

Capability Standard – Direction, Control and Coordination

Emergency management Direction, Control and Coordination should be addressed by establishing and supporting: 1. Primary and alternate Emergency Operations Centers (EOC) capable of managing response, continuity, and recovery operations; 2. Initial Notification plans and processes that will be used to recognize that an emergency has occurred and to notify the proper agencies to respond; 3. Incident Assessment plans and processes to manage those arriving first on-scene to identify risks; Incident Command plans and processes that address the jurisdiction's implementation of the Incident Command System (ICS) and how response operations are managed during an emergency or disaster. This may also be referred to as an Incident Management System or Unified Command System; and 4. Emergency Operations Center (EOC) plans and processes that address how the jurisdiction will activate and utilize an EOC to support and coordinate response operations during the disaster.

Associated Target Capabilities: [Planning, On-site Incident Management, Emergency Operations Center Management, Communications](#). Additional information on building these capabilities can be found on pages 21 (Planning), 29 (Communications), 197 (On-Site Incident Management), and 209 (Emergency Operations Center Management) of the U.S Department of Homeland Security's September 2007 document: *Target Capabilities List: A Companion to the National Preparedness Guidelines*.

Desired Outcome: The jurisdiction's Direction, Control and Coordination functions are effectively managed by a system that includes Primary and alternate Emergency Operations Centers, Initial Notification plans and processes, Incident Assessment plans and processes, and Incident Command plans and processes that address the jurisdiction's implementation of the Incident Command System (ICS) and how response operations are managed during an emergency or disaster.

The jurisdiction has created and maintains an Emergency Operations Plan and a Resource Manual that:

Initial Notification

- | | | | |
|-----------------------|-----------------------|-----------------------|---|
| 1 | 2 | 3 | |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Identifies and describes the agencies and the actions that will be taken to receive and document the initial notification of an incident/emergency. |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Identifies and describes the agencies and the actions that will be taken to coordinate, manage, and disseminate notifications effectively to response and support agencies (911 Centers, individual Fire/ Police dispatch offices, call trees) in any incident/emergency. |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Describes the notification process for alerting elected officials and non-governmental partners of an event. |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Identifies and describes the agencies and actions that will be taken to notify and coordinate with adjacent jurisdiction(s) about an event that may also pose a risk to them (flash flood, chemical release, terrorism). |

- Describes the jurisdiction's use of Emergency Condition/Action Levels in the initial notification process where defined by statute, authority, or other guidance (Snow Emergency Levels 1-3, Chemical Levels 1-3, Crisis Action Stages 1-4).

Comments and Notes:

Incident Assessment

- 1 2 3
 Describes the actions that will be taken by first response agencies to gather essential information and assess immediate risks posed by the emergency/disaster.
- Describes how the initial assessment will be shared to make protective action decisions and establish response priorities, to include the need to declare a state of emergency.
- Identifies and describes the agencies and the actions that will be taken to monitor, communicate and record immediate and future effects of an emergency/disaster (Record of Significant Events, Incident Action Plan, etc.).

Comments and Notes:

Incident Command

- 1 2 3
 Identify the agencies/positions/titles that will command incidents and have overall responsibility to coordinate response operations (Fire Service for chemical, Law Enforcement for riot, Mayor/Manager for natural hazard, etc.), including how they will share command if the incident crosses multiple jurisdictional boundaries.
- Describe the actions that will be used to implement ICS (first arriving unit) and coordinate response operations, including identifying key positions used to staff the ICS (Operations, Agency Liaisons, Safety).
- Indicate who is responsible for establishing an Incident Command Post, where it may be located (chief's car, command bus, nearest enclosed structure), and how it will be identified during the emergency (green light, flag).
- Describes how/when the Incident Commander (IC) will request the activation of the EOC.
- Describes the actions that will be taken to coordinate activities between the ICP and an activated EOC.

- ○ ○ Describes the actions that will be taken to coordinate direct communications between on-scene responders; also include off-scene agencies that have a response role (Hospital, ARC, Health Department).
- ○ ○ Describes the actions the IC will take to secure additional resources/support when local assets are exhausted or become limited (mutual aid agreements, IMAC, private assets, EMAC, state, federal).
- ○ ○ Describes the actions that will be taken by the IC to coordinate and integrate the unplanned arrival of individuals and volunteer groups into the response system and clarify their limits on liability protection.

Comments and Notes:

Emergency Operations Center

1 2 3

- ○ ○ Describes the process the jurisdiction will use to activate and utilize an EOC to support and coordinate response operations during the disaster. (Note: EOC functions may be addressed in SOPs, if so it should be referenced in the EOP.)
- ○ ○ Describes the purpose and functions of an EOC during an emergency or declared disaster.
- ○ ○ Describes and identify under what conditions the jurisdiction will activate a primary and/or alternate EOC and who makes this determination.
- ○ ○ Identifies the primary and alternate sites that will likely be used as an EOC for the jurisdiction (city hall, fire department, emergency management agency, dedicated facility).
- ○ ○ Describes the process that will be used to activate the primary or alternate EOC (staff notification, equipment setup), including the process for moving from one EOC to another.
- ○ ○ Identifies who is in charge of the EOC (emergency management agency director, senior official, fire/police chief, department/agency director), and describe how operations will be managed in the EOC.
- ○ ○ Describes and identifies the EOC staff and equipment requirements necessary for an EOC (first response liaisons, elected or appointed officials, support agencies, communications, administrative support).
- ○ ○ Identifies and describes the actions that will be taken to gather and share pertinent information between the scene, outside agencies, and the EOC (e.g., damage observations, response priorities, resource needs), including sharing information between neighboring and state EOCs.
- ○ ○ Describes the EOC's ability to manage an emergency response that lasts longer than 24 hours (staffing needs, shift changes, resource needs, feeding, alternate power).
- ○ ○ Identifies and describes the actions that will be taken to transition from response to recovery operations.
- ○ ○ Describes the process used to deactivate/close the EOC (staff releases, equipment cleanup, documentation).

- Identifies the lead official and at least two alternates responsible for staffing each key position at the primary EOC, as well as the alternates (if different) to be consistent with NIMS.
- Identifies and describes the actions that will be taken to routinely brief senior officials not present in the EOC on the emergency situation (commissioner, administrative judge, mayor, city council, trustees, governor) and to authorize emergency actions (declare an emergency, request state and federal assistance, purchase resources).
- Identifies and describes the actions that will be taken to manage public information.
- Provides a diagram of the primary and alternate EOCs (locations, floor plans, displays) and identify and describe the critical communications equipment available/needed (phone numbers, radio frequencies, faxes).
- Provides copies of specific forms or logs to be used by EOC personnel.

Comments and Notes:

Direction, Control, and Coordination

- Identifies the agencies/positions/titles that will command incidents and have overall responsibility to coordinate response operations (Fire Service for chemical, Law Enforcement for riot, Mayor/Manager for natural hazard, etc.).
- Identifies who has tactical and operational control of response assets.
- Discusses the jurisdiction's coordination systems and processes used during an emergency.
- Discusses multijurisdictional coordination systems and processes used during an emergency.

Comments and Notes:

A fully-functioning Direction, Control and Coordination capability should address the following measures:

1 2 3

- The jurisdiction has established and maintains a direction, control and coordination function in plans, procedures and guidelines.
- The jurisdiction has designated the officials responsible for policy decisions and other responsibilities during mitigation, response, & recovery phases of disasters.
- The jurisdiction has established 24-hour/365-day continuous operations emergency and disaster response capabilities.

- The jurisdiction has identified emergency primary and alternate emergency operations center(s).
- The jurisdiction has developed SOPs/SOGs to execute appropriate state and federal assistance programs (IFG, PA, SBA, FmHA, Mitigation, Controlling Board).
- The jurisdiction has a fully-functioning communication/command vehicle and appropriate SOPs/SOGs for its operation
- The jurisdiction has established primary and alternate EOCs capable of managing response, continuity, and recovery operations.

Comments and Notes:

Capability Assessment - Administration, Finance, and Direction and Control

- 1 2 3 4 5 The jurisdiction has engaged an integrated team to develop this capability.
- 1 2 3 4 5 The jurisdiction has developed an integrated plan for this capability.
- 1 2 3 4 5 The jurisdiction has identified the hazards/threats that would necessitate the application of this capability.
- 1 2 3 4 5 The jurisdiction's local responders have the necessary training to effectively carry out this capability.
- 1 2 3 4 5 The jurisdiction has access to the necessary resources to effectively carry out this capability (either local or identified through MOUs).
- 1 2 3 4 5 The jurisdiction's local responders have received the necessary training to be able to carry out this capability.
- 1 2 3 4 5 The jurisdiction's local responders have the expertise to carry out this capability.
- 1 2 3 4 5 The jurisdiction has tested this capability within the last year through exercise or activation.

Scale Key:

- 1- The jurisdiction has not started to develop this measure.
- 2- The jurisdiction has started to develop this measure, but we are not far along in the process.
- 3- The jurisdiction has developed this measure, but it needs to be improved.
- 4- The jurisdiction has fully developed this measure.
- 5- The jurisdiction has fully developed and tested this measure.