



EOC Management and Operations

G0775

Student Manual

December 2012



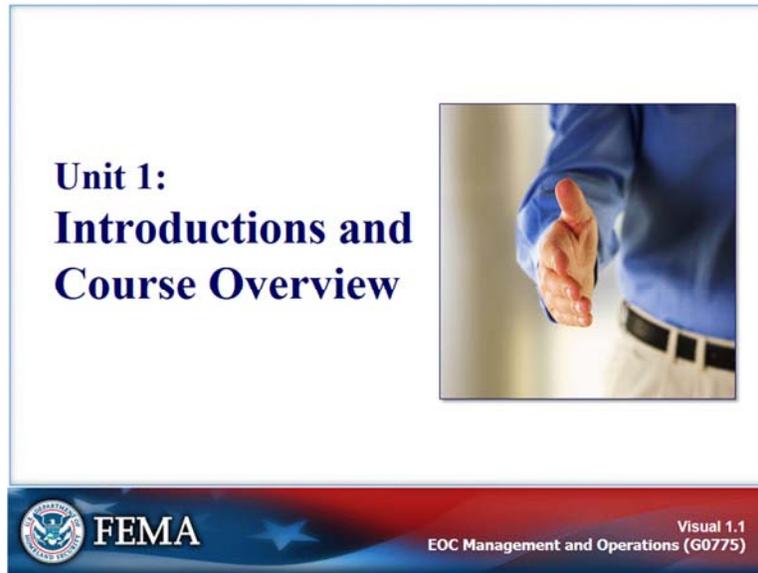
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UNIT 1. INTRODUCTIONS AND COURSE OVERVIEW

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INTRODUCTION

Visual 1.1



Key Points

Welcome to the EOC Management and Operations course.

INTRODUCTION

Visual 1.2

Administrative Information

- Hours and attendance
- Evacuation routes and fire exits
- Restrooms and breaks
- Lunch
- Travel vouchers
- Cell phone/pager on vibrate



 **FEMA**  Visual 1.2
EOC Management and Operations (G0775)

Key Points

Administrative information includes:

- Hours and attendance
- Evacuation routes and fire exits
- Restrooms and breaks
- Lunch
- Travel vouchers
- Cell phone/pager on vibrate

INTRODUCTION

Visual 1.3

Introductions

Please share your:

- Name,
- Job title and jurisdiction, and
- Experience working with an Emergency Operations Center (EOC).



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Visual 1.3
EOC Management and Operations (G0775)

Key Points

Introductions

- Names
- Job title and jurisdiction, and
- Experience working with an Emergency Operations Center (EOC).

COURSE OBJECTIVES

Visual 1.4

Course Objectives (1 of 3)

- Identify the multiple roles and responsibilities of a modern-day EOC, including the legal authorities and requirements of the EOC.
- Differentiate between tactical and strategic emergency management.
- Build and manage effective organizational structures within an EOC.



Key Points

At the end of this course, you will be able to:

- Identify the multiple roles and responsibilities of a modern-day EOC, including the legal authorities and requirements of the EOC.
- Differentiate between a tactical and strategic emergency management.
- Build and manage effective organizational structures within an EOC.

COURSE OBJECTIVES

Visual 1.5

Course Objectives (2 of 3)

- Discuss the importance of designing and integrating enhanced technology into EOC operations.
- Discuss Continuity of Operations (COOP) planning at the local level.
- Promote effective EOC operations through plans, procedures, coordination, and documentation.



The slide footer features the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 1.5 EOC Management and Operations (G0775)' on the right, all set against a red and blue background with a star.

Key Points

Additional course objectives:

- Discuss the importance of designing and integrating enhanced technology into EOC operations.
- Discuss Continuity of Operations (COOP) planning at the local level.
- Promote effective EOC operations through plans, procedures, coordination, and documentation.

COURSE OBJECTIVES

Visual 1.6

Course Objectives (3 of 3)

- Relate situational awareness and common operating pictures to EOC operations.
- Integrate call centers and public information concepts into an EOC environment.
- Describe the role and challenges of an EOC during the transition to recovery.



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Visual 1.6
EOC Management and Operations (G0775)

Key Points

Additional course objectives:

- Relate situational awareness and common operating pictures to EOC operations.
- Integrate call centers and public information concepts into an EOC environment.
- Describe the role and challenges of an EOC during the transition to recovery.

COURSE AGENDA

Visual 1.7

Course Agenda: Day 1

Unit 1: Introduction and Course Overview

Unit 2: EOC: The Basics

Unit 3: EOC Organizational Structures and Staffing

Unit 4: EOC Design, Technology, and Equipment

**Unit 5: Situational Awareness and Common
Operating Picture**



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Visual 1.7
EOC Management and Operations (G0775)

Key Points

COURSE AGENDA

Visual 1.8

Course Agenda: Day 2

Unit 6: EOC Operations

Unit 7: Public Information and Warning

Unit 8: The EOC Transition to Recovery

Unit 9: Training and Exercising at the EOC

Unit 10: Course Summary and Final Exam



Key Points

COURSE MATERIALS

Visual 1.9

Participant Course Materials

Student Manual and/or a Resource Guide. Both contain:

- Printed unit visuals
- Appendix for each unit contains:
 - Worksheets
 - Job Aids

Note: The Resource Guide also contains notes and additional information.

Tip: This symbol on a visual denotes materials located in the unit appendix.



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Visual 1.9
EOC Management and Operations (G0775)

Key Points

Participant Course Materials

Student Manual and/or a Resource Guide.

Both contain:

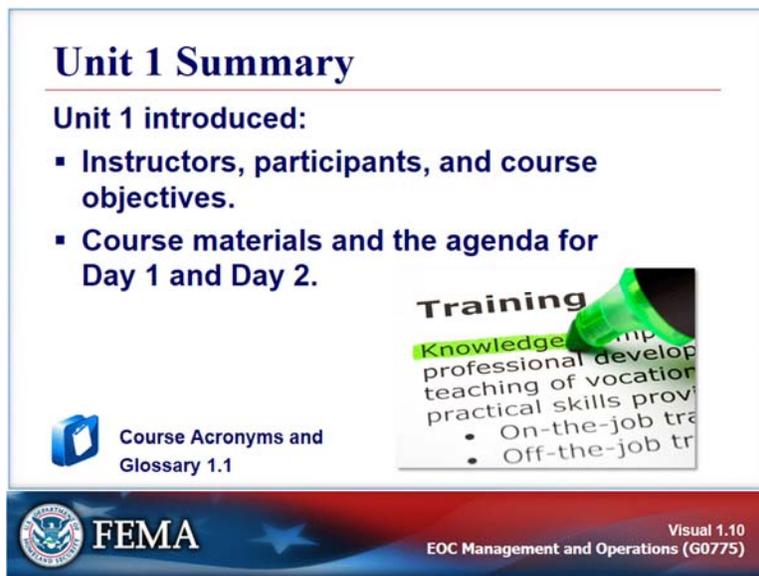
- Printed unit visuals
- Appendix for each unit contains:
 - Worksheets
 - Job Aids

Note: The Resource Guide also contains notes and additional information.

Tip: This symbol -book icon -on a visual denotes materials located in the unit appendix.

SUMMARY

Visual 1.10



Unit 1 Summary

Unit 1 introduced:

- Instructors, participants, and course objectives.
- Course materials and the agenda for Day 1 and Day 2.

Training

Knowledge and professional development
teaching of vocational
practical skills provided

- On-the-job training
- Off-the-job training

 Course Acronyms and Glossary 1.1

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Visual 1.10
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Key Points

This unit introduced:

- The instructors, participants, and course objectives.
- The course materials and the agenda for Day 1 and 2.

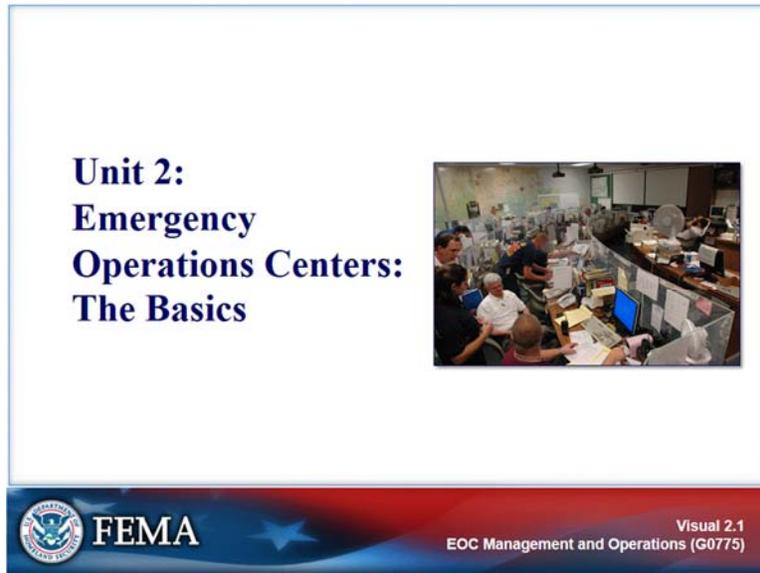
Unit 2 will focus on the “Basics” of the EOC.

UNIT 2. EOC: THE BASICS

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INTRODUCTION

Visual 2.1



Key Points

INTRODUCTION

Visual 2.2

Unit 2 Objectives (1 of 2)

- Describe how the EOC is a critical link for each function of emergency management.
- Discuss the benefits of an effective EOC.
- Identify the importance of a strategic EOC and its relationship to the incident(s).



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Key Points

At the end of this unit, you will be able to:

- Describe how the EOC is a critical link for each of the emergency management mission areas.
- Discuss the benefits of an effective EOC.
- Identify the importance of a strategic EOC and its relationship to the incident(s).

INTRODUCTION

Visual 2.3

Unit 2 Objectives (2 of 2)

- Identify the legal requirements, guidelines, and authorities that impact EOCs.
- Discuss the role of a Policy Group in an EOC.
- Discuss situational awareness and a common operating picture.

The slide footer features the FEMA logo on the left, which includes the text 'FEDERAL EMERGENCY MANAGEMENT AGENCY' around a central emblem. To the right of the logo is the word 'FEMA' in large, bold, white letters. Further right is a blue star on a red and white background. On the far right, the text 'Visual 2.3' and 'EOC Management and Operations (G0775)' is displayed in white.

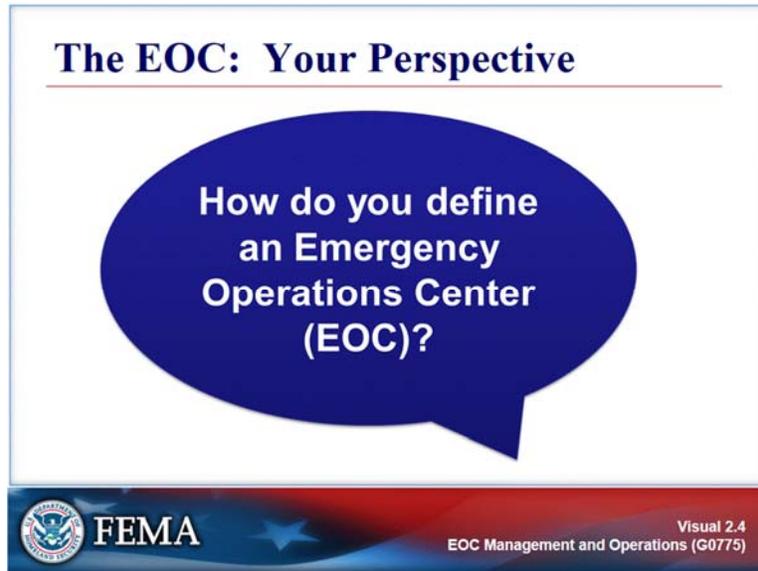
Key Points

Additional unit objectives include:

- Identify the legal requirements, guidelines, and authorities that impact EOCs.
- Discuss the role of a Policy Group in an EOC.
- Discuss situational awareness and a common operating picture.

INTRODUCTION TO THE EOC

Visual 2.4



Key Points

Discussion Question: How do you define an Emergency Operations Center (EOC)?

INTRODUCTION TO THE EOC

Visual 2.5

The EOC

A central location from which government – at any level – can provide interagency coordination and executive decisionmaking in support of incidents or disasters.



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Visual 2.5
EOC Management and Operations (G0775)

Key Points

The EOC carries out the coordination function through:

- Information collection, evaluation, and dissemination.
- Priority setting when appropriate.
- Resource management and documentation.
- The EOC may be the facility from which multiple incidents or events are coordinated.

Notice the word “coordination” in the definition. This course will explore why EOCs are more about coordination than command and control.

Next, notice the word “decisionmaking.” Decisions made at the EOC affect the incident response as well as the public response. The decisions made at the EOC are not tactical decisions, however. 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.

INTRODUCTION TO THE EOC

Visual 2.6

Emergency Coordination Center



In some communities, an EOC is called an Emergency Coordination Center (ECC).

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



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Visual 2.6
EOC Management and Operations (G0775)

Key Points

The EOC can sometimes be referred to as an Emergency Coordination Center (ECC).

Note that increasingly EOCs are being activated and operated virtually as technological advances make virtual EOC operations more possible.

INTRODUCTION TO THE EOC

Visual 2.7

Who Works in 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.

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Visual 2.7
EOC Management and Operations (G0775)

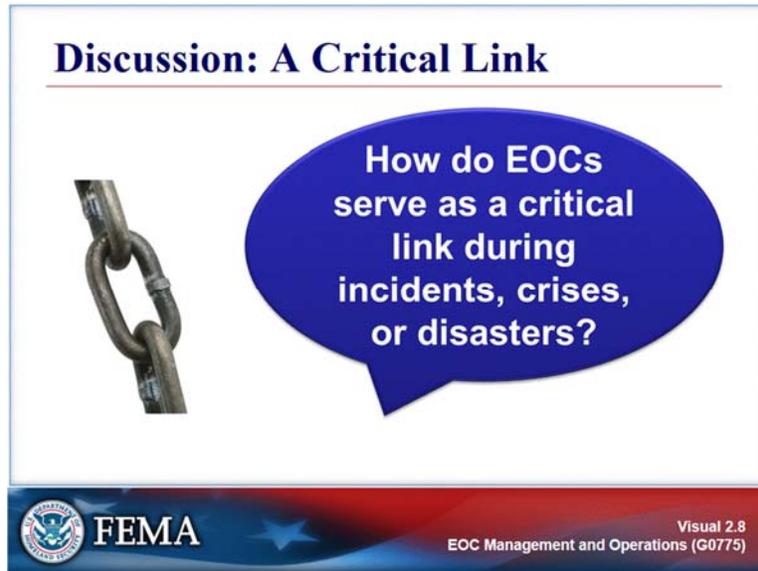
Key Points

- 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.

This course will detail who should (and sometimes should not) be in an EOC and how to select the right fit for certain EOC positions.

EOCs: A CRITICAL LINK

Visual 2.8



Key Points

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

EOCs: A CRITICAL LINK

Visual 2.9

EOCs: A Critical Link

EOCs are a critical link for supporting emergency management functions before, during, and after an incident.



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Visual 2.9
EOC Management and Operations (G0775)

Key Points

EOCs are a critical link for supporting emergency management functions before, during, and after an incident.

EOCs: A CRITICAL LINK

Visual 2.10

Preparing for Incidents

Critical link:

- Activate
- Recall critical staff
- Review policies and procedures
- Prepare technology needs for EOC operations
- Offer guidance
- Inform the public

What are other examples?

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Visual 2.10
EOC Management and Operations (G0775)

Key Points

While we normally think of the EOC operating in terms of responding to an incident, it is actually a key player before, during, and after an incident.

When preparing for a foreseeable incident such as a hurricane, winter weather, and civil unrest, an EOC may activate or consider other actions such as:

- Recall of critical staff.
- Review policies and procedures in advance.
- Prepare technology needs for potential EOC operations.
- Inform the public about impending incidents.
- Offer strategic guidance to other entities and agencies.

Discussion Question: What are other examples of the EOC playing a critical role in preparing for incidents?

EOCs: A CRITICAL LINK

Visual 2.11

During Incident Response

Critical link:

- Support Incident Commanders
- Support other communities or jurisdictions
- Coordinate resources
- Develop situational awareness
- Inform the public

What are other examples?

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Visual 2.11
EOC Management and Operations (G0775)

Key Points

EOCs can play a critical role during an incident by:

- Supporting Incident Commanders.
- Supporting other communities or jurisdictions.
- Coordinating resources.
- Developing situational awareness.
- Informing the public.

A future unit will examine how communities and partners including first responders view the role of the EOC while it is responding to an incident.

Discussion Question: What are other examples of the EOC playing a critical role during incident response?

EOCs: A CRITICAL LINK

Visual 2.12

Throughout Recovery

Critical link:

- Transition a community from response to recovery (organizationally)
- Coordinate damages
- Create a narrative of the incident
- Seek State and/or Federal assistance
- Inform the public

What are other examples?

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Visual 2.12
EOC Management and Operations (G0775)

Key Points

EOCs can assist a community throughout recovery by:

- Transitioning a community from response to recovery (organizationally).
- Coordinating damages.
- Creating a narrative of the incident (building the community's case for State assistance).
- Seeking State and/or Federal assistance.
- Informing the public.

Discussion Question: What are other examples of the EOC playing a critical role throughout recovery?

EOCs: A CRITICAL LINK

Visual 2.13

Mitigating Future Damage

Critical link:

- 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.

What are other examples?

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Visual 2.13
EOC Management and Operations (G0775)

Key Points

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 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.

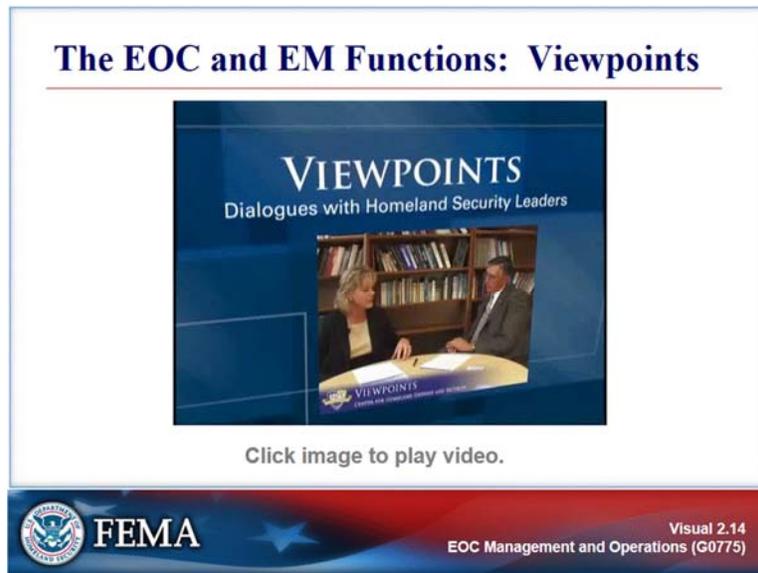
Documentation within an EOC during an incident highlights potential mitigation opportunities immediately after the incident has subsided and into the future.

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).

Discussion Question: What are other examples of the EOC playing a critical role in mitigating future damage?

EOCs: A CRITICAL LINK

Visual 2.14



Key Points

Let's hear Lori Hodges's thoughts on how the EOC plays a role in emergency management beyond responding to an incident. Lori is a Regional Field Manager with the State of Colorado's Division of Emergency Management. This is the first segment of an interview with Lori. We will hear from her again in this unit.

Video Transcript:

John Pennington: Hi, I'm John Pennington and this is Viewpoints and right now we're going to talk about the basics of an Emergency Operations Center within our course. Joining me for Viewpoints is Lori Hodges, who is with the State of Colorado's Division of Emergency Management and she is a Regional Field Manager. So first and foremost, thank you for letting me interview you for a brief moment or two about emergency operations center basics.

Lori Hodges: Well thank you for inviting me.

John: The public in general seems to believe that an Emergency Operations Center is really geared for response only and that that's when an Emergency Operations Center is activated and that's its sole purpose. What are your thoughts?

Lori: My thought is actually that, one of the core strengths of an Emergency Operations Center is the ability to transition from that immediate response where you are supporting what's going on with the Incident Commander, to the point where maybe that Incident Commander is no longer there, you no longer have that field component, but you still have a ton of things that are going on through recovery. So I see a couple of different transitions. One is you go from response, where recovery starts immediately. You need those people who are starting to think about that short-term recovery. You've evacuated everybody, now where are they gonna stay? How are you gonna get them back in the area? What is re-entry look like? You need people while they're doing response to think about that. And then you have a second transition where really you have to go from "everybody's in that Emergency Operations Center functioning and

EOCs: A CRITICAL LINK

Visual 2.14 (Continued)

coordinating” to “you need to move it to the departments that are now going to take this on long term.” Because as you know, recovery can kill a community. It’s gonna take months, years, maybe sometimes decades. So, at what point do we bring it back to that community and what does that transition look like? So I guess that’s what I’m getting at most is, you have several transitions that occur and the Emergency Operations Center is a great way to ensure the transition is smooth.

Lori: The recovery task force that we have, you know, that gets formed, a lot of what happens there is not only recovery but what is the mitigation look like post disaster, you know? You have a lot of the preparedness efforts that that whole collaborative piece of who are our partners, that all happens as well. So I think it’s all, it’s all one group together with that Emergency Operations Center.

EOC RELATIONSHIP TO ICP AND IMT

Visual 2.15

EOC Relationship to an ICP and IMT

<p>Incident Command Post (ICP)</p> <p>Field location of tactical-level, on-scene incident command and management.</p> 	<p>Incident Management Team (IMT)</p> <p>Cohesive unit of skilled/trained first responders:</p> <ul style="list-style-type: none">▪ Supports a specific community.▪ Has a delegation of authority. 
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An EOC is NOT an ICP or an IMT.

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Visual 2.15
EOC Management and Operations (G0775)

Key Points

Discussion Question: Who is familiar with Incident Command Posts and the concept of Incident Management Teams?

Definitions for ICP and IMT include:

- **Incident Command Post** is the field location of the tactical-level, on-scene incident command and management organization.
- **Incident Management Team** is a group of highly skilled and trained first responders that work as a cohesive unit during the response phase of an incident, often in support of a specific community or region and with a specific delegation of authority.

EOC RELATIONSHIP TO ICP AND IMT

Visual 2.16

EOC Relationship to Incident Command

- EOC supports the Incident Command by:
 - Providing resources.
 - Coordinating communications and advance warnings.
 - Establishing priorities among incidents.
- In a complex incident, IMT may help facilitate coordination.



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Visual 2.16
EOC Management and Operations (G0775)

Key Points

This visual presents a commonly understood interpretation of today's ICPs and IMTs. An EOC may interact with an ICP or an IMT in a variety of ways.

EOC supports the Incident Command by:

- Providing resources.
- Coordinating communications and advance warnings.
- Establishing priorities among incidents.

In a complex incident, IMT may help facilitate coordination.

Discussion Question: Does this visual present an accurate view of the existing relationship between EOCs and ICPs/IMTs? Why or why not?

BENEFITS OF AN EFFECTIVE EOC

Visual 2.17

The Benefits of an Effective EOC (1 of 2)

- **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 and a common operating picture.**
- **Coordinates long-term operations.**



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Key Points

Benefits of an effective EOC include:

- Allowing a community to prepare for a foreseeable incident.
- Allowing Incident Commanders and jurisdictions to focus on the needs of the incident.
- Promoting problem resolution at the lowest practical level.
- Helping establish situational awareness and a common operating picture.
- Coordinating long-term operations.

This visual (and the next) highlight the importance of having an “effective” EOC. Simply designating a room or facility as an EOC does not guaranty effectiveness. Effective EOCs will allow communities to become more resilient over a period of time.

When incidents are predictable or foreseen (hurricane, potential tornadoes, winter weather, etc.), an activated EOC can allow for quicker and more structured coordination, alleviating the potential for confusion and lost time when response is eminent.

BENEFITS OF AN EFFECTIVE EOC

Visual 2.18

The Benefits of an Effective EOC (2 of 2)

- Consolidates resource identification, acquisition, and tracking.
- Sets response priorities.
- Provides legal and financial support.
- Liaisons with other jurisdictions and entities.
- Provides critical conduit between Incident Commanders.
- Provides timely, coordinated, and consolidated information.



Key Points

Additional benefits of an effective EOC include:

- Consolidates resource identification, acquisition, and tracking.
- Sets response priorities.
- Provides legal and financial support.
- Liaisons with other jurisdictions and entities.
- Provides critical conduit between Incident Commanders.
- Provides timely, coordinated, and consolidated information.

A lesser-recognized benefit of an effective EOC is that it 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.

The final bullet (providing timely, coordinated, and consolidated information) has become one of the more critical functions of a well-established and effective EOC. This course has an entire unit dedicated to communication and public information as it relates to the EOC.

THE STRATEGIC EOC

Visual 2.19

The Strategic EOC

As risks and threats become more complex, EOCs must evolve to develop a more strategic, coordinated approach to manage incidents, crises, or disasters.



The Strategic EOC slide features three small images in a row. The first image shows a large fire with thick black smoke rising into the sky. The second image shows a city skyline with several buildings emitting thick black smoke. The third image shows a hazardous material spill with a yellow caution tape that reads 'DANGER HAZARDOUS MATERIAL'.

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Visual 2.19
EOC Management and Operations (G0775)

Key Points

Although each community and each incident is different, a common goal of modern-day emergency management is to strive for EOCs that are strategic in nature and more focused on coordination.

The most effective EOCs are those that have become “coordination centric” and are strategically focused—as opposed to hands-on, in-the-field, and tactical.

THE STRATEGIC EOC

Visual 2.20



Key Points

The difference between a strategic and tactical EOC is that the strategic EOC determines and coordinates “what” is to be done during an incident(s), whereas a tactical EOC attempts to conduct actual on-scene or field operations itself or in conjunction with first responders.

Discussion Question: Do you agree with these descriptions? Why or why not?

Discussion Question: Can you envision a scenario where an EOC actually could become tactical?

THE STRATEGIC EOC

Visual 2.21

The Strategic EOC: Viewpoints



Why have some EOCs had a difficult time keeping a strategic focus?

Click image to play video.



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Visual 2.21
EOC Management and Operations (G0775)

Key Points

In this video, Lori Hodges shares her thoughts on strategic EOCs.

Video Transcript:

John: The purpose of this class is to really talk to the students a little bit about the history of Emergency Operations Centers, where they've been, and where they're going in the 21st century, and you have tremendous expertise in this and, I think, a great viewpoint. So let's talk a little bit about strategic and tactical Emergency Operations Centers. There's been a lot of debate, I think a lot of evolution of Emergency Operations Centers, and, in this course, really tries to emphasize the role of an EOC as being strategic in nature, more coordinative, more coordinating as opposed to tactical. Any thoughts on that?

Lori: Yeah, I would agree. In the past we've seen a lot of difficulty with emergency operations centers when they first started, because you did have a lot of the operational folks within that Emergency Operations Center and they're typically used to being in the field and solving the problem. So when they come into that Emergency Operation Center environment, which is more of that coordination, more of that support, they have a difficult time of sitting in that seat and making sure that they're looking at "How do I support the decisions that are already being made instead of actually making that decision?" We also see that from a policy level with elected officials who, they have a key role in an Emergency Operations Center as a policy group, but a lot of times we see them, too, trying to solve that problem instead of seeing what needs to happen, what that Incident Commander is saying they want, and how do we now support that through policy or through decisionmaking.

THE STRATEGIC EOC

Visual 2.22

Discussion: Strategic Approach

Instructions: Review the resource needs below.

Incident 1 Needs: Fire Apparatus EMS Helicopter Shelter	Incident 2 Needs: Helicopter S.A.R. Reverse Notification Shelter	Incident 3 Needs: Fire Apparatus Law Enforcement Reverse Notification Shelter
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Discussion Question: How would using a strategic approach help determine how to meet the needs of all three incidents?



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Visual 2.22
EOC Management and Operations (G0775)

Key Points

Incident 1 Needs: Fire Apparatus, EMS, Helicopter, Shelter

Incident 2 Needs: Helicopter, S.A.R., Reverse Notification, Shelter

Incident 3 Needs: Fire Apparatus, Law Enforcement, Reverse Notification, Shelter

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

LEGAL REQUIREMENTS AND AUTHORITIES

Visual 2.23

Legal Requirements and Authorities

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

How do different levels of authority affect your EOC?

County State Tribal City

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Visual 2.23
EOC Management and Operations (G0775)

Key Points

The authorities and guidelines that govern emergency management and, therein, 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.

The State of Washington, as an example, has a statute that outlines the minimal emergency management capabilities an organization must have to be established and operate as “emergency management.” Any county organization, below that State level, can develop an emergency management department or agency but must place that “enabling” language into local county code or statute, referencing the State governing statutes. A city may contract with a county (or act on its own) to develop an emergency management program, but the same enabling statutes must exist.

EOCs must recognize and fully understand their authorities.

Discussion Question: How do different levels of authority affect your EOC?

LEGAL REQUIREMENTS AND AUTHORITIES

Visual 2.24

Guidance and Doctrine

- National Preparedness Goal (NPG)
- National Incident Management System (NIMS)
- National Frameworks for Prevention, Protection, Mitigation, Response, and Recovery
- Continuity of Operations Planning (COOP)

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Visual 2.24
EOC Management and Operations (G0775)

Key Points

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/pdf/prepared/npg.pdf>
- 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, in order 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. 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>

THE POLICY GROUP AND THE EOC

Visual 2.25

EOC Authority & Policy Group



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

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Visual 2.25
EOC Management and Operations (G0775)

Key Points

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 Policy Group to authorize additional fiscal resources and/or to provide operational guidance for an EOC during activation.

THE POLICY GROUP AND THE EOC

Visual 2.26

The Policy Group and the EOC

The Policy Group makes strategic decisions by:

- Issuing an Initial Policy Statement to guide the EOC.
- Determining EOC and Policy Group reporting requirements.
- Determining Policy Group decisionmaking process.
- Identifying fiscal issues and possible parameters for the EOC.
- Determining who needs to be included in the Policy Group.



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Visual 2.26
EOC Management and Operations (G0775)

Key Points

Actions a Policy Group may undertake when it is activated with an EOC:

- Issue an Initial Policy Statement to guide the EOC: This is a formal document that helps the EOC to “frame” response activities. If a Policy Group is not activated or engaged, the EOC must act according to its own authorities and policies. However, when a Policy Group does stand up, the EOC should expect an initial statement that helps to guide response.
- Determine EOC and Policy Group reporting requirements: A primary function of an effective and well-established Policy Group is a statement that sets parameters for the EOC to report to the Policy Group. This is a form of defining roles and responsibilities between the EOC and the Policy Group.
- Determine Policy Group decisionmaking process: The EOC may have to resolve potential conflicts within the Policy Group on issues including how best to make decisions. When multiple jurisdictions are involved in a Policy Group, the conflict can escalate and the EOC manager may be called upon to make recommendations on how best to proceed.
- Identify fiscal issues and possible parameters for the EOC: The Policy 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 Policy Group: The composition of the Policy Group is important and the EOC should have recommendations as to who is or is not in the Policy Group.

THE POLICY GROUP AND THE EOC

Visual 2.27

The Policy Group

A Policy Group:

- May stand alone or be a breakout function of an EOC.
- Is often comprised of:
 - Elected officials.
 - Senior decisionmakers.
 - Senior public safety officials.
 - High-level, subject-matter experts.
 - Additional personnel as required by the Policy Group.



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Visual 2.27
EOC Management and Operations (G0775)

Key Points

A Policy Group may:

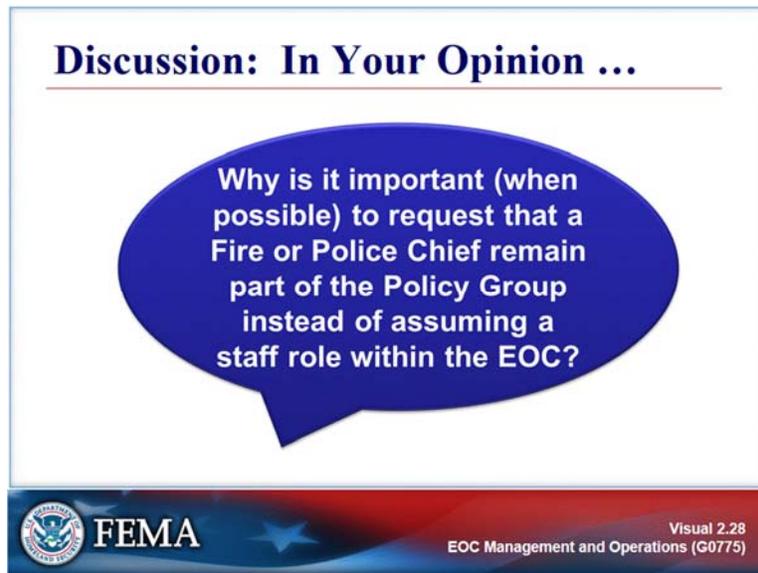
- Be a standalone or “breakout” Policy Group, located adjacent to EOC operations (example: breakout room next to the EOC operations floor).
- Be located in an area away from the physical location of the EOC (example: city or county administration building). Policy Groups may also operate “virtually,”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

Policy 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 decisionmakers (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 Policy Group.

THE POLICY GROUP AND THE EOC

Visual 2.28



Key Points

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

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

THE POLICY GROUP AND THE EOC

Visual 2.29

Policy Group Statement

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

Sohemah County (in)
Sohemah County Dept. of Emergency Management
225 5th Street SW
Eau Claire, WI 54601

United Policy Group: Initial Policy Statement

September 19th, 2014

From: Sohemah County Unified Policy Group
To: John J. Thompson, EOC Director (Sohemah County)

A policy framework with respect to the catastrophic event caused by the T.A. and Biquip
operating near or Sohemah County, centered in the area of 881 Creek and affecting the
surrounding region.

Our priorities and objectives are as follows:

It is our goal to:

- Property
- Environment, and Safety
- Economy of Sohemah County residents, its visitors and others affected by the
event.

The Protocols and Requirements between the EOC and Policy are as follows:

- EOC leading to the Policy Group every 30 minutes until further notice if OC, Rep, or
Sensors
- Priority (EM) communication between EOC and Policy will be with extension 3000

Sohemah County Unified Policy Group and the EOC are also committed to effectively
communicating with the public during this emergency.

For more information, please contact Policy Chief, Dave Somers at 2835.

Executive David S. Rasmussen Chairman Dave Somers Mayor Ray
Sohemah County Sohemah County District 1 City of West

Initial Policy Group Statement 2.1

FEMA

Visual 2.29
EOC Management and Operations (G0775)

Key Points

This visual presents an example of an Initial Policy Group Statement for an EOC. Note that this is not a press release. The statement is a guiding document intended solely for the EOC – not for first responders in the field. The Policy Group is telling the EOC that these are the priorities of the incident as it currently exists. In turn, the EOC is prioritizing and coordinating where applicable for those incident(s) outside of the EOC.

This sample Policy Group Statement can be used as a template for many EOCs and offers the lesser known benefit of becoming an official means of “documenting” decisionmaking. A larger version of this document is provided in the appendix for this unit.

INTRODUCTION TO SITUATIONAL AWARENESS/COMMON OPERATING PICTURE

Visual 2.30

Information

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



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Visual 2.30
EOC Management and Operations (G0775)

Key Points

One of the key responsibilities of an EOC is the coordination, processing, and dissemination of information. This section of the unit covers the basic concepts of situational awareness (SA) and the development of a common operating picture (COP). As the course progresses, you will constantly be considering the issues of SA and COP.

The next few visuals are an **introduction** to SA and COP. An entire unit and exercise is dedicated to SA and COP later in this course.

INTRODUCTION TO SITUATIONAL AWARENESS/COMMON OPERATING PICTURE

Visual 2.31

Introduction: Situational Awareness

“The ability to identify, process, and comprehend the critical information about an incident. More simply, it is knowing what is going on around you. Situational Awareness requires continuous monitoring of relevant sources of information regarding actual incidents and developing hazards.”

- National Response Framework (NRF)

The slide footer features the FEMA logo on the left, which includes the text 'FEDERAL EMERGENCY MANAGEMENT AGENCY' around a circular emblem. To the right of the logo is the word 'FEMA' in large, bold, white letters. Further right is a blue star on a red and white background. On the far right, the text 'Visual 2.31' and 'EOC Management and Operations (G0775)' is displayed in white.

Key Points

There are many different viewpoints of SA and COP. This definition is from The National Response Framework.

“The ability to identify, process, and comprehend the critical information about an incident. More simply, it is knowing what is going on around you. Situational Awareness requires continuous monitoring of relevant sources of information regarding actual incidents and developing hazards.”

INTRODUCTION TO SITUATIONAL AWARENESS/COMMON OPERATING PICTURE

Visual 2.32

Introduction: Common Operating Picture

A common operating picture:

- Means that personnel from all organizations at all locations have the same information.
- Is based on situational awareness of:
 - Current status and evolving situation.
 - Needed resources.
 - Availability and location of resources.



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Visual 2.32
EOC Management and Operations (G0775)

Key Points

A common operating picture:

- Means that personnel from all organizations at all locations have the same information.
- Is based on situational awareness of:
 - Current status and evolving situation.
 - Needed resources.
 - Availability and location of resources.

INTRODUCTION TO SITUATIONAL AWARENESS/COMMON OPERATING PICTURE

Visual 2.33



Key Points

In this segment, Lori Hodges talks about situational awareness and common operating picture.

Video Transcript:

John: And then, I think the last question I wanted to ask you is about situational awareness and a common operating picture. You're at the State-level, and you're naturally dealing with what I assume would be county jurisdictions and local jurisdictions, feeding information up to you and then perhaps down. Can you talk about the role of an Emergency Operations Center today and development of situational awareness and the ultimate development of a common operations picture?

Lori: Yeah, what I've seen most, I work in a lot of local Emergency Operations Centers as it's part of my job, I'm the direct connection to the State so I go to where they are, and what I've seen with communities that don't have an Emergency Operations Center is that there is no hub of information, there's no one place where people can get that full picture, again, of the whole community. So if I have the nongovernmental entities, the private sector, the traditional governmental departments, if they don't have a place to go to share information, you're gonna have a lot of stovepipes going on, you're not gonna have a good one-stop situational awareness. So, what the Emergency Operations Center can do is, number one, they're gonna get a good idea about that incident footprint. What is the Incident Commander doing, what are their objectives, what do they need? Because obviously that's one of the primary focuses of an Emergency Operations Center. But outside of that, you have that consequence management piece, which is now, we're looking at globally what is going on in the community. How are they reacting? Are we meeting the needs of the community as a whole? And with that, you have multiple partners that aren't in your traditional response. So, in order to get good situational awareness, you need to have those people who can come to a place and say "here's what's going on in our organization, here's how we're supporting this incident." And then you can feed that information then up to those policy group members so that they have a better idea and can inform the public about what's going on.

INTRODUCTION TO SITUATIONAL AWARENESS/COMMON OPERATING PICTURE

Visual 2.33 (Continued)

John: It's a network of information.

Lori: It is. Exactly.

John: Great. Well thank you so much for being with me today to talk about the EOC basics. It's not as simple, perhaps, as we think it is. This is Lori Hodges from the State of Colorado, and this has been Viewpoints.

SUMMARY

Visual 2.34

Unit 2 Summary

We discussed:

- **How the EOC is a critical link for each function of emergency management.**
- **Benefits of an effective EOC.**
- **Differences between strategic and tactical EOCs.**
- **Legal requirements, guidelines, and authorities that impact EOCs.**
- **Policy Groups.**
- **Situational awareness/common operating picture.**



FEMA

Visual 2.34
EOC Management and Operations (G0775)

Key Points

This unit covered the basic concepts behind the EOC.

- How the EOC is a critical link for each function of emergency management.
- The benefits of an effective EOC.
- The difference between strategic and tactical EOCs.
- The legal requirements, guidelines, and authorities that impact EOCs.
- The role of a Policy Group.
- Situational awareness and common operating picture (More detail on these concepts appear later in the course).

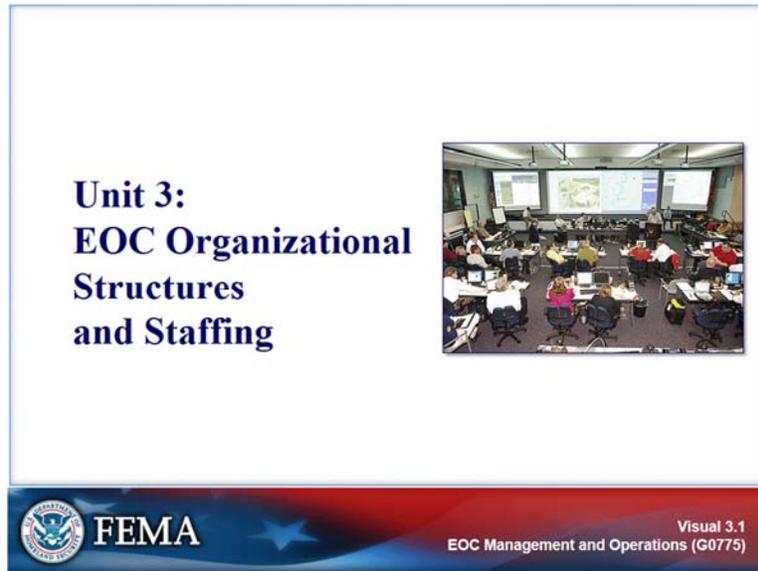
Unit 3 examines EOC organizational structures and the challenges of staffing an EOC.

UNIT 3. EOC ORGANIZATIONAL STRUCTURES AND STAFFING

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INTRODUCTION AND OBJECTIVES

Visual 3.1



Key Points

Unit 3 will cover a myriad of EOC organizational structures and the challenges of effectively staffing an EOC.

INTRODUCTION AND OBJECTIVES

Visual 3.2

Unit 3 Objectives

- Identify and discuss several options for an EOC organizational structure.
- Describe factors to consider when staffing an EOC.
- Match EOC functions with EOC personnel.
- Identify the definition and potential need for a Delegation of Authority for both the EOC and the staff that may be detailed to an EOC.



The slide footer features the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 3.2 EOC Management and Operations (G0775)' on the right, all set against a red and blue background with a star.

Key Points

At the end of this unit, you will be able to:

- Identify and discuss several options for an EOC organizational structure.
- Describe factors to consider when staffing an EOC.
- Match EOC functions with EOC personnel.
- Identify the definition and potential need for a Delegation of Authority for both the EOC and the staff that may be detailed to an EOC.

EOC ORGANIZATIONAL STRUCTURES

Visual 3.3

The EOC Organizational Structure

Before developing or restructuring EOCs, research and consider different organizational structures based on the community and risks.



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Visual 3.3
EOC Management and Operations (G0775)

Key Points

Our country is comprised of communities with different populations, values, and risks. Creating a one-size-fits-all EOC for the Nation would be ineffective and unrealistic.

EOC ORGANIZATIONAL STRUCTURES

Visual 3.4

Understanding Your Community

EOC organizational structure is based on a thorough understanding of your community, the:

- Threats, risks, and hazards.
- Demographics.
- EM authorities, roles, and responsibilities.
- Support and participation expected from other leaders.

Important: Have realistic expectations and standards.



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Visual 3.4
EOC Management and Operations (G0775)

Key Points

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.

Grasping the 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 role of the EOC? Does it have limitations on decisionmaking? How will it be activated? Will it contain a Call Center or a Joint Information Center?

Willingness of leaders to support and participate: Emergency management professionals should have an understanding of the support they may or may **not** have when choosing an EOC organizational structure.

EOC ORGANIZATIONAL STRUCTURES

Visual 3.5

Characteristics of Effective Organizations

- Acquire, analyze, and act on information.
- Remain flexible in rapidly changing conditions.
- Anticipate change.
- Maintain public confidence.
- Maintain reliability.



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Visual 3.5
EOC Management and Operations (G0775)

Key Points

The characteristics on this visual are not exclusive to EOCs—they apply to a host of organizations (public, private, or nonprofit).

- Acquire, analyze, and act on information.
- Remain flexible in rapidly changing conditions.
- Anticipate change.
- Maintain public confidence.
- Maintain reliability.

EOC ORGANIZATIONAL STRUCTURES

Visual 3.6

Common EOC Structures



- Incident Command System (ICS)
- Emergency Support Function (ESF)
- Hybrid ICS-ESF
- Functional Management

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Visual 3.6
EOC Management and Operations (G0775)

Key Points

The visual lists four of the most commonly used EOC organizational structures today.

EOC ORGANIZATIONAL STRUCTURES

Visual 3.7

Incident Command System (1 of 2)

The ICS concept emerged in the late 1960s as an effective organizational structure for the management of wildland fires in the western United States.



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Visual 3.7
EOC Management and Operations (G0775)

Key Points

The Incident Command System (ICS) concept emerged in the late 1960's, as an effective organizational structure for the management of wildland fires in the western United States. It is traditionally a response-centric organizational structure that provides a common framework within which people can work together effectively.

EOC ORGANIZATIONAL STRUCTURES

Visual 3.8

Incident Command System (2 of 2)



- Response-centric organizational structure.
- Common framework within which people can work together effectively.
- First-on-scene structure.

Commonly used in tactical field operations.

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Visual 3.8
EOC Management and Operations (G0775)

Key Points

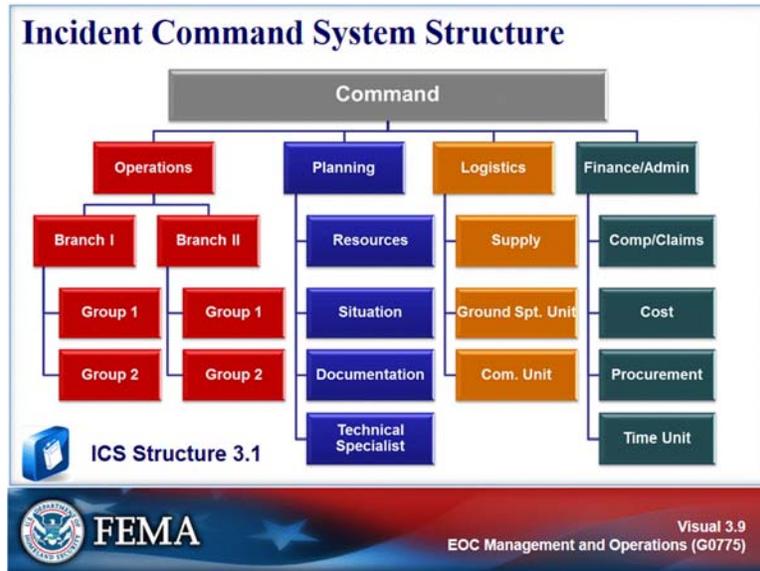
ICS is a “first-on-scene” structure, where the first responder arriving on scene of an incident (police, fire, public works, etc.) has initial operational command.

ICS is commonly utilized in tactical “on scene” and “in the field” operations, though numerous EOCs across the Nation use ICS to effectively coordinate with Incident Commanders.

The intent of the four sample organizational structures is to emphasize the variety and diversity of structures and highlight some of the strengths and weaknesses of each. As you learn about each of the structures, think about which, if any, might best suit your community.

EOC ORGANIZATIONAL STRUCTURES

Visual 3.9

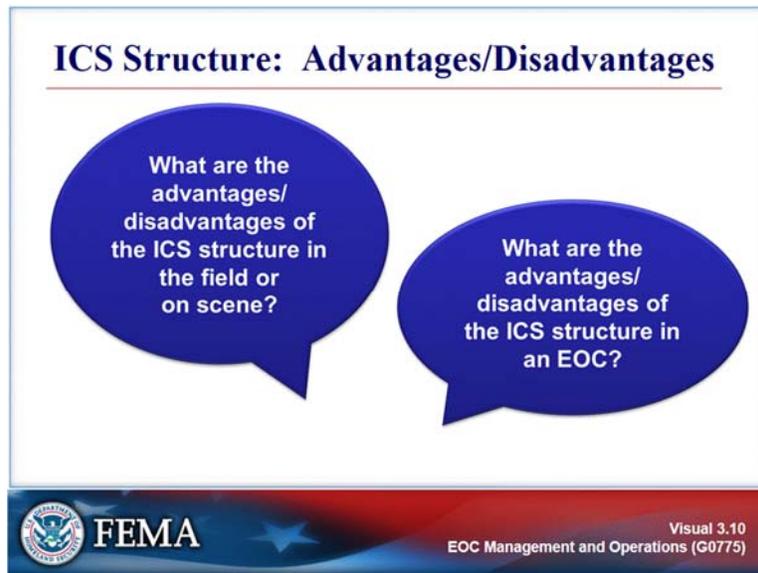


Key Points

The visual presents a common example of an ICS structure, both in the field and within some Emergency Operations Centers. Note the simplicity of the structure and the standard four pillars of ICS: Operations, Planning, Logistics, and Finance/Administration.

EOC ORGANIZATIONAL STRUCTURES

Visual 3.10



Key Points

Discussion Question: What are the advantages and/or disadvantages of the ICS structure in the field or on scene?

Discussion Question: What are the advantages and/or disadvantages of the ICS structure in an EOC?

EOC ORGANIZATIONAL STRUCTURES

Visual 3.11

What Are ESFs?

Emergency Support Functions (ESFs):

- Consolidate multiple agencies that perform similar functions into a single, cohesive unit.
- Provide better management of emergency response functions.



 ESFs 3.2

 **FEMA**

Visual 3.11
EOC Management and Operations (G0775)

Key Points

The ESF concept is a mechanism that consolidates multiple agencies that perform similar functions into a single, cohesive unit for better management of emergency response functions.

Even if not utilized by an organization, the basic 15 Emergency Support Functions offer a simple means of capturing every potential issue that an EOC may face. An outline of the ESFs is provided in the Appendix to this unit.

EOC ORGANIZATIONAL STRUCTURES

Visual 3.12

History: ESF Organizational Structure

- Developed by FEMA in late 1980s.
- Designed to manage the Federal response following a catastrophic earthquake.



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Visual 3.12
EOC Management and Operations (G0775)

Key Points

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.

EOC ORGANIZATIONAL STRUCTURES

Visual 3.13

ESFs and EOCs



ESF model for EOC organization is common:

- At the State level.
- Within some jurisdictions with large populations or complex response factors.

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Visual 3.13
EOC Management and Operations (G0775)

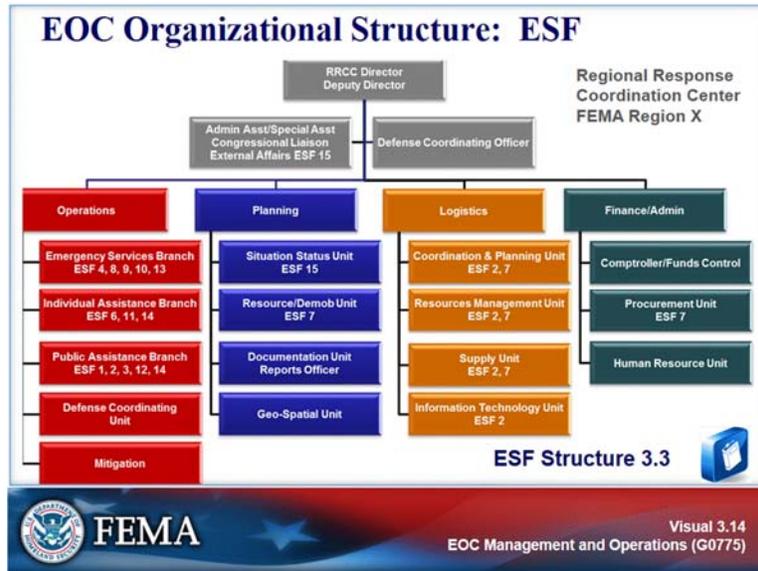
Key Points

Once exclusive to the Federal Government, the ESF model for EOC organization has become common at the State level and within some jurisdictions with very large populations or potentially complex response factors.

Unit 3. EOC Organizational Structures and Staffing

EOC ORGANIZATIONAL STRUCTURES

Visual 3.14



Key Points

The visual presents an example of a traditional ESF organizational model from a FEMA Regional Office (Regional Response Coordination Center). The structure is simple but allows for the grouping of larger coordinated functions (transportation, communications, etc.).

This organizational structure is not commonly used in EOCs today, with notable exceptions being at the Federal level, some States, and within larger communities that can experience complex events impacting large populations.

ESF Organizational Structure description

The top box is RRCC Director/Deputy Director. Under that are two boxes:

1. Admin Asst/Special Asst Congressional Liaison External Affairs ESF 15
2. Defense Coordinating Officer

Under these boxes are four boxes running left to right:

Operations: Under operations are Emergency Services Branch ESF 4,8,9,10, 13; Individual Assistance Branch ESF 6, 11, 14; Public Assistance Branch ESF 1, 2, 3, 12, 14; Defense Coordinating Unit; Mitigation

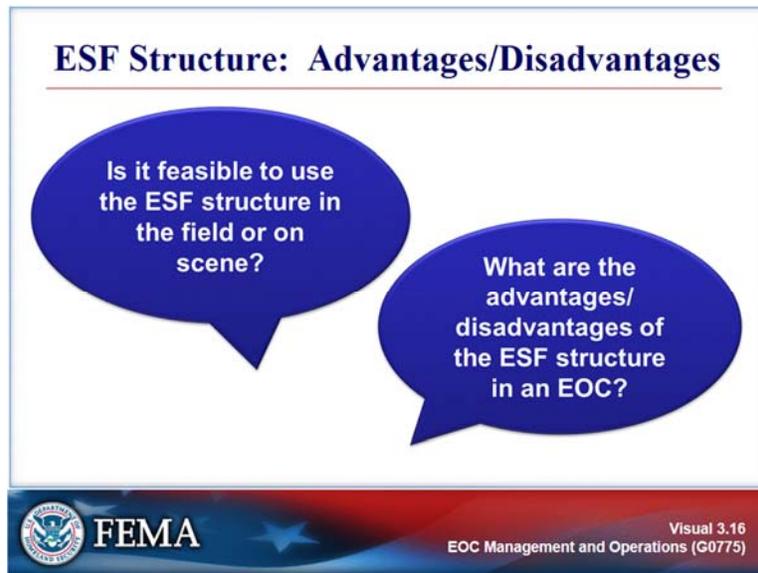
Planning: Under planning are the following boxes: Situation Status Unit ESF 15, Resource/Demob Unit ESF 7, Documentation Unit reports officer, Geo-Spatial Unit.

Logistics: Under Logistics are the following boxes: Coordination and Planning Unit, ESF 2, 7; Resources Management Unit, ESF 2, 7; Supply Unit, ESF 2, 7; Information Technology Unit, ESF 2.

Finance/Admin: Under this box, there are three boxes: Comptroller/Funds Control; Procurement Unit ESF 7; Human Resource Unit.

EOC ORGANIZATIONAL STRUCTURES

Visual 3.16



Key Points

Discussion Question: Is it feasible to use the ESF structure in the field or on scene?

Discussion Question: What are the advantages/disadvantages of the ESF structure in an EOC?

EOC ORGANIZATIONAL STRUCTURES

Visual 3.17



Key Points

An increasing number of emergency management organizations are utilizing a “hybrid” EOC organizational model that combines foundational elements of the Incident Command Structure with those found in the Emergency Support Functions.

The Hybrid ICS-ESF model utilizes the common thread of ICS and customizes ESF coordination below that structure accordingly.

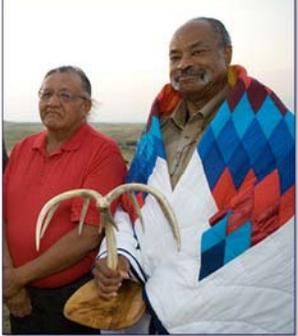
EOC ORGANIZATIONAL STRUCTURES

Visual 3.18

Hybrid EOC Organizational Structure (2 of 2)

Useful for medium-to-large size jurisdictions that simultaneously coordinate with:

- Multiple cities,
- Counties,
- A State and/or tribe, and
- The Federal Government.



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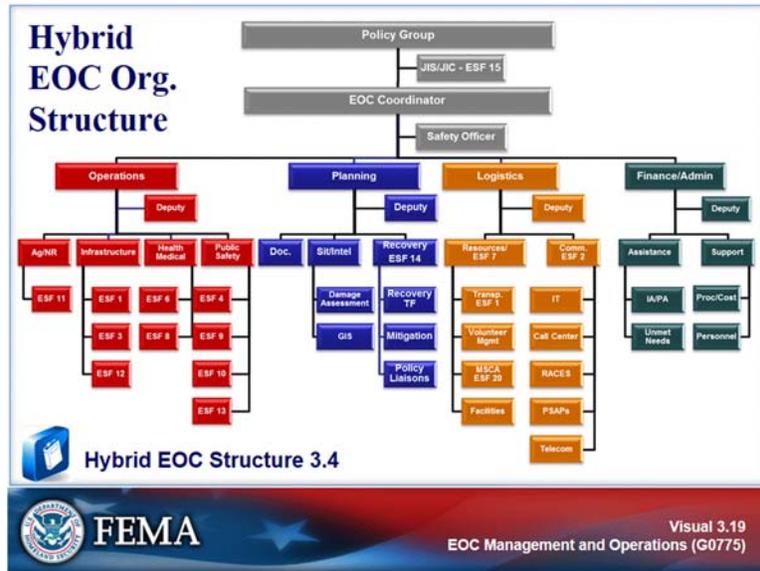
Visual 3.18
EOC Management and Operations (G0775)

Key Points

The Hybrid model is proving a useful EOC structure for medium-to-large size jurisdictions that are required to coordinate with multiple cities, counties, a State and/or tribe, and the Federal Government simultaneously.

EOC ORGANIZATIONAL STRUCTURES

Visual 3.19



Key Points

The visual illustrates one example of a Hybrid ICS-ESF organizational model. Note that Hybrid models utilize the four pillars of ICS (Operations, Planning, Logistics, and Finance/Admin) and all 15 basic ESF functions while simultaneously integrating some traditional ICS “boxes” that custom-fit a community’s specific needs.

Hybrid EOC Org. Structure Description

This is an organizational chart showing the Policy Group at the top with JIS/JIC-ESF 15, EOC Coordinator, and Safety Officer reporting to the Policy Group. Underneath this is four boxes, running left to right:

Operations, Planning, Logistics, and Finance/Admin. Under each of those four boxes is a Deputy. This is a description of the boxes under each of the four main boxes (Operations, Planning, Logistics and Finance/Admin).

Operations: Ag/NR, Infrastructure, Health Medical, and Public Safety. Under Ag/NR is ESF 11. Under Infrastructure is ESF 1, 3, and 12. Under Health Medical is ESF 6 and 8. Under Public Safety is ESF 4, 9, 10, 13.

Planning: Doc., Sit/Intel, and Recovery ESF 14. Under Sit/Intel is Damage Assessment and GIS. Under Recovery is Recovery TF, Mitigation, and Policy Liaisons.

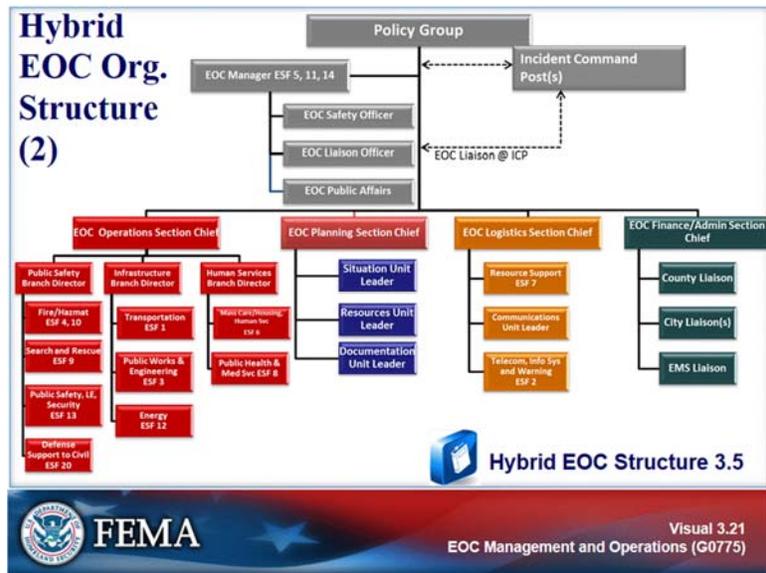
Logistics. Under logistics are two boxes: Resources/ESF 7 and Comm/ ESF 2. Under Resources are four boxes: Transp ESF 1, Volunteer Mgmt., MSCA ESF 20, and Facilities. Under Comm ESF2 are five boxes: IT, Call Center, Races, PSAPs, and Telecom.

Finance/Admin: Assistance and Support. Under Assistance are two boxes: IA/PA and Unmet Needs. Under Support are three boxes: Support, Proc/Cost and Personnel.

Unit 3. EOC Organizational Structures and Staffing

EOC ORGANIZATIONAL STRUCTURES

Visual 3.21



Key Points

This visual presents another Hybrid ICS-ESF model. Note that the Policy Group is attached to the EOC structure.

Hybrid EOC Org. Structure description

Policy Group at the top with EOC Manager ESF 5, 11, 14 and Incident Command Posts underneath. Underneath EOC Manager ESF 5, 11, 14 are three boxes: EOC Safety Officer, EOC Liaison Officer, and EOC Public affairs. A connection is made between policy group and Incident Command Posts labeled EOC Liaison @ ICP. Underneath this is four boxes, running left to right:

EOC Operations Section Chief, EOC Planning Section Chief, EOC Logistics Section Chief, and EOC Finance/Admin Section Chief. This is a description of the boxes under each of the four main boxes (EOC Operations Section Chief, EOC Planning Section Chief, EOC Logistics Section Chief, and EOC Finance/Admin Section Chief.)

EOC Operations Section Chief: Public Safety Branch Director, Fire/Hazmat ESF 4 10, Search and Rescue ESF 9, Public Safety LE Security ESF 13, Defense Support to Civil ESF 20, Infrastructure Branch Director, Transportation ESF 1, Public Works & Engineering ESF 3, Energy ESF 12, Human Services Branch Director, Mass Care/Housing Human Service ESF 6, Public Health & Med Svc ESF 8

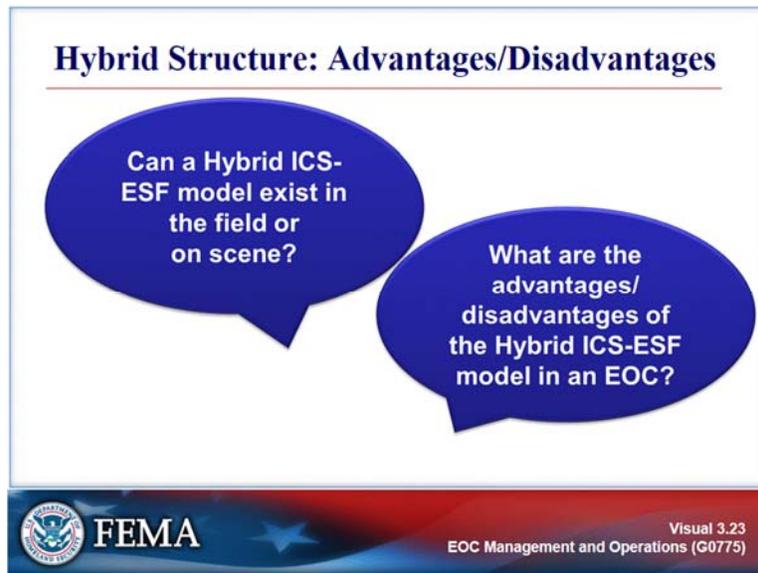
EOC Planning Section Chief: Situation Unit leader, resources unit leader, documentation unit leader

EOC Logistics Section Chief: Resource Support ESF 7, Communications Unit Leader, Telecom Info Sys and Warning ESF 2

EOC Finance/Admin Section Chief: County Liaison, City Liaison(s), EMS Liaison

EOC ORGANIZATIONAL STRUCTURES

Visual 3.23



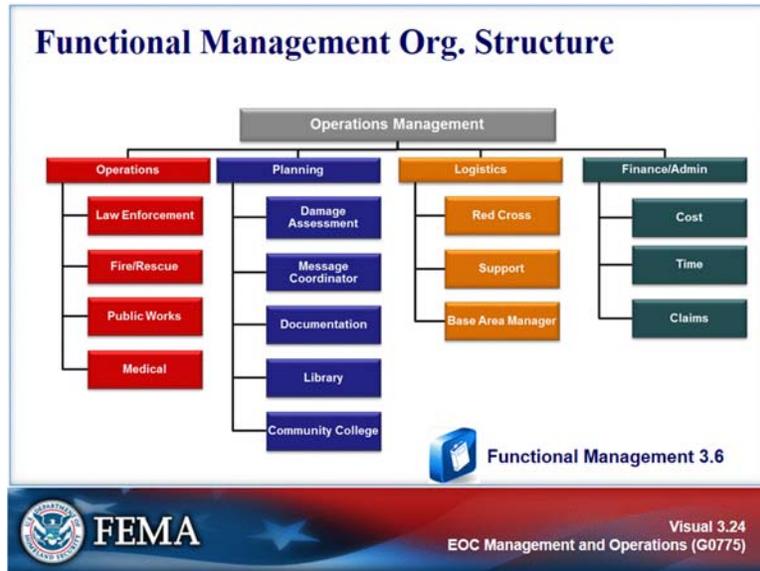
Key Points

Discussion Question: Can a Hybrid ICS-ESF model exist in the field or on scene?

Discussion Question: What at the advantages/disadvantages of the Hybrid ICS-ESF model in an EOC?

EOC ORGANIZATIONAL STRUCTURES

Visual 3.24

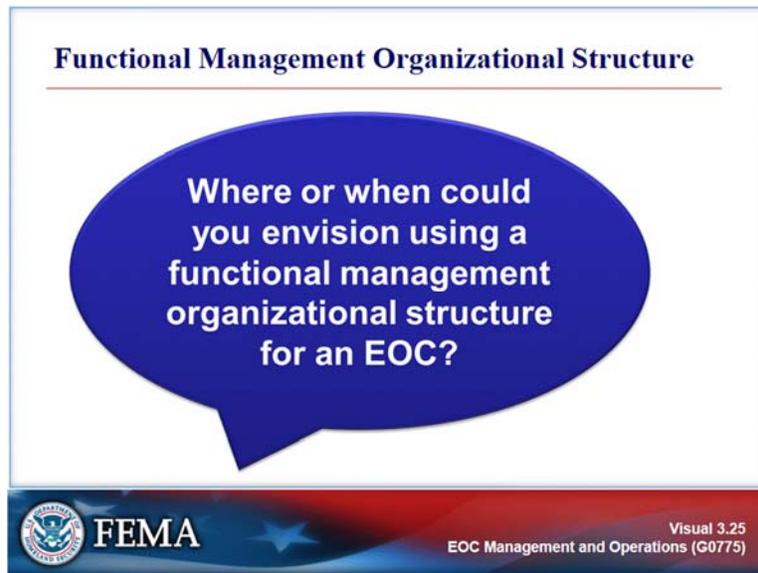


Key Points

A lesser known but simple organizational structure for an EOC is called Functional Management. This structure uses an ICS foundation and a flexible number of positions that address each community's specific needs. For example, if a community has a local library or community college that play important roles in the community, a functional management organization can fit the library or community college into the organizational structure.

EOC ORGANIZATIONAL STRUCTURES

Visual 3.25



Key Points

Discussion Question: Where or when could you envision using a functional management organizational structure for an EOC?

EOCs AND MULTIAGENCY COORDINATION

Visual 3.26

Multiagency Coordination System (MAC)



When multiple EOCs coordinate during large-scale incidents, it may be considered a Multiagency Coordination System, or MAC.

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Visual 3.26
EOC Management and Operations (G0775)

Key Points

While you may not have heard the term “MAC,” you are likely familiar with the concept of multiagency coordination.

EOCs AND MULTIAGENCY COORDINATION

Visual 3.27

EOCs and Multiagency Coordination

Multiagency coordination:

- Is a process that allows all levels of government to work together.
- Occurs across different disciplines, jurisdictional lines, or levels of government.
- Can and does occur on a regular basis.



 **FEMA** 

Visual 3.27
EOC Management and Operations (G0775)

Key Points

Multiagency 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 MULTIAGENCY COORDINATION

Visual 3.28

MAC Systems: Combine and Share

MAC systems are a combination of:

- Facilities
- Equipment
- Personnel
- Procedures



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Visual 3.28
EOC Management and Operations (G0775)

Key Points

EOCs interact within the MAC System by combining or sharing facilities, equipment, personnel, and procedures.

EOCs AND MULTIAGENCY COORDINATION

Visual 3.29

Included in MAC Systems

MAC Systems may include the following:

- EOCs
- Dispatch Centers (911)
- Departmental Operation Centers (Public Works, Energy Sector, etc.)

Can you provide other examples?

FEMA

Visual 3.29
EOC Management and Operations (G0775)

Key Points

MAC systems may include the following entities:

- Emergency Operation Centers
- Dispatch Centers (911)
- Departmental Operation Centers (Public Works, Energy Sector, etc.)

Discussion Question: Can you provide other examples of entities that may participate within a MAC System?

EOCs AND MULTIAGENCY COORDINATION

Visual 3.30

Functions of MAC Systems

Primary MAC System functions include:

- Situation assessment
- Incident priority determination
- Critical resource acquisition and allocation
- Interagency activities
- Other coordination

What challenges can you anticipate when multiple EOCs are part of a MAC?

FEMA

Visual 3.30
EOC Management and Operations (G0775)

Key Points

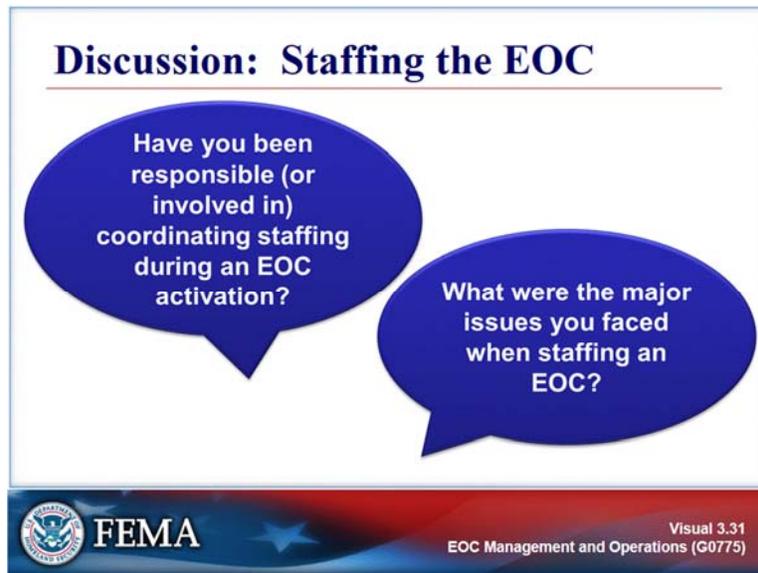
When a MAC is established, there is agreement to issues such as facilities and protocols. The functions of the MAC will usually include (but not be limited to):

- Situation assessment
 - This can lead to development of Situational Awareness and eventually a MAC Common Operating Picture
- Incident priority determination
 - Selecting priority response to one location over another
- Critical resource acquisition and allocation
- Interagency activities
 - A reverse notification that contains the same message and crosses one or more jurisdictional boundaries
- Other coordination as required

Discussion Question: What challenges can you anticipate when multiple EOCs are part of a MAC?

STAFFING THE EOC

Visual 3.31



Key Points

Discussion Question: Have you been responsible (or involved in) coordinating staffing during an EOC activation?

Discussion Question: What were the major issues you faced when staffing the EOC?

STAFFING THE EOC

Visual 3.32

Initial Staffing Considerations



- What is your EOC's primary mission during activation?
- What must be accomplished or coordinated?
- How long do you anticipate the EOC will be activated?

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Visual 3.32
EOC Management and Operations (G0775)

Key Points

When staffing an Emergency Operations Center, initial considerations should include the following:

- What is the EOC's primary mission during activation?
- What must be accomplished or coordinated?
- How long do you anticipate the EOC will be activated?

Over time, a staff lead for an EOC can gain the experience necessary to determine the type and length of staffing required for that particular activation of the EOC. For example, if your EOC staff lead knows that there is a Category 1 Hurricane approaching and that the community has previously only experienced moderate flooding because of these kinds of storms, he/she may choose to be more conservative in the staffing recommendations of the EOC during the initial phase.

Important: Initial staffing decisions for any EOC activation should be coordinated with the EOC Manager and/or Director and all relevant EOC leadership.

STAFFING THE EOC

Visual 3.33

Secondary Staffing Considerations

- **Capability:** Can you access the number of staff required?
- **Expertise:** Does the EOC require an expert or someone who can find an expert?
- **Training/Credentialing:** Has staff been trained in your EOC?
- **Authority:** Will EOC staff have the authority to make critical decisions?



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Visual 3.33
EOC Management and Operations (G0775)

Key Points

After initial considerations for staffing the EOC have been addressed, secondary considerations should be examined as soon as possible and should include:

- Does the EOC have the capability of accessing the number of staff required for the established EOC organizational structure?
- Does the EOC require an expert or someone who can find an expert?
- Has staff been at least minimally trained in your EOC?
- Will the EOC staff have the authority to make critical decisions?

When examining the secondary considerations for staffing the EOC, staff leads and EOC management should consider longer-term activation and requirements for seamless operation of the EOC. This can be accomplished by matching appropriate staff to the expected and established EOC organizational structure (i.e., moving from a lower level to a full activation).

A critical determination is whether or not an EOC position needs an expert (such as a GIS specialist in seismology) or more of a generalist who can find or locate several experts.

Staff choices should take into account the training of the individual tasked. Will that person be able to effectively move into the EOC position or will they require on-the-job training?

Staff choices also should take into consideration an individual's authority to make critical decisions.

STAFFING THE EOC

Visual 3.34

Recruitment of EOC Staff



- Existing jurisdictional entities
- Volunteer organizations
- Retired or inactive professionals or subject-matter experts
- Interested, trained, and trusted volunteers
- Individuals with institutional memory of certain incidents or scenarios

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Visual 3.34
EOC Management and Operations (G0775)

Key Points

There are effective non-traditional means of staffing the EOC, but Emergency Management professionals (Directors, Managers, Section Chiefs, etc.) must have an open mind and a willingness to “train and trust” in order to succeed.

Retired Professionals: Many retired or “seasoned” professionals in public safety and public service in general are often eager to assist an EOC in its operations. 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 utilize 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 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.

STAFFING THE EOC

Visual 3.35

Discussion: Your Thoughts

Does your jurisdiction allow the EOC to staff activations with its current workforce?

Have you considered less prominent positions or entities in your jurisdiction (GIS Planning, Assessor)?

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Visual 3.35
EOC Management and Operations (G0775)

Key Points

Discussion Question: Does your jurisdiction allow the EOC to staff activations with its current workforce?

Discussion Question: Have you considered less prominent positions or entities in your jurisdiction (such as GIS Planning or an Assessor)?

STAFFING THE EOC

Visual 3.36

Staffing the EOC: Common Tasks (1 of 2)

Align staff to the following common tasks:

- **Public safety**
 - Evacuation, sheltering, food distribution, etc.
- **Support services**
 - Food, water, utilities, etc.
- **Damage assessment and analysis**
- **Resource acquisition, assignment, and tracking**



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Visual 3.36
EOC Management and Operations (G0775)

Key Points

There are common tasks that each EOC must address. Staffing the EOC to align with these common tasks is critical:

- Public safety issues such as evacuation, sheltering, food distribution, etc.
- Support services including food, water, utilities, etc.
- Damage assessment and analysis
- Resource acquisition, assignment, and tracking

Common tasks such as evacuation, food and shelter, and utility restoration are expected common tasks for most EOCs.

Often overlooked tasks that will eventually happen to most EOCs include damage assessment coordination (i.e., areas that may have never had a disaster will eventually have to address damage coordination at some point.). It is important to include the less common tasks along with the more likely ones when considering EOC staffing.

STAFFING THE EOC

Visual 3.37

Staffing the EOC: Common Tasks (2 of 2)

- Information coordination
 - Situational awareness
 - Public information and warning
- Contracting and contract management
- Spatial and data analysis (GIS, real-time video, etc.)
- Documentation
 - Cost accounting
 - Decisionmaking



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Visual 3.37
EOC Management and Operations (G0775)

Key Points

Additional common tasks to consider when staffing an EOC include:

- Information Coordination
 - Information coordination is needed for situational awareness and for informing and warning the public.
- Contracting and Contract Management
- Spatial and data analysis, including GIS, is becoming an accepted common task of EOCs.
 - The ability for an EOC to accurately portray an impending event, as an example, is critical to the EOCs potential success in responding and recovering more effectively.
- Documentation
 - EOCs have become a central location for documentation of disaster events, in both cost and decisionmaking. Technologies that offer real-time management of operations through Web-based tools are often used for documentation.

STAFFING THE EOC

Visual 3.38

Staffing the EOC: Finding the Right Fit



- Knowledge of the position's critical tasks
- Skill in performing the tasks
- Ability to:
 - Find additional subject-matter experts
 - Work under pressure
 - Interact well with others
- Understanding of delegated authority and limitations

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Visual 3.38
EOC Management and Operations (G0775)

Key Points

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?

STAFFING THE EOC

Visual 3.39

Staffing the EOC: Additional Concerns

EOCs should not overlook critical staffing issues such as:

- Alternate staff
- Support staff
- Training
- Cross training



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Visual 3.39
EOC Management and Operations (G0775)

Key Points

Additional staffing concerns include:

- 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.

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.

Important: Too often, emergency management professionals and EOC managers focus on the foundation of their EOC organizational structure and overlook the support necessary to make the structure successful. EOC leadership should always have one designated support or administrative staff member where possible (i.e., someone who can answer a phone, take a message, or document for the leader in Web-based technology). EOC structures can become stressed when a critical position is overwhelmed by tasks such as answering phones.

EOCs should plan for support staff!

DELEGATIONS OF AUTHORITY

Visual 3.40

Delegations of Authority (1 of 3)

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.

The slide features an image of three professionals (two women and one man) standing together and looking at a document. At the bottom left is the FEMA logo, and at the bottom right is the text 'Visual 3.40 EOC Management and Operations (G0775)'.

Key Points

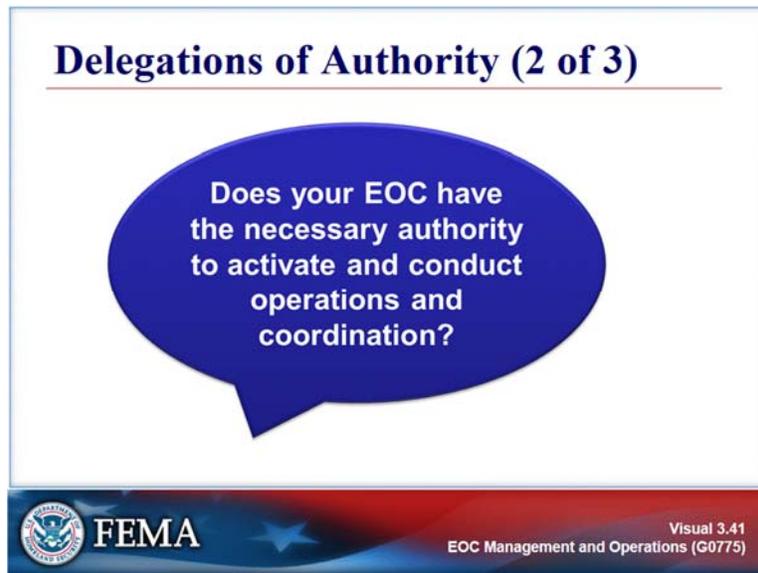
Having detailed knowledge of existing authorities and/or limitations for the EOC and its staff is essential to success. If an EOC activates and fails to comply with its delegated or codified authorities, the EOC may lack effectiveness and individual EOC leaders can possibly be held liable for actions 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 chaos 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 delegated authorities, even if the department or agency that runs the EOC has been established for a significant period of time.

DELEGATIONS OF AUTHORITY

Visual 3.41



Key Points

Discussion Question: Does your EOC have the necessary authority required to activate and conduct operations and coordination?

DELEGATIONS OF AUTHORITY

Visual 3.42

Delegations of Authority (3 of 3)



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 decisionmaking.
- Promote legal compliance.

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Visual 3.42
EOC Management and Operations (G0775)

Key Points

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 decisionmaking.
- Promote legal compliance.

Important: EOC managers should ensure that the individuals who are staffing an EOC have a written and documented Delegation of Authority on file with the EOC. If an individual reports to the EOC for position-specific duty and does not have a Delegation of Authority with him/her, one of the first actions of the person tasked with “checking in” that individual should be to seek the delegation or task the person with obtaining it as soon as possible.

It is important for EOC managers to know that just because a well-known and respected individual shows up to assist the EOC on behalf of a specific position, it does not guaranty that the individual is empowered to make the decisions necessary for effective EOC operations.

ACTIVITY: THE RIGHT FIT

Visual 3.43

Activity: The Right Fit

Time to staff your EOC for activation and choices are limited. Consider who you would select for duty in your EOC.

Instructions: Working in small groups:

- Review the descriptions of potential employees on the Right Fit Activity Sheet (3.7) in the appendix.
- Discuss: If you could only add three of the people to your EOC staff, which ones would you choose, and why?
- Consider:
 - If/how each person can contribute at the EOC.
 - What factors should be considered in your decisions, such as:
 - Assets and drawbacks of the candidate.
 - Staffing alternatives and relative costs.
 - Need for training, cross-training, or supervision.
- Prepare to share your work in 15 minutes.

Activity: The Right Fit 3.7



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Visual 3.43
EOC Management and Operations (G0775)

Key Points

It is time to staff your EOC for activation and choices are limited. Consider who you would select for duty in your EOC.

Activity Instructions:

Working in small groups:

- Review the descriptions of potential employees on the Right Fit Activity Sheet (3.7) in the appendix.
- Discuss: If you could only add three of the people to your EOC staff, which ones would you choose, and why?
- Consider:
 - If/how each person can contribute at the EOC.
 - What factors should be considered in your decisions, such as:
 - Assets and drawbacks of the candidate.
 - Staffing alternatives and relative costs (regular staff, volunteers, full- vs. part-time, second shifts, etc.).
 - Need for training, cross-training, or supervision or other ways to make the experience successful.
- Prepare to share your work in 15 minutes.

SUMMARY

Visual 3.44

Unit 3 Summary

We discussed:

- EOC organizational structures.
- Relationships between an EOC and other components of a Multiagency Coordination System (MAC).
- Factors to consider when staffing an EOC.
- Common EOC tasks.
- Significance of delegations of authority.



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Visual 3.44
EOC Management and Operations (G0775)

Key Points

Unit 3 discussed:

- EOC organizational structures.
- Relationship between EOC and other components of a Multiagency Coordination System (MAC).
- Factors to consider when staffing an EOC.
- Common EOC tasks.
- Significance of delegations of authority.

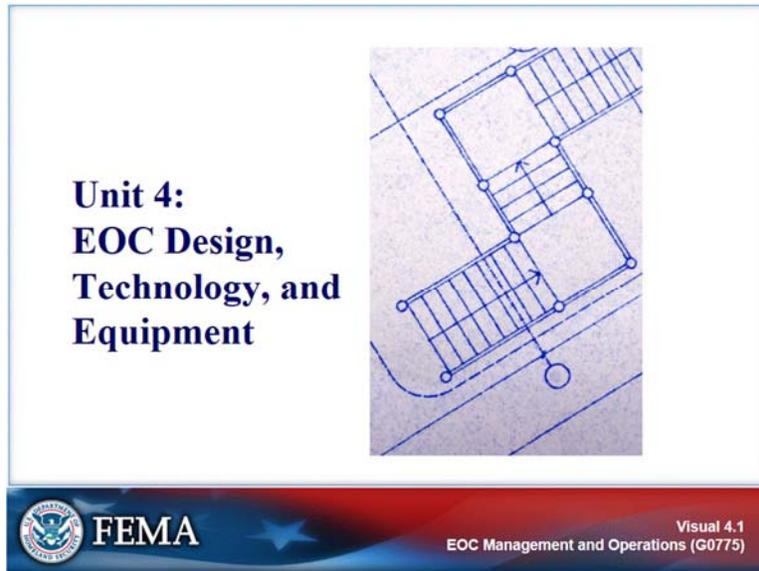
Notes:

UNIT 4. EOC DESIGN, TECHNOLOGY, AND EQUIPMENT

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INTRODUCTION AND OVERVIEW

Visual 4.1



Key Points

Unit 4 will cover the issues that surround an EOC's physical design, location, and ultimate survivability. The unit also will introduce the concepts of integrating emerging technologies into EOCs.

INTRODUCTION AND OVERVIEW

Visual 4.2

Unit 4 Objectives

- Discuss the importance of selecting the best EOC location.
- Discuss alternate EOC location(s).
- Describe the relevance of proper design and layout of an EOC.
- Identify requirements for successful EOC communications.
- Discuss the emerging role of technology and innovation in the EOC.



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Visual 4.2
EOC Management and Operations (G0775)

Key Points

At the end of this unit, you will be able to:

- Discuss the importance of selecting the best EOC location.
- Discuss alternate EOC location(s).
- Describe the relevance of proper design and layout of an EOC.
- Identify requirements for successful EOC communications.
- Discuss the emerging role of technology and innovation in the EOC.

INTRODUCTION AND OVERVIEW

Visual 4.3

EOC Facilities

EOCs:

- Are all shapes and sizes.
- May reflect the community's investment in emergency management and disaster preparedness.



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Visual 4.3
EOC Management and Operations (G0775)

Key Points

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.

INTRODUCTION AND OVERVIEW

Visual 4.4



Key Points

This video is a good 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.

INTRODUCTION AND OVERVIEW

Visual 4.4 (Continued)

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.

INTRODUCTION AND OVERVIEW

Visual 4.4 (Continued)

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.

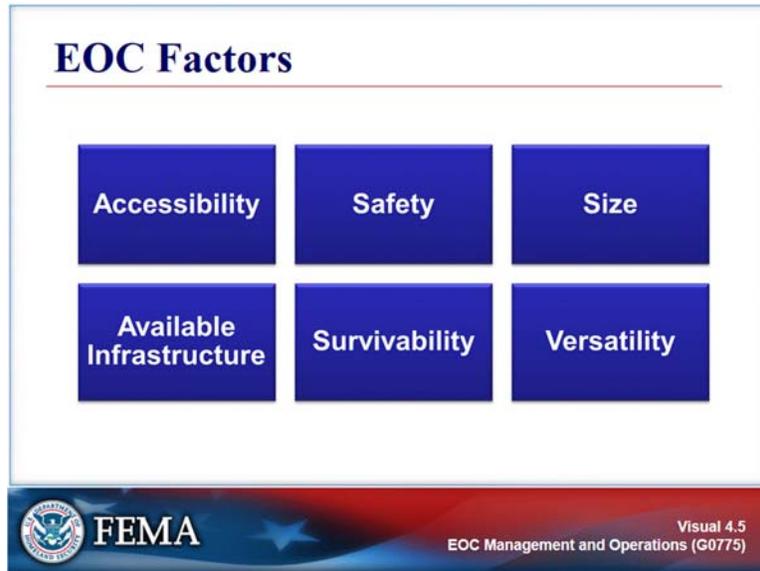
Survivable in a well-chosen location, it's prepared for independent and sustained operations with adequate floor space, equipment, supplies, and emergency power.

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.

EOC LOCATION, ACCESSIBILITY, SAFETY, AND SIZE

Visual 4.5



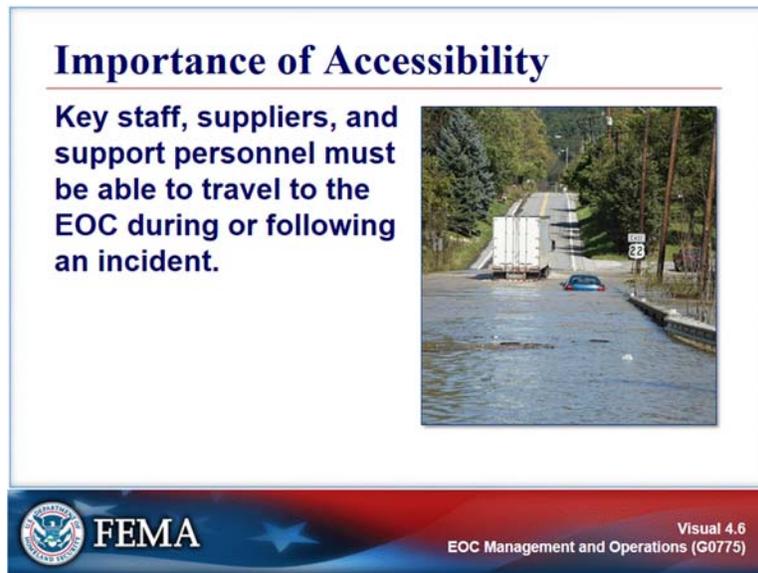
Key Points

Primary factors for the selection or building of an EOC should include the following:

- Accessibility
- Safety
- Size
- Available Infrastructure
- Survivability
- Versatility

EOC LOCATION, ACCESSIBILITY, SAFETY, AND SIZE

Visual 4.6



Key Points

It is critical that the EOC is accessible under any circumstance by key EOC staff. If an EOC is located in an area, for example, where flooding is prone and road access is limited or severed, consider relocating the EOC or designing creative options to get key staff to the EOC when activated.

Planning for accessibility should incorporate suppliers and support staff critical to EOC operations. Suppliers include, but are not limited to, technology supporters, feeding and care of the EOC, 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.

Important Note: 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.

EOC LOCATION, ACCESSIBILITY, SAFETY, AND SIZE

Visual 4.7

Accessibility Review



- Is the EOC accessible, regardless of hazard or threat (be scenario specific)?
- Can key personnel walk to the EOC under extreme circumstances?
- Could staff access meals and other amenities?
- Would new threats or developments pose a risk to the EOC?
- How would future growth impact the EOC?

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Visual 4.7
EOC Management and Operations (G0775)

Key Points

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 managers 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.

Fast Fact: It is reported that 100 percent of States and 96 percent of urban areas indicated complete or partially complete Threat and Hazard Identification Plans. - *National Preparedness Report (March, 2012)*

EOC LOCATION, ACCESSIBILITY, SAFETY, AND SIZE

Visual 4.8

EOC Safety

Make sure the EOC is safely located away from:

- **Natural and technological hazards.**
- **Cascading events.**
- **Identified or potential terrorist targets.**



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Visual 4.8
EOC Management and Operations (G0775)

Key Points

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.

Explain that 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 managers should strongly consider the location of the EOC relative to the safety of the surrounding area when activated.

EOC LOCATION, ACCESSIBILITY, SAFETY, AND SIZE

Visual 4.9

EOC Size (1 of 2)

- What are your jurisdiction's EOC staffing requirements?
- What type of equipment will routine EOC staff use?
- How is the equipment configured?



 **FEMA** 

Visual 4.9
EOC Management and Operations (G0775)

Key Points

When considering the size and dimensions of your EOCs, ask yourself:

- What are your jurisdiction's EOC staffing requirements?
- What type of equipment will routine EOC staff use (laptop, desktop, radios)?
- How is the equipment configured?

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?

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?

EOC LOCATION, ACCESSIBILITY, SAFETY, AND SIZE

Visual 4.10

EOC Size (2 of 2)

- **Is the space sufficient for additional equipment required to ensure interoperability and redundancy?**
- **Is there space for breakout meetings, press conferences, eating, and resting?**



 **FEMA** 

Visual 4.10
EOC Management and Operations (G0775)

Key Points

Other considerations for EOC size and dimensions include:

- 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?

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.

EOC LOCATION, ACCESSIBILITY, SAFETY, AND SIZE

Visual 4.11

Options: If the EOC Is Too Small

- Consider departmental or partner jurisdiction EOCs (public works, fire, law enforcement, etc.).
- Discuss the option of conducting EOC operations “virtually.”

FEMA Region X has conducted several activations of the Regional Response Coordination Center (RRCC) virtually, in support of the State of Alaska and remote impacted communities.

 **FEMA** 

Visual 4.11
EOC Management and Operations (G0775)

Key Points

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.

EOC INFRASTRUCTURE, SURVIVABILITY, AND VERSATILITY

Visual 4.12

Available Infrastructure

Available infrastructure should include:

- Heating, ventilation, and air conditioning
- Water, electricity, and natural gas
- Internet and satellite capability
- Telephone land lines



 **FEMA** 

Visual 4.12
EOC Management and Operations (G0775)

Key Points

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

EOC INFRASTRUCTURE, SURVIVABILITY, AND VERSATILITY

Visual 4.13

Survivability

An EOC needs to remain operable for an extended period of time, regardless of the size and scope of an incident.



 **FEMA** 

Visual 4.13
EOC Management and Operations (G0775)

Key Points

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.

Visual 4.14

Example: Survivability

- On September 11, 2001, the New York City EOC was located in the World Trade Center.
- It was completely destroyed.



 **FEMA** 

Visual 4.14
EOC Management and Operations (G0775)

Key Points

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.

EOC INFRASTRUCTURE, SURVIVABILITY, AND VERSATILITY

Visual 4.15

Example: Survivability

In August 2005, the City of New Orleans' EOC and 911 Call Center were inundated with flood waters from Hurricane Katrina and rendered useless.



FEMA

Visual 4.15
EOC Management and Operations (G0775)

Key Points

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.

EOC INFRASTRUCTURE, SURVIVABILITY, AND VERSATILITY

Visual 4.16

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?

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Visual 4.16
EOC Management and Operations (G0775)

Key Points

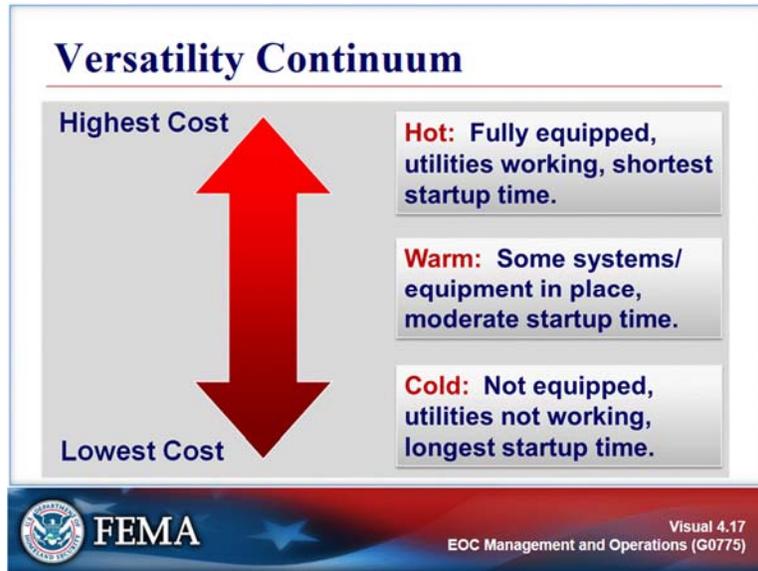
In addition to having suitable infrastructure and a high degree of survivability, an EOC must also be versatile enough to adapt to a variety of incidents and disasters.

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.

Discussion Question: Is your EOC hot, warm, or cold?

EOC INFRASTRUCTURE, SURVIVABILITY, AND VERSATILITY

Visual 4.17



Key Points

There are degrees of EOC versatility:

- **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.

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.

ALTERNATE EOCs AND COOP

Visual 4.18

Alternate EOCs

All jurisdictions should have an alternate EOC.



Use the same factors to select the alternate EOC location.

Accessibility	Safety	Size
Available Infrastructure	Survivability	Versatility

Acquisition of Alternate Facilities 4.1

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Visual 4.18
EOC Management and Operations (G0775)

Key Points

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
- Size
- Available Infrastructure
- Survivability
- Versatility

ALTERNATE EOCs AND COOP

Visual 4.19

Helpful Hint: Alternate EOCs

Begin by considering facilities operated by public safety and departmental partners, such as:

- Public works,
- Fire districts/departments, and
- Other emergency management agencies.



Your partners may already have an existing operations center available for your use.

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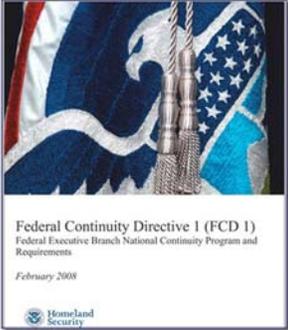
Visual 4.19
EOC Management and Operations (G0775)

Key Points

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.

ALTERNATE EOCs AND COOP

Visual 4.20



Continuity of Operations (COOP)

Federal Continuity Directive 1 (FCD 1)

- Describes critical aspects of COOP planning.
- Can be used as a tool to improve EOC operations.

Federal Continuity Directive 1 (FCD 1)
Federal Executive Branch National Continuity Program and Requirements
February 2008
Homeland Security

FEMA

Visual 4.20
EOC Management and Operations (G0775)

Key Points

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.”

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.

COOP guidance and templates can be found within Federal Continuity Directive 1 (www.fema.gov/pdf/about/org/ncp/fcd1.pdf) and FEMA offers Continuity Planning classes that EOC managers and emergency management professionals can attend in order to build continuity of operations (<http://www.fema.gov/courses>).

EOC LAYOUT AND DESIGN

Visual 4.21

EOC Layout/Design Considerations

- Visibility between key staff
- Sufficient distance between staff to reduce noise levels
- Easy access to food, water, and the facilities
- Properly locating support technology (copiers, GIS)



 EOC Design and Layout Checklist 4.2

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Visual 4.21
EOC Management and Operations (G0775)

Key Points

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 managers should jointly research in addition to visiting other EOCs. Some considerations for determining EOC layout include:

- 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.

INTEROPERABILITY, REDUNDANCY, AND COMMUNICATIONS BASICS

Visual 4.22

EOC Interoperability and Redundancy

NIMS best practices for communications:

- Interoperability
- Redundancy



 **FEMA**

Visual 4.22
EOC Management and Operations (G0775)

Key Points

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, REDUNDANCY, AND COMMUNICATIONS BASICS

Visual 4.23

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



 **FEMA**

Visual 4.23
EOC Management and Operations (G0775)

Key Points

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.

INTEROPERABILITY, REDUNDANCY, AND COMMUNICATIONS BASICS

Visual 4.24



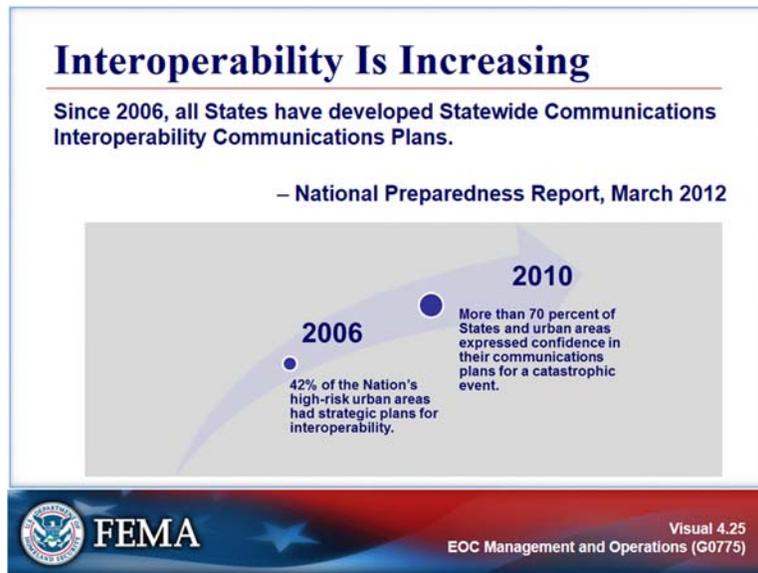
Key Points

Discussion Question: How many of you believe that your jurisdictions' communications are interoperable?

Discussion Question: How do you know?

INTEROPERABILITY, REDUNDANCY, AND COMMUNICATIONS BASICS

Visual 4.25



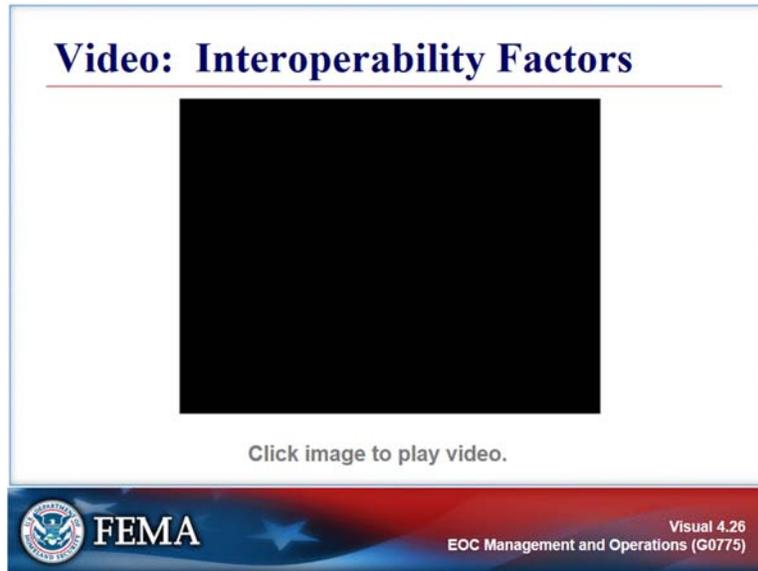
Key Points

The Nation's interoperability dramatically improved after the tragic events of September 11, 2001. According to the 2012 National Preparedness Report, more than 70 percent of the States and urban areas expressed confidence in their communications plans for a catastrophic event.

EOCs should strive for interoperable communications with first responders and tactical operations in the field and on-scene for several reasons, including the development of situational awareness. Emergency management professionals and EOC managers should play a key role in the resolution of interoperable communications in their communities.

INTEROPERABILITY, REDUNDANCY, AND COMMUNICATIONS BASICS

Visual 4.26



Key Points

This brief video offers examples of what has happened when emergency responders cannot communicate effectively.

Video Transcript:

Communication is key in any setting and never more critical than in an emergency response situation. But when emergency responders from local, State, and Federal agencies respond to an event, there are times when there is a gaping hole in their ability to communicate. That hole is due to incompatible radio communications systems and a lack of established methods to communicate within a common radio channel. Our emergency responders cannot always talk to each other during crisis situations.

...from up here, a plane just crashed into the World Trade Center for your information...

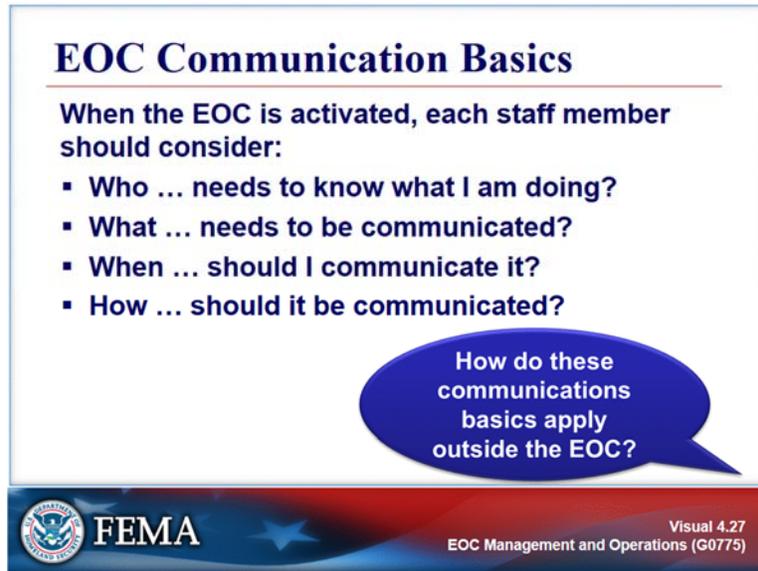
This fatal flaw was evident in the 9/11 Twin Towers tragedy when police got the word to evacuate before the second tower collapsed and firefighters did not. Over 300 firefighters died. Lack of effective radio communications was a significant factor.

More recently and closer to home, a seemingly small incident: A fertilizer fire in a warehouse near Yakima ended up involving over 200 personnel and 38 agencies during the 3-day event. The incident further emphasized the need for all emergency response organizations to be able to work together seamlessly.

Communication is critical for major catastrophes and incidents that can and do happen in any community on any day.

INTEROPERABILITY, REDUNDANCY, AND COMMUNICATIONS BASICS

Visual 4.27



EOC Communication Basics

When the EOC is activated, each staff member 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?

How do these communications basics apply outside the EOC?

FEMA

Visual 4.27
EOC Management and Operations (G0775)

Key Points

As the video demonstrated, 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:

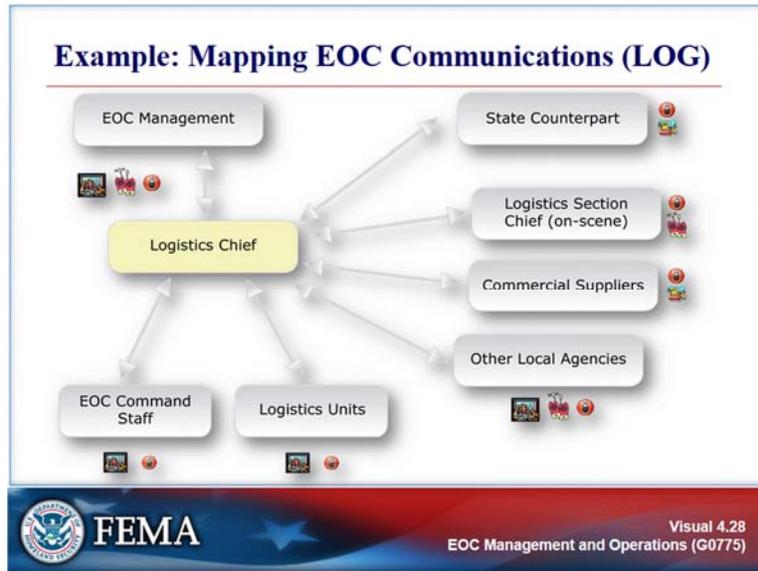
- **WHO** needs to know what I am doing?
- **WHAT** needs to be communicated?
- **WHEN** should I communicate it?
- **HOW** should it be communicated?

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.

Discussion Question: How do these communications basics apply outside the EOC?

INTEROPERABILITY, REDUNDANCY, AND COMMUNICATIONS BASICS

Visual 4.28



Key Points

This visual illustrates how communications might flow within a Logistics Section of the EOC.

Note the Logistics Chief's continual contact with his/her counterpart at the State, on-scene, local suppliers, and other local agencies. EOC communication should be occurring within each section inside and outside the EOC.

In this case, the Logistics Chief is communicating via a variety of means and should be documenting each communication.

INTEROPERABILITY, REDUNDANCY, AND COMMUNICATIONS BASICS

Visual 4.29

Activity: Developing a Communications Map

Instructions: Working in small groups:

- Select an EOC function or position.
- Use ICS form 205A to create a communications map for the function or position.
- Select a spokesperson and be prepared to discuss your work in 15 minutes.



Activity: ICS Form 205A 4.3



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Visual 4.29
EOC Management and Operations (G0775)

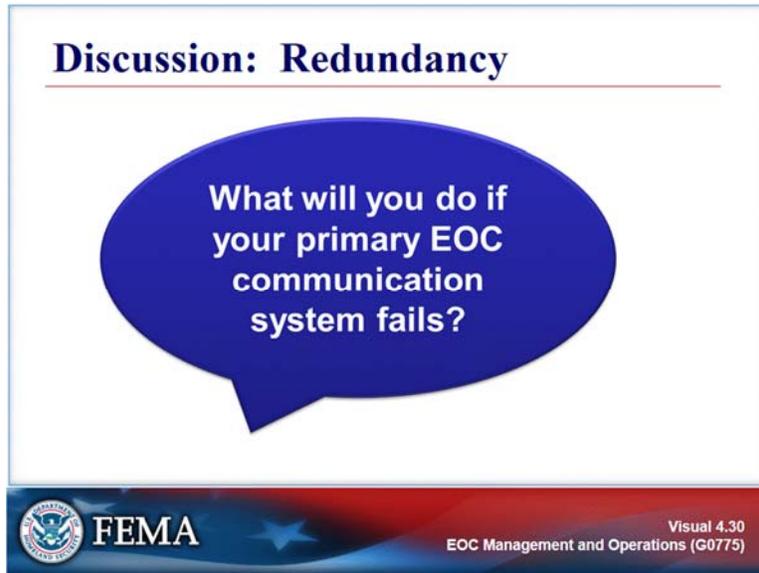
Key Points

Instructions:

Working in small groups:

- Select an EOC function or position.
- Use ICS form 205A to create a communications map for the function or position.
- Select a spokesperson and be prepared to discuss your work in 15 minutes.

Visual 4.30



Key Points

Discussion Question: What will you do if your primary EOC communication system fails?

Visual 4.31

Backup Systems Considerations

- What backup systems exist for your EOC?
- When should they be used?
- How will notifications be made?



 **FEMA**

Visual 4.31
EOC Management and Operations (G0775)

Key Points

Discussion Question: What backup systems exist for your EOC?

Discussion Question: When should they be used?

Discussion Question: How will notifications be made?

INTEROPERABILITY, REDUNDANCY, AND COMMUNICATIONS BASICS

Visual 4.32

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.

 **FEMA**

Visual 4.32
EOC Management and Operations (G0775)

Key Points

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 take into account secure communications when needed.

EOC EMERGING TECHNOLOGIES

Visual 4.33

Integration of Technology

While not replacing face-to-face communications, technology integrated into routine operations can be very effective.



 **FEMA**

Visual 4.33
EOC Management and Operations (G0775)

Key Points

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.

EOC EMERGING TECHNOLOGIES

Visual 4.34



Key Points

Technological advances offer emergency management professionals several tools to assist with EOC operations:

- Real-Time EOC Management Software
- GIS
- Reverse notification products and programs
- Enhanced radio systems
- Documentation systems

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 managers must incorporate into routine budgeting practices.

EOC EMERGING TECHNOLOGIES

Visual 4.35

Emerging Technologies: The Need

Before integrating reverse notification technology:
Snohomish County, WA spent approximately \$1 million on search and rescue efforts associated with a record-breaking flood in November 2006.



Fast Fact: Snohomish County is the most flood-prone county in the Pacific Northwest.

 **FEMA** 

Visual 4.35
EOC Management and Operations (G0775)

Key Points

In 2006, prior to integration of reverse notification technology, Snohomish County, Washington had extensive search and rescue costs that totaled \$1 million. Rescue crews used boats and helicopters to evacuate residents from flooded areas during a record-breaking flood.

Following the 2006 flood, the Department of Emergency Management worked with the Public Health District to purchase a reverse notification system. Partnerships outside of the norm for emergency management organizations and EOCs can often result in unexpected benefits for the EOC. That is why it is important to include all partners expected to be involved in EOC operations (under any scenario) in seeking fiscal alliances.

EOC EMERGING TECHNOLOGIES

Visual 4.36

Emerging Technologies in Action

The Everett Herald
Published: Sunday, November 16, 2008
County Preparations Kept Flood Rescues to Minimum
By Krista J. Kapralos, Herald Writer

...Early last week, when meteorologists warned that rivers could flood as much as they did two years ago, Pennington drew a polygon on a map around the rural area south of Monroe. Using a "Reverse 911," an automated system called every telephone in that area and told residents to pack their bags. "It was the first time we used that system, and it worked," Pennington said.

FEMA
Visual 4.36
EOC Management and Operations (G0775)

Key Points

Two years after the 2006 flood, Snohomish County faced another flood. But this time, they were prepared with reverse notification technology to warn residents to evacuate. The total cost for search and rescue this time: zero.

Early last week, when meteorologists warned that rivers could flood as much as they did two years ago, Pennington [Snohomish County's director of emergency management] drew a polygon on a map around the rural area south of Monroe. Using a "Reverse 911," an automated system called every telephone in that area and told residents to pack their bags.

"It was the first time we used that system, and it worked," Pennington said.

From: The Everett Herald
Published: Sunday, November 16, 2008
County Preparations Kept Flood Rescues to Minimum
By Krista J. Kapralos, Herald Writer

Note that technology such as reverse notification can be executed (under proper procedures and authorities) from a routine office or even via laptop computers on wireless Internet service from a Duty Officer's or EOC Manager's personal residence.

SUMMARY

Visual 4.37

Unit 4 Summary

We discussed:

- Six primary factors to consider when searching for an EOC location.
- The need for alternate EOCs and the importance of Continuity of Operations (COOP) for a jurisdiction.
- Proper EOC design and layout.
- The requirements and logic of effective communications, including interoperability and redundancy.
- Examples of emerging technologies and how they can enhance EOC operations while simultaneously saving costs.



FEMA

Visual 4.37
EOC Management and Operations (G0775)

Key Points

Unit 4 discussed:

- Six primary factors to consider when searching for an EOC location.
- The need for alternate EOCs and the importance of Continuity of Operations (COOP) for a jurisdiction.
- Proper EOC design and layout.
- The requirements and logic of effective communications, including interoperability and redundancy.
- Examples of emerging technologies and how they can enhance EOC operations while also saving money.

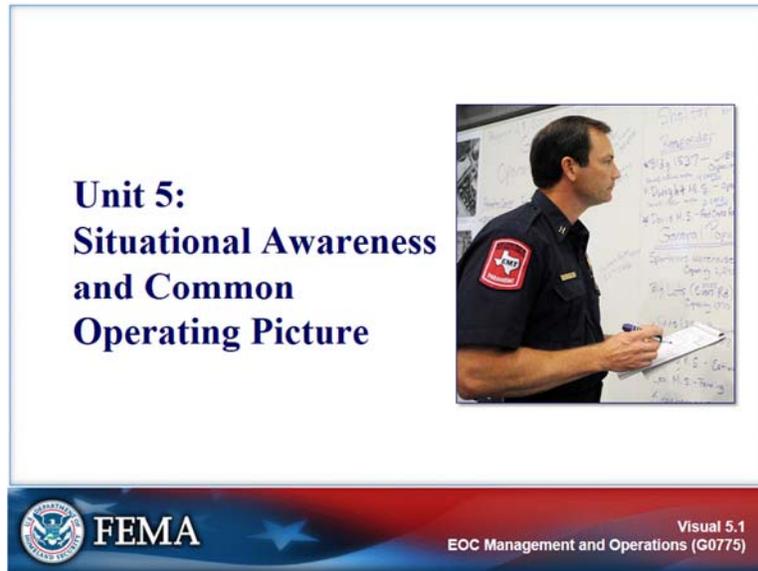
**UNIT 5. SITUATIONAL AWARENESS AND
COMMON OPERATING PICTURE**

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Unit 5. Situational Awareness and Common Operating Picture

INTRODUCTION AND OVERVIEW

Visual 5.1



Key Points

Unit 5 will cover the topics of situational awareness and common operating picture.

INTRODUCTION AND OVERVIEW

Visual 5.2

Unit 5 Objectives

- Define situational awareness (SA) and common operating picture (COP).
- Explain how situational awareness and common operating picture contribute to effective incident management, EOC operations, and decisionmaking.
- Identify methods to achieve situational awareness and common operating picture.



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Visual 5.2
EOC Management and Operations (G0775)

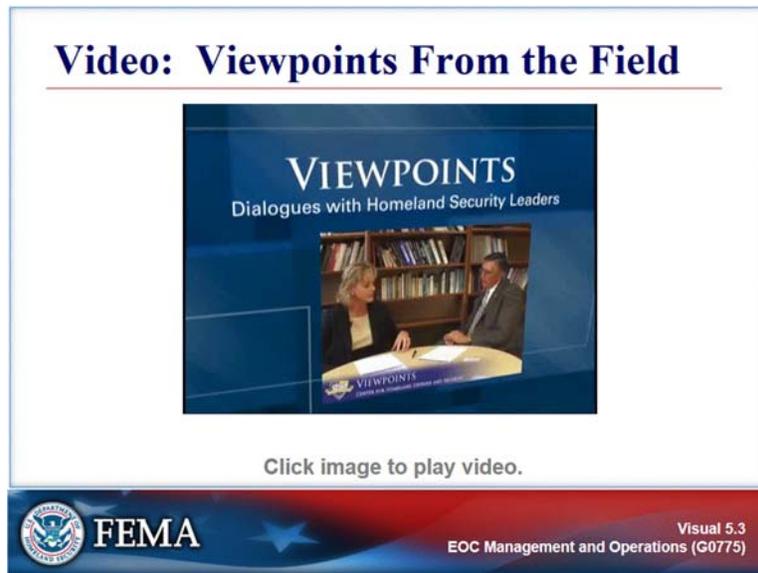
Key Points

At the end of this unit, you will be able to:

- Define situational awareness (SA) and common operating picture (COP).
- Explain how situational awareness and common operating picture contribute to effective incident management, EOC operations, and decisionmaking.
- Identify methods to achieve situational awareness and common operating picture.

INTRODUCTION AND OVERVIEW

Visual 5.3



Key Points

Adam Thiel is the Alexandria, Virginia Fire Chief. In this video, he shares his thoughts on situational awareness and common operating picture.

Video Transcript:

John Pennington: Hi, this is John Pennington and this is Viewpoints. With us is Adam Thiel, who is the fire chief of the Alexandria, Virginia Fire Department, and first and foremost thank you for being here and talking to us about EOC operations.

Adam Thiel: Thanks John, it's great to be here at CHDS.

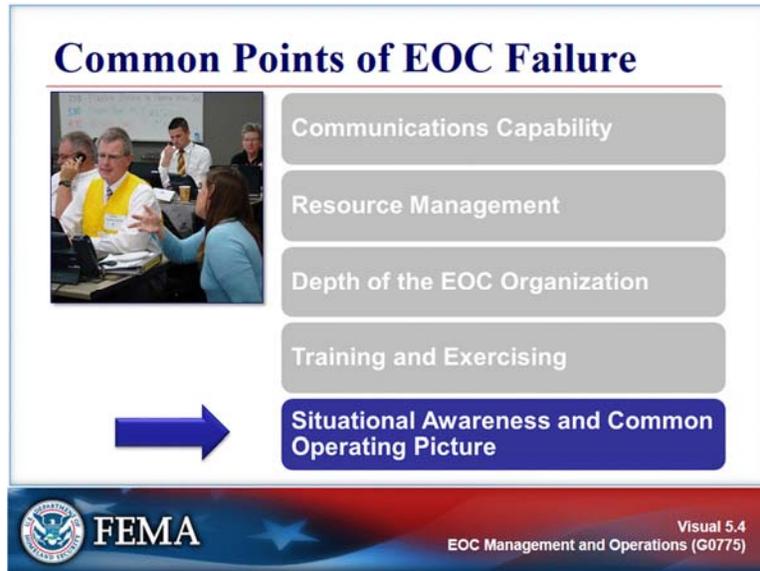
John: Expand a little bit on the role of situational awareness and a common operation picture in an EOC environment and its relationship to you guys out in the field.

Adam: Well, it's really critical for a number of levels. Where I work, we're in a very regional system so the EOC actually has to concentrate not just on our incidents and our city, but there's information that has to go out to other jurisdictions and other disciplines, and of course the public, to the broader community. The extent to which that information is correct, to which it's actionable, can really make our jobs easier or harder.

We also need to get good information and good situational awareness to the command post, to the incident command post, out in the street from the EOC because it really does affect our tactical decisions and weather is a great example. We can't necessarily always have a spot weather forecast in our incident command post, so getting that kind of update, getting that continual stream of information from the EOC is really vital and kind of takes the strategic framework and pushes it down to the tactical level so the EOC is that kind of clearinghouse, that middle coordination point between the tactical, the strategic, and often up to the regional, the State, and the Federal level.

INTRODUCTION AND OVERVIEW

Visual 5.4



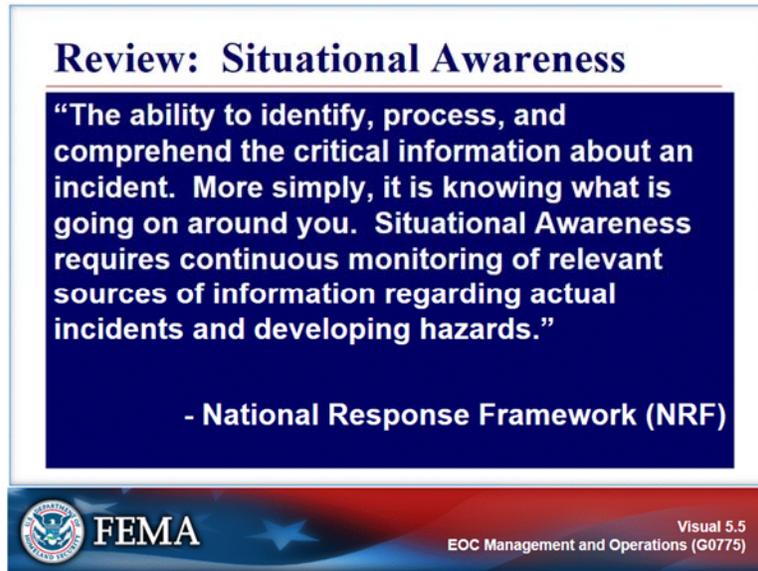
Key Points

Although each disaster is different, there are common points where EOCs may experience failure. One of those areas is maintaining situational awareness and the development of a common operating picture.

Situational awareness and the development of a common operating picture are responsibilities of the EOC that often get overlooked. Emergency management professionals and EOC managers need to recognize that first responders, other communities, and their respective States count on EOCs to provide coordination and leadership in the development of these two critical functions.

SITUATIONAL AWARENESS

Visual 5.5



Key Points

EOCs have responsibilities in both situational awareness and a common operating picture. Most often, an EOC is obtaining situational awareness in the early stages of activation.

“The ability to identify, process, and comprehend the critical information about an incident. More simply, it is knowing what is going on around you. Situational Awareness requires continuous monitoring of relevant sources of information regarding actual incidents and developing hazards.”

- National Response Framework (NRF)

SITUATIONAL AWARENESS

Visual 5.6

Sources of Situational Awareness

Sources of situational awareness in early stages of EOC activation:

- First responders and government agencies
- Dispatch Centers (911)
- Citizens
- Media
- Nongovernmental organizations

Who else contributes to situational awareness?

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Visual 5.6
EOC Management and Operations (G0775)

Key Points

Common sources of situational awareness during the early stages of activation for an EOC can include:

- First responders and government agencies
- Dispatch Centers (911)
- Citizens
- Media
- Nongovernmental organizations

Discussion Question: Who else contributes to situational awareness?

SITUATIONAL AWARENESS

Visual 5.7

Data Collection and Management

Effective data collection and management is critical to situational awareness and must include:

- Agreement on which data elements are critical.
- Reliable systems for transmission and display of situational awareness components.



 **FEMA** 

Visual 5.7
EOC Management and Operations (G0775)

Key Points

Good data collection and management is the key to developing solid and reliable situational awareness. 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 situational awareness components. Reliable systems include all-inclusive, web-based EOC Management software as well as independent technology to maintain situational awareness.

COMMON OPERATING PICTURE

Visual 5.8

Review: Common Operating Picture

A common operating picture:

- Means that personnel from all organizations at all locations have the same information.
- Is based on situational awareness of:
 - Current status and evolving situation.
 - Needed resources.
 - Availability and location of resources.



 **FEMA** 

Visual 5.8
EOC Management and Operations (G0775)

Key Points

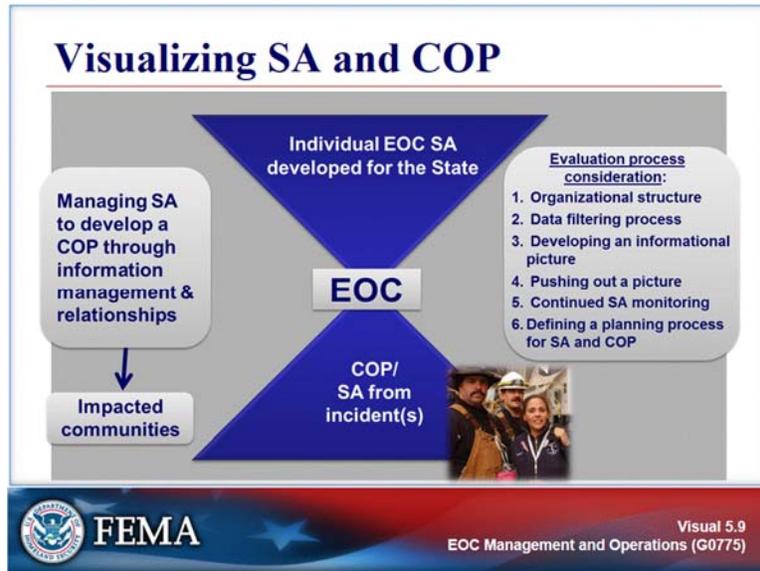
A common operating picture means that personnel from all organizations at all locations have the same information. The common operating picture is based on situational awareness of:

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

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

COMMON OPERATING PICTURE

Visual 5.9



Key Points

The graphic depicts one way you can visualize situational awareness and common operating picture.

The bottom of the hourglass represents the gathering of information 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.).

The middle of the hourglass represents the EOC, which receives situational awareness from the appropriate entities. The EOC must “filter” information as efficiently as possible and develop a common operating picture for those who have contributed, those who are impacted, and those who may become impacted by the event.

The top of the hourglass represents the situational awareness from the EOC to the State, tribal, or other neighboring jurisdictions and is often conveyed via a Situational Report (SitRep).

COMMON OPERATING PICTURE

Visual 5.10

EOC Situation Reports

Standardized reports documenting the:

- Level of activation
- Operational status
- Ongoing issues
- Requests or needs
- Anticipated issues and needs



EOC SitReps =
Situational
Awareness



FEMA

Visual 5.10
EOC Management and Operations (G0775)

Key Points

Situation Reports 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.

Most States have templates for SitReps that assist EOCs in reporting this critical information. SitReps from EOCs are critical documents that require ongoing work from the EOC.

Situation Reports are often overlooked by EOCs focused on the incident they face. However, Situation Reports are the critical tool for an EOC to provide situational awareness for the State.

COMMON OPERATING PICTURE

Visual 5.11

COP: Elements

A common operating picture includes:

- Data
- Information
- Intelligence



A common operating picture enables effective, consistent, coordinated, and timely decisionmaking.

 **FEMA**

Visual 5.11
EOC Management and Operations (G0775)

Key Points

These critical elements of a common operating picture enable effective, consistent, coordinated, and timely decisionmaking:

- Data
- Information
- Intelligence

COMMON OPERATING PICTURE

Visual 5.12

COP: Data

Sources of information for a common operating picture include:

- 911 calls
- Social media
- Eyewitness reports
- Radio communications among responders
- Weather reports



Other sources?



FEMA

Visual 5.12
EOC Management and Operations (G0775)

Key Points

Sources of information for a common operating picture include:

- 911 calls
- Social media
- Eyewitness reports
- Radio communications among responders
- Weather reports

Discussion Question: What other sources of information should be included on the list?

COMMON OPERATING PICTURE

Visual 5.13

COP: Information

Information is combined, organized, and verified to develop a picture of what is happening.



As more data are added, the COP becomes clearer.



FEMA

Visual 5.13
EOC Management and Operations (G0775)

Key Points

A good example of information is an emerging flood that has been reported from various locations on the same river using different pieces of data, including a phone call to a 911 Center, a posting via social media, and a first responder arriving on-scene and communicating via radio communications. The pieces of data are combined to create the information that flooding is occurring on that river.

COMMON OPERATING PICTURE

Visual 5.14

COP: Intelligence

Intelligence results from analyzing the information and adding findings, conclusions, and recommendations for action.



 **FEMA** 

Visual 5.14
EOC Management and Operations (G0775)

Key Points

Intelligence occurs when:

- The information about the river flooding is analyzed (flood gauges checked and additional reports gathered),
- A determination has been made as to why the flooding is occurring (potential breach of a levy upstream), and
- Recommendations exist (send teams to fix the breach or order an evacuation downstream).

ACTIVITY: COMMON OPERATING PICTURE

Visual 5.15

Activity: COP (1 of 3)

Scenario:

- Six city EOCs are activated to coordinate their communities' disaster response/recovery, requiring extensive transportation and sheltering.
- Three of the City EOCs are so busy that they do not:
 - Submit a SitRep to their coordinating county.
 - Participate in a conference call coordination briefing.
 - Have communications with their field components or the county.



The slide footer features the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 5.15 EOC Management and Operations (G0775)' on the right, all set against a red and blue background with a star.

Key Points

Scenario:

- Six city EOCs are activated to coordinate their communities' disaster response/recovery, requiring extensive transportation and sheltering.
- Three of the city EOCs are so busy that they do not:
 - Submit a SitRep to their coordinating county.
 - Participate in a conference call coordination briefing.
 - Have communications with their field components or the county.

ACTIVITY: COMMON OPERATING PICTURE

Visual 5.16

Activity: COP (2 of 3)

Scenario (Continued):

- **The county develops their Incident Action Plan for coordination based upon the information provided by the six city EOCs.**
- **Priorities and objectives are based on the information received from the cities.**
- **Three cities do not have communication capabilities and cannot share their situational awareness.**



The slide footer features the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 5.16 EOC Management and Operations (G0775)' on the right, all set against a blue and red background with a star.

Key Points

The scenario (Continued):

- The county develops their Incident Action Plan for coordination based upon the information provided by the six city EOCs.
- Priorities and objectives are based on the information received from the cities.
- Three cities do not have communication capabilities and cannot share their situational awareness.

ACTIVITY: COMMON OPERATING PICTURE

Visual 5.17

Activity: COP (3 of 3)

Instructions: Working in small groups, answer the following questions:

- Is there a common operating picture for the county? Why or why not?
- Does the county have accurate situational awareness to provide and report to the State? Why or why not?
- What does the group recommend (from the viewpoint of the county EOC) as an action item to resolve the problem of cities not providing situational awareness?
- Be prepared to share your work in 15 minutes.



The slide footer features the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 5.17 EOC Management and Operations (G0775)' on the right.

Key Points

Instructions:

Working in small groups, answer the following questions:

- Is there a common operating picture for the county? Why or why not?
- Does the county have accurate situational awareness to provide and report to the State? Why or why not?
- What does the group recommend (from the viewpoint of the county EOC) as an action item to resolve the problem of cities not providing situational awareness?
- Be prepared to share your work in 15 minutes.

ACTIVITY: COMMON OPERATING PICTURE

Visual 5.18

Questions to Ask Yourself

When developing a common operating picture, ask yourself:

- Is the information relevant and timely?
- Is the development of an action plan based on the COP necessary?
- Does the information help in maintaining situational awareness for others?

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Visual 5.18
EOC Management and Operations (G0775)

Key Points

As you develop a common operating picture, ask yourself these questions to help guide the process:

- 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.
- Is the development of an action plan based on the COP required or necessary?
 - The EOC can develop a plan for how it will operate internally, but is it necessary to develop an action plan for the entire event when the cities, for example, are managing their incidents appropriately and all that is needed is information?
- Does the information help in maintaining situational awareness for others who depend on the EOC... primarily a State?
 - The EOC is developing a COP for the cities in this case, but it is also “pushing” SA upwards toward the State. Is there too much or too little information in a situation report, especially when that SitRep may be used as the means for both the COP (for the cities) and the SA (to the State)?

FINAL THOUGHTS: COMMON OPERATING PICTURE

Visual 5.19

COP: A Powerful Leadership Tool



A formally established and well-managed common operating picture is a powerful leadership tool that:

- Facilitates collective efforts.
- Increases collaboration.
- Collects and disseminates pertinent and up-to-date information.

 **FEMA** 

Visual 5.19
EOC Management and Operations (G0775)

Key Points

A formally established and well-managed common operating picture is a powerful leadership tool. The COP helps you:

- Facilitate collective efforts.
- Increase collaboration.
- Collect and disseminate pertinent and up-to-date information.

FINAL THOUGHTS: COMMON OPERATING PICTURE

Visual 5.20

Importance of a COP

- **Improves incident safety.**
- **Provides the basis for informed predictions and proactive response.**
- **Allows effective, consistent, and timely tactical and strategic decisions.**
- **Supports a coordinated response among all response participants.**
- **Helps ensure consistency of situational awareness.**

**FEMA**Visual 5.20
EOC Management and Operations (G0775)

Key Points

There are several benefits of a common operating picture. A well-developed COP:

- Improves incident safety.
- Provides the basis for informed predictions and proactive response.
- Allows effective, consistent, and timely tactical and strategic decisions.
- Supports a coordinated response among all response participants.
- Helps ensure consistency of situational awareness.

FINAL THOUGHTS: COMMON OPERATING PICTURE

Visual 5.21

Social Media Tools for SA and COP

- Gather information and first-hand accounts of incident impacts.
- Capture citizen reactions.
- Distribute emergency information.
- Map incident visualization.
- Match available resources and information to identified needs.



 **FEMA** 

Visual 5.21
EOC Management and Operations (G0775)

Key Points

Social Media offers tools for SA and COP that should be incorporated into the culture of an EOC. Social media allows an EOC to:

- Gather information and first-hand accounts of incident impacts (Twitter posts of people on rooftops after a flood).
- Capture citizen reaction (expressing gratitude for a first responder or city-wide actions).
- Distribute emergency information (re-Tweeting or re-posting).
- Map incident visualization (geo-locating an incident and posting a photo or video).
- Matching available resources and information to identified needs (posting that a remote community needs sand or sand bags).

FINAL THOUGHTS: COMMON OPERATING PICTURE

Visual 5.22

Compare and Contrast	
Common Operating Picture	Situational Awareness
<ul style="list-style-type: none">▪ Goal focused/driven▪ Focused on the big picture▪ A mental model▪ Individual or team/shared concept	<ul style="list-style-type: none">▪ Data focused/driven▪ Built from the bottom-up▪ A functional model▪ Team or shared concept

 **FEMA**  Visual 5.22
EOC Management and Operations (G0775)

Key Points

This visual sums up common operating picture and situational awareness. Both functions of emergency management are complex and require research, training, and exercise by emergency management professionals and EOC leaders.

FINAL THOUGHTS: COMMON OPERATING PICTURE

Visual 5.23

Final Thoughts

Situational awareness and common operating picture:

- Begin with relationships.
- Require policy and procedures to facilitate the processes.

Available Training:
EMI L948: Situational Awareness and Common Operating Picture Course



 **FEMA** 

Visual 5.23
EOC Management and Operations (G0775)

Key Points

SA and COP depend upon the building of relationships. These relationships help develop the necessary policies and procedures to facilitate SA and COP.

For more training on situational awareness and common operating picture, the L-948 course, Situational Awareness and Common Operating Picture is a good tool for emergency management professionals.

SUMMARY

Visual 5.24

Unit 5 Summary

We discussed:

- Situational awareness and common operating picture.
- How situational awareness and common operating picture contribute to effective incident management, EOC operations, and decisionmaking.
- Methods to achieve situational awareness and common operating picture.



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Visual 5.24
EOC Management and Operations (G0775)

Key Points

Key concepts discussed in this unit include:

- Situational awareness and common operating picture.
- How situational awareness and common operating picture contribute to effective incident management, EOC operations, and decisionmaking.
- Methods to achieve situational awareness and common operating picture.

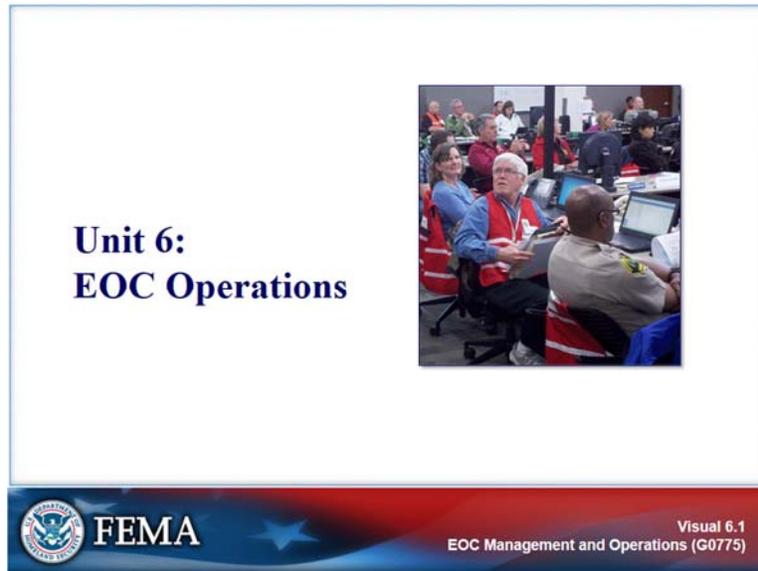
Notes:

UNIT 6. EOC OPERATIONS

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INTRODUCTION AND OVERVIEW

Visual 6.1



Key Points

Unit 6 will cover EOC operations from activation and deactivation to managing stress.

INTRODUCTION AND OVERVIEW

Visual 6.2

Unit 6 Objectives (1 of 2)

- Discuss activation and deactivation of the EOC.
- Describe the common interface between the EOC and Incident Command.
- Discuss the importance of Standard Operating Procedures (SOPs).
- Develop strategies to resolve common operational problems at the EOC.



Key Points

At the end of this lesson, you will be able to:

- Discuss activation and deactivation of the EOC.
- Describe the common interface between the EOC and incident command.
- Discuss the importance of SOPs.
- Develop strategies to resolve common operational problems at the EOC.

INTRODUCTION AND OVERVIEW

Visual 6.3

Unit 6 Objectives (2 of 2)

- Identify the concepts and purposes for detailed documentation in the EOC.
- Discuss the importance of “perception” during EOC operations.
- List the physical, cognitive, and behavioral challenges of long-term EOC operations.
- Provide effective psychological support to EOC staff.



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Visual 6.3
EOC Management and Operations (G0775)

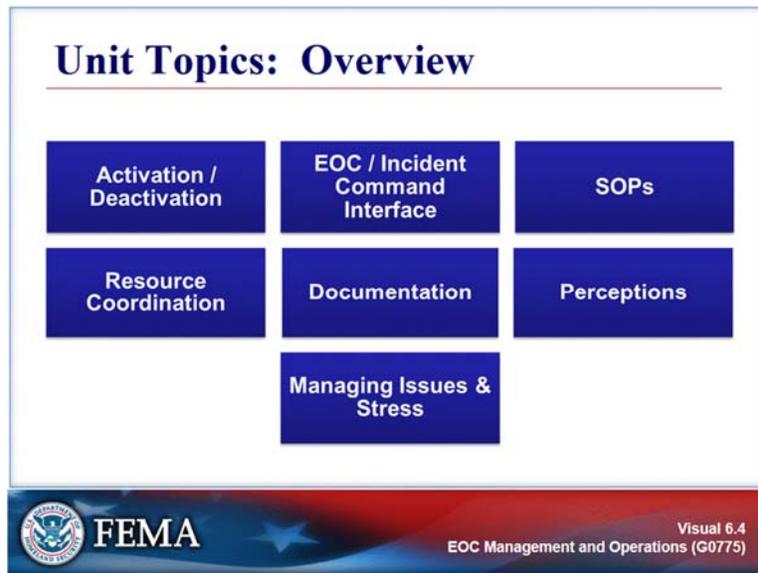
Key Points

At the end of this lesson, you also will be able to:

- Identify the concepts and purposes for detailed documentation in the EOC.
- Discuss the importance of “perception” during EOC operations.
- List the physical, cognitive, and behavioral challenges of long-term EOC operations.
- Provide effective psychological support to EOC staff.

ACTIVATION AND DEACTIVATION

Visual 6.4



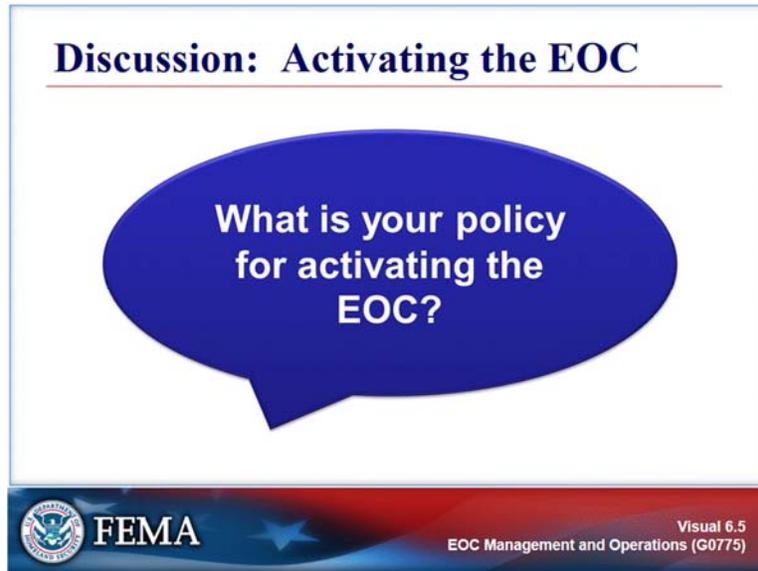
Key Points

This unit is divided into the following topics:

- Activation and Deactivation
- EOC Incident Command Interface
- Standard Operating Procedures (SOPs)
- Resource Coordination
- Documentation
- Perceptions
- Managing Issues and Stress

ACTIVATION AND DEACTIVATION

Visual 6.5



Key Points

Discussion Question: What is your policy for activating the EOC?

ACTIVATION AND DEACTIVATION

Visual 6.6

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.



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Visual 6.6
EOC Management and Operations (G0775)

Key Points

Some common triggers for activating the EOC include:

- **Events:** When threshold events described in the EOP occur (i.e., earthquake of a certain magnitude, terrorist event, etc.).
- **Type of Command:** When a Unified Command or Area Command is established.
- **Complexity:** When more than one jurisdiction or intra-jurisdiction department becomes involved in the response.

ACTIVATION AND DEACTIVATION

Visual 6.7

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.



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Visual 6.7
EOC Management and Operations (G0775)

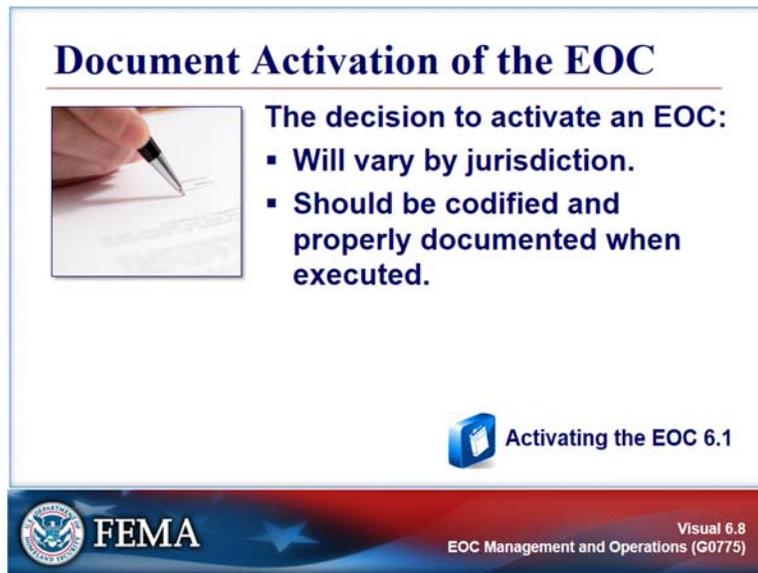
Key Points

Additional triggers include:

- **Expanding Incident:** When an Incident Commander indicates that the incident could rapidly escalate or expand.
- **Past Experience:** If similar incidents have required EOC activation (historical context or data).
- **Mutual Aid:** When other jurisdictions request support.
- **Policy:** When policy dictates activation.

ACTIVATION AND DEACTIVATION

Visual 6.8



Document Activation of the EOC

 The decision to activate an EOC:

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

 Activating the EOC 6.1

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Visual 6.8
EOC Management and Operations (G0775)

Key Points

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 will vary from one jurisdiction to the next, 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 can be made.

Job Aid 6.1, “Activating the EOC”, is an excerpt from Jefferson County, AL’s Emergency Operations Plan. It spells out under what circumstances the EOC will activate, who has the authority to activate the EOC, and several other aspects of EOC activation and operation.

ACTIVATION AND DEACTIVATION

Visual 6.9

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 6.9
EOC Management and Operations (G0775)

Key Points

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.

ACTIVATION AND DEACTIVATION

Visual 6.10

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 6.10
EOC Management and Operations (G0775)

Key Points

Many EOCs are activated all at once. However, 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.

ACTIVATION AND DEACTIVATION

Visual 6.11

Sample Activation Phases

- Level 3 (Monitor)**
 - Key Personnel Only
- Level 2 (Partial)**
 - Key Personnel from Responding Agencies
- Level 1 (Full)**
 - All Personnel

Time-Phased Activation 6.2

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Visual 6.11
EOC Management and Operations (G0775)

Key Points

Most EOCs have several phases of activation, ranging from a minimal, “watch level” phase to full activation that includes all personnel attached to EOC activations.

The Time-Phased Activation Job Aid 6.2 in the appendix to this unit offers more details on time-phased activation.

ACTIVATION AND DEACTIVATION

Visual 6.12

Helpful Hint

If you are developing new EOC procedures, research your State and neighboring jurisdictions' phases of activation first.

Aligning activation terminology and phase levels may help avoid confusion when multiple EOCs activate simultaneously.



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Visual 6.12
EOC Management and Operations (G0775)

Key Points

Before establishing policy on the various levels of EOC activation, 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.

For example, a State may have its highest level of activation designated as “Level 1,” while a local jurisdiction may have its highest level as “Level 3.” The terminology should match as much as possible to avoid confusion during an incident.

ACTIVATION AND DEACTIVATION

Visual 6.13

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 6.13
EOC Management and Operations (G0775)

Key Points

Activation levels should be based on the jurisdiction's hazard analysis. For example, hurricane threats could warrant several levels or phases of activation, whereas earthquake-prone areas may only need two or three levels or phases.

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

Level 3 Activation: Watch level or internally managed event that only includes the Department of Emergency Management. An example is the potential for minor flooding.

Level 2 Activation: Enhanced level of activation that includes more than one EOC partner.

Level 1 Activation: Full-scale activation of the EOC with all leadership and Emergency Support Functions reporting to the EOC. An example is an earthquake of greater than magnitude 6.0.

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

Discussion Question: Do you have other examples of triggers that may help establish the degree of activation within your community?

ACTIVATION AND DEACTIVATION

Visual 6.14

Deactivating the EOC

Communicate with incident command and/or your internal EOC staff to determine:

- The current incident status.
- Ongoing and future requirements.
- Length of time required to meet incident objectives.
- When demand for resources and coordination will slow down.



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Visual 6.14
EOC Management and Operations (G0775)

Key Points

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

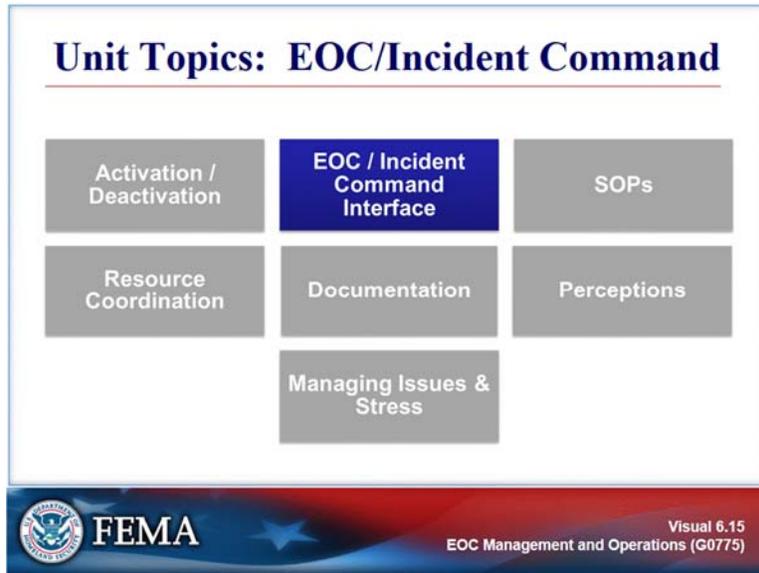
These individuals' best grasp:

- 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.

Effective EOC managers 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. However, it is critical that the EOC manager work in coordination and collaboration with senior EOC leadership and those impacted by events outside the EOC.

EOC INTERFACE

Visual 6.15

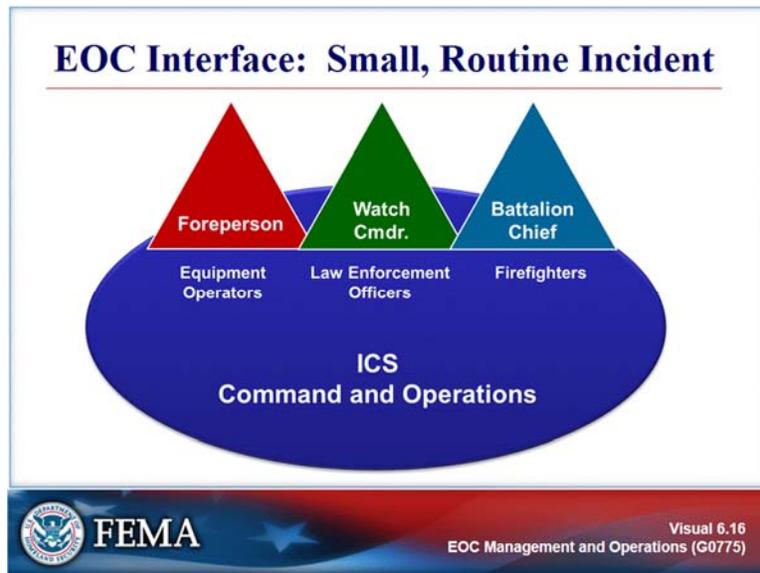


Key Points

The next topic in this unit is the EOC and Incident Command Interface.

EOC INTERFACE

Visual 6.16

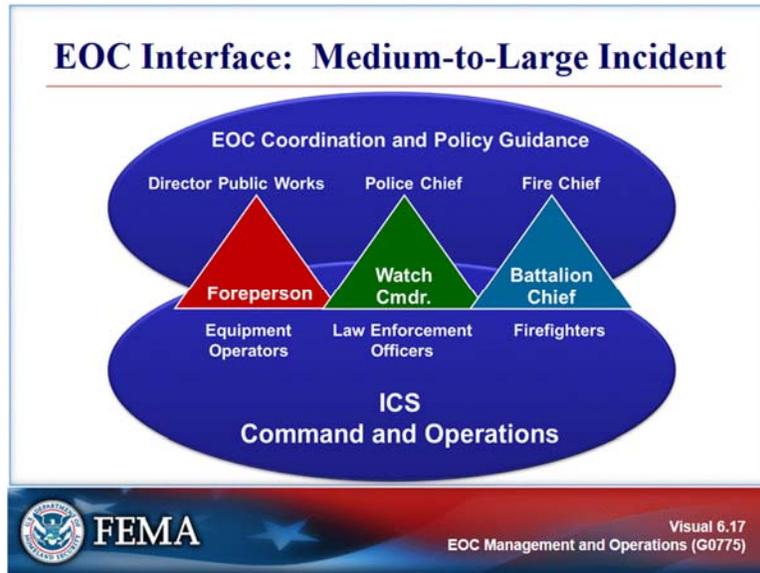


Key Points

The visual depicts an incident structure for a small, routine incident such as a house fire or traffic accident. 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.

EOC INTERFACE

Visual 6.17

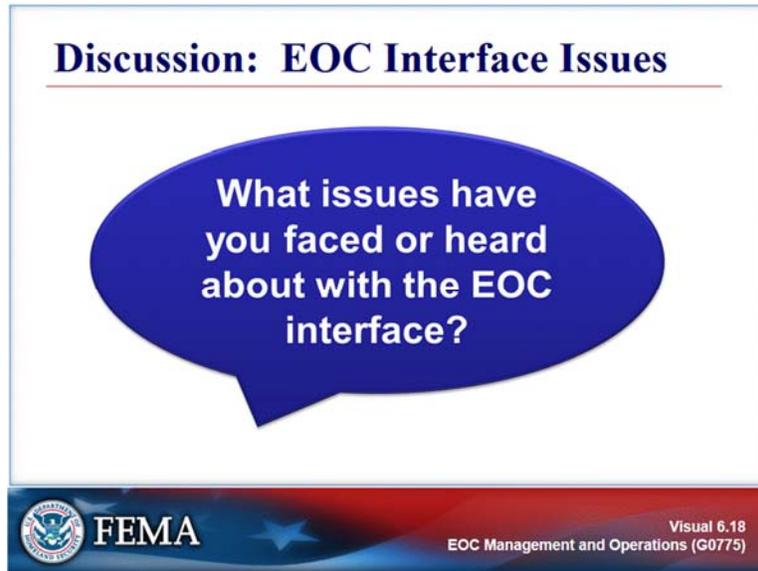


Key Points

As an incident expands in size or increases in complexity, central coordination is needed—and provided by the EOC. The visual depicts where an incident and the EOC may overlap. This point of overlap is called the ICS/EOC interface and it can be an area of disconnect in emergency planning.

EOC INTERFACE

Visual 6.18

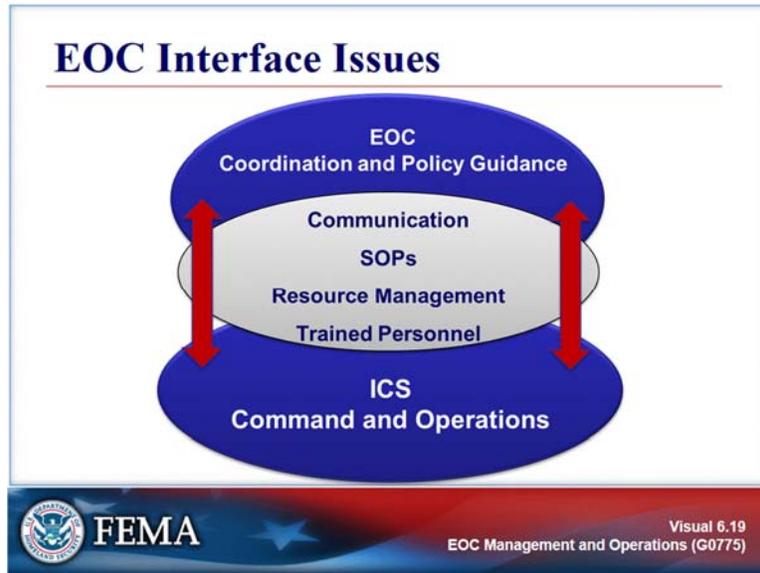


Key Points

Discussion Question: What issues have you faced or heard about with the EOC interface?

EOC INTERFACE

Visual 6.19



Key Points

Some of the more common ICS/EOC interface issues include:

- Communications (tactics, technology, and protocols for communication).
- Standard Operating Procedures.
- Resource Management (when 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).

EOC INTERFACE

Visual 6.20

Emerging Event

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



Single Home Fire Neighborhood Fire Community-Wide Fire

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Visual 6.20
EOC Management and Operations (G0775)

Key Points

The mission of the EOC as it activates is important to effective coordination of an 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.

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

EOC INTERFACE

Visual 6.21

Emerging Event: Resource Management

Command Post:	EOC:
<ul style="list-style-type: none">▪ Identify needs▪ Order resources▪ Check-in resources▪ Assign resources▪ Track resources▪ Demobilize resources	<ul style="list-style-type: none">▪ Receive requests▪ Prioritize requests▪ Locate/order resources▪ Assign according to priorities▪ Track resource use▪ Pay for resources



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Visual 6.21
EOC Management and Operations (G0775)

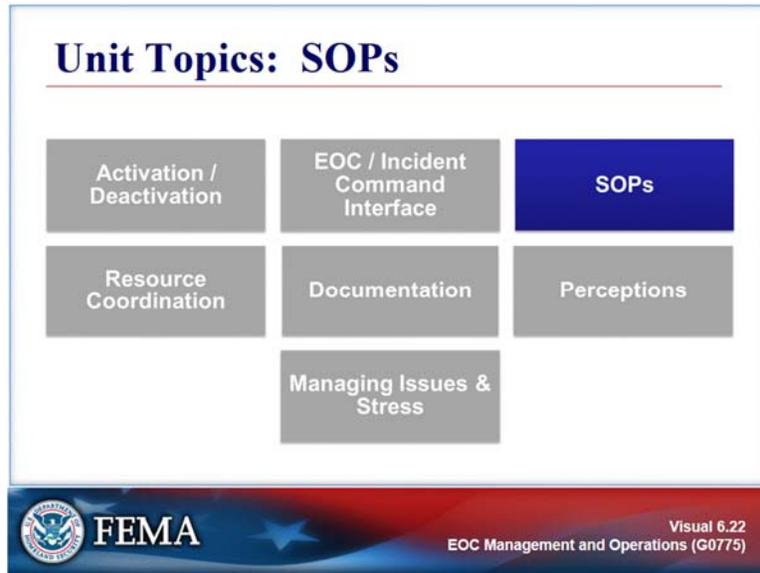
Key Points

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

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

STANDARD OPERATING PROCEDURES

Visual 6.22

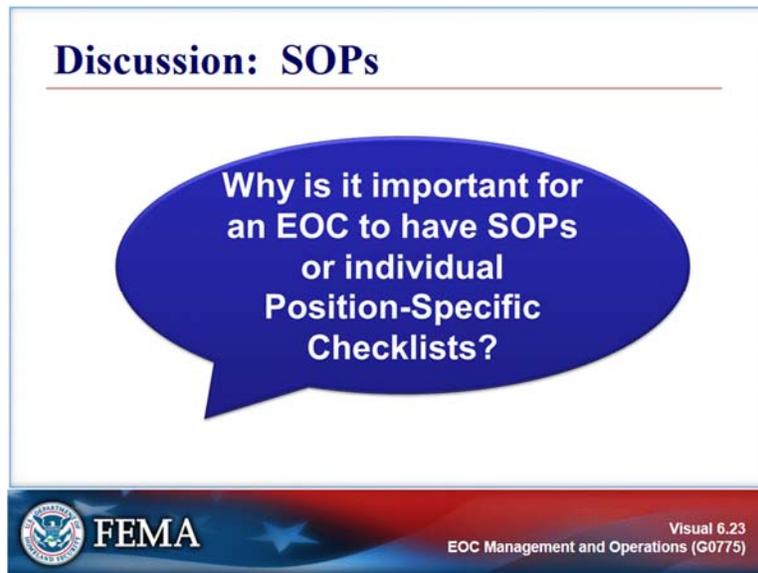


Key Points

The next topic in this unit is Standard Operating Procedures or SOPs.

STANDARD OPERATING PROCEDURES

Visual 6.23



Key Points

Discussion Question: Why is it important for an EOC to have SOPs or individual Position-Specific Checklists?

Important Note: If SOPs or Position-Specific Checklists are not in place when EOC staff report and begin coordinating, there is a risk of operations failure or disarray. In some cases, a new person or someone wholly unfamiliar with the particular position may report to the EOC. Emergency management professionals and EOC managers should not be explaining and training while an incident is occurring.

STANDARD OPERATING PROCEDURES

Visual 6.24

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.

Sample Position Checklist 6.3
More checklists:
<http://training.fema.gov/EMIWeb/IS/ICSResource/PositionChecklists.htm>

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Visual 6.24
EOC Management and Operations (G0775)

Key Points

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

Each SOP or Position-Specific Checklist should cover:

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

There is an example of a Position-Specific Checklist (6.3) in the appendix for this unit. A comprehensive list of ICS position checklists can be found at:

<http://training.fema.gov/EMIWeb/IS/ICSResource/PositionChecklists.htm>

STANDARD OPERATING PROCEDURES

Visual 6.25

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?



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Visual 6.25
EOC Management and Operations (G775)

Key Points

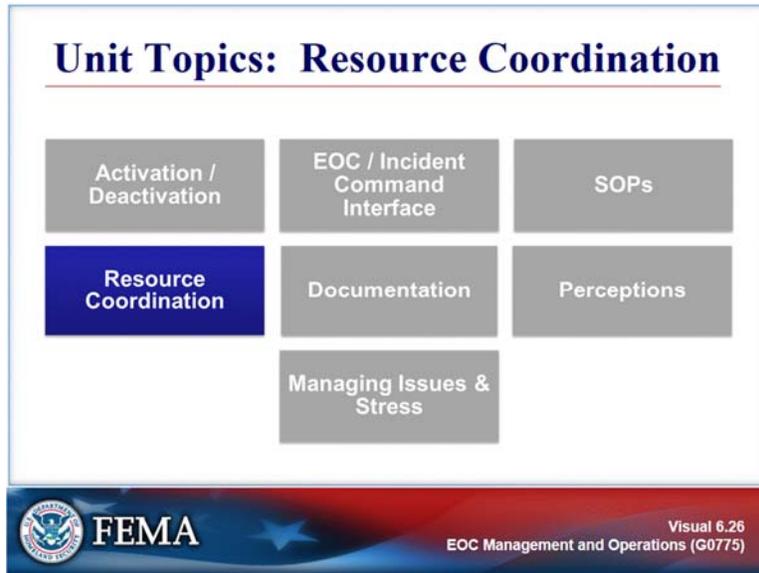
SOPS or Position-Specific Checklists should not be developed in a vacuum or by one person. Development should be a collaborative process including all relevant partners impacted by the potential actions and decisions made by the EOC staff member.

Checklists and SOPs should:

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

RESOURCE COORDINATION

Visual 6.26



Key Points

The next topic in this unit is Resource Coordination.

RESOURCE COORDINATION

Visual 6.27

Resource Management



Triggers:

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

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Visual 6.27
EOC Management and Operations (G0775)

Key Points

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.

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.

Upon establishment of Unified Command or Coordination, many communities transition resource requests to the EOC.

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

RESOURCE COORDINATION

Visual 6.28

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?

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Visual 6.28
EOC Management and Operations (G0775)

Key Points

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

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

Discussion Question: What are your experiences transitioning resource management to EOC coordination?

RESOURCE COORDINATION

Visual 6.29

Ensuring Qualified Staff



- Develop position descriptions and qualifying plans for every EOC position.
- Work closely with key personnel to ensure that external staff are fully qualified.
- Provide training opportunities for common tasks.
- Use information from exercises and operations to determine additional training needs.

 **FEMA**

Visual 6.29
EOC Management and Operations (G0775)

Key Points

After completing the transition of resource management during an event, 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 Position-Specific Checklists are developed for every EOC position.
- Work closely with other key personnel to ensure that external 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 (Operations Section Chief) may be able to help EOC leadership determine whether a staff member appointed or assigned to the EOC is performing as expected.

RESOURCE COORDINATION

Visual 6.30

EOC Coordination With Other Entities



Common coordination points:

- **Mutual aid requested.**
- **Technical specialists required.**
- **The emergency is widespread.**
- **A Federal disaster (Stafford Act declaration) is declared.**
- **An Emergency Declaration is declared in advance of a foreseen Stafford Act disaster.**

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Visual 6.30
EOC Management and Operations (G0775)

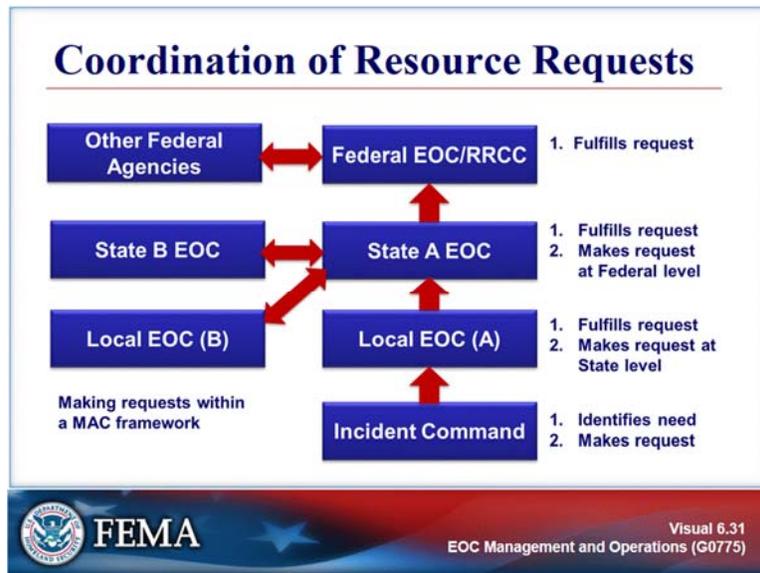
Key Points

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

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

RESOURCE COORDINATION

Visual 6.31



Key Points

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

RESOURCE COORDINATION

Visual 6.32

EOC Requests for Assistance

Initial requests may include:

- The type of incident.
- Time that the incident occurred/is expected to occur.
- Actions taken.
- Areas and number of people involved.
- Estimated loss of life, injuries, and extent of damage.
- Type and amount of assistance required.
- Contact for follow-up questions.

Hint: Document your decisionmaking and requests!

 **FEMA** 

Visual 6.32
EOC Management and Operations (G0775)

Key Points

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 followup 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.

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

RESOURCE COORDINATION

Visual 6.33

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.



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Visual 6.33
EOC Management and Operations (G0775)

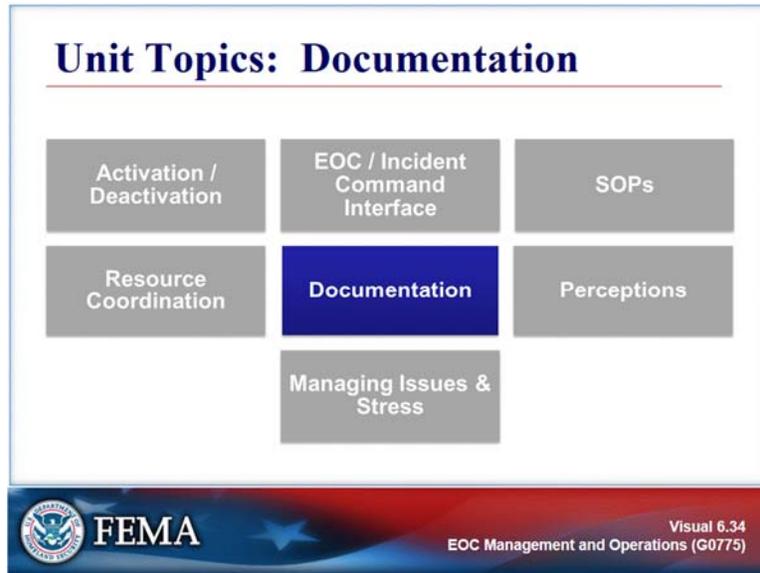
Key Points

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.
- Be firm but realistic in your request.
- Focus on mission, task, objectives, and priorities.
- Follow established procedures and understand the existing nomenclature (how to speak the language).

DOCUMENTATION

Visual 6.34



Key Points

The next topic in the unit is Documentation.

DOCUMENTATION

Visual 6.35

Documentation

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



 **FEMA**

Visual 6.35
EOC Management and Operations (G0775)

Key Points

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

DOCUMENTATION

Visual 6.36

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.
- Information that may be required for legal issues.



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Visual 6.36
EOC Management and Operations (G0775)

Key Points

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.
- 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

Visual 6.37

Documentation: Decisionmaking

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.

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 Complete Seattle Times
Article 6.4

Visual 6.37
EOC Management and Operations (G0775)

Key Points

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.

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.

In the article, it appears as if the emergency management official failed to document who he had talked to, the time he talked to them, and the exact phone numbers of those he communicated with. While there may be more to the story than the article presents, it does appear that there were significant failures in documenting decisionmaking during an incident.

DOCUMENTATION

Visual 6.38

Documentation After Response

- Provides 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 decisionmaking.
- Provides justification for cost recovery.

**FEMA**Visual 6.38
EOC Management and Operations (G0775)

Key Points

When the impacted community begins to focus on recovering from the disaster, 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 decisionmaking.
- Provides justification for cost recovery (potential Federal reimbursement).

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 a disaster incident as a contiguous community (county) if the State and neighboring community has been included in such a disaster declaration.

Unit 8 will explore the role of the EOC in the Transition to Recovery. Documentation is vital to the success of a jurisdiction as it seeks Federal and other types of assistance.

DOCUMENTATION

Visual 6.39

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.



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Visual 6.39
EOC Management and Operations (G0775)

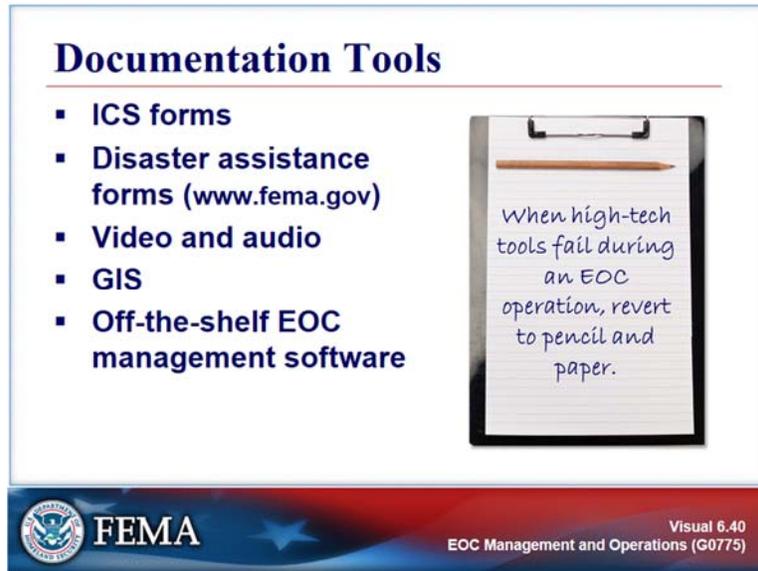
Key Points

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

- 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

Visual 6.40



Documentation Tools

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

When high-tech tools fail during an EOC operation, revert to pencil and paper.

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Visual 6.40
EOC Management and Operations (G0775)

Key Points

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

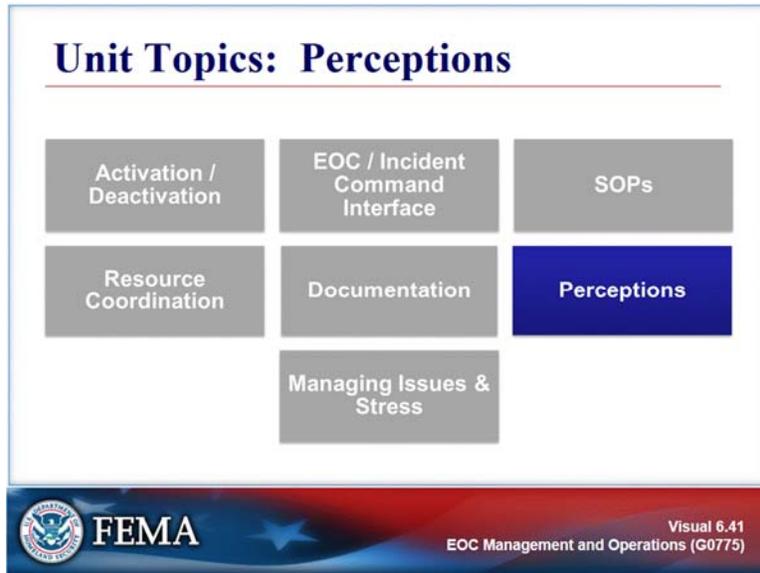
- ICS forms
- Disaster assistance forms
- Video and audio
- Geographic Information System
- Off-the-shelf EOC management software

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

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

PERCEPTIONS

Visual 6.41



Key Points

The next topic in this unit is perceptions of the role of the EOC.

PERCEPTIONS

Visual 6.42

Perceptions & EOC Success



Understanding how your EOC is viewed, and what the expectations are for and from your EOC, is critical to your success.

Perception can influence the morale and the decisionmaking processes within the EOC if left unaddressed.



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Visual 6.42
EOC Management and Operations (G0775)

Key Points

Perception is often overlooked by emergency management professionals. While EOCs should never be overly concerned about image, they should have a clear understanding of what others perceive the EOC is doing ... or should do ... or would do. Emergency management professionals should know what first responders, elected officials, and the public expect of the EOC.

Perception of the EOC can impact the morale and decisionmaking processes within an EOC. During a disaster that includes coordination between several first responder groups and the EOC, perception and expectations must be consistent.

PERCEPTIONS

Visual 6.43



Key Points

This video provides insight into how first responders perceive the role of the EOC. Adam Thiel is Fire Chief for the Alexandria, VA Fire Department.

Video Transcript:

John: So let's begin with, I think, the primary question that a lot of students are going to ask regarding this particular module, and that is: How do first responders view or perceive the Emergency Operations Center in general?

Adam: You know, EOCs are really an essential aspect of support for those of us who work in the field. If we have a critical incident or a disaster approaching, it's one of the first things that I ask for is to have the EOC stood up and operational so we can get the coordination and support functions that we need.

John: So, there's clearly an impact. Can you talk about the impact that an EOC can have, whether it's positive or negative? Not just on fire, but you're working with first responders and in this case first responders, you know, fire, law enforcement, public works, and that list can go on depending on the incident. What kind of an impact, positive or negative, have you experienced with an Emergency Operations Center or Centers in the past?

Adam: You know, it's generally very positive. In the street, of course, we're always working together. But there's a lot of back end coordination that also has to occur across agencies and disciplines and sometimes even jurisdictions that we just can't do when we're in the middle of an emergency event. Whether it's standing out in the rain, the sleet, the snow, the heat, and the middle of a flood. So, a lot of that back end coordination/communication and that resource support has to come from the EOC because we just can't do it. We're really tasked and burdened with handling the incident and even though we do a lot of coordination on the scene, all of that back end stuff is really critical. You know, without a good logistics support, without

PERCEPTIONS

Visual 6.43 (Continued)

good planning in the EOC, we're really sort of on our own out in the field, and it already kind of feels like that, so it's nice to know that the EOC has your back.

John: Great. Last question, and I know I'm asking this really on behalf of, I think, every emergency management organization, agency, department, or professional out there: What can we do as emergency management professionals in the EOC to help you guys?

Adam: You know I really think it comes down to support, support, support. Every Incident Commander understands that they're only as good as all the people who are taking care of them, who are supporting them and as long as it's, sort of, everybody stays in that lane and works together that way, it's an essential function and really, we are no good at all without the resources and the planning and everything that we get from the EOC and it's when those things start to diverge and clash a little bit that we have issues. But generally speaking, again, my experiences have been great and it really is nice to know that that EOC is there online and that they, somebody has your back.

PERCEPTIONS

Visual 6.44

Activity: Perception of the EOC

Instructions: Working in small groups:

- Think about how each of the following groups perceives the role of your EOC.
 - First responders
 - Elected or appointed officials
 - The larger community
- List three strategies for improving or enhancing your EOC's relationship with the whole community.
- Select a spokesperson and be ready to present in 10 minutes.



The slide footer features the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 6.44 EOC Management and Operations (G0775)' on the right, all set against a blue and red background with a star.

Key Points

Instructions:

Working in small groups:

- Think about how each of the following groups perceives the role of your EOC.
 - First responders
 - Elected or appointed officials
 - The larger community
- List three strategies for improving or enhancing an EOC's relationship with the Whole Community.
- Select a spokesperson and be ready to present in 10 minutes.

MANAGING ISSUES AND STRESS

Visual 6.45



Key Points

The last topic in this unit is Managing Issues and Stress.

MANAGING ISSUES AND STRESS

Visual 6.46



Key Points

During long-term operations, the issues you will most likely need to manage include:

- Documentation
- Resource depletion
- Fiscal issues
- Staff turnover and exhaustion
 - Heightened anxiety and shortened tempers

Suggestions for resolving long-term issues include:

- Advanced planning for long-term operations:
 - Disaster Reserves for operations.
 - Sufficient or “deep” staffing (planning for multiple shifts over long periods).
 - Pre-identified contracts when local resources begin to dwindle.
- Structured management of staff hours (ensuring staff is not over-working themselves voluntarily).
- Having rest periods and places available.
- A willingness to include counselors, stress managers, and mediators in the EOC.

MANAGING ISSUES AND STRESS

Visual 6.47

Framework for Resolving Long-Term Issues

- Have all key decisionmakers at the EOC as soon as possible.
- Ensure the proper authority is present to resolve issues.
- Mediate when appropriate and necessary.



Visual 6.47
EOC Management and Operations (G0775)

Key Points

Resolving potential long-term EOC issues could be partially addressed by developing a simple resolution framework.

A Resolution Framework:

- Have all key decisionmakers at the EOC as soon as possible (EOC and Policy Group).
- Ensure the proper authority is present to resolve issues (Delegations of Authority).
- Mediate when appropriate and necessary.

This simple, three-step framework ensures that whatever issues arise, all stakeholders and the proper authority is present in the EOC to help resolve the problem.

MANAGING ISSUES AND STRESS

Visual 6.48

Mediation Tips

- Suspend judgment
- Listen carefully to all sides
- Analyze the discussion
- Offer recommendations



Key Point: Successful EOC operations can hinge upon a leader's ability to pull disparate pieces of his/her staff together when an internal crisis arises.

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Visual 6.48
EOC Management and Operations (G0775)

Key Points

Mediation may be an important strategy when issues and conflicts arise during long-term operations.

All parties involved in mediation should:

- Openly suspend judgment.
- Listen carefully to all sides.
- Analyze the discussion.
- Make recommendations and suggestions.

It is important to have an emergency manager or EOC Director/Manager with the skills to pull disparate individuals and issues together when an internal crisis arises.

MANAGING ISSUES AND STRESS

Visual 6.49

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.
- It is possible to take action that mitigates tension.

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Visual 6.49
EOC Management and Operations (G0775)

Key Points

Sometimes stress and exhaustion are unavoidable in an EOC, placing pressure on leadership to resolve issues quickly.

While emergency management professionals may not be able to prevent stress and exhaustion, there are actions for mitigating them.

MANAGING ISSUES AND STRESS

Visual 6.50

Signs of Stress and Exhaustion

- **Personality changes**
- **Restlessness and/or aggression**
- **Changes in diet (inevitable) or failure to eat**
- **Inability to make decisions**
- **Reluctance to take breaks**



 Signs of Heightened Stress in Emergency Situations 6.5

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Visual 6.50
EOC Management and Operations (G0775)

Key Points

The first step is to recognize the signs that stress levels are rising in the EOC.

Some of the signs include:

- Personality changes.
- Restlessness and/or aggression.
- Changes in diet (inevitable) or failure to eat.
- Inability to make decisions.
- Reluctance to take breaks.

The appendix for this unit has a job aid listing several more ways that stress can present itself in your staff: Signs of Heightened Stress in Emergency Situations 6.5.

MANAGING ISSUES AND STRESS

Visual 6.51

Managing Stress Levels: Before

Before EOC operations:

- **Become a team.**
- **Provide all EOC staff with information about:**
 - **What causes stress.**
 - **How to reduce stress.**



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Visual 6.51
EOC Management and Operations (G0775)

Key Points

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.

MANAGING ISSUES AND STRESS

Visual 6.52

Managing Stress Levels: During



During operations:

- **Be alert for behavior changes.**
- **Act sooner rather than later.**
- **Protect the individual and the EOC's larger operations.**

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Visual 6.52
EOC Management and Operations (G0775)

Key Points

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.

MANAGING ISSUES AND STRESS

Visual 6.53

Managing Stress Levels: After

After operations:

- **Demonstrate gratitude for service.**
- **Conduct stress debriefings.**
- **Follow up over a period of time.**
- **Involve other people (shared experience).**
- **Provide professional help, if necessary.**



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Visual 6.53
EOC Management and Operations (G0775)

Key Points

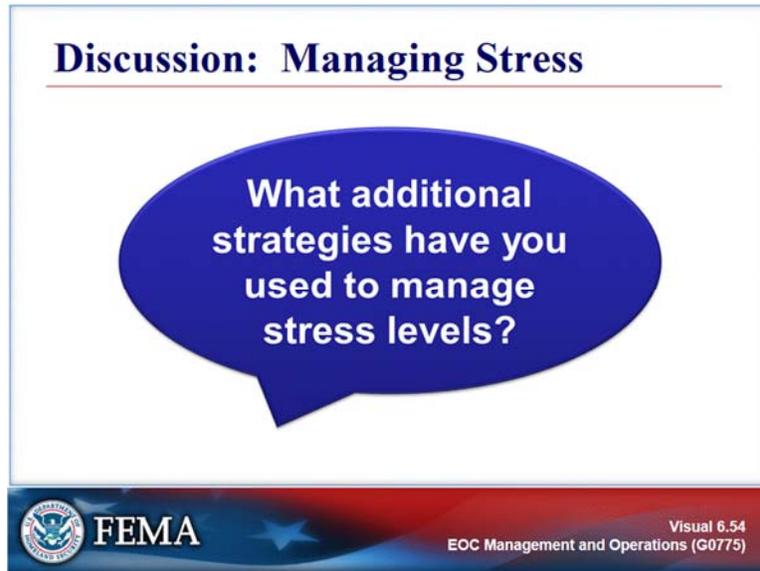
Stress may not end when EOC operations end. After operations, some of the strategies you can use to manage stress include:

- 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 followup 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 International Critical Incident Stress Foundation (<http://www.icisf.org>).

MANAGING ISSUES AND STRESS

Visual 6.54



Key Points

Discussion Question: What additional strategies have you used to manage stress levels?

REVIEW

Visual 6.55

Unit 6 Summary (1 of 2)

We discussed:

- Activation and deactivation protocols and policies.
- The EOC interface and its relationship to incident command.
- The importance of SOPs in EOC operations.
- Strategies to resolve common operational problems at the EOC.



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Key Points

Key points from the unit include:

- Activation and deactivation protocols and policies.
- The EOC interface and its relationship to incident command.
- The importance of SOPs in EOC operations.
- Strategies to resolve common operational problems at the EOC.

SUMMARY

Visual 6.56

Unit 6 Summary (2 of 2)

We discussed:

- Concepts and rationale for detailed documentation in an EOC.
- Perception and its impact on an EOC.
- Physical, cognitive, and behavioral challenges and signs of stress and exhaustion ... and how they impact EOC operations.



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Visual 6.56
EOC Management and Operations (G0775)

Key Points

Additional key points include:

- Concepts and rationale for detailed documentation in an EOC.
- Perception and its impact on an EOC.
- Physical, cognitive, and behavioral challenges and signs of stress and exhaustion, and how they impact EOC operations.

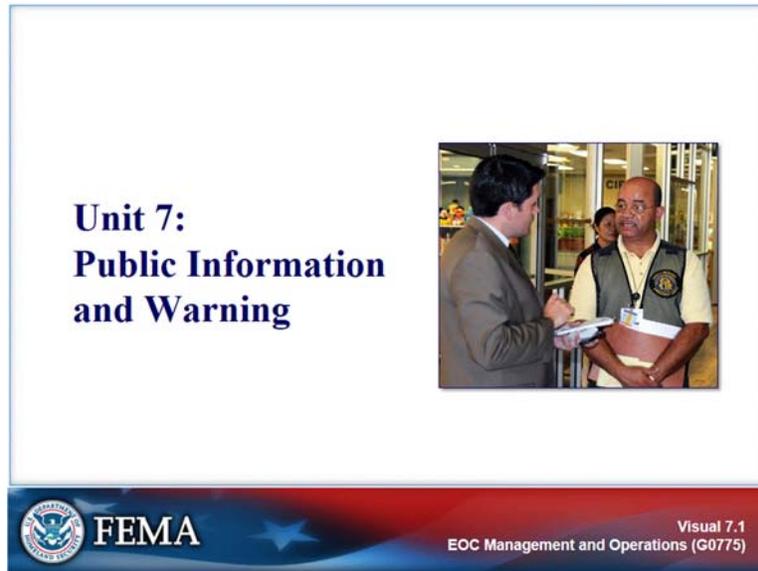
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UNIT 7. PUBLIC INFORMATION AND WARNING

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INTRODUCTION AND OVERVIEW

Visual 7.1



Key Points

This unit will introduce you to public information functions, including the role of the Public Information Officer (PIO) and the concepts of the Joint Information System (JIS) and Joint Information Center (JIC).

INTRODUCTION AND OVERVIEW

Visual 7.2

Unit 7 Objectives

- Describe the public information role of the EOC before, during, and after disasters.
- Describe the purpose of the Joint Information System (JIS) and Joint Information Center (JIC).
- Describe the role and responsibilities of the Public Information Officer during EOC activation.
- Identify public information and warning tools.



The bottom of the slide features a decorative banner with the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 7.2 EOC Management and Operations (G0775)' on the right.

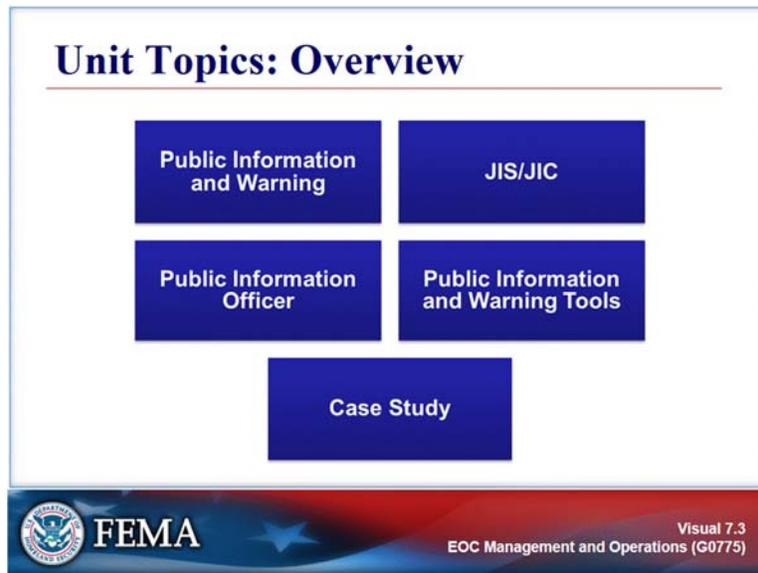
Key Points

At the end of this unit, you will be able to:

- Describe the public information role of the EOC before, during, and after disasters.
- Describe the purpose of the Joint Information System (JIS) and Joint Information Center (JIC).
- Describe the role and responsibilities of the Public Information Officer during EOC activation.
- Identify public information and warning tools.

INTRODUCTION AND OVERVIEW

Visual 7.3



Key Points

This unit is divided into five topics:

- Public Information and Warning
- JIS/JIC
- Public Information Officer
- Public Information and Warning Tools
- H1N1 Case Study

INTRODUCTION AND OVERVIEW

Visual 7.4

The 12 Biggest Mistakes (1 of 2)

The 12 biggest mistakes in crisis communications:

1. Play ostrich.
2. Only start work on a potential crisis situation after it is public.
3. Let your reputation speak for you.
4. Treat the media like the enemy.
5. Get stuck in reaction mode (versus getting proactive).
6. Use language your audience does not understand.



The slide footer features the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 7.4 EOC Management and Operations (G0775)' on the right, all set against a red and blue background with a star.

Key Points

These 12 Biggest Mistakes in crisis communications summarize mistakes we have either made or seen made in crisis situations. They also underscore the importance of having a properly trained and exercised Public Information Officer in the EOC as it becomes engaged in an incident.

The first six biggest mistakes in crisis communications are:

1. Play ostrich.
2. Only start work on a potential crisis situation after it is public.
3. Let your reputation speak for you.
4. Treat the media like the enemy.
5. Get stuck in reaction mode (versus getting proactive).
6. Use language your audience does not understand.

INTRODUCTION AND OVERVIEW

Visual 7.5

The 12 Biggest Mistakes (2 of 2)



7. Don't listen to your stakeholders.
8. Assume truth will triumph.
9. Address only issues and ignore feelings.
10. Make only written statements.
11. Use the "best guess" methods of assessing damage.
12. Do the same thing over and over again expecting different results.

Adapted from The Biggest Mistakes in Crisis Communications
By Jonathan Bernstein (used with permission)

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Visual 7.5
EOC Management and Operations (G0775)

Key Points

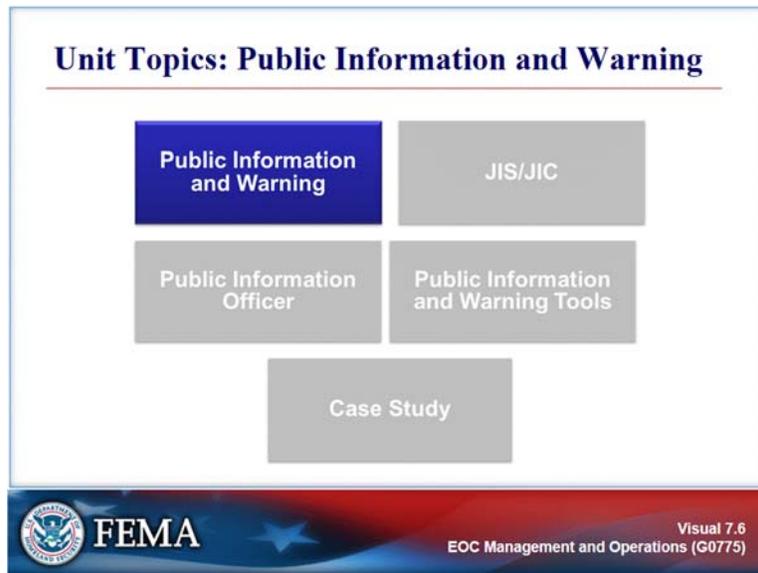
The next six biggest mistakes are:

7. Don't listen to your stakeholders.
8. Assume truth will triumph.
9. Address only issues and ignore feelings.
10. Make only written statements.
11. Use the "best guess" methods of assessing damage.
12. Do the same thing over and over again expecting different results.

— From "The Biggest Mistakes in Crisis Communication" by Jonathan Bernstein.

PUBLIC INFORMATION AND WARNING

Visual 7.6



Key Points

Let's begin discussing the tools and knowledge that can help us communicate effectively with the public in emergency situations.

The first topic in this unit is Public Information and Warning. The goal of emergency public information is simple: to protect public health and safety. Reaching the public in time with accurate, clear, and precise information that will enable them to protect themselves and their loved ones is always the top priority.

PUBLIC INFORMATION AND WARNING

Visual 7.7

PPD-8 Core Capability: Public Information and Warning

Definition: The capability to deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

Public Information & Warning

Prevention
Protection
Mitigation
Response
Recovery

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Visual 7.7
EOC Management and Operations (G0775)

Key Points

Presidential Policy Directive 8, or PPD-8, describes the Nation's approach to national preparedness. One area PPD-8 focuses on is systematic preparation based on core capabilities. Core capabilities are critical elements essential for the execution of each mission area: Prevention, Protection, Mitigation, Response, and Recovery.

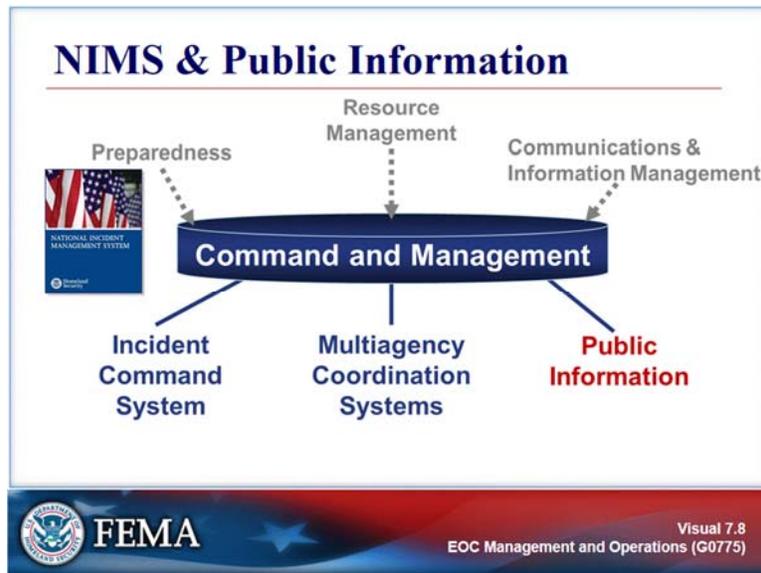
One of the core capabilities needed for all mission areas is public information and warning. Unit 2 discussed the importance of public information before, during, and after an incident. The graphic on this visual reinforces that concept.

As a core capability, public information and warning is defined as:

The capability to deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

PUBLIC INFORMATION AND WARNING

Visual 7.8



Key Points

Public information is also an important part of the National Incident Management System, or NIMS. NIMS represents a core set of doctrines, concepts, principles, terminology, and organizational processes that enable effective, efficient, and collaborative incident management. NIMS integrates smart practices into a comprehensive framework for use nationwide by emergency management/response personnel in an all-hazards context.

Public Information is one of the Command and Management elements within NIMS. In earlier units, we touched on two of the other elements: ICS and MACs. This unit will focus on the processes, procedures, and systems for communicating timely and accurate information to the public during emergency situations.

PUBLIC INFORMATION AND WARNING

Visual 7.9

Importance of Public Information and Warning

Public information and warning includes messages about:

- Lifesaving measures.
- Evacuation routes.
- Threat and alert system notices.
- Other public safety information.



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Visual 7.9
EOC Management and Operations (G0775)

Key Points

Public information and warning help ensure that the whole community receives timely, consistent messages about:

- Lifesaving measures.
- Evacuation routes.
- Threat and alert system notices.
- Other public safety information.

Making sure that the public has timely, consistent messages helps control rumors and reduces fear and uncertainty.

PUBLIC INFORMATION AND WARNING

Visual 7.10

Benefits of Public Information and Warning



- Lays a foundation for recovery and resilience.
- Tells residents what they can do to help themselves.
- Directs the efforts of volunteers.
- Increases the public's confidence in its leaders.

 **FEMA** 

Visual 7.10
EOC Management and Operations (G0775)

Key Points

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.

PUBLIC INFORMATION AND WARNING

Visual 7.11

Activity: Chemical Spill Incident

Instructions: Working in small groups:

1. Read the scenario in the Unit 7 appendix (7.1).
2. Each table will be assigned one of the following groups:
 - The public
 - Elected officials
 - First responders
 - Other key stakeholders
3. Identify what information is needed by the assigned group. Be ready to share your ideas in 5 minutes.

 Activity: Chemical Spill Incident 7.1

 **FEMA** 

Visual 7.11
EOC Management and Operations (G0775)

Key Points

Instructions: Working in small groups:

1. Read the scenario in the Unit 7 appendix (7.1).
2. Each table will be assigned one of the following groups:
 - The public
 - Elected officials
 - First responders
 - Other key stakeholders
3. Identify what information is needed by the assigned group. Be ready to share your ideas in 5 minutes.

PUBLIC INFORMATION AND WARNING

Visual 7.12

Public Information and Warning

During disasters, people are overwhelmed. Therefore, it is critical that messages are:

- Accurate.
- Timely.
- Consistent.
- Simple and clear.
- Focused on immediate needs.
- Helpful for building confidence in the response.



 **FEMA** 

Visual 7.12
EOC Management and Operations (G0775)

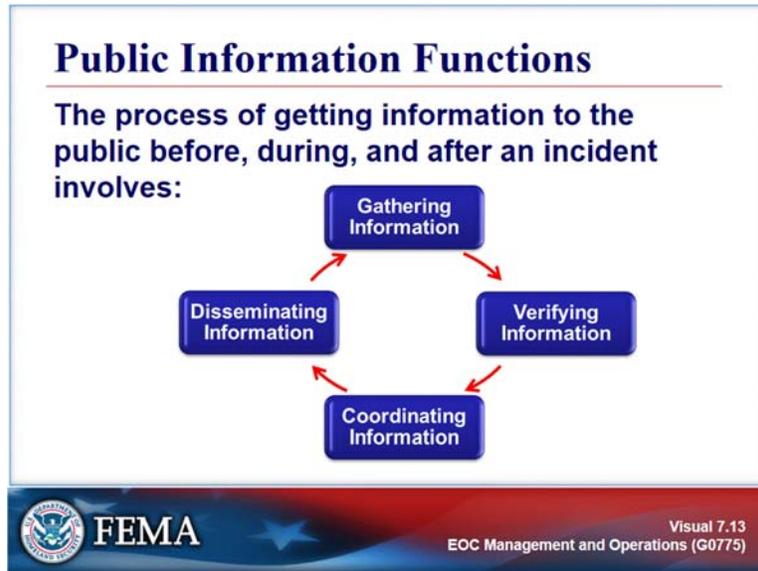
Key Points

People during disasters 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.

PUBLIC INFORMATION AND WARNING

Visual 7.13



Key Points

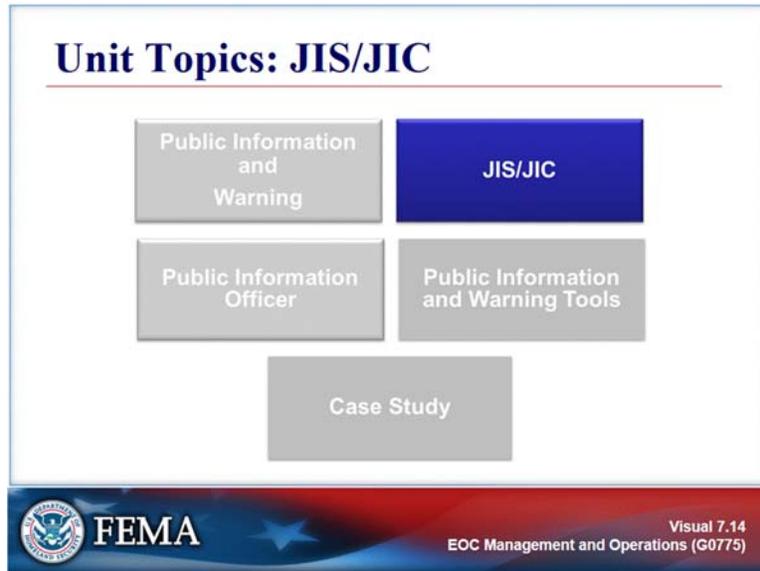
The process of getting accurate information to the public is the same before, during, and after an incident and involves:

- Gathering information.
- Verifying the information.
- Coordinating the information.
- Disseminating the information.

These functions work together to make sure the public gets timely, accurate messages. How the public information process works introduces the next topic: The Joint Information System (JIS) and the Joint Information Center (JIC).

JIS/JIC

Visual 7.14



Key Points

The next topic in this unit is the Joint Information System (JIS) and the Joint Information Center (JIC).

JIS/JIC

Visual 7.15

Joint Information System (JIS)

The JIS:

- Helps organize, integrate, and coordinate information across multiple jurisdictions and/or disciplines with NGOs and the private sector.
- Ensures timely, accurate, accessible, and consistent messaging.
- Includes the plans, protocols, procedures, and structures used to provide public information.



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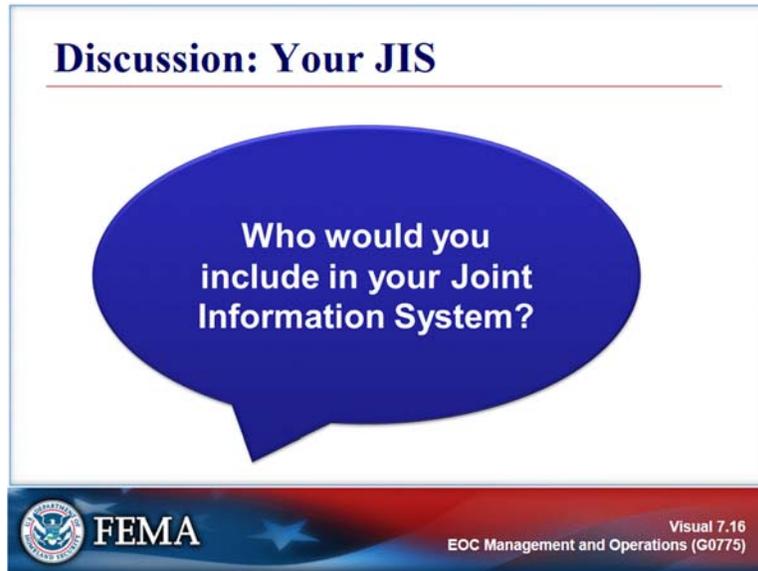
Visual 7.15
EOC Management and Operations (G775)

Key Points

The JIS is the method of operating that allows multiple sources to coordinate efficiently and consistently. The JIS can be as simple as two Public Information Officers (PIOs) talking across the hood of a truck or a multi-location operation with several PIOs from many agencies.

JIS/JIC

Visual 7.16



Key Points

Discussion Question: Who would you include in your Joint Information System?

JIS/JIC

Visual 7.17

JIS: Challenges



- Ensuring relevant JIS composition
- Finding willing participants
- Sharing information
- Managing egos and turf wars
- Ensuring communication interface and interoperability

 JIS Coordination Strategy 7.2

 **FEMA**

Visual 7.17
EOC Management and Operations (G0775)

Key Points

Challenges you may face when establishing an effective JIS:

- Ensuring relevant JIS composition (participants).
- Willingness of each entity to fully participate.
- Sharing of information.
- Personal egos and turf wars.
- Communication interface and interoperability.

There is an example of a JIS Coordination Strategy (7.2) in the appendix to this unit. The JIS Coordination Strategy was used by the 17-member Joint Information System established by Snohomish County, WA for a H1N1 (swine flu) event.

JIS/JIC

Visual 7.18

Joint Information Center (JIC)

The Joint Information Center (JIC) is a physical location where:

- Information is coordinated during and after an incident.
- Personnel with public information responsibilities perform:
 - Emergency information functions.
 - Crisis communications.
 - Public affairs functions.



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Visual 7.18
EOC Management and Operations (G0775)

Key Points

The Joint Information Center (JIC) is a central location designed to facilitate operation of the JIS. The JIC:

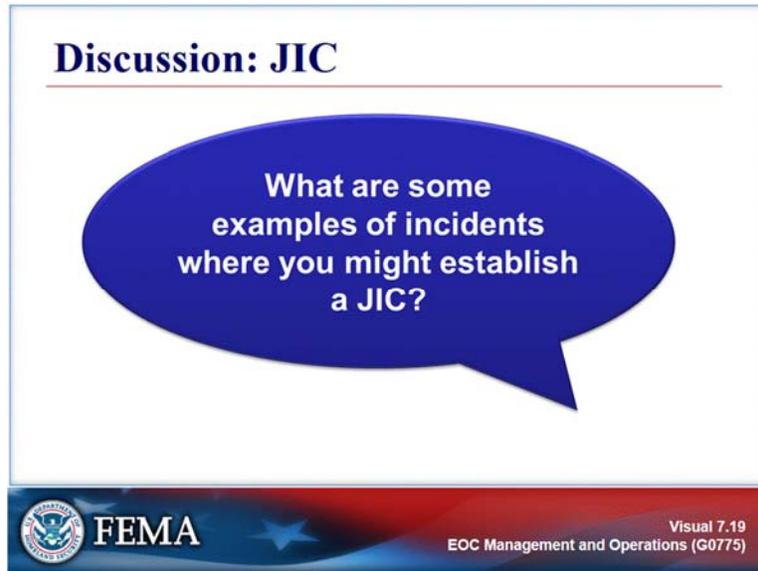
- Is a physical location with tools to enhance the flow of public information.
- Provides a central working facility where PIOs can gather.
- Allows PIOs to handle increased information needs by the media and the public during and after a crisis.
- Maximizes communication between different PIOs while minimizing conflicting or inaccurate information being sent to the media and the public.
- Can provide “one-stop shopping” for the media. This makes it more enticing for the media to focus on “official” information rather than scattering for other parts of the story.

While a single JIC location is preferable, the system is flexible and adaptable enough to accommodate virtual or multiple JIC locations, as required.

- If possible, it is advised to have location(s) identified that could be used as a JIC before an incident occurs—ideally, collocated with or in close proximity to the EOC. It is important that these locations meet the working needs of the PIO function and allow easy access for the media.
- Once a JIC has been identified, it is recommended to have appropriate equipment and other resources available and operational. The PIO should develop standard operating procedures on the actual use of the JIC and the equipment and staff that may be needed.

JIS/JIC

Visual 7.19



Key Points

Discussion Question: What are some of the examples of incidents where you might establish a Joint Information Center?

JIS/JIC

Visual 7.20

JIC Challenges

- Determining a single, physical location.
- Start-up costs.
- Conflicting and competing commitments by JIC staff.
- Ongoing operational costs.
- Egos and turf wars.



Should an EOC help determine where a JIC is located?

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Visual 7.20
EOC Management and Operations (G0775)

Key Points

Just as with establishing a JIS, you can anticipate some challenges when setting up a JIC:

- Determining a single, physical location (geography).
- Start-up costs for establishment of a JIC.
- Conflicting and competing commitments by JIC staff.
- Ongoing operational costs.
- Egos and turf wars.

Discussion Question: Should an EOC help determine where a JIC is located?

JIS/JIC

Visual 7.21

Emergency Manager's Role

- Advance organization:
 - Make sure the Joint Information System (JIS) is in place.
 - Ensure that the Joint Information Center's (JIC) facilities are available and workable.
- During incident: Activate the JIS/JIC, as needed.



Managing Emergency Public Information 7.3

 **FEMA**

Visual 7.21
EOC Management and Operations (G0775)

Key Points

How does the emergency manager fit in with the JIS and the JIC?

The emergency manager's main role takes place in advance of any incidents—making sure the system is in place and that 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 emergency manager activates the JIC, and the preplanned systems go into effect.

Public Information: The EOC Role

Press releases, public service announcements, press conferences, and advanced warnings are integral to a community's ability to prepare for, respond to, and recover from incidents.



Coordination and dissemination of public information can be a primary reason for activating an EOC.

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Visual 7.22
EOC Management and Operations (G0775)

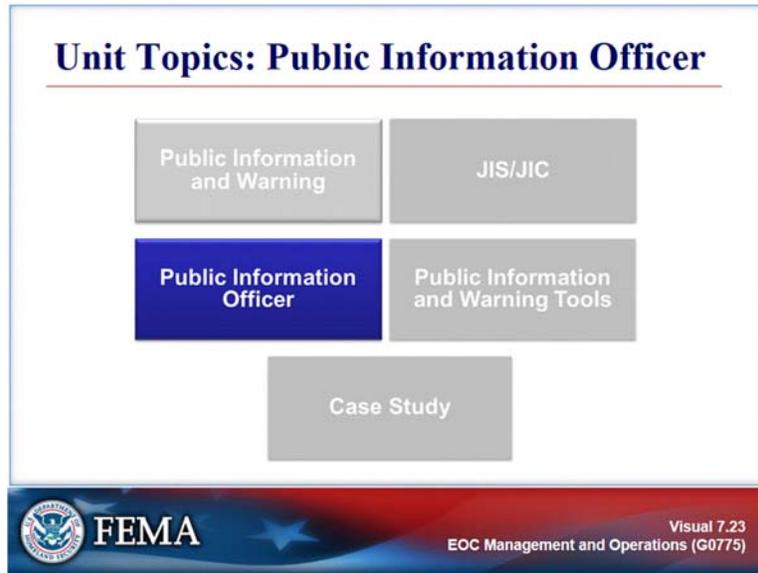
Key Points

Press releases, public service announcements, 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.

PUBLIC INFORMATION OFFICER

Visual 7.23



Key Points

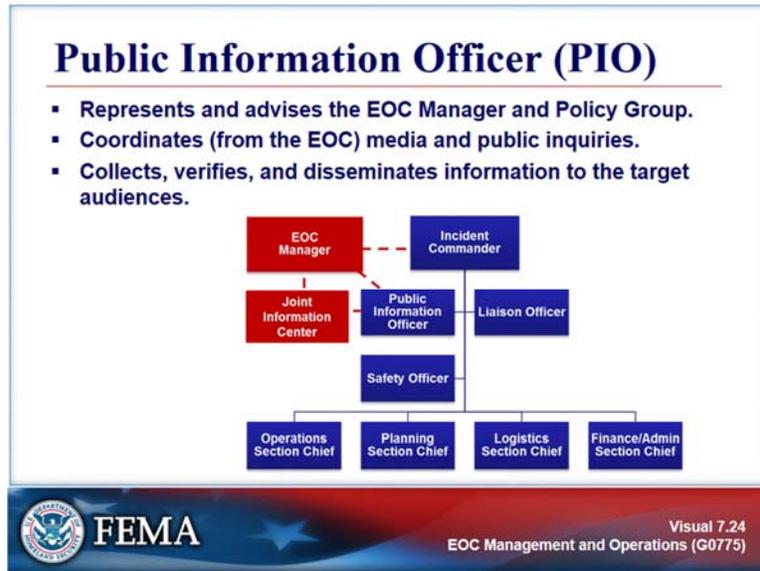
The next topic is the Public Information Officer, or PIO.

The foundation for effective public information within an EOC begins with the PIO who is sometimes referred to as the PIO lead or the ESF-15 lead.

Note: In jurisdictions where there is no PIO function, the emergency manager may have expanded public information responsibilities.

PUBLIC INFORMATION OFFICER

Visual 7.24



Key Points

This visual provides an overview of the PIO in the command structure both offsite of an incident and on-scene. The EOC PIO:

- Represents and advises the EOC Manager and Policy Group (offsite of an incident).
- Coordinates (from the EOC) 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,
- Emergency management, and
- Media relations.

PIO hierarchy chart description.

A hierarchy chart with Incident Commander at the top and EOC Manager to its left. The level below has four boxes labeled Joint Information Center, Public Information Officer, Liaison Officer, and Safety Officer. There is a bottom row of four boxes labeled Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Admin Section Chief.

The next three visuals will explore why this knowledge is so important for an effective EOC PIO.

PUBLIC INFORMATION OFFICER

Visual 7.25

Community Knowledge



The PIO must know the community, including its:

- Demographics.
- Governmental structure.
- Key players (people and organizations).
- Relevant history.
- Culture.

 **FEMA**

Visual 7.25
EOC Management and Operations (G0775)

Key Points

The PIO must have community awareness. The better the PIO knows who makes up your community, the more likely he or she will be to see opportunities for educating people and engaging them in the organization's mission.

The PIO needs to know:

- **Demographics to select the right media to reach the audience.** For example, do you have a non-English-speaking segment you need to reach? Consider radio stations that broadcast in the appropriate language.
- **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. They include those with whom you will interact during an emergency as well as those who have influence in the community.
- **The community's recent disaster history.** What happened in previous events—especially similar incidents—can have a bearing on the current event, so knowing the relevant history is important. For example, if an area has recently experienced a large fire, the residents may be more receptive to information on fire safety. If a hurricane has repeatedly changed course and left a community unharmed, the residents may be less likely to follow evacuation orders.
- **The community's culture.** What are the community's values, concerns, and interests, and how can the population be reached through those interests?

PUBLIC INFORMATION OFFICER

Visual 7.26

Emergency Management Knowledge

The PIO must know:

- Basic emergency management concepts.
- Incident Command System (ICS).
- National Incident Management System (NIMS).



 **FEMA**

Visual 7.26
EOC Management and Operations (G0775)

Key Points

The PIO should also understand **basic emergency management concepts**, including the role of local, tribal, State, and Federal levels of government. Local government is always first to respond to a disaster. The State will provide support, as needed, and the Governor will request assistance from the Federal Government if the event exceeds the local and State capacity to respond. The PIO also should know the local emergency operations plan and his or her organization's role in an emergency.

In addition to a basic knowledge of emergency management, the PIO must have a working knowledge of EOC operations and protocols. In order to be able to work with the EOC, the PIO must first be able to understand the EOC, its staffing, the operational protocols, etc.

Having knowledge of emergency management concepts is important. Being able to put that knowledge to work in an emergency environment is even more important. Effective PIOs must be able to work in crisis situations, sometimes under stressful conditions. In some cases, the PIO selected for routine positions within a jurisdiction may not be appropriate. Transitioning from a non-emergency environment to the EOC with the demands of being assigned during a major disaster, may prove too much for some PIOs.

PUBLIC INFORMATION OFFICER

Visual 7.27

Media Relations Knowledge

The successful PIO:

- Provides information and access to newsmakers.
- Demonstrates an understanding of media needs and operations.
- Respects media deadlines.
- Maintains open dialogue.

How would you establish credibility with the media?

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Visual 7.27
EOC Management and Operations (G0775)

Key Points

In conjunction with community knowledge and emergency management knowledge, the PIO must also have media relations knowledge.

The PIO demonstrates strong media relations skills by:

- Providing information and access to newsmakers.
- Demonstrating an understanding of media needs and operations.
- Respecting media deadlines.
- Maintaining open dialogue.

It is important for the PIO to have credibility with established media in the potentially affected area. PIOs who have bad history or experiences with reporters may also have credibility issues that can unintentionally filter into the EOC and critical operations.

Discussion Question: How would you establish credibility with the media?

PUBLIC INFORMATION OFFICER

Visual 7.28

EOC-PIO: Critical Roles

- Gather, verify, coordinate, compile, and distribute information (contribute to SA/COP).
- Track the accuracy of news reports.
- Look for trends in questions/rumors.
- Coordinate news media and social media interface.
- Serve as a spokesperson.
- Prepare spokespeople for briefings.

 **FEMA** Visual 7.28
EOC Management and Operations (G0775)

Key Points

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).
- 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.

PUBLIC INFORMATION OFFICER

Visual 7.29

PIO Role: A Public Information Plan

Key elements of a Public Information Plan include:

- Concept of operations
- Advanced preparation
- Staffing and requirements
- Activation/deactivation
- Feedback and evaluations
- Post-event education and outreach
- JIS/JIC procedures

Every Public Information Plan should include a PIO Toolkit.

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Visual 7.29
EOC Management and Operations (G0775)

Key Points

A Public Information Plan is a critical tool to help PIOs navigate their varied roles and responsibilities during an incident. A comprehensive Public Information Plan is a document that “institutionalizes” public information protocols and practices as PIOs change over time.

Creating a plan should occur during non-disaster periods in partnership with the PIO and the emergency management agency or organization.

Key elements of a Public Information Plan include:

- Concept of Operations
- Advanced Preparation
- Staffing and Requirements
- Activation/Deactivation
- Feedback and Evaluations
- Post-event education and outreach
- JIS/JIC Procedures

Concept of operations and JIS/JIC procedures are two elements of a Public Information Plan that should be discussed between the emergency management leadership and the PIO. For example, the emergency management leader and the EOC leadership may need to discuss issues such as how and when the EOC activates and how it relates to a PIO becoming engaged in the EOC process. Other discussions should include potential locations of Joint Information Centers throughout a community and an overview of the PIO role as the EOC helps the community transition to recovery.

PUBLIC INFORMATION OFFICER

Visual 7.30

PIO Role: Rumor Control

Tips for rumor control:

- Identify and train EOC personnel.
- Establish dedicated work area.
- Obtain up-to-date media contact information.
- Ensure consistent and ongoing two-way information flow with media.

The slide features a photograph of a woman in a dark suit holding a microphone. At the bottom of the slide is the FEMA logo and the text 'Visual 7.30 EOC Management and Operations (G0775)'.

Key Points

It is easy to see how and even why rumors get started in emergency situations. One of the responsibilities of a PIO is to control rumors so that the public gets accurate information.

PIOs are often the first individuals in the EOC who are questioned or contacted about a potential rumor that could impede or delay EOC operations. PIOs can address the issues of rumor control by working with EOC leadership to develop procedures or an understanding of how rumors evolve during an incident.

Here is an example of a PIO coordinating within the EOC to address a rumor:

- A county's EOC is activated to coordinate a large flood that impacts several communities within the county. During the event, a local fire chief in a small city that is situated directly below a well-known dam, directly contacts the EOC Operations Section Chief to confirm that the dam is slowly breaching. He explains that there has been a rumor that is quickly spreading about dam breaching and the schools may only have 20 minutes to evacuate if this is true.
- The EOC has had no reports of potential breaching of the dam. Additionally, the technical equipment monitoring the dam do not demonstrate a problem. However, the rumor is spreading rapidly. Other calls start to come into the PIO within minutes.

PUBLIC INFORMATION OFFICER

Visual 7.30 (Continued)

- The PIO, in conjunction with other PIOs, determines through his/her pre-established contacts that the potential breach issue was actually a rumor started by the students of the local High School, a ploy to get out of taking mid-term exams. The PIO has confirmed the rumor, coordinated with others to determine the source, and has been assured that it is indeed a rumor. He then quickly works with the EOC Manager and the Operations Section Chief to develop a succinct but effective message that can be sent via Reverse Notification to several communities around the dam to stop the rumor.

This scenario shows how a PIO can assist the EOC by reaching out to pre-established contacts and confirm or deny certain issues such as a rumored dam breach. It also demonstrates how the PIO can assist the EOC in quick development of messaging to squelch rumors.

PUBLIC INFORMATION OFFICER

Visual 7.31

PIO Role: Journalist Proximity to EOC

Tips for managing the proximity of media to the EOC and incident operations:

- Set up the media work area near the action (not in the middle of it).
- Make sure reporters understand and follow EOC ground rules up front.
- Allow periodic access to main EOC operations.
- Let the public view what you're doing for them.



FEMA

Visual 7.31
EOC Management and Operations (G0775)

Key Points

PIOs should be the primary interface with the media and should be making key decisions about the proximity of the media to the EOC, if not already pre-determined within an EOC's Emergency Operations Plan or within a Public Information Plan.

PIOs should be advocates for maintaining the operational flow of EOCs, in part by keeping the media at a safe distance.

PIOs who are well-known and have established relationships with the media should be empowered (and trusted) by the EOC leadership to make decisions about the media/EOC interface, including when and where members of the media may have access to the EOC for the purposes of showing them, and those you serve, how the EOC works in a disaster event.

EOC managers need to trust their trained PIOs to make these critical decisions which allow for the EOC to conduct its business without the distraction of "managing the media" with internal EOC personnel.

PUBLIC INFORMATION OFFICER

Visual 7.32

PIO Role: News Release Distribution

Media releases from the EOC should be approved, when practicable, by the EOC manager and/or Policy Group and distributed to:

- Local and regional news organizations.
- All emergency services agencies involved.
- Volunteers answering public information phone lines.
- All groups working in the EOC.
- Real-time operations management software (EOC web tools).



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Visual 7.32
EOC Management and Operations (G775)

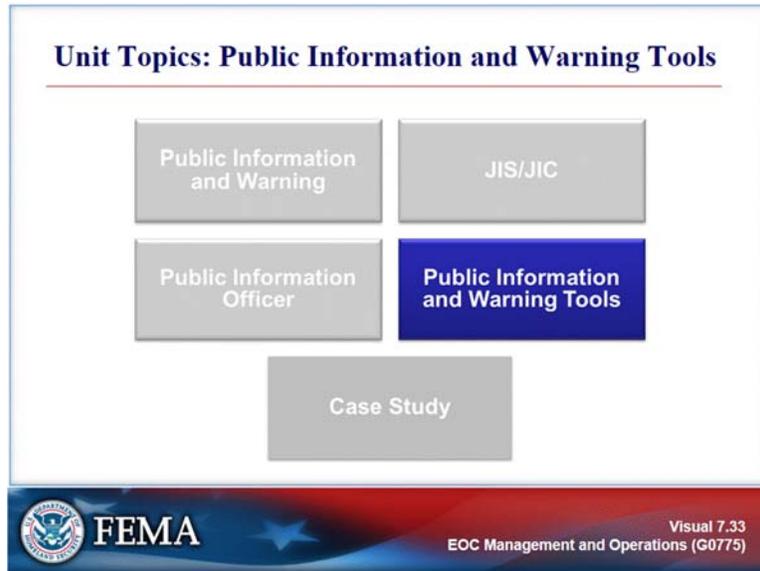
Key Points

The most expected 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.

- Local and regional news organizations.
- All emergency services agencies involved.
- Volunteers answering public information phone lines.
- All groups working in the EOC.
- Real-time operations management software (EOC web tools).

PUBLIC INFORMATION AND WARNING TOOLS

Visual 7.33



Key Points

The next topic is Public Information and Warning Tools. Just as technology rapidly changes, the tools available to EOCs for communication with the public constantly evolves. This section examines some of those tools.

PUBLIC INFORMATION AND WARNING TOOLS

Visual 7.34

Public Information and Warning: Support Tools

- Call Centers
- Early Warning Technology
 - Reverse Notification
 - Emergency Alert System (EAS)
- Internet-Based Communications (dedicated Web sites)



<http://www.CapitalAlert.gov>

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Visual 7.34
EOC Management and Operations (G0775)

Key Points

Communication and public information flow should be “two-way,” with tools and mechanisms for sending and receiving information.

Some examples of tools include:

- Call Centers – both internal and external to the EOC.
- Early warning technologies including Reverse Notification and the Emergency Alert System.
 - Check your jurisdiction’s authorities and your responsibilities before proceeding with purchase, activation, and utilization of such technologies.
- Internet-based communications such as dedicated Web sites for specific events.
(<http://www.CapitalAlert.gov>)

PUBLIC INFORMATION AND WARNING TOOLS

Visual 7.35

External Call Centers

Many communities have developed non-emergency call centers.

- Examples: 211, 311

What challenges can you envision when an EOC uses an external call center?

External call centers can reduce unnecessary 911 call volume before, during, and after disasters.

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Visual 7.35
EOC Management and Operations (G0775)

Key Points

Many communities in the United States have developed non-emergency call centers (i.e. 211, 311, etc.) to lessen unnecessary 911 call volume before, during, and after disasters. These call centers can provide a valuable tool for EOCs.

An underutilized resource in many States and communities, and within the EOC, is a State or local non-emergency call center.

Non-emergency call centers may already exist in a community and could be available to EOCs if planned ahead of time.

Discussion Question: What challenges can you envision when an EOC uses an external call center?

PUBLIC INFORMATION AND WARNING TOOLS

Visual 7.36

Internal Call Centers

Benefits of internal call centers include:

- Interoperability with existing EOC technology.
- Faster situational awareness during response.
- A centralized mechanism for public interaction after a disaster strikes and through recovery.



Internal call centers are an emerging trend in emergency management.

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Visual 7.36
EOC Management and Operations (G0775)

Key Points

Emergency management professionals should consider (when building or enhancing their EOC), adding space and technology for a small but effective call center dedicated solely for the use of the EOC.

The benefits of creating a dedicated internal call center include:

- Interoperability with existing EOC technology.
- Faster situational awareness during response.
- A centralized mechanism for public interaction after a disaster strikes and through recovery.

PUBLIC INFORMATION AND WARNING TOOLS

Visual 7.37

Web Sites and Social Media



Web sites and social media dedicated to a specific incident are a vital tool for:

- Reaching the public.
- Allowing the public to reach an EOC when in need.

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Visual 7.37
EOC Management and Operations (G0775)

Key Points

As the public becomes more technology dependent, emergency management organizations and their EOCs must adapt and evolve to remain effective.

Consider purchasing and dedicating Web sites with catchy phrases for incidents that may occur within a community.

These Web sites were purchased for consolidating specific incidents into one useable and easy-to-remember Web site to strengthen and simplify communications with residents.

PUBLIC INFORMATION AND WARNING TOOLS

Visual 7.38



Examples of Social Media

Icons: Facebook, Twitter, LinkedIn, YouTube, RSS, and a person icon.

- Blog
- Citizen journalism
- Micro-blog
- Photo/video sharing
- Podcast
- Really Simple Syndication (RSS)
- Smartphone
- Social networking
- Video blog
- Web 2.0
- Webcast
- Wiki

 Social Media Descriptions 7.4

 **FEMA**

Visual 7.38
EOC Management and Operations (G0775)

Key Points

New social media tools are being developed and implemented all the time. Some examples are listed on the visual and described in the Unit 7 appendix: Social Media Descriptions 7.4.

PUBLIC INFORMATION AND WARNING TOOLS

Visual 7.39

Video: A Closer Look at Social Media



A tornado strikes in the Midwest.

Click image to play video.

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Visual 7.39
EOC Management and Operations (G0775)

Key Points

This brief video discusses the use of social media in emergency management.

Video Transcript:

A tornado strikes in the Midwest. Within minutes pictures, videos, and messages about the destruction are available on social media sites, Web sites, and throughout the news media.

The news media and local government ask the community to send videos and photos via social media, email, and text messages.

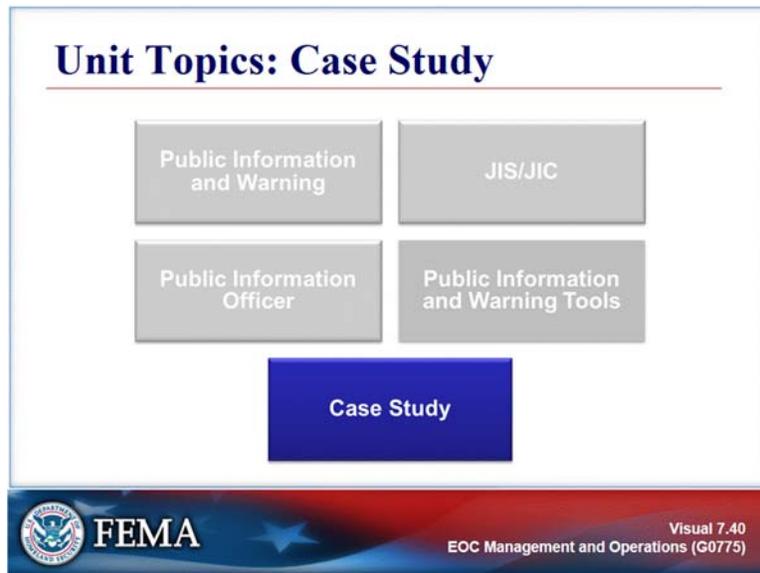
People use technology to tell others that they are okay. Social media sites help disaster survivors look for lost family members and pets, and provide information on where to get assistance, where to find shelter, and how to give aid. Social media have changed how quickly information about a disaster is available.

The widespread use of social media means you and your organization need to include social media in your communication strategy. For example, you can post videos, use social networking sites, and/or create a blog.

In your communication strategy, identify how you will use social media by itself and together with traditional media to prepare your community for emergencies, and to provide them with life-saving information when an incident occurs.

H1N1 CASE STUDY

Visual 7.40



Key Points

To see what public information looks like in the “real world,” this topic examines a case study from Snohomish County, WA.

H1N1 CASE STUDY

Visual 7.41

H1N1 Public Information Case Study

April 26, 2009 – the U. S. Government determined that the H1N1 virus constituted a public health emergency nationwide.

Snohomish County, WA was prepared for the potential pandemic and issued a media release letting the public know when vaccines were to arrive, who should receive one, and where they would be available.

 **FEMA** 

Visual 7.41
EOC Management and Operations (G0775)

Key Points

In April 2009, the U.S. Government determined that the H1N1 virus (commonly known as swine flu) constituted a public health emergency nationwide. Snohomish County issued a media release letting the public know when vaccines were to arrive, who should receive one, and where they would be available.

H1N1 CASE STUDY

Visual 7.42

H1N1 Case Study: Dedicated Web Site

- In preparation for H1N1, the Snohomish County EOC developed a single, easy-to-remember Web site.
- The Web site streamlined public information for 17 organizations and included wait times at 10 vaccination clinics.
- In only two weekends, the new Web site had been visited more than 275,000 times.



 **FEMA** 

Visual 7.42
EOC Management and Operations (G0775)

Key Points

The county also developed a single, easy-to-remember Web site. The Web site streamlined public information for 17 organizations and included wait times at 10 vaccination clinics.

In only two weekends, the new site had been visited more than 275,000 times.

H1N1 CASE STUDY

Visual 7.43

H1N1 Case Study: Talking Points

From the Snohomish County, WA JIS:

- There has been a slow rise in reports of H1N1 in county/area.
- H1N1 flu and seasonal flu require separate vaccines.
- Seasonal flu vaccines are available now.
- CDC has identified specific target groups for H1N1 vaccine that will become available within the month.



Talking Points make sure all entities within the JIS are on the same page.

 **FEMA** 

Visual 7.43
EOC Management and Operations (G0775)

Key Points

The Snohomish County JIS issued talking points to make sure residents were receiving consistent messages. These talking points benefited residents, healthcare professionals, elected officials and decisionmakers as they prepared for a possible pandemic.

H1N1 CASE STUDY

Visual 7.44

H1N1 Case Study: Coordinated Contacts

Public Information Officers for H1N1 Mass Vaccination Clinics
October 31, 2009

Clinic location	Name	From	Cell number
Mill Creek	Cheri Russum (to noon)	Providence	425-
	Teresa Wentz (afternoon)	Providence	425-
Everett (Juvengen Middle School)	April Zapeda	The Everett Clinic	425-
Marysville	Doug Buell	City of Marysville	425-
Monroe	Monica Sylte	Valley General	425-
Snohomish	Matt Smith	Sno. Family Med. Center	425-
Everett (Community Health Center)	LuAnne Kay	Community Health	425-
Tulalip	Herbert Smith	Tulalip Tribes	206-
Starwood	Darin Reid	Camano Fire	425-
Edmonds	Steve Kaiser	Stevens Hospital	360-
Arlington			
Emergency Operations Center (Unified Command)			

A contacts list can help you efficiently coordinate public information and strategies.



Visual 7.44
EOC Management and Operations (G0775)

Key Points

The visual shows a unified contacts list from Snohomish County's H1N1 JIS. This is a good example of coordinating public information and public information strategies.

H1N1 CASE STUDY

Visual 7.45



Key Points

This video offers a first-hand account of the H1N1 public information strategies employed by Snohomish County.

Christopher Schwarzen is the Public Information Officer and ESF-15 lead for Snohomish County, WA. He is a former Seattle Times reporter who organized the JIS for Snohomish County during its H1N1 preparation and response.

Video Transcript:

Question: In 2009, you created a Joint Information System for Snohomish County in response to the H1N1 public health emergency. What make the Snohomish County JIS so successful?

Christopher: Well it was a very important time. We knew we had a huge event on our hands. There were multiple players who were involved and the first thing that we wanted to make sure we did was have a consistent message, and the only way to have a consistent message was by incorporating all the PIOs from the different hospitals, the different clinics, the school districts, because there were a lot of people, parents who were concerned about their kids going to school, and the county and its role in the health district, wanted to make sure that everybody had a consistent message.

H1N1 CASE STUDY

Visual 7.45 (Continued)

Question: You began as a JIS working in conjunction with the Emergency Operations Center. What preparations did you take regarding a Joint Information Center (JIC)?

Christopher: Right, so it's very important to recognize the difference between a JIC and JIS, as they say. Joint Information System is just the concept of PIOs working together to have a consistent message through the Emergency Operations Center. It is not necessarily a physical place. It is a group of people who are working to distribute a message during a particular event; in this case it was the H1N1 event. So, we also knew we had the likelihood of having, especially once we ... Snohomish County had the first death related to H1N1 in the State of Washington, we knew that that was not just a local/regional media issue, that was a national media issue. We expected that we would have a lot more national media on scene, we knew we needed a place to actually house them, and that's where a Joint Information Center comes into play. We are very lucky and blessed to have a nice facility near a local airport that has a hotel, has a lot of conference rooms, has the opportunity for large trucks and a large parking lot, large media satellite trucks could come in, so we started scoping out a place called The Future of Flight that would provide us all those needs.

Question: How did your background as a former news reporter help you integrate into the Public Information Officer role within an EOC environment?

Christopher: Well you don't have to be a former reporter to be a good PIO. But, I will say that most of the PIOs that I work with, in the industry, actually do have some kind of news background and there are reasons for that, but it's not completely necessary. I think what is important regardless of whether you are from the media or not, you've been a full time PIO, you have to understand how the news cycles works. You have to understand the timing of the news stories whether that be TV, whether that be newspaper, at this point whether that be online blogging, social media. That was one thing that we used a lot of during our H1N1 response was while we knew we had to feed the media the information, and it was important to us to utilize media in a way to get that message across. We also went outside of that, used all the social networking. Created our own Facebook page, created the new Web page, used Twitter on a regular basis, at one point very quickly. I think the day that we created our Facebook page and Twitter account we had over 500 people who were signed up right away, wanting to know what the latest on the H1N1 response in Snohomish County was. In fact, I think that, as I recall that model was then followed by King County and Pierce County and some of the other larger counties in the State. You've got to look to all of those methods in order to get that message out. You cannot just rely on TV and newspapers anymore. People are looking other places for their news and so you have to make sure you're part of that.

SUMMARY

Visual 7.46

EOC-PIO Training and Exercise

- FEMA offers the following courses for Public Information Officers:
 - IS-42 Social Media in Emergency Management
 - IS-29 PIO Awareness Training
 - E-388 Advanced Public Information Officer
- For more information about PIO training to enhance your EOC operations, visit <http://www.training.fema.gov>.



The slide features the FEMA logo on the left, which includes the text 'FEDERAL EMERGENCY MANAGEMENT AGENCY' and 'FEMA'. To the right of the logo is the text 'Visual 7.46' and 'EOC Management and Operations (G0775)'. The background of the slide is a blue and red gradient with a white star.

Key Points

Where can a newly appointed or selected Public Information Officer seek training to become an effective component of an EOC operation?

FEMA offers several courses geared toward the development of the PIO function within an EOC:

- IS-42 Social Media in Emergency Management
- IS-29 PIO Awareness Training
- E-388 Advanced Public Information Officer

For more information about PIO training to enhance your EOC operations, visit <http://www.training.fema.gov>.

SUMMARY

Visual 7.47

Unit 7 Summary

We discussed:

- The public information role of an emergency manager during an incident.
- The purpose of the Joint Information System (JIS) and Joint Information Center (JIC).
- The role and responsibilities of the Public Information Officer (PIO) during an incident.
- Public information and warning tools.



FEMA

Visual 7.47
EOC Management and Operations (G0775)

Key Points

In this unit, we discussed:

- The public information role of an emergency manager during an incident.
- The purpose of the Joint Information System (JIS) and Joint Information Center (JIC).
- The role and responsibilities of the Public Information Officer during an incident.
- Public information and warning tools.

UNIT 8. THE EOC TRANSITION TO RECOVERY

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Unit 8. The EOC Transition to Recovery

INTRODUCTION AND OVERVIEW

Visual 8.1



Key Points

Unit 8 will discuss the role of the EOC as communities transition to recovery.

INTRODUCTION AND OVERVIEW

Visual 8.2

Unit 8 Objectives (1 of 2)

- Define what is meant by recovery.
- Identify critical recovery tasks.
- Describe the value of pre-disaster recovery planning.
- Describe how to engage the whole community in the recovery process.
- Identify the process of transitioning the EOC operations and staff from response to recovery.



The slide footer features the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 8.2 EOC Management and Operations (G0775)' on the right, all set against a red and blue background with a white star.

Key Points

At the end of this unit, you will be able to:

- Define what is meant by recovery.
- Identify critical recovery tasks.
- Describe the value of pre-disaster recovery planning.
- Describe how to engage the whole community in the recovery process.
- Identify the process of transitioning the EOC operations and staff from response to recovery.

INTRODUCTION AND OVERVIEW

Visual 8.3

Unit 8 Objectives (2 of 2)

- Describe the process and factors to consider in requesting Federal assistance.
- Discuss a staffing plan for managing the recovery process.



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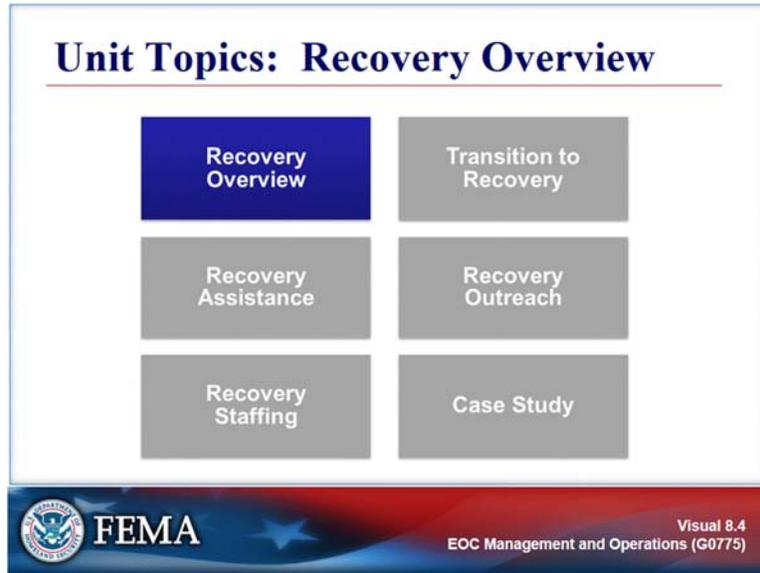
Key Points

At the end of this unit, you also will be able to:

- Describe the process and factors to consider in requesting Federal assistance.
- Discuss a staffing plan for managing the recovery process.

RECOVERY OVERVIEW

Visual 8.4



Key Points

This unit is divided into six topics. The first topic is a Recovery Overview.

RECOVERY OVERVIEW

Visual 8.5

Definition: Recovery

Those capabilities necessary to assist communities affected by an incident in recovering effectively.

Recovery is focused on a timely restoration, strengthening, and revitalization of:

- Infrastructure.
- Housing.
- Sustainable economy.
- Health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

Source: National Preparedness Goal



FEMA

Visual 8.5
EOC Management and Operations (G0775)

Key Points

The term *recovery* refers to those capabilities necessary to assist communities affected by an incident in recovering effectively.

It is focused on a timely restoration, strengthening, and revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

(Source: National Preparedness Goal)

RECOVERY OVERVIEW

Visual 8.6

Critical Tasks for Recovery

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



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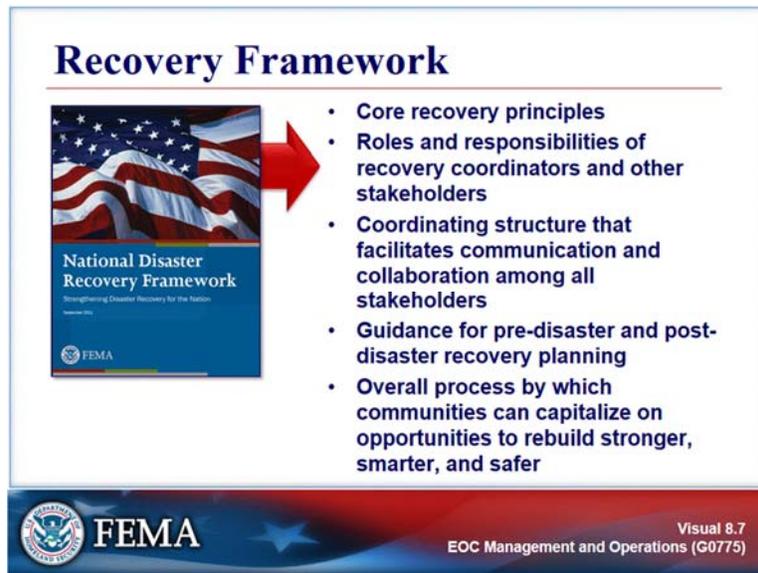
Key Points

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

RECOVERY OVERVIEW

Visual 8.7



Key Points

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:

- Core recovery principles.
- Roles and responsibilities of recovery coordinators and other stakeholders.
- A coordinating structure that facilitates communication and collaboration among all stakeholders.
- Guidance for predisaster and postdisaster 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.

RECOVERY OVERVIEW

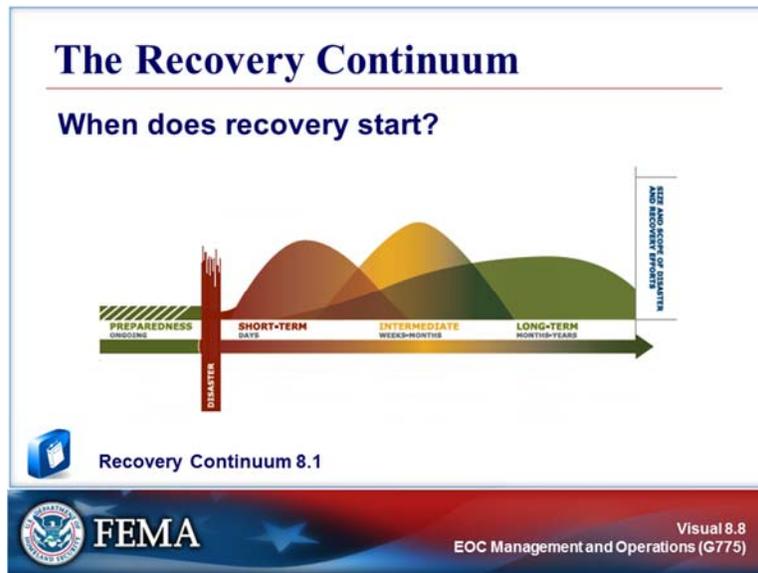
Visual 8.7 (Continued)

The NDRF:

- Captures resources, capabilities, and best practices for recovering from a disaster.
- Recognizes that significant challenges confront all recovery efforts, from a relatively localized incident to a large-scale disaster that demands substantial resources.
- Is intended to address disasters of all kinds and sources, whether a major Presidentially declared disaster or a non-Presidentially declared incident.
- Seeks to establish an operational structure and to develop a common planning framework.
- Is a companion document to the National Response Framework (NRF), which was introduced in Unit 1 and primarily addresses actions during disaster response.
- Replaces and expands upon the NRF Emergency Support Function #14 (ESF #14) – Long-Term Community Recovery.

RECOVERY OVERVIEW

Visual 8.8



Key Points

Discussion Question: 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 graphic:

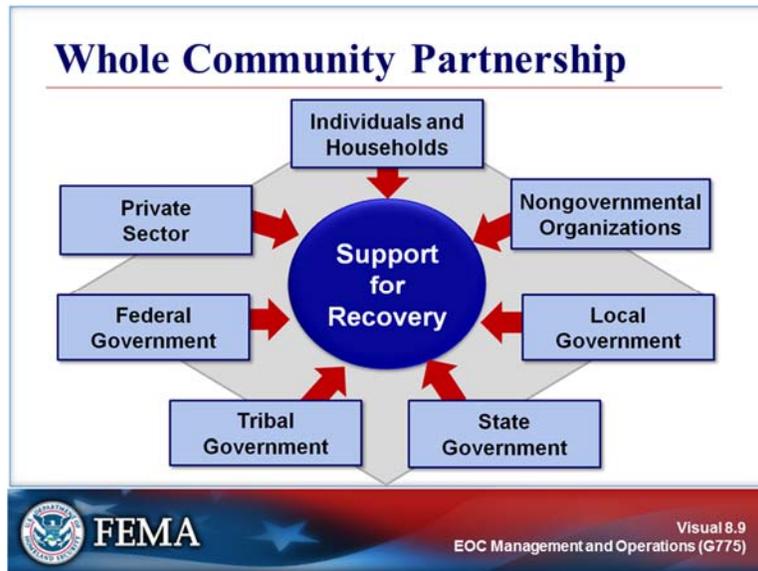
- Preparedness (ongoing, before the disaster)
- Short-term recovery (days)
- Intermediate recovery (weeks to months)
- Long-term recovery (months to years)

The vertical dimension shows the size and scope of disaster and recovery efforts.

Examples of activities that occur in each period are listed on the Recovery Continuum (8.1) document in the appendix for this unit.

RECOVERY OVERVIEW

Visual 8.9



Key Points

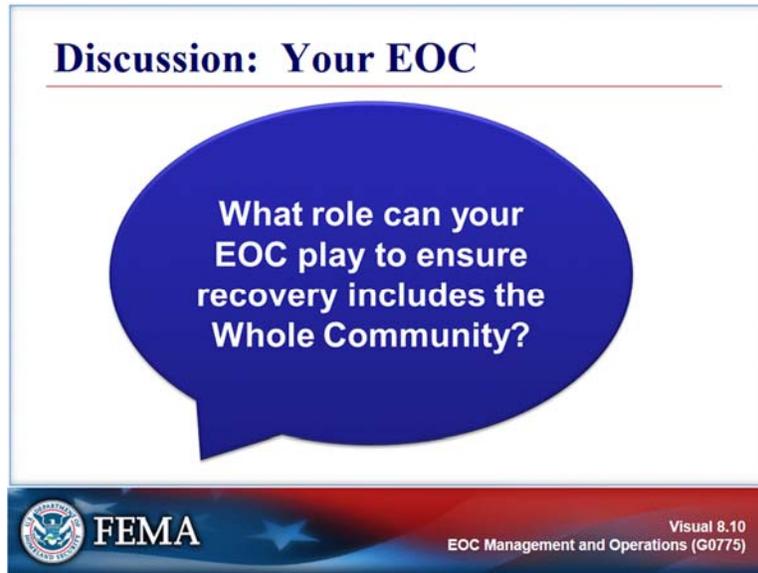
The responsibility of preparing for disaster recovery begins with the individual and builds to the larger responsibility of the community and local government. Community planning efforts are supported by voluntary, faith-based, and community organizations; local, State, and tribal governments, the Federal 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 the 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.

RECOVERY OVERVIEW

Visual 8.10



Key Points

Discussion Question: What role can your EOC play to ensure recovery includes the Whole Community?

RECOVERY OVERVIEW

Visual 8.11



Key Points

This video illustrates the whole community concept following the May 2011 tornado in Joplin, MO.

Video Transcript: Community Partnerships

The May 2011 tornado in Joplin, Missouri, damaged the community's social services infrastructure, creating new needs for many community residents, particularly among at-risk populations of older adults and children. Partnerships among community residents, community-based organizations, and agencies at all levels of government have proven integral to successful social services recovery. For example, State and local Aging Networks partnered with the HHS Administration on Aging to help older residents who lost their homes obtain relocation assistance. Similarly, an innovative Child Care Task Force—coordinated by the HHS Administration of Children and Families and implemented in partnership with Federal, State, local, and nonprofit stakeholders—harnessed resources to meet Joplin's emergency child care needs after the tornado destroyed or damaged 27 child care facilities. When the tornado demolished six school buildings, the Joplin School District relocated classes to alternate facilities, including empty retail space at a local mall. Public-private collaboration allowed schools to open on time in August 2011.

RECOVERY OVERVIEW

Visual 8.12

Pre-disaster Recovery Planning

A predisaster recovery plan identifies activities, priorities, and roles and responsibilities required for the community to recover from disaster.



 Checklist for Predisaster Recovery Planning 8.2

 **FEMA**

Visual 8.12
EOC Management and Operations (G0775)

Key Points

Both predisaster and postdisaster recovery planning are critical for communities to develop resilience and for successful and timely recovery.

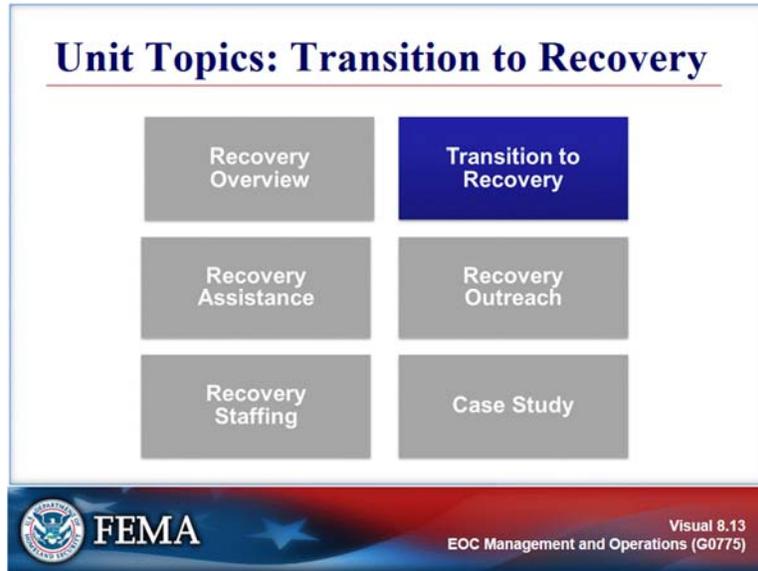
Predisaster recovery planning involves a State or community articulating a process for how it organizes and manages its recovery, establishes relationships among stakeholders, and develops methods for prioritizing recovery decisions and land-use considerations. Elements of a predisaster recovery planning 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 postdisaster recovery planning
- Exercise
- Planning considerations

Review the Checklist for Predisaster Recovery Planning (8.2) in the appendix to this unit.

TRANSITION TO RECOVERY

Visual 8.13

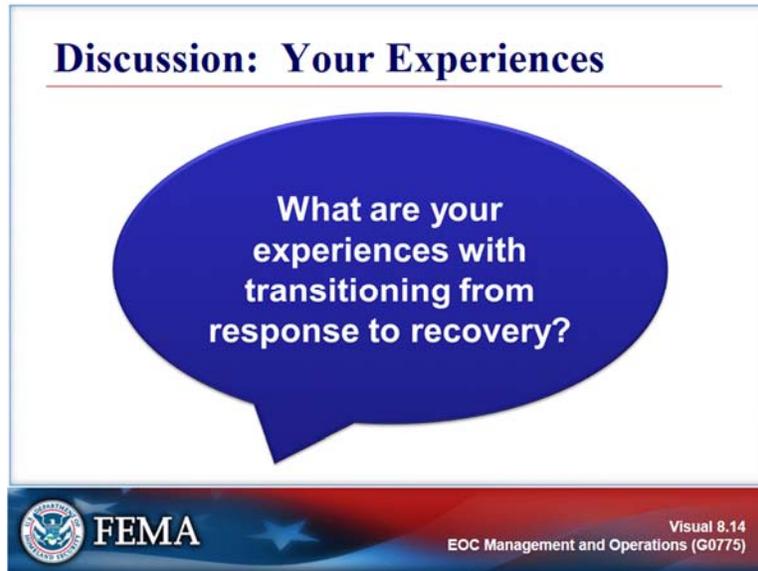


Key Points

The next topic is the role of the EOC as a community transitions to recovery.

TRANSITION TO RECOVERY

Visual 8.14



Key Points

Discussion Question: What are your experiences with transitioning from response to recovery?

TRANSITION TO RECOVERY

Visual 8.15

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.”

 **FEMA**

Visual 8.15
EOC Management and Operations (G0775)

Key Points

EOCs are increasingly playing a role in transitioning a community toward recovery. The next visual displays some of the activities EOCs perform to support communities during this critical time.

TRANSITION TO RECOVERY

Visual 8.16

EOC/EM Transition Activities

- Coordinating documentation
- Archiving data and contact information
- Conducting after-action reviews
- Advocating for State and Federal Assistance
- Establishing Disaster Recovery Centers
- Working with FEMA, the State, and other Federal entities
- Helping the community to manage expectations

 **FEMA** Visual 8.16
EOC Management and Operations (G0775)

Key Points

Some of the activities an EOC may do in the transition to recovery include:

- Coordination of documentation (gathering and archiving all documents regarding the incident, including costs and decisionmaking).
- 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.
- Advocating for State and Federal Assistance (creating a narrative of the event for the purposes of obtaining Federal assistance).
- Establishing Disaster Recovery Centers (in most cases, the establishment of a DRC is the responsibility of the impacted community in the early stages of recovery).
- Working with FEMA, the State and other Federal entities. EOC staff is consistently called upon to liaison with State and Federal officials as the community assesses damages jointly and seeks Federal assistance under the Robert T. Stafford Act.
- Helping the community to manage expectations (continuing a public information plan or strategy through the transition and into recovery).

TRANSITION TO RECOVERY

Visual 8.17

What's Next?

- During the transition to recovery, communities want to know, "What is next?"
- Emergency Management and the EOC can take the lead role in determining how a disaster will be viewed immediately and for years to come.



 **FEMA**

Visual 8.17
EOC Management and Operations (G0775)

Key Points

During the transition to recovery, communities often ask: "What is next?"

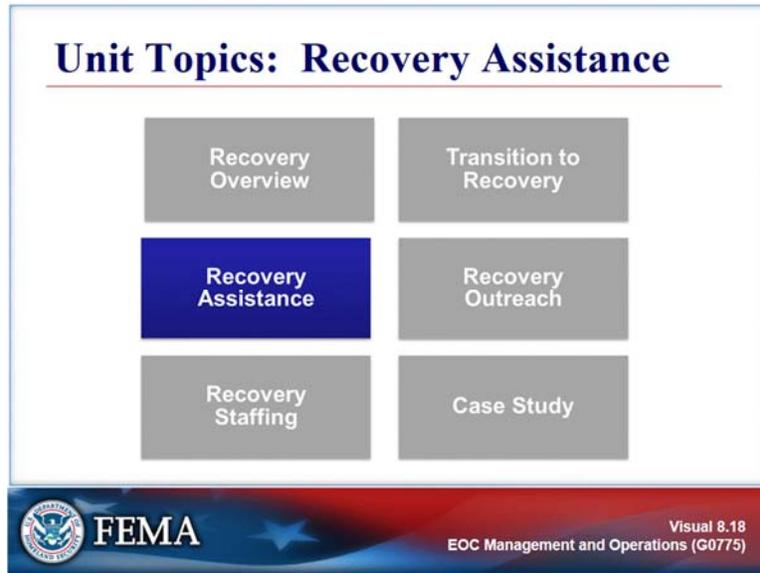
How the EOC and emergency management professionals (and elected officials who supervise these functions) answer this important question can help determine how a disaster will be viewed immediately and for many years.

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.

One part of the transition is recovery assistance.

RECOVERY ASSISTANCE

Visual 8.18

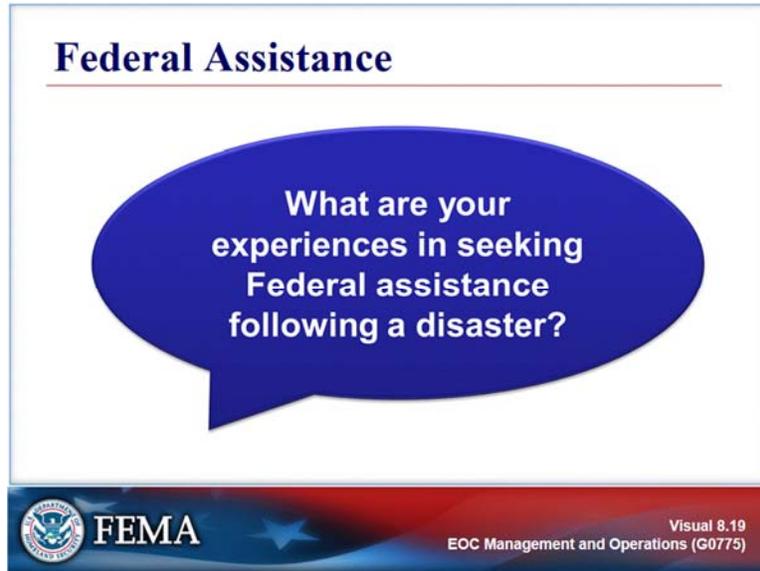


Key Points

Recovery Assistance is the next topic in this unit.

RECOVERY ASSISTANCE

Visual 8.19



Key Points

Discussion Question: What are your experiences in seeking Federal assistance following a disaster?

RECOVERY ASSISTANCE

Visual 8.20

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 8.20
EOC Management and Operations (G0775)

Key Points

One way that an EOC and Emergency Management assists in the transition to recovery is by assisting in the proclamation of a disaster. 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 issuing a statewide declaration. States may be reluctant to issue a statewide declaration of emergency or disaster unless a host of local communities and jurisdictions have issued theirs first.

RECOVERY ASSISTANCE

Visual 8.21

Statewide 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.



 **FEMA**

Visual 8.21
EOC Management and Operations (G0775)

Key Points

State assistance can play an important part in a community's recovery. 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.

RECOVERY ASSISTANCE

Visual 8.22

Building the Case for Assistance

- Local and tribal government always has the lead role through 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).



 **FEMA** 

Visual 8.22
EOC Management and Operations (G0775)

Key Points

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).

The next visual will look at the Stafford Act in more detail.

RECOVERY ASSISTANCE

Visual 8.23

The Stafford Act

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 has a State-local cost share of 75%-25%.

 **FEMA**

Visual 8.23
EOC Management and Operations (G0775)

Key Points

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 for events in the United States that overwhelm State and local capability, upon request of a Governor. 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 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.

The definition of a major disaster is: "Any natural catastrophe . . . or, regardless of cause, any fire, flood, or explosion in any part of the United States which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby."

RECOVERY ASSISTANCE

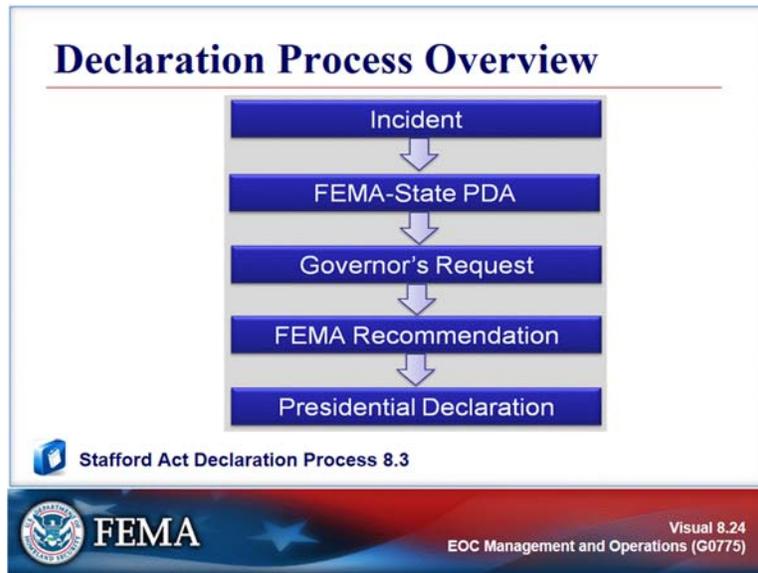
Visual 8.23 (Continued)

- **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.

The definition of an emergency is: “Any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.”

RECOVERY ASSISTANCE

Visual 8.24



Key Points

When a disaster happens it may escalate in its need for support. The steps for requesting assistance under the Stafford Act are summarized below:

- **Step 1: FEMA/Federal and State representatives complete a Preliminary Damage Assessment (PDA).** The PDA:
 - Documents the impact of the event and estimates initial damage.
 - Establishes a foundation for the Governor to request assistance.
 - Provides background for FEMA's analysis of the request.
- **Step 2: The Governor requests assistance.** The Governor's request, by law, must:
 - State that the Governor has taken appropriate action and directed execution of the State emergency operations plan.
 - Certify that the incident is of such severity and magnitude that State and local resources are inadequate.
 - Include a damage estimate.
 - Describe the State and local resources committed to response and recovery.
 - Describe the assistance being requested and agree to cost-sharing provisions.
- **Step 3: FEMA reviews the request and makes a recommendation.**
 - The Governor's 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.
- **Step 4: The President makes a major disaster declaration, if warranted.**
 - The President decides whether to declare that a major disaster exists.
 - If a declaration is issued, assistance is made available under the Stafford Act.

RECOVERY ASSISTANCE

Visual 8.25

Damage Assessment and Documentation



The EOC and emergency management professionals consolidate damage assessments to:

- Create situational awareness.
- Develop a common operating picture.
- Document the information that may be required for potential State or Federal reimbursement.

 **FEMA**

Visual 8.25
EOC Management and Operations (G0775)

Key Points

The EOC and emergency management professionals consolidate damage assessments to:

- Create situational awareness.
- Develop a common operating picture.
- 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 in order 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 exercise programs.

Damage assessment may include the following:

Preliminary Damage Assessment (PDA)

This assessment, conducted jointly by FEMA, the State, 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.

RECOVERY ASSISTANCE

Visual 8.25 (Continued)

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 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.

RECOVERY ASSISTANCE

Visual 8.26

Stafford Act Programs and the EOC

Following a Major Disaster Declaration, the EOC helps inform the community about:

 <p>Individual Assistance (IA) Helps: individuals, families, and households get back on their feet.</p>	 <p>Public Assistance (PA) Helps: governments, publicly funded entities, and certain private nonprofits rebuild and recoup costs.</p>
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Disaster Assistance 8.4

FEMA

Visual 8.26
EOC Management and Operations (G0775)

Key Points

Following a Major Disaster Declaration, the EOC helps inform the community about:

- Individual Assistance which helps individuals, families, and households get back on their feet.
- Public Assistance (PA) which helps governments, publicly funded entities, and certain private nonprofits rebuild and recoup costs.

The next two visuals will look at these two types of assistance in more detail.

RECOVERY ASSISTANCE

Visual 8.27

Individual Assistance (IA) Programs

Primary Programs

- Individuals and Households
- Other Needs Assistance

Other Programs

- Crisis Counseling
- Disaster Case Management
- Small Business Administration & U.S. Dept. of Agriculture Programs
- Disaster Unemployment Assistance
- Veterans Assistance
- Disaster Legal Services



 **FEMA**

Visual 8.27
EOC Management and Operations (G0775)

Key Points

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).

RECOVERY ASSISTANCE

Visual 8.28

Public Assistance (PA) Program

Purpose: To help State, tribal, and local governments and certain private nonprofit (PNP) organizations recover from a declared disaster.

Includes assistance for:

- Debris removal.
- Permanent restoration of infrastructure.
- Certain emergency protective measures.



 **FEMA**

Visual 8.28
EOC Management and Operations (G0775)

Key Points

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.

RECOVERY ASSISTANCE

Visual 8.29

What to Expect...

After a major disaster declaration, jurisdictions should expect to:

- Pay for some upfront costs.
- Manage community expectations.
- Learn the FEMA language.
- Identify locations for Disaster Recovery Centers and staging areas.
- Receive FEMA Community Relations teams and guide them to highly impacted areas.



 **FEMA**

Visual 8.29
EOC Management and Operations (G0775)

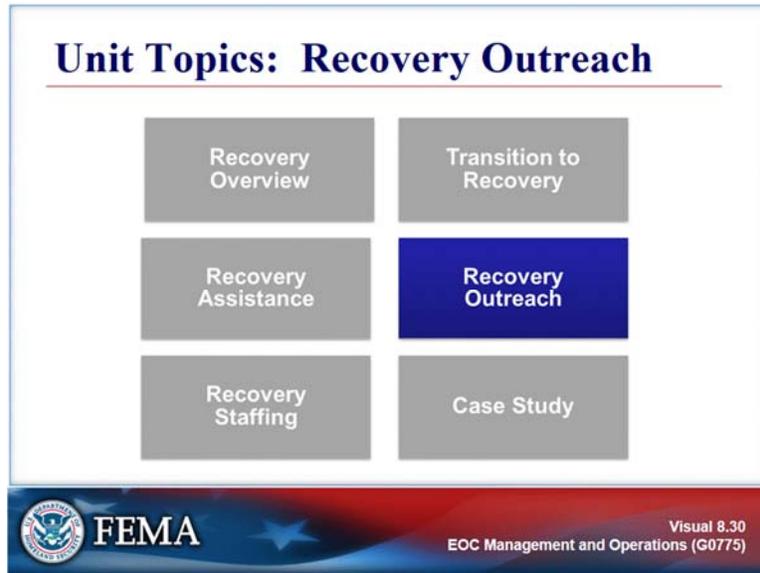
Key Points

These are examples of what Emergency Management should expect after receiving an Individual Assistance declaration under the Stafford Act:

- 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.

RECOVERY OUTREACH

Visual 8.30



Key Points

The next topic is Recovery Outreach that will cover how to deliver information to the “whole community.”

RECOVERY OUTREACH

Visual 8.31

Disaster Recovery Centers (DRCs)

Services that a DRC may provide include:

- 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.

The slide features a blue and red footer with the FEMA logo on the left, the text "FEMA" in white, and the slide title "Visual 8.31" and course code "EOC Management and Operations (G0775)" on the right.

Key Points

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.

RECOVERY OUTREACH

Visual 8.32

Call Centers

Internal and external call centers can now:

- Focus on refinement of damage assessments (more thorough assessment via direct interaction).
- Direct survivors on how and where to seek assistance.
- Follow up on unresolved response issues.
- Be a standby resource for the EOC and emergency management as issues develop.



 **FEMA** 

Visual 8.32
EOC Management and Operations (G0775)

Key Points

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 (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).
- Standby as a resource for the transitioning EOC or its community.

RECOVERY OUTREACH

Visual 8.33

Use of EOC Technology

The early or advanced warning technology can now:

- 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.



The slide footer features the FEMA logo on the left, a blue and red decorative background with a white star in the center, and the text 'Visual 8.33 EOC Management and Operations (G0775)' on the right.

Key Points

EOCs that utilized technology for advanced warning of an event or in the midst of response can now utilize that technology to:

- 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.

RECOVERY OUTREACH

Visual 8.34



Social Media

Social media can continue to push real-time information to the community. However:

- Social media requires constant supervision and management.
- Rumor control will likely escalate.
- Public Information Laws (Sunshine Laws) may require additional policy development for utilization.

FEMA

Visual 8.34
EOC Management and Operations (G0775)

The infographic features a woman looking at her smartphone, a grid of social media icons (Facebook, Twitter, LinkedIn, YouTube, RSS, and a person icon), and the FEMA logo at the bottom left. The text is presented in a clean, professional layout with a blue and white color scheme.

Key Points

During the EOC’s response, social media likely played a key role in informing the public. Social media can 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 utilization.

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.

RECOVERY OUTREACH

Visual 8.35



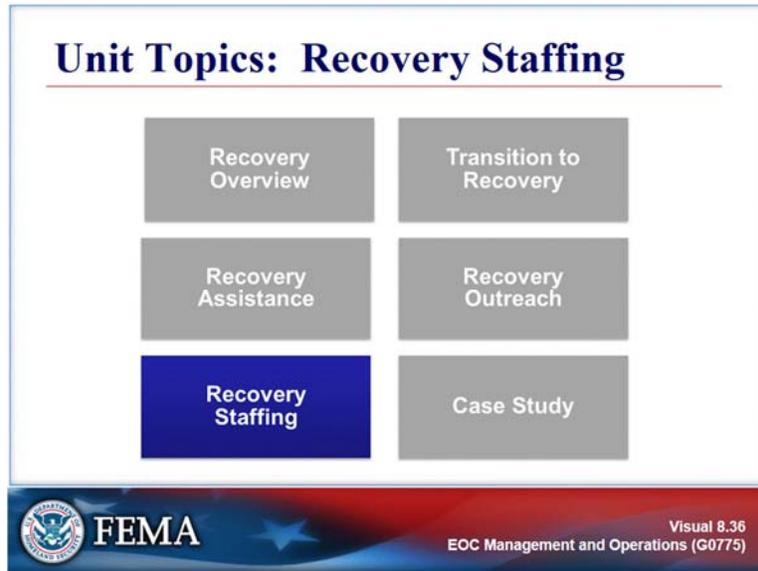
Key Points

Another method of reaching the community during the transition to recovery is the Internet. For example, the disasterassistance.gov site pictured on the visual allows disaster survivors to find information on assistance and to register for assistance online.

<http://www.DisasterAssistance.gov>

RECOVERY STAFFING

Visual 8.36



Key Points

The next topic is Recovery Staffing. If an EOC is involved in the transition to recovery, it must re-examine the staffing needs and internal organizational structure under which it operates.

RECOVERY STAFFING

Visual 8.37

EOC Staff and Recovery

As EOC staff begin to assist the whole community with recovery, re-examine staff needs and the internal organizational structure.



 **FEMA**

Visual 8.37
EOC Management and Operations (G0775)

Key Points

An EOC's response organizational structure (i.e. ICS, ESF, Hybrid) should change to accommodate the transition to recovery. A fully staffed EOC during response will likely become less first responder centric and move toward a policy-focused organizational structure.

RECOVERY STAFFING

Visual 8.38

Recovery Support Functions (RSFs)

- Community Planning and Capacity Building
- Economic
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Resources



Recovery Support Functions 8.5

 **FEMA**

Visual 8.38
EOC Management and Operations (G775)

Key Points

The Recovery Support Functions (RSFs) are six groupings of core recovery capabilities, (described in Recovery Support Functions 8.5 in the appendix to this unit), 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
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Resources

RECOVERY STAFFING

Visual 8.39



Key Points

There is some overlap between the ESF and 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: NDRF)

It can be challenging to transition 15 response functions (ESFs) to the six recovery functions (RSF) as a community moves into recovery.

Emergency Support Functions (ESF)	Recovery Support Functions (RSF)
<ol style="list-style-type: none"> 1. Transportation 2. Communications 3. Public Works & Engineering 4. Firefighting 5. Emergency management 6. Mass Care and Housing 7. Logistics Mgmt. and Resources 8. Public Health and Medical 9. Search and Rescue 10. Oil and Hazardous Materials 11. Ag./Natural Resources 12. Energy 13. Public Safety and Security 14. Long-Term Community Recovery 15. External Affairs 	<ol style="list-style-type: none"> 1. Community Planning and Capacity Building 2. Economic 3. Health and Social Services 4. Housing 5. Infrastructure Systems 6. Natural and Cultural Resources

ACTIVITY: EOC RECOVERY

Visual 8.40

Activity: EOC Recovery

Instructions: Working in small groups:

1. Review your assigned scenario on the activity sheet: EOC Recovery Staffing 8.6.
2. Discuss:
 - The three greatest challenges you might encounter as you transition ESFs to RSFs.
 - Ways to overcome the challenges.
3. Choose a spokesperson to explain your EOC's recovery staffing plan. Be prepared to share your work in 15 minutes.

 Activity: EOC Recovery Staffing 8.6

 **FEMA**

Visual 8.40
EOC Management and Operations (G0775)

Key Points

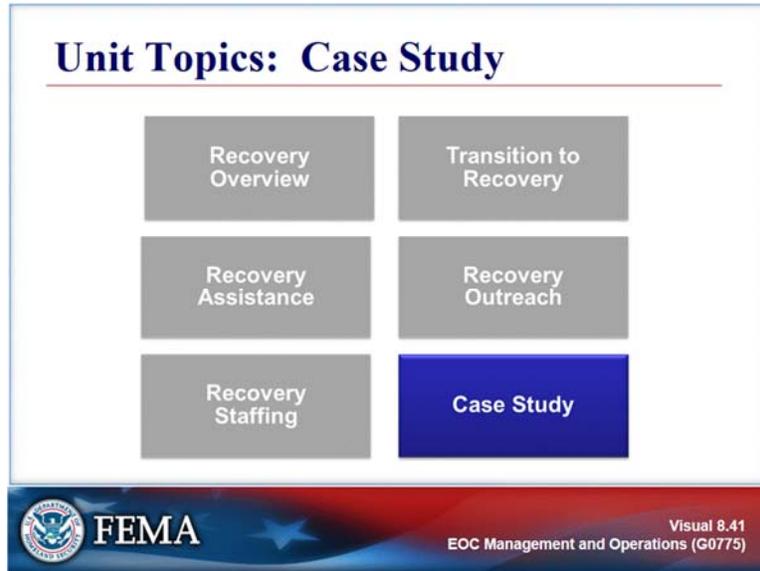
This activity is designed to demonstrate the challenges of transitioning an EOC from response to recovery using the Emergency and Recovery Support Functions.

Instructions: Working in small groups:

1. Review your assigned scenario on the activity sheet: EOC Recovery Staffing 8.6.
2. Discuss:
 - The three greatest challenges you might encounter as you transition ESFs to RSFs.
 - Ways to overcome the challenges.
3. Choose a spokesperson to explain your EOC's recovery staffing plan. Be prepared to share your work in 15 minutes.

CASE STUDY

Visual 8.41



Key Points

This section is a case study illustrating how one community – Nashville, TN, transitioned to recovery following devastating floods in 2010.

CASE STUDY: NASHVILLE

Visual 8.42

Nashville Case Study



A devastating flood hit Nashville, TN in early May 2010, drenching the city but uniting the community.

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.

 **FEMA**

Visual 8.42
EOC Management and Operations (G0775)

Key Points

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).

CASE STUDY: NASHVILLE

Visual 8.43

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.



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Visual 8.43
EOC Management and Operations (G0775)

Key Points

Let's look at the 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.

CASE STUDY: NASHVILLE

Visual 8.44

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**



 **FEMA** 

Visual 8.44
EOC Management and Operations (G0775)

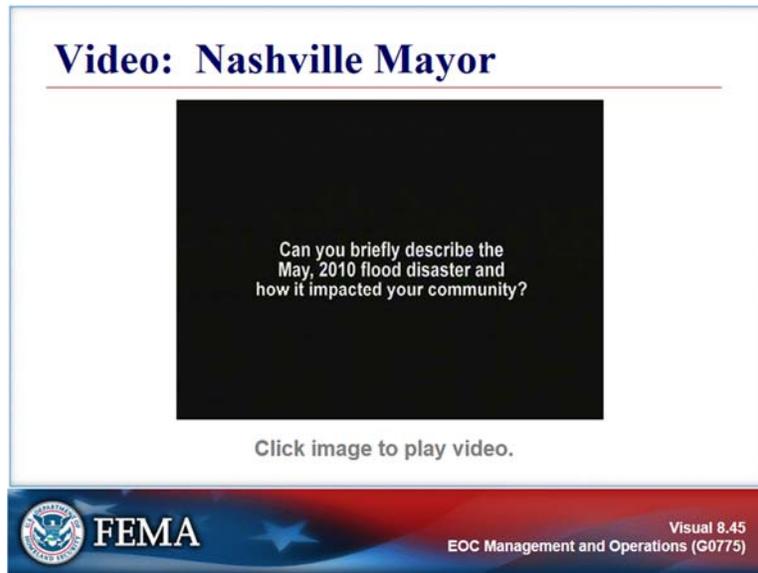
Key Points

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.

CASE STUDY: NASHVILLE

Visual 8.45



Key Points

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

CASE STUDY: NASHVILLE

Visual 8.45 (Continued)

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. The emergency response phase 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.

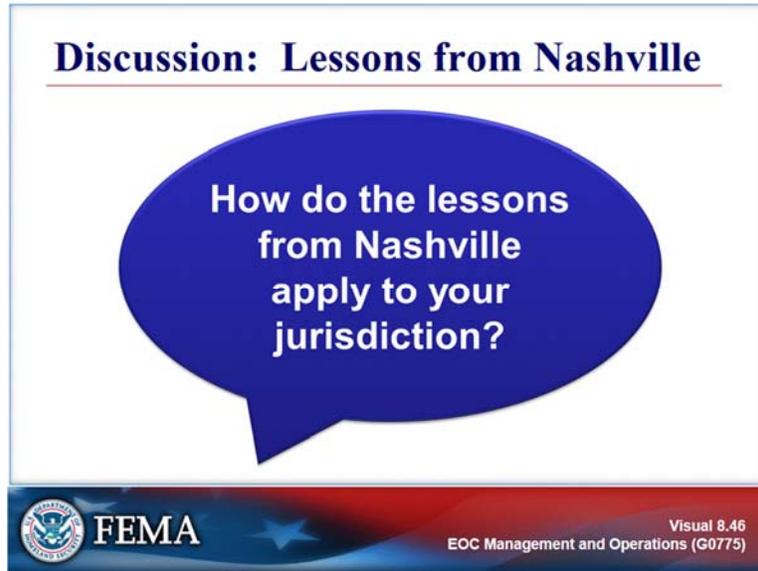
Question: What advice would you give to other communities about planning for recovery in the future? What do you want to share with other communities about how Nashville succeeded?

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.

CASE STUDY: NASHVILLE

Visual 8.46



Key Points

Discussion Question: How do the lessons from Nashville apply to your jurisdiction?

SUMMARY

Visual 8.47

Unit 8 Summary

We discussed:

- The definition of recovery.
- Critical recovery tasks.
- The value of pre-disaster recovery planning.
- How to engage the whole community in the recovery process.
- The process of transitioning EOC operations and staff from response to recovery.
- Recovery assistance.



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Visual 8.47
EOC Management and Operations (G0775)

Key Points

In this unit, we discussed:

- Definition of recovery.
- Critical recovery tasks.
- The value of pre-disaster recovery planning.
- How to engage the whole community in the recovery process.
- The process of transitioning the EOC operations and staff from response to recovery.
- Recovery assistance.

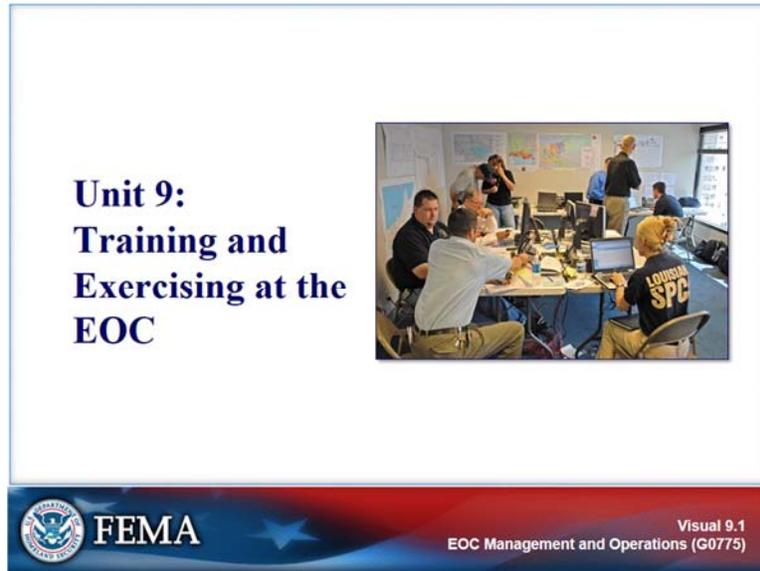
Notes:

UNIT 9. TRAINING AND EXERCISING AT THE EOC

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INTRODUCTION

Visual 9.1



Key Points

This unit provides information about training and exercising at the EOC.

INTRODUCTION

Visual 9.2

Unit 9 Objectives

- Define key terminology related to training and exercising.
- Indicate how the Homeland Security Exercise and Evaluation Program (HSEEP) contributes to an effective training and exercise program.
- Explain how training and exercises are used to enhance EOC operations.
- Select the types of training and exercises that are appropriate to given scenarios at an EOC.



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Visual 9.2
EOC Management and Operations (G0775)

Key Points

At the end of this unit, you will be able to:

- Define key terminology related to training and exercising.
- Indicate how the Homeland Security Exercise and Evaluation Program (HSEEP) contributes to an effective training and exercise program.
- Explain how training and exercises are used to enhance EOC operations.
- Select the types of training and exercises that are appropriate to given scenarios at an EOC.

TRAINING AND EXERCISES OVERVIEW

Visual 9.3

Training and Exercises (T&E)



Training and exercises (T&E) are opportunities to learn, practice, and test the capabilities needed by an EOC to support response and recovery throughout an incident.

 **FEMA**

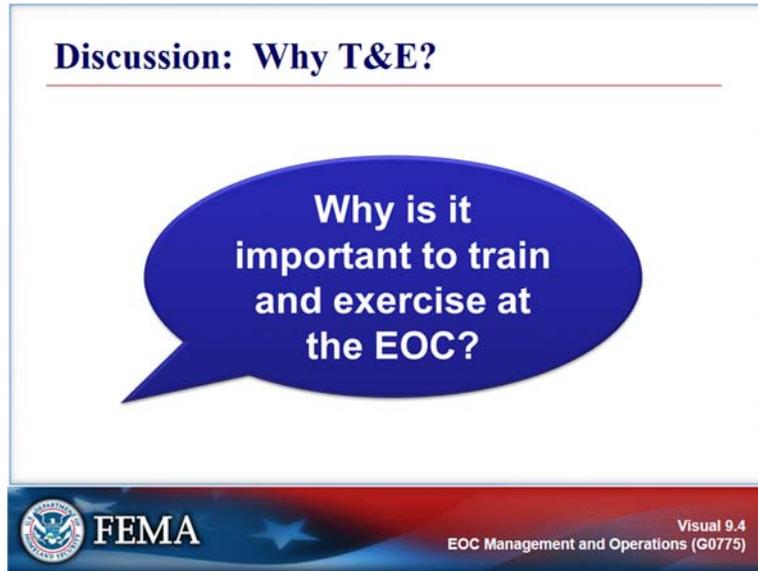
Visual 9.3
EOC Management and Operations (G0775)

Key Points

Training and exercises are opportunities for EOC personnel to learn, practice, and test the capabilities they will need to support response and recovery throughout an incident.

TRAINING AND EXERCISES OVERVIEW

Visual 9.4

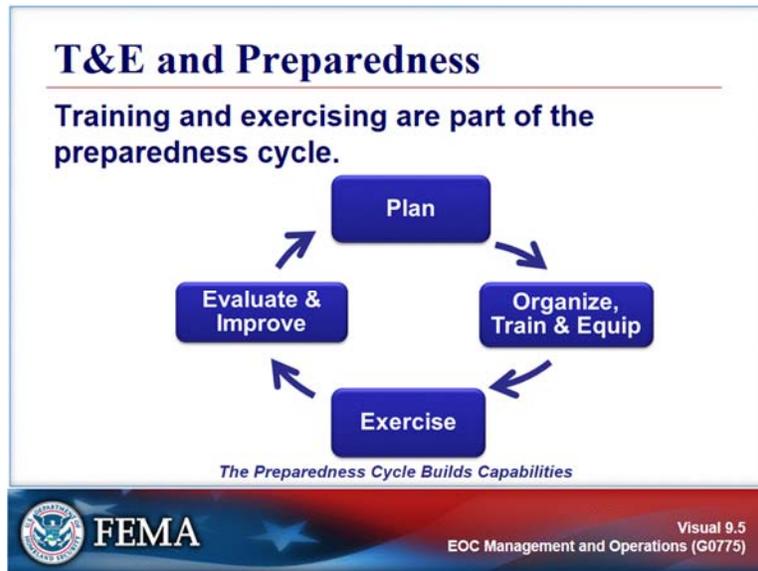


Key Points

Discussion Question: Why is it important to train and exercise at the EOC?

TRAINING AND EXERCISES OVERVIEW

Visual 9.5



Key Points

Preparedness requires a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action.

Ongoing preparedness efforts among all those involved in emergency management and incident response activities—including those at the EOC—ensure coordination during times of crisis.

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

HOMELAND SECURITY EXERCISE AND EVALUATION PROGRAM (HSEEP)

Visual 9.6

HSEEP

The Homeland Security Exercise and Evaluation Program (HSEEP) provides:

- A common T&E policy and program guidance.
- Consistent terminology that can be used and understood.
- Tools to plan, conduct, and evaluate exercises to improve overall preparedness.
- A national standard for all exercises.



 **FEMA**

Visual 9.6
EOC Management and Operations (G775)

Key Points

The Homeland Security Exercise and Evaluation Program (HSEEP) provides:

- A common exercise policy and program guidance.
- Consistent terminology that can be used and understood.
- Tools to plan, conduct, and evaluate exercises to improve overall preparedness.
- A national standard for all exercises.

This blended approach to HSEEP implementation promotes exercise expertise, while advancing a standardized means of assessing and improving preparedness across the Nation.

HSEEP promulgates standardized terminology usable by responders at all levels of government. Therefore, HSEEP provides the Nation with a common, consistent platform for its homeland security exercise needs.

HSEEP constitutes a national standard for all exercises and helps organizations objectively exercise and evaluate their capabilities. HSEEP resources available at the Department of Homeland Security Web site include the Training and Exercise Plan Workshop User's Handbook, and Exercise Evaluation Guides.

HOMELAND SECURITY EXERCISE AND EVALUATION PROGRAM (HSEEP)

Visual 9.7

HSEEP Strategy

HSEEP uses a capabilities-based approach toward:

- Individual exercises.
- Exercise program management.

For more information:
<http://www.hseep.dhs.gov>



 **FEMA**

Visual 9.7
EOC Management and Operations (G0775)

Key Points

In addition to providing a standard policy, guidance, methodology, and language for program and project management, HSEEP facilitates the creation of self-sustaining, capabilities-based exercise programs by providing program management resources including:

- Guidance,
- Training,
- Technology, and
- Direct support.

By using a blended approach, HSEEP ensures that jurisdictions at all levels of government have the tools they need to implement their doctrine and policy successfully.

CAPABILITIES-BASED T&E

Visual 9.8

Why Capabilities-Based?

- Personnel can directly practice their roles.
- Jurisdictions can measure their actual capabilities in specified areas.
- Jurisdictions can improve their overall emergency management systems.



 **FEMA**

Visual 9.8
EOC Management and Operations (G0775)

Key Points

There are three overarching benefits to a capabilities-based exercise program:

- Personnel have an opportunity to practice their roles and responsibilities and get better at them.
- Jurisdictions can measure their actual capabilities in specified areas.
- Jurisdictions can improve their overall emergency management systems.

These benefits arise not only from the exercises, but from evaluating the exercises and acting on the lessons learned. Exercises have value only when they lead to improvement.

The focus of any exercise should be on identifying and eliminating problems before an actual emergency occurs. Corrective actions are an important part of exercise design, evaluation, and followup.

CAPABILITIES-BASED T&E

Visual 9.9

More Benefits of Capabilities-Based



- Identifying planning weaknesses
- Improving coordination and communication
- Clarifying roles and responsibilities
- Revealing resource gaps
- Gaining public support
- Encouraging EOC team building

 **FEMA** 

Visual 9.9
EOC Management and Operations (G0775)

Key Points

Exercises provide other benefits as well. They help to:

- Identify weaknesses in the planned systems and procedures.
- Improve coordination and communication among the various response partners.
- Clarify roles and responsibilities.
- Reveal resource gaps that may not be apparent until processes are put to the test.
- Gain public support and improve public confidence in the jurisdiction's ability to respond to emergencies.
- Build a sense of teamwork among EOC personnel.

T&E PROGRAM EFFECTIVENESS

Visual 9.10

An Effective T&E Program

- Provides training in the appropriate functional areas of mission readiness.
- Provides opportunities to acquire and apply the skills and knowledge needed for EOC operations.
- Promotes team building.
- Builds EOC confidence.
- Assists in developing community resilience.



 **FEMA**

Visual 9.10
EOC Management and Operations (G0775)

Key Points

Effective training and exercise programs share several common attributes in that they:

- 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.
- Allow EOC personnel to apply the skills and knowledge they gained in training.
- 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.

T&E PROGRAM EFFECTIVENESS

Visual 9.11

EOC Mission Readiness



To achieve the goal of mission readiness for your EOC, T&E should:

- Be comprehensive.
- Ensure consistency from one incident to the next.
- Reflect lessons learned.
- Focus on common goals of EOC staff and community leaders.

 **FEMA**

Visual 9.11
EOC Management and Operations (G0775)

Key Points

The training and exercise program should be a blend of training and exercise events to ensure that personnel interest levels are maintained and that all bases are covered. The program should always present current, credible information.

To achieve the goal of mission readiness through training and exercising, the program should:

- Be comprehensive in that it includes both components—training and exercises. Both are important and will contribute in different ways to the development of EOC readiness.
- Provide a framework for readiness activities that will ensure consistency and uniformity.
- Reflect lessons learned from previous T&E events and actual emergencies.
- Focus on common goals of the various EOC staff and community leaders, which lead to a sense of commitment and investment and greater overall success of the program.

TRAINING

Visual 9.12

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.



 Review the Training Job Aid in Appendix 9.1.

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Visual 9.12
EOC Management and Operations (G0775)

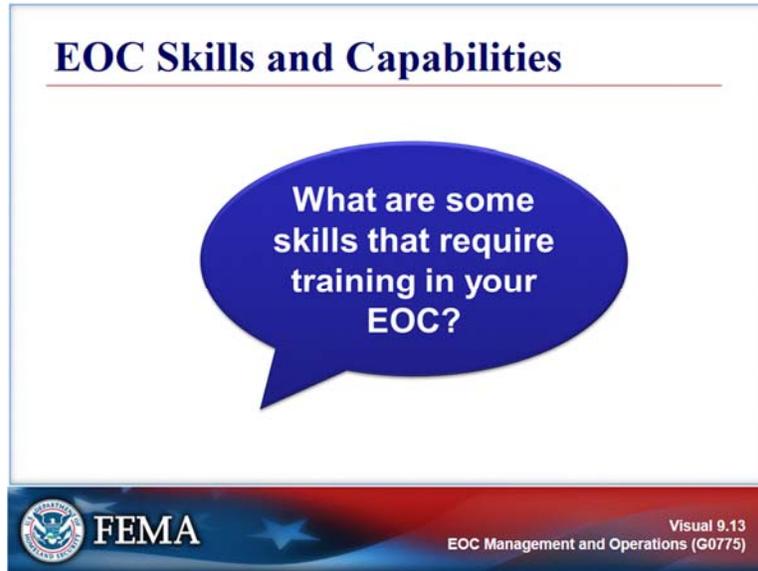
Key Points

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.

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

TRAINING

Visual 9.13



Key Points

Discussion Question: What are some skills that require training in your EOC?

EXERCISES

Visual 9.14

Exercises



Exercises are events that allow participants to train for, assess, practice, and improve performance in a risk-free environment.

 **FEMA**

Visual 9.14
EOC Management and Operations (G0775)

Key Points

Exercises are events that allow participants 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

EXERCISES

Visual 9.15



The image shows a slide titled "Exercise Types" with a table and a FEMA logo. The table is divided into two columns: "Discussion-Based" and "Operations-Based". The rows list exercise types: Seminar, Workshop, Tabletop*, and Game under Discussion-Based; and Drill*, Functional*, and Full-Scale under Operations-Based. A red asterisk is next to Drill*, Functional*, and Tabletop*. A red note at the bottom of the table states "*Best suited for EOC exercises". Below the table is a small icon of a document and the text "Review the Exercise Job Aid in Appendix 9.2. Notice the characteristics and recommended uses of each type." The FEMA logo is at the bottom left, and the text "Visual 9.15 EOC Management and Operations (G0775)" is at the bottom right.

Discussion-Based	Operations-Based
Seminar	Drill*
Workshop	Functional*
Tabletop*	Full-Scale
Game	

*Best suited for EOC exercises

Review the Exercise Job Aid in Appendix 9.2. Notice the characteristics and recommended uses of each type.

FEMA

Visual 9.15
EOC Management and Operations (G0775)

Key Points

There are two broad categories of exercises—discussion-based and operations-based. Within those categories—there are seven exercise types:

- **Discussion-based exercises** encompass:
 - Seminars, which are used to familiarize players with current plans, policies, agreements, and procedures.
 - Workshops, which are used to achieve a specific goal or to build a product (e.g., SOPs, policies, or plans).
 - Tabletop Exercises, which help senior officials to understand and assess plans, policies, procedures, and concepts.
 - Games, which are used to explore decisionmaking processes and examine the consequences of those decisions.
- **Operations-based exercises**, which are at the higher level of the exercise program. Operations-based exercises include:
 - Drills, which are used to test a single operation or function.
 - Functional exercises, which test and evaluate capabilities, functions, plans, and staffs in real-time.
 - Full-scale exercises, which are used to implement and analyze plans, policies, procedures, and cooperative agreements developed in previous exercises.

SELECTING EXERCISES APPROPRIATE FOR THE SITUATION

Visual 9.16

T&E: Class Discussion (1 of 3)

Scenario: Your jurisdiction is planning an exercise to see how long it takes for all personnel to report to the alternate EOC and become fully operational from a "warm start."*

What kind of exercise would you plan?

*Warm start means some events and actions have already occurred and time has advanced since the event began.



The slide features the FEMA logo on the left, which includes the text 'FEDERAL EMERGENCY MANAGEMENT AGENCY' around a circular emblem. To the right of the logo is the text 'FEMA'. Further right, there is a blue star on a red and white background. In the bottom right corner, the text reads 'Visual 9.16' and 'EOC Management and Operations (G0775)'.

Key Points

Scenario: Your jurisdiction is planning an exercise to see how long it takes for all personnel to report to the alternate EOC and become fully operational from a "warm start."*

Discussion Question: What kind of exercise would you plan?

*Warm start means some events and actions have already occurred and time has advanced since the event began.

SELECTING EXERCISES APPROPRIATE FOR THE SITUATION

Visual 9.17

T&E: Class Discussion (2 of 3)

Scenario: Your jurisdiction has recently updated its Emergency Operations Plan (EOP). As part of that process, several new policies were implemented to streamline decisionmaking when the EOC is activated. You want to conduct a preliminary evaluation of whether or not the policies work.

What kind of exercise would you plan?

The slide features a blue and red footer with the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 9.17 EOC Management and Operations (G0775)' on the right.

Key Points

Scenario: Your jurisdiction has recently updated its Emergency Operations Plan (EOP). As part of that process, several new policies were implemented to streamline decisionmaking when the EOC is activated. You want to conduct a preliminary evaluation of whether or not the policies work.

Discussion Question: What kind of exercise would you plan?

SELECTING EXERCISES APPROPRIATE FOR THE SITUATION

Visual 9.18

T&E: Class Discussion (3 of 3)

Scenario: Your jurisdiction has recently purchased a new communications system. The system facilitates interoperability but is more complex than the jurisdiction's previous system. Training is complete, and the equipment has been tested. You want to test the overall communications function to see how well it performs in real-time.

What kind of exercise would you plan?



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Visual 9.18
EOC Management and Operations (G0775)

Key Points

Scenario: Your jurisdiction has recently purchased a new communications system. The system facilitates interoperability but is more complex than the jurisdiction's previous system. Training is complete, and the equipment has been tested. You want to test the overall communications function to see how well it performs in real-time.

Discussion Question: What kind of exercise would you plan?

EVALUATION AND IMPROVEMENT

Visual 9.19

After Exercising



An evaluation should be conducted after **every** exercise and should include:

- A hot wash that allows participants an opportunity to evaluate themselves.
- A debriefing for facilitators and evaluators.

 **FEMA** Visual 9.19
EOC Management and Operations (G0775)

Key Points

Evaluation is the process of observing and recording exercise activities, comparing the performance of the participants against the objectives, and identifying strengths and weaknesses. Evaluation and a debriefing should be conducted after every 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, while memories are fresh.
- A debriefing for facilitators and evaluators, which includes reviewing evaluations and hot wash notes.

Observations and thoughts about the exercise collected from participants, facilitators, and evaluators can help identify:

- Whether the exercise has achieved its objectives.
- Needed improvements in the EOP, procedures, and/or guidelines.
- Training deficiencies.
- Equipment and materials needed for incident response.

EVALUATION AND IMPROVEMENT

Visual 9.20

Improvement Planning



Following exercises, 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.

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Visual 9.20
EOC Management and Operations (G0775)

Key Points

Immediately after an exercise, 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 participants to generate the after-action report and improvement plan (AAR/IP).

SUMMARY

Visual 9.21

Video: The Value of Training

As a public official, briefly describe how your constituents were helped by enabling a strategic response to this disaster.

Click image to play video.



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Key Points

Before completing this unit, let's hear what the Mayor of Nashville has to say about the value of training.

Video Transcript:

Question: As a public official, briefly describe how your constituents were helped by enabling a strategic response to this disaster.

Mayor Dean: Well I think by having a strategic response and having our folks trained in advance that, you don't know for certain but I'm assuming that lives were saved as a result of it. One of the things that is interesting, that we sent about somewhere over 60 people, 60-65 people to Emmitsburg, Maryland I believe, prior to the flood to participate in a FEMA training program. The two areas we talk about the most in Tennessee, in middle Tennessee before this flood occurred, in terms of natural disasters are tornados, and there had been a lot of attention paid to a possible pandemic that medical issues and the need to disperse medicines rapidly. But when they went, when this group of 60+ folks went up to Maryland, the problem they looked at and trained under for was a flood. So I can't think of a better training exercise for our people to go through before the situation occurred.

SUMMARY

Visual 9.22

Unit 9 Summary

We discussed:

- Key terminology related to training and exercising.
- Homeland Security Exercise and Evaluation Program (HSEEP).
- Training and exercises as a means used to ensure effective EOC operations.
- Types of training and exercises that are appropriate to given scenarios.



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Visual 9.22
EOC Management and Operations (G0775)

Key Points

This unit covered the following topics:

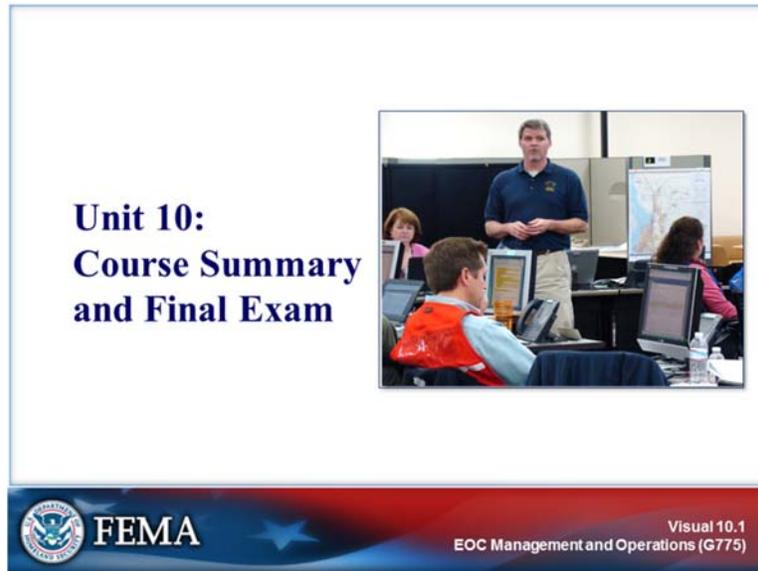
- Key terminology related to training and exercising.
- Homeland Security Exercise and Evaluation Program (HSEEP).
- Training and exercises as a means used to ensure effective EOC operations.
- Types of training and exercises that are appropriate to given scenarios.

UNIT 10. COURSE SUMMARY AND FINAL EXAM

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INTRODUCTION

Visual 10.1



Key Points

In this unit, you have the opportunity to discuss any remaining questions you may have on EOC Management and Operations. At the end of the course summary, you will take the final exam.

INTRODUCTION

Visual 10.2

Unit 10 Objectives

- Identify key points from the course.
- Pass the final course exam.



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Visual 10.2
EOC Management and Operations (G0775)

Key Points

At the end of this unit, you will be able to:

- Identify key points from the course, and
- Pass the final exam.

ACTIVITY: IDENTIFYING ESSENTIAL EOC FUNCTIONS

Visual 10.3

Activity: Identifying Essential EOC Functions

Instructions:

1. Work individually or in groups assigned by the instructor.
2. Identify the most important points learned.
3. Identify one question that you would like to have answered before returning home.



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Visual 10.3
EOC Management and Operations (G0775)

Key Points

Instructions: Follow the steps below to complete this activity:

1. Work in your groups to identify:
 - The two most important points that you learned through this course.
 - One question that you would like to have answered before returning home.
2. Record your points and question in the space below.
3. You will have 15 minutes to complete this activity. When your group is finished, select a spokesperson to present your input to the class. Participate in a class discussion around the questions asked by your group and others.

FINAL EXAM

Visual 10.4

Final Exam

1. Complete the identifying information on the score sheet.
2. Read each exam question carefully, and record your answers on the score sheet.
3. You have 30 minutes to complete this exam.
4. When you finish, give your exam and score sheet to the instructor.



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Visual 10.4
EOC Management and Operations (G0775)

Key Points

1. Complete the identifying information on the score sheet.
2. Read each exam question carefully, and record your answers on the score sheet.
3. You have 30 minutes to complete this exam.
4. When you finish, give your exam and score sheet to the instructor.

COURSE EVALUATION

Visual 10.5

Course Evaluation

- 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 EOC Management and Operations course!

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Visual 10.5
EOC Management and Operations (G0775)

Key Points

- Your evaluation of the course content, materials, and delivery is important.
- Every comment is read and discussed for possible improvement to the course.

Unit 10. Course Summary and Final Exam

Notes: