



EOC Management and Operations

G775

Student Manual

December 2012



FEMA

UNIT 1. INTRODUCTIONS AND COURSE OVERVIEW

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Unit 1. Introductions and Course Overview

Unit 1: Introductions and Course Overview



Visual 1.1
EOC Management and Operations (G775)

Administrative Information

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



Visual 1.2
EOC Management and Operations (G775)

Your Notes:

Introductions

Please share your:

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



Visual 1.3
EOC Management and Operations (G775)

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.



Visual 1.4
EOC Management and Operations (G775)

Your Notes:

Unit 1. Introductions and Course Overview

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.



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.



Your Notes:

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



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



Your Notes:

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.



Visual 1.9
EOC Management and Operations (G775)

Unit 1 Summary

Unit 1 introduced:

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



Course Acronyms and Glossary 1.1



Visual 1.10
EOC Management and Operations (G775)

Your Notes:

Your Notes:

UNIT 1. APPENDIX

1.1: Common Course Acronyms and Glossary

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1.1: COMMON COURSE ACRONYMS AND GLOSSARY

- COP** **Common Operating Picture:** A continuously updated overview of an incident compiled throughout an incident's life cycle from data shared between integrated systems for communication, information management, and intelligence and information sharing. The common operating picture allows incident managers at all levels to make effective, consistent, and timely decisions. The common operating picture also helps ensure consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions and private-sector and nongovernmental entities that are engaged.
- COOP** **Continuity of Operations:** Continuity of Operations, as defined in the National Security Presidential Directive-51/Homeland Security Presidential Directive-20 (NSPD-51/HSPD-20) and the National Continuity Policy Implementation Plan (NCPIP), is an effort within individual executive departments and agencies to ensure that Primary Mission Essential Functions (PMEFs) continue to be performed during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.
- DRC** **Disaster Recovery Center:** A facility established in a centralized location within or near the disaster area at which disaster victims (individuals, families, or businesses) may apply for disaster aid.
- EOC** **Emergency Operation Center:** The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally take place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.
- ESF** **Emergency Support Function:** Used by the Federal Government and many State governments as the primary mechanism at the operational level to organize and provide assistance. ESFs align categories of resources and provide strategic objectives for their use.
- IAP** **Incident Action Plan:** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.
- ICS** **Incident Command System:** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is a management system designed to enable effective incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.
- JIC** **Joint Information Center:** An interagency entity established to coordinate and disseminate information for the public and media concerning an incident.

1.1: COMMON COURSE ACRONYMS AND GLOSSARY (Continued)

- JIS** **Joint Information System:** Mechanism that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.
- NDRF** **National Disaster Recovery Framework:** The National Disaster Recovery Framework (NDRF) is a conceptual guide designed to ensure coordination and recovery planning at all levels of government before a disaster, and defines how we will work together, following a disaster, to best meet the needs of States, local and tribal governments and communities and individuals in their recoveries.
- NIMS** **National Incident Management System:** 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.
- NPG** **National Preparedness Goal:** Presidential Policy Directive 8, or PPD-8, describes the Nation's approach to national preparedness: The National Preparedness Goal is the cornerstone for the implementation of PPD-8.
The Goal identifies the Nation's core capabilities required for achieving the five mission areas of Prevention, Protection, Mitigation, Response, and Recovery.
- NRF** **National Response Framework:** Guides how the Nation conducts all-hazards response. The *Framework* documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response.
- PIO** **Public Information Officer:** A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.
- SA** **Situational Awareness:** The ability to identify, process, and comprehend the critical elements of information about an incident.
- SitRep** **Situation Report:** Document that contains confirmed or verified information and explicit details (who, what, where, and how) relating to an incident.
- SOP** **Standard Operating Procedure:** Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

UNIT 2. EOC: THE BASICS

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**Unit 2:
Emergency
Operations Centers:
The Basics**



Visual 2.1
EOC Management and Operations (G775)

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).



Visual 2.2
EOC Management and Operations (G775)

Your Notes:

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.



Visual 2.3
EOC Management and Operations (G775)

The EOC: Your Perspective

**How do you define
an Emergency
Operations Center
(EOC)?**



Visual 2.4
EOC Management and Operations (G775)

Your Notes:

The EOC

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



Visual 2.5
EOC Management and Operations (G775)

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.



Visual 2.6
EOC Management and Operations (G775)

Your Notes:

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.



Visual 2.7
EOC Management and Operations (G775)

Discussion: A Critical Link



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



Visual 2.8
EOC Management and Operations (G775)

Your Notes:

EOCs: A Critical Link

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



Visual 2.9
EOC Management and Operations (G775)

Preparing for Incidents

Critical link:

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



Visual 2.10
EOC Management and Operations (G775)

Your Notes:

During Incident Response

Critical link:

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



Visual 2.11
EOC Management and Operations (G775)

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



Visual 2.12
EOC Management and Operations (G775)

Your Notes:

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.



The EOC and EM Functions: Viewpoints



Your Notes:

EOC Relationship to an ICP and IMT

Incident Command Post (ICP)

Field location of tactical-level, on-scene incident command and management.



Incident Management Team (IMT)

Cohesive unit of skilled/trained first responders:

- Supports a specific community.
- Has a delegation of authority.



An EOC is NOT an ICP or an IMT.

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.



Your Notes:

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.



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.



Your Notes:

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.



Strategic vs. Tactical EOC



Strategic EOC:
Determines and coordinates "what" is to be done during an incident(s).



Tactical EOC:
Conducts on-scene operations itself or in conjunction with first responders.



Your Notes:

The Strategic EOC: Viewpoints



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

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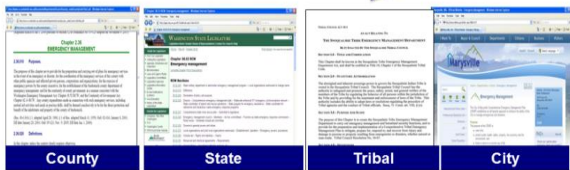
Discussion Question: How would using a strategic approach help determine how to meet the needs of all three incidents?

Your Notes:

Legal Requirements and Authorities

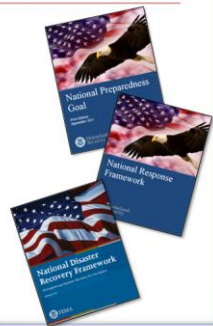
Typically, jurisdictional EOCs derive their authorities through a combination of statutes.

How do different levels of authority affect your EOC?



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)



Your Notes:

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 (G775)

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 (G775)

Your Notes:

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 (G775)

Discussion: In Your Opinion ...

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?



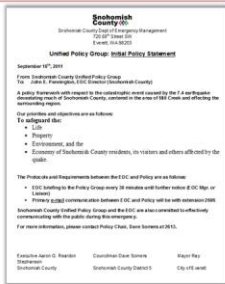
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Visual 2.28
EOC Management and Operations (G775)

Your Notes:

Policy Group Statement

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



Initial Policy Group Statement 2.1

FEMA Visual 2.29 EOC Management and Operations (G775)

Information

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



FEMA Visual 2.30 EOC Management and Operations (G775)

Your Notes:

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)

FEMA Visual 2.31 EOC Management and Operations (G775)

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.



FEMA Visual 2.32 EOC Management and Operations (G775)

Your Notes:

SA and COP: Viewpoints



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.



Your Notes:

Your Notes:

UNIT 2. APPENDIX

2.1: Example of an Initial Policy Group Statement

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2.1: Example of an Initial Policy Group Statement

Snohomish County

Snohomish County Dept of Emergency Management
720 80th Street SW
Everett, WA 98203

Unified Policy Group: Initial Policy Statement

September 15th, 2011

From: Snohomish County Unified Policy Group
To: John E. Pennington, EOC Director (Snohomish County)

A policy framework with respect to the catastrophic event caused by the 7.4 earthquake devastating much of Snohomish County, centered in the area of Mill Creek and effecting the surrounding region.

Our priorities and objectives are as follows:

To safeguard the:

- Life
- Property
- Environment, and the
- Economy of Snohomish County residents, its visitors and others affected by the quake.

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

- EOC briefing to the Policy Group every 30 minutes until further notice (EOC Mgr. or Liaison)
- Primary e-mail communication between EOC and Policy will be with extension 2606

Snohomish 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 Chair, Dave Somers at 2613.

Executive Aaron G. Reardon
Stephanson
Snohomish County

Councilman Dave Somers
Snohomish County District 5

Mayor Ray
City of Everett

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UNIT 3. EOC ORGANIZATIONAL STRUCTURES AND STAFFING

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Unit 3: EOC Organizational Structures and Staffing



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Visual 3.1
EOC Management and Operations (G775)

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.



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Visual 3.2
EOC Management and Operations (G775)

Your Notes:

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 (G775)

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 (G775)

Your Notes:

Characteristics of Effective Organizations

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



Visual 3.5
EOC Management and Operations (G775)

Common EOC Structures



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



Visual 3.6
EOC Management and Operations (G775)

Your Notes:

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.



Visual 3.7
EOC Management and Operations (G775)

Incident Command System (2 of 2)



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

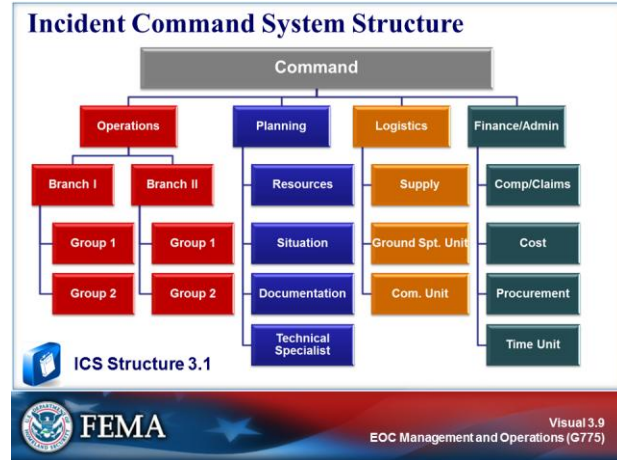
Commonly used in tactical field operations.



Visual 3.8
EOC Management and Operations (G775)

Your Notes:

Unit 3. EOC Organizational Structures and Staffing



ICS Structure: Advantages/Disadvantages

What are the advantages/disadvantages of the ICS structure in the field or on scene?

What are the advantages/disadvantages of the ICS structure in an EOC?


FEMA Visual 3.10
EOC Management and Operations (G775)

Your Notes:

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 (G775)

History: ESF Organizational Structure

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



FEMA Visual 3.12
EOC Management and Operations (G775)

Your Notes:

ESFs and EOCs



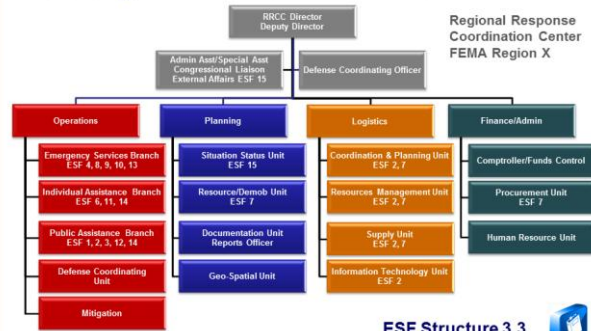
ESF model for EOC organization is common:

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



Visual 3.13
EOC Management and Operations (G775)

EOC Organizational Structure: ESF



ESF Structure 3.3



Visual 3.14
EOC Management and Operations (G775)

Your Notes:

ESF Structure: Advantages/Disadvantages

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

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



Visual 3.15
EOC Management and Operations (G775)

Hybrid EOC Organizational Structure (1 of 2)

Emergency Support Functions

Incident Command System

Hybrid

A Hybrid EOC features customized ESF coordination below an ICS structure.



Visual 3.16
EOC Management and Operations (G775)

Your Notes:

Unit 3. EOC Organizational Structures and Staffing

Hybrid EOC Organizational Structure (2 of 2)

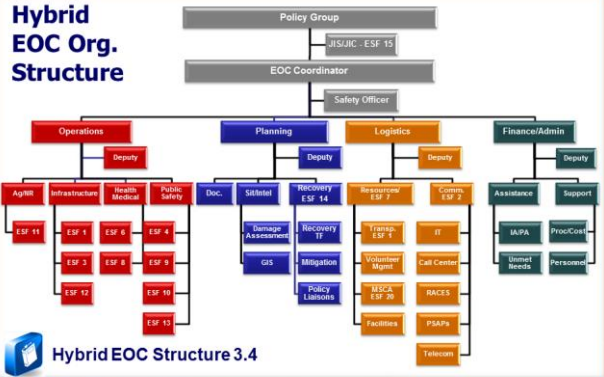
Useful for medium-to-large size jurisdictions that simultaneously coordinate with:

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



FEMA Visual 3.17
EOC Management and Operations (G775)

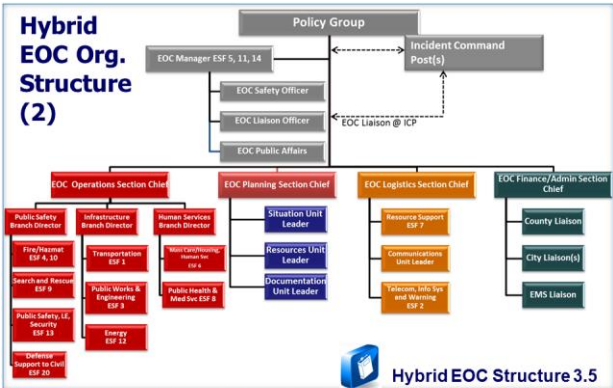
Hybrid EOC Org. Structure



FEMA Visual 3.18
EOC Management and Operations (G775)

Your Notes:

Hybrid EOC Org. Structure (2)



FEMA Visual 3.19
EOC Management and Operations (G775)

Hybrid Structure: Advantages/Disadvantages

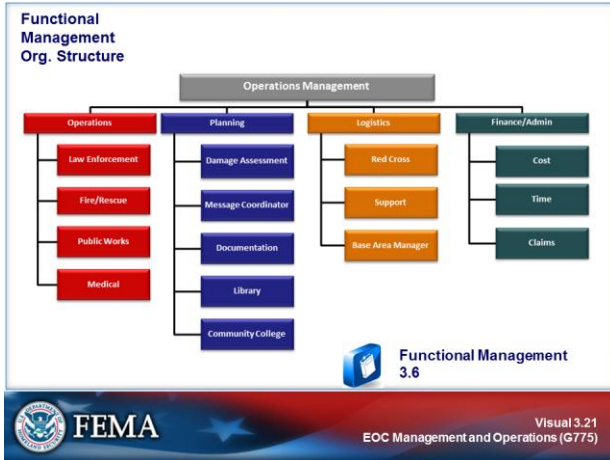
Can a Hybrid ICS-ESF model exist in the field or on scene?

What are the advantages/disadvantages of the Hybrid ICS-ESF model in an EOC?

FEMA Visual 3.20
EOC Management and Operations (G775)

Your Notes:

Unit 3. EOC Organizational Structures and Staffing



Functional Management Organizational Structure

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

Visual 3.22
EOC Management and Operations (G775)

Your Notes:

Multiagency Coordination System (MAC)

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

Visual 3.23
EOC Management and Operations (G775)

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.

Visual 3.24
EOC Management and Operations (G775)

Your Notes:

MAC Systems: Combine and Share

MAC systems are a combination of:

- Facilities
- Equipment
- Personnel
- Procedures



Visual 3.25
EOC Management and Operations (G775)

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?



Visual 3.26
EOC Management and Operations (G775)

Your Notes:

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?



Visual 3.27
EOC Management and Operations (G775)

Discussion: Staffing the EOC

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

What were the major issues you faced when staffing an EOC?



Visual 3.28
EOC Management and Operations (G775)

Your Notes:

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?



Visual 3.29
EOC Management and Operations (G775)

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?



Visual 3.30
EOC Management and Operations (G775)

Your Notes:

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



Visual 3.31
EOC Management and Operations (G775)

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)?



Visual 3.32
EOC Management and Operations (G775)

Your Notes:

Unit 3. EOC Organizational Structures and Staffing

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



Visual 3.33
EOC Management and Operations (G775)

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



Visual 3.34
EOC Management and Operations (G775)

Your Notes:

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



Visual 3.35
EOC Management and Operations (G775)

Staffing the EOC: Additional Concerns

EOCs should not overlook critical staffing issues such as:

- Alternate staff
- Support staff
- Training
- Cross training



Visual 3.36
EOC Management and Operations (G775)

Your Notes:

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.



Visual 3.37
EOC Management and Operations (G775)

Delegations of Authority (2 of 3)

Does your EOC have the necessary authority to activate and conduct operations and coordination?



Visual 3.38
EOC Management and Operations (G775)

Your Notes:

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.



Visual 3.39
EOC Management and Operations (G775)

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



Visual 3.40
EOC Management and Operations (G775)

Your Notes:

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.



Your Notes:

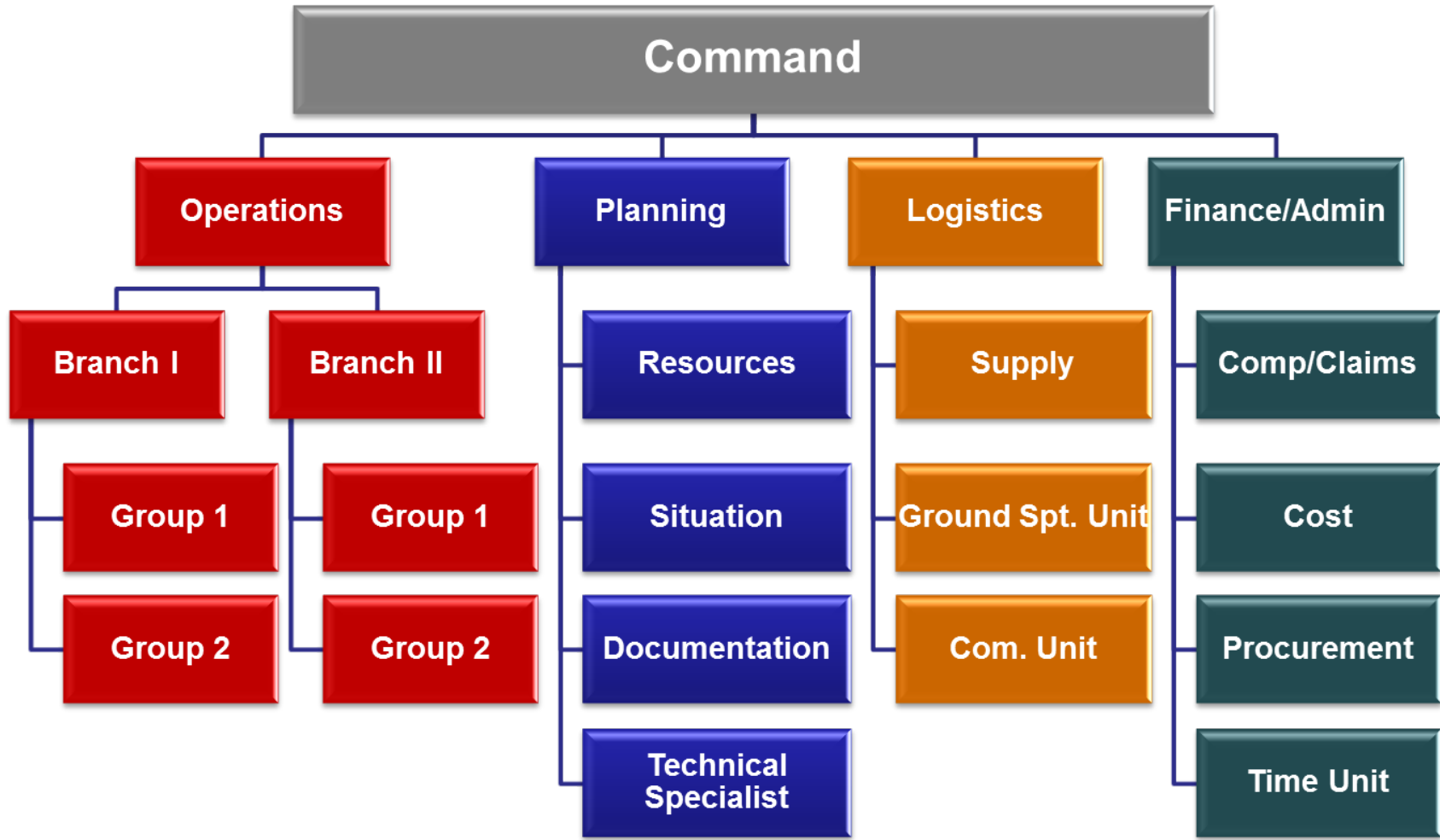
Your Notes:

UNIT 3. APPENDIX

- 3.1: Incident Command System Organizational Structure
- 3.2: ESFs
- 3.3: ESF Organizational Structure
- 3.4: Hybrid Organizational Structure
- 3.5: Hybrid (2) Organizational Structure
- 3.6: Functional Management Organizational Structure
- 3.7: Activity: The Right Fit

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3.1: Incident Command System Organizational Structure



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3.2: ESFs

Emergency Support Functions

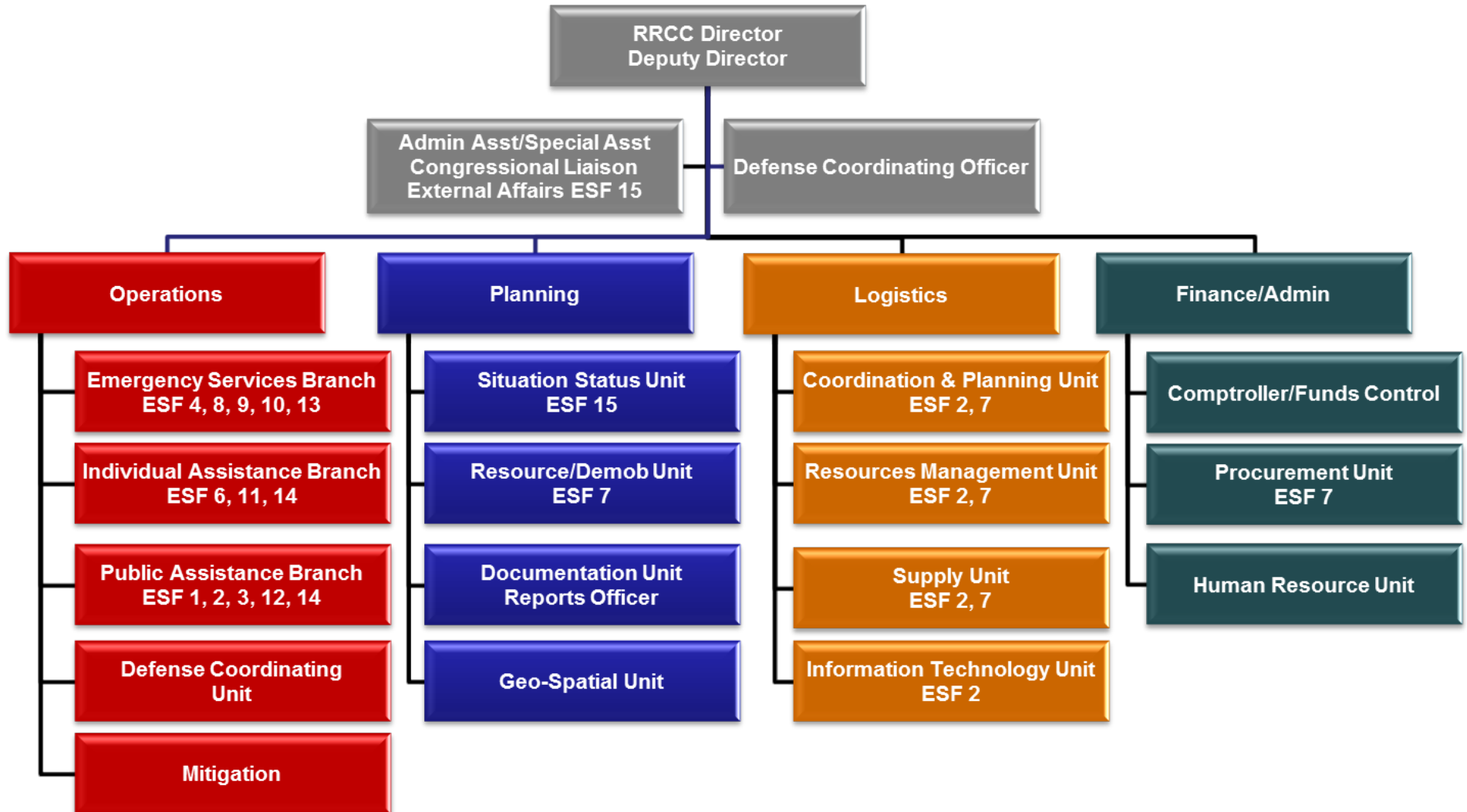
ESF	Scope
ESF #1 – Transportation	<ul style="list-style-type: none"> • Aviation/airspace management and control • Transportation safety • Restoration/recovery of transportation infrastructure • Movement restrictions • Damage and impact assessment
ESF #2 – Communications	<ul style="list-style-type: none"> • Coordination with telecommunications and information technology industries • Restoration and repair of telecommunications infrastructure • Protection, restoration, and sustainment of national cyber and information technology resources • Oversight of communications within the Federal incident management and response structures
ESF #3 – Public Works and Engineering	<ul style="list-style-type: none"> • Infrastructure protection and emergency repair • Infrastructure restoration • Engineering services and construction management • Emergency contracting support for life-saving and life-sustaining services
ESF #4 – Firefighting	<ul style="list-style-type: none"> • Coordination of Federal firefighting activities • Support to wildland, rural, and urban firefighting operations
ESF #5 – Emergency Management	<ul style="list-style-type: none"> • Coordination of incident management and response efforts • Issuance of mission assignments • Resource and human capital • Incident action planning • Financial management
ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services	<ul style="list-style-type: none"> • Mass care • Emergency assistance • Disaster housing • Human services
ESF #7 – Logistics Management and Resource Support	<ul style="list-style-type: none"> • Comprehensive, national incident logistics planning, management, and sustainment capability • Resource support (facility space, office equipment and supplies, contracting services, etc.)
ESF #8 – Public Health and Medical Services	<ul style="list-style-type: none"> • Public health • Medical • Mental health services • Mass fatality management
ESF #9 – Search and Rescue	<ul style="list-style-type: none"> • Life-saving assistance • Search and rescue operations
ESF #10 – Oil and Hazardous Materials Response	<ul style="list-style-type: none"> • Oil and hazardous materials (chemical, biological, radiological, etc.) response • Environmental short- and long-term cleanup

3.2: ESFs

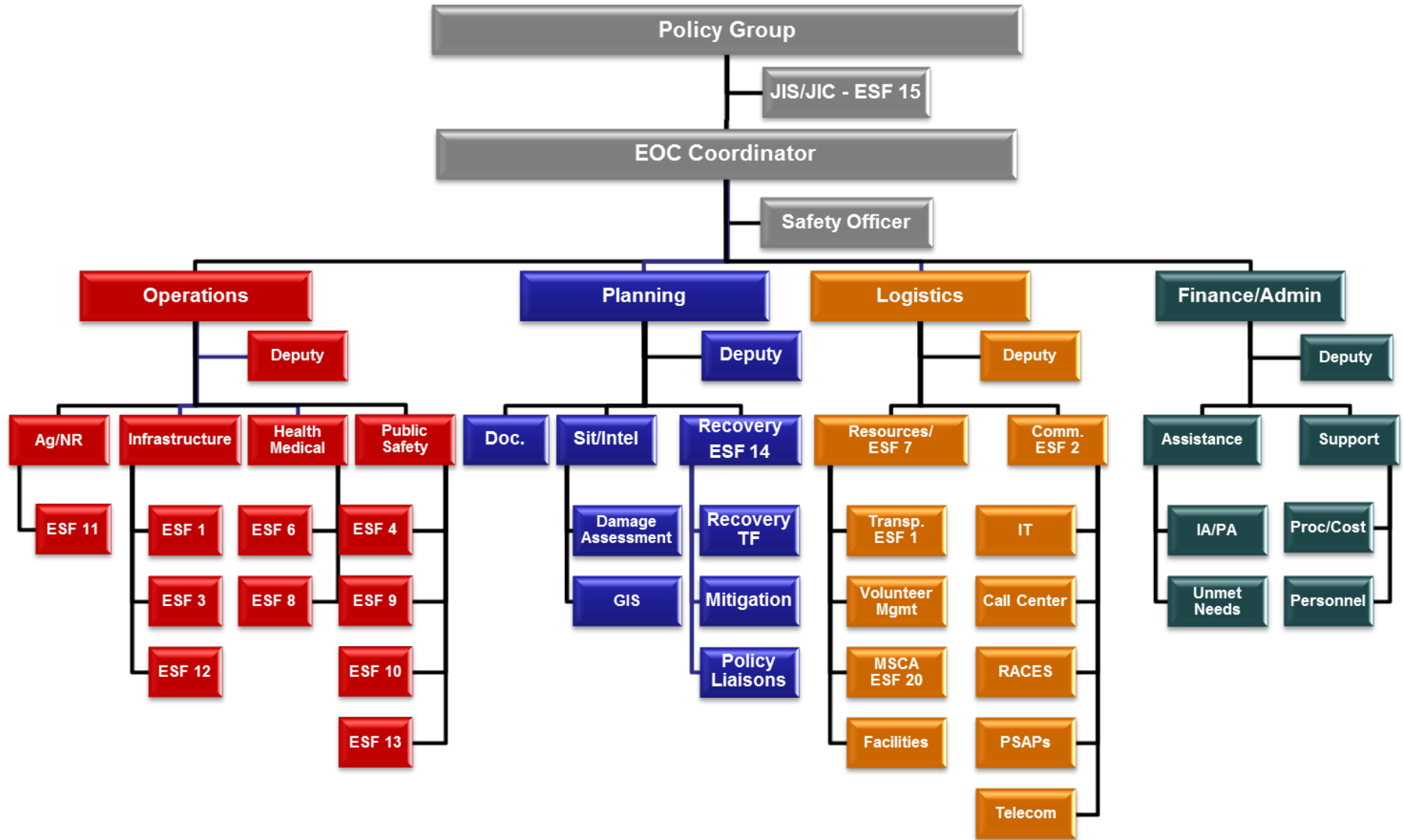
Emergency Support Functions (Continued)

ESF	Scope
ESF #11 – Agriculture and Natural Resources	<ul style="list-style-type: none">• Nutrition assistance• Animal and plant disease and pest response• Food safety and security• Natural and cultural resources and historic properties protection and restoration• Safety and well-being of household pets
ESF #12 – Energy	<ul style="list-style-type: none">• Energy infrastructure assessment, repair, and restoration• Energy industry utilities coordination• Energy forecast
ESF #13 – Public Safety and Security	<ul style="list-style-type: none">• Facility and resource security• Security planning and technical resource assistance• Public safety and security support• Support to access, traffic, and crowd control
ESF #14 – Long-Term Community Recovery	<ul style="list-style-type: none">• Social and economic community impact assessment• Long-term community recovery assistance to States, local governments, and the private sector• Analysis and review of mitigation program implementation
ESF #15 – External Affairs	<ul style="list-style-type: none">• Emergency public information and protective action guidance• Media and community relations• Congressional and international affairs• Tribal and insular affairs

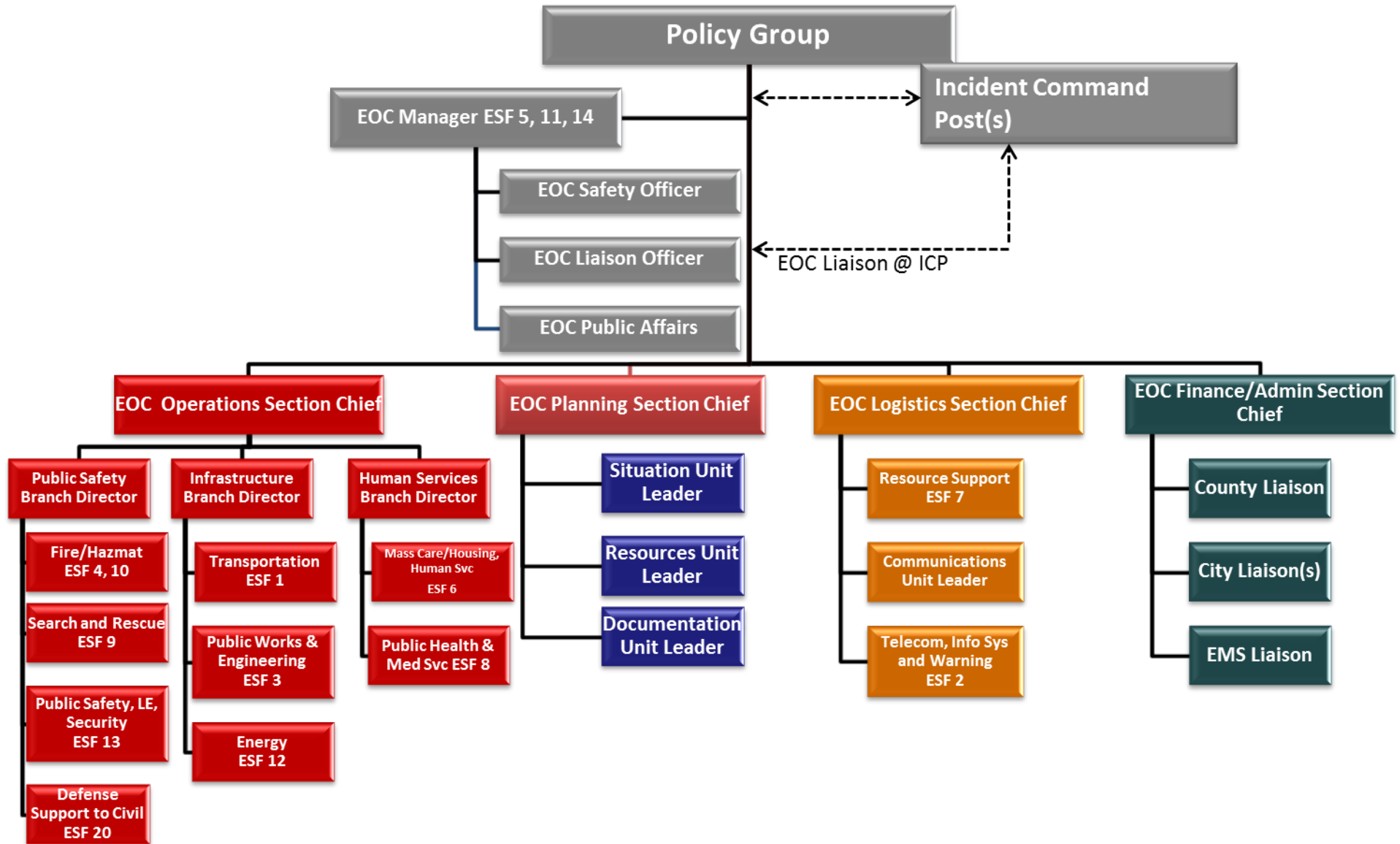
3.3: ESF Organizational Structure



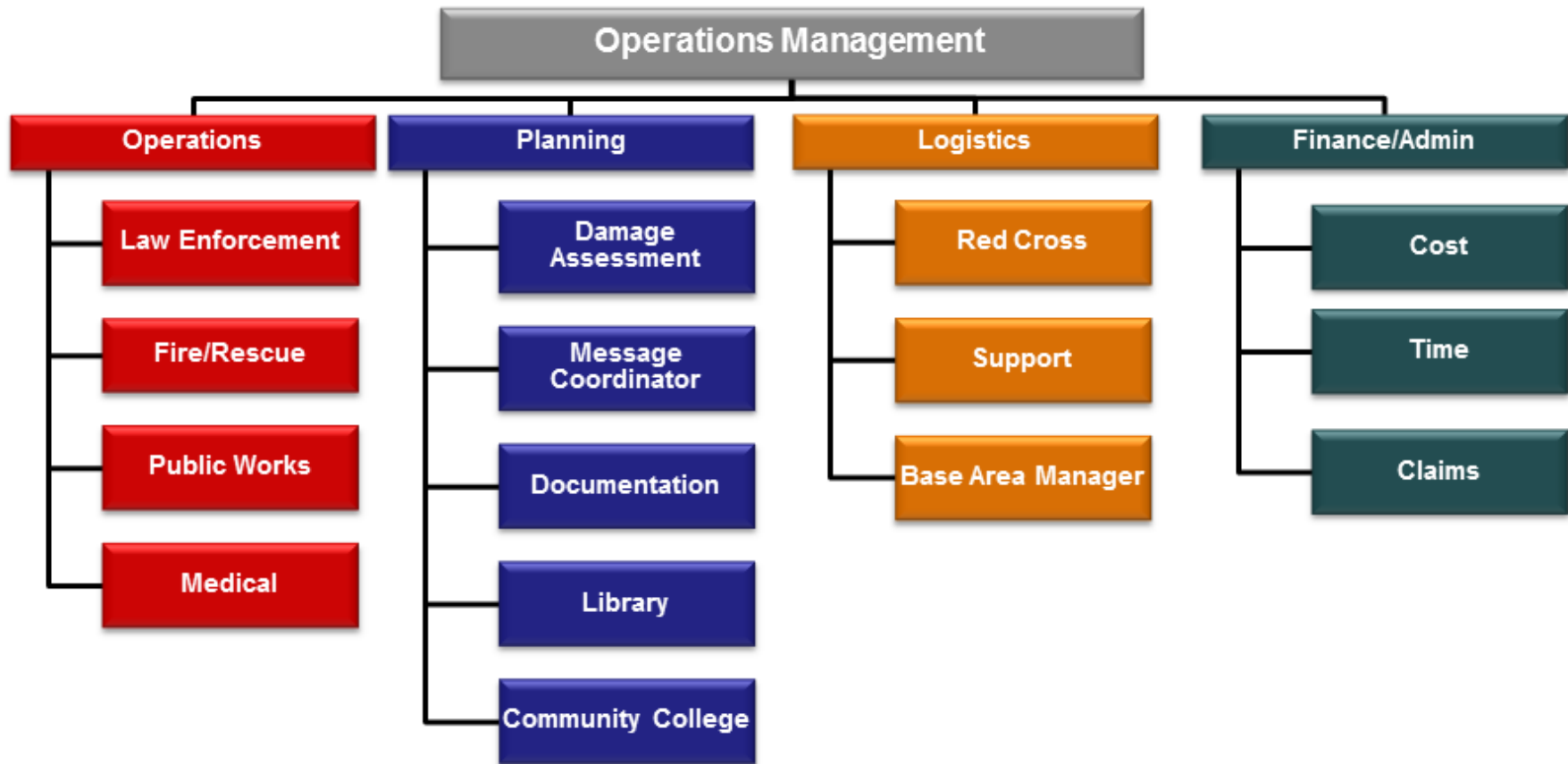
3.4: Hybrid Organizational Structure



3.5: Hybrid (2) Organizational Structure



3.6: Functional Management Organizational Structure



3.7: Activity: The Right Fit

Instructions:

1. Your EOC is going to be activated.
2. Six people (described below) are available to work in your EOC. Review the descriptions and decide: **If you could only add three of them to your EOC staff, which ones would you choose, and why?**
3. Consider:
 - o If/how each person can contribute at the EOC.
 - o 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.

Be prepared to report in 15 minutes what kinds of decisions you made about the applicants and what considerations you took into account in making those decisions.

Applicants	Considerations
<p>James, from Accounting, is your classic type-B personality who drives a newer souped-up sports car. He doesn't get along well with others but has stellar performance reviews related to his regular job as an Account Technician. He has been described as "quiet but kind of arrogant." Under pressure he tends to snap at people who interrupt his thinking. He has no EOC experience.</p>	
<p>Mrs. Johnson, a former elementary school teacher, is loved by everyone but her technical skills with new technology are not that great. She really is passionate about the community and can help. She has been trained as a Red Cross volunteer and has been part of this EOC once before, but only for minor flooding.</p>	
<p>Arlene is the former Fire Chief. She has a tremendous amount of experience (23 years), but she was forced out by the new and younger chief, who used to be her deputy and whom she mentored. Although they keep a professional tone between them in public, everyone knows that there is "bad blood" there. Moreover, we can expect that the new chief will be in the Policy Group.</p>	

3.7: Activity: The Right Fit

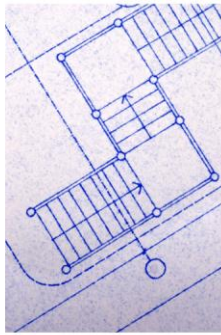
Applicants	Considerations
<p>Keith is a former U.S. Marine Captain who worked at the EOC once before. At that time, he was so amped up on caffeinated soft drinks and Marine “enthusiasm” that he did not know how to relax and get into the rhythm of the EOC. It caused some conflict but eventually got resolved and he became a real asset. Keith is very motivated to take part again.</p>	
<p>Zoey was recommended by her aunt, who works at the call center. Zoey is a troubled teen who has a great heart but has struggled in school and at part-time jobs, and she wants a second chance. She is dedicated but appears to lack skills needed in the EOC.</p>	
<p>Pat is a self-described “tech geek” who has worked for several years in the Public Safety communications department and wants to expand her horizons in the EOC. She keeps hanging around the EOC because of her communications position in the building, but she insists that she wants to do something different.</p>	
<p>Ronald really, really wants to HELP his fellow citizens...and he wants everyone to know it. He has been overheard a number of times saying how cool it would be to blog about his devotion to the cause. He has nominal office and telephone skills and is fairly well organized, but has no particular experience related to emergency management. The good news/bad news is that he is absolutely driven.</p>	

UNIT 4. EOC DESIGN, TECHNOLOGY, AND EQUIPMENT

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Unit 4. EOC Design, Technology, and Equipment

Unit 4: EOC Design, Technology, and Equipment



Visual 4.1
EOC Management and Operations (G775)

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.



Visual 4.2
EOC Management and Operations (G775)

Your Notes:

EOC Facilities

EOCs:

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



Visual 4.3
EOC Management and Operations (G775)

Video: EOC Layout and Design



Visual 4.4
EOC Management and Operations (G775)

Your Notes:

EOC Factors



FEMA

Visual 4.5
EOC Management and Operations (G775)

Importance of Accessibility

Key staff, suppliers, and support personnel must be able to travel to the EOC during or following an incident.



FEMA

Visual 4.6
EOC Management and Operations (G775)

Your Notes:

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?



FEMA

Visual 4.7
EOC Management and Operations (G775)

EOC Safety

Make sure the EOC is safely located away from:

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



FEMA

Visual 4.8
EOC Management and Operations (G775)

Your Notes:

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?



Visual 4.9
EOC Management and Operations (G775)

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?



Visual 4.10
EOC Management and Operations (G775)

Your Notes:

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.



Visual 4.11
EOC Management and Operations (G775)

Available Infrastructure

Available infrastructure should include:

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



Visual 4.12
EOC Management and Operations (G775)

Your Notes:

Survivability

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



Visual 4.13
EOC Management and Operations (G775)

Example: Survivability

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



Visual 4.14
EOC Management and Operations (G775)

Your Notes:

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.



Visual 4.15
EOC Management and Operations (G775)

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?



Visual 4.16
EOC Management and Operations (G775)

Your Notes:

Versatility Continuum

Highest Cost

Hot: Fully equipped, utilities working, shortest startup time.

Warm: Some systems/equipment in place, moderate startup time.

Cold: Not equipped, utilities not working, longest startup time.

Lowest Cost

FEMA Visual 4.17
EOC Management and Operations (G775)

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

FEMA Visual 4.18
EOC Management and Operations (G775)

Your Notes:

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.

FEMA Visual 4.19
EOC Management and Operations (G775)

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.

FEMA Visual 4.20
EOC Management and Operations (G775)

Your Notes:

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



Visual 4.21
EOC Management and Operations (G775)

EOC Interoperability and Redundancy

NIMS best practices for communications:

- Interoperability
- Redundancy



Visual 4.22
EOC Management and Operations (G775)

Your Notes:

Interoperability: Definition

The ability of public safety service and support providers to communicate with staff from other responding agencies and to exchange voice and/or data communications on demand or real time.
- National Task Force on Interoperability



Visual 4.23
EOC Management and Operations (G775)

Discussion: Interoperability

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

How do you know?



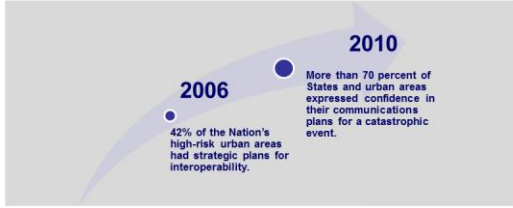
Visual 4.24
EOC Management and Operations (G775)

Your Notes:

Interoperability Is Increasing

Since 2006, all States have developed Statewide Communications Interoperability Communications Plans.

National Preparedness Report, March 2012



Video: Interoperability Factors



Your Notes:

EOC Communication Basics

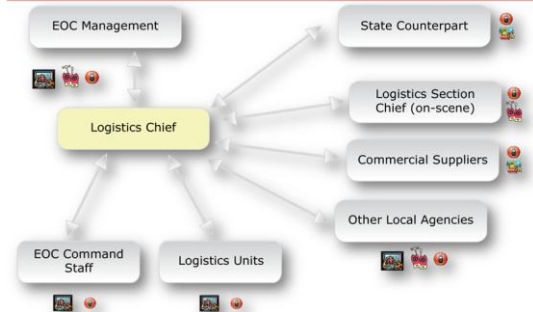
When the EOC is activated, each staff member should consider:

- 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?



Example: Mapping EOC Communications (LOG)



Your Notes:

Unit 4. EOC Design, Technology, and Equipment

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



Visual 4.29
EOC Management and Operations (G775)

Discussion: Redundancy

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



Visual 4.30
EOC Management and Operations (G775)

Your Notes:

Backup Systems Considerations

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



Visual 4.31
EOC Management and Operations (G775)

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.



Visual 4.32
EOC Management and Operations (G775)

Your Notes:

Integration of Technology

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



Emerging Technologies in the EOC



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

Your Notes:

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.

Emerging Technologies in Action



...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.

Your Notes:

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.



Your Notes:

UNIT 4. APPENDIX

- 4.1: Acquisition of Alternate Facilities
- 4.2: EOC Design and Layout
- 4.3: ICS Form 205A

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4.1: Acquisition of Alternate Facilities

1. Can critical operations and functions be performed at the alternate facility under consideration?			
Factor	Yes	No	Notes
Can critical operations be initiated, maintained, and terminated without disruption under all significant threat conditions?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility accommodate the personnel, systems, and equipment required for critical operations?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility support the capability to perform critical operations under all high-risk, high-probability conditions?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility become operational within an acceptable timeframe?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility support sustained operations?	<input type="checkbox"/>	<input type="checkbox"/>	
2. Are the facility requirements and risks associated with the alternate facility within acceptable limits?			
Have you performed a vulnerability analysis of the facility?	<input type="checkbox"/>	<input type="checkbox"/>	
Did you consider all possible scenarios for relocation to the facility?	<input type="checkbox"/>	<input type="checkbox"/>	
Did you consider the distance from threat areas of other nearby facilities/locations, such as hazardous materials facilities?	<input type="checkbox"/>	<input type="checkbox"/>	
What are the minimum functions necessary to maintain sustained operations?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility support 24/7 operations?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility have reliable logistical support, services, and infrastructure systems (water, HVAC, etc.)?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the facility located within acceptable proximity to food, water, fuel, and medical treatment facilities?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility support the health, safety, and well being for assigned personnel?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the facility located where vendor support can be acquired if necessary?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility be made secure?	<input type="checkbox"/>	<input type="checkbox"/>	
Can security capabilities be increased?	<input type="checkbox"/>	<input type="checkbox"/>	

4.1: Acquisition of Alternate Facilities (Continued)

3. Are the facility requirements and risks associated with the alternate facility within acceptable limits? (Continued)			
Factor	Yes	No	Notes
Can cellular phones be used in the facility?	<input type="checkbox"/>	<input type="checkbox"/>	
What are the equipment and furniture requirements?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the facility outside the communications and data grid of the primary facility?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility handle the power load requirements?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility have backup power generation capability?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility support interoperable communications with the entire MAC System and the public?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility accommodate communications requirements, including secure communications, if required?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility accommodate data transmission, including secure data transmission, if required?	<input type="checkbox"/>	<input type="checkbox"/>	
4. Has your jurisdiction reevaluated the alternate facility to ensure that it continues to satisfy the jurisdiction's operational criteria and meets security requirements?			
Is the facility reevaluated as part of the EOP revision cycle?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility continue to meet the requirements identified in the EOP?	<input type="checkbox"/>	<input type="checkbox"/>	

4.2: EOC Design and Layout

Considered?	Factor
<input type="checkbox"/>	1. The EOC Manager or Management Group should be in a position where it is possible to keep abreast of the current situation and manage operations, and have access to the appropriate information displays, etc.
<input type="checkbox"/>	2. Staff members whose functions work closely together, are interdependent, or are in direct support of one another should be collocated.
<input type="checkbox"/>	3. Staff sections or functions should be located near the displays that they need for their functions.
<input type="checkbox"/>	4. Staff members working with secure material must have a secure area in which to work and must be able to secure their data and other work. If possible, the secure area should be out of the way from other less-sensitive operations.
<input type="checkbox"/>	5. Conference rooms should be located out of the operational area but close enough to access information or staff members easily.
<input type="checkbox"/>	6. The JIC should be located out of, but in close proximity to, the operations area but should be accessible to key personnel and technical specialists who may be needed to provide input to the message.
<input type="checkbox"/>	7. When possible, allow enough room between functional groups to lessen cross-group interference.
<input type="checkbox"/>	8. Eating and sleeping areas should be located away from the operations area.
<input type="checkbox"/>	9. HVAC and other noise-producing equipment such as generators should be located away from the operations area, if possible.
<input type="checkbox"/>	10. The EOC design should include backup power generation of a capacity that all critical EOC systems can operate under emergency power, if necessary.
<input type="checkbox"/>	11. The entire EOC should be secure to ensure that citizens, members of the media, and other unauthorized personnel cannot access it.

4.3: ICS Form 205A (Continued)

Activity: Developing a Communications Map

ICS 205A Communications List

Purpose: The Communications List (ICS 205A) records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.) and functions as an incident directory.

Preparation: The ICS 205A can be filled out during check-in and is maintained and distributed by Communications Unit personnel. This form should be updated each operational period.

Distribution: The ICS 205A is distributed within the ICS organization by the Communications Unit, and posted as necessary. All completed original forms must be given to the Documentation Unit. If this form contains sensitive information such as cell phone numbers, it should be clearly marked in the header that it contains sensitive information and is not for public release.

Notes:

- The ICS 205A is an optional part of the Incident Action Plan (IAP).
- This optional form is used in conjunction with the ICS 205.
- If additional pages are needed, use a blank ICS 205A and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies
3	Basic Local Communications Information	Enter the communications methods assigned and used for personnel by their assigned ICS position.
	• Incident Assigned Position	Enter the ICS organizational assignment.
	• Name	Enter the name of the assigned person.
	• Method(s) of Contact (phone, pager, cell, etc.)	For each assignment, enter the radio frequency and contact number(s) to include area code, etc. If applicable, include the vehicle license or ID number assigned to the vehicle for the incident (e.g., HAZMAT 1, etc.).
4	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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

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Unit 5. Situational Awareness and Common Operating Picture

Unit 5: Situational Awareness and Common Operating Picture



Visual 5.1
EOC Management and Operations (G775)

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.



Visual 5.2
EOC Management and Operations (G775)

Your Notes:

Video: Viewpoints From the Field



VIEWPOINTS
CENTER FOR HOMELAND DEFENSE AND SECURITY

Click image to play video.



Visual 5.3
EOC Management and Operations (G775)

Common Points of EOC Failure



Communications Capability

Resource Management

Depth of the EOC Organization

Training and Exercising

Situational Awareness and Common
Operating Picture



Visual 5.4
EOC Management and Operations (G775)

Your Notes:

Review: 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)



Visual 5.5
EOC Management and Operations (G775)

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?



Visual 5.6
EOC Management and Operations (G775)

Your Notes:

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.



Visual 5.7
EOC Management and Operations (G775)

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.



Visual 5.8
EOC Management and Operations (G775)

Your Notes:

Visualizing SA and COP

Individual EOC SA developed for the State

EOC

COP/SA from incident(s)

Managing SA to develop a COP through information management & relationships

Impacted communities

Evaluation process consideration:

1. Organizational structure
2. Data filtering process
3. Developing an informational picture
4. Pushing out a picture
5. Continued SA monitoring
6. Defining a planning process for SA and COP

FEMA Visual 5.9 EOC Management and Operations (G775)

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 (G775)

Your Notes:

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 (G775)

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 (G775)

Your Notes:

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.



Visual 5.13
EOC Management and Operations (G775)

COP: Intelligence

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



Visual 5.14
EOC Management and Operations (G775)

Your Notes:

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.



Visual 5.15
EOC Management and Operations (G775)

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.



Visual 5.16
EOC Management and Operations (G775)

Your Notes:

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.



Visual 5.17
EOC Management and Operations (G775)

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?



Visual 5.18
EOC Management and Operations (G775)

Your Notes:

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.



Visual 5.19
EOC Management and Operations (G775)

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.



Visual 5.20
EOC Management and Operations (G775)

Your Notes:

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.



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

Your Notes:

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

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.

Your Notes:

UNIT 6. EOC OPERATIONS

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Unit 6: EOC Operations



FEMA

Visual 6.1
EOC Management and Operations (G775)

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.



FEMA

Visual 6.2
EOC Management and Operations (G775)

Your Notes:

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.



FEMA

Visual 6.3
EOC Management and Operations (G775)

Unit Topics: Overview



FEMA

Visual 6.4
EOC Management and Operations (G775)

Your Notes:

Discussion: Activating the EOC

What is your policy for activating the EOC?



Visual 6.5
EOC Management and Operations (G775)

Activating the EOC: Triggers

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



Visual 6.6
EOC Management and Operations (G775)

Your Notes:

Activating the EOC: Additional Triggers

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



Visual 6.7
EOC Management and Operations (G775)

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



Visual 6.8
EOC Management and Operations (G775)

Your Notes:

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.



Visual 6.9
EOC Management and Operations (G775)

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.



Visual 6.10
EOC Management and Operations (G775)

Your Notes:

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



Visual 6.11
EOC Management and Operations (G775)

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.



Visual 6.12
EOC Management and Operations (G775)

Your Notes:

Implement Activation Levels

Based on:

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



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.



Your Notes:

Unit Topics: EOC/Incident Command



EOC Interface: Small, Routine Incident



Your Notes:

EOC Interface: Medium-to-Large Incident



Discussion: EOC Interface Issues



Your Notes:

EOC Interface Issues



Emerging Event

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



Your Notes:

Emerging Event: Resource Management

Command Post:

- Identify needs
- Order resources
- Check-in resources
- Assign resources
- Track resources
- Demobilize resources

EOC:

- Receive requests
- Prioritize requests
- Locate/order resources
- Assign according to priorities
- Track resource use
- Pay for resources



Unit Topics: SOPs



Your Notes:

Discussion: SOPs

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



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>



Your Notes:

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?



Unit Topics: Resource Coordination



Your Notes:

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

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?

Your Notes:

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 (G775)

EOC Coordination With Other Entities

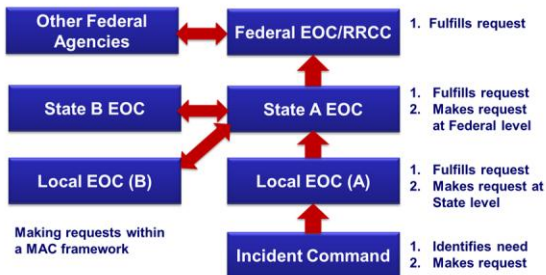


- Common coordination points:
- Mutual aid requested.
 - Technical specialists required.
 - The emergency is widespread.
 - A Federal disaster (Stafford Act declaration) is declared.
 - An Emergency Declaration is declared in advance of a foreseen Stafford Act disaster.

FEMA Visual 6.30
EOC Management and Operations (G775)

Your Notes:

Coordination of Resource Requests



FEMA Visual 6.31
EOC Management and Operations (G775)

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 followup questions.

Hint: Document your decisionmaking and requests!

FEMA Visual 6.32
EOC Management and Operations (G775)

Your Notes:

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.



Visual 6.33
EOC Management and Operations (G775)

Unit Topics: Documentation



Visual 6.34
EOC Management and Operations (G775)

Your Notes:

Documentation

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



Visual 6.35
EOC Management and Operations (G775)

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.



Visual 6.36
EOC Management and Operations (G775)

Your Notes:

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.



Complete Seattle Times
Article 6.4



Visual 6.37
EOC Management and Operations (G775)

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.



Visual 6.38
EOC Management and Operations (G775)

Your Notes:

Documentation Strategies

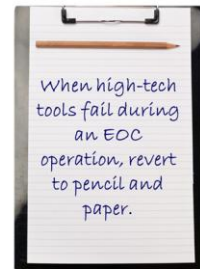
- Develop a documentation plan.
- Establish policies before disaster strikes.
- Consider HR policies that offset potential Federal match requirements.
- Train and exercise all EOC personnel.
- Implement your documentation plan regardless of the prospect of Federal assistance.



Visual 6.39
EOC Management and Operations (G775)

Documentation Tools

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



Visual 6.40
EOC Management and Operations (G775)

Your Notes:

Unit Topics: Perceptions



Visual 6.41
EOC Management and Operations (G775)

Perceptions & EOC Success



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

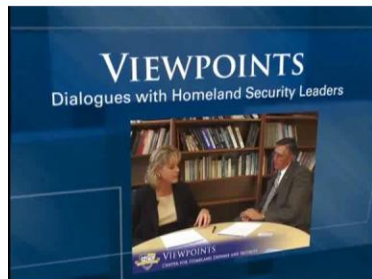
Perception can influence the morale and the decisionmaking processes within the EOC if left unaddressed.



Visual 6.42
EOC Management and Operations (G775)

Your Notes:

A First Responder's Perception of the EOC



Click image to play video.



Visual 6.43
EOC Management and Operations (G775)

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.



Visual 6.44
EOC Management and Operations (G775)

Your Notes:

Unit Topics: Managing Issues and Stress



Visual 6.45
EOC Management and Operations (G775)

Long-Term EOC Operations: Issues



Documentation



Resources



Staffing



Cost and Budgetary



Visual 6.46
EOC Management and Operations (G775)

Your Notes:

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 (G775)

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.



Visual 6.48
EOC Management and Operations (G775)

Your Notes:

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.



Visual 6.49
EOC Management and Operations (G775)

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



Visual 6.50
EOC Management and Operations (G775)

Your Notes:

Managing Stress Levels: Before

Before EOC operations:

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



Visual 6.51
EOC Management and Operations (G775)

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.



Visual 6.52
EOC Management and Operations (G775)

Your Notes:

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.



Visual 6.53
EOC Management and Operations (G775)

Discussion: Managing Stress

What additional strategies have you used to manage stress levels?



Visual 6.54
EOC Management and Operations (G775)

Your Notes:

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.



Visual 6.55
EOC Management and Operations (G775)

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.



Visual 6.56
EOC Management and Operations (G775)

Your Notes:

UNIT 6. APPENDIX

- 6.1: Activating the EOC
- 6.2: Time-Phased Activation
- 6.3: Sample Position-Specific Checklist
- 6.4: Seattle Times Article
- 6.5: Signs of Heightened Stress in Emergency Situations

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6.1: Activating the EOC

Emergency Function (EF) 1

MANAGING EMERGENCY OPERATIONS

(Excerpted from Jefferson County, AL EOP)

The Emergency Management Agency (EMA) is the county's 24-hour "crisis monitor." As emergency situations threaten to occur, the county

EMA Coordinator may convene a "Crisis Action Team (CAT)" or activate the Emergency Operations Center (EOC) to facilitate evaluation and

incident planning and possible activation and implementation of emergency functions and resources. Certain near instantaneous events may trigger immediate, full EOC activation. The EOC is the key to successful response and recovery operations. With decisionmakers and policymakers located together, personnel and resources can be used efficiently. Coordination of activities will ensure that all tasks are accomplished and minimize duplication of efforts.

Under these circumstances. . .

This person. . .

May activate the EOC. . .

6.1: Activating the EOC (Continued)

IV. CONCEPT OF OPERATIONS

A. GENERAL

1. The County Emergency Management Agency (EMA) is the lead agency for facilitating coordination among local, State, Federal, and private-sector agencies and groups within the county.
2. The EMA Coordinator serves as the key element in emergency planning and is the primary coordinator/advisor for the Emergency Management Council.
3. The EMA Coordinator or designee is the point of contact (POC) for State assistance.
4. During a full EOC activation, all EOC representatives are expected to coordinate directly with their functional counterparts in the local/State/Federal government and private sector.
5. The County Community Emergency Management System (CEMS) standardizes:
 - Organizational levels for managing emergencies.
 - Emergency management methods.
 - Training for emergency responders and managers.
6. Local jurisdictions, including county; cities and towns; fire, schools, utilities, and other special districts will be encouraged to be part of this system to bring together what will be needed to respond to an emergency event or disaster.

Designation of EMA as lead agency

Designation of EMA Coordinator as primary advisor

Designation of EMA Coordinator as POC with the State

Other players in emergency management system

6.1: Activating the EOC (Continued)

D. EMERGENCY OPERATIONS CENTER (EOC)

1. On behalf of the Emergency Management Council, the EMA Coordinator has the responsibility for coordinating the entire emergency management organization. The Coordinator makes all routine decisions and advises the officials on courses of action available for major decisions. During emergency operations, the Coordinator is responsible for the proper functioning of the EOC. The Coordinator also acts as a liaison with the State and Federal emergency agencies and neighboring counties.

EMA Coordinator responsibilities

2. The EOC is the central point for emergency management operations. The purpose of this central point is to ensure harmonious response when the emergency involves more than one political entity and several response agencies. Coordination and supervision of all services will be through the EOC Manager and Section Chiefs to provide for the most efficient management of resources.

3. During emergency situations, certain agencies will be required to relocate their center of control to the EOC. During large-scale emergencies, the EOC will become the seat of government for the duration of the crisis. However, in some situations, it may be appropriate for some agencies to operate from an alternate site other than the EOC or their primary locations.

The EOC's purpose

4. All Departments involved in disaster operations will be responsible for coordinating communications and accountability with their respective staff members and/or mutual aid resources.

Other departments' responsibilities

Accountability shall include location of deployed resources, hours worked, applicable expenditures, and emergency staff information.

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6.2: Time-Phased Activation

EOC Activation Levels

Level	Description	Minimum Staffing Requirements
3 (Monitor)	<ul style="list-style-type: none"> ▪ Small incident or event ▪ One site ▪ Two or more agencies involved ▪ Potential threat of: <ul style="list-style-type: none"> ▪ Flood ▪ Severe storm ▪ Interface fire ▪ Escalating incident 	<ul style="list-style-type: none"> ▪ EOC Manager ▪ Public Information Officer ▪ Liaison Officer ▪ Operations Section Chief
2 (Partial)	<ul style="list-style-type: none"> ▪ Moderate event ▪ Two or more sites ▪ Several agencies involved ▪ Major scheduled event (e.g., conference or sporting event) ▪ Limited evacuations ▪ Resource support required 	<ul style="list-style-type: none"> ▪ EOC Manager ▪ Public Information Officer ▪ Liaison Officer ▪ Section Chiefs (as required) ▪ Limited activation of other EOC staff (as required)
1 (Full)	<ul style="list-style-type: none"> ▪ Major event ▪ Multiple sites ▪ Regional disaster ▪ Multiple agencies involved ▪ Extensive evacuations ▪ Resource support required 	<ul style="list-style-type: none"> ▪ EOC Manager ▪ Policy Group ▪ All EOC functions and positions (as required)

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

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6.3: Sample Position-Specific Checklist

EOC Manager

REPORTS TO:

Chief Elected Official

POSITIONS REPORTING TO THE EOC MANAGER:

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

RESPONSIBILITIES:

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

- Immediately notify the Chief Elected Official of significant emergency situations that could affect the jurisdiction.
- When directed by the Chief Elected Official or when circumstances dictate, notify all tasked organizations, inform them of the situation, and direct them to take the actions appropriate for the situation (report to EOC, scene of the emergency, stand by, etc.) in accordance with their organization's SOP.
- The EOC Manager has overall management responsibility for the coordination between emergency response and supporting agencies in the EOC. In conjunction with Management Section, set priorities for response efforts in the affected area.
- Provide support to Local Authorities and agencies and ensure that all actions are accomplished within the priorities established.
- Establish the appropriate staffing level for the EOC and continuously monitor organizational effectiveness to ensure that appropriate modifications occur as required.
- Ensure that inter-agency coordination is accomplished effectively within the EOC.
- Direct, in consultation with the EOC Public Information Officer, appropriate emergency public information actions using the best methods of dissemination. Approve the issuance of press releases, and other public information materials as required.
- Liaise with Elected Officials.
- Ensure risk management principles and procedures are applied for all activities.

6.3: Sample Position-Specific Checklist (Continued)

ACTIVATION PHASE:

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

6.3: Sample Position-Specific Checklist (Continued)

- Assist the general staff and the Policy Group with the following to develop an overall strategy:
 - Assessing the situation.
 - Defining the problem.
 - Establishing priorities.
 - Determining the need for evacuation.
 - Estimating the incident duration.
 - Determining if there is a need to make an emergency declaration.
- Schedule the initial EOC Action Planning meeting and have the Planning Section Chief prepare the agenda.
- Consult with the Liaison Officer and General Staff to determine what representation is needed at the EOC from other agencies.
- Assign the Liaison Officer to coordinate outside agency response to the EOC, and to assist as necessary.

OPERATIONAL PHASE:

- Maintain a position log and any other relevant forms.
- Monitor General Staff activities to ensure that all appropriate actions are being taken.
- Establish operational periods and management timelines.
- Set and communicate priorities and objectives.
- In conjunction with the EOC Public Information Officer, conduct news conferences and review media releases, information bulletins and advisories, etc. for final approval, following the established procedure for information releases and media briefings.
- Ensure that the Liaison Officer is providing for and maintaining effective interagency coordination.
- Consult with the Planning Section Chief to prepare priorities and objectives for the EOC Action Planning meetings.
- Approve EOC Management Section Briefing Agendas.
- Convene the initial EOC Action Planning meeting.
- Ensure that all Section Chiefs, Management Section members, and other key agency representatives are in attendance.
- Ensure that appropriate planning procedures are followed. Have the Planning Section Chief chair the meeting and coordinate facilitation of all future action planning meetings.
- Approve and authorize implementation of all Action Plans.

6.3: Sample Position-Specific Checklist (Continued)

- Conduct periodic briefings with the EOC Management Section to ensure response priorities and objectives are current and appropriate.
- Establish and maintain contacts with other EOCs, jurisdictions, and other emergency response organizational levels, as appropriate.
- Document all decisions.
- Approve resource requests not included in the Action Plan, as required.
- Conduct periodic briefings for Elected Officials, their representatives, and/or dignitaries and staff.
- Consult with Local Authorities and provide guidance on procedures for declaring a “State of Local Emergency,” and coordinate local government declarations (if any) with other emergency response agencies, as required.
- In conjunction with the Liaison Officer, prepare to brief Elected Officials on the possibility for declaration of a provincial “State of Emergency.”
- Ensure Local Authorities are informed of “State of Emergency” once declared by the Governor.
- Assign in writing, delegated powers, if any, under the declaration.
- Assign special projects to the EOC Assistant Manager, as needed.
- Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

DEACTIVATION PHASE:

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

6.4: Seattle Times Article, December 16, 2009

Dam discharge that swamped Pacific spurs finger-pointing

Floodwaters that pushed through the city of Pacific last week could have been controlled 11 hours earlier if word had reached the federal...

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

Seattle Times staff reporters

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

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

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

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

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

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

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

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

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

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

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

6.4: Seattle Times Article, December 16, 2009 (Continued)

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

Water over levee

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

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

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

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

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

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

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

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

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

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

Congressman enlisted

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

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

6.4: Seattle Times Article, December 16, 2009 (Continued)

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

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

"The aerial view was key," Takash said.

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

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

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

Article published December 16, 2009.

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6.5: Signs of Heightened Stress in Emergency Situations

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

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UNIT 7. PUBLIC INFORMATION AND WARNING

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Unit 7: Public Information and Warning



Visual 7.1
EOC Management and Operations (G775)

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.



Visual 7.2
EOC Management and Operations (G775)

Your Notes:

Unit Topics: Overview



Visual 7.3
EOC Management and Operations (G775)

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.



Visual 7.4
EOC Management and Operations (G775)

Your Notes:

Unit 7. Public Information and Warning

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)



Visual 7.5
EOC Management and Operations (G775)

Unit Topics: Public Information and Warning



Visual 7.6
EOC Management and Operations (G775)

Your Notes:

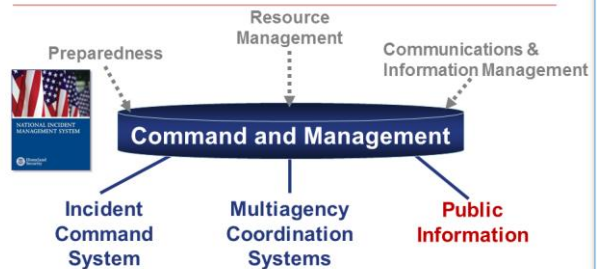
PPD-8 Core Capability: Public Information and Warning

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.



Visual 7.7
EOC Management and Operations (G775)

NIMS & Public Information



Visual 7.8
EOC Management and Operations (G775)

Your Notes:

Unit 7. Public Information and Warning

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.



Visual 7.9
EOC Management and Operations (G775)

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.



Visual 7.10
EOC Management and Operations (G775)

Your Notes:

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



Visual 7.11
EOC Management and Operations (G775)

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.



Visual 7.12
EOC Management and Operations (G775)

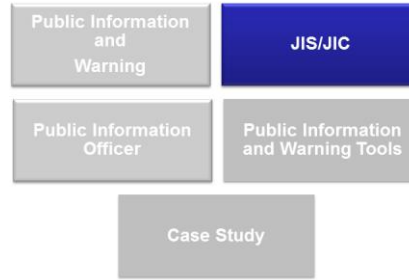
Your Notes:

Public Information Functions

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



Unit Topics: JIS/JIC



Your Notes:

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.



Discussion: Your JIS

Who would you include in your Joint Information System?

Your Notes:

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



Visual 7.17
EOC Management and Operations (G775)

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.



Visual 7.18
EOC Management and Operations (G775)

Your Notes:

Discussion: JIC

What are some examples of incidents where you might establish a JIC?



Visual 7.19
EOC Management and Operations (G775)

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?



Visual 7.20
EOC Management and Operations (G775)

Your Notes:

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



Visual 7.21
EOC Management and Operations (G775)

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.



Visual 7.22
EOC Management and Operations (G775)

Your Notes:

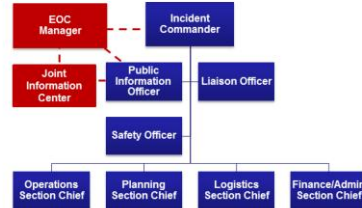
Unit Topics: Public Information Officer



Visual 7.23
EOC Management and Operations (G775)

Public Information Officer (PIO)

- Represents and advises the EOC Manager and Policy Group.
- Coordinates (from the EOC) media and public inquiries.
- Collects, verifies, and disseminates information to the target audiences.



Visual 7.24
EOC Management and Operations (G775)

Your Notes:

Community Knowledge



- The PIO must know the community, including its:
- Demographics.
 - Governmental structure.
 - Key players (people and organizations).
 - Relevant history.
 - Culture.



Visual 7.25
EOC Management and Operations (G775)

Emergency Management Knowledge

The PIO must know:

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



Visual 7.26
EOC Management and Operations (G775)

Your Notes:

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?



Visual 7.27
EOC Management and Operations (G775)

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 spokespersons for briefings.



Visual 7.28
EOC Management and Operations (G775)

Your Notes:

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.



Visual 7.29
EOC Management and Operations (G775)

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.



Visual 7.30
EOC Management and Operations (G775)

Your Notes:

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.



Visual 7.31
EOC Management and Operations (G775)

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).

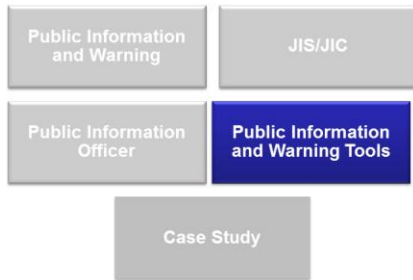


Visual 7.32
EOC Management and Operations (G775)

Your Notes:

Unit 7. Public Information and Warning

Unit Topics: Public Information and Warning Tools



Visual 7.33
EOC Management and Operations (G775)

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>



Visual 7.34
EOC Management and Operations (G775)

Your Notes:

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.

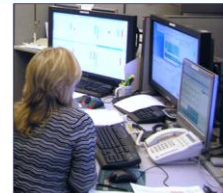


Visual 7.35
EOC Management and Operations (G775)

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.



Visual 7.36
EOC Management and Operations (G775)

Your Notes:

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.

Examples of Social Media



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



Your Notes:

Video: A Closer Look at Social Media



A tornado strikes in the Midwest.

Click image to play video.

Unit Topics: Case Study



Your Notes:

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.



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.



Your Notes:

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.



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 (owner)	Providence	425-
	Teresa Wentz (partner)	Providence	425-
Everett (Evergreen Middle School)	April Zapeda	The Everett Clinic	425-
Marysville	Doug Buell	City of Marysville	425-
Monroe	Monica Sylta	Valley General	425-
Snohomish	Matt Smith	Sno. Family Med. Center	425-
Everett (Community Health Center)	LuAnne Kay	Community Health	425-
Tulip	Herbert Smith	Tulip Tribes	206-
Stanwood	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.



Your Notes:

Video: H1N1 Success Story



Visual 7.45
EOC Management and Operations (G775)

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>.



Visual 7.46
EOC Management and Operations (G775)

Your Notes:

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.



Visual 7.47
EOC Management and Operations (G775)

Your Notes:

UNIT 7. APPENDIX

- 7.1: Activity: Chemical Spill
- 7.2: Sample JIS Coordination Strategy
- 7.3: Managing Emergency Public Information
- 7.4: Social Media Descriptions

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7.1: Activity: Chemical Spill

Purpose: This activity considers the kinds of information needed by different segments of the community during an incident.

Scenario: A traffic accident has occurred in your community involving a head-on collision between a car and a pest-control truck carrying hazardous materials. The crash occurred around 2 p.m. on a Wednesday, several blocks from an elementary school and a daycare center. Both drivers suffered life-threatening injuries, and presumably dangerous chemicals are spilling from the pest-control truck.

Instructions: Discuss with your team: For your assigned group, what information is needed in this scenario? Be ready to share your responses in 5 minutes.

Groups:

- The public

- Elected officials

- First responders

- Other key stakeholders

7.2: Sample JIS Coordination Strategy

H1N1 Communications Strategy for ESF 15 – Snohomish County

Goal: To create a network of PIOs and a consistent message among participating agencies of Snohomish County's unified command service.

How it works:

1. PIOs from participating agencies will work together through weekly meetings and daily emails to coordinate messaging for the public and media.
2. Coordinated messages will be sent to media as press releases, posted to <http://www.snocoflu.org> and other outlets as necessary.
3. ESF-15 lead will maintain contact with group of PIOs through daily emails/phone calls as needed. ESF-15 lead will be liaison to Unified Commander, funneling information between Communication group and Unified Command.
4. Snohomish County DIS will create single-point email account and phone number for media to make inquiries of participating organizations.
5. PIOs will rotate as "on-call PIO." They will be responsible for initial response to media calls, handling basic H1N1 events/outcomes/issues based on consistent messaging. From there, on-call PIO will farm out media calls to other PIOs in the network for specific information.
 - a. Example: Christopher Schwarzen receives call from the Everett Herald. He gives daily update. But Herald also wants information on flu patients at Providence. Christopher then forwards Herald call to XXXXXX at Providence for specific answers.
 - b. Example: Christopher Schwarzen, Snohomish County PIO, is on-call PIO. He has single-point phone and email forwarded to him. He responds to a media call from the Seattle Times, which wants absentee rates/issues. He gives daily update then connects the Times with XXXXXX, acting PIO for the school districts.
6. For time being, on-call PIO will serve for weeklong period, Monday through Sunday. As influenza events increase, period of time for on-call duty will decrease to prevent burnout.
7. Messaging that is consistent with steps being taken by Unified Command will be created by a communications group of first responders/medical personnel and will be vetted by the Unified Command leadership along with final approval by the Snohomish Health District's medical director.
8. This messaging will be part of a weekly report called a Situation Report (Sitrep), which will be distributed to each member of the ESF-15 group.

7.2: Sample JIS Coordination Strategy (Continued)

Outcomes:

1. Using single-point of entry for media calls will allow us to better manage the message that is being distributed for the public.
2. Using a rotating on-call PIO and single-point of entry for media calls should give media a confidence that they will receive the most up-to-date information available and that they will be routed to the necessary experts for their stories. Media will no longer need to make multiple phone calls for information.
3. Using a rotating on-call PIO eliminates the pressure of multiple PIOs fielding multiple calls on a daily basis. It's possible they will be needed, but they will be needed, but they should be able to rest assured that initial information has been handled already. This should prevent burnout.

Participating PIOs:

1. Christopher Schwarzen , Snohomish County
2. XXXXXX, Snohomish Health District
3. XXXXXX, Everett Clinic
4. XXXXXX, Valley General Hospital
5. XXXXXX, City of Arlington/Cascade Valley Hospital
6. XXXXXX, Monroe School District/SnoCo Schools PIO for 2009
7. XXXXXX, Providence Everett Hospital
8. XXXXXX, City of Everett
9. XXXXXX, Tulalip Tribes
10. XXXXXX, City of Marysville
11. XXXXXX, Everett CC
12. XXXXXX, Stevens Hospital

Schedule:

- XXXXXX, Everett Clinic: Sept. 28-Oct. 4
- XXXXXX, Snohomish County: Oct.5-11
- XXXXXX, Snohomish Health District, Oct. 12-18
- XXXXXX, Valley General Hospital, Oct. 19-25
- XXXXXX, City of Arlington, Oct. 26-Nov. 1
- XXXXXX, Monroe School District, Nov. 2-8
- XXXXXX, Providence, Nov. 9-15
- XXXXXX, City of Everett, Nov. 16-22
- XXXXXX, Tulalip Tribes, Nov. 23-29
- XXXXXX, Community Health Center of Snohomish County, Nov.30-Dec. 6
- XXXXXX, City of Marysville, Dec. 7-13
- XXXXXX, Stevens Hospital, Dec. 14-20

Scheduling conflicts should be addressed to Christopher Schwarzen.

Discussion Points:

- The need for weekly media call-in featuring representatives of participating agencies.
- The need for on-site press visits to clinics, etc.
- Call-center concerns, issues.

7.3: Managing Emergency Public Information

Emergency Public Information
<p>Emergency public information serves many important functions. It can:</p> <ul style="list-style-type: none">• Save lives and reduce injury. Knowing the proper protective actions to take enables people to reduce their risk.• Protect property and the environment. Understanding how to mitigate risk to property and the environment may lessen the damage inflicted by disasters.• Facilitate the tactical response by calming fears and managing expectations. People who know what to expect are more likely to follow instructions and allow responders to do their jobs.• Educate and inform the public and change behavior or attitudes. An educated public is more likely to prepare for emergencies and be ready when they occur.
Public Information Process
<p>The process of getting accurate information to the public is the same before, during, and after an incident and includes:</p> <ul style="list-style-type: none">• Gathering information.• Verifying the information.• Coordinating the information.• Disseminating the information.
Public Information Officer (PIO) Functions
<p>The PIO supports the Incident Command structure as a member of the Command Staff. The PIO advises the Incident Commander on all public information matters relating to the management of the incident. The PIO handles:</p> <ul style="list-style-type: none">• Inquiries from the media, the public, and elected officials.• Emergency public information and warnings.• Rumor monitoring and response.• Media monitoring. <p>The Public Information Officer (or, if there is no PIO, the emergency manager) manages public information through:</p> <ul style="list-style-type: none">• Developing community awareness, including:<ul style="list-style-type: none">○ Demographics to select the right media to reach the audience.○ The jurisdiction's and State's governmental structures and how the various organizations or departments relate.○ Key players including those in government, the media, nonprofit organizations, etc.○ The community's recent disaster history.○ The community's culture—the community's values, concerns, and interests, and how can the population be reached through those interests.

7.3: Managing Emergency Public Information (Continued)

Public Information Officer (PIO) Functions (Continued)

- Employing **emergency management knowledge**, including:
 - Basic emergency management concepts, including the role of local, tribal, State, and Federal levels of government, the local emergency operations plan, and his or her organization's role in an emergency.
 - Incident Command System (ICS) structure and approach to incident management.
 - National Incident Management System (NIMS) approach to the management of incidents.
- Demonstrating **media relations skills**, including:
 - Providing information and access to newsmakers.
 - Demonstrating an understanding of media needs and operations.
 - Respecting media deadlines.
 - Maintaining open dialogue.

Emergency Manager's Role

The emergency manager's main role takes place in advance of any incidents—making sure the system is in place and that Joint Information Center (JIC) facilities are available and ready when the JIC needs to be in operation. This involves planning for accessible work space, electrical systems, phone lines, Internet access, space for camera trucks, and similar planning and logistics.

The emergency operations plan (or an annex to the EOP) should lay out how it all works—who has authority, what each person's responsibilities are, what happens when State and Federal representatives come in, etc.

When an incident occurs, and the incident is of a size and scope to require a JIC, the emergency manager activates the JIC, and the preplanned systems go into effect.

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

7.4: Social Media Descriptions

Social Media Descriptions	
Social Media	Description
Blog	<p>A blog (a contraction of the term Weblog) is a Web site, usually maintained by an individual, with regular entries of commentary, descriptions of events, or other material such as graphics or video. Entries are commonly displayed in reverse-chronological order. “Blog” can also be used as a verb, meaning to maintain or add content to a blog.</p> <p>Many blogs provide commentary or news on a particular subject; others function as more personal online diaries. A typical blog combines text, images, and links to other blogs, Web pages, and other media related to its topic. The ability for readers to leave comments in an interactive format is an important part of many blogs.</p>
Citizen Journalism	<p>Citizen journalism is based upon public citizens playing an active role in the process of collecting, reporting, analyzing, and disseminating news and information. The availability of technology such as smartphones with cameras and video capability makes it possible for individuals to report breaking news often more quickly than traditional media reporters.</p>
Micro-blog	<p>A micro-blog is a form of multimedia blogging that allows users to send brief text updates (say, 140 characters or fewer) or micromedia (such as photos or audio clips) and publish them, either to be viewed by anyone or by a restricted group that can be chosen by the user. These messages can be submitted by a variety of means, including text messaging, instant messaging, email, digital audio, or the Web.</p>
Photo Sharing	<p>Photo sharing is the publishing or transfer of a user’s digital photos online through both Web sites and applications that facilitate the upload and display of images. The term can also be loosely applied to the use of online photo galleries that are set up and managed by individual users, including photoblogs.</p>
Podcast	<p>A podcast is a series of visual or sound files that are distributed over the computer by syndicated download, through Web feeds, to portable media players and personal computers. Though the same content may also be made available by direct download or streaming, a podcast is distinguished from most other digital media formats by its ability to be syndicated, subscribed to, and downloaded automatically when new content is added. Like the term broadcast, podcast can refer either to the series of content itself or to the method by which it is syndicated; the latter is also called podcasting. The host or author of a podcast is often called a podcaster.</p>

7.4: Social Media Descriptions (Continued)

Social Media	Description
Really Simple Syndication (RSS) Feed	<p>RSS (abbreviation for Really Simple Syndication) is a family of Web feed formats used to publish frequently updated works—such as blog entries, news headlines, audio, and video—in a standardized format. An RSS document (which is called a “feed,” “Web feed,” or “channel”) includes full or summarized text, plus metadata such as publishing dates and authorship. Web feeds benefit publishers by letting them syndicate content automatically. They benefit readers who want to subscribe to timely updates from favored Web sites or to aggregate feeds from many sites into one place. The user subscribes to a feed by clicking an RSS icon in a browser that initiates the subscription process. The RSS reader checks the user’s subscribed feeds regularly for new work, downloads any updates that it finds, and provides a user interface to monitor and read the feeds.</p>
Smartphone	<p>(See Citizen Journalism.)</p>
Social Networking	<p>Social networking sites are online communities that connect people who share interests and/or activities, or who are interested in exploring the interests and activities of others.</p> <p>The most popular social networking sites have groups, which offer chat boards for members. There are also professional social networking sites with sections for jobs. All social networking sites allow users to find people they know among the members, or look for other members with similar interests or affiliations. These sites make it easy to establish networks of contacts.</p>
Video Blog	<p>A video blog, sometimes shortened to a vlog or vidblog, is a form of blog for which the medium is video. Entries are made regularly and often combine embedded video or a video link with supporting text, images, and other metadata. Vlogs also often take advantage of Web syndication to allow for the distribution of video over the Internet using either the RSS or Atom syndication formats, for automatic aggregation and playback on mobile devices and personal computers.</p>
Video Sharing	<p>Videos can be used to communicate information on Web sites or on video hosting sites. Video is a good choice for sharing information because of its audio and visual components.</p>

7.4: Social Media Descriptions (Continued)

Social Media	Description
Web 2.0, Webcast	<p>A Web 2.0 site allows users to interact and collaborate with each other in a social media dialogue as creators of user-generated content in a virtual community.</p> <p>A webcast is a media presentation distributed over the Internet using streaming media technology.</p>
Wiki	<p>A wiki is a page or collection of Web pages designed to enable anyone who accesses it to contribute or modify content, using a simplified markup language. Wikis are often used to create collaborative Web sites and to power community Web sites.</p> <p>A defining characteristic of wiki technology is the ease with which pages can be created and updated. Generally, there is no review before modifications are accepted. Many wikis are open to alteration by the general public without requiring them to register user accounts. Sometimes logging in for a session is recommended, to create a “wiki-signature” cookie for signing edits automatically. Many edits, however, can be made in real-time and appear almost instantly online. This feature can facilitate abuse of the system. Private wiki servers require user authentication to edit pages, and sometimes even to read them.</p>

UNIT 8. THE EOC TRANSITION TO RECOVERY

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**Unit 8:
The EOC
Transition to
Recovery**



Visual 8.1
EOC Management and Operations (G775)

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.



Visual 8.2
EOC Management and Operations (G775)

Your Notes:

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.



Visual 8.3
EOC Management and Operations (G775)

Unit Topics: Recovery Overview



Visual 8.4
EOC Management and Operations (G775)

Your Notes:

Unit 8. The EOC Transition To Recovery

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



Visual 8.5
EOC Management and Operations (G775)

Critical Tasks for Recovery

The National Preparedness Goal identifies preliminary targets in building recovery capabilities related to:

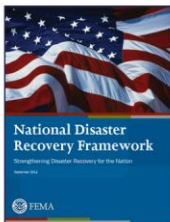
- Planning
- Public Information and Warning
- Operational Coordination
- Economic Recovery
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Resources



Visual 8.6
EOC Management and Operations (G775)

Your Notes:

Recovery Framework



- Core recovery principles
- Roles and responsibilities of recovery coordinators and other stakeholders
- Coordinating structure that facilitates communication and collaboration among all stakeholders
- Guidance for predisaster and postdisaster recovery planning
- Overall process by which communities can capitalize on opportunities to rebuild stronger, smarter, and safer



Visual 8.7
EOC Management and Operations (G775)

The Recovery Continuum

When does recovery start?



Recovery Continuum 8.1

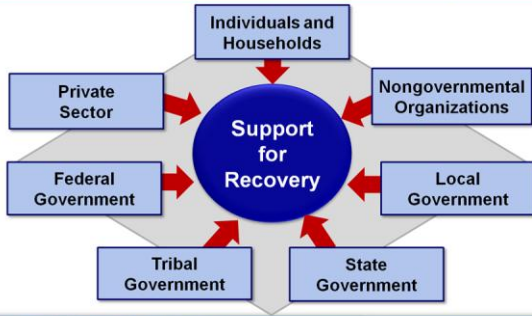


Visual 8.8
EOC Management and Operations (G775)

Your Notes:

Unit 8. The EOC Transition To Recovery

Whole Community Partnership



Visual 8.9
EOC Management and Operations (G775)

Discussion: Your EOC

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



Visual 8.10
EOC Management and Operations (G775)

Your Notes:

Joplin: The Whole Community

Community
Partners
Cooperation



Visual 8.11
EOC Management and Operations (G775)

Predisaster 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



Visual 8.12
EOC Management and Operations (G775)

Your Notes:

Unit Topics: Transition to Recovery



Visual 8.13
EOC Management and Operations (G775)

Discussion: Your Experiences



Visual 8.14
EOC Management and Operations (G775)

Your Notes:

Transition to Recovery: EOC Role

EOCs are increasingly playing a role in transitioning a community toward recovery.



Transition to recovery is also referred to as "Short-Term Recovery" or "Restoration."



Visual 8.15
EOC Management and Operations (G775)

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



Visual 8.16
EOC Management and Operations (G775)

Your Notes:

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 (G775)

Unit Topics: Recovery Assistance



 **FEMA** Visual 8.18
EOC Management and Operations (G775)

Your Notes:

Federal Assistance

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

 **FEMA** Visual 8.19
EOC Management and Operations (G775)

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 (G775)

Your Notes:

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.



Visual 8.21
EOC Management and Operations (G775)

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).



Visual 8.22
EOC Management and Operations (G775)

Your Notes:

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.

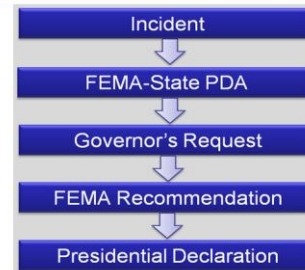


The Stafford Act has a State-local cost share of 75%-25%.



Visual 8.23
EOC Management and Operations (G775)

Declaration Process Overview



Stafford Act Declaration Process 8.3



Visual 8.24
EOC Management and Operations (G775)

Your Notes:

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.



Visual 8.25
EOC Management and Operations (G775)

Stafford Act Programs and the EOC

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



Individual Assistance (IA)
Helps: individuals, families, and households get back on their feet.



Public Assistance (PA)
Helps: governments, publicly funded entities, and certain private nonprofits rebuild and recoup costs.



Visual 8.26
EOC Management and Operations (G775)

Your Notes:

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



Visual 8.27
EOC Management and Operations (G775)

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.



Visual 8.28
EOC Management and Operations (G775)

Your Notes:

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.



Visual 8.29
EOC Management and Operations (G775)

Unit Topics: Recovery Outreach



Visual 8.30
EOC Management and Operations (G775)

Your Notes:

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.



Visual 8.31
EOC Management and Operations (G775)

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.



Visual 8.32
EOC Management and Operations (G775)

Your Notes:

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.



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.



Your Notes:

Additional Resources

Learn more about disaster assistance.



<http://www.DisasterAssistance.gov>



Unit Topics: Recovery Staffing



Your Notes:

Unit 8. The EOC Transition To Recovery

EOC Staff and Recovery

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



Visual 8.37
EOC Management and Operations (G775)

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



Visual 8.38
EOC Management and Operations (G775)

Your Notes:

Contrasting Response With Recovery

Emergency Support Functions (ESF):

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

Recovery Support Functions (RSF):

1. Community Planning and Capacity Building
2. Economic
3. Health and Social Services
4. Housing
5. Infrastructure Systems
6. Natural and Cultural Resources



Visual 8.39
EOC Management and Operations (G775)

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



Visual 8.40
EOC Management and Operations (G775)

Your Notes:

Unit Topics: Case Study



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.



Your Notes:

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.



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



Your Notes:

Video: Nashville Mayor



Visual 8.45
EOC Management and Operations (G775)

Discussion: Lessons from Nashville



Visual 8.46
EOC Management and Operations (G775)

Your Notes:

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.



Visual 8.47
EOC Management and Operations (G775)

Your Notes:

UNIT 8. APPENDIX

- 8.1: Recovery Continuum
- 8.2: Checklist for Predisaster Recovery Planning
- 8.3: Stafford Act Declaration Process
- 8.4: Disaster Assistance
- 8.5: Recovery Support Functions (RSFs)
- 8.6: Activity: EOC Recovery Staffing

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8.1: Recovery Continuum

Recovery Continuum

Predisaster Preparedness	Short-Term Recovery	Intermediate Recovery	Long-Term Recovery
<p>Examples include:</p> <ul style="list-style-type: none"> • Predisaster recovery planning • Mitigation planning and implementation • Community capacity and resilience building • Conducting disaster preparedness exercises • Partnership building • Articulating protocols in disaster plans for services to meet the emotional and health care needs of adults and children 	<p>Examples include:</p> <ul style="list-style-type: none"> • Mass Care/Sheltering: <ul style="list-style-type: none"> – Provide integrated mass care and emergency services • Debris: <ul style="list-style-type: none"> – Clear primary transportation routes • Business: <ul style="list-style-type: none"> – Establish temporary or interim infrastructure to support business reopenings – Reestablish cash flow • Emotional/Psychological: <ul style="list-style-type: none"> – Identify adults & children who would benefit from counseling or behavioral health services and begin treatment • Public Health and Health Care: <ul style="list-style-type: none"> – Provide emergency and temporary medical care and establish appropriate surveillance protocols • Mitigation Activities: <ul style="list-style-type: none"> – Assess and understand risks and vulnerabilities 	<p>Examples include:</p> <ul style="list-style-type: none"> • Housing: <ul style="list-style-type: none"> – Provide accessible interim housing solutions • Debris/Infrastructure: <ul style="list-style-type: none"> – Initiate debris removal – Plan immediate infrastructure repair and restoration • Business: <ul style="list-style-type: none"> – Support reestablishment of businesses where appropriate – Support the establishment of business recovery one-stop centers • Emotional/Psychological: <ul style="list-style-type: none"> – Engage support networks for ongoing care • Public Health and Health Care: <ul style="list-style-type: none"> – Ensure continuity of care through temporary facilities • Mitigation Activities: <ul style="list-style-type: none"> – Inform community members of opportunities to build back stronger 	<p>Examples include:</p> <ul style="list-style-type: none"> • Housing: <ul style="list-style-type: none"> – Develop permanent housing solutions • Infrastructure: <ul style="list-style-type: none"> – Rebuild infrastructure to meet future community needs • Business: <ul style="list-style-type: none"> – Implement economic revitalization strategies – Facilitate funding to business rebuilding • Emotional/ Psychological: <ul style="list-style-type: none"> – Followup for ongoing counseling, behavioral health, and case management services • Public Health and Health Care: <ul style="list-style-type: none"> – Reestablishment of disrupted health care facilities • Mitigation Activities <ul style="list-style-type: none"> – Implement mitigation strategies

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8.2: Checklist for Predisaster Recovery Planning

Checklist for Predisaster Recovery Planning

Assessment

- Identify hazards; assess risks and vulnerabilities.
- Identify limitations in recovery capacity, and means to supplement this capacity.
- Identify areas of potential financial challenges.

Communication and Outreach

- Identify strategies to use in the development of the predisaster recovery planning process.
- Develop outreach and communications strategies for use during postdisaster recovery.
- Ensure community participation of underserved and disadvantaged populations including the use of alternative communications formats and multiple languages.
- Ensure effective communications for all participants, including individuals with disabilities and individuals with limited English proficiency.

Stakeholders

- Identify sectors of the community to participate in predisaster and postdisaster recovery planning and coordination.

Partnerships

- Develop predisaster partnerships that ensure engagement of all potential resources and issues.
- Encourage full engagement of the public and recovery stakeholders.
- Organize connections and interface with the local government.

Guiding Principles and Recovery Priorities

- Determine principles to guide recovery decisionmaking.
- Explore how priorities are determined following a disaster.
- Incorporate sustainability into overall planning guidance.

Organizational Framework

- Establish clear leadership, coordination, and decisionmaking structures throughout all levels of government.

Concept of Operations

- Establish the operational framework that is followed immediately after a disaster occurs.
- Establish maintenance procedures for updating predisaster and postdisaster recovery plans.

Process for Postdisaster Recovery Planning

- Clearly articulate the connectivity between mitigation, comprehensive and regional sustainability planning, and other policy positions.
- Identify how the community will work together after a disaster to develop their plan for recovery.
- Use a multihazard approach to recovery planning and preparedness.
- Identify priority recovery and redevelopment activities.
- Organize decisions through the use of a planning system that:
 - Evaluates the likely conditions and needs after a disaster.
 - Sets recovery goals and objectives.
 - Measures progress against those goals and objectives.

8.2: Checklist for Predisaster Recovery Planning (Continued)

Checklist for Predisaster Recovery Planning (Continued)

Exercise

- Test predisaster planning, preparation, and staff capabilities by implementing recovery exercises.
- Evaluate performance and revise predisaster recovery plans accordingly.

Planning Considerations

- Identify specific planning considerations that must be taken into account in the development of a recovery plan, including but not limited to, place-based mitigation issues such as:
 - Wild/rural/urban interfaces.
 - Floodplain management.
 - Coastal zones.
 - Seismic areas.
 - Historic and cultural properties, districts, landscapes, and traditional cultural properties.

8.3: Stafford Act Declaration Process

Requesting Stafford Act Assistance	
<p>Step 1: FEMA/Federal and State representatives complete a Preliminary Damage Assessment (PDA).</p>	<p>The PDA:</p> <ul style="list-style-type: none"> • Documents the impact of the event and estimates initial damage. • Establishes a foundation for the Governor to request assistance. • Provides background for FEMA's analysis of the request.
<p>Step 2: The Governor requests assistance.</p>	<p>The Governor's request, by law, must:</p> <ul style="list-style-type: none"> • 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.
<p>Step 3: FEMA reviews the request and makes a recommendation.</p>	<ul style="list-style-type: none"> • 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.
<p>Step 4: The President makes a major disaster declaration, if warranted.</p>	<ul style="list-style-type: none"> • The President decides whether to declare that a major disaster exists. • If a declaration is issued, assistance is made available under the Stafford Act.

8.4: Disaster Assistance

Recovery Programs

Stafford Act Program Summaries			
Individual Assistance	The Individual Assistance program serves families and businesses that have been affected by disasters. Some of these services include:		
	<table border="1"> <tr> <td>Emergency Needs</td> <td>Voluntary agencies attend to essential needs that must be met immediately. Emergency needs include food, shelter, transportation, and medical care.</td> </tr> </table>	Emergency Needs	Voluntary agencies attend to essential needs that must be met immediately. Emergency needs include food, shelter, transportation, and medical care.
	Emergency Needs	Voluntary agencies attend to essential needs that must be met immediately. Emergency needs include food, shelter, transportation, and medical care.	
	Individuals and Households Program (IHP)		
	<ul style="list-style-type: none"> • Temporary Housing Assistance 	If qualifications are met, FEMA provides temporary Housing Assistance (HA): Financial (rental assistance or short-term lodging expenses) or direct assistance (manufactured housing or recreational vehicle) with temporary housing needs.	
	<ul style="list-style-type: none"> • Repairs 	Funding to make home repairs, to return homes to a safe and sanitary living or functioning condition. Additional repair assistance may be provided by the Small Business Administration disaster loan program.	
	<ul style="list-style-type: none"> • Replacement 	Assistance to purchase a replacement home.	
	<ul style="list-style-type: none"> • Permanent Housing Construction 	Assistance to construct a permanent home in island areas, or other remote locations outside the Continental United States when other housing forms are unavailable or infeasible. Note: Permanent Housing Construction is rarely implemented.	
	<ul style="list-style-type: none"> • Other Needs Assistance (ONA) 	Other Needs Assistance may be provided to help with related medical, dental, funeral, and other expenses. This type of assistance is not income dependent. ONA also can provide assistance for personal property such as furniture, appliances, transportation, clothing, and moving/storage.	
	Small Business Administration (SBA)		
	<ul style="list-style-type: none"> • SBA Loans 	SBA provides Home and Personal Property Disaster Loans: Low-interest loans for restoring or replacing uninsured or underinsured disaster-damaged real estate and personal property. These loans are limited to the amount of uninsured SBA-verified losses.	
	<ul style="list-style-type: none"> • Business Physical Loss Disaster Loans 	Low-interest loans to businesses for repair and replacement of destroyed or damaged facilities, inventory, machinery, or equipment.	
	<ul style="list-style-type: none"> • Economic Injury Disaster Loans 	Loans for working capital to small businesses that cannot pay bills or meet expenses as a result of the disaster. There is money available for mitigation.	

8.4: Disaster Assistance (Continued)

Recovery Programs (Continued)		
Stafford Act Program Summaries (Continued)		
Individual Assistance (Continued)	Consumer Services	The State Attorney General's Office provides counseling on consumer problems including product shortages, price gouging, and disreputable business practices.
	Disaster Unemployment Assistance (DUA)	Eligibility: Those not qualified for regular unemployment insurance (self-employed). Unemployment benefits at the State's rate from date of incident up to 26 weeks after the incident.
	Crisis Counseling	Assistance for short-term counseling, public education. FEMA funds Health and Human Services (HHS) Center for Mental Health Services; grants in turn to State Mental Health Departments and local providers.
	Disaster Legal Services (DLS)	Provided through the Young Lawyers Division of the American Bar Association, DLA provides assistance for disaster-related legal needs such as assistance with insurance claims, will replacement, landlord disputes, etc.
	Disaster Case Management (DCM)	FEMA provides grants to States to implement DCM. A disaster case manager assists households in assessing their disaster-caused unmet needs and helps them develop a goal-oriented recovery plan.
	Emergency Farm Assistance	The Department of Agriculture (USDA) provides emergency farm loans through the Farm Service Agency (FSA). This program provides assistance to family farmers who suffer disaster-related damage or a loss related to their farming operations. The loans are intended to return the farm operation to a productive basis as soon as possible.
Public Assistance	<p>The Public Assistance program provides assistance to municipalities and certain private nonprofit groups for:</p> <ul style="list-style-type: none"> ▪ Removal of debris. ▪ Repairs to public buildings, roads, bridges, and other infrastructure. ▪ Certain emergency protective measures. <p>FEMA can task ("mission assign") another Federal agency to help in the provision of public assistance support or reimburse local governments for completing the needed work.</p>	

8.4: Disaster Assistance (Continued)

Recovery Programs (Continued)

Stafford Act Program Summaries (Continued)	
Hazard Mitigation	<p>Mitigation is any action of a long-term, permanent nature that reduces the actual or potential risk of loss of life or property from a hazardous event.</p> <p>Mitigation means providing individuals and communities with resources and technical assistance to rebuild in ways that will reduce the possibility of future losses. Mitigation may involve simple measures such as strapping a water heater to a wall to prevent earthquake damage and elevating heating and air conditioning units to avoid flood damage. Mitigation can also include more complex efforts such as reengineering bridges or relocating communities.</p> <p>Mitigation requires that individuals look at the future, not at just short-term rebuilding efforts.</p>
General Program Information	
What To Do If People Ask About the Programs	<p>Never give advice about an individual's eligibility. This may raise false expectations and add to their suffering, confusion, or disappointment.</p> <p>If people ask you about the disaster assistance programs and whether they may be eligible, it is important to encourage them to apply for assistance. Remind individuals about the teleregistration number: 1-800-621-3362 (FEMA). Assistance programs and the eligibility needs are complex, so it is important for everyone to complete an application. Completing an application is the only way to make sure individuals get all the assistance they are entitled to receive.</p>
Disaster Assistance Information	<p>Following a Presidential declaration of a disaster, FEMA initiates a coordinated effort to publicize information on how to apply for disaster assistance. It includes Public Service Announcements, community workers, media announcements, and many other methods and procedures.</p>
The Registration Process	<p>The National Processing Service Center (NPSC) is a permanent FEMA facility that houses the National Teleregistration Center, a nationwide toll-free telephone bank. When an application for disaster assistance is taken over the telephone, it is processed into the computer system.</p> <p>The NPSC is able to take calls from anywhere in the continental United States during operating hours (disaster specific). Temporary centers may be set up to help with taking and processing the overflow of applications. Operators are available at certain times to translate various languages.</p> <p>If people ask you how or where to apply, encourage them to call the toll-free application number.</p>

Teleregistration

1-800-621-3362
TTY
1-800-462-7585

8.4: Disaster Assistance (Continued)

Recovery Programs (Continued)

General Program Information (Continued)

The Helpline	<p>The Helpline is a toll-free number set up for individuals who have already applied for disaster assistance to call when they need additional help or have questions. The Helpline is an effective way to find out about:</p> <ul style="list-style-type: none">• The status of an application.• Additional services.• Where to go for specific services.	<p>Helpline 1-800-621-3362 TTY 1-800-462-7585</p>
Learn More About Assistance Programs	<p>A lot of additional information is available about assistance programs. Three things you can do to learn more are:</p> <ul style="list-style-type: none">• Visit the FEMA Web site at http://www.fema.gov/assistance.• Take additional training.• Talk to program experts.	

8.5: Recovery Support Functions (RSFs)

Recovery Support Functions	
RSF	Mission
Community Planning and Capacity Building	To support and build recovery capacities and community planning resources of local, State, and tribal governments needed to effectively plan for, manage, and implement disaster recovery activities in large, unique, or catastrophic incidents.
Economic	To integrate the expertise of the Federal Government to help local, State, and tribal governments and the private sector sustain and/or rebuild businesses and employment, and develop economic opportunities that result in sustainable and economically resilient communities after large-scale and catastrophic incidents.
Health and Social Services	To provide Federal Government assistance to locally led recovery efforts in the restoration of the public health, health care, and social services networks to promote the resilience, health, and well-being of affected individuals and communities.
Housing	To address pre- and post-disaster housing issues and coordinate and facilitate the delivery of Federal resources and activities to assist local, State and tribal governments in the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and development of other new accessible, permanent housing options.
Infrastructure Systems	To facilitate the integration of the capabilities of the Federal Government to support local, State, and tribal governments and other infrastructure owners and operators in their efforts to achieve recovery goals relating to the public engineering of the Nation's infrastructure systems.
Natural and Cultural Resources	To integrate Federal assets and capabilities to help State and Tribal governments and communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents.

8.6: Activity: EOC Recovery Staffing

Instructions: Working in small groups. . .

1. Review your assigned scenario (below).
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.

Scenarios: Each EOC has a jurisdictional population of 100,000.

- Scenario: EOC Alpha has experienced a magnitude 6.8 earthquake.
- Scenario: EOC Bravo has experienced a category 2 hurricane.
- Scenario: EOC Charlie has experienced a series of tornadoes.
- Scenario: EOC Delta has experienced wildland fires.
- Scenario: EOC Echo has experienced wide-spread flooding following a series of storms.

Challenges	Ways to Overcome Challenges
1.	
2.	
3.	

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UNIT 9. TRAINING AND EXERCISING AT THE EOC

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**Unit 9:
Training and
Exercising at the
EOC**



Visual 9.1
EOC Management and Operations (G775)

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.



Visual 9.2
EOC Management and Operations (G775)

Your Notes:

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.



Visual 9.3
EOC Management and Operations (G775)

Discussion: Why T&E?



Visual 9.4
EOC Management and Operations (G775)

Your Notes:

T&E and Preparedness

Training and exercising are part of the preparedness cycle.



The Preparedness Cycle Builds Capabilities

FEMA Visual 9.5
EOC Management and Operations (G775)

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.



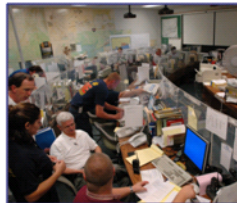
FEMA Visual 9.6
EOC Management and Operations (G775)

Your Notes:

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 (G775)

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 (G775)

Your Notes:

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



Visual 9.9
EOC Management and Operations (G775)

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.



Visual 9.10
EOC Management and Operations (G775)

Your Notes:

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.



Visual 9.11
EOC Management and Operations (G775)

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.



Visual 9.12
EOC Management and Operations (G775)

Your Notes:

EOC Skills and Capabilities

What are some skills that require training in your EOC?



Visual 9.13
EOC Management and Operations (G775)

Exercises



Exercises are events that allow participants to train for, assess, practice, and improve performance in a risk-free environment.



Visual 9.14
EOC Management and Operations (G775)

Your Notes:

Exercise Types

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.



Visual 9.15
EOC Management and Operations (G775)

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.



Visual 9.16
EOC Management and Operations (G775)

Your Notes:

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?



Visual 9.17
EOC Management and Operations (G775)

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?



Visual 9.18
EOC Management and Operations (G775)

Your Notes:

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.



Visual 9.19
EOC Management and Operations (G775)

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.



Visual 9.20
EOC Management and Operations (G775)

Your Notes:

Video: The Value of Training



Visual 9.21
EOC Management and Operations (G775)

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.



Visual 9.22
EOC Management and Operations (G775)

Your Notes:

UNIT 9. APPENDIX

9.1: Training Job Aid

9.2: Exercise Job Aid

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9.1: Training Job Aid

Training Options	
Training Type	Appropriate for Providing . . .
Classroom	<ul style="list-style-type: none"> • A knowledge base on new or revised processes and/or procedures. • The skills needed to perform tasks that would be done manually (e.g., analyzing information from documents provided) or with equipment contained in the classroom (e.g., computers, telephones) or on the job.
Independent Study	<ul style="list-style-type: none"> • Knowledge acquisition at a pace that is comfortable for the participant. • An opportunity to learn and apply knowledge and skills (e.g., through a tutorial) in a self-paced environment.
On-the-Job Training	<ul style="list-style-type: none"> • An opportunity to learn and perform tasks in a real-life environment with the supervision of an expert performer. (A related form of training is the practicum, which is designed to give the learner supervised practical application of a previously or concurrently studied theory. Another option, shadowing, allows the learner to observe an expert performer on the job.)
Briefings	<ul style="list-style-type: none"> • New information, usually at a high level, presented to all persons who have a need to know or use the information. Briefings are often provided to large groups and include a question-and-answer session.
Seminars	<ul style="list-style-type: none"> • Opportunities for small numbers of job performers to discuss specific topics, usually with the advice of an expert performer. Seminars usually involve new policies, procedures, or solutions to problems being presented to the group.
Workshops	<ul style="list-style-type: none"> • Opportunities for small numbers of job performers to discuss issues and apply knowledge and skills to solving problems or producing a product. Workshops are generally highly structured and their outputs are usually a product that meets specified criteria (e.g., a list of assumptions that will be used as a basis for developing the emergency operations plan).
Job Aids	<ul style="list-style-type: none"> • Quick references that are intended to be used on the job. Common job aids include checklists, worksheets, standard operating procedures, reference guides, etc.

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

9.2: Exercise Job Aid

Types of Exercises

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

Source: Homeland Security Exercise and Evaluation Program (HSEEP)

UNIT 10. COURSE SUMMARY AND FINAL EXAM

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Unit 10: Course Summary and Final Exam



Visual 10.1
EOC Management and Operations (G775)

Unit 10 Objectives

- Identify key points from the course.
- Pass the final course exam.



Visual 10.2
EOC Management and Operations (G775)

Your Notes:

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.



Visual 10.3
EOC Management and Operations (G775)

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.



Visual 10.4
EOC Management and Operations (G775)

Your Notes:

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!



Visual 10.5
EOC Management and Operations (G775)

Your Notes:

UNIT 1. APPENDIX

1.1: Common Course Acronyms and Glossary

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1.1: COMMON COURSE ACRONYMS AND GLOSSARY

- COP** **Common Operating Picture:** A continuously updated overview of an incident compiled throughout an incident's life cycle from data shared between integrated systems for communication, information management, and intelligence and information sharing. The common operating picture allows incident managers at all levels to make effective, consistent, and timely decisions. The common operating picture also helps ensure consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions and private-sector and nongovernmental entities that are engaged.
- COOP** **Continuity of Operations:** Continuity of Operations, as defined in the National Security Presidential Directive-51/Homeland Security Presidential Directive-20 (NSPD-51/HSPD-20) and the National Continuity Policy Implementation Plan (NCPIP), is an effort within individual executive departments and agencies to ensure that Primary Mission Essential Functions (PMEFs) continue to be performed during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.
- DRC** **Disaster Recovery Center:** A facility established in a centralized location within or near the disaster area at which disaster victims (individuals, families, or businesses) may apply for disaster aid.
- EOC** **Emergency Operation Center:** The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally take place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.
- ESF** **Emergency Support Function:** Used by the Federal Government and many State governments as the primary mechanism at the operational level to organize and provide assistance. ESFs align categories of resources and provide strategic objectives for their use.
- IAP** **Incident Action Plan:** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.
- ICS** **Incident Command System:** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is a management system designed to enable effective incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.
- JIC** **Joint Information Center:** An interagency entity established to coordinate and disseminate information for the public and media concerning an incident.

1.1: COMMON COURSE ACRONYMS AND GLOSSARY (Continued)

- JIS** **Joint Information System:** Mechanism that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.
- NDRF** **National Disaster Recovery Framework:** The National Disaster Recovery Framework (NDRF) is a conceptual guide designed to ensure coordination and recovery planning at all levels of government before a disaster, and defines how we will work together, following a disaster, to best meet the needs of States, local and tribal governments and communities and individuals in their recoveries.
- NIMS** **National Incident Management System:** 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.
- NPG** **National Preparedness Goal:** Presidential Policy Directive 8, or PPD-8, describes the Nation's approach to national preparedness: The National Preparedness Goal is the cornerstone for the implementation of PPD-8.
The Goal identifies the Nation's core capabilities required for achieving the five mission areas of Prevention, Protection, Mitigation, Response, and Recovery.
- NRF** **National Response Framework:** Guides how the Nation conducts all-hazards response. The *Framework* documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response.
- PIO** **Public Information Officer:** A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.
- SA** **Situational Awareness:** The ability to identify, process, and comprehend the critical elements of information about an incident.
- SitRep** **Situation Report:** Document that contains confirmed or verified information and explicit details (who, what, where, and how) relating to an incident.
- SOP** **Standard Operating Procedure:** Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

UNIT 2. APPENDIX

2.1: Example of an Initial Policy Group Statement

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2.1: Example of an Initial Policy Group Statement

Snohomish County

Snohomish County Dept of Emergency Management
720 80th Street SW
Everett, WA 98203

Unified Policy Group: Initial Policy Statement

September 15th, 2011

From: Snohomish County Unified Policy Group
To: John E. Pennington, EOC Director (Snohomish County)

A policy framework with respect to the catastrophic event caused by the 7.4 earthquake devastating much of Snohomish County, centered in the area of Mill Creek and effecting the surrounding region.

Our priorities and objectives are as follows:

To safeguard the:

- Life
- Property
- Environment, and the
- Economy of Snohomish County residents, its visitors and others affected by the quake.

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

- EOC briefing to the Policy Group every 30 minutes until further notice (EOC Mgr. or Liaison)
- Primary e-mail communication between EOC and Policy will be with extension 2606

Snohomish 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 Chair, Dave Somers at 2613.

Executive Aaron G. Reardon
Stephanson
Snohomish County

Councilman Dave Somers
Snohomish County District 5

Mayor Ray
City of Everett

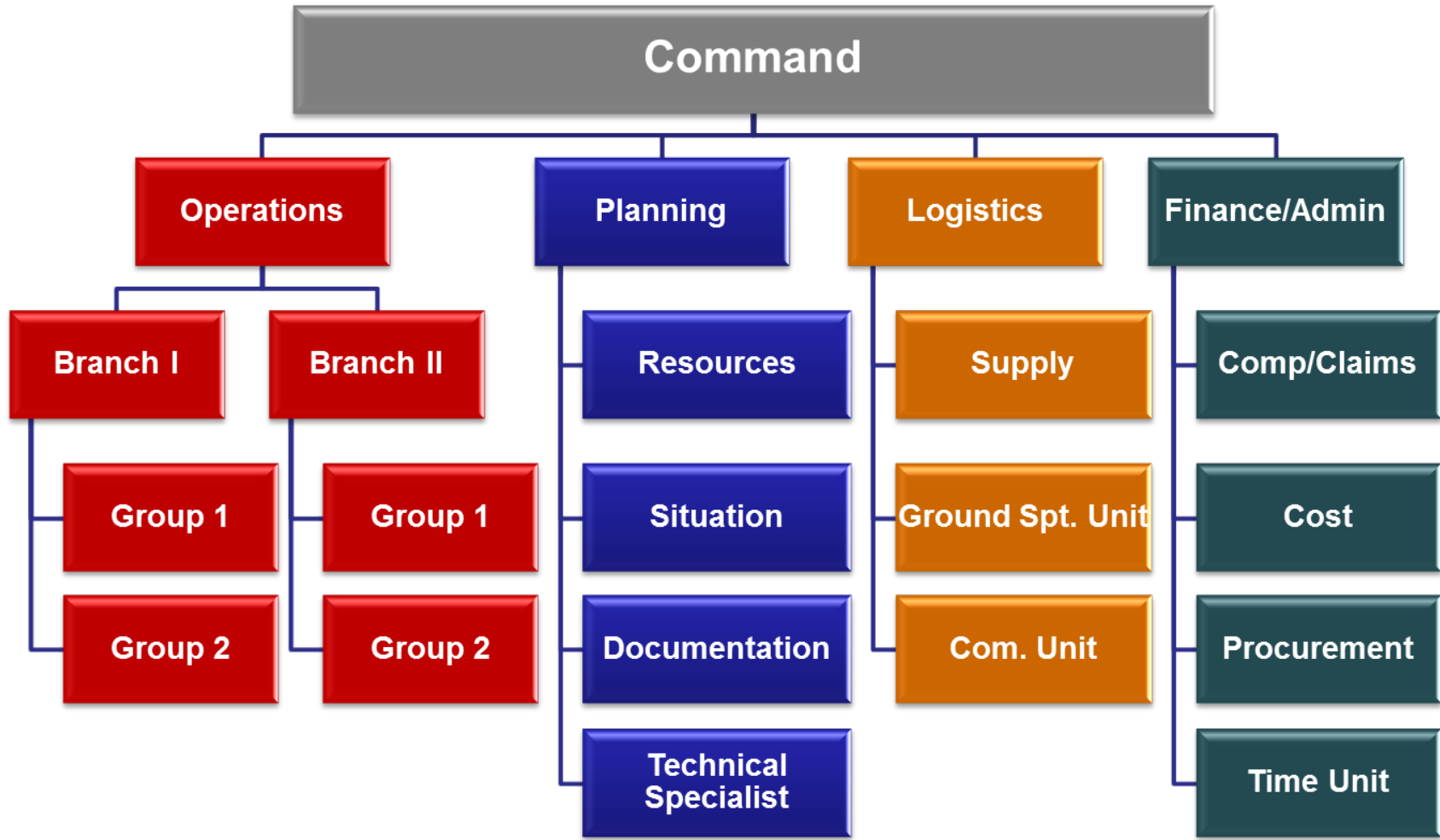
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UNIT 3. APPENDIX

- 3.1: Incident Command System Organizational Structure
- 3.2: ESFs
- 3.3: ESF Organizational Structure
- 3.4: Hybrid Organizational Structure
- 3.5: Hybrid (2) Organizational Structure
- 3.6: Functional Management Organizational Structure
- 3.7: Activity: The Right Fit

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3.1: Incident Command System Organizational Structure



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3.2: ESFs

Emergency Support Functions

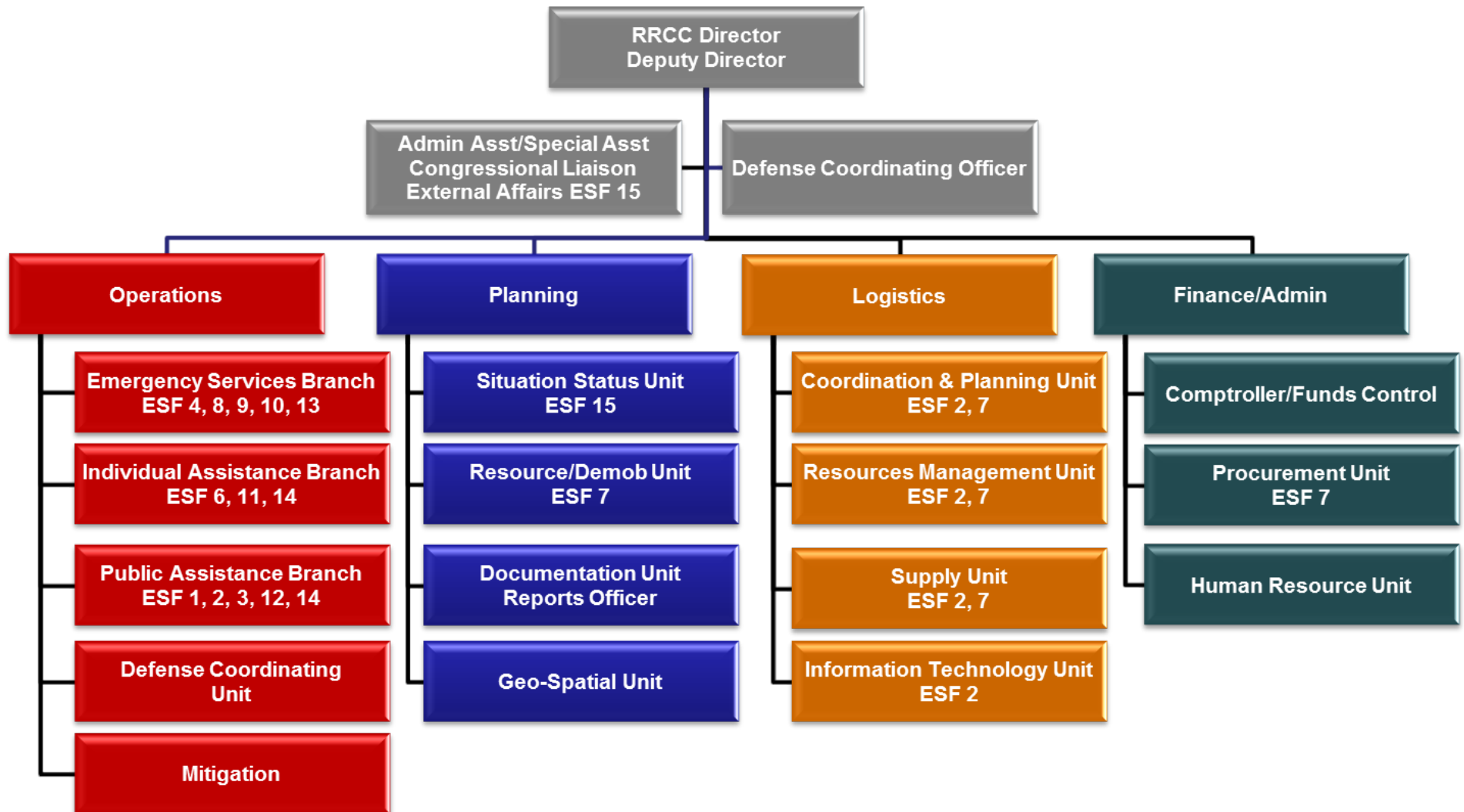
ESF	Scope
ESF #1 – Transportation	<ul style="list-style-type: none"> • Aviation/airspace management and control • Transportation safety • Restoration/recovery of transportation infrastructure • Movement restrictions • Damage and impact assessment
ESF #2 – Communications	<ul style="list-style-type: none"> • Coordination with telecommunications and information technology industries • Restoration and repair of telecommunications infrastructure • Protection, restoration, and sustainment of national cyber and information technology resources • Oversight of communications within the Federal incident management and response structures
ESF #3 – Public Works and Engineering	<ul style="list-style-type: none"> • Infrastructure protection and emergency repair • Infrastructure restoration • Engineering services and construction management • Emergency contracting support for life-saving and life-sustaining services
ESF #4 – Firefighting	<ul style="list-style-type: none"> • Coordination of Federal firefighting activities • Support to wildland, rural, and urban firefighting operations
ESF #5 – Emergency Management	<ul style="list-style-type: none"> • Coordination of incident management and response efforts • Issuance of mission assignments • Resource and human capital • Incident action planning • Financial management
ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services	<ul style="list-style-type: none"> • Mass care • Emergency assistance • Disaster housing • Human services
ESF #7 – Logistics Management and Resource Support	<ul style="list-style-type: none"> • Comprehensive, national incident logistics planning, management, and sustainment capability • Resource support (facility space, office equipment and supplies, contracting services, etc.)
ESF #8 – Public Health and Medical Services	<ul style="list-style-type: none"> • Public health • Medical • Mental health services • Mass fatality management
ESF #9 – Search and Rescue	<ul style="list-style-type: none"> • Life-saving assistance • Search and rescue operations
ESF #10 – Oil and Hazardous Materials Response	<ul style="list-style-type: none"> • Oil and hazardous materials (chemical, biological, radiological, etc.) response • Environmental short- and long-term cleanup

3.2: ESFs

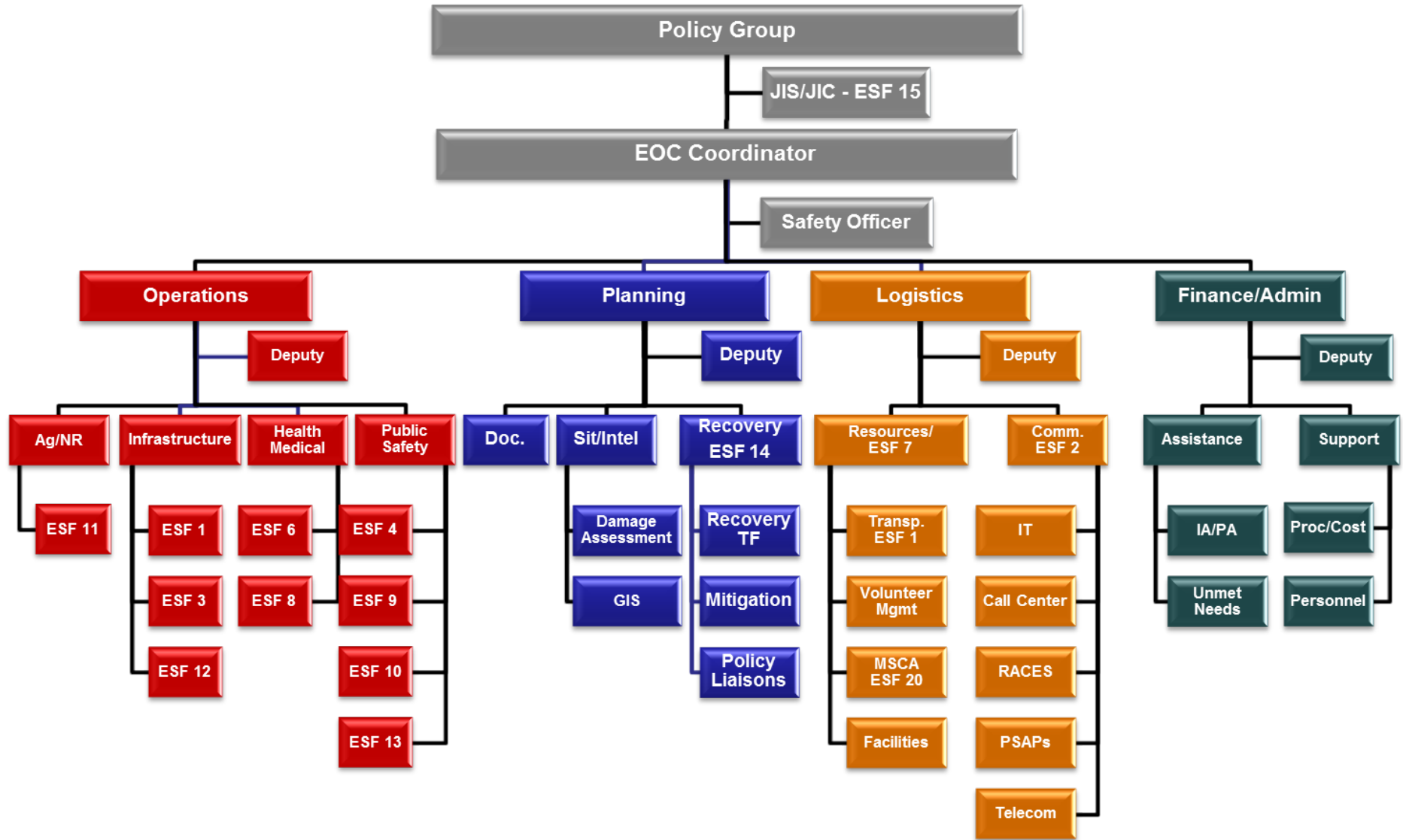
Emergency Support Functions (Continued)

ESF	Scope
ESF #11 – Agriculture and Natural Resources	<ul style="list-style-type: none">• Nutrition assistance• Animal and plant disease and pest response• Food safety and security• Natural and cultural resources and historic properties protection and restoration• Safety and well-being of household pets
ESF #12 – Energy	<ul style="list-style-type: none">• Energy infrastructure assessment, repair, and restoration• Energy industry utilities coordination• Energy forecast
ESF #13 – Public Safety and Security	<ul style="list-style-type: none">• Facility and resource security• Security planning and technical resource assistance• Public safety and security support• Support to access, traffic, and crowd control
ESF #14 – Long-Term Community Recovery	<ul style="list-style-type: none">• Social and economic community impact assessment• Long-term community recovery assistance to States, local governments, and the private sector• Analysis and review of mitigation program implementation
ESF #15 – External Affairs	<ul style="list-style-type: none">• Emergency public information and protective action guidance• Media and community relations• Congressional and international affairs• Tribal and insular affairs

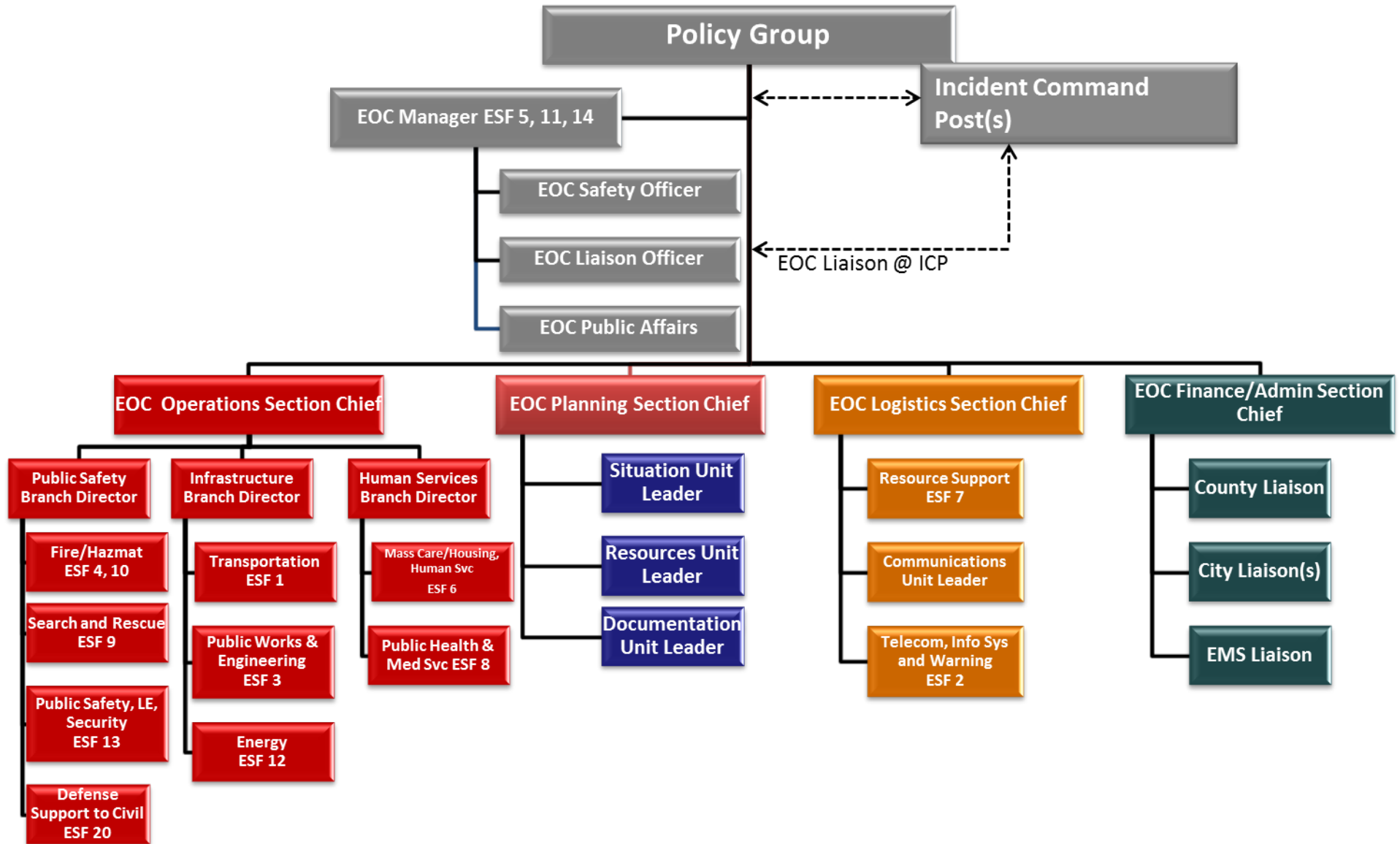
3.3: ESF Organizational Structure



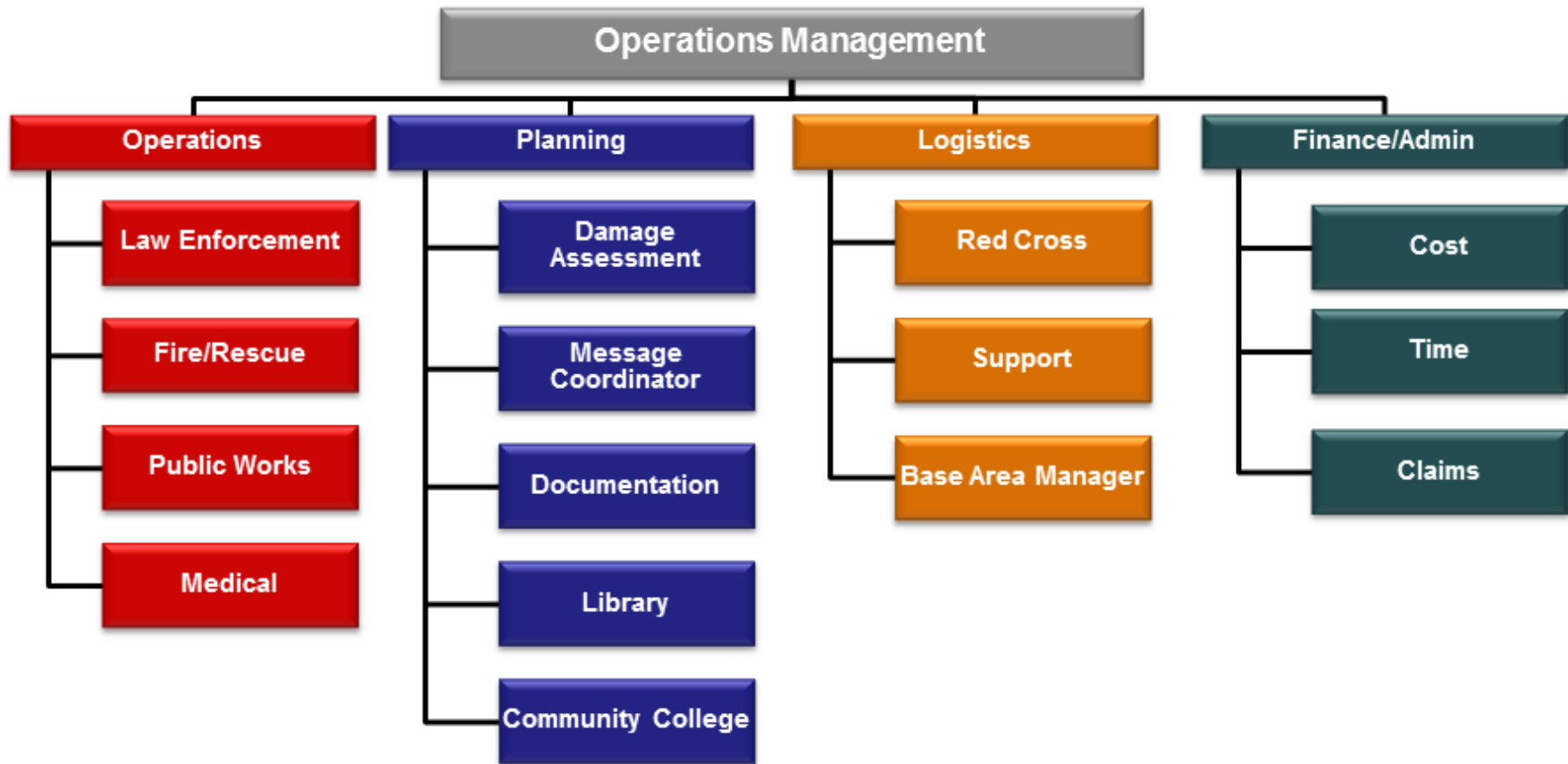
3.4: Hybrid Organizational Structure



3.5: Hybrid (2) Organizational Structure



3.6: Functional Management Organizational Structure



3.7: Activity: The Right Fit

Instructions:

1. Your EOC is going to be activated.
2. Six people (described below) are available to work in your EOC. Review the descriptions and decide: **If you could only add three of them to your EOC staff, which ones would you choose, and why?**
3. Consider:
 - o If/how each person can contribute at the EOC.
 - o 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.

Be prepared to report in 15 minutes what kinds of decisions you made about the applicants and what considerations you took into account in making those decisions.

Applicants	Considerations
<p>James, from Accounting, is your classic type-B personality who drives a newer souped-up sports car. He doesn't get along well with others but has stellar performance reviews related to his regular job as an Account Technician. He has been described as "quiet but kind of arrogant." Under pressure he tends to snap at people who interrupt his thinking. He has no EOC experience.</p>	
<p>Mrs. Johnson, a former elementary school teacher, is loved by everyone but her technical skills with new technology are not that great. She really is passionate about the community and can help. She has been trained as a Red Cross volunteer and has been part of this EOC once before, but only for minor flooding.</p>	
<p>Arlene is the former Fire Chief. She has a tremendous amount of experience (23 years), but she was forced out by the new and younger chief, who used to be her deputy and whom she mentored. Although they keep a professional tone between them in public, everyone knows that there is "bad blood" there. Moreover, we can expect that the new chief will be in the Policy Group.</p>	

3.7: Activity: The Right Fit

Applicants	Considerations
<p>Keith is a former U.S. Marine Captain who worked at the EOC once before. At that time, he was so amped up on caffeinated soft drinks and Marine “enthusiasm” that he did not know how to relax and get into the rhythm of the EOC. It caused some conflict but eventually got resolved and he became a real asset. Keith is very motivated to take part again.</p>	
<p>Zoey was recommended by her aunt, who works at the call center. Zoey is a troubled teen who has a great heart but has struggled in school and at part-time jobs, and she wants a second chance. She is dedicated but appears to lack skills needed in the EOC.</p>	
<p>Pat is a self-described “tech geek” who has worked for several years in the Public Safety communications department and wants to expand her horizons in the EOC. She keeps hanging around the EOC because of her communications position in the building, but she insists that she wants to do something different.</p>	
<p>Ronald really, really wants to HELP his fellow citizens...and he wants everyone to know it. He has been overheard a number of times saying how cool it would be to blog about his devotion to the cause. He has nominal office and telephone skills and is fairly well organized, but has no particular experience related to emergency management. The good news/bad news is that he is absolutely driven.</p>	

UNIT 4. APPENDIX

- 4.1: Acquisition of Alternate Facilities
- 4.2: EOC Design and Layout
- 4.3: ICS Form 205A

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4.1: Acquisition of Alternate Facilities

1. Can critical operations and functions be performed at the alternate facility under consideration?			
Factor	Yes	No	Notes
Can critical operations be initiated, maintained, and terminated without disruption under all significant threat conditions?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility accommodate the personnel, systems, and equipment required for critical operations?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility support the capability to perform critical operations under all high-risk, high-probability conditions?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility become operational within an acceptable timeframe?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility support sustained operations?	<input type="checkbox"/>	<input type="checkbox"/>	
2. Are the facility requirements and risks associated with the alternate facility within acceptable limits?			
Have you performed a vulnerability analysis of the facility?	<input type="checkbox"/>	<input type="checkbox"/>	
Did you consider all possible scenarios for relocation to the facility?	<input type="checkbox"/>	<input type="checkbox"/>	
Did you consider the distance from threat areas of other nearby facilities/locations, such as hazardous materials facilities?	<input type="checkbox"/>	<input type="checkbox"/>	
What are the minimum functions necessary to maintain sustained operations?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility support 24/7 operations?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility have reliable logistical support, services, and infrastructure systems (water, HVAC, etc.)?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the facility located within acceptable proximity to food, water, fuel, and medical treatment facilities?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility support the health, safety, and well being for assigned personnel?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the facility located where vendor support can be acquired if necessary?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility be made secure?	<input type="checkbox"/>	<input type="checkbox"/>	
Can security capabilities be increased?	<input type="checkbox"/>	<input type="checkbox"/>	

4.1: Acquisition of Alternate Facilities (Continued)

3. Are the facility requirements and risks associated with the alternate facility within acceptable limits? (Continued)			
Factor	Yes	No	Notes
Can cellular phones be used in the facility?	<input type="checkbox"/>	<input type="checkbox"/>	
What are the equipment and furniture requirements?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the facility outside the communications and data grid of the primary facility?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility handle the power load requirements?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility have backup power generation capability?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility support interoperable communications with the entire MAC System and the public?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility accommodate communications requirements, including secure communications, if required?	<input type="checkbox"/>	<input type="checkbox"/>	
Can the facility accommodate data transmission, including secure data transmission, if required?	<input type="checkbox"/>	<input type="checkbox"/>	
4. Has your jurisdiction reevaluated the alternate facility to ensure that it continues to satisfy the jurisdiction's operational criteria and meets security requirements?			
Is the facility reevaluated as part of the EOP revision cycle?	<input type="checkbox"/>	<input type="checkbox"/>	
Does the facility continue to meet the requirements identified in the EOP?	<input type="checkbox"/>	<input type="checkbox"/>	

4.2: EOC Design and Layout

Considered?	Factor
<input type="checkbox"/>	1. The EOC Manager or Management Group should be in a position where it is possible to keep abreast of the current situation and manage operations, and have access to the appropriate information displays, etc.
<input type="checkbox"/>	2. Staff members whose functions work closely together, are interdependent, or are in direct support of one another should be collocated.
<input type="checkbox"/>	3. Staff sections or functions should be located near the displays that they need for their functions.
<input type="checkbox"/>	4. Staff members working with secure material must have a secure area in which to work and must be able to secure their data and other work. If possible, the secure area should be out of the way from other less-sensitive operations.
<input type="checkbox"/>	5. Conference rooms should be located out of the operational area but close enough to access information or staff members easily.
<input type="checkbox"/>	6. The JIC should be located out of, but in close proximity to, the operations area but should be accessible to key personnel and technical specialists who may be needed to provide input to the message.
<input type="checkbox"/>	7. When possible, allow enough room between functional groups to lessen cross-group interference.
<input type="checkbox"/>	8. Eating and sleeping areas should be located away from the operations area.
<input type="checkbox"/>	9. HVAC and other noise-producing equipment such as generators should be located away from the operations area, if possible.
<input type="checkbox"/>	10. The EOC design should include backup power generation of a capacity that all critical EOC systems can operate under emergency power, if necessary.
<input type="checkbox"/>	11. The entire EOC should be secure to ensure that citizens, members of the media, and other unauthorized personnel cannot access it.

4.3: ICS Form 205A (Continued)

Activity: Developing a Communications Map

ICS 205A Communications List

Purpose: The Communications List (ICS 205A) records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.) and functions as an incident directory.

Preparation: The ICS 205A can be filled out during check-in and is maintained and distributed by Communications Unit personnel. This form should be updated each operational period.

Distribution: The ICS 205A is distributed within the ICS organization by the Communications Unit, and posted as necessary. All completed original forms must be given to the Documentation Unit. If this form contains sensitive information such as cell phone numbers, it should be clearly marked in the header that it contains sensitive information and is not for public release.

Notes:

- The ICS 205A is an optional part of the Incident Action Plan (IAP).
- This optional form is used in conjunction with the ICS 205.
- If additional pages are needed, use a blank ICS 205A and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies
3	Basic Local Communications Information	Enter the communications methods assigned and used for personnel by their assigned ICS position.
	<ul style="list-style-type: none"> • Incident Assigned Position 	Enter the ICS organizational assignment.
	<ul style="list-style-type: none"> • Name 	Enter the name of the assigned person.
	<ul style="list-style-type: none"> • Method(s) of Contact (phone, pager, cell, etc.) 	For each assignment, enter the radio frequency and contact number(s) to include area code, etc. If applicable, include the vehicle license or ID number assigned to the vehicle for the incident (e.g., HAZMAT 1, etc.).
4	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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UNIT 6. APPENDIX

- 6.1: Activating the EOC
- 6.2: Time-Phased Activation
- 6.3: Sample Position-Specific Checklist
- 6.4: Seattle Times Article
- 6.5: Signs of Heightened Stress in Emergency Situations

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6.1: Activating the EOC

Emergency Function (EF) 1

MANAGING EMERGENCY OPERATIONS

(Excerpted from Jefferson County, AL EOP)

The Emergency Management Agency (EMA) is the county's 24-hour "crisis monitor." As emergency situations threaten to occur, the county

EMA Coordinator may convene a "Crisis Action Team (CAT)" or activate the Emergency Operations Center (EOC) to facilitate evaluation and

incident planning and possible activation and implementation of emergency functions and resources. Certain near instantaneous events may trigger immediate, full EOC activation. The EOC is the key to successful response and recovery operations. With decisionmakers and policymakers located together, personnel and resources can be used efficiently. Coordination of activities will ensure that all tasks are accomplished and minimize duplication of efforts.

Under these circumstances. . .

This person. . .

May activate the EOC. . .

6.1: Activating the EOC (Continued)

IV. CONCEPT OF OPERATIONS

A. GENERAL

1. The County Emergency Management Agency (EMA) is the lead agency for facilitating coordination among local, State, Federal, and private-sector agencies and groups within the county.
2. The EMA Coordinator serves as the key element in emergency planning and is the primary coordinator/advisor for the Emergency Management Council.
3. The EMA Coordinator or designee is the point of contact (POC) for State assistance.
4. During a full EOC activation, all EOC representatives are expected to coordinate directly with their functional counterparts in the local/State/Federal government and private sector.
5. The County Community Emergency Management System (CEMS) standardizes:
 - Organizational levels for managing emergencies.
 - Emergency management methods.
 - Training for emergency responders and managers.
6. Local jurisdictions, including county; cities and towns; fire, schools, utilities, and other special districts will be encouraged to be part of this system to bring together what will be needed to respond to an emergency event or disaster.

Designation of EMA as lead agency

Designation of EMA Coordinator as primary advisor

Designation of EMA Coordinator as POC with the State

Other players in emergency management system

6.1: Activating the EOC (Continued)

D. EMERGENCY OPERATIONS CENTER (EOC)

1. On behalf of the Emergency Management Council, the EMA Coordinator has the responsibility for coordinating the entire emergency management organization. The Coordinator makes all routine decisions and advises the officials on courses of action available for major decisions. During emergency operations, the Coordinator is responsible for the proper functioning of the EOC. The Coordinator also acts as a liaison with the State and Federal emergency agencies and neighboring counties.

EMA Coordinator responsibilities

2. The EOC is the central point for emergency management operations. The purpose of this central point is to ensure harmonious response when the emergency involves more than one political entity and several response agencies. Coordination and supervision of all services will be through the EOC Manager and Section Chiefs to provide for the most efficient management of resources.

3. During emergency situations, certain agencies will be required to relocate their center of control to the EOC. During large-scale emergencies, the EOC will become the seat of government for the duration of the crisis. However, in some situations, it may be appropriate for some agencies to operate from an alternate site other than the EOC or their primary locations.

The EOC's purpose

4. All Departments involved in disaster operations will be responsible for coordinating communications and accountability with their respective staff members and/or mutual aid resources.

Other departments' responsibilities

Accountability shall include location of deployed resources, hours worked, applicable expenditures, and emergency staff information.

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6.2: Time-Phased Activation

EOC Activation Levels

Level	Description	Minimum Staffing Requirements
3 (Monitor)	<ul style="list-style-type: none"> ▪ Small incident or event ▪ One site ▪ Two or more agencies involved ▪ Potential threat of: <ul style="list-style-type: none"> ▪ Flood ▪ Severe storm ▪ Interface fire ▪ Escalating incident 	<ul style="list-style-type: none"> ▪ EOC Manager ▪ Public Information Officer ▪ Liaison Officer ▪ Operations Section Chief
2 (Partial)	<ul style="list-style-type: none"> ▪ Moderate event ▪ Two or more sites ▪ Several agencies involved ▪ Major scheduled event (e.g., conference or sporting event) ▪ Limited evacuations ▪ Resource support required 	<ul style="list-style-type: none"> ▪ EOC Manager ▪ Public Information Officer ▪ Liaison Officer ▪ Section Chiefs (as required) ▪ Limited activation of other EOC staff (as required)
1 (Full)	<ul style="list-style-type: none"> ▪ Major event ▪ Multiple sites ▪ Regional disaster ▪ Multiple agencies involved ▪ Extensive evacuations ▪ Resource support required 	<ul style="list-style-type: none"> ▪ EOC Manager ▪ Policy Group ▪ All EOC functions and positions (as required)

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

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6.3: Sample Position-Specific Checklist

EOC Manager

REPORTS TO:

Chief Elected Official

POSITIONS REPORTING TO THE EOC MANAGER:

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

RESPONSIBILITIES:

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

- Immediately notify the Chief Elected Official of significant emergency situations that could affect the jurisdiction.
- When directed by the Chief Elected Official or when circumstances dictate, notify all tasked organizations, inform them of the situation, and direct them to take the actions appropriate for the situation (report to EOC, scene of the emergency, stand by, etc.) in accordance with their organization's SOP.
- The EOC Manager has overall management responsibility for the coordination between emergency response and supporting agencies in the EOC. In conjunction with Management Section, set priorities for response efforts in the affected area.
- Provide support to Local Authorities and agencies and ensure that all actions are accomplished within the priorities established.
- Establish the appropriate staffing level for the EOC and continuously monitor organizational effectiveness to ensure that appropriate modifications occur as required.
- Ensure that inter-agency coordination is accomplished effectively within the EOC.
- Direct, in consultation with the EOC Public Information Officer, appropriate emergency public information actions using the best methods of dissemination. Approve the issuance of press releases, and other public information materials as required.
- Liaise with Elected Officials.
- Ensure risk management principles and procedures are applied for all activities.

6.3: Sample Position-Specific Checklist (Continued)

ACTIVATION PHASE:

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

6.3: Sample Position-Specific Checklist (Continued)

- Assist the general staff and the Policy Group with the following to develop an overall strategy:
 - Assessing the situation.
 - Defining the problem.
 - Establishing priorities.
 - Determining the need for evacuation.
 - Estimating the incident duration.
 - Determining if there is a need to make an emergency declaration.
- Schedule the initial EOC Action Planning meeting and have the Planning Section Chief prepare the agenda.
- Consult with the Liaison Officer and General Staff to determine what representation is needed at the EOC from other agencies.
- Assign the Liaison Officer to coordinate outside agency response to the EOC, and to assist as necessary.

OPERATIONAL PHASE:

- Maintain a position log and any other relevant forms.
- Monitor General Staff activities to ensure that all appropriate actions are being taken.
- Establish operational periods and management timelines.
- Set and communicate priorities and objectives.
- In conjunction with the EOC Public Information Officer, conduct news conferences and review media releases, information bulletins and advisories, etc. for final approval, following the established procedure for information releases and media briefings.
- Ensure that the Liaison Officer is providing for and maintaining effective interagency coordination.
- Consult with the Planning Section Chief to prepare priorities and objectives for the EOC Action Planning meetings.
- Approve EOC Management Section Briefing Agendas.
- Convene the initial EOC Action Planning meeting.
- Ensure that all Section Chiefs, Management Section members, and other key agency representatives are in attendance.
- Ensure that appropriate planning procedures are followed. Have the Planning Section Chief chair the meeting and coordinate facilitation of all future action planning meetings.
- Approve and authorize implementation of all Action Plans.

6.3: Sample Position-Specific Checklist (Continued)

- Conduct periodic briefings with the EOC Management Section to ensure response priorities and objectives are current and appropriate.
- Establish and maintain contacts with other EOCs, jurisdictions, and other emergency response organizational levels, as appropriate.
- Document all decisions.
- Approve resource requests not included in the Action Plan, as required.
- Conduct periodic briefings for Elected Officials, their representatives, and/or dignitaries and staff.
- Consult with Local Authorities and provide guidance on procedures for declaring a “State of Local Emergency,” and coordinate local government declarations (if any) with other emergency response agencies, as required.
- In conjunction with the Liaison Officer, prepare to brief Elected Officials on the possibility for declaration of a provincial “State of Emergency.”
- Ensure Local Authorities are informed of “State of Emergency” once declared by the Governor.
- Assign in writing, delegated powers, if any, under the declaration.
- Assign special projects to the EOC Assistant Manager, as needed.
- Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

DEACTIVATION PHASE:

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

6.4: Seattle Times Article, December 16, 2009

Dam discharge that swamped Pacific spurs finger-pointing

Floodwaters that pushed through the city of Pacific last week could have been controlled 11 hours earlier if word had reached the federal...

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

Seattle Times staff reporters

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

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

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

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

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

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

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

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

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

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

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

6.4: Seattle Times Article, December 16, 2009 (Continued)

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

Water over levee

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

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

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

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

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

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

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

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

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

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

Congressman enlisted

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

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

6.4: Seattle Times Article, December 16, 2009 (Continued)

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

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

"The aerial view was key," Takash said.

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

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

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

Article published December 16, 2009.

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6.5: Signs of Heightened Stress in Emergency Situations

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

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UNIT 7. APPENDIX

- 7.1: Activity: Chemical Spill
- 7.2: Sample JIS Coordination Strategy
- 7.3: Managing Emergency Public Information
- 7.4: Social Media Descriptions

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7.1: Activity: Chemical Spill

Purpose: This activity considers the kinds of information needed by different segments of the community during an incident.

Scenario: A traffic accident has occurred in your community involving a head-on collision between a car and a pest-control truck carrying hazardous materials. The crash occurred around 2 p.m. on a Wednesday, several blocks from an elementary school and a daycare center. Both drivers suffered life-threatening injuries, and presumably dangerous chemicals are spilling from the pest-control truck.

Instructions: Discuss with your team: For your assigned group, what information is needed in this scenario? Be ready to share your responses in 5 minutes.

Groups:

- The public

- Elected officials

- First responders

- Other key stakeholders

7.2: Sample JIS Coordination Strategy

H1N1 Communications Strategy for ESF 15 – Snohomish County

Goal: To create a network of PIOs and a consistent message among participating agencies of Snohomish County's unified command service.

How it works:

1. PIOs from participating agencies will work together through weekly meetings and daily emails to coordinate messaging for the public and media.
2. Coordinated messages will be sent to media as press releases, posted to <http://www.snocoflu.org> and other outlets as necessary.
3. ESF-15 lead will maintain contact with group of PIOs through daily emails/phone calls as needed. ESF-15 lead will be liaison to Unified Commander, funneling information between Communication group and Unified Command.
4. Snohomish County DIS will create single-point email account and phone number for media to make inquiries of participating organizations.
5. PIOs will rotate as "on-call PIO." They will be responsible for initial response to media calls, handling basic H1N1 events/outcomes/issues based on consistent messaging. From there, on-call PIO will farm out media calls to other PIOs in the network for specific information.
 - a. Example: Christopher Schwarzen receives call from the Everett Herald. He gives daily update. But Herald also wants information on flu patients at Providence. Christopher then forwards Herald call to XXXXXX at Providence for specific answers.
 - b. Example: Christopher Schwarzen, Snohomish County PIO, is on-call PIO. He has single-point phone and email forwarded to him. He responds to a media call from the Seattle Times, which wants absentee rates/issues. He gives daily update then connects the Times with XXXXXX, acting PIO for the school districts.
6. For time being, on-call PIO will serve for weeklong period, Monday through Sunday. As influenza events increase, period of time for on-call duty will decrease to prevent burnout.
7. Messaging that is consistent with steps being taken by Unified Command will be created by a communications group of first responders/medical personnel and will be vetted by the Unified Command leadership along with final approval by the Snohomish Health District's medical director.
8. This messaging will be part of a weekly report called a Situation Report (Sitrep), which will be distributed to each member of the ESF-15 group.

7.2: Sample JIS Coordination Strategy (Continued)

Outcomes:

1. Using single-point of entry for media calls will allow us to better manage the message that is being distributed for the public.
2. Using a rotating on-call PIO and single-point of entry for media calls should give media a confidence that they will receive the most up-to-date information available and that they will be routed to the necessary experts for their stories. Media will no longer need to make multiple phone calls for information.
3. Using a rotating on-call PIO eliminates the pressure of multiple PIOs fielding multiple calls on a daily basis. It's possible they will be needed, but they will be needed, but they should be able to rest assured that initial information has been handled already. This should prevent burnout.

Participating PIOs:

1. Christopher Schwarzen , Snohomish County
2. XXXXXX, Snohomish Health District
3. XXXXXX, Everett Clinic
4. XXXXXX, Valley General Hospital
5. XXXXXX, City of Arlington/Cascade Valley Hospital
6. XXXXXX, Monroe School District/SnoCo Schools PIO for 2009
7. XXXXXX, Providence Everett Hospital
8. XXXXXX, City of Everett
9. XXXXXX, Tulalip Tribes
10. XXXXXX, City of Marysville
11. XXXXXX, Everett CC
12. XXXXXX, Stevens Hospital

Schedule:

- XXXXXX, Everett Clinic: Sept. 28-Oct. 4
- XXXXXX, Snohomish County: Oct.5-11
- XXXXXX, Snohomish Health District, Oct. 12-18
- XXXXXX, Valley General Hospital, Oct. 19-25
- XXXXXX, City of Arlington, Oct. 26-Nov. 1
- XXXXXX, Monroe School District, Nov. 2-8
- XXXXXX, Providence, Nov. 9-15
- XXXXXX, City of Everett, Nov. 16-22
- XXXXXX, Tulalip Tribes, Nov. 23-29
- XXXXXX, Community Health Center of Snohomish County, Nov.30-Dec. 6
- XXXXXX, City of Marysville, Dec. 7-13
- XXXXXX, Stevens Hospital, Dec. 14-20

Scheduling conflicts should be addressed to Christopher Schwarzen.

Discussion Points:

- The need for weekly media call-in featuring representatives of participating agencies.
- The need for on-site press visits to clinics, etc.
- Call-center concerns, issues.

7.3: Managing Emergency Public Information

Emergency Public Information
<p>Emergency public information serves many important functions. It can:</p> <ul style="list-style-type: none">• Save lives and reduce injury. Knowing the proper protective actions to take enables people to reduce their risk.• Protect property and the environment. Understanding how to mitigate risk to property and the environment may lessen the damage inflicted by disasters.• Facilitate the tactical response by calming fears and managing expectations. People who know what to expect are more likely to follow instructions and allow responders to do their jobs.• Educate and inform the public and change behavior or attitudes. An educated public is more likely to prepare for emergencies and be ready when they occur.
Public Information Process
<p>The process of getting accurate information to the public is the same before, during, and after an incident and includes:</p> <ul style="list-style-type: none">• Gathering information.• Verifying the information.• Coordinating the information.• Disseminating the information.
Public Information Officer (PIO) Functions
<p>The PIO supports the Incident Command structure as a member of the Command Staff. The PIO advises the Incident Commander on all public information matters relating to the management of the incident. The PIO handles:</p> <ul style="list-style-type: none">• Inquiries from the media, the public, and elected officials.• Emergency public information and warnings.• Rumor monitoring and response.• Media monitoring. <p>The Public Information Officer (or, if there is no PIO, the emergency manager) manages public information through:</p> <ul style="list-style-type: none">• Developing community awareness, including:<ul style="list-style-type: none">○ Demographics to select the right media to reach the audience.○ The jurisdiction's and State's governmental structures and how the various organizations or departments relate.○ Key players including those in government, the media, nonprofit organizations, etc.○ The community's recent disaster history.○ The community's culture—the community's values, concerns, and interests, and how can the population be reached through those interests.

7.3: Managing Emergency Public Information (Continued)

Public Information Officer (PIO) Functions (Continued)

- Employing **emergency management knowledge**, including:
 - Basic emergency management concepts, including the role of local, tribal, State, and Federal levels of government, the local emergency operations plan, and his or her organization's role in an emergency.
 - Incident Command System (ICS) structure and approach to incident management.
 - National Incident Management System (NIMS) approach to the management of incidents.
- Demonstrating **media relations skills**, including:
 - Providing information and access to newsmakers.
 - Demonstrating an understanding of media needs and operations.
 - Respecting media deadlines.
 - Maintaining open dialogue.

Emergency Manager's Role

The emergency manager's main role takes place in advance of any incidents—making sure the system is in place and that Joint Information Center (JIC) facilities are available and ready when the JIC needs to be in operation. This involves planning for accessible work space, electrical systems, phone lines, Internet access, space for camera trucks, and similar planning and logistics.

The emergency operations plan (or an annex to the EOP) should lay out how it all works—who has authority, what each person's responsibilities are, what happens when State and Federal representatives come in, etc.

When an incident occurs, and the incident is of a size and scope to require a JIC, the emergency manager activates the JIC, and the preplanned systems go into effect.

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

7.4: Social Media Descriptions

Social Media Descriptions	
Social Media	Description
Blog	<p>A blog (a contraction of the term Weblog) is a Web site, usually maintained by an individual, with regular entries of commentary, descriptions of events, or other material such as graphics or video. Entries are commonly displayed in reverse-chronological order. “Blog” can also be used as a verb, meaning to maintain or add content to a blog.</p> <p>Many blogs provide commentary or news on a particular subject; others function as more personal online diaries. A typical blog combines text, images, and links to other blogs, Web pages, and other media related to its topic. The ability for readers to leave comments in an interactive format is an important part of many blogs.</p>
Citizen Journalism	<p>Citizen journalism is based upon public citizens playing an active role in the process of collecting, reporting, analyzing, and disseminating news and information. The availability of technology such as smartphones with cameras and video capability makes it possible for individuals to report breaking news often more quickly than traditional media reporters.</p>
Micro-blog	<p>A micro-blog is a form of multimedia blogging that allows users to send brief text updates (say, 140 characters or fewer) or micromedia (such as photos or audio clips) and publish them, either to be viewed by anyone or by a restricted group that can be chosen by the user. These messages can be submitted by a variety of means, including text messaging, instant messaging, email, digital audio, or the Web.</p>
Photo Sharing	<p>Photo sharing is the publishing or transfer of a user’s digital photos online through both Web sites and applications that facilitate the upload and display of images. The term can also be loosely applied to the use of online photo galleries that are set up and managed by individual users, including photoblogs.</p>
Podcast	<p>A podcast is a series of visual or sound files that are distributed over the computer by syndicated download, through Web feeds, to portable media players and personal computers. Though the same content may also be made available by direct download or streaming, a podcast is distinguished from most other digital media formats by its ability to be syndicated, subscribed to, and downloaded automatically when new content is added. Like the term broadcast, podcast can refer either to the series of content itself or to the method by which it is syndicated; the latter is also called podcasting. The host or author of a podcast is often called a podcaster.</p>

7.4: Social Media Descriptions (Continued)

Social Media	Description
Really Simple Syndication (RSS) Feed	<p>RSS (abbreviation for Really Simple Syndication) is a family of Web feed formats used to publish frequently updated works—such as blog entries, news headlines, audio, and video—in a standardized format. An RSS document (which is called a “feed,” “Web feed,” or “channel”) includes full or summarized text, plus metadata such as publishing dates and authorship. Web feeds benefit publishers by letting them syndicate content automatically. They benefit readers who want to subscribe to timely updates from favored Web sites or to aggregate feeds from many sites into one place. The user subscribes to a feed by clicking an RSS icon in a browser that initiates the subscription process. The RSS reader checks the user’s subscribed feeds regularly for new work, downloads any updates that it finds, and provides a user interface to monitor and read the feeds.</p>
Smartphone	<p>(See Citizen Journalism.)</p>
Social Networking	<p>Social networking sites are online communities that connect people who share interests and/or activities, or who are interested in exploring the interests and activities of others.</p> <p>The most popular social networking sites have groups, which offer chat boards for members. There are also professional social networking sites with sections for jobs. All social networking sites allow users to find people they know among the members, or look for other members with similar interests or affiliations. These sites make it easy to establish networks of contacts.</p>
Video Blog	<p>A video blog, sometimes shortened to a vlog or vidblog, is a form of blog for which the medium is video. Entries are made regularly and often combine embedded video or a video link with supporting text, images, and other metadata. Vlogs also often take advantage of Web syndication to allow for the distribution of video over the Internet using either the RSS or Atom syndication formats, for automatic aggregation and playback on mobile devices and personal computers.</p>
Video Sharing	<p>Videos can be used to communicate information on Web sites or on video hosting sites. Video is a good choice for sharing information because of its audio and visual components.</p>

7.4: Social Media Descriptions (Continued)

Social Media	Description
Web 2.0, Webcast	<p>A Web 2.0 site allows users to interact and collaborate with each other in a social media dialogue as creators of user-generated content in a virtual community.</p> <p>A webcast is a media presentation distributed over the Internet using streaming media technology.</p>
Wiki	<p>A wiki is a page or collection of Web pages designed to enable anyone who accesses it to contribute or modify content, using a simplified markup language. Wikis are often used to create collaborative Web sites and to power community Web sites.</p> <p>A defining characteristic of wiki technology is the ease with which pages can be created and updated. Generally, there is no review before modifications are accepted. Many wikis are open to alteration by the general public without requiring them to register user accounts. Sometimes logging in for a session is recommended, to create a “wiki-signature” cookie for signing edits automatically. Many edits, however, can be made in real-time and appear almost instantly online. This feature can facilitate abuse of the system. Private wiki servers require user authentication to edit pages, and sometimes even to read them.</p>

UNIT 8. APPENDIX

- 8.1: Recovery Continuum
- 8.2: Checklist for Predisaster Recovery Planning
- 8.3: Stafford Act Declaration Process
- 8.4: Disaster Assistance
- 8.5: Recovery Support Functions (RSFs)
- 8.6: Activity: EOC Recovery Staffing

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8.1: Recovery Continuum

Recovery Continuum

Predisaster Preparedness	Short-Term Recovery	Intermediate Recovery	Long-Term Recovery
<p>Examples include:</p> <ul style="list-style-type: none"> • Predisaster recovery planning • Mitigation planning and implementation • Community capacity and resilience building • Conducting disaster preparedness exercises • Partnership building • Articulating protocols in disaster plans for services to meet the emotional and health care needs of adults and children 	<p>Examples include:</p> <ul style="list-style-type: none"> • Mass Care/Sheltering: <ul style="list-style-type: none"> – Provide integrated mass care and emergency services • Debris: <ul style="list-style-type: none"> – Clear primary transportation routes • Business: <ul style="list-style-type: none"> – Establish temporary or interim infrastructure to support business reopenings – Reestablish cash flow • Emotional/Psychological: <ul style="list-style-type: none"> – Identify adults & children who would benefit from counseling or behavioral health services and begin treatment • Public Health and Health Care: <ul style="list-style-type: none"> – Provide emergency and temporary medical care and establish appropriate surveillance protocols • Mitigation Activities: <ul style="list-style-type: none"> – Assess and understand risks and vulnerabilities 	<p>Examples include:</p> <ul style="list-style-type: none"> • Housing: <ul style="list-style-type: none"> – Provide accessible interim housing solutions • Debris/Infrastructure: <ul style="list-style-type: none"> – Initiate debris removal – Plan immediate infrastructure repair and restoration • Business: <ul style="list-style-type: none"> – Support reestablishment of businesses where appropriate – Support the establishment of business recovery one-stop centers • Emotional/Psychological: <ul style="list-style-type: none"> – Engage support networks for ongoing care • Public Health and Health Care: <ul style="list-style-type: none"> – Ensure continuity of care through temporary facilities • Mitigation Activities: <ul style="list-style-type: none"> – Inform community members of opportunities to build back stronger 	<p>Examples include:</p> <ul style="list-style-type: none"> • Housing: <ul style="list-style-type: none"> – Develop permanent housing solutions • Infrastructure: <ul style="list-style-type: none"> – Rebuild infrastructure to meet future community needs • Business: <ul style="list-style-type: none"> – Implement economic revitalization strategies – Facilitate funding to business rebuilding • Emotional/ Psychological: <ul style="list-style-type: none"> – Followup for ongoing counseling, behavioral health, and case management services • Public Health and Health Care: <ul style="list-style-type: none"> – Reestablishment of disrupted health care facilities • Mitigation Activities <ul style="list-style-type: none"> – Implement mitigation strategies

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8.2: Checklist for Predisaster Recovery Planning

Checklist for Predisaster Recovery Planning

Assessment

- Identify hazards; assess risks and vulnerabilities.
- Identify limitations in recovery capacity, and means to supplement this capacity.
- Identify areas of potential financial challenges.

Communication and Outreach

- Identify strategies to use in the development of the predisaster recovery planning process.
- Develop outreach and communications strategies for use during postdisaster recovery.
- Ensure community participation of underserved and disadvantaged populations including the use of alternative communications formats and multiple languages.
- Ensure effective communications for all participants, including individuals with disabilities and individuals with limited English proficiency.

Stakeholders

- Identify sectors of the community to participate in predisaster and postdisaster recovery planning and coordination.

Partnerships

- Develop predisaster partnerships that ensure engagement of all potential resources and issues.
- Encourage full engagement of the public and recovery stakeholders.
- Organize connections and interface with the local government.

Guiding Principles and Recovery Priorities

- Determine principles to guide recovery decisionmaking.
- Explore how priorities are determined following a disaster.
- Incorporate sustainability into overall planning guidance.

Organizational Framework

- Establish clear leadership, coordination, and decisionmaking structures throughout all levels of government.

Concept of Operations

- Establish the operational framework that is followed immediately after a disaster occurs.
- Establish maintenance procedures for updating predisaster and postdisaster recovery plans.

Process for Postdisaster Recovery Planning

- Clearly articulate the connectivity between mitigation, comprehensive and regional sustainability planning, and other policy positions.
- Identify how the community will work together after a disaster to develop their plan for recovery.
- Use a multihazard approach to recovery planning and preparedness.
- Identify priority recovery and redevelopment activities.
- Organize decisions through the use of a planning system that:
 - Evaluates the likely conditions and needs after a disaster.
 - Sets recovery goals and objectives.
 - Measures progress against those goals and objectives.

8.2: Checklist for Predisaster Recovery Planning (Continued)

Checklist for Predisaster Recovery Planning (Continued)

Exercise

- Test predisaster planning, preparation, and staff capabilities by implementing recovery exercises.
- Evaluate performance and revise predisaster recovery plans accordingly.

Planning Considerations

- Identify specific planning considerations that must be taken into account in the development of a recovery plan, including but not limited to, place-based mitigation issues such as:
 - Wild/rural/urban interfaces.
 - Floodplain management.
 - Coastal zones.
 - Seismic areas.
 - Historic and cultural properties, districts, landscapes, and traditional cultural properties.

8.3: Stafford Act Declaration Process

Requesting Stafford Act Assistance	
<p>Step 1: FEMA/Federal and State representatives complete a Preliminary Damage Assessment (PDA).</p>	<p>The PDA:</p> <ul style="list-style-type: none"> • Documents the impact of the event and estimates initial damage. • Establishes a foundation for the Governor to request assistance. • Provides background for FEMA's analysis of the request.
<p>Step 2: The Governor requests assistance.</p>	<p>The Governor's request, by law, must:</p> <ul style="list-style-type: none"> • 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.
<p>Step 3: FEMA reviews the request and makes a recommendation.</p>	<ul style="list-style-type: none"> • 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.
<p>Step 4: The President makes a major disaster declaration, if warranted.</p>	<ul style="list-style-type: none"> • The President decides whether to declare that a major disaster exists. • If a declaration is issued, assistance is made available under the Stafford Act.

8.4: Disaster Assistance

Recovery Programs

Stafford Act Program Summaries			
Individual Assistance	The Individual Assistance program serves families and businesses that have been affected by disasters. Some of these services include:		
	<table border="1"> <tr> <td>Emergency Needs</td> <td>Voluntary agencies attend to essential needs that must be met immediately. Emergency needs include food, shelter, transportation, and medical care.</td> </tr> </table>	Emergency Needs	Voluntary agencies attend to essential needs that must be met immediately. Emergency needs include food, shelter, transportation, and medical care.
	Emergency Needs	Voluntary agencies attend to essential needs that must be met immediately. Emergency needs include food, shelter, transportation, and medical care.	
	Individuals and Households Program (IHP)		
	<ul style="list-style-type: none"> • Temporary Housing Assistance 	If qualifications are met, FEMA provides temporary Housing Assistance (HA): Financial (rental assistance or short-term lodging expenses) or direct assistance (manufactured housing or recreational vehicle) with temporary housing needs.	
	<ul style="list-style-type: none"> • Repairs 	Funding to make home repairs, to return homes to a safe and sanitary living or functioning condition. Additional repair assistance may be provided by the Small Business Administration disaster loan program.	
	<ul style="list-style-type: none"> • Replacement 	Assistance to purchase a replacement home.	
	<ul style="list-style-type: none"> • Permanent Housing Construction 	Assistance to construct a permanent home in island areas, or other remote locations outside the Continental United States when other housing forms are unavailable or infeasible. Note: Permanent Housing Construction is rarely implemented.	
	<ul style="list-style-type: none"> • Other Needs Assistance (ONA) 	Other Needs Assistance may be provided to help with related medical, dental, funeral, and other expenses. This type of assistance is not income dependent. ONA also can provide assistance for personal property such as furniture, appliances, transportation, clothing, and moving/storage.	
	Small Business Administration (SBA)		
	<ul style="list-style-type: none"> • SBA Loans 	SBA provides Home and Personal Property Disaster Loans: Low-interest loans for restoring or replacing uninsured or underinsured disaster-damaged real estate and personal property. These loans are limited to the amount of uninsured SBA-verified losses.	
	<ul style="list-style-type: none"> • Business Physical Loss Disaster Loans 	Low-interest loans to businesses for repair and replacement of destroyed or damaged facilities, inventory, machinery, or equipment.	
	<ul style="list-style-type: none"> • Economic Injury Disaster Loans 	Loans for working capital to small businesses that cannot pay bills or meet expenses as a result of the disaster. There is money available for mitigation.	

8.4: Disaster Assistance (Continued)

Recovery Programs (Continued)		
Stafford Act Program Summaries (Continued)		
Individual Assistance (Continued)	Consumer Services	The State Attorney General's Office provides counseling on consumer problems including product shortages, price gouging, and disreputable business practices.
	Disaster Unemployment Assistance (DUA)	Eligibility: Those not qualified for regular unemployment insurance (self-employed). Unemployment benefits at the State's rate from date of incident up to 26 weeks after the incident.
	Crisis Counseling	Assistance for short-term counseling, public education. FEMA funds Health and Human Services (HHS) Center for Mental Health Services; grants in turn to State Mental Health Departments and local providers.
	Disaster Legal Services (DLS)	Provided through the Young Lawyers Division of the American Bar Association, DLA provides assistance for disaster-related legal needs such as assistance with insurance claims, will replacement, landlord disputes, etc.
	Disaster Case Management (DCM)	FEMA provides grants to States to implement DCM. A disaster case manager assists households in assessing their disaster-caused unmet needs and helps them develop a goal-oriented recovery plan.
	Emergency Farm Assistance	The Department of Agriculture (USDA) provides emergency farm loans through the Farm Service Agency (FSA). This program provides assistance to family farmers who suffer disaster-related damage or a loss related to their farming operations. The loans are intended to return the farm operation to a productive basis as soon as possible.
Public Assistance	<p>The Public Assistance program provides assistance to municipalities and certain private nonprofit groups for:</p> <ul style="list-style-type: none"> ▪ Removal of debris. ▪ Repairs to public buildings, roads, bridges, and other infrastructure. ▪ Certain emergency protective measures. <p>FEMA can task ("mission assign") another Federal agency to help in the provision of public assistance support or reimburse local governments for completing the needed work.</p>	

8.4: Disaster Assistance (Continued)

Recovery Programs (Continued)

Stafford Act Program Summaries (Continued)	
Hazard Mitigation	<p>Mitigation is any action of a long-term, permanent nature that reduces the actual or potential risk of loss of life or property from a hazardous event.</p> <p>Mitigation means providing individuals and communities with resources and technical assistance to rebuild in ways that will reduce the possibility of future losses. Mitigation may involve simple measures such as strapping a water heater to a wall to prevent earthquake damage and elevating heating and air conditioning units to avoid flood damage. Mitigation can also include more complex efforts such as reengineering bridges or relocating communities.</p> <p>Mitigation requires that individuals look at the future, not at just short-term rebuilding efforts.</p>
General Program Information	
What To Do If People Ask About the Programs	<p>Never give advice about an individual's eligibility. This may raise false expectations and add to their suffering, confusion, or disappointment.</p> <p>If people ask you about the disaster assistance programs and whether they may be eligible, it is important to encourage them to apply for assistance. Remind individuals about the teleregistration number: 1-800-621-3362 (FEMA). Assistance programs and the eligibility needs are complex, so it is important for everyone to complete an application. Completing an application is the only way to make sure individuals get all the assistance they are entitled to receive.</p>
Disaster Assistance Information	<p>Following a Presidential declaration of a disaster, FEMA initiates a coordinated effort to publicize information on how to apply for disaster assistance. It includes Public Service Announcements, community workers, media announcements, and many other methods and procedures.</p>
The Registration Process	<p>The National Processing Service Center (NPSC) is a permanent FEMA facility that houses the National Teleregistration Center, a nationwide toll-free telephone bank. When an application for disaster assistance is taken over the telephone, it is processed into the computer system.</p> <p>The NPSC is able to take calls from anywhere in the continental United States during operating hours (disaster specific). Temporary centers may be set up to help with taking and processing the overflow of applications. Operators are available at certain times to translate various languages.</p> <p>If people ask you how or where to apply, encourage them to call the toll-free application number.</p>

Teleregistration

1-800-621-3362
TTY
1-800-462-7585

8.4: Disaster Assistance (Continued)

Recovery Programs (Continued)

General Program Information (Continued)	
The Helpline	<p>The Helpline is a toll-free number set up for individuals who have already applied for disaster assistance to call when they need additional help or have questions. The Helpline is an effective way to find out about:</p> <ul style="list-style-type: none">• The status of an application.• Additional services.• Where to go for specific services.
	<p>Helpline 1-800-621-3362 TTY 1-800-462-7585</p>
Learn More About Assistance Programs	<p>A lot of additional information is available about assistance programs. Three things you can do to learn more are:</p> <ul style="list-style-type: none">• Visit the FEMA Web site at http://www.fema.gov/assistance.• Take additional training.• Talk to program experts.

8.5: Recovery Support Functions (RSFs)

Recovery Support Functions	
RSF	Mission
Community Planning and Capacity Building	To support and build recovery capacities and community planning resources of local, State, and tribal governments needed to effectively plan for, manage, and implement disaster recovery activities in large, unique, or catastrophic incidents.
Economic	To integrate the expertise of the Federal Government to help local, State, and tribal governments and the private sector sustain and/or rebuild businesses and employment, and develop economic opportunities that result in sustainable and economically resilient communities after large-scale and catastrophic incidents.
Health and Social Services	To provide Federal Government assistance to locally led recovery efforts in the restoration of the public health, health care, and social services networks to promote the resilience, health, and well-being of affected individuals and communities.
Housing	To address pre- and post-disaster housing issues and coordinate and facilitate the delivery of Federal resources and activities to assist local, State and tribal governments in the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and development of other new accessible, permanent housing options.
Infrastructure Systems	To facilitate the integration of the capabilities of the Federal Government to support local, State, and tribal governments and other infrastructure owners and operators in their efforts to achieve recovery goals relating to the public engineering of the Nation's infrastructure systems.
Natural and Cultural Resources	To integrate Federal assets and capabilities to help State and Tribal governments and communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents.

8.6: Activity: EOC Recovery Staffing

Instructions: Working in small groups. . .

1. Review your assigned scenario (below).
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.

Scenarios: Each EOC has a jurisdictional population of 100,000.

- Scenario: EOC Alpha has experienced a magnitude 6.8 earthquake.
- Scenario: EOC Bravo has experienced a category 2 hurricane.
- Scenario: EOC Charlie has experienced a series of tornadoes.
- Scenario: EOC Delta has experienced wildland fires.
- Scenario: EOC Echo has experienced wide-spread flooding following a series of storms.

Challenges	Ways to Overcome Challenges
1.	
2.	
3.	

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UNIT 9. APPENDIX

9.1: Training Job Aid

9.2: Exercise Job Aid

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9.1: Training Job Aid

Training Options	
Training Type	Appropriate for Providing . . .
Classroom	<ul style="list-style-type: none"> • A knowledge base on new or revised processes and/or procedures. • The skills needed to perform tasks that would be done manually (e.g., analyzing information from documents provided) or with equipment contained in the classroom (e.g., computers, telephones) or on the job.
Independent Study	<ul style="list-style-type: none"> • Knowledge acquisition at a pace that is comfortable for the participant. • An opportunity to learn and apply knowledge and skills (e.g., through a tutorial) in a self-paced environment.
On-the-Job Training	<ul style="list-style-type: none"> • An opportunity to learn and perform tasks in a real-life environment with the supervision of an expert performer. (A related form of training is the practicum, which is designed to give the learner supervised practical application of a previously or concurrently studied theory. Another option, shadowing, allows the learner to observe an expert performer on the job.)
Briefings	<ul style="list-style-type: none"> • New information, usually at a high level, presented to all persons who have a need to know or use the information. Briefings are often provided to large groups and include a question-and-answer session.
Seminars	<ul style="list-style-type: none"> • Opportunities for small numbers of job performers to discuss specific topics, usually with the advice of an expert performer. Seminars usually involve new policies, procedures, or solutions to problems being presented to the group.
Workshops	<ul style="list-style-type: none"> • Opportunities for small numbers of job performers to discuss issues and apply knowledge and skills to solving problems or producing a product. Workshops are generally highly structured and their outputs are usually a product that meets specified criteria (e.g., a list of assumptions that will be used as a basis for developing the emergency operations plan).
Job Aids	<ul style="list-style-type: none"> • Quick references that are intended to be used on the job. Common job aids include checklists, worksheets, standard operating procedures, reference guides, etc.

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

9.2: Exercise Job Aid

Types of Exercises

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

Source: Homeland Security Exercise and Evaluation Program (HSEEP)