
STANDARDIZED EMERGENCY MANAGEMENT SYSTEM

APPROVED COURSE OF INSTRUCTION

EMERGENCY OPERATIONS CENTER COURSE G611

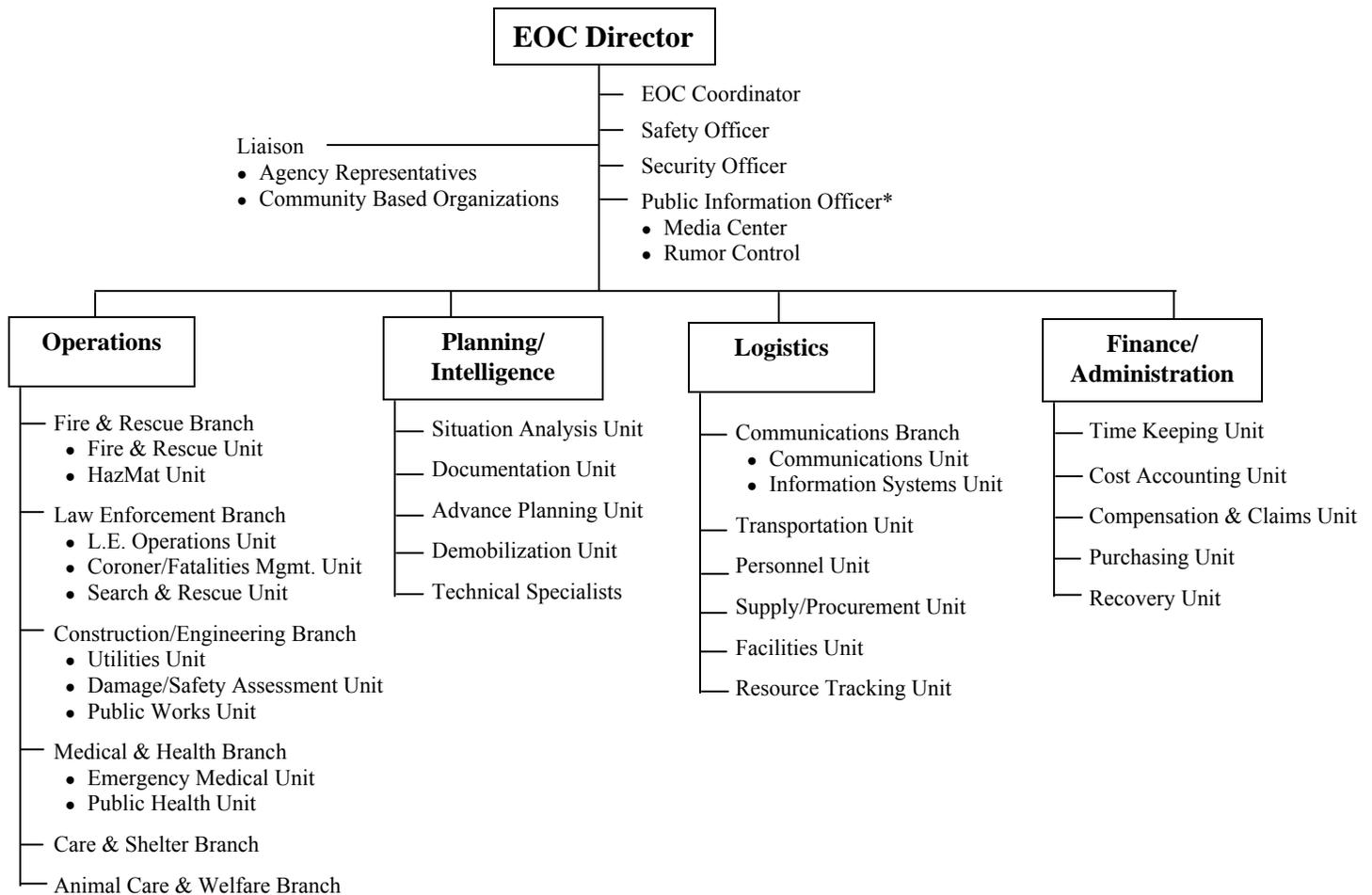
Chapter Three
Operational Area
Planning/Intelligence Section
Function Specific Handbook

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OPERATIONAL AREA PLANNING/INTELLIGENCE SECTION FUNCTION SPECIFIC HANDBOOK

I. Large Operational Area EOC Functional Organization Chart



* Public Information functions may be organized through use of assistant information officers or as units if necessary.

Each jurisdiction must determine the appropriate organization for the functions to be performed.

II. General Considerations

A. Contents

This handbook contains functional descriptions, responsibilities, and checklists for personnel assigned to the Planning/Intelligence Section of an operational area EOC. The checklists describe minimum activities that should be accomplished by personnel assigned to functional positions within the section. Agencies and jurisdictions are encouraged to supplement the responsibilities and checklists to meet their own EOC operating requirements.

B. Standardized Emergency Management System (SEMS)

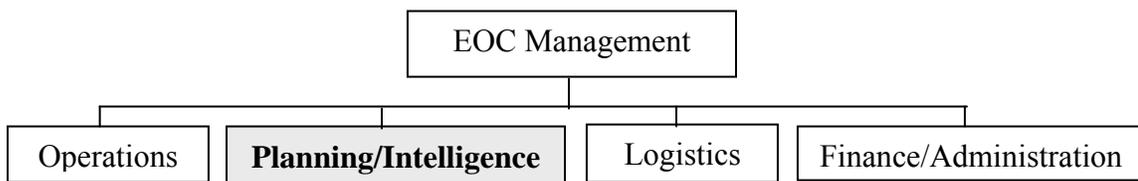
The SEMS Regulation ((P)2403) requires that local governments, operational areas, regional and state level EOCs provide for the functions of: management, operations, planning/intelligence, logistics and finance/administration. These five primary functions in SEMS provide the foundation for establishing an effective EOC management team.

C. Operational Area EOC

The Operational area consists of the county and all the political sub-divisions within the county. These would include the county government departments and agencies, municipalities, and special districts, e.g., schools, utilities, etc.

The Operational Area EOC operates as a local government EOC for the county unincorporated area, and at the same time as the Operational Area EOC for coordinating services to the county's political sub-divisions. Many operational area functions thus require the staff to wear two hats in the performance of their responsibilities and duties.

D. EOC Organization



When activated, the five primary EOC functions are established as separate sections of the EOC organization. Within each section, there may be several sub-functions that may normally be established.

The functions described here are those activities that may need to be activated during an EOC activation for the Planning/Intelligence Section at the operational area EOC. Some variations in duties and responsibilities may be found at different SEMS levels.

E. Staffing

The determination of the appropriate level of staffing and lead agency to manage the function is the responsibility of the agency or jurisdiction at each SEMS level. In general the following conditions will apply.

- Staff the section with the most qualified person in the discipline most closely aligned to the emergency. (Logistics and Finance/Administration sections may have a standard designation of personnel for all emergencies).
- Maintain a span of control not to exceed one supervisor for up to seven sub-functions.
- One person may have delegated authority for more than one area of responsibility. Usually this is done during the early portion of the Activation Phase or in the Demobilization Phase.
- Each of these functional areas can be expanded as needed into additional organizational units with further delegation of authority.
- If a section is not activated, the EOC Director will perform its responsibilities.

III. Generic Checklist

Checklists for each position are listed by three phases; Activation, Operational, and Demobilization. Several of the actions to be taken in the Activation and Demobilization Phases of an EOC activation common to all positions are listed below.

Activation Phase:

- Check in upon arrival at the EOC.
- Report to EOC Director, Section Coordinator, or other assigned Supervisor.
- Set up your workstation and review your position responsibilities.
- Establish and maintain a position log that chronologically describes your actions taken during your shift.
- Determine your resource needs, such as a computer, phone, plan copies, and other reference documents.
- Ensure RIMS (Response Information Management System) is operational.

Demobilization Phase:

- Deactivate your assigned position and close out logs when authorized by the EOC Director.

- Complete all required forms, reports, and other documentation, as appropriate, prior to your departure.
- Be prepared to provide input to the after-action report.
- If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.
- Clean up your work area before you leave.
- Leave a forwarding phone number where you can be reached.

IV. Planning/Intelligence Section Functional Descriptions

The EOC Director has the authority and responsibility to direct all EOC activity. The Director may delegate authority to members of the General Staff. Planning/Intelligence Section positions will vary depending upon the need. The positions listed below are the more common Planning/Intelligence Section positions found in an operational area EOC. Note that in some EOCs these positions may be activated at a one-person level, or at a unit level depending upon the level of activation, the work to be accomplished, and the numbers of personnel needed.

The Planning/Intelligence Section positions are extremely important in that they relieve the EOC Director of many activities that may interfere with the Director's primary responsibility for EOC management.

Planning/Intelligence Section Coordinator

Function Description:

The Planning/Intelligence Section is a primary function for any operational area EOC. The Section will gather information from a variety of sources, including all activated local government EOCs, analyze and verify information, and prepare and update internal EOC information and map displays. The Situation Analysis function will be activated under any EOC activation. The Section has an important function in overseeing the Planning Meetings and in preparing the EOC Action Plan. The Section will collect and process internal EOC documentation, and prepare advance planning information as necessary. Technical Specialists assigned to the EOC will initially be part of the Planning/Intelligence Section. The Section Coordinator reports directly to the EOC Director.

Responsibilities:

1. Ensure that the following responsibilities of the Planning/Intelligence Section are addressed as required:
 - Collecting, analyzing, and displaying situation information,
 - Preparing periodic Situation Reports,
 - Preparing and distributing the EOC Action Plan and facilitating the Action Planning meeting,
 - Conducting Advance Planning activities and report,
 - Providing technical support services to the various EOC sections and branches, and documenting and maintaining files on all EOC activities.
2. Establish the appropriate level of organization for the Planning/Intelligence Section.
3. Exercise overall responsibility for the coordination of unit activities within the section.
4. Keep The EOC Director informed of significant issues affecting the Planning/Intelligence Section.
5. In coordination with the other section coordinators, ensure that Status Reports are completed and utilized as a basis for situation reports, and the EOC Action Plan.
6. Supervise the Planning/Intelligence Section.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Ensure that the Planning/Intelligence Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.

- Based on the situation, activate units within the section as needed and designate Unit Leaders for each element:
 - Situation Analysis Unit
 - Documentation Unit
 - Advance Planning Unit
 - Demobilization Unit
- Request additional personnel for the section as necessary to maintain a 24-hour operation.
- Establish contact with the State Regional EOC (REOC) when activated, and coordinate Situation Reports with their Planning/Intelligence Section.
- Meet with Operations Section Coordinator; obtain and review any major incident reports.
- Review responsibilities of units in the section; develop plans for carrying out all responsibilities.
- Make a list of key issues to be addressed by the Planning/Intelligence Section; in consultation with section staff, identify objectives to be accomplished during the initial Operational Period.
- Keep the EOC Director informed of significant events.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

- Ensure that Planning/Intelligence Section position logs and other necessary files are maintained.
- Ensure that The Situation Analysis Unit is maintaining current information for the situation report.
- Ensure that major incidents reports and status reports are completed by the Operations Section and are accessible by Planning/Intelligence (Utilize RIMS forms if available).
- Ensure that a situation report is produced and distributed to EOC Sections and the State Regional EOC (REOC) at least once, prior to the end of the operational period.
- Ensure that all status boards and other displays are kept current and that posted information is neat and legible.
- Ensure that the Public Information Branch has immediate and unlimited access to all status reports and displays.
- Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.
- Facilitate the EOC Director's Action Planning meetings approximately two hours before the end of each operational period.

- Ensure that objectives for each section are completed, collected and posted in preparation for the next Action Planning meeting.
- Ensure that the EOC Action Plan is completed and distributed prior to the start of the next operational period.
- Work closely with each unit within the Planning/Intelligence Section to ensure the section objectives, as defined in the current EOC Action Plan are being addressed.
- Ensure that the Advance Planning Unit develops and distributes a report which highlights forecasted events or conditions likely to occur beyond the forthcoming operational period; particularly those situations which may influence the overall strategic objectives of the EOC.
- Ensure that the Documentation Unit maintains files on all EOC activities and provides reproduction and archiving services for the EOC, as required.
- Provide technical specialists to all EOC sections as required.
- Ensure that fiscal and administrative requirements are coordinated through the Finance/ Administration Section.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

Situation Analysis Unit Leader

Responsibilities:

1. Oversee the collection, organization, and analysis of situation information related to the emergency.
2. Ensure that information collected from all sources is validated prior to posting on status boards.
3. Ensure that situation reports are developed for dissemination to EOC staff and also to the State Regional EOC (REOC) and other EOCs as required.
4. Ensure that an EOC Action Plan is developed for each operational period.
5. Ensure that all maps, status boards and other displays contain current and accurate information.
6. Supervise Situation Analysis Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Make contact with local government EOCs in the operational area and establish a schedule for obtaining situation reports.
- Ensure there are adequate staff available to collect and analyze incoming information, maintain the Situation Report and facilitate the Action Planning process.
- Prepare Situation Analysis Unit objectives for the initial Action Planning meeting.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Oversee the collection and analysis of all emergency related information.
- Oversee the preparation and distribution of the Situation Report. Coordinate with the Documentation Unit for manual distribution and reproduction as required.
- Ensure that each EOC Section provides the Situation Analysis Unit with status reports on a regular basis.
- Meet with the Public Information Officer to determine the best method for ensuring access to current information.
- Prepare a situation summary for the EOC Action Planning meeting.

- Ensure each section provides their objectives at least 30 minutes prior to each Action Planning meeting.
- In preparation for the Action Planning meeting, ensure that all EOC objectives are posted on chart paper, and that the meeting room is set up with appropriate equipment and materials (easels, markers, situation reports, etc.)
- Following the meeting, ensure that the Documentation Unit publishes and distributes the EOC Action Plan prior to the beginning of the next operational period. (see attachment)
- Ensure that adequate staff are assigned to maintain all maps, status boards and other displays.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

Documentation Unit Leader

Responsibilities:

1. Collect, organize and file all completed emergency related forms, to include: all EOC position logs, situation reports, EOC Action Plans and any other related information, just prior to the end of each operational period.
2. Provide document reproduction services to EOC staff.
3. Distribute the EOC situation reports, EOC Action Plan, and other documents, as required.
4. Maintain a permanent electronic archive of all Situation Reports and Action Plans associated with the emergency.
5. Assist the EOC Coordinator in the preparation and distribution of the After Action Report.
6. Supervise the Documentation Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Meet with the Planning/Intelligence Section Coordinator to determine what EOC materials should be maintained as official records.
- Meet with the Recovery Unit Leader to determine what EOC materials and documents are necessary to provide accurate records and documentation for recovery purposes.
- Initiate and maintain a roster of all activated EOC positions to ensure that position logs are accounted for and submitted to the Documentation Unit at the end of each shift.
- Reproduce and distribute the Situation Reports and Action Plans. Ensure distribution is made to the Operational Area EOC.
- Keep extra copies of reports and plans available for special distribution as required.
- Set up and maintain document reproduction services for the EOC.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

Advance Planning Unit Leader

Responsibilities:

1. Development of an Advance Plan consisting of potential response and recovery related issues likely to occur beyond the next operational period, generally within 36 to 72 hours.
2. Review all available status reports, Action Plans, and other significant documents. Determine potential future impacts of the emergency; particularly issues which might modify the overall strategic EOC objectives.
3. Provide periodic briefings for the EOC Director and General Staff addressing Advance Planning issues.
4. Supervise the Advance Planning Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Monitor the current situation report to include recent updates.
- Meet individually with the general staff and determine best estimates of the future direction and outcomes of the emergency.
- Contact local government EOCs and determine issues and concerns related to the operational area advance planning effort.
- Develop an Advance Plan identifying future policy related issues, social and economic impacts, significant response or recovery resource needs, and any other key issues likely to affect EOC operations within a 36 to 72 hour time frame.
- Submit the Advance Plan to the Planning/Intelligence Coordinator for review and approval prior to conducting briefings for the General Staff and EOC Director.
- Review Action Planning objectives submitted by each section for the next operational period. In conjunction with the general staff, recommend a transition strategy to the EOC Director when EOC activity shifts predominately to recovery operations.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

Demobilization Unit Leader

Responsibilities:

1. Develop a Demobilization Plan for the EOC based on a review of all pertinent planning documents, and status reports.
2. Supervise the Demobilization Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Review EOC personnel roster to determine size and scope of any demobilization efforts.
- Meet individually with the general staff to determine their need for assistance in any Demobilization Planning.
- Advise Planning/Intelligence Section Coordinator on the need for a formal written Demobilization Plan.
- If a Demobilization Plan is required, develop the plan using detailed specific responsibilities, release priorities and procedures.
- Establish with each Section Coordinator which units/personnel should be demobilized first.
- Establish time tables for deactivating or downsizing units.
- Determine if any special needs exist for personnel demobilization (e.g. transportation).
- Develop a checkout procedure if necessary, to ensure all deactivated personnel have cleared their operating position.
- Submit any formalized Demobilization Plan to the Planning/Intelligence Section Coordinator for approval.
- Meet with each assigned Agency Representative and Technical Specialist to determine what assistance may be required for their demobilization from the EOC.
- Monitor the implementation of the Demobilization Plan and be prepared to handle any demobilization issues as they occur.

Technical Specialists

Responsibilities:

1. Provide technical observations and recommendations to EOC staff in specialized areas as required.
2. Advise on legal limitations use of particular resources.
3. Work with inter-agency coordination groups as necessary providing expertise.

Activation Phase:

- Follow appropriate portions of the Activation Phase Checklist.

Operational Phase:

- Provide technical services as required to requesting EOC staff.
- Contribute to EOC planning meetings and inter-agency coordination groups as requested.
- Ensure that all recommendations are appropriately documented.
- Advise Planning/Intelligence Section when duties are completed.
- Obtain release from Planning/Intelligence Section Coordinator prior to leaving the EOC.

Demobilization Phase:

- Follow applicable portions of the generic Demobilization Phase Checklist.

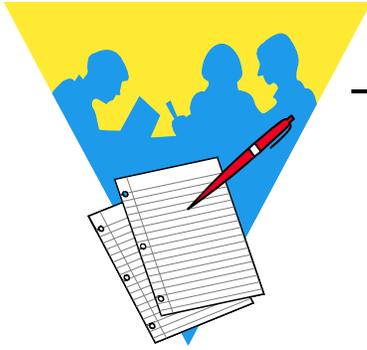
GUIDE FOR CONDUCTING ACTION PLANNING MEETINGS (LOCAL GOVERNMENTS AND OPERATIONAL AREAS)

VI. EOC Action Planning Responsibilities:

- **EOC Director**: Ensure that EOC Action Planning is accomplished within the EOC.
- **Planning/Intelligence Coordinator**: Is directly responsible for the EOC Action Planning process.
- **Situation Analysis Unit Leader**: Conducts the EOC Action Planning meeting and prepares or assigns staff to prepare the Action Plan.
- **Documentation Unit Leader**: Distributes and archives the EOC Action Plan.

Purpose of the EOC Action Plan:

- Establishes **Direction and Priorities** for EOC operations in the form of overall objectives.
- Establishes **Operational Objectives for each SEMS function** in the EOC, and tracks the progress.
- Establishes the **Operational Period** (time-frame for completion of operational objectives).
- Provides for **Accountability** and reduces **Redundancy**.
- Provides **valuable documentation** for After Action Reports.



The Action Planning Process:

Step # 1:

Conducting the Initial Planning Meeting:

- EOC Director reviews the initial situation immediately upon activation of the EOC.
- EOC Director meets with available general staff and establishes overall (broad) objectives.

Example:



Initial Planning Meeting Outcomes:

1. Overall objectives identified. Objectives must represent the **INITIAL PRIORITIES FOR EOC OPERATIONS!**
2. Key management and general staff members must know the overall objectives.

3. The first **formal** EOC Action Planning Meeting is scheduled (usually 1 hour after the overall objectives have been established)

Important:

The Initial Planning Meeting should be **BRIEF**
– No more than 10 Minutes!

- The EOC Director concludes the meeting by directing all management and general staff members to prepare their operational objectives and be ready to present them at the first EOC Action Planning Meeting.

Step # 2:

Preparing for the Action Planning Meeting:

Purpose?

1. Review the Overall Objectives
2. Present Operational Objectives by SEMS Function
3. Update Progress and Completion Estimates for Objectives

**Who
Should
Attend?**

1. EOC Director
2. Key Management Staff
3. Section Coordinators and Key Unit and Branch Leads

**Who
Facilitates?**

1. Situation Analysis Unit Leader (Primary)
2. Planning Intelligence Coordinator (Secondary)

Duration?

This meeting should not last more than 30 minutes!

Frequency?

1. Meeting should be scheduled 2 hours prior to the end of the Operational Period.

NOTE: If the overall objectives are changed during the operational period, the EOC Director may convene an Action Planning Meeting accordingly to address the new situation.

**Tools & Facilities?
(Manual Process)**

1. Quiet meeting room with wall space for chart paper.
2. Two easels with chart tablets.
3. Felt tip markers and masking tape.
4. Copies of the most recent Situation Report.

**Tools & Facilities?
(RIMS)**

1. Quiet meeting room with space for a projector screen.
2. Laptop or desktop computer.
3. LCD Projector.
4. One easel with chart tablet, felt tip markers and masking tape.
5. Copies of the most recent Situation Report.

Report Format: The EOC Action Plan format is maintained on RIMS. Should it become necessary, the template may be printed from RIMS and completed manually.

Important:

If Chart Paper is used, format each sheet prior to the meeting as shown below:

Example: (Chart Paper Layout: Overall Objectives)

Action Planning Meeting September 20, 2000	
EBMUD E.O.C. Disaster / Event Name: _____ Operational Period: From: _____ To: _____	Overall Objectives: <ol style="list-style-type: none">1. Mitigate life-threatening situations.2. Prepare a detailed situation report.3. Mobilize EOC Staff as required.4. Restore service area utility infrastructure.

Example: (Chart Paper Layout: Operational Objectives)

OPERATIONS SECTION OBJECTIVE			
<u>OBJECTIVE:</u>	<u>BRANCH – UNIT RESPONSIBLE:</u>	<u>% COMPLETE:</u>	<u>EST. TIME COMPLETED:</u>
1. Prepare a branch status report outlining repair activities and priorities.	Response Branch	25%	1600 hrs 9/20/2000
2. Prepare a branch status report on water quality in the affected service	Water Quality Branch	50%	1700 hrs 9/20/2000

Before The Meeting....

1. Situation Analysis staff meets with Management and all Section Coordinators or designees, and obtains all Section objectives to be presented at the meeting.
2. Objectives are entered into RIMS for projection on the screen, or written out on chart paper for posting.
3. It is mandatory that all objectives be prepared for presentation **Before the meeting is convened.**



Step # 3:

Conducting the Action Planning Meeting:

The Facilitator:



3. Start the meeting ON TIME!
4. State the purpose of the meeting.
5. Review the “ground-rules:”
 - Pagers and cell-phones OFF!
 - No unnecessary “side-discussions!”
 - Participants must keep focused and take notes.
 - **The meeting is over in 30 minutes or less!**
6. Briefly highlight the Situation Status Report:
 - Operational Priorities (significant incidents in progress).
 - Weather report if critical to the response.
7. Present the Overall Objectives (updating as necessary).

Important:

Ask the EOC Director to emphasize the importance of the Overall Objectives. Everyone must understand the priorities.

1. Call on Management Staff to present and update their objectives. The following order is recommended:
 - Public Information
 - Liaison
 - Safety
 - Security
 - Others as appropriate
2. Call on each Section Coordinator to present and update their objectives. The following order is recommended:
 - Operations Section
 - Planning Intelligence Section
 - Logistics Section
 - Finance Administration Section

Important:

If using the computer, corresponding screen images from the Action Plan can be projected during each Section Report.

If done manually, refer to the posted chart paper as Section Reports are given.



Important:

Progress reports on existing objectives should be given by indicating the % completed, as appropriate.



Important:

When a Section Objective is completed, it is closed out in the Action Planning Meeting. It will be listed as “completed” in the next Action Plan. It will then be removed from subsequent plans.

Important:

DEVELOPING OPERATIONAL STRATEGY

Should NOT occur as part of the Action Planning Meeting! These strategy sessions should be conducted in the Section workplace with respective staffs present. They are NOT part of the Action Planning Meeting. The facilitator should encourage inter/intra-sectional strategic or operational planning subsequent to the Action Planning Meeting.

Step # 4:

Concluding and Adjourning the Meeting:

The Facilitator:



When all reports are completed, the facilitator should:

1. Ensure objectives are clearly stated and understood by all participants.
2. Encourage follow-up strategy sessions AFTER the meeting is adjourned.
3. Announce the time for the next meeting.
4. Announce the deadline for submitting new or updated objectives
5. **ADJOURN THE MEETING!**



REMEMBER!

- The Action Planning Meeting is BRIEF! 30 MINUTES OR LESS!
- Detailed “game-plan” development occurs AFTER THE MEETING IS ADJOURNED, NOT DURING THE MEETING!
- Do not allow the meeting to drift off course...STAY FOCUSED!

Step # 5:

Preparing and Distributing the Action Plan:

MANUAL PREPARATION:

1. Situation / Documentation staff transfers information from chart paper in the RIMS Action Plan Format.
2. Plan is approved by the Planning Intelligence Coordinator and EOC Director.
3. The Documentation staff conducts hard copy or automated distribution.
4. Extra copies should be kept by Documentation.
5. Archive on CD or Disk.

RIMS PREPARATION:

1. The Action Plan should be nearly complete as a result of the meeting.
2. The Planning Intelligence Coordinator and the EOC Director approve the Plan.
3. Distribution of the Action Plan may be done electronically through RIMS, or replicated by other information management software.
4. Archiving should occur through periodic program back up or other archiving procedures.