	
What To Do If People Ask About the Programs	<p>Never give advice about an individual’s eligibility. This may raise false expectations and add to their suffering, confusion, or disappointment.</p> <p>If people ask you about the disaster assistance programs and whether they may be eligible, it is important to encourage them to apply for assistance. Remind individuals about the tele-registration number: 1-800-621-3362 (FEMA). Assistance programs and the eligibility needs are complex, so it is important for everyone to complete an application. Completing an application is the only way to make sure individuals get all the assistance they are entitled to receive.</p>
Disaster Assistance Information	<p>Following a Presidential declaration of a disaster, FEMA initiates a coordinated effort to publicize information on how to apply for disaster assistance. It includes Public Service Announcements, community workers, media announcements, and many other methods and procedures.</p>
The Registration Process	<p>The National Processing Service Center (NPSC) is a permanent FEMA facility that houses the National Tele-registration Center, a nationwide toll-free telephone bank. When an application for disaster assistance is taken over the telephone, it is processed into the computer system.</p> <p>The NPSC can take calls from anywhere in the continental United States during operating hours (disaster specific). Temporary centers may be set up to help with taking and processing the overflow of applications. Operators are available at certain times to translate various languages.</p> <p>If people ask you how or where to apply, encourage them to call the toll-free application number.</p>

Tele-registration
1-800-621-3362
TTY
1-800-462-7585

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Activity 7.1: Community Lifelines Analysis

Instructions: Working in small groups.

Activity 7.1 Instructions

Assign each table or group a scenario:

- A magnitude 6.8 earthquake impacting a dense urban area
- A category 2 hurricane impacting a remote coastal community
- A series of tornadoes impacting several small, remote, dispersed rural communities
- Wildland fires affecting large forested areas and several adjoining residential areas
- Wide-spread flooding following a series of storms impacting a medium sized city
- A terrorist bombing in a dense urban area producing high casualties

Working in assigned groups:

1. Review your assigned scenario on the activity sheet.
2. Briefly discuss potential incident impacts for each Community Lifeline.
3. Fill out the Community Lifelines Worksheet for one lifeline that you anticipate will be significantly impacted by the event and will require stabilization or sustainment.
 - a. Anticipated **status** of at least two components within the selected Community Lifeline.
 - b. **Impact** of the Community Lifeline component on survivors and Response.
 - c. What **Actions** must be taken to stabilize the Community Lifeline component. Include the ESF and RSF that would be expected to coordinate this action.
 - d. What **limiting factors** will prevent stabilization and what is the **estimated timeframe** to achieve stabilization.
 - e. What is the likely **EOC role** in facilitating the stabilization of the Community Lifeline.
4. Choose a spokesperson to explain your conclusions. Be prepared to share your work in 15 minutes.

Groups will have 15 minutes to discuss the challenges, then will be asked to share their work.

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Activity 7.1: Community Lifelines Analysis Worksheet

Community Lifeline and Components	Status	Impacts	Actions (ESF/RSF Link)	Limiting Factors and Time to Stabilization	EOC Role
 <p>Transportation</p> <p><input type="checkbox"/> Highway/Roadway</p> <p><input checked="" type="checkbox"/> Mass Transit</p> <p><input type="checkbox"/> Railway</p> <p><input type="checkbox"/> Aviation</p> <p><input type="checkbox"/> Maritime</p> <p><input type="checkbox"/> Pipeline</p>	Roadways are blocked	100,000 survivors have no access to public transportation and emergency support services	Route clearance and debris removal ESFs: 1-Transportation 3-Public Works and Engineering RSF: 5-Infrastructure Systems Recovery	Limited route clearance and debris removal resources. Estimate one week to stabilize.	1. Maintain staffing to support Situational Awareness (SA). 2. Develop EEIs for status of roadways. 3. Provide SA on status of roadways to Senior Officials and ESF/RSF leads. 4. Support potential resource requests to support route clearance and debris removal.

Sample Community Lifelines Analysis for Transportation

Components: Identify the components of each lifeline (check appropriate boxes for each lifeline).

Status: Summarize the cause of the instability. Status statement should clearly describe why the component is not stable.

Impacts: Outline the specific effects of the impacted lifeline component on survivors and response.

Actions: Describe the whole community actions that are being taken or must be taken to stabilize this component of the impacted Community Lifeline. As a part of your answer describe which ESF would have been involved in stabilizing this component during Response, and what RSF will assume responsibility for lifeline restoration during Recovery.

Limiting Factors and Time to Stabilization: Detail any issues that will prevent stabilization and estimate the timeframe for that component to be stabilized.

EOC Role: Describe the role or actions that the EOC will likely have in stabilization of the Community Lifeline Component during the transition from Response to Recovery.

Community Lifeline and Components	Status	Impacts	Actions (ESF/RSF Link)	Limiting Factors and Time to Stabilization	EOC Role
 <p>Safety and Security</p> <ul style="list-style-type: none"> <input type="checkbox"/> Law Enforcement/ Security <input type="checkbox"/> Search and Rescue <input type="checkbox"/> Fire Services <input type="checkbox"/> Government Services <input type="checkbox"/> Responder Safety <input type="checkbox"/> Imminent Hazard Mitigation 					

Community Lifeline and Components	Status	Impacts	Actions (ESF/RSF Link)	Limiting Factors and Time to Stabilization	EOC Role
 <p>Food, Water and Sheltering</p> <ul style="list-style-type: none"> <input type="checkbox"/> Evacuations <input type="checkbox"/> Food/Potable Water <input type="checkbox"/> Shelter <input type="checkbox"/> Durable Goods <input type="checkbox"/> Water Infrastructure <input type="checkbox"/> Agriculture 					

Community Lifeline and Components	Status	Impacts	Actions (ESF/RSF Link)	Limiting Factors and Time to Stabilization	EOC Role
 <p>Health and Medical</p> <ul style="list-style-type: none"> <input type="checkbox"/> Medical Care <input type="checkbox"/> Patient Movement <input type="checkbox"/> Public Health <input type="checkbox"/> Fatality Management <input type="checkbox"/> Health Care Supply Chain 					
 <p>Energy (Power and Fuel)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Power (Grid) <input type="checkbox"/> Temporary Power <input type="checkbox"/> Fuel 					

Community Lifeline and Components	Status	Impacts	Actions (ESF/RSF Link)	Limiting Factors and Time to Stabilization	EOC Role
 <p>Communications</p> <ul style="list-style-type: none"> <input type="checkbox"/> Infrastructure <input type="checkbox"/> Alerts, Warnings, and Messages <input type="checkbox"/> 911 and Dispatch <input type="checkbox"/> Responder Communications <input type="checkbox"/> Financial Services 					

Community Lifeline and Components	Status	Impacts	Actions (ESF/RSF Link)	Limiting Factors and Time to Stabilization	EOC Role
 <p>Transportation</p> <ul style="list-style-type: none"> <input type="checkbox"/> Highway/Roadway <input type="checkbox"/> Mass Transit <input type="checkbox"/> Railway <input type="checkbox"/> Aviation <input type="checkbox"/> Maritime <input type="checkbox"/> Pipeline 					
 <p>Hazardous Material</p> <ul style="list-style-type: none"> <input type="checkbox"/> Facilities <input type="checkbox"/> Incident Debris, Pollutants, Contaminants 					

Activity 7.2: EOC Actions for Recovery

Scenario Part 3: Demobilization and Transition to Recovery

It is now 5:30 a.m. and the situation at the fairgrounds is under control. There are 15 known casualties under medical care at local hospitals. Two firefighters were injured in the response and were taken to local hospitals for treatment. Hospital capacity has not been exceeded. There were four known deaths and their remains are in the custody of the medical examiner. Cause of death determinations and victim identification have not been completed. The vehicle driver at the fairgrounds incident, tentatively identified as an employee of the trucking company, is believed to be one of the incident deaths.

Liberty County anticipates that there will likely be legal claims against the county related to the individuals hurt and killed, and property damaged in the incident.

Local dispatch and the EOC continue to receive a high volume of inquiries from family and friends of people who were believed to be at the fairgrounds and are unaccounted for. A combined total of over 200 inquiries have been received at separate locations; it is unclear how many of these are duplicate reports.

The vehicle and building fires have been extinguished. However, there are wider impacts. The natural gas explosion and fires have caused significant damage to both natural gas and electrical power distribution systems for much of Central City and portions of Liberty County. The areas adjoining the fairgrounds have been without power or natural gas for over 12 hours. Additionally, the interruption of natural gas and electrical power have impacted the city's water distribution and sewage treatment plants. Approximately 1,000 residents and business owners are without electricity, natural gas and water. Hospitals and other health care facilities are operating on generator power. This is providing the highest priority life sustaining capabilities of the hospitals, but is interfering with routine, non-emergency operations at these facilities. Initial estimates are that repairs to get these systems fully functional is expected to take at least 36-48 hours. Daytime temperatures are forecasted to reach a high of 97 degrees with high humidity. Many residents may not be able to safely remain in their residences during this time without electricity, gas, clean water and sewage treatment.

The partially collapsed building is structurally unstable and has been cordoned off. No survivors are believed to be in the rubble, but this must be confirmed. Some surrounding fair grounds structures, as well as the previously mentioned gas and electrical infrastructure, were also damaged by the fire. The degree of structural damage to the buildings has not been determined. Large areas of the fairgrounds will require repair before the fairgrounds can return to normal operations.

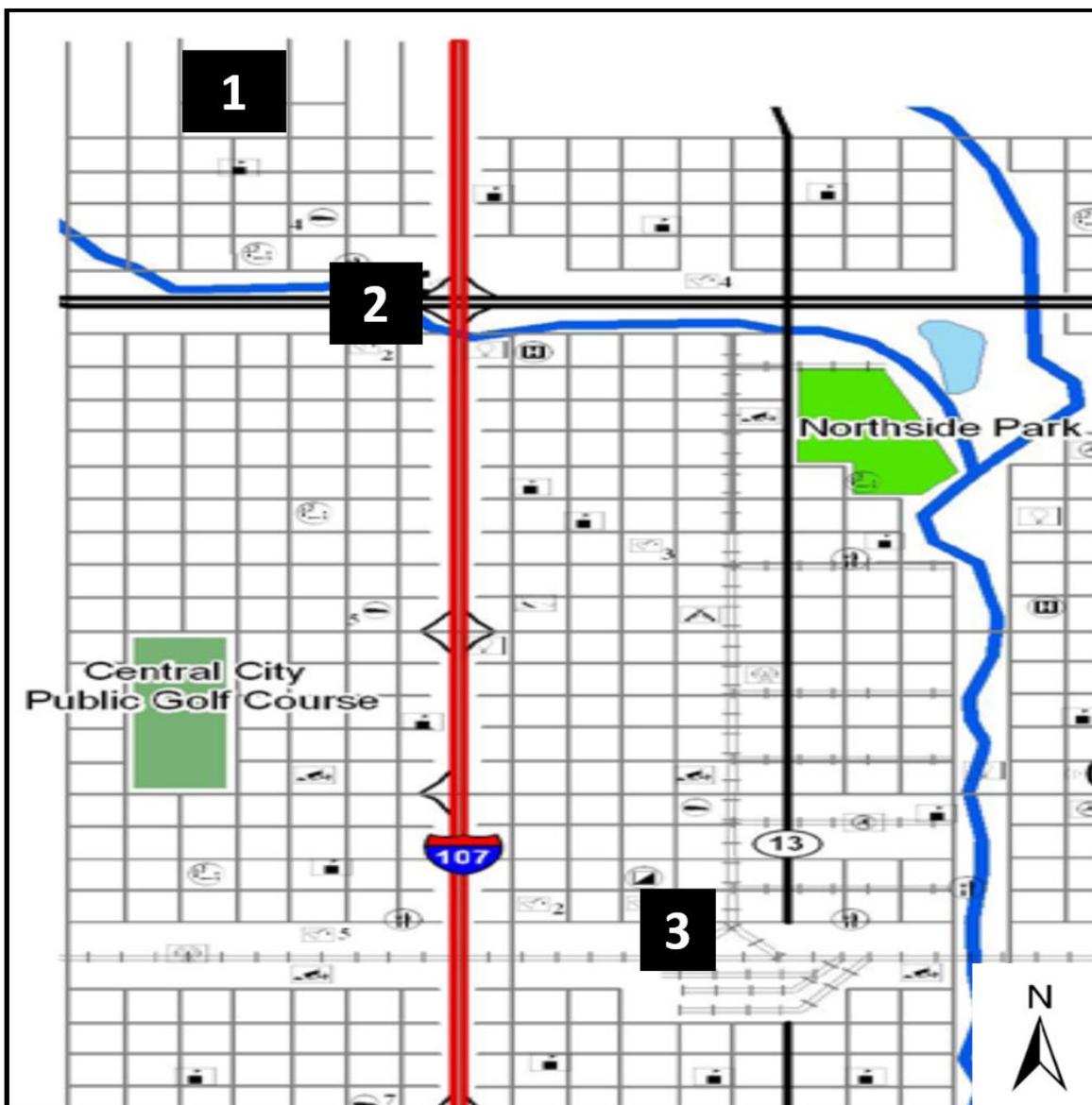
No hazardous materials other than fuel and oils were identified by the HazMat Team in the crashed truck at the Fairgrounds. Whether this was an accident, or an intentional act remains under investigation. Although assessed as a low likelihood that this is a terrorist attack, law enforcement continues to investigate and remain alert for any indications of potential co-conspirators or secondary attacks.

The crowds have dispersed, and traffic has cleared from the area. Most of the vehicle accidents along route 5/10 caused by people fleeing the incident scene have been cleared, however the tractor trailer was carrying hazardous materials and police, fire and HazMat personnel remain on the scene. Route 5/10 remains closed to traffic in both directions. The damage to the trailer is an ongoing concern and the County Official directed a downwind evacuation for ¼ mile northeast of the accident site. Approximately 90 people were displaced by this evacuation. Because of damage to the trailer, the hazardous materials must be carefully off loaded and overpacked. These hazardous materials are temperature sensitive and can be extremely volatile if not kept cool. The Interchange between East-West route 5/10 and North-South Interstate 107 is also in the affected area and is closed off. This will significantly impact both morning commutes and through traffic in Northern Central City until resolved. Initial indications are that it may take more than 12 hours before the Highway HazMat incident can be remediated, and personnel safely can return to their residences.

The Central City Fire Department has resolved the warehouse fire near highway 13 and the railyard and is demobilizing. All east-west rail traffic through Central City remains stopped until firefighting apparatus and debris are cleared from the rail yard. This is not expected to take more than 2 hours to complete.

Reports of the incident have proliferated on television, radio and social media, and speculation of an intentional attack continues. Unverified stories that the vehicle driver may have been associated with extremist viewpoints are circulating. As news outlets prepare for the morning news cycle, the EOC continues to receive a high volume of media inquiries.

The Incident Commander shares the following assessment with the EOC: All immediate hazards and safety concerns at the fairgrounds incident site have been stabilized or mitigated. The Incident Command has initiated demobilization and incident close-out activities.



Central City Incidents Map

- 1. Liberty County Fairgrounds Incident**
- 2. Highway Tractor-trailer Hazmat Incident**
- 3. Warehouse Fire Incident**

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Activity 7.2 Instructions:

1. Remain in your assigned table groups.
2. Read the scenario and then work in table groups to answer the following questions. Twenty (20) minutes are allotted to develop group answers.
 - a. Identify the ongoing issues that remain unresolved at the time of the demobilization of the incident command.
 - b. Complete a Community Lifelines analysis (using the Community Lifelines worksheet provided in the course materials) to determine if there are any these ongoing issues that impact critical business or government functions or are critical to human health, safety or economic security.
 - c. From the Community Lifelines analysis, select and be prepared to brief two of the identified issues that the community must stabilize following this incident. For each, identify:
 - i. What ESF/RSF could be used as a coordination mechanism for the activity
 - ii. What departments or agencies in Liberty County will likely participate in the stabilization and subsequent recovery activity?
 - iii. Is there any likely source of Federal, State or non-governmental assistance that could be applicable to stabilization and restoration of that Community Lifeline?
 - iv. What role the EOC will have in supporting stabilization and transition of responsibility for restoration of the Community Lifeline during Recovery?
3. The instructor will determine a method for the table group to out-brief based on available time. Twenty-five (25) minutes are allotted for group responses and discussion.

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Unit 8: EOC Design, Technology, and Equipment

STUDENT MANUAL

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Visual 8.1

UNIT 8: EOC DESIGN, TECHNOLOGY, AND EQUIPMENT



Visual 8.2

UNIT TERMINAL OBJECTIVE

Explain the location, design, equipment and technology considerations for the EOC.



Visual 8.3

UNIT ENABLING OBJECTIVES

- Identify requirements for EOC location(s).
- Explain the relevance of proper design and layout of an EOC.
- Identify requirements for successful EOC communications.
- Explain the emerging role of technology and innovation in the EOC.



Visual 8.4

EOC FACILITIES

EOCs come in all shapes and sizes and are often a direct reflection of a community's commitment to emergency management and overall disaster preparedness.

EOCs may be fixed locations, temporary facilities, or virtual structures with staff participating remotely.



Visual 8.5

EOC LAYOUT AND DESIGN

This video is an introduction to EOC location, layout, and design principles.

Video Transcript

EOC Layout and Design

There is no single best design for an Emergency Operations Center, or EOC, but here are some key principles for the physical establishment of an EOC.

EOC Location

The first step in establishing an EOC is deciding where to locate it. A comprehensive hazard vulnerability analysis will help by identifying poor locations for the EOC, such as in earthquake prone areas, along fault lines, or within floodplains.

Other locations to avoid include proximity to a nuclear or hazmat facility, near a vulnerable transportation route, or a congested traffic area which can hinder effective operations.

A central location is preferable but more critical is easy accessibility by vehicles, key officials, and staff.

An advantage of co-locating the EOC with a 24-hour communications activity, such as police or fire dispatchers, helps ensure that communication will be on hand at a high level of readiness with a skeleton communications staff in place.

The EOC needs to meet these vital tests:

Survivability—the buildings fabric should be solid, sturdy, and resistant to collapse.

Sustainability—the EOC should be capable of independent and round the clock operations for at least 2 weeks.

Rapid conversion—the facility should become a fully functional EOC within 30 minutes.

EOC Layout

After establishing where to locate the EOC, the next task is to create a good layout inside and configure the interior space for maximum efficiency and effectiveness.

The amount of floor space is dependent on the maximum number of people likely to be in the EOC during the peak

of emergency operations. For a good estimate of space requirement, multiply a minimum of 50 square feet per person. For instance, for a maximum of 25 people, the center needs 1,250 square feet.

Develop a floor plan that shows the basic layout within the EOC, such as the furniture arrangement, location of displays and maps, and communications gear. Look at other plans and diagrams and if possible, visit other EOCs in the area.

EOC Design

An effective design is based on a few common sense principles that promote efficiency and flexibility:

- People and agencies that frequently need to coordinate should be near each other in the EOC's arrangement.
- The ability to modify the layout during an emergency allows the staff to adapt to the changing requirements of initial response and recovery missions.
- Space between the three functional areas of communications, operations, and support will limit interference and distraction between these vital areas.
- Be prepared for the potential loss of technology due to power failures. Be ready with supplies, procedures and advanced training to improvise paper and pencil backup procedures on the spot.
- The EOC needs to be capable of self-contained, round the clock operations for at least 2 weeks. That means an emergency generator, adequate food and supplies, food preparation equipment, and an independent supply of potable water.
- The staff will need sanitary facilities including showers and a dedicated sleeping area with cots or bunks.

Access and control are important considerations when designing the EOCs support areas:

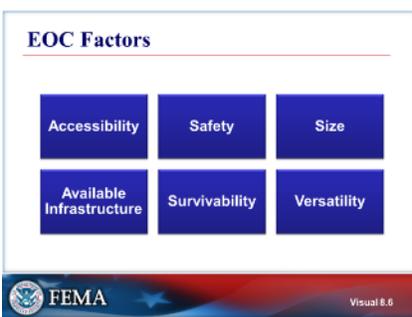
- Have a separate press briefing room located away from the operations area.
- Establish a security control at the EOC entrance to restrict unauthorized personnel.

No one knows where or when a natural disaster or manmade hazard may strike a community, but the EOC is ready for crisis.

Survivable in a well-chosen location, it's prepared for independent and sustained operations with adequate floor space, equipment, supplies, and emergency power.

Its layout is flexible and adaptable, its procedures have been practiced, and its setup has been exercised.

The EOC is dedicated to protecting the community and saving lives.

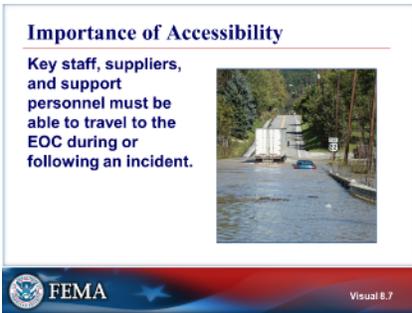


Visual 8.6

EOC FACTORS

Primary factors for the selection or building of an EOC should include the following:

- Accessibility
- Safety
- Size
- Available Infrastructure
- Survivability
- Versatility



Visual 8.7

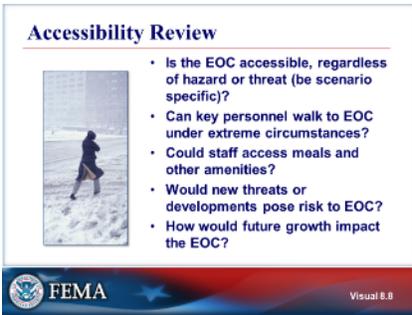
IMPORTANCE OF ACCESSIBILITY

It is critical that the EOC is accessible under any circumstance by key EOC staff. Where possible, include more than one method of ingress and egress, even if the secondary methods are designed only for emergency use. For example, if an EOC is located in an area prone to flooding and resulting limited road access, consider relocating the EOC or designing staff EOC accessibility options.

Planning for accessibility should incorporate suppliers and support staff critical to EOC operations. Suppliers include, but are not limited to, technology supporters, feeding and sustaining the EOC staff, and communications specialists.

Some communities located in disaster prone areas where critical staff may be cut off by river systems and inaccessible bridges have developed innovative approaches for transporting staff to the EOC. These approaches include pre-identifying contract transport carriers via river systems as well as local airplane and helicopter enthusiasts.

Treat critical EOC staff as individuals, not sections or functions, when planning for accessibility to the EOC. Ask each critical EOC staff member what challenges they may face in accessing the EOC and how best to overcome those challenges through the planning process.



Visual 8.8

ACCESSIBILITY REVIEW

Communities should already have in place many of the tools that offer an examination of the most current hazards or vulnerabilities their EOCs could face. Based upon a review of these documents, EOC Directors and community leaders should determine if:

The EOC is accessible, regardless of hazard (be scenario specific): Examine the accessibility issues to an EOC with each scenario a community may face, not simply with the one most likely to occur. Ensuring EOC staff can access under any scenario is important.

Key personnel can walk to the EOC under extreme circumstances: If road systems are not viable, can EOC staff walk to the EOC under the most extreme circumstances, even if that amount of time dramatically slows response?

New threats or development poses a risk to the EOC: For example, if a large home improvement store is built within proximity of the EOC, traffic patterns may dramatically increase within the area (especially when disaster incidents are foreseeable such as a hurricane). The store could be considered an accessibility issue for the EOC. Note that threats can include potential attacks on energy systems that supply power to the area and the EOC. Cyber-attacks may also impact EOC accessibility.

How future growth will impact the EOC location: EOC leadership should be actively involved in planning discussions when there are potential negative impacts to an EOC.

Emergency management professionals may want to make their opinions known to the public when growth can threaten EOC accessibility.

EOC Safety

Make sure the EOC is safely located away from:

- Natural and technological hazards.
- Cascading events.
- Identified or potential terrorist targets.



FEMA Visual 8.9

Visual 8.9

EOC SAFETY

Safety considerations for an EOC and its staff should:

- Ensure the location of the EOC is away from natural and known technological hazards.
- Ensure the EOC is located so that cascading events will not impact EOC operations.
- Guarantee that the EOC is not located in or near an identified or potential terrorist target.

Locating an EOC next to known hazards and high-risk areas is inexcusable. It is imperative to review existing hazard plans for locating the EOC.

The safety of the EOC and its staff is not merely about terrorism and natural hazards. It is important to ensure a high degree of safety for staff members who may need to walk to the EOC, eat nearby, or stay in a nearby hotel during EOC activations. EOC Directors should strongly consider the location of the EOC relative to the safety of the surrounding area when activated.

EOC Size

- What are your jurisdiction's EOC staffing requirements?
- Look at your activation levels.
- How many people are needed for a full activation?
- What is ideal number of rooms needed?



FEMA Visual 8.10

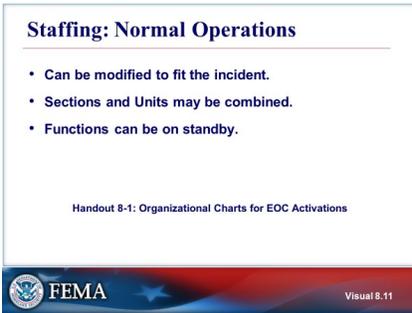
Visual 8.10

EOC SIZE

When considering the size and dimensions of your EOCs, ask yourself:

- What are your jurisdiction's EOC staffing requirements?
- Look at your activation levels.
- How many people are needed for a full activation?
- What is ideal number of rooms needed?

The size of an EOC should be determined based upon the organizational structure the EOC intends to use now and into the future. Consider: As your community grows, will the EOC expect to shift from ICS structures to a hybrid ICS-ESF structure?



Visual 8.11

STAFFING: NORMAL OPERATIONS

NIMS presents three EOC Activation levels, ranging from a minimal, monitoring “normal operations” phase (Level 3 in the visual) to a Full activation (Level 1) that includes all required personnel attached to EOC activations.

The variables at the basic monitoring level.

- Can be modified to fit the incident.
- Sections and Units may be combined.
- Functions can be on standby.

If operating under normal operations such as when monitoring a pending or expected event, like an approaching hurricane, winter storm, or major flood, some of the units and functions can be combined and accomplished by just one or two staff.

For example, the staff assigned to perform Planning tasks for this activation level might only need to monitor weather, handle an occasional resource staging request and/or issue a basic Situation Report. This can often be done by one or two staff members.

There may be no ESFs activated at this point. The EOC Director may not even be present in the EOC for this level of activation. The limited EOC staff may be working from their regular offices and on stand-by for occasional contact.

The NIMS Management Characteristic “span-of-control” provides a guideline for manageable span-of-control at 1 supervisor for 5 staff. It may be possible to accomplish normal operations/steady state out of one room, and with just one supervisor, and that supervisor may be one of the people doing some of the work.

Handout 8-1: Organizational Charts for EOC Activations

Staffing: Partial and Full Activation	
Partial <ul style="list-style-type: none"> • Complexity of developing or intensifying incident conditions. • Amount of resources being requested. • Number of ESFs the EOC will activate. • Other external agencies manning EOC functions. 	Full <ul style="list-style-type: none"> • Note where expansion has taken place. • Command now has several elements present in the EOC, including a PIO function.



Visual 8.12

Visual 8.12

STAFFING: PARTIAL AND FULL ACTIVATION

Variables at the partial activation level.

- Complexity of developing or intensifying incident conditions.
- Amount of resources being requested.
- Number of ESFs the EOC will activate.
- Other external agencies manning EOC functions.

Partial activation usually ends up being the "catch all" for anything greater than just basic monitoring, but less than full activation of all EOC functions. You must decide what this will be. It may be best to look at your full activation chart and work backwards, considering what functions are most often activated, and which seldom get activated and staffed. Consult your past incident files and AARs to analyze how staff expanded and develop specific descriptions for each activation level.

Note that partial activation may look different based on the specific incident/hazard. If the EOC uses ESFs, different ESFs might be needed for different types of incidents.

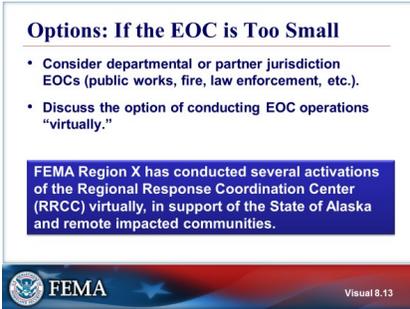
Variables at the full activation level.

- Note where expansion has taken place.
- Command now has several elements present in the EOC, including a PIO function.

During full activation, planning has grown and the Resource Unit may have many staff assigned, depending on the number and management of incoming and resource requests. Operations now has all 14 ESFs activated, and most with several staff present.

Logistics has expanded to handling several distinct tasks in just maintaining the EOC and feeding, housing, etc., as well as interacting with Resources for processing and out-sourcing and tracking complex resource needs. Ideally, each Section should have its own room (or rooms, if needed). Base room size by the maximum number of people required to perform each function at full activation, or full staffing.

Use your worst-case scenario, either by hazard analysis, or by actual real historical events, and see if you have the ability to design and plan for an EOC of this ideal



Visual 8.13

size. If you cannot, see where you can cut back or combine functions, or utilize other spaces or buildings.

Handout 8-1: Organizational Charts for EOC Activations

OPTIONS: IF THE EOC IS TOO SMALL

When an EOC is too small, out-of-the-box thinking by emergency management professionals may allow an EOC to still perform its functions effectively.

Consider your own jurisdiction's existing departmental infrastructure, including facilities that do (or could) act as an operations center. Many fire districts or departments have a minimal operations center (some even call it a "Fire Operations Center"). Public works departments often have a centralized location from which they can operate. Consider seeking partnerships with these types of organizations to expand your capabilities.

When there are no options for partnering or collaborating with a partner organization such as fire, law, or public works, the EOC may be able to expand or unilaterally operate "virtually."

For an EOC to operate "virtually," the technology used must be:

- Reliable,
- Consistent from one jurisdiction or department to the next,
- Easily understood, and
- Part of a larger set of policy documents that guide EOC operations in this unique format.

Virtual EOC Activation is not only possible but occurs at the highest levels of emergency management. FEMA Region X (Alaska, Idaho, Oregon, and Washington), for example, has activated its RRCC and even a Joint Field Office (JFO) virtually for a number of incidents that impacted Alaska. This creativity has saved tremendous personnel and facilities costs and allowed entities that are separated by thousands of miles to respond to, and help communities recover from, incidents.



Visual 8.14

EOC LAYOUT/DESIGN CONSIDERATIONS

Once a community has decided on a suitable location for an EOC and addressed an alternate EOC location and COOP, interior layout and design of the EOC should become a focal point.

There are several potential EOC floor designs available for selection in an EOC that emergency management leadership and EOC Directors should jointly research in addition to visiting other EOCs. Some considerations for determining EOC layout include:

- Number of rooms and proximity of work spaces.
 - Separate rooms for at least the major functions of command, planning, operations, logistics, and communications.
 - Ensure logical proximities of rooms based on regular operational interactions.
- Visibility between key staff.
 - EOCs should have clear visibility between staff members who frequently work together. Sometimes eye contact and hand signals are used effectively to communicate when both members are on phones or typing. Make sure that structures such as beams do not impede visibility.
- Sufficient distance between staff.

If possible, EOCs should address spacing that allows for each staff member to work efficiently and with as little noise interference as possible.

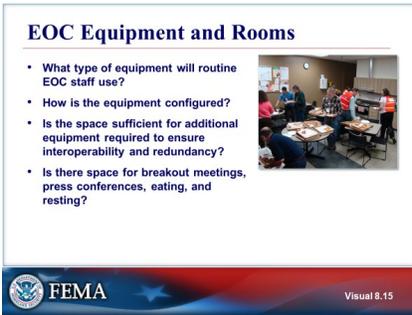
- Easy access to food, water, facilities.

Ensure that EOC staff can easily and quietly access facilities when needed, without interfering with other members or EOC operations.

- Properly locating technology.

Properly placing technology and EOC support work stations (i.e. copiers, GIS) will assist EOC staff members in their efforts to concentrate on their positions with limited noise distractions.

Handout 8-3: EOC Design and Layout Checklist



Visual 8.15

EOC EQUIPMENT AND ROOMS

Other considerations for EOC size and dimensions include:

- What type of equipment will routine EOC staff use (laptop, desktop, radios)?
- How is the equipment configured?
- How much additional equipment is required to ensure interoperability and redundancy (radio rooms, GIS, In-house Call Center)?
- Is there space for breakout meetings, press conferences, eating and resting, sleep?

EOCs should base space requirements on the routine use of the facility and whether or not technology is going to be permanent or relatively temporary (i.e., permanent computer terminals or portable laptops). Consider: Are radio communications within the EOC expected and, if so, will several EOC positions require additional space?

Determine how equipment in the EOC should be configured. For example, will GIS related equipment (map plotters) be located off to the side or near the back of the EOC? Will the location of some equipment cause a disturbance and should this be considered when designating space in an EOC?

Breakout rooms adjacent to the EOC operations floor are a common element in EOCs.

Some communities want an EOC with a kitchen as well as space available to call press conferences during activation.

Training rooms may also be a consideration if you are planning for training in the EOC.



Visual 8.16

AVAILABLE INFRASTRUCTURE

A jurisdiction's facilities department or organization is usually best qualified to determine infrastructure suitability for an EOC. Prior to determining the potential location for an EOC, facilities personnel should assess if the site has the following:

- Obstacles to installation of heating, ventilation, and air conditioning (HVAC)
- Available water, electricity, and natural gas
- Accessible Internet and satellite capability (fiber and line of sight)
- Traditional telephone land lines
- Hygiene/sanitation
- Accessibility

There are federal, state, and local regulations that will create facility requirements such as accessibility.



Visual 8.17

SURVIVABILITY

One of the most important objectives when developing or enhancing an EOC is ensuring survivability. An EOC needs to remain operable for an extended period of time, regardless of the size and scope of an incident.

One tragic example of an EOC that did not survive is the New York City EOC. On 9/11, the EOC was located in the World Trade Center. It was completely destroyed.

Another example of an EOC that was not operable during a catastrophic incident is the City of New Orleans' EOC. In August 2005, the city's EOC and 911 Call Center were inundated with flood waters from Hurricane Katrina and rendered useless.



Visual 8.18

ALTERNATE EOCs

All jurisdictions should strive to have an alternate EOC. Selection of an alternate EOC location should be based on the same factors as the primary EOC:

- Accessibility
- Safety and Location
- Size
- Available Infrastructure
- Survivability
- Versatility

Handout 8-2: Acquisition of Alternate Facilities

Regardless of your ability to establish a physical alternate EOC, you should address the issue of Continuity of Operations Planning, commonly referred to as “COOP.”

Continuity of Operations (COOP)

COOP is the ability to perform minimal essential functions during any situation. The ideal scenario is for communities to have an alternate EOC and a COOP plan working together. COOP planning also can be developed for virtual EOCs.

The Federal requirements for COOP planning should be a model for COOP planning at the State and local level. Local emergency management organizations are increasingly being tasked with developing COOP plans for all departments and agencies in their respective jurisdictions.



Visual 8.19

HELPFUL HINT: ALTERNATE EOCs

When searching for alternate EOC locations, start by exploring the possibilities of utilizing other existing facilities or operations centers (i.e., public works, fire, adjacent EM organizations). This effort will require legal agreements like a Memorandum of Understanding.

Versatility

Effective EOCs are:

- Able to adapt to a variety of incidents and disasters.
- Suited to a community's needs and risks

Is your EOC hot, warm, or cold?

FEMA

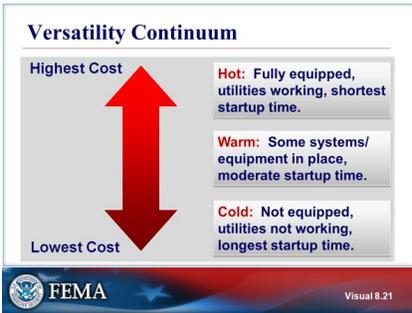
Visual 8.20

Visual 8.20

VERSATILITY

In addition to having suitable infrastructure and a high degree of survivability, an EOC must also be versatile enough to adapt to a variety of incidents and disasters.

For example, an EOC responding to a flood event will be dramatically different from the same EOC responding to a terrorist attack. The flood will require a more traditional EOC staffing, while the terrorist attack will require strong coordination with State and Federal entities and will likely require enhanced security procedures for the EOC.



Visual 8.21

VERSATILITY CONTINUUM

- **Hot:** A hot EOC is fully equipped with working utilities. This EOC has the shortest start up time and the highest cost.
- **Warm:** A warm EOC has some systems and equipment in place and requires a modest startup time.
- **Cold:** A cold EOC is not equipped, does not have working utilities, and requires the longest startup time. It also has the lowest cost.

Every EOC, regardless of its hot, warm or cold status, must keep technology current. For example, you would not want to attempt to activate your EOC and find that systems were not available because necessary updates had not been made. Technology updates must be planned for as part of maintaining an EOC.

One of the disadvantages of having a cold EOC is that technology may not be updated or in sufficient working condition when needed. If an EOC sits empty, unused, and with technology that is not routinely accessed, then startups can be tedious, ineffective, and subject to scrutiny. A jurisdiction developing a new EOC should consider the monthly financial obligations required to enable an EOC to activate within a 2- to 3-hour period.

Emergency management departments often face significant scrutiny within annual budget proposals when requesting ongoing funding for an EOC that is infrequently activated. It is understandable for elected policymakers to question funding. Therefore, emergency management professionals and their EOC partners should make joint arguments why such funding is needed to protect a community and mitigate the impacts of disasters when they do occur.

Multi-use facilities are one solution employed by some jurisdictions that cannot resource a dedicated, full time EOC facility. A facility can be designed to fill a necessary regular requirement of the jurisdiction, such as a meeting or training room, and then have the capability to rapidly transition to use as an EOC during an incident.

EOC Interoperability and Redundancy

NIMS best practices for communications:

- Interoperability
- Redundancy



FEMA Visual 8.22

Visual 8.22

Interoperability: Definition

The ability of public safety service and support providers to communicate with staff from other responding agencies and to exchange voice and/or data communications on demand or real time.

- National Task Force on Interoperability



Visual 8.23

Redundancy: Backup Systems Requirements



Backup systems must:

- Be available to all assisting agencies.
- Work in a variety of situations or conditions.
- Be able to accommodate secure communications, where necessary.
- Be tested regularly.

FEMA Visual 8.24

Visual 8.24

EOC INTEROPERABILITY AND REDUNDANCY

The next step in designing or redesigning an EOC is to consider interoperability and redundancy which are National Incident Management System (NIMS) requirements for communications.

INTEROPERABILITY: DEFINITION

Interoperability is the ability of public safety service and support providers to communicate with staff from other responding agencies and to exchange voice and/or data communications on demand or in real time.

REDUNDANCY: BACKUP SYSTEMS REQUIREMENTS

Some of the requirements for backup systems include:

- All agencies must be able to switch to a backup system when required.
- Backup systems must work in a variety of situations or conditions.

Training and exercising on a routine basis helps ensure backup systems work under varied conditions.

- Backup systems must consider secure communications when needed.
- Should be tested regularly and at the same time and load conditions as your primary systems.

It is important to plan - determining exactly HOW notifications will be made to critical partners when an EOC transitions to a backup system or engages in redundant capabilities. Notification to others about your current state of operations is critical to overall success of an operation.



Visual 8.25



Visual 8.26

INTEGRATION OF TECHNOLOGY

As you consider integrating technology into EOC operations, keep in mind that no technology could or should ever supplant the face-to-face communications that allow the EOC to function effectively.

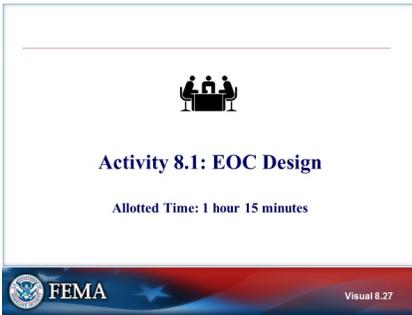
EMERGING TECHNOLOGY IN THE EOC

Technological advances offer emergency management professionals several tools to assist with EOC operations:

- Real-Time EOC Management Software
- Geographic Information System (GIS)
- Unmanned Aerial Systems (UAS)
- Mobile devices (mobile phones, tablets, laptops)
- Enhanced radio systems
- Documentation systems
- Reverse notification products and programs

All of the technologies are rapidly changing and need to be integrated and then maintained on a regular basis for effective EOC operations. Note that purchasing these technologies often requires ongoing maintenance costs that emergency management and EOC Directors must incorporate into routine budgeting practices.

Note that technology such as reverse notification can be executed (under proper procedures and authorities) from a routine office or even personal computer from a Duty Officer's or EOC Director's residence.



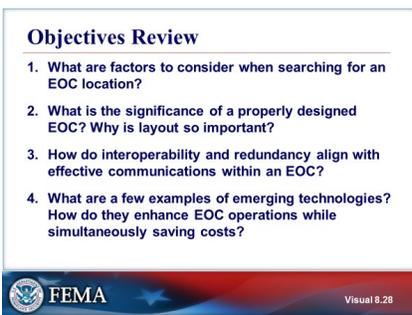
Visual 8.27

ACTIVITY 8.1: EOC DESIGN

This activity allows students to design an EOC with consideration for the factors discussed in Unit 8.

Instructions

1. Return to the groups used in the Unit 3 EOC Organizational Structure activity. Each group will be using the same EOC organizational structure assigned during the previous Unit 3 activity.
2. Groups will be given 45 minutes to design an EOC for their assigned municipality using the information provided with this activity. Read the activity materials and develop group responses for the activity.
3. After 45 minutes, your group should be prepared to share their work with the class. Use of a wall chart or projected image for both the EOC Organizational Structure and the EOC layout is recommended to effectively display this information to the class. Group briefings will address the following questions:
 - a. Briefly review the EOC structure you were assigned and how the EOC Skillsets are organized for your EOC.
 - b. Identify the departments, agencies, voluntary and community agencies and private sector partners that you determined must have space in the EOC.
 - c. Describe your EOC design.
 - How did you design your EOC (general description of the layout)?
 - What size EOC staff and partners will your EOC Design accommodate (this will be an analysis of how many personnel your design will accommodate).
 - Where will the staff performing specific EOC Skillsets will be seated within the EOC? Which skillsets or partners did you co-locate, and which required away space?
 - Where and how will the Situational Picture will be displayed in the EOC?



Visual 8.28

- Briefly describe your equipment requirements and use of the budget.
- d. Outline challenges you encountered during your EOC Design process - space, layout, budget, partners, etc.
4. Following group work, 30 additional minutes are allocated for brief backs and group discussions on their approach to EOC Design.

OBJECTIVES REVIEW

Unit Enabling Objectives

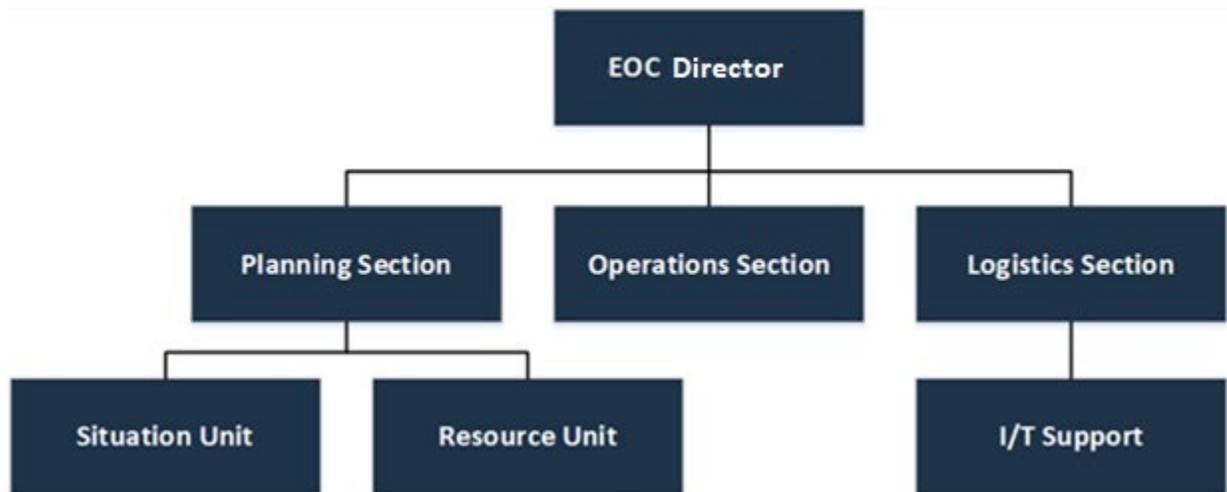
1. Identify requirements for EOC location(s).
2. Explain the relevance of proper design and layout of an EOC.
3. Identify requirements for successful EOC communications.
4. Explain the emerging role of technology and innovation in the EOC.

Supplemental Materials

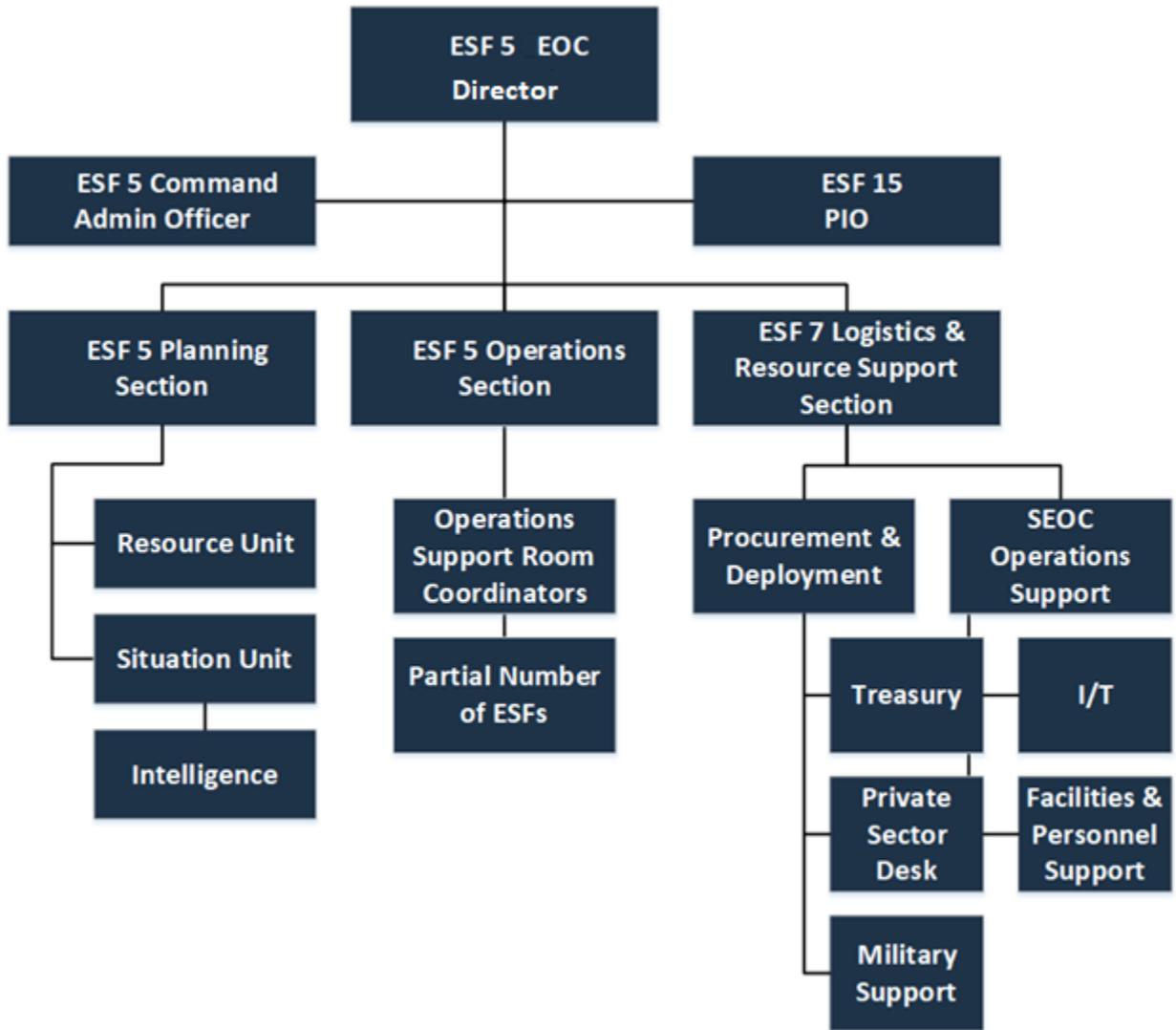
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Handout 8-1: Organizational Charts for EOC Activations

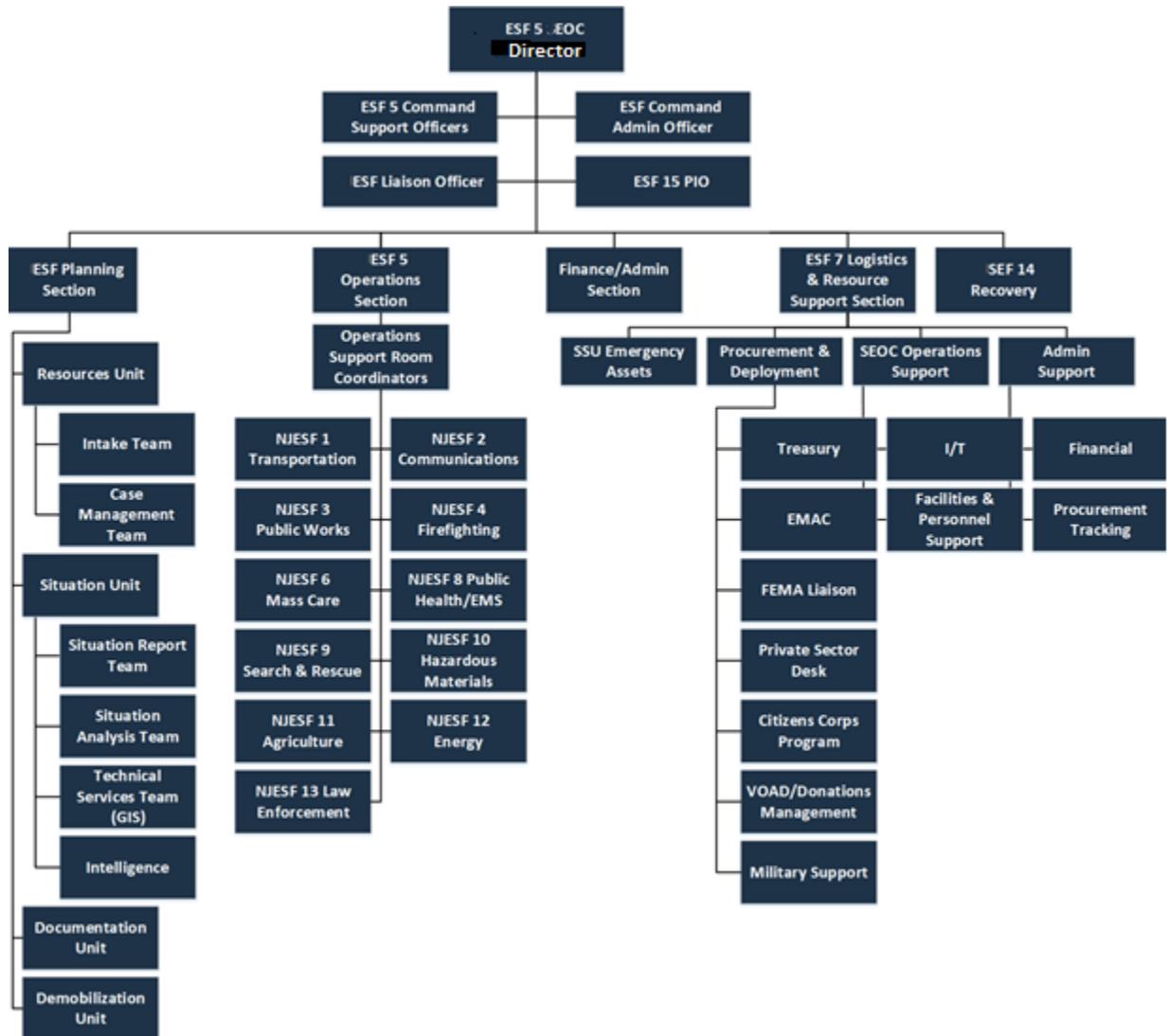
Level 3 - Normal Operations/Steady State



Level 2 - Enhanced Steady State/Partial Activation



Level 1 - Full Activation



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Handout 8-2: EOC Design and Layout

Considered?	Factor
<input type="checkbox"/>	1. The EOC Director or Management Group should be in a position where it is possible to keep abreast of the current situation and manage operations, and have access to the appropriate information displays, etc.
<input type="checkbox"/>	2. Staff members whose functions work closely together, are interdependent, or are in direct support of one another should be collocated.
<input type="checkbox"/>	3. Staff sections or functions should be located near the displays that they need for their functions.
<input type="checkbox"/>	4. Staff members working with secure material must have a secure area in which to work and must be able to secure their data and other work. If possible, the secure area should be out of the way from other less-sensitive operations.
<input type="checkbox"/>	5. Conference rooms should be located out of the operational area but close enough to access information or staff members easily.
<input type="checkbox"/>	6. The JIC should be located out of, but near, the operations area but should be accessible to key personnel and technical specialists who may be needed to provide input to the message.
<input type="checkbox"/>	7. When possible, allow enough room between functions to lessen cross-group interference.
<input type="checkbox"/>	8. Eating and sleeping areas should be located away from the operations area.
<input type="checkbox"/>	9. HVAC and other noise-producing equipment such as generators should be located away from the operations area, if possible.
<input type="checkbox"/>	10. The EOC design should include backup power generation of a capacity that all critical EOC systems can operate under emergency power, if necessary.
<input type="checkbox"/>	11. The entire EOC should be secure to ensure that citizens, members of the media, and other unauthorized personnel cannot access it.

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Handout 8-3: Acquisition for Alternate Facilities

1. Can critical operations and functions be performed at the alternate facility under consideration?			
Factor	Yes	No	Notes
Can critical operations be initiated, maintained, and terminated without disruption under all significant threat conditions?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility accommodate the personnel, systems, and equipment required for critical operations?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility support the capability to perform critical operations under all high-risk, high-probability conditions?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility become operational within an acceptable timeframe?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility support sustained operations?	<input type="checkbox"/>	<input type="checkbox"/>	
2. Are the facility requirements and risks associated with the alternate facility within acceptable limits?			
Have you performed a vulnerability analysis of the facility?	<input type="checkbox"/>	<input type="checkbox"/>	
Did you consider all possible scenarios for relocation to the facility?	<input type="checkbox"/>	<input type="checkbox"/>	
Did you consider the distance from threat areas of other nearby facilities/locations, such as hazardous materials facilities?	<input type="checkbox"/>	<input type="checkbox"/>	
What are the minimum functions necessary to maintain sustained operations?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility support 24/7 operations?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility have reliable logistical support, services, and infrastructure systems (water, HVAC, etc.)?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the facility located within acceptable proximity to food, water, fuel, and medical treatment facilities?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility support the health, safety, and well-being for assigned personnel?	<input type="checkbox"/>	<input type="checkbox"/>	

Is the facility located where vendor support can be acquired if necessary?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility be made secure?	<input type="checkbox"/>	<input type="checkbox"/>	
Can security capabilities be increased?	<input type="checkbox"/>	<input type="checkbox"/>	
3. Are the facility requirements and risks associated with the alternate facility within acceptable limits? (Continued)			
Factor	Yes	No	Notes
Can cellular phones be used in the facility?	<input type="checkbox"/>	<input type="checkbox"/>	
What are the equipment and furniture requirements?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the facility outside the communications and data grid of the primary facility?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility handle the power load requirements?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility have backup power generation capability?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility support interoperable communications with the other NIMS Command and Coordination Structures (ICS, EOC MAC Group, JIS) and the public?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility accommodate communications requirements, including secure communications, if required?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility accommodate data transmission, including secure data transmission, if required?	<input type="checkbox"/>	<input type="checkbox"/>	
4. Has your jurisdiction reevaluated the alternate facility to ensure that it continues to satisfy the jurisdiction's operational criteria and meets security requirements?			
Is the facility reevaluated as part of the EOP revision cycle?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility continue to meet the requirements identified in the EOP?	<input type="checkbox"/>	<input type="checkbox"/>	

Activity 8.1: EOC Design

Objective: to allow students to design an EOC with consideration for the factors discussed in Unit 8.

Instructions:

1. Return to the groups used in the Unit 3 EOC Organizational Structure activity. Each group will be using the same EOC organizational structure assigned during the previous Unit 3 activity.
2. Groups will be given 45 minutes to design an EOC for their assigned municipality using the information provided with this activity. Read the activity materials and develop group responses for the activity.
3. After 45 minutes, your group should be prepared to share their work with the class. Use of a wall chart or projected image for both the EOC Organizational Structure and the EOC layout is recommended to effectively display this information to the class. Group briefings will address the following questions:
 - a. Briefly review the EOC structure you were assigned and how the EOC Skillsets are organized for your EOC.
 - b. Identify the departments, agencies, voluntary and community agencies and private sector partners that you determined must have space in the EOC.
 - c. Describe your EOC design.
 - How did you design your EOC (general description of the layout)?
 - What size EOC staff and partners will your EOC Design accommodate (this will be an analysis of how many personnel your design will accommodate).
 - Where will the staff performing specific EOC Skillsets will be seated within the EOC? Which skillsets or partners did you co-locate, and which required away space?
 - Where and how will the Situational Picture will be displayed in the EOC?
 - Briefly describe your equipment requirements and use of the budget.
 - d. Outline challenges you encountered during your EOC Design process - space, layout, budget, partners, etc.
4. Following group work, 30 additional minutes are allocated for brief backs and group discussions on their approach to EOC Design.

Scenario

As director of the EOC, you are responsible for structuring Central City’s new Emergency Operations Center. The City Emergency Management Senior Official has asked you for a proposal for a new EOC structure. The mayor has requested that you create a design of the layout of your new facility, along with a cost estimate that falls within your budget. Design should take into consideration the EOC Organizational Structure that you briefed during your last meeting. She wants the EOC to include voluntary and community organizations, as well as having room for private sector partners. She expects a robust EOC capable of responding to all emergencies that may befall the county.

Staffing

- Your design should accommodate your EOC Staff for full EOC activation.
- The six-person MAC Group has a separate meeting location away from the EOC but will need access to meeting space in the EOC if required.
- The PIO will require space (located in the 2500 sq. ft. EOC footprint) to conduct media briefings for up to 12 media personnel.
- In addition to your EOC Staff, you must provide recommendations on which departments, agencies, voluntary and community agencies and private sector partners should have space in the EOC. The chart below lists common partners that may be included in the EOC. Each group can add partners that are not on this list.

Departments, agencies, voluntary & community agencies, private sector partners:

Liberty County	Central City	Community & Private Sector
Office of Emergency Management	Mayor’s Office	Central City Electric Power Company (CCEPCO)
Sheriff’s Department	Office of Emergency Management and Homeland Security	Columbia Northeast Water Authority
Department of Education	Police Department	American Red Cross
Department of Planning and Buildings	Fire & Rescue Department	United Way
Treasurer	Department of Administration and IT	Community Foundation of Greater Central City
Road Commissioner	Department of Finance	Columbia State University
Drain Commissioner	Department of Water and Sewage	Private Sector Partners
County Clerk	Department of Planning	
Senior Services Agency	Department of Public Health	
Register of Deeds	Economic Development Corp	
Prosecuting Attorney	City Attorney	
Office of Court Administration	Office of Human Resources	
	Transit Authority	

Facility

- You have been given a 2,500 square foot space for your EOC. You will have the ability to shape EOC space how you would like, but it cannot be more than 2,500 sq. ft. (50'x50').
- Some common space allocations are provided in the facility space guidelines. These should help you understand how much space certain workspace and meeting room arrangements will occupy. These guidelines include the furniture. For example, the 65 square feet for a cubicle workstation includes the cubicle's desk and chair.
- Groups are not expected to draw every individual EOC table and chair in their EOC design. The minimum requirement is to describe how the space is allocated and used. For example, a group could indicate that a 250 square foot area in the center is allocated for a private office for the EOC Director, a 360 square foot area next to it is a conference room that can hold up to 12 people, and at the top of the diagram is an 850 square foot open plan shared work group area that can seat 10 staff.
- Construction costs such as interior walls, doors, lighting, electrical and internet wiring and other services will come from a separate line item, and do not need to be considered at this time. Additionally, you do not need to plan for reception areas, restrooms, storage areas or lunch areas within your design. These will be available elsewhere in the building.

Facility Space Guidelines

Item	Square Feet
Executive Office	250
Private office for one worker	150
Shared work group area for one person	85
Cubicle workstation for one person	65
Private space for every 10 open or work group spaces	100
Conference room table seating	30
Theater style briefing room seating	15

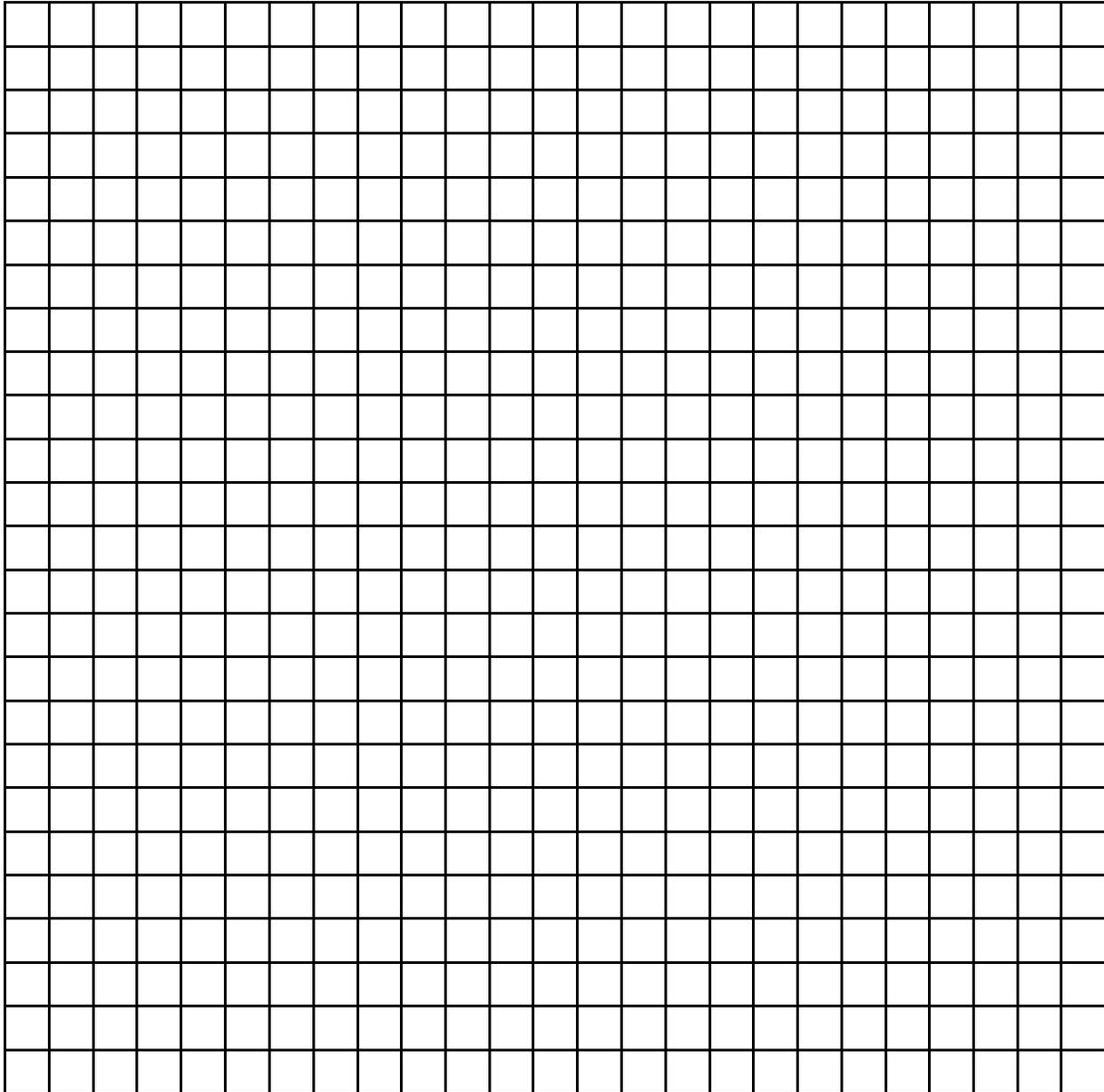
Budget

- You have received a budget of \$50,000 to equip your new EOC. You will also have a monthly maintenance budget of \$6,000.
- You should make your equipment selection based on the EOC layout. For example, a 360 square foot conference room that can hold up to 12 people may need three 4-person tables, 12 wheeled office chairs, a network drop, a VOIP phone, a 60-inch screen, and a whiteboard.

Equipment Costs

Item	Purchase Cost	Monthly Cost
Furniture		
2 Person Table (6 ft by 2 ft table)	\$300	N/A
2 Person Table w/network drops	\$500	\$20
2 Person Table w/network drops & 4 electrical outlets	\$600	\$30
Podium	\$400	N/A
4 Person Table (6 ft by 4 ft)	\$550	N/A
4 Person Table w/network drops	\$950	\$40
4 Person Table w/network drops & 4 electrical outlets	\$1,150	\$60
Cubicle with walls, desk, network drops and outlets	\$2,000	\$30
Desk	\$500	N/A
Wheeled Office Chair	\$200	N/A
Stackable Chair	\$75	N/A
Information Technology		
Laptop Computer	\$1,500	\$150
Desktop Computer with monitor	\$950	\$100
GIS-rated Computer	\$2,000	\$200
Individual Network Drops	\$100	\$10
VOIP Telephones	\$150	\$20
Traditional Landline Phones	\$85	\$10
Phone Headsets	\$50	N/A
Lampless Projector	\$1,100	N/A
Traditional Projector	\$850	N/A
Projector Screen	\$125	N/A
75 Inch TV	\$2,000	\$25
60 Inch TV	\$900	\$25
50 Inch TV	\$500	\$25
Printer	\$2,000	\$50
Network Printer/Copier/ Scanner	\$4,000	\$150
Other Equipment		
40 Inch Whiteboard	\$75	N/A
Large Bulletin Board	\$65	N/A
Coffee Machine	\$200	\$25

Activity 8.1 EOC LAYOUT WORKSHEET



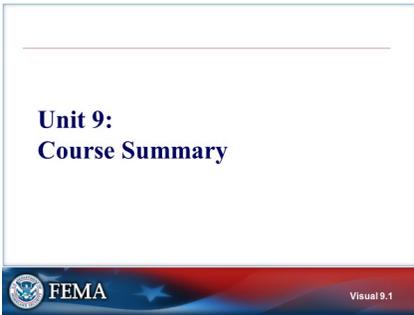
1 square = 4 square feet. (2'x2')

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Unit 9: Course Summary

STUDENT MANUAL

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Visual 9.1

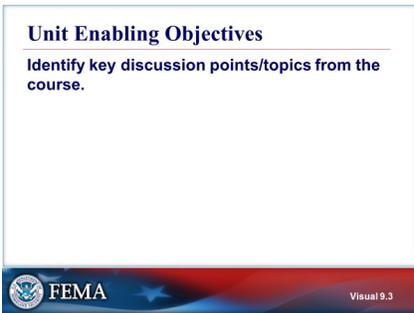
UNIT 9: COURSE SUMMARY



Visual 9.2

UNIT TERMINAL OBJECTIVE

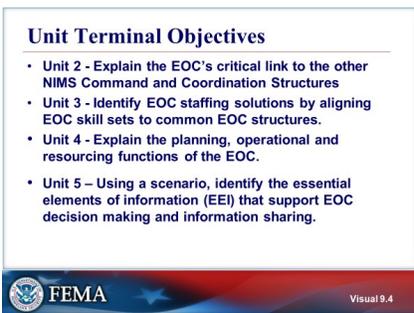
Review the course learning objectives.



Visual 9.3

UNIT ENABLING OBJECTIVES

Identify key discussion points/topics from the course.



Visual 9.4

UNIT TERMINAL OBJECTIVES

Course objective: Upon completion of this course, students will be able to demonstrate, through activities and a Final Exam, the managerial and operational roles of the modern-day EOC.

Unit Terminal Objectives (Cont.)

- Unit 6 - Using a scenario identify changes in EOC activation level, staffing, resources and information requirements for an expanding incident.
- Unit 7 - Identify the role of an EOC during the transition to recovery.
- Unit 8 - Explain the location, design, equipment, and technology considerations for the EOC.



Visual 9.5

UNIT TERMINAL OBJECTIVES (CONT.)

Course Evaluations



- Your evaluation of the course content, materials, and delivery is important.
- Every comment is read and discussed for possible improvement to the course.
- Thank you for participating in the Intermediate EOC Functions course!



Visual 9.6

COURSE EVALUATIONS

Final Exam



Visual 9.7

FINAL EXAM

The Final Exam is closed-book. You have one (1) hour to complete the Final Exam.