Introductions

1. MY NAME IS...
2. MY JOB TITLE IS...
3. I WORK FOR...
4. MY EOC EXPERIENCE IS...
5. MY EOC POSITION IS...
Administration

1. Schedule
2. Evaluations
3. Sign in sheet
4. Breaks & Lunch
5. Facilities
6. Distractions
7. Participant Guide
8. Course materials

Course Materials

- LA City G775/191 Participant Guide
- Referenced Documents
- EOC Documents
  - EOC Org Chart
  - EOC Activation Levels
  - EOC Coordination Process
  - Standing Objectives
  - Emergency Support Functions
  - 25 Questions for Emergency Managers

Safety

1. Evacuations
2. Shelter in Place
3. Lock Down
4. 911
5. CPR
6. AED
Day 1 – December 17, 2019
- Module 1: Introduction | Robbie Spears
- Module 2: EOC Introduction | Jon Brown
- Module 3: LA City EOC SEMS/NIMS/ICS | Jon Brown
- Module 4: LA City Emergency Management | Kate Hutton
- Module 5: EOC 4 Effective Factors (Facility + Equipment) | Mary Reuschel
- Module 6: EOC 4 Effective Factors (Procedures + Personnel) | Sonya Young-Jimenez

Day 2 – December 18, 2019
- Module 7: EOC Organization | Kate Hutton & Jon Brown
- Module 8: EOC Operations | Jackie Koci Tamayo & Paul Weinberg

Day 3 – November 14, 2019
- Module 9: Helpful Tips | Jillian De Vela
- Review, Exam, Close | Robbie Spears
1. Describe EOC’s role in multiagency coordination
2. Determine if EOC organizations create effective coordination
3. Identify potential alternate EOC locations
4. Identify EOC staffing, information, systems, and equipment needs
5. Relate EOC operations to National Incident Management (NIMS) requirements
6. Describe the relationship between EOC and the on-scene Incident Command System (ICS) structure
7. Describe EOC Operations

1. Become familiar with your specific role within the EOC process, allowing fulfillment of unit tasks, section goals, and ultimately management objectives as well as informed policy decisions
2. Delineate the roles and responsibilities within the EOC staffing organization and how each section contributes to the maintenance of a common operating picture
3. Outline the EOC planning process, providing an understanding of the “Planning P” and its contribution to management by objectives
4. Understand and practice the SEMS formal resource ordering process
5. Understand practice the unique aspects of the City’s resource ordering process within the EOC
6. Articulate how multi-agency/multi-disciplinary coordination supports field-level tactical decisions
7. Understand the difference between formal and informal communications within the EOC, and how information flows from the field to the EOC and beyond
8. Understand the relationship between the Department Operations Centers (DOCs) and the EOC
Course Learning Objectives

9. Know about the Emergency Operations Organization and how emergency management functions within the City.

10. Be comfortable with your pod, including the location of supplies, check in procedures, and where to find information necessary to do your job.

11. Understand the difference between your day to day activities and the functions performed during an EOC activation.

Activity Log

Module 2
EOC INTRODUCTION
Emergency Management 101

- Day-to-Day Emergencies vs. Disasters
- Other disaster criteria
- Waves of Disasters
- Emergency Management Phases
- Response Goals
- Response Agencies
- Response Problems
- EOCs as Critical Link

ACTIVITY 1

Emergencies vs. Disasters

- As a class, we’ll watch the following two videos. One depicts an emergency, the other a disaster.
- Think about what their differences are.
- Be prepared to share with the class.
Emergencies vs. Disasters

Everyday Emergencies:
- Single Incident
- Enough/Adequate resources
- 1 to a few agencies
- Lesser threat
- Limited impact area
- Short duration
- No Emergency Proclamation
- Managed at field ICP

Disasters:
- Single or Multiple Incidents
- Resource shortfall
- Many agencies, jurisdictions
- Increased threats
- Greater or wider impact area
- Long duration – multiple shifts
- Proclamations and/or Declaration
- Requires EOC Activation

Other Disaster Criteria

Size
- Big
- Small

Complexity
- # of problems / functions
- # of resources needed
- # of agencies, jurisdictions & government levels
- Major political, social & economic impacts
Waves of a Disaster

Wave 1
- Too many problems and not enough resources

Wave 2
- Same problems – more resources arrive
- Need to manage resources
- This may lead to poor:
  - Communication & Coordination
  - Support
  - Lessening of response effort to save lives

Emergency Management

Components of EM

- Mitigation
- Preparedness
- Response
- Recovery
- Prevention (DHS)
- Protection (DHS)
Components of EM

- Prevention
- Preparedness
- Mitigation
- Response
- Recovery

Pre-Incident
Post-Incident

Mitigation

- Sustained action to reduce or eliminate long-term risk to human life and property from natural disasters

Mitigation

- Resilience by Design (2014)
  - Strengthen buildings
  - Fortify water system
  - Enable reliable telecommunication
- Local Hazard Mitigation Plan (2017)
- Resiliency Los Angeles (2018)
  - 4 chapters, 15 goals, 96 actions
  - Strategic approach to building resilience
Mitigation Programs

- Soft-Story Retrofit Program
  - Ordinance 183893 | October 13, 2015
  - Ordinance 184081 | February 12, 2016
- Vulnerability Criteria
  - Wood frame, 2+ stories
  - Built prior to 1/1/1978
  - Ground floor parking or open space
- Timeline
  - From Order to Comply:
    - 2 years: Submit proof of previous retrofit, plans to retrofit or demolish
    - 5 years: Obtain permit to start construction or demolition
    - 7 years: Complete construction

Preparedness

- Strengthen the City’s ability to respond effectively to an incident
Response

• Action taken immediately before, during, and after an incident to save lives, reduce injuries, and prevent damage to property and the environment

ACTIVITY 2

Response in LA

• In Los Angeles, there can be multiple incidents occurring across the City that are different in nature and require a coordinated response.
• Break out into your groups and make a list:
  ◦ What are some of the hazards or emergencies we could see in Los Angeles that would require coordinated response?

Response in LA

What are some examples of each in LA?
• Brushfire
• Earthquake
• Landslides
• Adverse Weather
• Human-Caused
Response Goals

- Life Safety
- Protect property
- Preserve the environment
- Restore area to a new normal

Typical Disaster Responders

- Law Enforcement
- Fire/EMS
- Emergency Services
- Public Works

Non-Typical Disaster Responders

- Utilities
- Red Cross
- HAM Radio Operators
- Spontaneous Volunteers
- Medical Personnel
- VOAD
- CERT
- Social Services
- Faith Base Organizations
Disaster Response Issues

• Poor:
  – Communication
  – Coordination
  – Support
  – Info and Resource Management
  – Overall management

Good or Bad EOC

• EOCs are often a Weak Link
• Must be a Critical Link
  – Positive/Solution-Focused
  – Not a Negative/Problem
  – No “terminal thinking”
• Focus:
  • Macro (strategic) ➔
  • Micro (tactical) ➡

Emergency Response’s Critical Link

• Acquire, assign, and track resources
• Manage information
• Set response priorities
• Provide legal and financial support
• Liaison with other jurisdictions and government levels
Advantages of EOCs

- Central Location that:
  - Allow Incident Commanders to focus on the incident’s needs
  - EOC focuses on the “Big Picture”
  - Provides a conduit
  - Promotes problem resolution at the lowest level

EOC: ROLE & RESPONSIBILITY

FACILITATION + COORDINATION

1. Inter-Agency Coordination
2. Executive Decision Making
3. Information Collection, Evaluation, Dissemination
4. Priority Setting
5. Resource Management

8 MISSION ELEMENTS OF EOC’s

1. SUPPORT
2. Via COMMUNICATION
3. And COORDINATION
4. Focusing on POLICY
5. PRIORITIES
6. Comprehensive INFORMATION management
7. Comprehensive RESOURCE management
8. DOCUMENTATION
Recovery

- Process of returning the community to as near pre-event condition as possible.

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

Recovery in LA

- Getty Fire (2019)
- Saddleridge Fire (2019)
- Creek Fire (2017)
- Aliso Canyon Gas Leak (2015)

Module Evaluation
MODULE 3
LA CITY EOC, NIMS, SEMS, ICS

EOC’S AND NIMS/SEMS/ICS
- Allow Incident Commanders to focus on the incident’s needs
- EOC focuses on the “Big Picture”
- Provides a conduit
- Promotes problem resolution at the lowest level

NIMS & SEMS
NIMS
- Preparedness
- Communications & Information Management
- Resource Management
- Command and Management
- Ongoing Management & Maintenance

SEMS
- History
- Purpose
- Components
  - ICS
  - Interagency Coordination
  - Master Mutual Aid
  - Op Area Concept
STANDARDIZED EMERGENCY MANAGEMENT SYSTEM

FIELD & EOC

ACTIVITY 3

Field vs. EOC
- Watch the following video
- As a class, discuss:
  - What activities represent actual Emergency Management?
  - What is the Emergency Manager doing that would never actually happen in reality?
ACTIVITY 3

ICS DIFFERENCE

“Command” in the Field

Management

“Management” in the EOC

Operations
Planning & Intelligence
Logistics
Finance & Administration

INFORMATION FLOW TO EOC

EMERGENCY OPERATION CENTER (EOC)

FIELD
**INFORMATION FLOW TO EOC**

DOCs

**DOCs**

- Facilitate their department’s internal emergency response operations and resources
- Share incident information with the EOC
- Push resource requests to the EOC if it is unable to fill through established mutual aid systems
**EOC**

**LA City EOC**
- Inter-Agency Coordination
- Executive Decision Making
- Information Collection, Evaluation, Dissemination
- Priority Setting
- Resource Management

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**Operational Area (OA)**

**Los Angeles County EOC**
- Coordinates emergency activities within the geographic area of the County
- Serves as link between local government EOCs and the Regional Level EOC.

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**External Interaction**

- If LA County cannot fulfill requests and needs, requests are forwarded to the Cal OES Southern Region Emergency Operations Center (REOC) and then the State Operations Center (SOC)
- From CalOES, requests are sent to FEMA if California’s resources & capabilities are overwhelmed
Master Mutual Aid System

- 1950 agreement among all CA political subdivisions.
- Voluntary and reciprocal agreements which provide services, resources, and facilities, when jurisdictional resources are inadequate.
- Several Mutual Aid Systems form essential links in SEMS.

Types of Aid

- Automatic Aid
  - Contractual Agreements
- Mutual Aid
  - Voluntary provision of services
- Assistance by Hire
  - Agreed upon reimbursement scale

Mutual Aid Programs

- Emergency Management Mutual Aid (EMMA)
- Emergency Management Assistance Compact (EMAC)
- Transit Mutual Aide Compact (TransMAC)
- Public Works Mutual Aid Agreement (PWMAA)
- California Medical Mutual Aid
Mutual Aid Programs

• **County:** Disaster Medical Assistance Teams (DMAT)
• **State:** Army National Guard
• **Federal:** Defense Support of Civil Authorities (DSCA)

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Mutual Aid Programs

The Federal Joint Field Office (JFO)

– Provides a single facility to co-locate all entities
– Provides ESF support to on-scene efforts for disaster response and recovery program implementation
– Provides coordination of broad support operations
– Co-located with Cal OES at REOC or other designated location

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California Mutual Aid Regions

• Counties in California are grouped into 6 Mutual Aid Regions

• **Mutual Aid Region 1:**
  – San Luis Obispo
  – Santa Barbara
  – Ventura
  – Los Angeles
  – Orange
Mutual Aid Considerations

Resource requests are forwarded up the SEMS levels until filled:

- If the Field cannot fill the request, it is forwarded to the DOC or EOC.
- If the DOC cannot fill the request, it is forwarded to the EOC.
- If the EOC cannot fill the request, it is forwarded to the LA OA EOC.
- If the LA OA EOC cannot fill the request, it is forwarded to the REOC.
- If the State cannot fill the request, it is forwarded to FEMA Region IX.

Do We Follow SEMS or NIMS?

Both!

- SEMS is mandated for California to receive State Disaster Funds.
- NIMS is mandated to receive Federal Funds.
- If you follow SEMS you meet most of the NIMS requirements.

What about ICS?

Both NIMS and SEMS use ICS.

- Government Code § 8607 – Emergency Services Act
What is ICS?

- Proven on-scene, all-hazard concept.
- Used to manage emergency and non-emergency events
- Works well for both small and large situations
- Interdisciplinary and organizationally flexible

ICS Components

<table>
<thead>
<tr>
<th>Standardization</th>
<th>Facilities and Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common terminology</td>
<td>Comprehensive resource management</td>
</tr>
<tr>
<td>Command</td>
<td>Incident locations and facilities</td>
</tr>
<tr>
<td>Establishment and transfer of command</td>
<td>Integrated communications</td>
</tr>
<tr>
<td>Chain of command and unity of command</td>
<td>Information and intelligence management</td>
</tr>
<tr>
<td>Planning/Organizational Structure</td>
<td>Professionalism</td>
</tr>
<tr>
<td>Management by objectives</td>
<td>Accountability</td>
</tr>
<tr>
<td>Incident Action Plan (IAP)</td>
<td>Dispatch/Deployment</td>
</tr>
<tr>
<td>Modular organization</td>
<td></td>
</tr>
<tr>
<td>Manageable span of control</td>
<td></td>
</tr>
</tbody>
</table>

ICS REQUIREMENT?

In the Field

Per NIMS | Required

In the EOC

Per NIMS | Not Required
MACS
Multiagency Coordination System (MACS)

Components
- All agencies, facilities, staff & procedures

Elements
- EOCs, DOCs, ICPs, MAC groups, resources centers, dispatch centers, JFOs, etc.

Mac
Is our goal
- Effective multi-agency coordination

Mac Groups
Is another tool
- For a major issue, involving major stakeholders outside an EOC or normal SEMS EOC protocols

MACS is a system
- Including everyone & everything in the disaster

Bottom Line: SEMS EOC levels are the backbone of good multi-agency coordination - if you know the EOC purpose.

Module Evaluation
MODULE 4
LA CITY EMERGENCY MANAGEMENT STRUCTURE

Emergency Operations Organization (EOO)

• What is the EOO?
  ▪ City Administrative Code Division 8, Chapter 3: Local Emergencies
    ▪ Defines “local emergency”
    ▪ Outlines powers of Mayor and City Council
    ▪ Emergency Operations Coordinator
    ▪ Structure and functions

EOO Structure and Function

1. Police Division | LAPD
2. Fire Suppression and Rescue Division | LAFD
3. Transportation Division | DOT
4. Public Works Division | DPW
5. Utilities Division | LADWP
6. General Services Division | GSD
  ▪ Supplies Section
  ▪ Maintenance Section
7. Building and Safety Division | DBS
8. Personnel and Recruitment Division | Personnel
9. Public Welfare and Shelter Division | RAP
10. Harbor Division | POLA
11. Recovery & Reconstruction | EMD
12. Airports Division | LAW A
13. Animal Regulation Division | ANS
14. Information Technology Division | ITA
  ▪ Communications Section
  ▪ Information Processing Section
  ▪ Telecommunications Section
  ▪ 3-1-1 Center
Emergency Support Functions
(FEMA funded response)

- ESF #1 - Transportation
- ESF #2 - Communications
- ESF #3 - Public Works and Engineering (DOD/USACE Lead)
- ESF #4 - Firefighting
- ESF #5 - Emergency Management
- ESF #6 - Mass Care, Housing, and Human Services
- ESF #7 - Resource Support
- ESF #8 - Public Health and Medical Services
- ESF #9 - Urban Search and Rescue
- ESF #10 - Oil & Hazardous Materials Response (USEPA Lead)
- ESF #11 - Agriculture and Natural Resources
- ESF #12 - Energy
- ESF #13 - Public Safety and Security
- ESF #14 - Long-Term Community Recovery and Mitigation
- ESF #15 - External Affairs

Emergency Operations Board

- Supervises the EOO during emergency preparedness, response and recovery
- Makes and enforces all necessary rules and regulations necessary for governing the EOO
- Made up of General Managers of sixteen key City departments

Emergency Operations Board

1. Police (Chair)
2. Fire (Vice Chair)
3. Emergency Management
4. Building and Safety
5. Personnel
6. Recreation and Parks
7. Transportation
8. General Services
9. Information Technology
10. Public Works
11. Water and Power
12. Airport
13. Public Welfare and Shelter
14. Personnel and Recruitment
15. Harbor City Attorney

Chief Legislative Analyst
Emergency Management Committee

• “Working arm” of the EOB
  o Designated representatives from the 15 EOB departments and agencies
  o Open to all City departments and public
  o Includes reports from various subcommittees and groups
  o Chaired by Assistant General Manager of EMD

EMC Subcommittees

• Organized by function:
  – 2nd Tuesday, every other month (Jan, Mar, May, Jul, Sept, Nov)
    1. Shelter and Welfare | RAP, Sonya Young-Jimenez
    2. Operations | EMD, Chris Joen
    3. Community Preparedness | EMD, Carol Parks
    4. Planning | EMD, Larry Meyerhoffer
  – 4th Wednesday, every other month (Jan, Mar, May, Jul, Sept, Nov)
    5. Disabilities and Access and Functional Needs (DAFN) | EMD, Omari Battles
  – Even months following EMC Meeting (Feb, Apr, Jun, Aug, Oct, Dec)
    6. Training and Exercises | EMD, Gary Singer & RAP, Brenda Aguirre
  – Dormant
    o Local Hazard Mitigation Planning
    o Public Health

Overview
Mayors Emergency Response Committee (MERC)

Executive Directive 19
- MERC is an advisory group to the Mayor
- Policy plan of action developed
- Members:
  - EMD, General Manager
  - LAFD, Chief
  - LAPD, Chief
  - MOPS, Deputy Mayor

Emergency Management Department

- Department: 2000 - Present
- General Manager: Aram Sahakian
- 5 Divisions
  1. Operational Readiness (ORD)
  2. Training & Exercises (T&E)
  3. Planning
  4. Community Preparedness and Engagement (CPED)
  5. Administrative Services

Emergency Management Department

- Executive Directive 15
  - Outlines EMD's role
  - City employee responsibilities
  - Departments responsible for:
    - Filling all assigned roles in ICP, DOC, EOC, or ACP
    - Coordinate with EMD on community outreach
    - Ensure EOC responders are trained
    - Continuity for 72 hrs
    - Department Emergency Plans
Disaster Service Workers

California Government Code
Section 3100-3109

It is hereby declared that the protection of the health and safety and preservation of the lives and property of the people of the state from the effects of natural, manmade, or war-caused emergencies which result in conditions of disaster or extreme peril to life, property, and resources is of paramount state importance. In protection of its citizens and resources, all public employees are hereby declared to be disaster service workers...

All disaster service workers shall, before they enter upon the duties of their employment, take and subscribe to the oath or affirmation.

Proclamation Process - City

Step 1: EOC Director consults with EOC Operations Section Coordinator
Step 2: Drafting Proclamation assigned by Ops to F&A (Legal Unit)
Step 3: EOC Director reviews and forwards the Proclamation to the Mayor
Step 4: Mayor signs, proclamation takes effect
Step 5: City Attorney/EMD work to ratify resolution
Step 6: Mayor sends to City Clerk for Council, forwarded to County
Proclamation Process - SEMS

Operational Area
Request for State of Emergency; IDEs meet threshold

State
State / SBA review damage; recommend Declaration

Federal
FEMA presents package and recommendation to President; Declaration of Major Disaster or Emergency

Module Evaluation

Module 5
EFFECTIVE FACTORS OF AN EOC (FACILITY & EQUIPMENT)
4 Factors for an EOC

1. Facility
2. Equipment
3. Plans & Procedures
4. * Personnel
   - Know EOC purpose
   - Know their EOC role
   - Trained & exercised
   - Enough personnel
   - Motivated personnel

FACTOR 1: FACILITY (DESIGN)

- Analyze your current EOC facility for functionality
- Articulate the need for an alternate EOC and describe the minimum requirements

ACTIVITY 4

EOC Tour
As your instructor is providing the tour, take notes on the following components:
- Location
- Safety
- Size
- Systems Capability
- Survivability
- Hot, Warm, Cold EOC
Location

- Accessibility
- Safety
  - Hazards
  - Cascading Events
  - Security
- Size
  - Number of Personnel
  - Equipment

Systems Capability

- Heating, Ventilation, Air Conditioning (HVAC)
- Water
- Electricity & Natural Gas
- Telephone
- IT support & Capability

Versatility/Other Considerations

Layout
- Needed Functions
- Tools & Room to do the job

Set-up
- Ergonomics
- Lighting
- Comfort
Survivability

- Culmination of all location and design factors
- The EOC can remain operable for an extended period of time
- LA City EOC can remain operable for 72 hours without resupply

Hot, Warm, & Cold Facilities

**HOT**
Fully equipped, utilities working, shortest startup period required, most expensive

**WARM**
Some systems/equipment in place, moderate startup period required

**COLD**
Not equipped, utilities not working, longest startup period required, least expensive

Alternate EOCs

- All jurisdictions should have an alternate EOC
- An alternate EOC location should be based on the same factors as the primary EOC
Primary & Back-Up EOC

LA City EOC
500 East Temple Street
Los Angeles CA 90012

LAPD Ahmanson
Recruit Training Center
5651 W Manchester Ave
Los Angeles, CA 90045

EXERCISE 4

Reviewing EOC Physical Configuration
Work in your groups
- Identify ways to improve the configuration
- Unlimited funds and total authorizations – What would be your “DREAM” EOC?
- Select a spokesperson

FACTOR 2: EQUIPMENT

- Identify information needs for the EOC
- Determine the systems and equipment needed
Computer

- T-drive
- Google Suite
  - Gmail
  - Drive
  - Docs
  - Sheets

ACTIVITY 5

WebEOC 8.3 Login

Username
Password
Log In

Mapping

- EOC has several mapping programs:
  - Online Mapping
    - SALUS
    - Fire Ready (LAFD)
    - Google Maps
  - Desktop
    - ArcGIS (BOE)
Audio/Visual
- Crestron
- White boards
- A-frames
- Headphones
- Pod TV system
- Main monitors
- Microphones

Audio/Visual
- Crestron controls
- Pod TV

Audio/Visual
- Headphone jack
- Audio control
Audio/Visual

Communication

- Desk lines (VoIP)
- Satellite Phones
- 800mHz radios
- Ham Radio

Supplies

- Writing utensils
- Note pads
- Stapler
- Markers
- Forms
Customize Your Space

- This is your workspace, so tailor your desk to what you might need:
  - DOD – Video Remote Interpreting Services
  - RAP – Department policies/procedures, white board

Information Management

1. Planning
2. Collection, Creation, Storage & Capture
3. Organization
4. Use & Dissemination
5. Maintenance, Protection & Preservation
6. Disposition
7. Evaluation

Information Management

P/I Information Management

- Challenges
- Information vs. Intelligence
- Information Management for EOC
  - P/I Chief
- Information Management
EXERCISE 5
Identifying & Protecting Information
Work as a Team
• Identify all information needs & gaps for the EOC
• Select a spokesperson

Information Needs
• Key personnel
• Support personnel
  • Static Files
  • Dynamic Files

Meeting Information Needs
• Address information needs
  • Planning Process
  • EOC operations
Information for Key Personnel

- Information Needed
- 8 Communication Elements

EXERCISE 6

What Do You Have, What Do You Need?

Work as a team
- Identify & prioritize all info needs
- Answer questions for top 3 info needs
  - Ready available?
  - If not, where to get?
  - How obtained, maintained & updated?
  - What systems required access to info?
- Select a spokesperson

NIMS Requirements

- Interoperability
- Redundancy
EXERCISE 7

Interoperability Strengths/Weaknesses

• For LA City
  • What are the interoperability strengths?
  • What are the interoperability weaknesses?
  • How to fix them?

Determining Interoperability

• Who needs to communicate
• With whom
• When
• How

Assessing Radio Communications

• Geography & Topography
• High-rise buildings or other concrete/steel structures
• Frequencies allocated to emergency services
• Incompatible Systems
• Capacity
Redundancy

Backup Systems
- What are they?
- When are they used?
- How are notifications made?
- Media

EXERCISE 8

Name that Backup
Work in your groups
- Develop a list of back-up ways to communicate for following categories:
  - Phones
  - Radios
  - Computer Systems
  - Miscellaneous Communications
  - Select a spokesperson

Mapping Communications

Levels: Up & Down
- State EOC
- Regional EOC
- Operational Area EOC

EDC Sections: Up & Down & Across
- Operations
- Logistics
- Planning
- Intelligence

EDC Positions: Many to Many
- City EOC
- DOC
- Field
EXERCISE 9
Developing Communication Map
- Select a position in the EOC
- Create a communications “map” for an EOC section or position including primary and secondary line of communications (internal/external)
- Select a spokesperson

Equipment and System Needs
- Support information requirements
- Develop joint specifications with neighboring jurisdictions
- Require agencies to provide funds
- Emergency services tax
- WebEOC

Module Evaluation
...
MODULE 6
EFFECTIVE FACTORS OF AN EOC (PROCEDURES & PERSONNEL)

FACTOR 3: PLANS & PROCEDURES

- City Charter
- Administrative Code
- Executive Directives
- Emergency Operations Plan
- Annexes/Appendices
- COOPs
- DEPs
- EOC/DOC Plans
- SOPs
- Job Aids
- Hazards Mitigation Plan
- Continuity of Operations Plan
- Activation/Deactivation Procedures
- Orders of Succession
- Delegations of Authority
- Staffing & Resource Assignments/Allocations
- Notifications
PLANS

- Hazards Mitigation Plan
- Emergency Operations Plan
- Continuity of Operations Plan
- Does your jurisdiction have these plans?
- Who develops these?
- Who maintains them?
- Frequency?

Planning Basis

Procedures

- Good Idea?
- Who develops the EOC procedures?
- What EOC procedures should cover:
  - Mission, Activation & Deactivation Steps.
  - Organization, Concept of Operations & Policies on EOC
  - Operational Issues
- Reviewed and revised after each activation, exercise and annually

Job Aid Development & Update

- Good Idea?
- How many positions?
- Who develops the job aids?

What job aids should cover:
- Title, role, responsibilities, tasks, resources
- Reviewed & revised regularly
FACTOR 4: PERSONNEL

- What must be done (essentials)
- Time period & staffing levels
- Knowledge, skills, & abilities (competence)
- Authority
- Core Functions
- Day to day vs. EOC

Emergency Staffing

EOC organization selected based on:
1. Type, size and/or complexity of emergency
2. EOC activation level required
3. Qualified & experienced staff based on functions to be performed, etc.

Ensuring Qualified Staff

- Develop job aids
- Work closely with key personnel
- Provide training & exercises
- Use exercises & actual activations to determine training needs
- Match department staff with EOC positions
Ensuring Qualified Staff

- EOC Credentialing
- Bottom Line
  - Support staff
  - Ensure staff have necessary KSAs
  - Knowledge of critical tasks
  - Skill to perform tasks
  - Ability to work under pressure
  - Ability to interact well with others
  - Authority to perform tasks

Alternate & Support Staff

- Alternate staff
- Support staff

ACTIVITY 6

Identify Staff Requirements for Essential Functions

- As a group, have each member discuss the position/section/role you believe you would fill in an EOC
- Have each member identify staff requirements, knowledge, skills, and abilities needed for their position
- Groups choose one spokesperson to present on their position
Staffing for Essential Functions

- Knowledge of critical tasks
- Skill to perform tasks
- Ability to work under pressure
- Ability to interact well with others
- Authority to perform tasks

Delegations of Authority

- Designate individuals authorized to enact policy or make decisions
- Clearly establish delegations of authority
- Why?

Order of Succession

- Designate individuals authorized to enact policy or make decisions
- Clearly establish delegations of authority
- Why?
Training and Cross Training

- Primary staff unavailable
- Transportation routes disrupted
- Essential functions must continue

Module Evaluation

DAY 1 REVIEW
Module 2: EOC Introduction

- Day-to-Day Emergencies vs. Disasters
- Other disaster criteria
- Waves of Disasters
- Emergency Management Phases
- Response Goals
- Response Agencies
- Response Problems
- EOCs as Critical Link

Module 3: SEMS, NIMS, ICS

- Difference between SEMS and NIMS
- SEMS Levels
- DOCs and EOCs
- Operational Area
- Mutual Aid
  - Automatic Aid
  - Mutual Aid
  - Assistance by Hire
- ICS and EOCs
- MACs

Module 4: LA City EM

- The Emergency Operations Organization (EOO)
  - History
  - Structure and function
- The EOB, EMC, and Subcommittees
- Mayor’s Emergency Response Committee (MERC)
- The Emergency Management Department
- Disaster Service Worker (DSW) Program
- Proclamation Process
Module 5: Facilities and Equipment

• Facility Considerations
  – Accessibility
  – Safety
  – Size
  – Systems Capability
  – Layout
  – Set Up
  – Survivability
  – Hot, Warm, Cold
  – Alternate Site

Module 5: Facilities and Equipment

• Equipment
  – WebEOC
  – Mapping
  – Audio/Visual
  – Supplies
  – Communication
  – Customization
  – Redundancy

Module 6: Procedures and Personnel

• Plans and Procedures
• Emergency staffing
• Ensuring qualified staff
• Alternate and support staff
• Staffing essential functions
• Delegation of authority
• Order of succession
• Training and cross training
EOCs

Most emergencies are handled by first responders...

Larger/complex emergencies require additional coordination and resources

Purpose Reminder

Emergency Operations Center Facilitation & Coordination
- Inter-agency Coordination
- Executive decision making
- Information collection, evaluation & dissemination
- Priority Setting
- Resource Management

Allows the Incident Commander to focus on responding to the incident; while the EOC responds to everything else.
Effective Organizations

- Ability to acquire, analyze, and act on information
- Flexibility
- Anticipate change
- Maintain public confidence
- Reliability
- ICS organizational characteristics

EOC Objectives

1. Incident Stabilization
2. Life Safety
3. Protect Property
4. Restore Order
5. Safeguard Environment

EOC | TYPES & ORGANIZATION

Traditional Option

Emergency Support Function (ESF) Option
MGT OVERVIEW

- To direct and manage the agency or jurisdictions’ response and recovery from an emergency in a uniformed, collective, collaborative and coordinated effort.
To direct and manage the City’s response and recovery from an emergency in a collective, collaborative and coordinated effort.
Mayor's Responsibilities

- Director of Emergency Operations Organization (EOO)
- Policy-level decision making
- Retains authority to proclaim a Local Emergency
- Mayor's Office Liaison – Staffed by the Mayor's Office of Homeland Security and Public Safety

Emergency Operations Board

- Mayor of Los Angeles
- Mayor’s Office Liaison
- EOC Director
- EOC Deputy Director
- EOC Coordinator
- LAEPF, Private Partners, etc.
EOC Director

- Emergency Operations Board
- Mayor of Los Angeles
- Chief Deputy Director

EOC Deputy Directors

- Emergency Operations Board
- Mayor of Los Angeles
- Chief Deputy Director

Standing EOC Objectives

1. Situation Status and Situation Analysis
2. Determine priority of incident(s)
3. Acquire/allocate critical resources
4. Crisis information management
5. Develop/advise/support policy level decisions
6. Coordinate with elected/appointed officials
7. Coordinate with systems components
Standing Objective 1

- What is going on and what does it mean?
- Incident information
- Information analysis
- Intelligence & investigation
- Public information

Situational Awareness is formed from the collection and analysis of incident information and from predictions about how the incident will change as it continues.

- Perception
- Comprehension
- Projection

Standing Objective 2

- Life threats demand highest priority
- Given this information we can weight resource requests, especially critical resources
Standing Objective 3

- Resource requests typically start at the field and move up
- Most incidents are handled at the local level without needing to move beyond City resources (or Fire/PD mutual aid)

Standing Objective 4

- Providing information to the public:
  1. What is going on?
  2. What should the public do?
  3. What is the government doing?
- Providing information to City employees and responders
Standing Objective 4

- Consolidate & Package
- Internal Dissemination
- External Dissemination
- Monitor Media Reporting for Accuracy

Standing Objective 5

- Coordinate and assist with policy level decisions to support field
  - Proclamation of Local Emergency
  - Curfews
  - Disaster Service Worker Program (DSW) - Recall of City employees
- Stafford Act – move to recovery activities

Standing Objective 6

- Keep elected officials informed
- Ensure elected officials clearly understand their roles
- Facilitate connection between the EOC and constituents
- Continuity of government
Standing Objective 7

- Provide information up the SEMS chain
- Bi-directional information sharing through BOC
- Ensure EOC is getting information in return

SMART Objectives

SMART
- Specific
- Measurable
- Achievable/Action Oriented
- Realistic
- Time Sensitive
SMART Objectives

1. Establish a Joint Information Center (JIC).
   By 1400 hrs, establish a Joint Information Center (JIC) with all news media contacts.
2. Deliver water to the affected area.
   By 1800 hrs, deliver 50 pallets of bottled water to the affected area.
3. Request Mutual Aid for heavy equipment.
   By 2200 hrs, request Mutual Aid for heavy equipment for Type II dump trucks to be delivered to the Staging Area.

ACTIVITY 7

EOC Standing Objectives:
1. Situation Status and Situation Analysis
2. Determine priority of incident(s)
3. Acquire/allocate critical resources
4. Crisis information management
5. Develop/advice/support policy level decisions
6. Coordinate with elected/appointed officials
7. Coordinate with systems components

Developing SMART Management Objectives
Using the 7 standing objectives and the scenario provided, create 3-5 SMART objectives

EOC Coordinator/Deputy Coordinator
EOC Coordinator/Deputy Coordinator

- Oversees the functions of the EOC
- Advises the EOC Director and Management staff
- Ensures compliance with the City's emergency plans and procedures
- Maintains EOC security and safety

Public Information Officer

Liaison Officer
Agency Representatives

- Authority to commit resources and provide information
- Report to Liaison Officer
- All ARep requests approved by EOC Director
- Permanent ARep positions in EOC:
  - LA County OEM
    - Coordinate interdepartmental resources
    - Forward requests from the City to the County
  - Chief Legislative Analyst (CLA)
    - Coordinate requests for 15 Council
    - Forward requests from the County
  - Port of Los Angeles (POLA)
  - Los Angeles World Airports (LAWA)

Business Operations Center

- Emergency Operations Board
- Mayor of Los Angeles
- EOC Director
  - Lead Response Agency
- EOC Deputy Director
  - Lead Response Agency
- Chief Legislative Analyst (CLA)
  - Conduit between for 15 Council
  - Forward requests from the City to the County
- Mayor, Chief Legislative Analyst (CLA)
  - Conduit between for 15 Council
  - Forward requests from the City to the County
- Mayor’s Office Liaison
  - Mayor
- Mayor’s Emergency Response Council (MERC)
  - Mayor of Los Angeles
  - Emergency Operations Board
  - Lead Response Agency
  - Public Information Officer
  - Public Information Officer
  - LAFD, LAPD, or Mayor
  - EOC Coordinator
  - EOC Coordinator
  - Liaison Officer
  - LAEPF, Private Partners, etc

OPS OVERVIEW

- Responsible for coordinating all response elements in support of EOC and field operations during an emergency.
- Carrying out objectives of the EOC Action Plan
- Requesting additional resources through appropriate channels (+ Mutual Aid).
Section / Deputy Coordinator

**Staffed by:** LAFD/LAPD/EMD or lead agency

- Ensures Operations Section Branches are staffed, functioning, and communicating
- Coordinates Situation Status Reports and Resource Requests from the field and Operations Section Branches, reviews, approves, and forwards to P&I
- Coordinate resource requests from the field and Operations Section Branches, reviews, approves, and forwards to Logistics
- Represents Operations Section in the EOC Coordination Planning Process
P&I OVERVIEW

- Analysis and display of information
- Documentation of the disaster response
- Action planning
- Long range planning

Planning & Intelligence Section

Section / Deputy Coordinator
Section / Deputy Coordinator

Coordinator: EMD
Deputy: LAFD/LAPD

- Ensures P/I Section Units are staffed to accomplish all objectives
- Ensures an effective gathering, compilation, presentation of incident information
  - What is happening right now?
  - What are the immediate priorities?
  - What might we expect to see 24/48/72 hours based on what we are seeing now?
- Distribution of information to internal and external stakeholders

P/I Information Management

- Challenges
- Information vs. Intelligence
- Information Management for EOC
  P/I Chief
- Information Management

Building a Situation Report

- How to build Situation Report:
  - Field (IAP)
  - Department Reports (DR)
  - External Reports (ER)
  - BOC

IAP + DR + ER + BOC = SitRep
Bad Situation Reports

- Branch report **bad** examples:
  - Downed power lines reported
  - West-side schools evacuated
  - Department is responding
  - In contact with the County
  - Flooding in the fuel yard
  - Significant impacts reported
  - Power outage at 1550 Normandie

Good Situation Reports

- Branch report **good** examples:
  - All S/B lanes of 405 freeway shut down between Skirball Center & 10 freeway until 11:30am
  - Kim Elementary (1225 S Oxford Ave) evacuated due to flooding. Student pick up point at Van Ness Elementary (501 N Van Ness Ave)
  - Runways 24R and 24L at LAX temporarily closed due to disabled aircraft - flight delays of 90 minutes expected for all inbound/outbound flights

Good Situation Reporting

- What makes for good situation reporting?
  - Essential Elements of Information (EEIs)
  - Relevant to Citywide priorities, and current EOC operations in support of the field
  - Describe the significant impacts to the City
- A lot of information comes into P&I
- Needs to be actionable and support critical decision making
LOGS OVERVIEW

- Responsible for obtaining resources, facilities, and services to support the response
- Analyzes and identifies appropriate sources of resources

City of Los Angeles
EOC Organization Chart

Logistics Section

Approved by General Manager - 7/6/2010
Updated V7 - 4/29/13
Approved by Task Force - 7/6/2010
Section / Deputy Coordinator

- **Coordinator:** GSD
  - **Deputy:** LAFD
  - Establishes and organizes Logistics Section
  - Fills resource requests from Operations Section
  - Ensures an effective process is in place to track Logistics requests
  - Archives all required records and documentation
  - Establishes contact with LAOAEOC
  - Participates in the EOC Coordination Process

F&A OVERVIEW

- Responsible for tracking all costs associated with the EOC activation
- Analyzes and identifies appropriate costs
- Ensures all costs are appropriate with existing emergency operations procedures, ordinances, rules
City of Los Angeles EOC Organization Chart

Finance & Administration Section

Section / Deputy Coordinator
Section / Deputy Coordinator

Staffed by: CAO

Deputy: CAO/Controller
• Activate Units as required
• Maintain financial records – track costs
• Administrative support to all EOC Sections
• EOC Coordination Plan (ECP)

Resource Management

• Elements for good EOC Resource Management should include:
  • Anticipate Resource Need
  • Receive Resource Request**
  • Prioritize Resource Request
  • Process Resource Order**
  • Mobilize/Send Resource Order
  • Track** & Document Resource
  • Redeploy/Demobilize Resource

** Common Problem Areas

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
• Process Cost Recovery Documentation
Resource Ordering & Tracking

To Know:
• Who can order resources
• What can be ordered
• When you can request resources at the “next level”
• How to order and track resources
• Where resource tracking occurs
• Why documentation is essential

Tasks of Resource Management

• Receive/respond to requests
• Location, selection & acquisition of storage & distribution sites
• Order, receive, distribute resources
• Maintain inventory of resources
• Coordinate transportation & delivery
• Coordinate with Finance section to track costs
• Return (non-consumable) resources to inventory or to owners
• Mission: ensure that incident personnel have the equipment, supplies, transportation, rest and nutrition needed to meet incident objectives

Incident Resource Cycle – FEMA

• Resource Preparedness Phase
• Incident
• Identify Requirements
• Order & Acquire
• Mobilize
• Track & Report
• Demobilize
• Reimburse/Restock
• Resource Preparedness Phase
### Resource Request Form – Hard Copy

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Source/Cost</td>
<td></td>
</tr>
<tr>
<td>Task/Mission</td>
<td></td>
</tr>
<tr>
<td>Resource Assigned</td>
<td></td>
</tr>
<tr>
<td>Requestor</td>
<td></td>
</tr>
<tr>
<td>Location</td>
<td></td>
</tr>
<tr>
<td>Date Requested</td>
<td></td>
</tr>
<tr>
<td>Date Assigned</td>
<td></td>
</tr>
<tr>
<td>Time Requested</td>
<td></td>
</tr>
<tr>
<td>Time To Order</td>
<td></td>
</tr>
<tr>
<td>Notes</td>
<td></td>
</tr>
</tbody>
</table>

### Resource Ordering - WebEOC

![Resource Ordering - WebEOC](image)

### Resource Prioritization

- Occurs in Operations Section, not Logistics: OSC, Deputy OSC, or RSUL

**Resource Prioritization Matrix:**

**INCIDENT SEVERITY**

- CRITICAL: Total Score 26 to 30 points
- HIGH: Total Score 21 to 25
- MODERATE: Total Score 16 to 20
- LOW: Total score 15 or less

![Resource Prioritization Matrix](image)
ACTIVITY 8

Resource Ordering
Please complete the following within your groups:
◦ Decide whether there is enough information to fill out a request form
◦ If not, what information is missing?
◦ If you can, fill out a resource request form. Identify the next step for the resource request, i.e. who will receive and review it, where will the resource go, who will track it
SEMS Guidance & Authorities

- SEMS Resource Management Guidance
- SEMS Authorities
  - Emergency Services Act – Gov Code Section 8558
  - Master Mutual Aid Agreements
- Importance of SEMS
  - Requires local resources to be exhausted
  - Requires reaching out laterally first to obtain resources closest to need
  - Requires staying within eligible purchasing policy
  - Provides local access to regional or state resources

Federal Resources | Region IX

Resource Request Submission

- Who Submits
- Where to Submit
- When to Submit
Resource Request Submission

- Ensure copies of all documents are provided to Finance Section
- Coordinate with Finance section to identify cost recovery issues
- Follow local, state and FEMA rules/policies (SEMS/NIMS)

Resource Cost Recovery

- All resource requests
- Actions taken to fulfill request
- Copies of Exercised Contracts
- Copies of Policies
- Proclamation of Emergency
- Pictures
- Press Releases
EXERCISE

Resource Management Review
Work in your groups answer the following questions:

- Who can order resources
- What can be ordered
- When you can request resources at the "next level"
- How to order and track resources
- Where resource tracking occurs
- Why documentation is essential

EXERCISE

Identify essential functions within the EOC

- How do the ESF relate to the Five Traditional ICS Functions
- Keep list for later activity
- Select a spokesperson

EXERCISE

Identify responsibilities within the EOC

- Identify three essential responsibilities of the EOC and relate to the specific sections that that help carry out these responsibilities
  
  **Hint:** (SCCPPIRD) How would you apply the concept of (SCCPPIRD) to EOC sections
- Select a spokesperson
Module Evaluation

EOC OPERATIONS

MODULE 8

EOC Operations

- Determine when, how, and who can activated the EOC
- Analyze incident needs
- Determine when, how and who can deactivate the EOC
EOC Activation

- Jurisdictional event that impacts life, property or the environment that cannot be managed with day to day resources/organization structure
- At the request of another jurisdiction or the Operational Area
- Governor proclaims a State of Emergency for an area that includes your jurisdiction
- President declares a National Emergency or State of War

Activating the EOC

- NIMS General Criteria
- SEMS Criteria
- Decision varies by jurisdiction
- Document you process

NIMS EOC Activation Criteria

- When a Unified Command or Area Command is established
- When more than one jurisdiction becomes involved in the response
- When the Incident Commander indicates that the incident could expand rapidly
NIMS EOC Activation Criteria

- If similar incidents have required EOC activation
- When the CEO directs EOC activation
- When threshold events described in the EOP occur

SEMS EOC Activation Criteria

OA EOC Criteria
Government Code §2403
REOC/SOC Criteria
Government Code § 2413

- General Criteria for Local EOCs:
  - Resources required beyond local capabilities
  - Emergency is of a long duration
  - Major policy decisions are needed
  - Local or state emergency proclaimed
  - Activation of the EOC is advantageous

Who Activates the EOC?

Decision making should be documented in policy, plans & procedures.

All personnel must know:
- Who makes the call
- Circumstances for activation
- Levels of activation
- Who calls EOC staff (and how)
- "Auto Activation" Policy
EOC Activation

- Mayor or any Department General Manager can request activation
- The final decision to activate is made collaboratively by EMD, LAPD, LAFD and the Mayor’s Office
- EMD coordinates activation

<table>
<thead>
<tr>
<th>Primary EOC</th>
<th>Alternate EOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Operations Center</td>
<td>LAPD Ahmanson Recruit Training Center</td>
</tr>
<tr>
<td>500 E. Temple Street</td>
<td>5851 Manchester Avenue</td>
</tr>
<tr>
<td></td>
<td>2nd Floor Training Room</td>
</tr>
</tbody>
</table>

EOC Activation Levels

- Level One: This is a minimum activation that may be used for minor incidents or planned events that require a minimal presence of personnel.
- Level Two: This activation level is used for longer-term events that require a greater staff presence.
- Level Three: This is a minimum activation that may be used for short-term events or planned events that require a minimal presence of personnel.

EOC Activation Levels

- Level III (lowest):
  - Severe weather advisories
  - Localized incident or planned event
  - Provide situation assessment and share a common operating picture

- Level II:
  - Large incident or planned event that may require resources beyond the capability of the ICP/UCP

- Level I (highest):
  - Significant city or regional emergency that requires resources beyond the capability of the ICP/UCP
  - Multiple incidents that require coordination of resources across field ICPs/UCPs and synchronized information management
  - Incident that requires resource allocation to support the incident and continuity of government services
**EOC Activation Process**

1. Incident Occurs
2. Personnel are notified and ask to report to the primary or alternate EOC
3. Personnel report to the primary or alternate EOC

**EOC Notification Process**

- EMD initiates the Notification Process
  - Primary: NotifyLA automated system (Everbridge)
  - Are you signed up for NotifyLA? Text “READY” to 888777
  - Back-up: City 3-1-1 Call Center
- Activated departments and agencies
  - Pre-identified POCs notified via email, voice, and text
  - Receive requests for EOC Responders for specific positions
  - Departments are responsible for coordinating internal notifications to agency representatives who need to respond
- Non-activated departments and agencies
  - Receive a "Courtesy Activation Advisory" and are advised they are not required to respond
 Arrival at the EOC

• Report to EOC within 1 hour of notification
  – As soon as safe to do so (keep EOC and Dept. apprised)

• Three (3) step check-in process:
  1. Sign in with Security Desk – show City identification
  2. Complete EOC check-in process
  3. Report to your Section(or designated area) to check-in with your Supervisor and connect with outgoing staff (when applicable)
     • Section Coordinator → EOC Coordinator and EOC Director
     • Unit Leaders → Section Coordinator
     • Unit Staff → Applicable Unit Leader

 Check-IN Steps

• Formally sign-in (211 form) at the EOC with Personnel Unit in Logistics
• Check-in with your Section Chief
• Obtain Briefing
• Wear vest and review job aid
• Establish & maintain activity log
• Review the Action Plan for the Op Period

 Is all this in your EOC SOP or Position Checklist?

 EOC Responder Responsibilities

• Once on the main floor, proceed to workstation or Management Room:
  1. Put on vest
  2. Check in with EOC supervisor
  3. Ensure all systems are working at station
  4. Contact your department operations center (DOC) or agency point of contact (POC)
  5. Log into WebEOC
  6. Start ICS (Incident Command System) 214 form
  7. Use general and position checklists
  8. Review incident information on WebEOC, including any previous ECPs
Supervisor Responsibilities

- Supervisor positions in the EOC
  - Section/Deputy Section Coordinators
  - Branch Directors
  - Unit Leaders
- Section activation
- Management of reporting staff
  - Responsibilities
  - Displays
  - Documentation
  - Position Demobilization/EOC Deactivation

Deputy Responsibilities

- As qualified as Section Coordinator
- Supports Section Coordinator
- Reactive Phase
- Facilitates the EOC coordination process
- Supports other Section Coordinators
- Shift change
- Line of succession

Staffing

- Staffing
  - Who do we need?
  - If a position is neither filled nor asked to report to the EOC...

  then the responsibility to fulfill those responsibilities falls on the EOC Director and/or Section Coordinators
EOC Operational Periods

- Defined by the needs of the incident
- Operational Periods may or may not be consecutive

<table>
<thead>
<tr>
<th>Incident</th>
<th>EOC Activation</th>
<th>Operational Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sayre Fire</td>
<td>Level III</td>
<td>1st Op Period: 11/15 at Midnight – 11/16 at 1800 hrs (Upgraded to Level I at 0300)</td>
</tr>
<tr>
<td></td>
<td>Level I</td>
<td>2nd Op Period: 11/16 at 1800 hrs – 11/17 0600 hrs</td>
</tr>
<tr>
<td>Creek/Skirball Fire</td>
<td>Level II</td>
<td>0600 hrs – 1800 hrs (multiple operational periods)</td>
</tr>
<tr>
<td>Valley Complex Incident</td>
<td>Level III</td>
<td>0600 hrs – 1800 hrs (no right operational period)</td>
</tr>
</tbody>
</table>

ACTIVITY 9

EOC Activation

Work in your groups
- Given the scenario we've worked with, what level would you activate the EOC? What are the reasons for your decision?
- What positions would you decide to staff during the first Operational Period?
- How long would your operational period be?

EOC Action Planning Process
EOC Coordination Plan

EOC Coordination Plan
• Provides direction for all in the EOC and is revised each operational period.
• Communicates to EOC Responders:
  – Objectives
  – Organization
  – Assignments

EOC Coordination Process

• Comprehensive Information Management
  – EOC Responders work within their position responsibilities
  – Leverage their KSAs and contacts for:
    • Valid Field Situational Awareness (SA)
    • Valid EOC Big Picture (BP)
    • Valid common Operating Picture (COP)
    • Know True Priority Issues
    • Forecast Potential Issues and Needs Beyond Now
    • SA + BP = COP

EOC Process Tools

• EOC Forms
  – EOC Coordination Plan (ECP)
    • EOC 902 – Management’s Objectives
    • EOC 903 – EOC Organization List
    • EOC 904 – Section/Branch Assignment List
    • EOC 905 – EOC Communications Plan
    • EOC 907 – EOC Organization Chart
    • EOC 909 – EOC Situation Report

• IAPs from the field
• Branch Reports
  – From DOCs/BGs to EOC
  – Between Sections/Branches
ACTIVITY 10

Branch Reports/Branch Objectives
- Each group will be assigned Branch Reports to fill out with the information provided.
- Also provide Objectives for each Branch that will support Management Objectives you’ve created.
- After developing the Reports, groups will report out in a Situation Assessment meeting.

EOC Coordination Process

First Operational Period

Managed Phase
Develop, prepare, and execute the plan.

Reactive Phase
Understand the situation.

EOC Coordination - Reactive

Reactive Phase:
Notification/Activation
EOC Coordination - Reactive

Reactive Phase:
Understand the Situation
Set Initial Objectives

Management by Objectives

- Sets specific EOC objectives and priorities reflective of the circumstances, hazards, and emergency
- Ensures that policy, objectives and priorities are known to all involved
- Projecting ahead to anticipate future impacts and needs

ACTIVITY 11

Situation Reporting
- Using the Branch Reports developed earlier, each group will be assigned a 909 to fill out
- After developing the 909, groups will report out in a Coordination Meeting.
Managed Phase:
- Develop the Plan

Managed Phase:
- Prepare and Disseminate

Managed Phase:
- Execute, Evaluate, Revise
**What:**
New Operational Period

**Process:**
- Transfer to next OP
- Implement new ECP
- Repeat cycle

**Who:**
- All EOC responders

---

**What:**
Managed Phase

**Process:**
- Implemented each OP

---

**EOC Coordination Process**

Remember: While you’re going through this process over 4, 12, 24 hours for the next Operational Period, you’re still performing your assignments per the ECP that applies to the current Operational Period!
EOC Coordination Process

Managed Phase

Reactive Phase

Increasing/Decreasing EOC Staff

- Increasing & decreasing EOC staff should be primarily dependent upon:
  - EOC Objectives for the Operational Period
  - Determined by the EOC Action Plan
  - Assisted by the Demobilization Unit

Deactivating the EOC

- Deactivation Criteria
- Check-OUT Steps
- Recovery
- Post-Incident Activities
### Demobilization vs. Deactivation

- **Demobilization** is the standing down of a resource, unit, branch, or section. It can occur at any time during the operation.

- **Deactivation** is the draw down and completion of EOC functions, eventually returning to Duty Officer Status.

---

### EOC Deactivation

**Deactivation Considerations:**

- Progression of incident stabilization
  - Reports and Requests from all EOC Sections begin to scale down
- DOCs/BOCs and field resources can handle stabilization efforts
- EOC activation level scaled back
- Transition of incident from response to recovery
- Adjustment of staffing levels

---

### EOC Director Responsibilities

- Ensures timely and efficient EOC Demobilization and Deactivation
- Consults with:
  - Field
  - Deputy Directors
  - Section Coordinators
  - Mayors Office
- Establishes section priority for Demobilization
P&I Section Responsibilities

**Section Coordinator**
- Discusses with EOC Director
- Works with the Situation Analysis Unit Leader on the Demobilization Plan
- Facilitates the Demobilization Process
- Completion and submission of all necessary forms to the Documentation Unit Leader

**Situation Analysis Unit Leader**
- Creates Draft Demobilization Plan
- Implement the final Demobilization Plan

Section Coord. Responsibilities

- Communicates and manages the Demobilization Process for Section personnel
- Determines Staffing Demobilization Schedule for the Section
- Collects all required documentation or ensures documentation is submitted to appropriate Section
- Conducts outgoing briefing

EOC Deactivation Process

**All EOC Responders**
- Notify replacement of EOC Deactivation; or provide briefing to incoming EOC Responder
- Complete and submit an ICS 214
- Submit any other requested documents
- Log out of WebEOC
- Clean up your workstation
- Follow any additional Demobilization instructions
- Sign check-out sheet and return badge
EOC Deactivation per NIMS

- Communication with the Incident Commander or Unified Command is the best way to determine when to deactivate the EOC
- The EOC Director makes the decision

Check-Out Steps

- Get a formal demobilize order by your supervisor
- If another person is relieving you, provide a relief briefing before you leave
- Clean-up work area, log out and transfer any remaining open items to the appropriate person

Is all this in your EOC SOP or Position Checklist?

Check-Out Steps

- Complete all required forms, reports, time sheets, claims, log, etc. & submit to the proper person
- Formally Check-out with Personnel Unit, return all non-expendable items & get a debrief
- Be prepared to provide input to the AAR

Is all this in your EOC SOP or Position Checklist?
Transitioning to Recovery

- How does the EOC transition from response to recovery?
  - When does recovery really start?
  - What are the factors/indicators to FORMALLY transition into full recovery mode?
  - How is it done smoothly?

After-Action Analysis & Reporting

- Should involve:
  - All key EOC personnel (EOC Mgmt & Gen Staff)
  - The Incident Commander(s)
  - Jurisdiction leadership (CEO, Mgmt & Gov Body)
  - Others as appropriate (e.g., stakeholders)
Module Evaluation

HELPFUL TIPS AND OTHER CONSIDERATIONS

Tests, Training & Exercises (TT&E)

- Definition
- Integrated
- Effective
TT&E and Mission Readiness

- Comprehensive
- Reflect lessons learned

Test and Training

- Evaluation
- Instruction in core competencies and skills
- Provides tools

Exercises

- Events
- Apply knowledge, skills, and abilities
- Evaluate simulations and tests effectiveness
HSEEP

Homeland Security Exercise and Evaluation Program (HSEEP)
• Provides common exercise policy and program guidance
• National standard for homeland security exercises
• Consistent terminology

HSEEP Strategy
• Developed in accordance with Homeland Security Presidential Directive (HSPD) 8 and the National Preparedness Goal.
• HSEEP uses a capabilities-based approach
• Common, consistent platform

Types of Exercises
• Discussion-Based
  • Seminars
  • Workshops
  • Tabletop Exercises
  • Games
• Operations-Based
  • Drills
  • Functional Exercises
  • Full-Scale Exercises
Capabilities-Based Exercises

**BENEFITS**
- Opportunity to practice
- Measure actual capabilities
- Improve emergency management systems

Class Discussion

Your jurisdiction is planning an exercise to determine how long all personnel take to report to the alternate EOC and become fully operational from a warm start.

What type of exercise would you plan?

Class Discussion

Your jurisdiction has recently updated its EOP. Several new policies were implemented to streamline decision-making. You want to do a preliminary evaluation of whether or not the policies work.

What type of exercise would you plan?
Your jurisdiction has recently purchased a new communications system. The system facilitates interoperability but is more complex than the previous system. Training is complete, and you want to test the communications function.

What type of exercise would you plan?

Long-Term Issues

- Documentation
- Resources
- Staffing
- Cost
Resolving Issues

- Decision-makers at EOC
- Authority to resolve issues
- Mediate

Identifying Stress

- Personality changes
- Restlessness
- Change in diet
- Unable to make decisions

Resolving High Stress Levels

- Before operations
- During operations
- After operations
Stress and Decision-making

- Perceived or real time pressure
- Political pressures
- Swings in blood sugar
- Increased caffeine intake
- Conflicting information
- Uncertainty
- Sleep deprivation and fatigue
- Lack of information

Improving Decision-making

- Establish a routine
- Use a model for decision-making

Common EOC Issues/Problems

- EOC Mission Clarity & Mission Creep
- EOC Activation, Access, Layout & Initial Orders
- Internal & External Communication & Coordination
- Politics, Policy & Priorities
- "Fog of War" & Decision Making
- EOC Action Planning
- Public Info/Warnings, Rumors & Social Media
- Comprehensive Info & Resource Management
- Sustained Operations/Staffing
- Inadequate/Old Plans, Policies & SOPs
- Standardization & Consistency of Operations
- On-Going EOC Refresher Training & Exercising
ACTIVITY 12

Ideas to Resolve Common EOC Operations Issues

Work in your groups
• Select one of the EOC Operations Issues/Problems
• Identify how it might negatively impact field ICS and EOC interface
• Brainstorm/list ideas for potential solutions
• Select a spokesperson

Module Evaluation

DAY 2 REVIEW
Module 7: EOC Organization

- Section Responsibilities
- Standing Objectives
- SMART Objectives
- Situation Reporting
- Resource Requesting

Module 8: EOC Operations

- Activation Process
- Activation Levels
- Check-In
- Becoming Operational
- EOC Coordination Process
  - Planning P
  - Operational O
- Demobilization v. Deactivation