CASE STUDY

The Miami Beach, Florida Emergency Operations Center

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CASE STUDY: MIAMI BEACH EOC BEST PRACTICE FEATURES

The City of Miami Beach was selected for a best practice comparison because the City and Floyd County are equal in population and they both have similar EOC organization charts.

A. EOC FACILITY.

*Square footage design requirements were based on EOC organization and staffing anticipated.*

1. EOC Operations room is a dedicated, full time facility and is kept in a “hot” status. The EOC can be activated on a moment’s notice, walk in the door and turn on the lights.
2. Standard room and table configuration based on functional requirements of EOC ICS organization.
3. Sharing facilities with a fire station provides access to showers, sleeping, kitchen, and bathrooms.
4. Sharing a building with a fire station allows for EOC expansion into other rooms as needed.
5. No furniture is fixed. Tables, workstations, chairs can be reconfigured as needed.
6. Situational awareness and resource status display boards:
   - Continuous dry erase (white) boards throughout. All wall space used. Dry erase boards can be hung over all windows.
   - Ceiling mounted projectors and retractable screens
   - Portable (wheeled) smart boards (two) that can be moved to functional groups that need to use them.
7. Building and EOC built and hardened to withstand the impacts of expected significant hazards of concern as determined by the hazard identification and risk analysis (HIRA).
8. Building has redundant access control security systems.
9. Facility is self contained for 7 days of 24 hour continuous operation: emergency power, food, water.
10. Technology:
    - City network access with dedicated EOC server and redundant intranet and internet access;
    - Laptop computers (and multiple laptop connections for carry in laptops) at each EOC table/workstation;
    - Telephone at each EOC table/workstation;
    - Use of WebEOC software (allows for EOC expansion through a virtual network and remote access for individuals that cannot make it into the EOC);
    - Ceiling mounted computer projectors (two) to view situational information on ceiling mounted automatic screens.
    - Multiple digital television screens distributed throughout the rooms

B. EOC OPERATIONS.

1. EOC internal operations are organized based on NIMS/ICS concepts and principles.
2. EOC operations manual has been developed for each position and is maintained annually.
3. Information management system and information flow within the EOC is in place and maintained. Personnel are trained in position functions.
4. EOC “quick start” guides are in place and maintained. Personnel are trained in position functions.
5. EOC staff position guide books in place and maintained. Personnel are trained in position functions.
6. EOC sustained operations supply inventory is in place and maintained through rotation.
7. EOC Section level workshops and training are conducted annually.
8. EOC full activation exercise is conducted annually.

C. COMMUNICATIONS.

1. Telephony
   • Landline telephone
   • Cell phone communications
   • Satellite phone backup communications capability for key ICS positions
   • VOIP
2. Radio communications available for key agencies
3. Email and internet access
4. Web-based video conferencing
5. Twitter and social media access
6. Pre-assigned telephone numbers for key functions

See “Position Function Chart.”
## EMERGENCY SUPPORT FUNCTION (ESF) ASSIGNMENT CHART

<table>
<thead>
<tr>
<th>ESF</th>
<th>LEAD DEPARTMENT</th>
<th>EOC SEATING LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESF – 1: Transportation</td>
<td>Fleet</td>
<td>Logistics/Ground Support Unit</td>
</tr>
<tr>
<td>ESF – 2: Communications</td>
<td>Information Technologies Division</td>
<td>Logistics/Comm. Unit</td>
</tr>
<tr>
<td>ESF – 3: Public Works &amp; Engineering</td>
<td>Public Works</td>
<td>Operations/Infrastructure</td>
</tr>
<tr>
<td>ESF – 4: Firefighting</td>
<td>Fire–Rescue</td>
<td>Operations/Fire-Rescue</td>
</tr>
<tr>
<td>ESF – 5: Planning &amp; Intelligence</td>
<td>City Manager’s Office</td>
<td>EOC Command Group/Planning Section</td>
</tr>
<tr>
<td>ESF – 6: Mass Care (General Public)</td>
<td>Community Services</td>
<td>Operations/Human Services</td>
</tr>
<tr>
<td>ESF – 7: Resource Support/ Purchasing</td>
<td>Chief Financial Officer</td>
<td>Logistics Section Chief/Supply Unit</td>
</tr>
<tr>
<td>ESF – 8: Health and Medical Services</td>
<td>Fire</td>
<td>Operations/Fire-Rescue</td>
</tr>
<tr>
<td>ESF – 9: Urban Search &amp; Rescue</td>
<td>Fire</td>
<td>Operations/Fire-Rescue</td>
</tr>
<tr>
<td>ESF – 10: Hazardous Materials</td>
<td>Fire</td>
<td>Operations/Fire-Rescue</td>
</tr>
<tr>
<td>ESF – 11: Food &amp; Water</td>
<td>Procurement</td>
<td>Logistics/Food Unit</td>
</tr>
<tr>
<td>ESF – 12: Energy &amp; Utilities</td>
<td>Public Works</td>
<td>Operations/Infrastructure</td>
</tr>
<tr>
<td>ESF – 13: Military Support</td>
<td>Police Department</td>
<td>Operations/Police</td>
</tr>
<tr>
<td>ESF – 14: Public Information</td>
<td>Office of Communications</td>
<td>PIO</td>
</tr>
<tr>
<td>ESF – 15: Volunteers &amp; Donations</td>
<td>Human Resources</td>
<td>Logistics/Supply Unit</td>
</tr>
<tr>
<td>ESF – 16: Law Enforcement &amp; Security</td>
<td>Police Department</td>
<td>Operations/Police</td>
</tr>
<tr>
<td>ESF – 17: Animal Protection</td>
<td>Police Department</td>
<td>Operations/Police</td>
</tr>
<tr>
<td>ESF – 18: Special Medical Needs</td>
<td>Community Services</td>
<td>Operations/Human Services</td>
</tr>
<tr>
<td>ESF – 19: Marine</td>
<td>Police Department/Marine Patrol</td>
<td>Operations/Police</td>
</tr>
</tbody>
</table>
CITIZEN ASSISTANCE REQUEST

Miami Beach EOC
Citizen Assistance Request
v7/1/10

1. Citizen requests assistance
   - Note: call may come in through call takers or may come in directly to ESF Desk.

2. Call Takers
   - Process assistance requests
   - Enter into WebEOC LOG
   - Forward to appropriate ESF desk
   - If unknown, refer to EOC Operations

3. ESF Desk
   - Obtain required assistance request information
   - Prioritize assistance request
   - Process assistance request to existing incident Commander or to agency dispatch
   - If resources are required, forward to Resource Unit
   - Give “heads up” if critical
   - Enters into WebEOC LOG
   - Update Situation Unit

4. Resource Unit
   - Prioritize resource request
   - Process resource request
   - If unassigned resources are available, deploy them.
   - If resources are not available, request from supply unit
   - Communicate action taken back to requesting person with ETA.
   - Update status changes to Resource Status display
   - Updates the situation status display
   - Enters into WebEOC LOG
   - Assures records are filed with Documentation Unit

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OFFER OF ASSISTANCE

Miami Beach EOC
Offer of Assistance
v7/1/10

1. Someone offers resources or assistance
2. Call Takers
   • process offer
   • enter into WebEOC LOG
   • forward to Resource Unit in Planning
3. Resource Unit
   • Prioritizes offer
   • Process offer
   • Confers with OPS and Logistics on need for offered resources
   • Coordinates with Supply Unit if new resources need to be ordered
   • Updates status change to Resources List
   • Enters into WebEOC LOG
   • Assures records are filed with Documentation Unit
4. Supply Unit Desk
   • Prioritizes request
   • Coordinates with Procurement Unit if new contract is needed
   • Orders resources as requested
   • Updates resource source list
   • Enters into WebEOC LOG
   • Updates Situation Unit

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SOMEONE REQUESTS INFORMATION

Miami Beach EOC
Someone Requests Information
v7/1/10

1. Someone requests information

2. Call Takers
   - process information request
   - enter into WebEOC LOG
   - if From City/County/State Staff or Field Units, forward to person/function requested
   - if unable to determine, forward to Situation Unit in Planning
   - if From Public/Media, forward to PIO

3a. Situation Unit
   - Reviews overall picture
   - Coordinates with Command and General Staff on implications of information request
   - Determines how to handle situation

3b. PIO
   - Prioritizes information request
   - Process information request
   - Calls a “HEADS UP” if critical
   - Confers with Command and General Staff on implications of information request
   - Provides information if authorized
   - Updates WebEOC PIO LOG
   - Assures records are filed with Documentation Unit

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