Unit 4: EOC Planning, Operations, and Resourcing

Unit Terminal Objective

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

Unit Enabling Objectives

- **Explain operational period planning and the interface between the EOC and Incident Command.**

- **Describe activation and deactivation of the EOC.**

- **Explain the challenges of resource management.**

- **Explain the importance of SOPs.**

- **Identify the purposes for detailed documentation in the EOC.**

Unit Topics: Overviews

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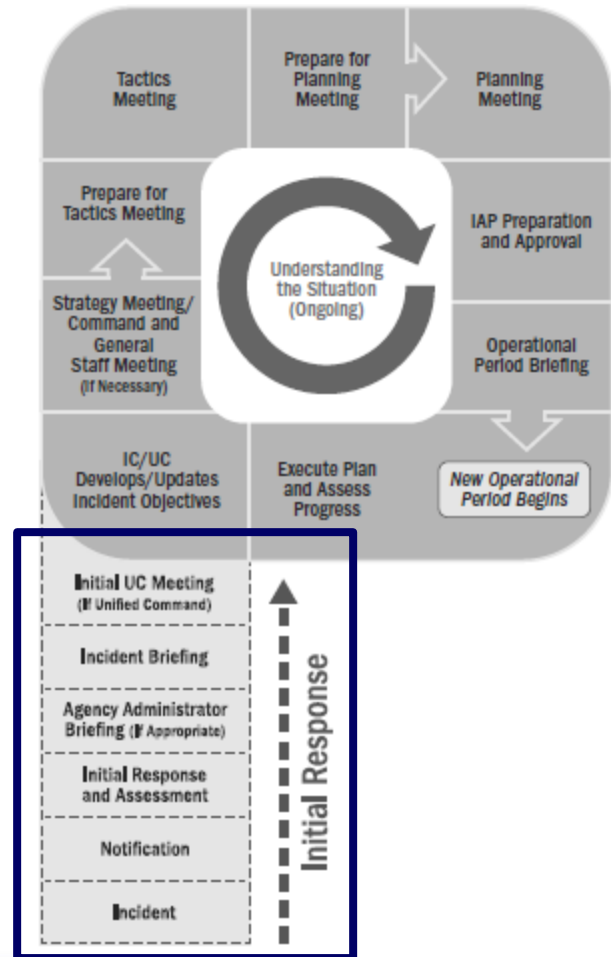- **Standard Operating Procedures (SOPs)**
- **Documentation**

Incident Command Initial Response Actions

- **Initial Response and Assessment**

- **Planning Section's Situation Unit develops the initial Situation Report**

- **Agency Administrator Briefing**

- **Incident Briefing**

- **Initial Unified Command Briefing**

Incident Command Operational Period

- **The designated time period in which tactical objectives are to be accomplished and reevaluated.**

- **Common lengths are:**
    - **12 or 24 hours for Type 1, 2, 3**
    - **2-4 hours for HazMat**
    - **Multiple days for relatively stable situations**
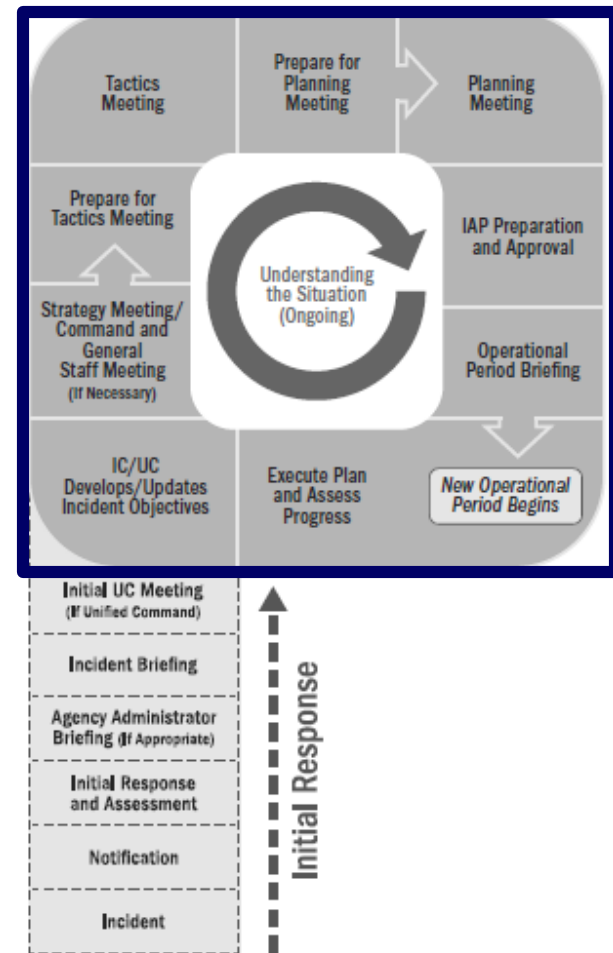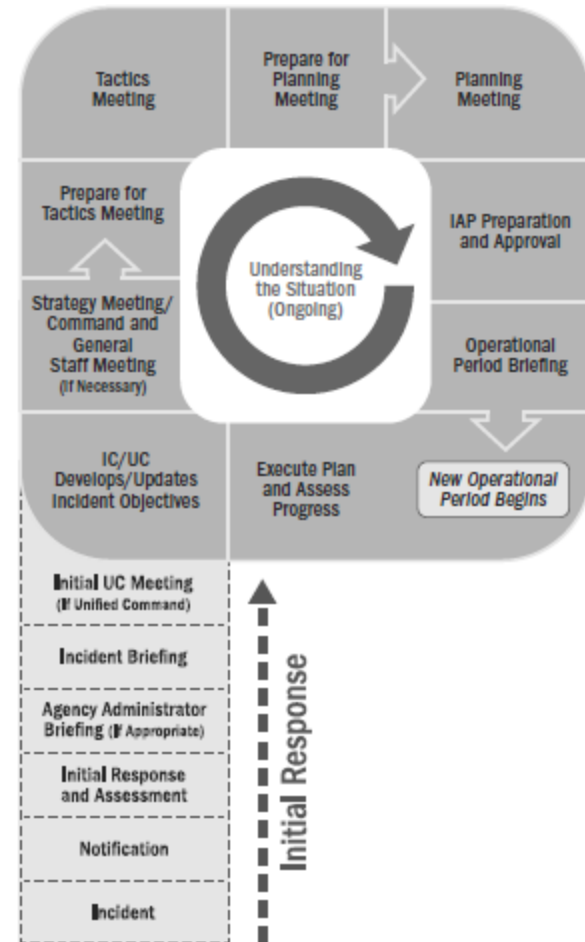
Operational Period Planning & the EOC

- Schedule used to develop the Incident Action Plan for the next operational period.

- The EOC will also have a defined schedule of information updates, meetings, briefings and reports

- The EOC Operation Period may be different from the Incident Command Operational Period

- Should be established in detailed SOPs for the EOC.
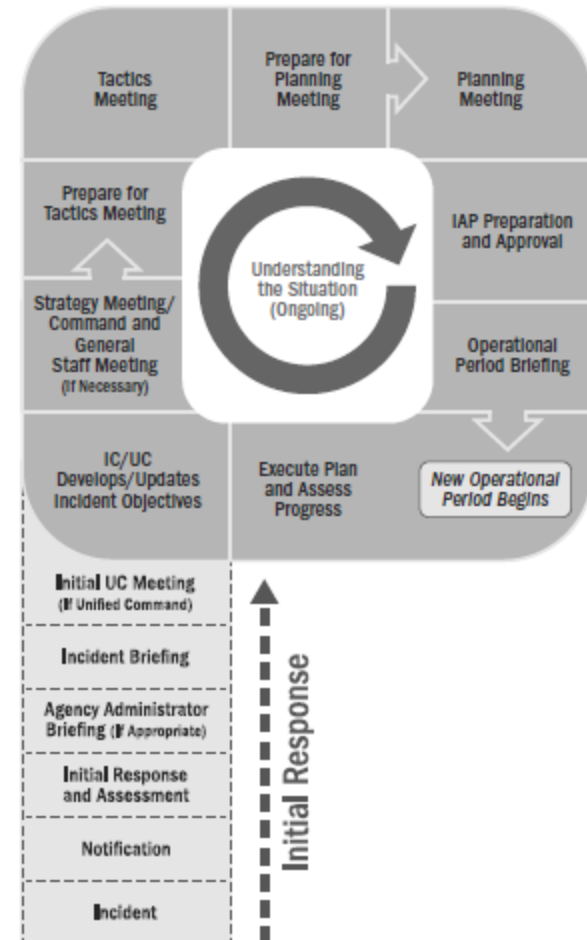
EOC Planning and Operations Cycle

- **Include identified times for:**

  - **Publication of SitReps**

  - **Briefings on situation information**

  - **Updates of key SitPic elements**

- **Consider EOC synchronization with the operational cycle for Incident Command**
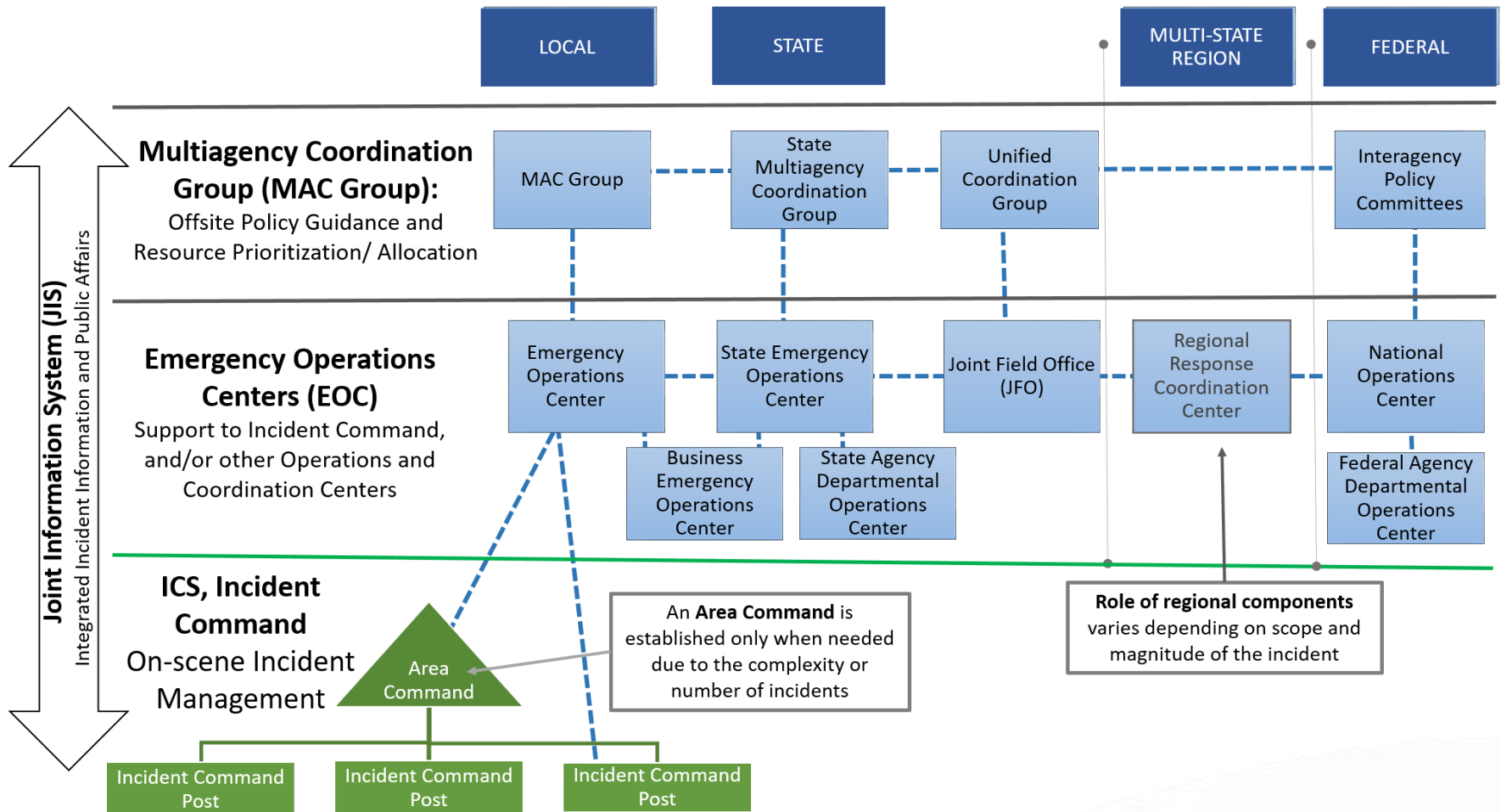
Unit Topic: EOC and Incident Command Interface

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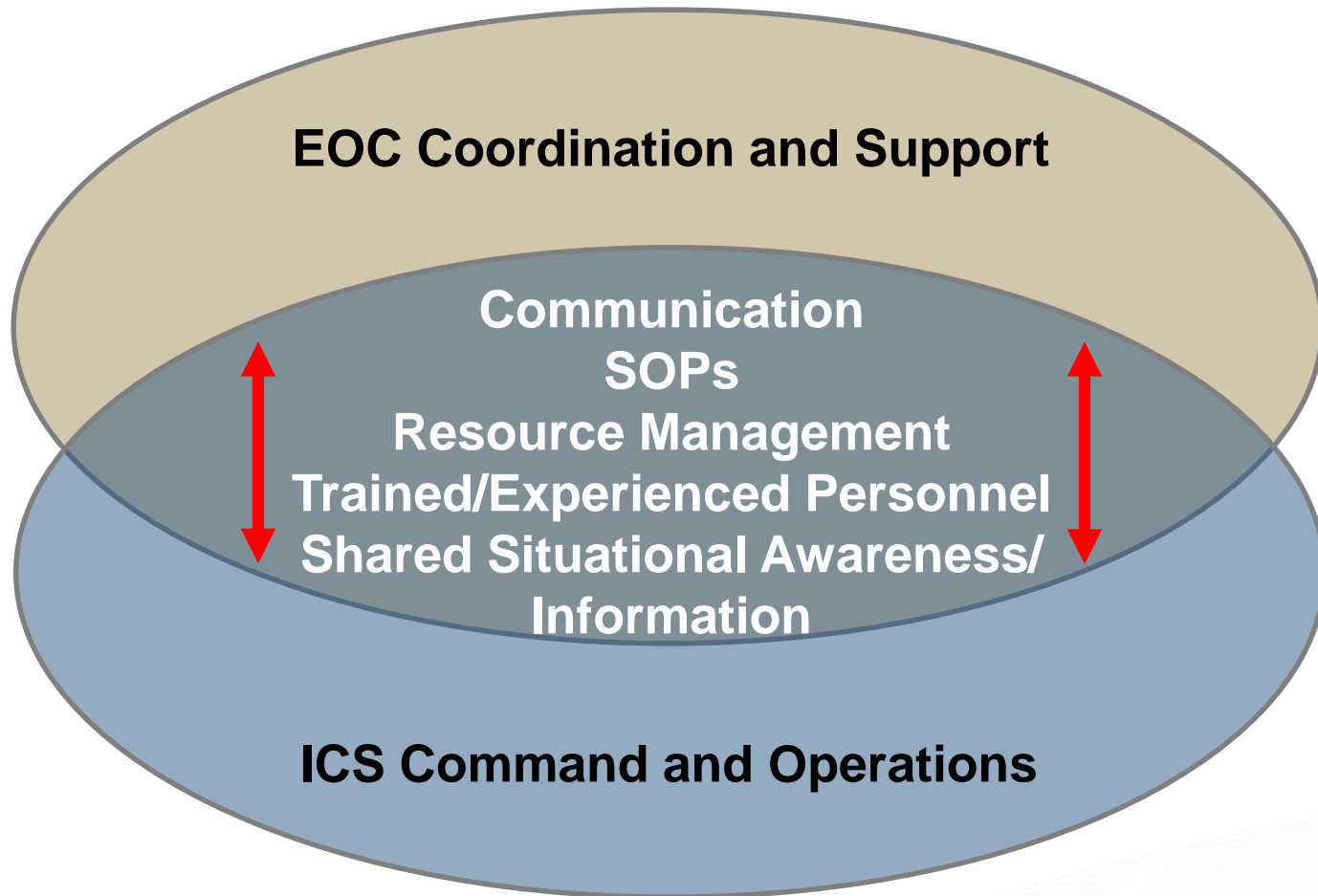- **Documentation**

NIMS Command and Coordination

EOC Interface: Medium to Large Incident

MAC Group - Policy

Senior Official

Director Public Works

Law Enforcement Chief

Fire Chief

EOC – Coordination and Support
EOC Director and Staff

ICS – Command and Operations
Incident Commander and Command and General Staff

Equipment Operators

Law Enforcement Officers

Firefighters

Potential EOC/ICS Interface Issues

EOC Coordination and Support

**Communication
SOPs
Resource Management
Trained/Experienced Personnel
Shared Situational Awareness/
Information**

ICS Command and Operations

Emerging Event

What support will the IC/UC need from the EOC at each stage of this emerging incident?

How would the EOC support these requests?

Single Home Fire

Neighborhood Fire

Community-Wide Fire

Activity 4.1:
EOC Schedule Development

Allotted Time: 45 minutes

Unit Topic: Activation and Deactivation

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

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.**
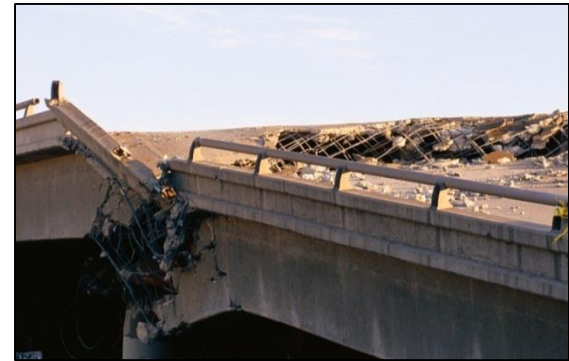
Activating the EOC: Additional Triggers

- **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.**

Document Activation of the EOC

The decision to activate an EOC:

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

Handout 4-1: Activating the EOC

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.

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.**

NIMS EOC Activation Levels

3 – Normal Operations/Steady State

2 – Enhanced Steady State/Partial Activation

1 – Full Activation

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.

Implement Activation Levels

Based on:

- **Jurisdiction's threat and hazard analysis.**

- **Established triggers.**

- **Communications with the Incident Commander (IC) or Unified Command.**

Do you have other examples?

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.

Unit Topic: Resource Coordination

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

NIMS Resource Management

Two parts of Resource Management:
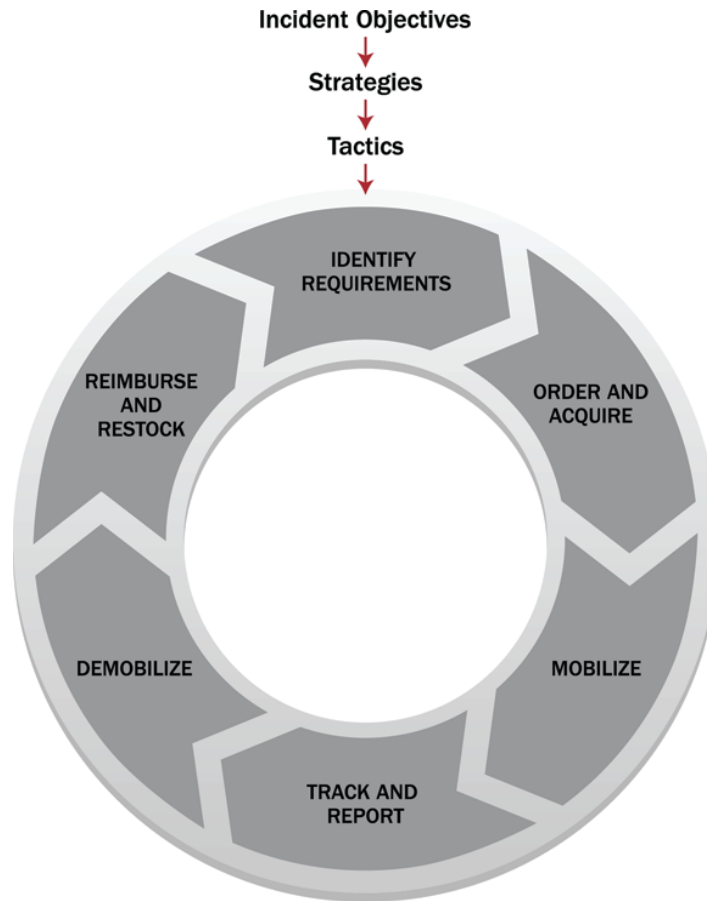
- Preparedness (before an Incident)

- During an Incident

Preparedness tasks:

- Identifying and Typing Resources

- Qualifying, Certifying, and Credentialing Personnel

- Planning for Resources

- Acquiring, Storing, and Inventorying Resources

- Mutual Aid Agreements and Compacts

Resource Management During an Incident

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**

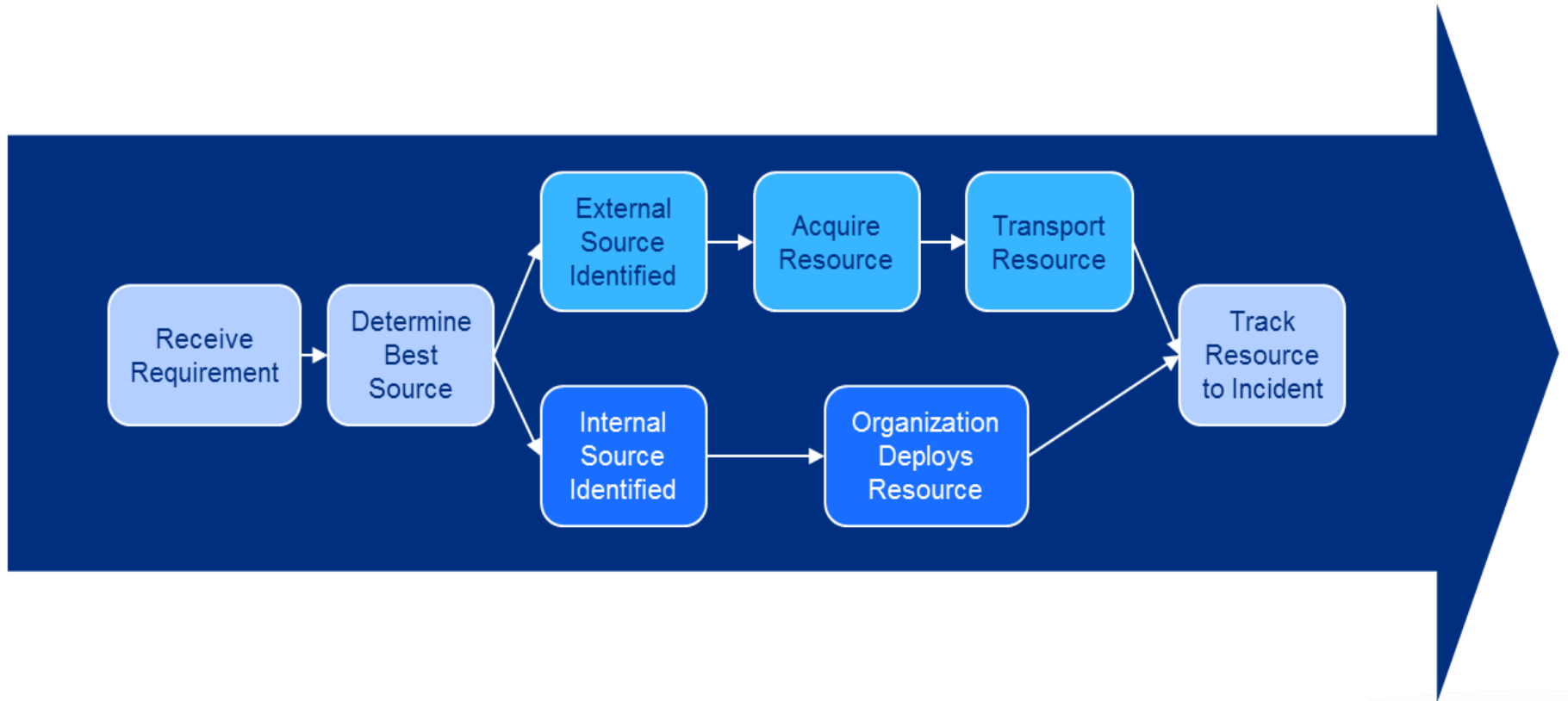- **Track resource use**

- **Pay for resources**

EOC Resource Ordering

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

EOC Resource Management

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?
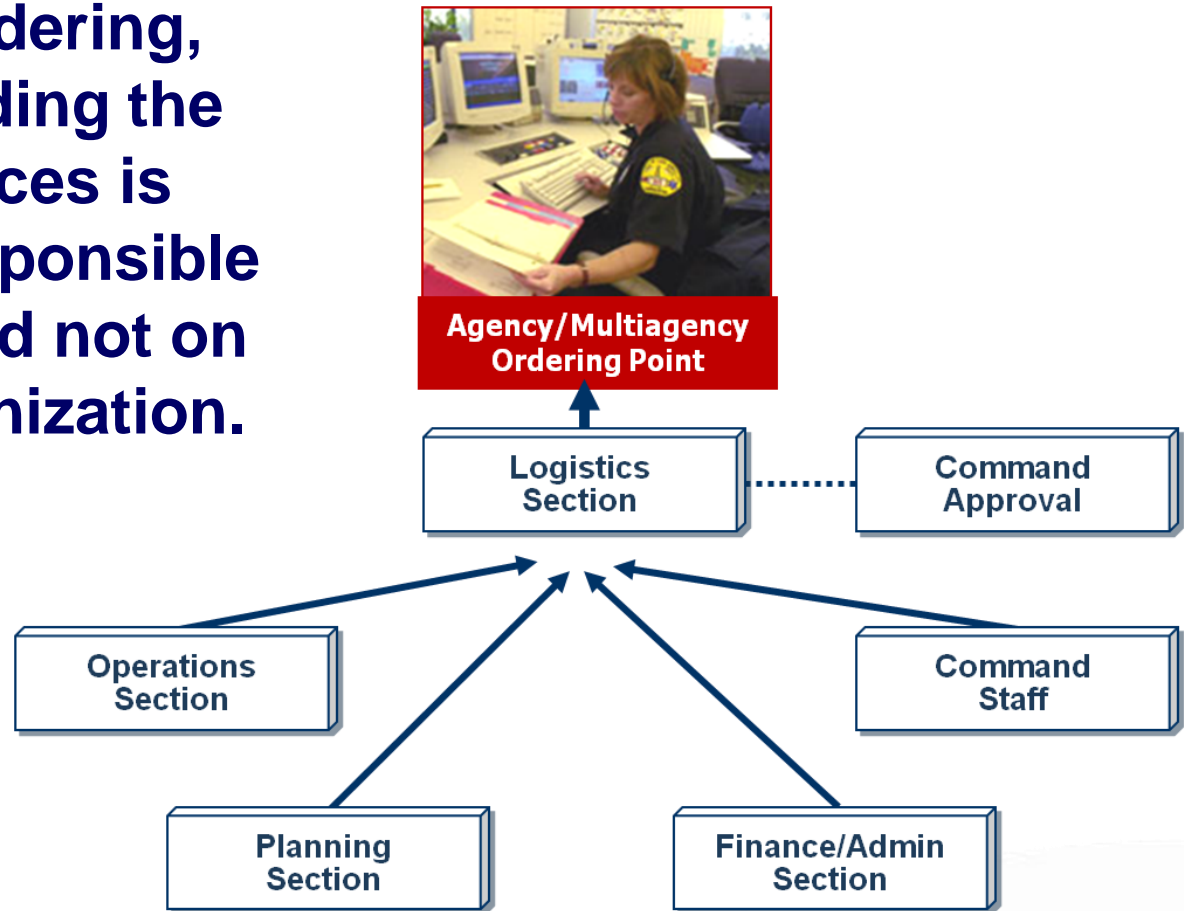
Resource Management

Triggers:

- **EOC activation (SOPs or Codified Policy)**

- **Dispatch workload increases beyond a specified threshold**

- **Unified Command or Area Command established**
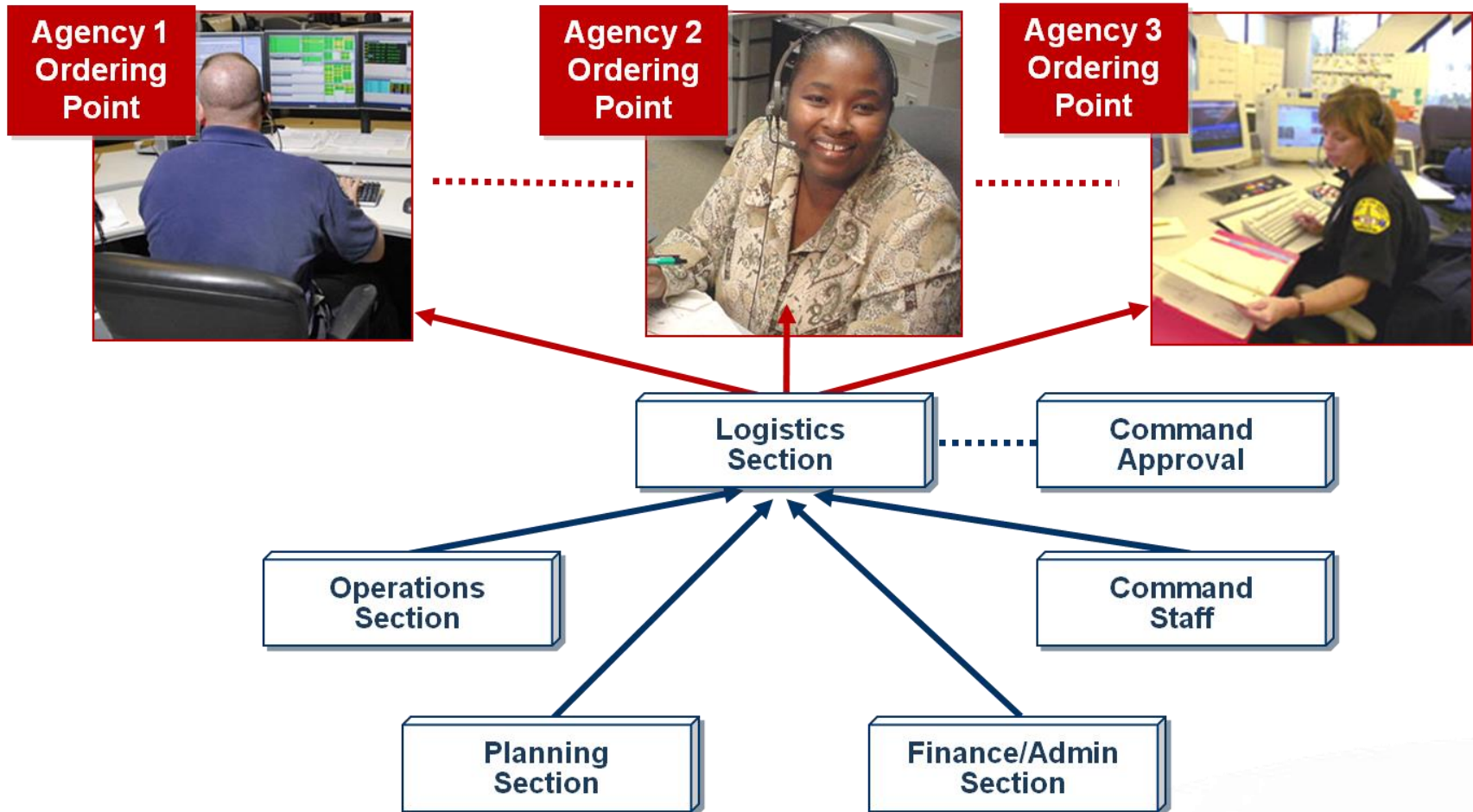
- **Depleted mutual-aid resources.**

Single-Point Ordering

In single-point ordering, the burden of finding the requested resources is placed on the responsible ordering point and not on the incident organization.
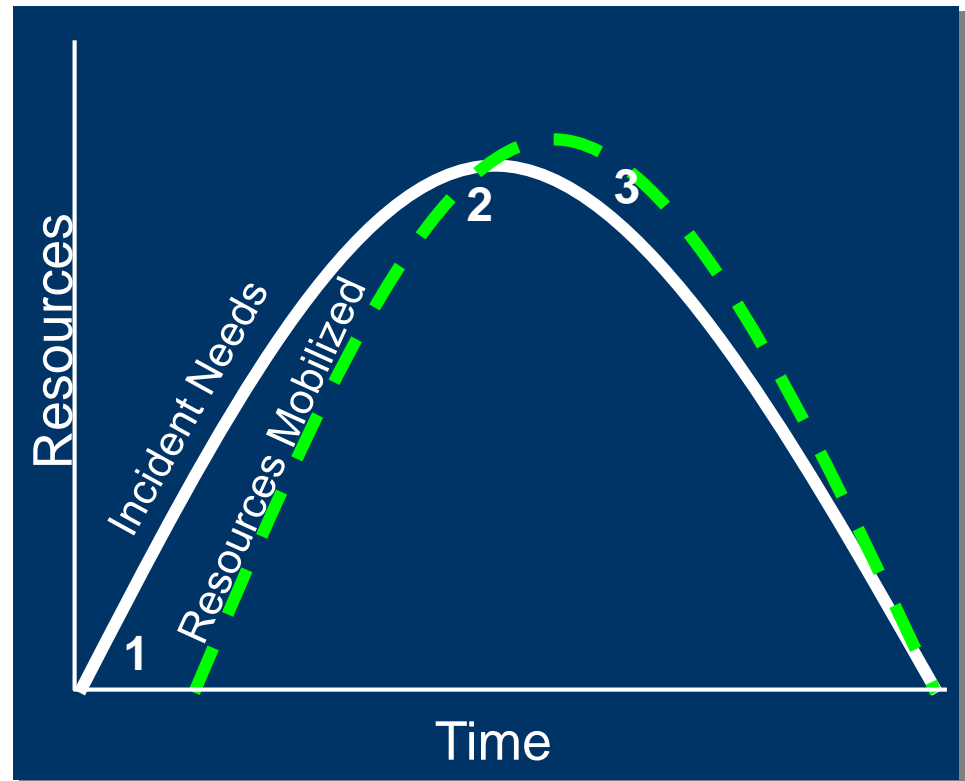

Agency/Multiagency Ordering Point

Logistics Section

Command Approval

Operations Section

Command Staff

Planning Section

Finance/Admin Section

Multipoint Ordering

Evaluating Resource Needs

1. **Initial incident needs exceed resources.**

2. **Resources sufficient to control incident.**

3. **Incident decline results in excess resources.**

Resource Requests: Information Elements

- **Complete item description**
- **Arrival date and time**
- **Delivery or reporting location**
- **Position title resource should report to**
- **Health or safety concerns (incident specific)**

Information Included on Resource Order Forms

- Sources or potential sources for the resource requests
- Source for the responding resource
- Identification of the responding resource (name, ID number, transporting company, etc.)
- Estimated time of arrival
- Requisition/order number
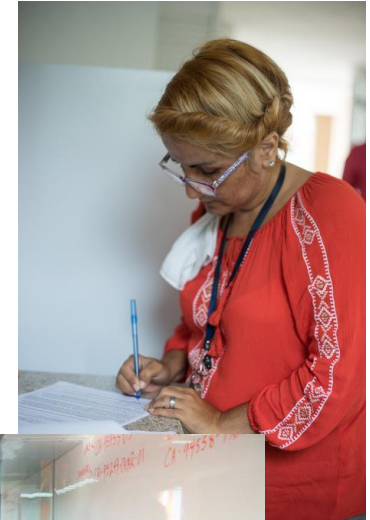
Resource Management in an ICS-like EOC

- **May adapt ICS resource management processes**

- **EOCs define how they coordinate and track resource ordering functions**

- **Logistics may focus on advanced resource ordering**

- **Operations may directly order departmental resources**

- **Operations may track incident resources**

Resource Management in an ISM EOC

- **One-stop shop for acquiring, deploying, and tracking resources and services**

- **ISM Resources Support Section combines:**

  - **Ordering resources**

  - **Tracking resources**

  - **Funding purchases/contract/leases**

  - **Reimbursement of expenses**

- **Organizational and functional representatives:**

  - **Resources**

  - **Expertise**

  - **Relationships**

Resource Management in a Departmental EOC
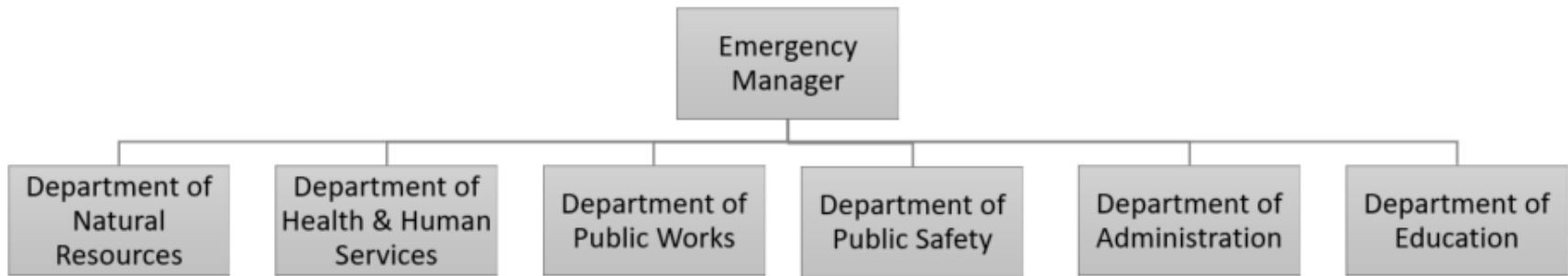
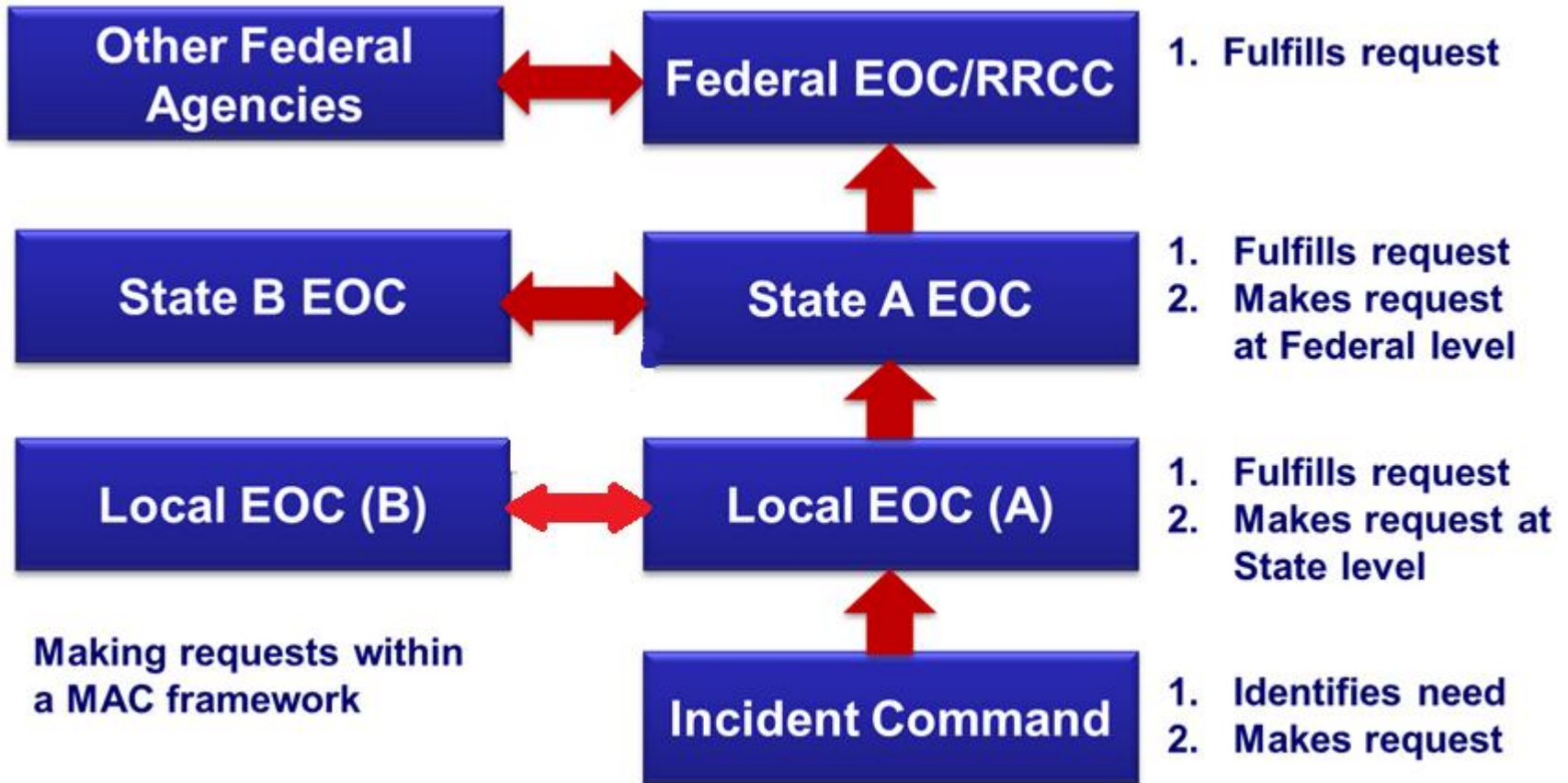# EOC Coordination With Other Entities

Common coordination points:

- **Sharing Situational Awareness**

- **Mutual aid requested.**

- **Technical specialists required.**

- **The emergency is widespread.**

- **A disaster is declared.**

- **An Emergency Declaration in advance of an anticipated request for a Federal disaster assistance.**

Coordination of Resource Requests

| Other Federal Agencies | ⟷ | Federal EOC/RRCC | 1. Fulfills request |

| State B EOC | ⟷ | State A EOC | 1. Fulfills request
2. Makes request at Federal level |

| Local EOC (B) | ⟷ | Local EOC (A) | 1. Fulfills request
2. Makes request at State level |

Making requests within a MAC framework

| Incident Command | 1. Identifies need
2. Makes request |

EOC Requests for Assistance

Initial requests may include:

- The type of incident.

- Time that the incident occurred/is expected to occur.

- Actions taken.

- Areas and number of people involved.

- Estimated loss of life, injuries, and extent of damage.

- Type and amount of assistance required.

- Contact for follow-up questions

Hint: Document your decisionmaking and requests!

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.

Rapid Expansion

Be prepared for Rapid Expansion:

- Resource requests can come from a variety of originators

- Requests can go from just one or two a day, to dozens per day, or even per hour, depending on how widespread and/or catastrophic the incident conditions.

- Resource Unit staffing can double several times over, and become as large as all the rest of the EOC staff put together.

- The Planning Section needs to work closely with Operations and Logistics to keep the EOC operating as smoothly as possible.

Resource Tracking in an EOC

- **What is the EOCs role in resource tracking?**

- **What happens if information is missing or inaccurate?**

Resource Tracking Information Sources

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

ICS Form 219 – Resource Status Card

- **Used by the IC/UC Resources Unit to record status and location information on resources, transportation, and support vehicles and personnel.**

- **Provides a visual display of the status and location of resources assigned to the incident.**

e-ISuite

Automated Incident Business Information and Support Tool

http://famit.nwcg.gov/applications/eisuite

Activity 4.2:
EOC Activation and Resource Coordination

Allotted Time: 45 minutes

Unit Topic: SOPs

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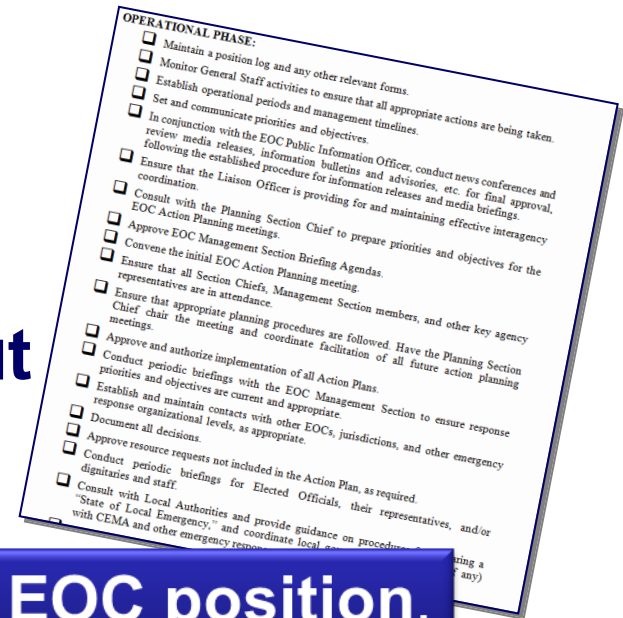- **Documentation**

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.

Handout 4-3: Sample Position-Specific Checklist

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.**

EOC Skillsets as a Resource for Position-Specific Checklists

Emergency Operations Center (EOC) Skillset: Resource Sourcing

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

Task Category: **Understand potential sources**

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate awareness of resource sources: • For various disciplines • Regional, state, local, tribal, territorial, Federal, private sector, and nongovernmental organization (NGO) sources • Preapproved vendors and on-call contracts	E, F, I, T		
2. Coordinate with resource acquisition personnel from other organizations to identify potential resources and gain better understanding of sourcing mechanisms.	E, F, I		
3. Prioritize the allocation of scarce resources.	E, F, I		
4. Demonstrate awareness of incident-specific fiscal and resource constraints.	E, F, I, T		

Unit Topic: Documentation

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

➢ **Documentation**

Documentation

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

Documentation During EOC Operations

Provides:

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

Documentation Decision-making

Seattle Times
December 16, 2009

Situation:

- **The mayor called the county's emergency coordination center to report a rising river.**

- **The assistant director of Emergency Management was to convey the information to the Corps of Engineers. They had no record of the call.**

- **The assistant director had no idea what number he called or who he talked to: "I'm positive I talked to somebody," he said.**

Handout 4-4: Seattle Times Article

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 decision-making.**

- **Provides justification for cost recovery.**

- **Provides opportunities for future disaster-related mitigation activities.**

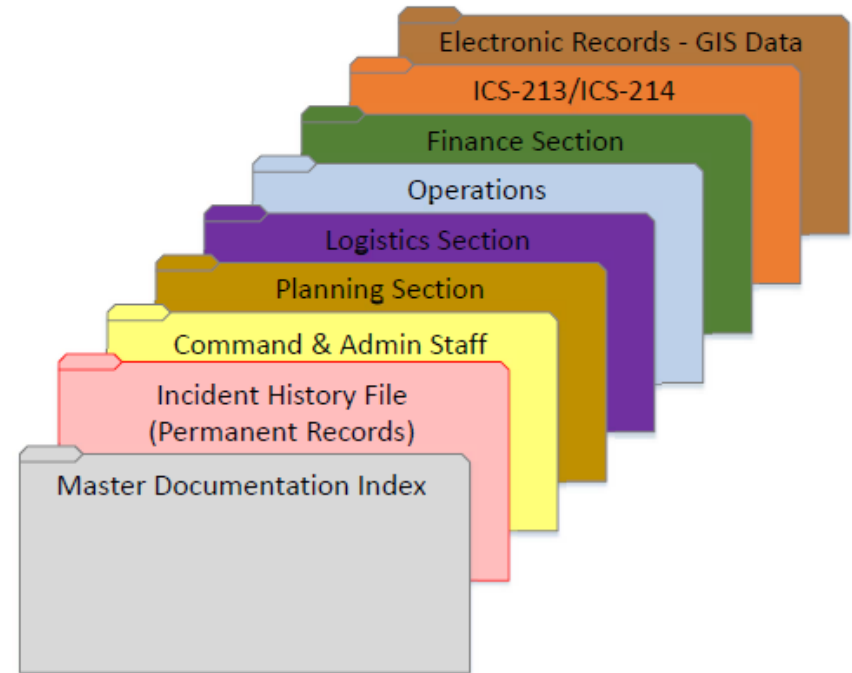- **Includes After Action Review and Corrective Actions Plan**

Final Incident Package

Compilation of all critical documents placed in the Incident File by the Incident Command during their assignment.

Documentation requirements should be provided to the Incident Command at the AA Briefing.

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.**

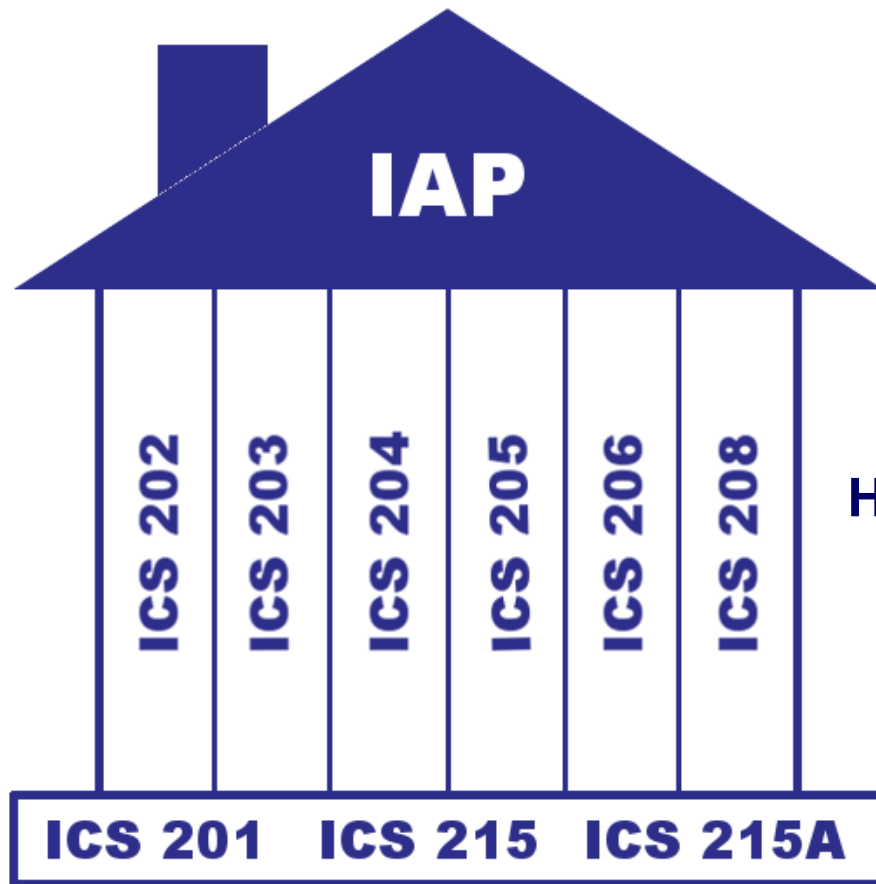- **Implement your documentation plan regardless of the prospect of Federal assistance.**
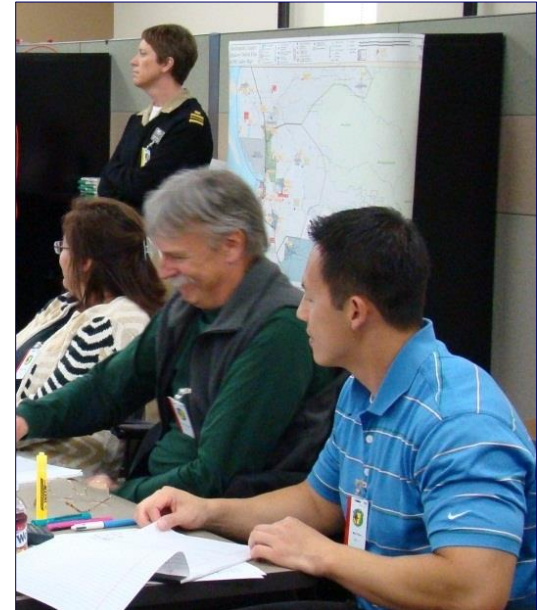
Documentation Tools

- **ICS forms**

- **Disaster assistance forms (www.fema.gov)**

- **Auto-archiving Incident emails**

- **Video and audio**

- **GIS**

- **Off-the-shelf EOC management software**

When high-tech tools fail during an EOC operation, revert to pencil and paper.
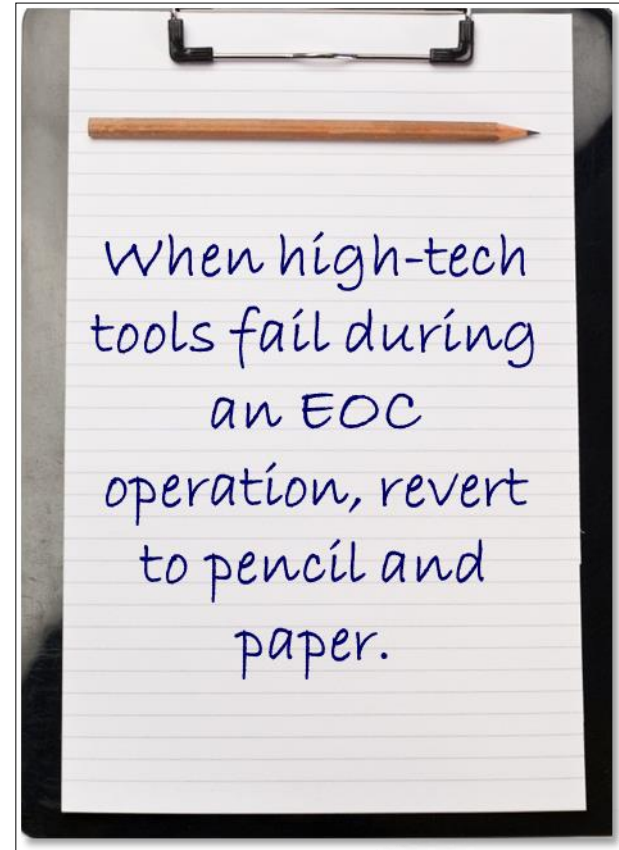
Forms and Supporting Documents: Overview

Handout 5-3: ICS Forms

General Filing Guidance

- **Follow AHJ Rules/Policies, etc.**

- **Permanent Records: 20 years**

- **Operational Records: 7 years**

- **Non-records: destroy when no longer needed**

FEMA

Sensitive Information in Documentation

- **Sensitive/Classified/Privacy (PII, HIPPA)**

- **Some information must be protected and cannot be shared with everyone.**

- **Handling, storage and dissemination requirements**

Improvement Planning

Following events or exercises, the EOC should:

- Develop an after-action report.

- Develop an improvement plan: concrete, measurable steps for improvement.

- Delegate responsibilities and actions.

- Set up a timetable for completion.

- Track the process.

After Action Reviews

Evaluations should be conducted after every incident and exercise

- **An initial hot wash to allow self-evaluation by all participants.**

- **A more detailed After Action Review to generate a detailed summary of observations.**

Corrective Actions Tracking

Using corrective action tracking:

- **Tracks every issue and improvement strategy through completion.**

- **Assigns responsible parties and actions to be accomplished.**

- **If applicable, estimates a cost factor.**

Corrective Actions Tracking (Cont.)

- **Ensures comprehensive documentation trail**
- **Maintains a procedures history**
- **Ties directly to training**
- **Corrected issues removed from the tracking chart**
- **New issues added following new events or exercises**

Objectives Review

1. How does operational period planning fit into an EOC's inception?

2. What is the common interface between the EOC and Incident Command?

3. What are some EOC activation triggers and why is communication important in deactivation?

4. What are the challenges of resource management?

5. Why are SOPs and detailed documentation necessary in the EOC?