



# Building and Exercising Your Command Center

ALL HANDS CONSULTING



GLOBAL EMERGENCY MANAGEMENT

# The Purpose of the EOC

- **Information**
- **Resource Allocation**
- **Communication**



# The Purpose of the EOC

**The EOC's purpose is to coordinate incident information and resources for management.**

- The EOC must receive, analyze, and display information about the incident to enable decision-making.
- The EOC must find, prioritize, deploy, and track critical resources.
- The EOC must enhance decision making, communication, collaboration, and coordination.

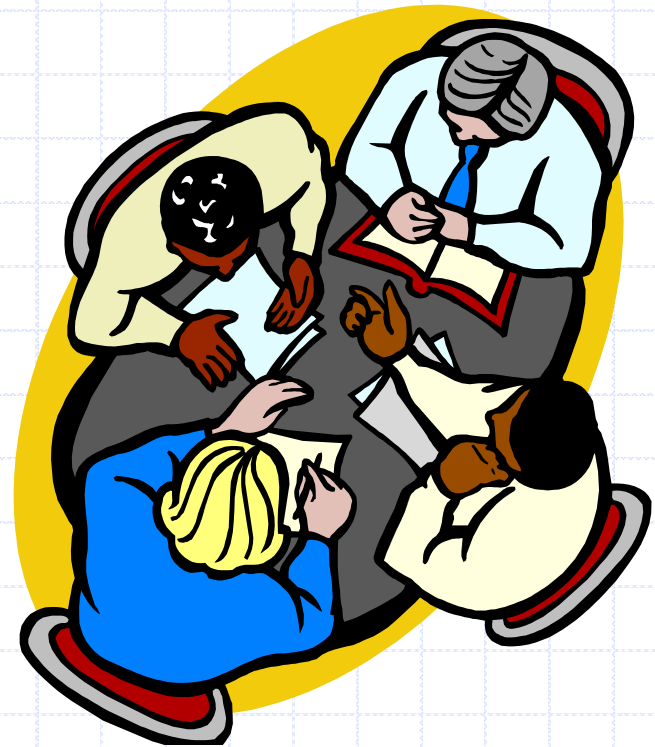
# The Purpose of the EOC

**The EOC is really a place where:**

- Uncomfortable people
- Meet in cramped conditions
- To play unfamiliar roles
- Making unpopular decisions
- Based on inadequate information
- In much too little time

# What Makes the EOC Work?

- A Good Concept of Operations
- Good Space
- Good Teams
- Good Communications
- Good Technology



# Activation Modes

## *How an EOC is used*

- Level 1 - Full Scale Activation – all primary and support functions are implemented
- Level 2 - Partial Activation - This is a "limited" activation. All primary, or lead, functions are activated
- Level 3 - Monitoring - involves those functions needed to monitor current situation

# EOC Manager



- Manages the EOC - not the incident
- Makes sure everything is working
- Optimizes efficiency
- Facilitates and coordinates
- Solves problems

# Establishing a Command Center or EOC





# Design Issues

- Technology
- Joint Information
- Data Links
- Physical Proximity
- Information Priority
- Filtering Capability
- Communication Links
- Control Over Resources
- Ergonomics
- Shared Displays
- Multiple Displays
- Push and Pull Capabilities
- Zoom-in / Zoom-out Capabilities
- Optimizing Information
- Keeping Information Load Manageable

# Space

- What do You See?
- How is it Arranged?
- How Will You Use it?



Form Follows Function – Not Money

# Survival Techniques



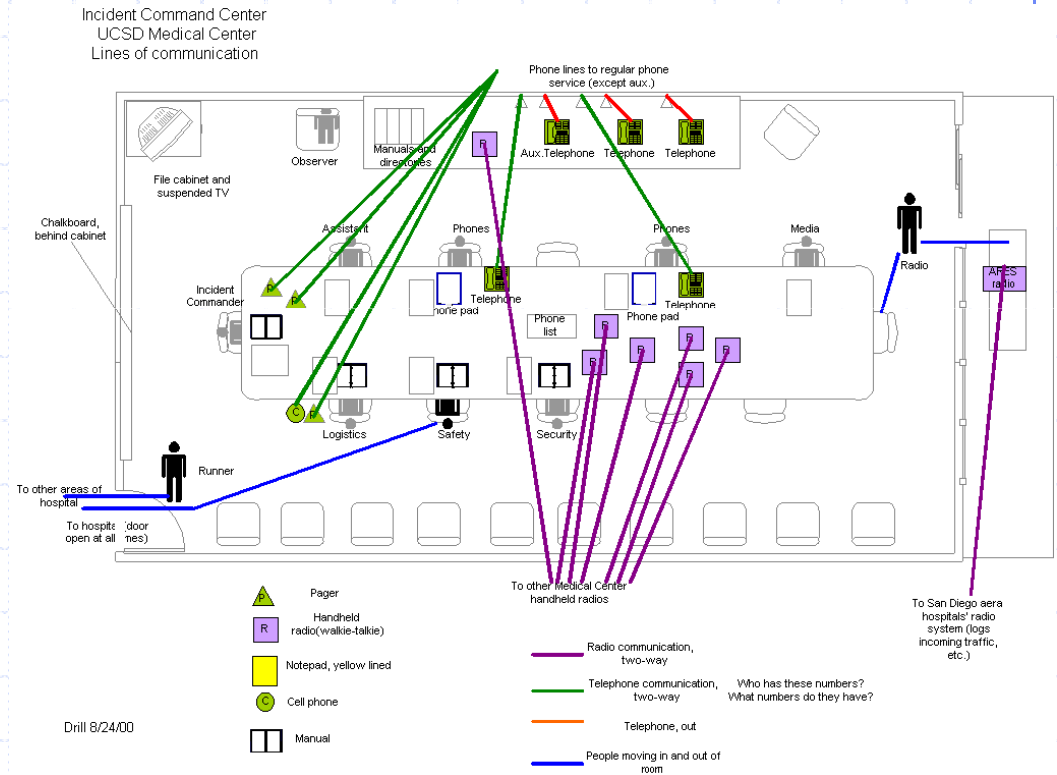
- Plan your Concept of Operations First
- Form Follows Function - Practical Not Impressive
- Dual Use Design (Training Room)
- Use it or Lose It (Activations)
- Be Flexible
- Have Activation Plans

# Arranging Space

➤ Coordination/Operational Space

➤ Communications/Equipment Space

➤ Decision Making Space



# Space is Important

- Command centers have a way of growing over time – everyone wants into the act.
- This usually results in crowded, shoe-horned rooms that become ineffective.
- Make sure you plan space based on full implementation.
- Control access and scope creep.

# Command Center Layouts

EOC seating arrangements should maximize communication. There are four basic EOC layouts:



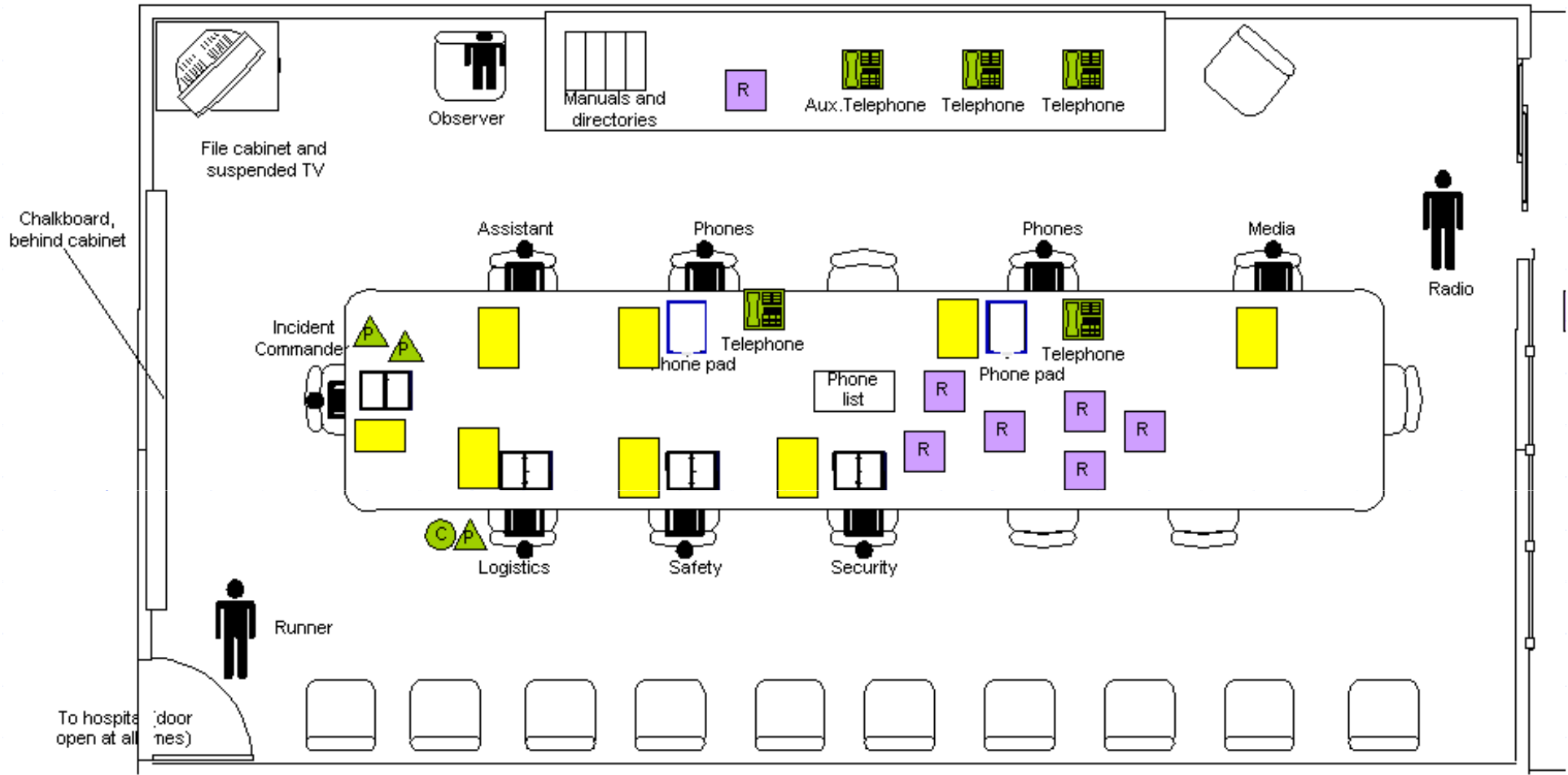
Boardroom


Marketplace

Mission Control

Bull's-Eye

Incident Command Center  
 UCSD Medical Center  
 Physical Layout



-  Pager
-  Handheld radio(walkie-talkie)
-  Notepad, yellow lined
-  Cell phone
-  Manual
-  Personnel with identification vest (these were on the manuals on entering the ICC). Each has an identification tag.

# Mission Control





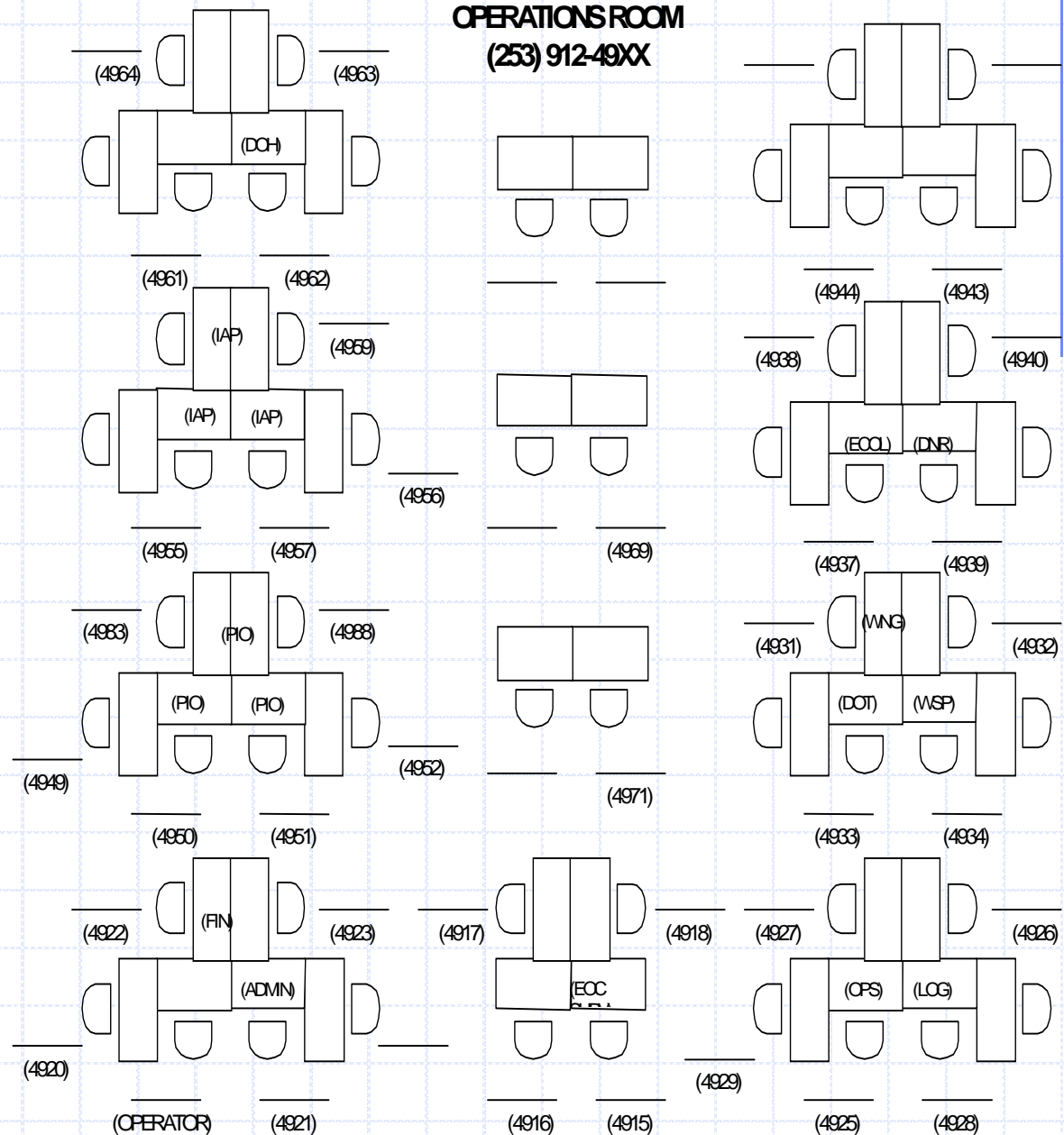
# Marketplace

Many smaller tables

Each represents a function

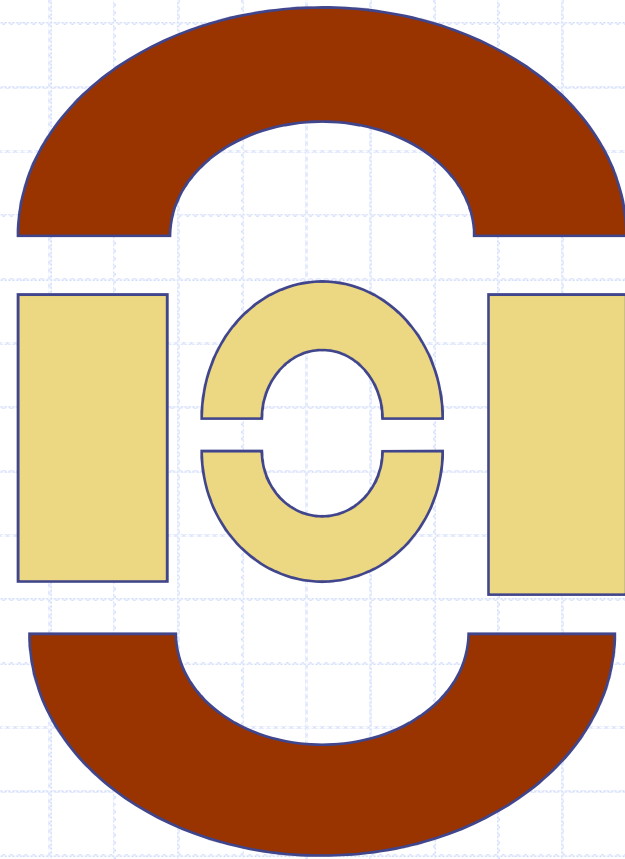
Lots of getting up and walking around

Source: Washington State



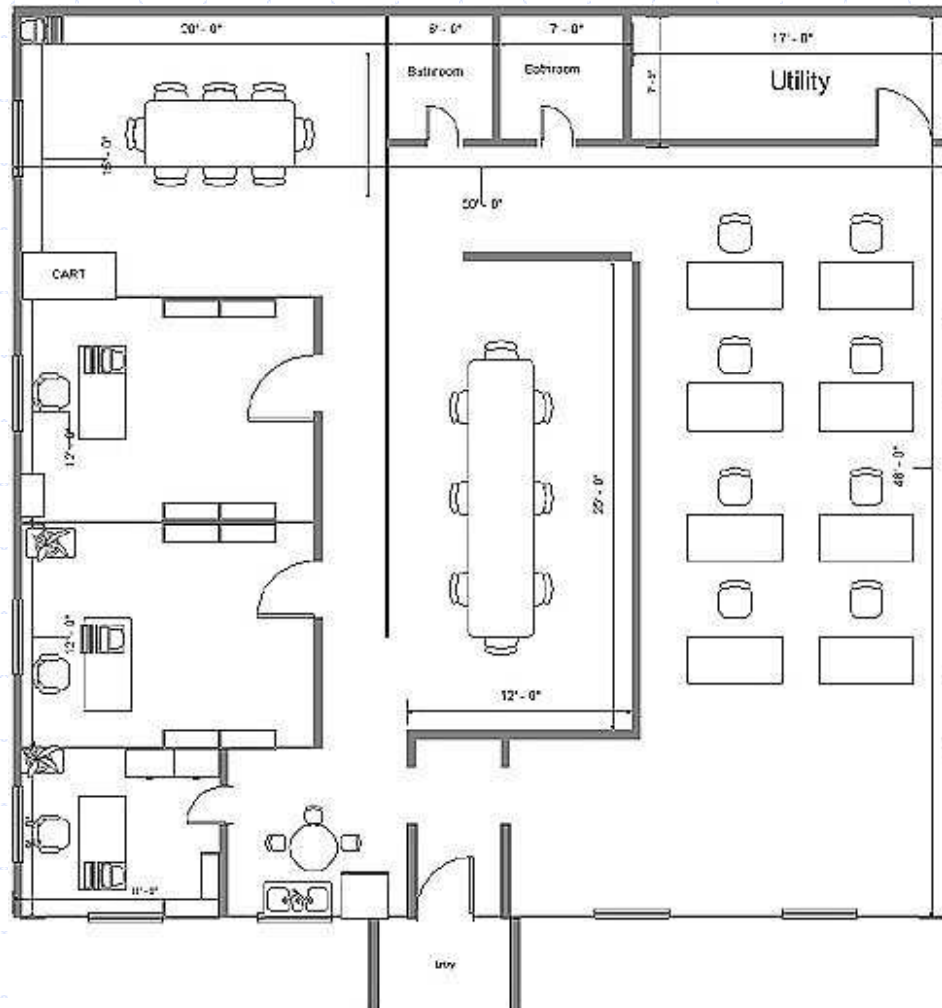
# Bull's-Eye

- Approximates concentric circles
- Staff sit behind primary officials who turn around to consult as needed
- Requires large floor space
- Not seen very often



# Hybrid

## Newport News Virginia EOC



# Communications/Equipment Room

Use separate but adjacent space to keep noise pollution and interference in check.



# Consider Ergonomics



# The EOC Should...



- Be **Internet-based** to provide:
  - Flexibility
  - Economy and Convenience
  - Live, Current Information
  - Interactive Collaborative Information

# Lessons Learned 9-11



# Lessons Learned on 9-11

- Communications need to work
- Treat information as data - pencil and paper does not cut it
- Need simple status board/reports – color codes
- Train, practice, revise, train, practice, etc.
- Appropriate staffing is required
- Clear assignments are a must
- Need a public information strategy



# Lessons Learned on 9-11

- Too many people in EOC
- Facility limitations (noise, crowding, security)
- Too many staff/functions in meetings or allowed to speak—limit to essential functions only