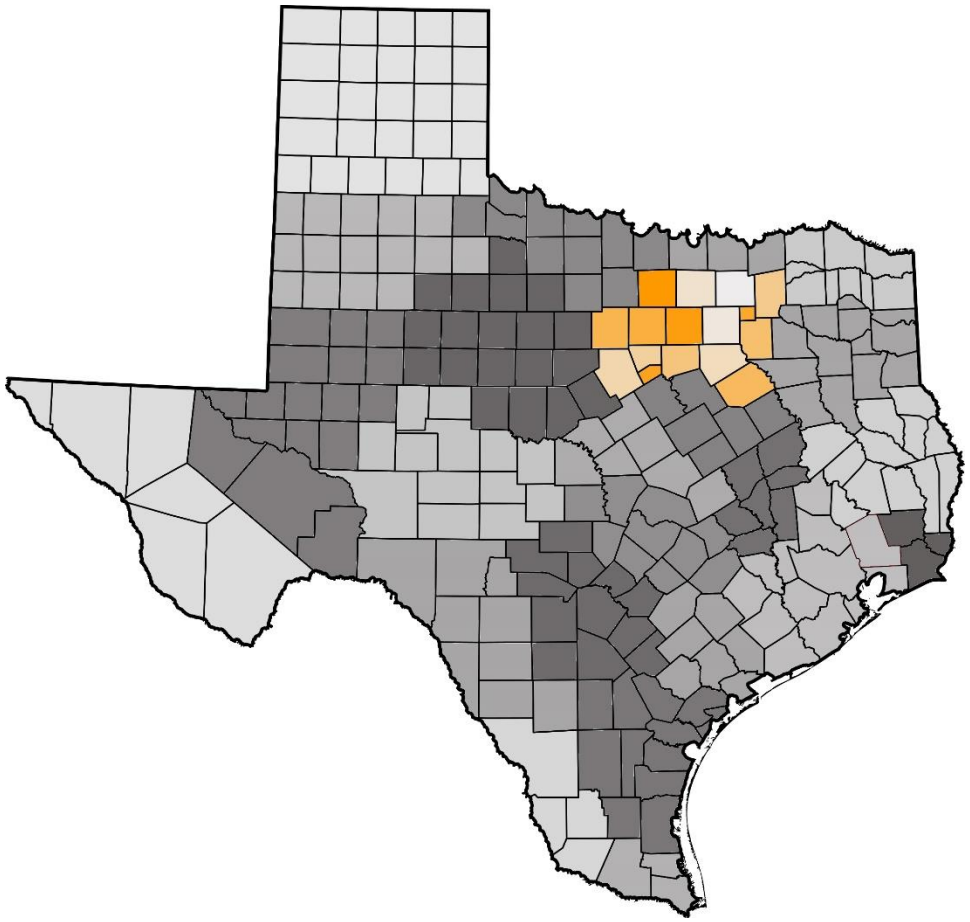
Regional Report for North Central Texas

Based on the 2016 NCTCOG Emergency Operations Center (EOC) Capabilities Assessment Project



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Executive Summary

An Emergency Operation Center (EOC) is a location designed to coordinate and support a wide variety of emergency operations. A well-organized EOC serves as a conduit for information passed from the incident scene, through lower-level coordination agencies, to higher-level coordination entities, and provides legal and financial support for incident operations. Having robust EOC capabilities within a region is critical to the Region's abilities to conduct efficient and effective all-hazard emergency response operations.

The North Central Texas Council of Governments (NCTCOG) Regional Emergency Management Working Group works to identify challenges in emergency management throughout the North Central Texas Region and to coordinate programs and activities that seek to find potential solutions to address these challenges. The Working Group commissioned an EOC Capabilities Assessment Project to develop a common operating picture of the Region's EOC capabilities and capacities and to identify how EOCs in the Region could be strengthened.

A comprehensive literature review related to EOC capabilities and operating concepts was conducted to inform potential assessment metrics. Many metrics were identified, however some were not included to ensure those involved in the assessment project were not overwhelmed by the amount of data requested nor turned away by requesting sensitive information. The final metrics covered physical EOC set up and available technology. The questions were designed to provide information on what is available in the Region (ex., how many jurisdictions operate their own EOCs), but do not answer why that is the case (ex. why jurisdictions may or may not operate their own EOC).

The NCTCOG contractor conducted in-person interviews with 28 jurisdictions within the Region to determine if the survey metrics reflect the realities of EOC operations within the North Central Texas Region. Based on the interview findings, the metrics were revised and a beta test of the survey was conducted. The finalized metrics and survey questionnaire incorporated beta test findings. The survey was distributed via email, and follow up efforts were made via phone calls and emails. Two hundred seven (207) of the 248 jurisdictions within the Region (83.47%) completed the survey.

Key Findings

A few of the key findings are shown here; for all key findings and corresponding recommendations, please review the Top Findings and Recommendations page.

- The two areas identified as most in need of assistance to positively affect EOC operations were Subject Matter Expert assistance (i.e., debris removal, FEMA grant assistance, etc.) and additional staffing to fill needed positions (ex. extra hands). These areas should be highlighted and focused on during the development of the EOC Support Team.
- Fifty seven percent of EOCs in the Region were rated as "warm" (having some EOC features in place with time greater than 15 minutes required to bring in and/or set-up additional equipment) and 7% are "cold" (basically an empty shell). These EOCs may encounter more challenges during setup than the thirty-six percent of EOCs were rated as "hot" or ready to be activated within 15 minutes of the decision to do so.
- Thirty three percent of EOCs reported being hardened, but the level of hardening among these facilities varied greatly. Of those with hardened facilities, sixteen percent reported that they were hardened to either FEMA 361 or ICC-500 standards, 19% were hardened to "other" standards, 27% didn't use a code to harden their structure, and 38% did not know what code, standard, or guideline was used. The lack of hardened EOCs and lack of understanding about how EOCs are

hardened is important to note given the Region's vulnerability to strong tornados, and highlights the physical vulnerability of these critical locations.

- Emergency management software is used by 84% of EOCs to initiate STAR requests, 54% for external response operations, and 35% for internal response operations. This implies that while emergency management software exists and is available for a variety of uses, EOCs in the Region may benefit from further discussions and education on how to best utilize this technology.
- Cell phones are identified as the top method of communication, however 19% of respondents indicated that some cell providers have solid service and 5% do not have solid cell service from any provider in the EOC (66% of respondents had solid cell service in their EOC). Additionally, landline phones are identified as the next preferable method of communication, however only 58% of EOCs in the Region have protected their telephone and communication lines underground. Additional efforts are recommended to increase capability and protect the continuance of these top priority communication methods.
- Space and equipment limitations could prevent the seamless transition from a primary EOC location to an alternate EOC location for the majority of jurisdictions.

The assessment findings identify a number of challenges that the Regional Emergency Management Working Group should consider for future programmatic solutions. To further strengthen EOC capabilities, the Working Group is encouraged to use the recommendations contained within this report as a starting point to develop and execute programs aimed at addressing these challenges.

Introduction

An EOC is used to manage preparations for a pre-planned special event, an impending event, and to coordinate the response and recovery operations. The primary function of the EOC is to enable personnel to collect information, process this information into intelligence, use the intelligence for situational awareness, and develop immediate and potential courses of action in the development of response and recovery planning (i.e., an incident action plan).

Primary incident management functions supported by an EOC include:

- Activation: bringing knowledge and expertise together to deal with incidents that threaten a jurisdiction;
- Situation Analysis: gathering information to determine what is happening and to identify potential impacts;
- Incident Briefing: sharing information among team members in an efficient manner;
- Incident Action Plan: providing a single point for decision-making for setting priorities and deciding on a course of action for the current situation;
- Resource Management: providing a single point of contact to identify, procure, and allocate incident resources; and
- Incident Management: monitoring actions, capturing incident data, and adjusting strategies as needed.

The North Central Texas Council of Governments (NCTCOG) Regional Emergency Management Working Group is composed of local stakeholders in the North Central Texas Region who work toward establishing best practices, coordinating planning efforts, and identifying needs for regional emergency managers. The Working Group plans and coordinates regional initiatives and assists in identifying gaps in the emergency operations throughout the Region through coordination and collaboration. Based on gaps identified through training, exercises, and real world incidents, the Regional Emergency Management Working Group works to address regional needs and provide technical assistance and expertise to enhance emergency operations in North Central Texas.

Seeking the improvement of emergency operations in North Central Texas, the Regional Emergency Management Working Group identified the need to conduct an EOC capabilities gap analysis and embarked on an EOC Capabilities Assessment Project in order to identify the physical and technical EOC capabilities and gaps within the North Central Texas Region. A contract with Integrated Solutions Consulting (ISC) was established in April 2016 to assist the NCTCOG Regional Emergency Management Working Group's EOC Capabilities Assessment Project Sub-Committee with project execution. The Sub-Committee worked together with ISC to:

- Identify survey metrics;
- Validate the proposed metrics with a subset of emergency management agencies within the Region; and
- Conduct the regional survey.

To maintain the confidentiality of information reported by participating jurisdictions, only ISC was privy to the survey answers provided by individual jurisdictions. ISC used the information gathered to develop the regional averages documented in this regional report and to create individual reports for each participating jurisdiction to identify how the jurisdiction compares to their identified group and the regional average for each metric. Neither NCTCOG nor members of the Regional Emergency Management Working Group had access to survey answers provided by individual jurisdictions and were

not provided with copies of the individual jurisdiction reports. Individual jurisdiction reports were given to each participating jurisdiction directly by ISC.

This report details the survey findings on a group and regional level. The information contained in the report does not specify the individual sources of information.

Purpose

The purpose of this report is to provide the North Central Texas region with information on the physical and technical EOC capabilities and gaps within the Region. The information contained within this report can be used to help inform future regional projects as well as to serve as a benchmark for identifying ideal EOC capabilities at varying levels of government (e.g. a small city EOC would not be expected to have the same technology as a large county EOC). This report can also be used to assist jurisdictions to identify areas where they would like to improve and to provide data supporting future projects on an individual jurisdiction level.

Methodology

Survey Development

As the first step to develop the survey metrics, the NCTCOG Regional Emergency Management Working Group's EOC Capabilities Assessment Project Sub-Committee and ISC conducted a review of existing literature related to EOC capabilities and best practices. The literature review findings were reviewed and supplemented with the personal experiences by EOC operations subject matter experts to create the final metrics proposed for inclusion in the survey. These metrics were solely designed to answer "what" but not "why" questions. For example, the results of the identified metrics will allow the reader to see what technology is available throughout the Region, but not why certain technology is used.

Next, ISC conducted 28 site visit interviews with jurisdictions throughout the Region to determine whether the proposed metrics reflect the reality of EOCs within the North Central Texas region. Each interview lasted approximately one hour. All jurisdictions within the Region were invited via an email from the EOC Capabilities Assessment Project Sub-Committee Chairs to volunteer to host a site visit. The final 28 jurisdictions were selected from the list of volunteers and targeted recruitment to ensure that the EOCs visited were representative of the various populations served within the Region. Site visits were conducted with representatives from 21 cities and 7 counties. The participating jurisdictions represented rural, suburban, and urban towns, cities, and counties of varying populations and geographic footprints. ISC used the information gathered during the site visit interviews to refine the proposed survey metrics to ensure that the assessment questions reflect specific areas of importance to EOC operations within the North Central Texas region.

Once the survey was refined based on the jurisdiction visits, the survey was moved to an online platform using the survey hosting site SurveyGizmo. The survey was built to minimize user fatigue and to encourage survey completion. The survey was adaptive, meaning it was designed so that respondents would only be shown questions appropriate to previous answers (e.g. only those who indicated they had an alternate EOC would be shown questions regarding their alternate EOC). The survey design and metrics were also edited to minimize the time required by respondents to complete the survey; the final survey was estimated to take between 20 and 30 minutes to complete.

Once the survey was created online, ISC worked with the EOC Capabilities Assessment Project Sub-Committee to conduct a beta-test of the assessment tool. Five jurisdictions were invited to participate in the beta-test. Beta-test participants were selected by the Chairs of the EOC Capabilities Assessment Project Sub-Committee based on their understanding of the project and ability to complete the beta-test within a short time-frame. After completing the web-based survey, participants were asked to provide feedback in regards to question format and content. The feedback received was incorporated into the final version of the survey.

Survey Execution

The survey was open for participants to complete between August 23, 2016 and October 14, 2016. All jurisdictions within the North Central Texas Region were sent an e-mail from the Chairs of the EOC Capabilities Assessment Project Sub-Committee describing the purpose of the assessment and inviting the jurisdiction to participate via the North Central Texas Emergency Management Coordinator (NCTEMC) List Serve. The e-mail emphasized that responses received from assessment participants will remain anonymous and that findings will be published in a regional-level report that summarizes the "average" level of EOC capabilities within the Region without attributing specific findings to a respondent.

Jurisdictions were instructed to complete the survey once. A link to the web-based survey was included in the e-mail.

Although many jurisdictions completed the survey based on the initial invitation, it became clear that additional efforts would be needed to hit the desired benchmark of at least 51% of jurisdictions participating in the project. A two-fold outreach strategy was executed:

1. Reach out to county Emergency Management officials to determine what jurisdictions within their county have their own EOCs and which jurisdictions rely on the county for EOC operations, and
2. Call and e-mail those jurisdictions who have their own EOC and those who the county was unsure whether or not they had an EOC.

At the close of the survey, 100% of jurisdictions had either:

1. Completed the survey;
2. Been "claimed" by a county as reliant on the county's EOC; or,
3. Been contacted via phone and/or e-mail individually about the project and invited to take the survey.

207 of the 248 jurisdictions in the region completed the survey within the posted assessment period. This amounted to 83.47% of jurisdictions in the region, and exceeded the 51% participation goal established at the start of the project by 32.47%.

Regional and Individual Reports

Of the 207 jurisdictions involved in the project, 103 were "claimed" by a county and 104 completed the survey on their own behalf. Those who completed the survey on their own behalf received an individualized report comparing their responses to those within the region and their assigned demographic group (e.g. large urban city, small rural city, etc.). Individual reports were only sent to the person identified as the Point of Contact for that jurisdiction's survey. The layout of the individual reports is designed to be complementary to the layout of this regional report. The question numbers assigned in this regional report correspond directly with the question numbers in the individual reports. That is, in both the regional report and the individual reports, question 1 asks "Does your jurisdiction operate an EOC?" This cross-report consistency continues throughout each report to facilities quick comparison for those jurisdictions who want to compare their answers with groups outside of their own.

Demographic groups were assigned based on the respondents self-report of how they classify their jurisdiction (rural, suburban, or urban) and their designation as either a county or a city. Population size was determined from the 2014 American Community Survey 5-Year Population Estimate. For cities (and towns), small represents jurisdictions with populations below 30,000, medium represents jurisdictions with populations between 30,001 and 100,000, and large represents jurisdictions with populations greater than 100,000. For counties, small represents jurisdictions with populations below 100,000, medium represents jurisdictions with populations between 100,001 and 500,000, and large represents jurisdictions with populations greater than 500,000. Due to the small number of counties, these jurisdictions were not broken into rural, suburban, or urban.

Individual jurisdiction reports were only sent to the contact identified in each survey response, however group-level information is available in the appropriate appendices of this report.

- Appendix A: Large County
- Appendix B: Medium County
- Appendix C: Small County
- Appendix D: Large Urban City
- Appendix E: Large Suburban City
- Appendix F: Medium Urban City
- Appendix G: Medium Suburban City
- Appendix H: Small Urban City
- Appendix I: Small Suburban City
- Appendix J: Small Rural City

Respondent Demographics

Regional Report Demographics

Over 83% of the 248 jurisdictions in the North Central Texas Council of Governments region either completed the survey or were "claimed."

Group	Response	Group	Response
Regional	Total in NCTCOG: 248 Surveys Taken: 207 Survey Engagement: 83.5%	**Total Rural**	Total in NCTCOG: 115 Surveys Taken: 100 Survey Engagement: 87%
Total Cities	Total in NCTCOG: 232 Surveys Taken: 192 Survey Engagement: 82.8%	**Total Suburban**	Total in NCTCOG: 113 Surveys Taken: 89 Survey Engagement: 78.8%
Total Counties	Total in NCTCOG: 16 Surveys Taken: 15 Survey Engagement: 93.8%	**Total Urban**	Total in NCTCOG: 20 Surveys Taken: 18 Survey Engagement: 90%

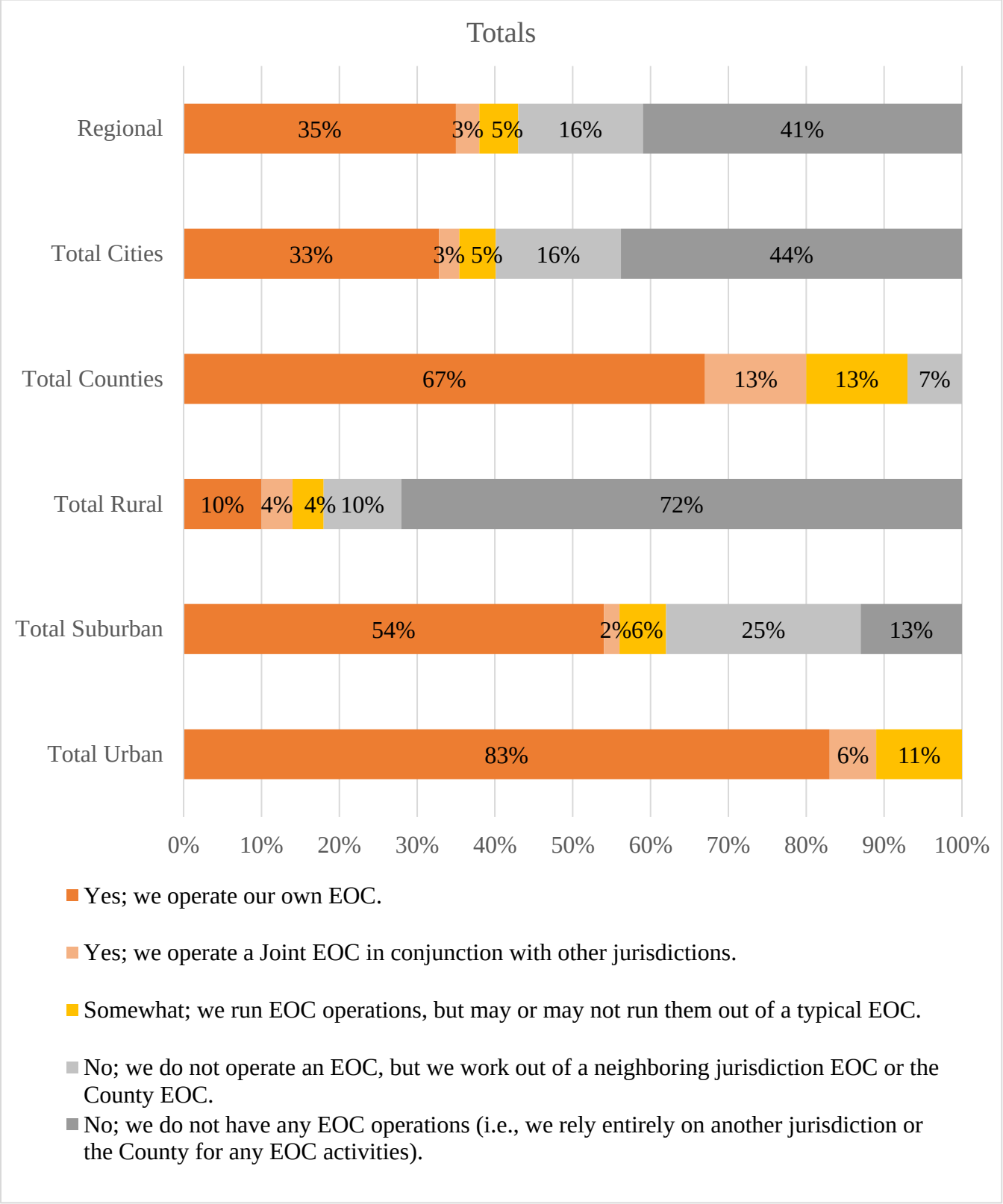
Individual Report Demographics

Six of the ten jurisdiction groups received 100% participation, and all groups achieved at least 71% participation. The table below demonstrates the total number of jurisdictions within each group, as well as the number of surveys completed within the group and the resulting participation rate.

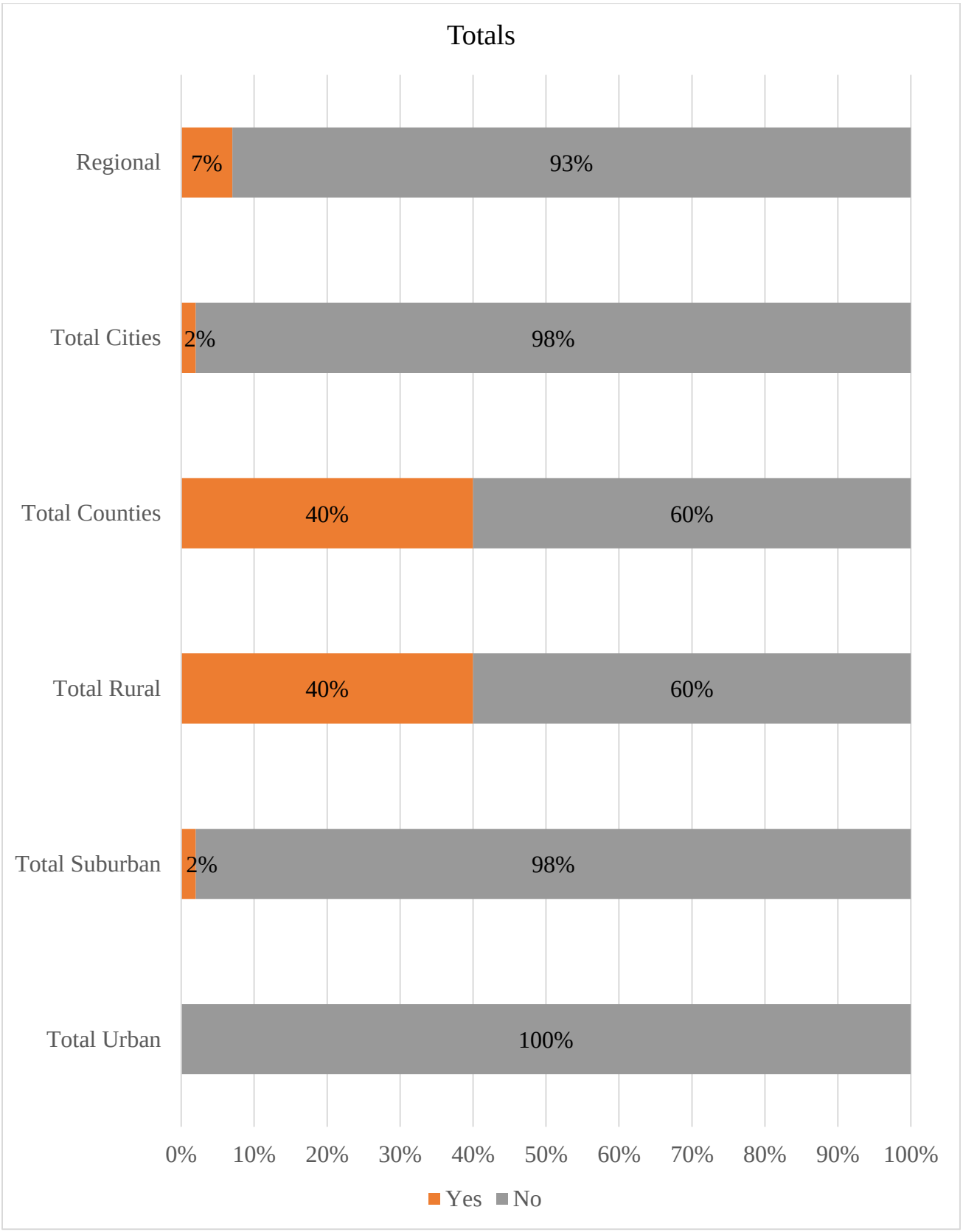
		Rural	Suburban	Urban
City	**Small**	Total in NCTCOG: 104 Surveys Taken: 90 Survey Engagement: 86.5%	Total in NCTCOG: 83 Surveys Taken: 59 Survey Engagement: 71.1%	Total in NCTCOG: 8 Surveys Taken: 6 Survey Engagement: 75%
	Medium	N/A	Total in NCTCOG: 20 Surveys Taken: 20 Survey Engagement: 100%	Total in NCTCOG: 4 Surveys Taken: 4 Survey Engagement: 100%
	Large	N/A	Total in NCTCOG: 7 Surveys Taken: 7 Survey Engagement: 100%	Total in NCTCOG: 6 Surveys Taken: 6 Survey Engagement: 100%
County	**Small**	Total in NCTCOG: 8 Surveys Taken: 7 Survey Engagement: 87.5%	N/A	
	Medium	Total in NCTCOG: 4 Surveys Taken: 4 Survey Engagement: 100%	N/A	
	Large	N/A	Total in NCTCOG: 4 Surveys Taken: 4 Survey Engagement: 100%	

Introduction Questions

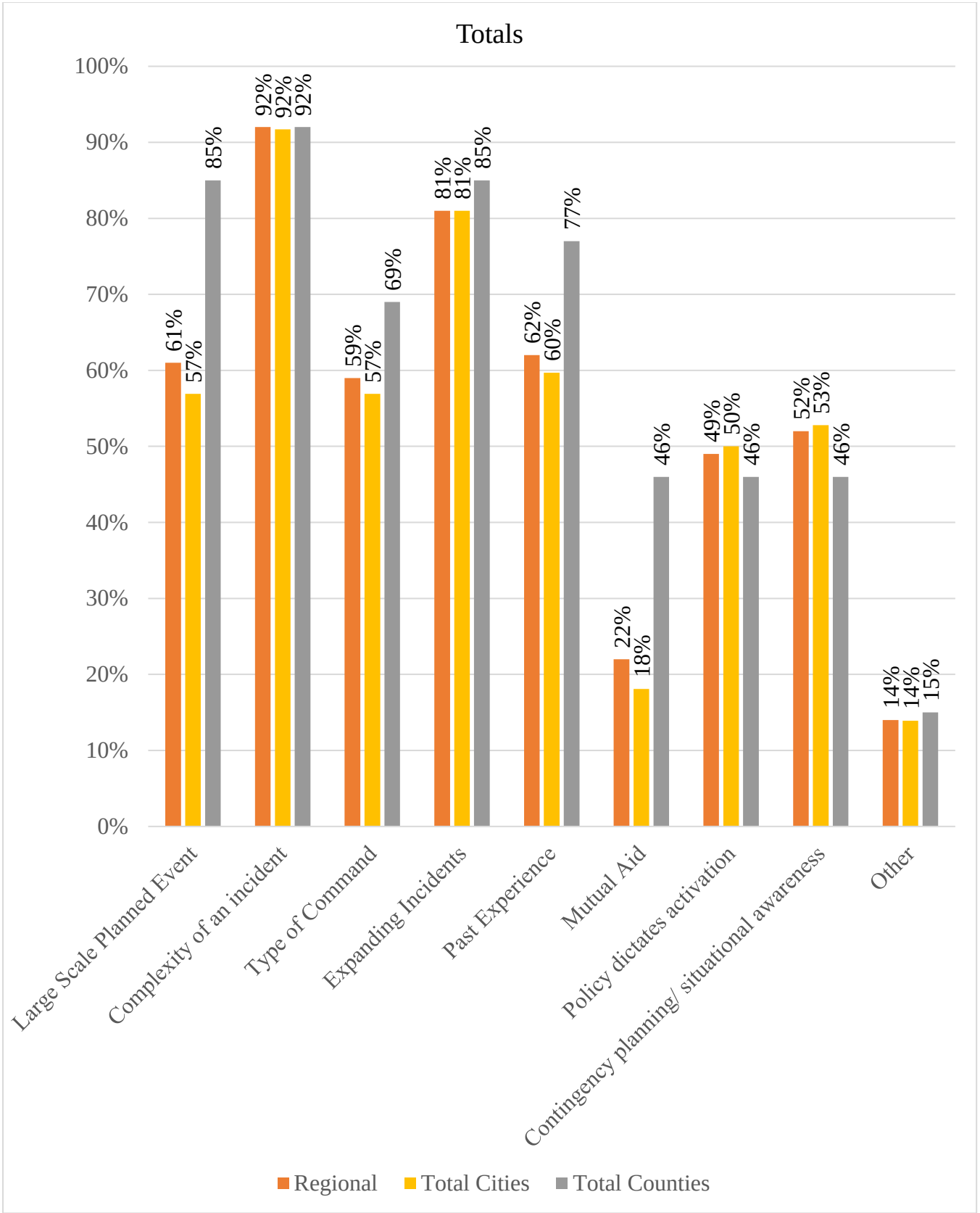
1. Does your jurisdiction operate an EOC?

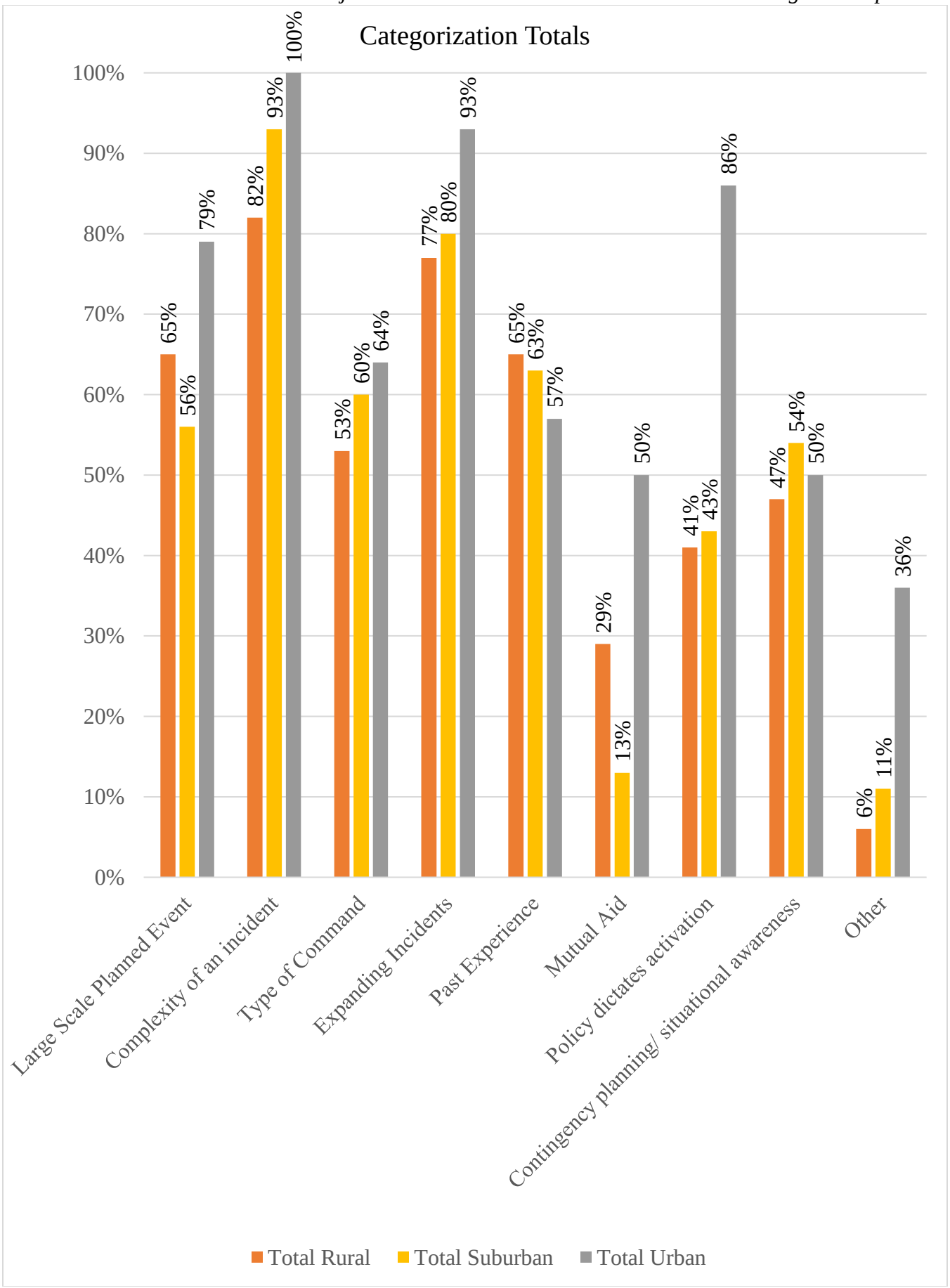


1.1 Do any other jurisdictions use your facility as their primary EOC?



2. Of the incidents/events below, which would trigger an EOC activation in your jurisdiction?




Categorization Totals
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
65%
56%
79%
82%
93%
100%
53%
60%
64%
77%
80%
93%
65%
63%
57%
29%
13%
50%
41%
43%
86%
47%
54%
50%
6%
11%
36%
Large Scale Planned Event
Complexity of an incident
Type of Command
Expanding Incidents
Past Experience
Mutual Aid
Policy dictates activation
Contingency planning/ situational awareness
Other
Total Rural
Total Suburban
Total Urban

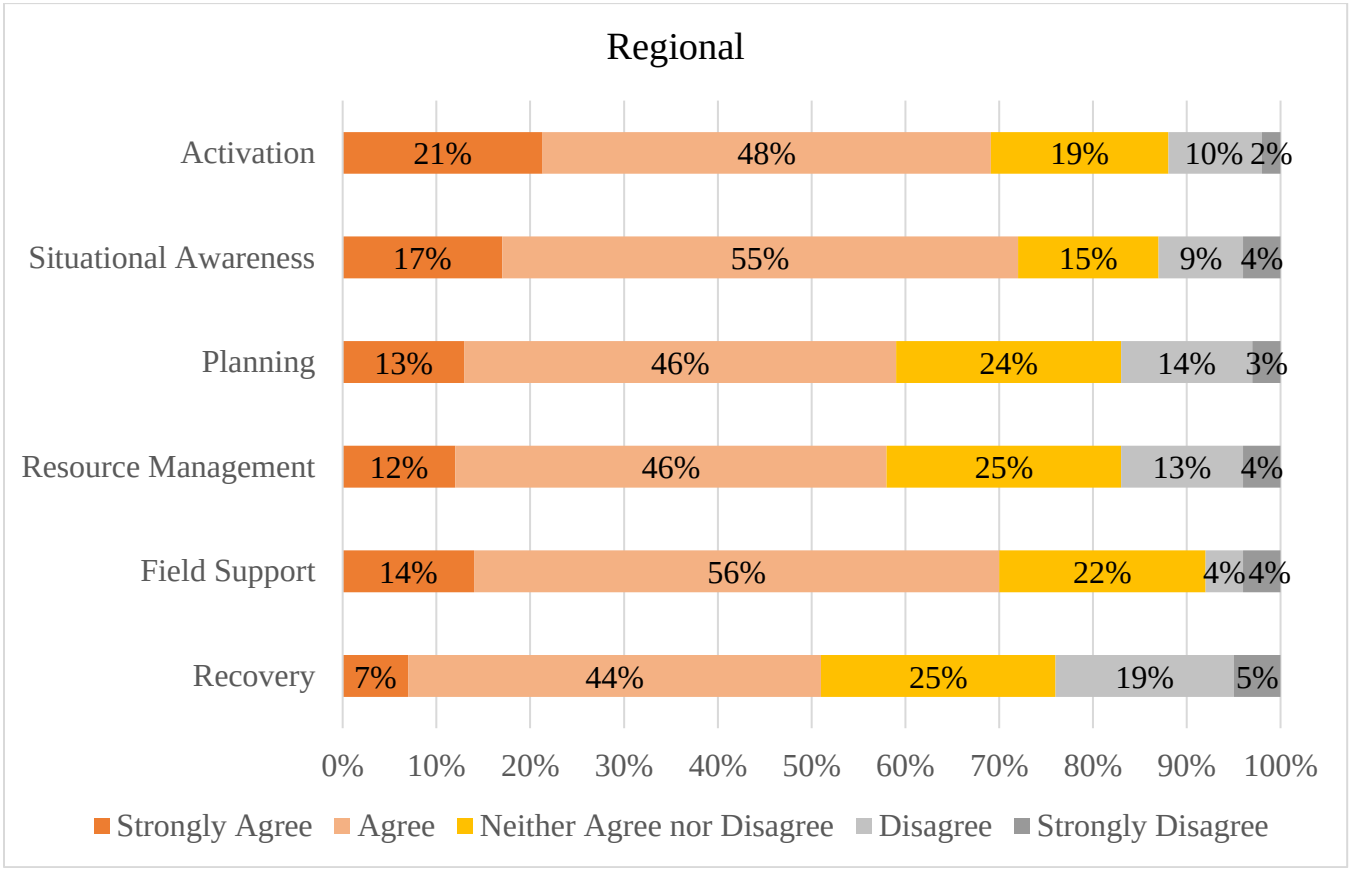
3. What functions/activities do you believe are most critical to a successful EOC response?

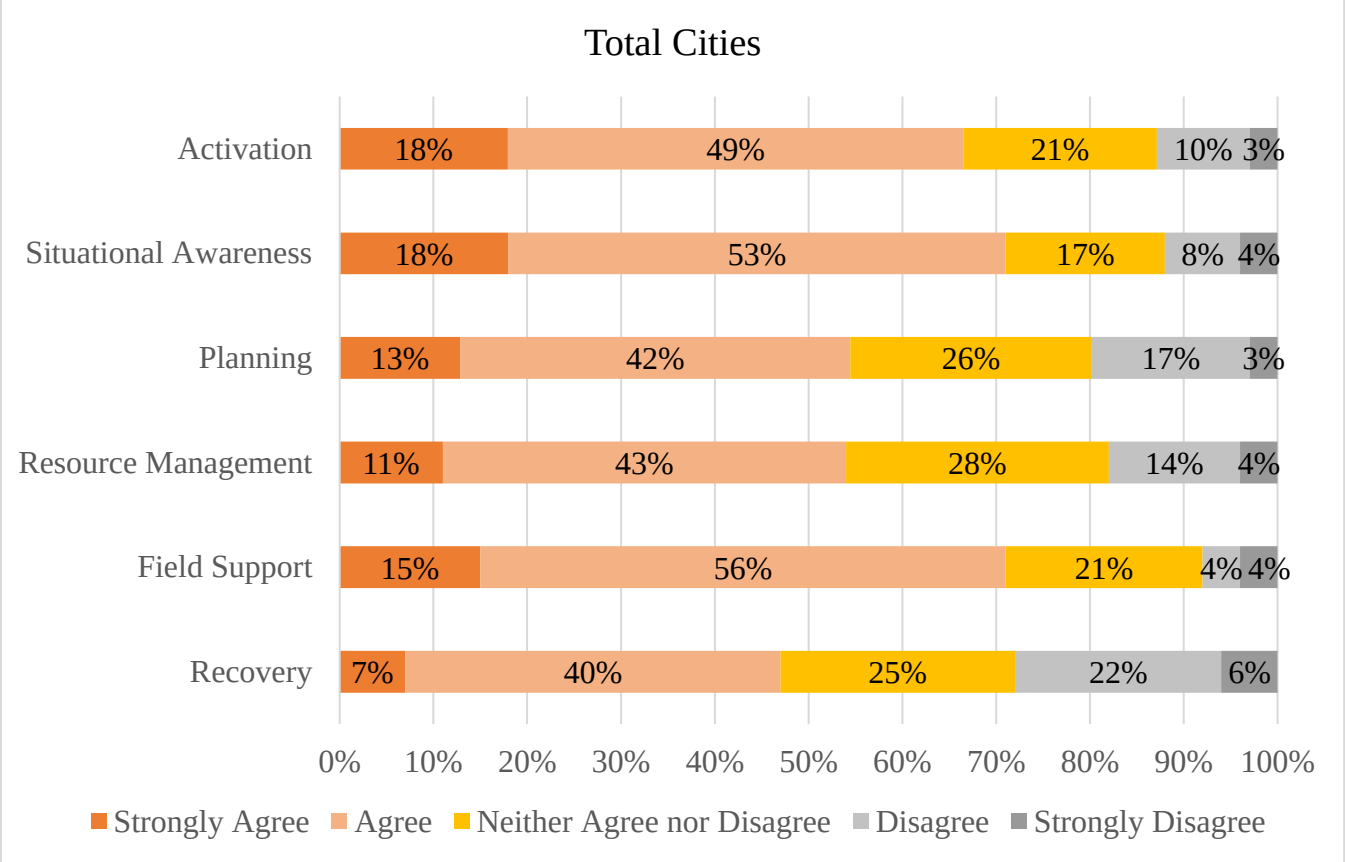
Total	High Importance			Normal Importance			Low Importance		
	Regional	Total Cities	Total Counties	Regional	Total Cities	Total Counties	Regional	Total Cities	Total Counties
Activation	71.6%	71.4%	72.7%	25.9%	27.1%	18.2%	2.5%	1.4%	9.1%
Situational Awareness	73.8%	72.1%	83.3%	22.5%	23.5%	16.7%	3.8%	4.4%	0%
Planning	44.9%	45.6%	40%	50%	48.5%	60%	5.1%	5.9%	0%
Resource Management	50%	47.7%	63.6%	43.4%	46.2%	27.3%	6.6%	6.2%	9.1%
Field Support	52.6%	50.8%	63.6%	43.4%	46.2%	27.3%	3.9%	3.1%	9.1%
Recovery	28%	28.1%	27.3%	46.7%	46.9%	45.4%	25.3%	25%	27.3%

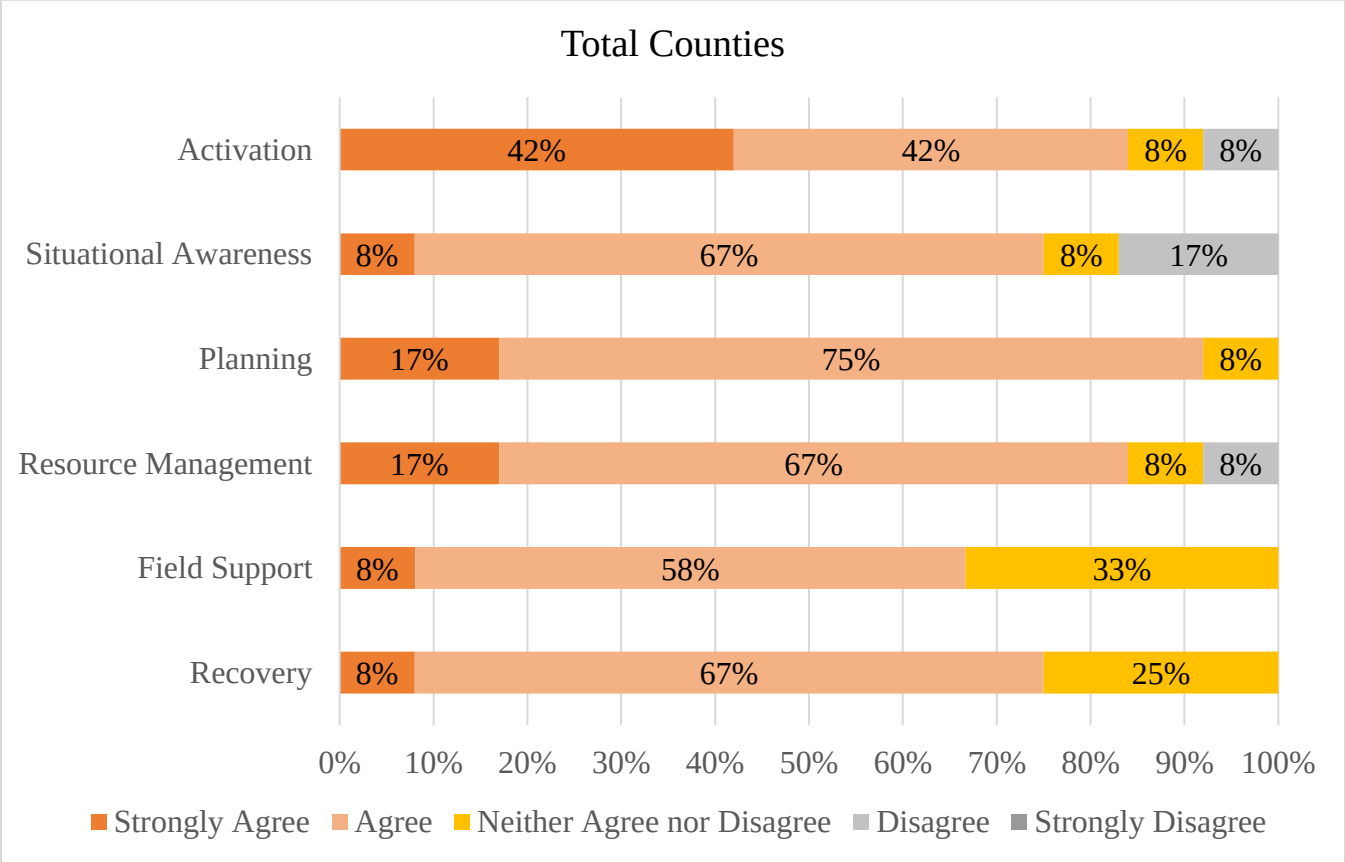
Categorization Totals	High Importance			Normal Importance			Low Importance		
	Total Rural	Total Suburban	Total Urban	Total Rural	Total Suburban	Total Urban	Total Rural	Total Suburban	Total Urban
Activation	81.3%	66.7%	78.6%	12.5%	31.4%	21.4%	6.3%	2%	0%
Situational Awareness	56.3%	73.5%	93.3%	31.3%	24.5%	6.7%	12.5%	2%	0%
Planning	26.7%	42%	76.9%	73.3%	50%	23.1%	0%	8%	0%
Resource Management	57.1%	45.8%	57.1%	28.6%	47.9%	42.9%	14.3%	6.3%	0%
Field Support	50%	52.1%	57.1%	50%	43.8%	35.7%	0%	4.2%	7.1%
Recovery	6.7%	31.9%	38.5%	40%	46.8%	53.8%	53.3%	21.3%	7.7%

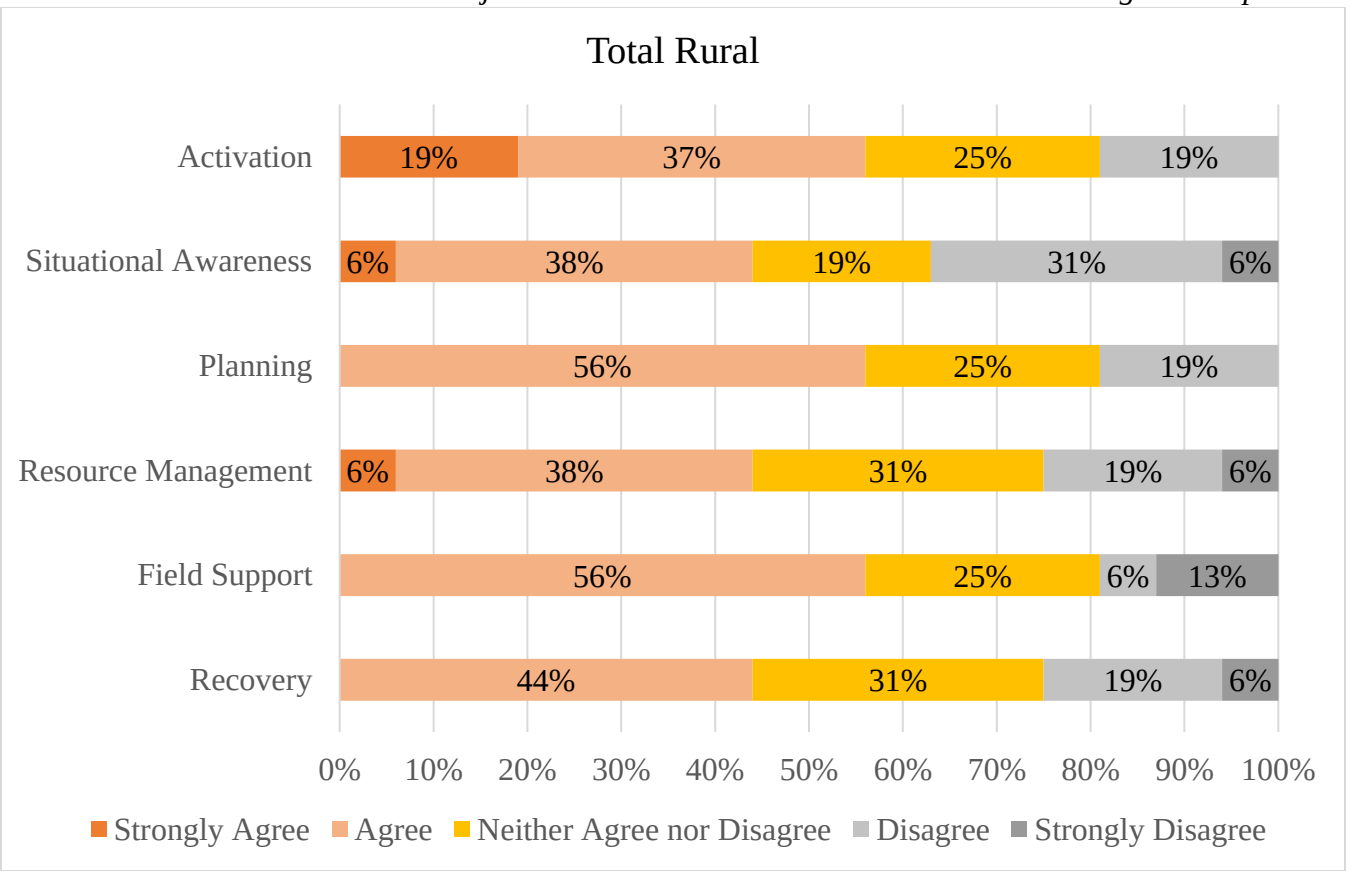
4. To identify gaps in functional activities throughout the region, to what extent do you believe your EOC can perform the following functions/activities, relying on your own local resources?

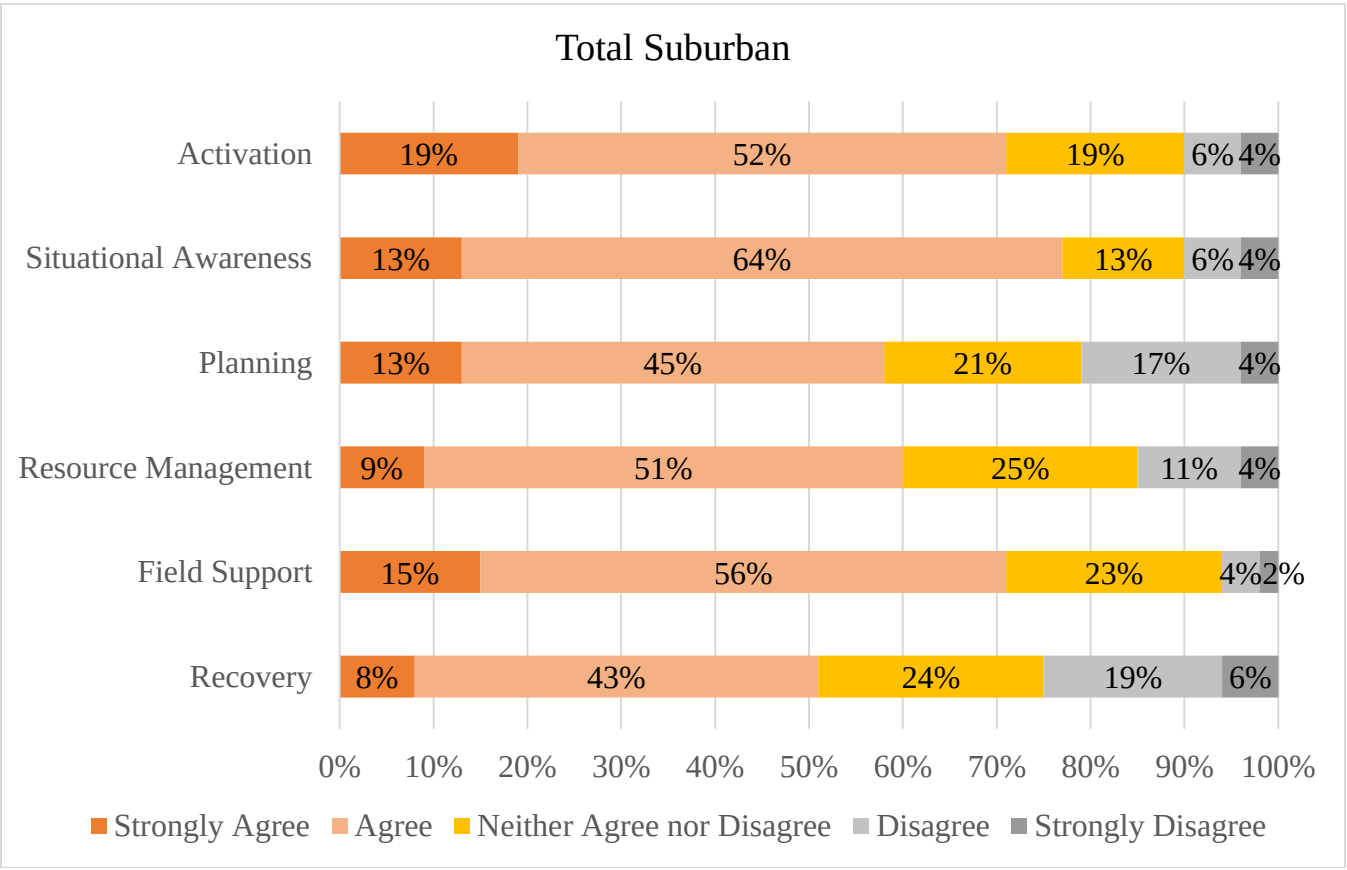
- *My EOC is able to fulfill all ACTIVATION activities necessary for a successful operation (ex. alerting and mobilizing EOC personnel, EOC set up, EOC staffing, etc.)*
- *My EOC is able to fulfill all SITUATIONAL AWARENESS activities necessary for a successful operation (ex. creating & distributing situation reports, maintaining a common operating picture, managing and sharing information with responders, agency representatives, media and the public, etc.)*
- *My EOC is able to fulfill all PLANNING activities necessary for a successful operation (ex. creating Incident Action Plan or EOC Action Plan, ensuring documentation and record keeping, operation of EOC displays and room/facility management, etc.)*
- *My EOC is able to fulfill all RESOURCE MANAGEMENT activities necessary for a successful operation (ex. resource requests, resource tracking, emergency procurements, etc.)*
- *My EOC is able to fulfill all FIELD SUPPORT activities necessary for a successful operation (ex. support field operations and field personnel, anticipating future needs, providing strategic guidance, etc.)*
- *My EOC is able to fulfill all RECOVERY activities necessary for a successful operation (ex. completing/submitting State & Federal disaster forms, large-scale debris management efforts, engaging/managing VOADs and coordinating survivor assistance efforts, Preliminary Damage Assessments, etc.)*

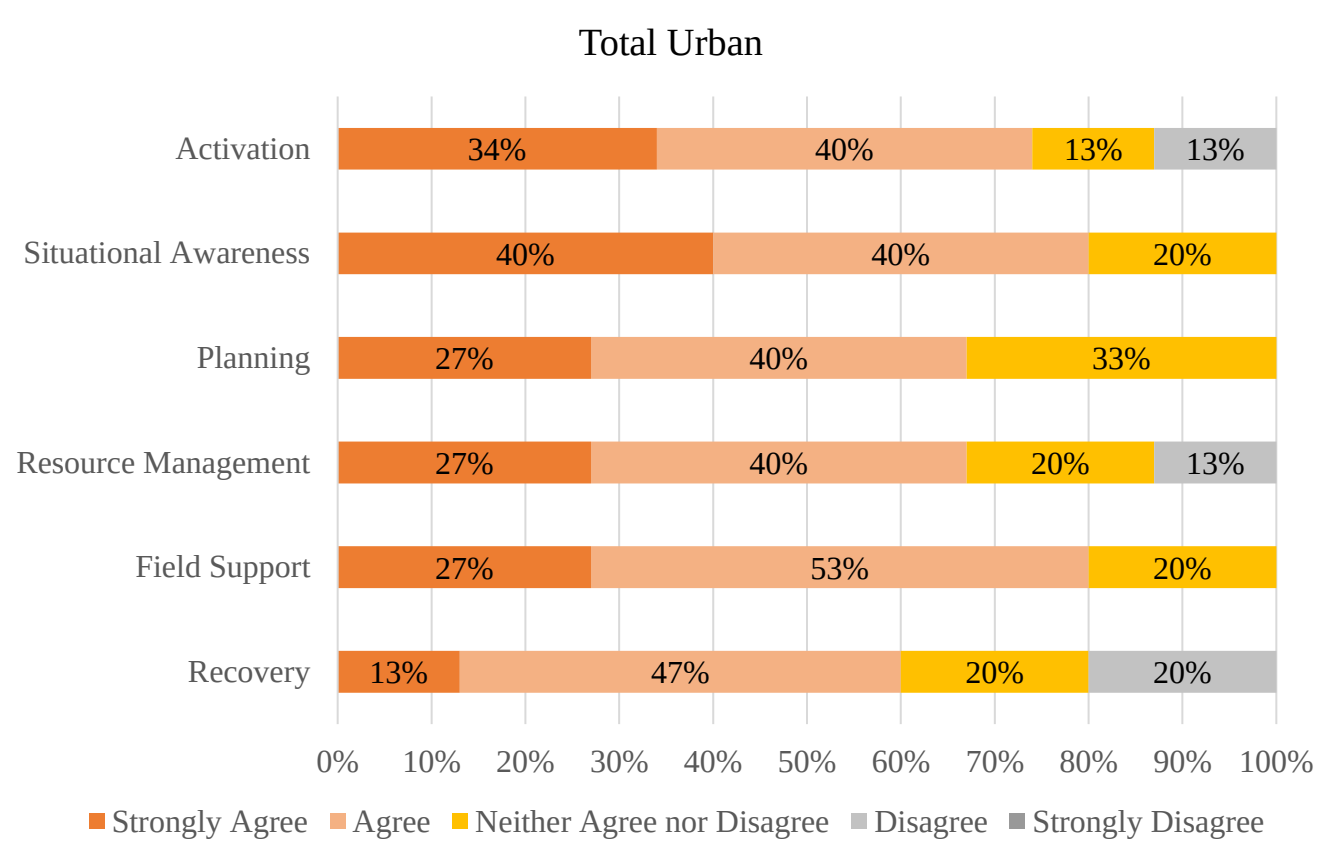



Total Cities
Activation
Situational Awareness
Planning
Resource Management
Field Support
Recovery
18% 49% 21% 10% 3%
18% 53% 17% 8% 4%
13% 42% 26% 17% 3%
11% 43% 28% 14% 4%
15% 56% 21% 4% 4%
7% 40% 25% 22% 6%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

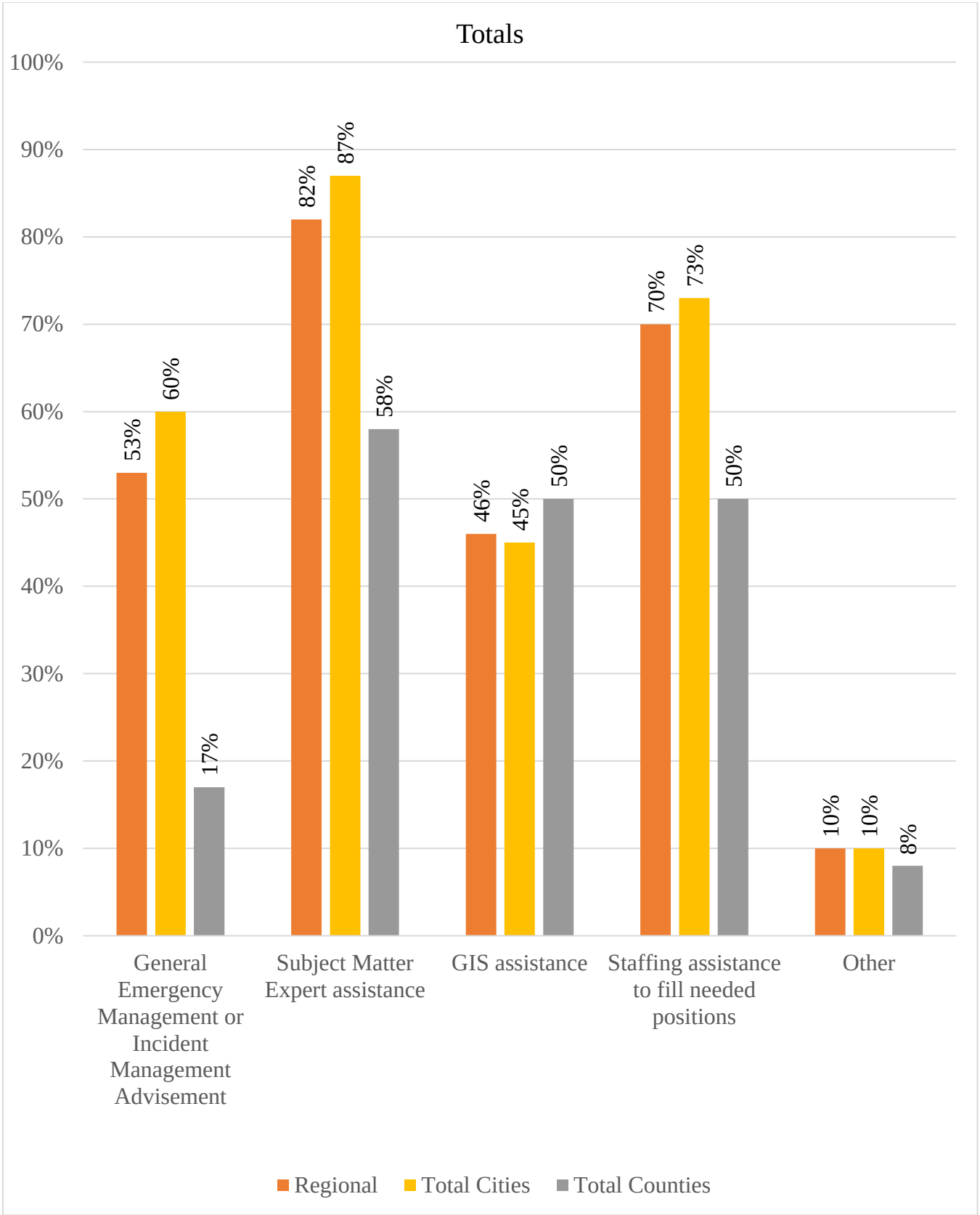

Total Counties
Activation
Situational Awareness
Planning
Resource Management
Field Support
Recovery
42% 42% 8% 8%
8% 67% 8% 17%
17% 75% 8%
17% 67% 8% 8%
8% 58% 33%
8% 67% 25%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

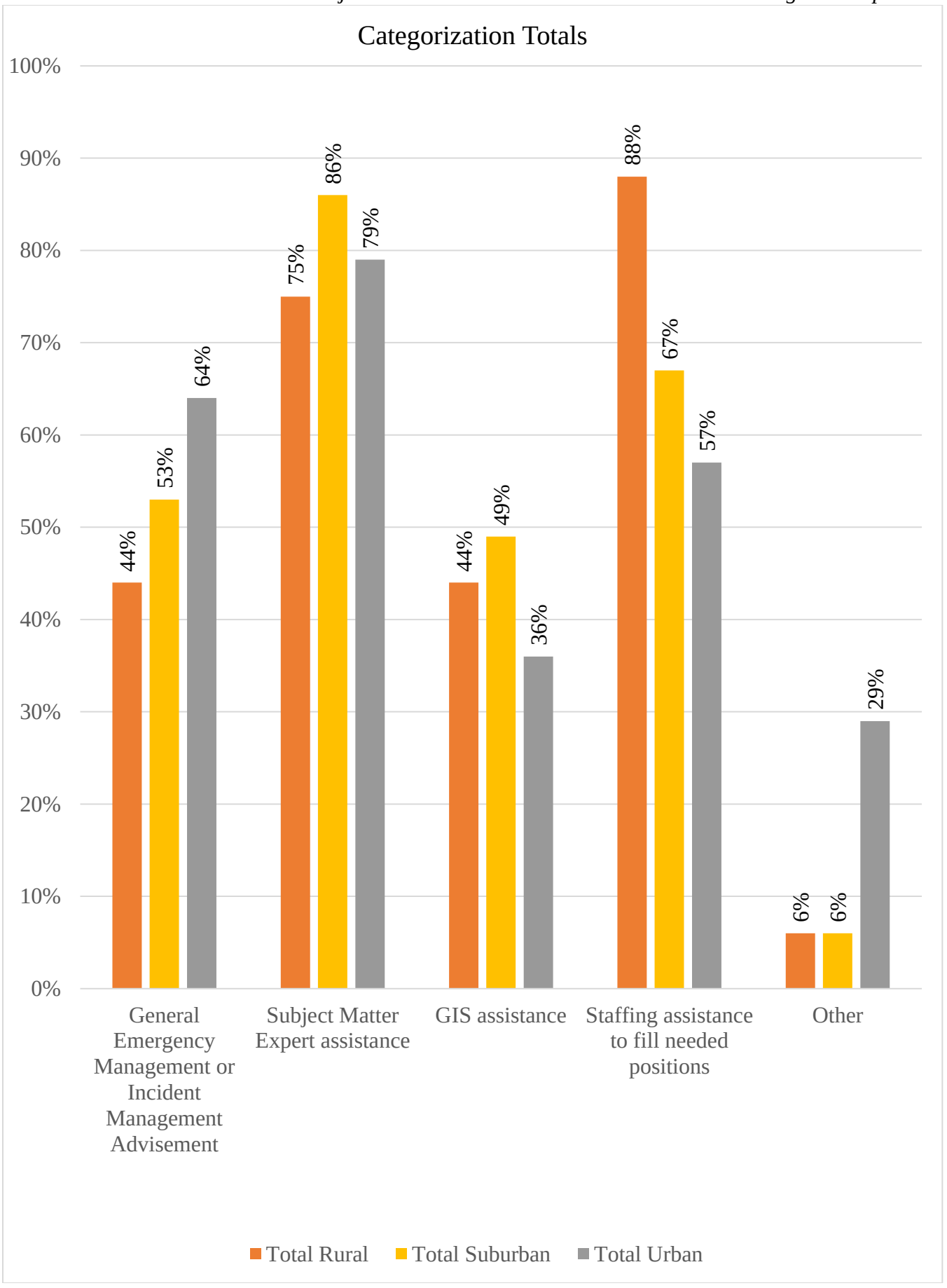

Total Rural
Activation
Situational Awareness
Planning
Resource Management
Field Support
Recovery
19%
37%
25%
19%
6%
38%
19%
31%
6%
56%
25%
19%
6%
38%
31%
19%
6%
56%
25%
6%
13%
44%
31%
19%
6%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree


Total Suburban
Activation
Situational Awareness
Planning
Resource Management
Field Support
Recovery
19%
52%
19%
6%
4%
13%
64%
13%
6%
4%
13%
45%
21%
17%
4%
9%
51%
25%
11%
4%
15%
56%
23%
4%
2%
8%
43%
24%
19%
6%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree


Total Urban
Activation
Situational Awareness
Planning
Resource Management
Field Support
Recovery
34%
40%
13%
13%
40%
40%
20%
27%
40%
33%
27%
40%
20%
13%
27%
53%
20%
13%
47%
20%
20%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

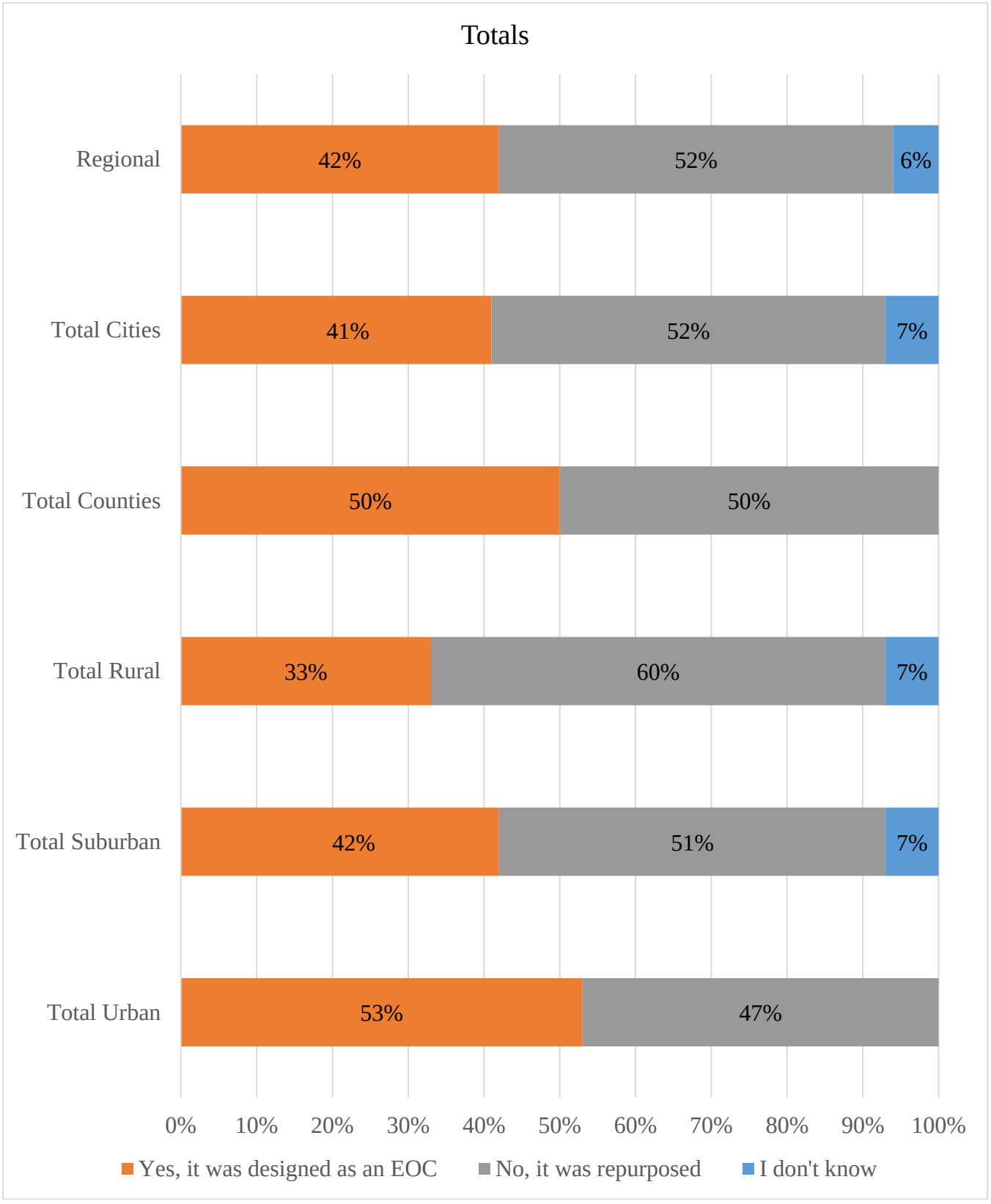
5. What functions or activities, if any, would your EOC like additional assistance to fulfill? Please select all that apply.



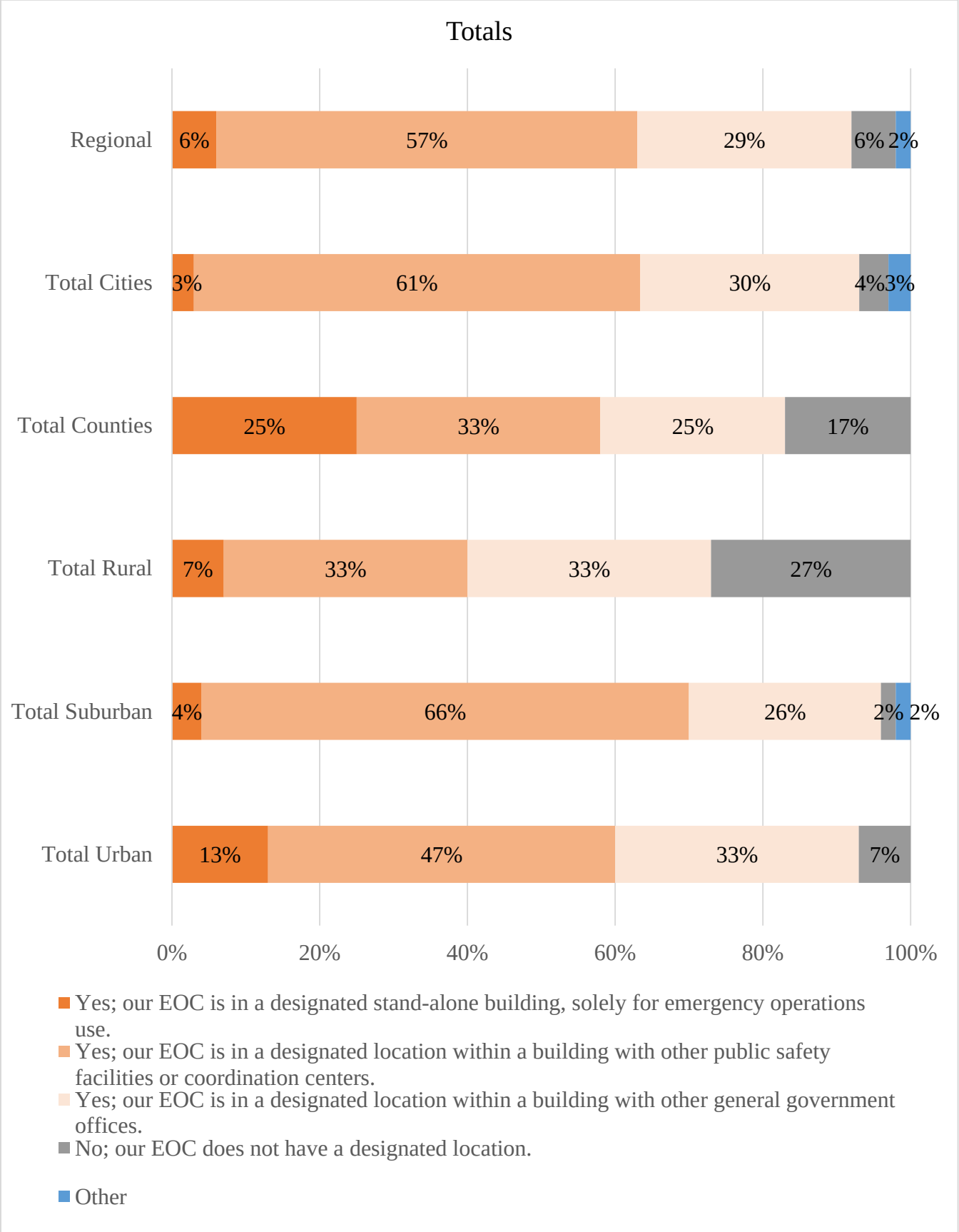

Categorization Totals
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
44%
53%
64%
75%
86%
79%
44%
49%
36%
88%
67%
57%
6%
6%
29%
General Emergency Management or Incident Management Advisement
Subject Matter Expert assistance
GIS assistance
Staffing assistance to fill needed positions
Other
Total Rural
Total Suburban
Total Urban

EOC Overview

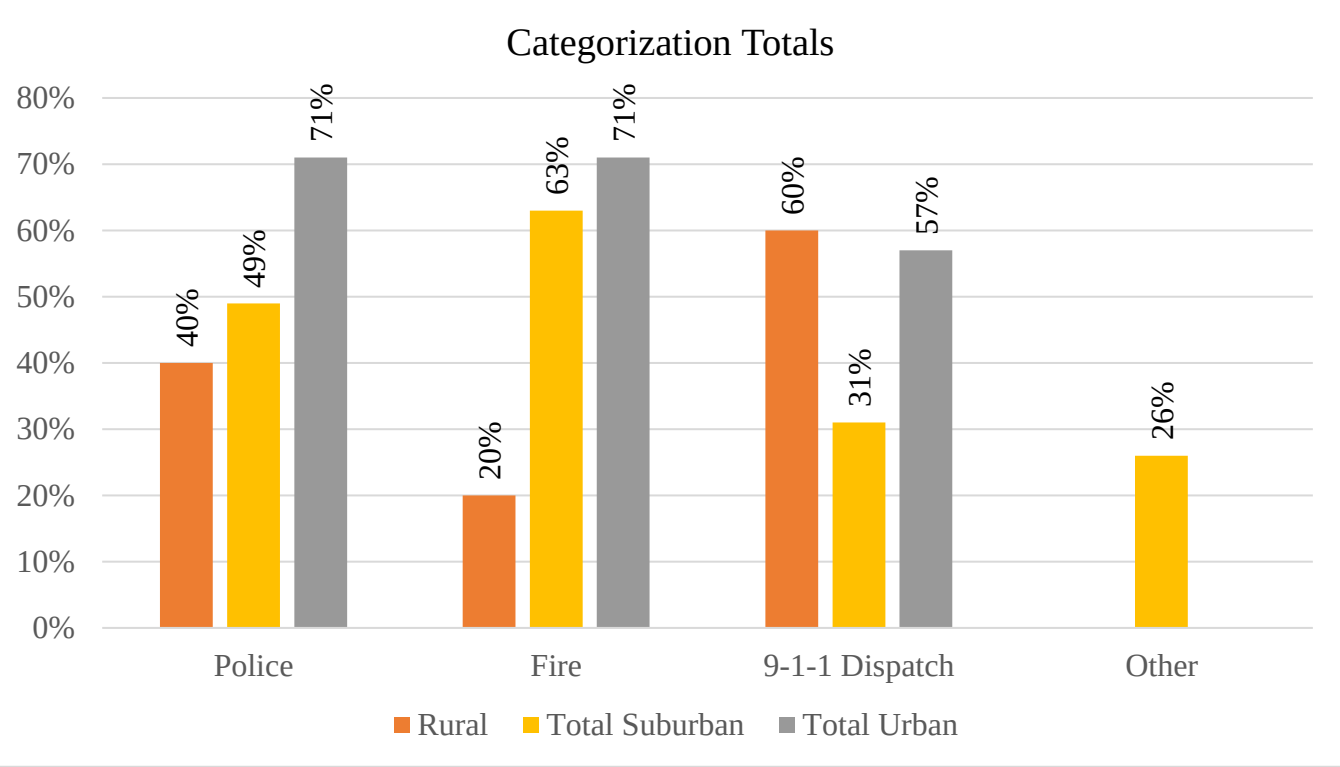
6. Was your EOC designed to operate as an EOC?



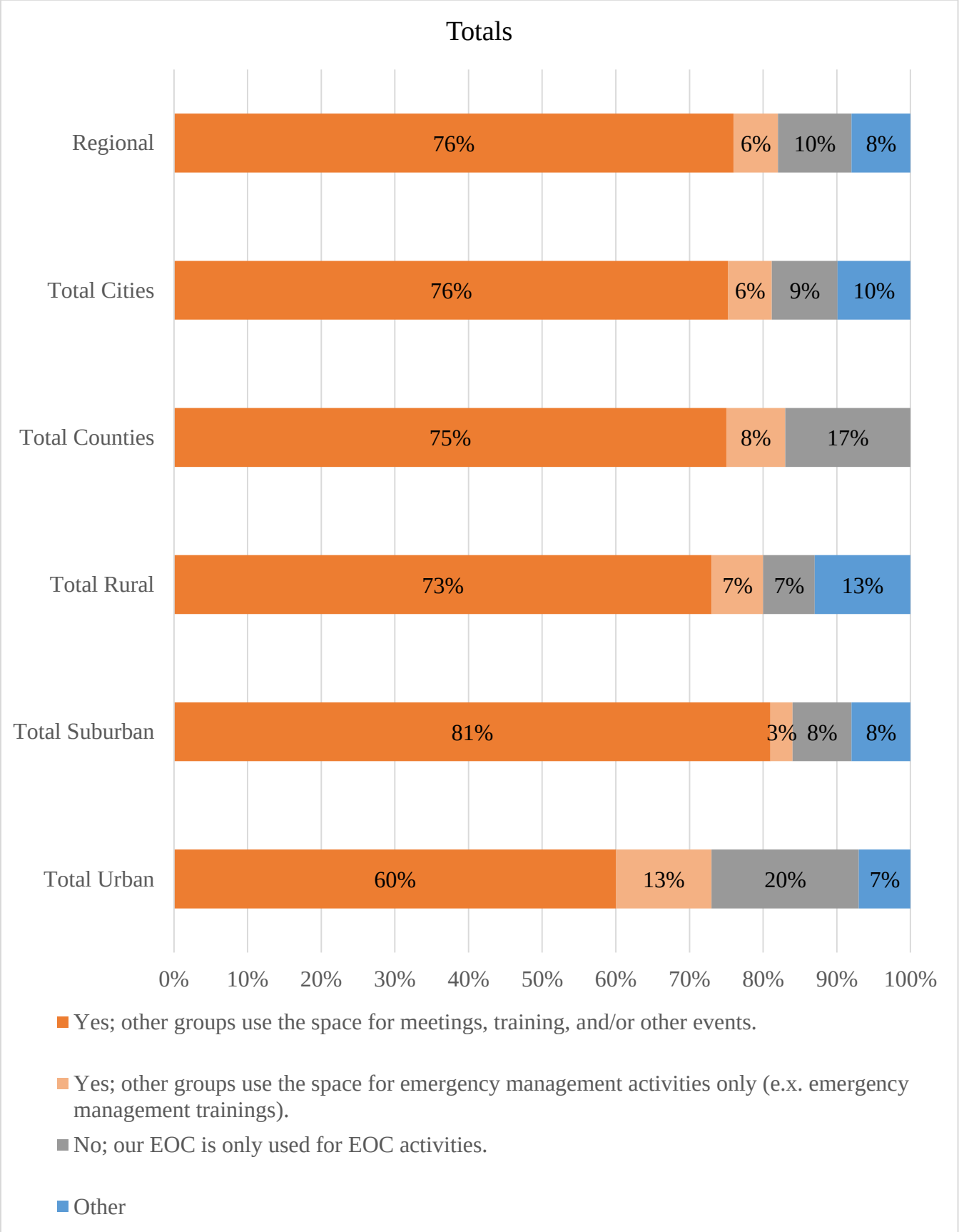
7. Do you have a designated location for your EOC?



7.1 Of those who share their EOC building with other public safety facilities or coordination centers, what other functions are performed in the building? Please select all that apply.

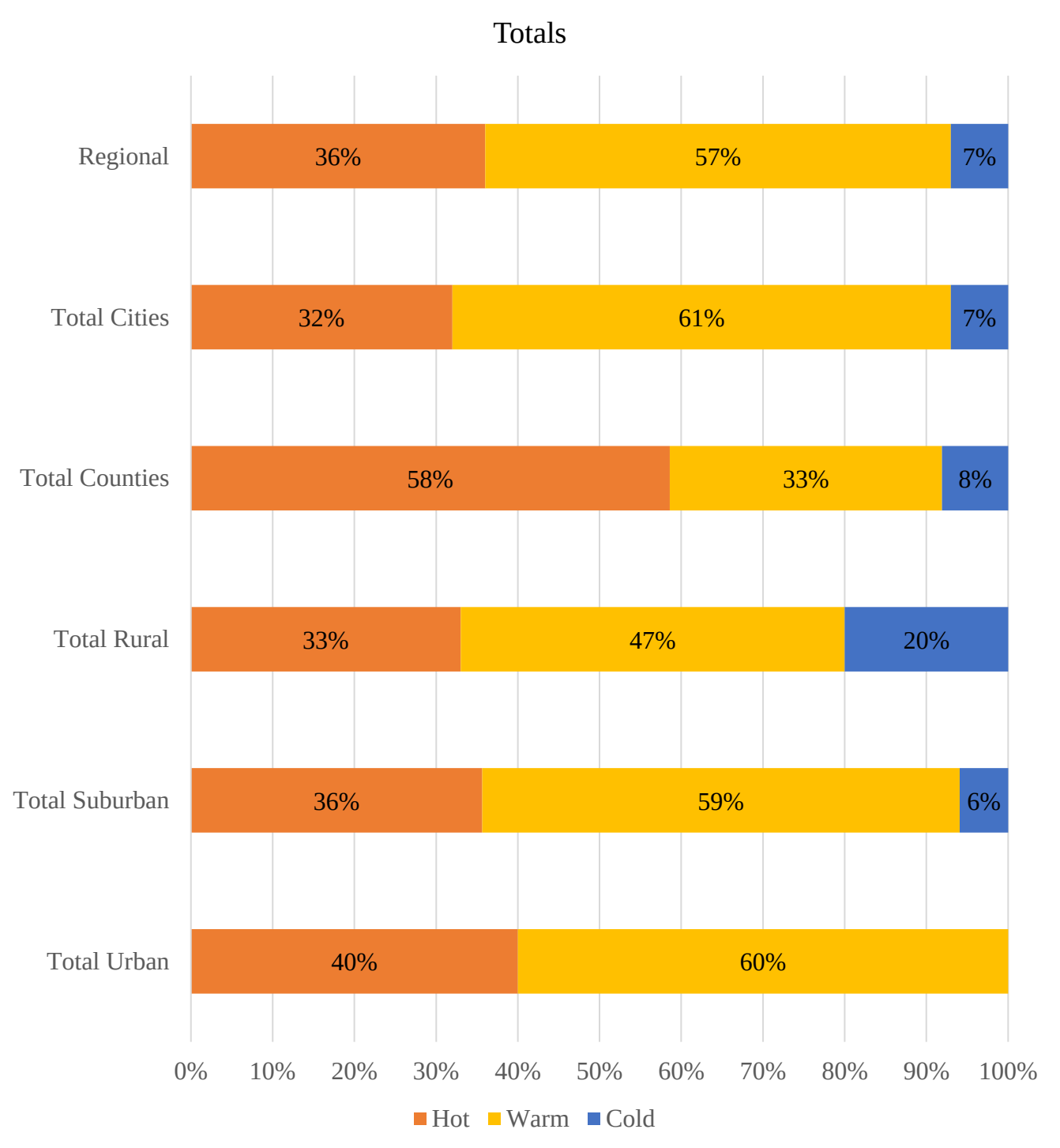


8. Is your EOC a multi-purpose location?

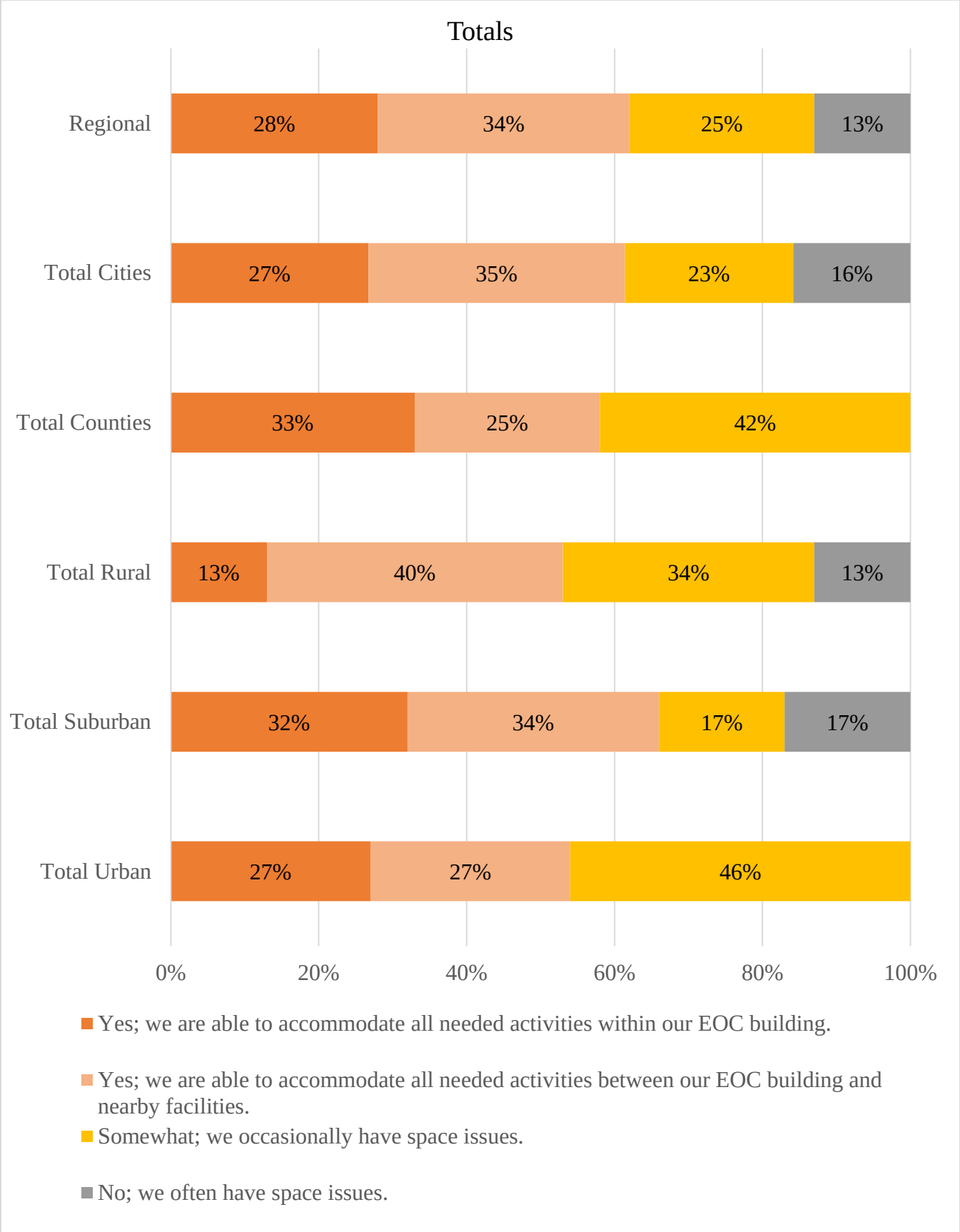


9. Is your primary EOC:

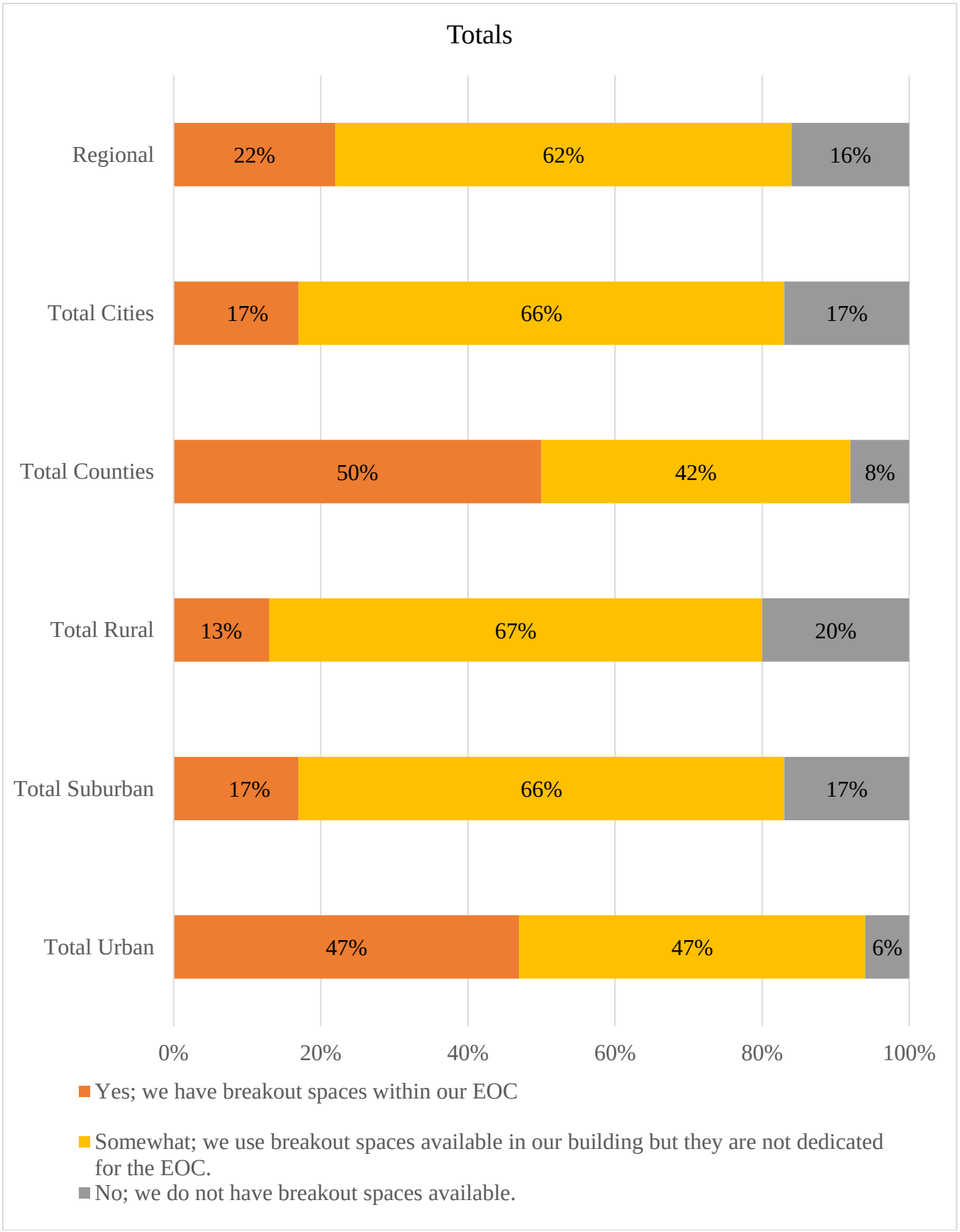
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*



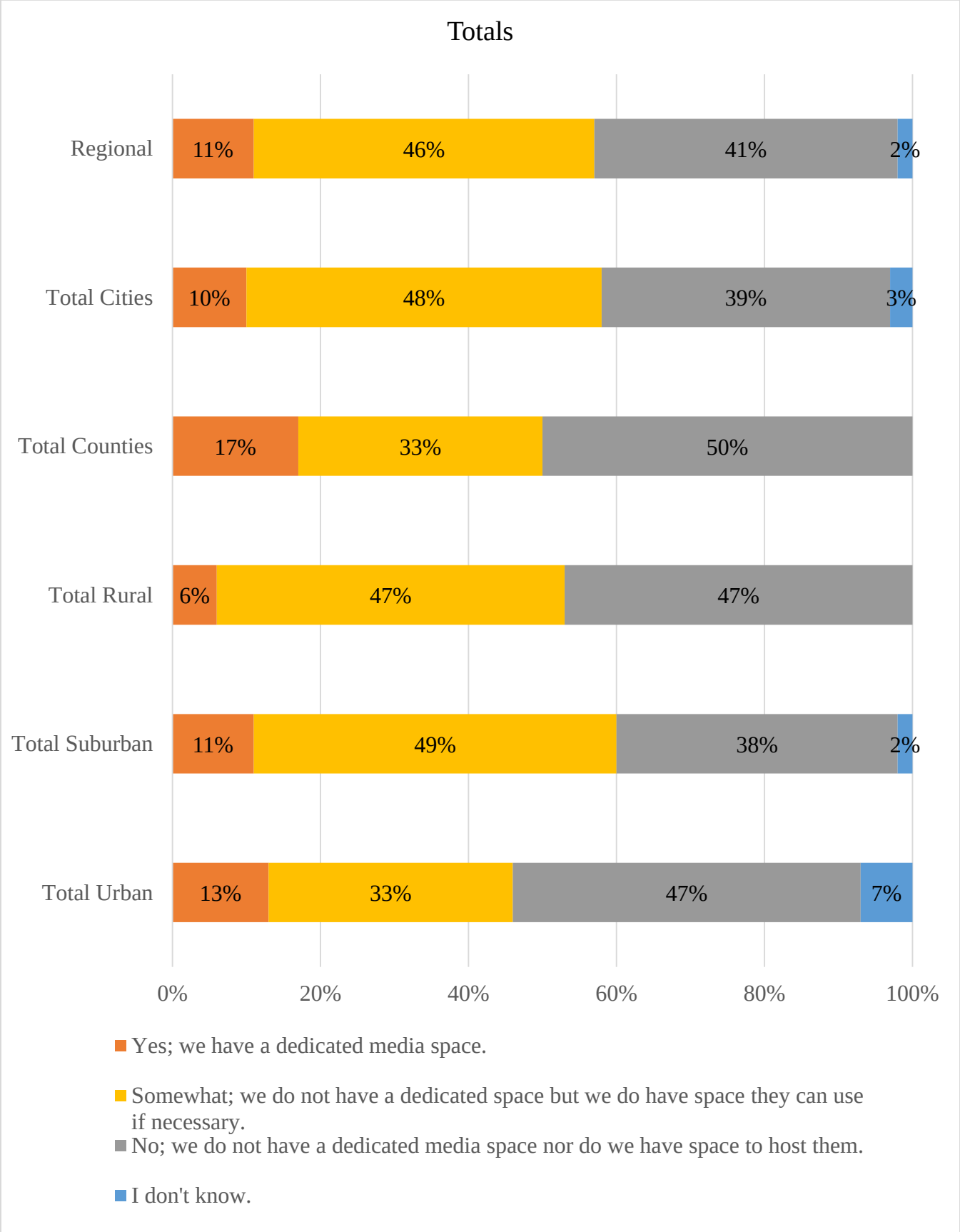
10. Is your EOC large enough to facilitate needed activities?



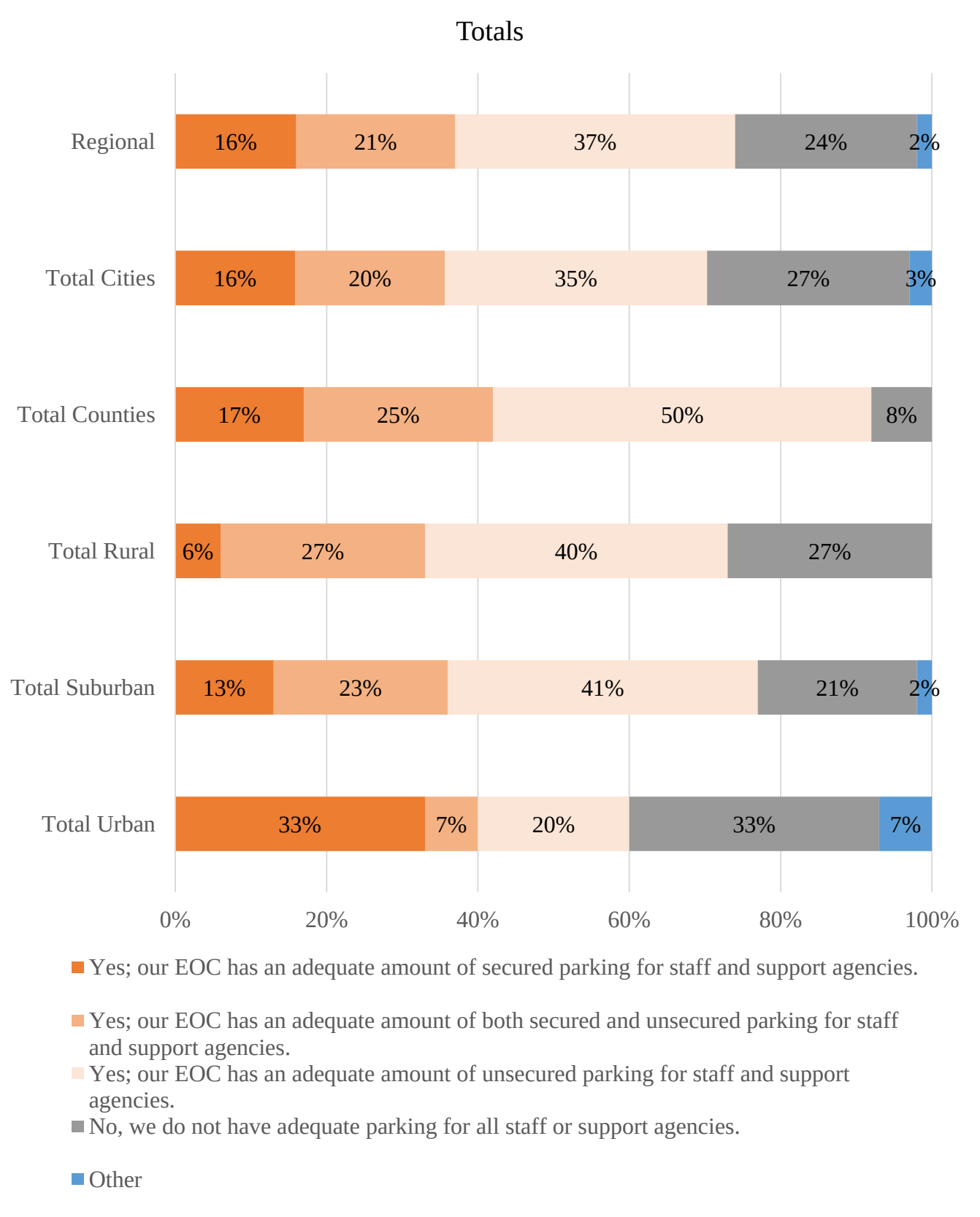
11. Does your EOC have individual/separate meeting or breakout spaces?



12. Do you plan to host the media at your EOC?

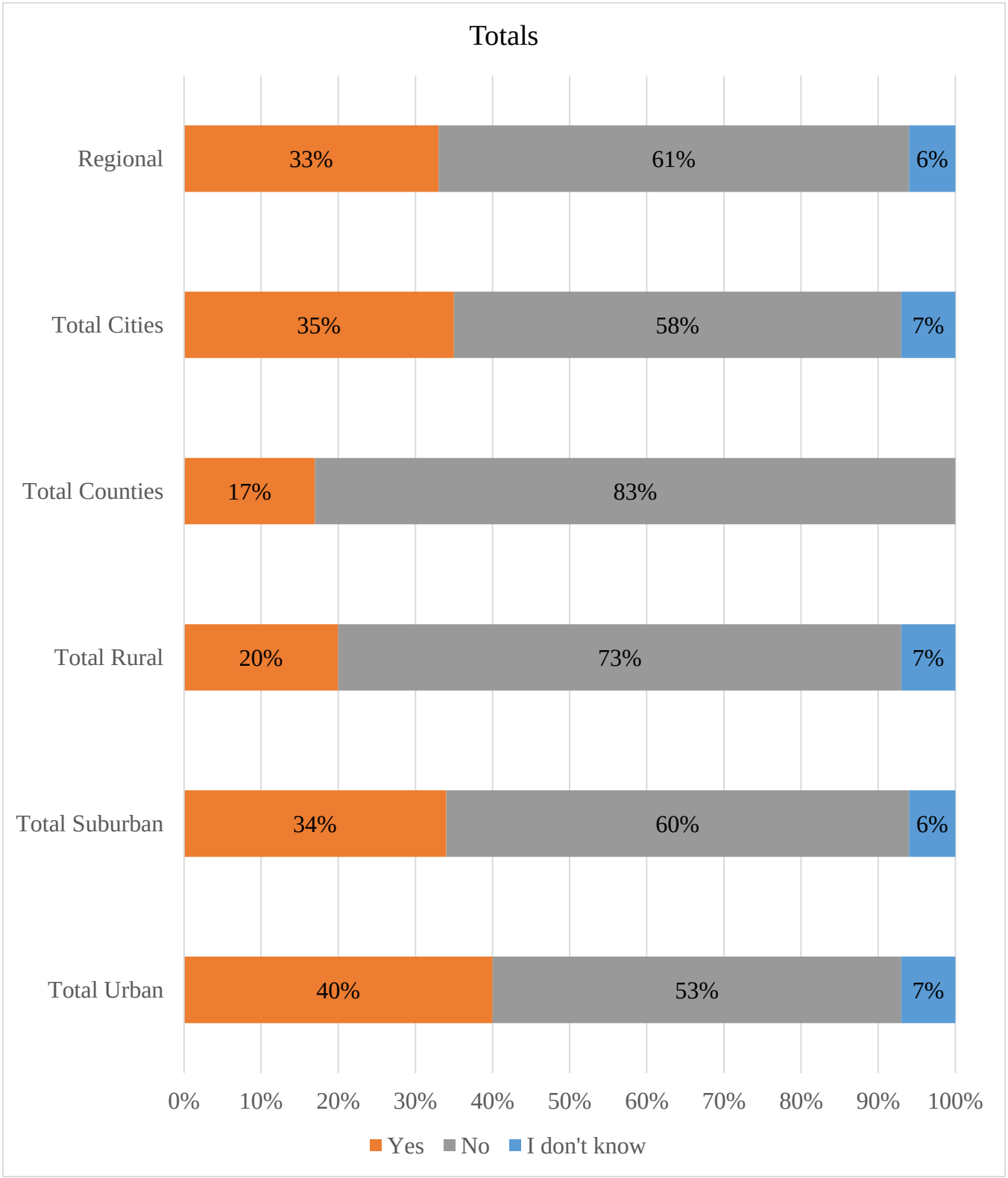


13. Does your EOC have adequate parking for staff and support agencies during full scale operations?

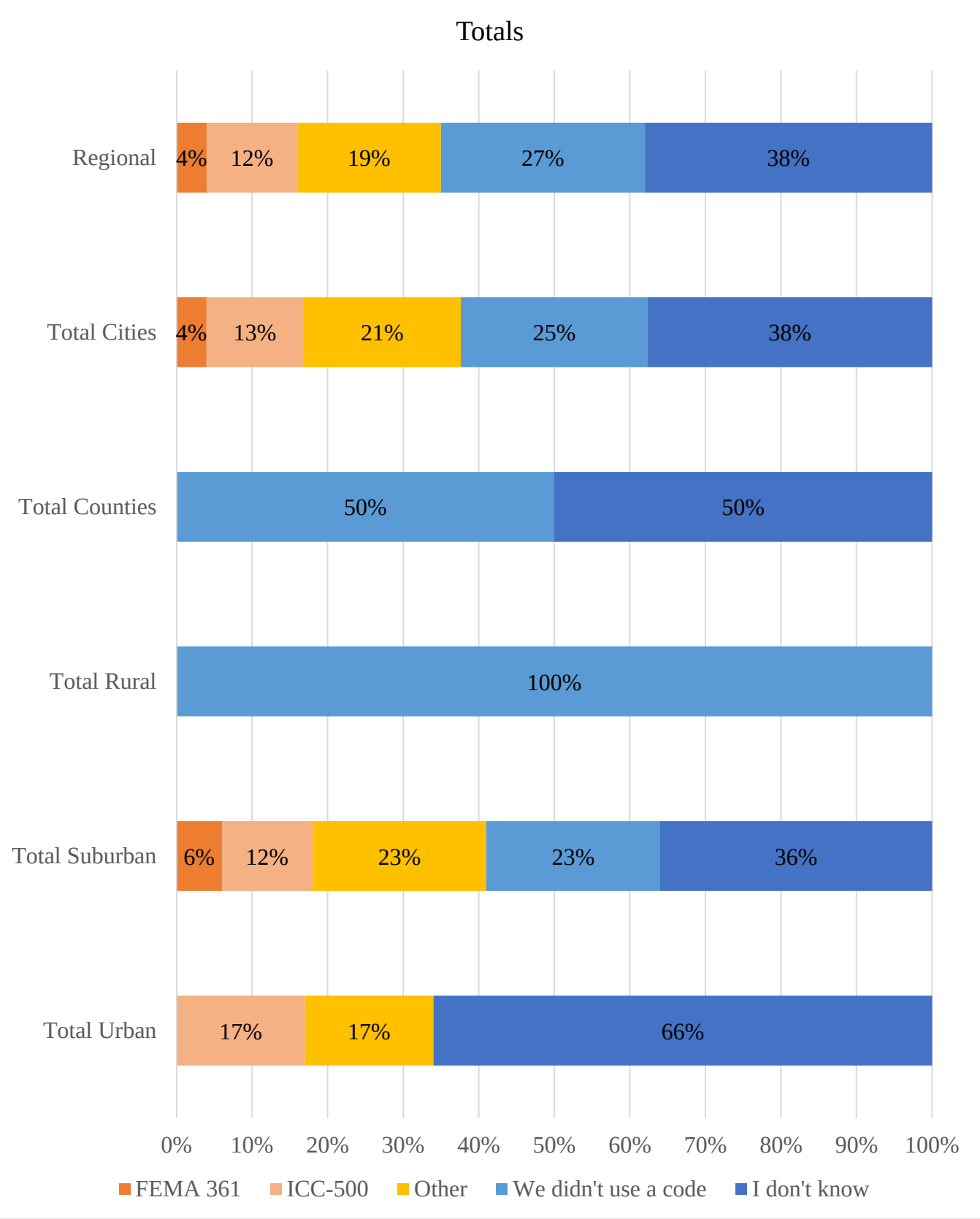


Survivability

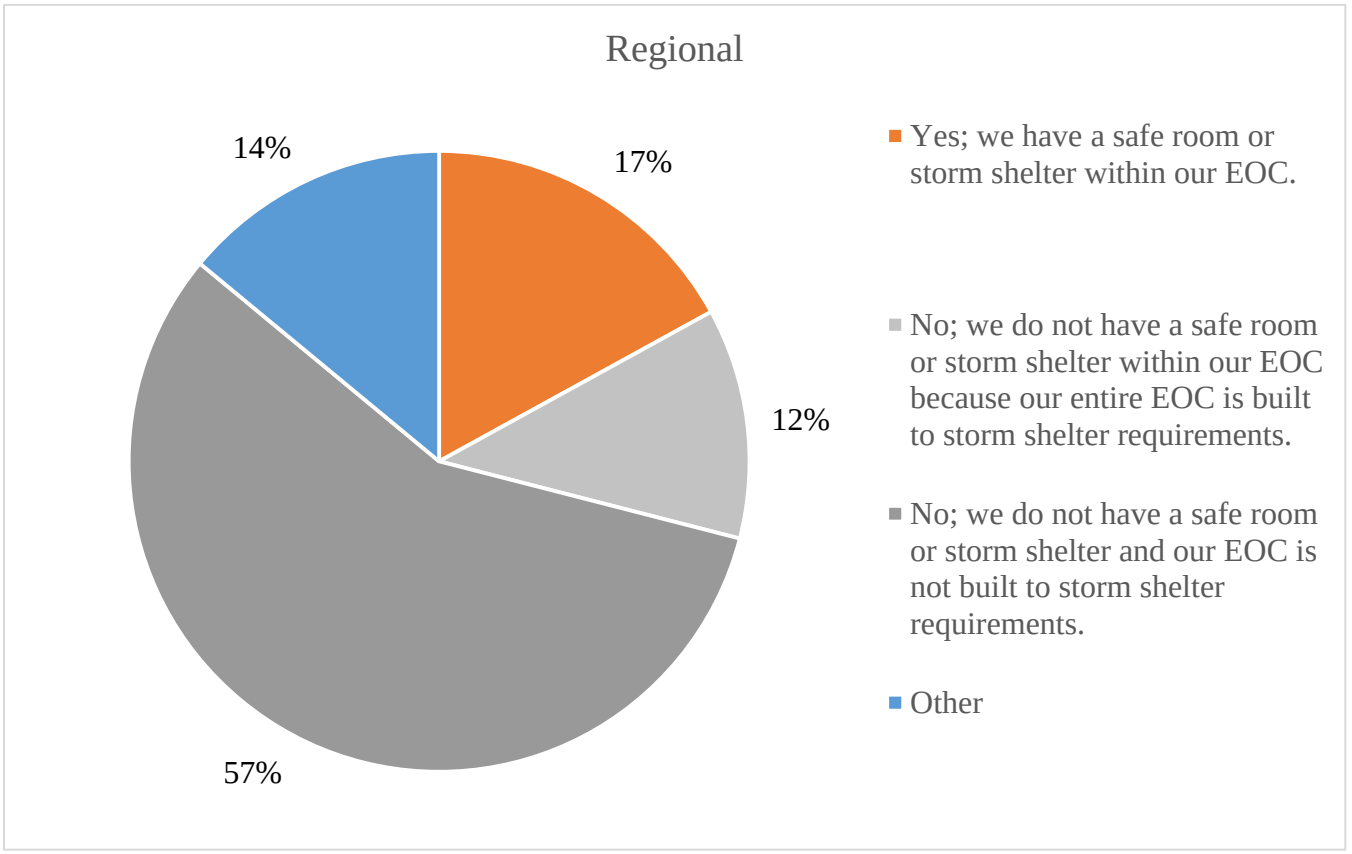
14. Is your EOC hardened (including but not limited to reinforced walls, window storm shutters, and other physical hardening measures)?

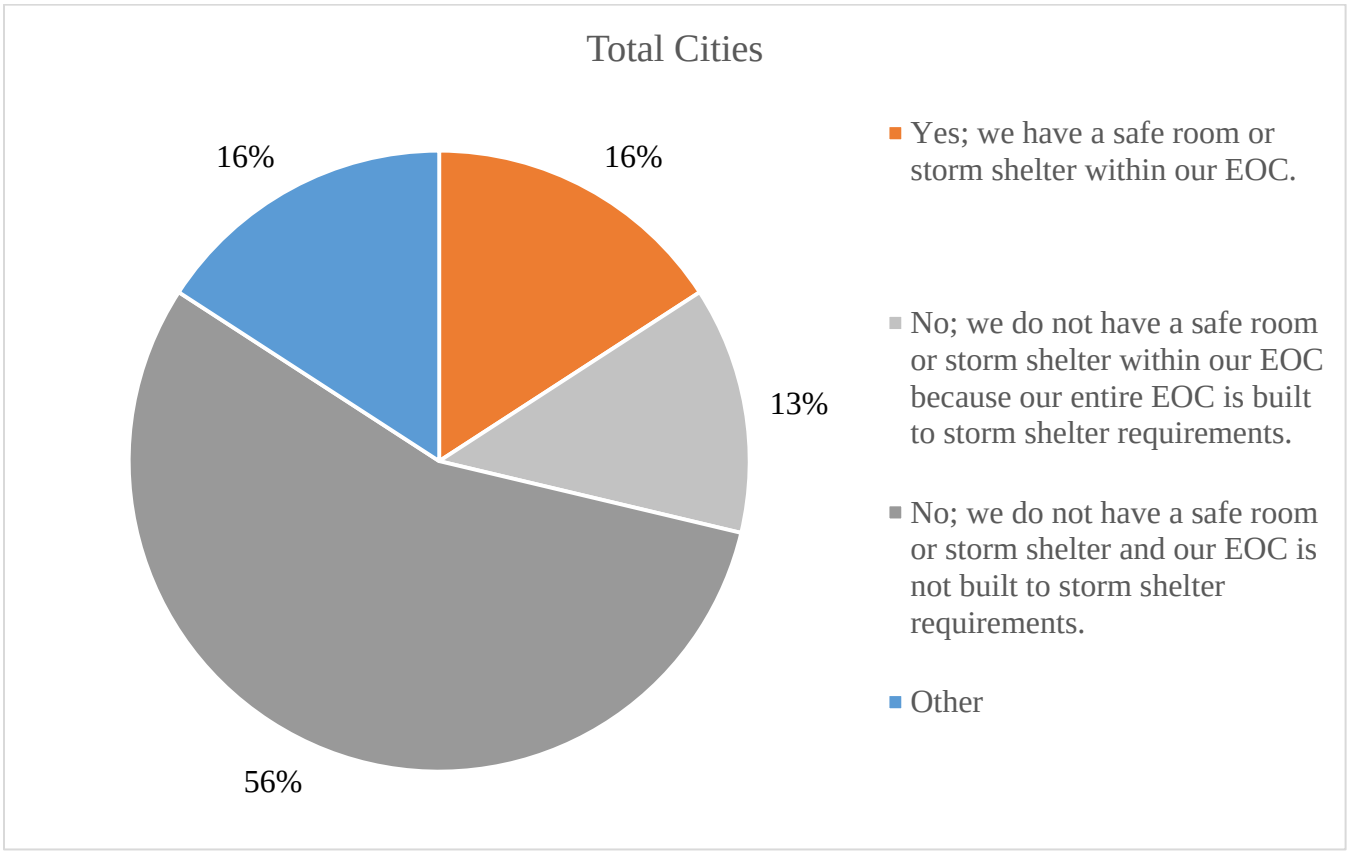


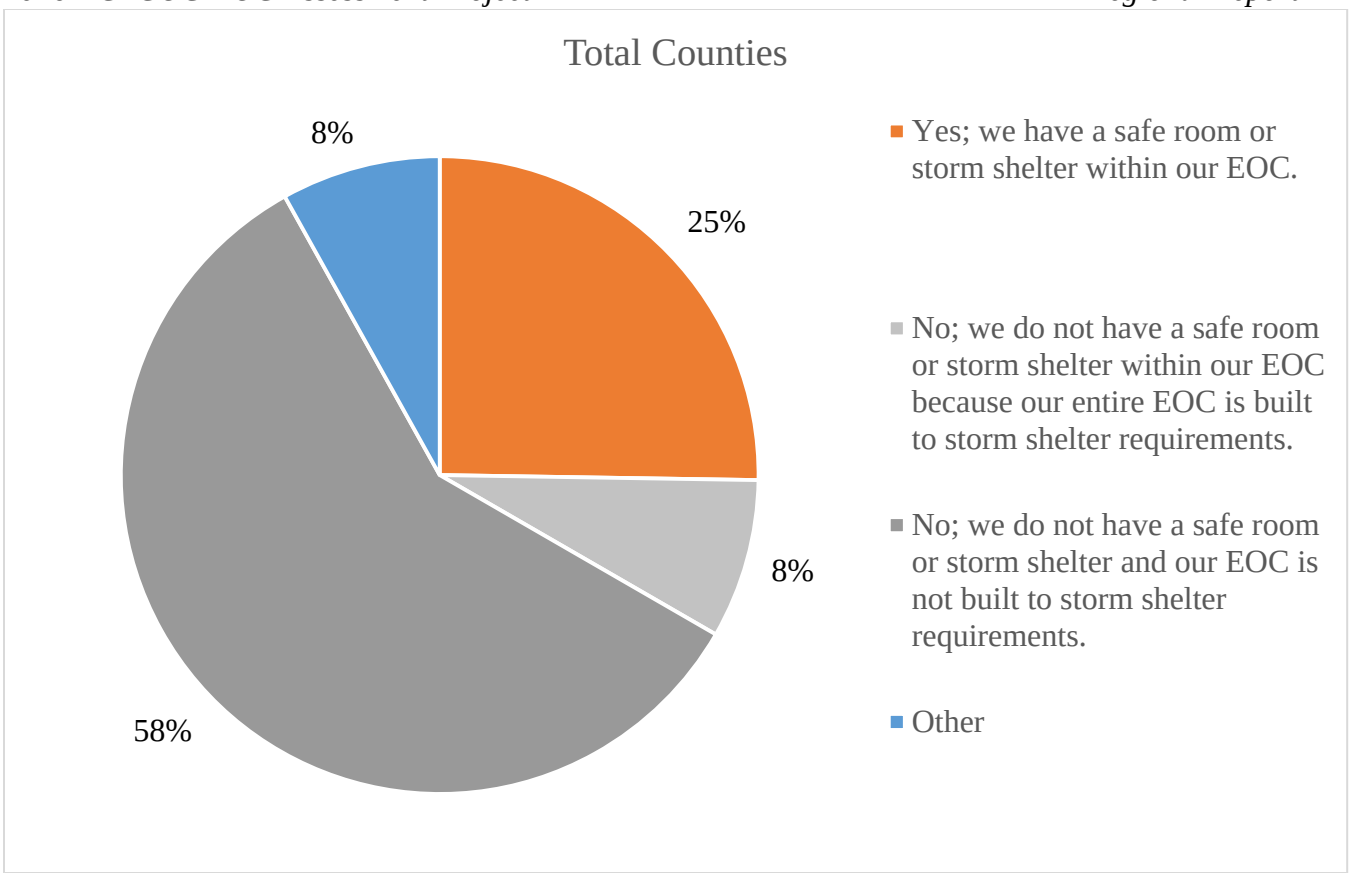
14.1 Of those who hardened their EOC, what construction code, standard, or guideline was used?

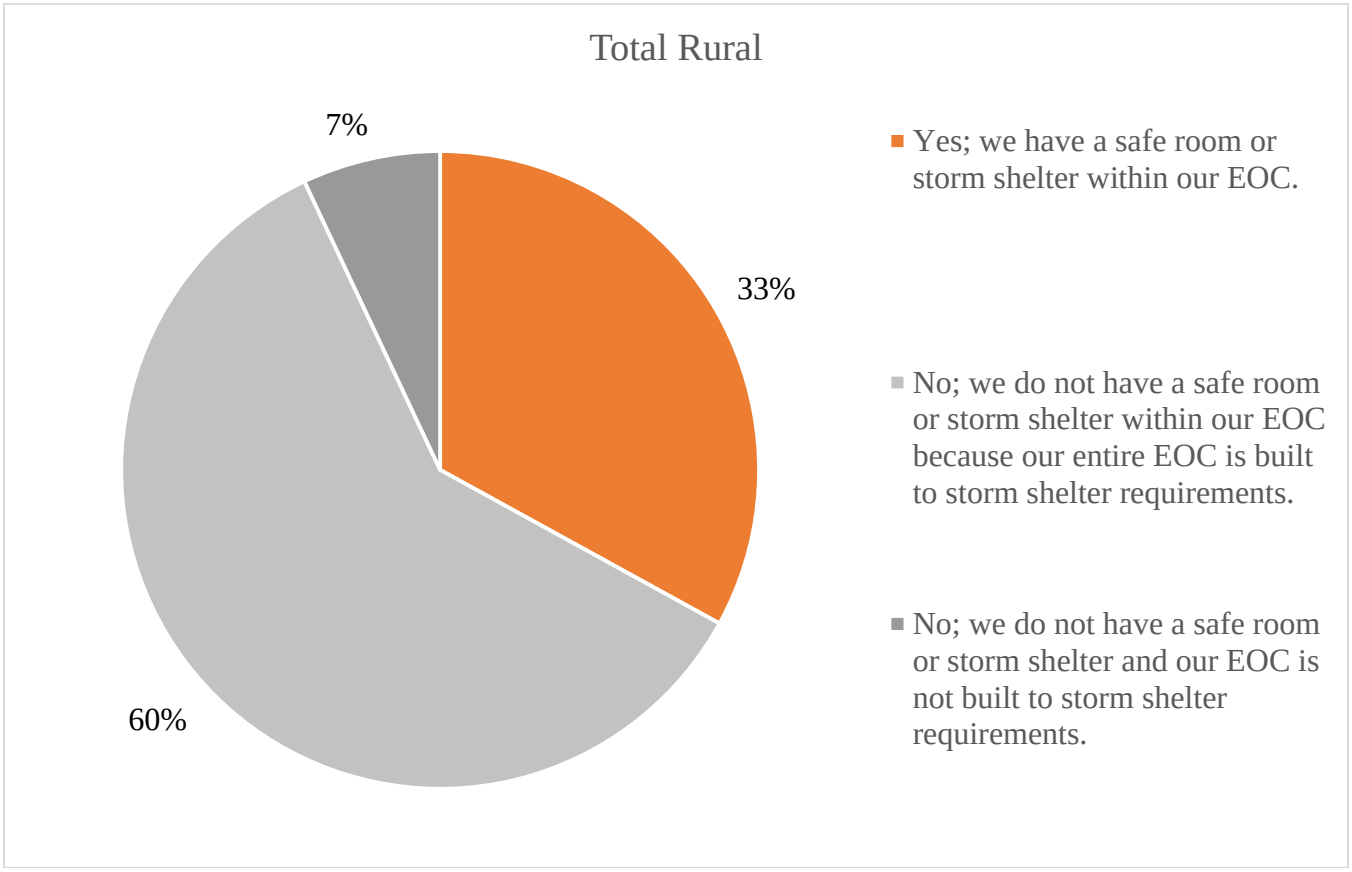


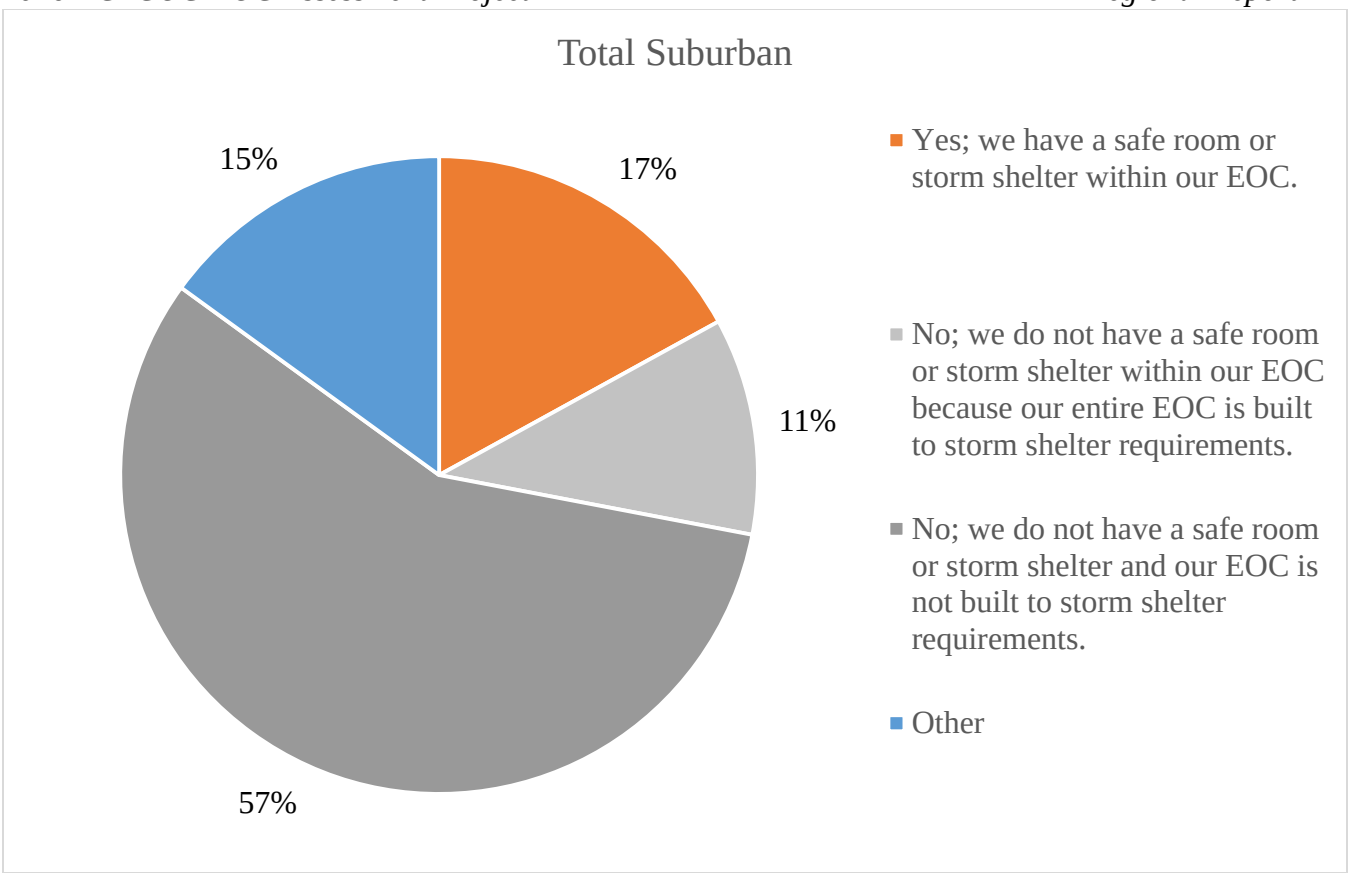
15. Does your EOC have a safe room or storm shelter for severe weather?

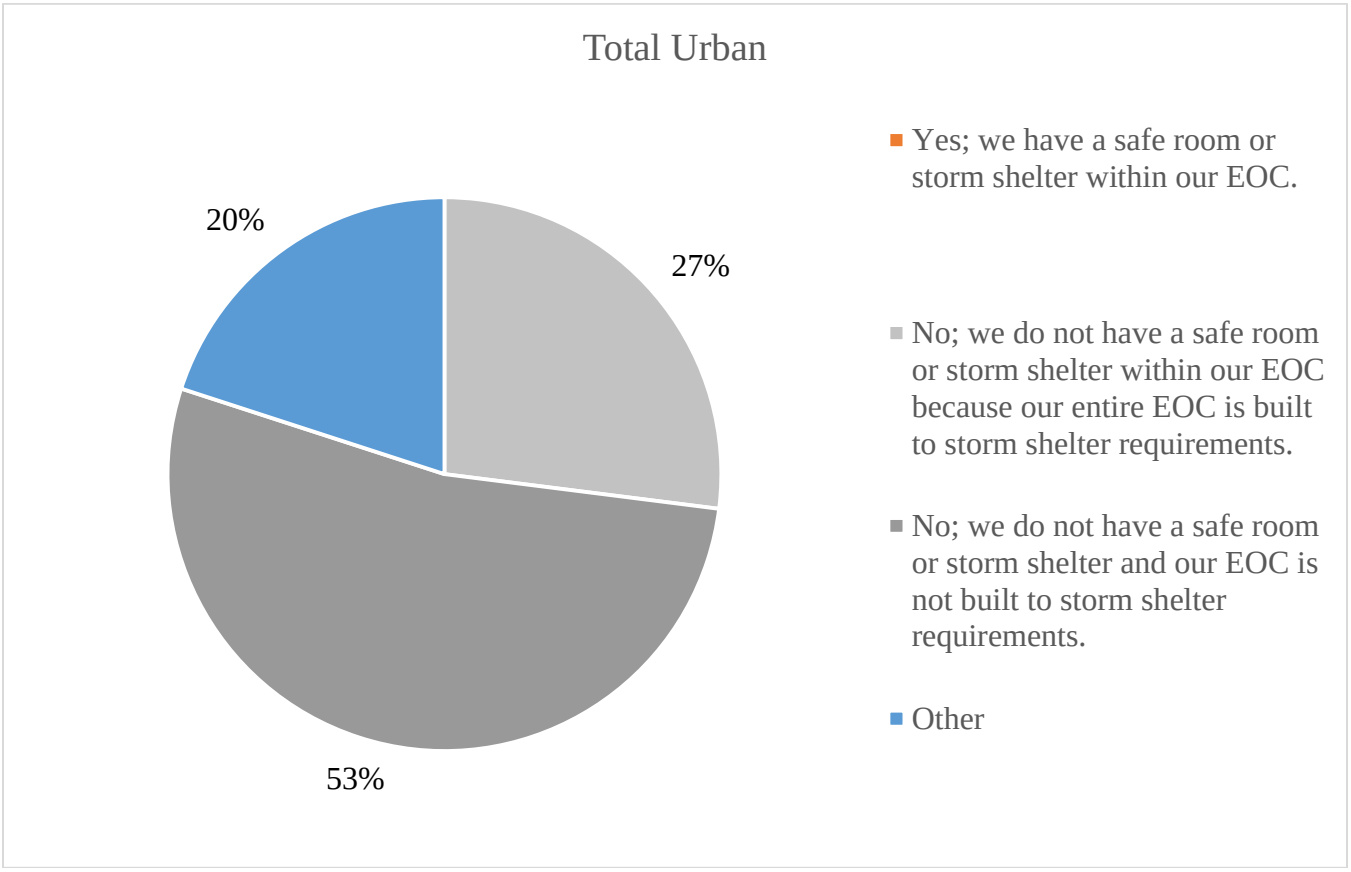




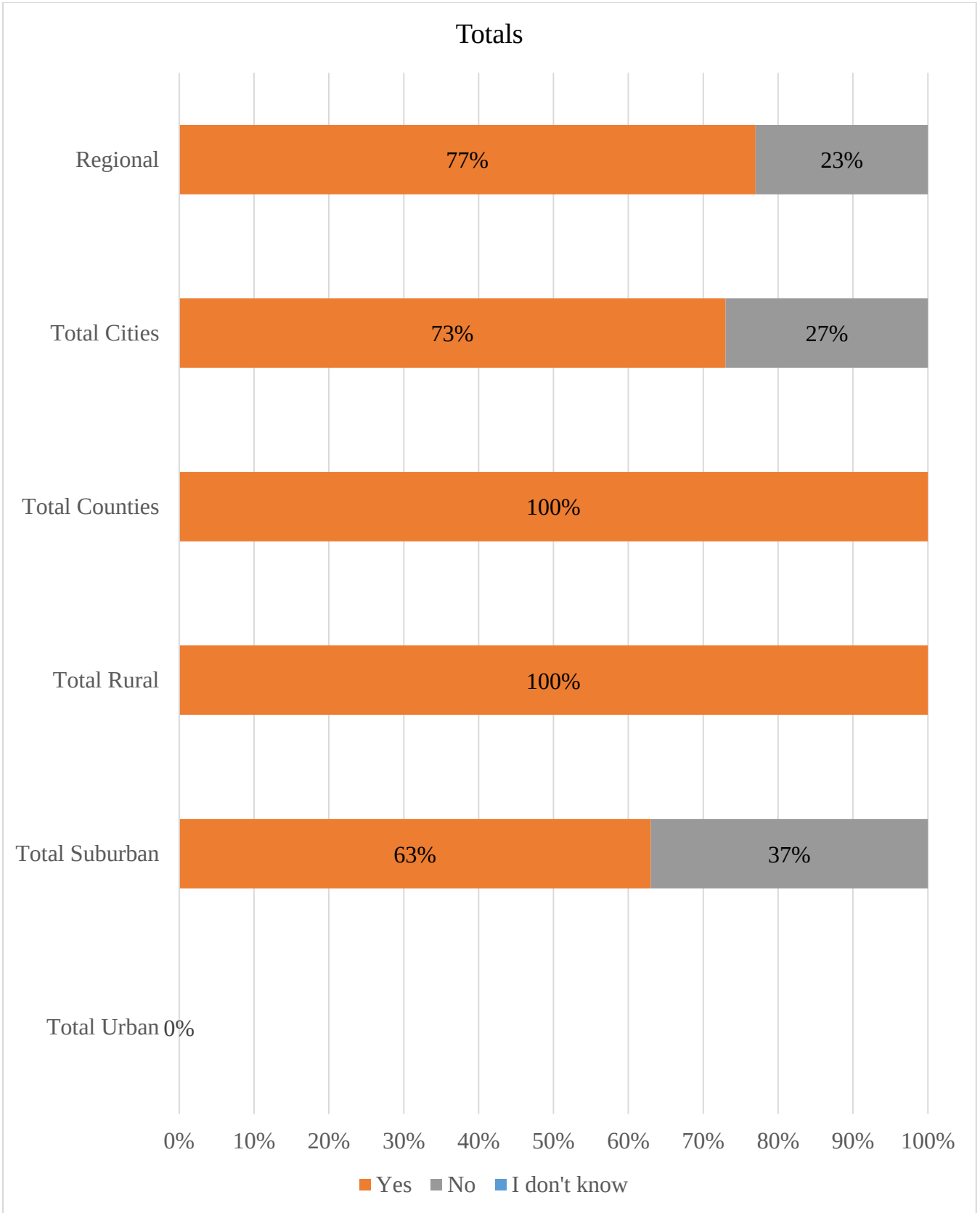

Total Counties
8%
25%
8%
58%
Yes; we have a safe room or storm shelter within our EOC.
No; we do not have a safe room or storm shelter within our EOC because our entire EOC is built to storm shelter requirements.
No; we do not have a safe room or storm shelter and our EOC is not built to storm shelter requirements.
Other


Total Rural
7%
33%
60%
Yes; we have a safe room or storm shelter within our EOC.
No; we do not have a safe room or storm shelter within our EOC because our entire EOC is built to storm shelter requirements.
No; we do not have a safe room or storm shelter and our EOC is not built to storm shelter requirements.

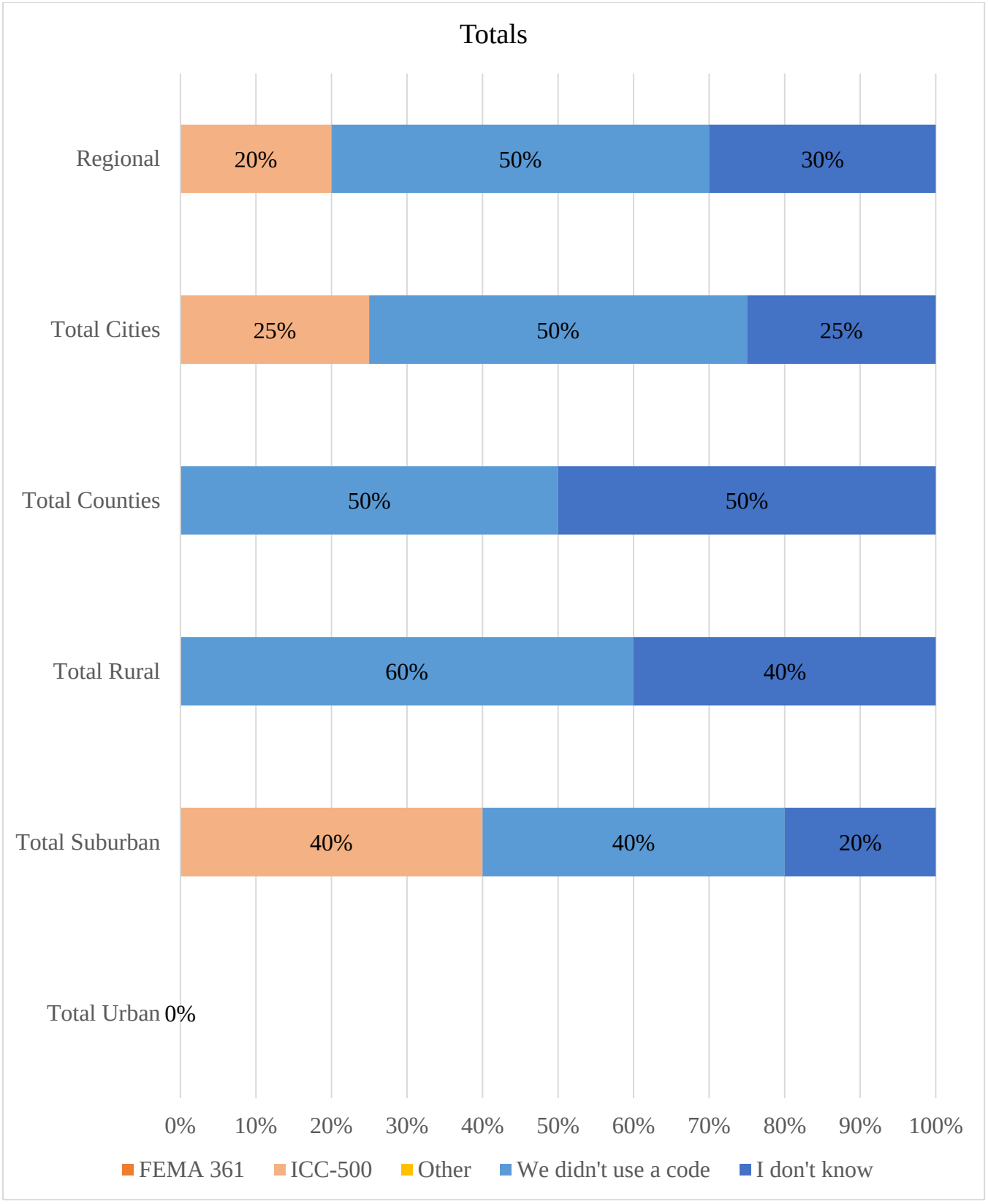

Total Suburban
15%
17%
11%
57%
Yes; we have a safe room or storm shelter within our EOC.
No; we do not have a safe room or storm shelter within our EOC because our entire EOC is built to storm shelter requirements.
No; we do not have a safe room or storm shelter and our EOC is not built to storm shelter requirements.
Other


Total Urban
20%
27%
53%
Yes; we have a safe room or storm shelter within our EOC.
No; we do not have a safe room or storm shelter within our EOC because our entire EOC is built to storm shelter requirements.
No; we do not have a safe room or storm shelter and our EOC is not built to storm shelter requirements.
Other

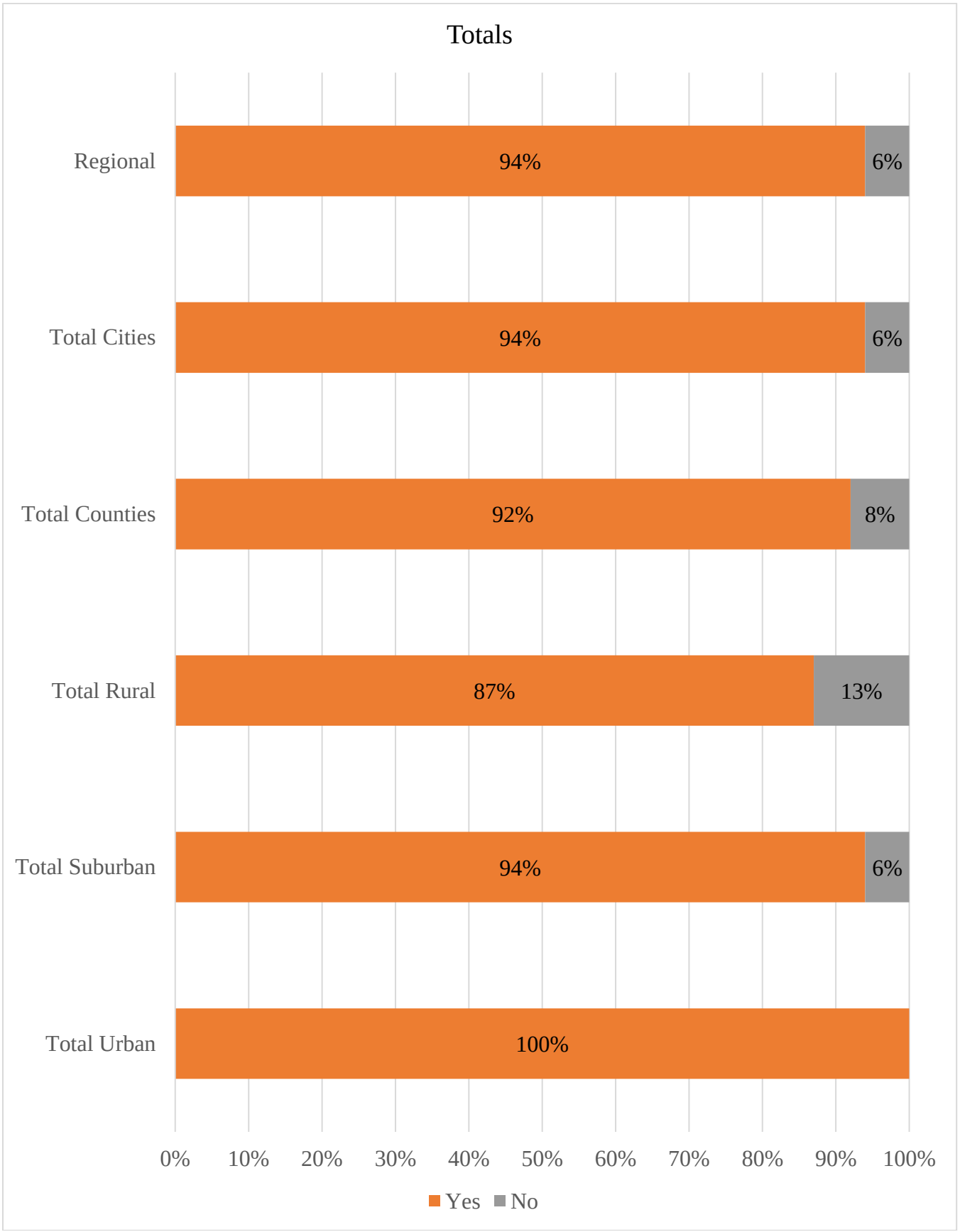
15.1 Of those who hardened have a safe room, is it hardened? *(Answers only apply to those who have a safe room)*



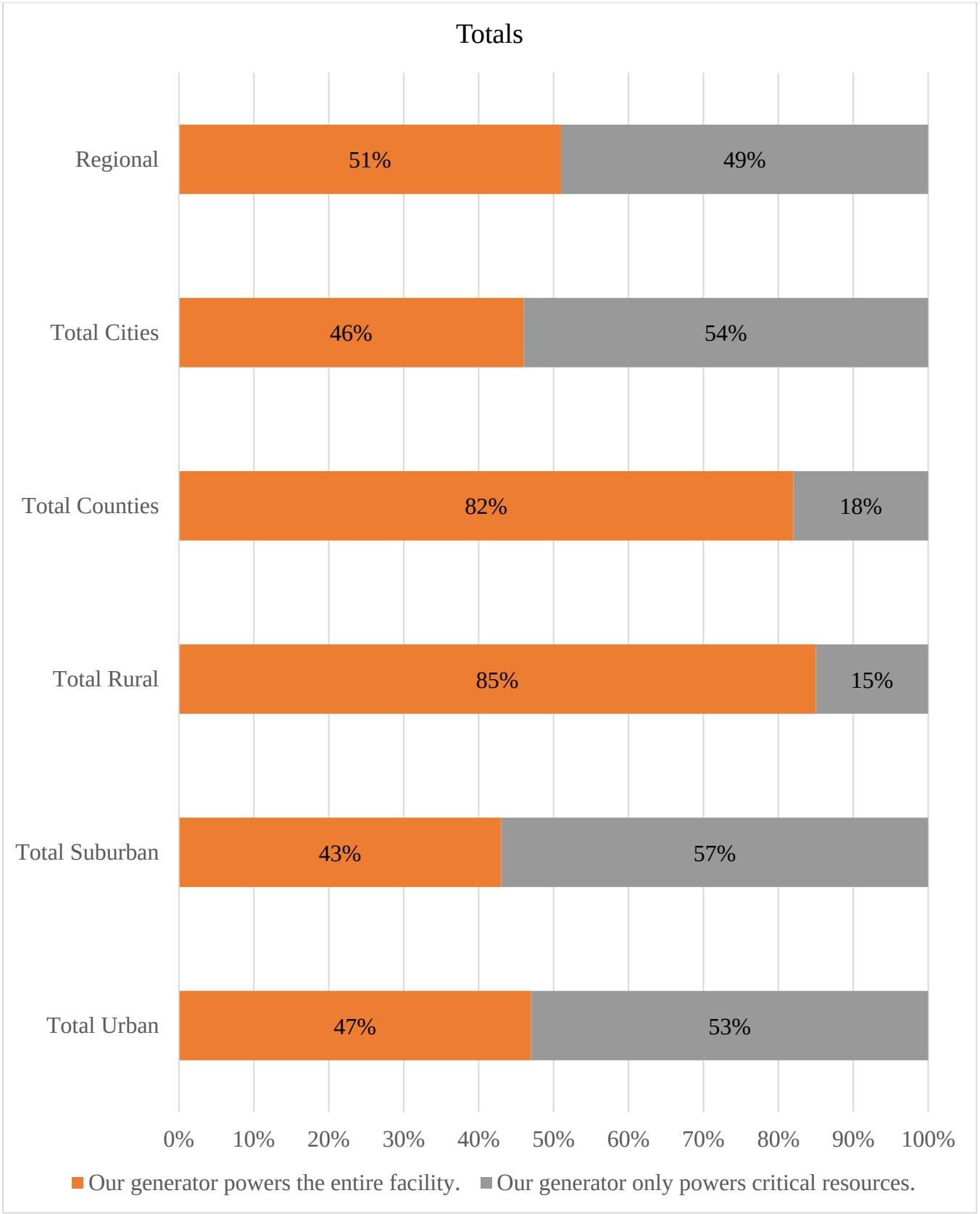
15.2 Of those who hardened have a hardened safe room, what code, standard, or guideline did you use? *(Answers only apply to those who indicated they have a hardened safe room)*



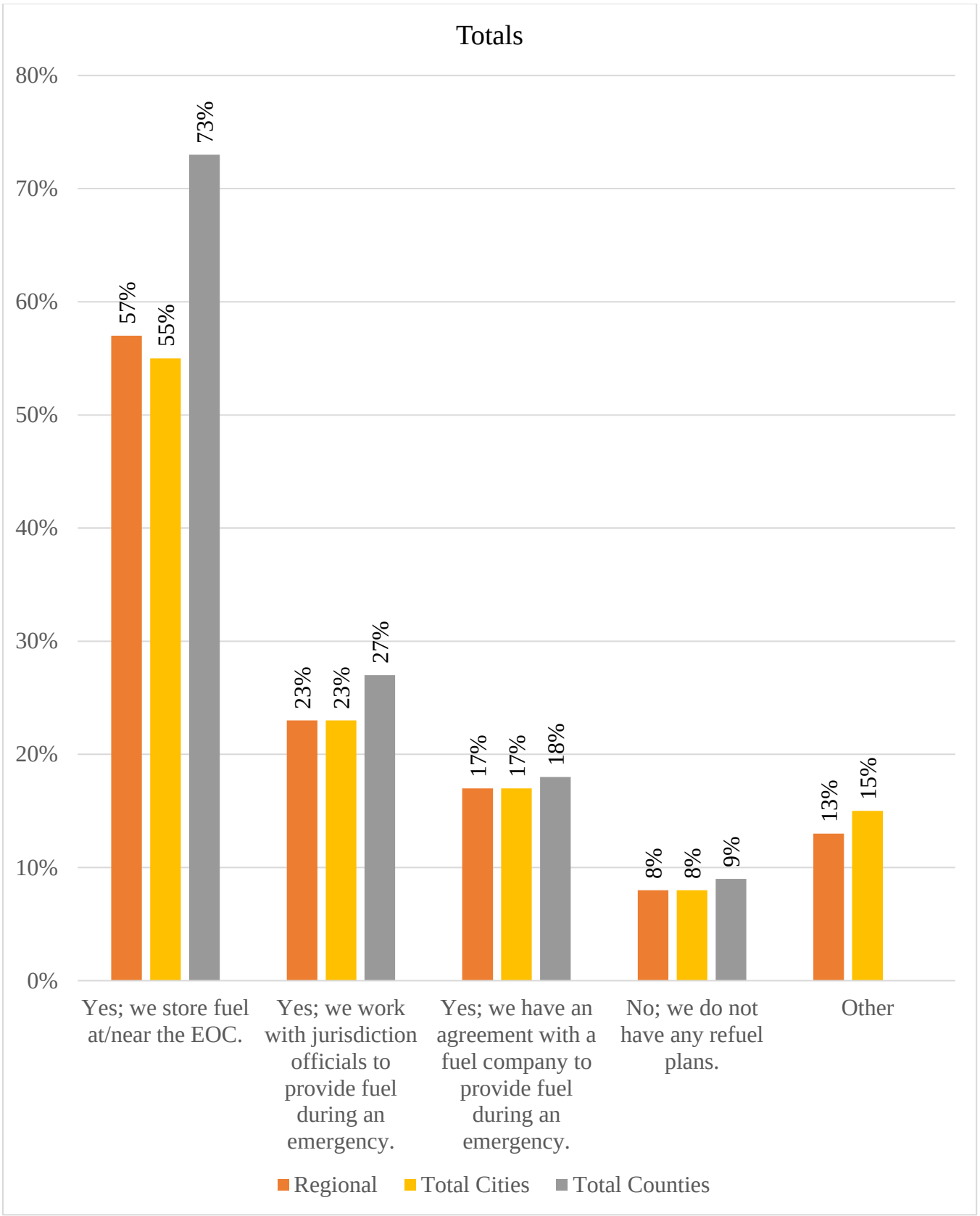
16. Does your EOC have backup generators?

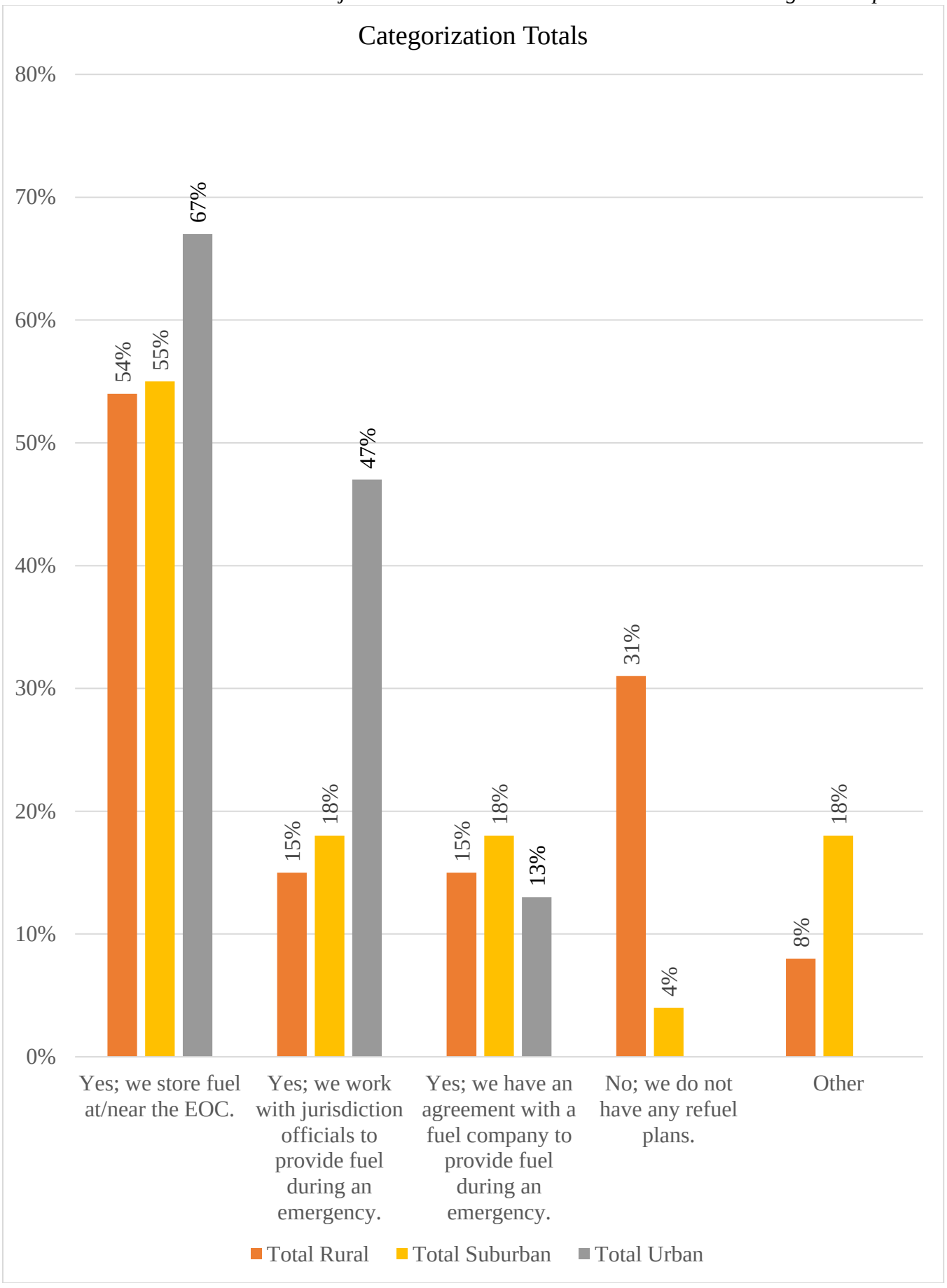


16.1 Of those who have backup generators, does the generator power the whole facility or just critical resources?

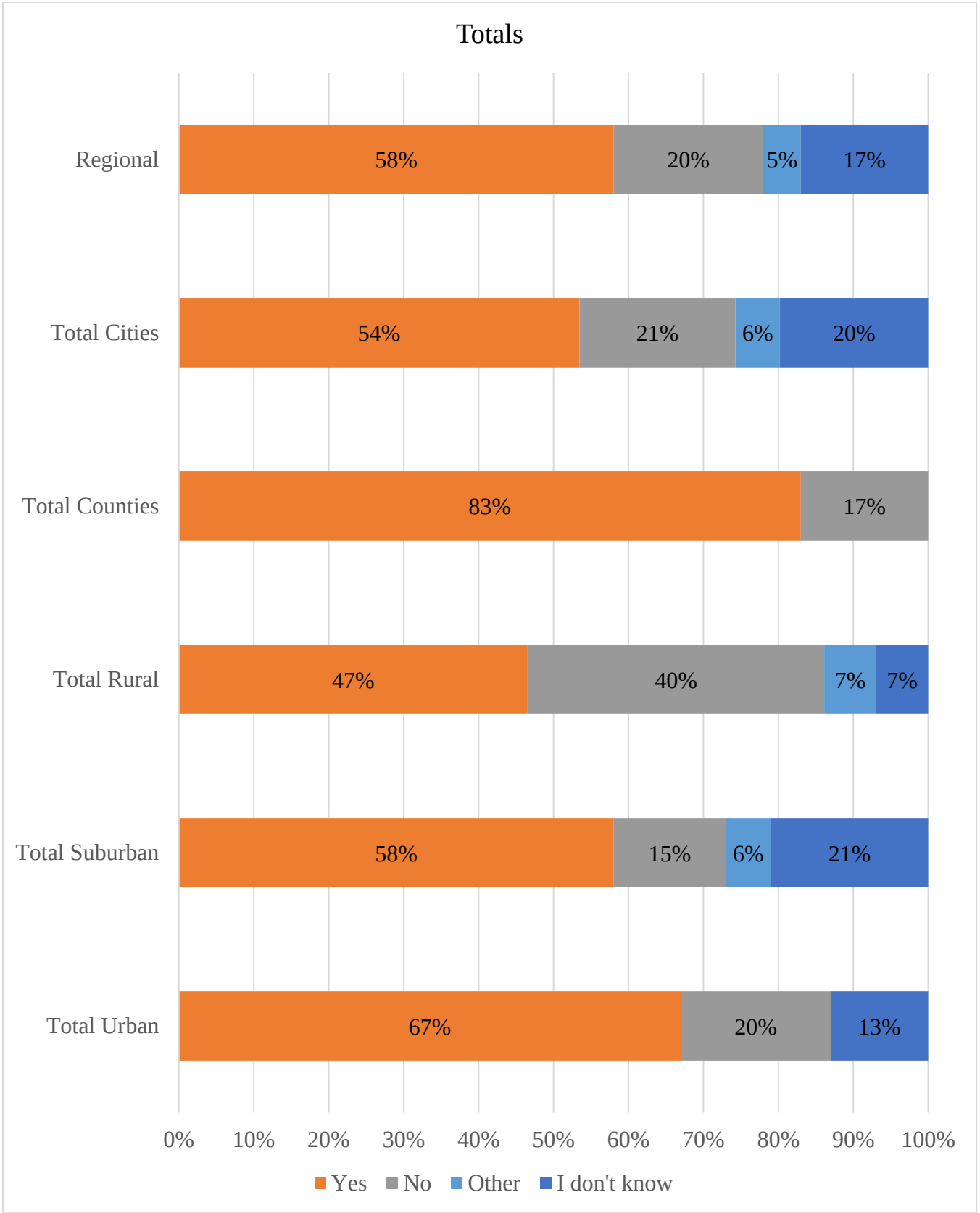


16.2 Of those who have backup generators, is your fuel source readily available (pre-stored or direct feed)?




Categorization Totals
80%
70%
60%
50%
40%
30%
20%
10%
0%
54%
55%
67%
15%
18%
47%
15%
18%
13%
31%
4%
8%
18%
Yes; we store fuel at/near the EOC.
Yes; we work with jurisdiction officials to provide fuel during an emergency.
Yes; we have an agreement with a fuel company to provide fuel during an emergency.
No; we do not have any refuel plans.
Other
Total Rural
Total Suburban
Total Urban

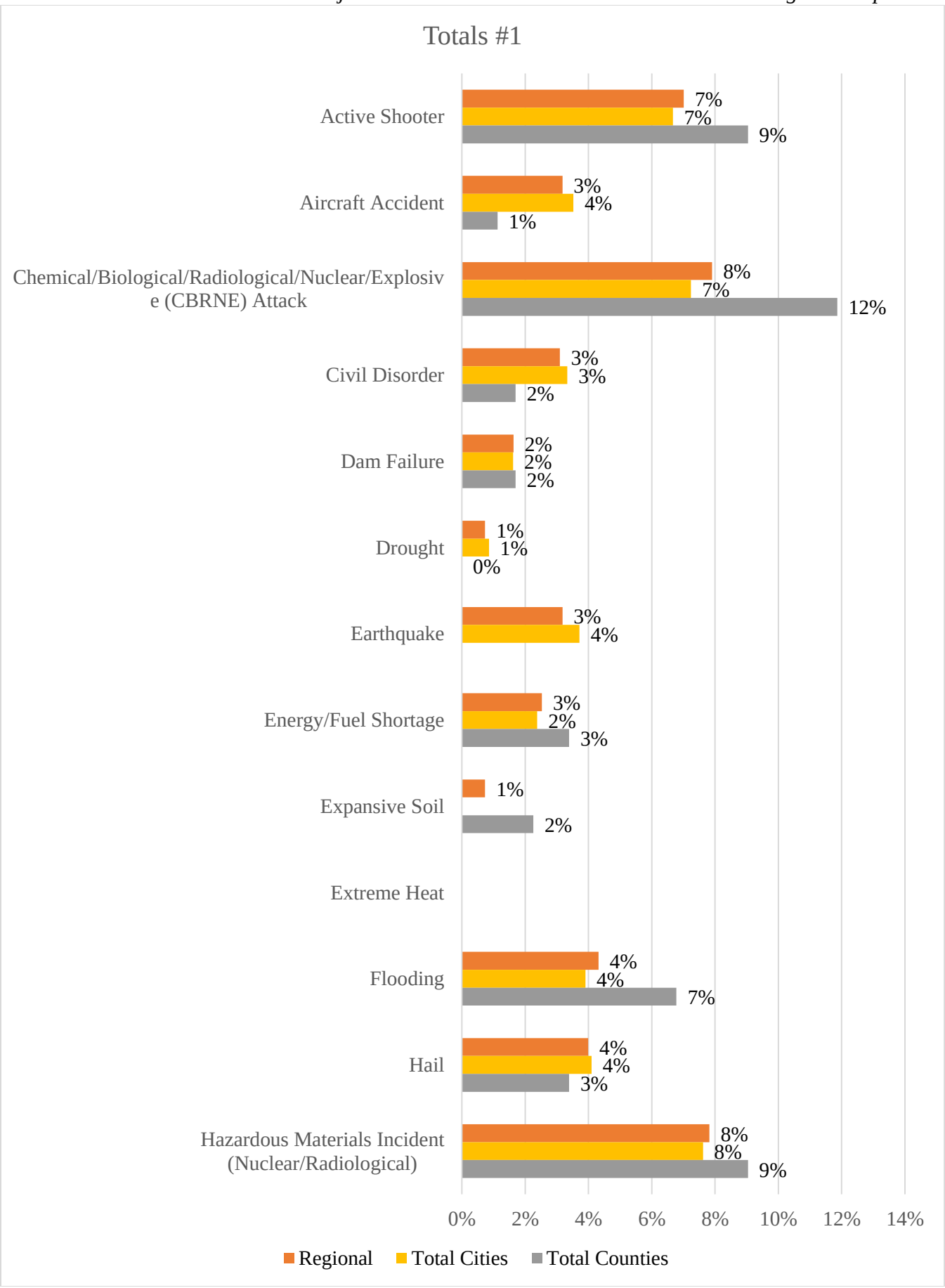
17. Are your telephone and communications lines into the EOC protected under ground?

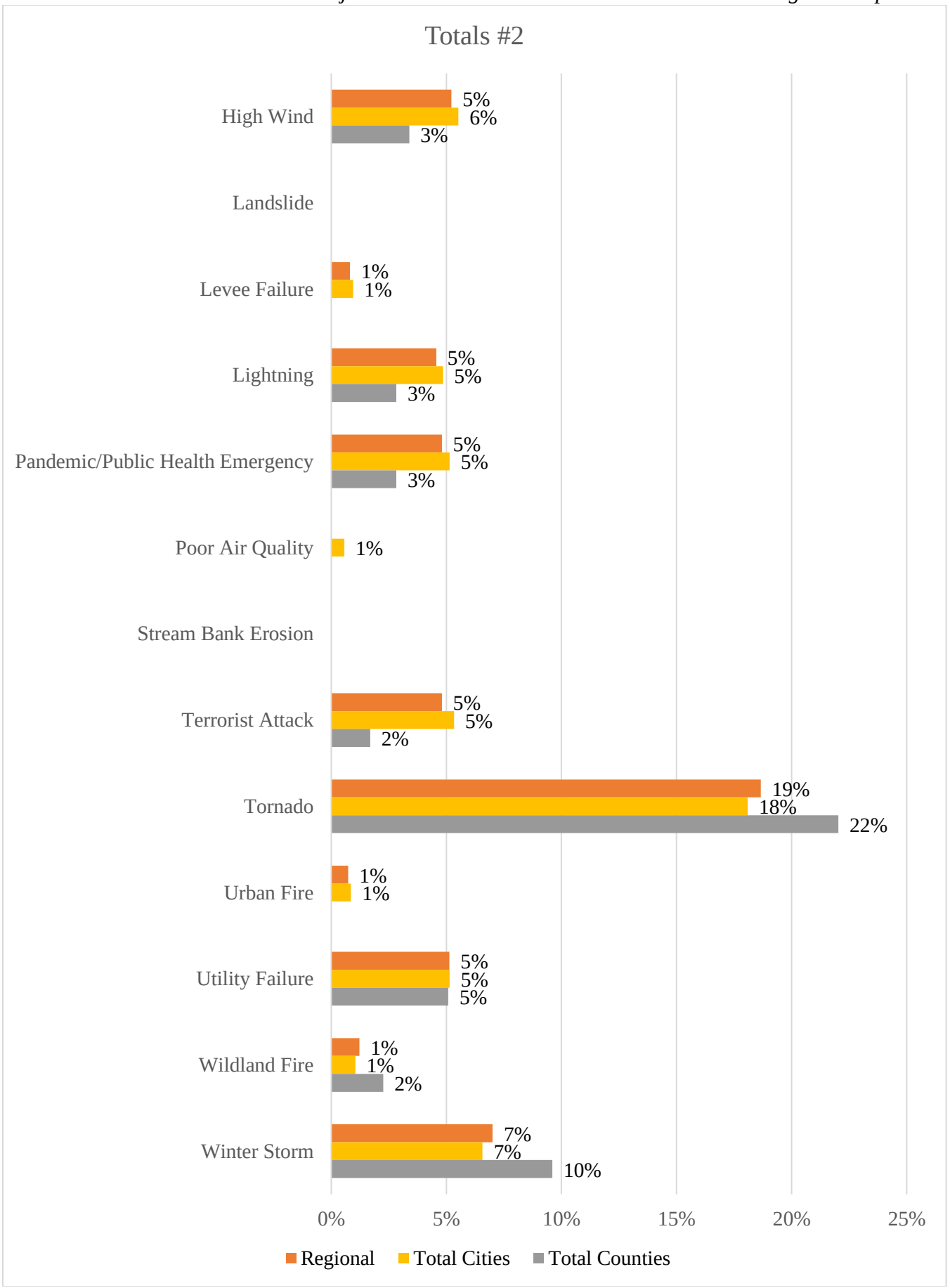


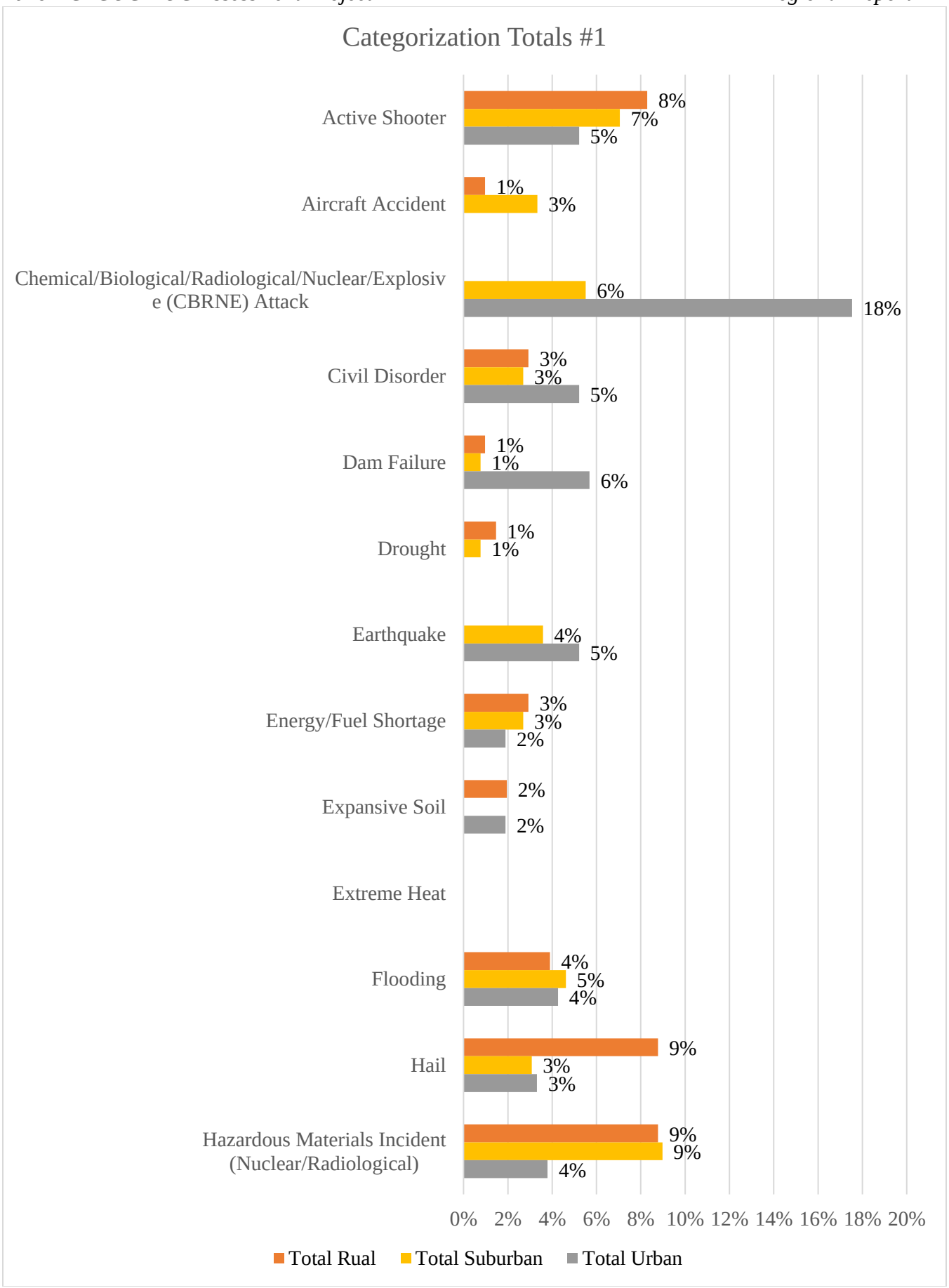
Security

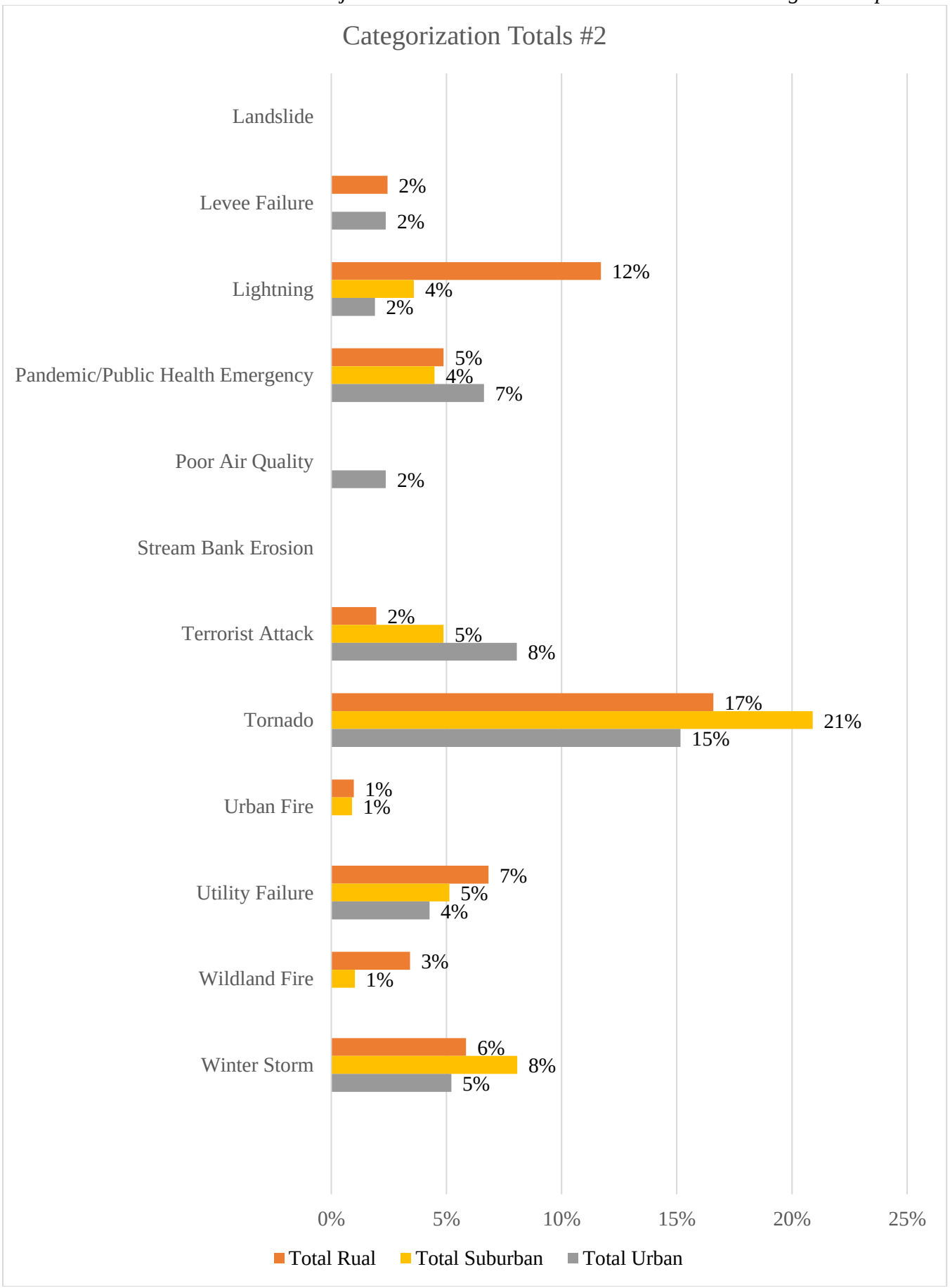
18. Of the hazards listed below, which pose the greatest unmitigated risk to your EOC facility?

Please select and rank your top 5 unmitigated hazards. The purpose of this question is to determine the top 5 hazards posing unmitigated risks to EOC facilities across our region. This data could help identify and prioritize future mitigation efforts. *(Answers ranked by assigning values to each answer based on its priority and summing the total priority votes. Top priority hazards were assigned a value of 5, second priority a value of 4, third priority a value of 3, fourth priority a value of 4, and fifth priority a value of 5.)*

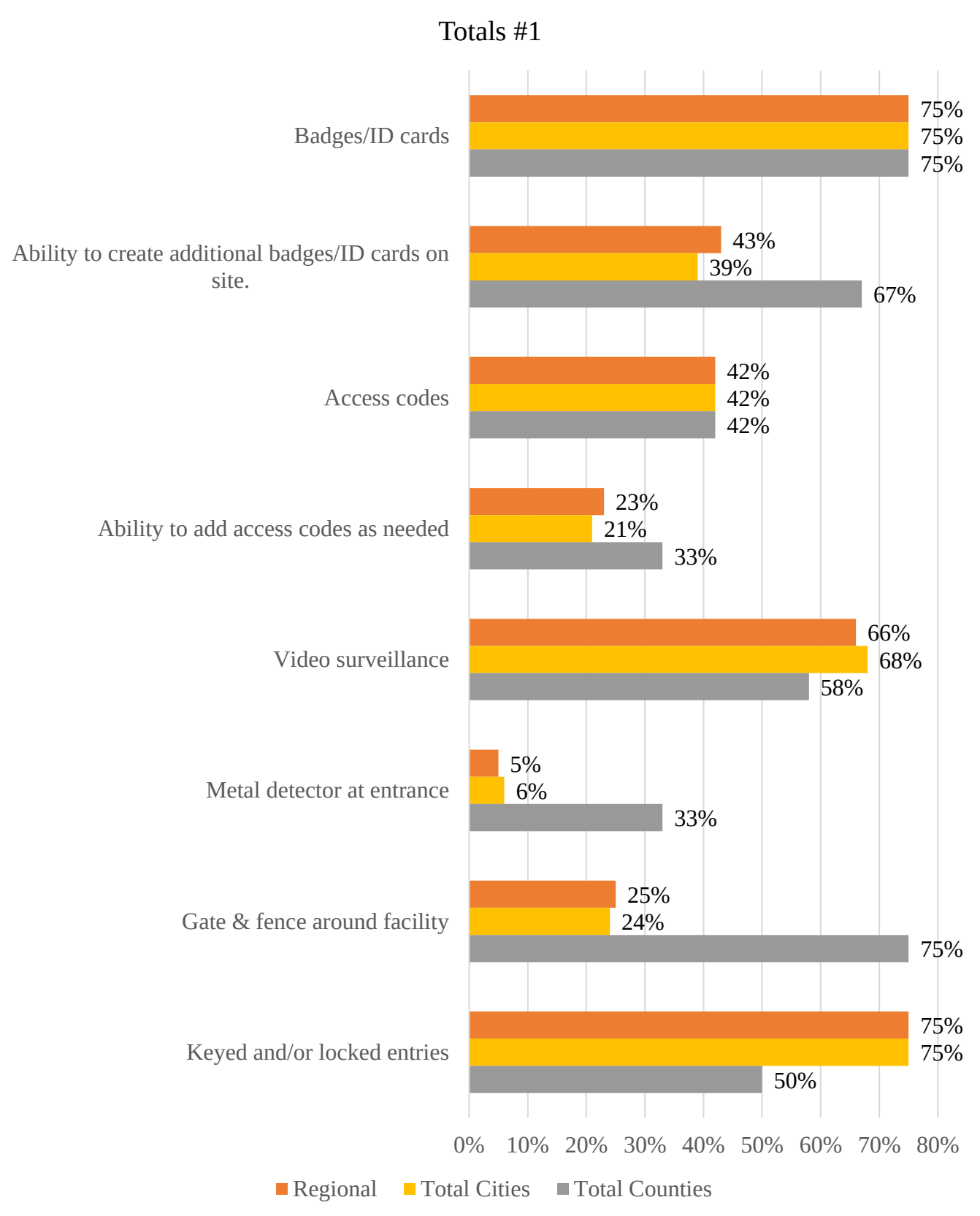

Totals #1
Active Shooter
7%
7%
9%
Aircraft Accident
3%
4%
1%
Chemical/Biological/Radiological/Nuclear/Explosive (CBRNE) Attack
8%
7%
12%
Civil Disorder
3%
3%
2%
Dam Failure
2%
2%
2%
Drought
1%
1%
0%
Earthquake
3%
4%
Energy/Fuel Shortage
3%
2%
3%
Expansive Soil
1%
2%
Extreme Heat
Flooding
4%
4%
7%
Hail
4%
4%
3%
Hazardous Materials Incident (Nuclear/Radiological)
8%
8%
9%
0%
2%
4%
6%
8%
10%
12%
14%
Regional
Total Cities
Total Counties

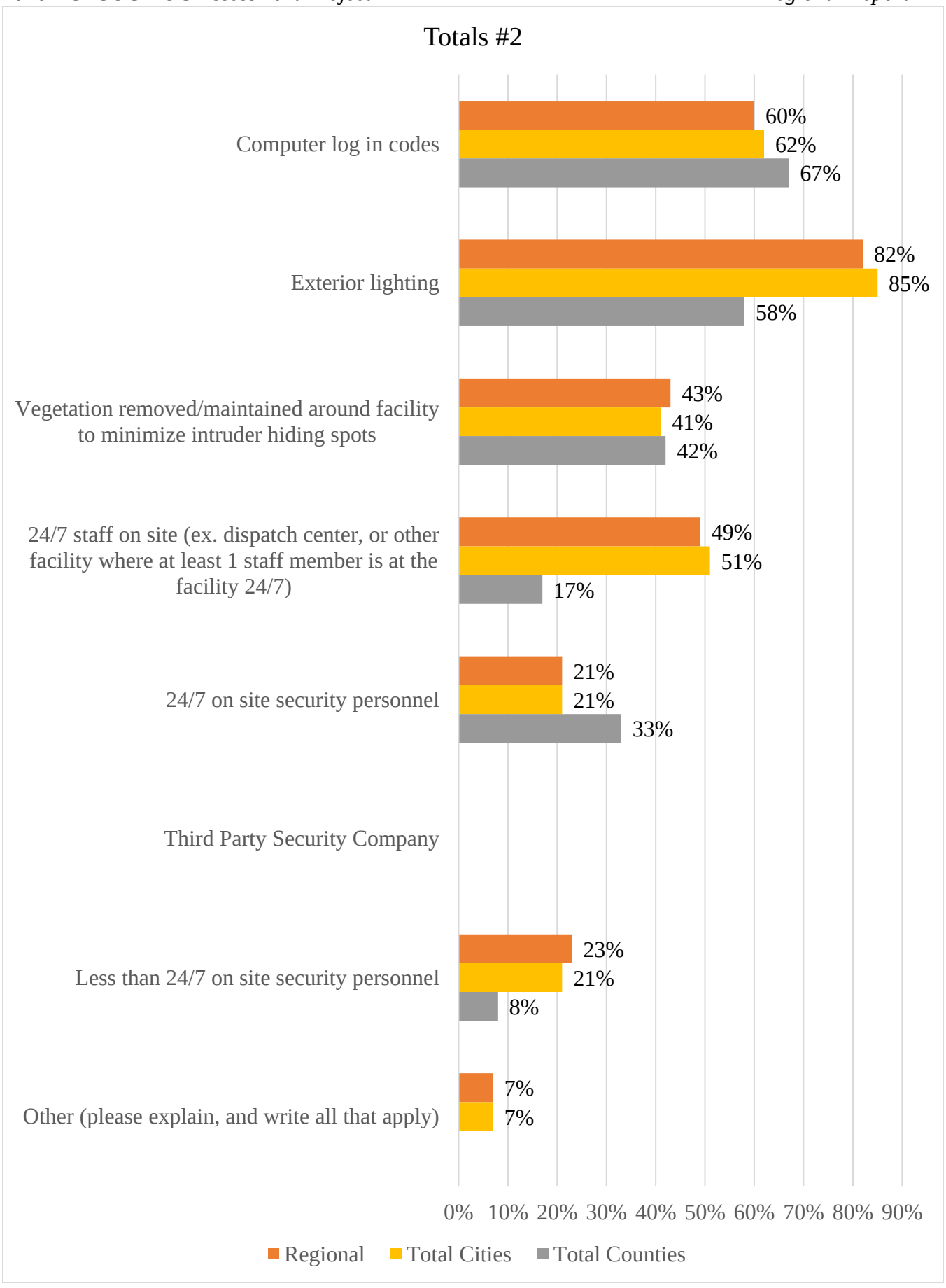

Totals #2
High Wind
5%
6%
3%
Landslide
Levee Failure
1%
1%
Lightning
5%
5%
3%
Pandemic/Public Health Emergency
5%
5%
3%
Poor Air Quality
1%
Stream Bank Erosion
Terrorist Attack
5%
5%
2%
Tornado
19%
18%
22%
Urban Fire
1%
1%
Utility Failure
5%
5%
5%
Wildland Fire
1%
1%
2%
Winter Storm
7%
7%
10%
0%
5%
10%
15%
20%
25%
Regional
Total Cities
Total Counties

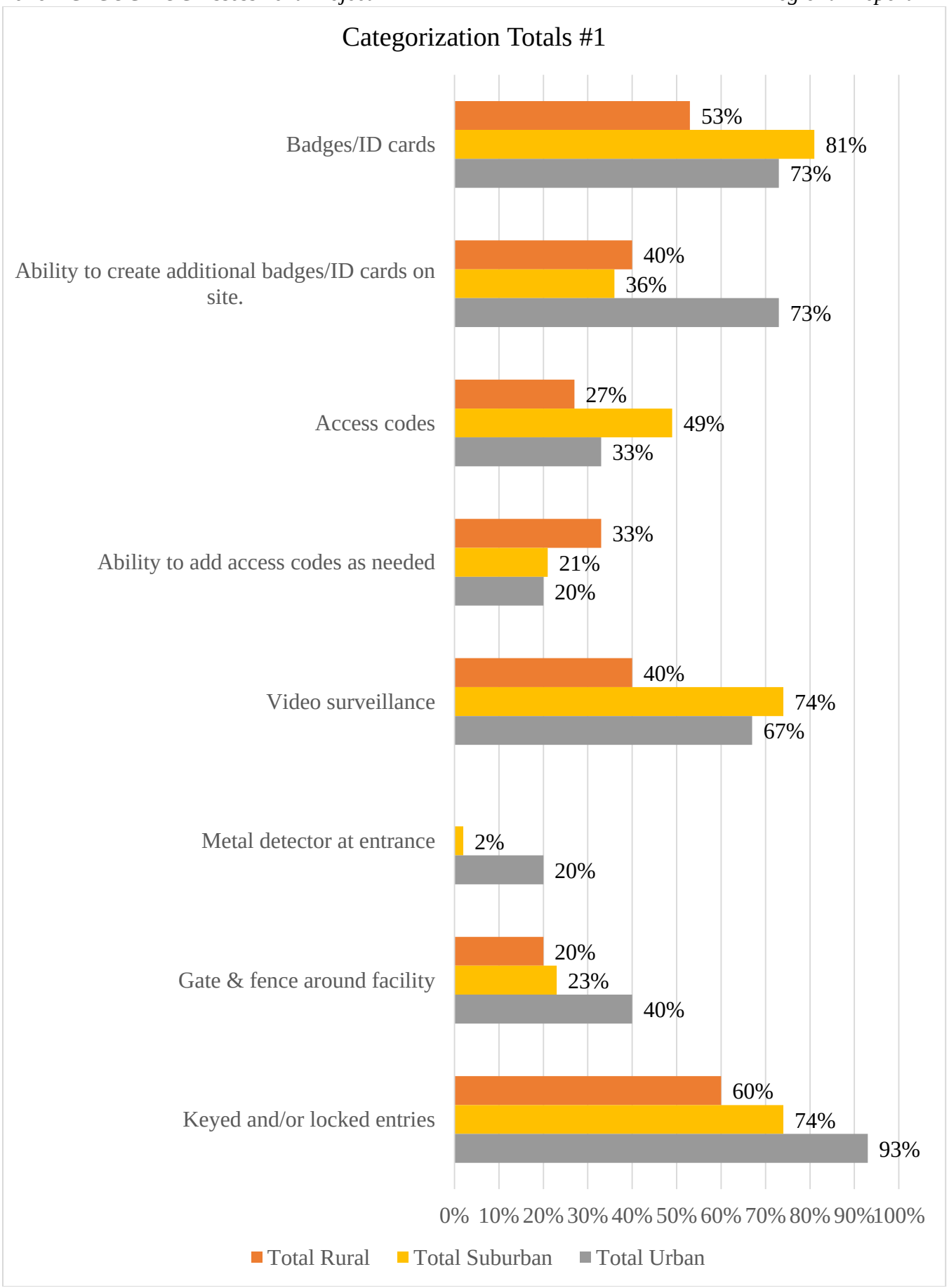

Categorization Totals #1
Active Shooter
8%
7%
5%
Aircraft Accident
1%
3%
Chemical/Biological/Radiological/Nuclear/Explosive (CBRNE) Attack
6%
18%
Civil Disorder
3%
3%
5%
Dam Failure
1%
1%
6%
Drought
1%
1%
Earthquake
4%
5%
Energy/Fuel Shortage
3%
3%
2%
Expansive Soil
2%
2%
Extreme Heat
Flooding
4%
5%
4%
Hail
9%
3%
3%
Hazardous Materials Incident (Nuclear/Radiological)
9%
9%
4%
0% 2% 4% 6% 8% 10% 12% 14% 16% 18% 20%
Total Rual
Total Suburban
Total Urban

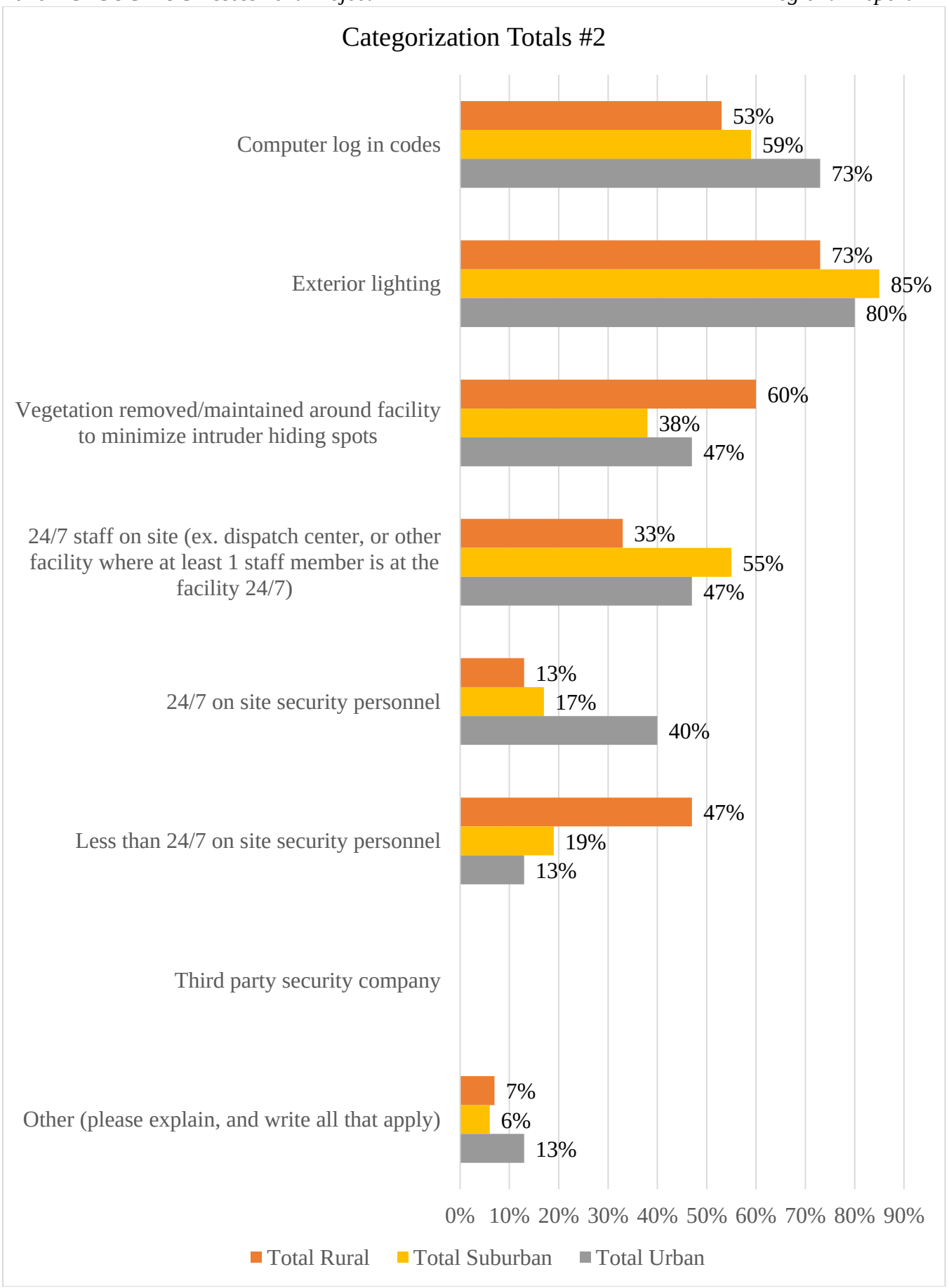

Categorization Totals #2
Landslide
Levee Failure
2%
2%
Lightning
12%
4%
2%
Pandemic/Public Health Emergency
5%
4%
7%
Poor Air Quality
2%
Stream Bank Erosion
Terrorist Attack
2%
5%
8%
Tornado
17%
21%
15%
Urban Fire
1%
1%
Utility Failure
7%
5%
4%
Wildland Fire
3%
1%
Winter Storm
6%
8%
5%
0%
5%
10%
15%
20%
25%
Total Rual
Total Suburban
Total Urban

19. What types of site security and access control features are in place at the EOC? Please select all that apply.




Totals #2
Computer log in codes
60%
62%
67%
Exterior lighting
82%
85%
58%
Vegetation removed/maintained around facility to minimize intruder hiding spots
43%
41%
42%
24/7 staff on site (ex. dispatch center, or other facility where at least 1 staff member is at the facility 24/7)
49%
51%
17%
24/7 on site security personnel
21%
21%
33%
Third Party Security Company
Less than 24/7 on site security personnel
23%
21%
8%
Other (please explain, and write all that apply)
7%
7%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90%
Regional
Total Cities
Total Counties


Categorization Totals #1
Badges/ID cards
53%
81%
73%
Ability to create additional badges/ID cards on site.
40%
36%
73%
Access codes
27%
49%
33%
Ability to add access codes as needed
33%
21%
20%
Video surveillance
40%
74%
67%
Metal detector at entrance
2%
20%
Gate & fence around facility
20%
23%
40%
Keyed and/or locked entries
60%
74%
93%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Total Rural
Total Suburban
Total Urban


Categorization Totals #2
Computer log in codes
53%
59%
73%
Exterior lighting
73%
85%
80%
Vegetation removed/maintained around facility to minimize intruder hiding spots
60%
38%
47%
24/7 staff on site (ex. dispatch center, or other facility where at least 1 staff member is at the facility 24/7)
33%
55%
47%
24/7 on site security personnel
13%
17%
40%
Less than 24/7 on site security personnel
47%
19%
13%
Third party security company
Other (please explain, and write all that apply)
7%
6%
13%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90%
Total Rural
Total Suburban
Total Urban

Sustainability, Interoperability, and Flexibility

20. Please select the most appropriate answer for each facility feature based on its availability.

- *Sleeping quarters for staff*
- *Showers for staff*
- *Sufficient restrooms for staff*
- *Full size kitchen*
- *Break room/less than full size kitchen*

Regional

	Available in EOC	Available Near EOC	Not Available in EOC	Other
Sleeping quarters for staff	20.5%	43.4%	34.9%	1.2%
Showers for staff	37.3%	49.4%	13.3%	0%
Sufficient restrooms for staff	77.1%	21.7%	1.2%	0%
Full size kitchen	33.7%	39.8%	22.9%	3.6%
Break room/Less than full size kitchen	66.7%	27.2%	6.2%	0%

Total Cities

	Available in EOC	Available Near EOC	Not Available in EOC	Other
Sleeping quarters for staff	19.7%	45.1%	33.8%	1.4%
Showers for staff	35.2%	52.1%	12.7%	0%
Sufficient restrooms for staff	73.2%	25.4%	1.4%	0%
Full size kitchen	33.8%	40.8%	22.5%	2.8%
Break room/Less than full size kitchen	60.9%	31.9%	7.2%	0%

Total Counties

	Available in EOC	Available Near EOC	Not Available in EOC	Other
Sleeping quarters for staff	25.0%	33.3%	41.7%	0%
Showers for staff	50.0%	33.3%	16.7%	0%
Sufficient restrooms for staff	100%	0%	0%	0%
Full size kitchen	33.3%	33.3%	25.0%	8.3%
Break room/Less than full size kitchen	100%	0%	0%	0%

Total Rural

	Available in EOC	Available Near EOC	Not Available in EOC	Other
Sleeping quarters for staff	13.3%	46.7%	40.0%	0%
Showers for staff	20.0%	46.7%	33.3%	0%
Sufficient restrooms for staff	80.0%	13.3%	6.7%	0%
Full size kitchen	33.3%	33.3%	33.3%	0%
Break room/Less than full size kitchen	73.3%	6.7%	20.0%	0%

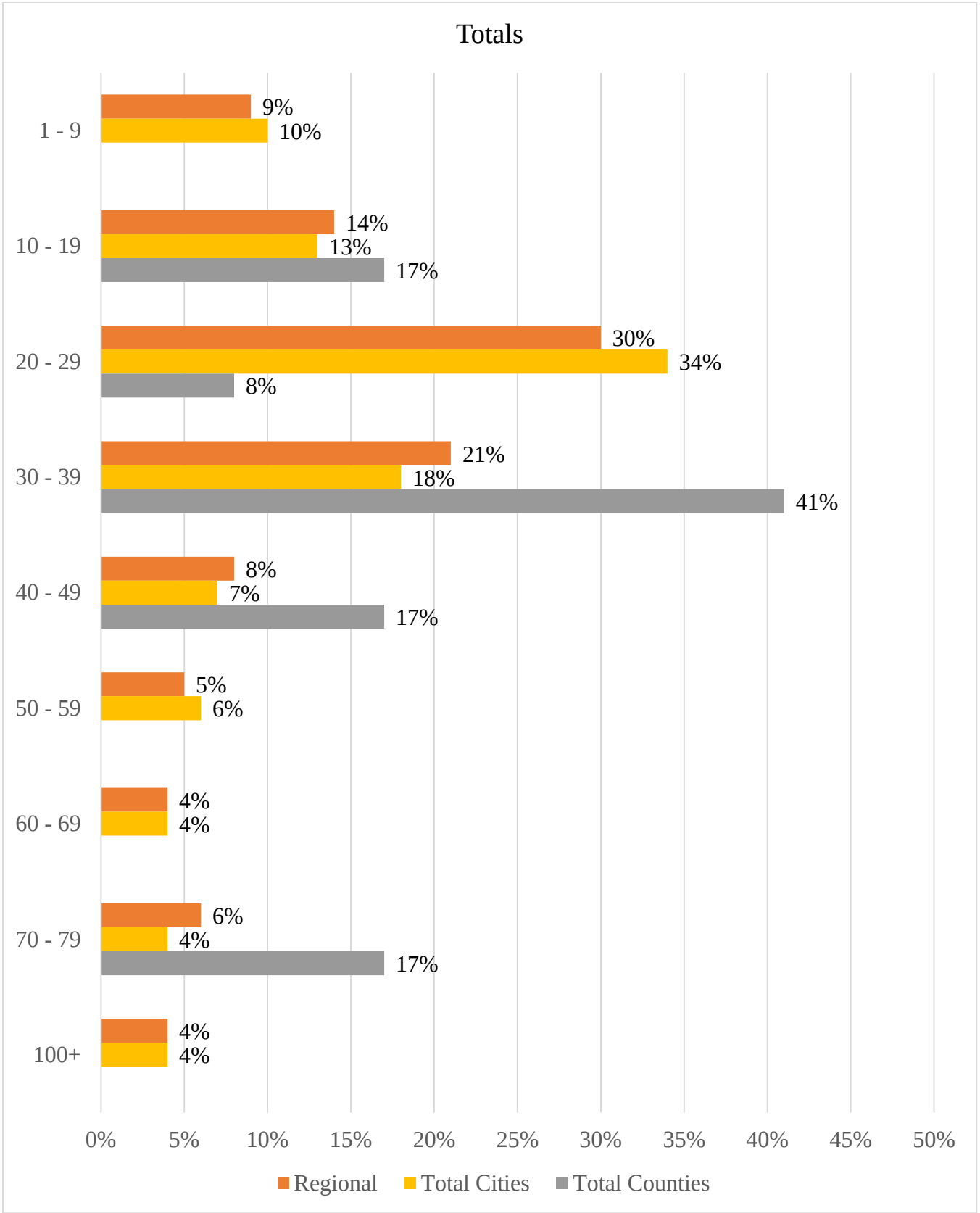
Total Suburban

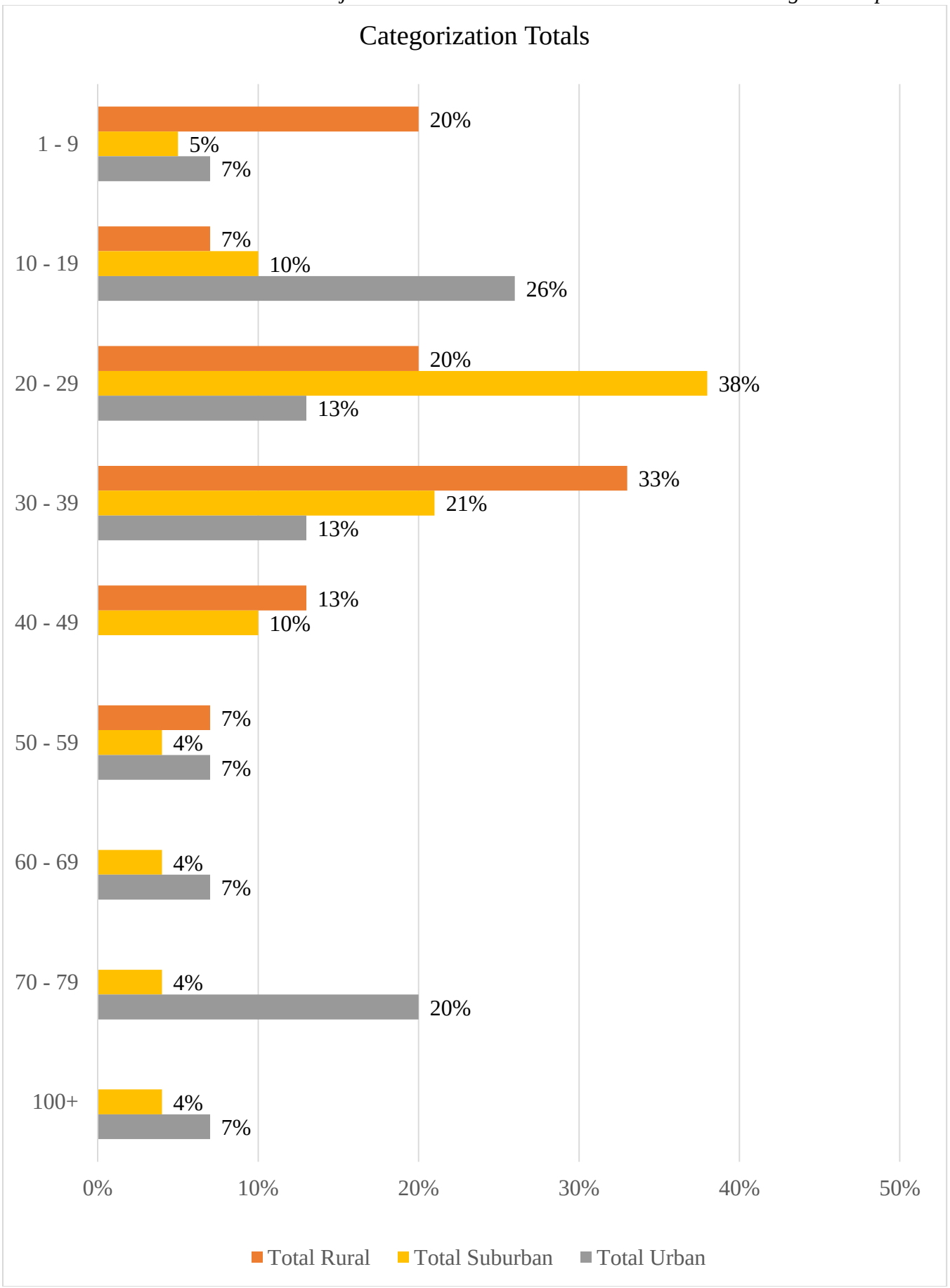
	Available in EOC	Available Near EOC	Not Available in EOC	Other
Sleeping quarters for staff	24.5%	47.2%	28.3%	0%
Showers for staff	41.5%	49.1%	9.4%	0%
Sufficient restrooms for staff	77.4%	22.6%	0%	0%
Full size kitchen	35.8%	41.5%	18.9%	3.8%
Break room/Less than full size kitchen	62.7%	33.3%	3.9%	0%

Total Urban

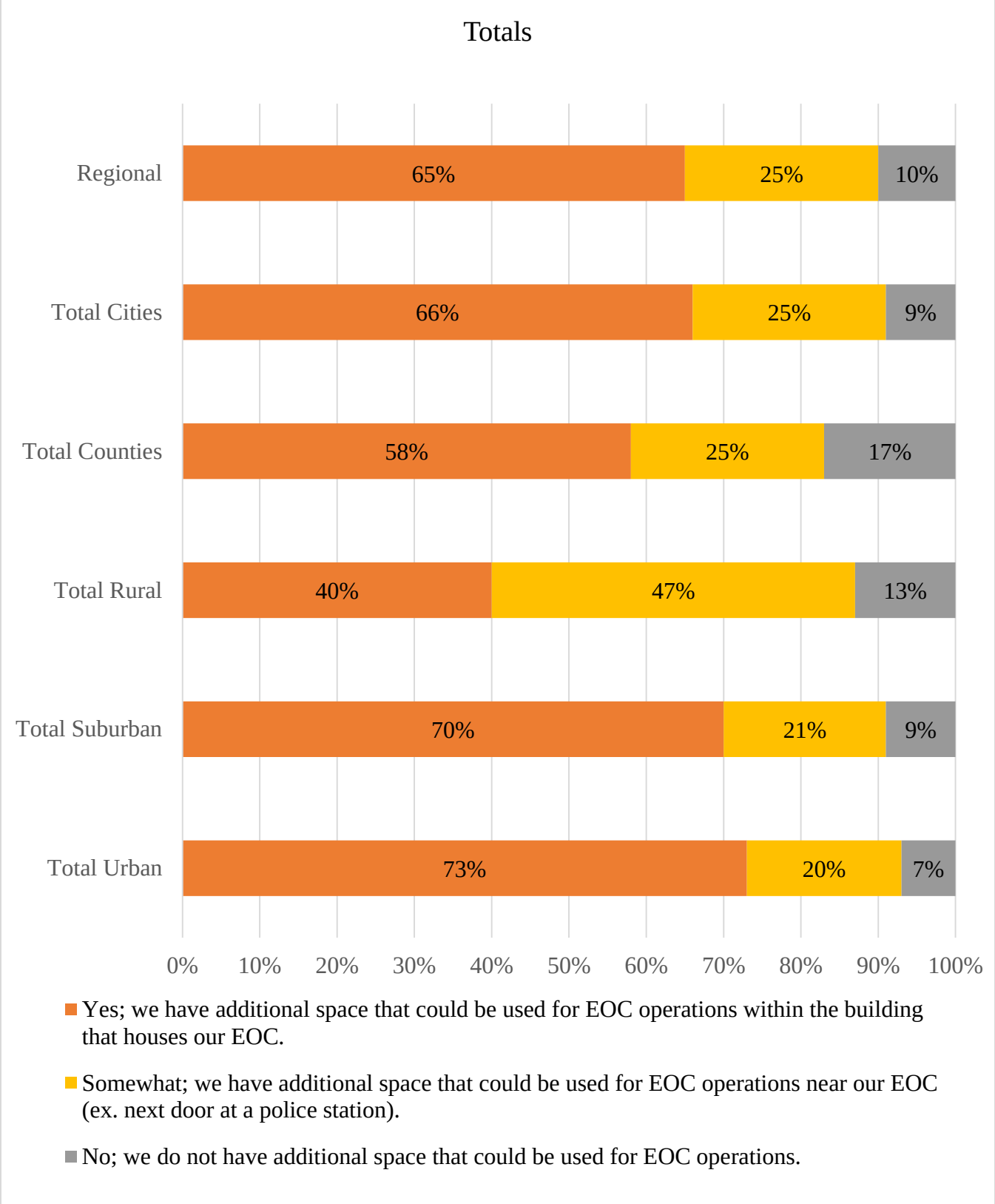
	Available in EOC	Available Near EOC	Not Available in EOC	Other
Sleeping quarters for staff	13.3%	26.7%	53.3%	6.7%
Showers for staff	40.0%	53.3%	6.7%	0%
Sufficient restrooms for staff	73.3%	26.7%	0%	0%
Full size kitchen	26.7%	40%	26.7%	6.7%
Break room/Less than full size kitchen	73.3%	26.7%	0%	0%

21. How many people can your EOC comfortably accommodate for a full scale response?

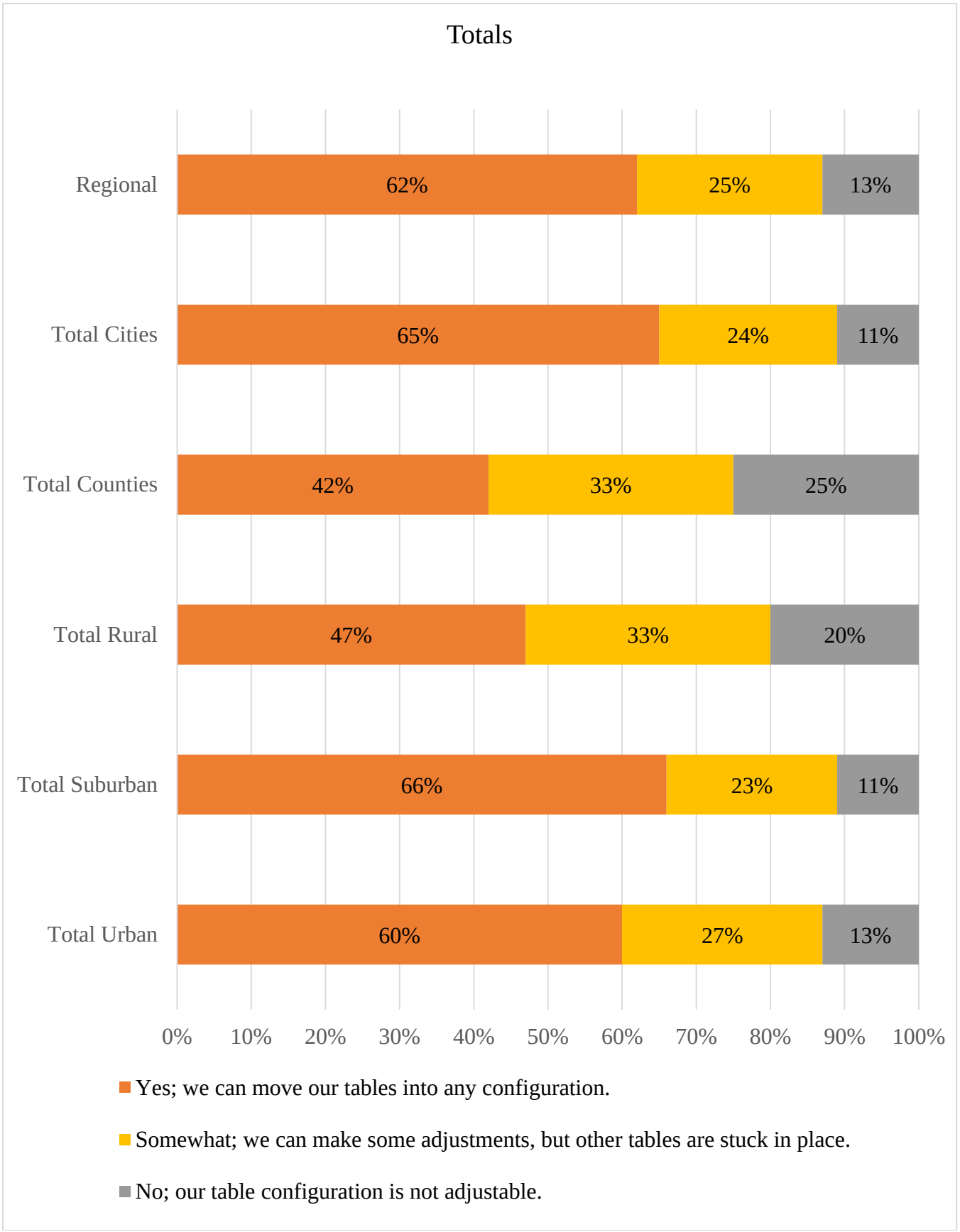



Categorization Totals
1 - 9
20%
5%
7%
10 - 19
7%
10%
26%
20 - 29
20%
38%
13%
30 - 39
33%
21%
13%
40 - 49
13%
10%
50 - 59
7%
4%
7%
60 - 69
4%
7%
70 - 79
4%
20%
100+
4%
7%
0%
10%
20%
30%
40%
50%
Total Rural
Total Suburban
Total Urban

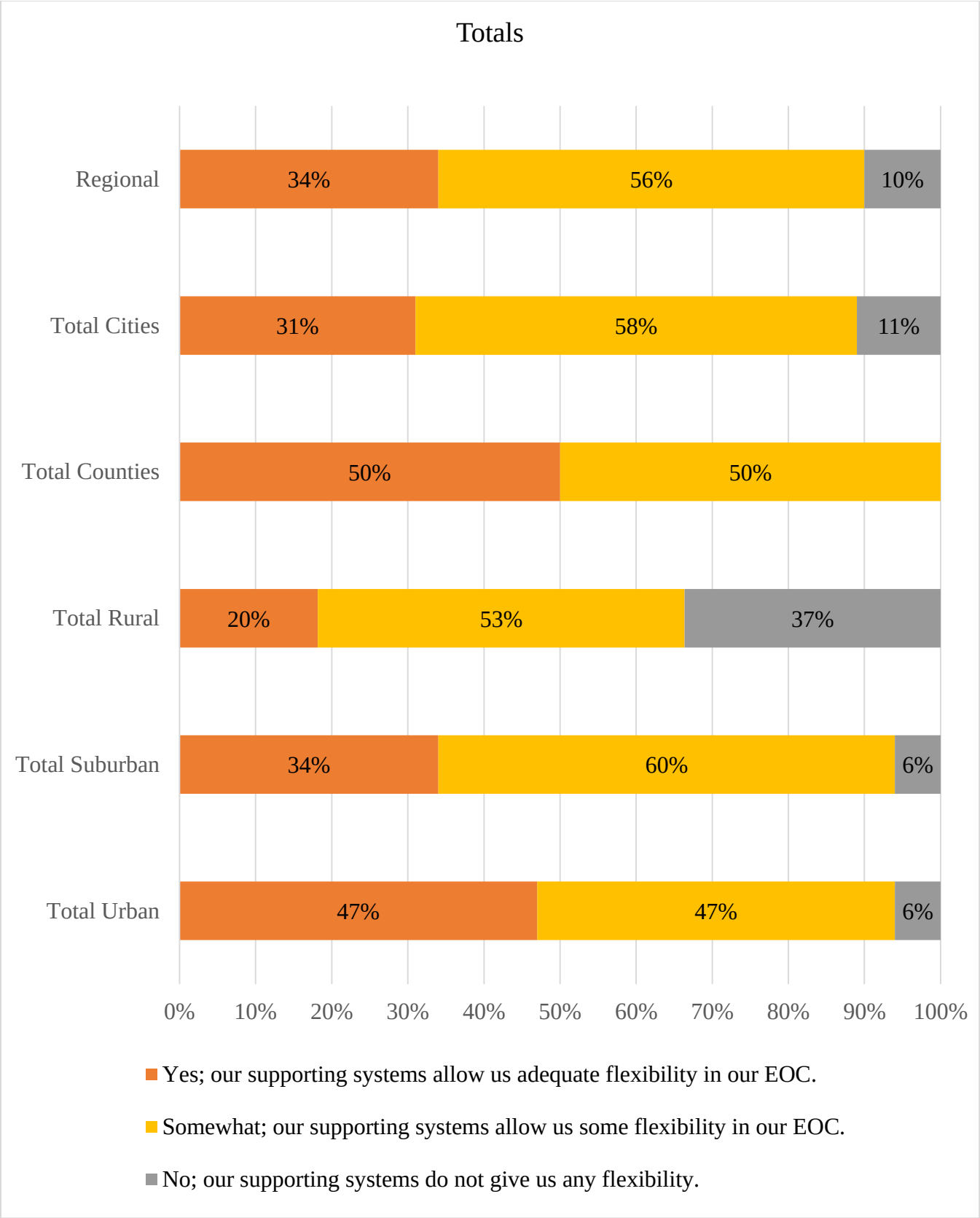
22. Is your EOC expandable, allowing for adding more personnel beyond the main room and utilizing ancillary rooms/ break-out rooms in the same building?



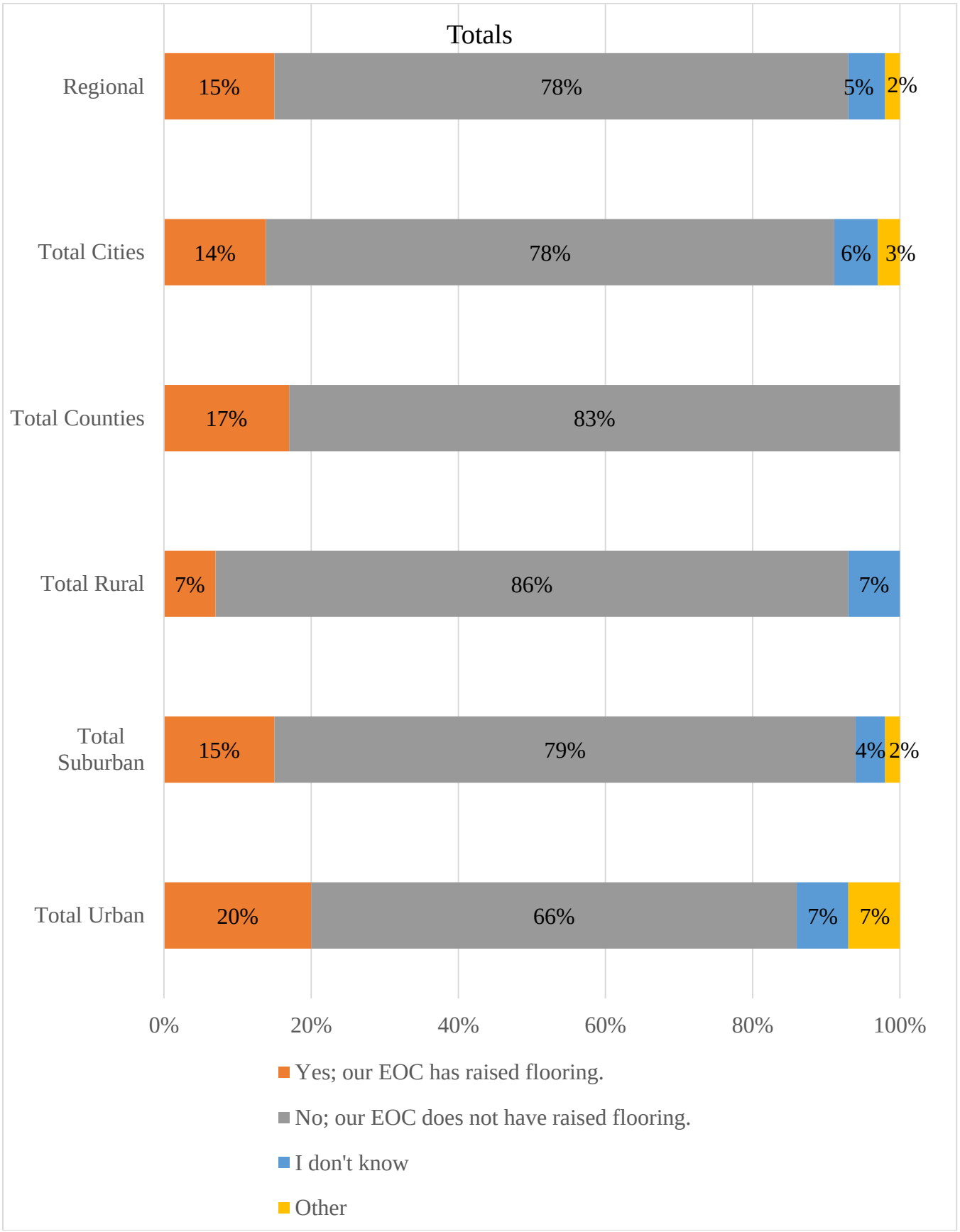
23. Are you able to adjust the table configuration in your EOC?



24. Do the supporting systems in your EOC allow you the flexibility you need in your EOC (i.e., power outlets, phone lines, etc.)?



25. Does your EOC feature raised flooring?



26. What single physical improvement would most benefit your EOC?

Please note that this question was an open response question, so there is no corresponding graph. Respondent's answers were gathered and an overall summary was written below.

Respondents overwhelmingly identified space issues as the single physical improvement that would most benefit their EOCs. More space was the single improvement identified across jurisdiction types. Dedicated space and space that is conducive to EOC operations were also identified as needs. Multiple respondents identified the need for raised flooring and more electrical outlets and electrical outlets on the floor as a primary need.

Facility hardening was also identified by a significant number of respondents as a need. Multiple respondents identified the need for storm shutters and/or to harden the facility recognized standards as a primary need.

Security upgrades were also identified by multiple respondents as a significant need. Specific upgrades identified included coded access to the facility and a dedicated entrance so that EOC staffers do not need to go through another secure part of the building.

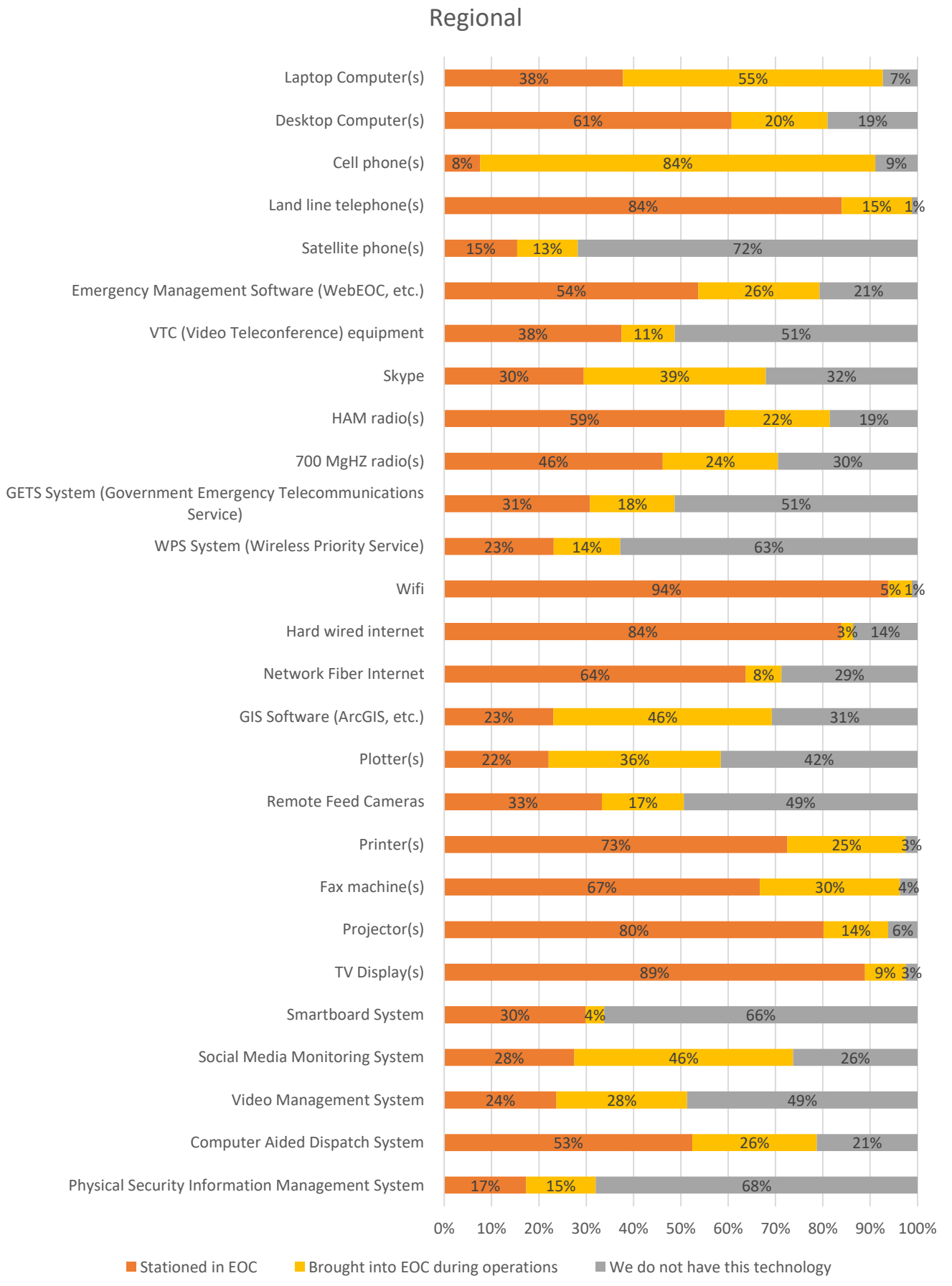
Two respondents identified the need for a back-up generator at their EOC location.

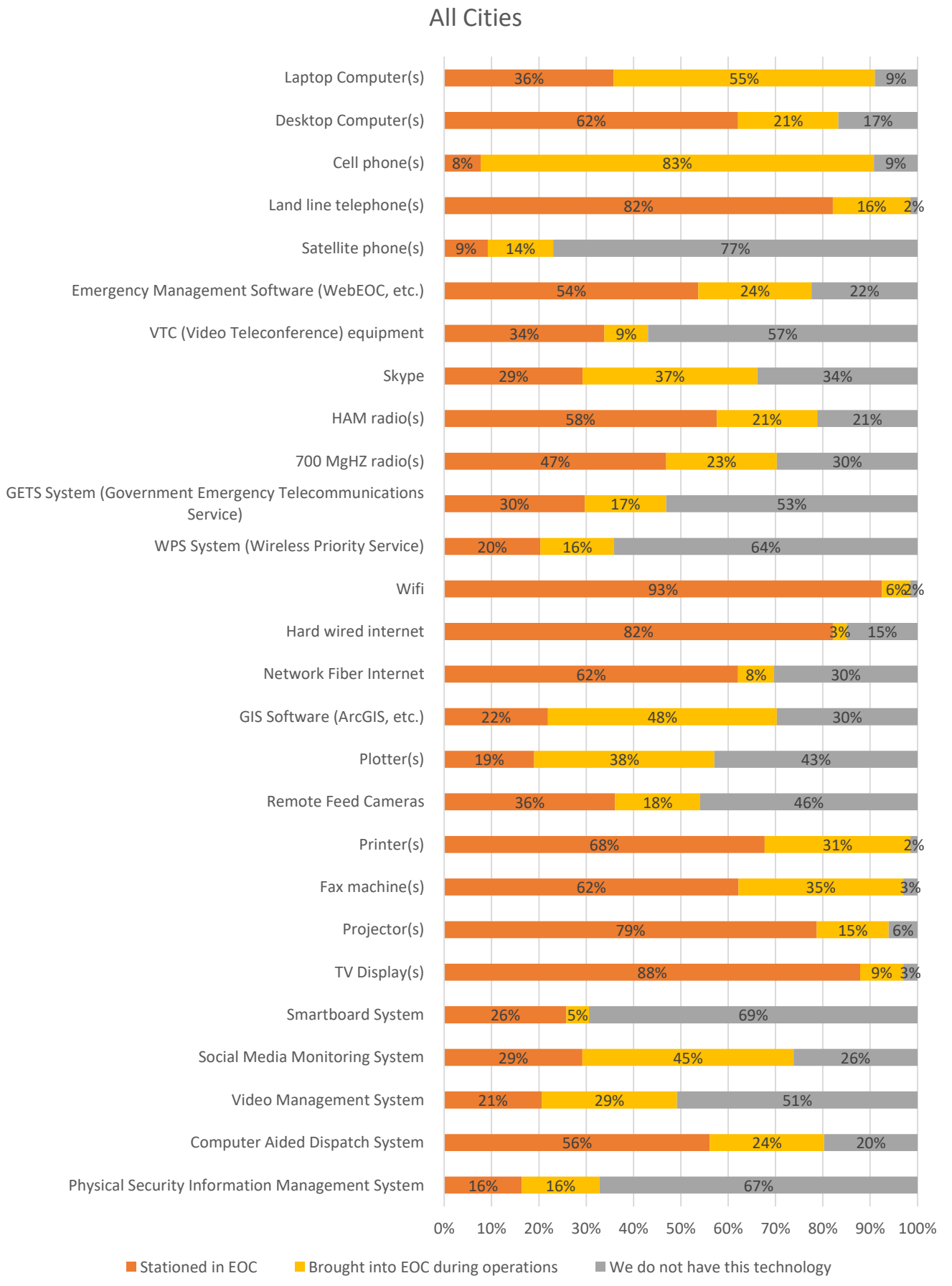
Other physical improvements identified include the infrastructure to support communication capabilities. More phone and computer lines were specifically identified as need.

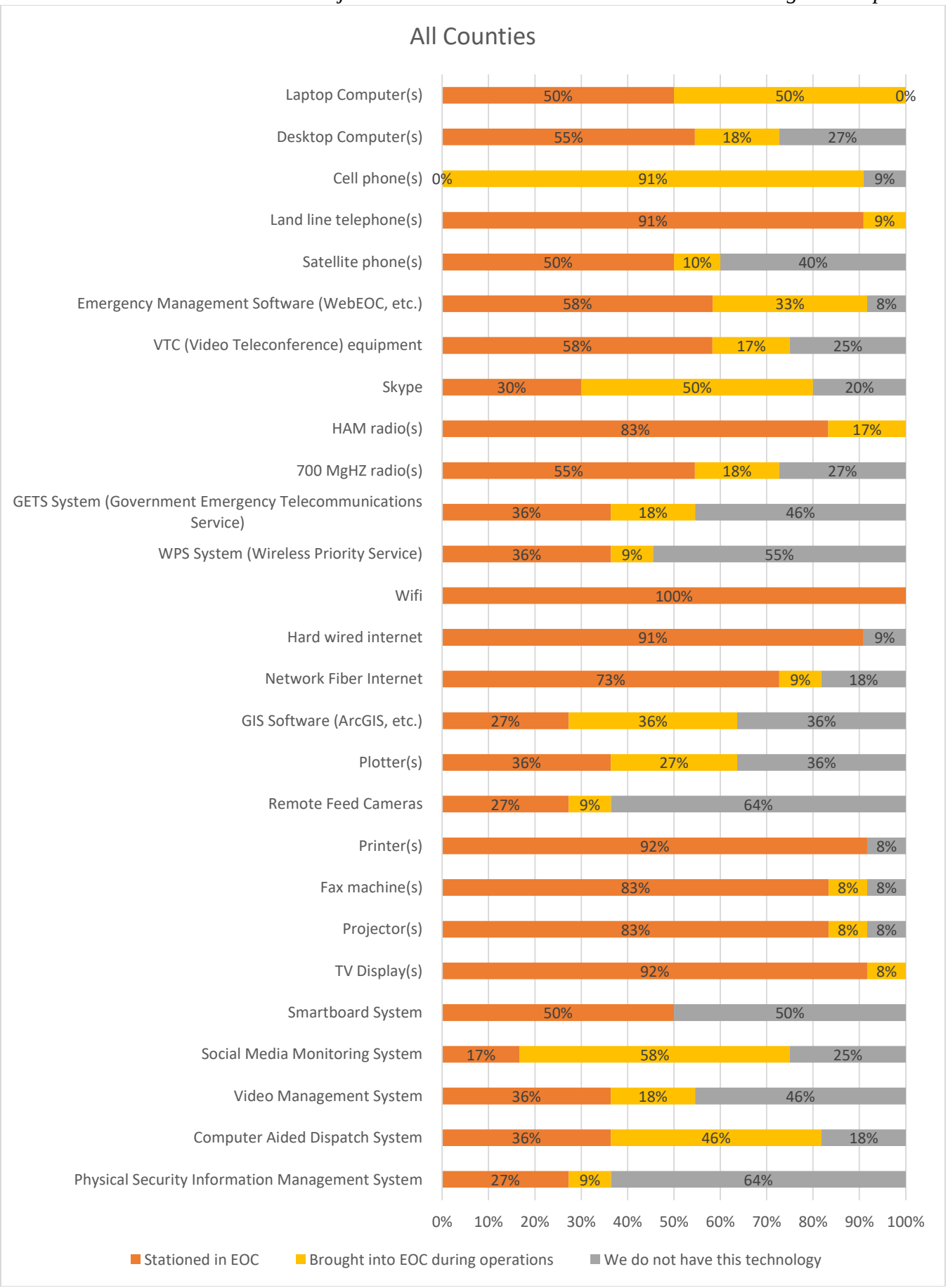
Equipment

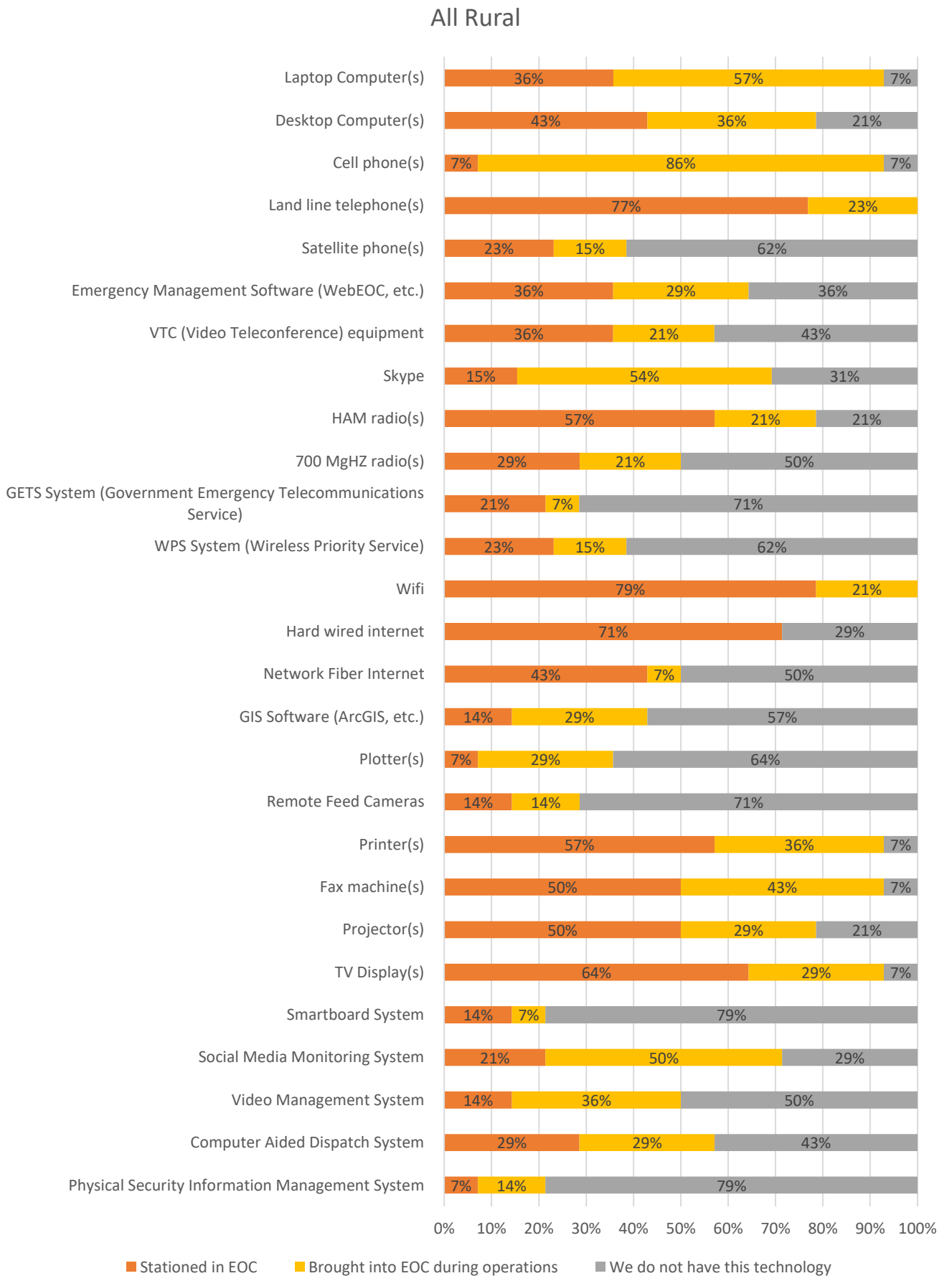
27. Please select each of the following technologies that are used in your EOC based on whether they are permanently stationed in your EOC or are brought in when needed.

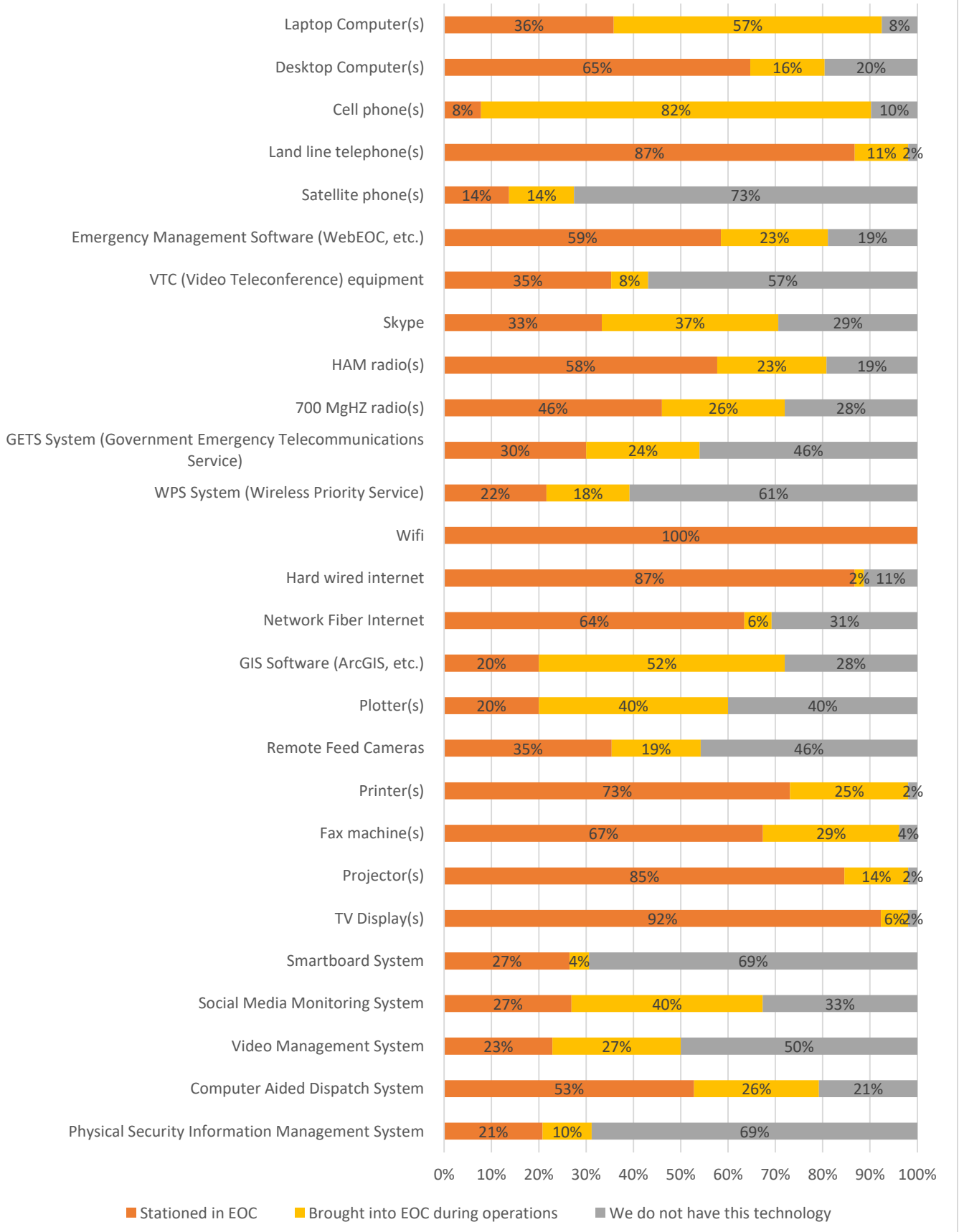
- *Laptop Computer(s)*
- *Desktop Computer(s)*
- *Cell phone(s)*
- *Land line telephone(s)*
- *Satellite phone(s)*
- *Emergency Management Software (WebEOC, etc.)*
- *VTC (Video Teleconference) equipment*
- *Skype*
- *HAM radio(s)*
- *700 MgHZ radio(s)*
- *GETS System (Government Emergency Telecommunications Service)*
- *WPS System (Wireless Priority Service)*
- *Wi-Fi*
- *Hard Wired Internet*
- *Network Fiber Internet*
- *GIS Software (ArcGIS, etc.)*
- *Plotter(s)*
- *Remote Feed Cameras*
- *Printer(s)*
- *Fax machine(s)*
- *Projector(s)*
- *TV Display(s)*
- *Smartboard System*
- *Social Media Monitoring System*
- *Video Management System*
- *Computer Aided Dispatch System*
- *Physical Security Information Management System*

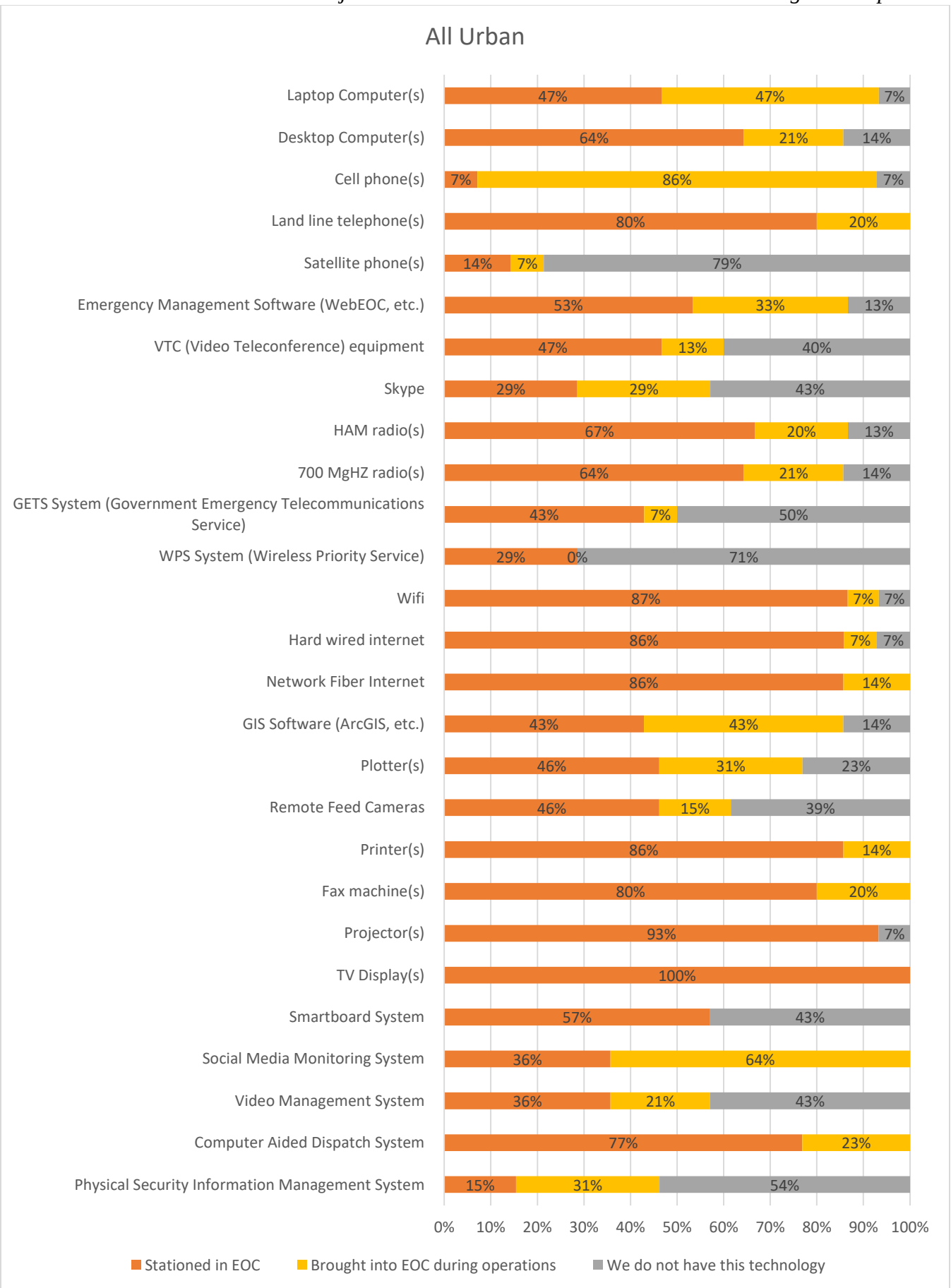

Regional
Laptop Computer(s) 38% 55% 7%
Desktop Computer(s) 61% 20% 19%
Cell phone(s) 8% 84% 9%
Land line telephone(s) 84% 15% 1%
Satellite phone(s) 15% 13% 72%
Emergency Management Software (WebEOC, etc.) 54% 26% 21%
VTC (Video Teleconference) equipment 38% 11% 51%
Skype 30% 39% 32%
HAM radio(s) 59% 22% 19%
700 MgHZ radio(s) 46% 24% 30%
GETS System (Government Emergency Telecommunications Service) 31% 18% 51%
WPS System (Wireless Priority Service) 23% 14% 63%
Wifi 94% 5% 1%
Hard wired internet 84% 3% 14%
Network Fiber Internet 64% 8% 29%
GIS Software (ArcGIS, etc.) 23% 46% 31%
Plotter(s) 22% 36% 42%
Remote Feed Cameras 33% 17% 49%
Printer(s) 73% 25% 3%
Fax machine(s) 67% 30% 4%
Projector(s) 80% 14% 6%
TV Display(s) 89% 9% 3%
Smartboard System 30% 4% 66%
Social Media Monitoring System 28% 46% 26%
Video Management System 24% 28% 49%
Computer Aided Dispatch System 53% 26% 21%
Physical Security Information Management System 17% 15% 68%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations
We do not have this technology


All Cities
Laptop Computer(s) 36% 55% 9%
Desktop Computer(s) 62% 21% 17%
Cell phone(s) 8% 83% 9%
Land line telephone(s) 82% 16% 2%
Satellite phone(s) 9% 14% 77%
Emergency Management Software (WebEOC, etc.) 54% 24% 22%
VTC (Video Teleconference) equipment 34% 9% 57%
Skype 29% 37% 34%
HAM radio(s) 58% 21% 21%
700 MgHZ radio(s) 47% 23% 30%
GETS System (Government Emergency Telecommunications Service) 30% 17% 53%
WPS System (Wireless Priority Service) 20% 16% 64%
Wifi 93% 6% 2%
Hard wired internet 82% 3% 15%
Network Fiber Internet 62% 8% 30%
GIS Software (ArcGIS, etc.) 22% 48% 30%
Plotter(s) 19% 38% 43%
Remote Feed Cameras 36% 18% 46%
Printer(s) 68% 31% 2%
Fax machine(s) 62% 35% 3%
Projector(s) 79% 15% 6%
TV Display(s) 88% 9% 3%
Smartboard System 26% 5% 69%
Social Media Monitoring System 29% 45% 26%
Video Management System 21% 29% 51%
Computer Aided Dispatch System 56% 24% 20%
Physical Security Information Management System 16% 16% 67%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations
We do not have this technology

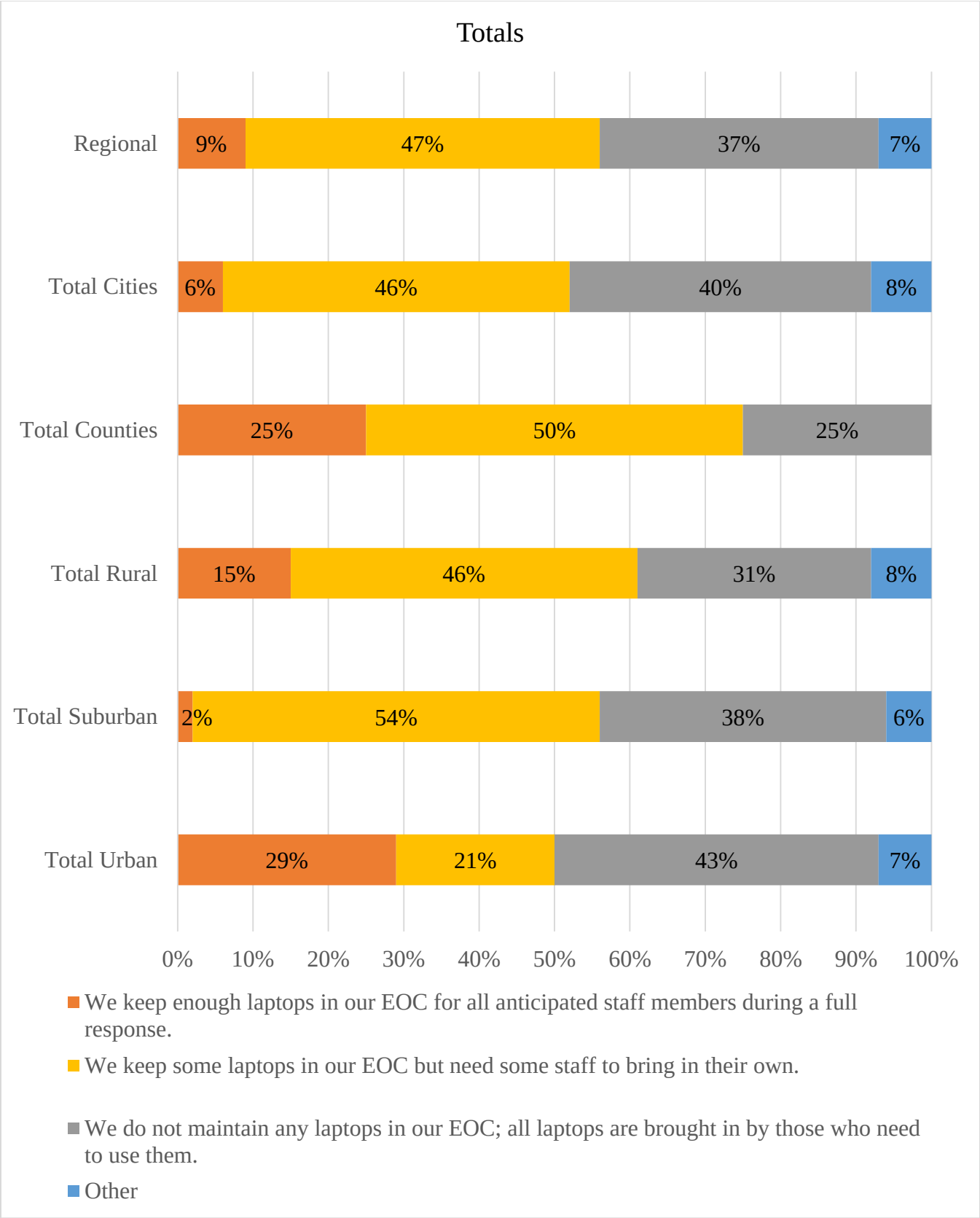

All Counties
Laptop Computer(s) 50% 50% 0%
Desktop Computer(s) 55% 18% 27%
Cell phone(s) 0% 91% 9%
Land line telephone(s) 91% 9%
Satellite phone(s) 50% 10% 40%
Emergency Management Software (WebEOC, etc.) 58% 33% 8%
VTC (Video Teleconference) equipment 58% 17% 25%
Skype 30% 50% 20%
HAM radio(s) 83% 17%
700 MgHZ radio(s) 55% 18% 27%
GETS System (Government Emergency Telecommunications Service) 36% 18% 46%
WPS System (Wireless Priority Service) 36% 9% 55%
Wifi 100%
Hard wired internet 91% 9%
Network Fiber Internet 73% 9% 18%
GIS Software (ArcGIS, etc.) 27% 36% 36%
Plotter(s) 36% 27% 36%
Remote Feed Cameras 27% 9% 64%
Printer(s) 92% 8%
Fax machine(s) 83% 8% 8%
Projector(s) 83% 8% 8%
TV Display(s) 92% 8%
Smartboard System 50% 50%
Social Media Monitoring System 17% 58% 25%
Video Management System 36% 18% 46%
Computer Aided Dispatch System 36% 46% 18%
Physical Security Information Management System 27% 9% 64%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations
We do not have this technology


All Rural
Laptop Computer(s) 36% 57% 7%
Desktop Computer(s) 43% 36% 21%
Cell phone(s) 7% 86% 7%
Land line telephone(s) 77% 23%
Satellite phone(s) 23% 15% 62%
Emergency Management Software (WebEOC, etc.) 36% 29% 36%
VTC (Video Teleconference) equipment 36% 21% 43%
Skype 15% 54% 31%
HAM radio(s) 57% 21% 21%
700 MgHZ radio(s) 29% 21% 50%
GETS System (Government Emergency Telecommunications Service) 21% 7% 71%
WPS System (Wireless Priority Service) 23% 15% 62%
Wifi 79% 21%
Hard wired internet 71% 29%
Network Fiber Internet 43% 7% 50%
GIS Software (ArcGIS, etc.) 14% 29% 57%
Plotter(s) 7% 29% 64%
Remote Feed Cameras 14% 14% 71%
Printer(s) 57% 36% 7%
Fax machine(s) 50% 43% 7%
Projector(s) 50% 29% 21%
TV Display(s) 64% 29% 7%
Smartboard System 14% 7% 79%
Social Media Monitoring System 21% 50% 29%
Video Management System 14% 36% 50%
Computer Aided Dispatch System 29% 29% 43%
Physical Security Information Management System 7% 14% 79%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations
We do not have this technology

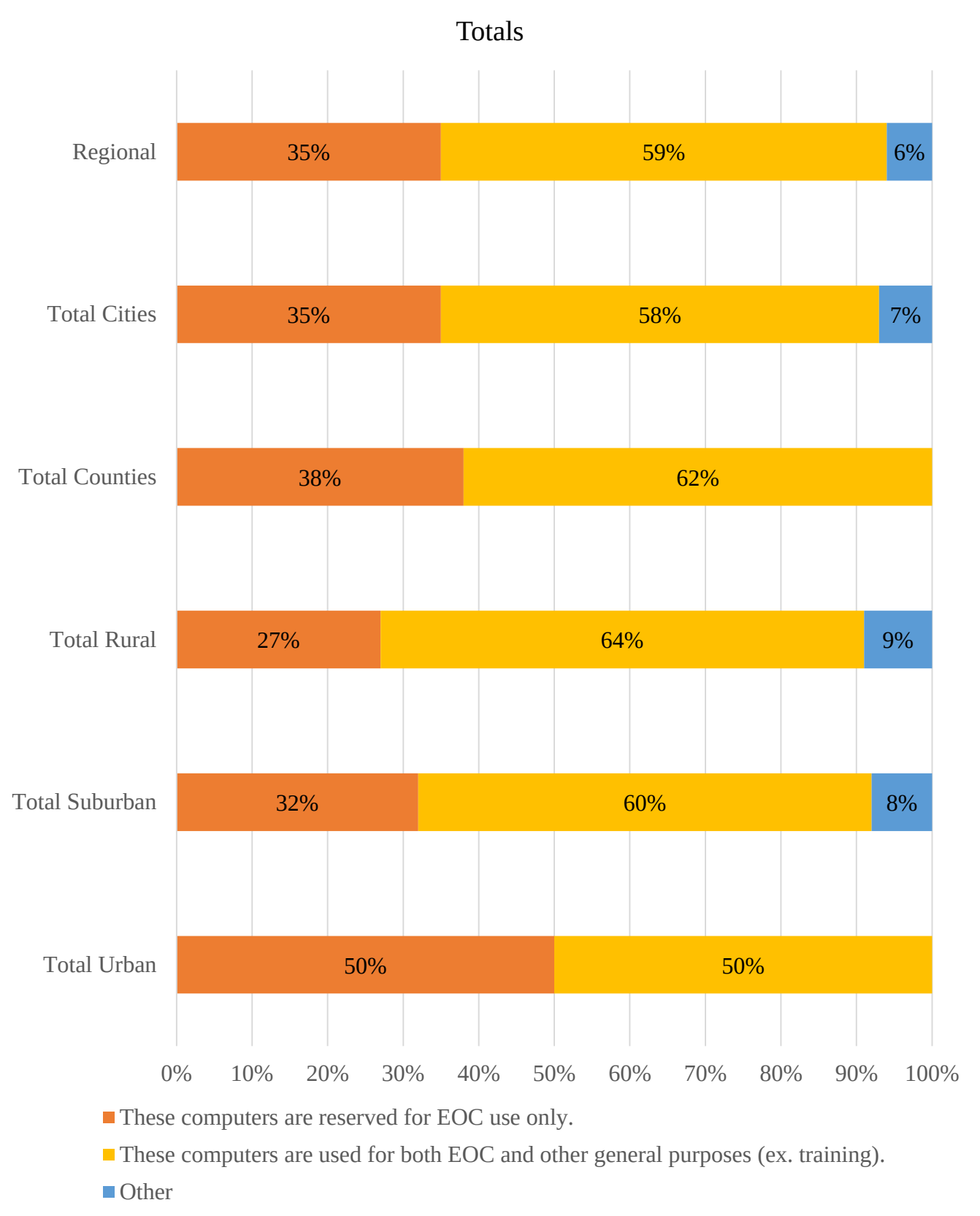

All Suburban
Laptop Computer(s) 36% 57% 8%
Desktop Computer(s) 65% 16% 20%
Cell phone(s) 8% 82% 10%
Land line telephone(s) 87% 11% 2%
Satellite phone(s) 14% 14% 73%
Emergency Management Software (WebEOC, etc.) 59% 23% 19%
VTC (Video Teleconference) equipment 35% 8% 57%
Skype 33% 37% 29%
HAM radio(s) 58% 23% 19%
700 MgHZ radio(s) 46% 26% 28%
GETS System (Government Emergency Telecommunications Service) 30% 24% 46%
WPS System (Wireless Priority Service) 22% 18% 61%
Wifi 100%
Hard wired internet 87% 2% 11%
Network Fiber Internet 64% 6% 31%
GIS Software (ArcGIS, etc.) 20% 52% 28%
Plotter(s) 20% 40% 40%
Remote Feed Cameras 35% 19% 46%
Printer(s) 73% 25% 2%
Fax machine(s) 67% 29% 4%
Projector(s) 85% 14% 2%
TV Display(s) 92% 6% 2%
Smartboard System 27% 4% 69%
Social Media Monitoring System 27% 40% 33%
Video Management System 23% 27% 50%
Computer Aided Dispatch System 53% 26% 21%
Physical Security Information Management System 21% 10% 69%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations
We do not have this technology


All Urban
Laptop Computer(s) 47% 47% 7%
Desktop Computer(s) 64% 21% 14%
Cell phone(s) 7% 86% 7%
Land line telephone(s) 80% 20%
Satellite phone(s) 14% 7% 79%
Emergency Management Software (WebEOC, etc.) 53% 33% 13%
VTC (Video Teleconference) equipment 47% 13% 40%
Skype 29% 29% 43%
HAM radio(s) 67% 20% 13%
700 MgHZ radio(s) 64% 21% 14%
GETS System (Government Emergency Telecommunications Service) 43% 7% 50%
WPS System (Wireless Priority Service) 29% 0% 71%
Wifi 87% 7% 7%
Hard wired internet 86% 7% 7%
Network Fiber Internet 86% 14%
GIS Software (ArcGIS, etc.) 43% 43% 14%
Plotter(s) 46% 31% 23%
Remote Feed Cameras 46% 15% 39%
Printer(s) 86% 14%
Fax machine(s) 80% 20%
Projector(s) 93% 7%
TV Display(s) 100%
Smartboard System 57% 43%
Social Media Monitoring System 36% 64%
Video Management System 36% 21% 43%
Computer Aided Dispatch System 77% 23%
Physical Security Information Management System 15% 31% 54%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations
We do not have this technology

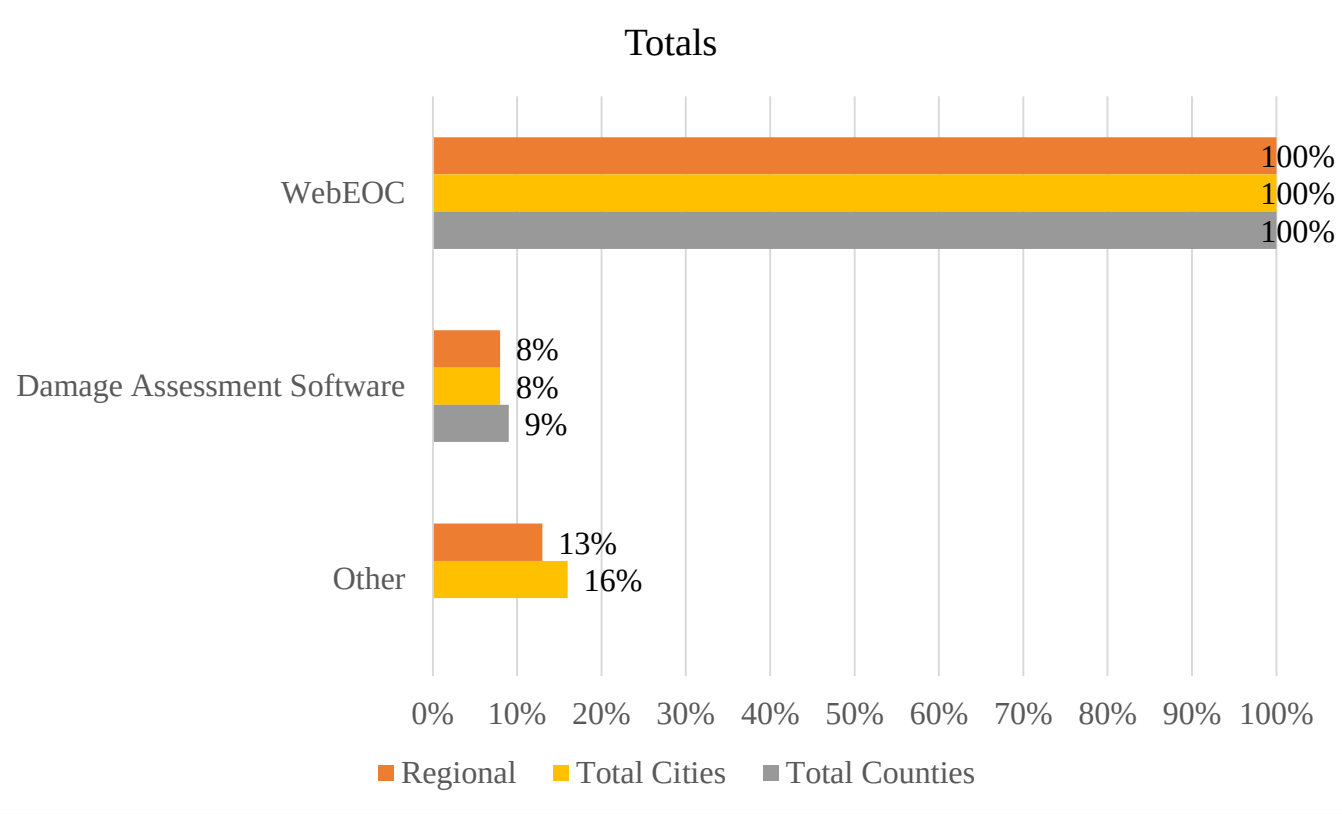
28. Please select the best representation of how laptops are used in your EOC.

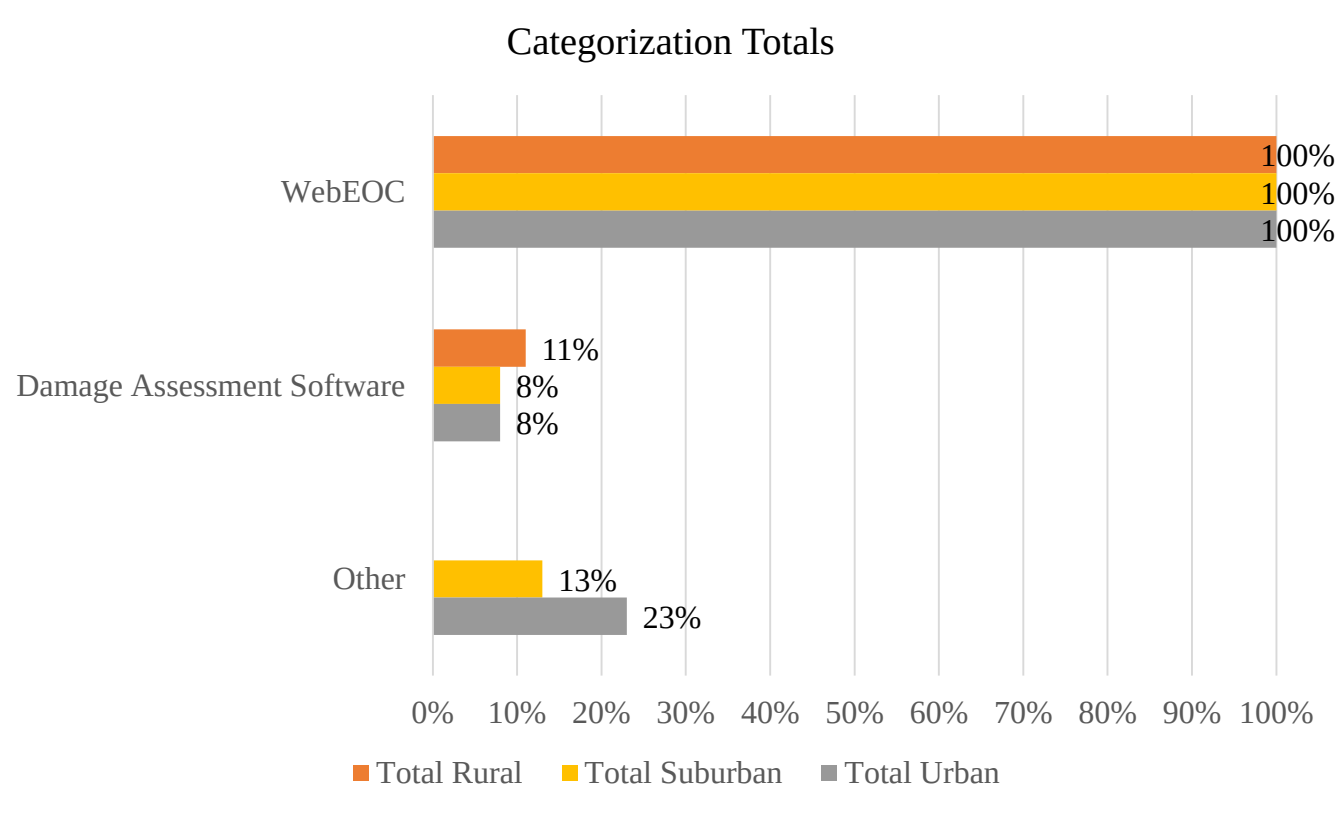


29. Please select the best representation of how desktop computer(s) are used in your EOC.

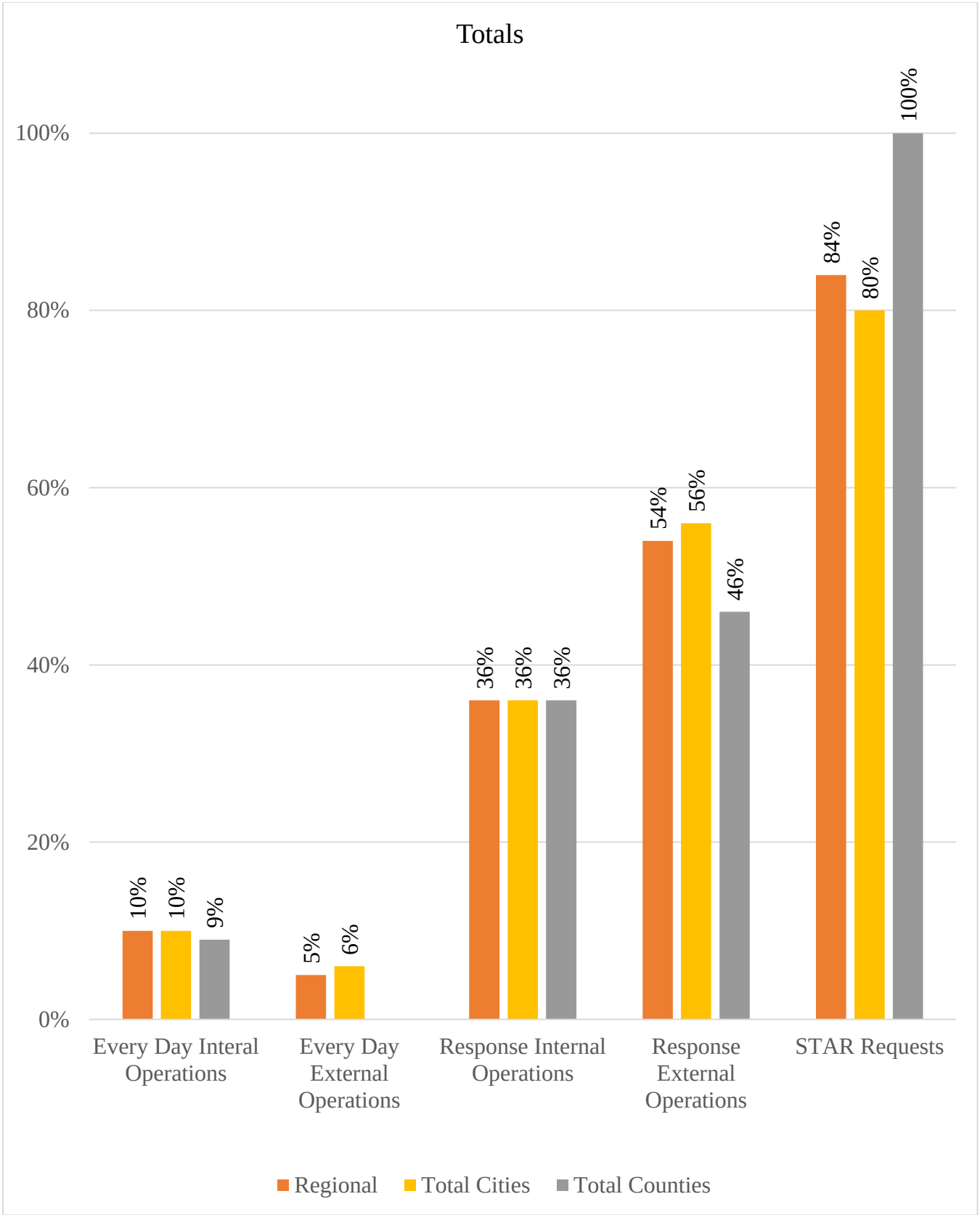


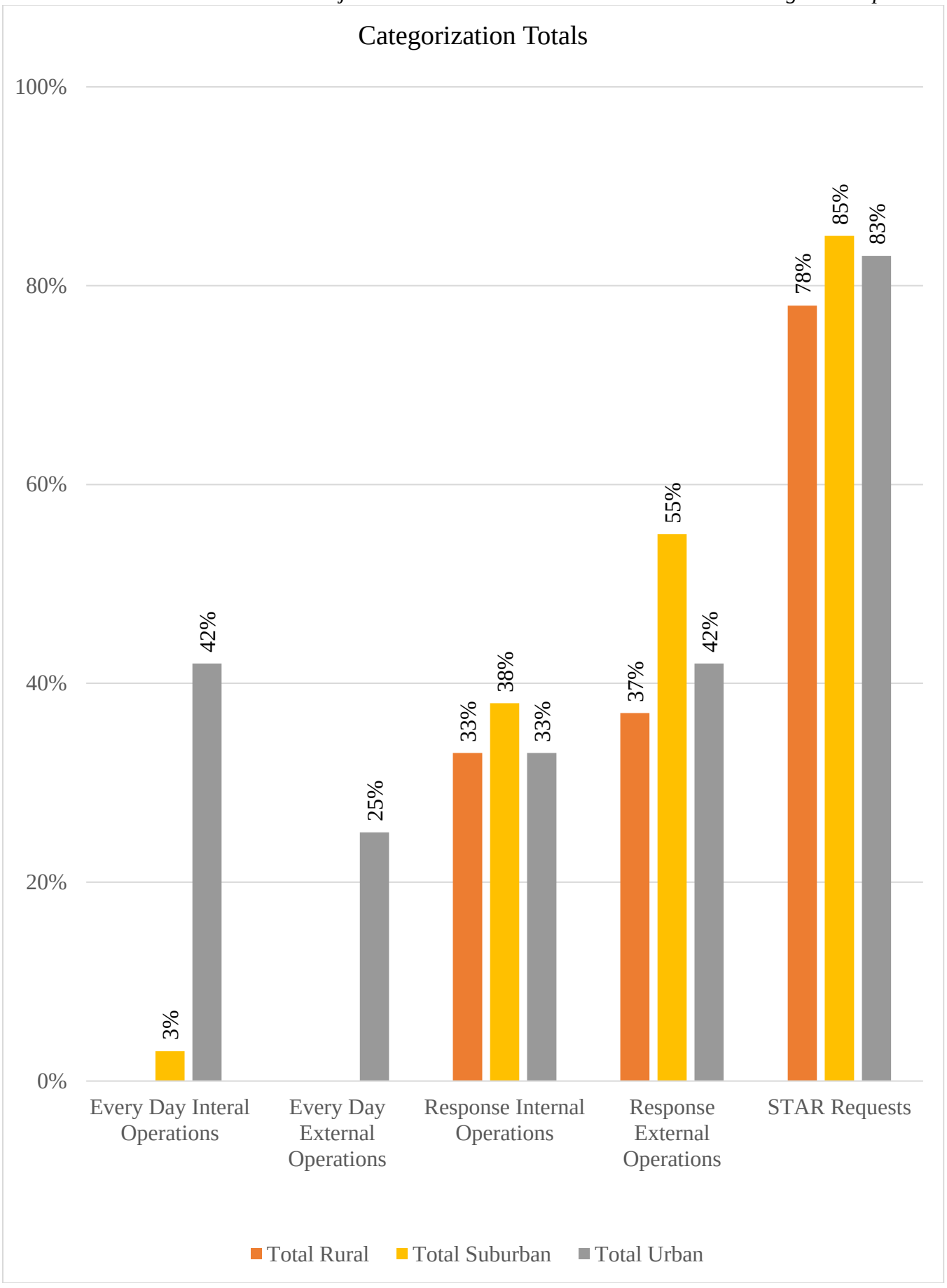
30. What emergency management software do you have? Please select all that apply.



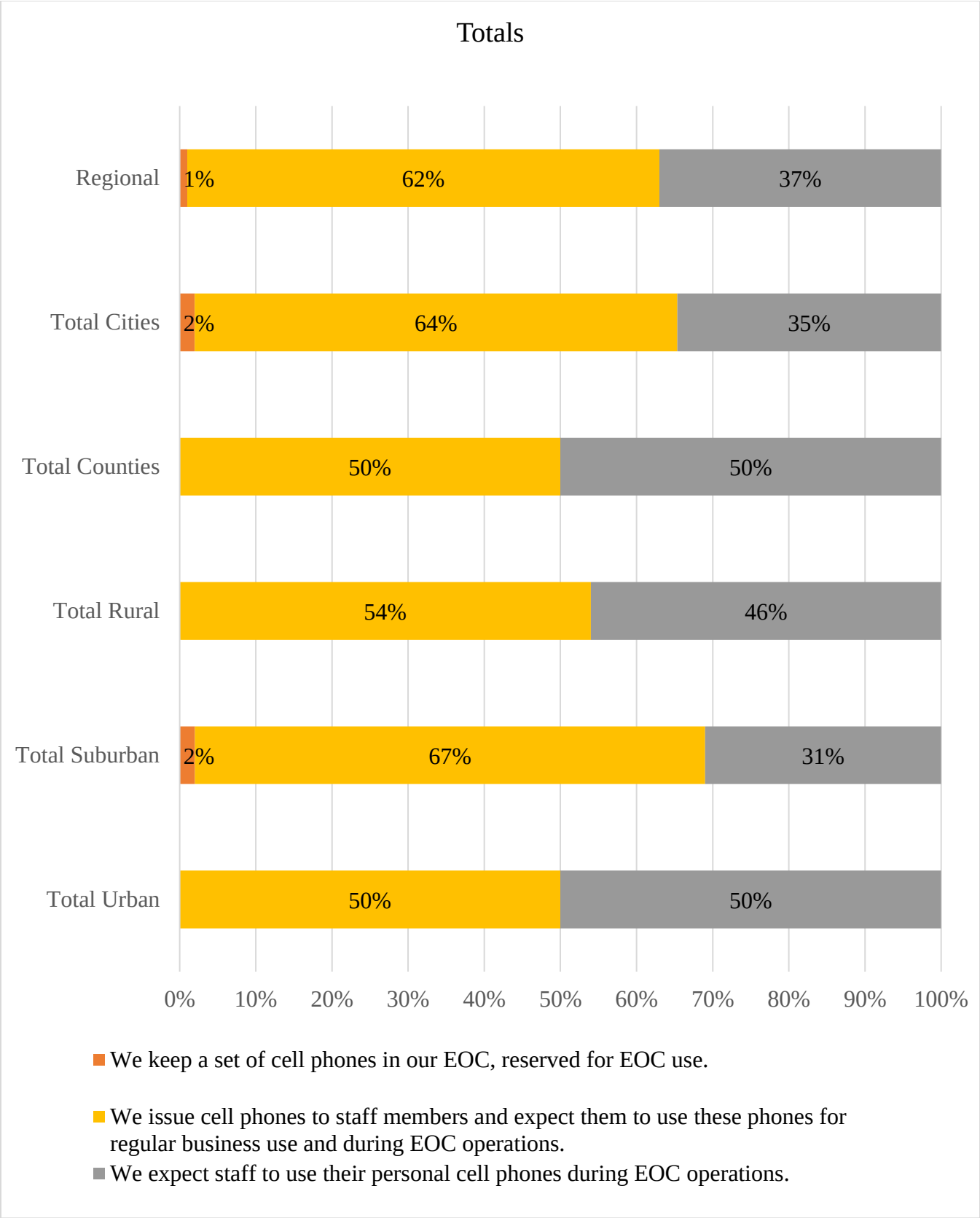


31. How do you use your Emergency Management software? Please select all that apply.

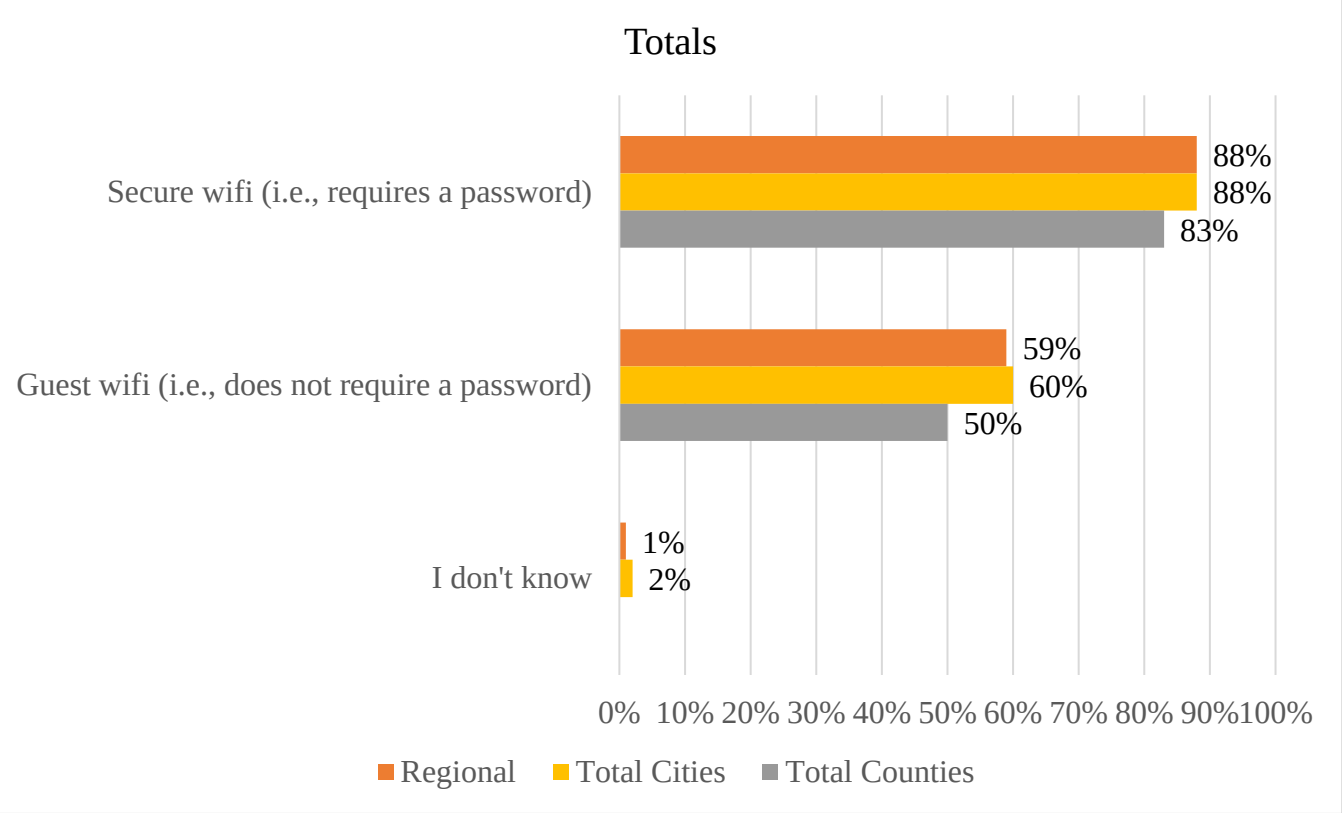


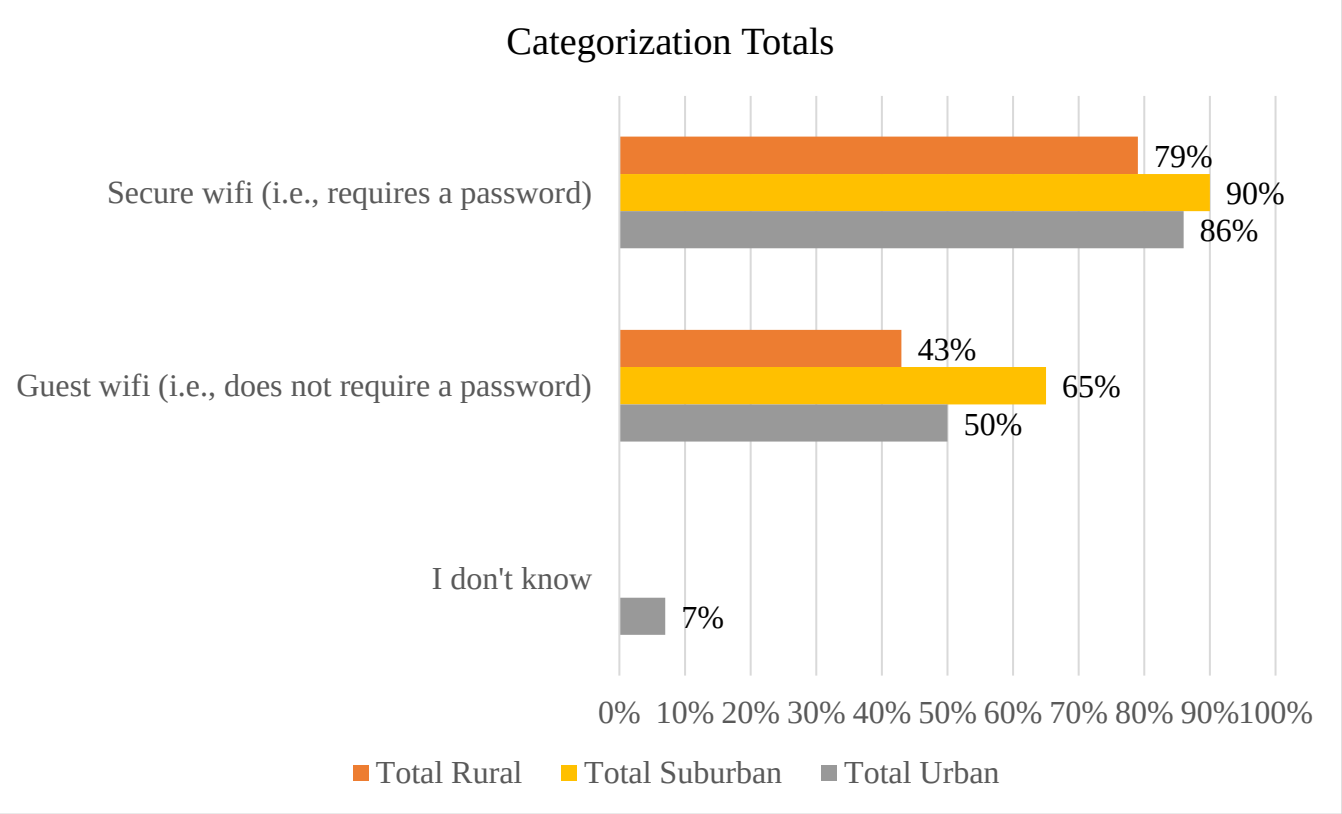

Categorization Totals
100%
80%
60%
40%
20%
0%
3%
42%
25%
33%
38%
33%
37%
55%
42%
78%
85%
83%
Every Day Interal Operations
Every Day External Operations
Response Internal Operations
Response External Operations
STAR Requests
Total Rural
Total Suburban
Total Urban

32. Please select the best representation of how cell phones are used in your EOC.

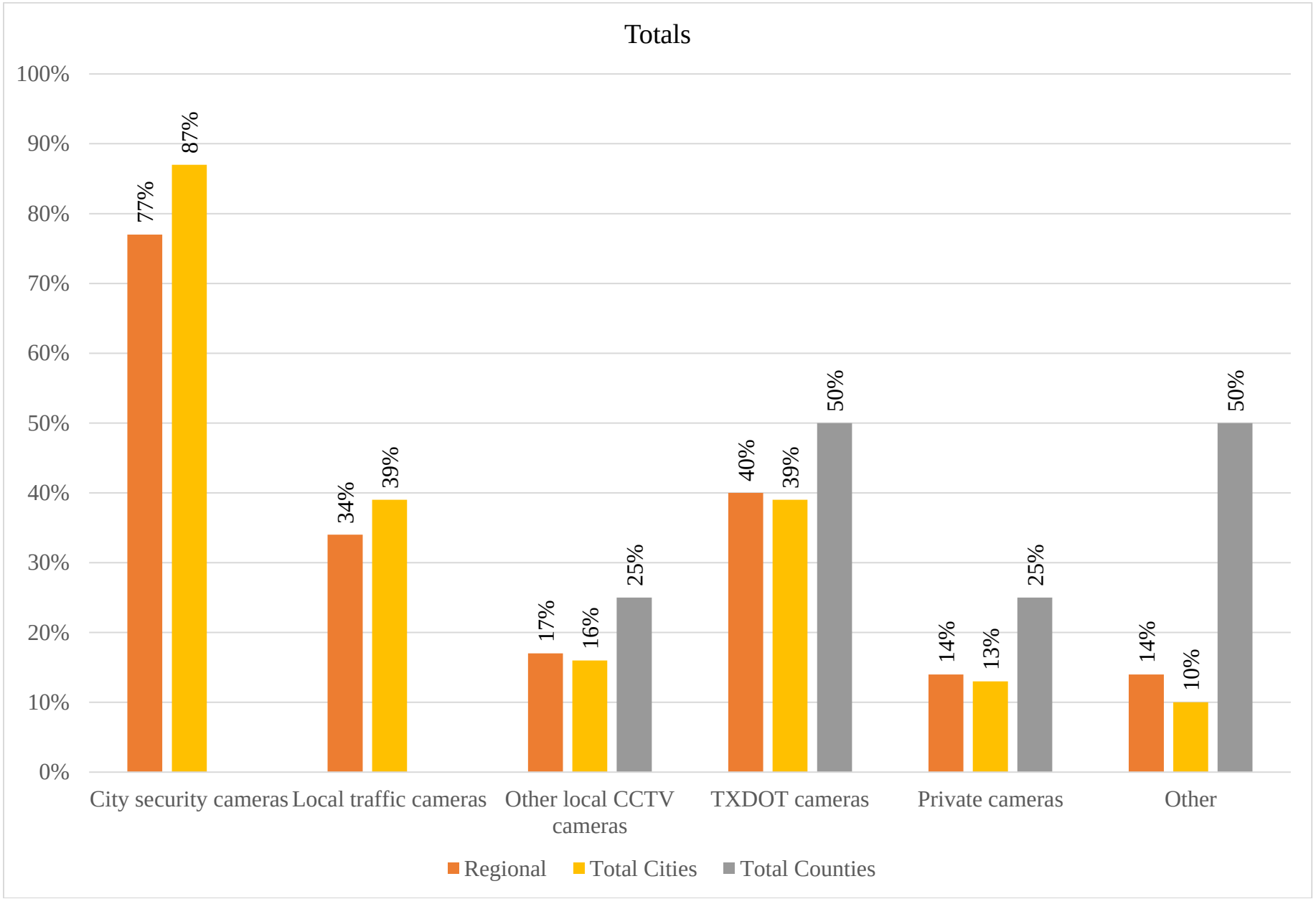


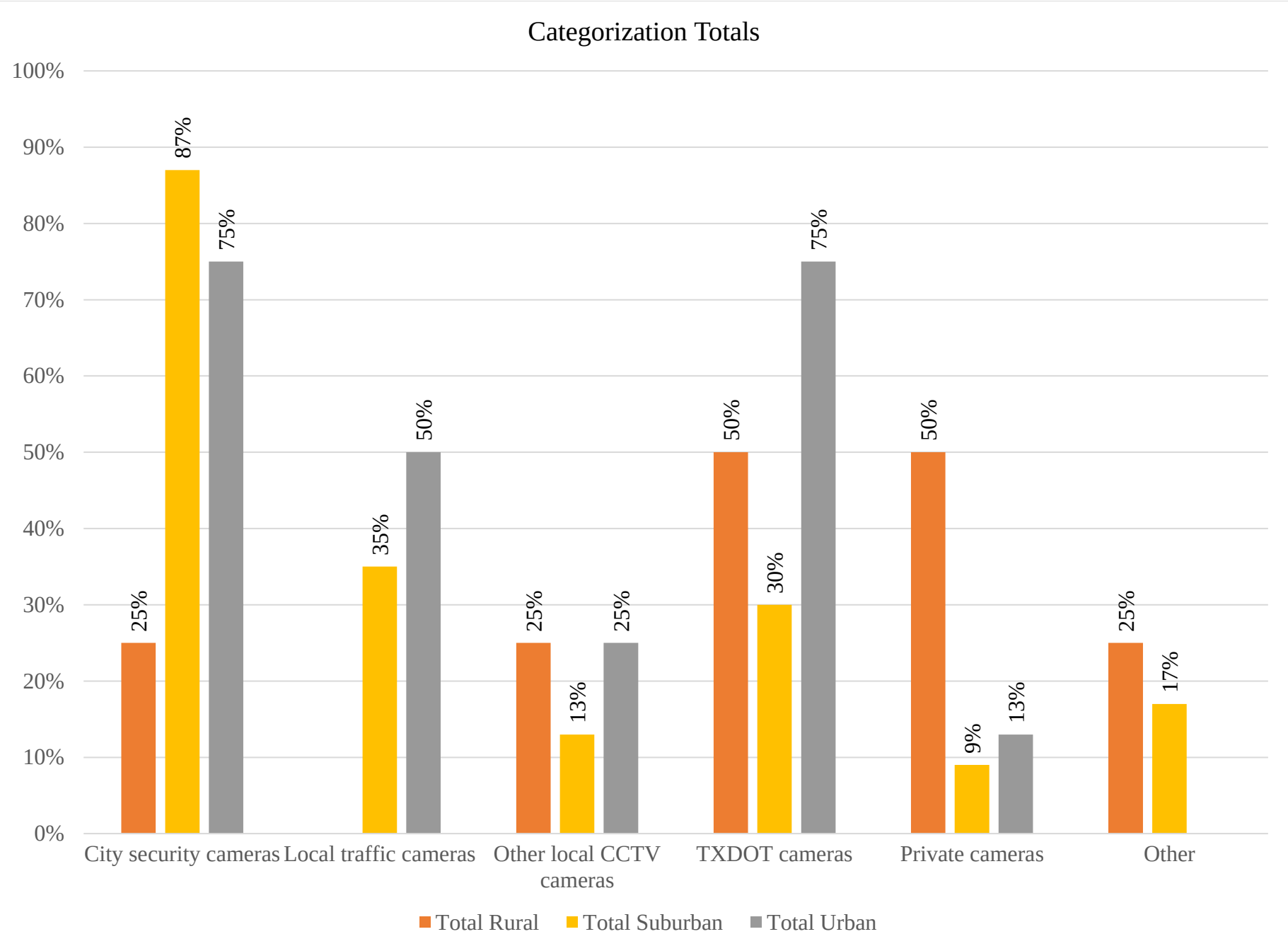
33. What types of Wi-Fi access do you have? Please select all that apply.



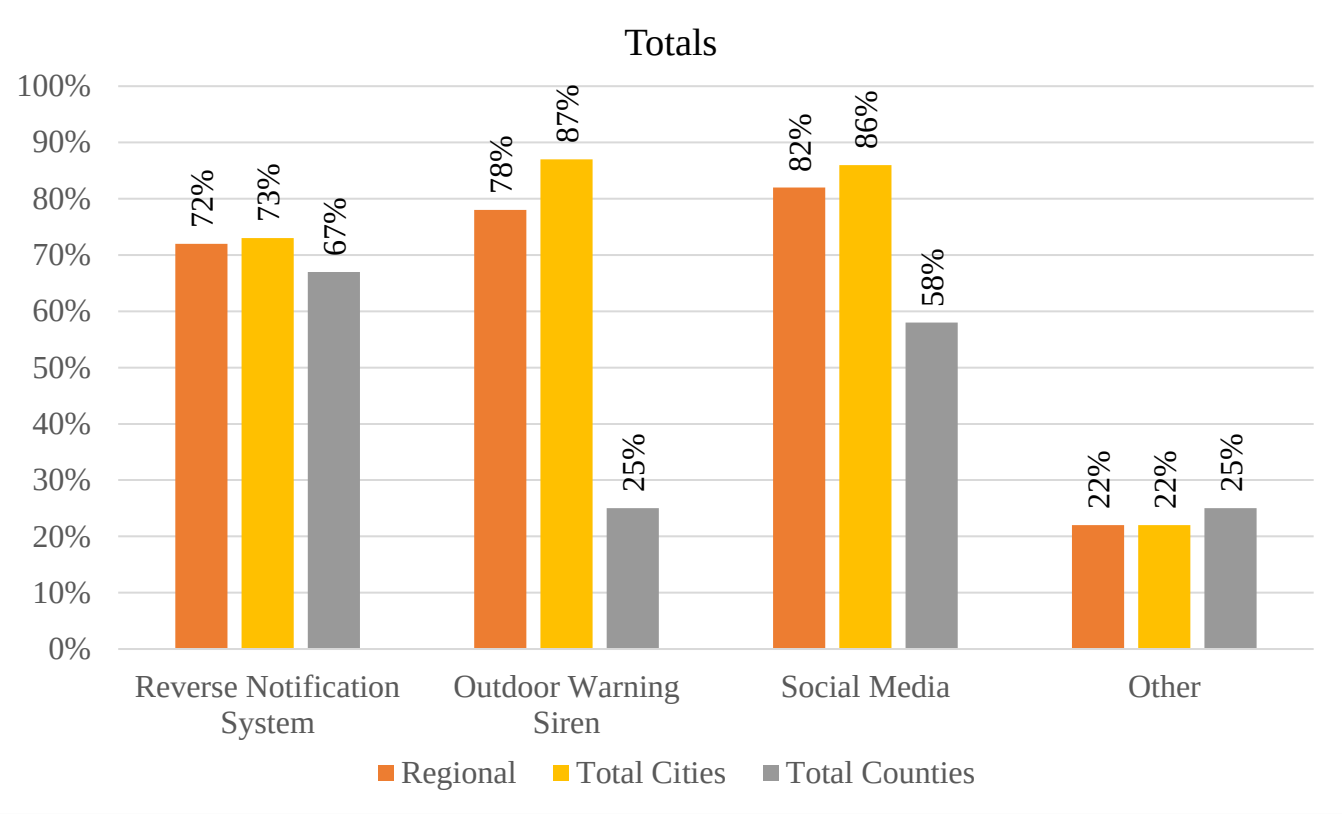


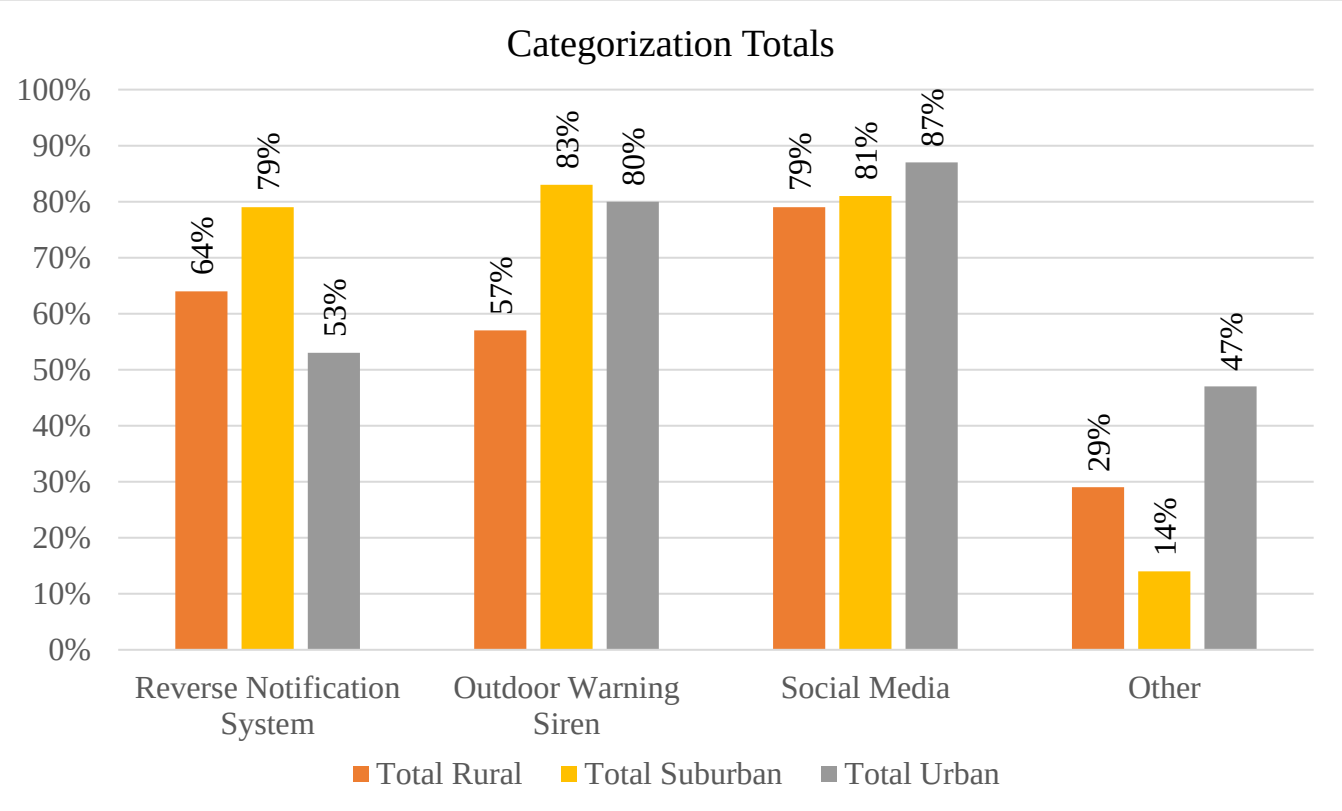
34. What live camera feeds do you have access to?



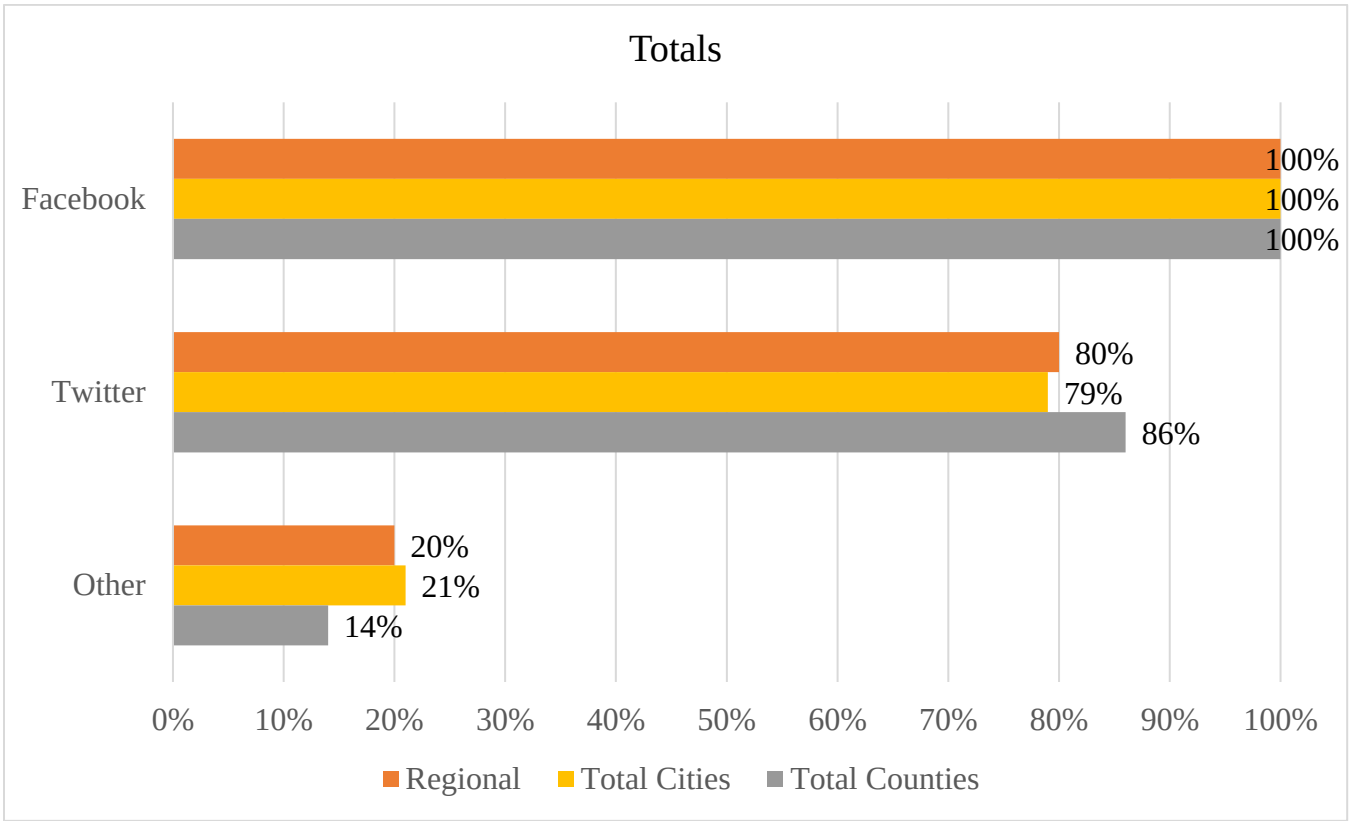

Categorization Totals
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
25%
87%
75%
35%
50%
25%
13%
25%
50%
30%
75%
50%
9%
13%
25%
17%
City security cameras
Local traffic cameras
Other local CCTV cameras
TXDOT cameras
Private cameras
Other
Total Rural
Total Suburban
Total Urban

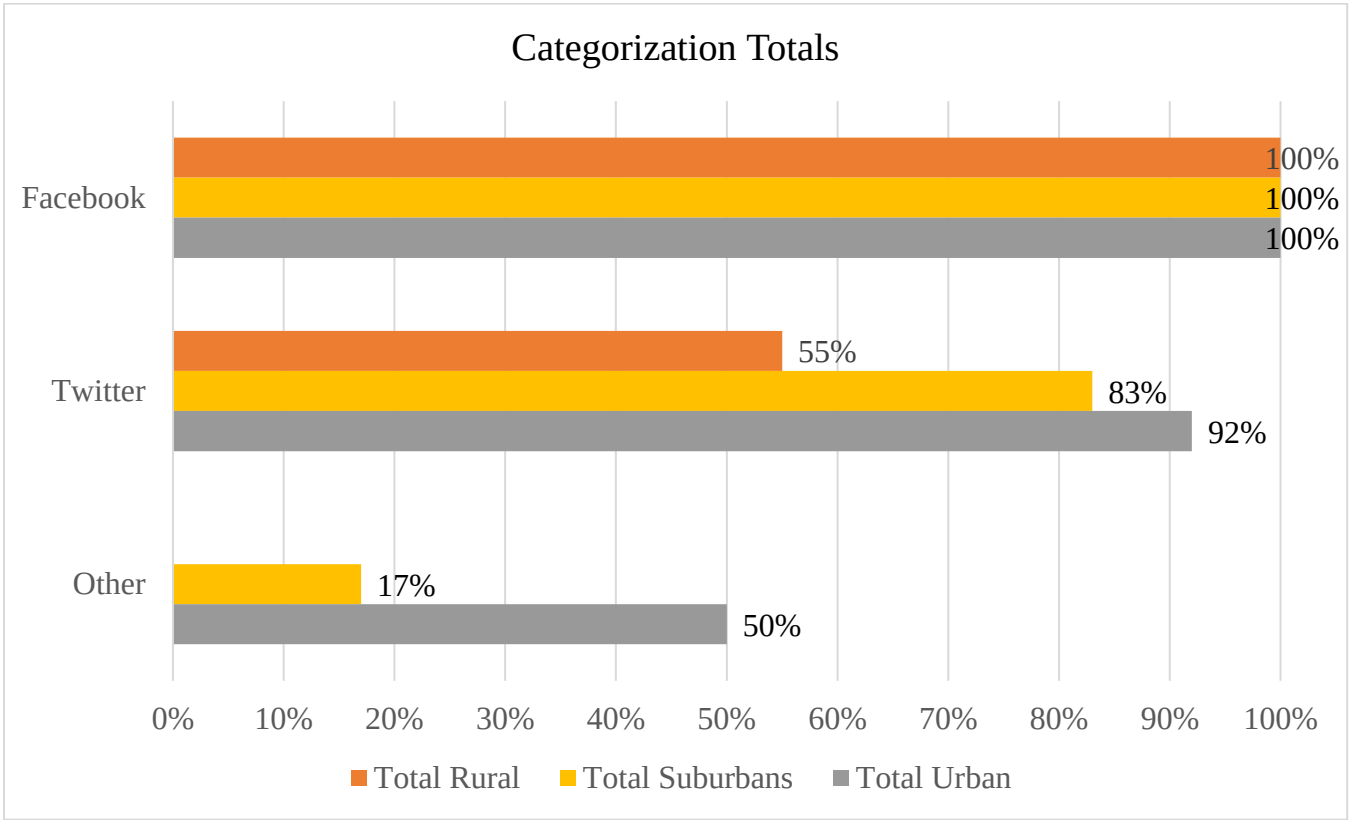
35. Please select all of the following technologies used to alert the public in your EOC.





35.1 If you use Social Media, what platforms do you send alerts on?

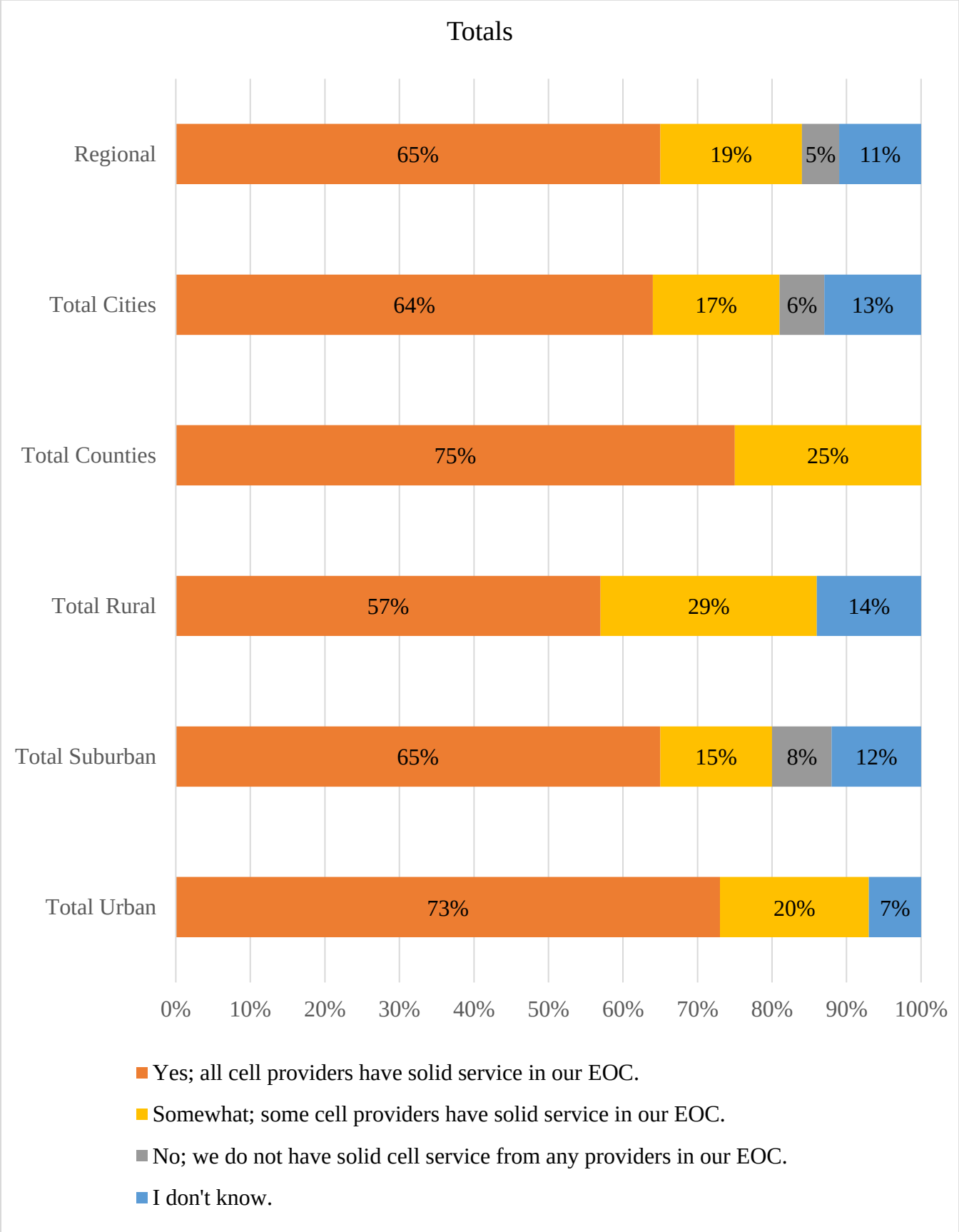




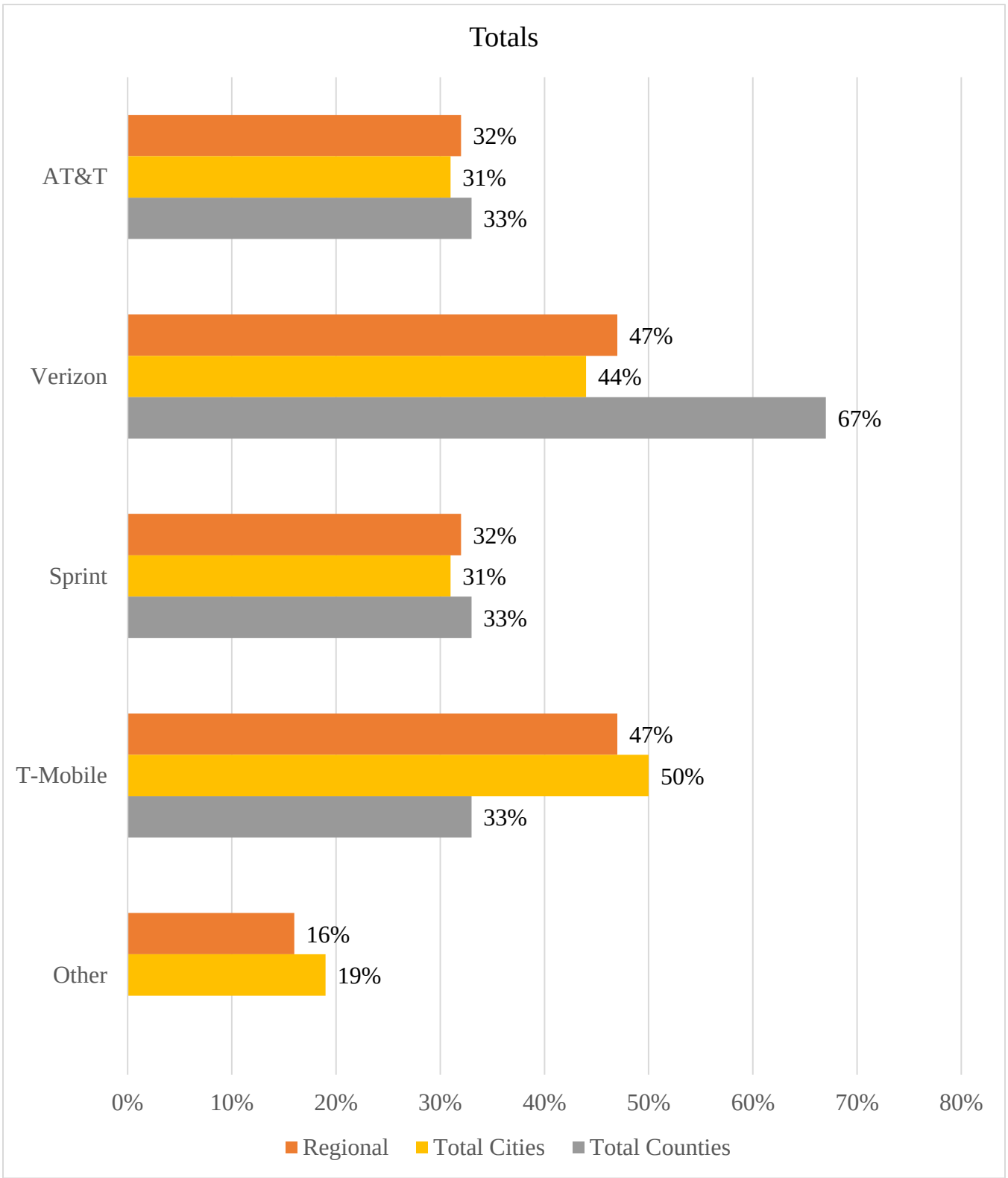
36. Please rank the following communication technologies in order of your EOC's preference of use. *(Rank calculated by the sum of all answer values)*

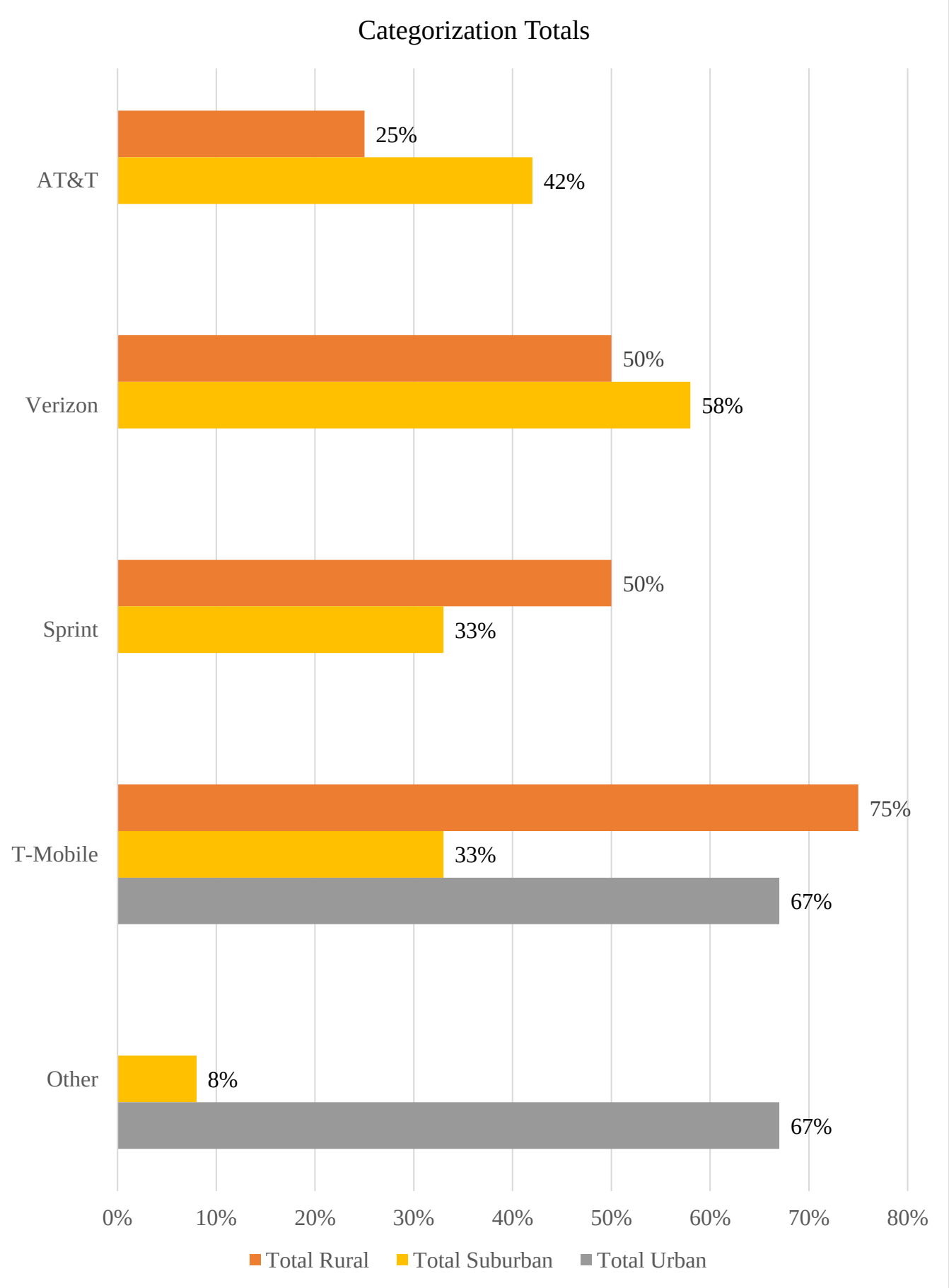
Order of Preference	Regional	Total Cities	Total Counties	Total Rural	Total Suburban	Total Urban
1	Cell Phone	Cell Phone	Landline Phone	Cell Phone	Cell Phone	Cell Phone
2	Landline Phone	Landline Phone	Cell Phone	Landline Phone	Landline Phone	Email
3	Email	Email	Email	Email	Email	Landline Phone
4	Conference Calls	Conference Calls	700 MgHz Radio	Conference Calls	Conference Calls	Conference Calls
5	700MgHz Radio	700MgHz Radio	Conference Calls	700 MgHz Radio	700 MgHz Radio	700 MgHz Radio
6	HAM Radio	HAM Radio	HAM Radio	HAM Radio	HAM Radio	HAM Radio
7	VOIP (like Skype, etc.)	VOIP (like Skype, etc.)	Webinars	Webinars	VOIP (like Skype, etc.)	VTC (Video Teleconferencing)
8	Webinars	Webinars	VTC (Video Teleconferencing)	VOIP (like Skype, etc.)	Webinars	VOIP (like Skype, etc.)
9	VTC (Video Teleconferencing)	VTC (Video Teleconferencing)	Satellite Phone	Satellite Phone	VTC (Video Teleconferencing)	Webinars
10	Satellite Phone	Satellite Phone	VOIP (like Skype, etc.)	VTC (Video Teleconferencing)	Satellite Phone	Satellite Phone

37. Does your EOC have adequate cell service?

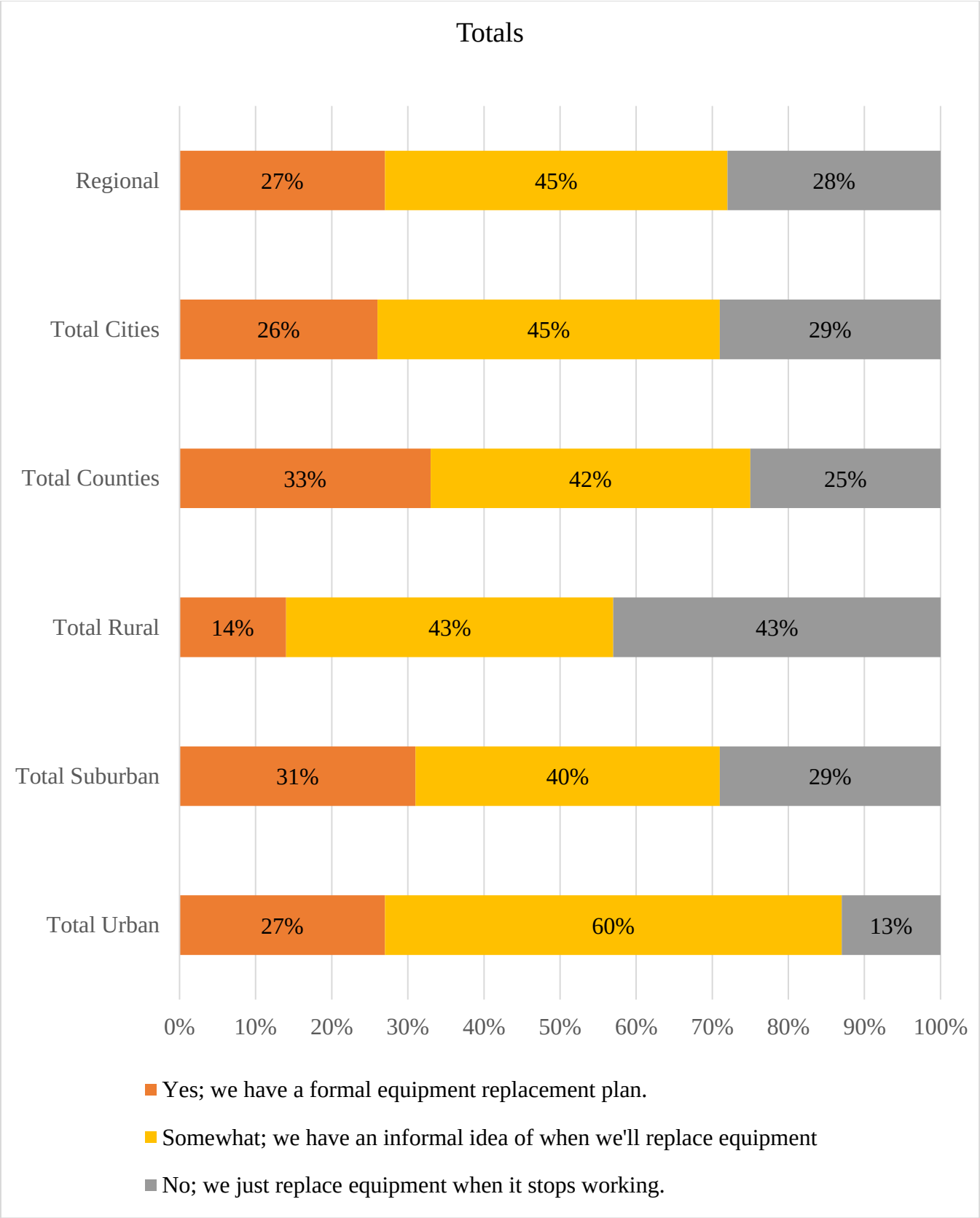


37.1 If your EOC does not have adequate cell service in your EOC, which providers do not have good cell service in your EOC? *(Answers only include those who selected that they either have only somewhat or no solid service)*

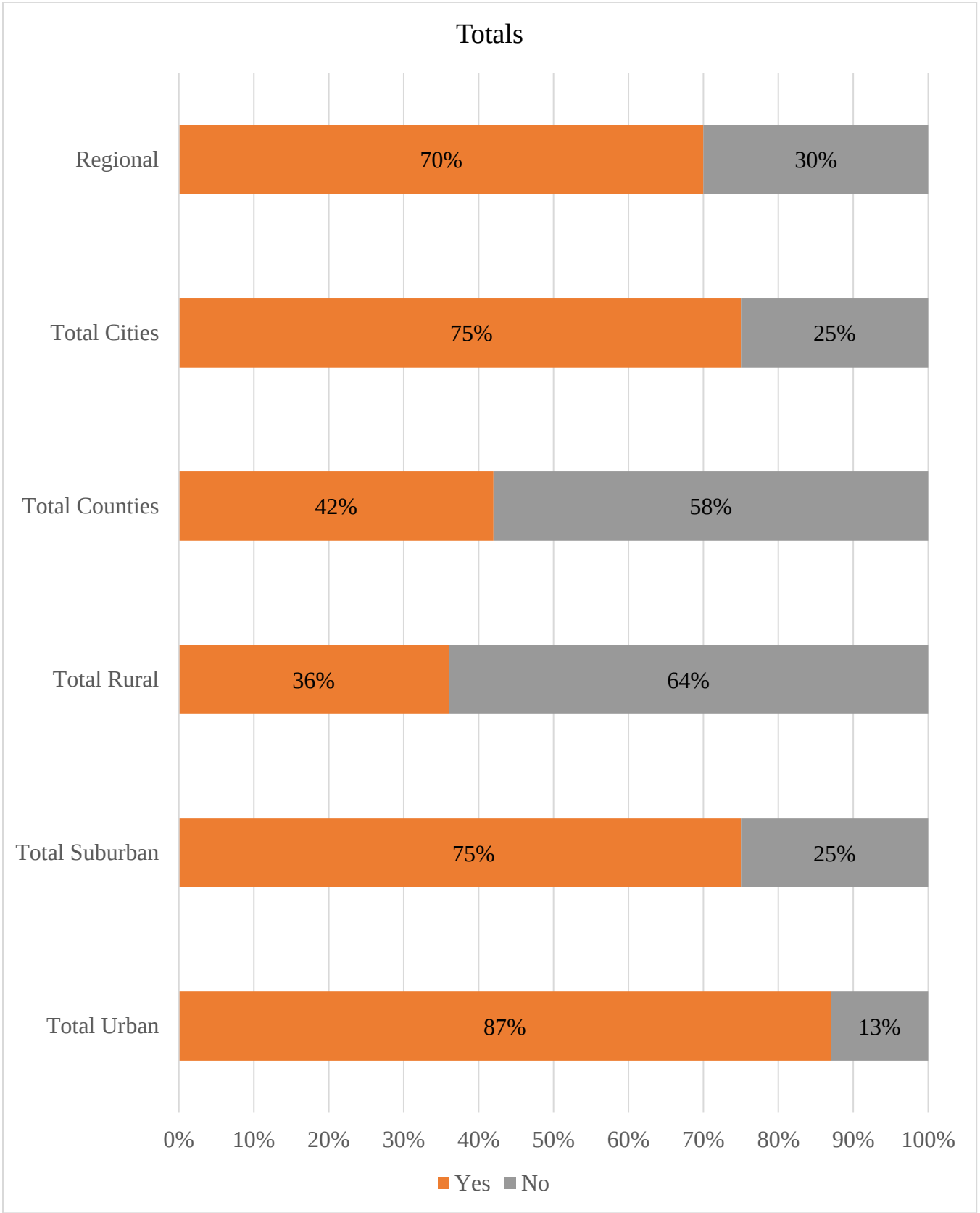



Categorization Totals
AT&T
25%
42%
Verizon
50%
58%
Sprint
50%
33%
T-Mobile
75%
33%
67%
Other
8%
67%
0%
10%
20%
30%
40%
50%
60%
70%
80%
Total Rural
Total Suburban
Total Urban

38. Does your EOC have an equipment replacement plan to ensure that all technology is up to date?



39. Does the EOC have the capability to monitor "real time" CAD activities throughout the jurisdiction?



40. What single equipment improvement would most benefit your EOC?

Please note that this question was an open response question, so there is no corresponding graph. Respondent's answers were gathered and an overall summary was written below.

The most frequent equipment improvement identified by respondents across all jurisdiction types was more computers (both laptops and desktops) dedicated for use in the EOC. Some respondents also identified upgrading computer software and upgrade/installation of emergency management software as an improvement required to better support EOC functioning and inter-jurisdiction communications.

Equipment to support communications was also identified by a majority of respondents as a required equipment improvement. Many respondents identified interoperable radios and satellite phones as a need. However respondents did not specify whether the radios were needed for communication with resources operating within their jurisdiction or if they were needed to better facilitate communication with other jurisdictions and/or external response resources. A number of jurisdictions also identified the lack of video conferencing capability as a significant issue.

Other equipment needs identified include access to CAD information, event status boards, smart boards, a centralized means to control AV within the EOC, upgraded video displays, and a landline phone upgrade. One jurisdiction identified a generator dedicated to the EOC as their most important equipment need while another identified more bandwidth and redundancy on a data network via fiber as their primary need.

41. Is there anything else you would like to share about your EOC?

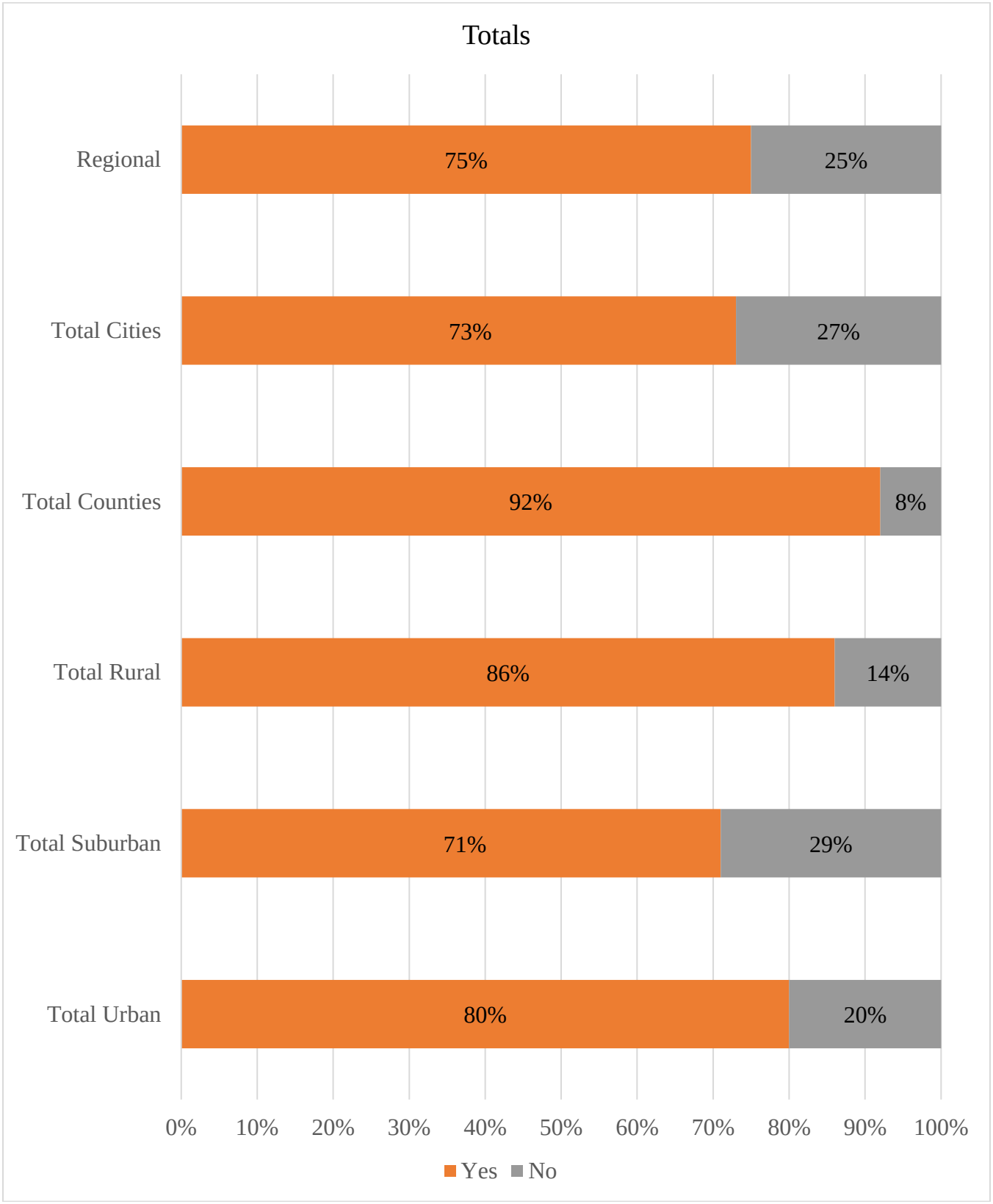
Please note that this question was an open response question, so there is no corresponding graph. Respondent's answers were gathered and an overall summary was written below.

The analysis of respondent answers identified space as being a significant issue shared among jurisdictions. Multiple jurisdictions now require EOC capabilities that have exceeded the requirements when the EOC was initially built/designed and/or are conducting EOC operations in spaces that have been repurposed for use as an EOC. Respondents frequently identified areas that were too small to accommodate operational needs, both in terms of the number of personnel required to support operations and the desired configuration of the space needed to best facilitate EOC functioning. Space limitation were also identified a reason for limiting the use of existing technologies.

Jurisdictions that do not have a dedicated EOC space identified competing priorities for funding as one of the reasons for not having this resources. An innovative idea shared by one respondent whose jurisdiction does not have a dedicated EOC location was the investment in an "EOC in the Box." This mobile equipment package can be transported to a number of different potential EOC locations and used to set up the jurisdiction's EOC. This resource provides the jurisdiction with flexibility to establish EOC operations based on the incident location and requirements.

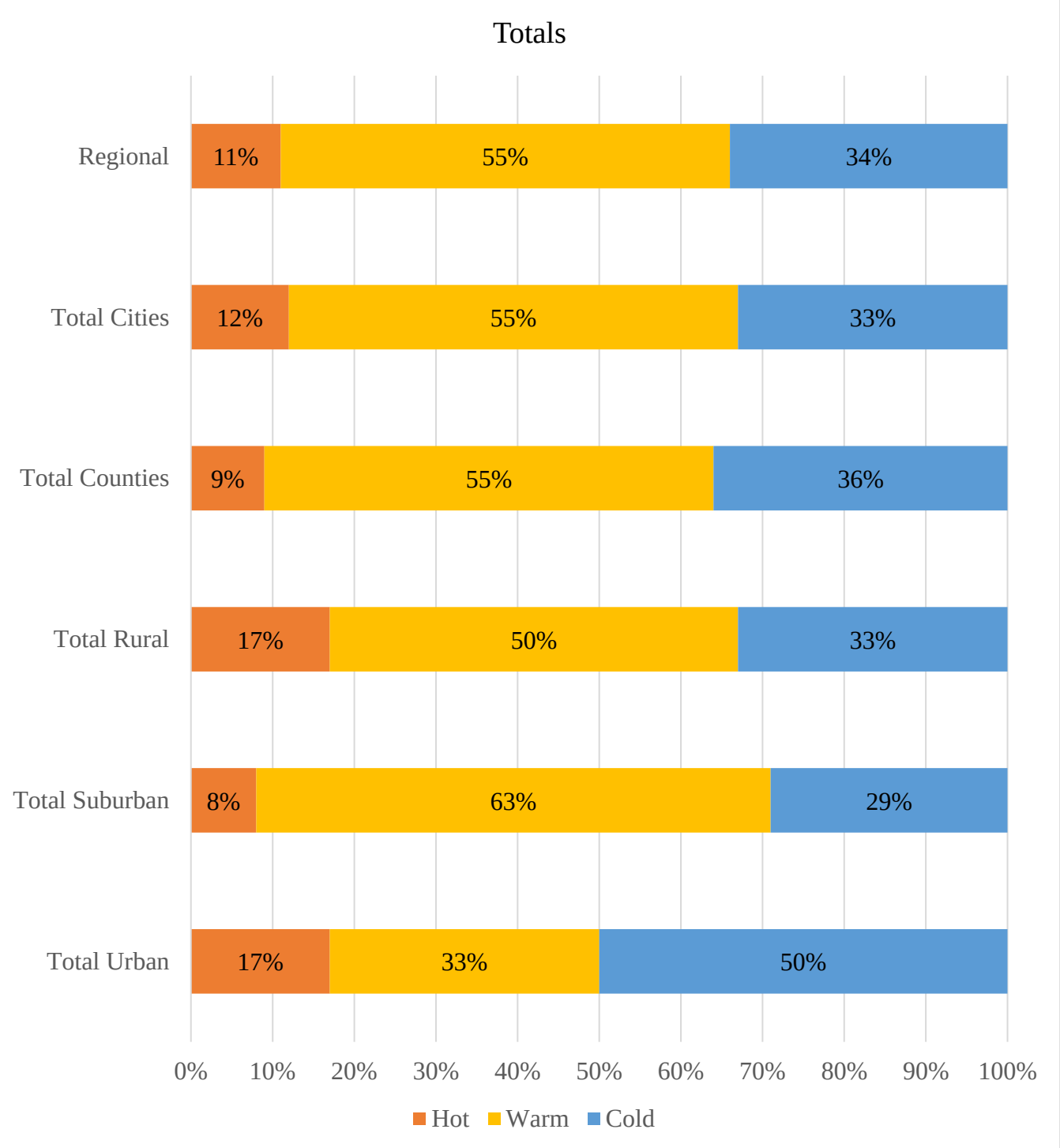
Alternate EOC

42. Do you have an alternate EOC?

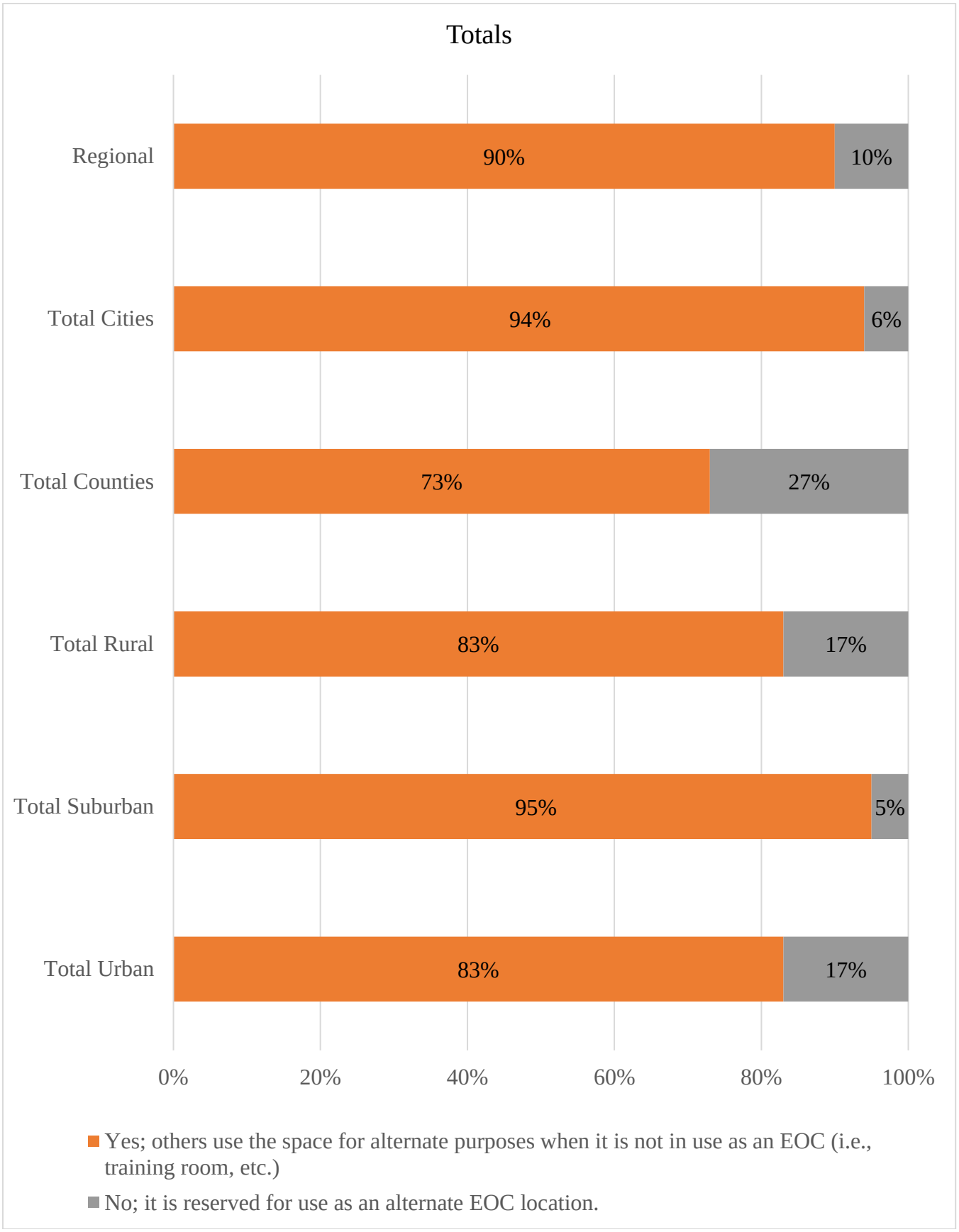


42.1 Is your alternate EOC:

- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*



42.2 Is your alternate EOC dual purpose?



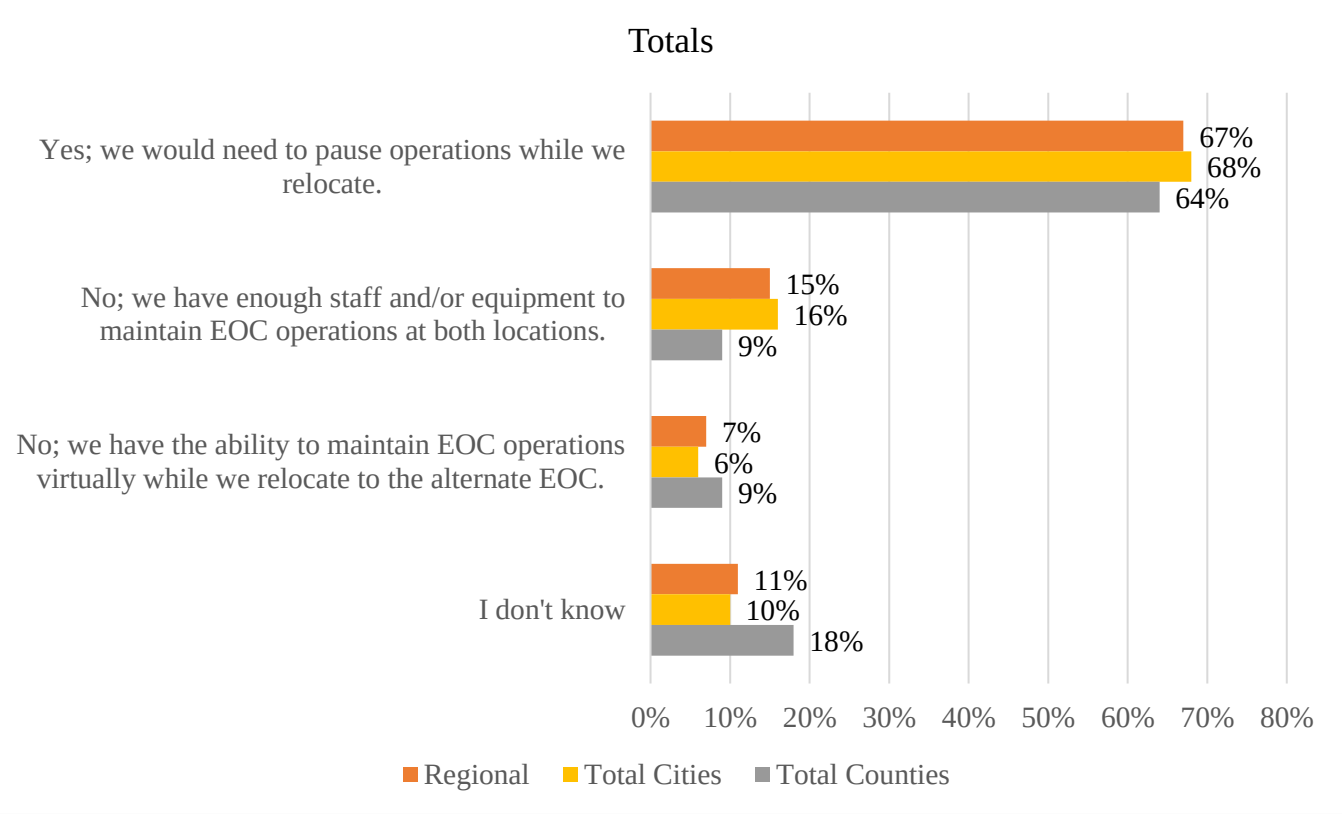
42.3 What challenges do you face at your alternate EOC compared to your regular EOC? Please select all that apply.

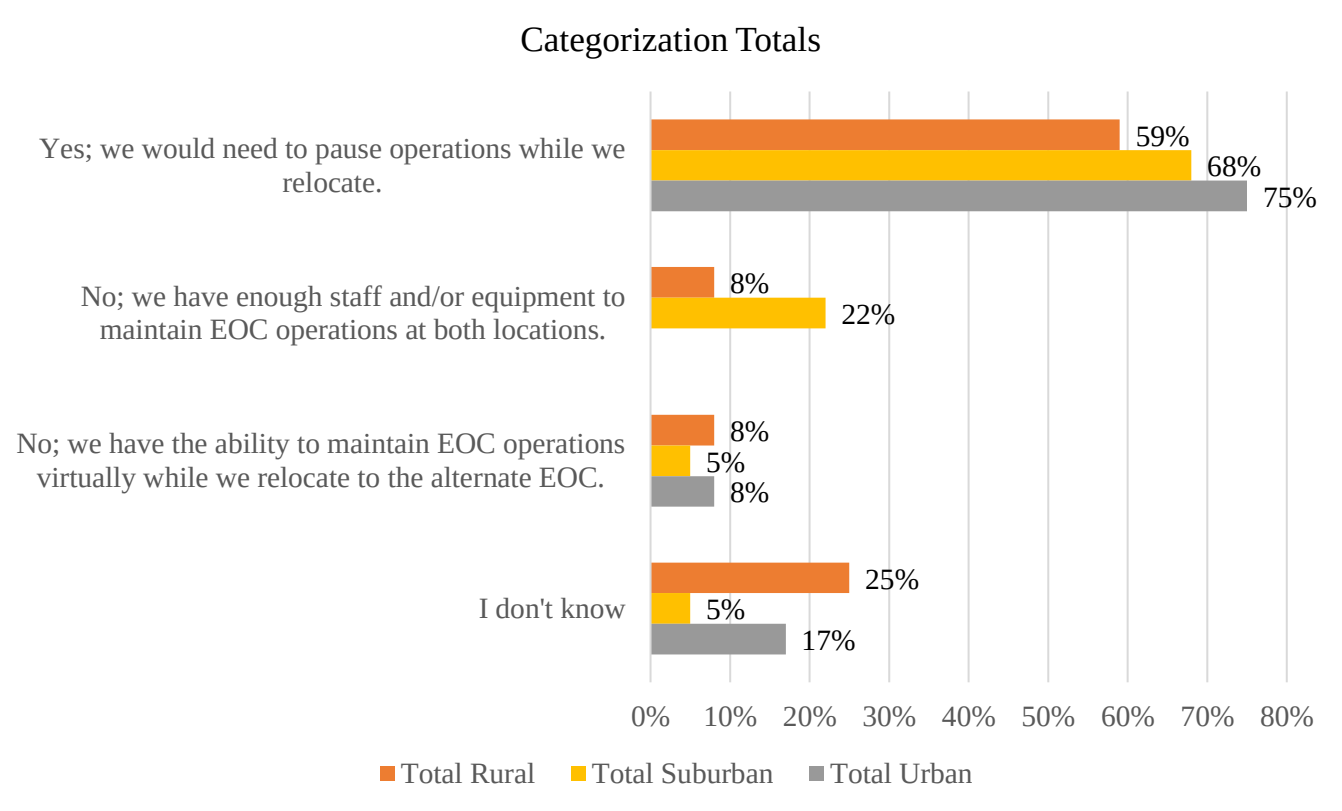
	Regional	Total Cities	Total Counties
Space Restrictions	60.7%	60%	63.6%
Lack of familiarity with the location (i.e., staff getting lost in transit)	32.8%	28%	54.5%
Lack of familiarity within the building (i.e., don't know where everything is)	39.3%	38%	45.5%
No Backup Generator	23.0%	26%	9.1%
No Kitchen	21.3%	18%	36.4%
Kitchen Facilities with Fewer Amenities	19.7%	18%	27.3%
Lack of Security	29.5%	30%	27.3%
No Phones	24.6%	24%	27.3%
No Computers/Laptops	37.7%	38%	36.4%
Need to set up utilities (power, internet, water, HVAC, etc.)	3.3%	2%	9.1%
Lack of Parking	26.2%	24%	36.4%
Items from original EOC must be brought to alternate EOC	47.5%	46%	54.5%
Other	13.1%	14%	9.1%

Categorization Totals

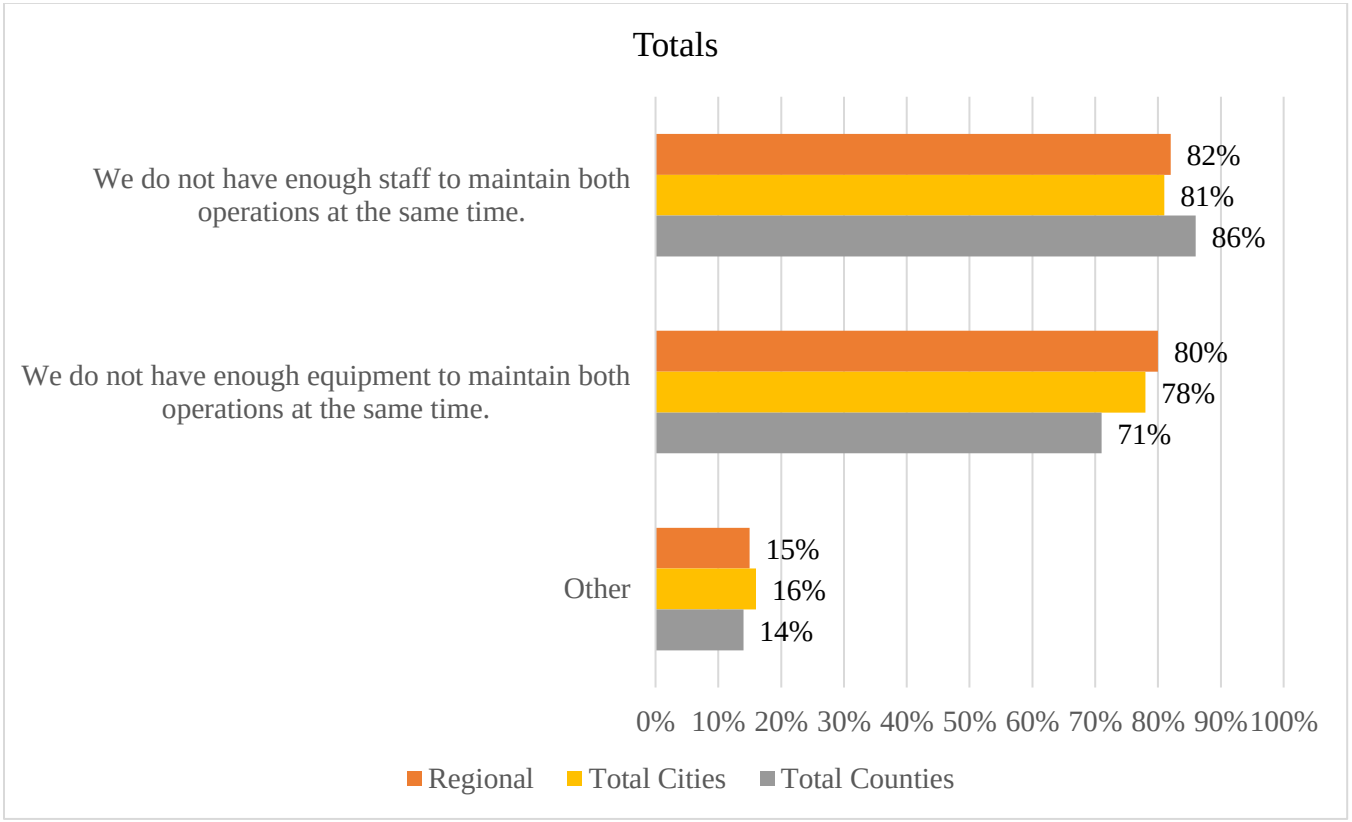
	Total Rural	Total Suburban	Total Urban
Space Restrictions	75.0%	54.1%	66.7%
Lack of familiarity with the location (i.e., staff getting lost in transit)	33.3%	29.7%	41.7%
Lack of familiarity within the building (i.e., don't know where everything is)	33.3%	40.5%	41.7%
No Backup Generator	33.3%	21.6%	16.7%
No Kitchen	33.3%	16.2%	25.0%
Kitchen Facilities with Fewer Amenities	33.3%	21.6%	0%
Lack of Security	33.3%	32.4%	16.7%
No Phones	33.3%	16.2%	41.7%
No Computers/Laptops	50.0%	29.7%	50.0%
Need to set up utilities (power, internet, water, HVAC, etc.)	0%	2.7%	8.3%
Lack of Parking	33.3%	24.3%	25.0%
Items from original EOC must be brought to alternate EOC	41.7%	45.9%	58.3%
Other	25.0%	5.4%	25.0%

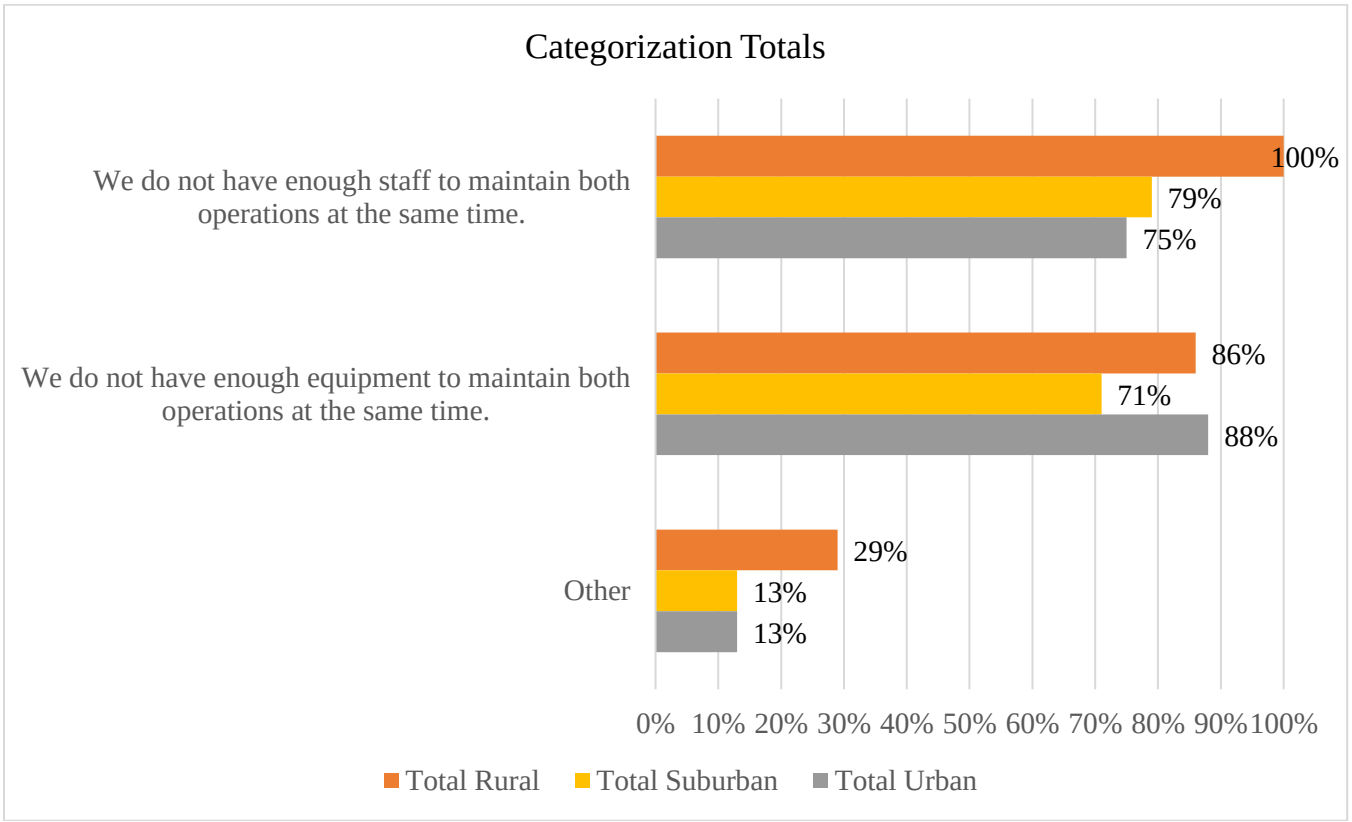
42.4 Would moving from your primary EOC to your alternate EOC cause a disruption in the EOC operation?





42.4.1 What would be a concern when moving to your alternate EOC for your jurisdiction? Please select all that apply.





Top Findings and Recommendations

For organizational purposes, the findings and recommendations below are listed according to the section headings used in the survey. Not all findings have a corresponding recommendation; some findings were notable and included for as a stand-alone reference.

All recommended projects should be considered with a critical eye to determine what will truly benefit the jurisdictions within the Region. The wide variety of jurisdictions in the Region means that EOCs operate in many different ways and focus on many different goals (ranging from terrorism response to community event support). Some EOCs need to be operational at a moment's notice; many are completely capable of serving as an EOC while having a different day-to-day purpose. There is no "one size fits all" solution to improving EOC capabilities throughout the Region; therefore, no single project will provide equal benefit to all jurisdictions. The Region is encouraged to consider the data collected in this project as a starting point to guide the discussion, but before implementing any projects, additional outreach and engagement will be needed to determine where the project will be of most benefit.

As a starting point, the Region is encouraged to consider the strengths and abilities of EOCs at the county level, understanding that those EOCs will be serving a larger population and expected to support jurisdictions within their borders. While many counties do have significant capability, there are some that indicated they are not where they would like to be.

Additionally, the Region is encouraged to consider where "EOC deserts" exist, and identify those as potential priority areas. There are areas within the Region where jurisdictions may not have an identified Emergency Management Coordinator (based on discussions with other emergency management officials in the area), nor an EOC of any type. These areas may benefit greatly from investment in strengthening the EOCs that do exist and potentially building additional capability. However, any projects must be undertaken as a joint effort between the Region and the identified area to ensure all projects are within the purview and greatest needs of the jurisdiction.

Finally, some of the projects recommended below may be accomplished through mutual aid agreements, however the Region is cautioned to pursue those agreements only when deemed in the best interest of all involved parties and when fully considered. Often, mutual aid agreements do not consider all aspects of a deployment (either human or physical resources), which can lead to misunderstanding and complications during a response. Any mutual aid agreements should be specific and thorough.

Introduction Questions

1. ***Finding:*** Respondents identified activation and situational awareness as the two elements most critical to a successful EOC response, with recovery receiving the least amount of "high importance" rankings. Planning, field support, and resource management rankings were split between "high importance" and "normal importance." In terms of gaps in abilities to fulfill EOC functions, planning, resource management, and recovery were identified as the areas with the biggest gaps.

   Reference Examples:

   - Activation (ex. alerting and mobilizing EOC personnel, EOC set up, EOC staffing, etc.)
   - Situational awareness (ex. creating & distributing situation reports, maintaining a common operating picture, managing and sharing information with responders, agency representatives, media and the public, etc.)

- Recovery (ex. completing/submitting State & Federal disaster forms, large-scale debris management efforts, engaging/managing VOADs and coordinating survivor assistance efforts, Preliminary Damage Assessments, etc.)
- Planning (ex. creating Incident Action Plan or EOC Action Plan, ensuring documentation and record keeping, operation of EOC displays and room/facility management, etc.)
- Field support (ex. support field operations and field personnel, anticipating future needs, providing strategic guidance, etc.)
- Resource management (ex. resource requests, resource tracking, emergency procurements, etc.)

a. ***Recommendation:*** The Region should consider hosting courses designed to enhance EOC personnel capabilities. Additionally, the Region is encouraged to consider developing regional training with an in-house Subject Matter Expert. This will promote the Region's newly formed EOC Support Team, account for sustainability due to turn-over, and can focus on regional practices versus national guidelines.

1. ***Price:*** Depending on the type and location of training, this may be free (ex., online courses or Region's SME) or may have an associated cost (ex., speaker fee, venue fee, course supplies cost, etc.)

2. ***Finding:*** The two areas identified as most in need of assistance to positively affect EOC operations were Subject Matter Expert assistance (i.e., debris removal, FEMA grant assistance, etc.) and additional staffing to fill needed positions (ex. extra hands).

a. ***Recommendation:*** Staffing and subject matter expertise require personnel resources, which are often limited during an emergency. The Region's emergency management agencies should consider developing partnerships with other jurisdictions for the purposes of sharing personnel resources to staff and support EOC operations. Additionally, continual development of the EOC Support Team is also advised.

1. ***Price:*** Will require an investment of time to develop, and when utilized, the mutual aid needed may not be without cost (i.e., staff compensation, equipment operating costs, etc.)

3. ***Finding:*** Recovery is identified as the least critical function/activity to a successful EOC response, (28% rated as "high importance," 46.7% rated as "normal importance," and 25.3% rated as "low importance"). Additionally, 49% of EOCs in the Region do not agree that they can perform recovery activities relying on their own local resources.

a. ***Recommendation:*** There may be a correlation between the importance placed on recovery activities, and thus the focus given to practicing, strengthening, and improving recovery actions, which would impact the EOC's ability to perform recovery actions. As the first steps set the tone for the entire recovery process, EOCs would benefit from additional focus on recovery (including, but not limited to Standard Operating Procedure (SOP)/Standard Operating Guideline (SOG) development, training, and exercises).

1. ***Price:*** Personnel time investment

EOC Overview

1. ***Finding:*** Roughly forty percent of the space currently used by EOCs within the Region was initially designed to serve as an EOC, with the remaining percentage of EOCs occupying repurposed space (meaning that the building or room was originally built for a different purpose).
2. ***Finding:*** The majority of respondents reported having a dedicated space for EOC functions.
3. ***Finding:*** Of the 57% of EOCs in the Region who share their building with other public safety facilities or coordination centers, 51% share the space with police, 60% share the space with fire, 38% share the space with 9-1-1 dispatch, and 19% share the space with other public safety

functions (Note: this question allowed respondents to select all answers that applied; some EOCs may share their location with more than one group).

   a. ***Recommendation:*** Sharing an EOC facility can present many benefits, including day-to-day use of the facility. Jurisdictions who are looking to build or move their EOC should consider joining forces with another public safety function; although fewer EOCs in the Region are partnered with 9-1-1 dispatch centers as compared to police or fire (with some exceptions), this may actually be an ideal partnering. Both EOCs and dispatch centers need similar communication abilities (note the additional communication line hardening finding and recommendation below) and both should ideally be located in a low-hazard risk area (as opposed to fire and police stations, which should be located more closely to populated areas and areas of heightened risk). Jurisdictions who are looking to build or move their EOC should consider sharing a location with the 9-1-1 dispatch center.
      1. ***Price:*** Personnel time investment to determine if sharing a location is best for the jurisdiction and potential cost savings if EOC shares a location.

4. ***Finding:*** Eighty two percent of respondents reported that their EOC is used for more than just EOC operations.
   a. ***Recommendation:*** Jurisdictions with multi-purpose EOCs are encouraged to develop agreements with those who also use the space to give the EOC priority access when it needs to be activated.
      1. ***Price:*** Personnel time investment.
5. ***Finding:*** Fifty seven percent of EOCs in the Region were rated as "warm" or having some EOC features in place with time greater than 15 minutes required to bring in and/or set-up additional equipment. Thirty-six percent of EOCs were rated as "hot" or ready to be activated within 15 minutes of the decision to do so.
   a. ***Recommendation:*** To facilitate timely activation, "warm" and "cold" EOCs should create EOC activation SOPs/SOGs, including inventory lists of all equipment and supplies that must be brought into the EOC space, notating the daily assigned location of the equipment/supplies so that those charged with setting up the EOC do not have to spend time searching for these resources. A schedule for routine audit of the items on the list should be developed and executed in an effort to maintain awareness of resource status. For equipment not used on a daily basis, the audit should include verifying that batteries are charged and testing equipment to ensure that it is functioning as expected.
      1. ***Price:*** Personnel Time investment
6. ***Finding:*** Most EOCs have space for breakout rooms and/or that can be used by the media; however, in most EOCs, this space is not dedicated solely to EOC operations.
7. ***Finding:*** Approximately 75% of EOCs have adequate parking (secured and unsecured) for those staffing the EOC.
8. ***Finding:*** Thirteen percent of all EOCs in the Region often have space issues and a quarter of EOCs occasionally have space issues.
   a. ***Recommendation:*** The limitation of space was a common theme identified throughout the survey. While this limitation is not likely to change without a large capital investment, jurisdictions are encouraged to continue being creative in their efforts to maximize space available to support EOC operations during an activation. It should be recognized that in a worst case scenario, many EOCs will likely feel too small. While a large EOC may be ideal, EOCs must fit within what is actually feasible for the jurisdiction (based on available space, budgetary constraints, realistic needs, etc.).
   b. ***Recommendation:*** Another possible method of addressing this concern at a Regional level would be the purchase or re-purposing of a vehicle to increase available space, or the purchasing of a portable EOC equipment package to augment space. These types of

resources would facilitate additional working space as well as transporting equipment to the requesting jurisdiction. However, if the Region decided to move forward with this project, it should consider exactly how the vehicle would be utilized and maintained, including but not limited to deployment policies, insurance, liability, and sustained costs.

1. ***Price:*** Personnel time investment to tens or hundreds of thousands of dollars; the price will vary greatly based on new vs. used and the amenities and equipment acquired.

Survivability

1. ***Finding:*** Thirty three percent of EOCs reported being hardened, but the level of hardening among these facilities varied greatly. Of those with a hardened EOC, 35% reported that they were hardened to FEMA 361, ICC-500, or another standard.
    a. ***Recommendation:*** The Region should consider investing in facility improvements to harden structures to current standards for EOCs (beyond standard building codes). Although this endeavor will be costly, the investment should be considered as one of the best way to ensure that these critical facilities can withstand the hazards faced by the Region. To better manage the associated expense, the Region should consider tasking a working group to prioritize available funding for activities that will provide the most immediate and greatest benefit to EOC facilities (e.g. storm shutters).
        1. ***Price:*** Millions of dollars; the cost to evaluate and harden all EOCs in the Region would be extensive, and would need to be considered at an individual level for each EOC.
    b. ***Recommendation:*** Due to the vulnerability of EOCs in the Region, the EOC-in-a-box concept may be of benefit. If an EOC is rendered unusable due to structural damage, an EOC-in-a-box could be deployed to the required area to assist with continuing operations.
        1. ***Price:*** See EOC-in-a-box discussion in later finding/recommendation.
    c. ***Recommendation:*** Additionally, the Region could facilitate educational events to inform emergency managers about EOC hardening and/or storm shelter building requirements for those who are interested in hardening their EOC and those who are looking to build a new EOC; speakers could include the North Central Texas International Code Council (ICC) chapter and/or other code enforcement agencies. If the Region chooses to pursue this option, it is important for the right people to be involved in this training, including but not limited to Emergency Managers, facility personnel, and building engineers, as well as political leaders so they can understand the importance of protecting their EOCs.
        1. ***Price:*** Personnel time investment; additional costs may depend on the speaker, venue, and desired supplies (handouts, etc.).
2. ***Finding:*** Fifty seven percent of EOCs in the Region do not have a storm shelter. Seventeen percent do have a storm shelter, and 12% do not have a storm shelter but have an EOC that is built to storm shelter requirements. Of those EOCs with a storm shelter, 23% do not have a hardened storm shelter. Of those EOCs with a hardened storm shelter, 50% did not use a code to build their storm shelter and 30% do not know what code was used to build the storm shelter.
    a. ***Recommendation:*** Storm shelters are commercially available; EOCs without a shelter and without hardening should consider investing in a storm shelter to at least protect EOC staff when necessary.
        1. ***Price:*** $5,000 - $15,000+; storm shelters are available in a range of sizes, as well as both above and below ground, and the cost will reflect the size and type of shelter. This is a (more) cost effective option to protect EOC staff without the extensive cost of hardening the existing EOC.

3. ***Finding:*** Ninety-four percent of respondents identified that their EOC has a back-up generator, with 51% of the generators powering the entire facility and the other 49% powering only critical resources. Eight percent of respondents reported having no plans in place to refuel the generator.
    a. ***Recommendation:*** The purchase of generators and/or plans for timely deployment of generators for the 6% of facilities without a back-up generator should be considered.
        1. ***Price:*** $4,000 - $30,000+; Depending on need and budget, there is a wide variety of available backup generators on the market. If the Region or a jurisdiction chooses to pursue a backup generator, the project should consider fuel delivery processes costs as well as testing and maintenance. The procurement of a generator for an EOC may be fundable under both the FEMA Hazard Mitigation Grant Program (HMGP) and the Pre-Disaster Mitigation Program (PDM), however jurisdictions are encouraged not to wait until the next 5-year Hazard Mitigation Plan update and to include a generator as an updated hazard mitigation action to their current plan.
    b. ***Recommendation:*** The Region should work to ensure that all jurisdictions have a plan for the timely refuel of back-up generators. Such plans can include emergency agreements among jurisdictions and/or private sector partners for the sharing of generators and/or the timely purchase and delivery of fuel for those who do not possess this capability independently.
        1. ***Price:*** Personnel time investment; the plan should also include the cost of refueling the generator.
4. ***Finding:*** Fifty-eight percent of respondents confirmed that phone and communication lines into the EOC are under ground.
    a. ***Recommendation:*** Communication failures are one of the most frequently cited issues during after action reviews of real world incidents and emergency preparedness exercises. With 42% of respondents either being unsure of the status of their communication lines or reporting that their lines are not secured underground, the Region should consider performing a more detailed assessment of the status of communication lines. Investments in protecting communication lines should be based on the results of this detailed assessment.
        1. ***Price:*** The most cost effective method to assessing the communication lines of EOCs will likely be going out to bid. This cost is expected to be at least in the tens but more likely hundred(s) of thousands of dollars, not including any construction costs to secure communication lines.

Security

1. ***Finding:*** The top five unmitigated hazards identified within the Region are:
    1. Tornado
    2. Chemical/Biological/Radiological/Nuclear/Explosive (CBRNE) Attack
    3. Hazardous Materials Incident (Nuclear/Radiological)
    4. Active Shooter (tied in ranking)
    4. Winter Storm (tied in ranking)

    (For the purposes of this project, an unmitigated hazard is one that needs additional work to achieve the desired level of mitigation. For instance, if the EOC is located in an area prone to tornadoes but has not been hardened and there is no available storm shelter, additional measures are needed to mitigate that hazard and it is therefore "unmitigated". Alternatively, if the EOC is at risk for wildfires, but the building was constructed with non-flammable materials, defensible space is maintained around the EOC, and there are no additional mitigation actions that need to be taken, that hazard would be considered mitigated.)

   a. ***Recommendation:*** Hazard mitigation is a proven strategy to lessen the impact of an incident, however the cost and practicality of some ideal hazard mitigation actions makes it difficult to effectively mitigate all identified hazards in a jurisdiction. Therefore response plans that address unmitigated hazards should be trained and exercised thoroughly and often (for example, if the EOC is not hardened and does not have a storm shelter, it is more critical that staff understand what to do during a tornado than if the EOC was hardened and had a storm shelter). The Region should ensure that all jurisdictions have plans in place for responding to their top unmitigated hazards and that personnel are trained in plan execution. The Region should consider investing resources in helping jurisdictions that lack such plans to develop them and provide training to appropriate personnel. Mitigation actions targeting the top unmitigated hazards would also be beneficial in the Region, however there are many different projects the Region and individual jurisdictions could choose to pursue, so all cannot be listed here.
      1. ***Price:*** Variable; there will certainly be a personnel time investment to create, train, and exercise response plans, and mitigation actions will have varied prices depending on the project.

2. ***Finding:*** More than 50% of respondents identified the following as physical security measures implemented at their EOCs:
   - Badges/ID cards;
   - Keyed and/or locked entries;
   - Computer log-on codes;
   - Exterior lighting; and
   - Video surveillance.

   a. ***Recommendation:*** Security challenges are often unique to individual facilities and a "one size fits all" approach to addressing these challenges is likely to not be impactful. To better allocate resources for improving the security posture of EOCs, the Region is encouraged to have each EOC's local law enforcement conduct and document an internal and external physical security assessment. The Region is encouraged to utilize local law enforcement resources instead of hiring a security contractor to conduct all of the assessments since local law enforcement agencies are intimately familiar with individual jurisdictional risks and resources and should ultimately be involved in addressing identified gaps. The Region can then use the assessment findings to categorize the security enhancements that will likely provide the greatest benefit to each individual facility and justify the allocation of resources dedicated to security enhancements.
      1. ***Price:*** Variable; the initial assessment by local law enforcement will require a time investment, but if each jurisdiction works with the local department, the individual investment will be minimalized. Identified security improvements will come at varied costs; some may only require a minimal investment or refocusing of efforts (ex., installing computer log on codes or altering existing landscaping contracts to cut back on unnecessary vegetation) while others could be quite extensive (ex., video surveillance or access codes on doors).

Sustainability, Interoperability, Flexibility

1. ***Finding:*** More than 80% of EOCs reported having sufficient restrooms, break rooms or less than a full size kitchen, and showers available for use either in or near their EOCs. Seventy-three percent reported having a full size kitchen available and 64% reported having available sleeping quarters.
   a. ***Recommendation:*** Excluding a Regional investment in projects to retrofit facilities to better accommodate EOC users, the North Central Texas Council of Government (NCTCOG) may be able to support EOC sustainability and flexibility needs throughout the

Region by developing plans and resources for feeding and housing EOC staff. For example, NCTCOG can create a cache of cots and pillows and develop a deployment plan to bring these resources to any EOC without sleeping accommodations and/or develop catering contracts to provide meals for EOC staff during extended EOC operations.

1. ***Price:*** $100 per cot/pillow set; this price can vary as well, depending on the type & size of the cot & pillow. $100 is a basic estimate, although we have seen prices up to and exceeding $350 for other models with additional features. This project would also need to be considered within the available space to host the sleeping area.
2. ***Price:*** Variable; personnel time investment to create the contract, and the provision of food would certainly be a cost.

2. ***Finding:*** The range of people that an EOC can comfortably accommodate ranged from one to four people to more than 100, with 20-29 (30%) and 30-39 (21%) people being the most frequent categories selected. Most EOCs would not be able to accommodate more than 40 people during a response (74%), and many would not be able to accommodate more than 30 people (53%).
3. ***Finding:*** Sixty-five percent of respondents indicated that they have space within the same building that could be reallocated to expanded EOC operations and another 25% indicated that they have space available for such use in a nearby facility.
4. ***Finding:*** Thirty four percent of respondents stated that the support systems available in their EOCs (e.g. electrical outlets, phone lines) allow them the necessary flexibility to manage EOC operations while 56% indicated that they had some level of flexibility.
    a. ***Recommendation:*** Flexibility in an EOC is important, and creating systems that support that is best done during EOC construction. However, if EOCs would like to alter their support systems to allow for more flexibility, this will likely require a significant investment, since the electric system will need to be redone and the room will likely need to be under construction for a period of time. For those jurisdictions who are considering or have plans to build an EOC, it is recommended that they consider ways to allow them the flexibility they want through their supporting systems (including but not limited to copious electrical outlets).
        1. ***Price:*** Varies; if this is done during previously scheduled construction, the cost may be minimal and included in the design. If this is done as a stand-alone project, the cost will likely increase.

Equipment

Overall Recommendation: Due to useable lifespan limitations for most equipment and the constantly evolving technology marketplace, making widespread recommendations for equipment can be challenging. Often times, money is available for the initial purchase of equipment but replacement costs are not budgeted. Ensuring adequate funding is allocated to purchase and maintain EOC equipment can be challenged further by the fact that most EOCs are only activated for limited time periods and must compete for funding with equipment that is used daily. NCTCOG is cautioned to take these factors into consideration when allocating resources for the purchase of new and/or replacement equipment. Jurisdictions should be encouraged to incorporate EOC equipment funding requirements into their annual budgets and not rely upon grant funding for these purchases and maintenance expenses. To the extent possible, equipment purchases should not exceed the Region's ability to maintain and replace the equipment so that once established, the capability is maintained. At the Regional level, the NCTCOG may best serve constituents in an equipment needs assessment planning capacity; advocating for interoperability among jurisdictions where ever feasible.

1. ***Finding:*** Nine percent of respondents reported that their EOC maintains enough laptops for all anticipated EOC staff and 47% reported that they maintain laptops for some staff. Thirty-five percent reported that they have desktop computers dedicated only to EOC operations.

2. ***Finding:*** All respondents with emergency management software reported that they utilize WebEOC, and 8% indicated they utilize some sort of damage assessment software. Emergency management software is used by 84% of EOCs to initiate STAR requests, 54% for external response operations, and 35% for internal response operations.
    a. ***Recommendation:*** Develop Regional protocols for the use of emergency management software and ensure that all EOCs have the infrastructure and training necessary to use this software for communicating among themselves.
        1. ***Price:*** Personnel time investment.
    b. ***Recommendation:*** Purchase and provide training on damage assessment software that will meet the needs of all EOCs within the Region. Considering many jurisdictions do not have any damage assessment software, before the decision is made on whether or not to move forward with a regional level project, jurisdictions should be asked if this software would be beneficial. If it is decided upon, the Region can also consider if it should be purchased for individual jurisdictions or as part of the EOC in a box concept.
        1. ***Price:*** Price based on population (estimate of $7,500 for population of 100k).
    c. ***Recommendation:*** Further analysis on all communications equipment (including software), including how it is used and why. For example, the main use of emergency management software in the Region is to submit STAR requests; why isn't it used more often for everyday or response activities? A communications/software analysis project would help the Region to identify how to best use the communications capabilities in the Region.
        1. ***Price:*** Personnel time investment to tens to hundreds of thousands of dollars, depending on how the project is pursued (i.e., in house or through a consultant).
3. ***Finding:*** Secured Wi-Fi is used in 88% of EOCs, with 59% having guest Wi-Fi (some have both).
4. ***Finding:*** Very few EOCs in the Region have damage assessment software (8%).
    a. ***Recommendation:*** Consider the use of the new GIS Working Group (through NCTCOG) and the Emergency GIS Response Team (EGRT) to assist with damage assessment. EGRT has developed a free source app that enables jurisdictions to easily map damage in the community into a format that works with ArcGIS and with the Building Official Association of Texas' damage assessment forms.
        1. ***Price:*** No cost for use of app; will require personnel time investment to learn how to use the tool.
5. ***Finding:*** Seventy percent of EOCs can monitor the jurisdiction's Computer Aided Dispatch System (CAD).
    a. ***Recommendation:*** Facilitating access for EOCs without the ability to monitor CAD information, however this project should be considered in light of what jurisdictions would actually need this capability.
        1. ***Price:*** Varies depending on population; expected to be in the tens of thousands, but could not get a solid estimate.
6. ***Finding:*** When asked to identify the technologies used to alert the public, 72% of jurisdictions said they used reverse notification, 78% use outdoor warning sirens, and 82% use social media. Of those that use social media, 100% use Facebook and 80% use Twitter.
    a. ***Recommendation:*** Facilitate access to reverse notification at least at the County level to ensure all residents are can be reached during an incident.
        1. ***Price:*** Varies greatly depending on population and technical needs; a baseline estimate for a population of 100,000 was $14,000 - $30,000 per year, however the price may be more favorable if a group of jurisdictions decide to go in together.
    b. ***Recommendation:*** Providing training on how to best utilize social media for emergency management.

1. ***Price:*** At least a personnel time investment; depending on the instructor and venue, this training may incur a cost. Some recommended social media monitoring tools may also incur a cost. If the Region pursues this project, it is recommended to include Public Information Officers as well as Emergency Managers in the training.

7. ***Finding:*** The top five communication mechanisms used in order of frequency are:
   1. Cell phone;
   2. Landline telephone;
   3. E-mail;
   4. Conference calls; and
   5. 700 MgHz radios.
   a. ***Recommendation:*** Focus on these technologies when developing communication plans. Redundant methods of communication are critical, but they should first target those types of equipment people are comfortable using.
      1. ***Price:*** Not Applicable for this recommendation
8. ***Finding:*** Cell phones are identified as the top method of communication, however 19% of respondents indicated that some cell providers have solid service and 5% do not have solid cell service from any provider in the EOC (66% of respondents had solid cell service in their EOC).
   a. ***Recommendation:*** Work with cell phone service providers to establish better coverage at all EOC locations where it is not adequate. This project would need to be discussed with each provider. It may also be that the EOC gets poor cell service due to its location (ex., in a basement) rather than the provider. In some cases the provider may be able to make adjustments for free; in others, it may require additional costs depending on the identified problem causing the poor service.
      1. ***Price:*** Variable; this pricing would need to be determined with the carriers.
9. ***Finding:*** Twenty-seven percent of EOCs have a formal equipment replacement plan and 28% replace equipment when it breaks.
   a. ***Recommendation:*** Assist individual jurisdictions with developing equipment replacement plans.
      1. ***Price:*** Personnel time investment; the jurisdiction would also need to anticipate costs for the replacement of technology.

Alternate EOC

1. ***Finding:*** Seventy-five percent of respondents indicated that they have an alternate EOC.
   a. ***Recommendation:*** A Regional effort to assist EOCs who would like to have an alternate EOC identify a backup location. The Region and jurisdictions are encouraged to consider what already existing locations could serve as an alternate EOC rather than considering new construction (in which case, would likely become the new primary EOC).
      1. ***Price:*** Personnel time investment, and potentially additional costs to use the backup location.
2. ***Finding:*** Of all alternate EOCs, 11% are hot, 55% are warm, and the remaining 34% are cold.
   a. ***Recommendation:*** Warm and cold alternate EOCs are encouraged to develop SOPs/SOGs on how to quickly and efficiently get the alternate EOC running, if not already existing, and to train and practice those SOPs/SOGs.
      1. ***Price:*** Personnel time investment.
3. ***Finding:*** Ninety percent of alternate EOCs are multi-purpose.
   a. ***Recommendation:*** All multi-purpose alternate EOCs are encouraged to have agreements with anyone else using the space that gives the EOC priority use if needed.
      1. ***Price:*** Personnel time investment.

4. ***Finding:*** The three greatest challenges identified for alternate EOC locations are space restrictions, lack of familiarity with the location and building, and the need to bring equipment and supplies from the primary EOC location in order to establish operations.
    a. ***Recommendation:*** Space restrictions for alternate EOCs is difficult to work around; any funding available will likely go to improving the primary EOC. Alternate EOCs who do not have enough space are encouraged to be creative about how to gain needed space; perhaps identifying additional office space that could be used in nearby buildings or researching potential rentable modular or mobile buildings (however this solution would not be an immediate replacement of an EOC, as the rental contract would need to be executed and the portable building installed, which could take a few weeks).
        1. ***Price:*** Personnel time investment to identify options; modular or mobile buildings range from a lease of $100 to $500 per month or $15,000 to $45, 000 to buy, not including a few thousand dollars for delivery and installation.
    b. ***Recommendation:*** Jurisdictions who are not familiar with the physical location of the alternate EOC (i.e., how to get to the alternate location) or are not familiar with the building (i.e., where everything is inside the building) are encouraged to host training and exercises on alternate EOC procedures (this would need to follow the development of the alternate EOC setup SOPs/SOGs mentioned before). This would reduce the lack of familiarity with the location and building.
        1. ***Price:*** Personnel time investment and possible extra costs during training and exercising.
    c. ***Recommendation:*** Jurisdictions who need to bring equipment from the primary EOC to the alternate EOC are encouraged to develop a list of all equipment that would need to be moved, including where it is located in the primary EOC, to facilitate an efficient transfer (this list should be included as part of the alternate EOC SOPs/SOGs).
        1. ***Price:*** Personnel time investment.
5. ***Finding:*** If there is a need to relocate from the primary EOC, 67% of respondents indicated that it would disrupt EOC operations.
    a. ***Recommendation:*** Through the caching of equipment and supplies to create an "EOC in a Box," the NCTCOG may be able to help minimize disruption in EOC operations if and when a jurisdiction must move from their primary location to an alternate EOC site. Through identification of equipment and supply needs common to all EOCs (e.g. laptop computers with WebEOC installed, printers and print paper, etc.), the NCTCOG is positioned to develop and maintain a cache that can be utilized by any jurisdiction in need; saving both time and money since individual jurisdictions will not need to invest in the purchase and maintenance of reserve equipment. "EOC in a Box" resources can be deployed to set-up the alternate EOC location prior to operations being transferred from the primary EOC location; minimizing the disruption to EOC operations. However, the Region is cautioned to consider operational issues associated with caches of equipment, including who will purchase and maintain the equipment, how often it is realistically expected to be used, deployment protocols, and replacement protocols (due to age, loss, malfunction, normal wear & tear, etc.).
        1. ***Price:*** $5,000 - $50,000+; for a simple approach, this could be a cache of a few laptops, printers, and radios. This would cost a few thousand dollars. If the Region decides to have a more elaborate approach with additional resources (such as plotters, projectors, satellite phones, etc.), the cost will reflect the increased capability.

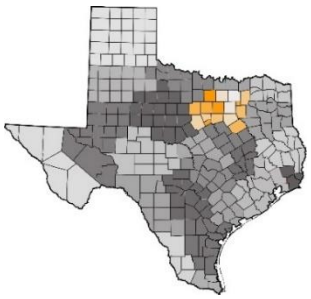
Conclusion

The high level of participation in the survey, 83% of jurisdictions, is significant since it enables the findings contained within this report to be a strong representation of EOC capabilities within the Region.

The survey data identifies a number of existing capabilities that the Region should work to maintain, as well as a number of areas that would benefit from an investment of resources in order to strengthen capabilities. The Working Group is encouraged to use the findings and recommendations when analyzing how to best allocate available resources to improve EOC capabilities throughout the Region.

Some of the identified gaps and areas of weakness (ex., the size of space allocated to an EOC) are issues that must be addressed by individual jurisdictions. However, many of the identified gaps exceed the purview of a single jurisdiction and are well suited to the mission of the Regional Working Group.

The information contained within this report positions the North Central Texas Council of Government Regional Emergency Management Working Group to make strategic resource investments that will improve the EOC capabilities throughout the Region, thus working towards achieving the ultimate goal of protecting life and preserving property in the Region.



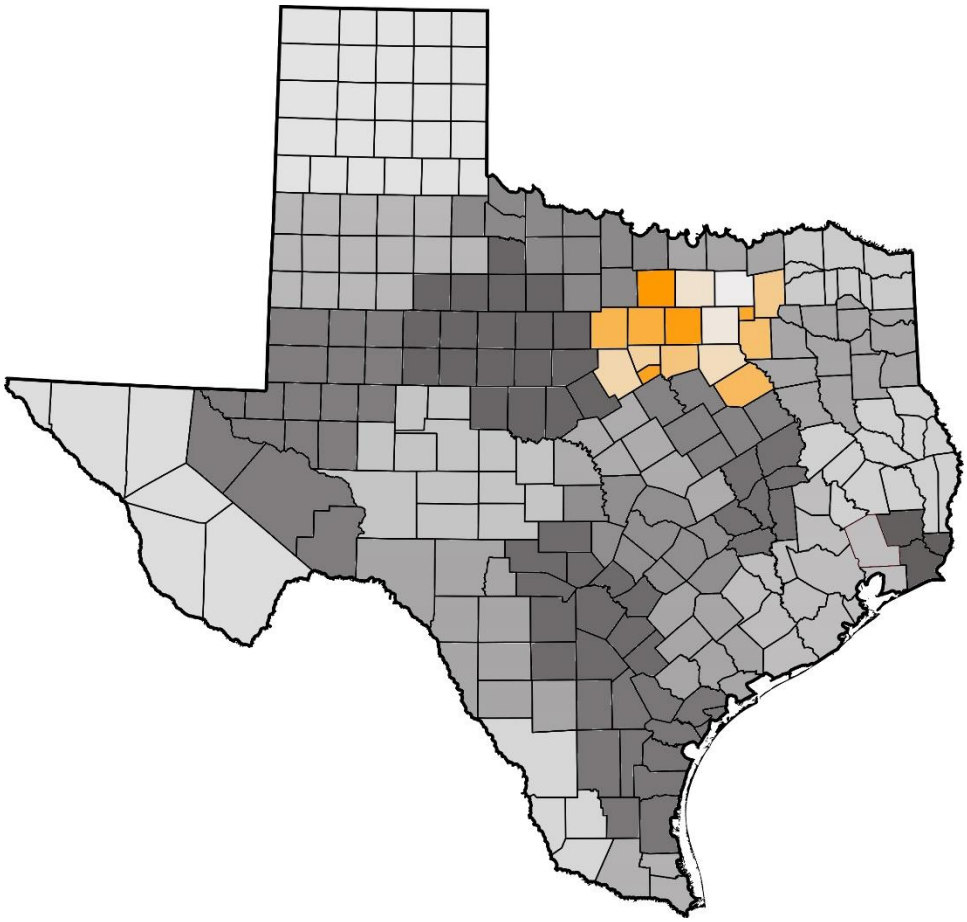
The EOC Capabilities Assessment Project was funded by the North Central Texas Council of Governments (NCTCOG) and led by NCTCOG Regional Emergency Management Working Group's EOC Capabilities Assessment Project Sub-Committee. This report was created for the North Central Texas Council of Governments by Integrated Solutions Consulting.

Appendices

Appendix A: Large County **105**
Appendix B: Medium County **174**
Appendix C: Small County **242**
Appendix D: Large Urban City **310**
Appendix E: Large Suburban City **365**
Appendix F: Medium Urban City **420**
Appendix G: Medium Suburban City **475**
Appendix H: Small Urban City **530**
Appendix I: Small Suburban City **585**
Appendix J: Small Rural City **640**

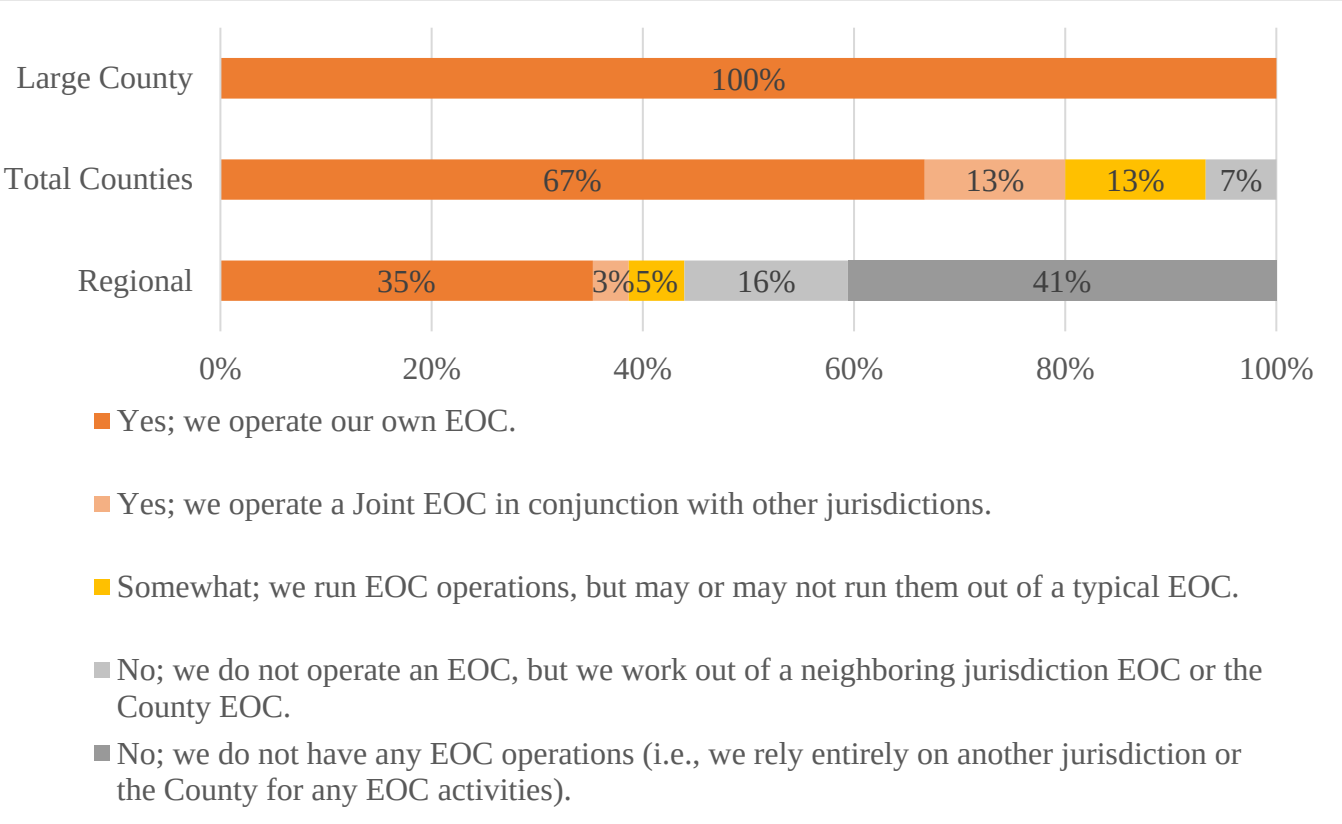
Appendix A: Large County

Based on the 2016 NCTCOG Emergency Operations Center Capabilities Assessment Project

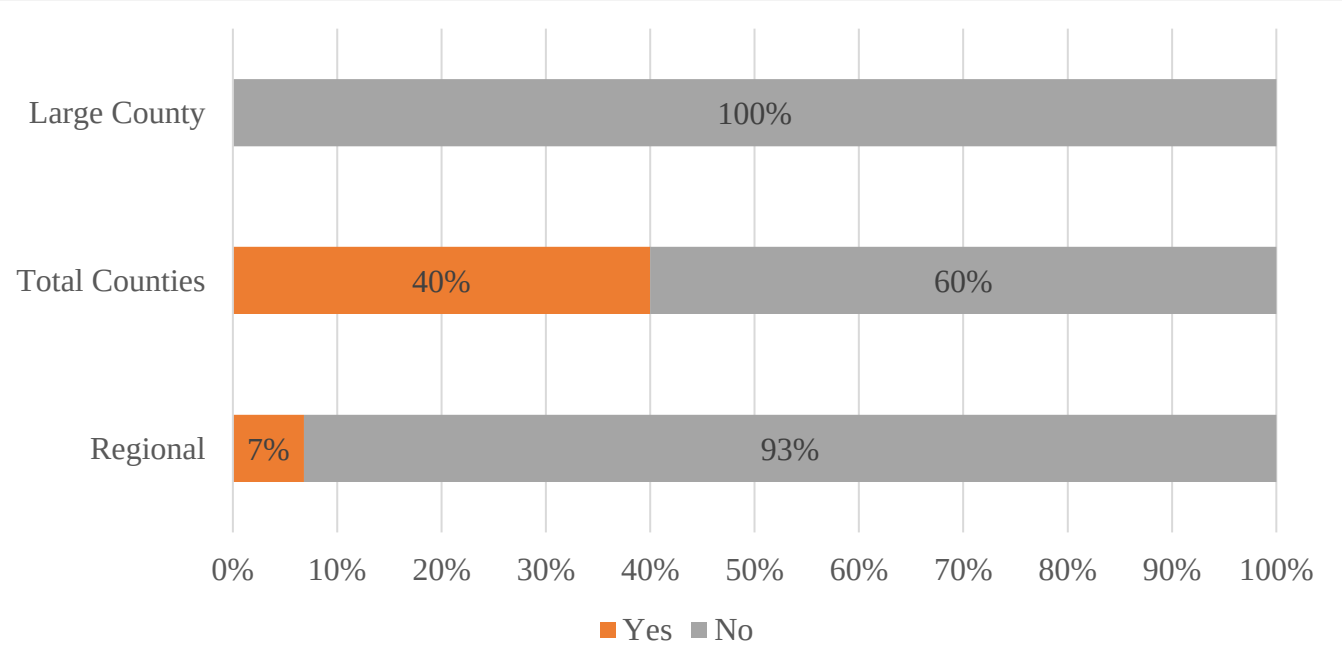


Introduction Questions

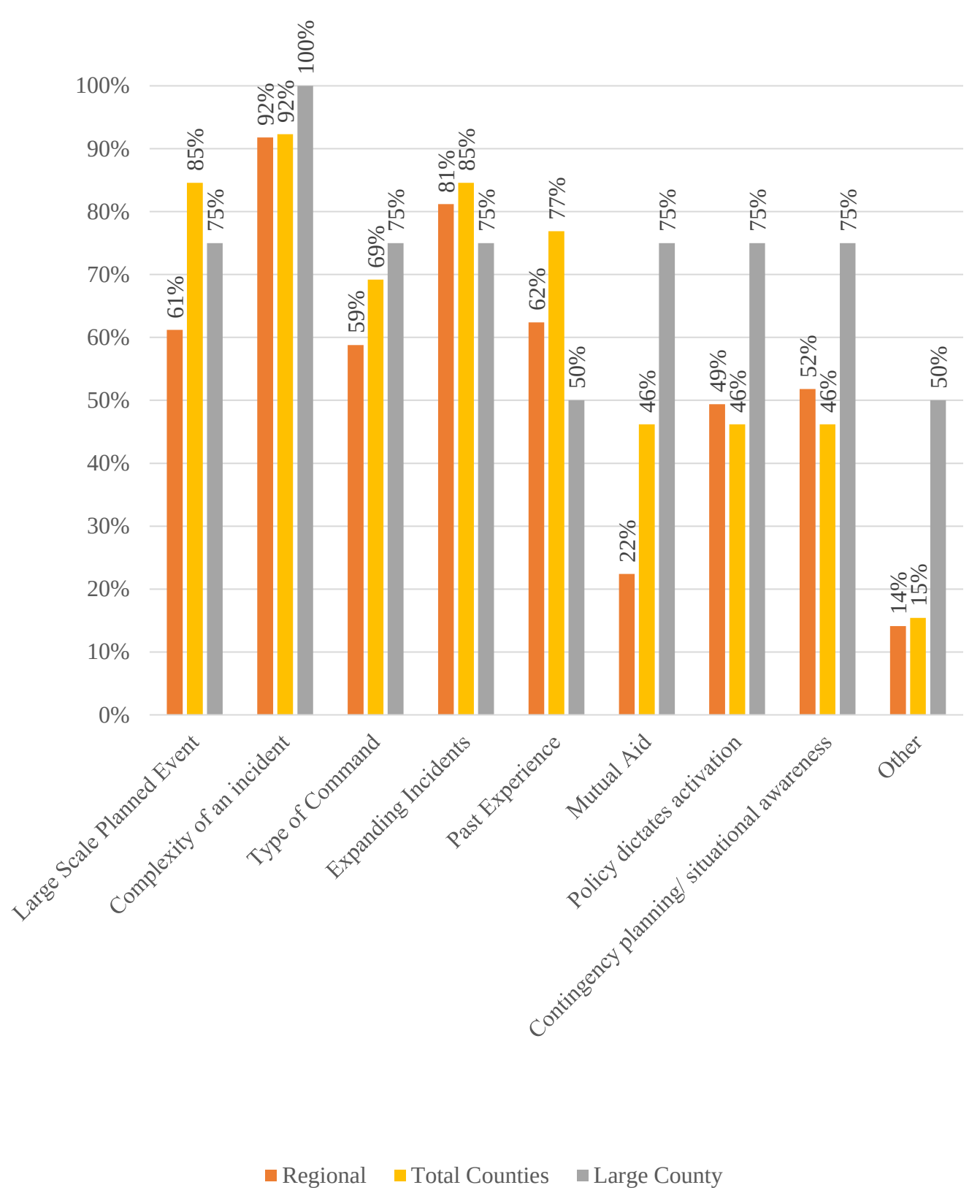
1. Does your jurisdiction operate an EOC?



1.1 Do any other jurisdictions use your facility as their primary EOC?



2. Of the incidents/events below, which would trigger an EOC activation in your jurisdiction?



3. What functions/activities do you believe are most critical to a successful EOC response?

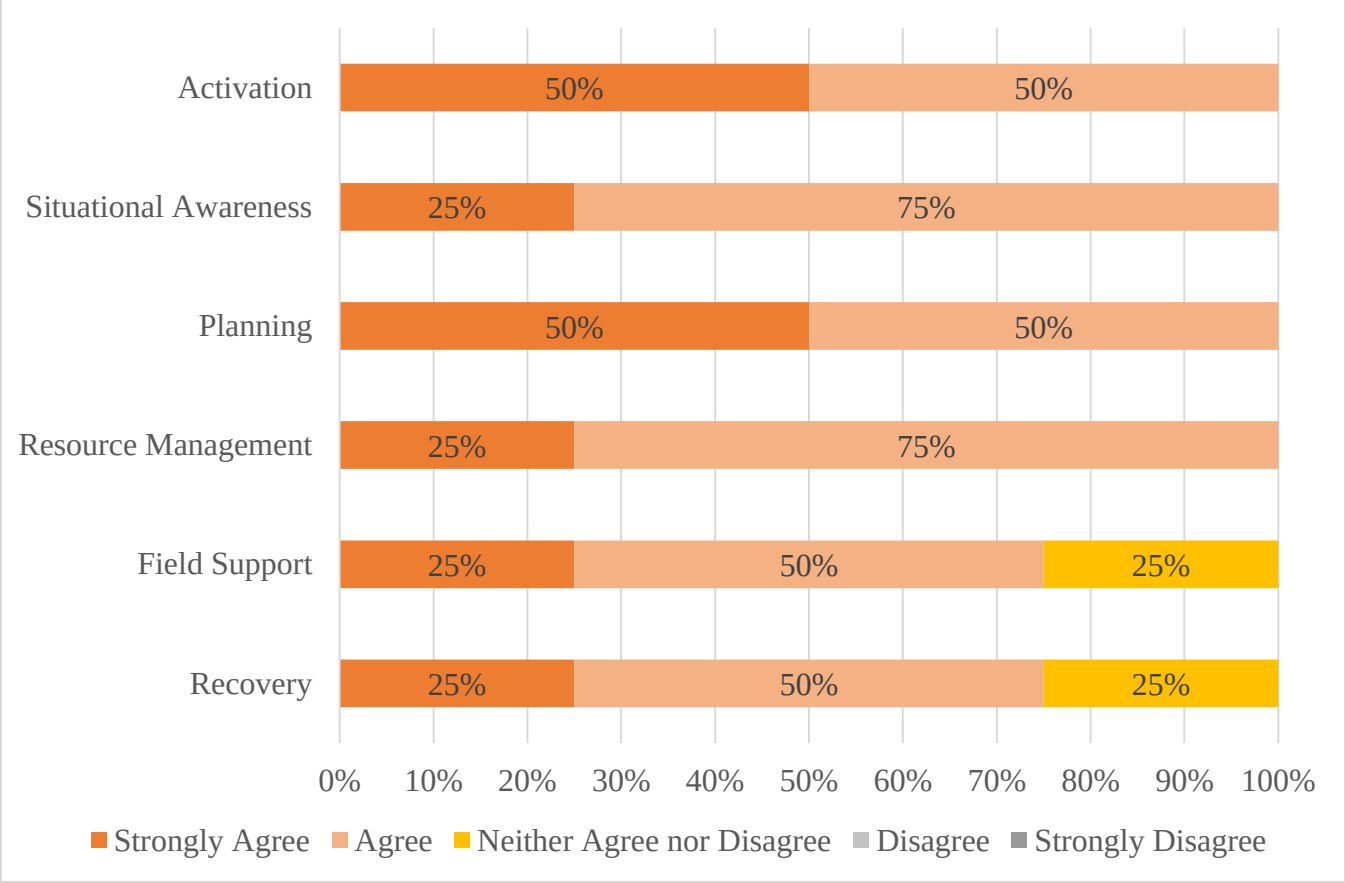
- *Activation activities*
- *Situational Awareness activities*
- *Planning activities*
- *Resource Management activities*
- *Field Support activities*
- *Recovery activities*

	High Importance			Normal Importance			Low Importance		
	Regional	Total Counties	Large County	Regional	Total Counties	Large County	Regional	Total Counties	Large County
Activation	71.6%	72.7%	66.7%	25.9%	18.2%	33.3%	2.5%	9.1%	0%
Situational Awareness	73.8%	83.3%	100%	22.5%	16.7%	0%	3.8%	0%	0%
Planning	44.9%	40.0%	66.7%%	50.0%	60.0%	33.3%	5.1%	0%	0%
Resource Management	50.0%	63.6%	50%	43.4%	27.3%	25%	6.6%	9.1%	25%
Field Support	52.6%	63.6%	50%	43.4%	27.3%	25%	3.9%	9.1%	25%
Recovery	28.0%	27.3%	66.7%	46.7%	45.5%	33.3%	25.3%	27.3%	0%

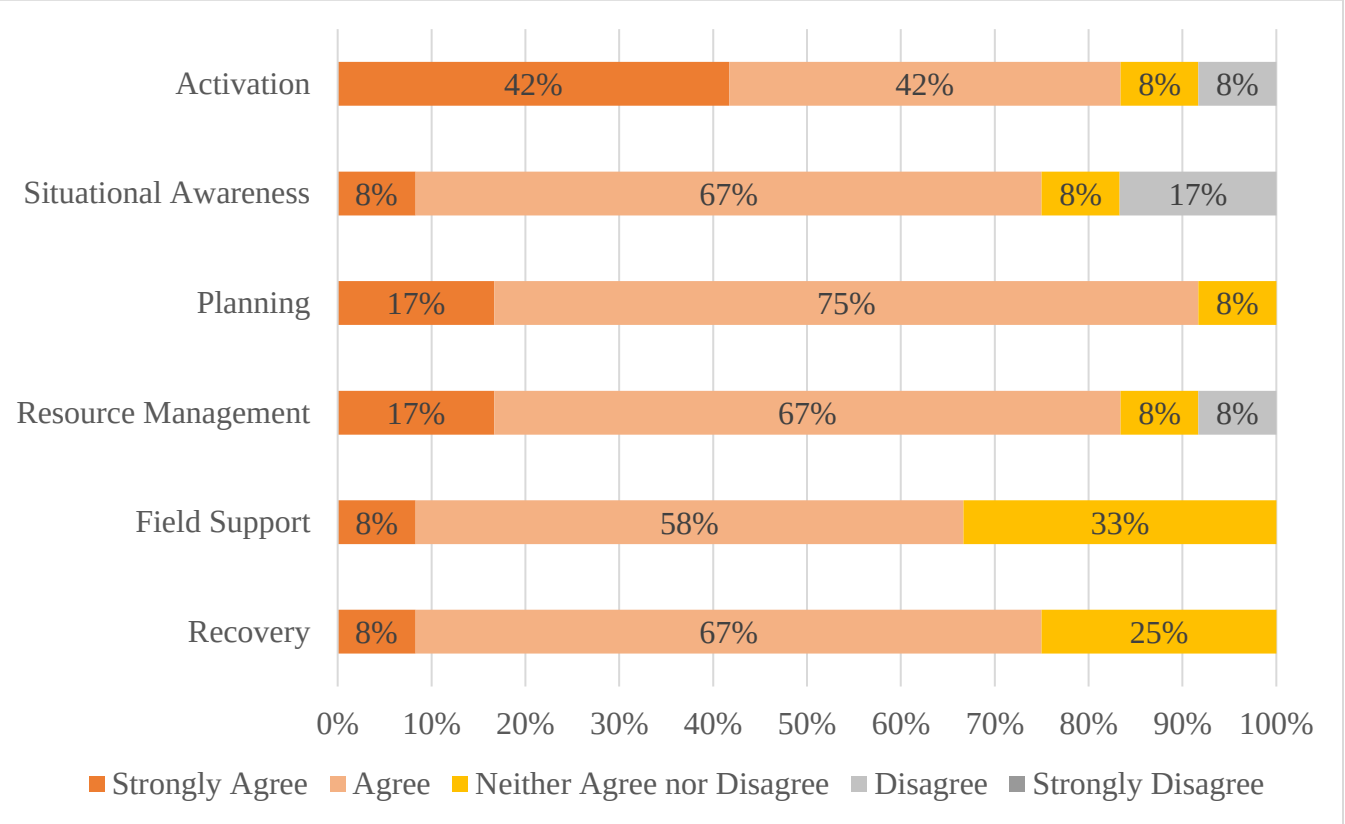
4. To identify gaps in functional activities throughout the region, to what extent do you believe your EOC can perform the following functions/activities, relying on your own local resources?

- *My EOC is able to fulfill all ACTIVATION activities necessary for a successful operation (ex. alerting and mobilizing EOC personnel, EOC set up, EOC staffing, etc.)*
- *My EOC is able to fulfill all SITUATIONAL AWARENESS activities necessary for a successful operation (ex. creating & distributing situation reports, maintaining a common operating picture, managing and sharing information with responders, agency representatives, media and the public, etc.)*
- *My EOC is able to fulfill all PLANNING activities necessary for a successful operation (ex. creating Incident Action Plan or EOC Action Plan, ensuring documentation and record keeping, operation of EOC displays and room/facility management, etc.)*
- *My EOC is able to fulfill all RESOURCE MANAGEMENT activities necessary for a successful operation (ex. resource requests, resource tracking, emergency procurements, etc.):* Agree
- *My EOC is able to fulfill all FIELD SUPPORT activities necessary for a successful operation (ex. support field operations and field personnel, anticipating future needs, providing strategic guidance, etc.)*
- *My EOC is able to fulfill all RECOVERY activities necessary for a successful operation (ex. completing/submitting State & Federal disaster forms, large-scale debris management efforts, engaging/managing VOADs and coordinating survivor assistance efforts, Preliminary Damage Assessments, etc.)*

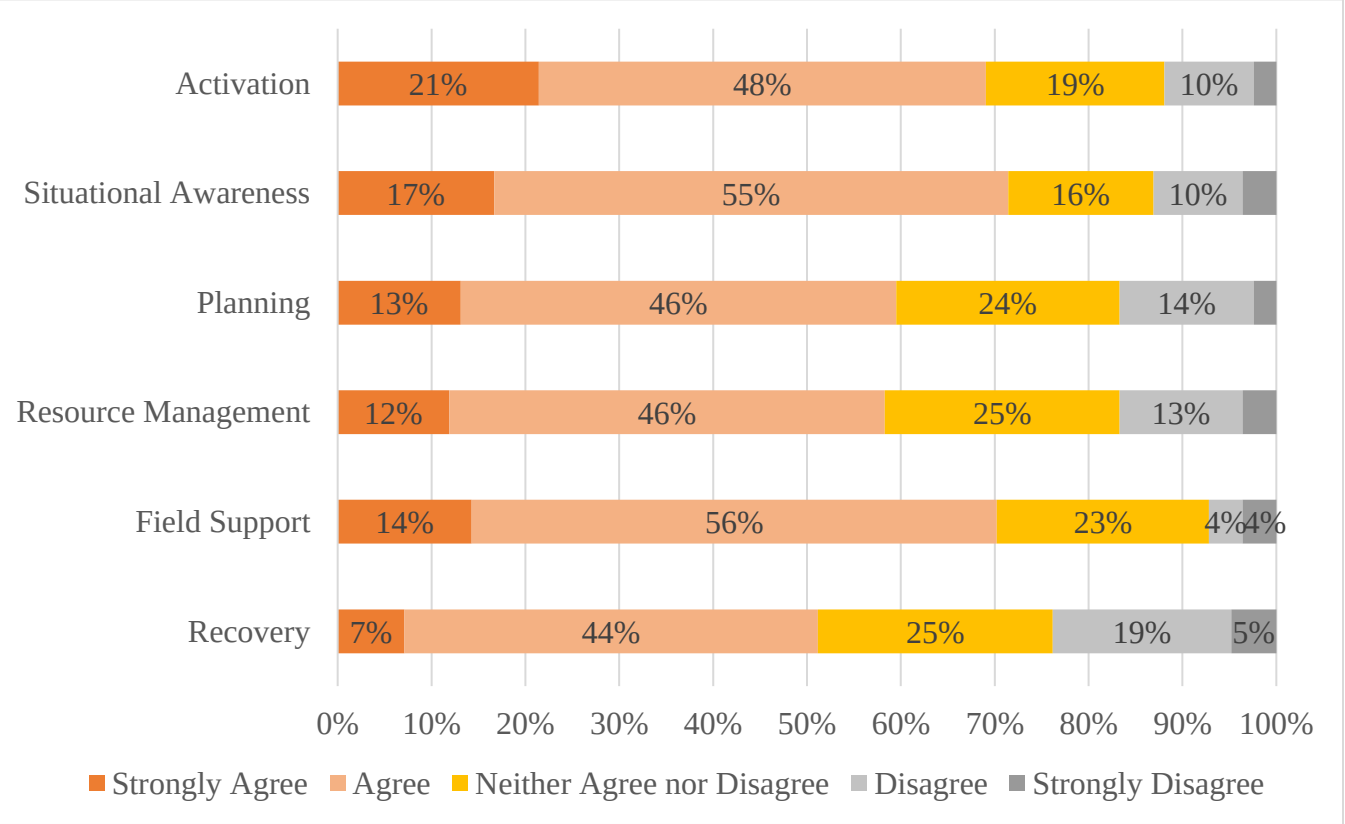
Large County



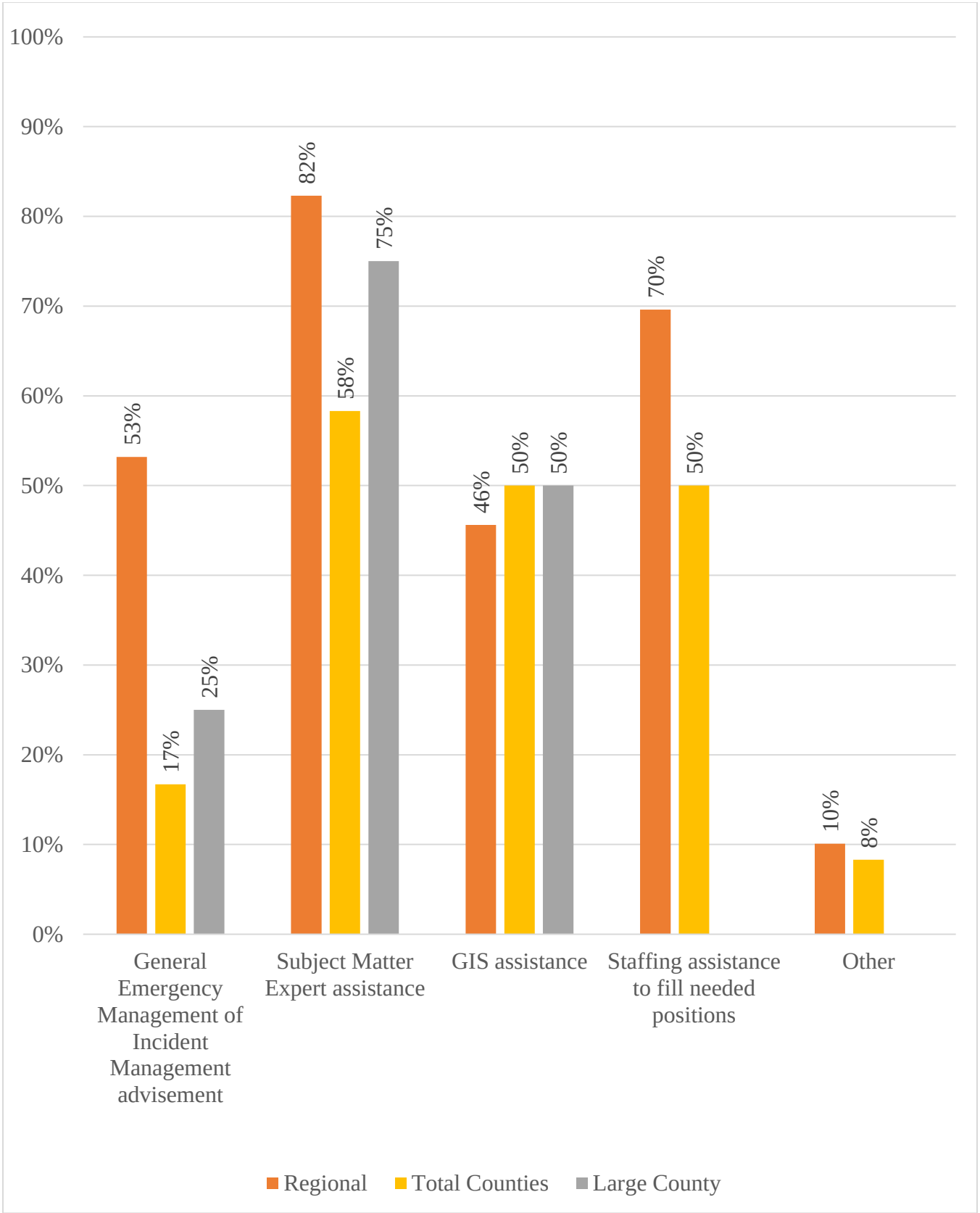
Total Counties



Regional

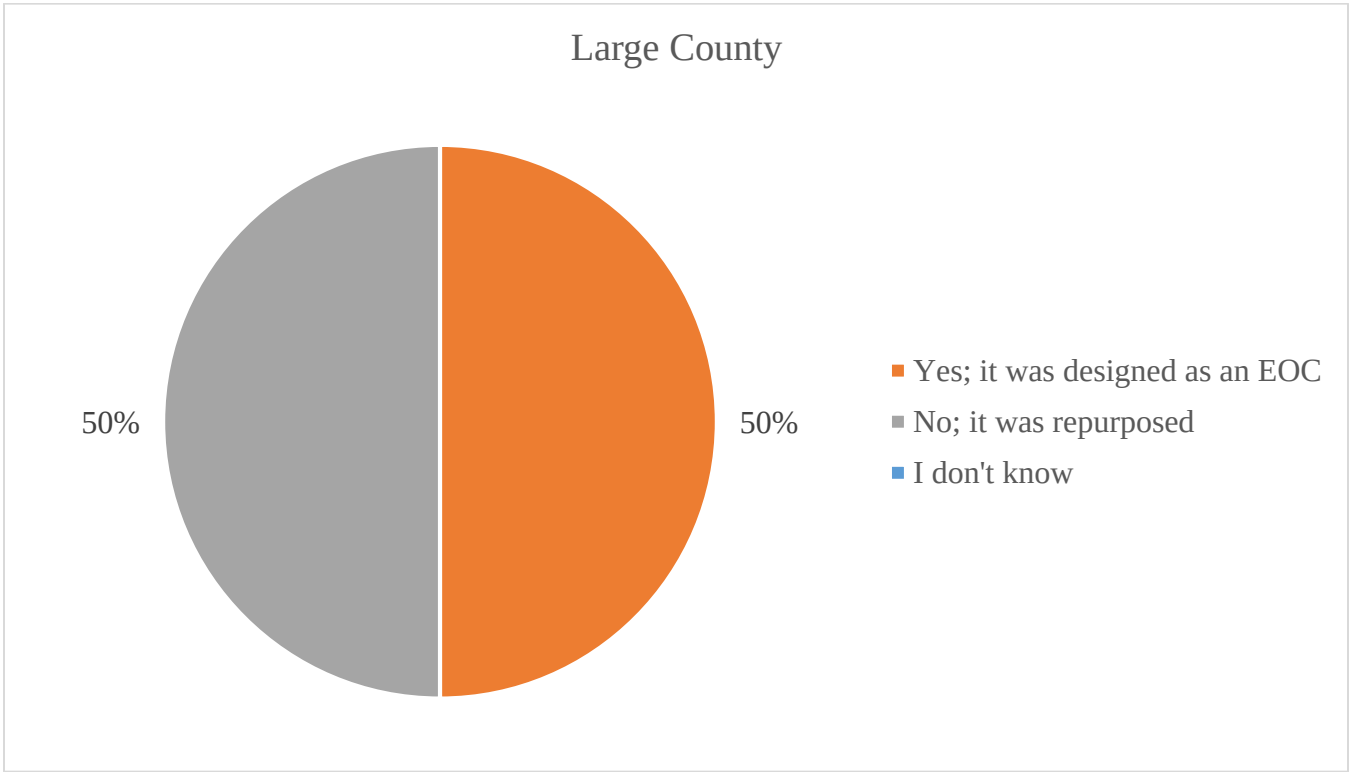


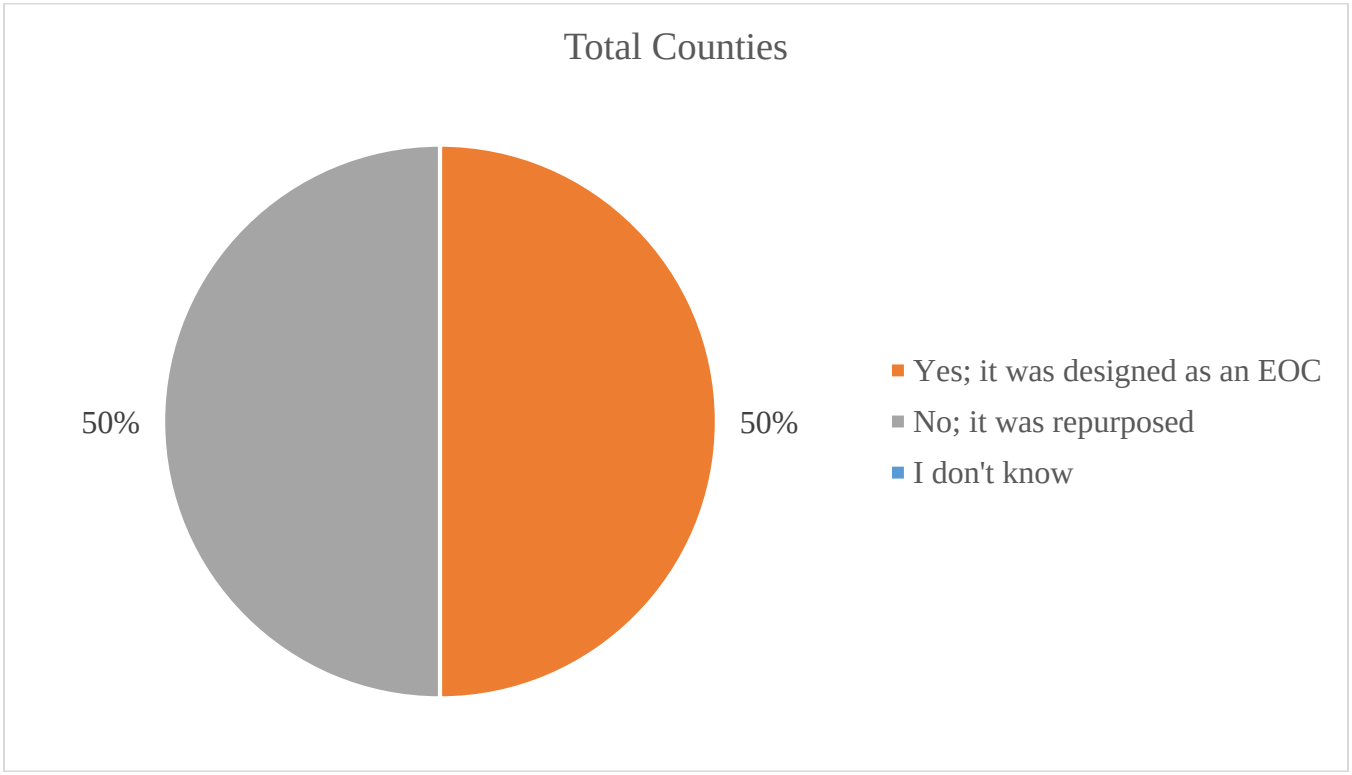
5. What functions or activities, if any, would your EOC like additional assistance to fulfill? Please select all that apply.

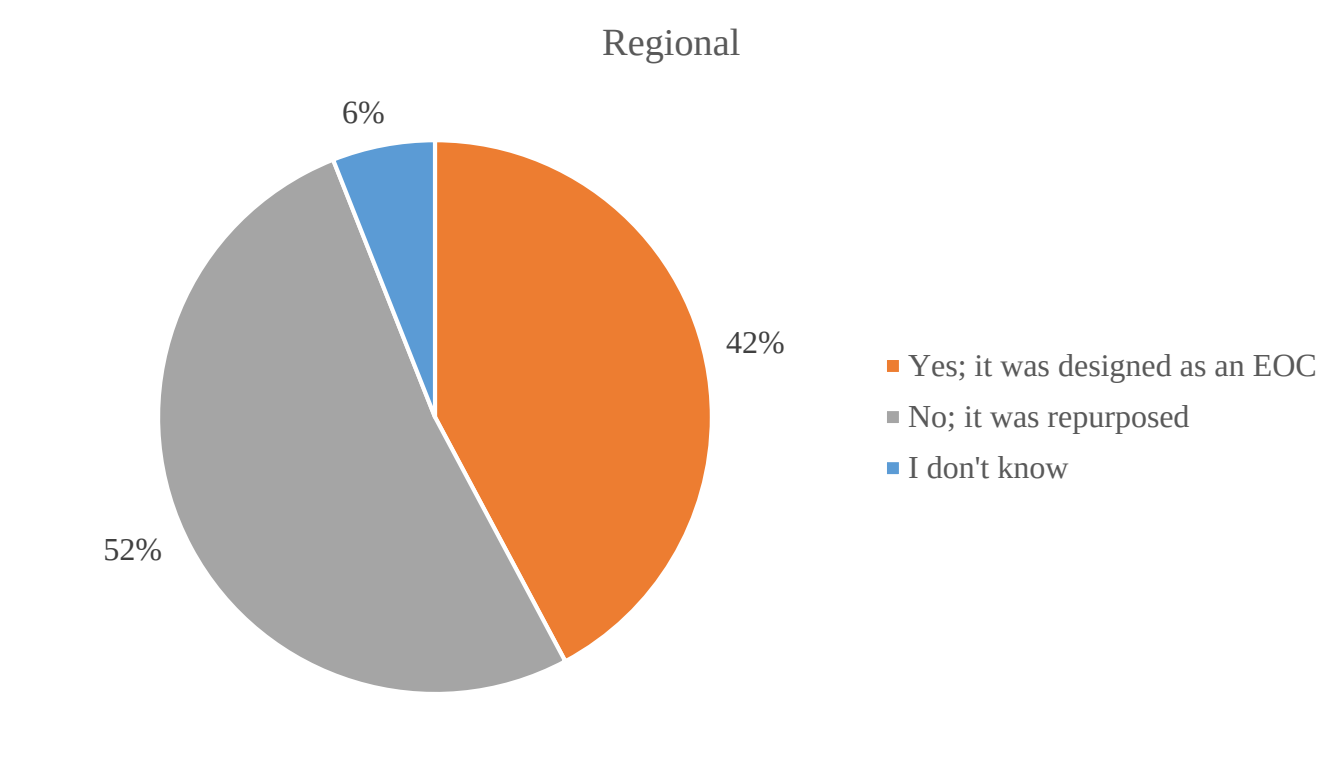


EOC Overview

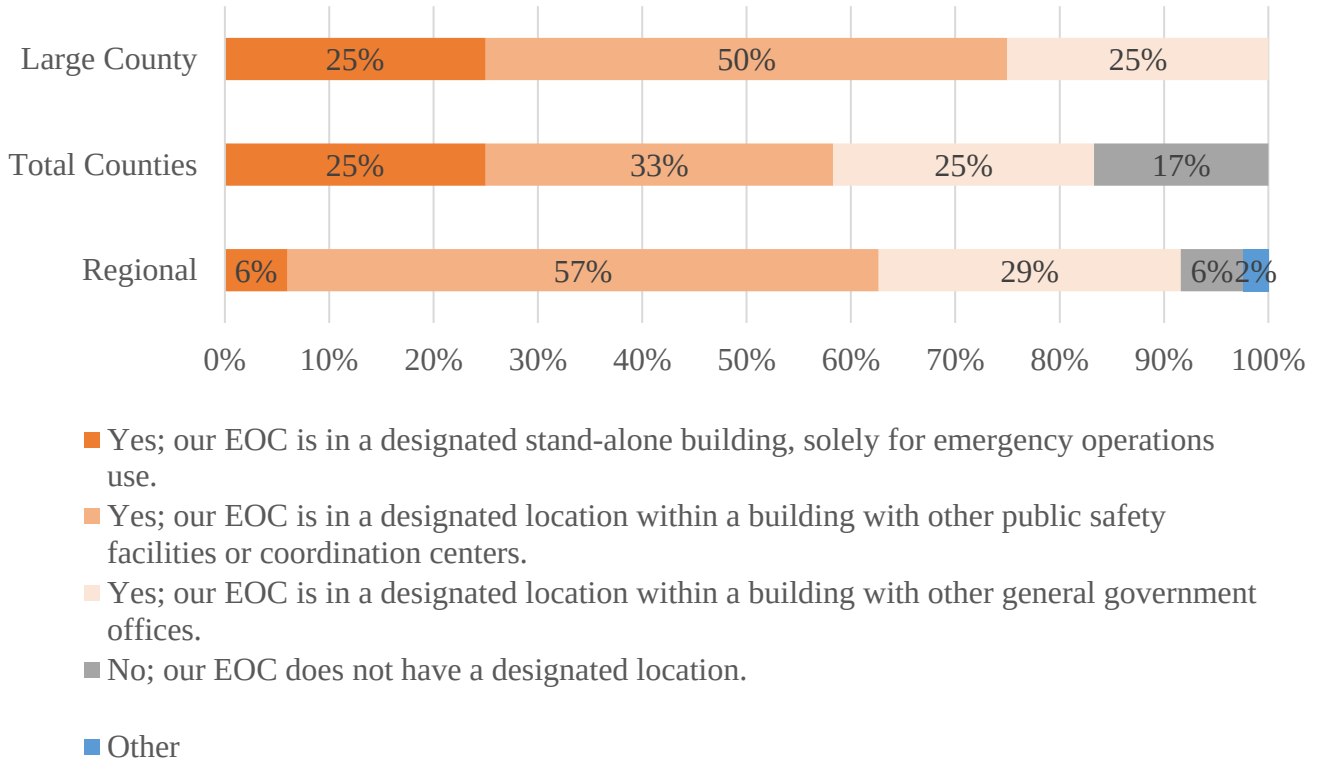
6. Was your EOC designed to operate as an EOC?



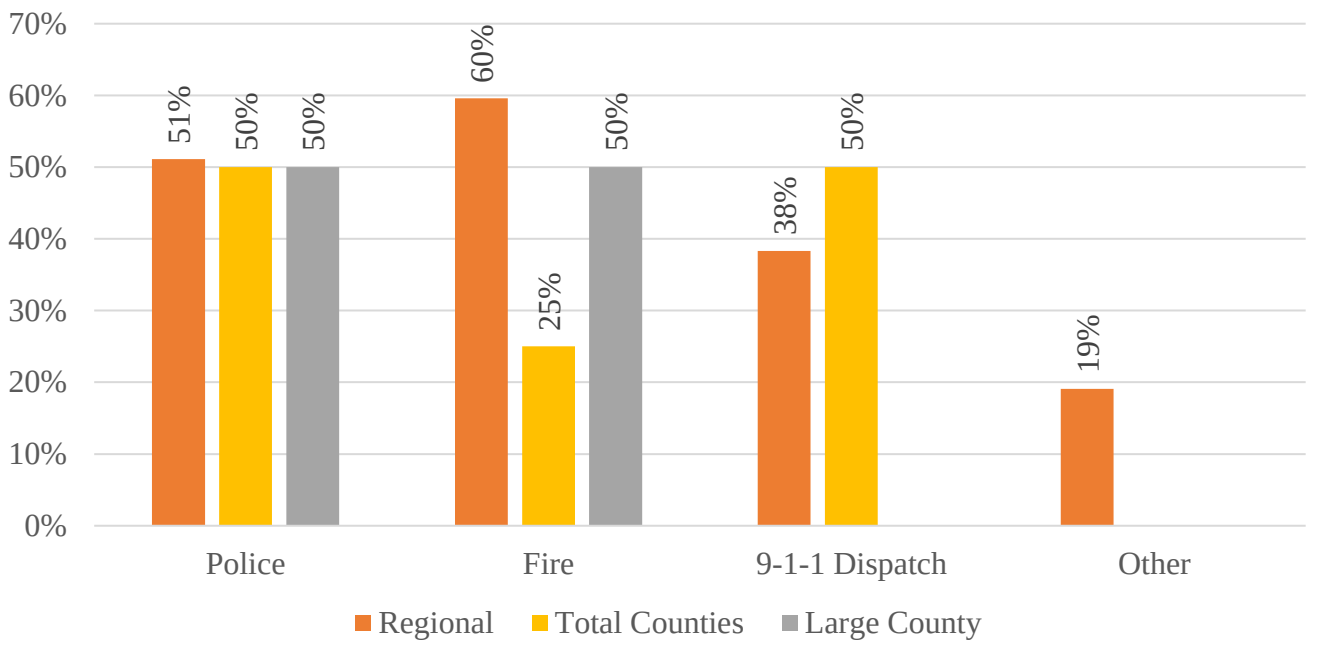



Regional
6%
42%
52%
Yes; it was designed as an EOC
No; it was repurposed
I don't know

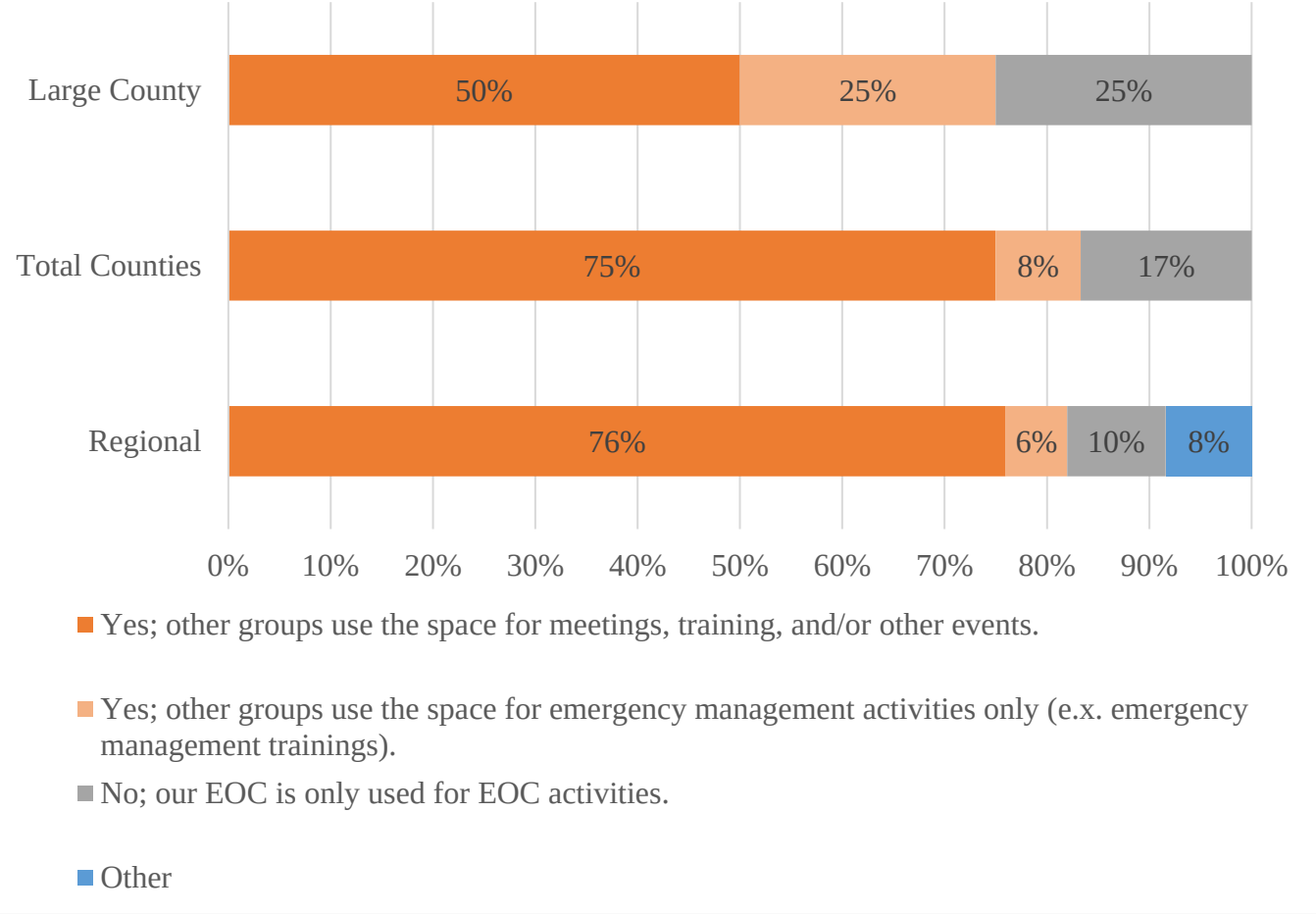
7. Do you have a designated location for your EOC?



7.1 Of those who share their EOC building with other public safety facilities or coordination centers, what other functions are performed in the building? Please select all that apply.

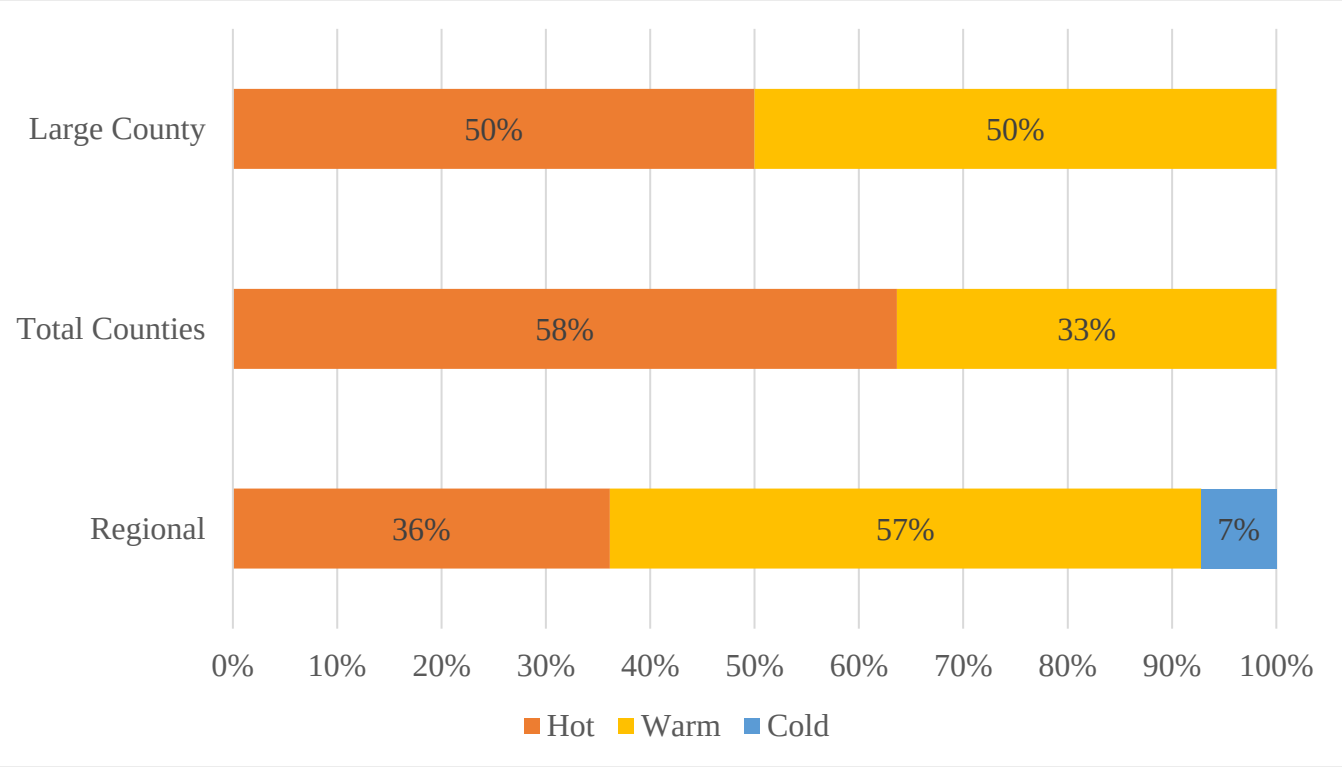


8. Is your EOC a multi-purpose location?

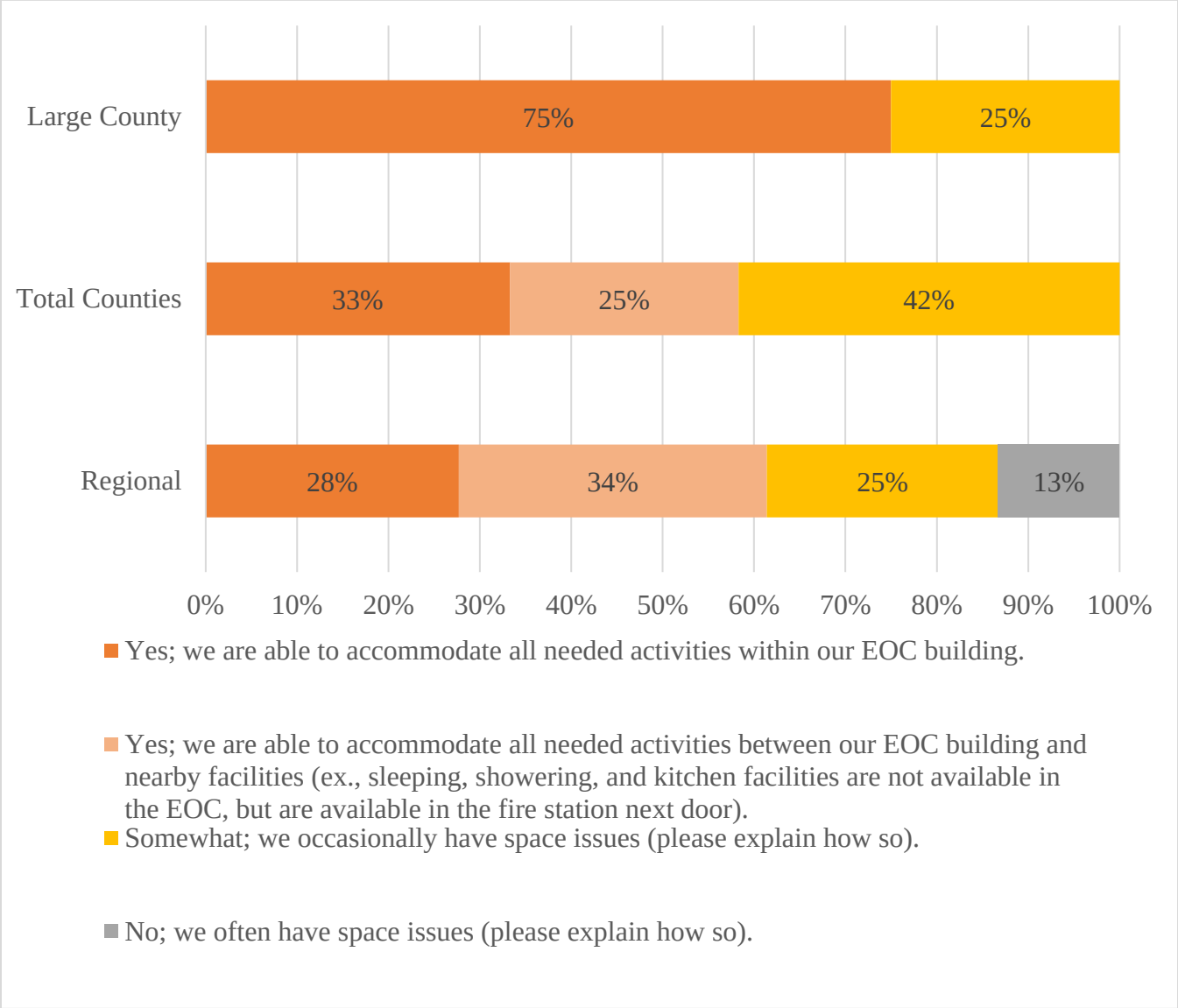


9. Is your primary EOC:

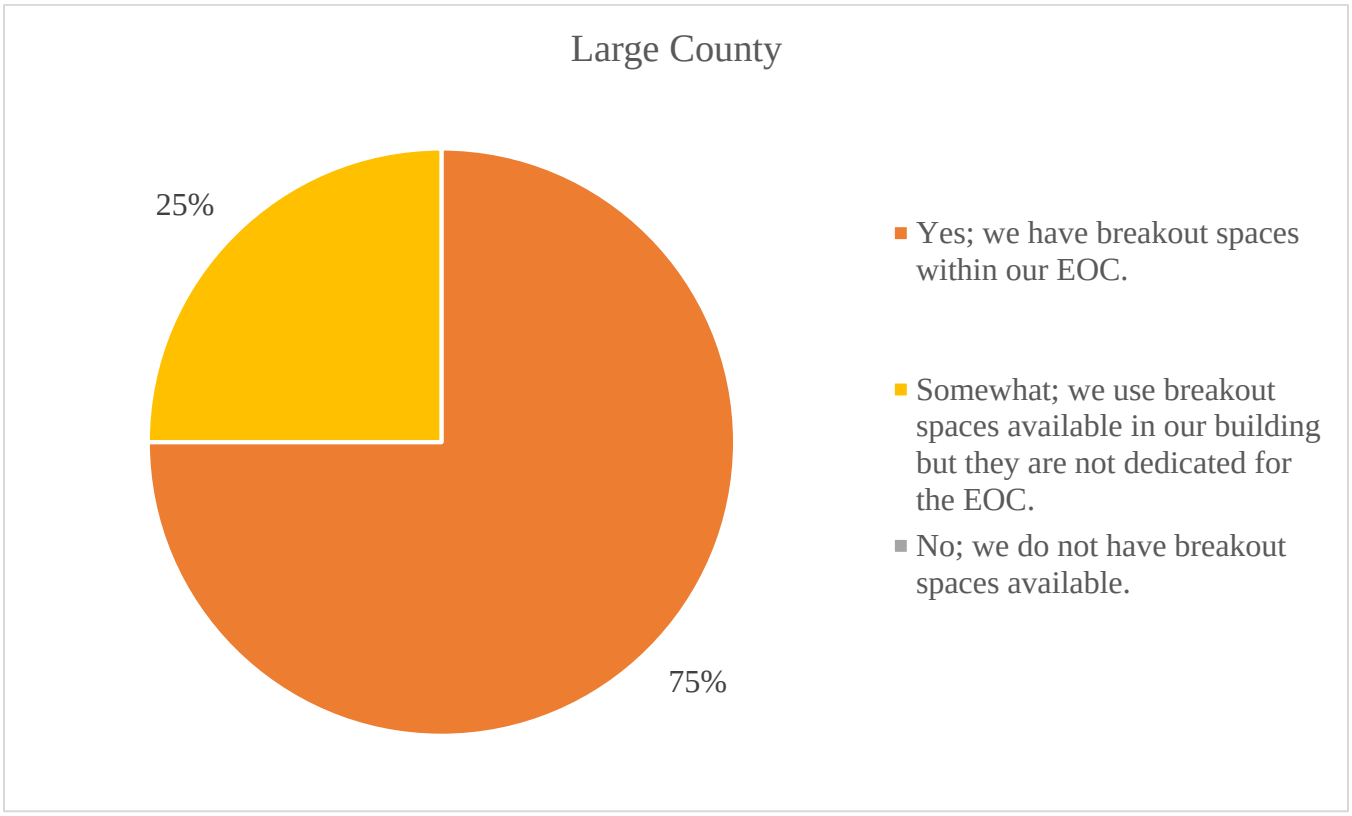
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*

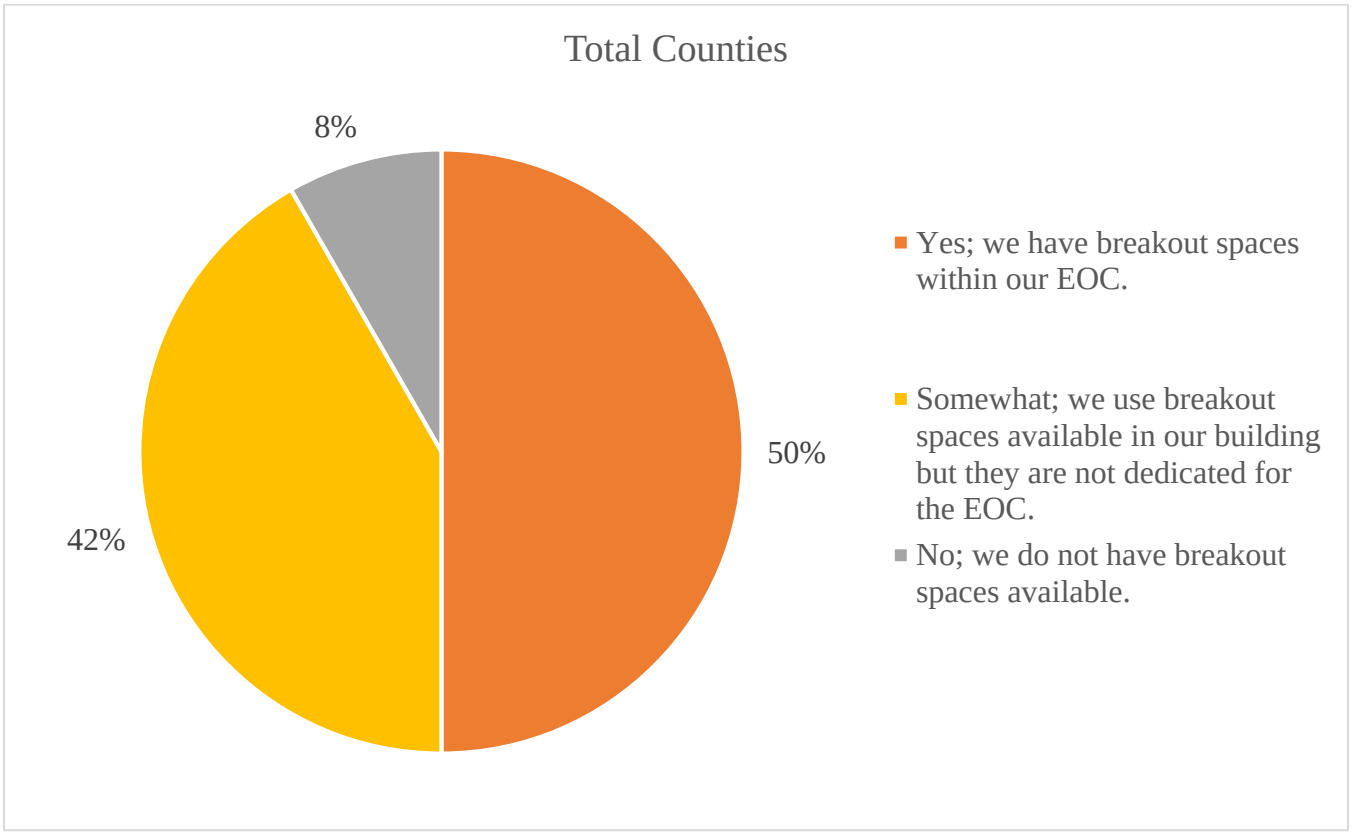


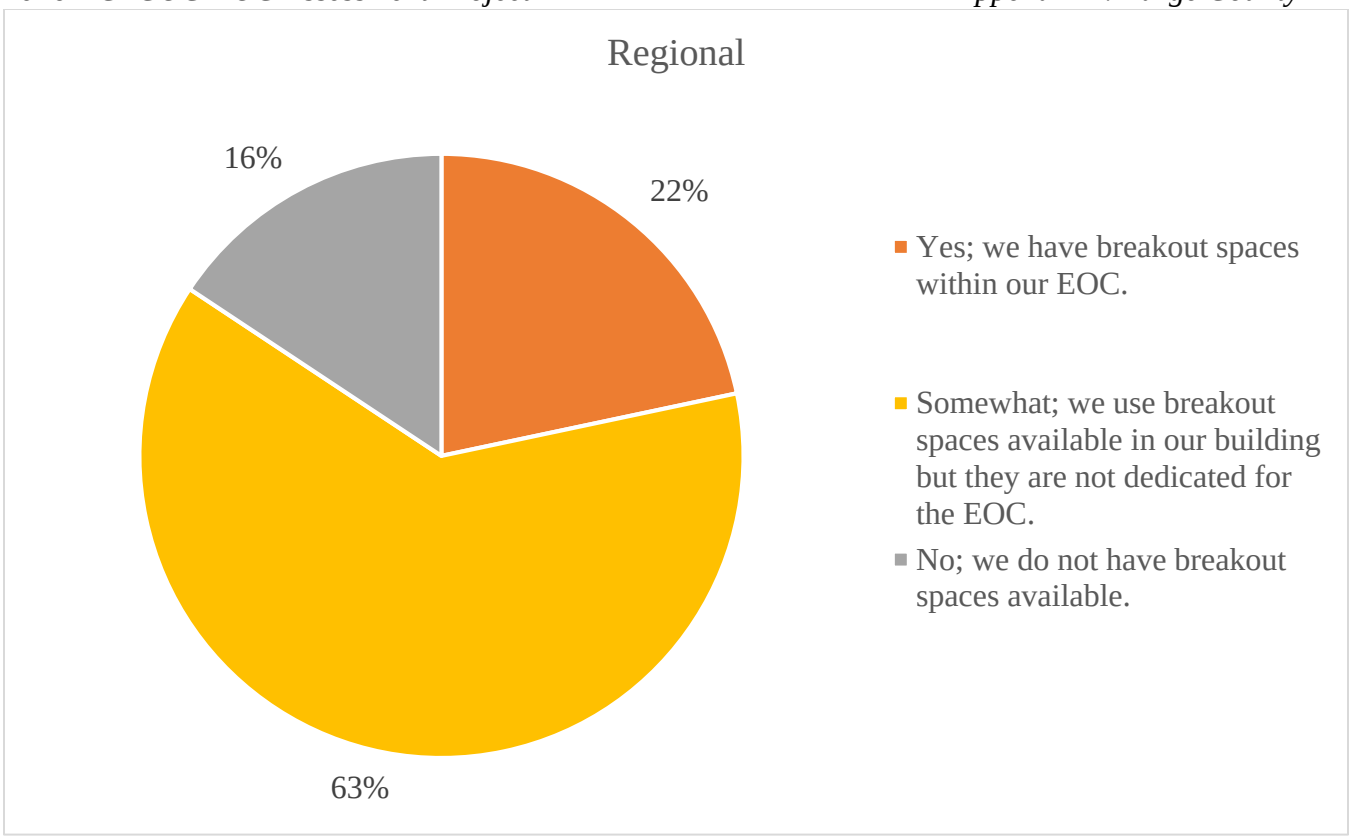
10. Is your EOC large enough to facilitate needed activities?



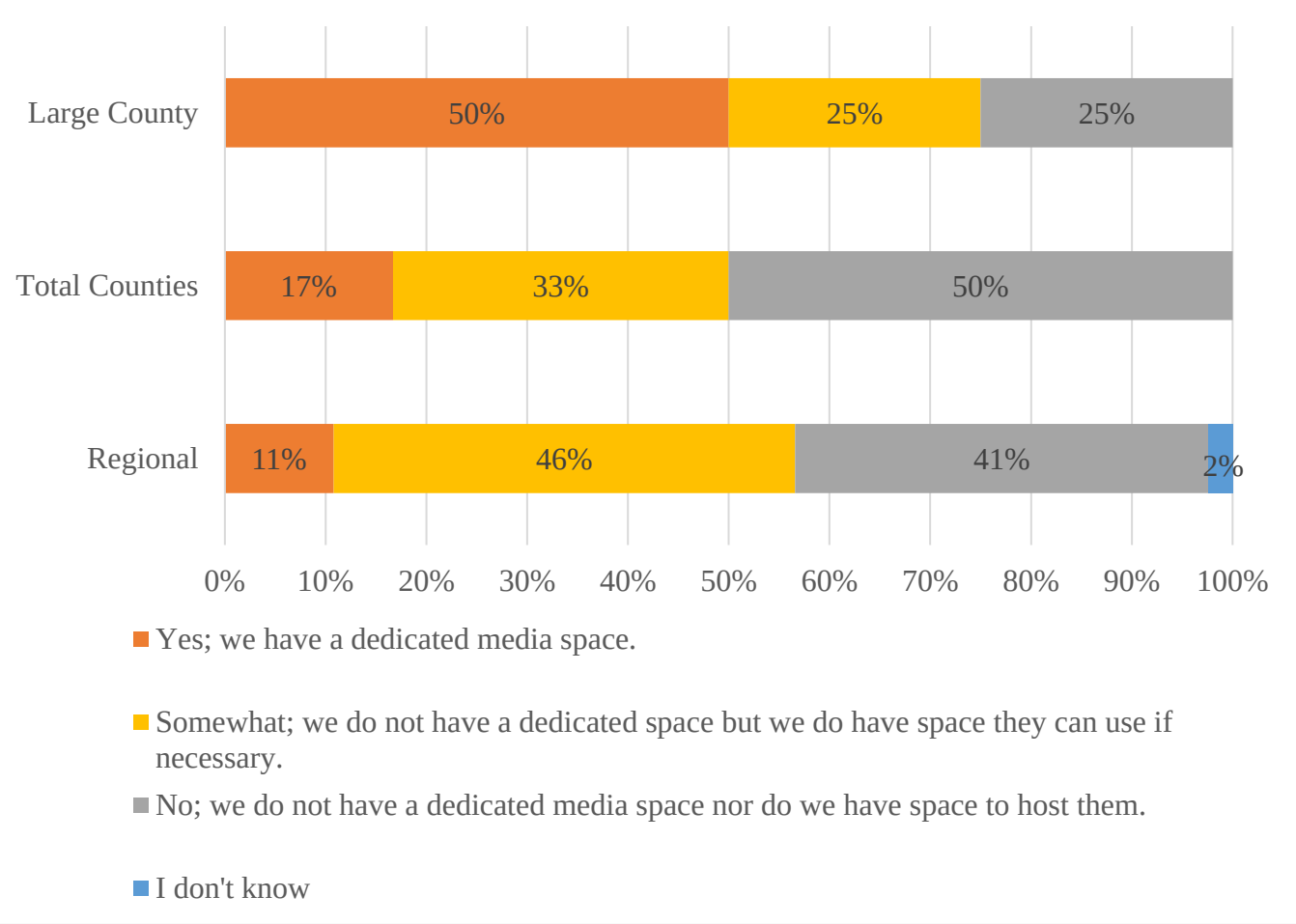
11. Does your EOC have individual/separate meeting or breakout spaces?



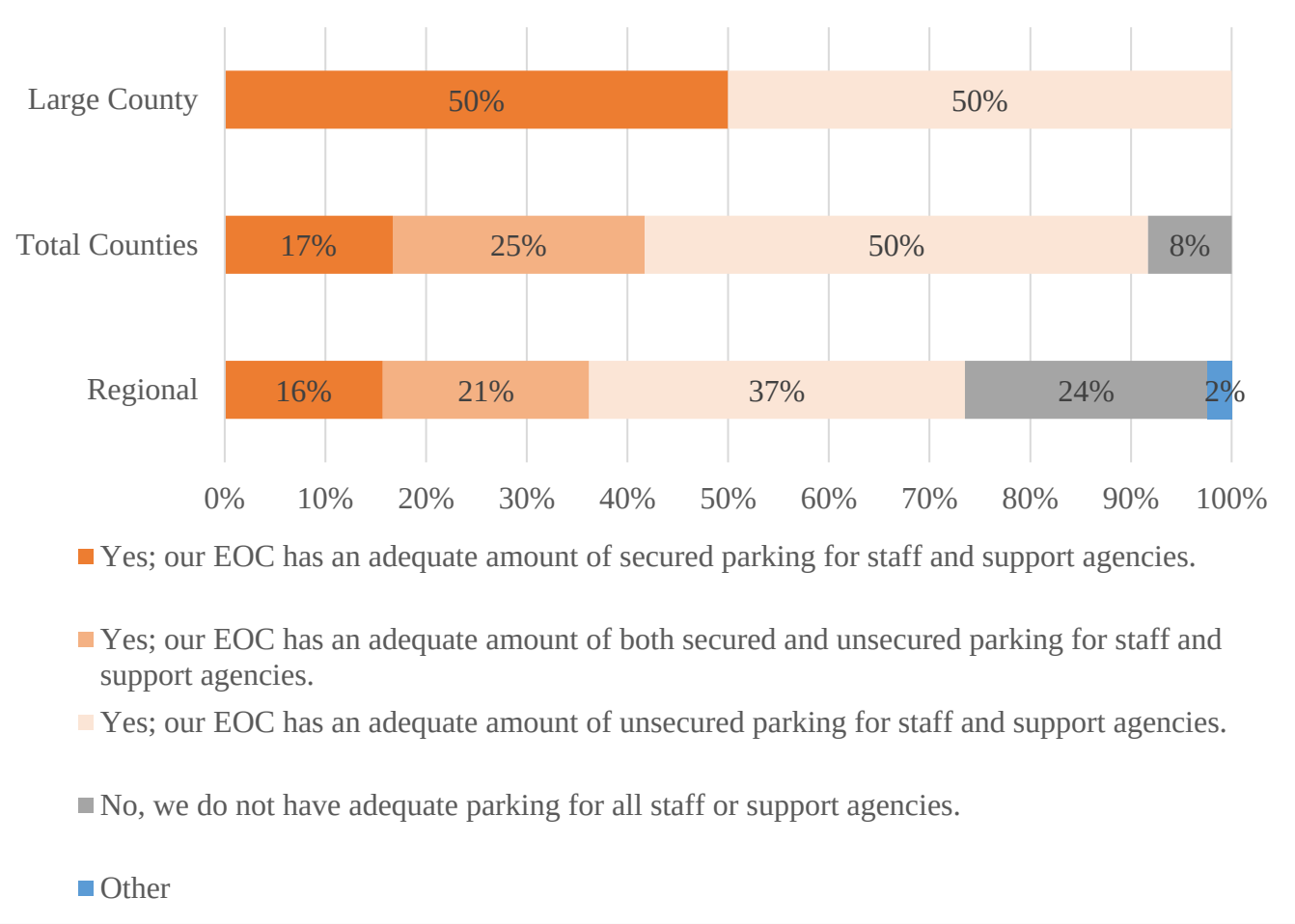



Regional
16%
22%
63%
Yes; we have breakout spaces within our EOC.
Somewhat; we use breakout spaces available in our building but they are not dedicated for the EOC.
No; we do not have breakout spaces available.

12. Do you plan to host the media at your EOC?

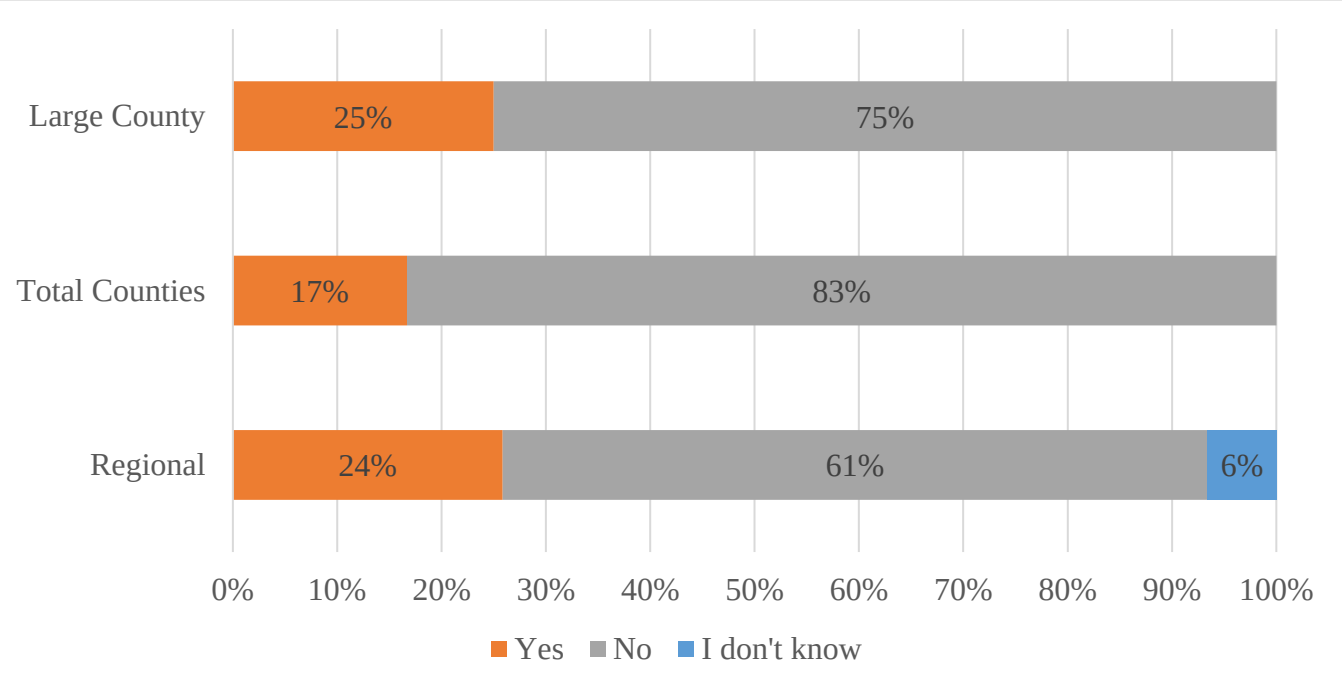


13. Does your EOC have adequate parking for staff and support agencies during full scale operations?

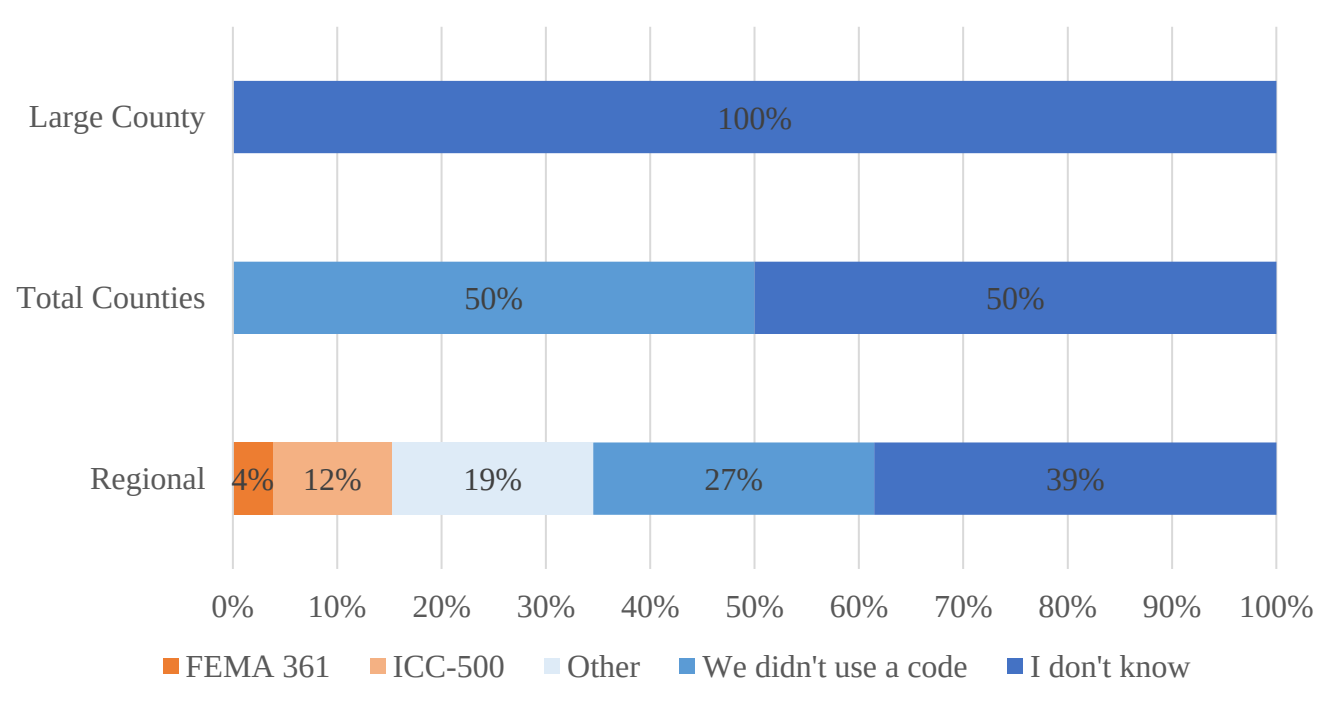


Survivability

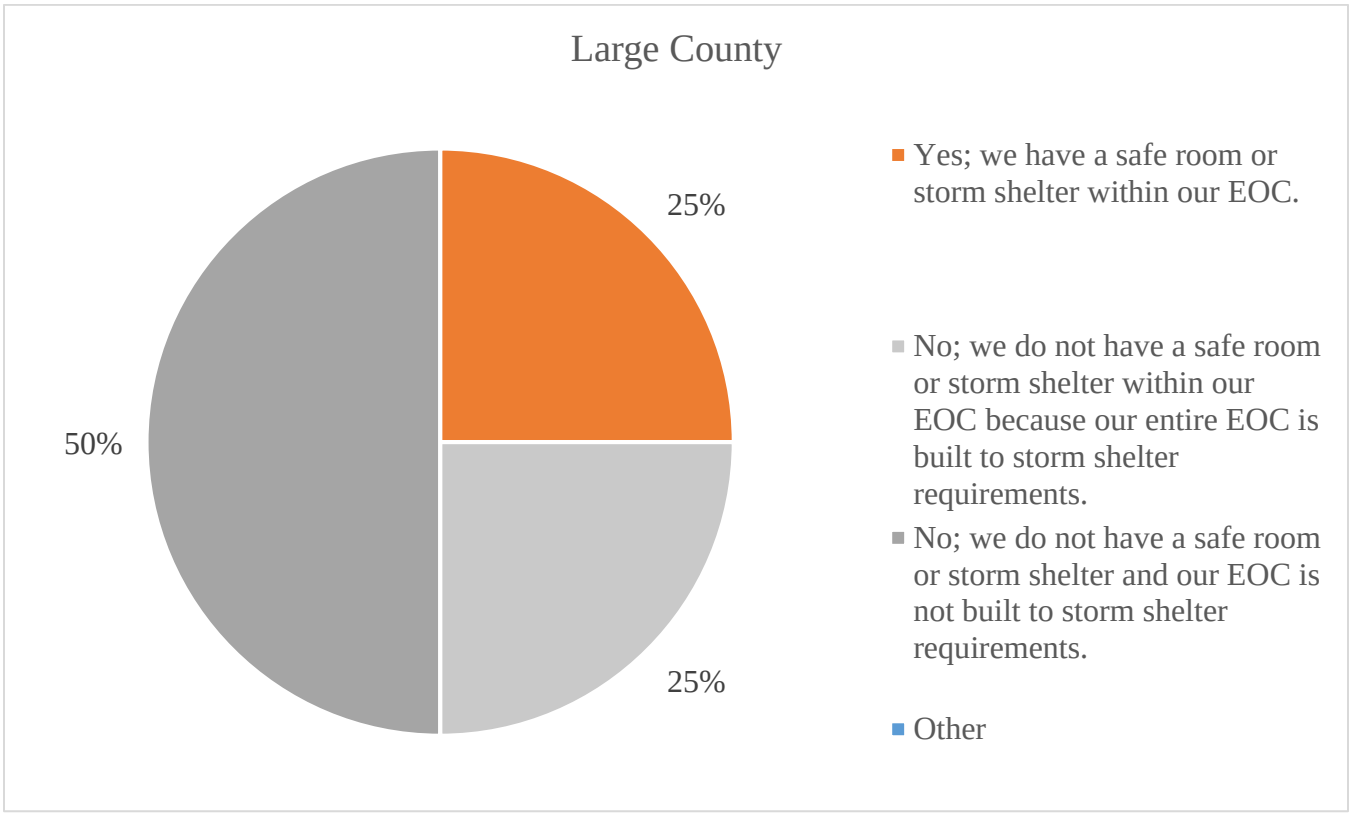
14. Is your EOC hardened (including but not limited to reinforced walls, window storm shutters, and other physical hardening measures)?

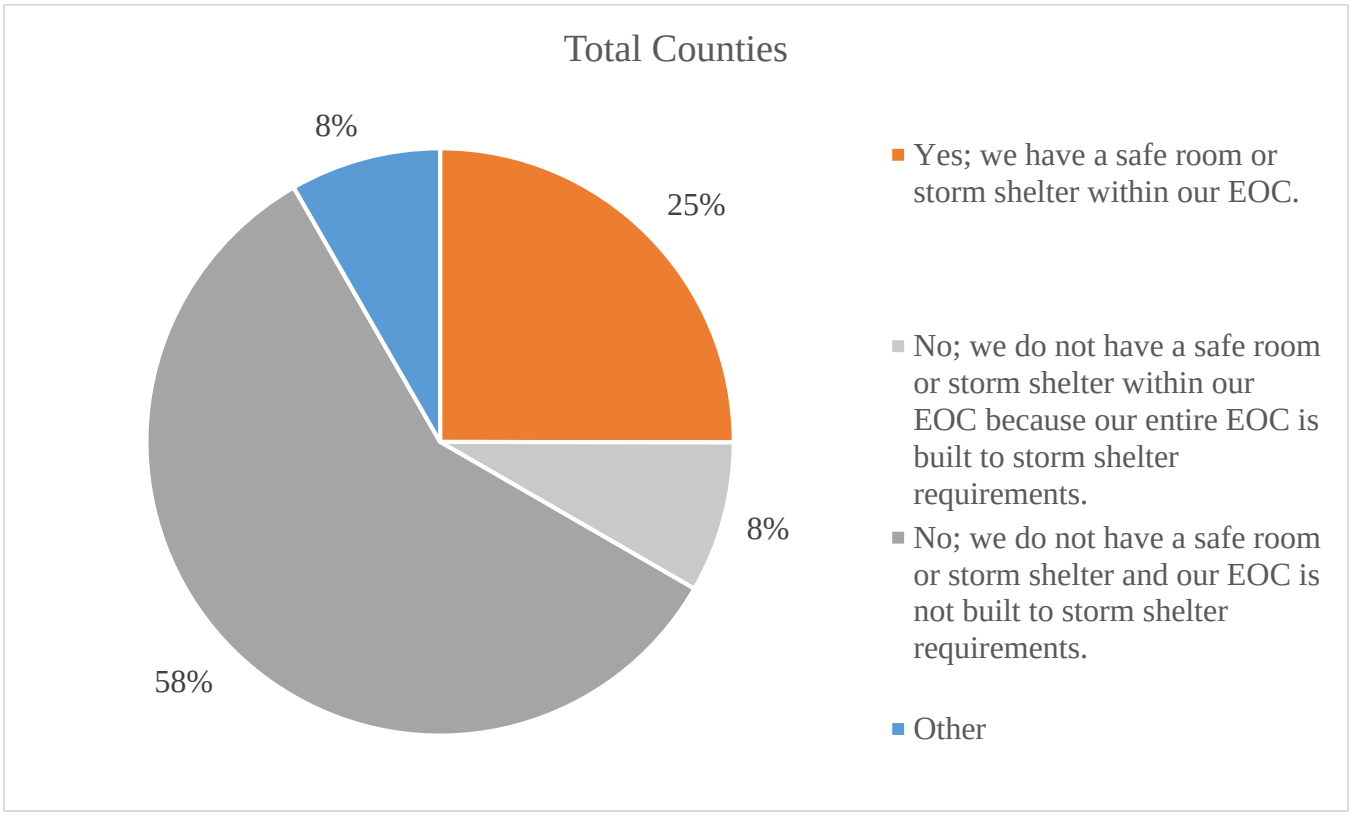


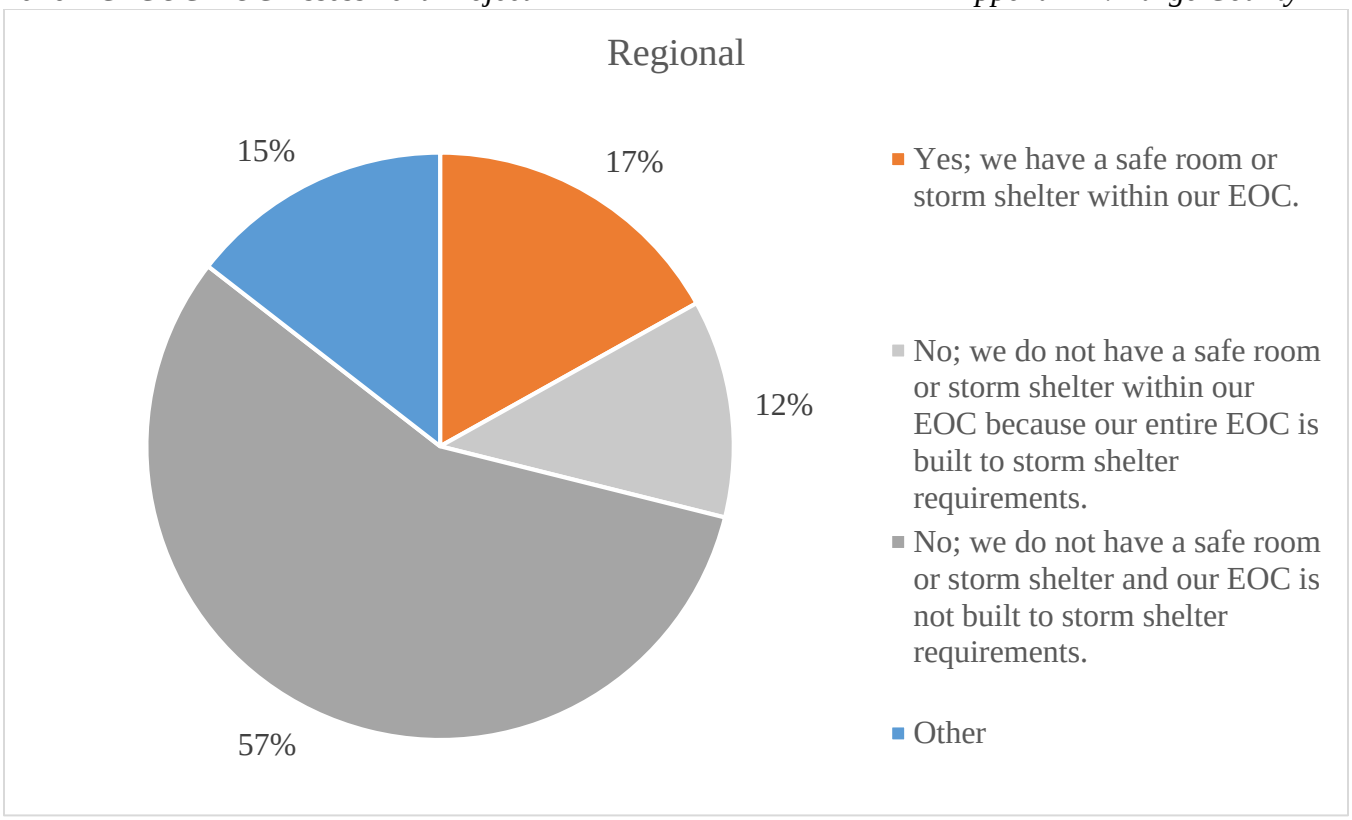
14.1 Of those who hardened their EOC, what construction code, standard, or guideline was used?



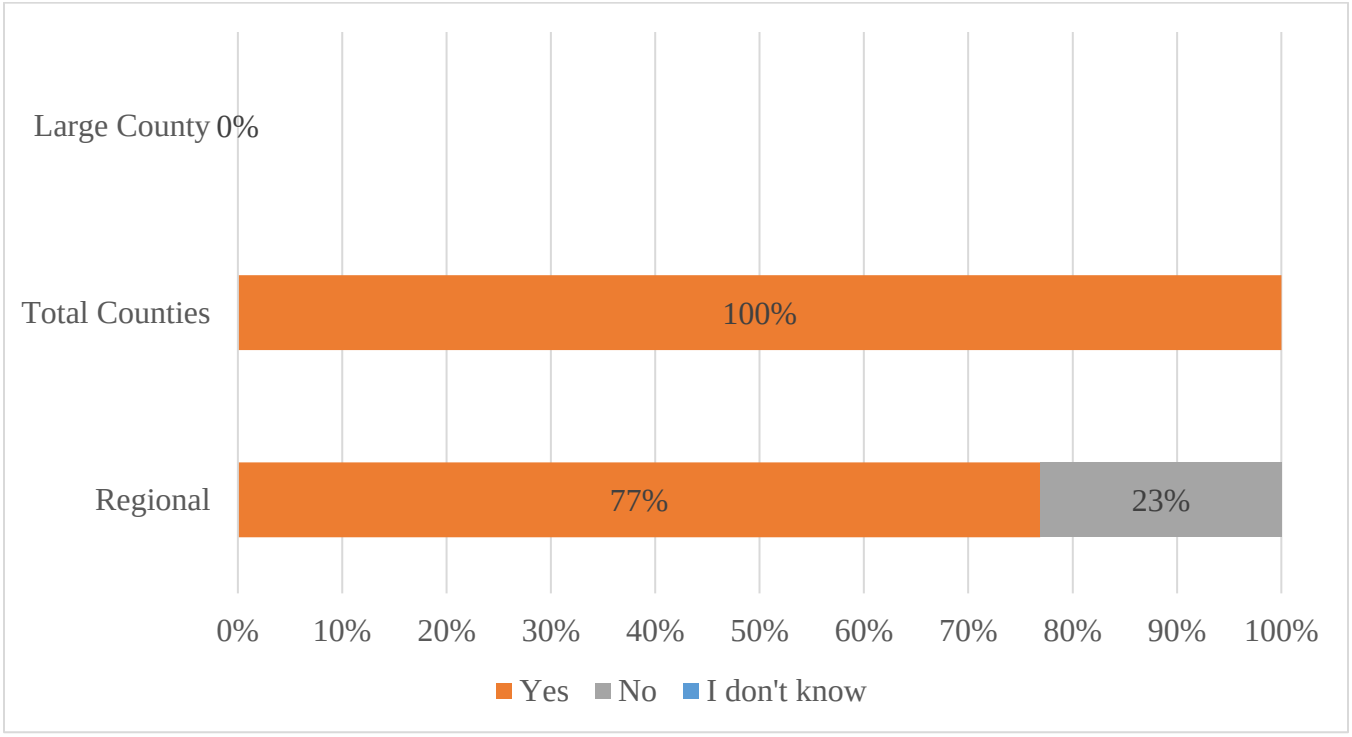
15. Does your EOC have a safe room or storm shelter for severe weather?



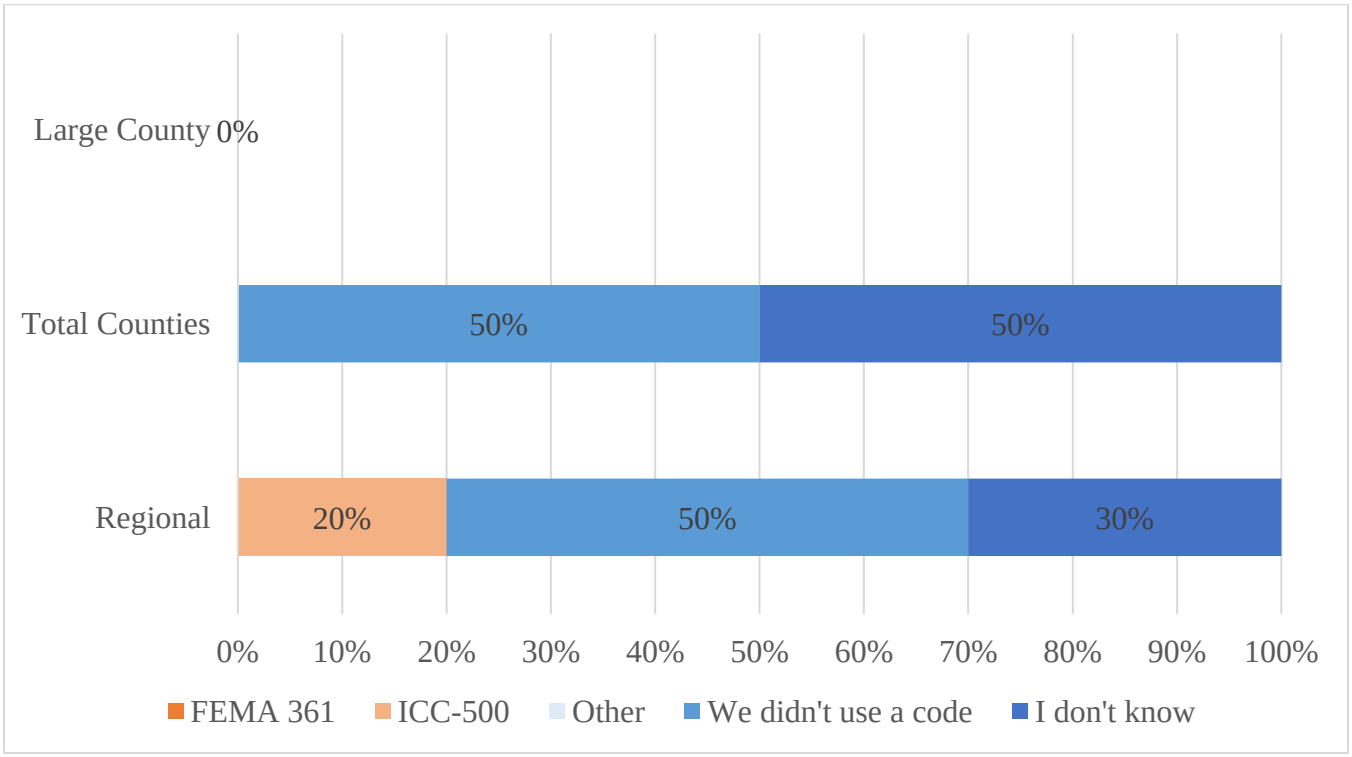



Regional
15%
17%
12%
57%
Yes; we have a safe room or storm shelter within our EOC.
No; we do not have a safe room or storm shelter within our EOC because our entire EOC is built to storm shelter requirements.
No; we do not have a safe room or storm shelter and our EOC is not built to storm shelter requirements.
Other

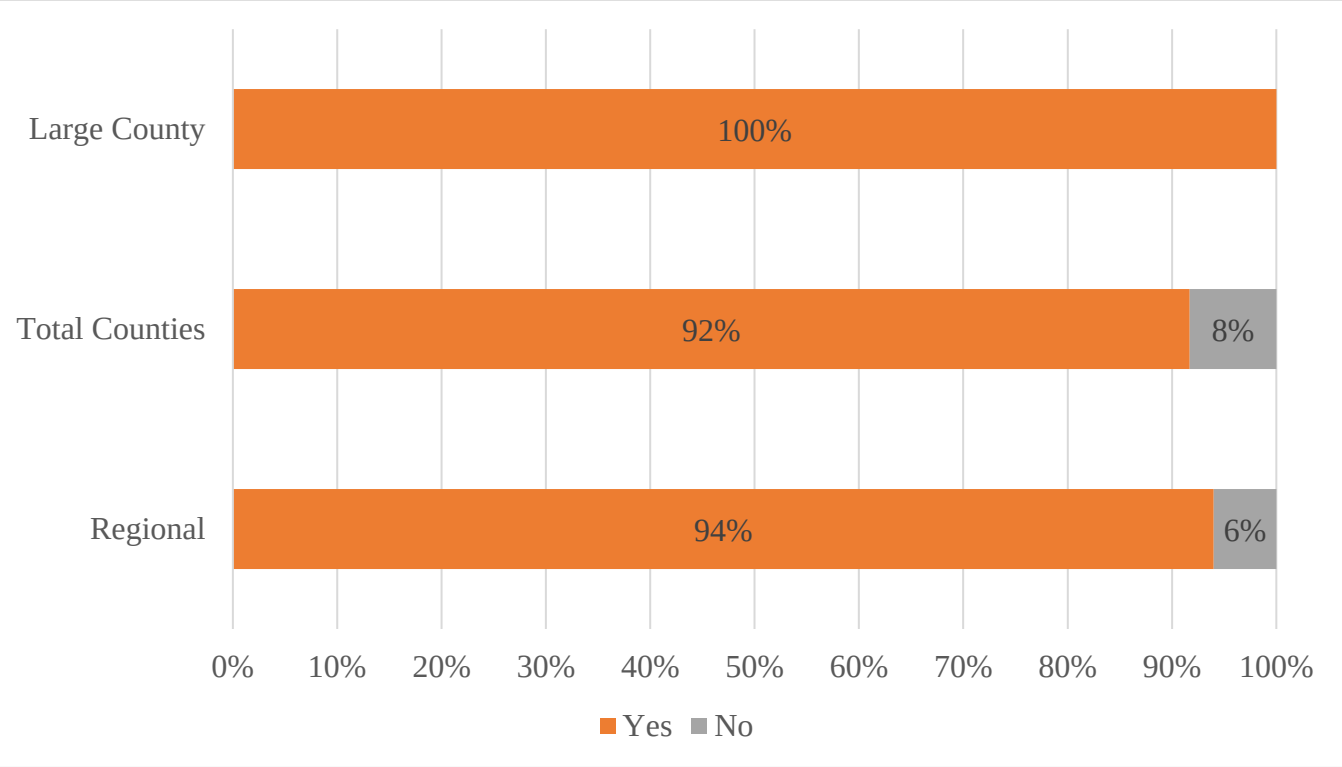
15.1 Of those who hardened have a safe room, is it hardened? *(Answers only apply to those who have a safe room)*



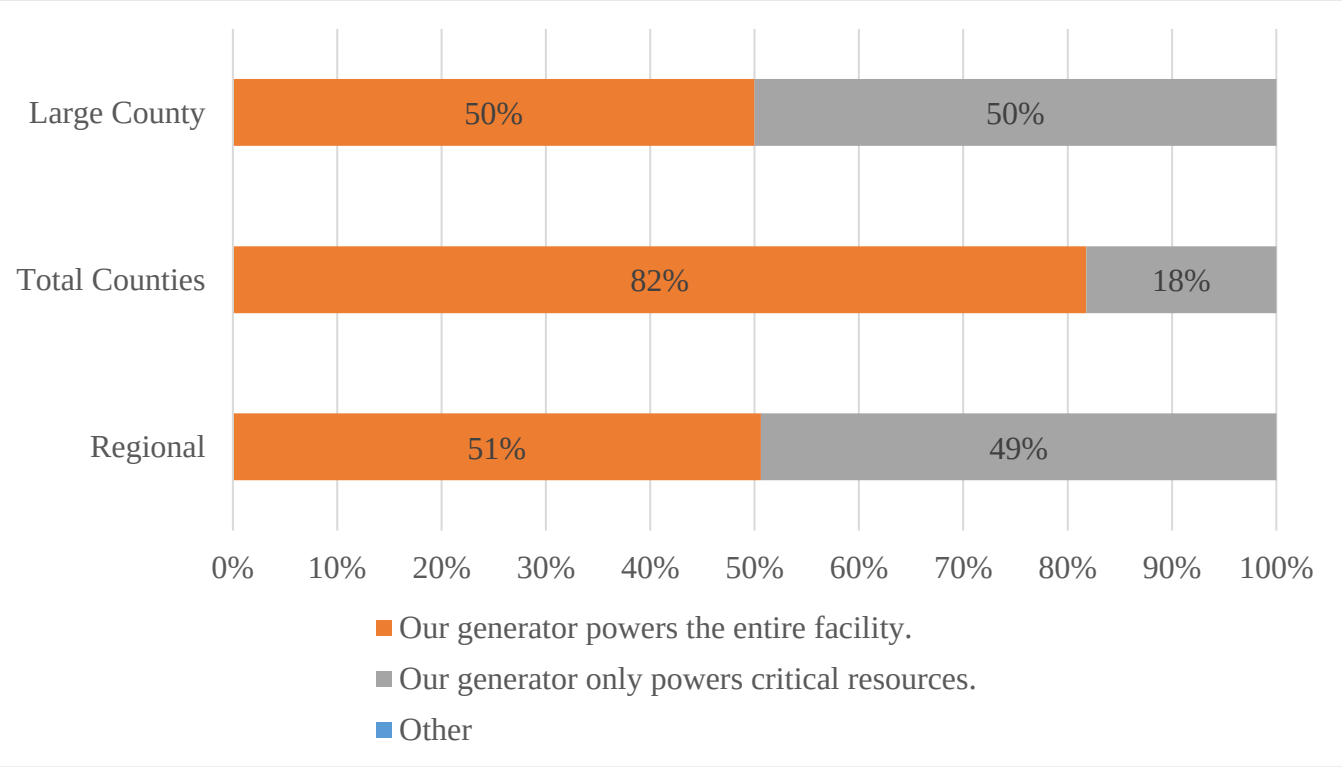
15.2 Of those who hardened have a hardened safe room, what code, standard, or guideline did you use? *(Answers only apply to those who indicated they have a hardened safe room)*



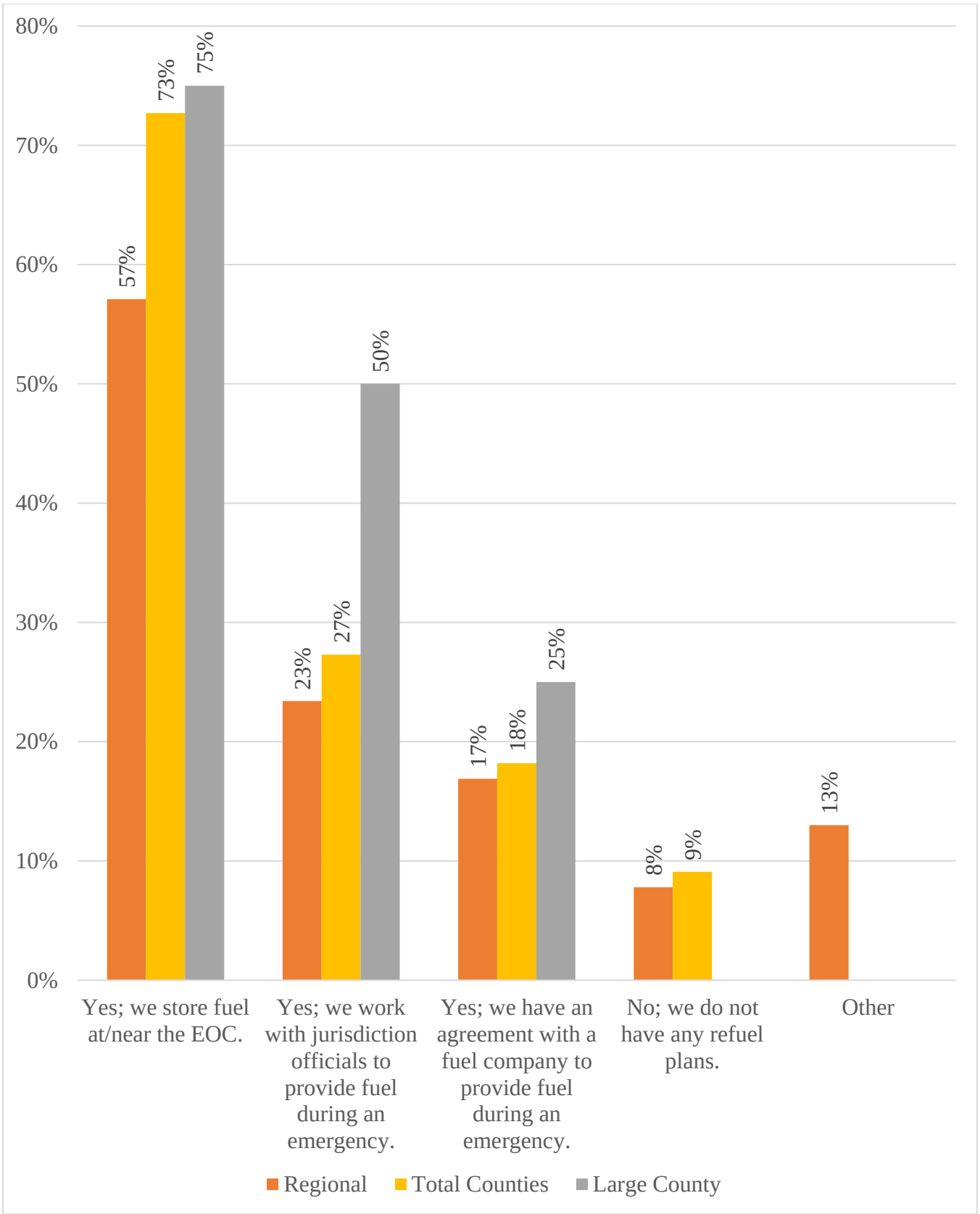
16. Does your EOC have backup generators?



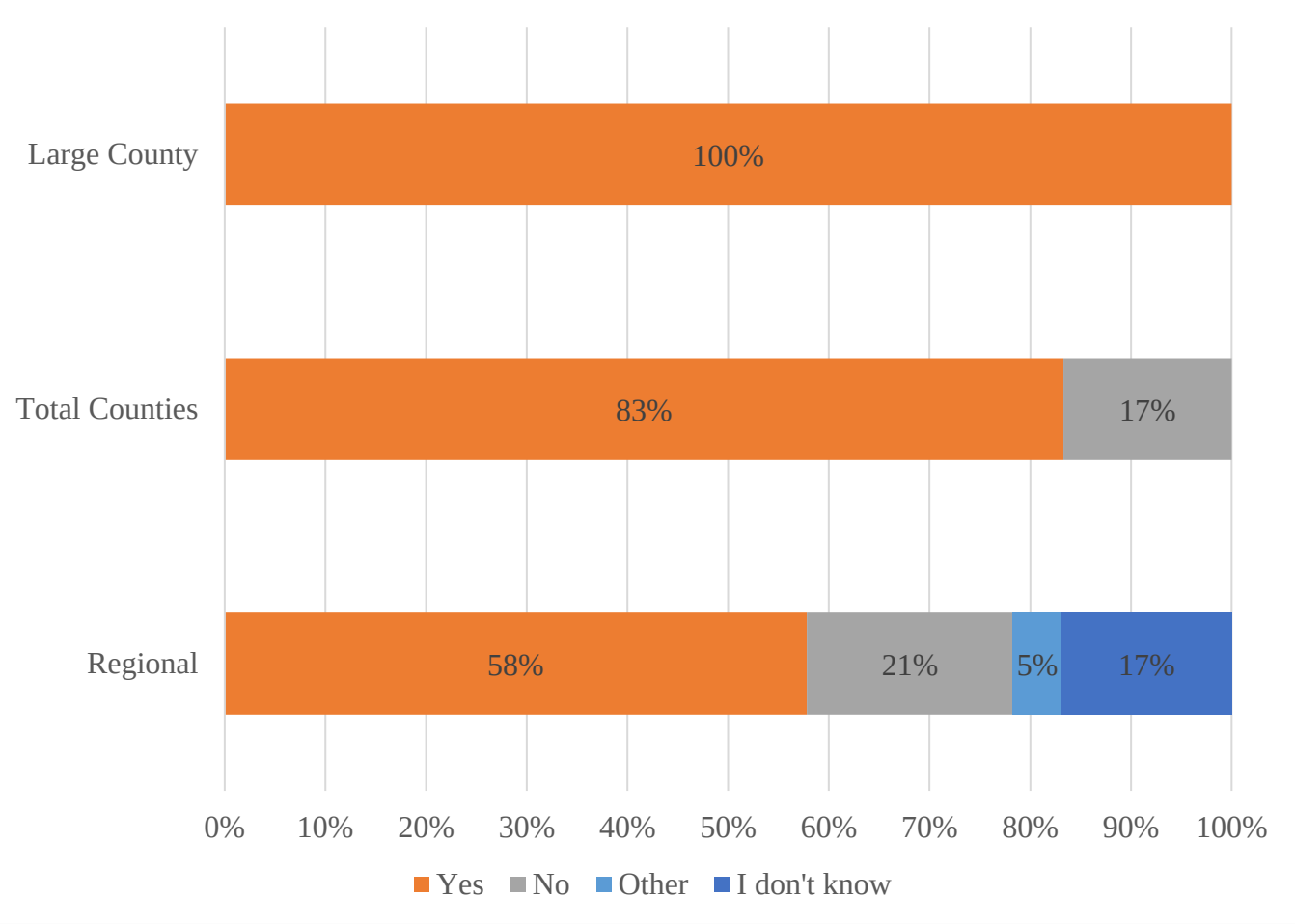
16.1 Of those who have backup generators, does the generator power the whole facility or just critical resources?



16.2 Of those who have backup generators, is your fuel source readily available (pre-stored or direct feed)?

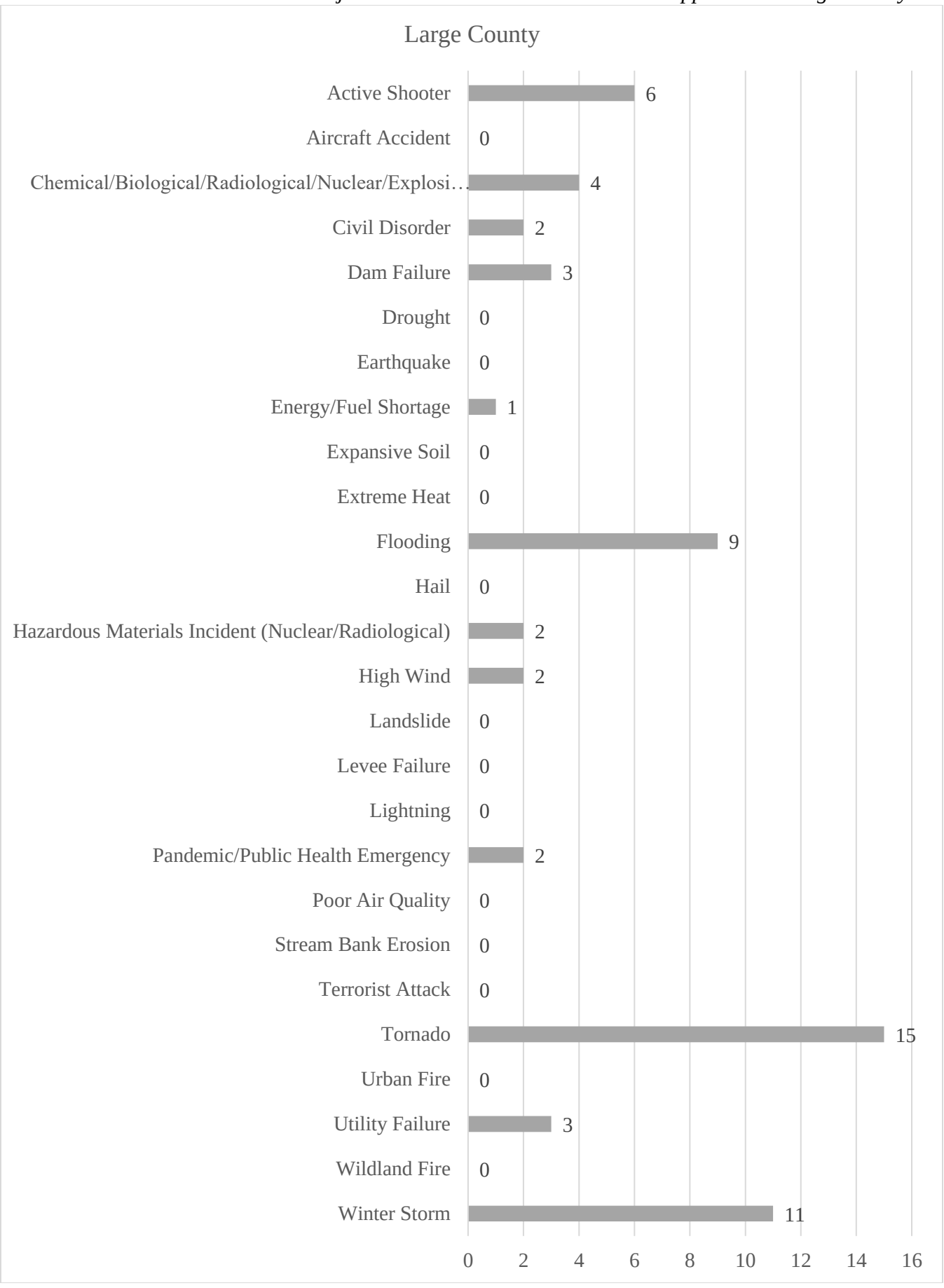


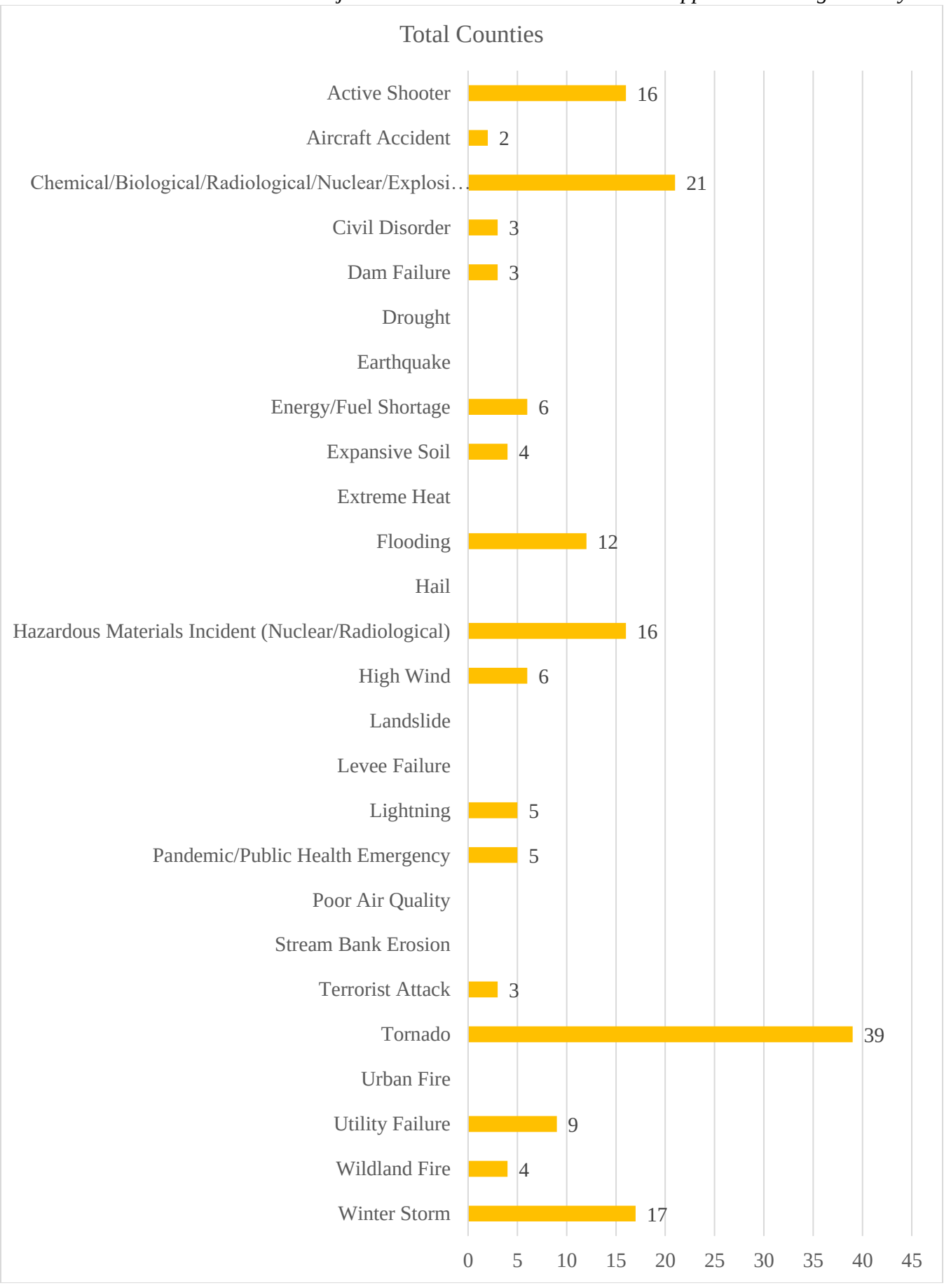
17. Are your telephone and communications lines into the EOC protected under ground?

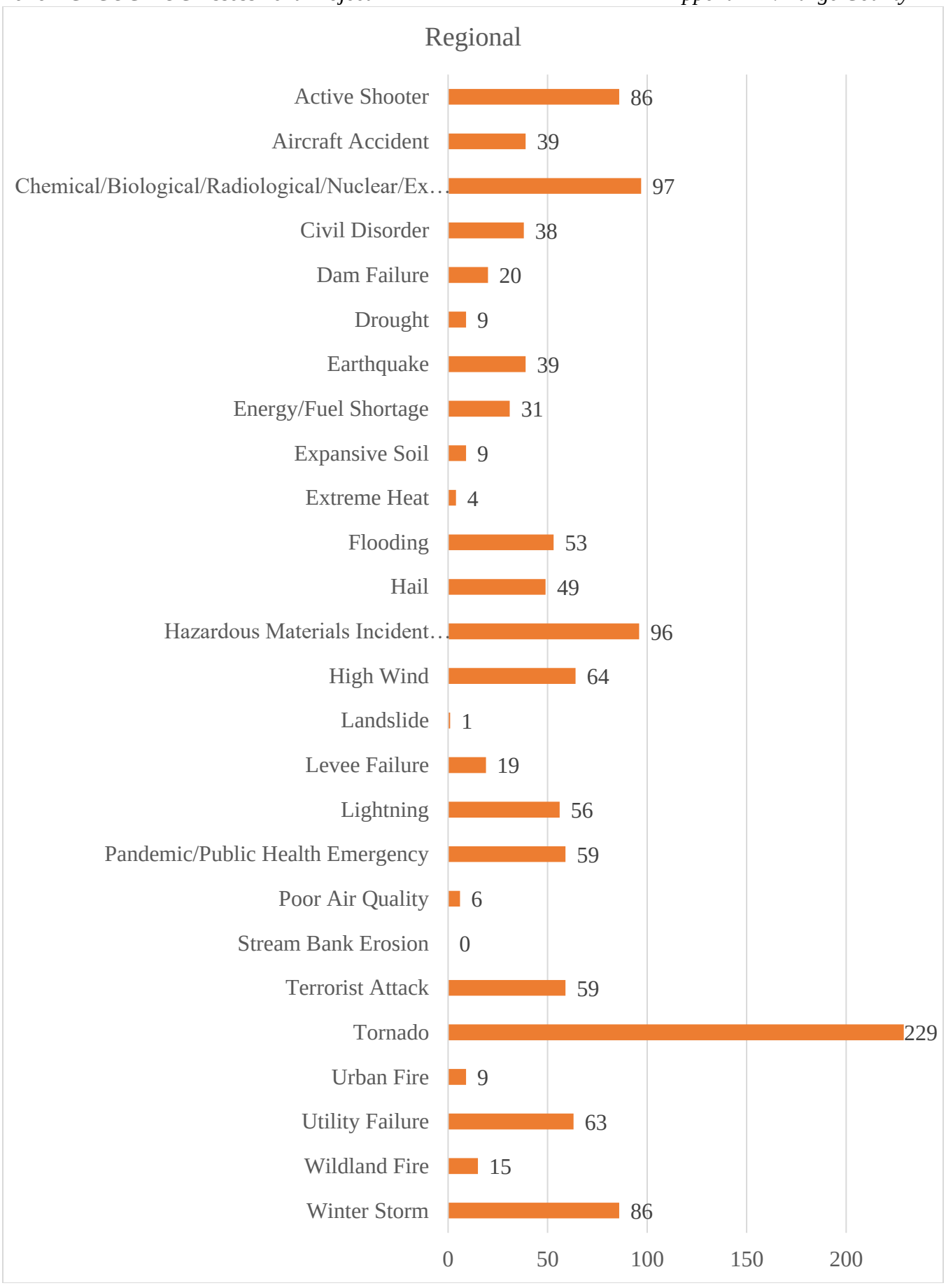


Security

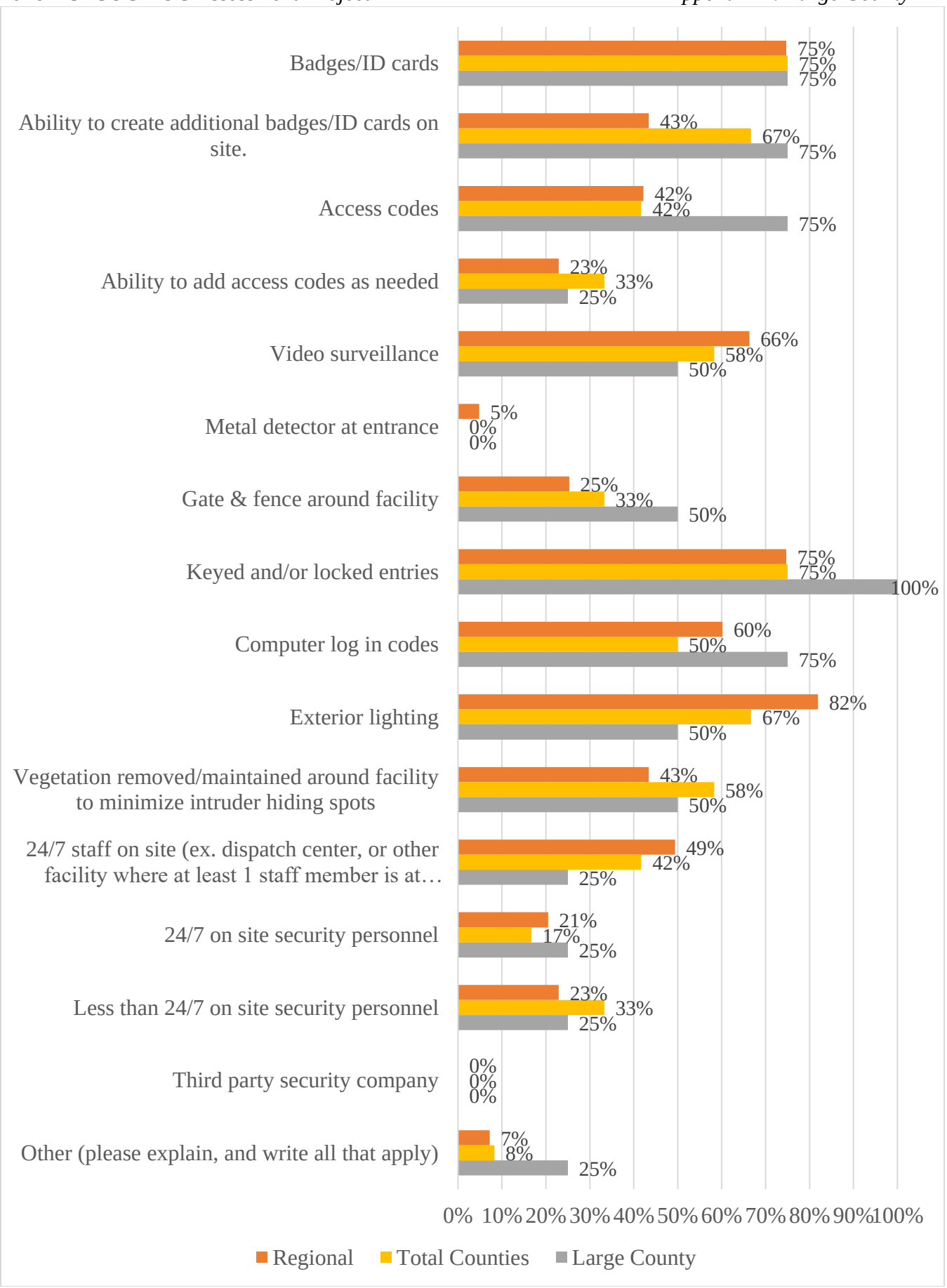
18. Of the hazards listed below, which pose the greatest unmitigated risk to your EOC facility? Please select and rank your top 5 unmitigated hazards. The purpose of this question is to determine the top 5 hazards posing unmitigated risks to EOC facilities across our region. This data could help identify and prioritize future mitigation efforts. *(Answers ranked by assigning values to each answer based on its priority and summing the total priority votes. Top priority hazards were assigned a value of 5, second priority a value of 4, third priority a value of 3, fourth priority a value of 2, and fifth priority a value of 1.)*


Large County
Active Shooter 6
Aircraft Accident 0
Chemical/Biological/Radiological/Nuclear/Explosi… 4
Civil Disorder 2
Dam Failure 3
Drought 0
Earthquake 0
Energy/Fuel Shortage 1
Expansive Soil 0
Extreme Heat 0
Flooding 9
Hail 0
Hazardous Materials Incident (Nuclear/Radiological) 2
High Wind 2
Landslide 0
Levee Failure 0
Lightning 0
Pandemic/Public Health Emergency 2
Poor Air Quality 0
Stream Bank Erosion 0
Terrorist Attack 0
Tornado 15
Urban Fire 0
Utility Failure 3
Wildland Fire 0
Winter Storm 11
0 2 4 6 8 10 12 14 16


Total Counties
Active Shooter 16
Aircraft Accident 2
Chemical/Biological/Radiological/Nuclear/Explosi… 21
Civil Disorder 3
Dam Failure 3
Drought
Earthquake
Energy/Fuel Shortage 6
Expansive Soil 4
Extreme Heat
Flooding 12
Hail
Hazardous Materials Incident (Nuclear/Radiological) 16
High Wind 6
Landslide
Levee Failure
Lightning 5
Pandemic/Public Health Emergency 5
Poor Air Quality
Stream Bank Erosion
Terrorist Attack 3
Tornado 39
Urban Fire
Utility Failure 9
Wildland Fire 4
Winter Storm 17
0 5 10 15 20 25 30 35 40 45


Regional
Active Shooter 86
Aircraft Accident 39
Chemical/Biological/Radiological/Nuclear/Ex… 97
Civil Disorder 38
Dam Failure 20
Drought 9
Earthquake 39
Energy/Fuel Shortage 31
Expansive Soil 9
Extreme Heat 4
Flooding 53
Hail 49
Hazardous Materials Incident… 96
High Wind 64
Landslide 1
Levee Failure 19
Lightning 56
Pandemic/Public Health Emergency 59
Poor Air Quality 6
Stream Bank Erosion 0
Terrorist Attack 59
Tornado 229
Urban Fire 9
Utility Failure 63
Wildland Fire 15
Winter Storm 86
0 50 100 150 200

19. What types of site security and access control features are in place at the EOC? Please select all that apply.


Badges/ID cards
75%
75%
75%
Ability to create additional badges/ID cards on site.
43%
67%
75%
Access codes
42%
42%
75%
Ability to add access codes as needed
23%
33%
25%
Video surveillance
66%
58%
50%
Metal detector at entrance
5%
0%
0%
Gate & fence around facility
25%
33%
50%
Keyed and/or locked entries
75%
75%
100%
Computer log in codes
60%
50%
75%
Exterior lighting
82%
67%
50%
Vegetation removed/maintained around facility to minimize intruder hiding spots
43%
58%
50%
24/7 staff on site (ex. dispatch center, or other facility where at least 1 staff member is at…
49%
42%
25%
24/7 on site security personnel
21%
17%
25%
Less than 24/7 on site security personnel
23%
33%
25%
Third party security company
0%
0%
0%
Other (please explain, and write all that apply)
7%
8%
25%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Regional
Total Counties
Large County

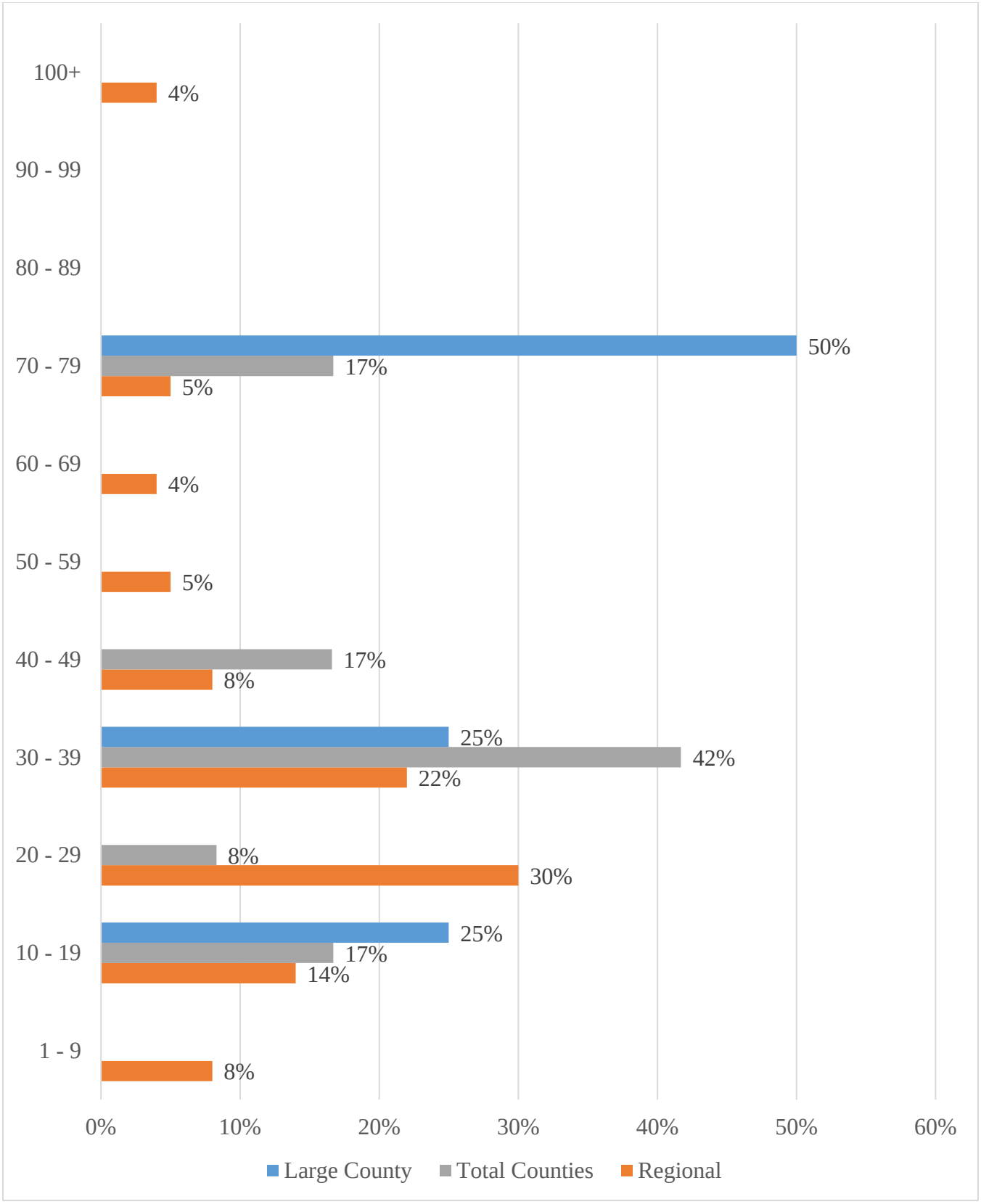
Sustainability, Interoperability, and Flexibility

20. Please select the most appropriate answer for each facility feature based on its availability.

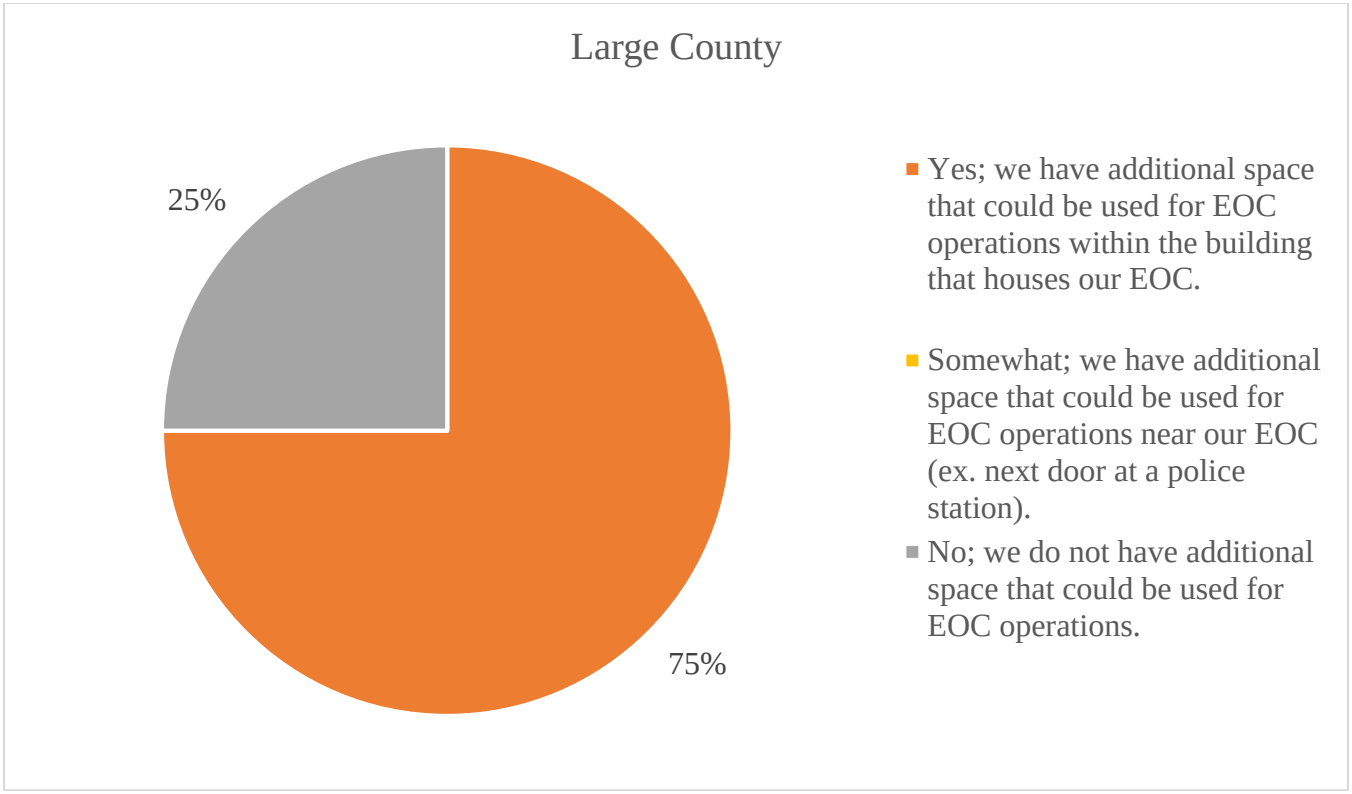
- *Sleeping quarters for staff*
- *Showers for staff*
- *Sufficient restrooms for staff*
- *Full size kitchen*
- *Breakroom/less than full size kitchen*

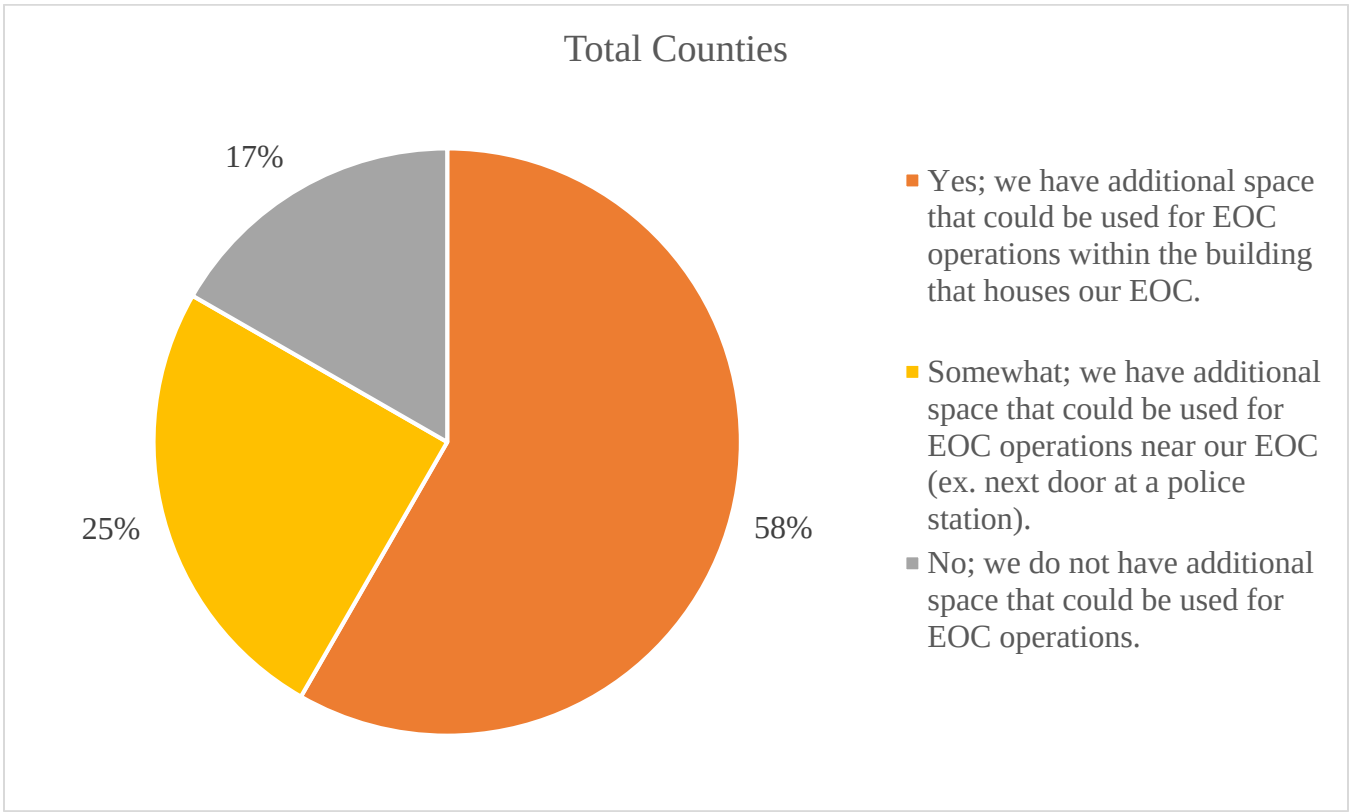
	Available in EOC			Available Near EOC			Not Available in EOC			Other		
	Regional	Total Counties	Large County	Regional	Total Counties	Large County	Regional	Total Counties	Large County	Regional	Total Counties	Large County
Sleeping quarters for staff	20.5%	25%	50%	43.4%	33.3%	25%	34.9%	41.7%	25%	1.2%	0%	0%
Showers for staff	37.3%	50%	100%	49.4%	33.3%	0%	13.3%	16.7%	0%	0%	0%	0%
Sufficient restrooms for staff	77.1%	100%	100%	21.7%	0%	0%	1.2%	0%	0%	0%	0%	0%
Full size kitchen	33.7%	33.3%	50%	39.8%	33.3%	25%	22.9%	25%	25%	3.6%	8.3%	0%
Breakroom/ Less than full size kitchen	66.7%	100%	100%	27.2%	0%	0%	6.2%	0%	0%	0%	0%	0%

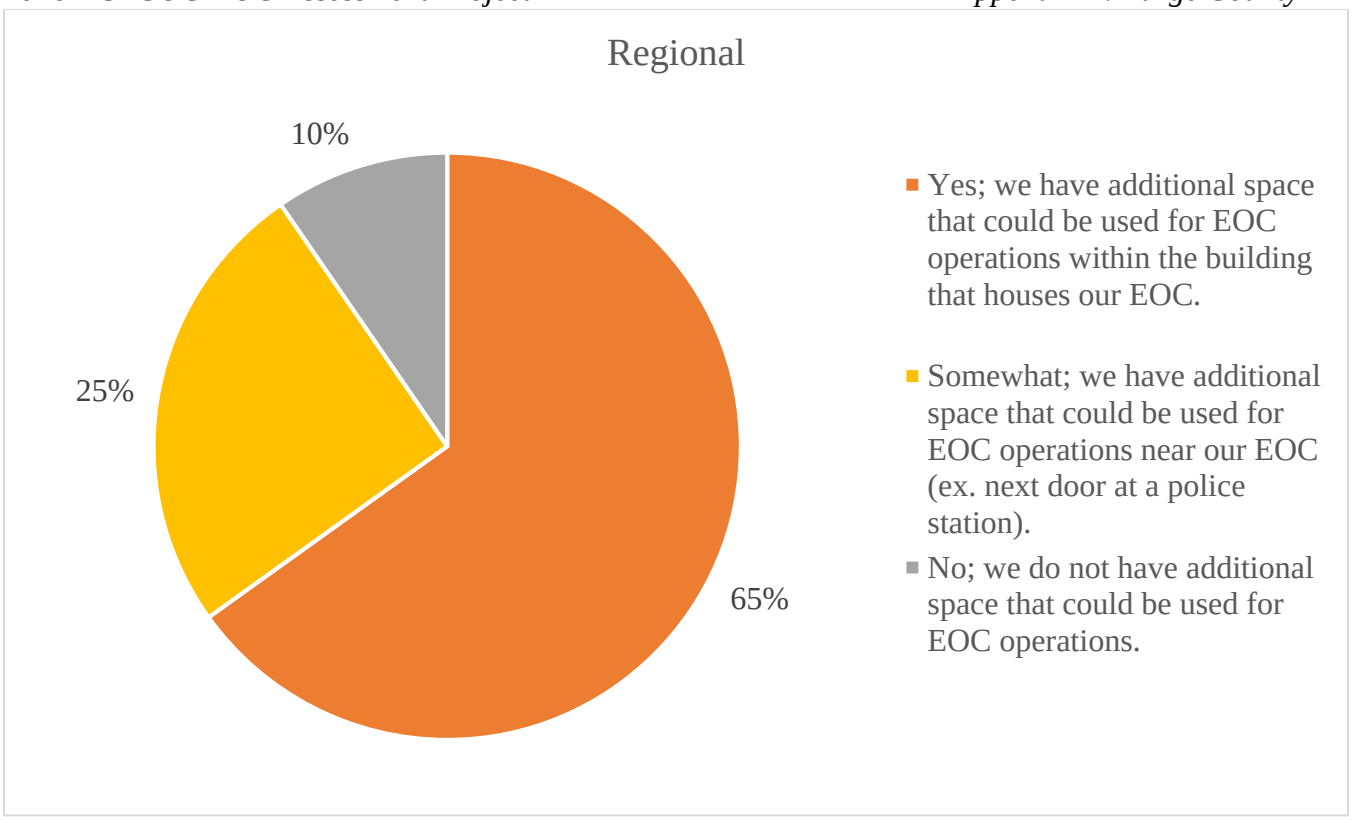
21. How many people can your EOC comfortably accommodate for a full scale response?



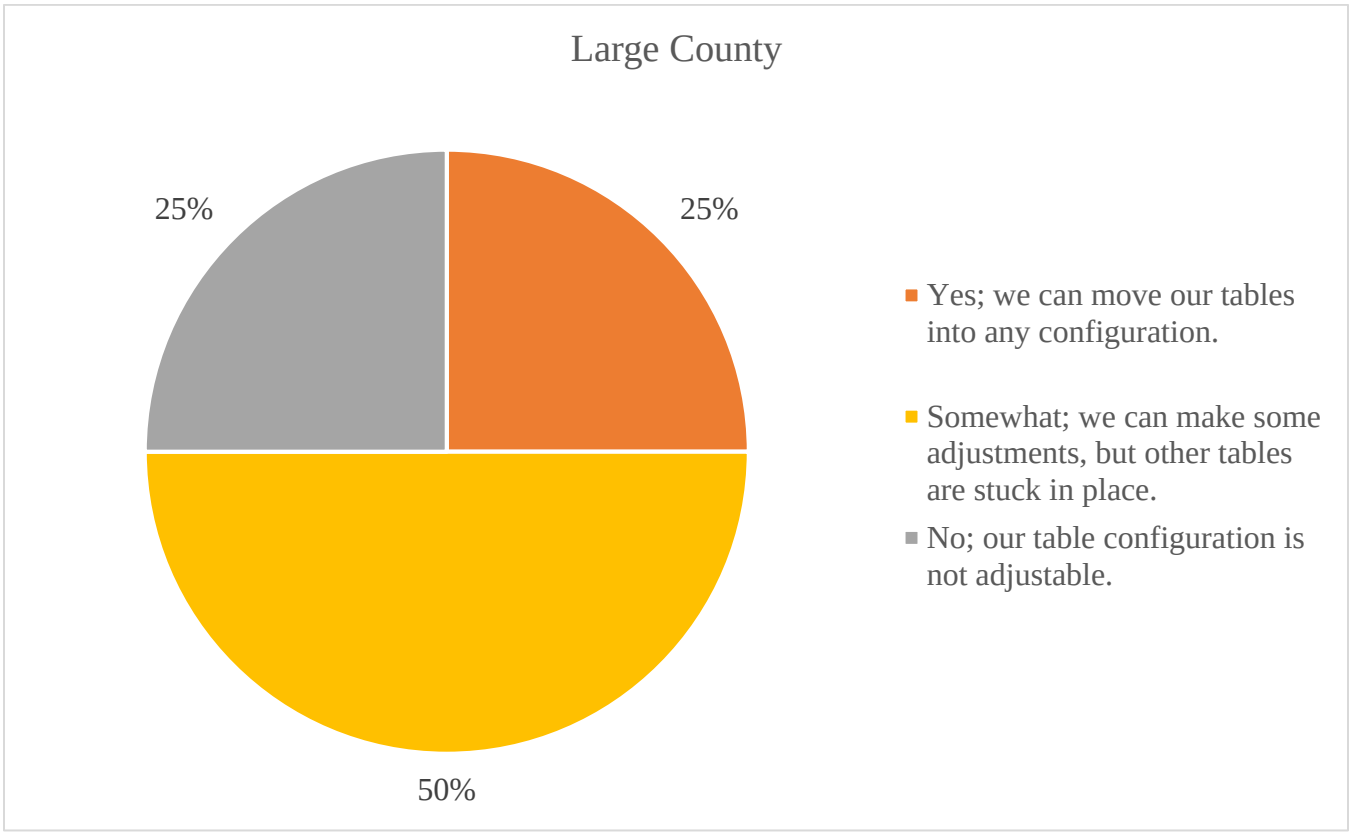
22. Is your EOC expandable, allowing for adding more personnel beyond the main room and utilizing ancillary rooms/ break-out rooms in the same building?

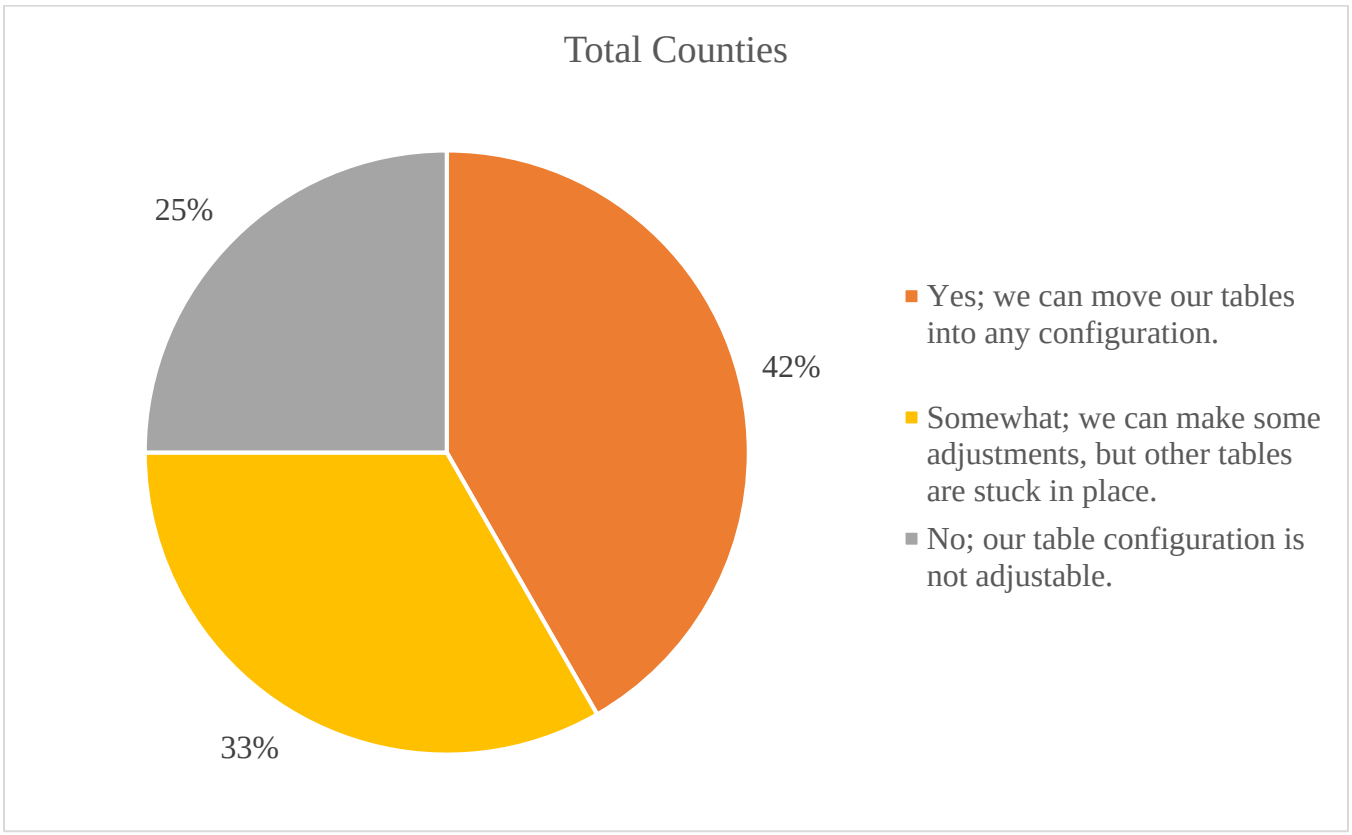


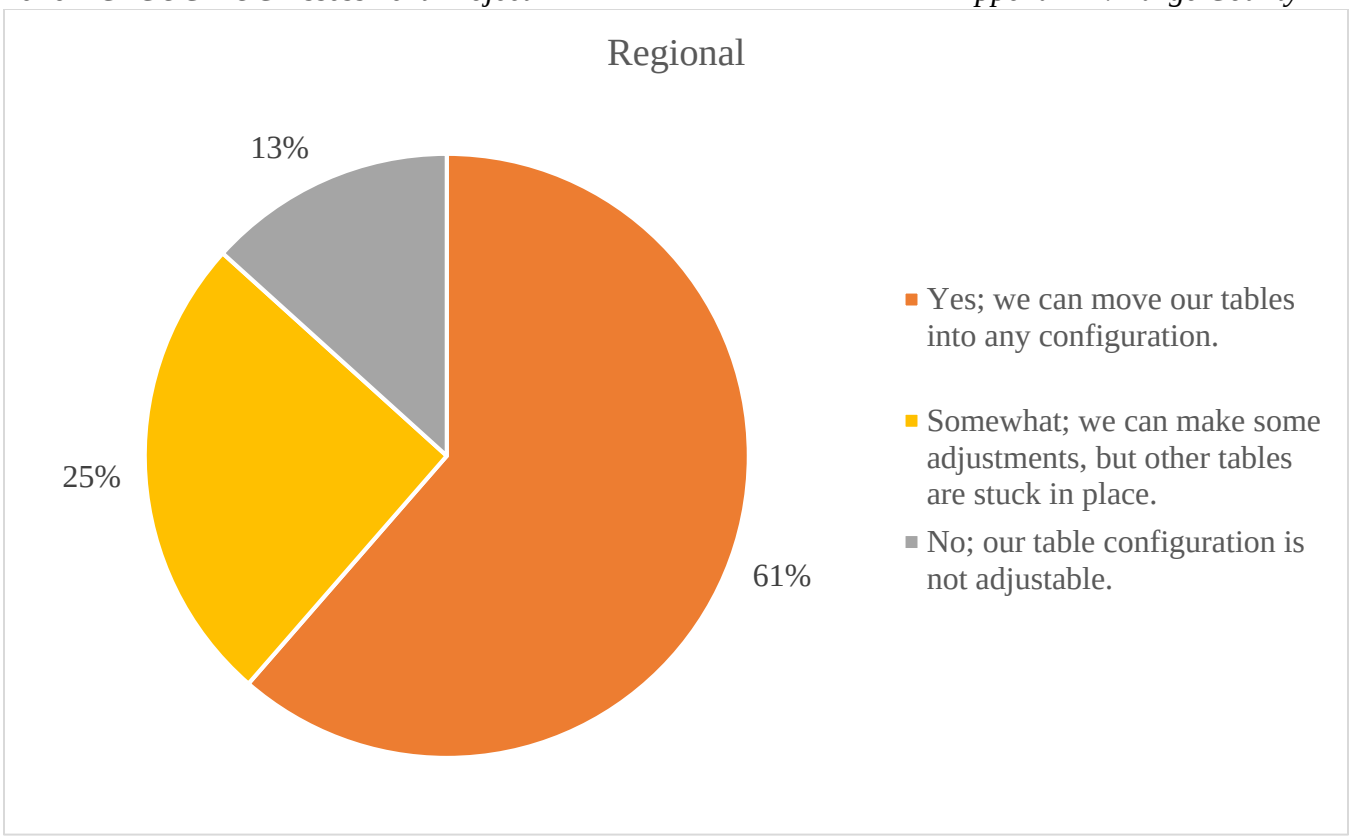



Regional
10%
25%
65%
Yes; we have additional space that could be used for EOC operations within the building that houses our EOC.
Somewhat; we have additional space that could be used for EOC operations near our EOC (ex. next door at a police station).
No; we do not have additional space that could be used for EOC operations.

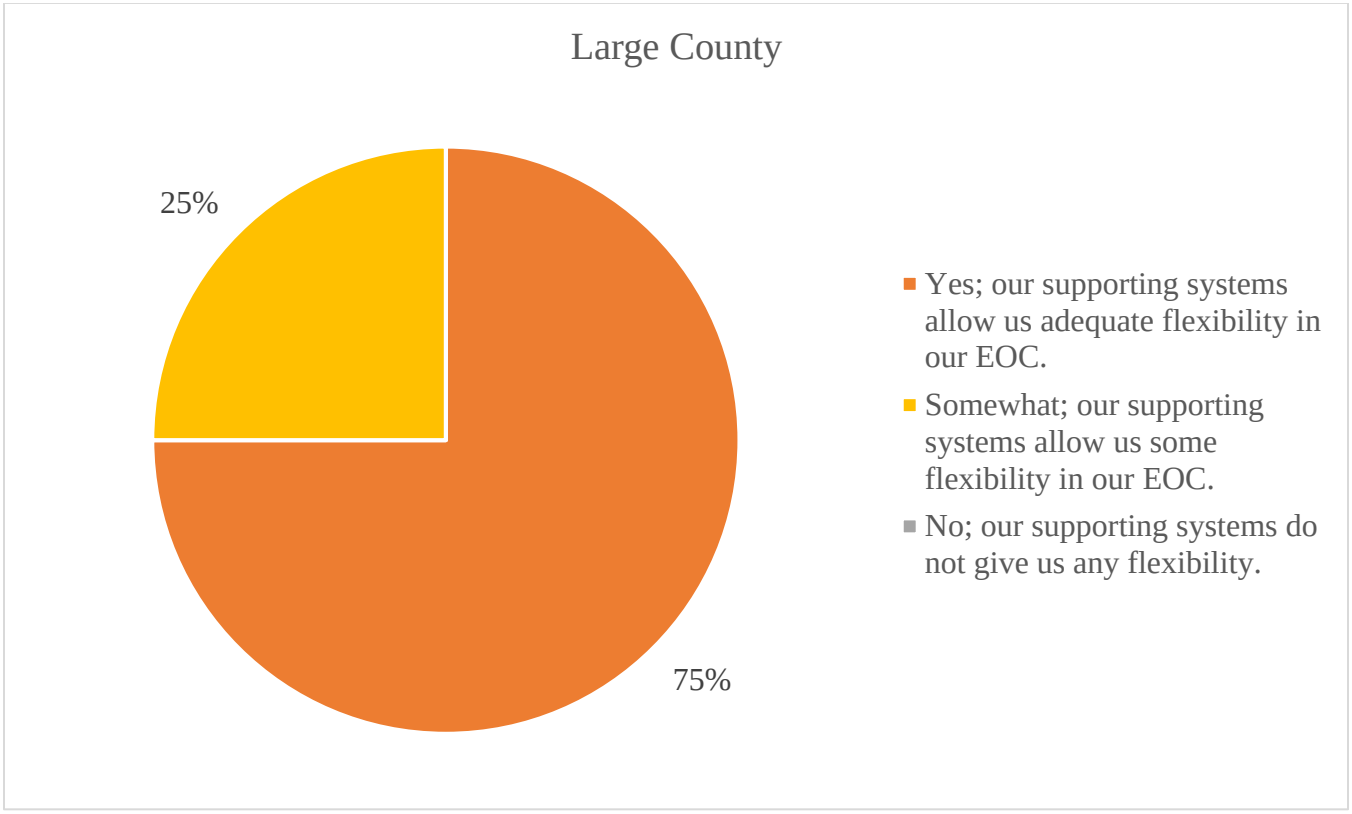
23. Are you able to adjust the table configuration in your EOC?

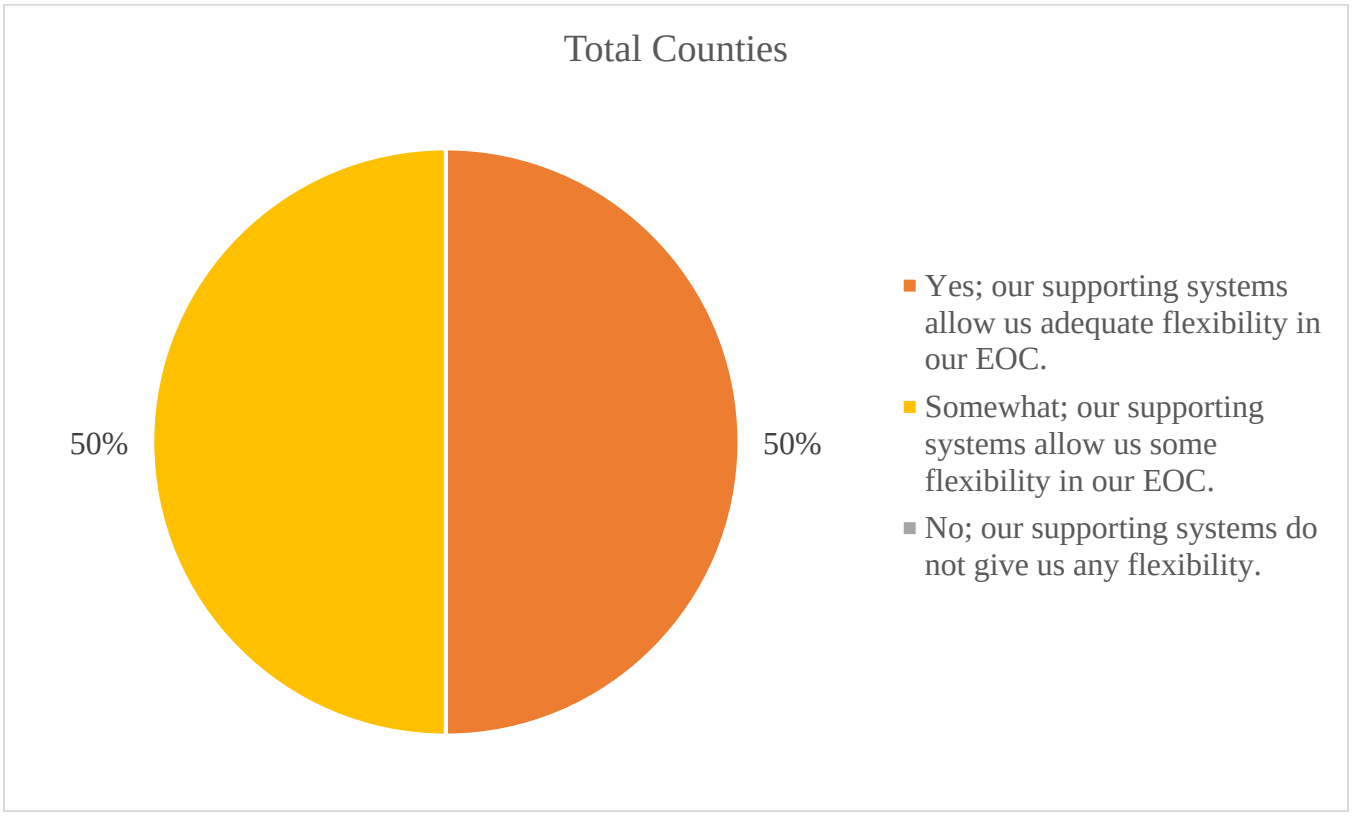


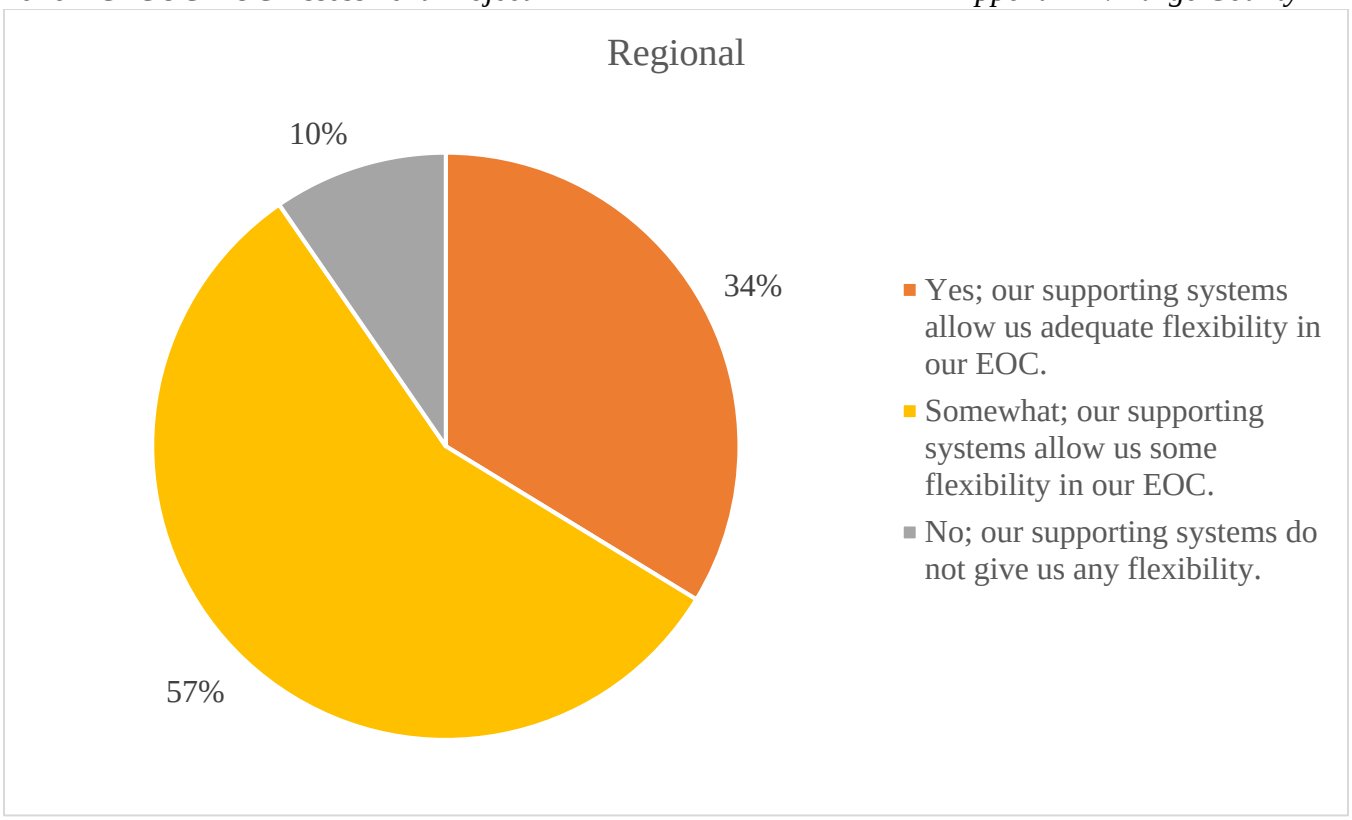



Regional
13%
25%
61%
Yes; we can move our tables into any configuration.
Somewhat; we can make some adjustments, but other tables are stuck in place.
No; our table configuration is not adjustable.

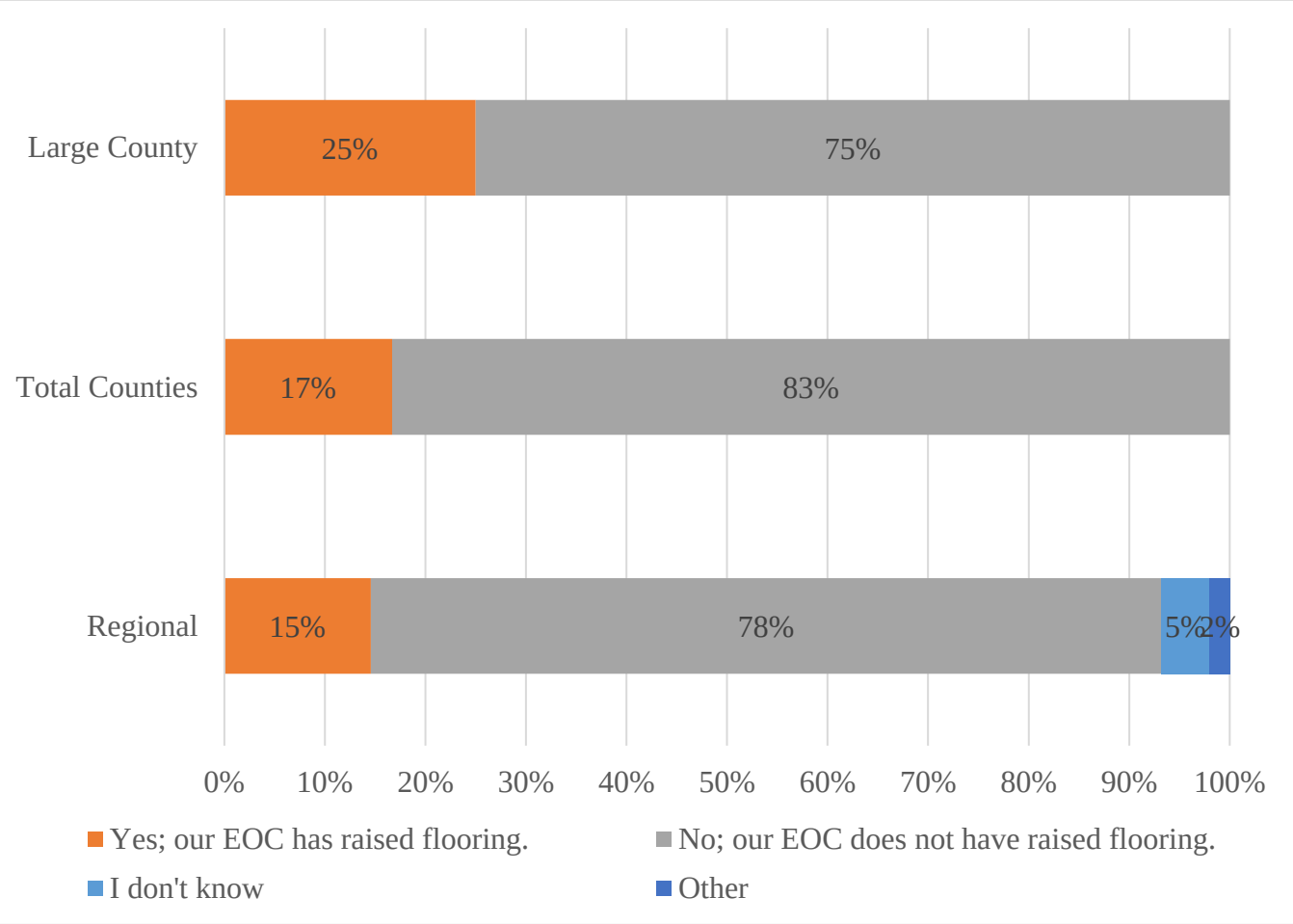
24. Do the supporting systems in your EOC allow you the flexibility you need in your EOC (i.e., power outlets, phone lines, etc.)?






Regional
10%
34%
57%
Yes; our supporting systems allow us adequate flexibility in our EOC.
Somewhat; our supporting systems allow us some flexibility in our EOC.
No; our supporting systems do not give us any flexibility.

25. Does your EOC feature raised flooring?



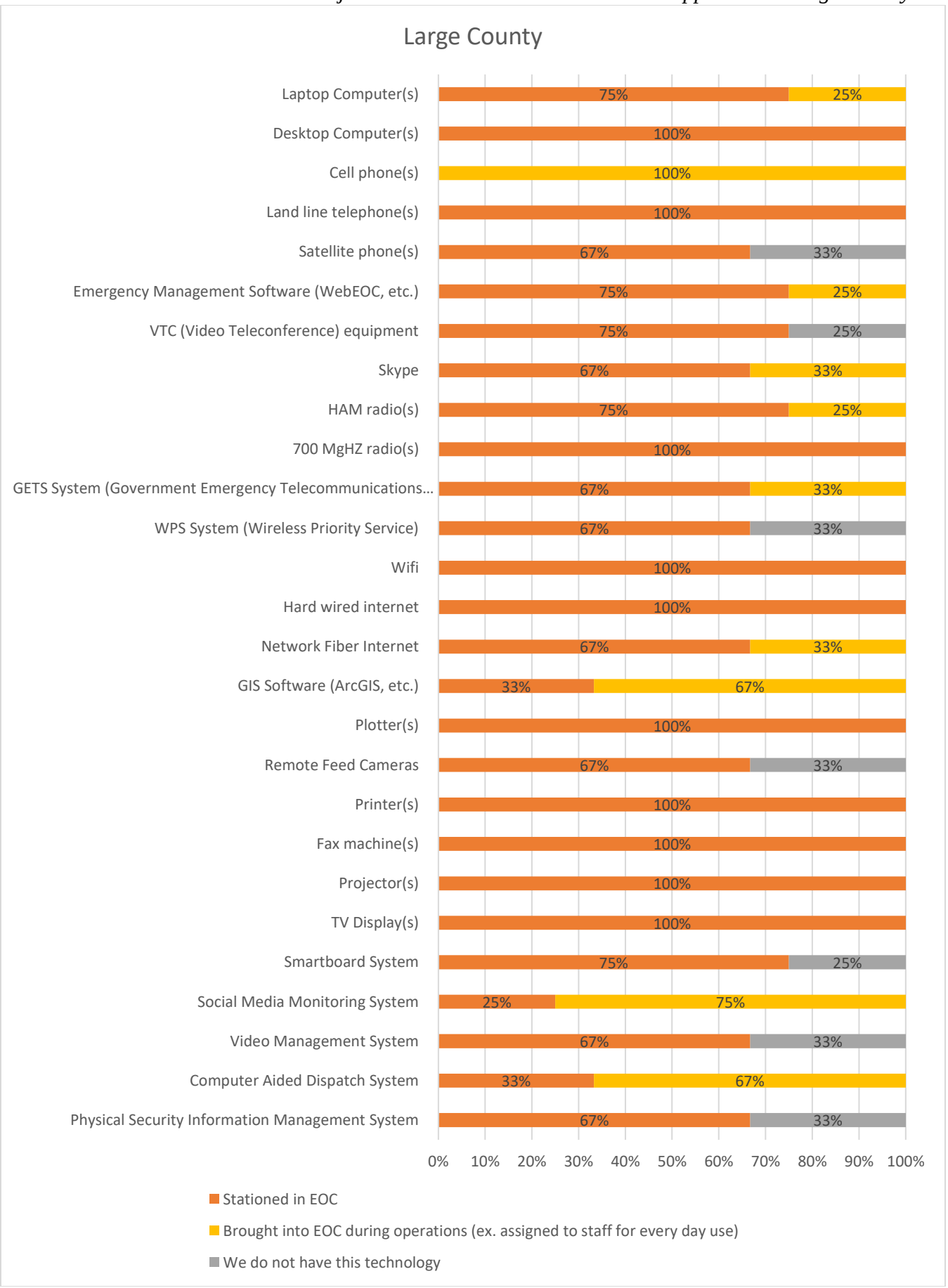
26. What single physical improvement would most benefit your EOC?

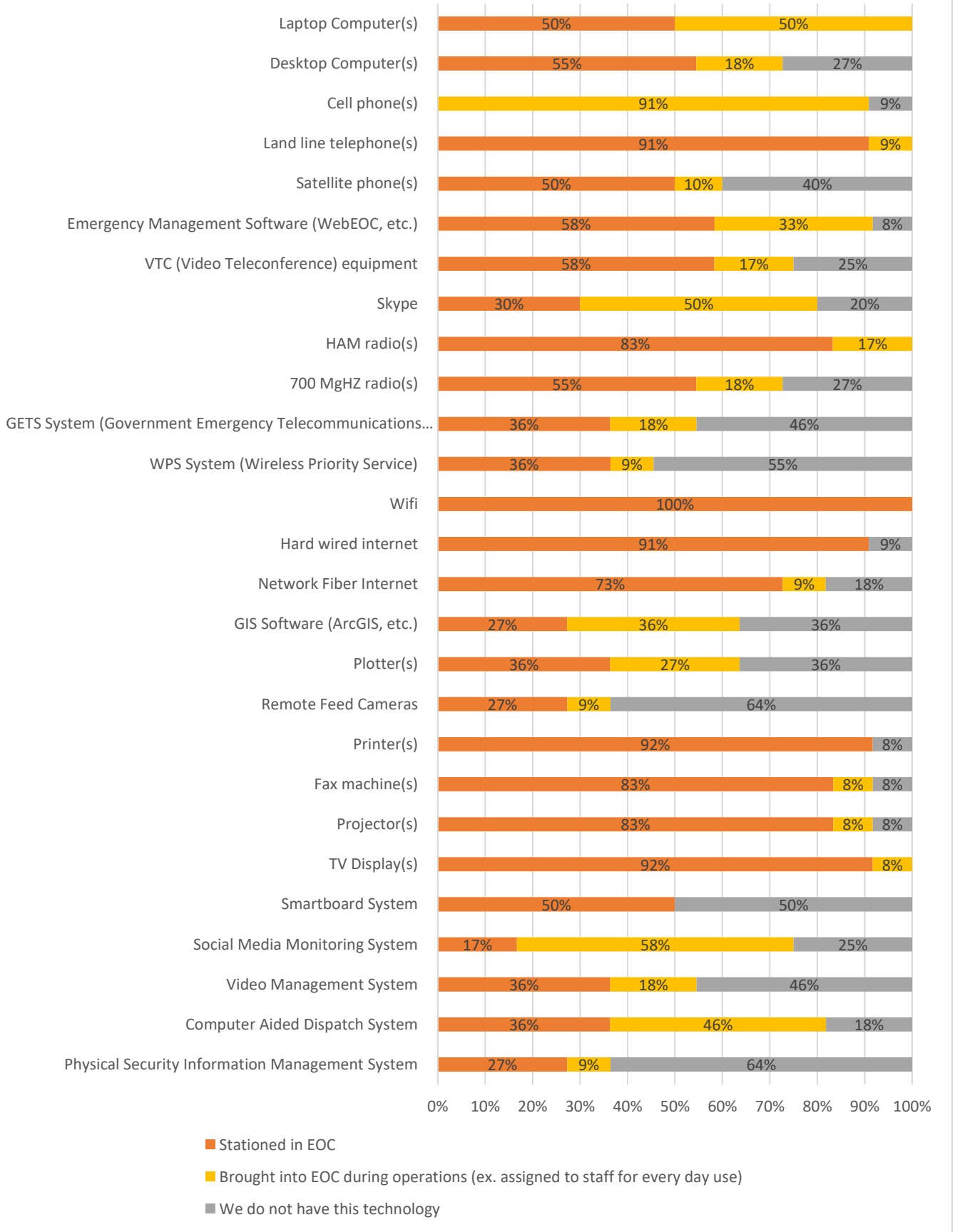
Open Response

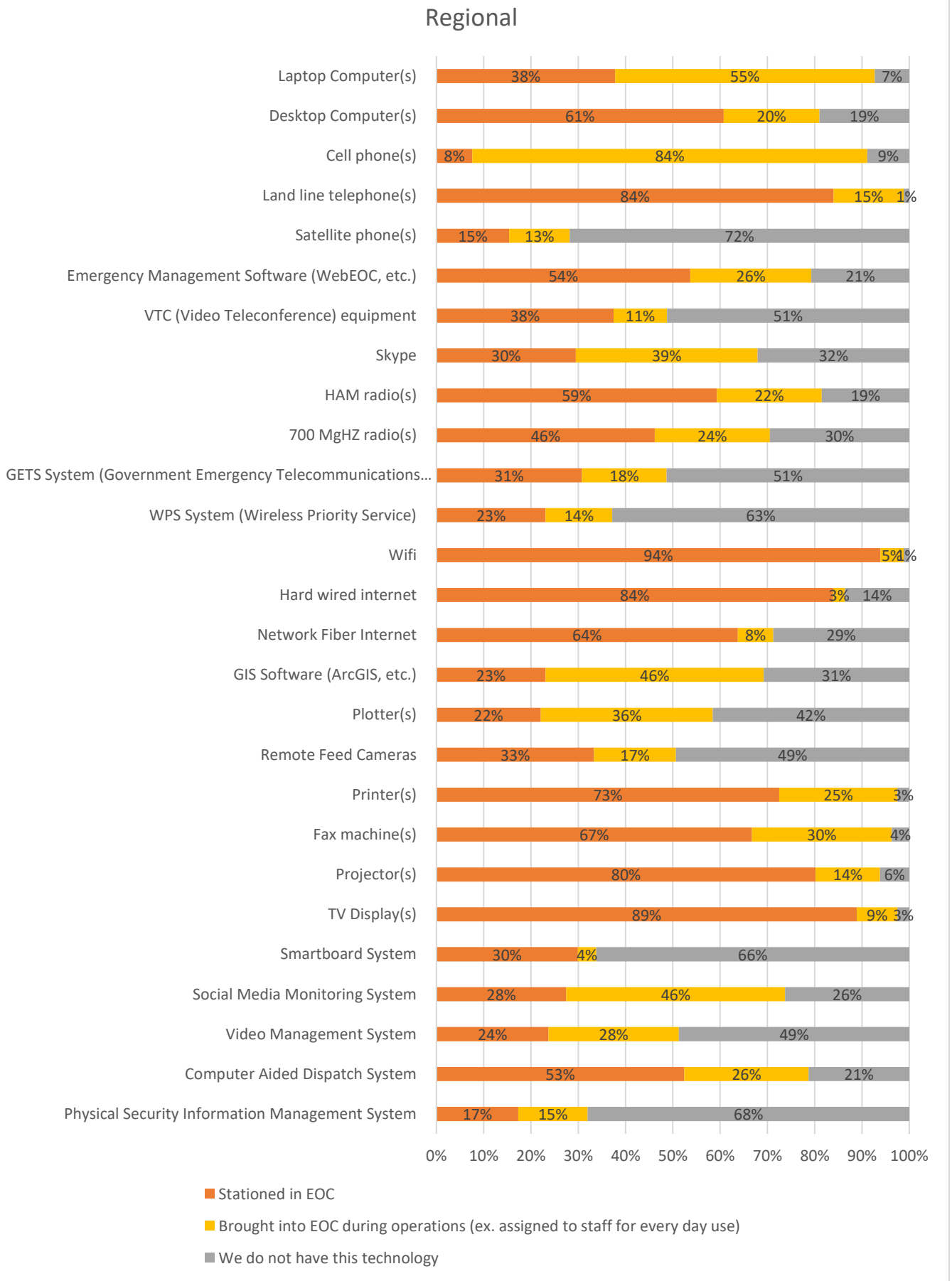
Equipment

27. Please select each of the following technologies that are used in your EOC based on whether they are permanently stationed in your EOC or are brought in when needed.

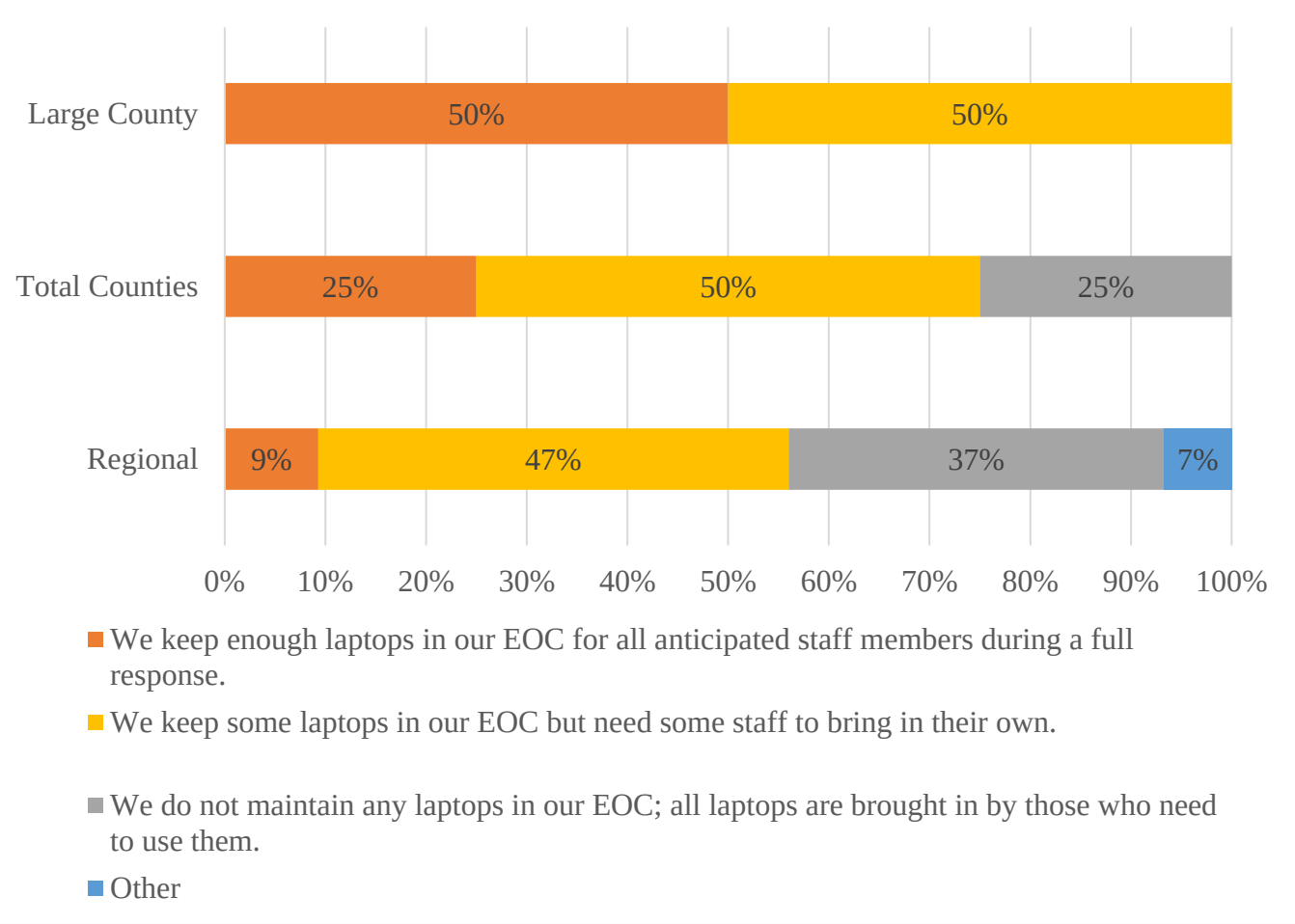
- *Laptop Computer(s)*
- *Desktop Computer(s)*
- *Cell phone(s)*
- *Land line telephone(s)*
- *Satellite phone(s)*
- *Emergency Management Software (WebEOC, etc.)*
- *VTC (Video Teleconference) equipment*
- *Skype*
- *HAM radio(s)*
- *700 MgHZ radio(s)*
- *GETS System (Government Emergency Telecommunications Service)*
- *WPS System (Wireless Priority Service)*
- *Wi-Fi*
- *Hard Wired Internet*
- *Network Fiber Internet*
- *GIS Software (ArcGIS, etc.)*
- *Plotter(s)*
- *Remote Feed Cameras*
- *Printer(s)*
- *Fax machine(s)*
- *Projector(s)*
- *TV Display(s)*
- *Smartboard System*
- *Social Media Monitoring System*
- *Video Management System*
- *Computer Aided Dispatch System*
- *Physical Security Information Management System*


Large County
Laptop Computer(s) 75% 25%
Desktop Computer(s) 100%
Cell phone(s) 100%
Land line telephone(s) 100%
Satellite phone(s) 67% 33%
Emergency Management Software (WebEOC, etc.) 75% 25%
VTC (Video Teleconference) equipment 75% 25%
Skype 67% 33%
HAM radio(s) 75% 25%
700 MgHZ radio(s) 100%
GETS System (Government Emergency Telecommunications... 67% 33%
WPS System (Wireless Priority Service) 67% 33%
Wifi 100%
Hard wired internet 100%
Network Fiber Internet 67% 33%
GIS Software (ArcGIS, etc.) 33% 67%
Plotter(s) 100%
Remote Feed Cameras 67% 33%
Printer(s) 100%
Fax machine(s) 100%
Projector(s) 100%
TV Display(s) 100%
Smartboard System 75% 25%
Social Media Monitoring System 25% 75%
Video Management System 67% 33%
Computer Aided Dispatch System 33% 67%
Physical Security Information Management System 67% 33%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology

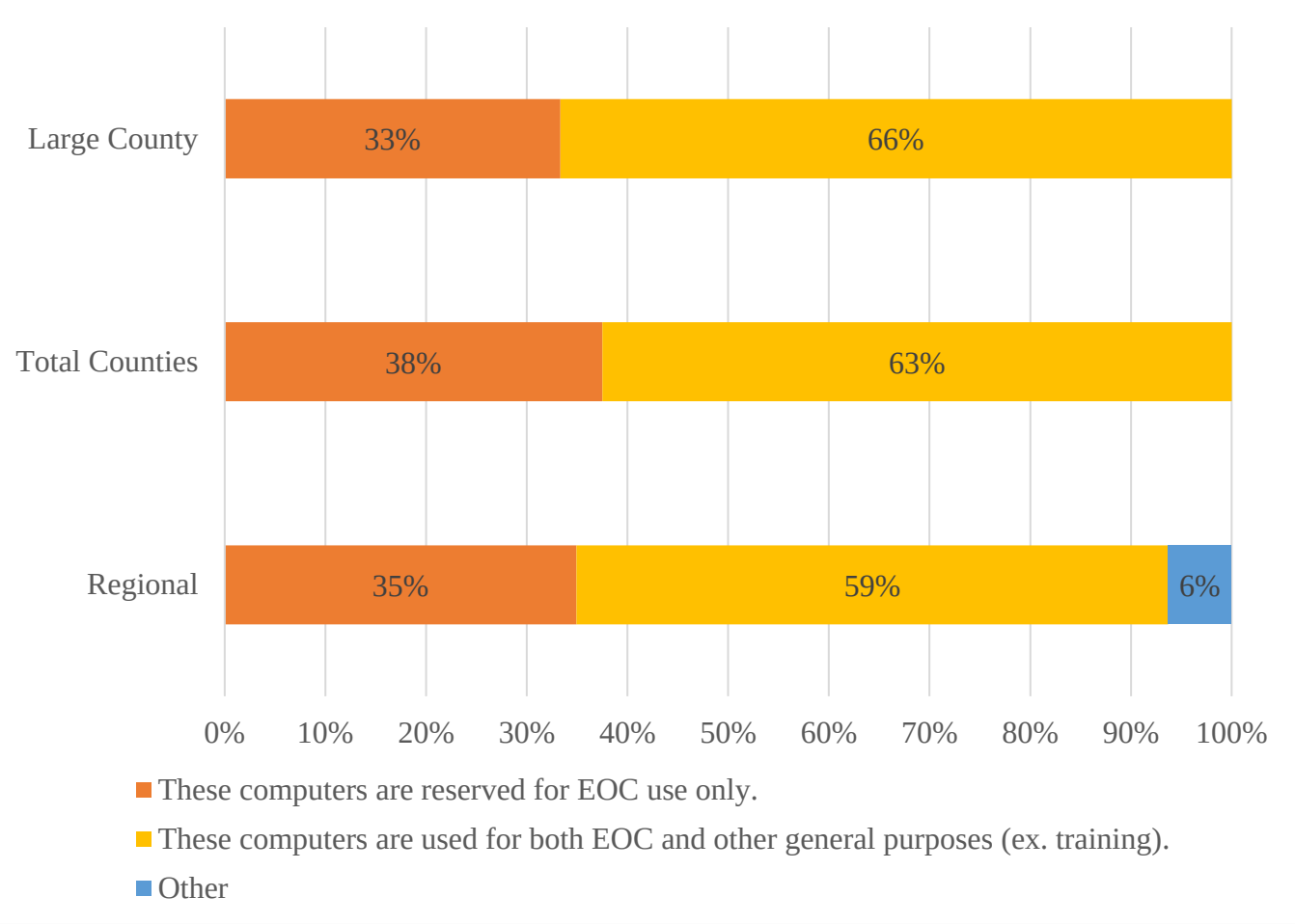

All Counties
Laptop Computer(s) 50% 50%
Desktop Computer(s) 55% 18% 27%
Cell phone(s) 91% 9%
Land line telephone(s) 91% 9%
Satellite phone(s) 50% 10% 40%
Emergency Management Software (WebEOC, etc.) 58% 33% 8%
VTC (Video Teleconference) equipment 58% 17% 25%
Skype 30% 50% 20%
HAM radio(s) 83% 17%
700 MgHZ radio(s) 55% 18% 27%
GETS System (Government Emergency Telecommunications... 36% 18% 46%
WPS System (Wireless Priority Service) 36% 9% 55%
Wifi 100%
Hard wired internet 91% 9%
Network Fiber Internet 73% 9% 18%
GIS Software (ArcGIS, etc.) 27% 36% 36%
Plotter(s) 36% 27% 36%
Remote Feed Cameras 27% 9% 64%
Printer(s) 92% 8%
Fax machine(s) 83% 8% 8%
Projector(s) 83% 8% 8%
TV Display(s) 92% 8%
Smartboard System 50% 50%
Social Media Monitoring System 17% 58% 25%
Video Management System 36% 18% 46%
Computer Aided Dispatch System 36% 46% 18%
Physical Security Information Management System 27% 9% 64%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology


Regional
Laptop Computer(s) 38% 55% 7%
Desktop Computer(s) 61% 20% 19%
Cell phone(s) 8% 84% 9%
Land line telephone(s) 84% 15% 1%
Satellite phone(s) 15% 13% 72%
Emergency Management Software (WebEOC, etc.) 54% 26% 21%
VTC (Video Teleconference) equipment 38% 11% 51%
Skype 30% 39% 32%
HAM radio(s) 59% 22% 19%
700 MgHZ radio(s) 46% 24% 30%
GETS System (Government Emergency Telecommunications... 31% 18% 51%
WPS System (Wireless Priority Service) 23% 14% 63%
Wifi 94% 5% 1%
Hard wired internet 84% 3% 14%
Network Fiber Internet 64% 8% 29%
GIS Software (ArcGIS, etc.) 23% 46% 31%
Plotter(s) 22% 36% 42%
Remote Feed Cameras 33% 17% 49%
Printer(s) 73% 25% 3%
Fax machine(s) 67% 30% 4%
Projector(s) 80% 14% 6%
TV Display(s) 89% 9% 3%
Smartboard System 30% 4% 66%
Social Media Monitoring System 28% 46% 26%
Video Management System 24% 28% 49%
Computer Aided Dispatch System 53% 26% 21%
Physical Security Information Management System 17% 15% 68%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology

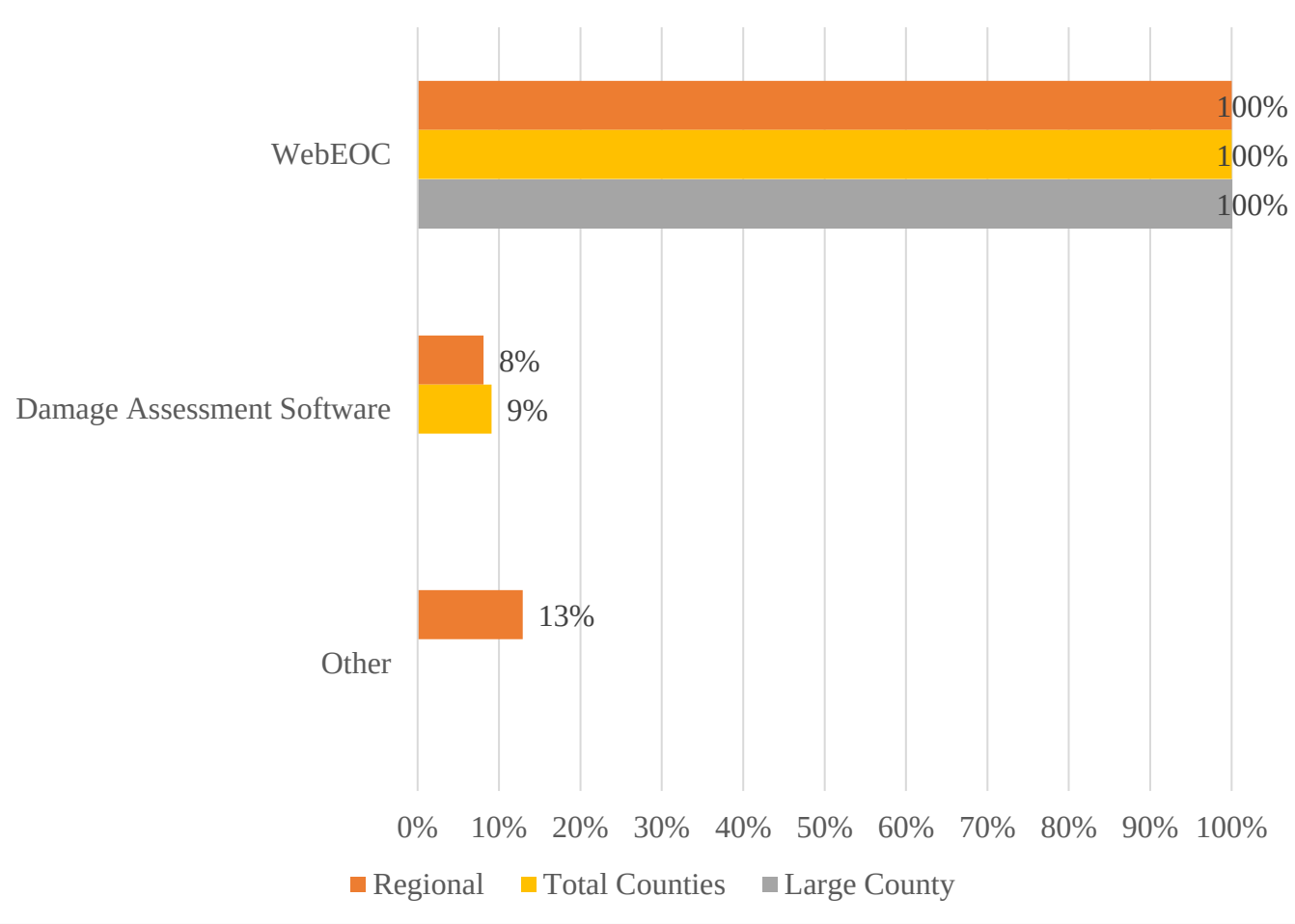
28. Please select the best representation of how laptops are used in your EOC.



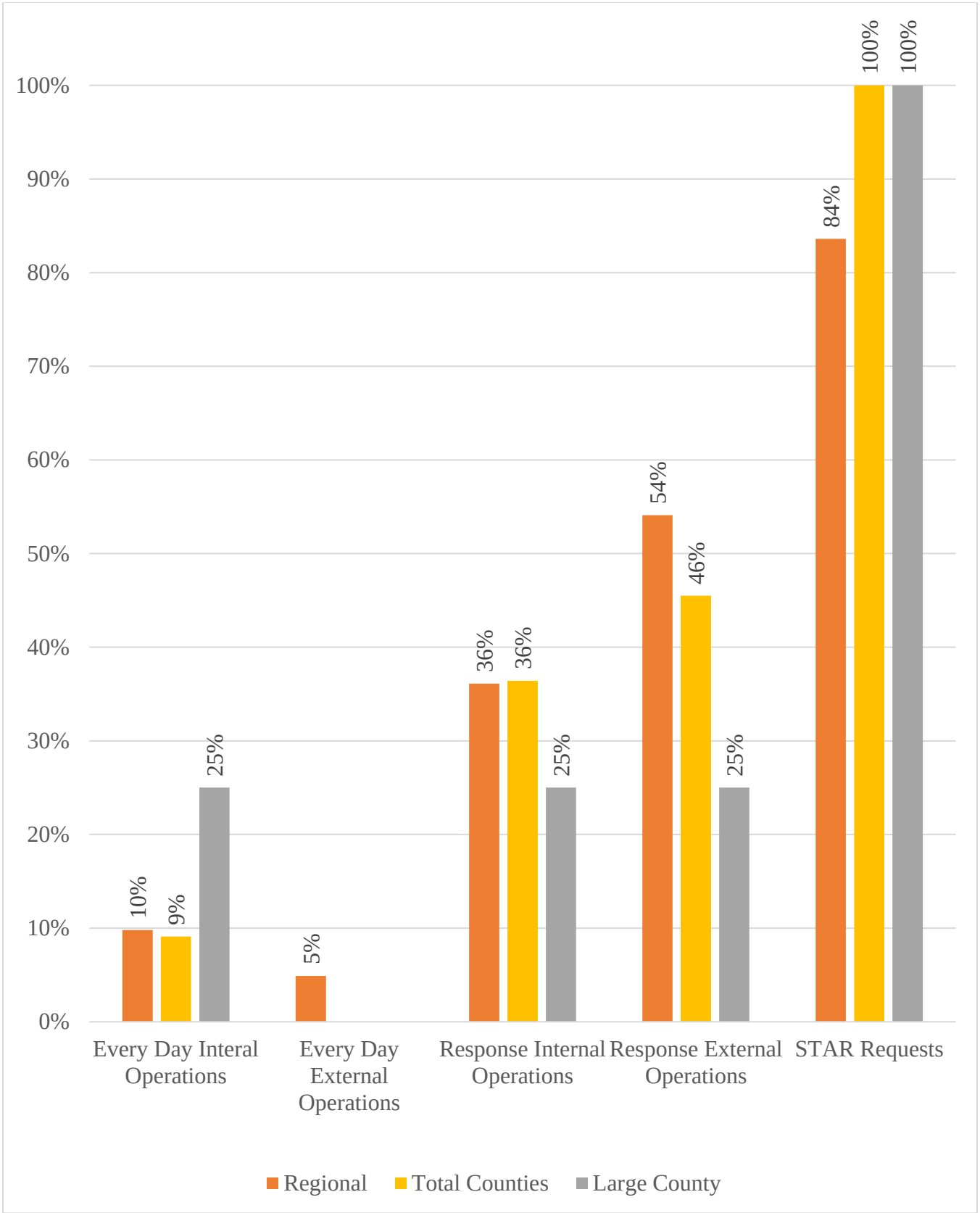
29. Please select the best representation of how desktop computer(s) are used in your EOC.



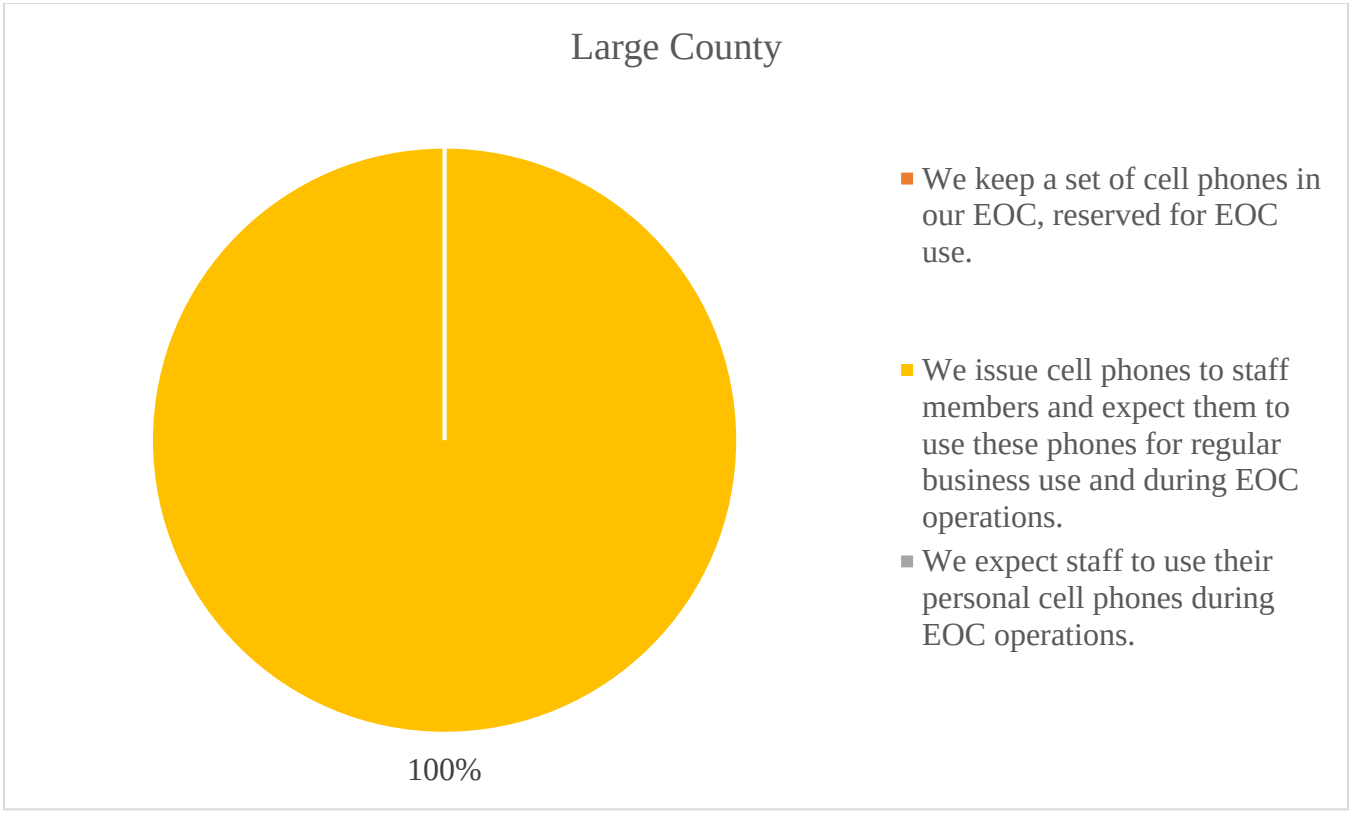
30. What emergency management software do you have? Please select all that apply.

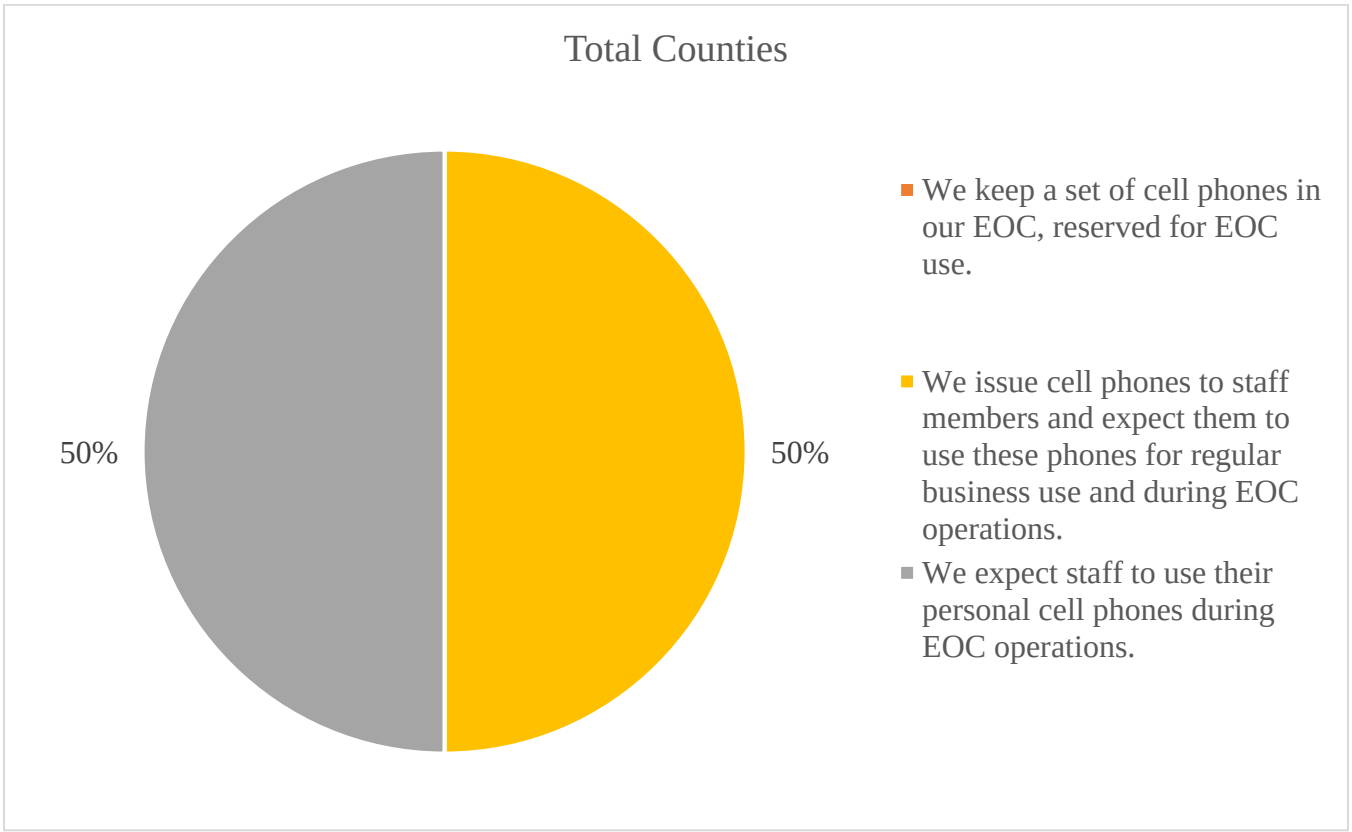


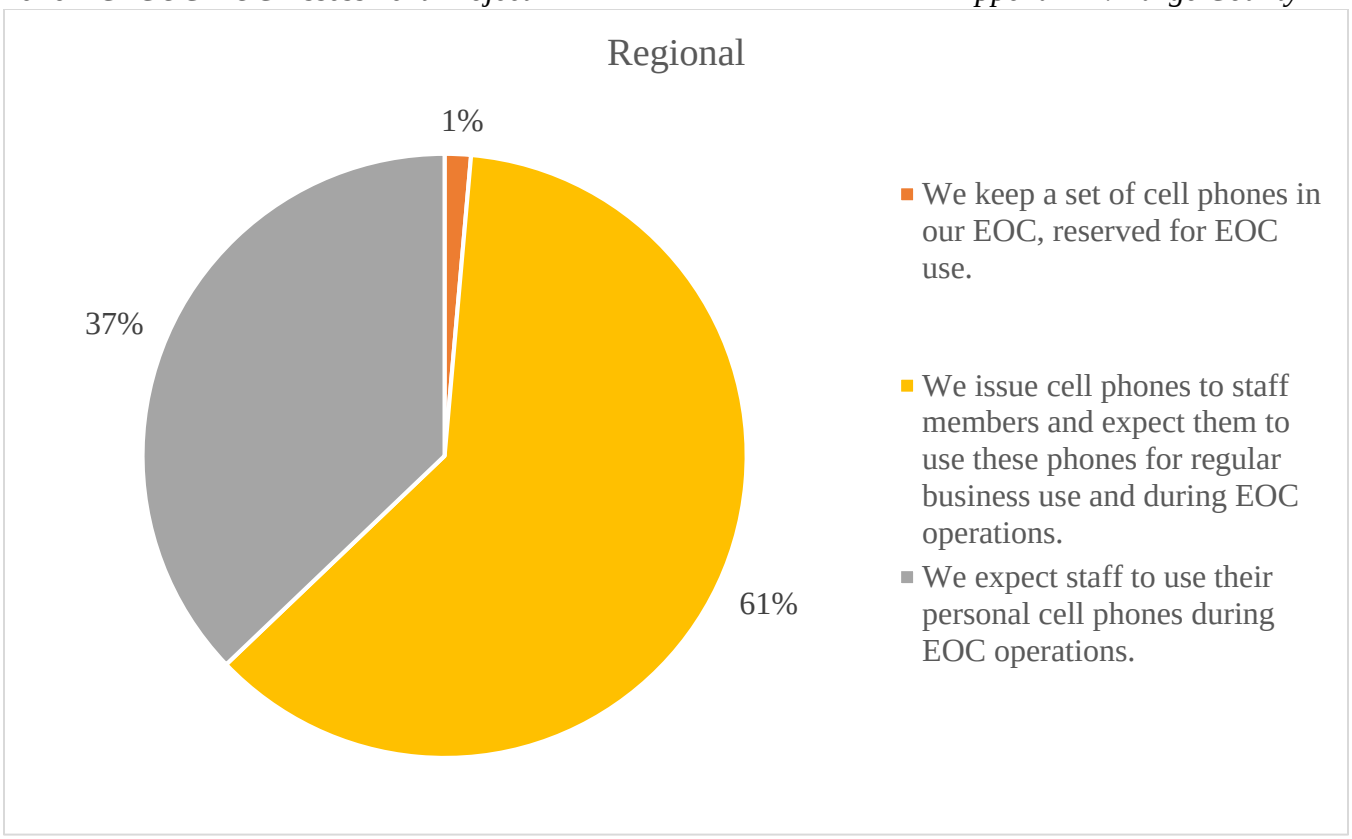
31. How do you use your Emergency Management software? Please select all that apply.



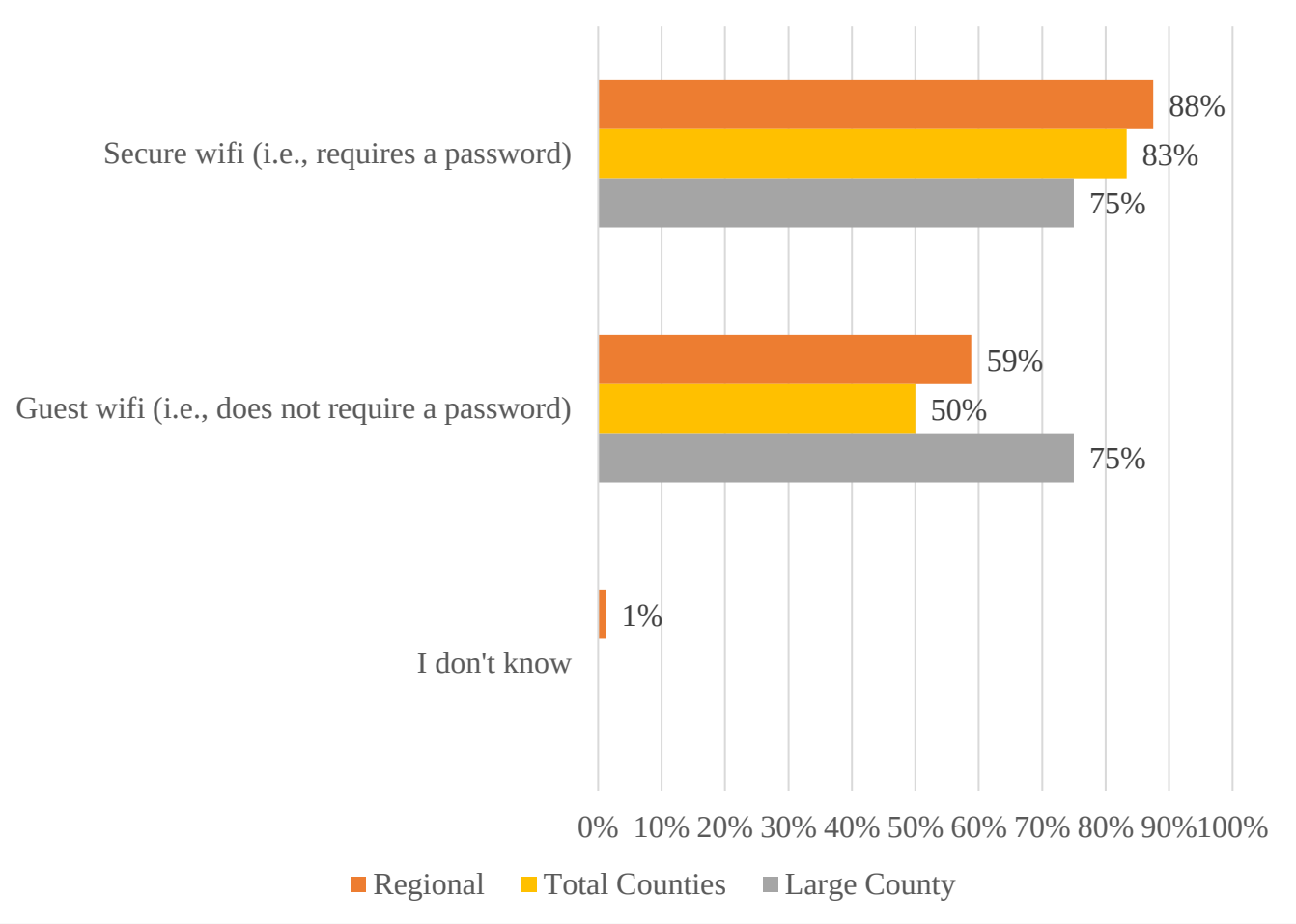
32. Please select the best representation of how cell phones are used in your EOC.



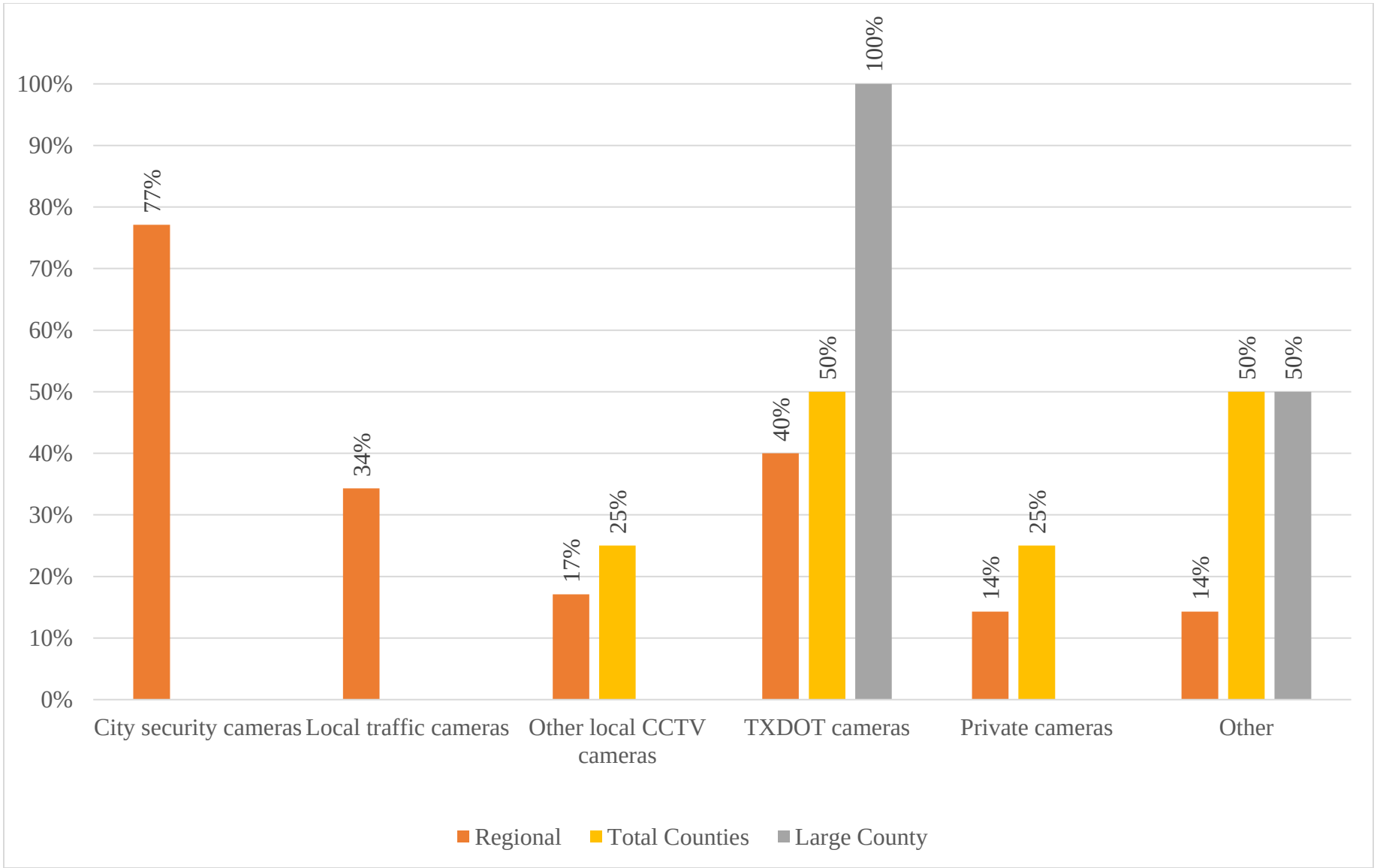



Regional
1%
37%
61%
We keep a set of cell phones in our EOC, reserved for EOC use.
We issue cell phones to staff members and expect them to use these phones for regular business use and during EOC operations.
We expect staff to use their personal cell phones during EOC operations.

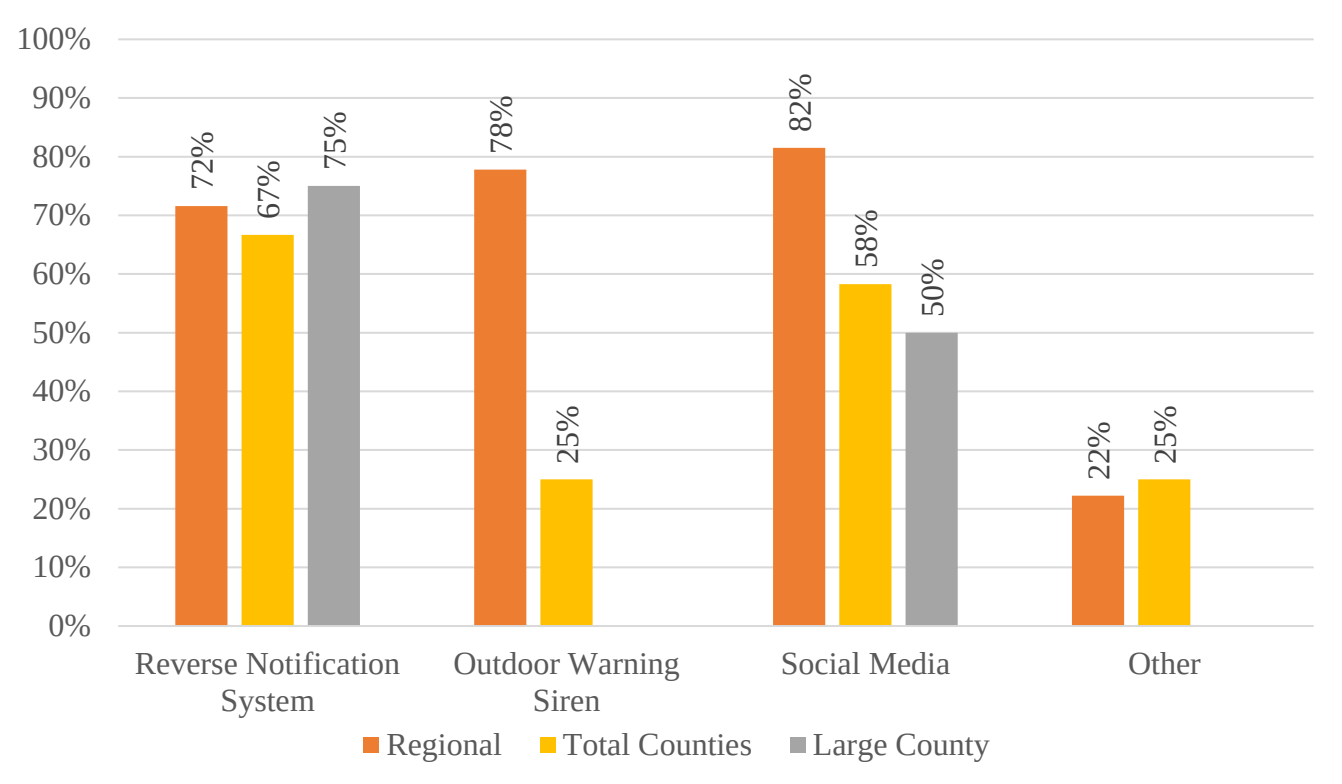
33. What types of Wi-Fi access do you have? Please select all that apply.



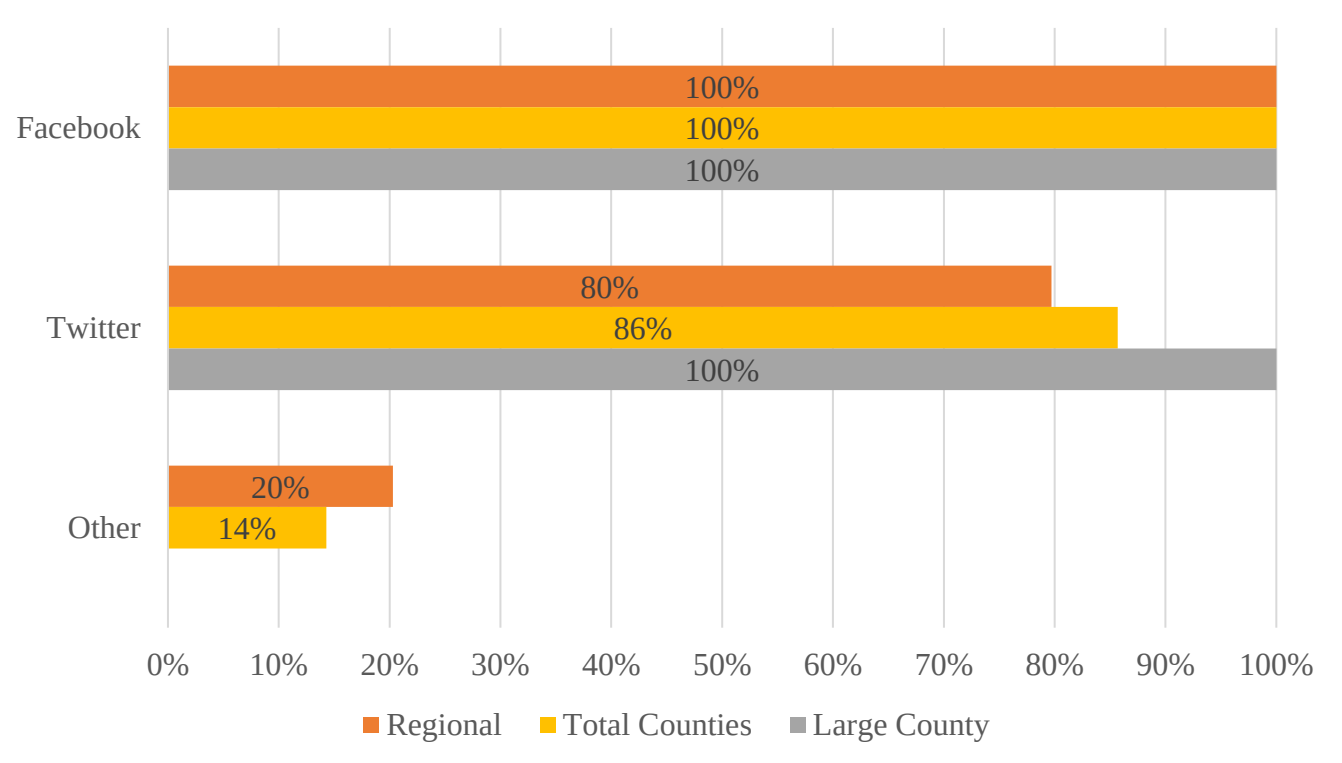
34. What live camera feeds do you have access to? ***The chart below only accounts for jurisdictions who have access to cameras (ex. 100% of jurisdictions who have access to live camera feeds have access to xyz cameras).***



35. Please select all of the following technologies used to alert the public in your EOC.



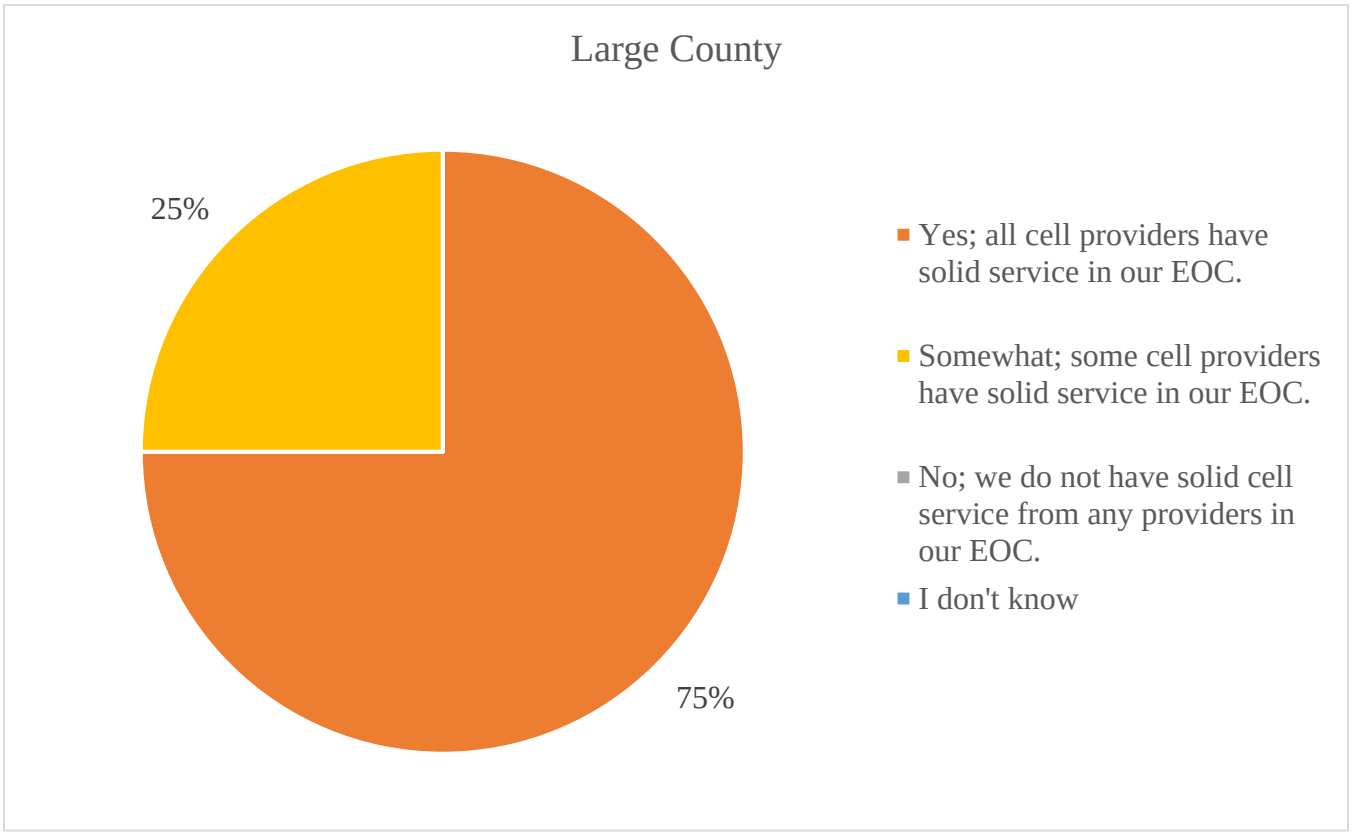
35.1 If you use Social Media, what platforms do you send alerts on?

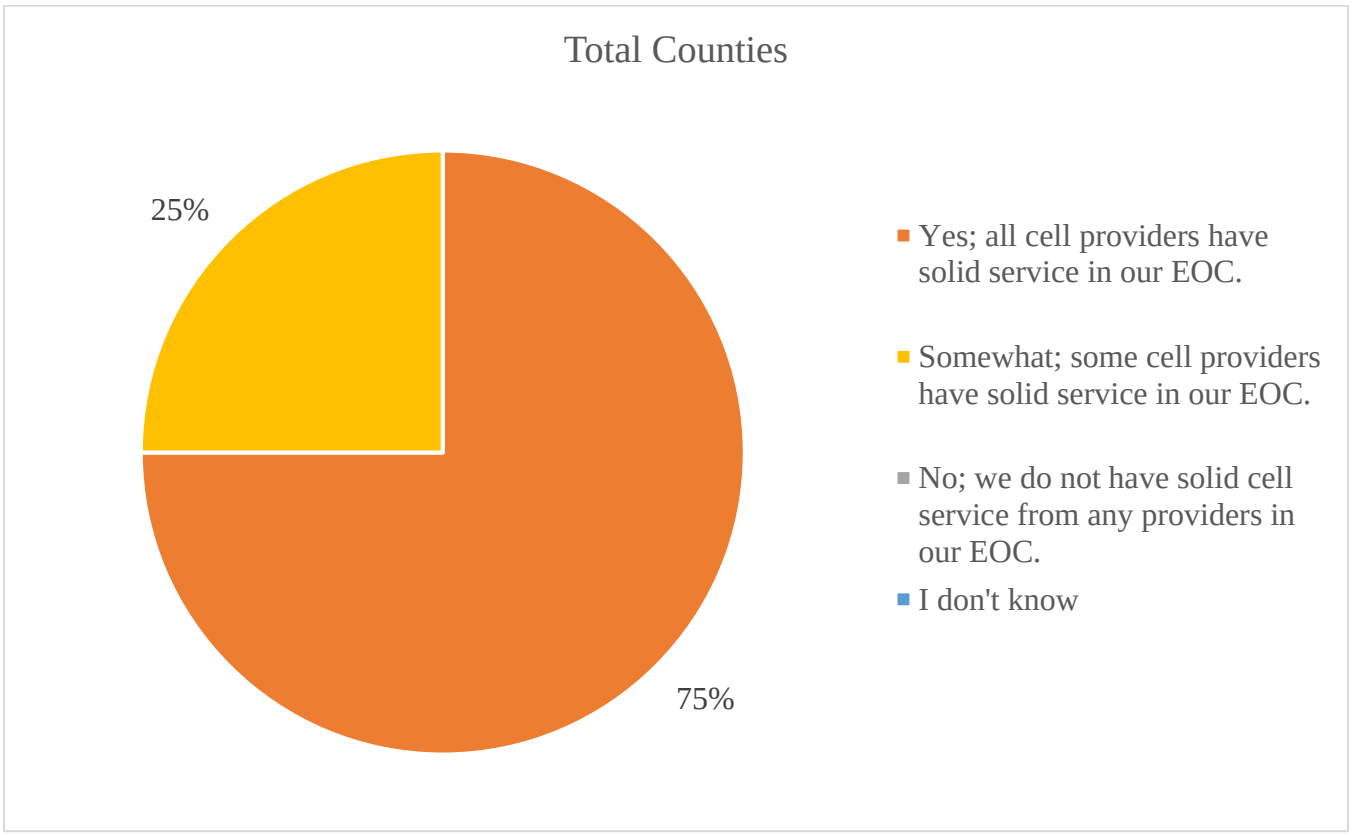


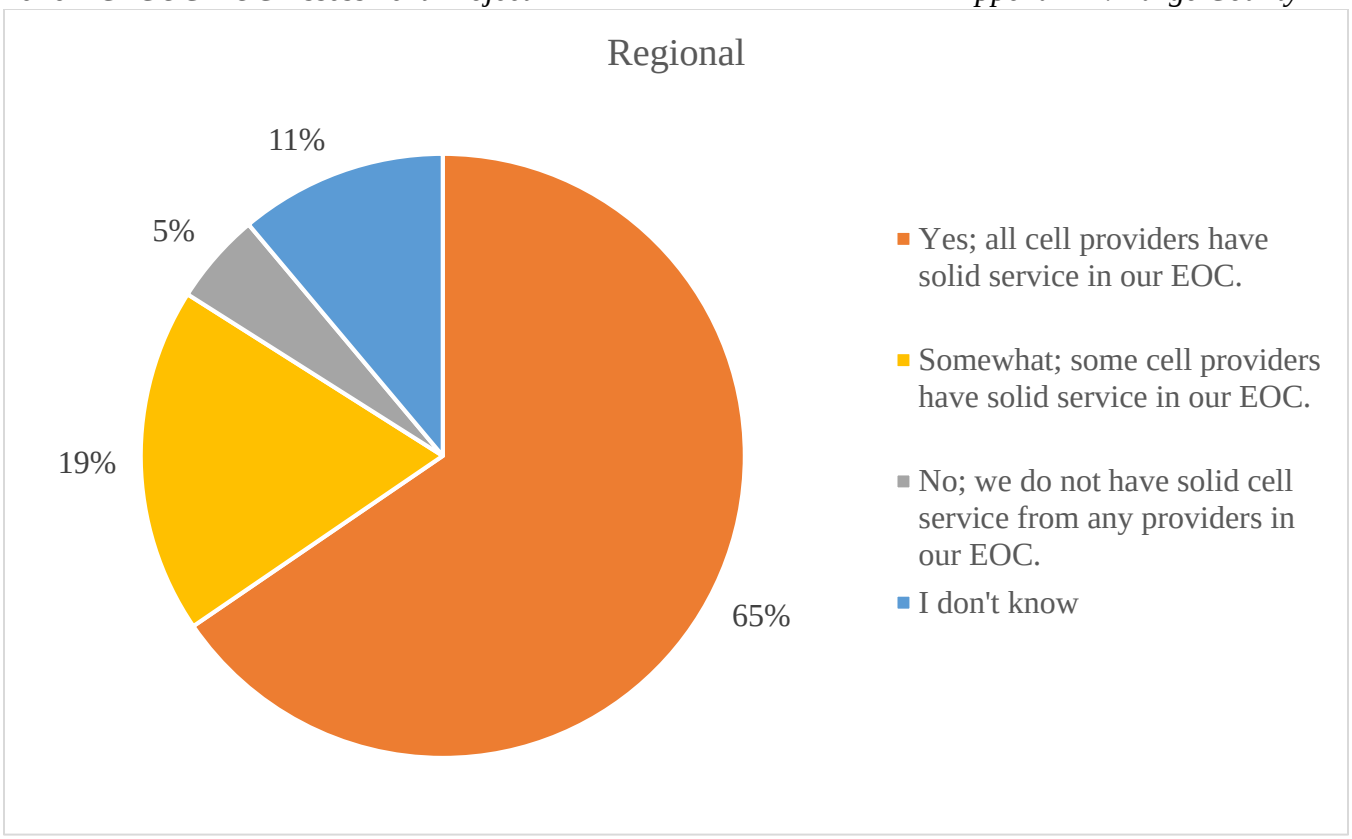
36. Please rank the following communication technologies in order of your EOC's preference of use. *(Rank calculated by the sum of all answer values)*

Order of Preference	Regional	Total Counties	Large County
1	Cell Phone	Landline Phone	Landline Phone
2	Landline Phone	Cell Phone	Cell Phone
3	Email	Email	Email
4	Conference Calls	700 MgHz Radio	Conference Calls
5	700 MgHz Radio	Conference Calls	700 MgHz Radio
6	HAM Radio	HAM Radio	Webinars
7	VOIP (like Skype, etc.)	Webinar	HAM Radio
8	Webinars	VTC (Video Teleconferencing)	VTC (Video Teleconferencing)
9	VTC (Video Teleconferencing)	Satellite Phone	Satellite Phone
10	Satellite Phone	VOIP (like Skype, etc.)	VOIP (like Skype, etc.)

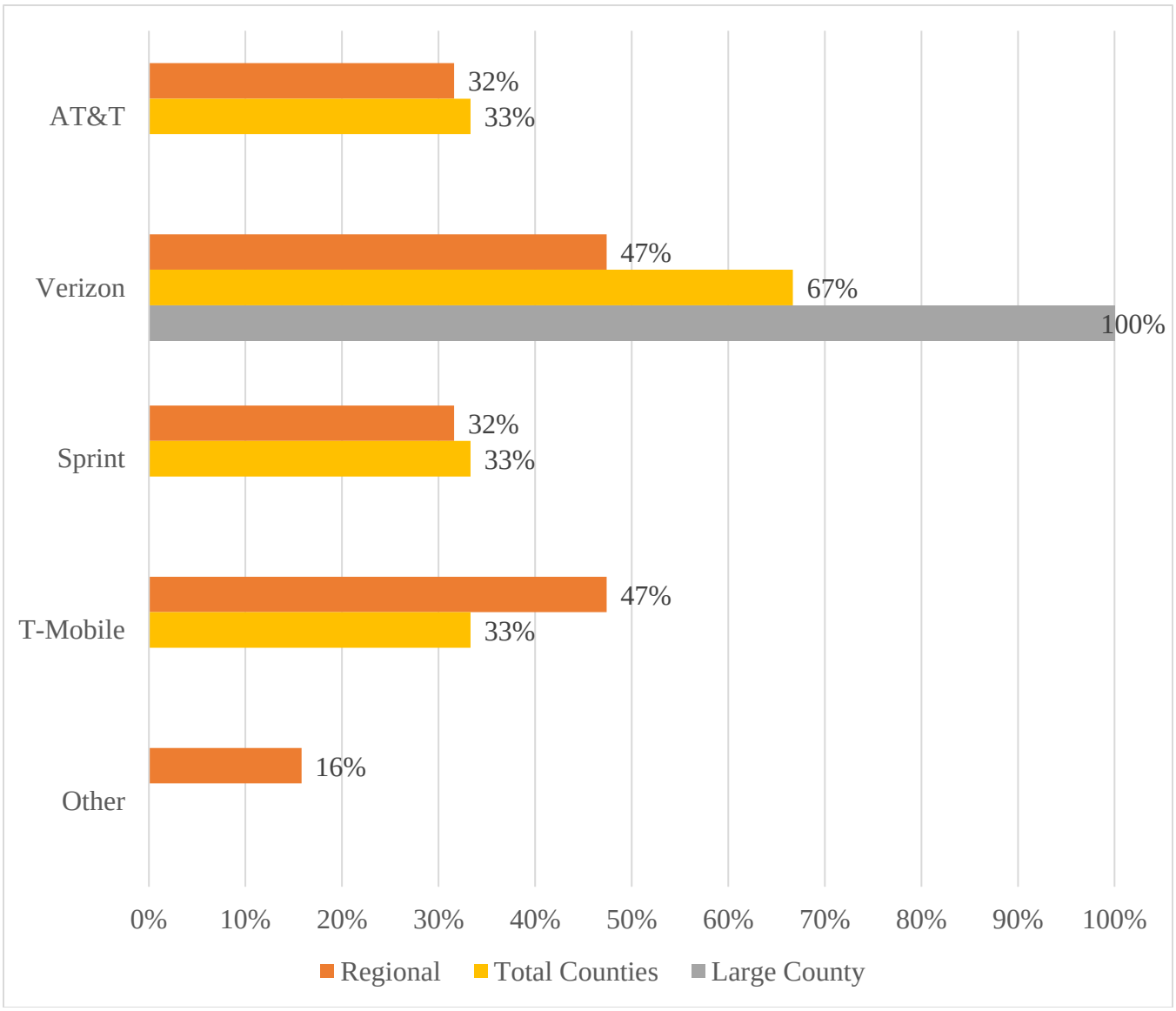
37. Does your EOC have adequate cell service?



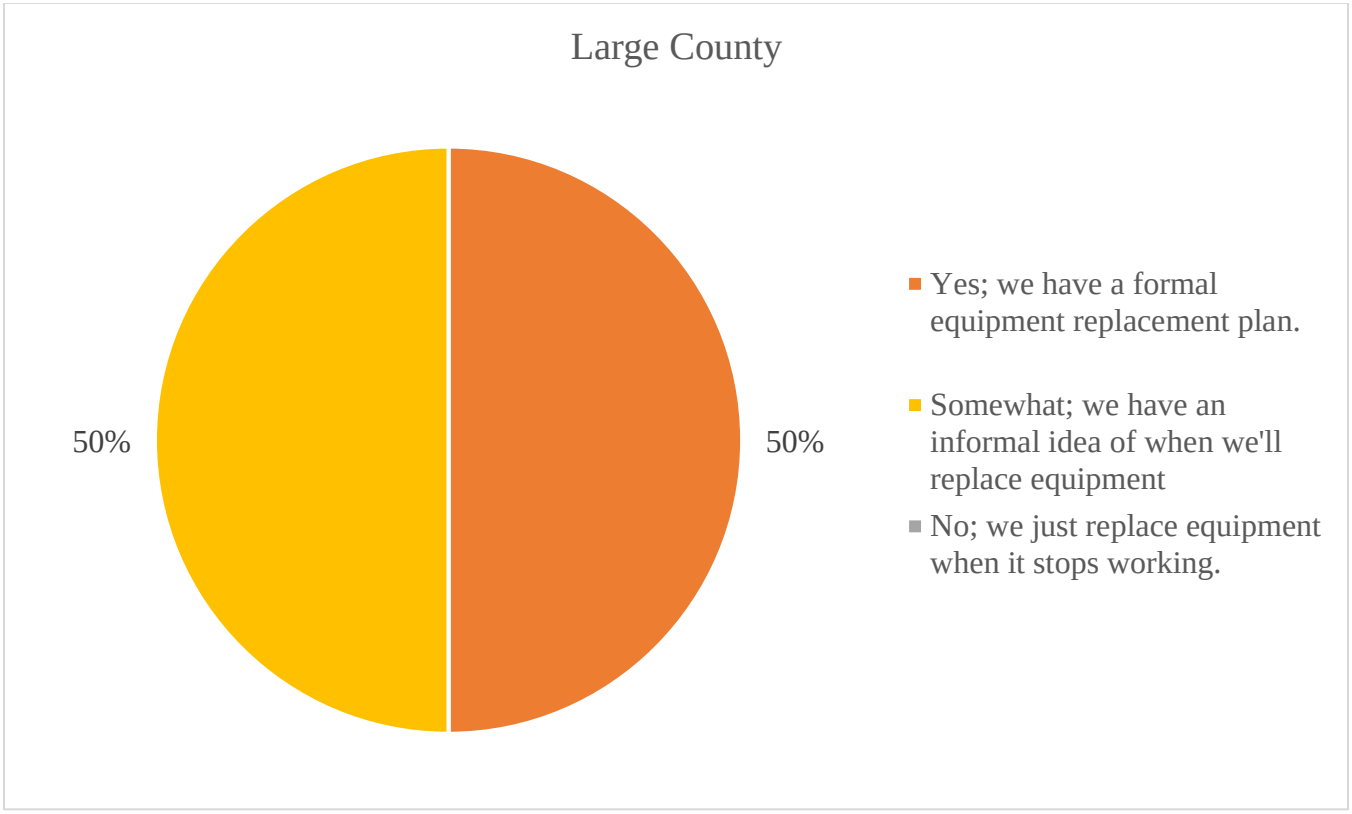


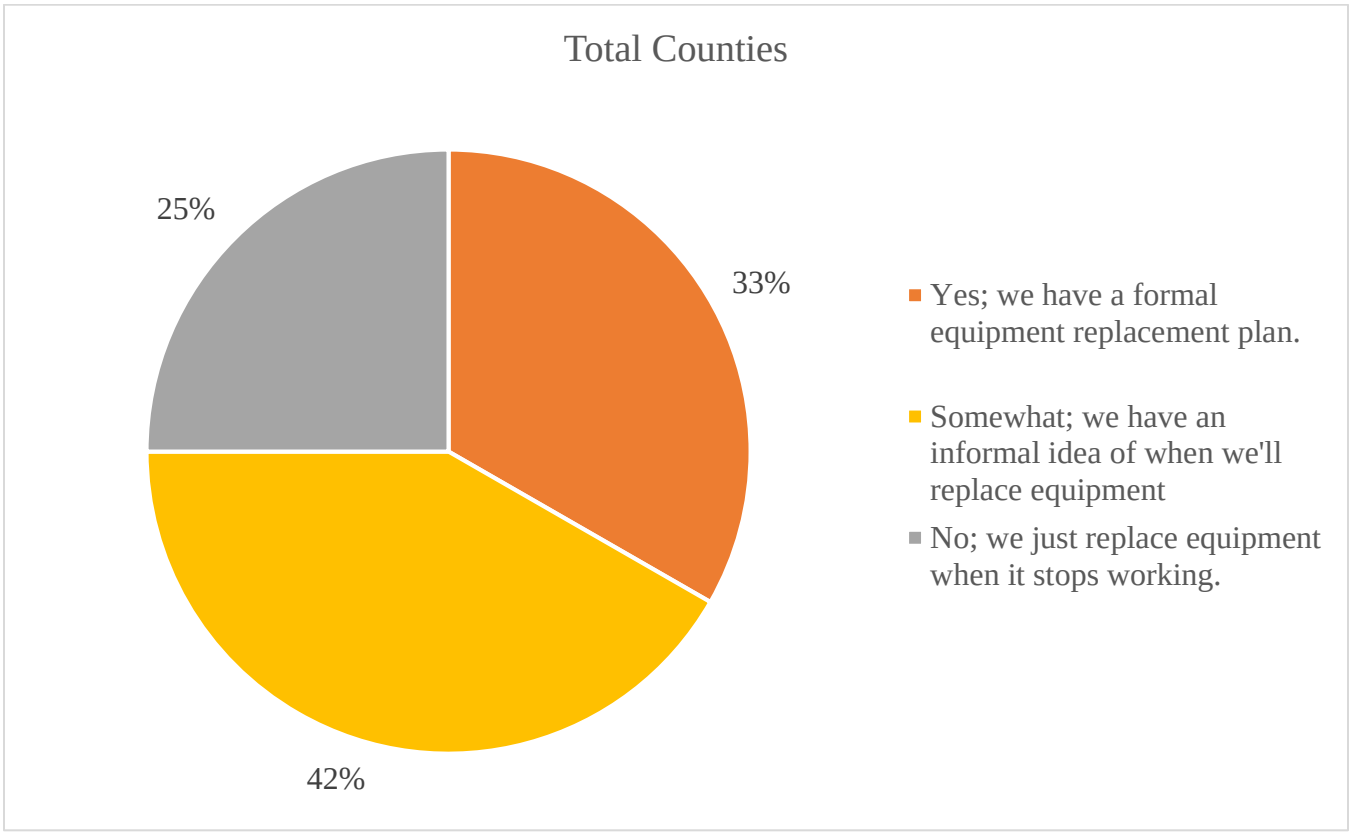

Regional
11%
5%
19%
65%
Yes; all cell providers have solid service in our EOC.
Somewhat; some cell providers have solid service in our EOC.
No; we do not have solid cell service from any providers in our EOC.
I don't know

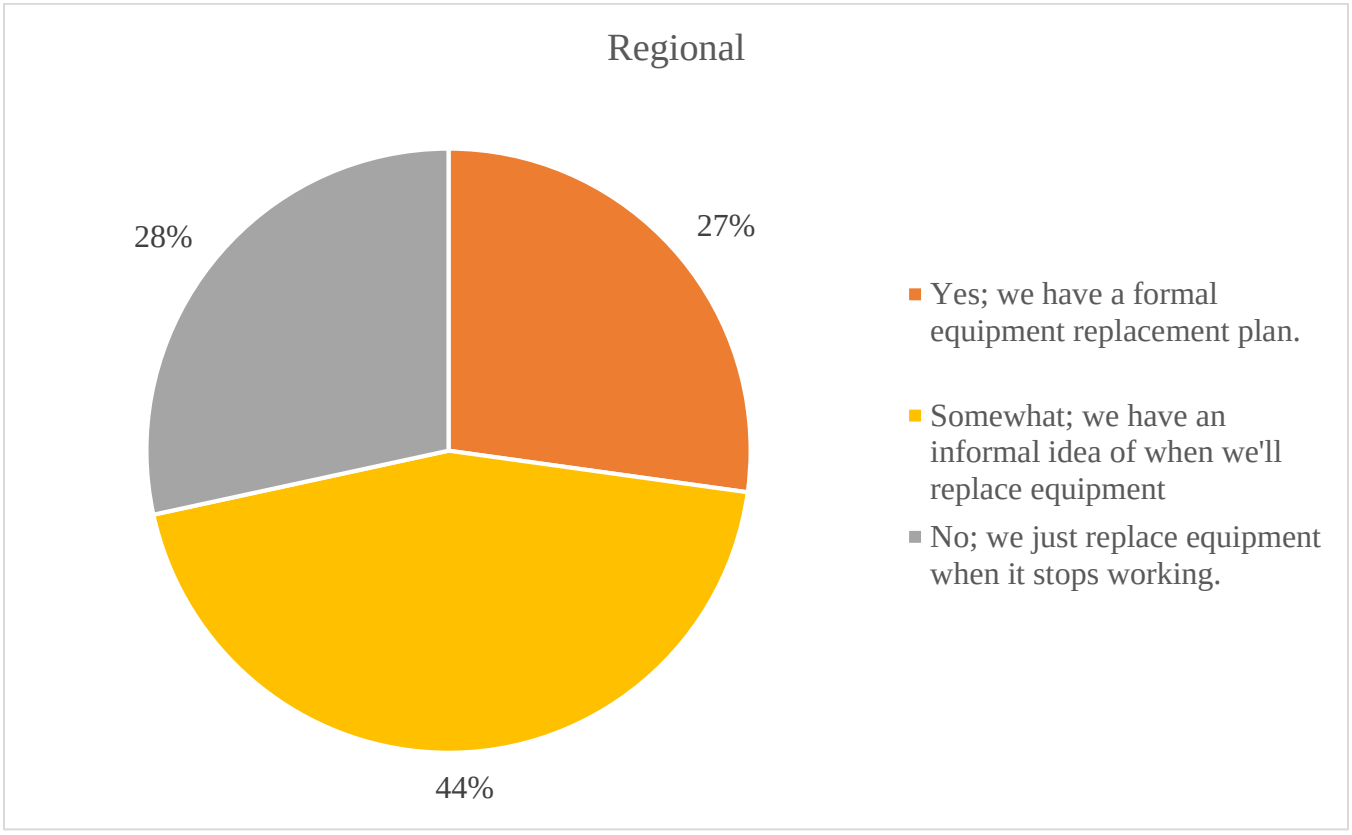
37.1 If your EOC does not have adequate cell service in your EOC, which providers do not have good cell service in your EOC? *(Answers only include those who selected that they either have only somewhat or no solid service)*



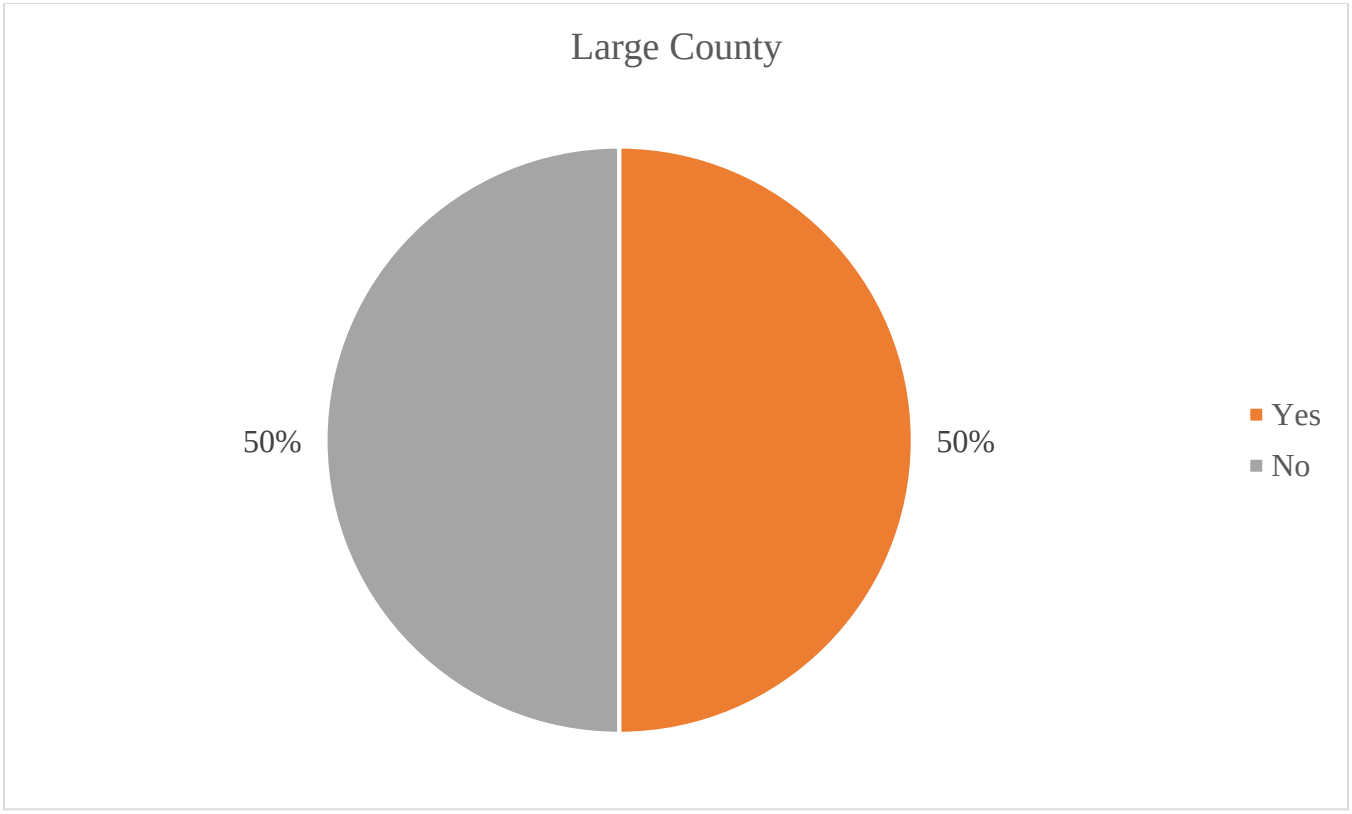
38. Does your EOC have an equipment replacement plan to ensure that all technology is up to date?

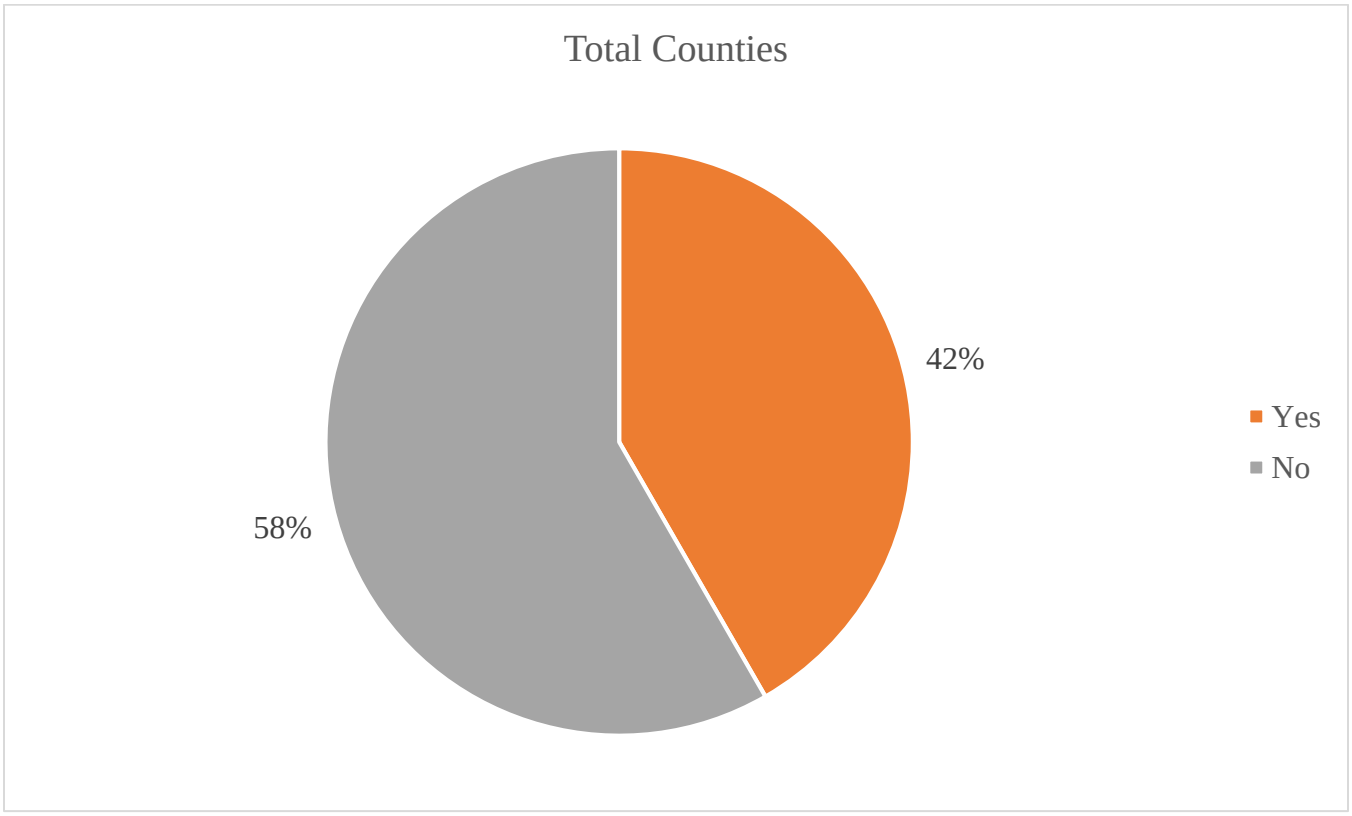


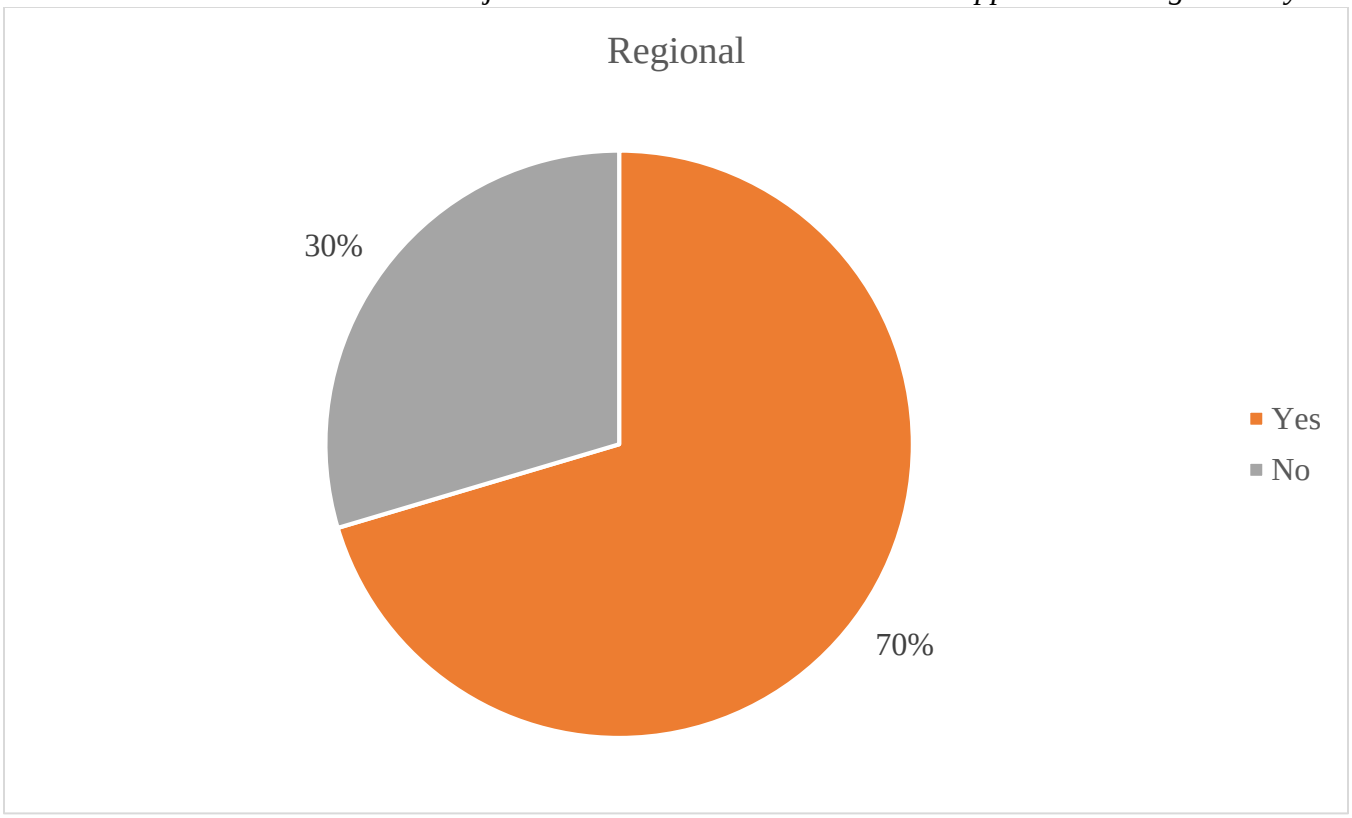



Regional
28%
27%
44%
Yes; we have a formal equipment replacement plan.
Somewhat; we have an informal idea of when we'll replace equipment
No; we just replace equipment when it stops working.

39. Does the EOC have the capability to monitor "real time" CAD activities throughout the jurisdiction?






Regional
30%
70%
Yes
No

40. What single equipment improvement would most benefit your EOC?

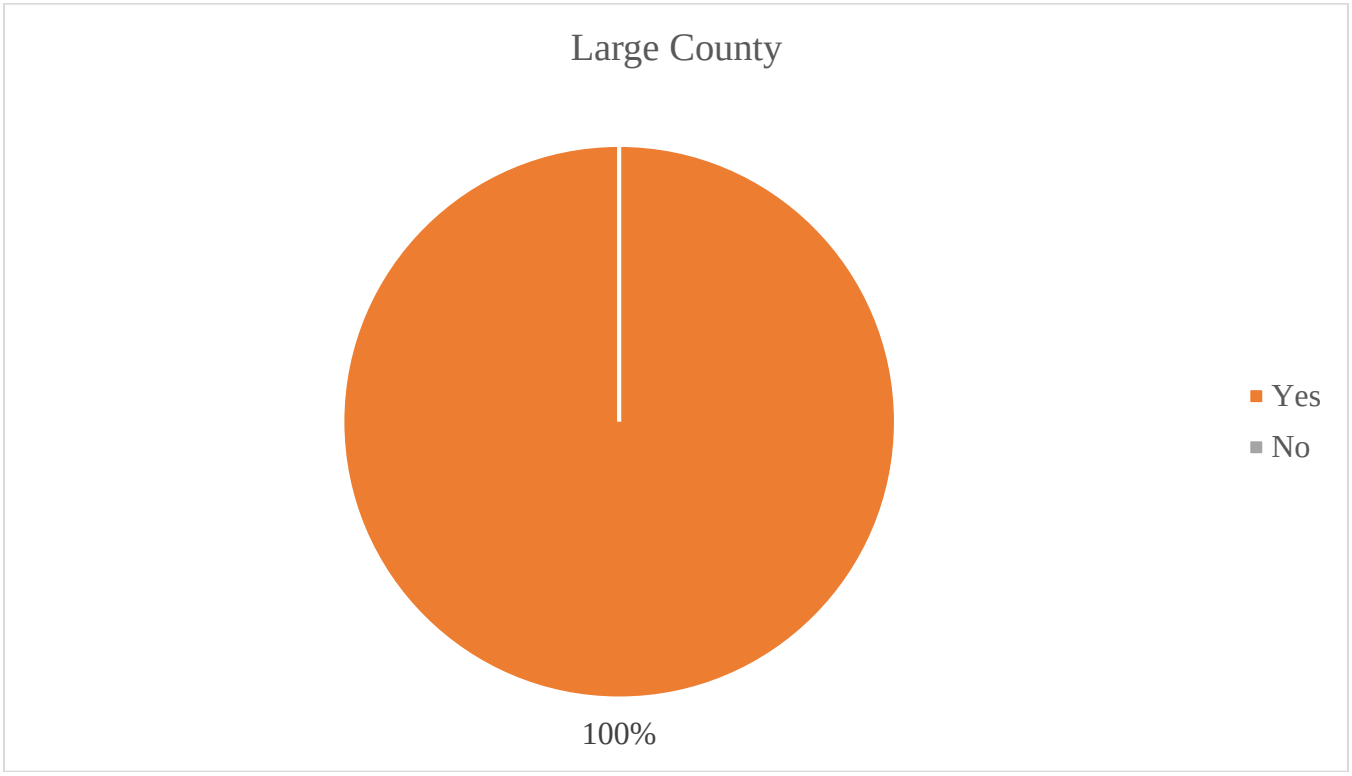
Open Response

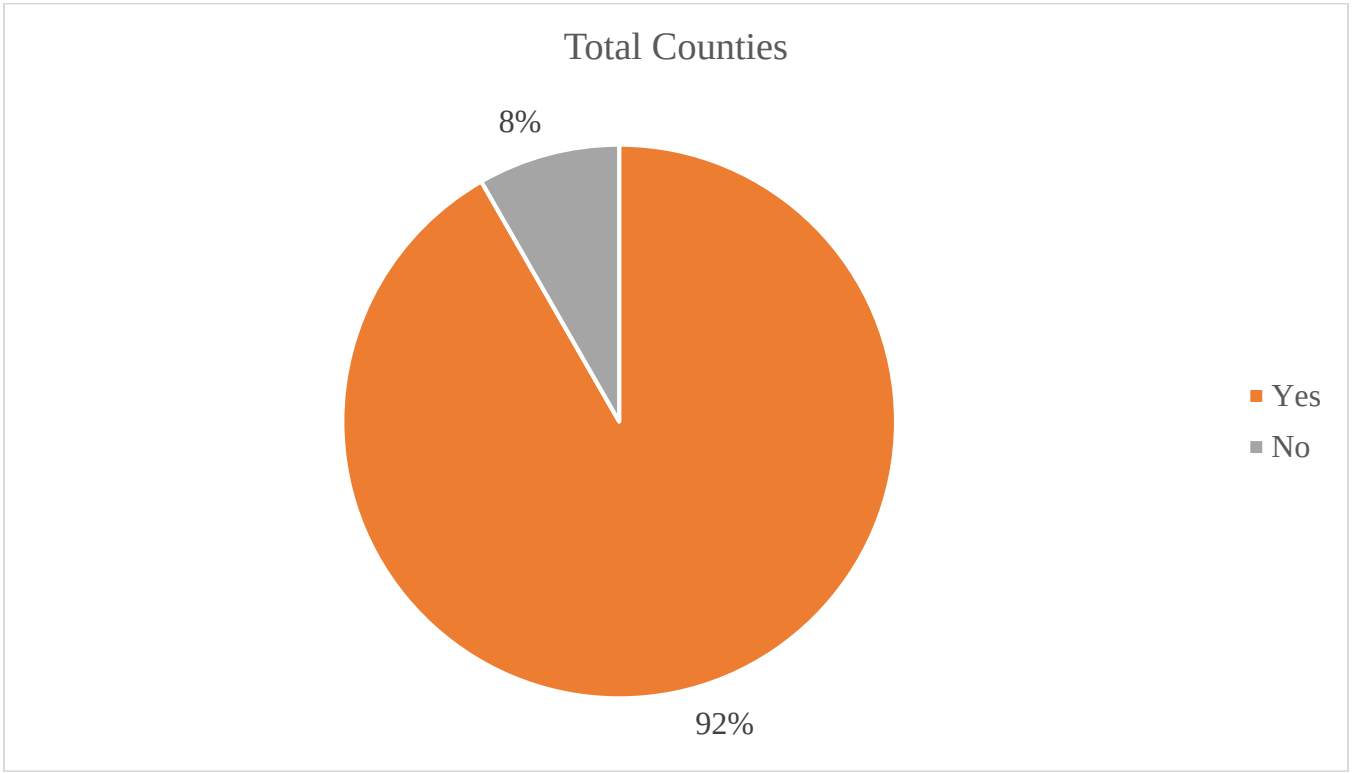
41. Is there anything else you would like to share about your EOC?

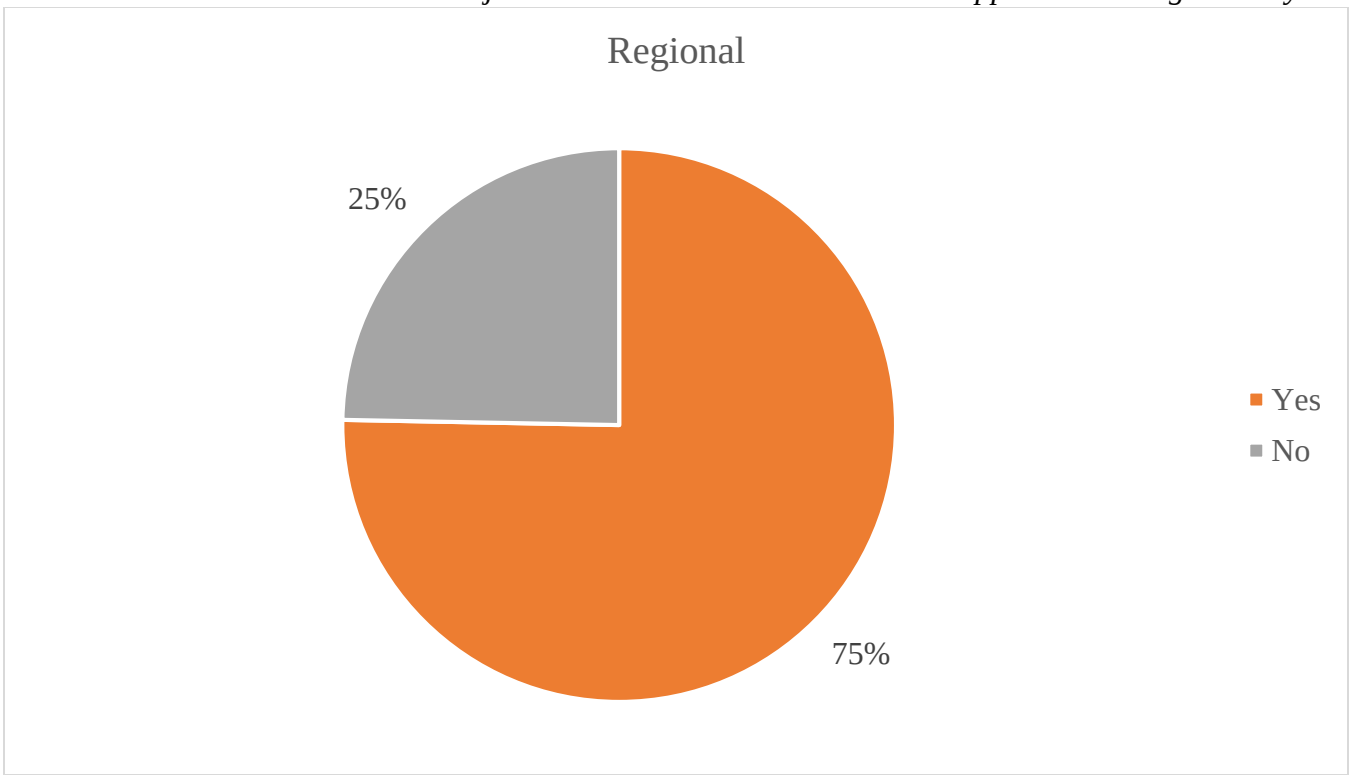
Open Response

Alternate EOC

42. Do you have an alternate EOC?

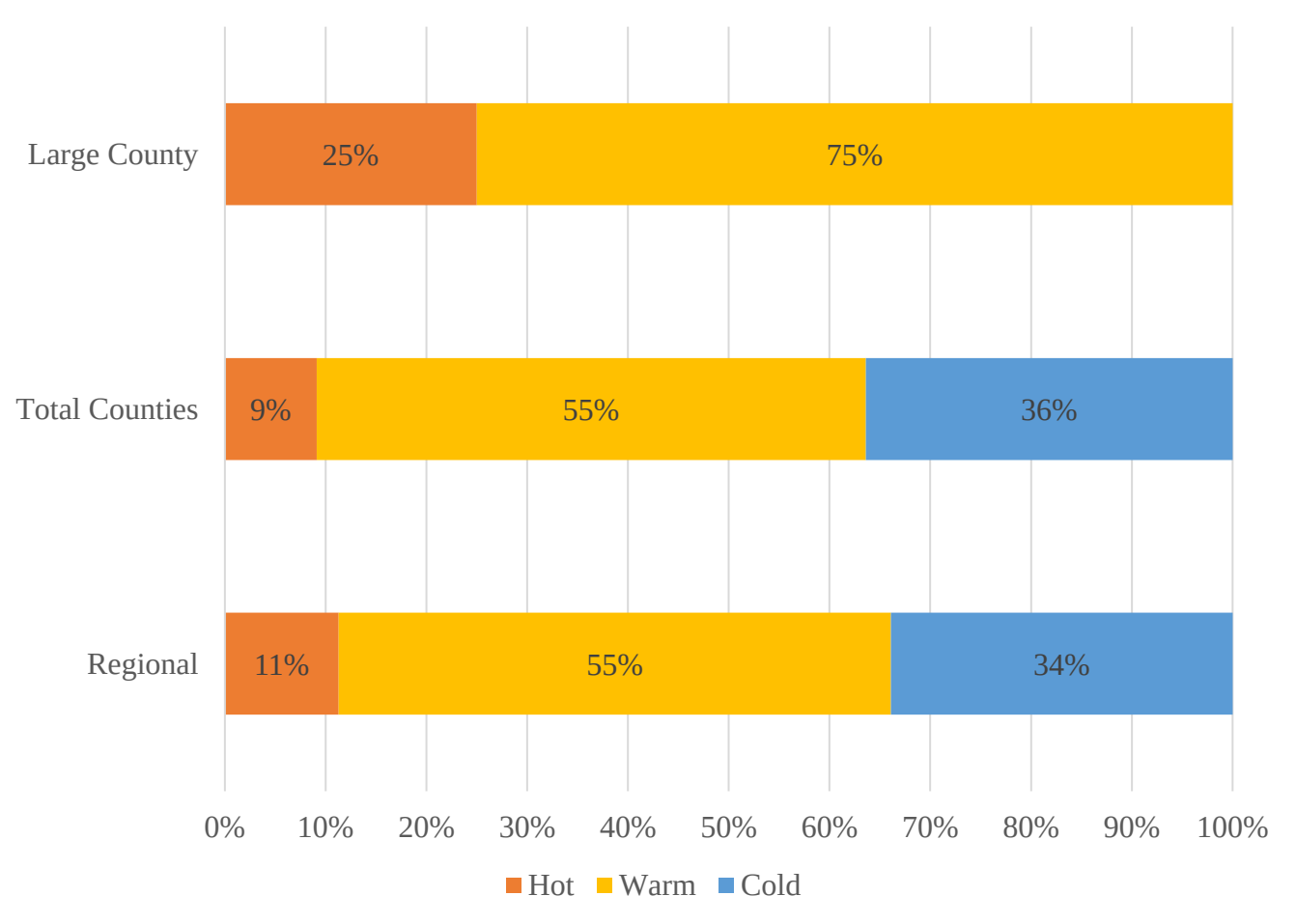




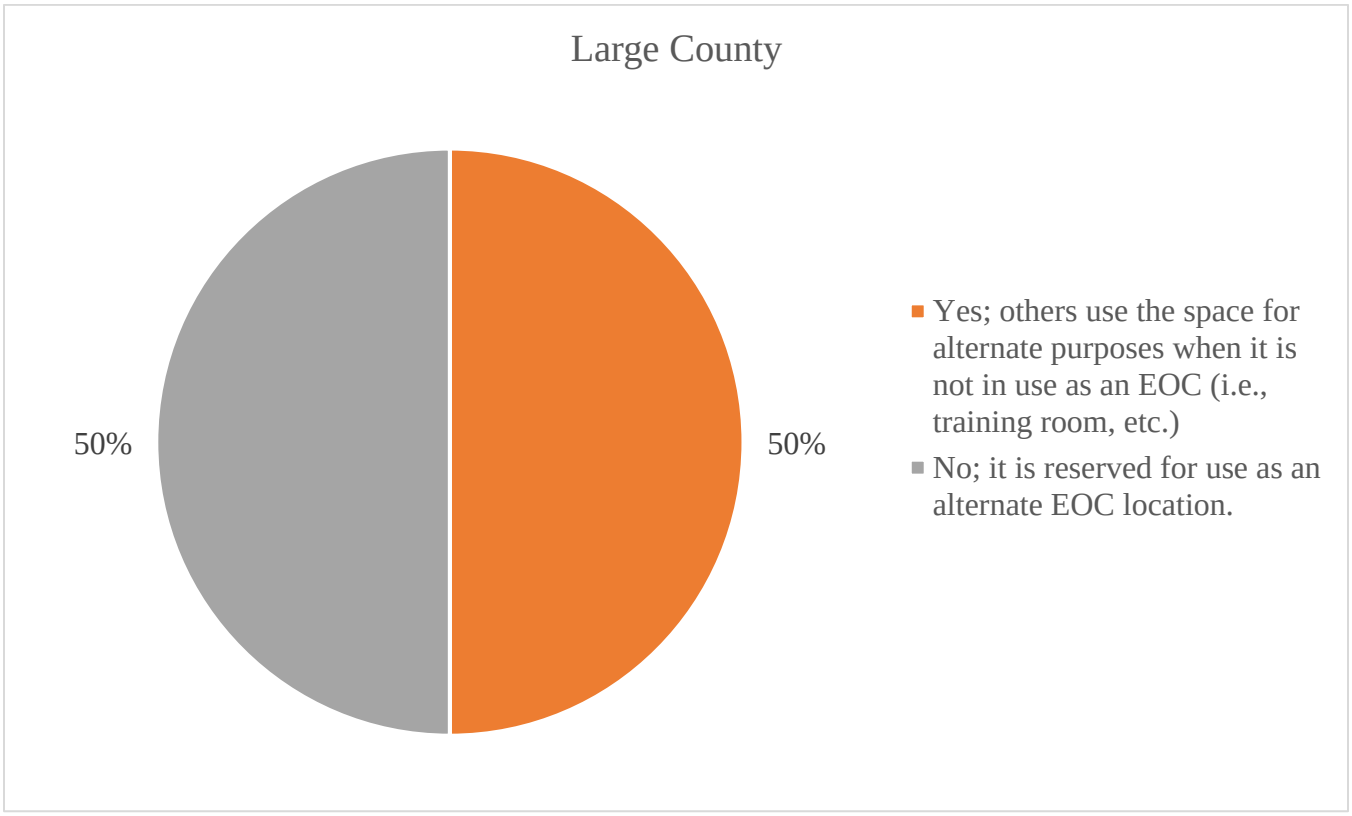

Regional
25%
75%
Yes
No

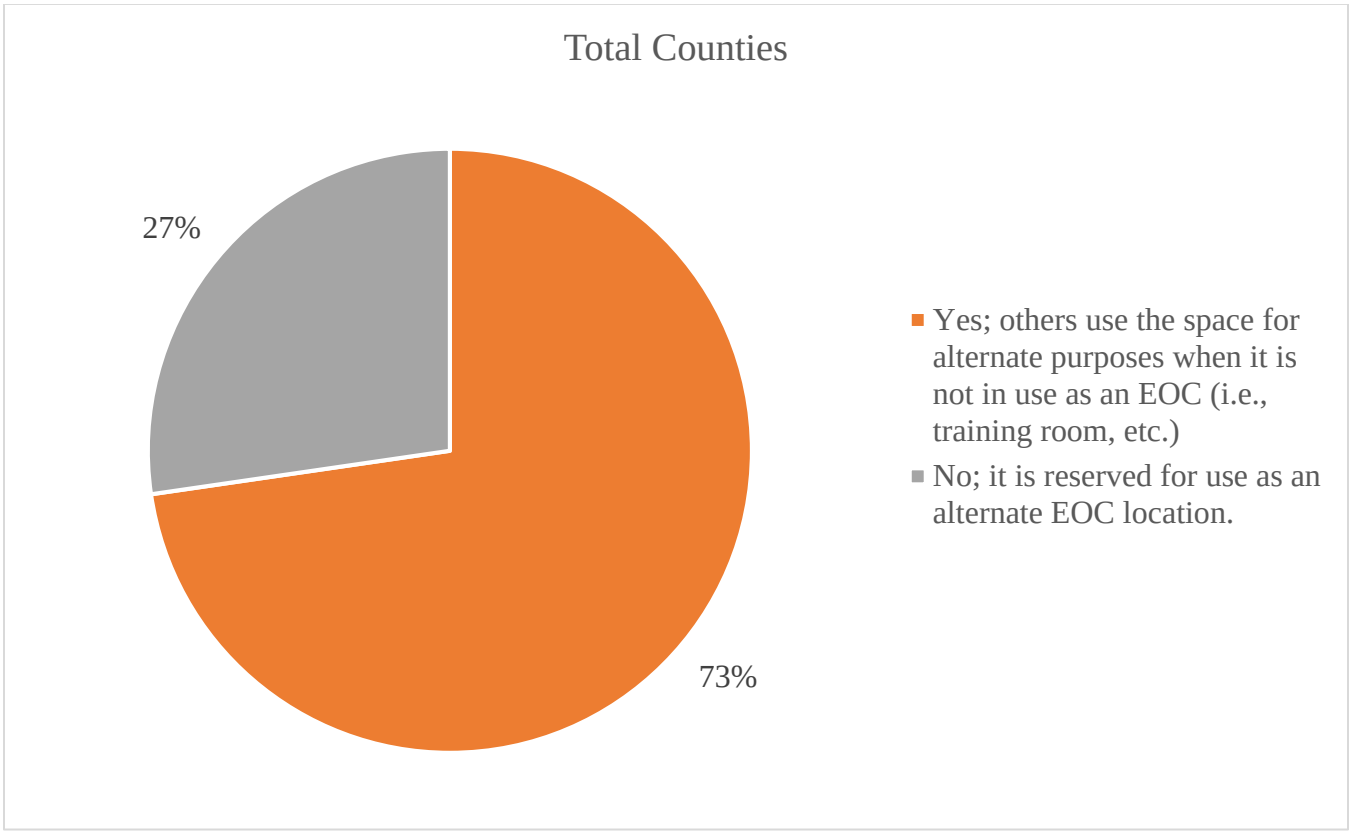
42.1 Is your alternate EOC:

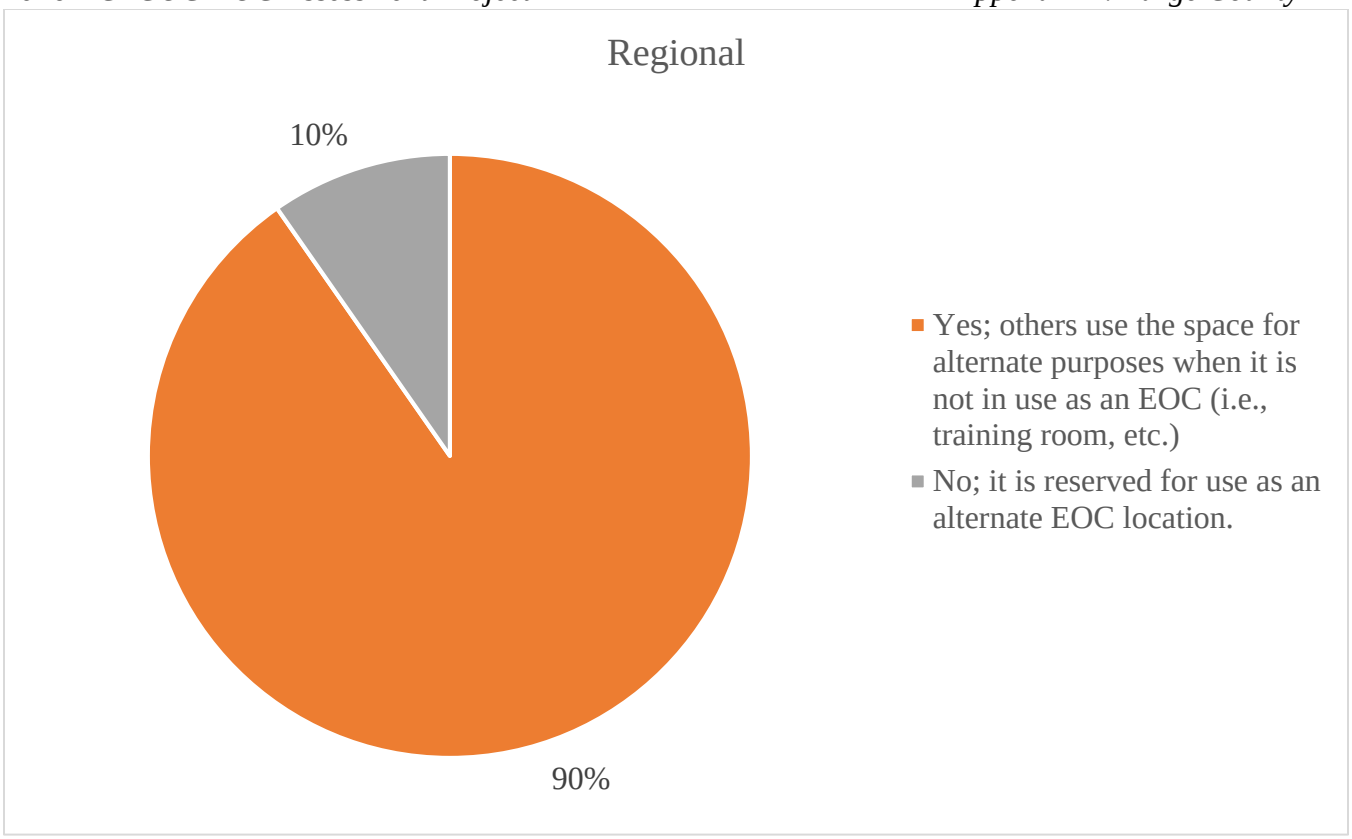
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*



42.2 Is your alternate EOC dual purpose?



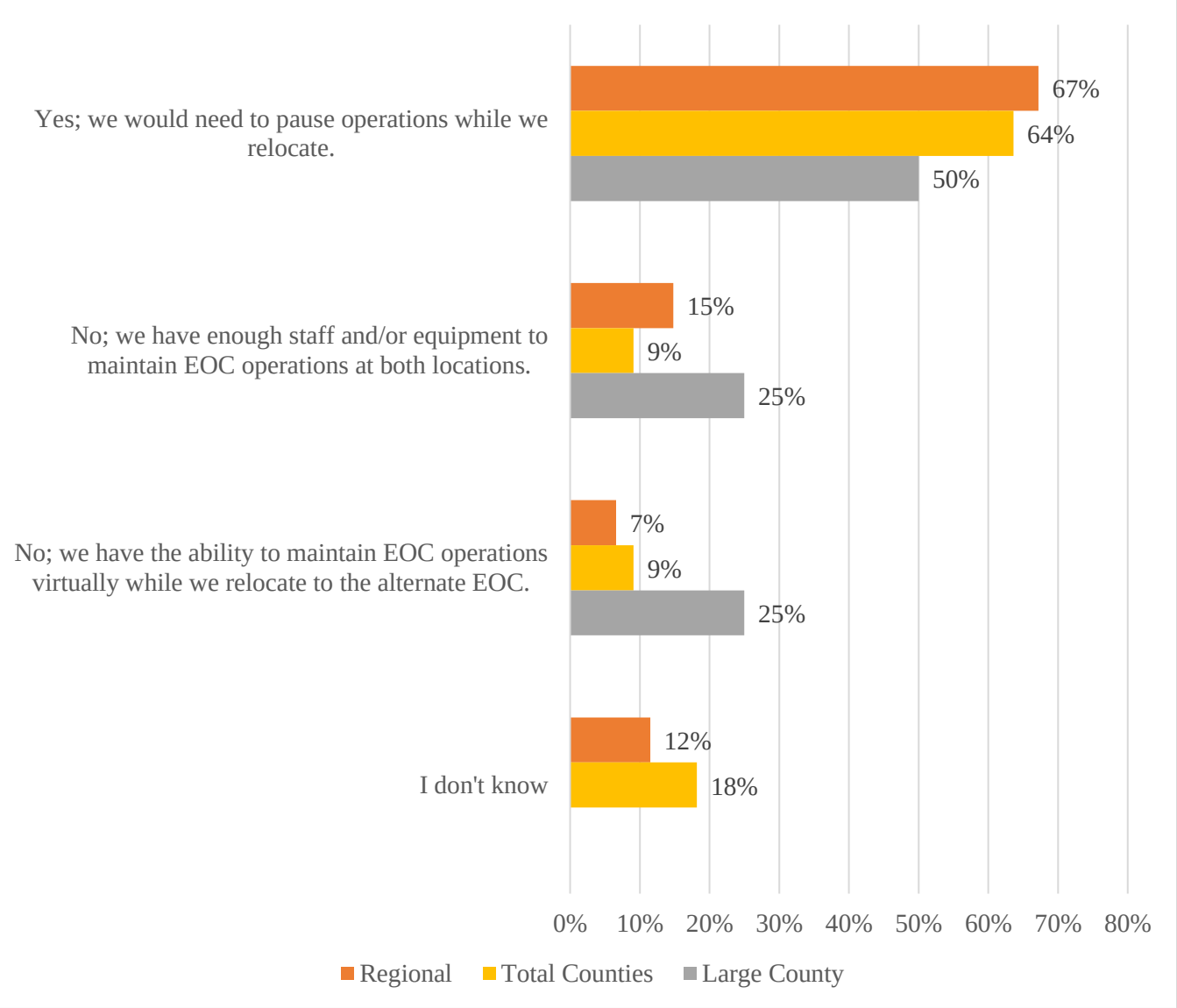



Regional
10%
90%
Yes; others use the space for alternate purposes when it is not in use as an EOC (i.e., training room, etc.)
No; it is reserved for use as an alternate EOC location.

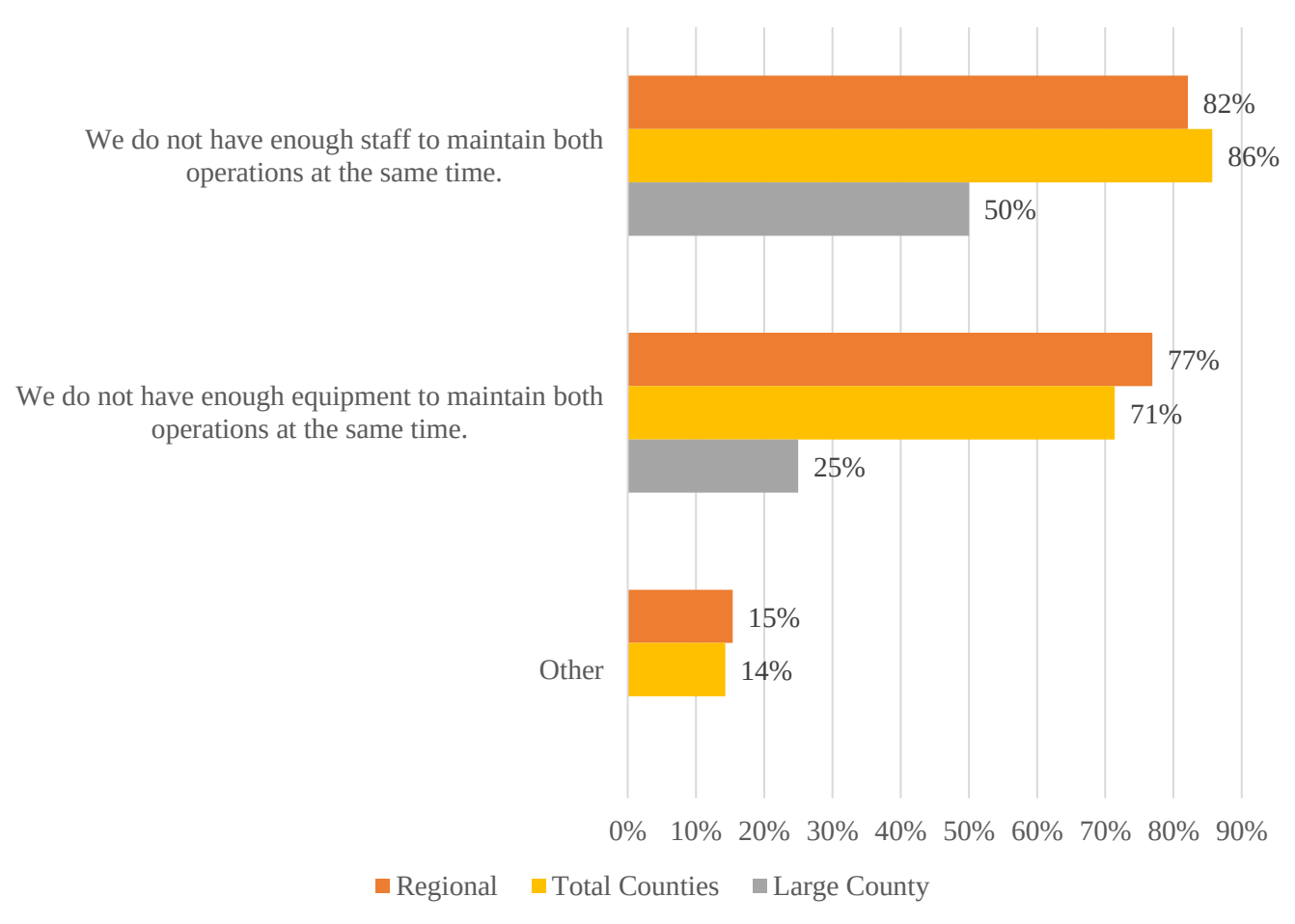
42.3 What challenges do you face at your alternate EOC compared to your regular EOC? Please select all that apply.

	Regional	Total Counties	Large County
Space Restrictions	60.7%	63.6%	25%
Lack of familiarity with the location (i.e., staff getting lost in transit)	32.8%	54.5%	75%
Lack of familiarity within the building (i.e., don't know where everything is)	39.3%	45.5%	50%
No Backup Generator	23.0%	9.1%	0%
No Kitchen	21.3%	36.4%	25%
Kitchen Facilities with Fewer Amenities	19.7%	27.3%	25%
Lack of Security	29.5%	27.3%	25%
No Phones	24.6%	27.3%	0%
No Computers/Laptops	37.7%	36.4%	0%
Need to set up utilities (power, internet, water, HVAC, etc.)	3.3%	9.1%	25%
Lack of Parking	26.2%	36.4%	50%
Items from original EOC must be brought to alternate EOC	47.5%	54.5%	50%
Other	13.1%	9.1%	0%

42.4 Would moving from your primary EOC to your alternate EOC cause a disruption in the EOC operation?

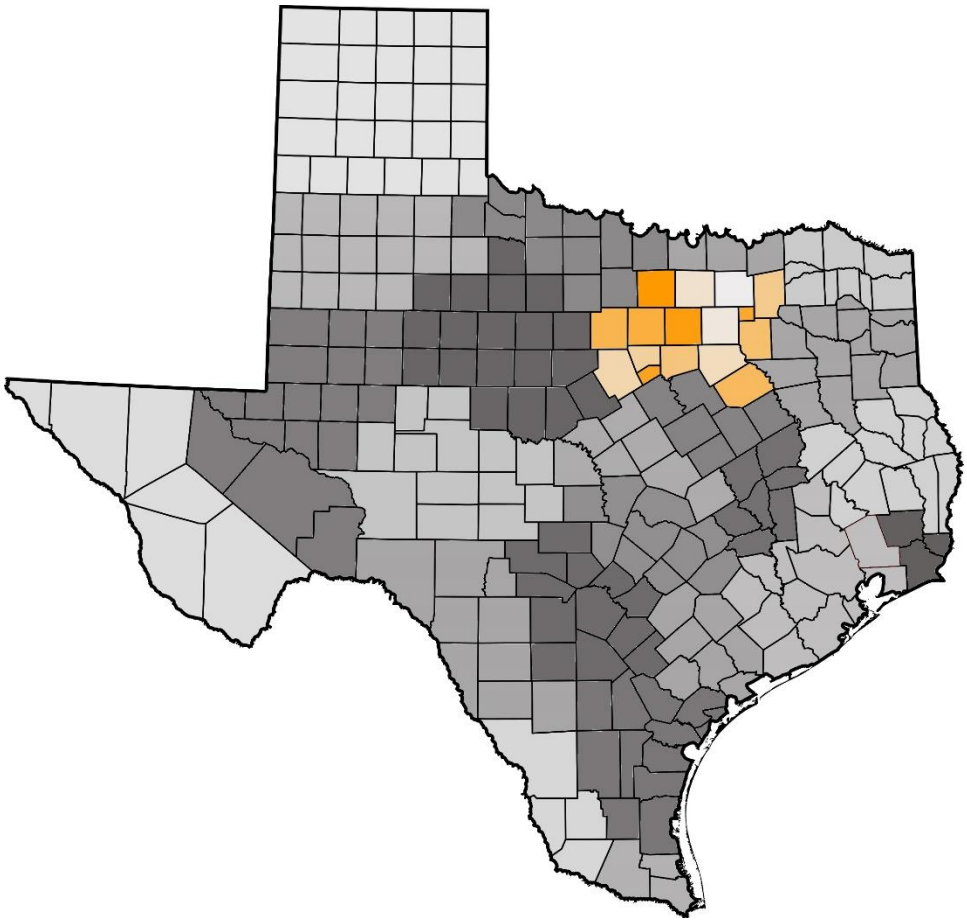


42.4.1 What would be a concern when moving to your alternate EOC for your jurisdiction? Please select all that apply.



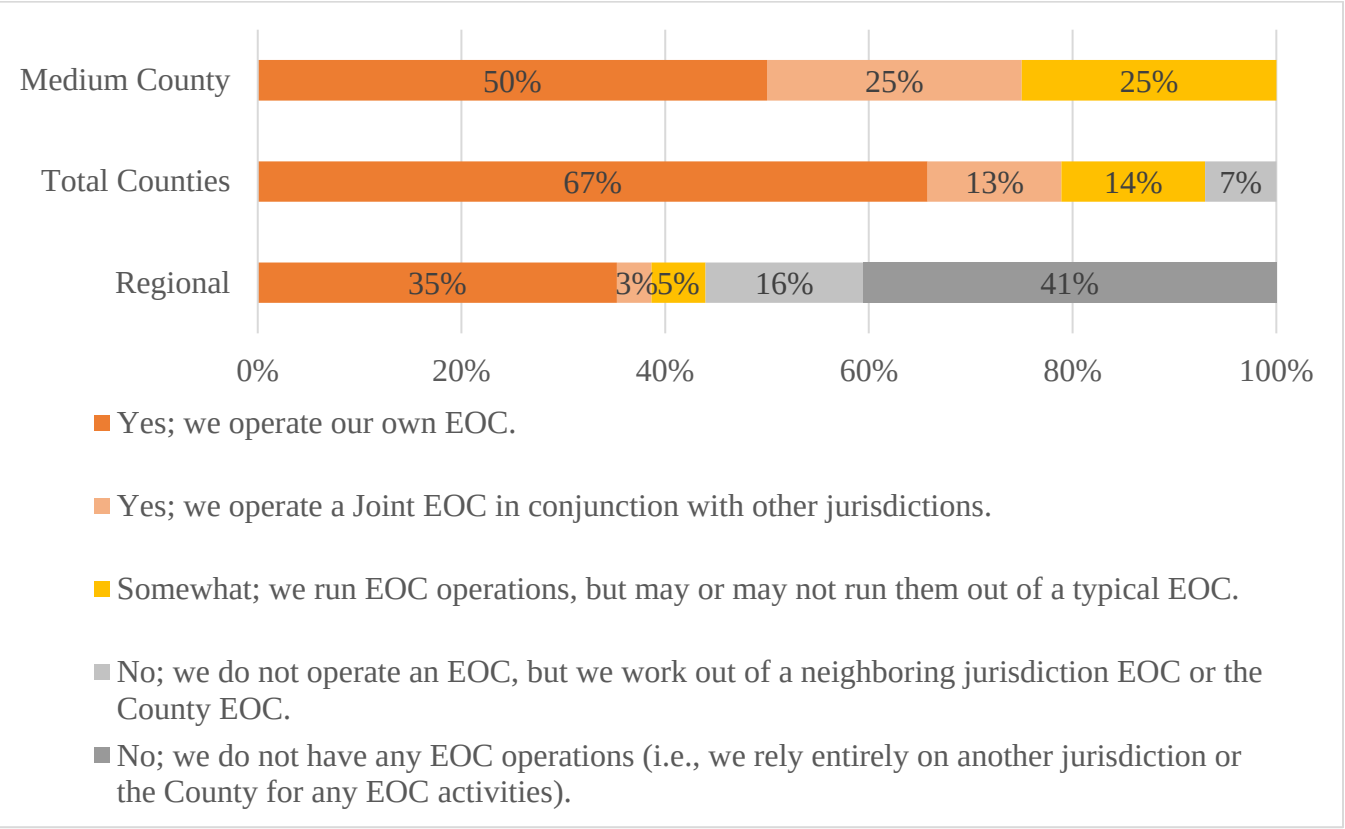
Appendix B: Medium County

Based on the 2016 NCTCOG Emergency Operations Center Capabilities Assessment Project

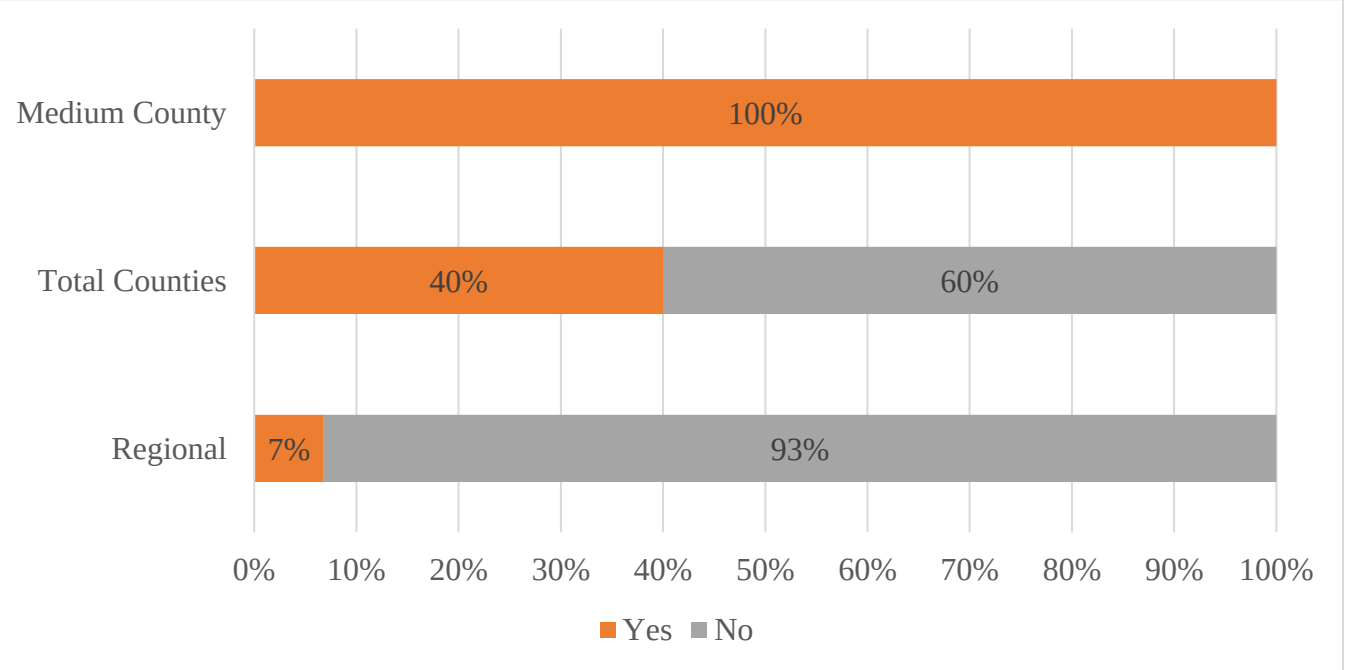


Introduction Questions

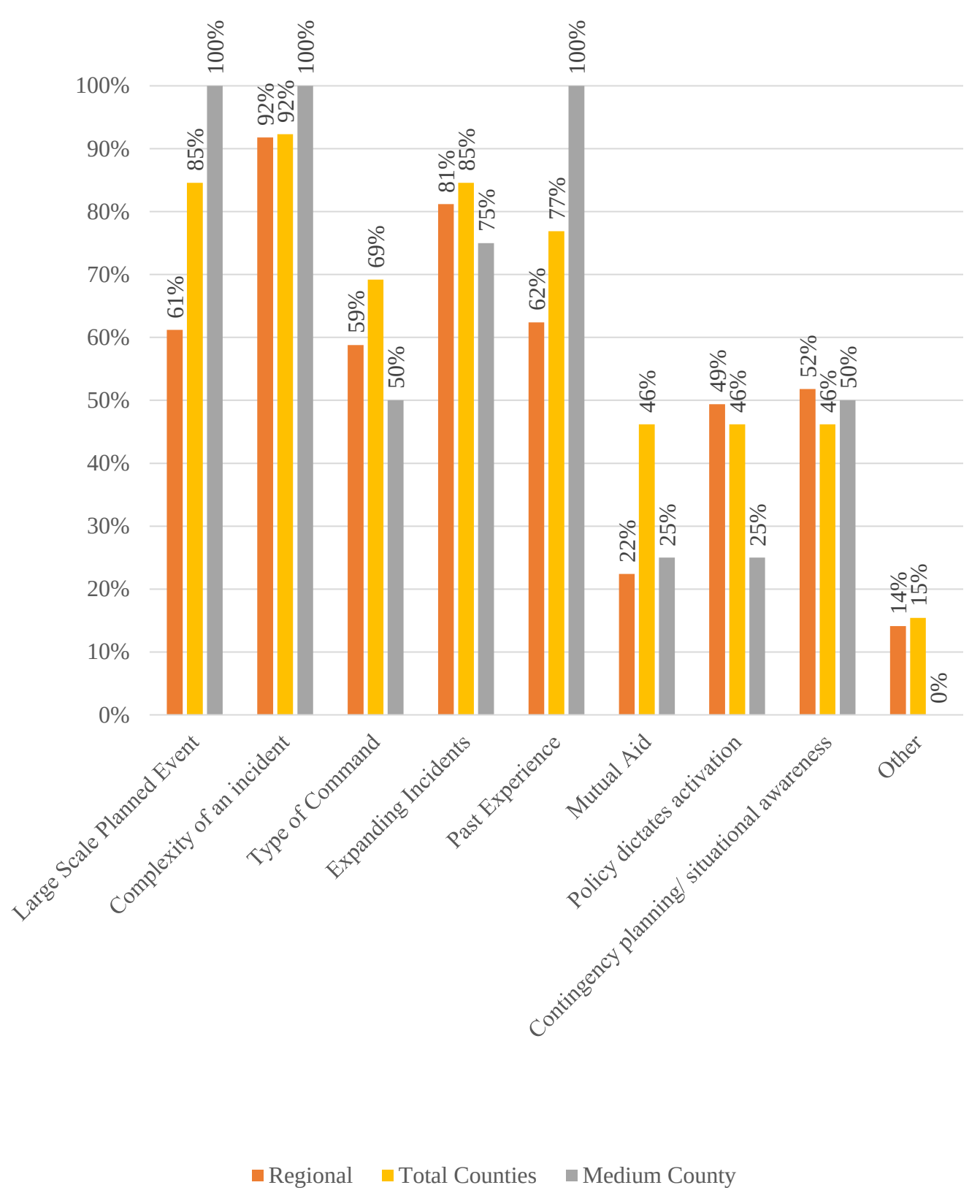
1. Does your jurisdiction operate an EOC?



1.1 Do any other jurisdictions use your facility as their primary EOC?



2. Of the incidents/events below, which would trigger an EOC activation in your jurisdiction?



3. What functions/activities do you believe are most critical to a successful EOC response?

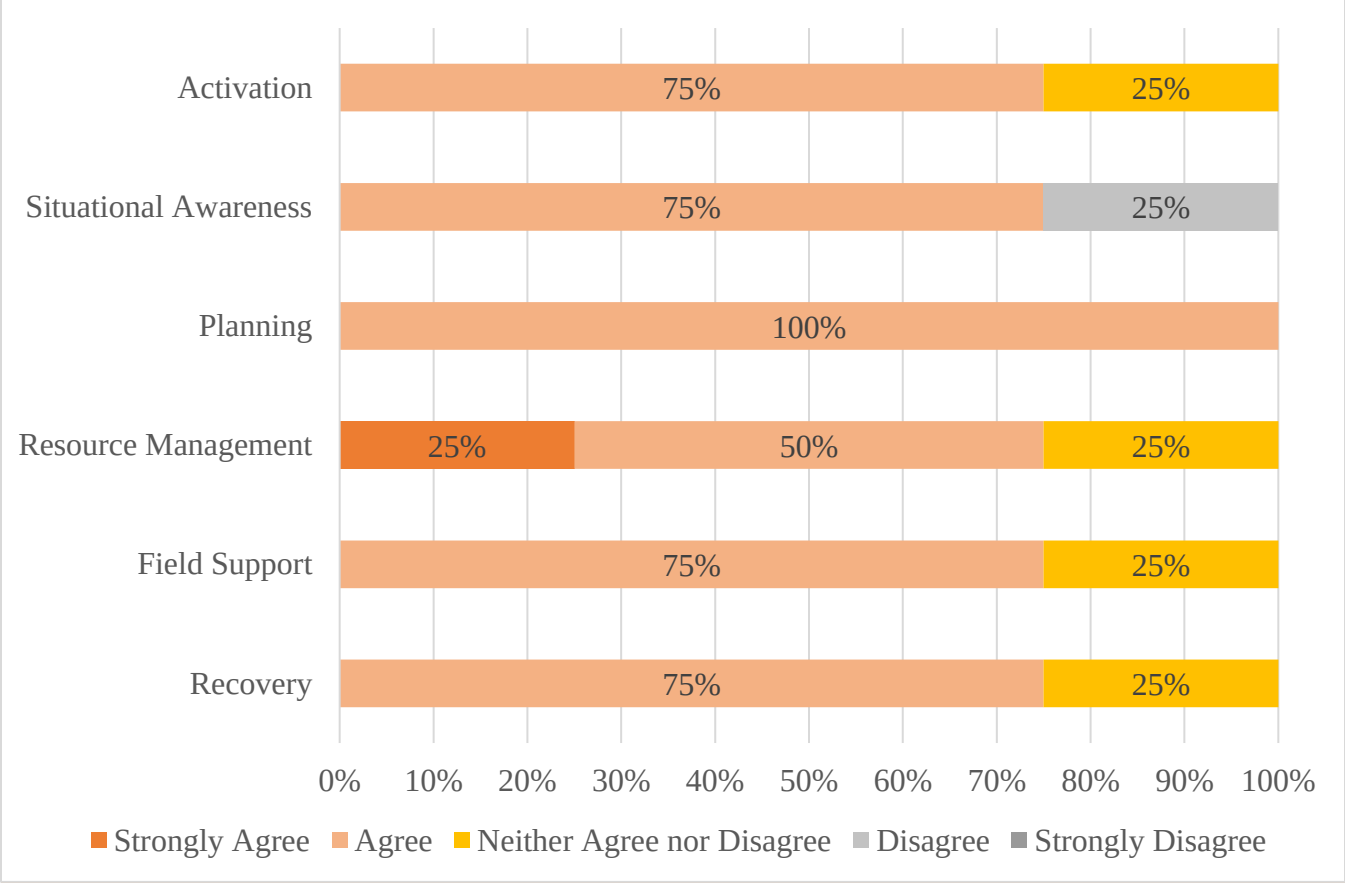
- *Activation activities*
- *Situational Awareness activities*
- *Planning activities*
- *Resource Management activities*
- *Field Support activities*
- *Recovery activities*

	High Importance			Normal Importance			Low Importance		
	Regional	Total Counties	Medium County	Regional	Total Counties	Medium County	Regional	Total Counties	Medium County
Activation	71.6%	72.7%	50%	25.9%	18.2%	25%	2.5%	9.1%	25%
Situational Awareness	73.8%	83.3%	100%	22.5%	16.7%	0%	3.8%	0%	0%
Planning	44.9%	40.0%	25%	50.0%	60.0%	75%	5.1%	0%	0%
Resource Management	50.0%	63.6%	100%	43.4%	27.3%	0%	6.6%	9.1%	0%
Field Support	52.6%	63.6%	50%	43.4%	27.3%	50%	3.9%	9.1%	0%
Recovery	28.0%	27.3%	0%	46.7%	45.5%	75%	25.3%	27.3%	25%

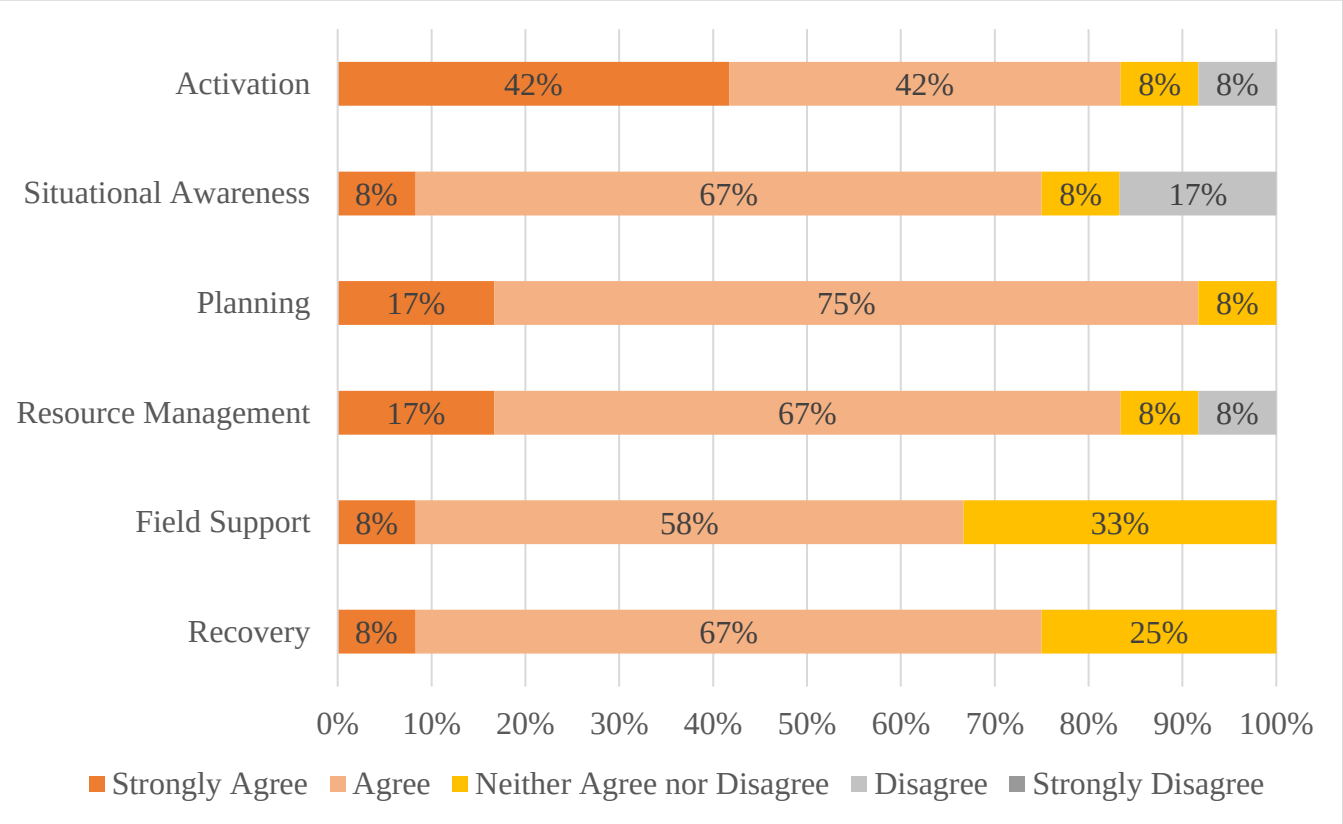
4. To identify gaps in functional activities throughout the region, to what extent do you believe your EOC can perform the following functions/activities, relying on your own local resources?

- *My EOC is able to fulfill all ACTIVATION activities necessary for a successful operation (ex. alerting and mobilizing EOC personnel, EOC set up, EOC staffing, etc.)*
- *My EOC is able to fulfill all SITUATIONAL AWARENESS activities necessary for a successful operation (ex. creating & distributing situation reports, maintaining a common operating picture, managing and sharing information with responders, agency representatives, media and the public, etc.)*
- *My EOC is able to fulfill all PLANNING activities necessary for a successful operation (ex. creating Incident Action Plan or EOC Action Plan, ensuring documentation and record keeping, operation of EOC displays and room/facility management, etc.)*
- *My EOC is able to fulfill all RESOURCE MANAGEMENT activities necessary for a successful operation (ex. resource requests, resource tracking, emergency procurements, etc.):* Agree
- *My EOC is able to fulfill all FIELD SUPPORT activities necessary for a successful operation (ex. support field operations and field personnel, anticipating future needs, providing strategic guidance, etc.)*
- *My EOC is able to fulfill all RECOVERY activities necessary for a successful operation (ex. completing/submitting State & Federal disaster forms, large-scale debris management efforts, engaging/managing VOADs and coordinating survivor assistance efforts, Preliminary Damage Assessments, etc.)*

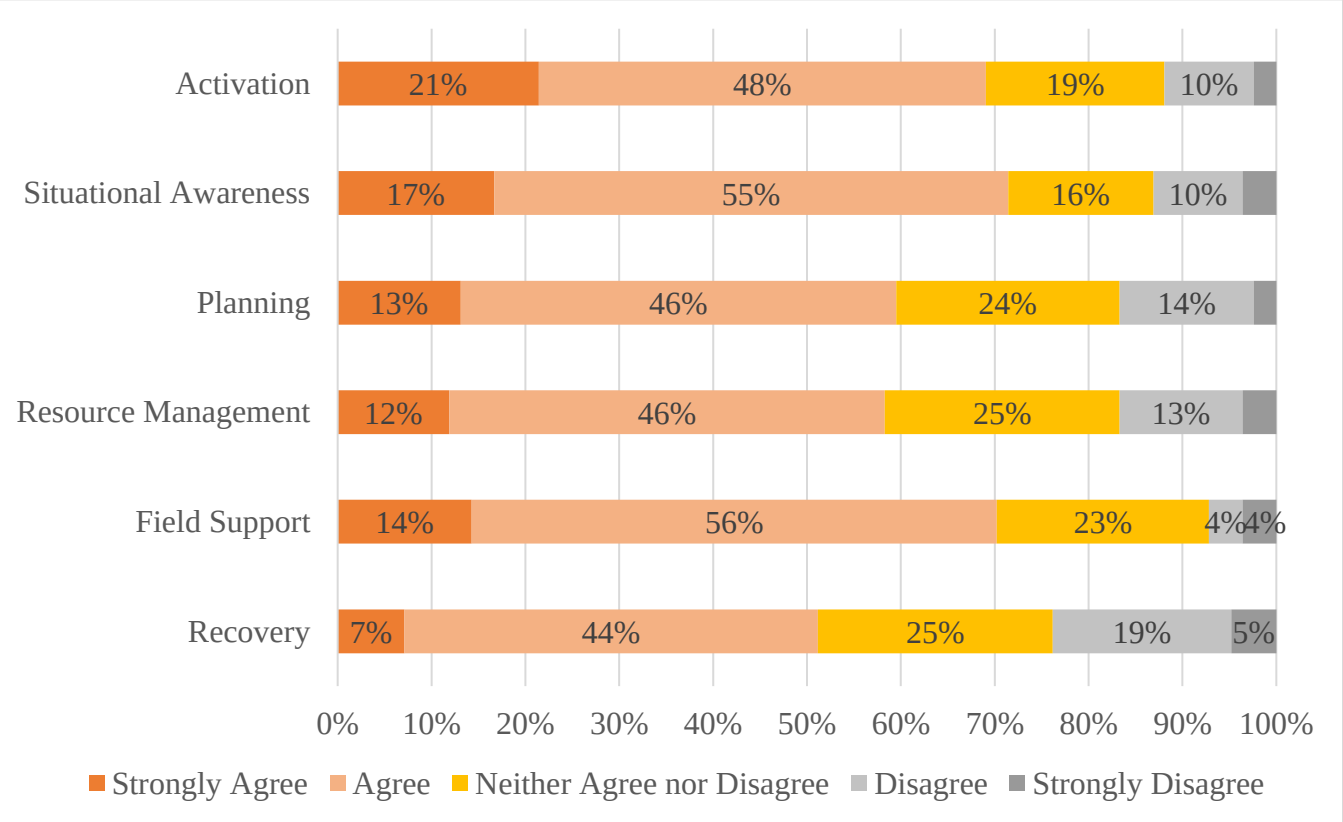
Medium County



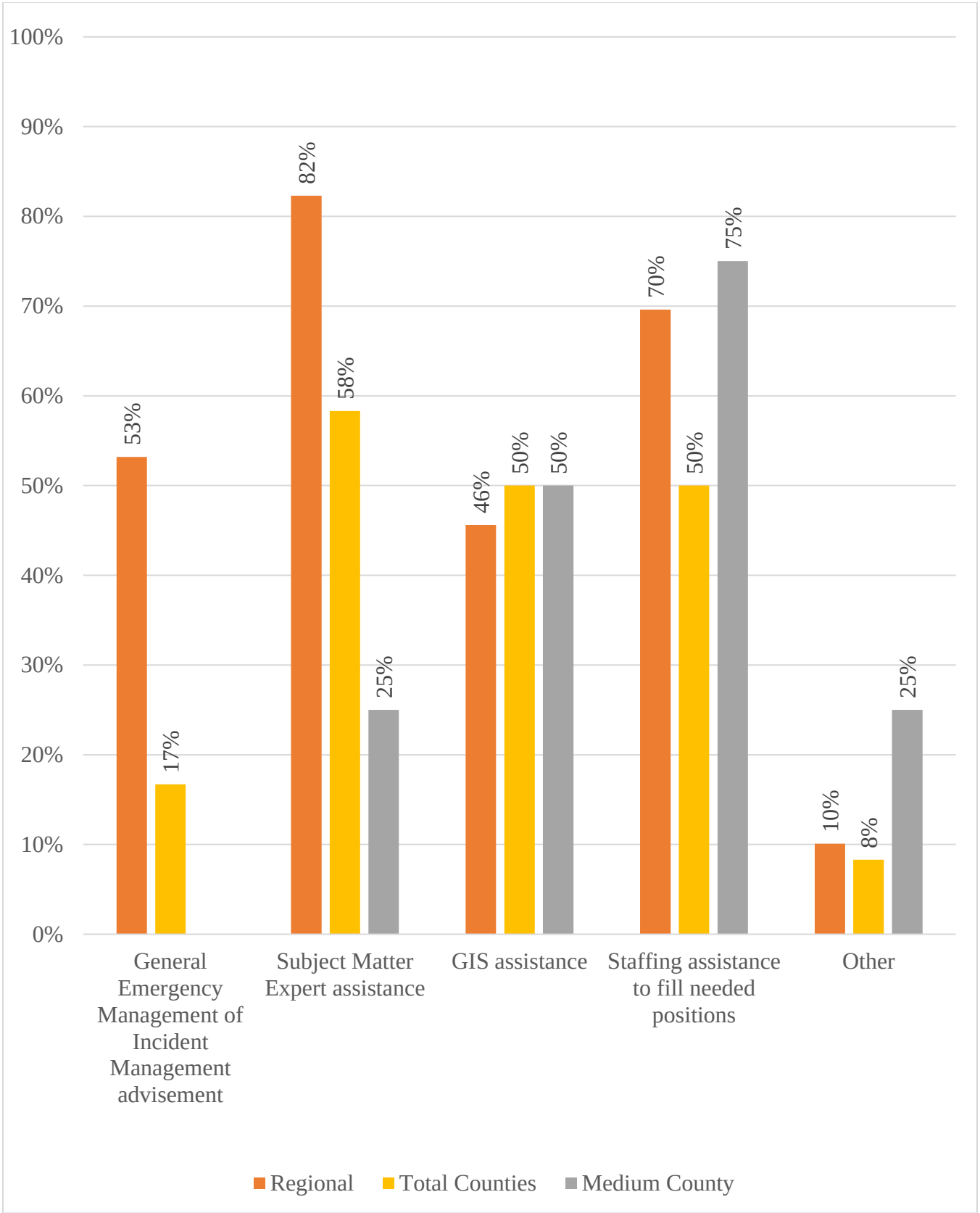
Total Counties



Regional

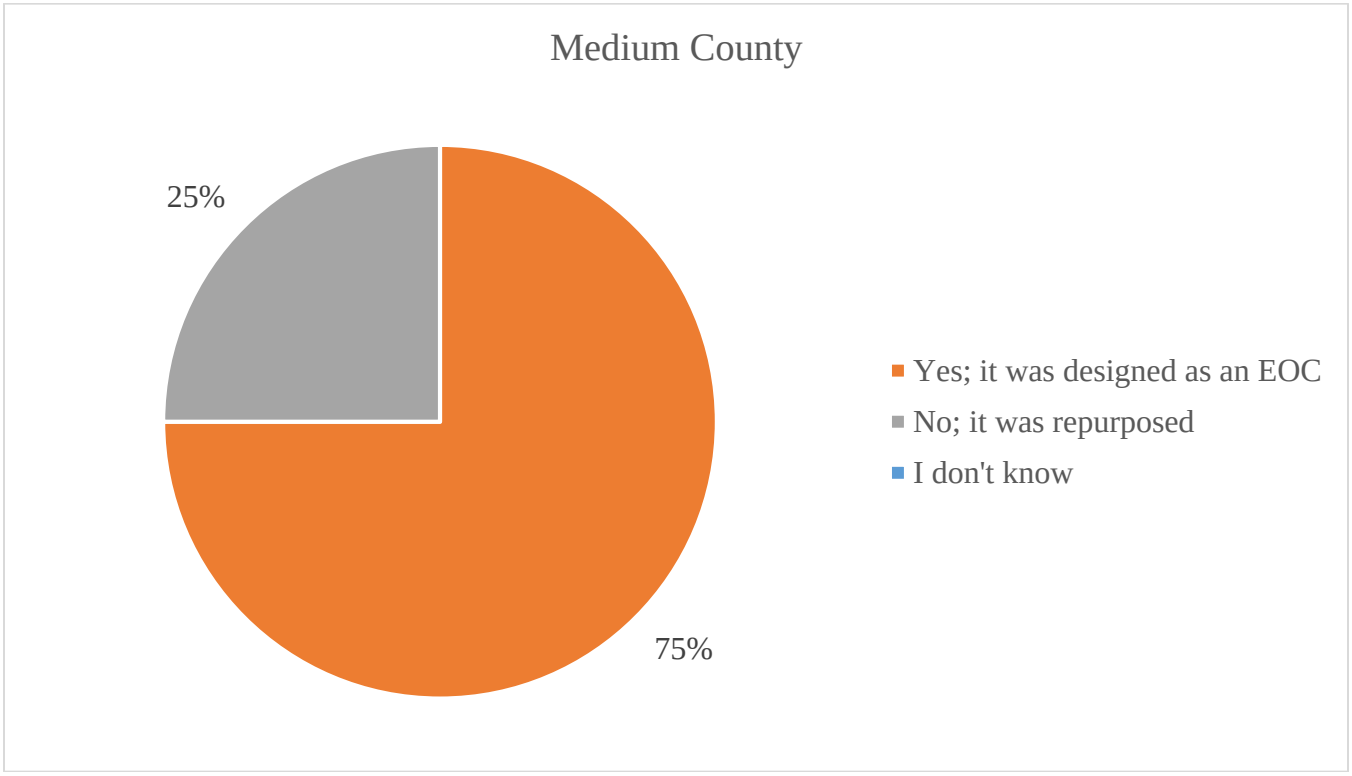


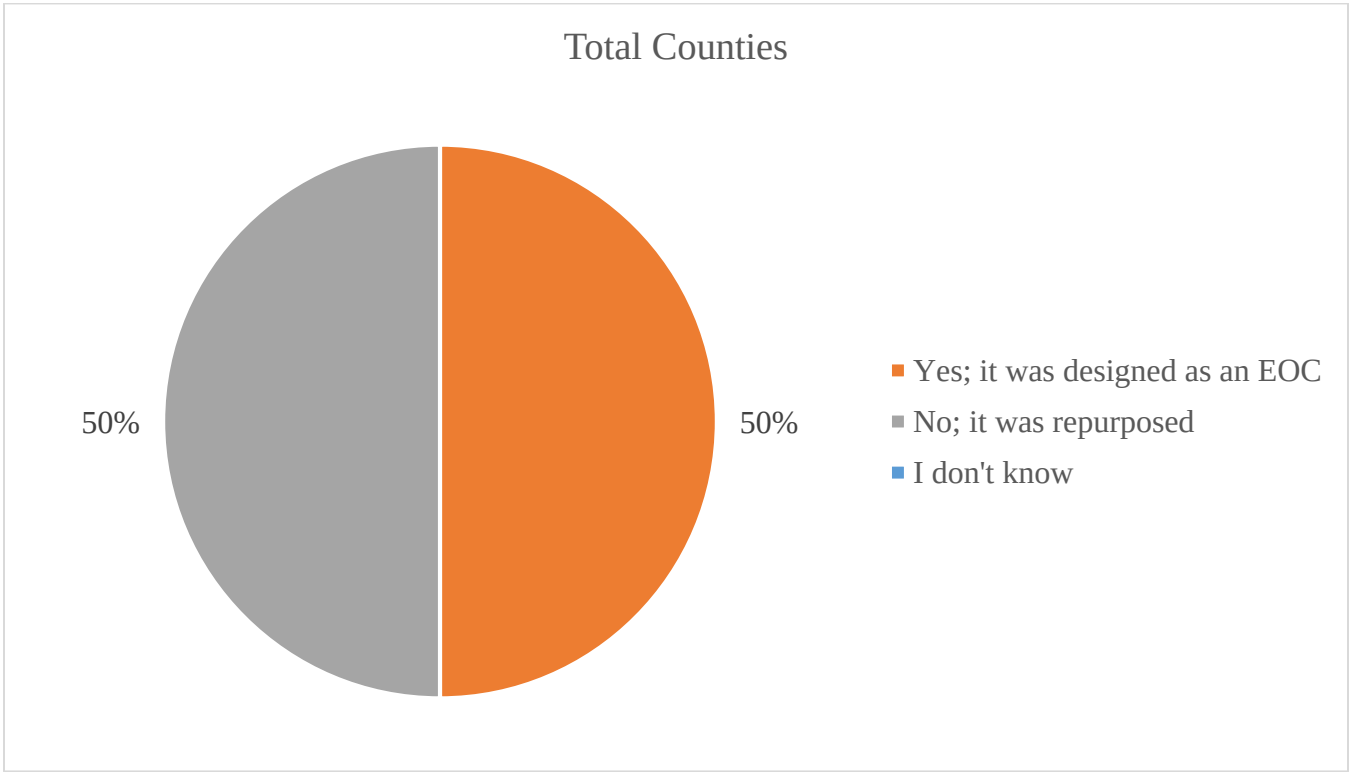
5. What functions or activities, if any, would your EOC like additional assistance to fulfill? Please select all that apply.

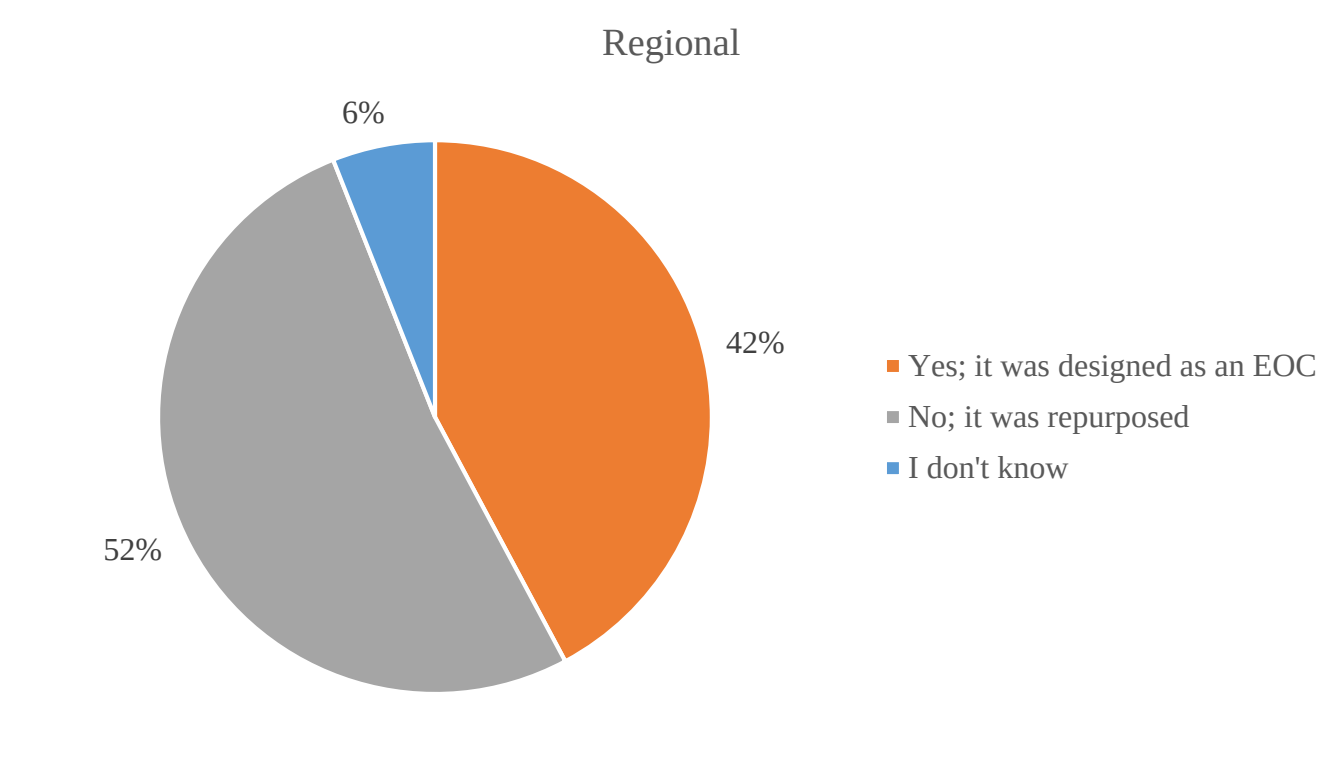


EOC Overview

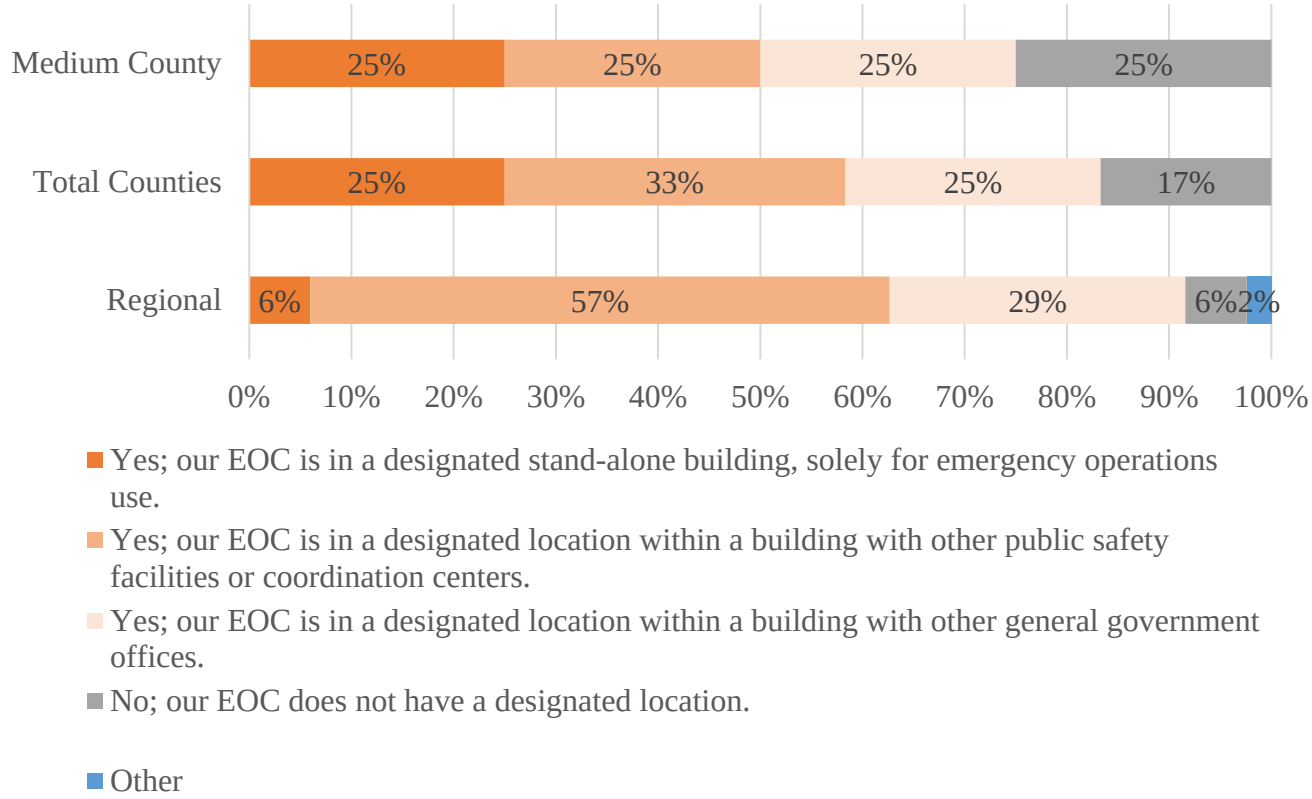
6. Was your EOC designed to operate as an EOC?



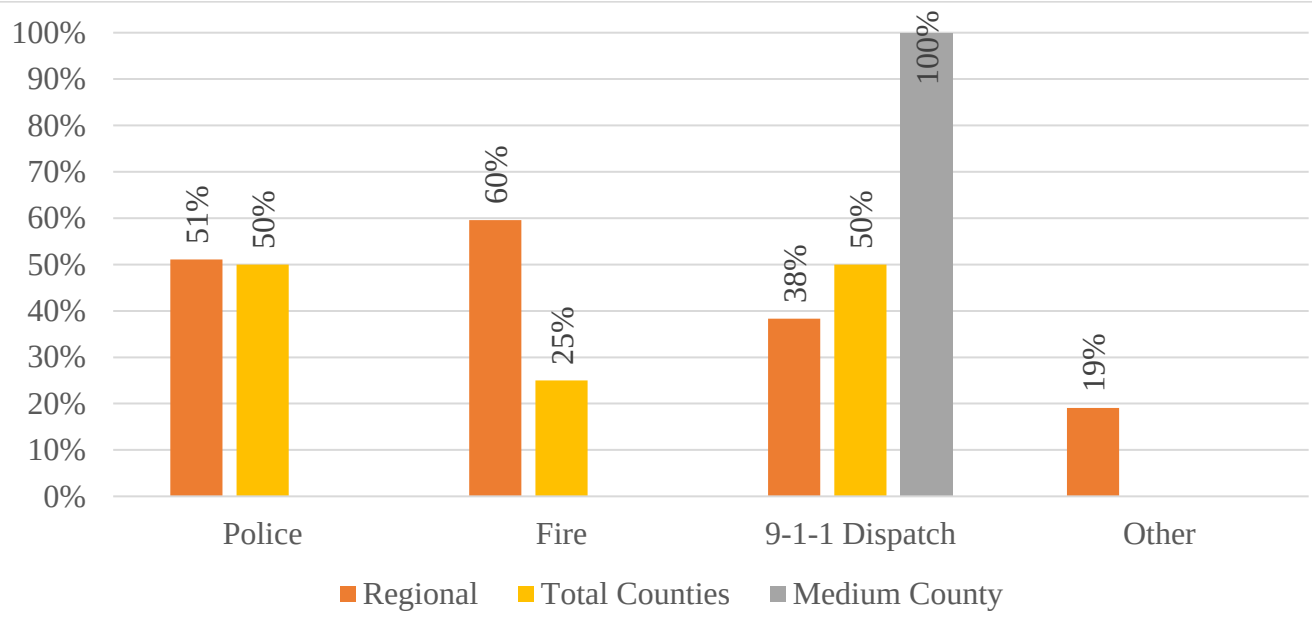



Regional
6%
42%
52%
Yes; it was designed as an EOC
No; it was repurposed
I don't know

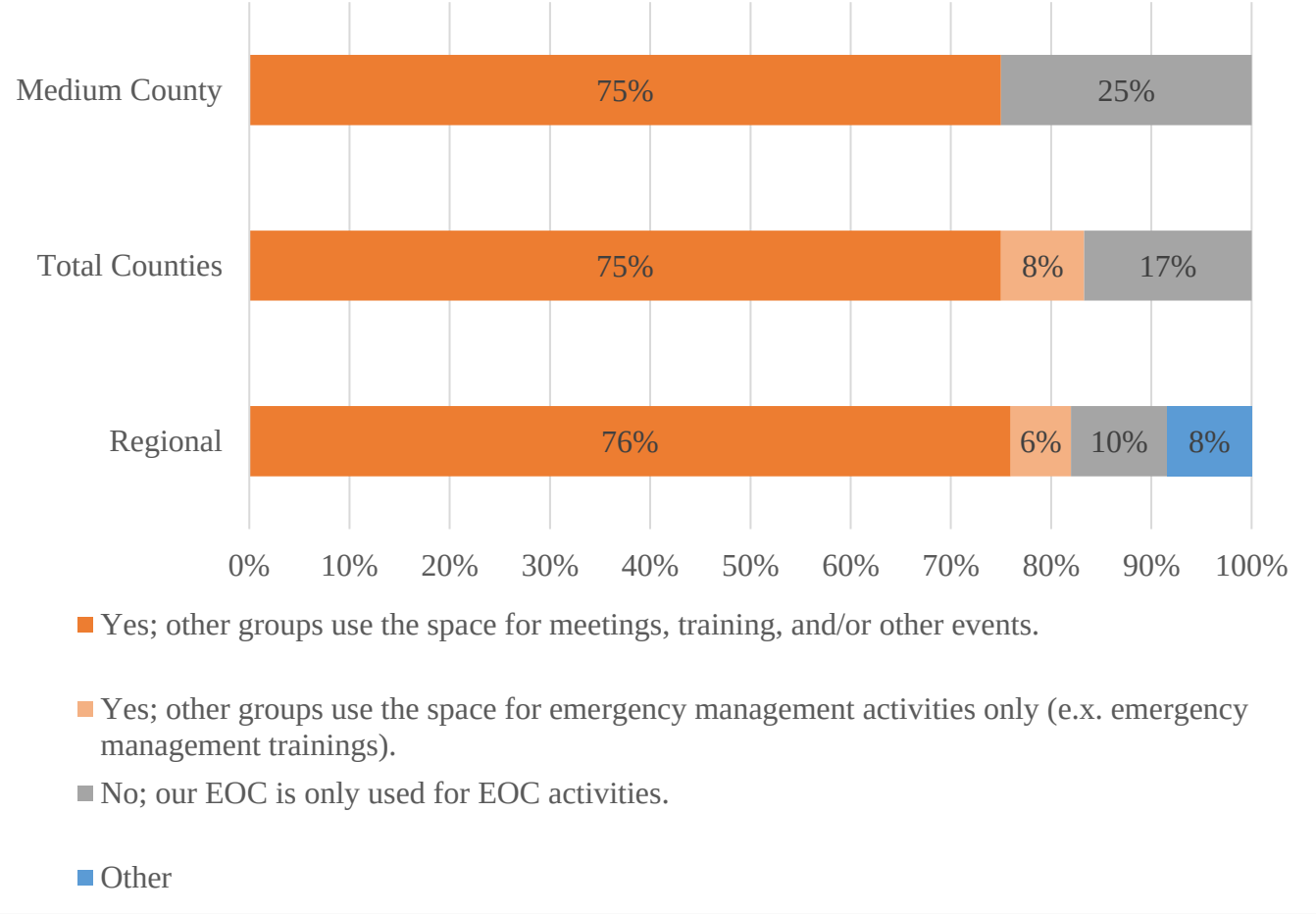
7. Do you have a designated location for your EOC?



7.1 Of those who share their EOC building with other public safety facilities or coordination centers, what other functions are performed in the building? Please select all that apply.

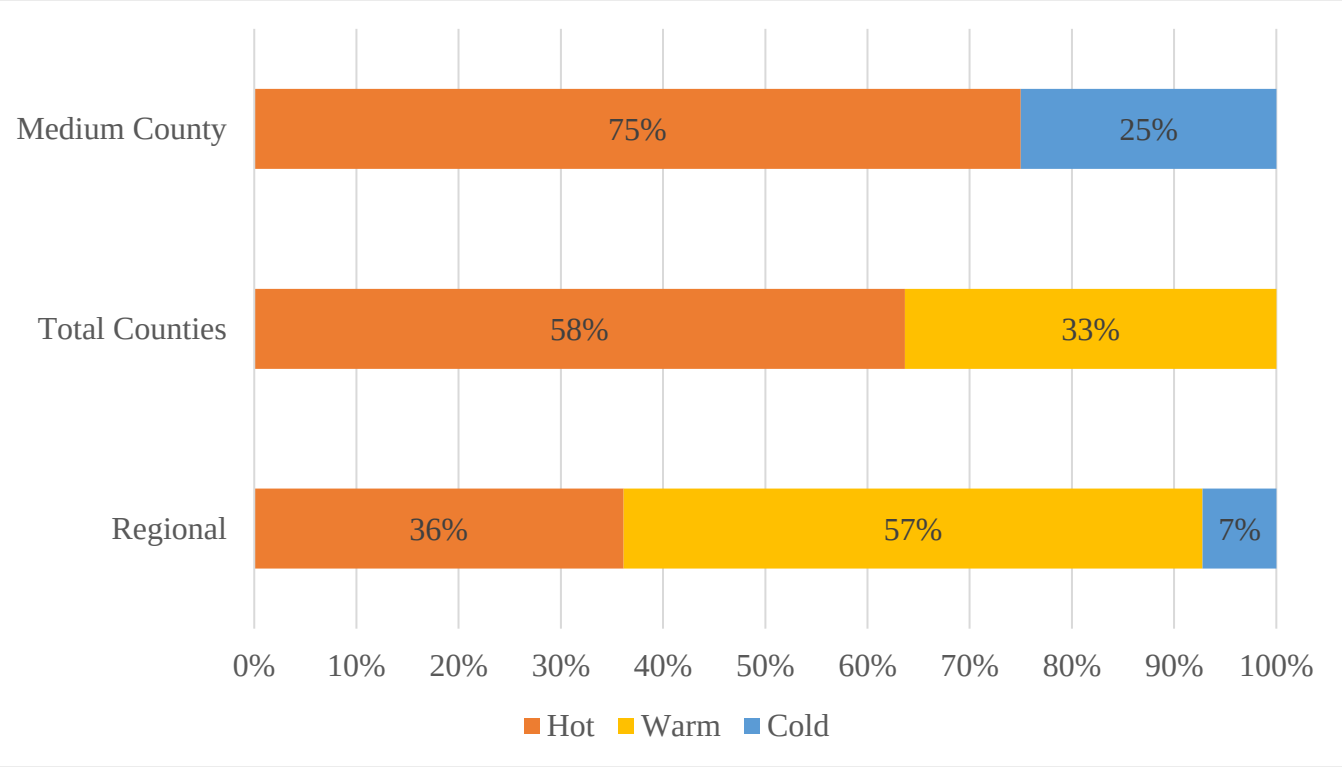


8. Is your EOC a multi-purpose location?

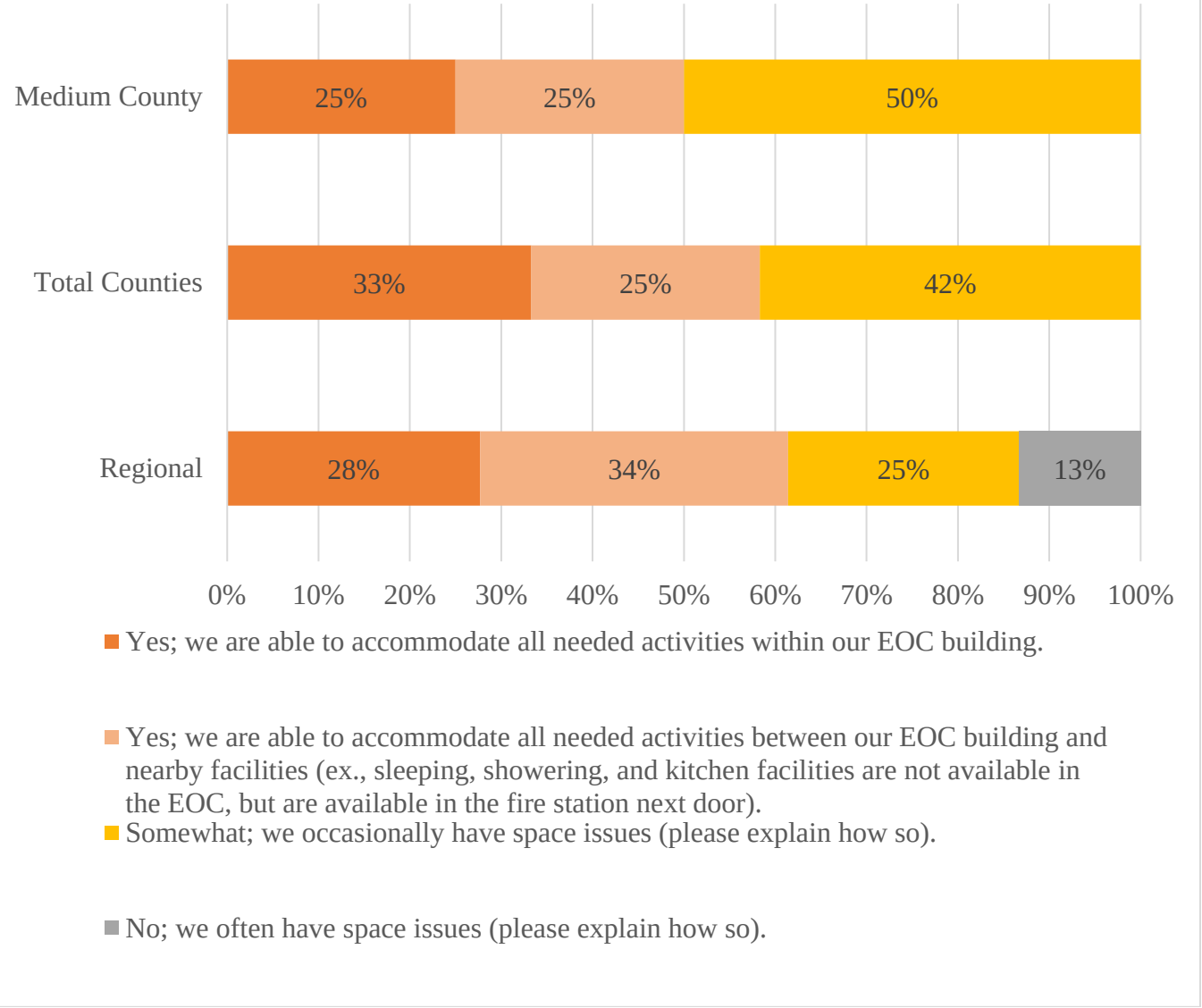


9. Is your primary EOC:

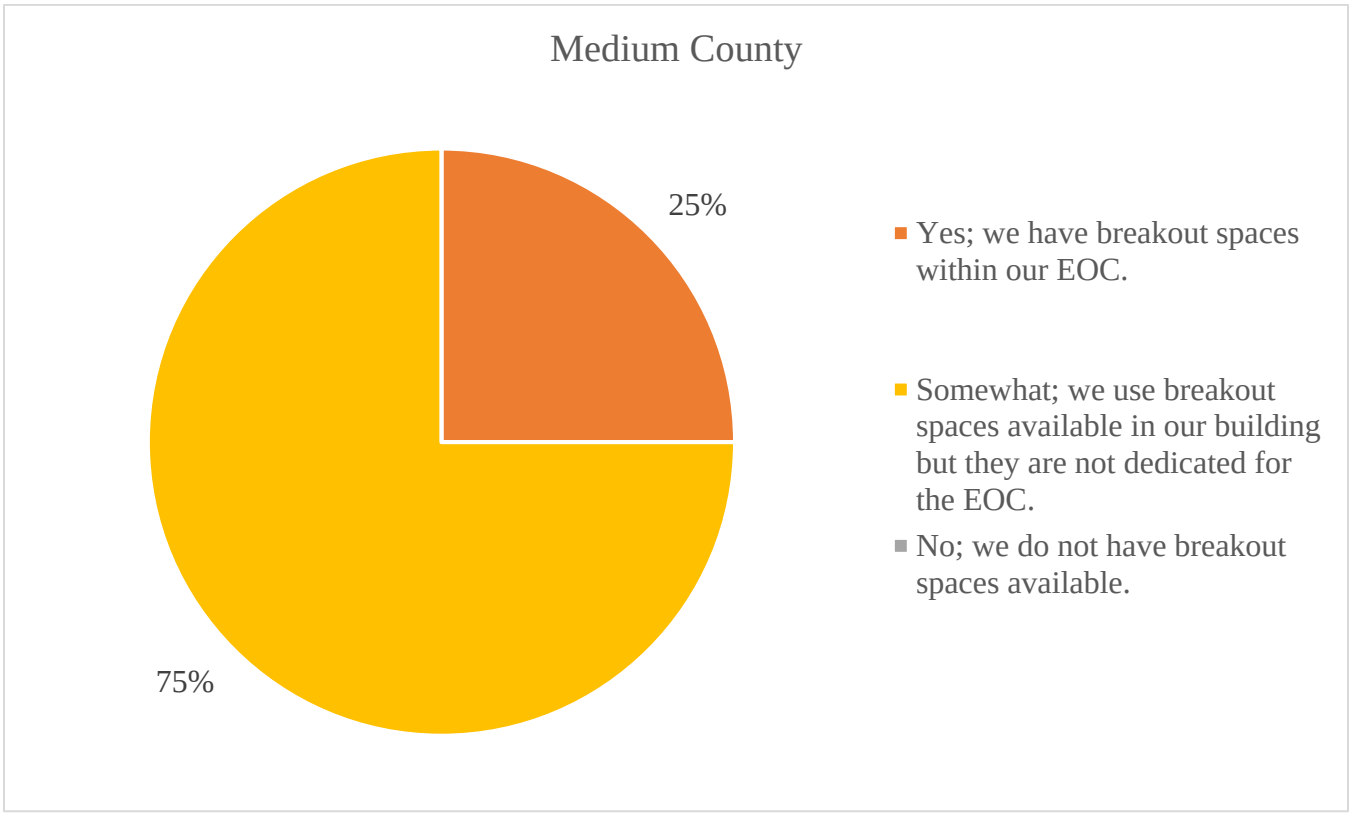
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*

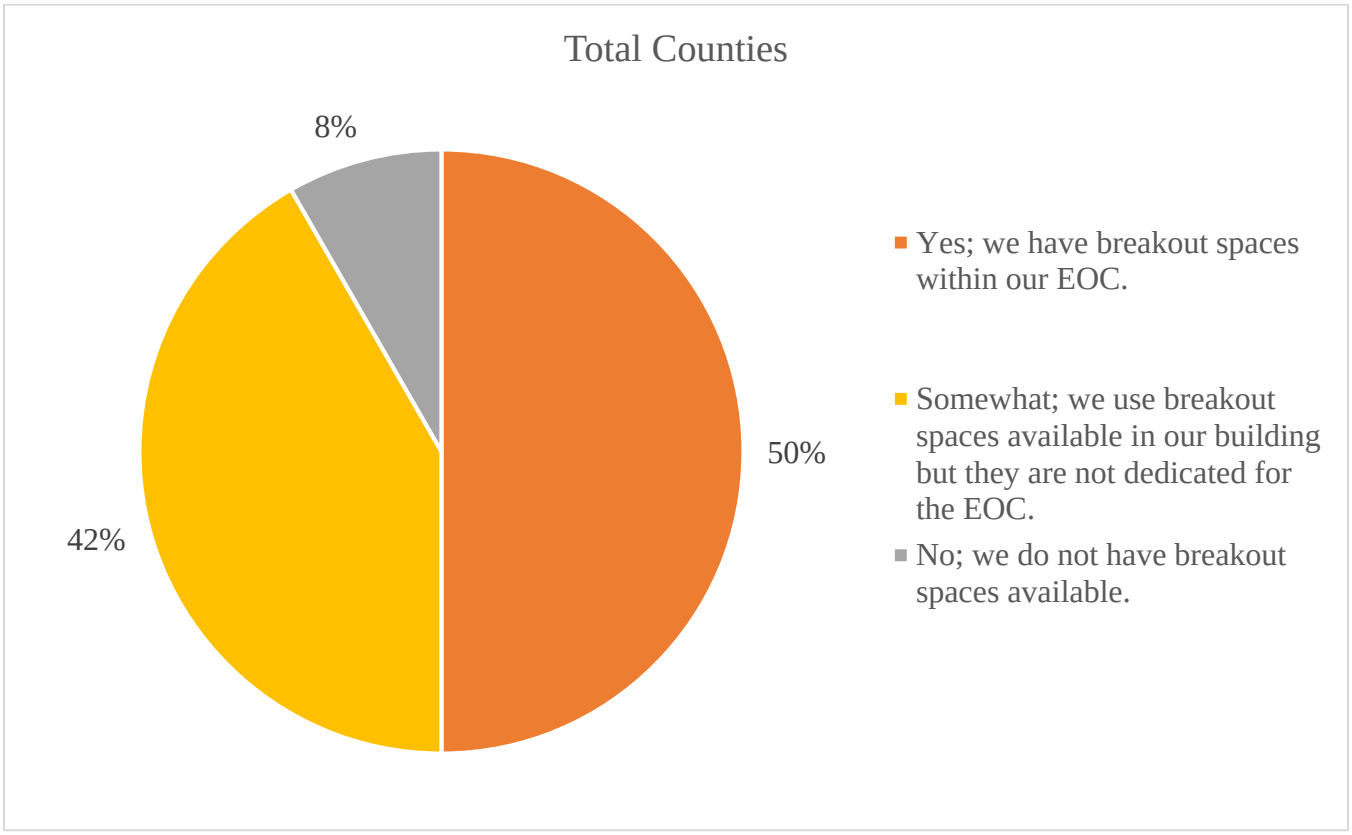


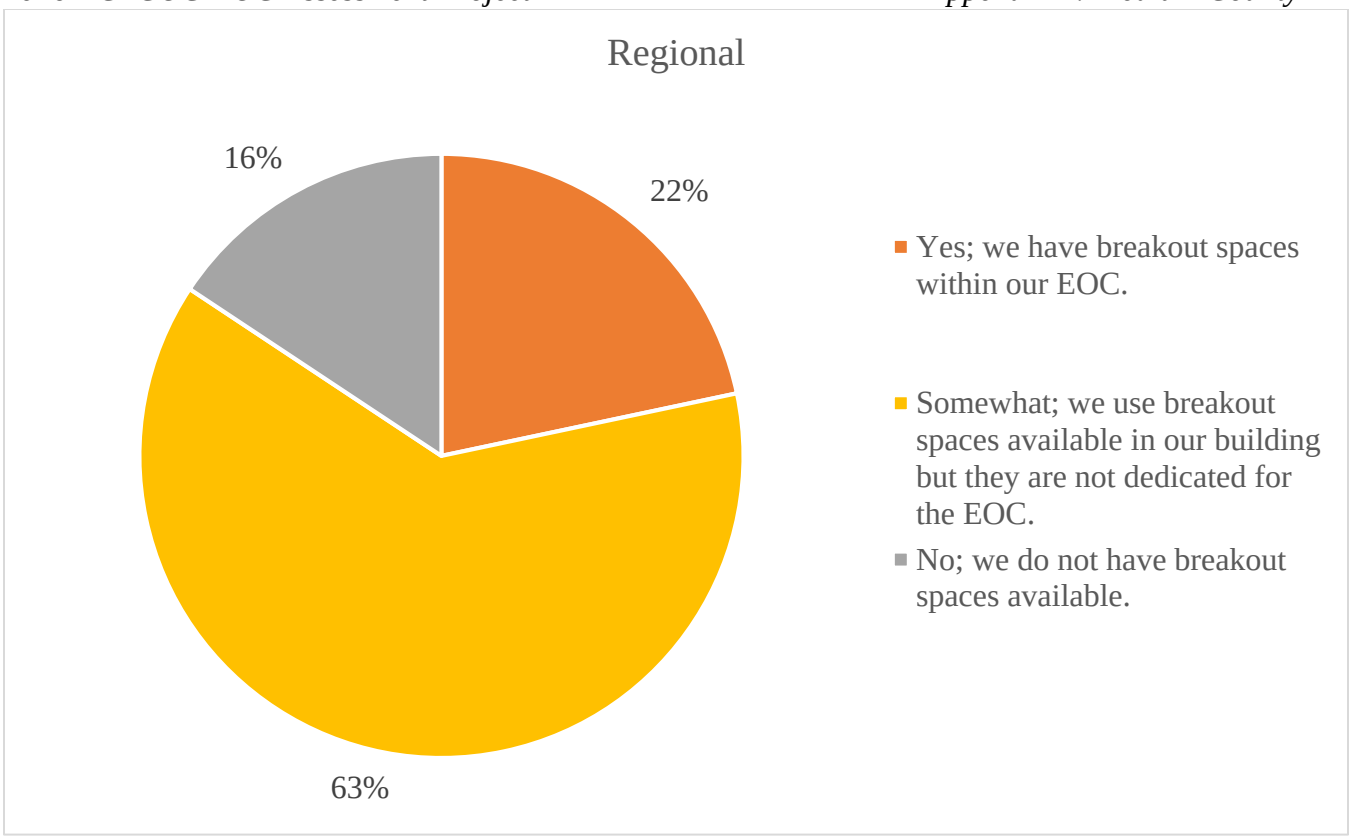
10. Is your EOC large enough to facilitate needed activities?



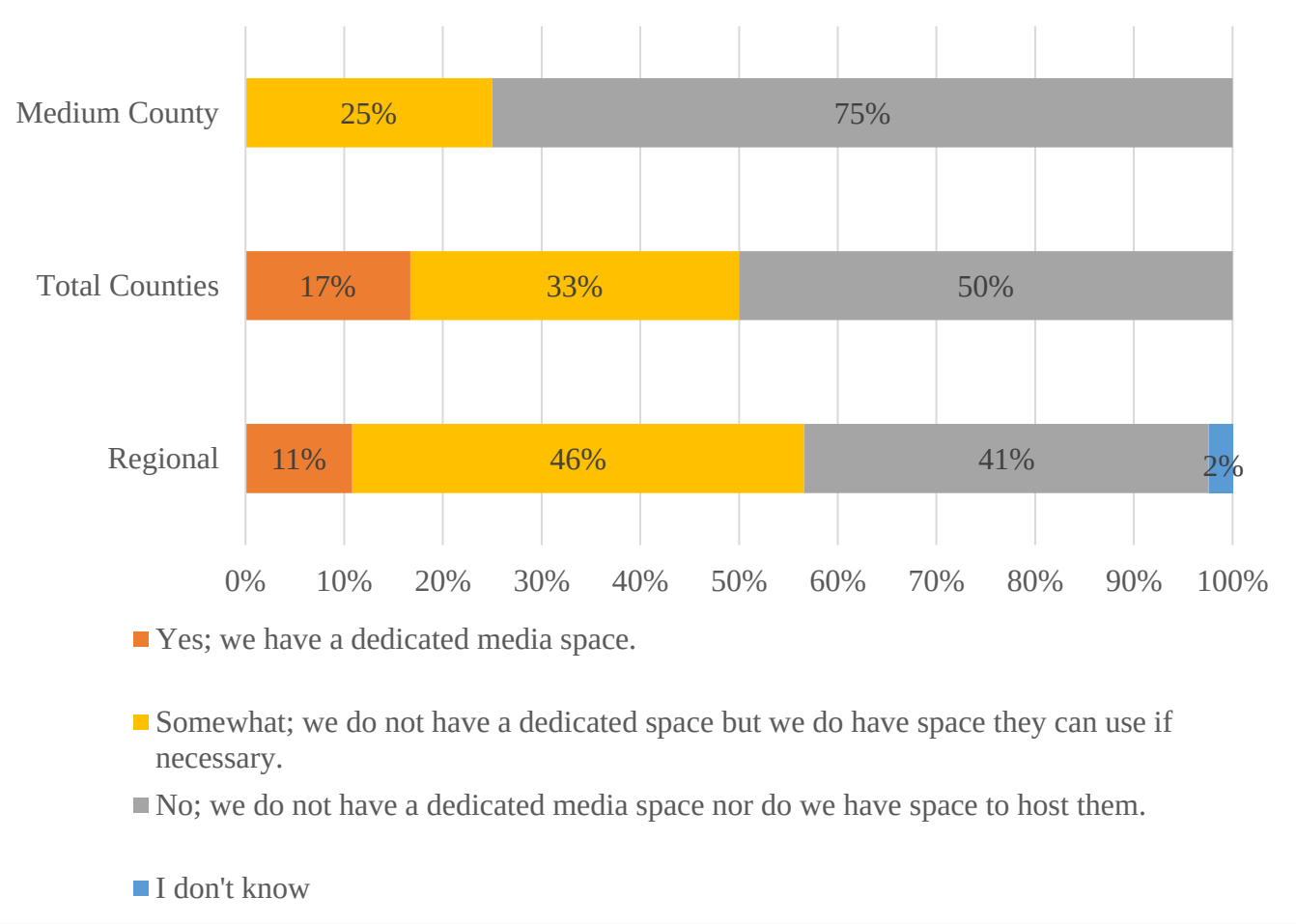
11. Does your EOC have individual/separate meeting or breakout spaces?



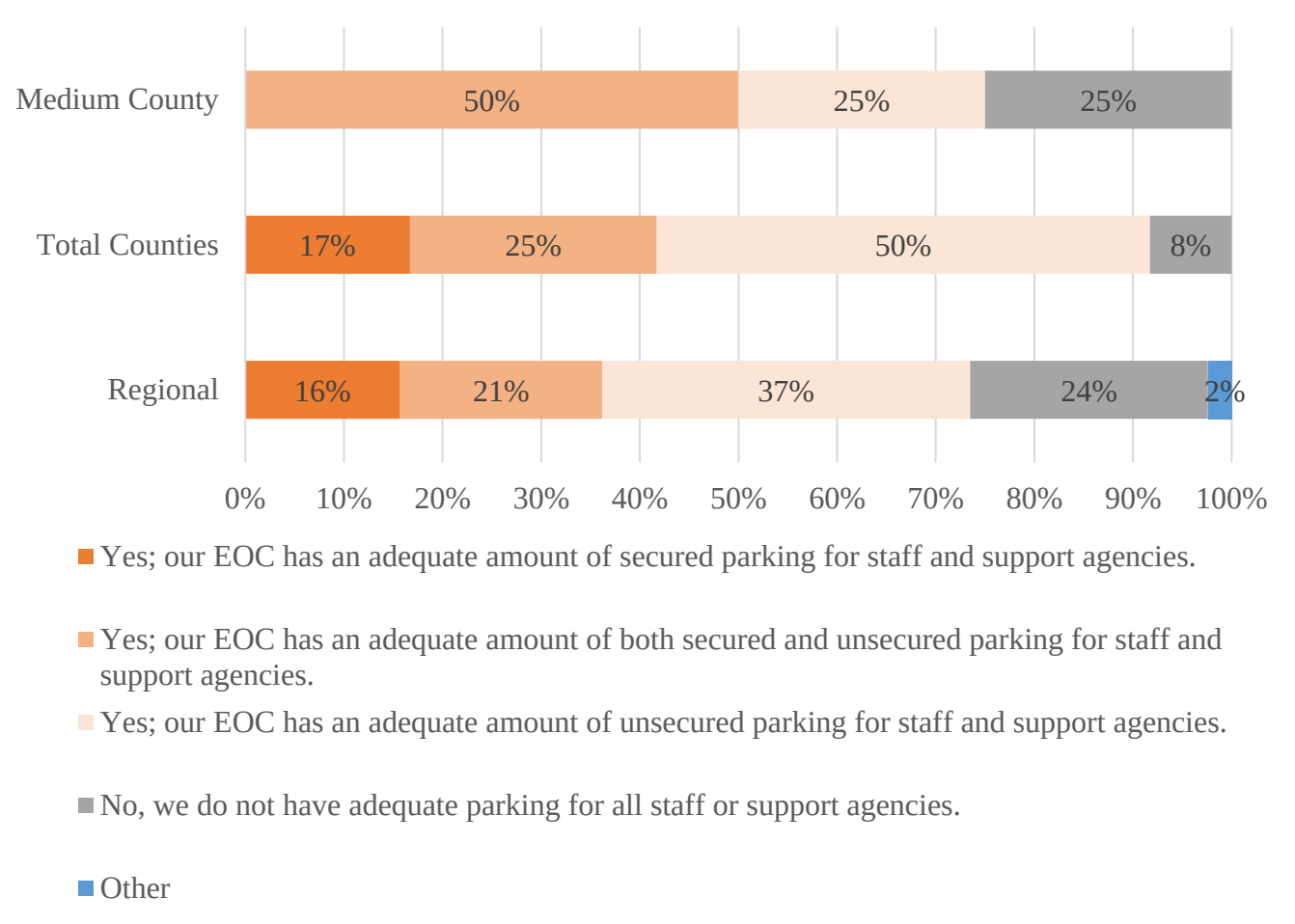



Regional
16%
22%
63%
Yes; we have breakout spaces within our EOC.
Somewhat; we use breakout spaces available in our building but they are not dedicated for the EOC.
No; we do not have breakout spaces available.

12. Do you plan to host the media at your EOC?

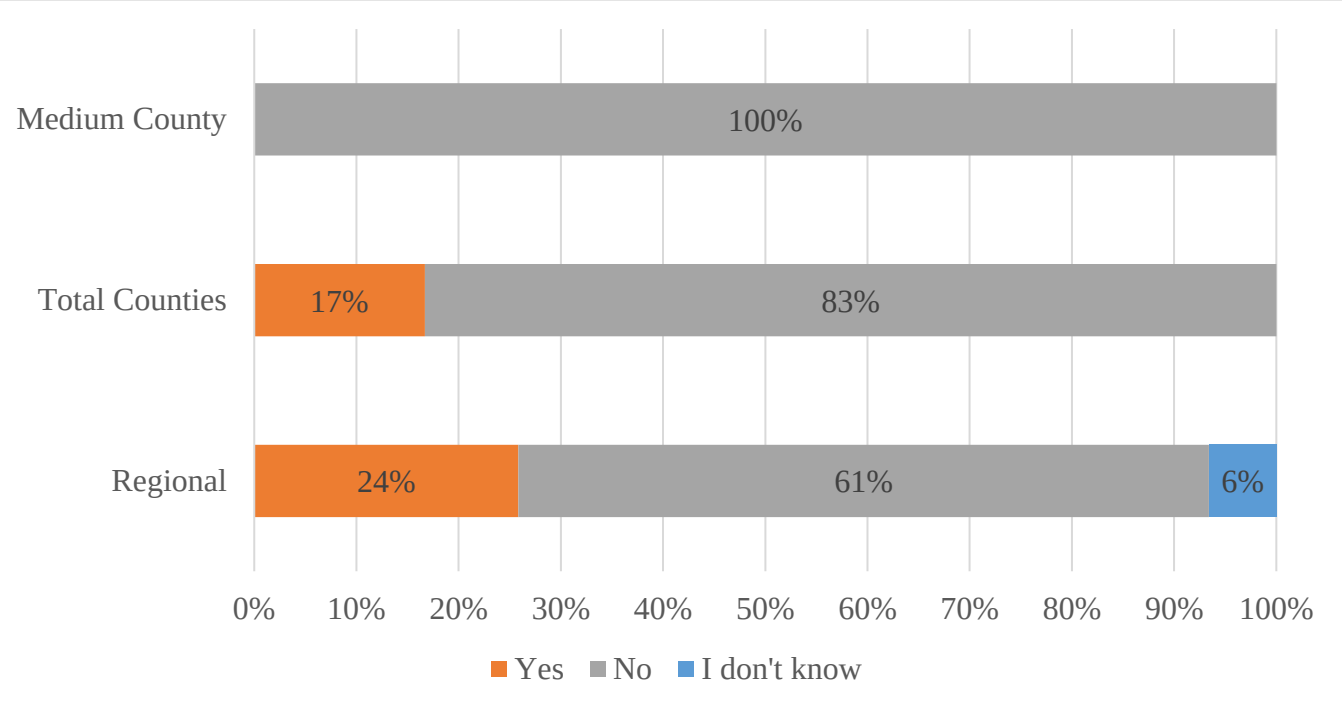


13. Does your EOC have adequate parking for staff and support agencies during full scale operations?

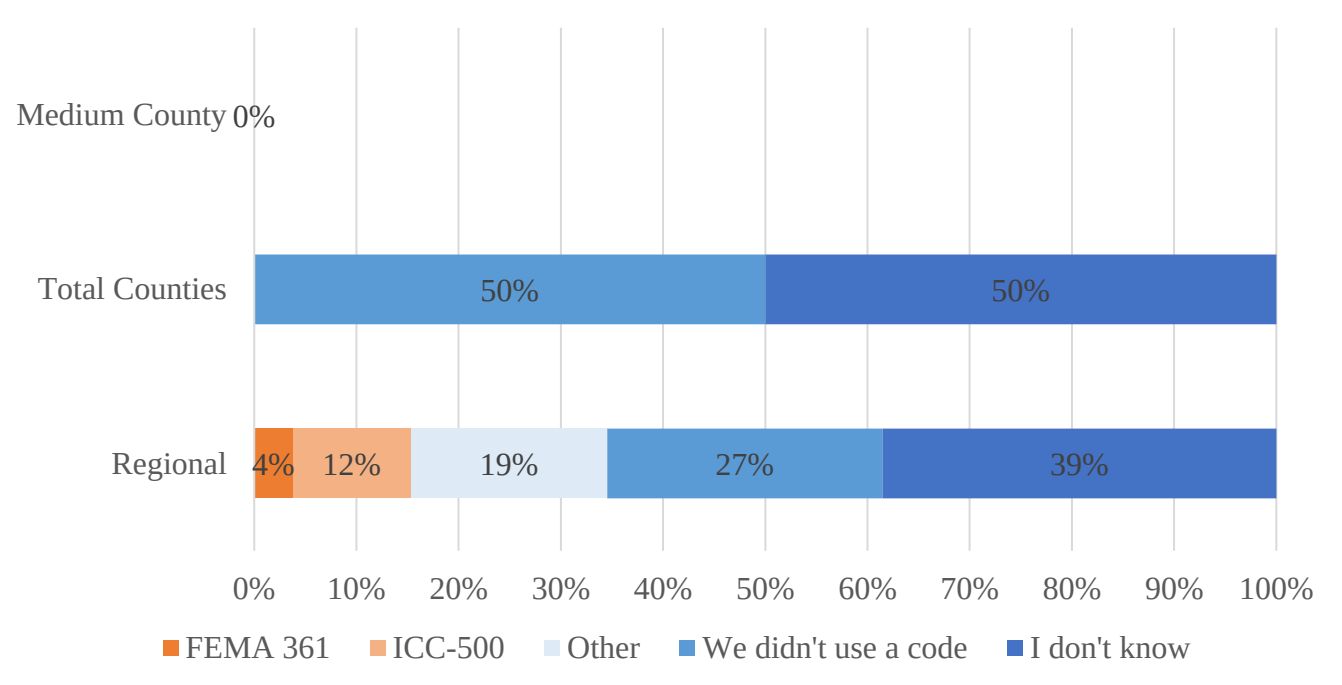


Survivability

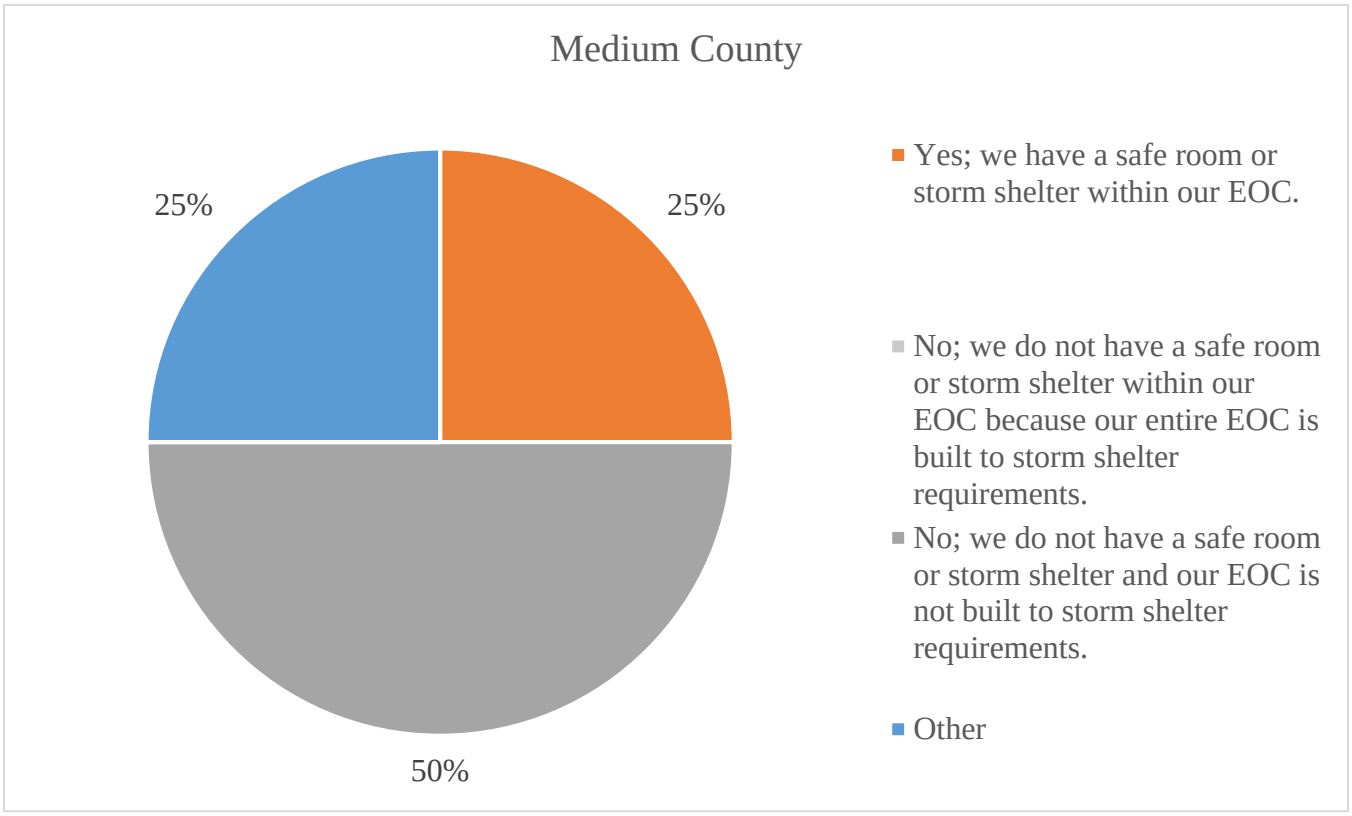
14. Is your EOC hardened (including but not limited to reinforced walls, window storm shutters, and other physical hardening measures)?

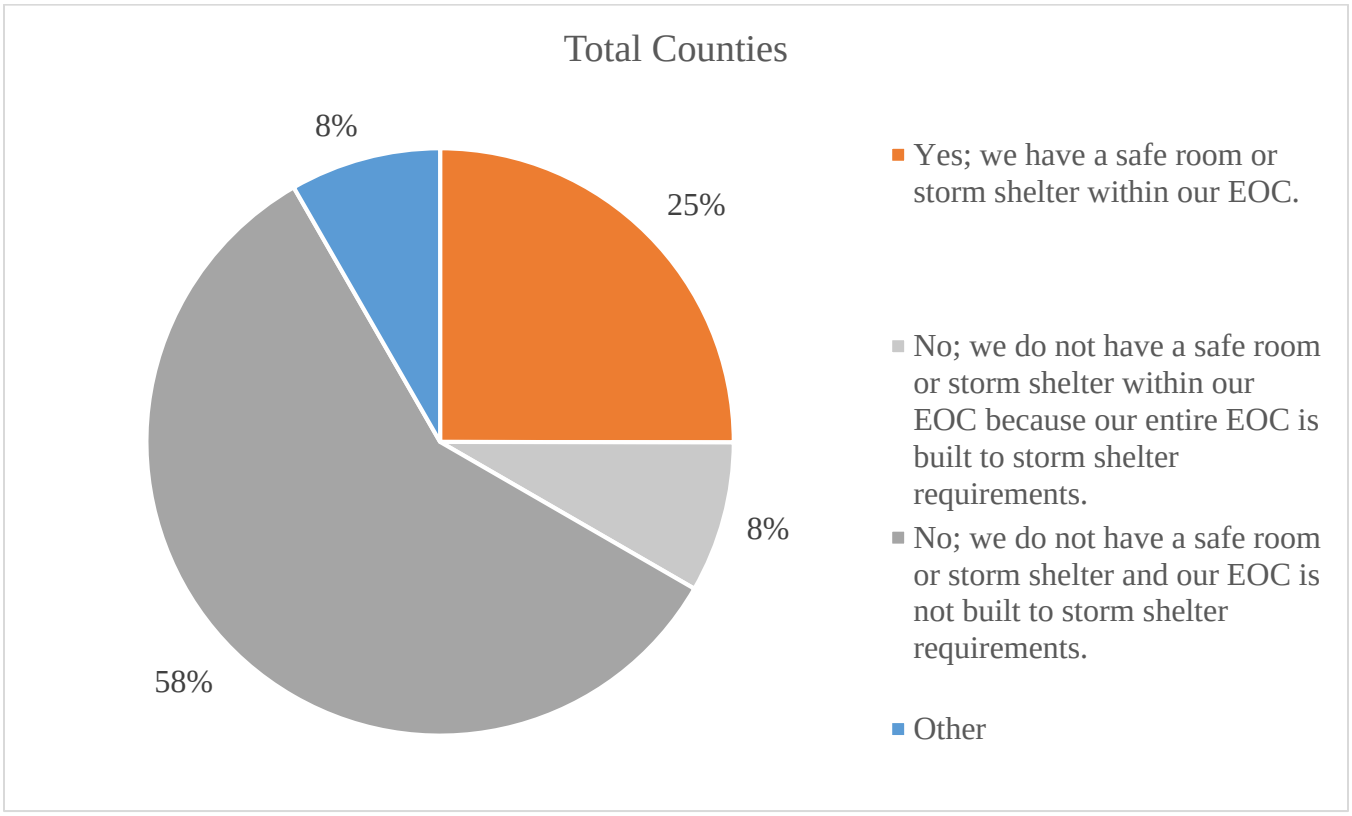


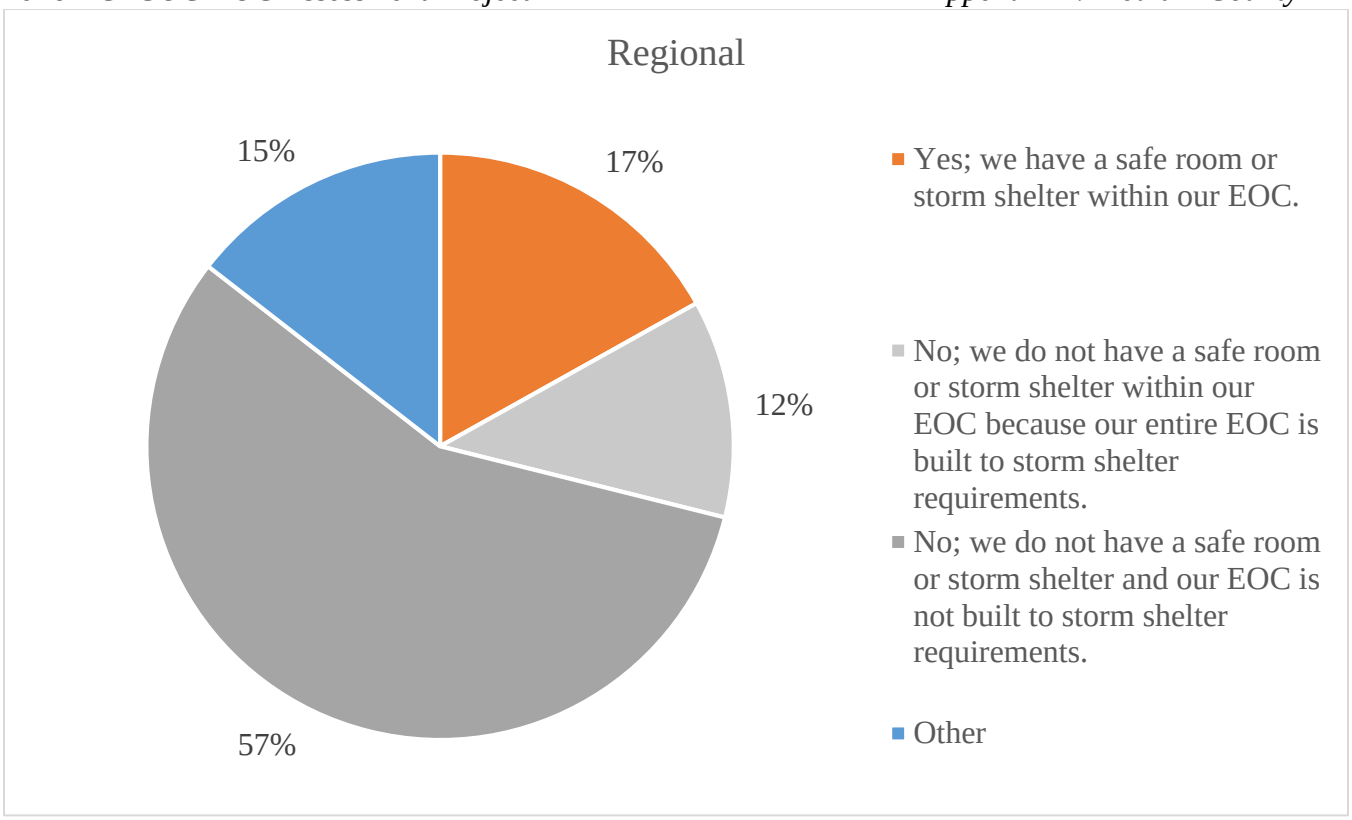
14.1 Of those who hardened their EOC, what construction code, standard, or guideline was used?



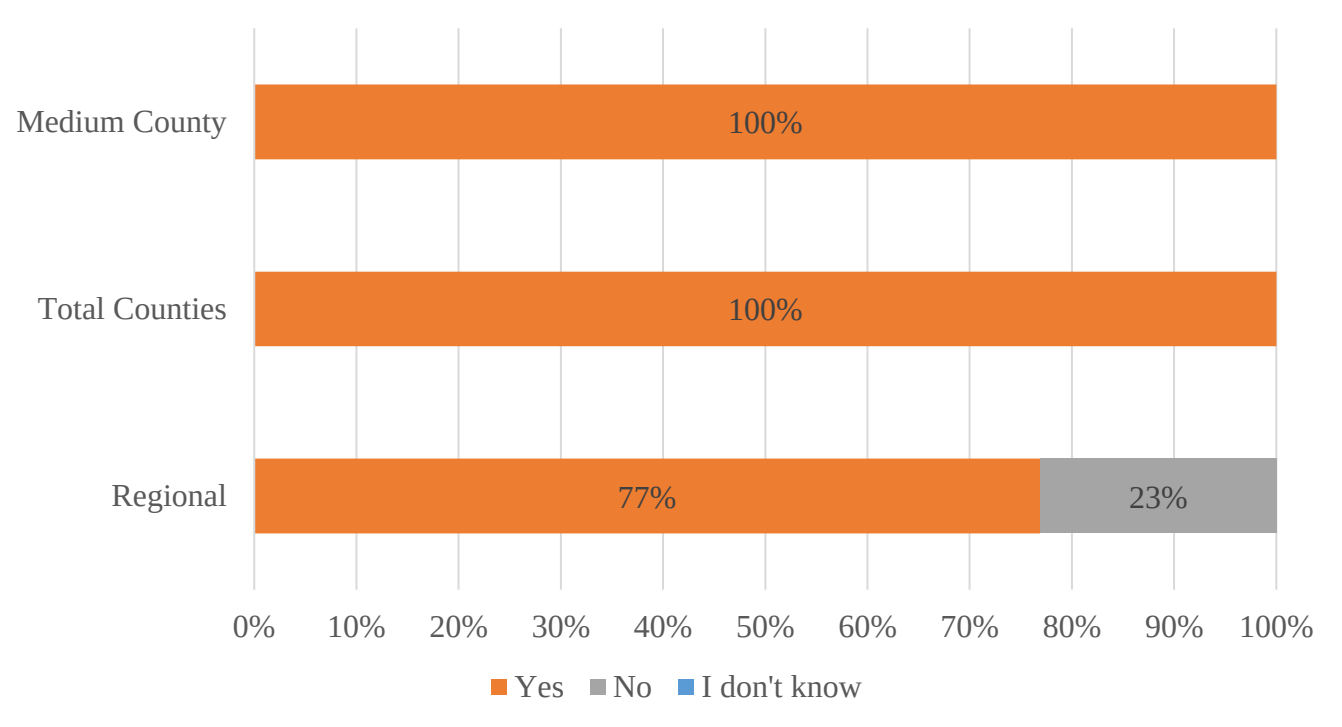
15. Does your EOC have a safe room or storm shelter for severe weather?



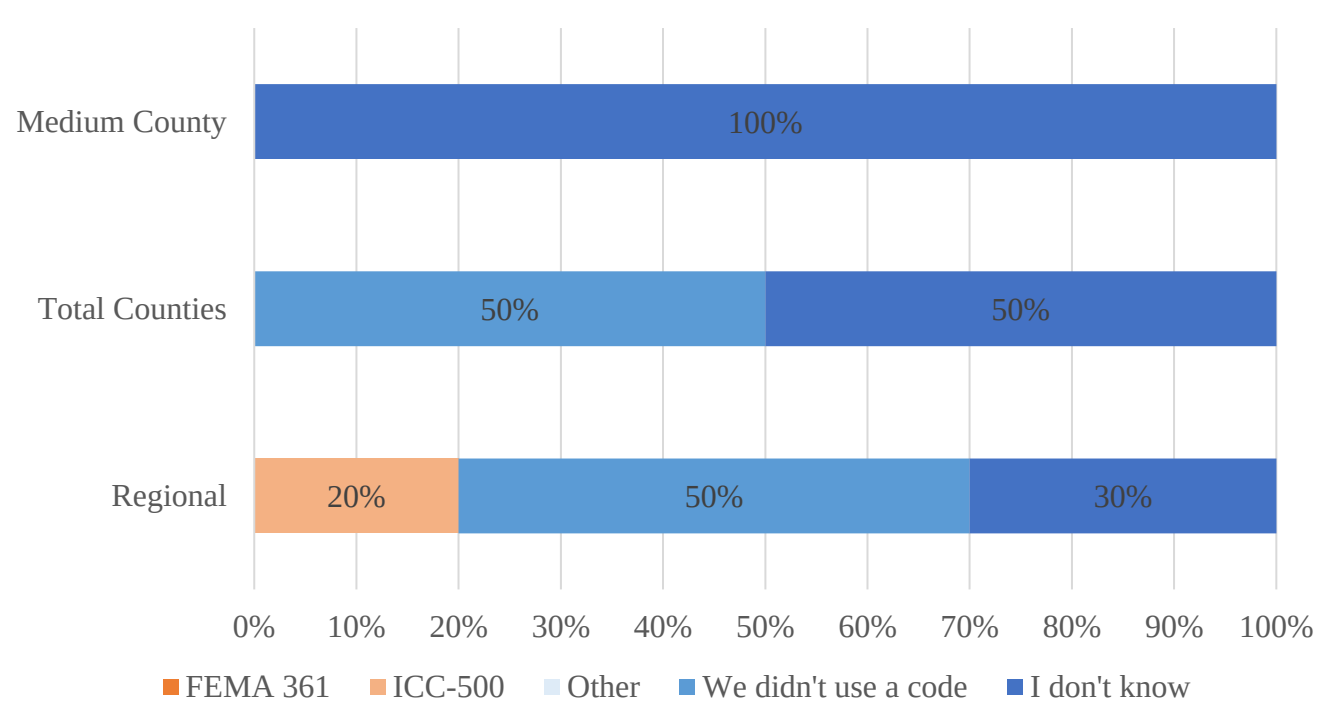



Regional
15%
17%
12%
57%
Yes; we have a safe room or storm shelter within our EOC.
No; we do not have a safe room or storm shelter within our EOC because our entire EOC is built to storm shelter requirements.
No; we do not have a safe room or storm shelter and our EOC is not built to storm shelter requirements.
Other

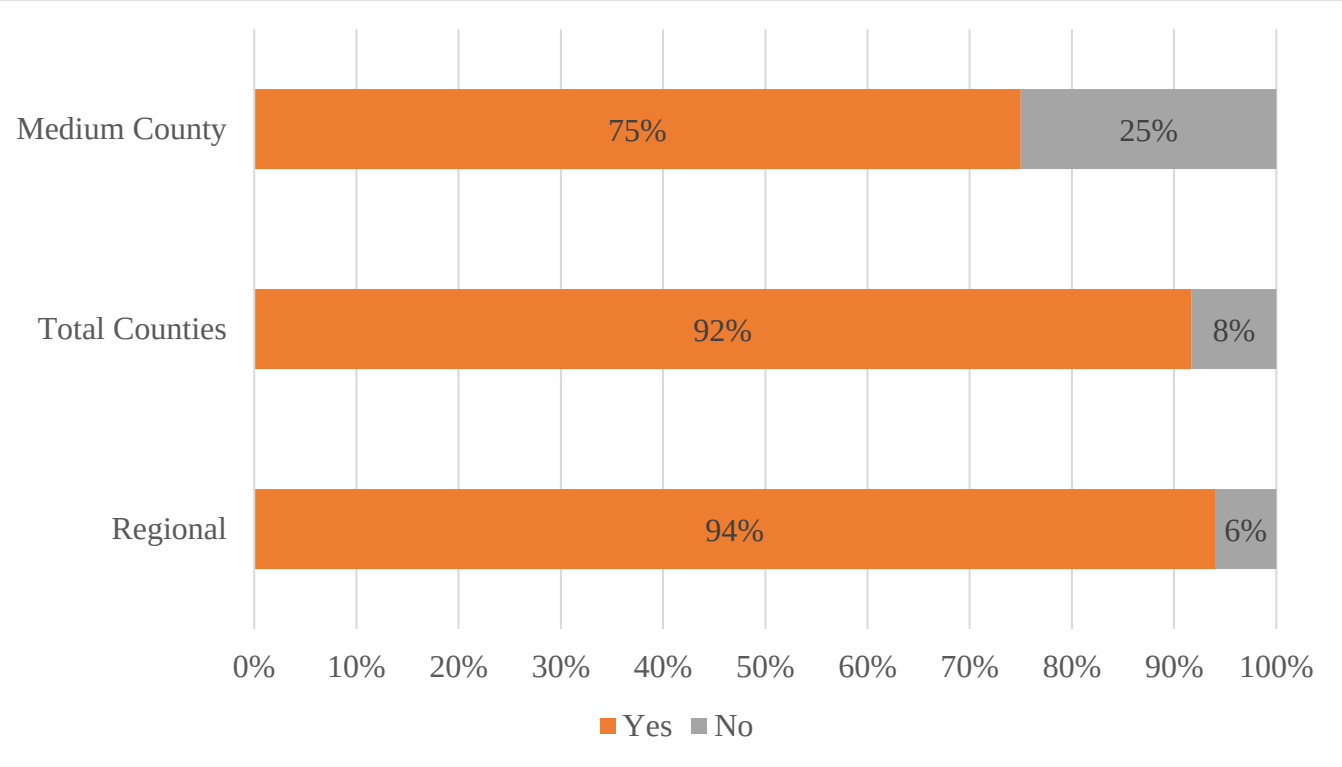
15.1 Of those who hardened have a safe room, is it hardened? *(Answers only apply to those who have a safe room)*



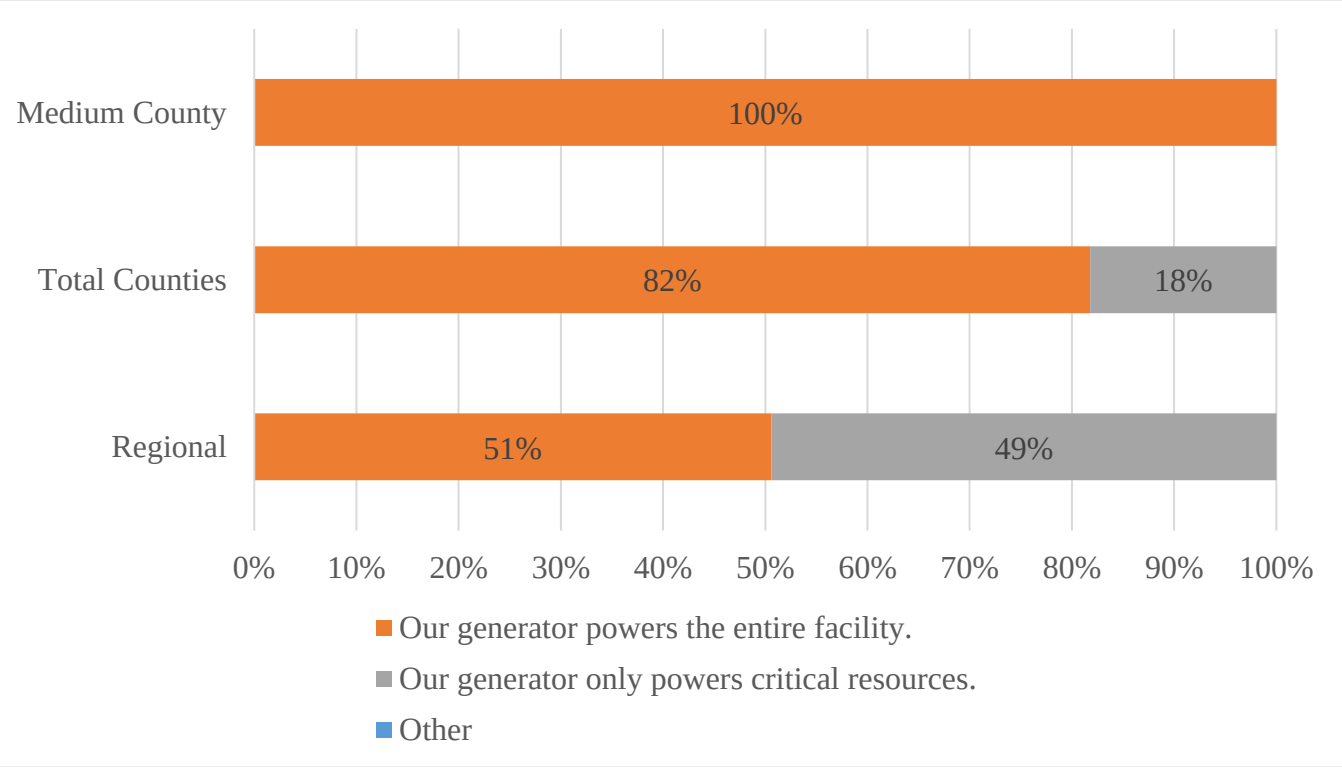
15.2 Of those who hardened have a hardened safe room, what code, standard, or guideline did you use? *(Answers only apply to those who indicated they have a hardened safe room)*



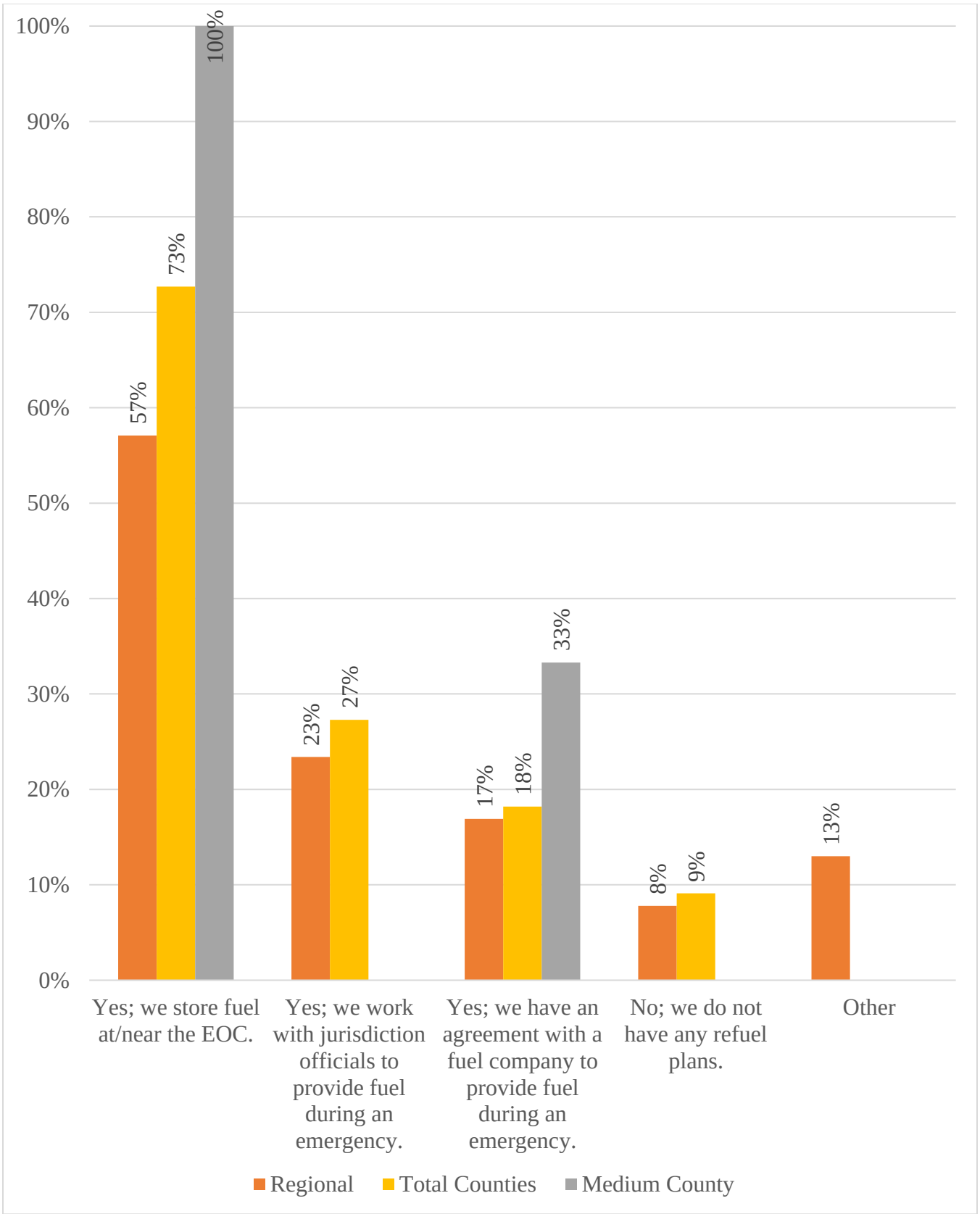
16. Does your EOC have backup generators?



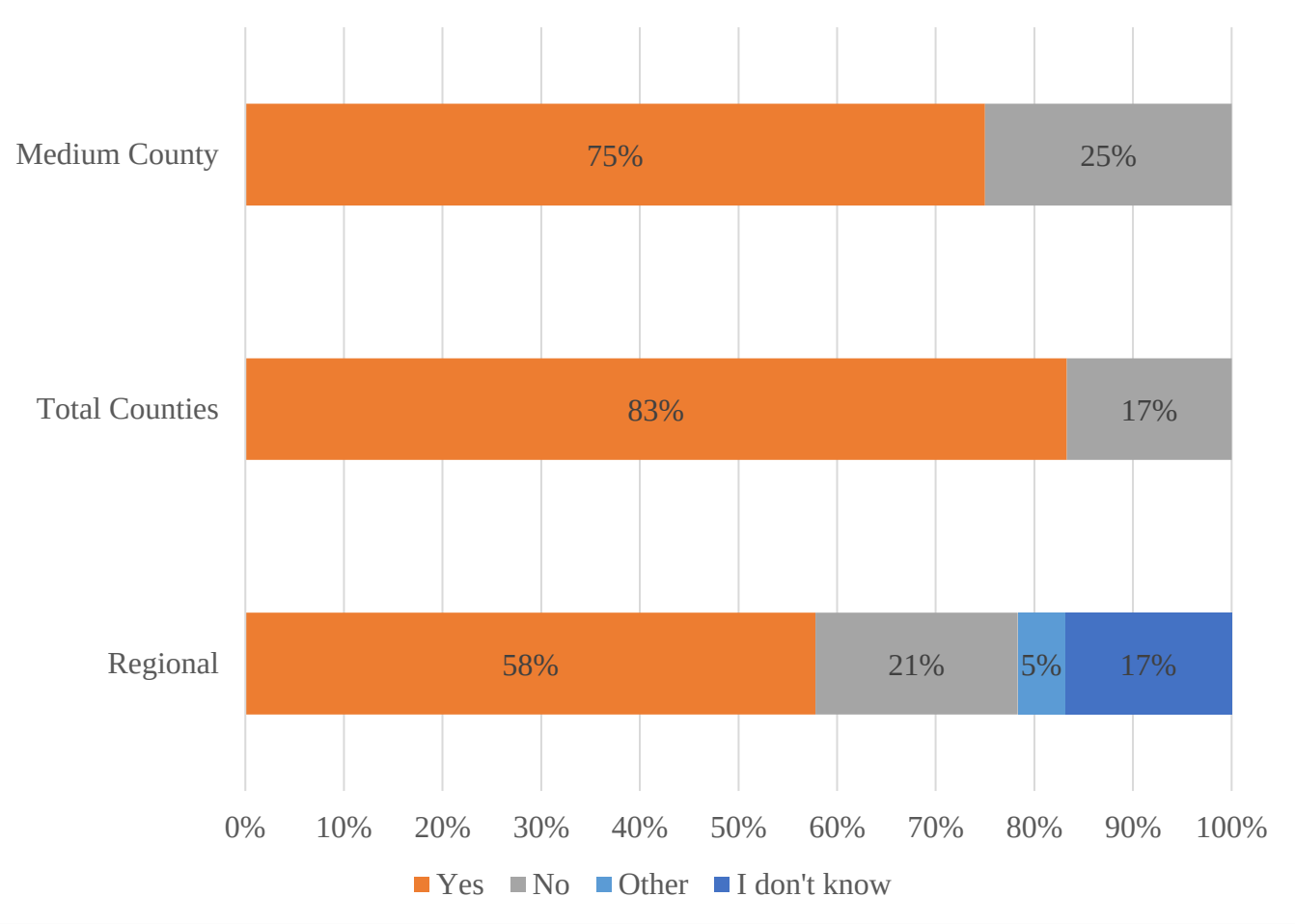
16.1 Of those who have backup generators, does the generator power the whole facility or just critical resources?



16.2 Of those who have backup generators, is your fuel source readily available (pre-stored or direct feed)?



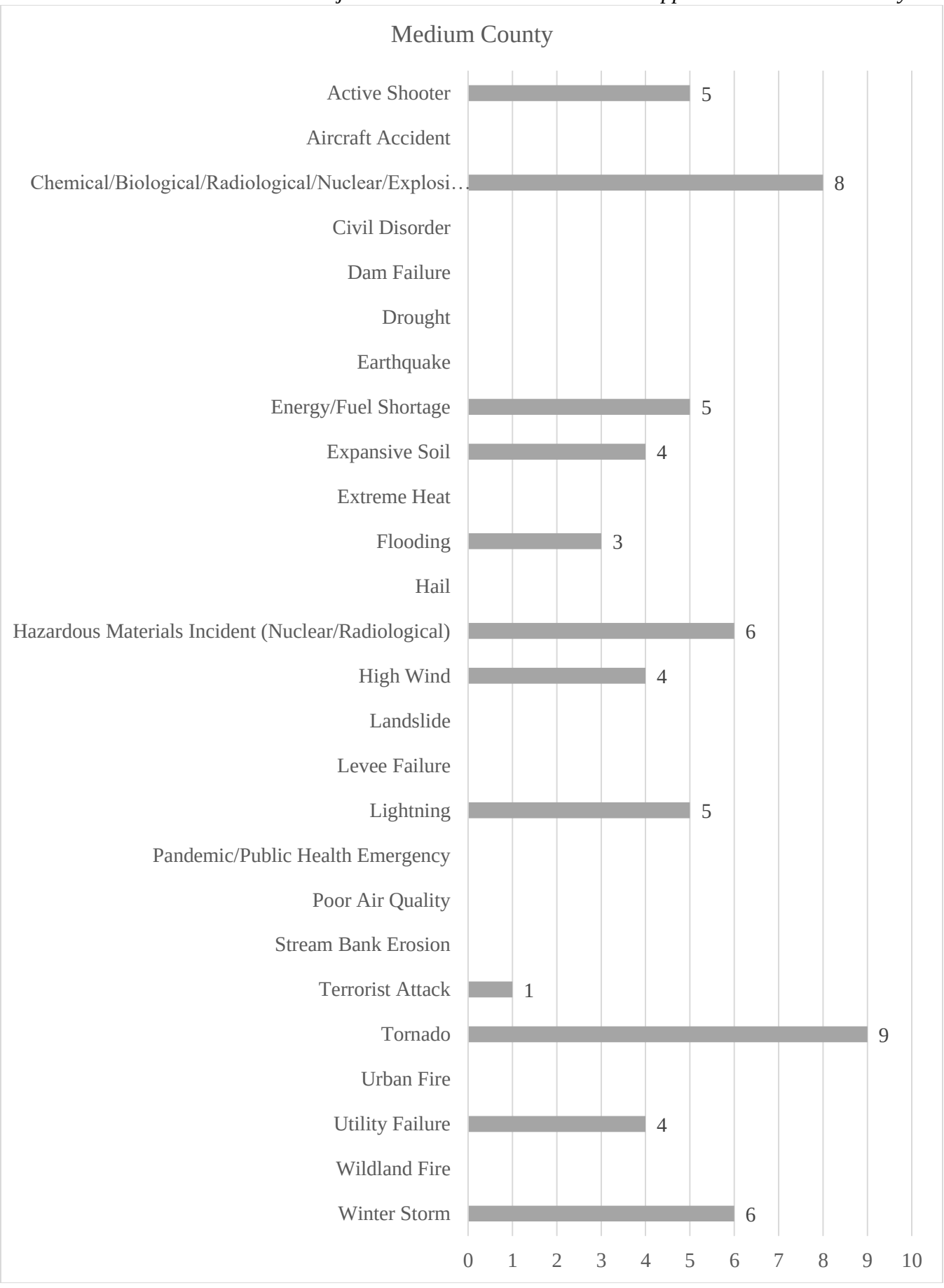
17. Are your telephone and communications lines into the EOC protected under ground?

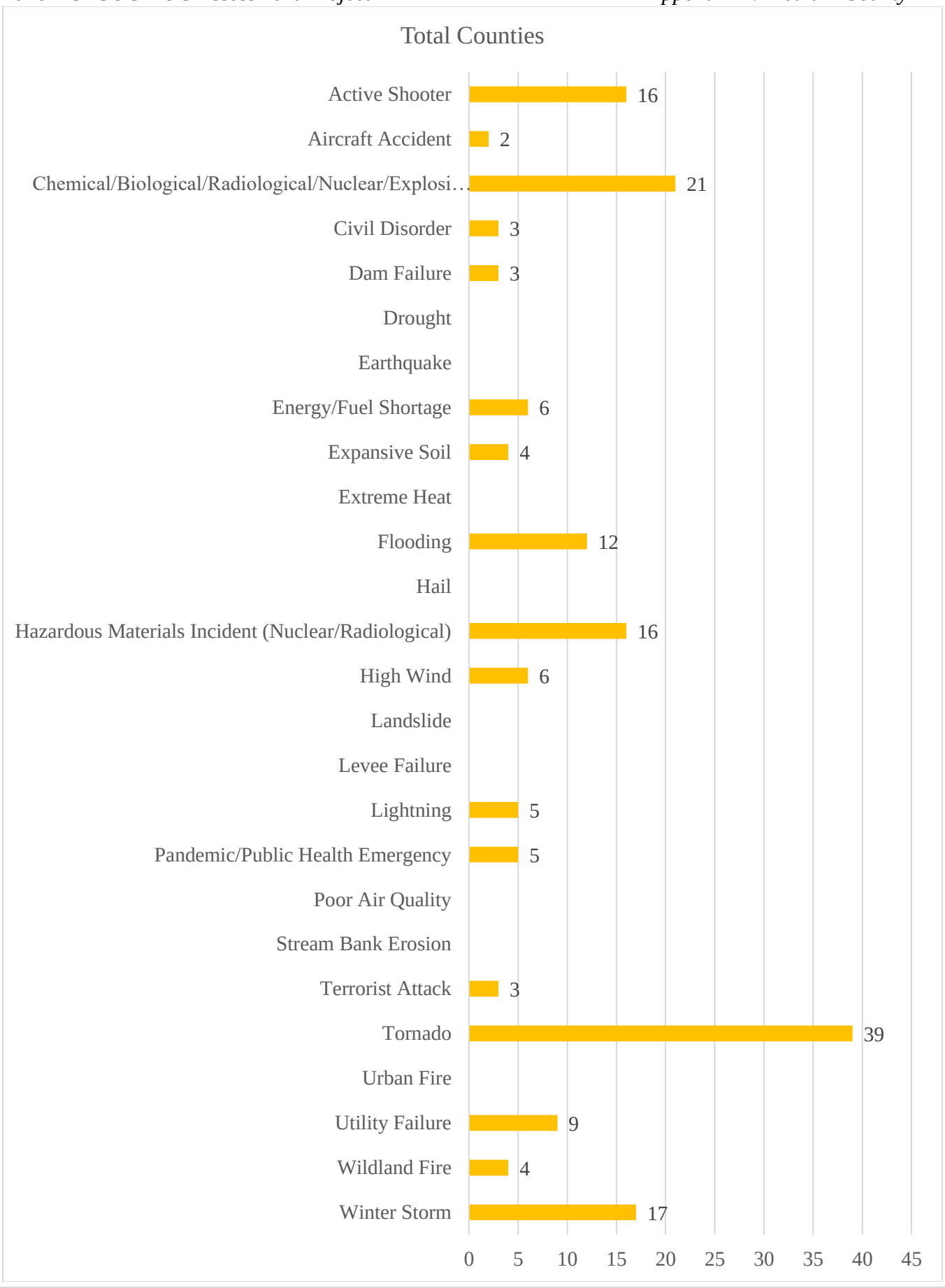


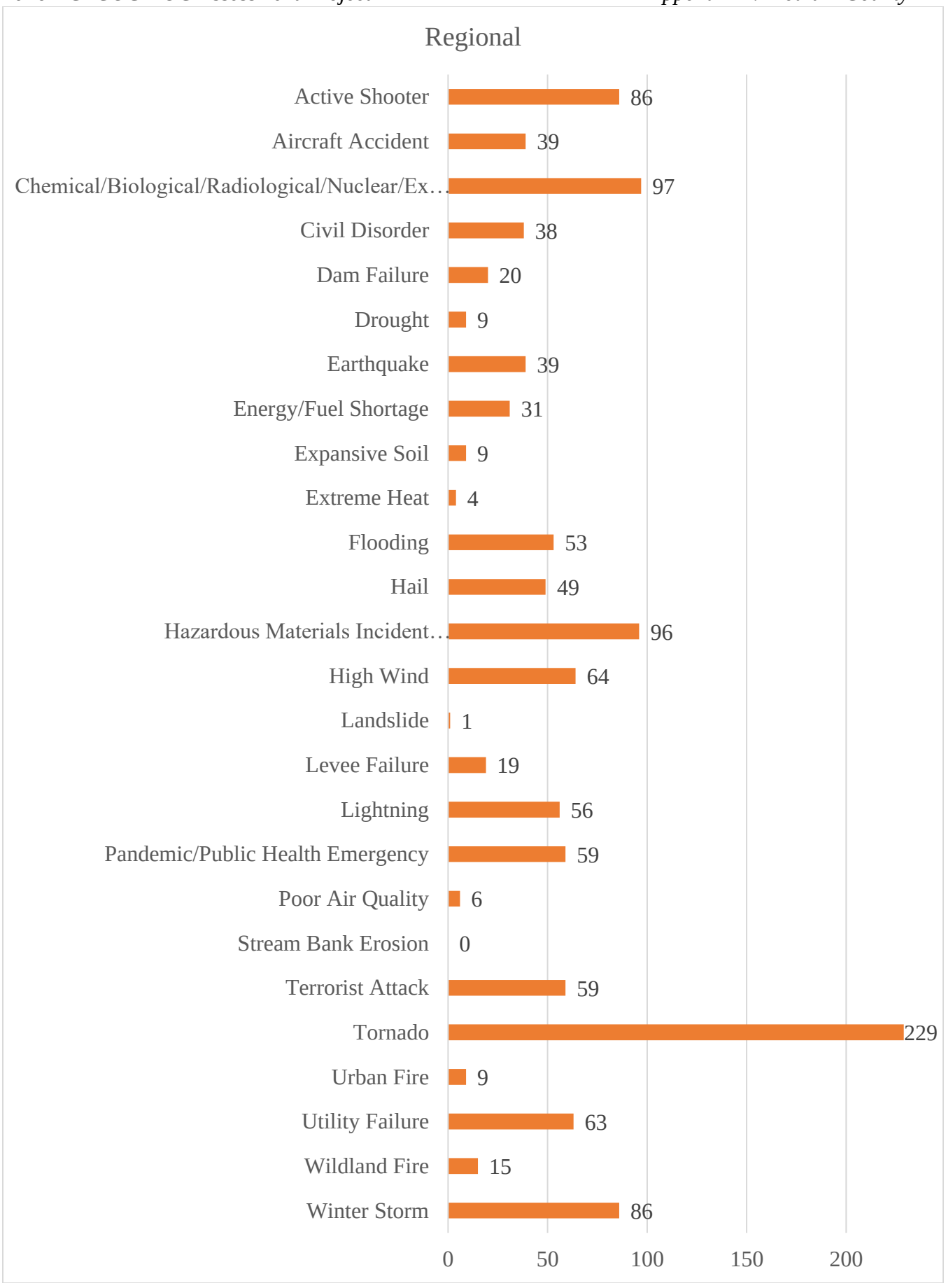
Security

18. Of the hazards listed below, which pose the greatest unmitigated risk to your EOC facility?

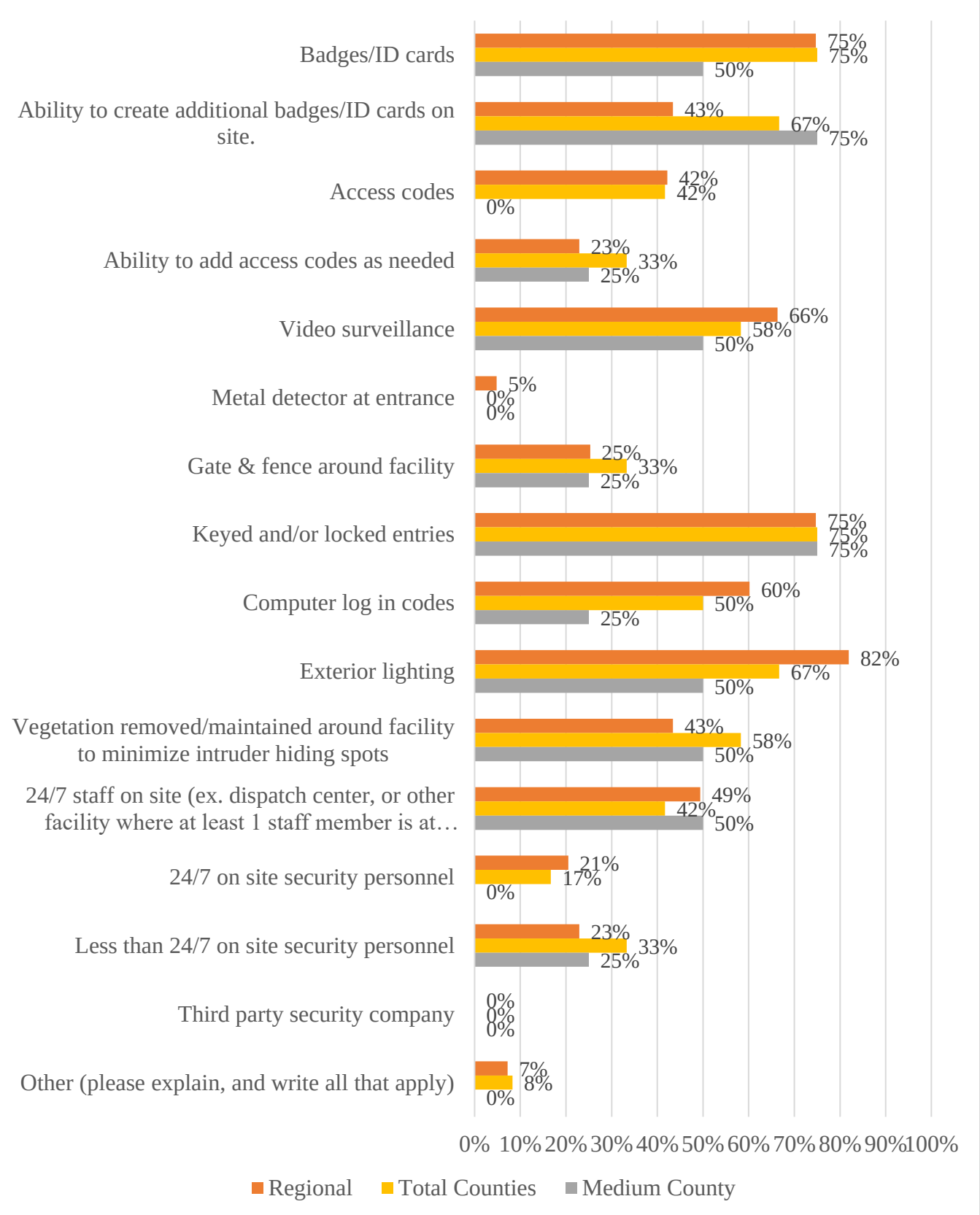
Please select and rank your top 5 unmitigated hazards. The purpose of this question is to determine the top 5 hazards posing unmitigated risks to EOC facilities across our region. This data could help identify and prioritize future mitigation efforts. *(Answers ranked by assigning values to each answer based on its priority and summing the total priority votes. Top priority hazards were assigned a value of 5, second priority a value of 4, third priority a value of 3, fourth priority a value of 2, and fifth priority a value of 1.)*


Medium County
Active Shooter
Aircraft Accident
Chemical/Biological/Radiological/Nuclear/Explosi…
Civil Disorder
Dam Failure
Drought
Earthquake
Energy/Fuel Shortage
Expansive Soil
Extreme Heat
Flooding
Hail
Hazardous Materials Incident (Nuclear/Radiological)
High Wind
Landslide
Levee Failure
Lightning
Pandemic/Public Health Emergency
Poor Air Quality
Stream Bank Erosion
Terrorist Attack
Tornado
Urban Fire
Utility Failure
Wildland Fire
Winter Storm
5
8
5
4
3
6
4
5
1
9
4
6
0 1 2 3 4 5 6 7 8 9 10


Total Counties
Active Shooter 16
Aircraft Accident 2
Chemical/Biological/Radiological/Nuclear/Explosi… 21
Civil Disorder 3
Dam Failure 3
Drought
Earthquake
Energy/Fuel Shortage 6
Expansive Soil 4
Extreme Heat
Flooding 12
Hail
Hazardous Materials Incident (Nuclear/Radiological) 16
High Wind 6
Landslide
Levee Failure
Lightning 5
Pandemic/Public Health Emergency 5
Poor Air Quality
Stream Bank Erosion
Terrorist Attack 3
Tornado 39
Urban Fire
Utility Failure 9
Wildland Fire 4
Winter Storm 17
0 5 10 15 20 25 30 35 40 45


Regional
Active Shooter 86
Aircraft Accident 39
Chemical/Biological/Radiological/Nuclear/Ex… 97
Civil Disorder 38
Dam Failure 20
Drought 9
Earthquake 39
Energy/Fuel Shortage 31
Expansive Soil 9
Extreme Heat 4
Flooding 53
Hail 49
Hazardous Materials Incident… 96
High Wind 64
Landslide 1
Levee Failure 19
Lightning 56
Pandemic/Public Health Emergency 59
Poor Air Quality 6
Stream Bank Erosion 0
Terrorist Attack 59
Tornado 229
Urban Fire 9
Utility Failure 63
Wildland Fire 15
Winter Storm 86
0 50 100 150 200

19. What types of site security and access control features are in place at the EOC? Please select all that apply.



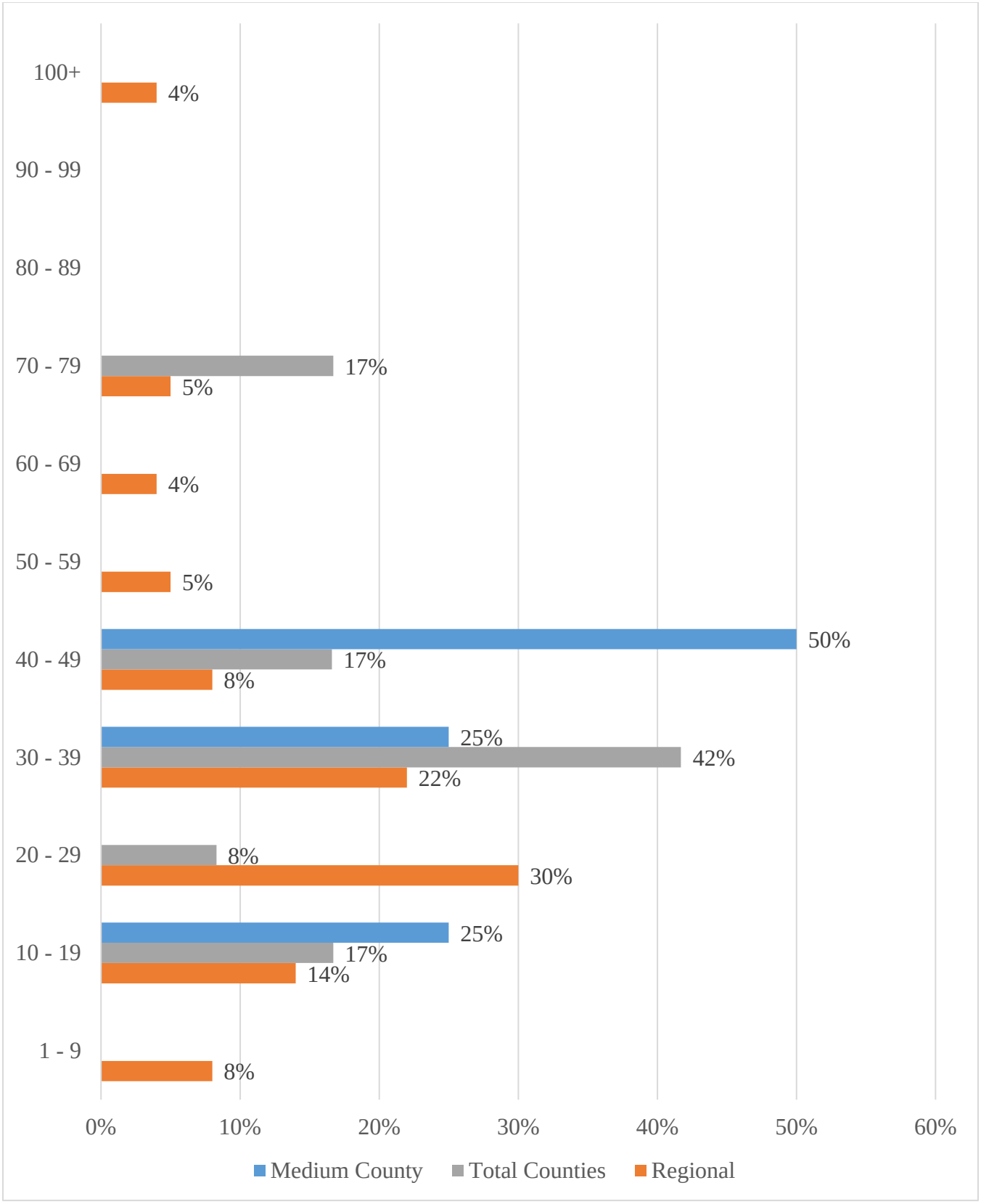
Sustainability, Interoperability, and Flexibility

20. Please select the most appropriate answer for each facility feature based on its availability.

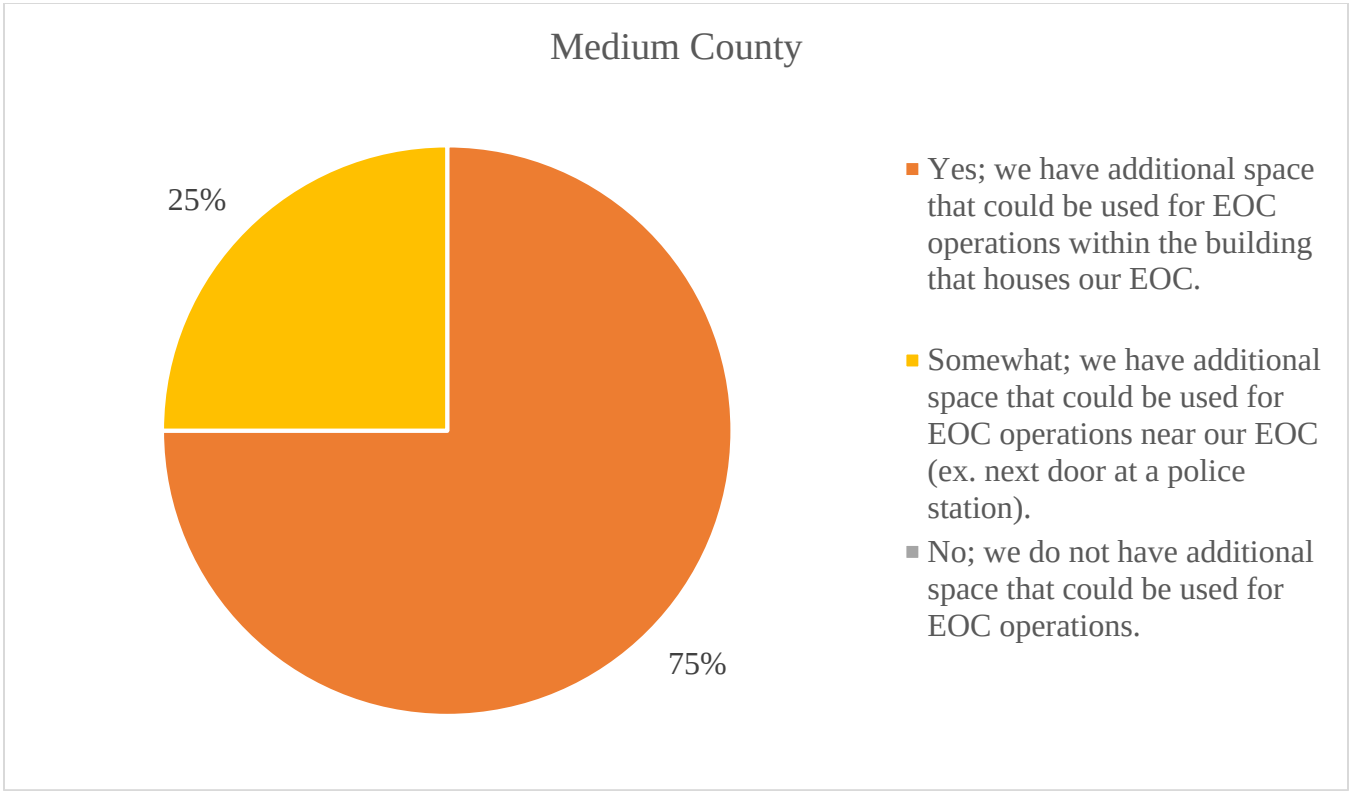
- *Sleeping quarters for staff*
- *Showers for staff*
- *Sufficient restrooms for staff*
- *Full size kitchen*
- *Breakroom/less than full size kitchen*

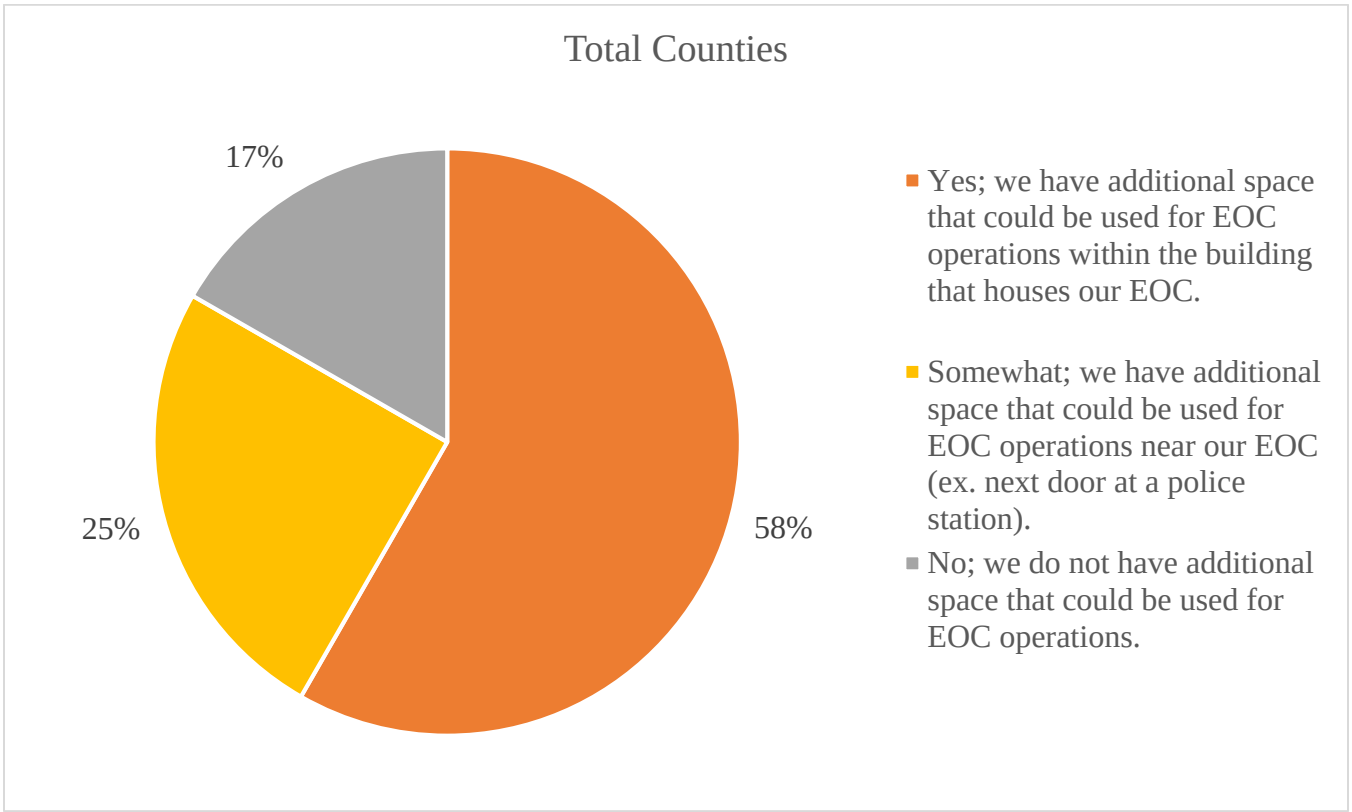
	Available in EOC			Available Near EOC			Not Available in EOC			Other		
	Regional	Total Counties	Medium County	Regional	Total Counties	Medium County	Regional	Total Counties	Medium County	Regional	Total Counties	Medium County
Sleeping quarters for staff	20.5%	25%	25%	43.4%	33.3%	25%	34.9%	41.7%	50%	1.2%	0%	0%
Showers for staff	37.3%	50%	50%	49.4%	33.3%	25%	13.3%	16.7%	25%	0%	0%	0%
Sufficient restrooms for staff	77.1%	100%	100%	21.7%	0%	0%	1.2%	0%	0%	0%	0%	0%
Full size kitchen	33.7%	33.3%	25%	39.8%	33.3%	25%	22.9%	25%	25%	3.6%	8.3%	25%
Breakroom/ Less than full size kitchen	66.7%	100%	100%	27.2%	0%	0%	6.2%	0%	0%	0%	0%	0%

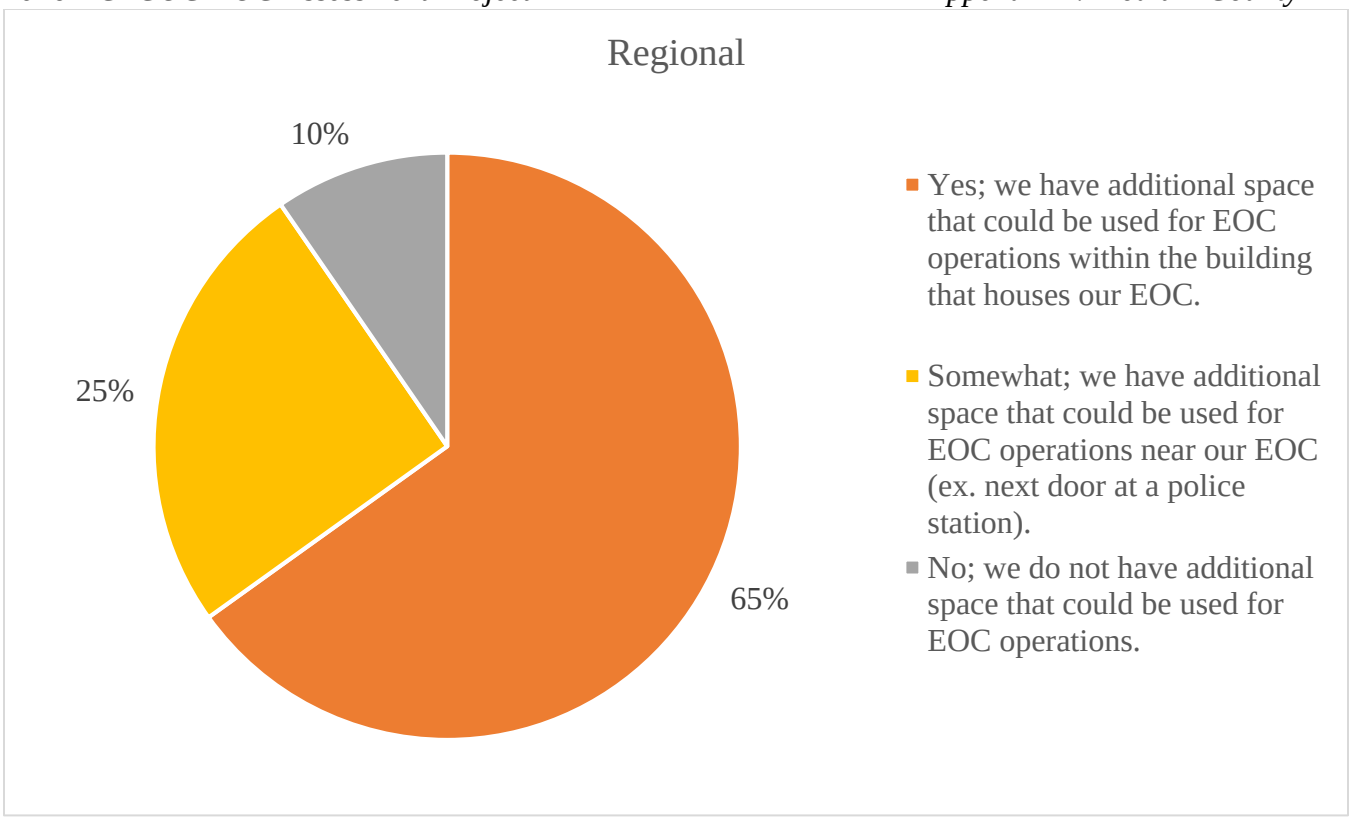
21. How many people can your EOC comfortably accommodate for a full scale response?



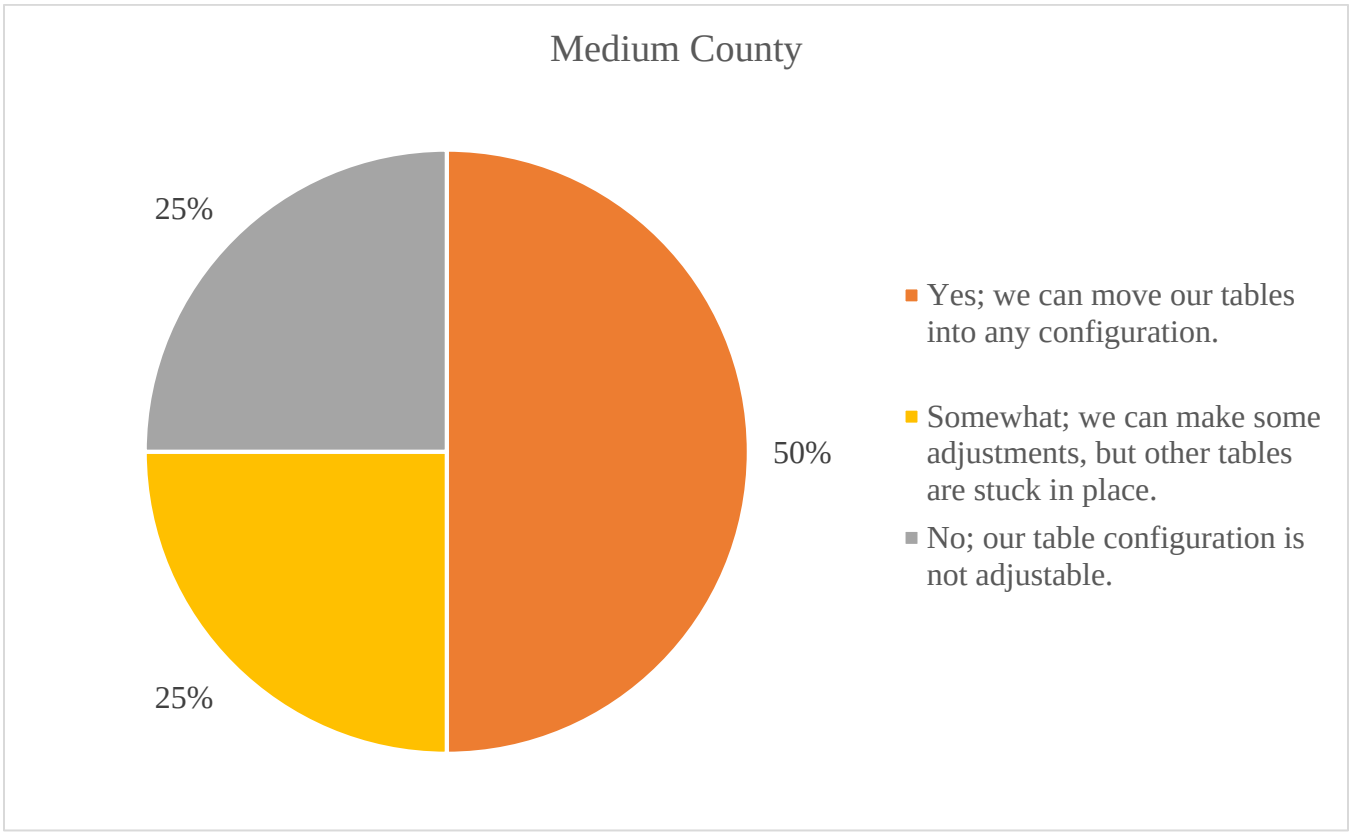
22. Is your EOC expandable, allowing for adding more personnel beyond the main room and utilizing ancillary rooms/ break-out rooms in the same building?

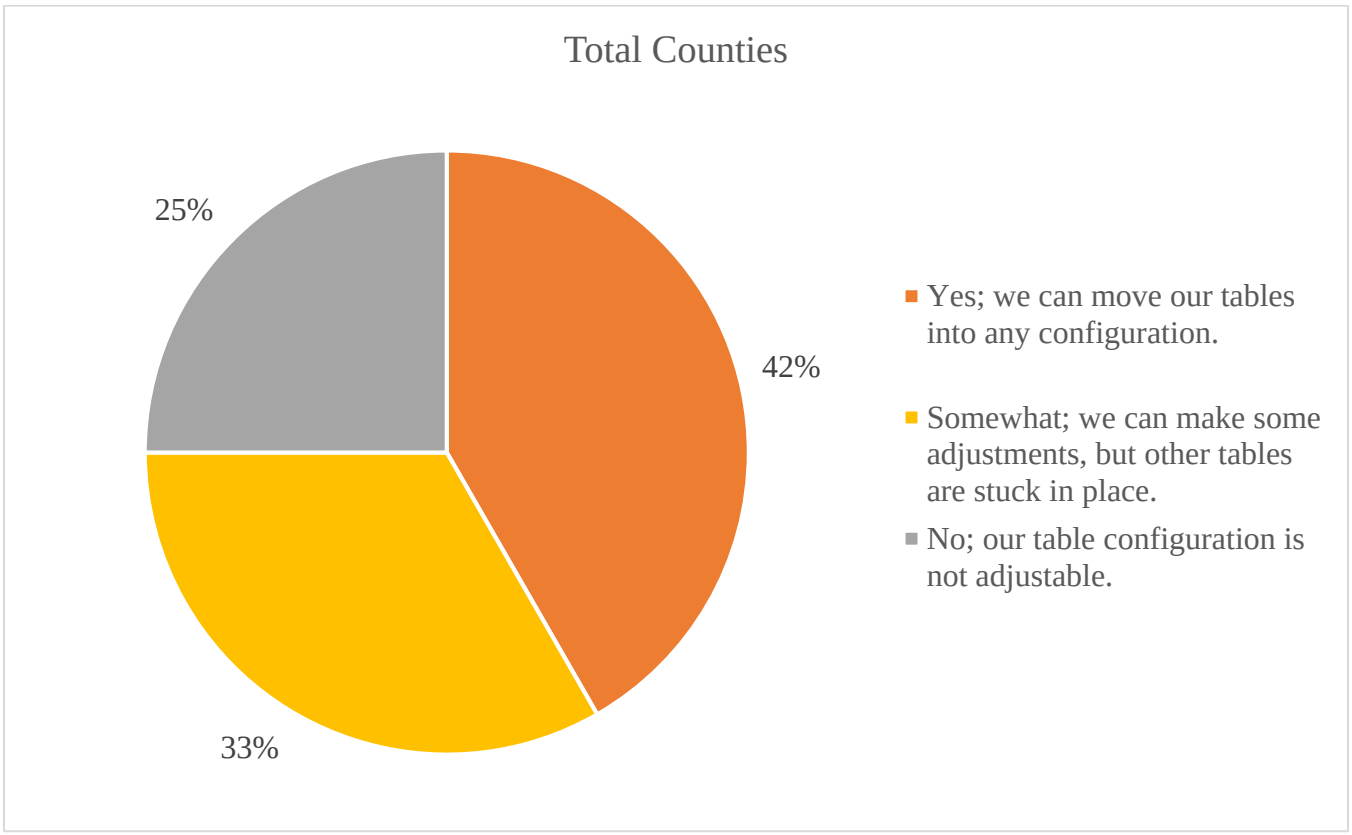


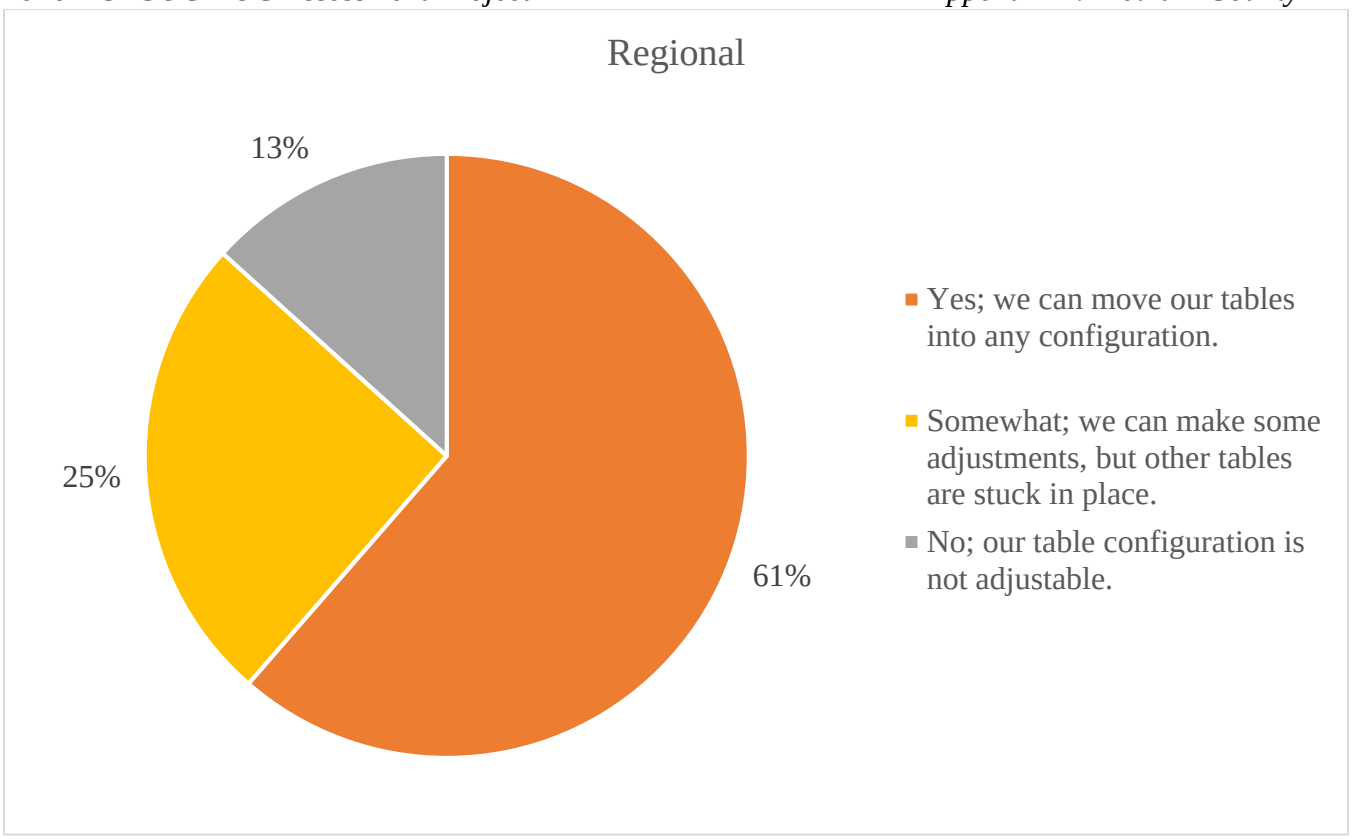



Regional
10%
25%
65%
Yes; we have additional space that could be used for EOC operations within the building that houses our EOC.
Somewhat; we have additional space that could be used for EOC operations near our EOC (ex. next door at a police station).
No; we do not have additional space that could be used for EOC operations.

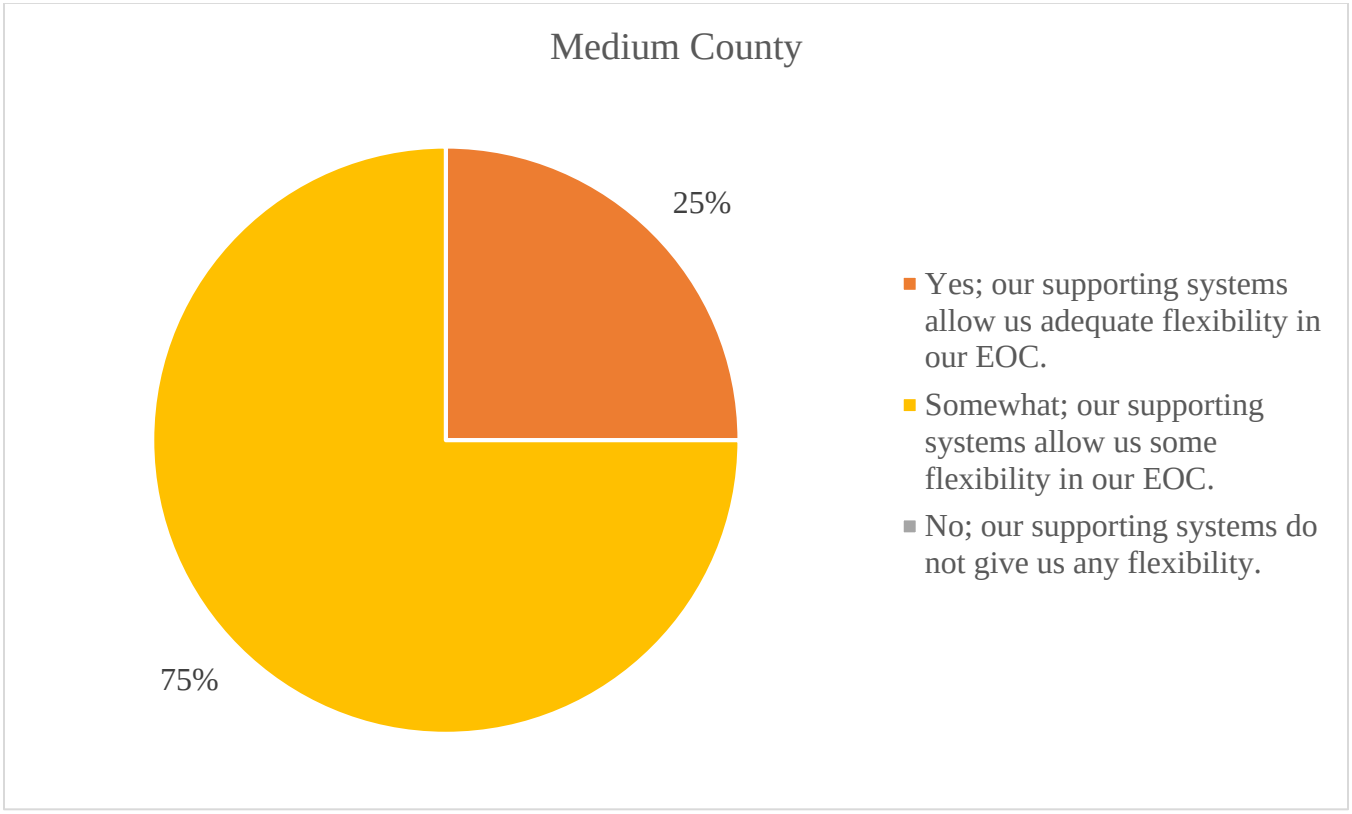
23. Are you able to adjust the table configuration in your EOC?

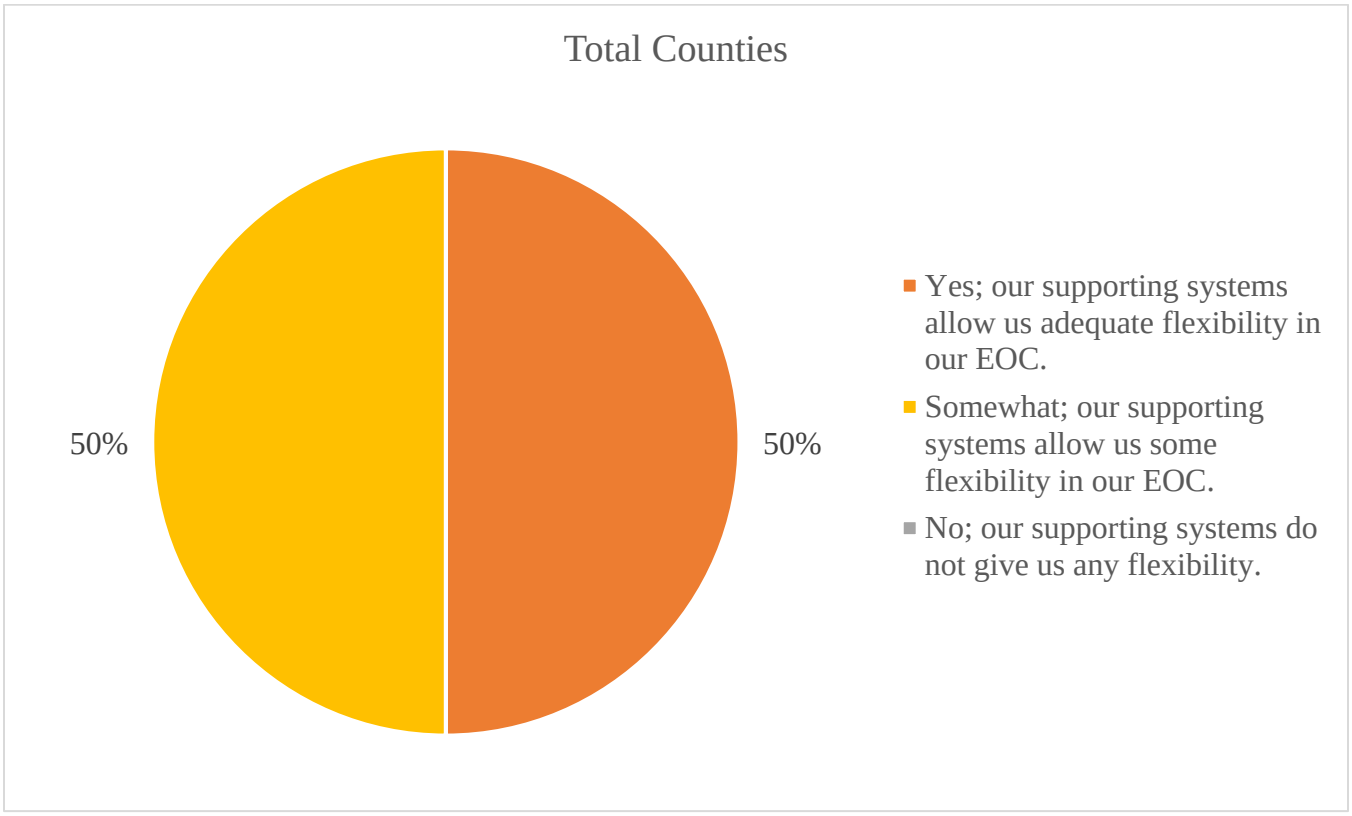


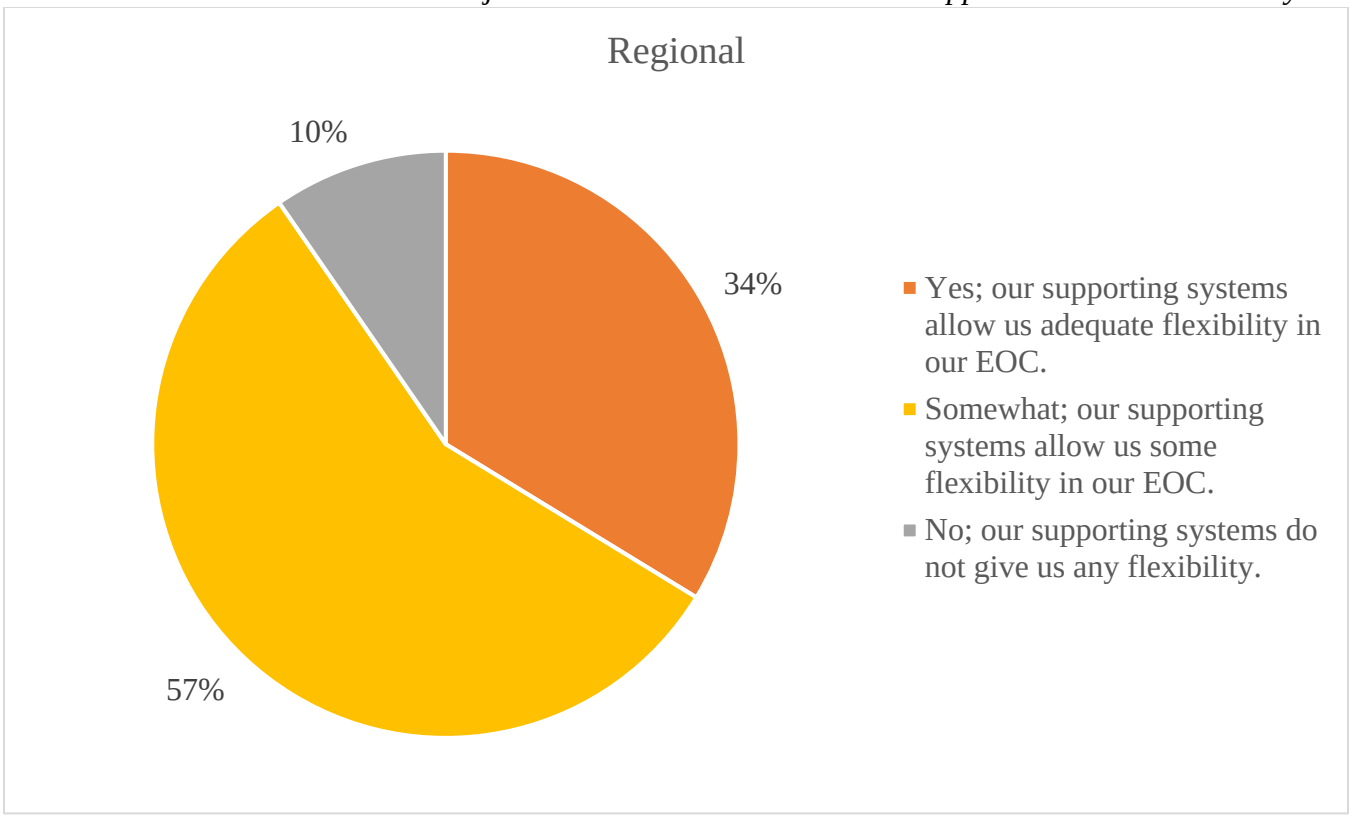



Regional
13%
25%
61%
Yes; we can move our tables into any configuration.
Somewhat; we can make some adjustments, but other tables are stuck in place.
No; our table configuration is not adjustable.

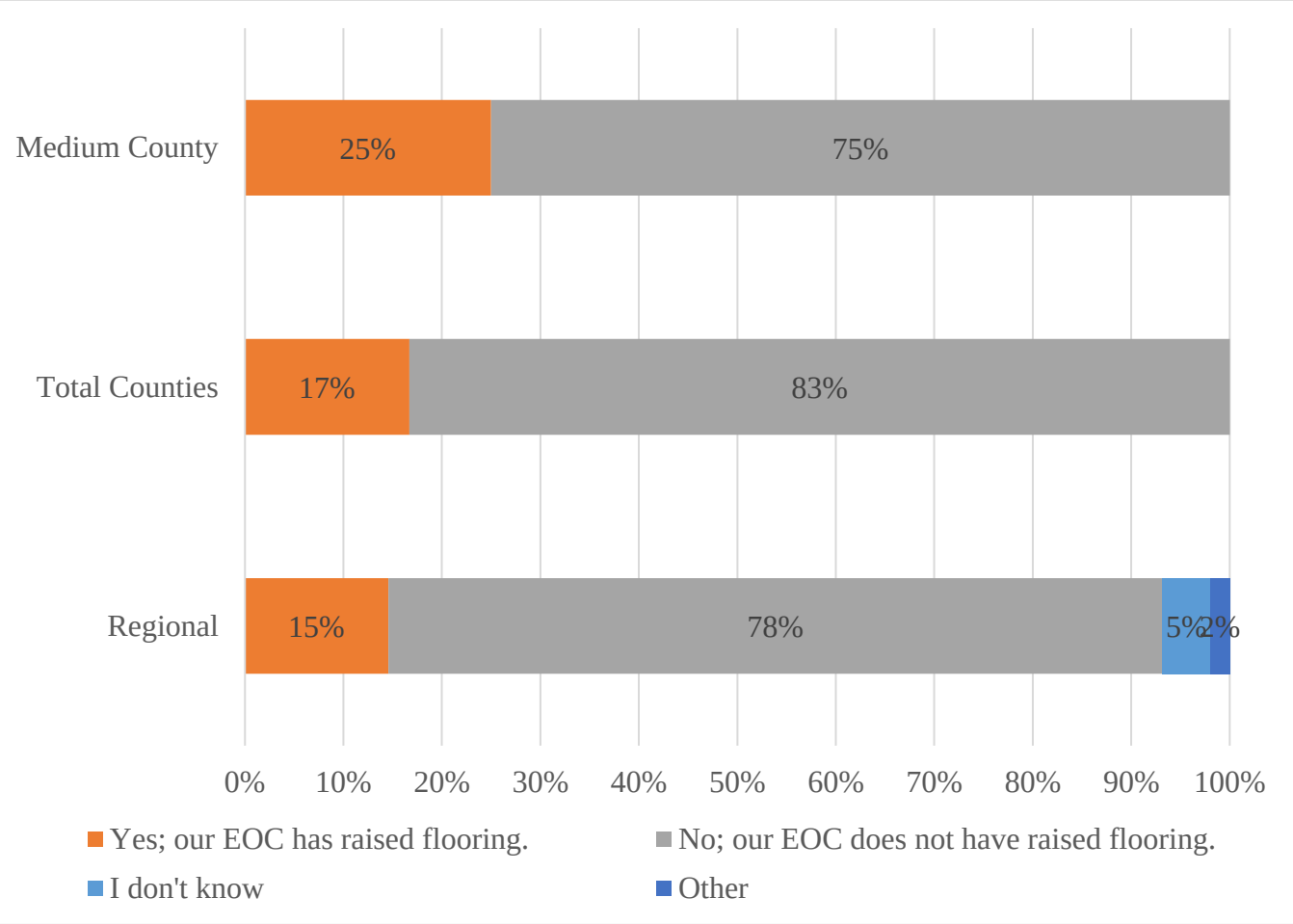
24. Do the supporting systems in your EOC allow you the flexibility you need in your EOC (i.e., power outlets, phone lines, etc.)?






Regional
10%
34%
57%
Yes; our supporting systems allow us adequate flexibility in our EOC.
Somewhat; our supporting systems allow us some flexibility in our EOC.
No; our supporting systems do not give us any flexibility.

25. Does your EOC feature raised flooring?



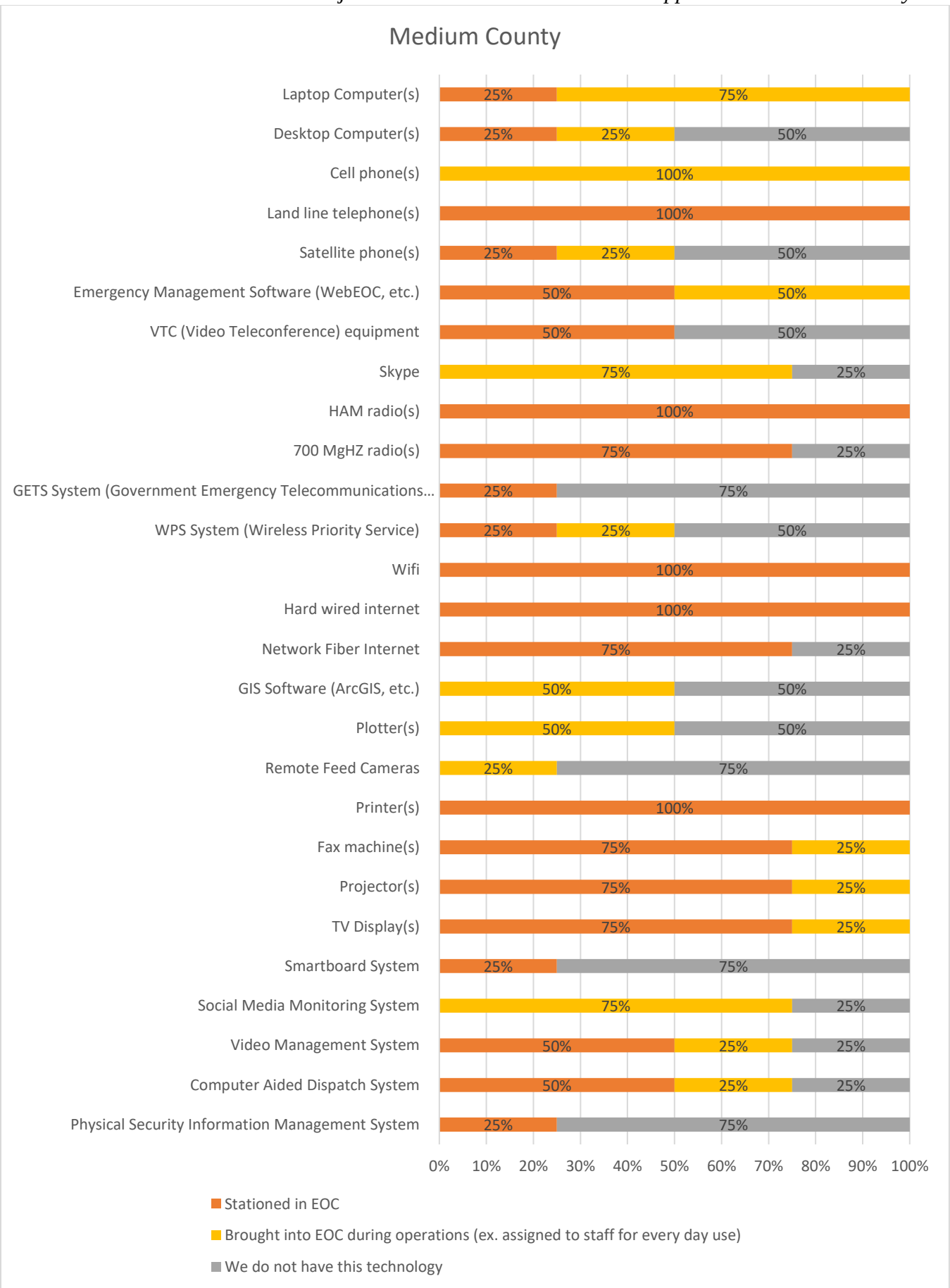
26. What single physical improvement would most benefit your EOC?

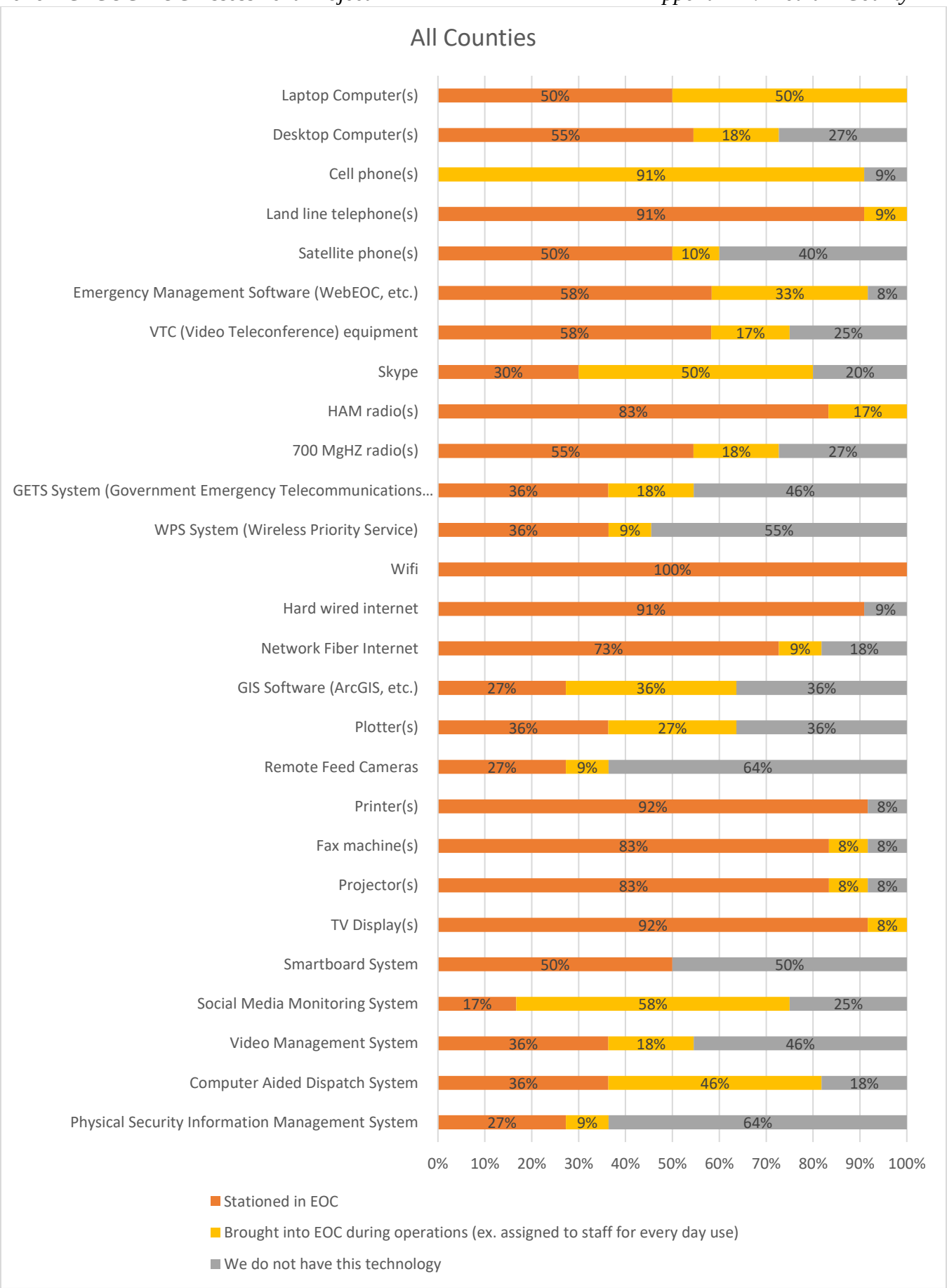
Open Response

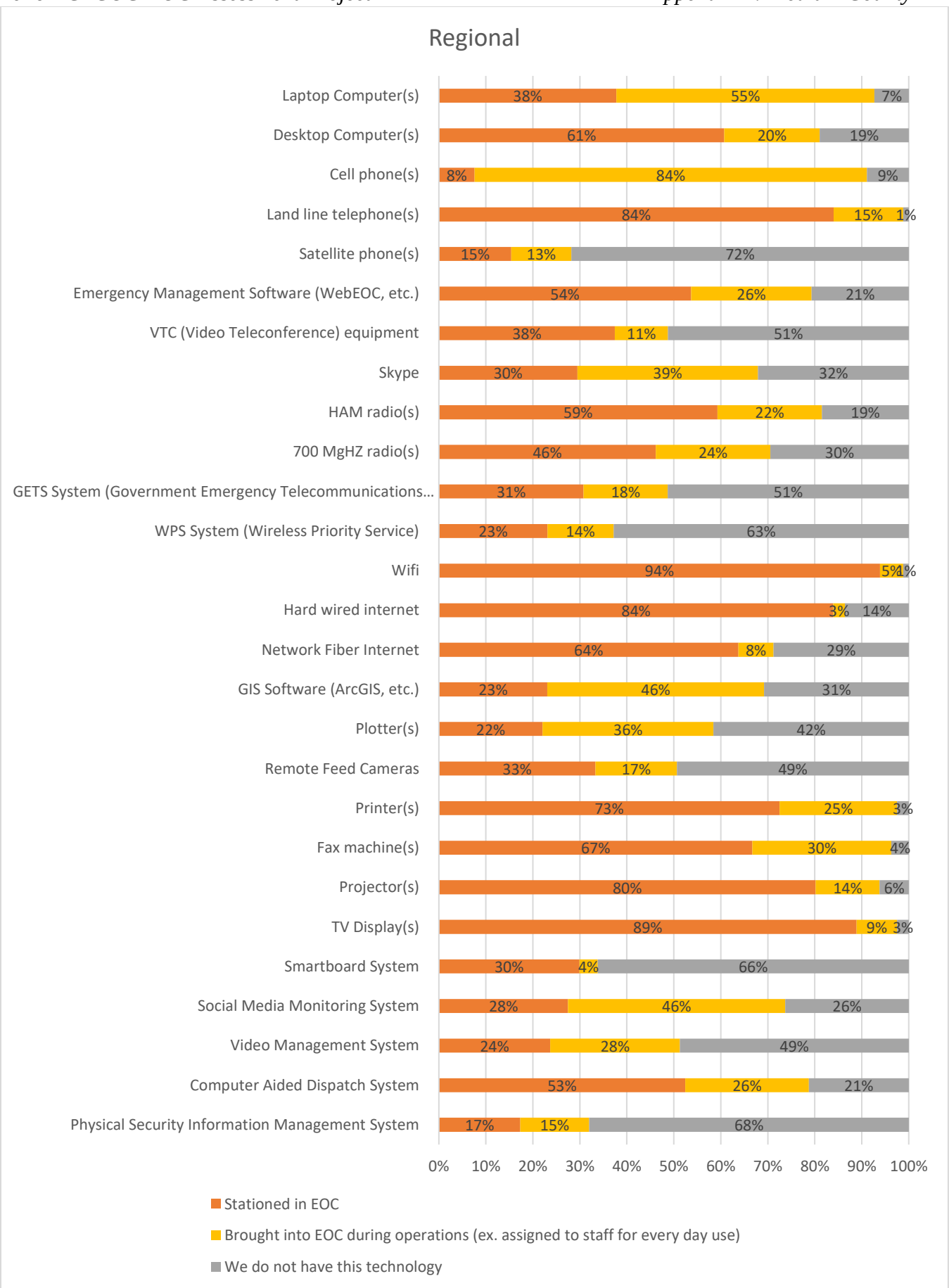
Equipment

27. Please select each of the following technologies that are used in your EOC based on whether they are permanently stationed in your EOC or are brought in when needed.

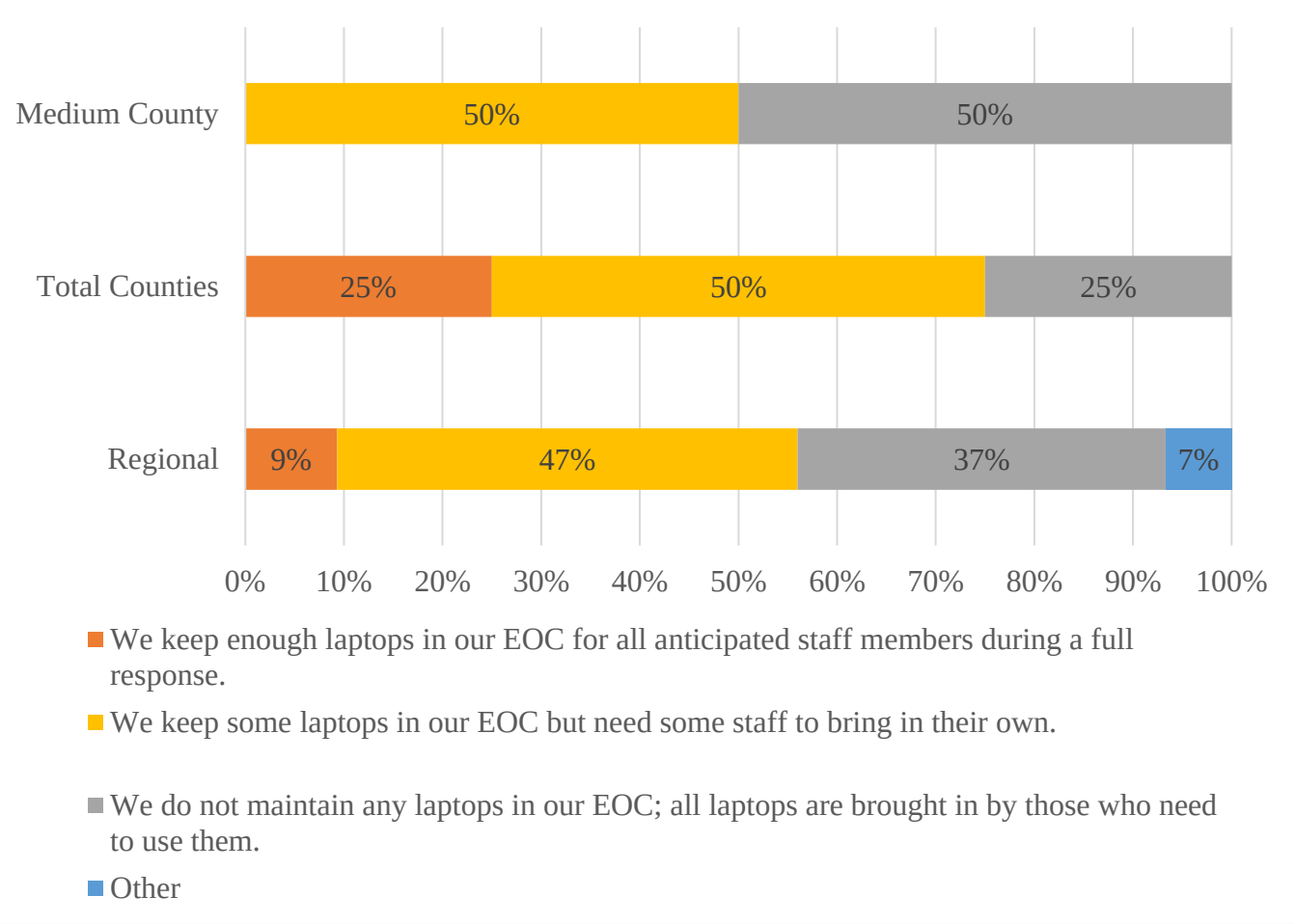
- *Laptop Computer(s)*
- *Desktop Computer(s)*
- *Cell phone(s)*
- *Land line telephone(s)*
- *Satellite phone(s)*
- *Emergency Management Software (WebEOC, etc.)*
- *VTC (Video Teleconference) equipment*
- *Skype*
- *HAM radio(s)*
- *700 MgHZ radio(s)*
- *GETS System (Government Emergency Telecommunications Service)*
- *WPS System (Wireless Priority Service)*
- *Wi-Fi*
- *Hard Wired Internet*
- *Network Fiber Internet*
- *GIS Software (ArcGIS, etc.)*
- *Plotter(s)*
- *Remote Feed Cameras*
- *Printer(s)*
- *Fax machine(s)*
- *Projector(s)*
- *TV Display(s)*
- *Smartboard System*
- *Social Media Monitoring System*
- *Video Management System*
- *Computer Aided Dispatch System*
- *Physical Security Information Management System*


Medium County
Laptop Computer(s) 25% 75%
Desktop Computer(s) 25% 25% 50%
Cell phone(s) 100%
Land line telephone(s) 100%
Satellite phone(s) 25% 25% 50%
Emergency Management Software (WebEOC, etc.) 50% 50%
VTC (Video Teleconference) equipment 50% 50%
Skype 75% 25%
HAM radio(s) 100%
700 MgHZ radio(s) 75% 25%
GETS System (Government Emergency Telecommunications... 25% 75%
WPS System (Wireless Priority Service) 25% 25% 50%
Wifi 100%
Hard wired internet 100%
Network Fiber Internet 75% 25%
GIS Software (ArcGIS, etc.) 50% 50%
Plotter(s) 50% 50%
Remote Feed Cameras 25% 75%
Printer(s) 100%
Fax machine(s) 75% 25%
Projector(s) 75% 25%
TV Display(s) 75% 25%
Smartboard System 25% 75%
Social Media Monitoring System 75% 25%
Video Management System 50% 25% 25%
Computer Aided Dispatch System 50% 25% 25%
Physical Security Information Management System 25% 75%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology

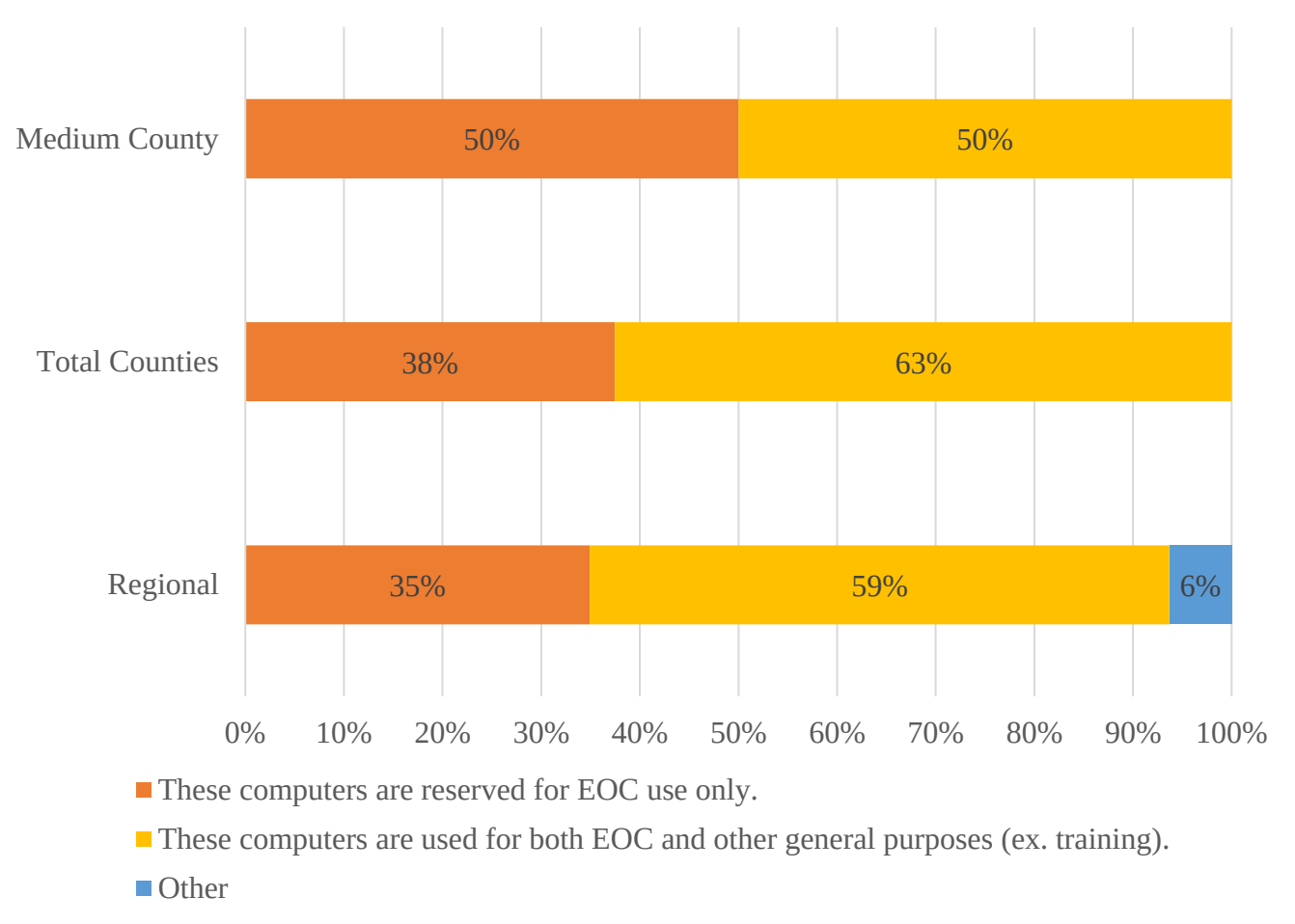

All Counties
Laptop Computer(s) 50% 50%
Desktop Computer(s) 55% 18% 27%
Cell phone(s) 91% 9%
Land line telephone(s) 91% 9%
Satellite phone(s) 50% 10% 40%
Emergency Management Software (WebEOC, etc.) 58% 33% 8%
VTC (Video Teleconference) equipment 58% 17% 25%
Skype 30% 50% 20%
HAM radio(s) 83% 17%
700 MgHZ radio(s) 55% 18% 27%
GETS System (Government Emergency Telecommunications... 36% 18% 46%
WPS System (Wireless Priority Service) 36% 9% 55%
Wifi 100%
Hard wired internet 91% 9%
Network Fiber Internet 73% 9% 18%
GIS Software (ArcGIS, etc.) 27% 36% 36%
Plotter(s) 36% 27% 36%
Remote Feed Cameras 27% 9% 64%
Printer(s) 92% 8%
Fax machine(s) 83% 8% 8%
Projector(s) 83% 8% 8%
TV Display(s) 92% 8%
Smartboard System 50% 50%
Social Media Monitoring System 17% 58% 25%
Video Management System 36% 18% 46%
Computer Aided Dispatch System 36% 46% 18%
Physical Security Information Management System 27% 9% 64%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology


Regional
Laptop Computer(s) 38% 55% 7%
Desktop Computer(s) 61% 20% 19%
Cell phone(s) 8% 84% 9%
Land line telephone(s) 84% 15% 1%
Satellite phone(s) 15% 13% 72%
Emergency Management Software (WebEOC, etc.) 54% 26% 21%
VTC (Video Teleconference) equipment 38% 11% 51%
Skype 30% 39% 32%
HAM radio(s) 59% 22% 19%
700 MgHZ radio(s) 46% 24% 30%
GETS System (Government Emergency Telecommunications... 31% 18% 51%
WPS System (Wireless Priority Service) 23% 14% 63%
Wifi 94% 5% 1%
Hard wired internet 84% 3% 14%
Network Fiber Internet 64% 8% 29%
GIS Software (ArcGIS, etc.) 23% 46% 31%
Plotter(s) 22% 36% 42%
Remote Feed Cameras 33% 17% 49%
Printer(s) 73% 25% 3%
Fax machine(s) 67% 30% 4%
Projector(s) 80% 14% 6%
TV Display(s) 89% 9% 3%
Smartboard System 30% 4% 66%
Social Media Monitoring System 28% 46% 26%
Video Management System 24% 28% 49%
Computer Aided Dispatch System 53% 26% 21%
Physical Security Information Management System 17% 15% 68%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology

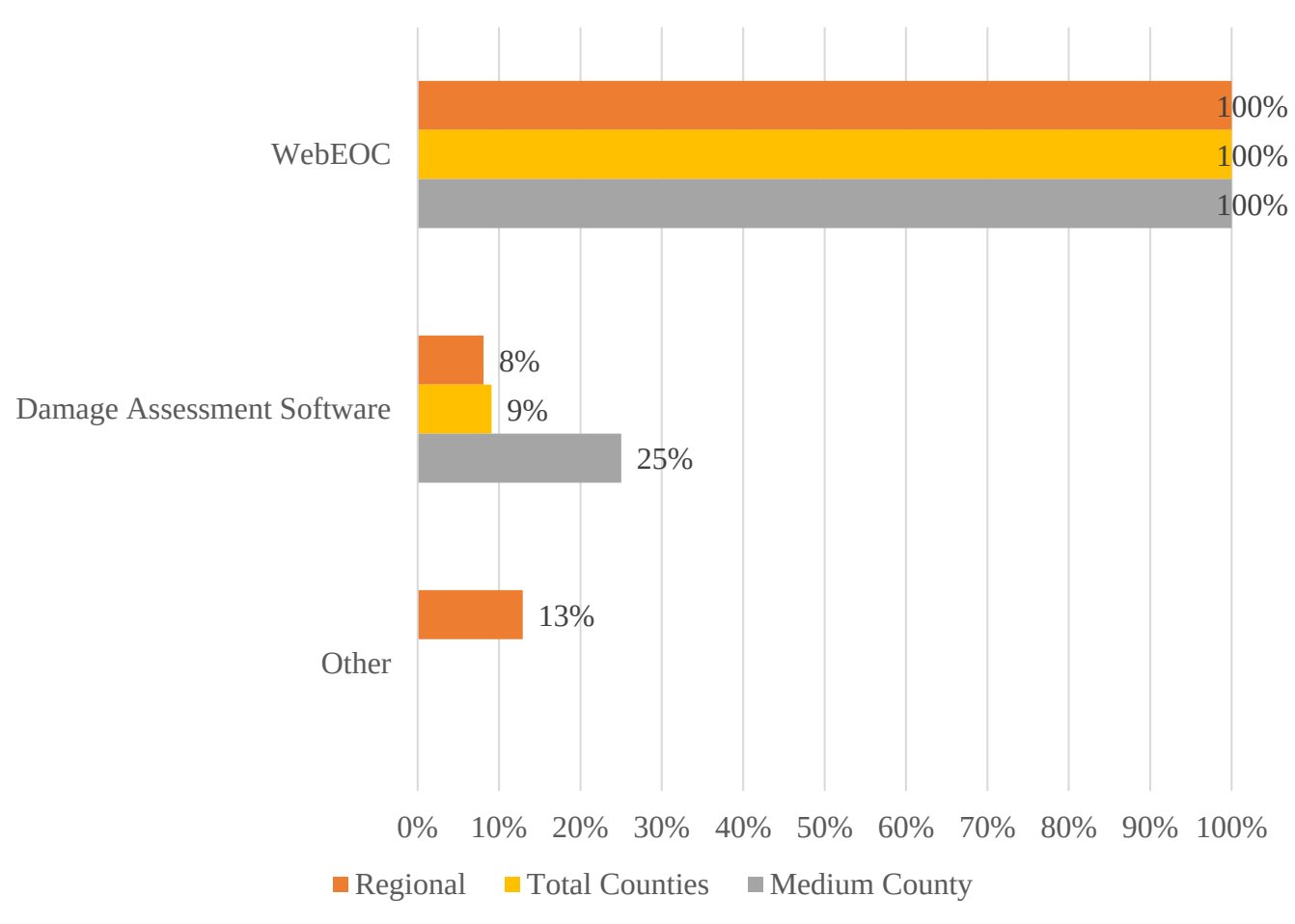
28. Please select the best representation of how laptops are used in your EOC.



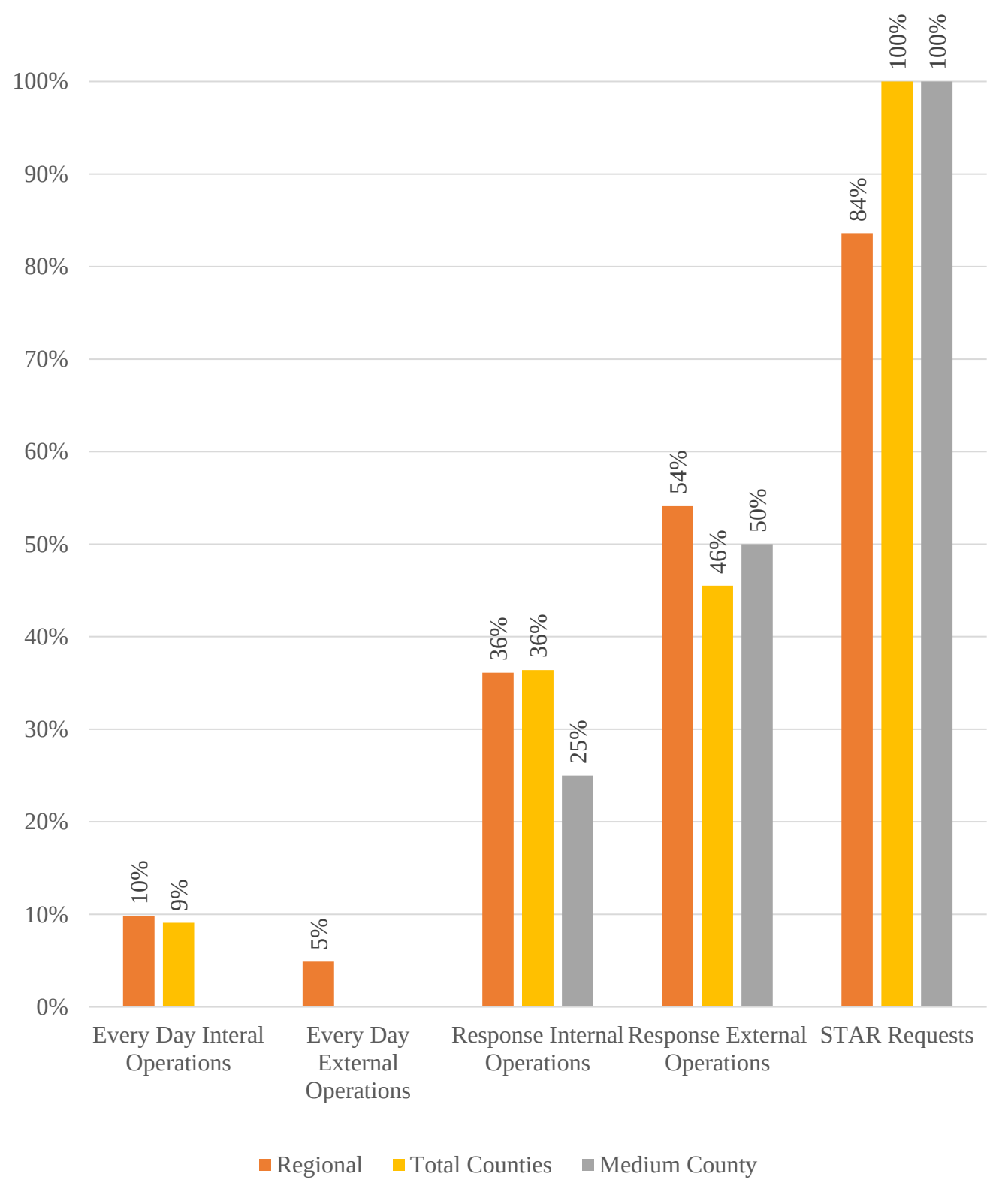
29. Please select the best representation of how desktop computer(s) are used in your EOC.



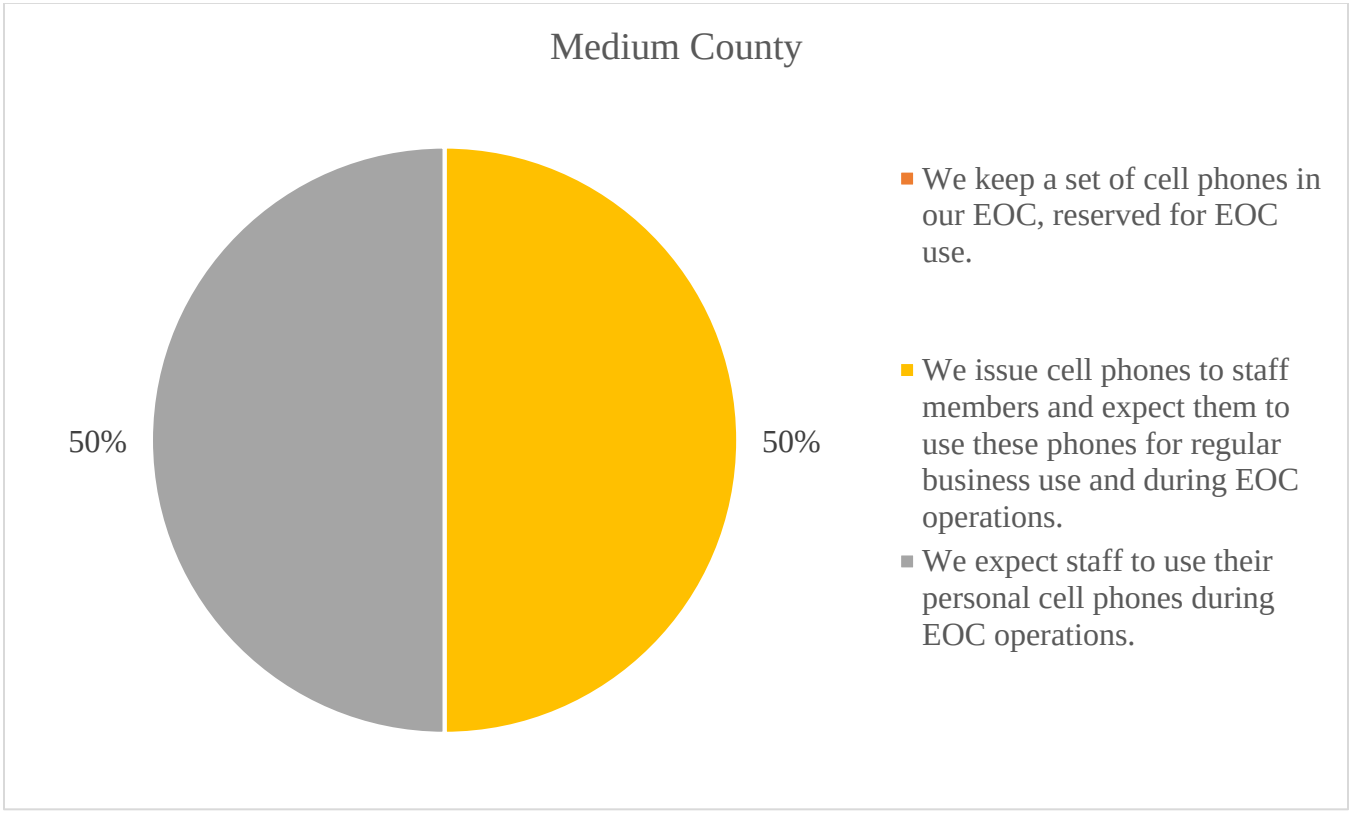
30. What emergency management software do you have? Please select all that apply.

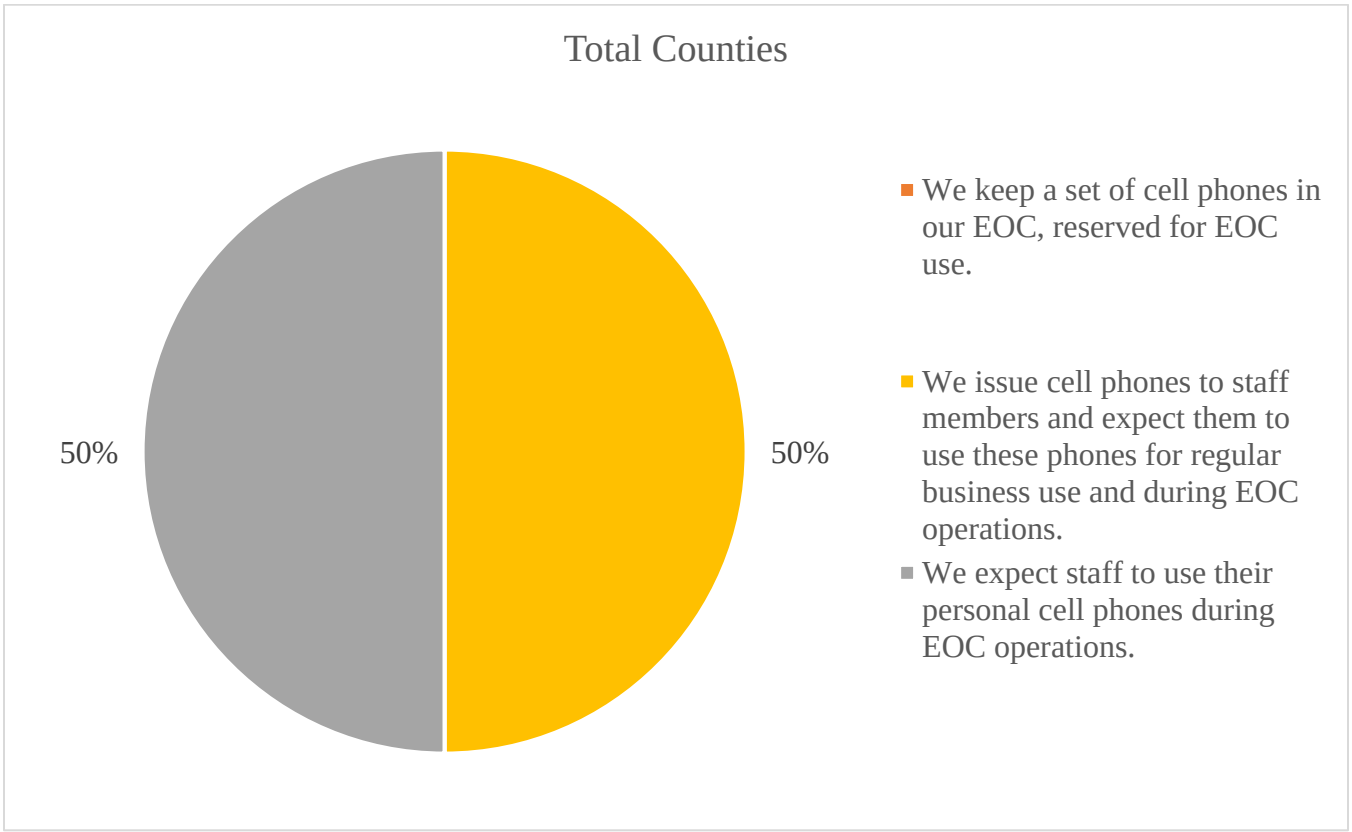


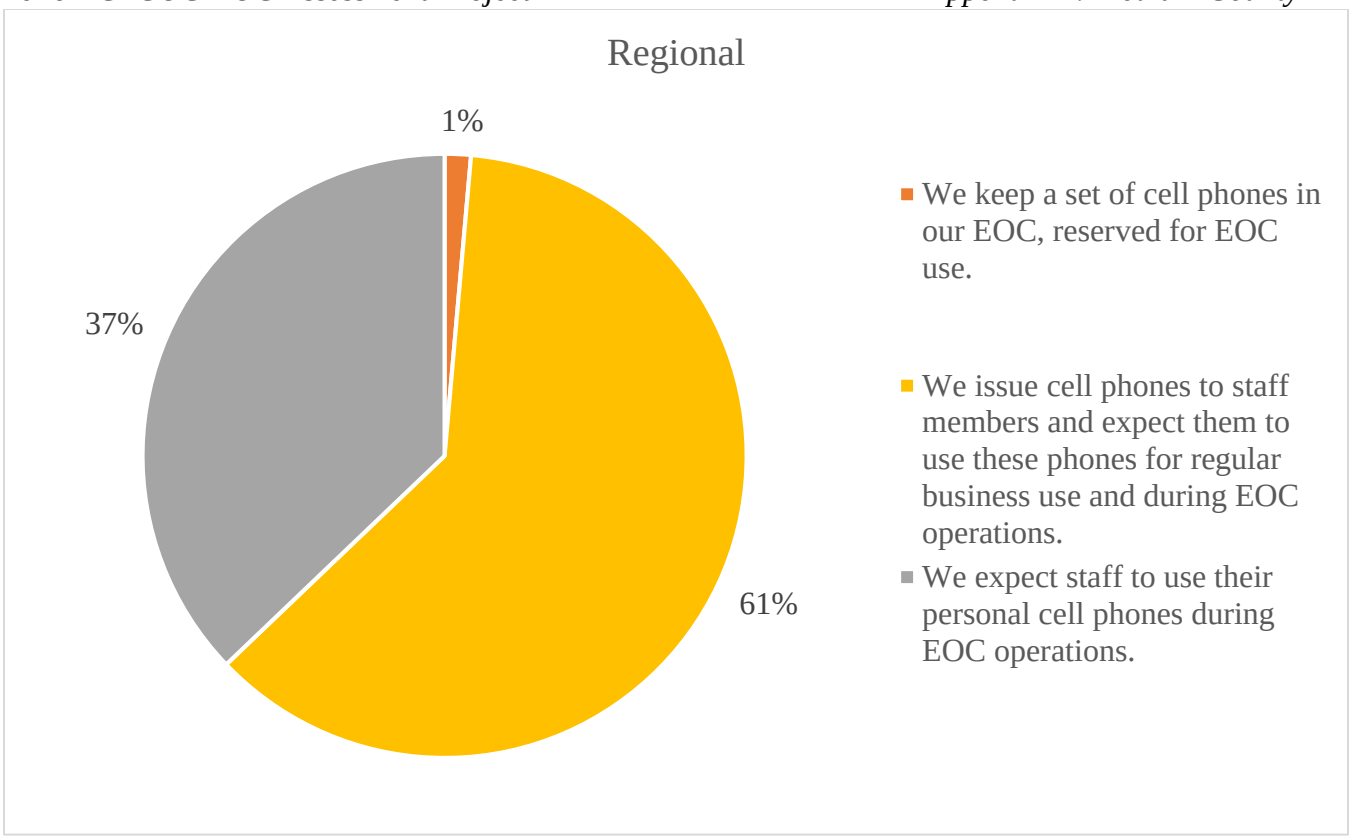
31. How do you use your Emergency Management software? Please select all that apply.



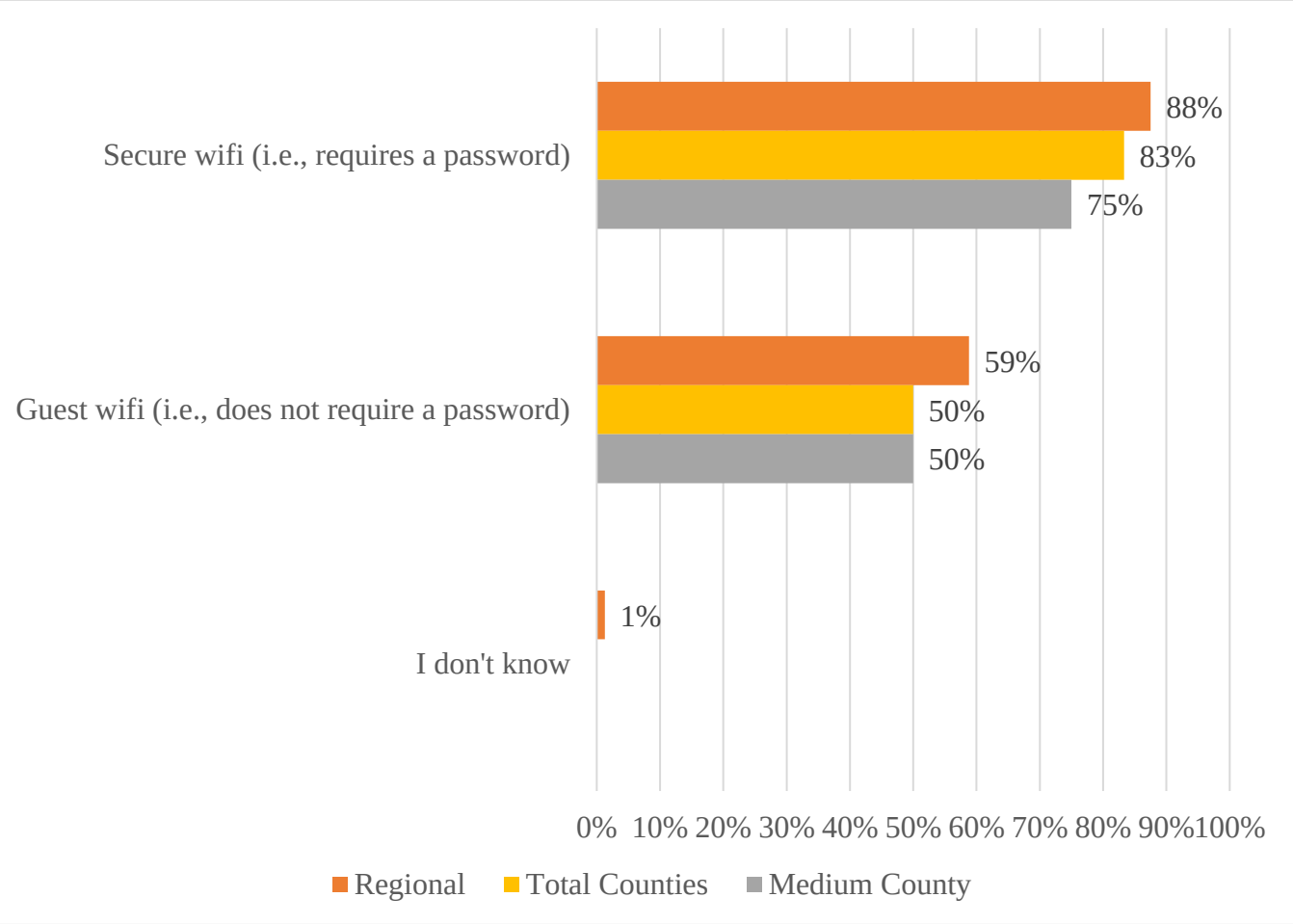
32. Please select the best representation of how cell phones are used in your EOC.





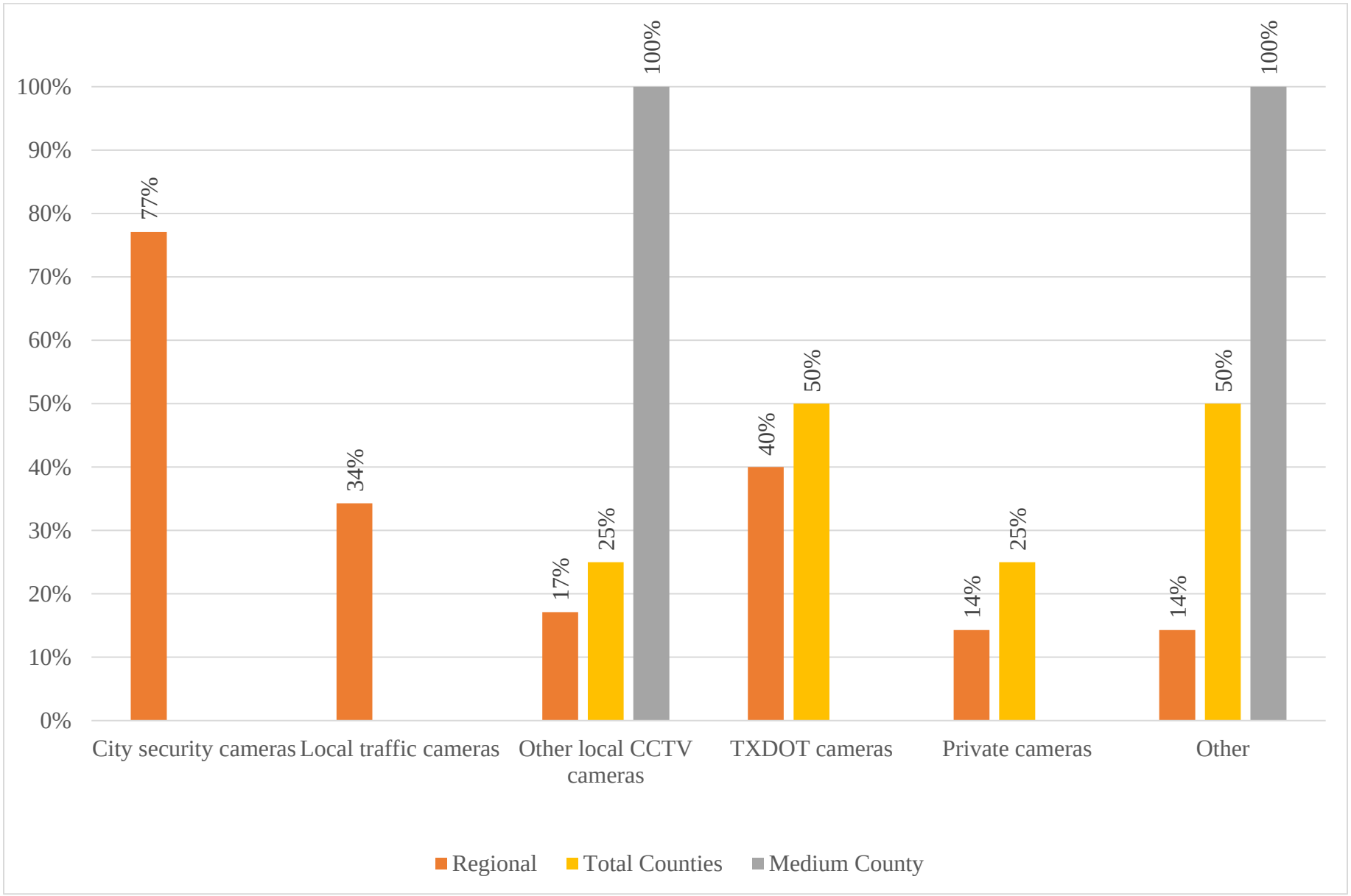

Regional
1%
37%
61%
We keep a set of cell phones in our EOC, reserved for EOC use.
We issue cell phones to staff members and expect them to use these phones for regular business use and during EOC operations.
We expect staff to use their personal cell phones during EOC operations.

33. What types of Wi-Fi access do you have? Please select all that apply.

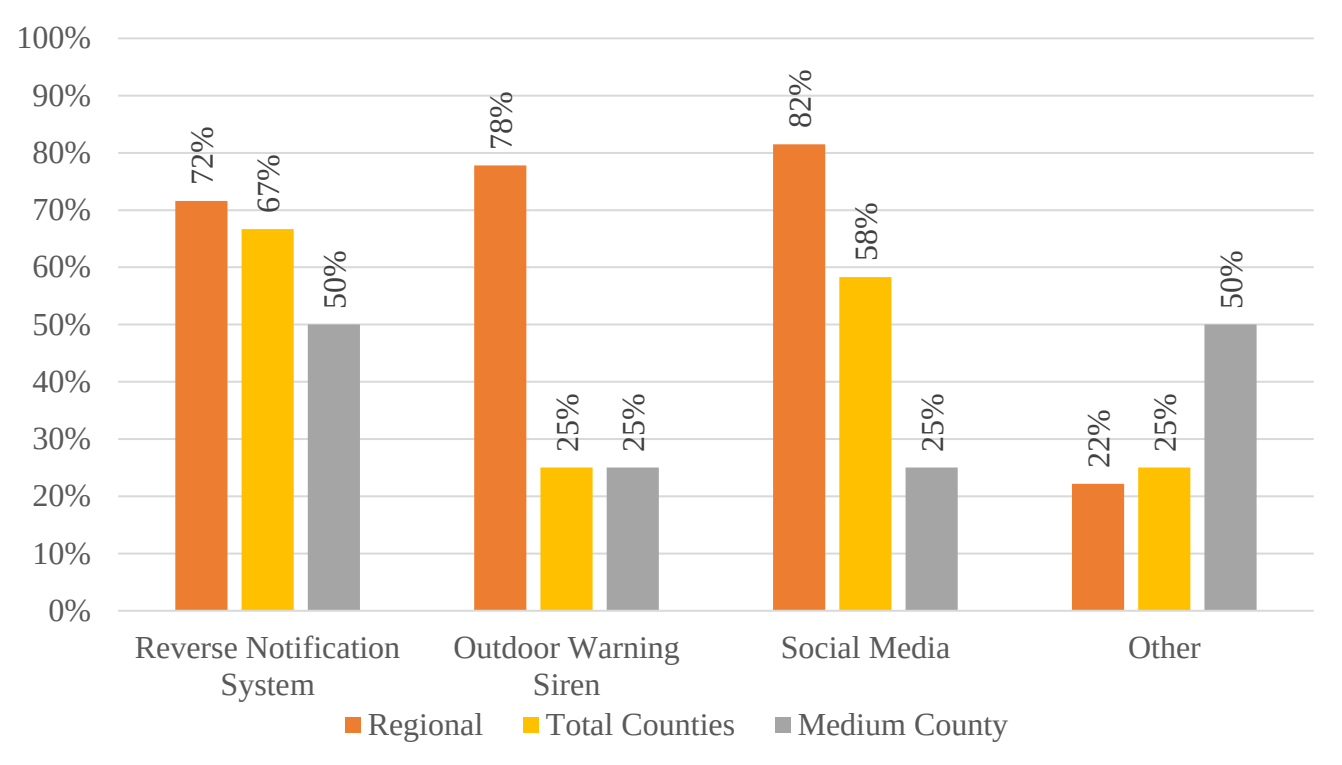


34. What live camera feeds do you have access to?

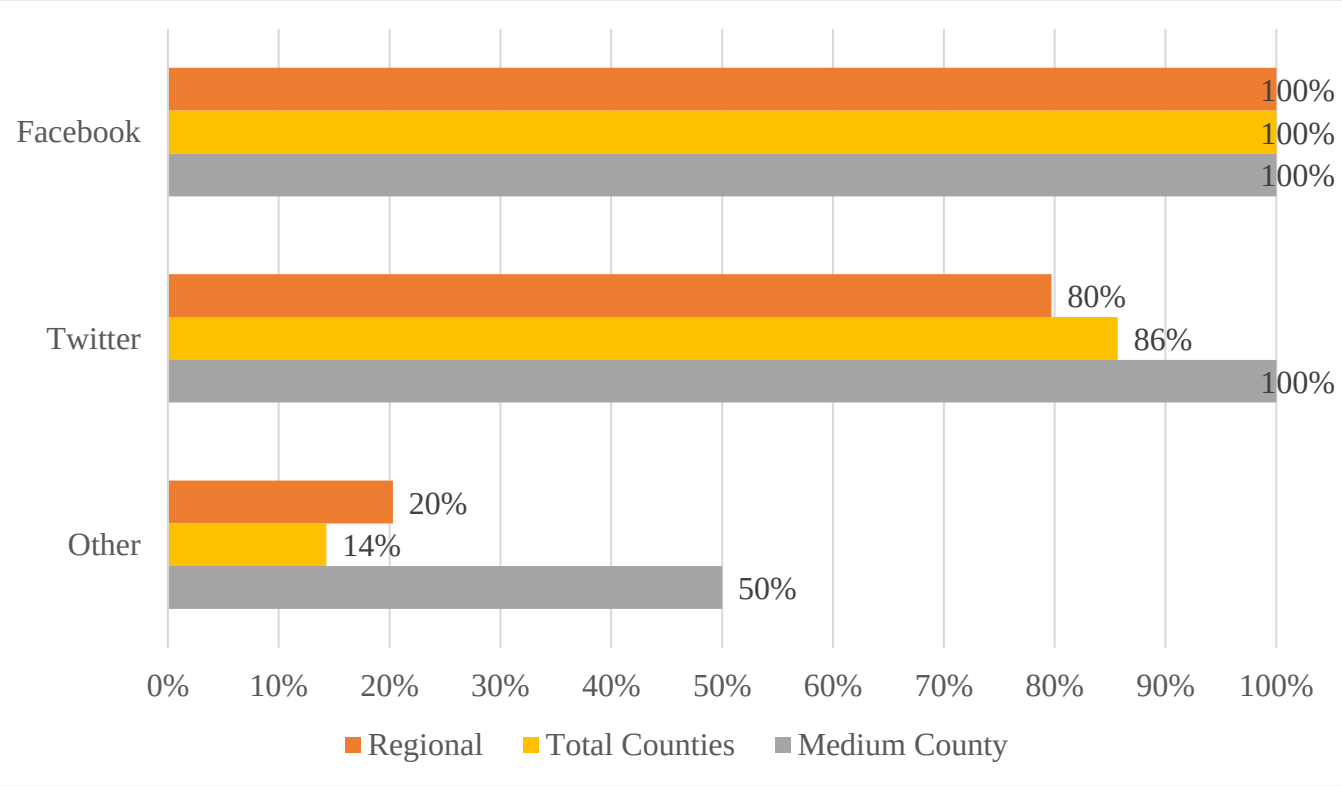
The chart below only accounts for jurisdictions who have access to cameras (ex. 100% of jurisdictions who have access to live camera feeds have access to xyz cameras).



35. Please select all of the following technologies used to alert the public in your EOC.



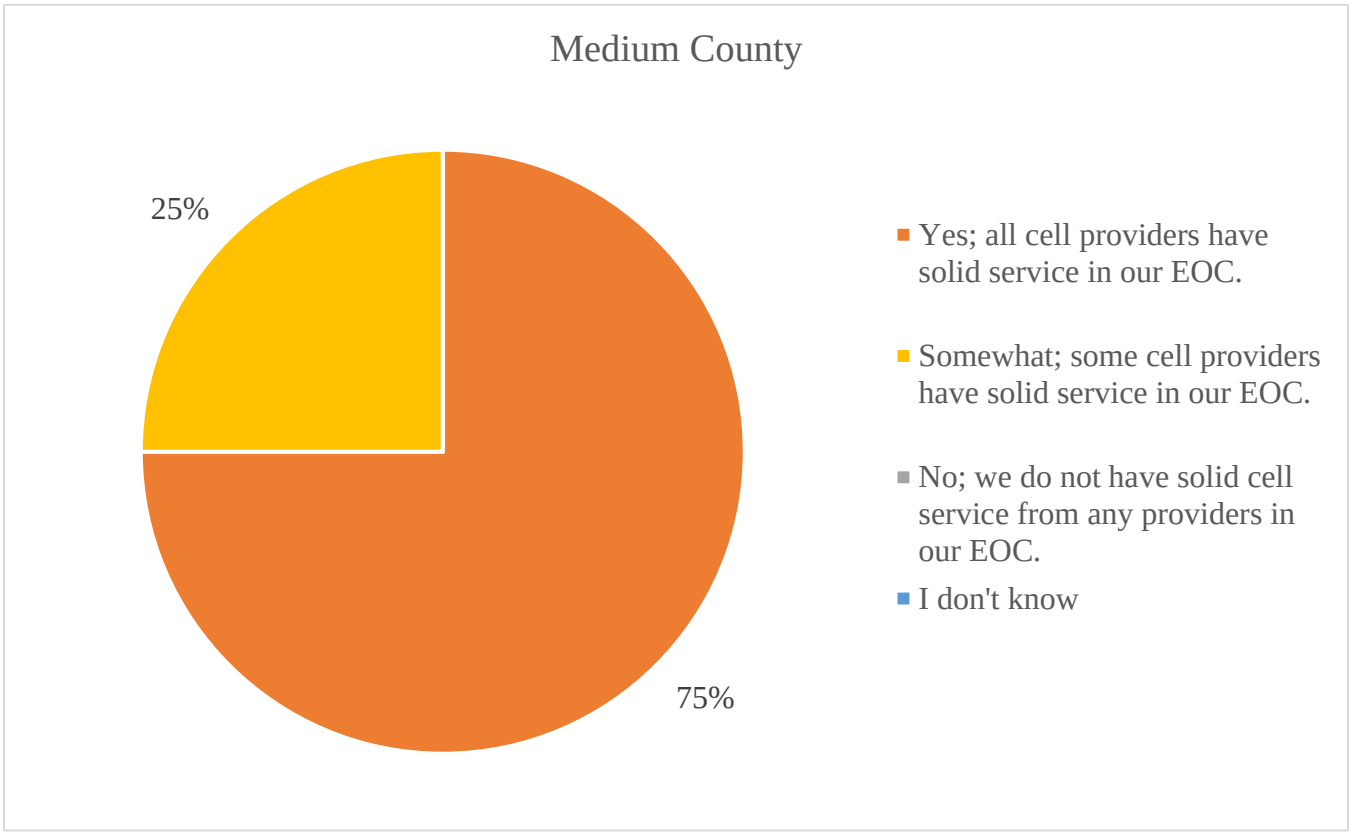
35.1 If you use Social Media, what platforms do you send alerts on?

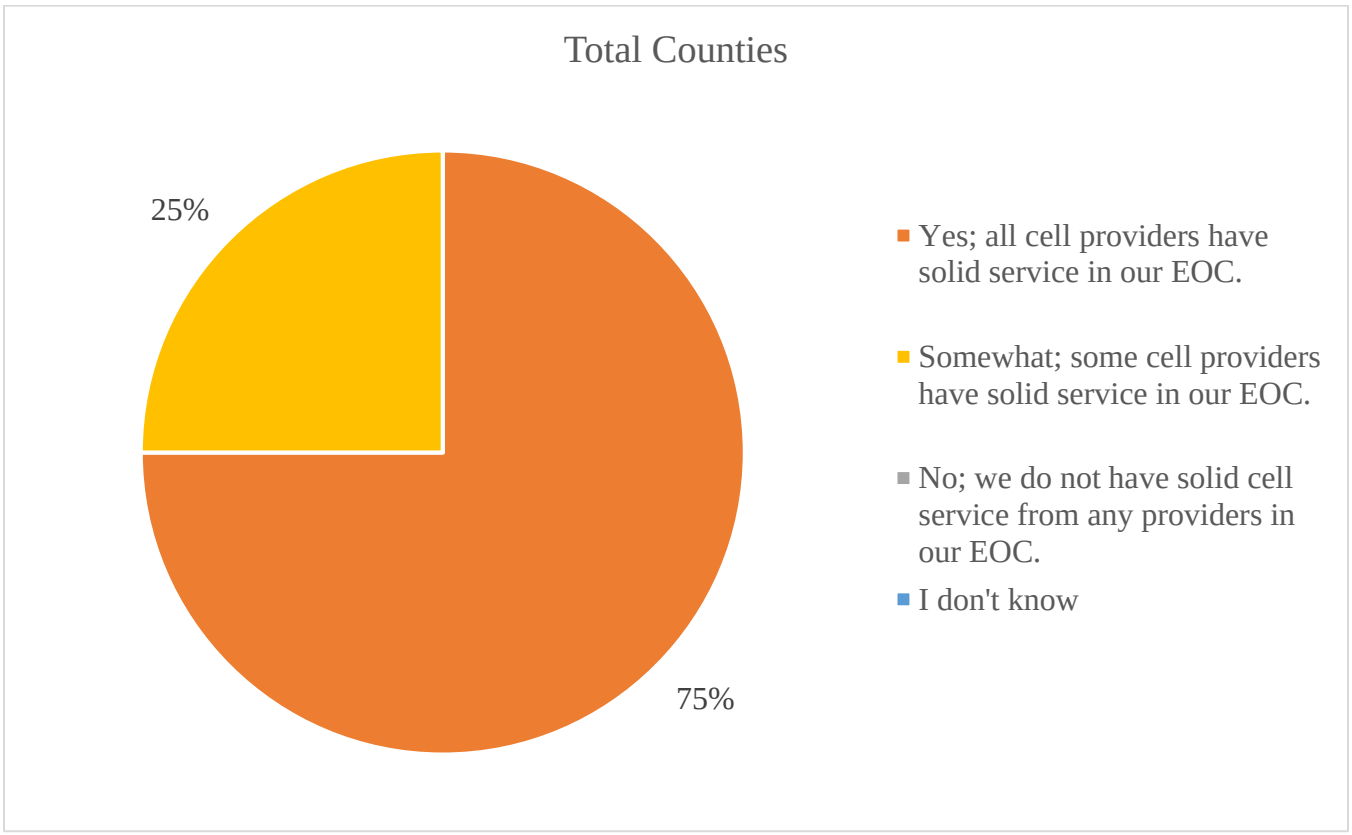


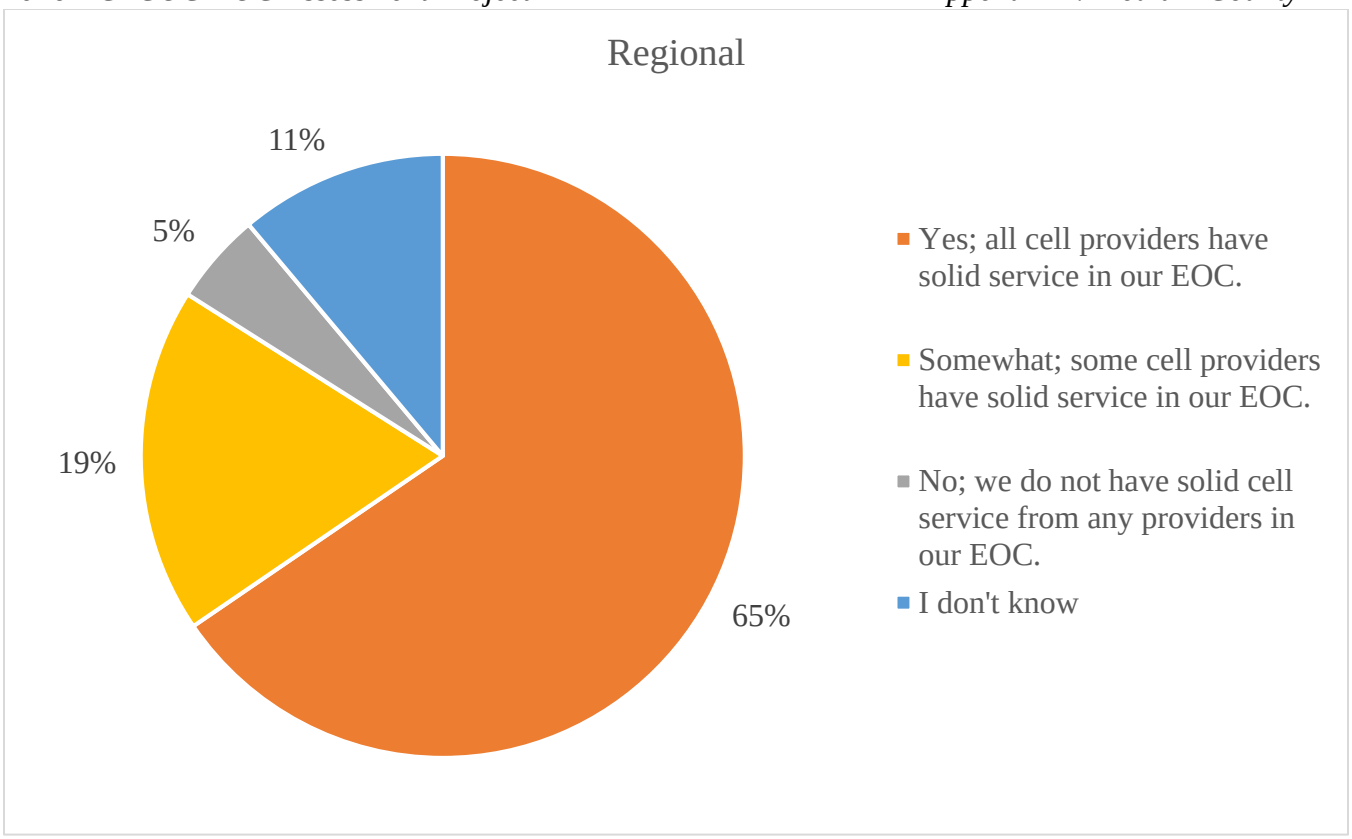
36. Please rank the following communication technologies in order of your EOC's preference of use. *(Rank calculated by the sum of all answer values)*

Order of Preference	Regional	Total Counties	Medium County
1	Cell Phone	Landline Phone	Cell Phone
2	Landline Phone	Cell Phone	Landline Phone
3	Email	Email	Email
4	Conference Calls	700 MgHz Radio	700 MgHz Radio
5	700 MgHz Radio	Conference Calls	HAM Radio
6	HAM Radio	HAM Radio	Conference Calls
7	VOIP (like Skype, etc.)	Webinar	Webinars
8	Webinars	VTC (Video Teleconferencing)	VOIP (like Skype, etc.)
9	VTC (Video Teleconferencing)	Satellite Phone	VTC (Video Teleconferencing)
10	Satellite Phone	VOIP (like Skype, etc.)	Satellite Phone

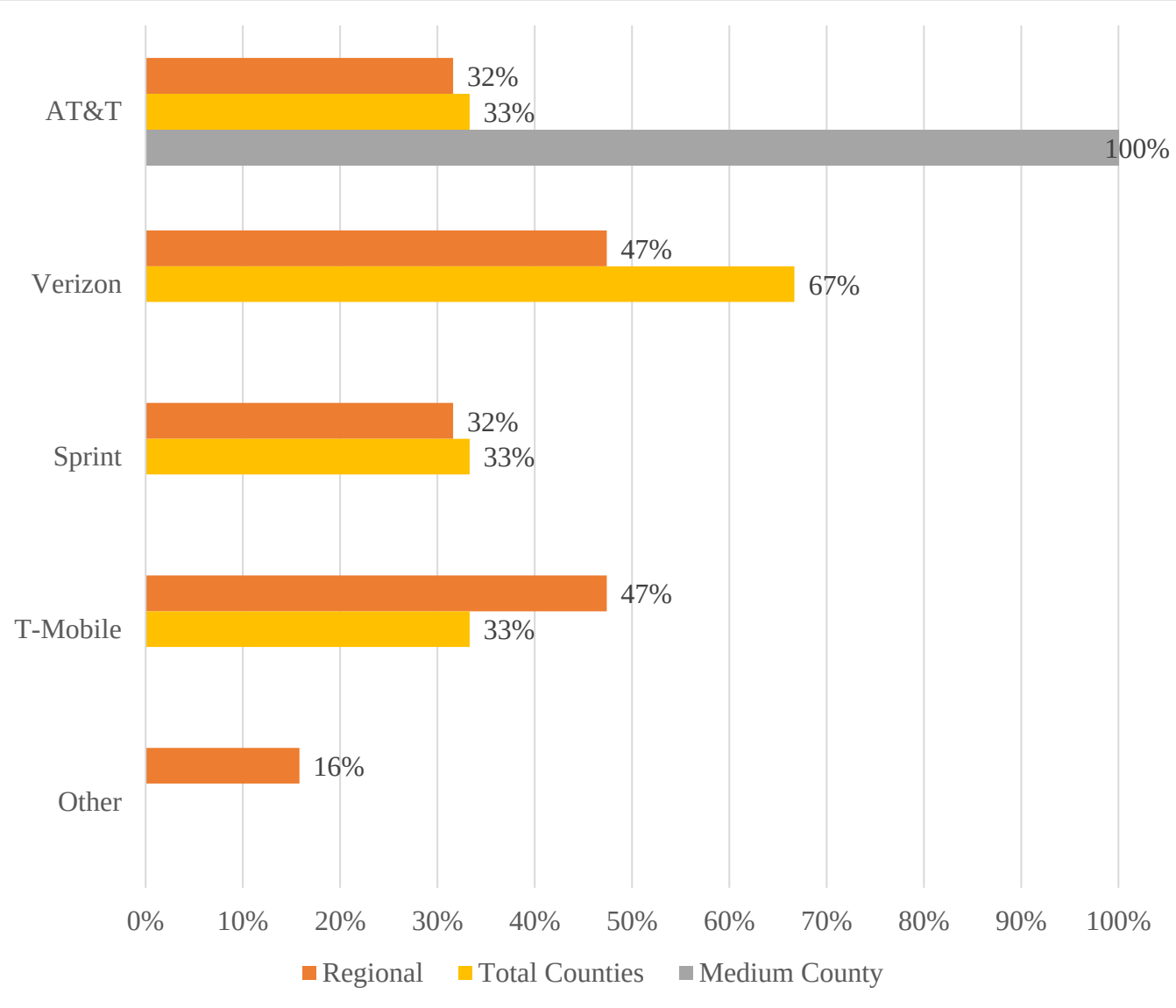
37. Does your EOC have adequate cell service?



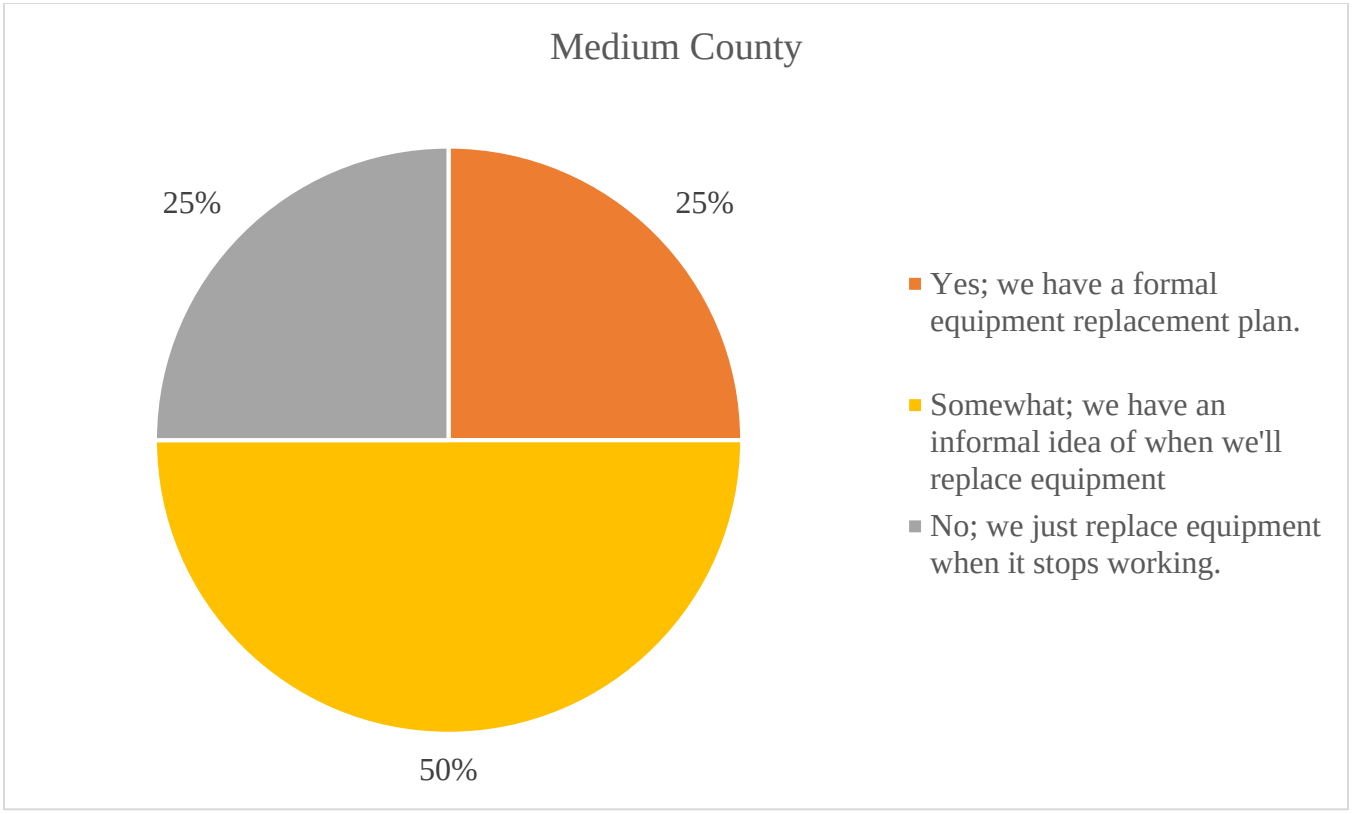


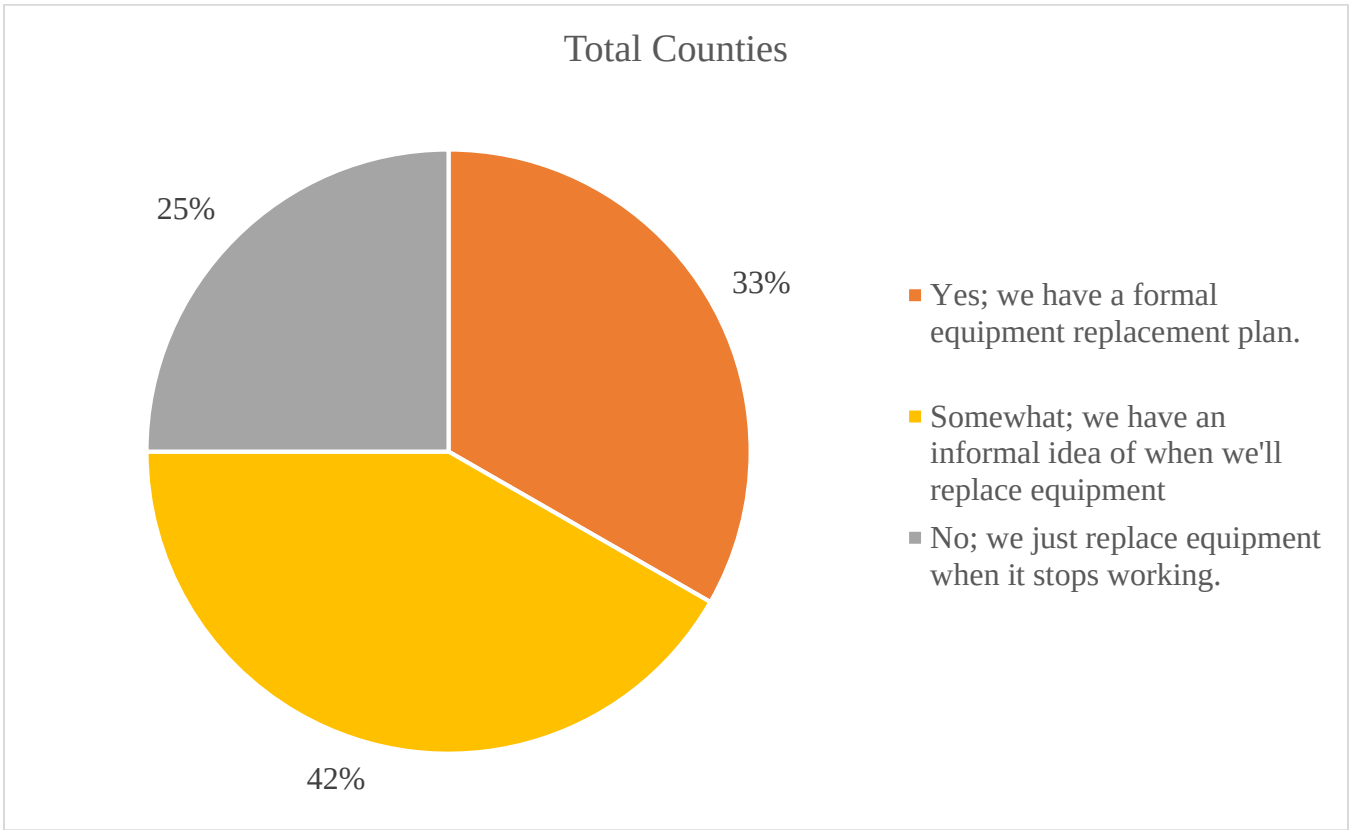

Regional
11%
5%
19%
65%
Yes; all cell providers have solid service in our EOC.
Somewhat; some cell providers have solid service in our EOC.
No; we do not have solid cell service from any providers in our EOC.
I don't know

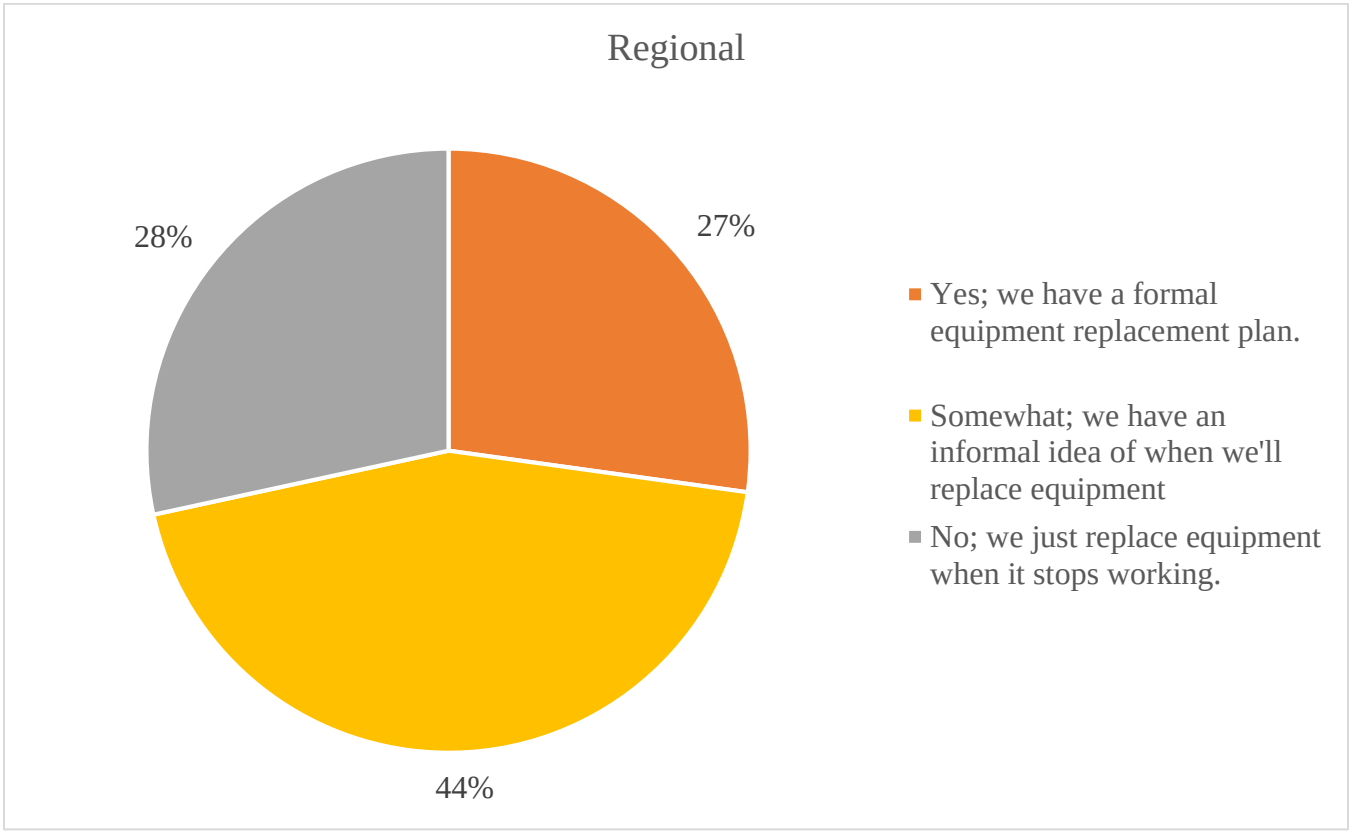
37.1 If your EOC does not have adequate cell service in your EOC, which providers do not have good cell service in your EOC? *(Answers only include those who selected that they either have only somewhat or no solid service)*



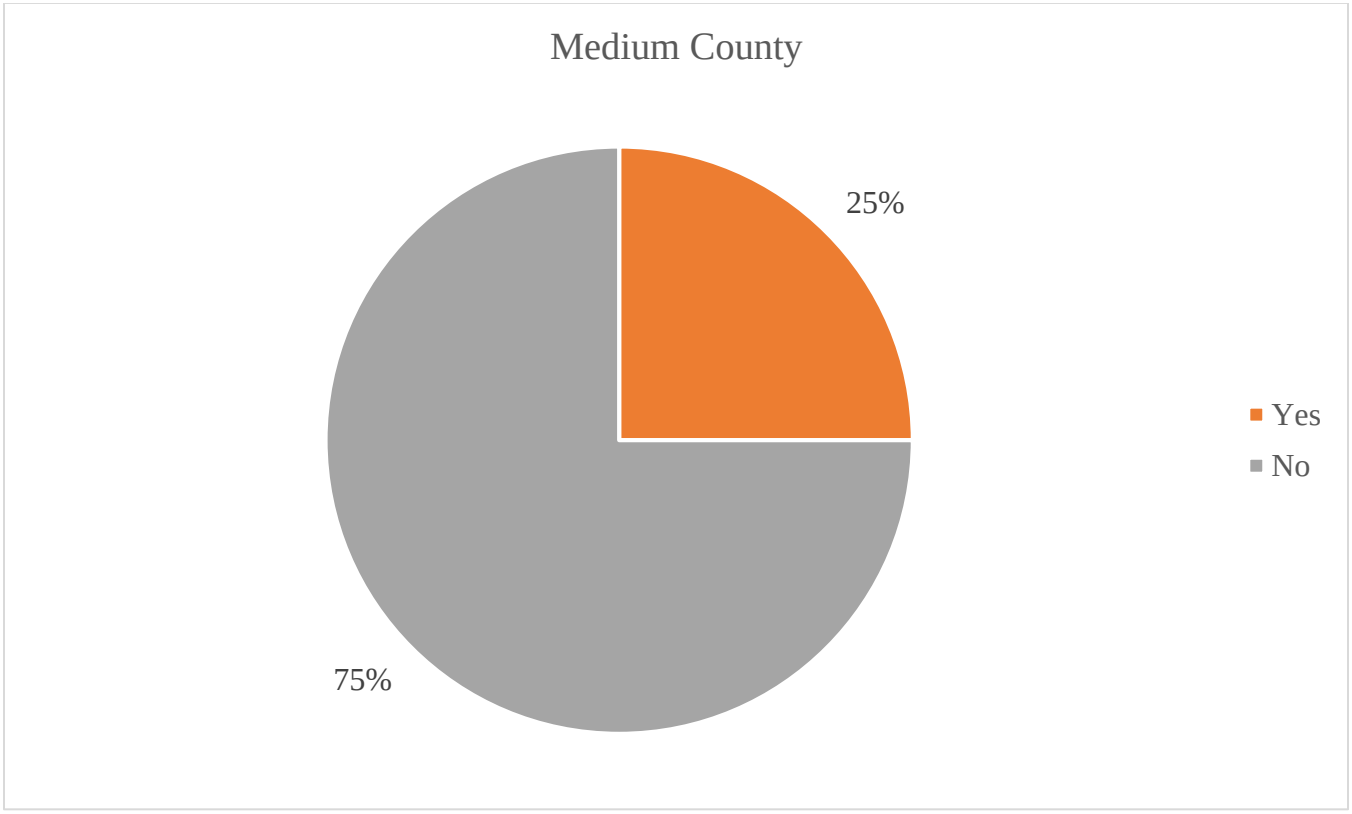
38. Does your EOC have an equipment replacement plan to ensure that all technology is up to date?

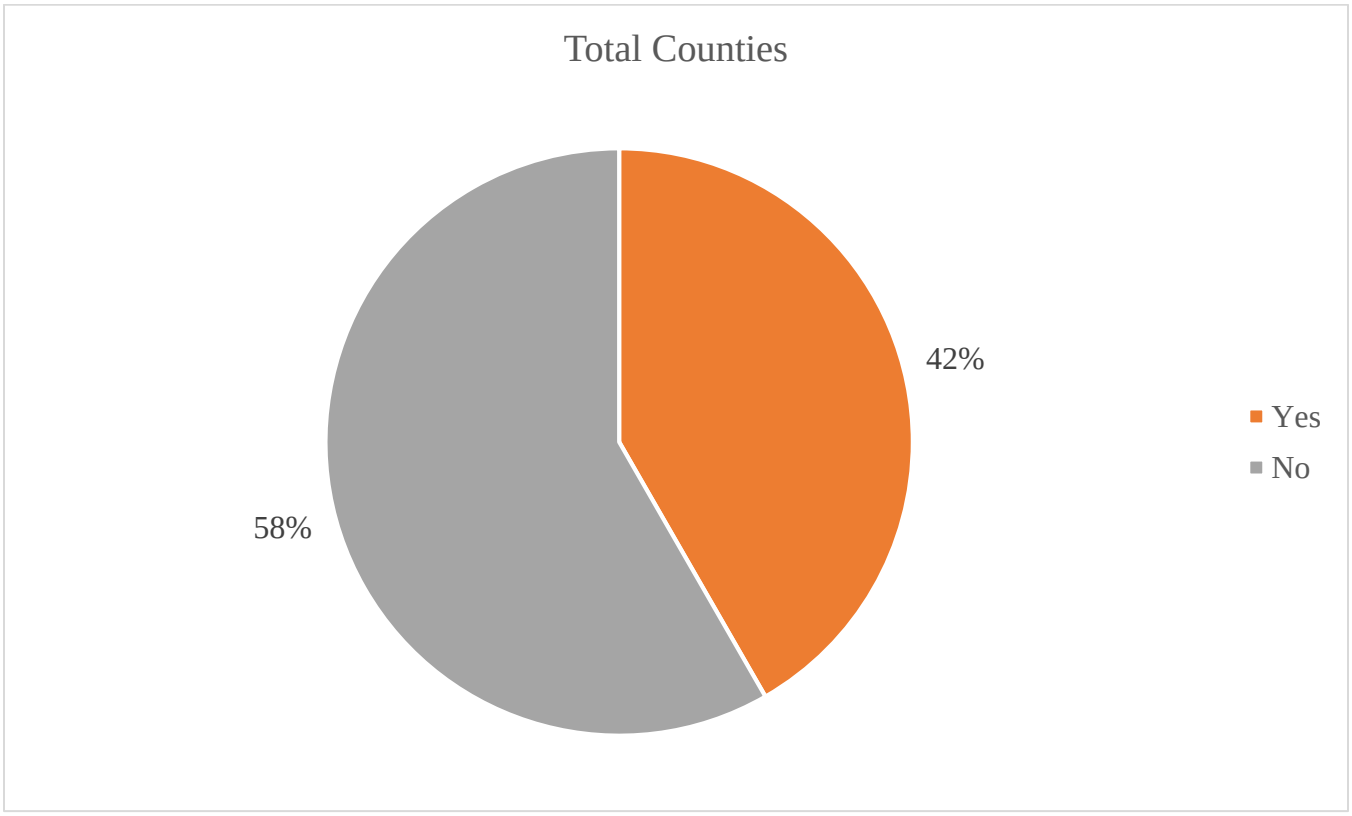


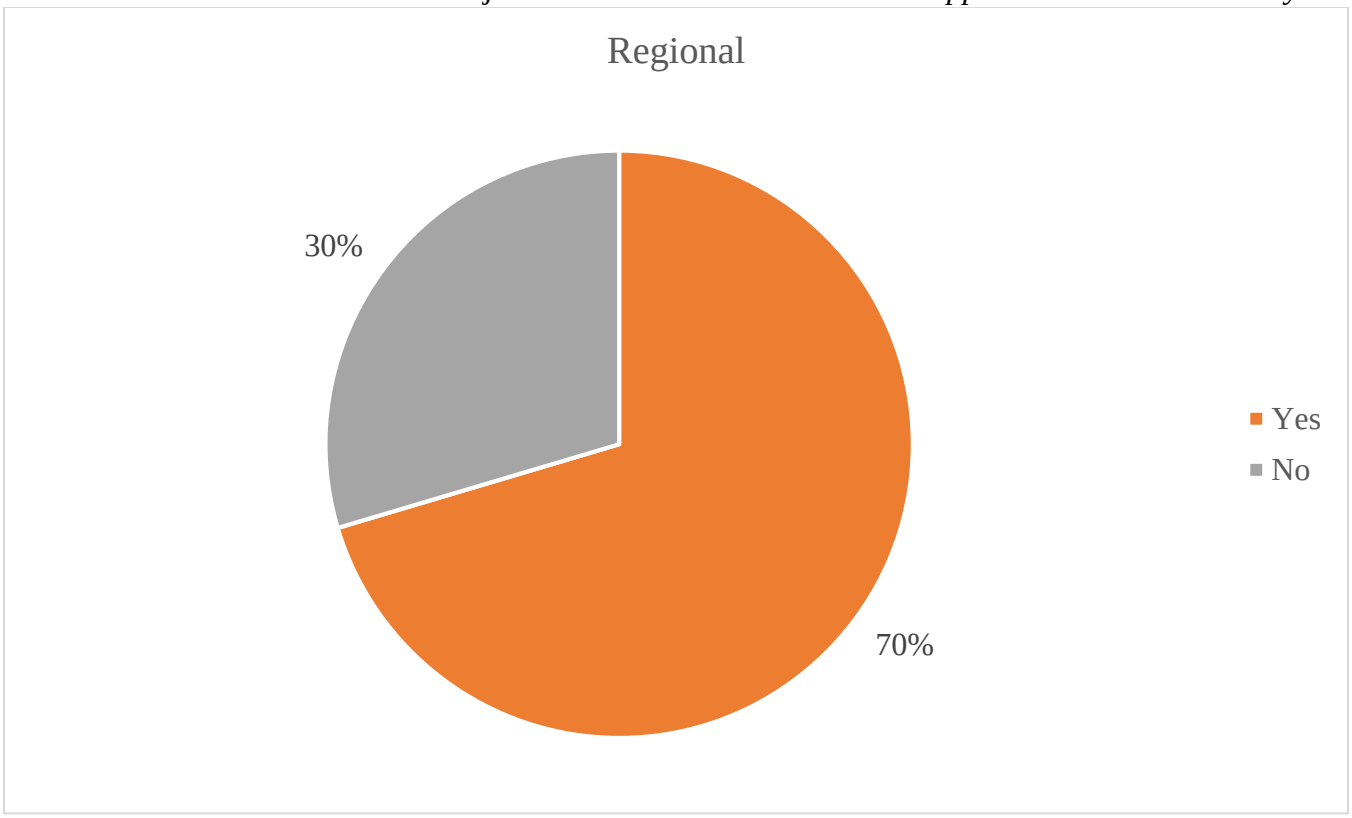



Regional
28%
27%
44%
Yes; we have a formal equipment replacement plan.
Somewhat; we have an informal idea of when we'll replace equipment
No; we just replace equipment when it stops working.

39. Does the EOC have the capability to monitor "real time" CAD activities throughout the jurisdiction?






Regional
30%
70%
Yes
No

40. What single equipment improvement would most benefit your EOC?

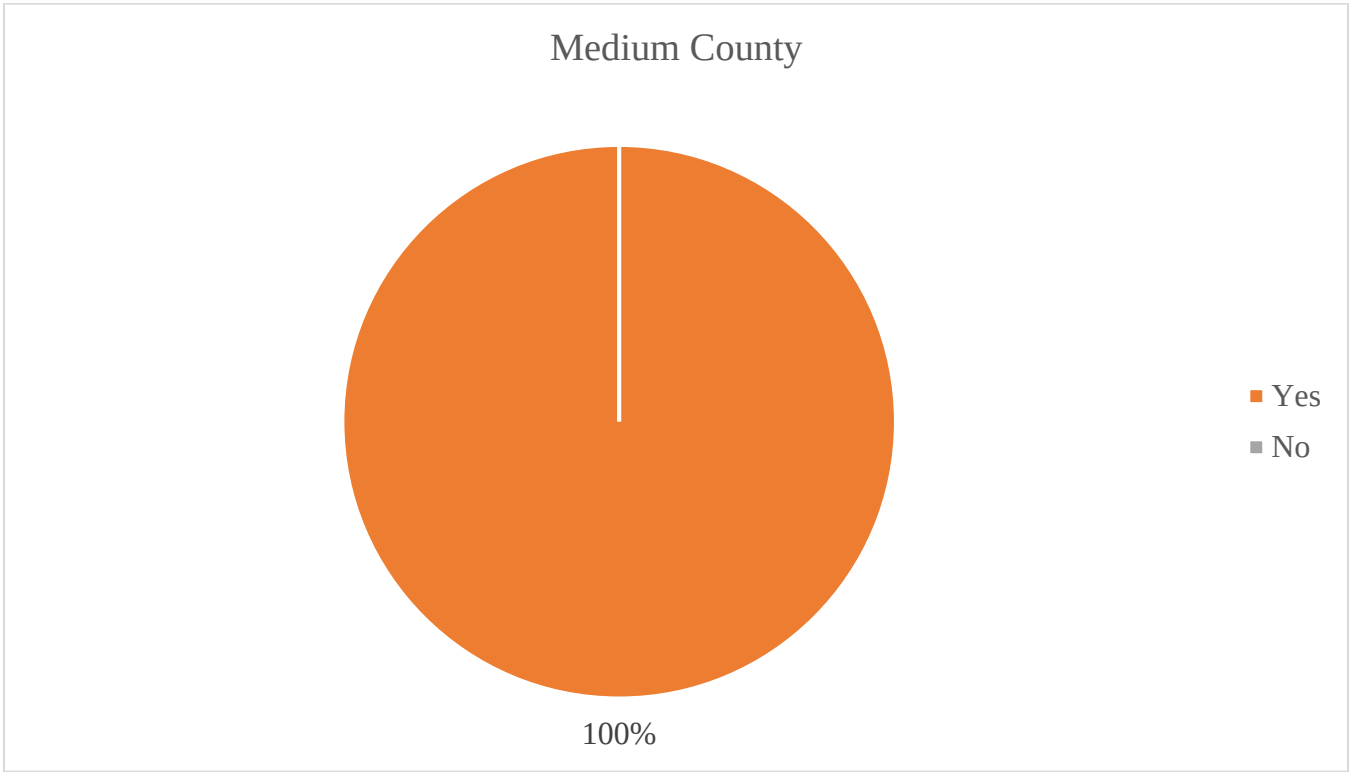
Open Response

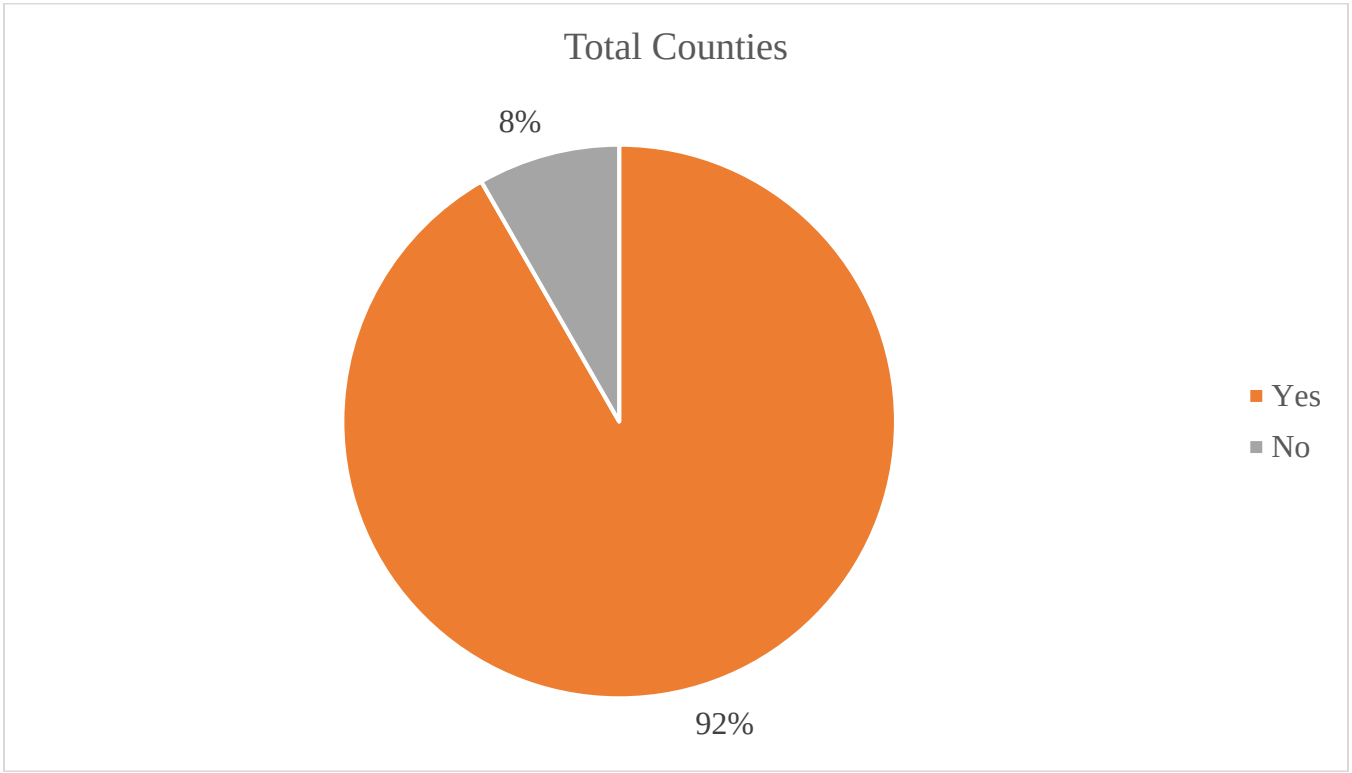
41. Is there anything else you would like to share about your EOC?

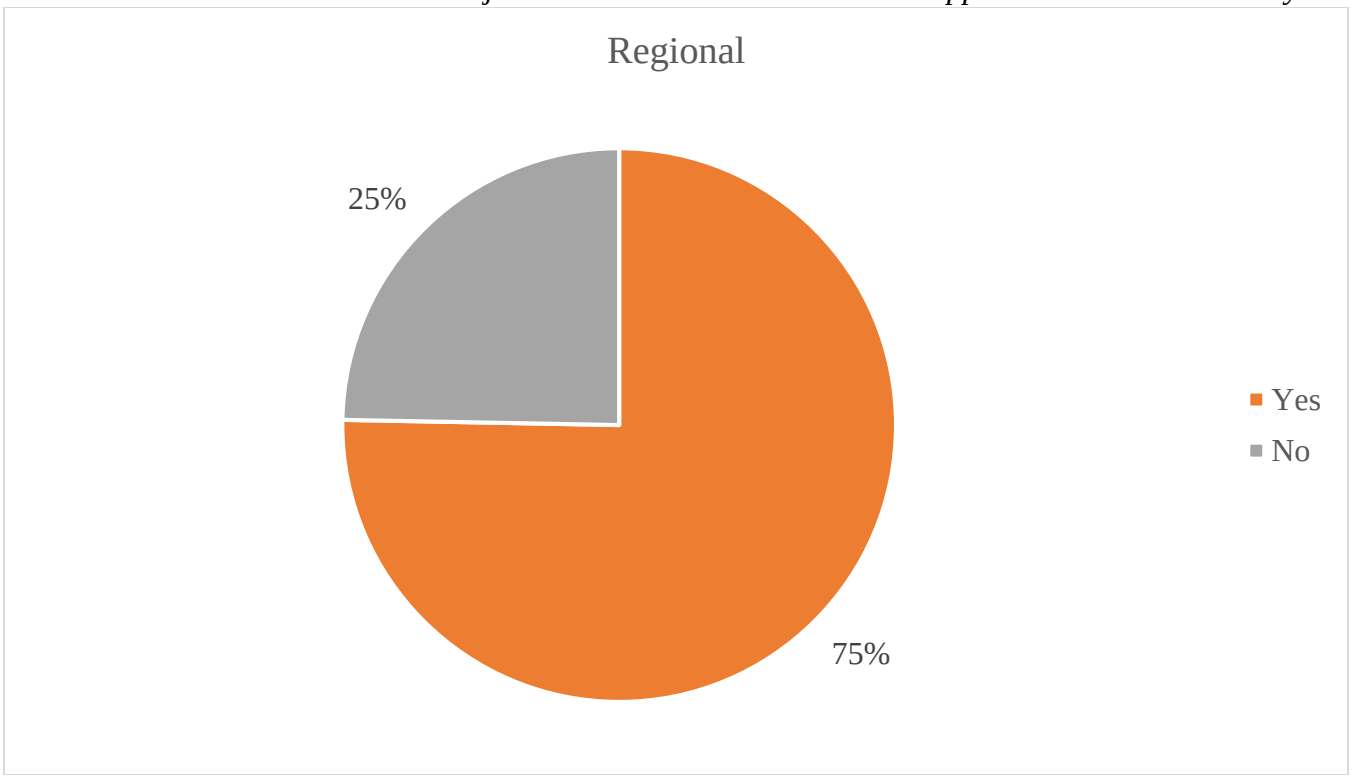
Open Response

Alternate EOC

42. Do you have an alternate EOC?

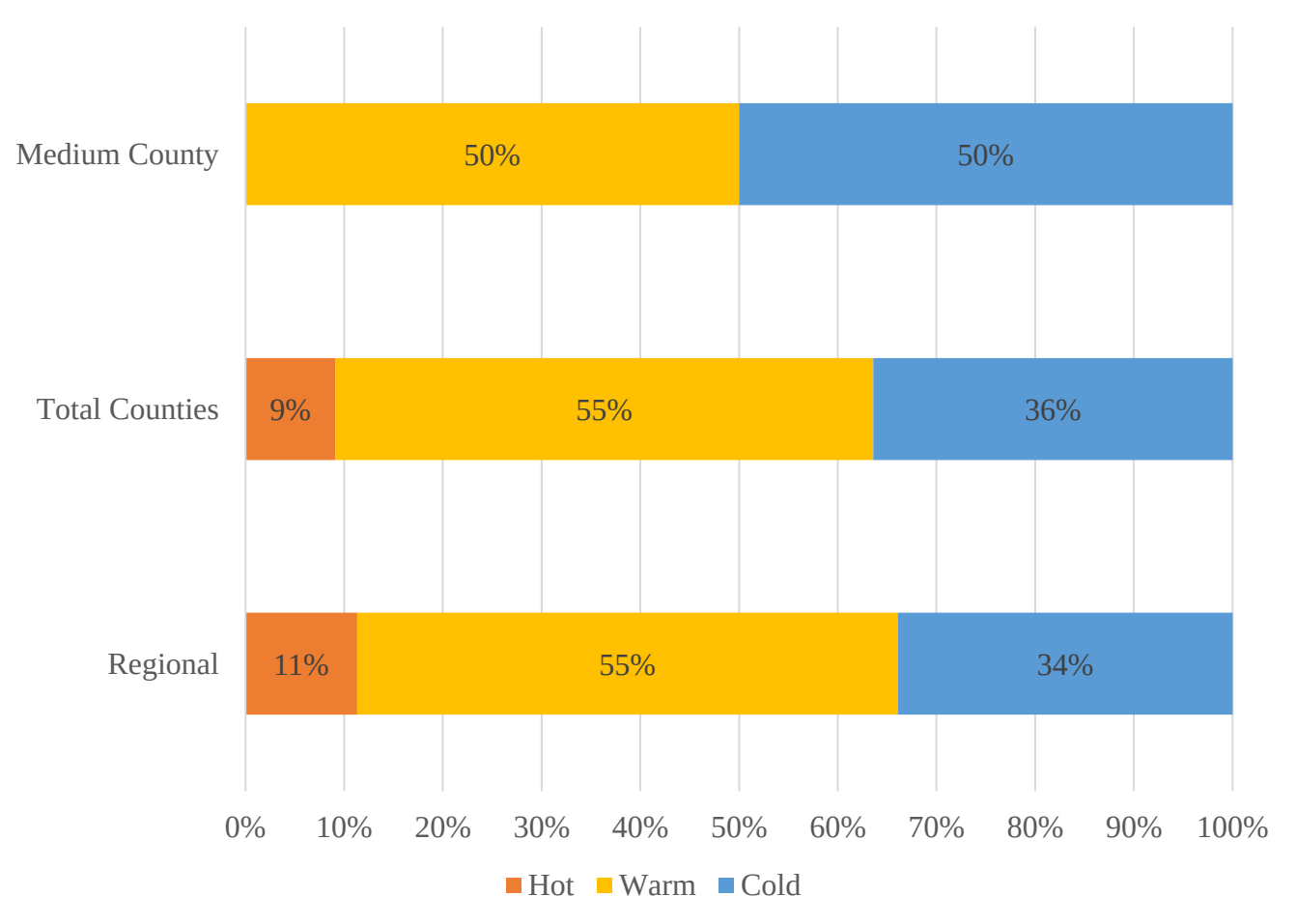




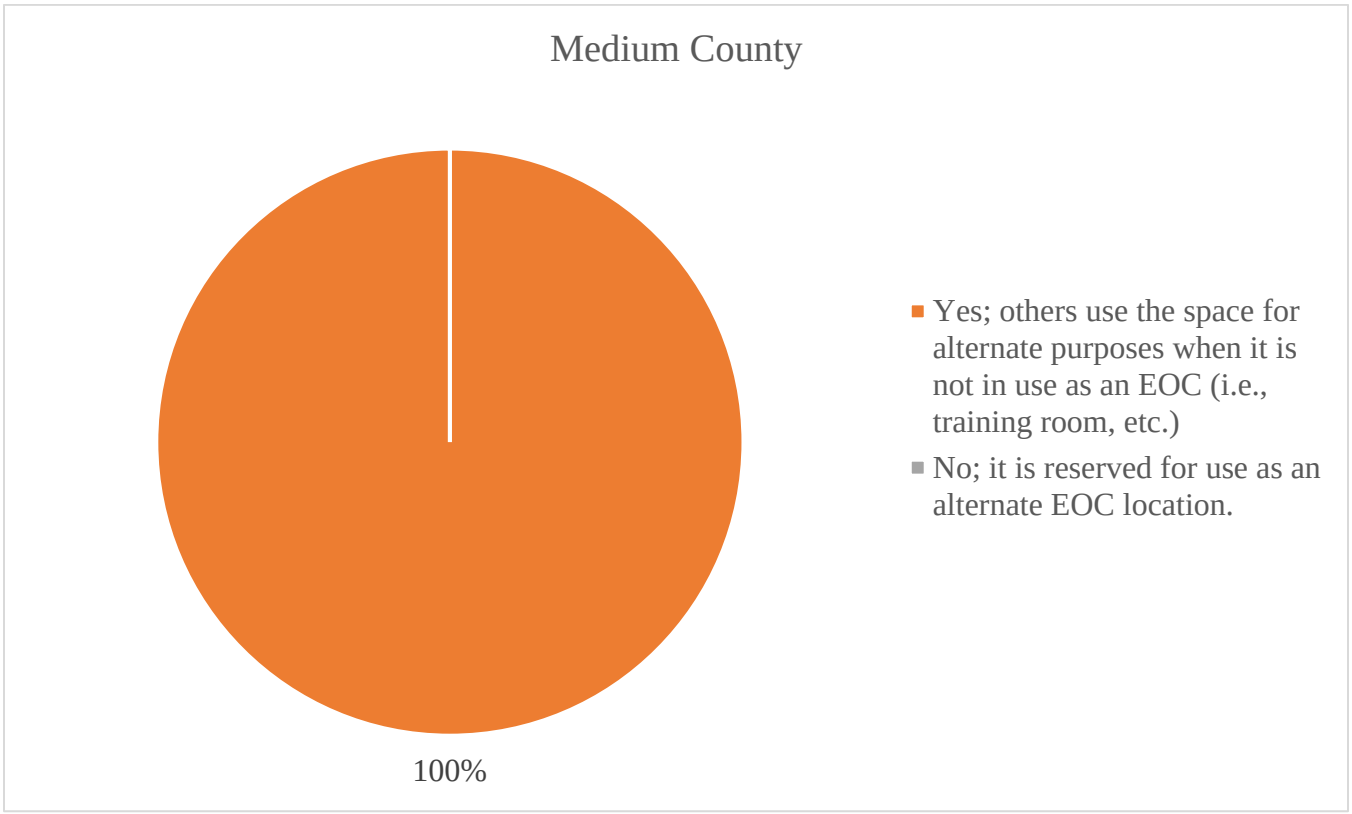

Regional
25%
75%
Yes
No

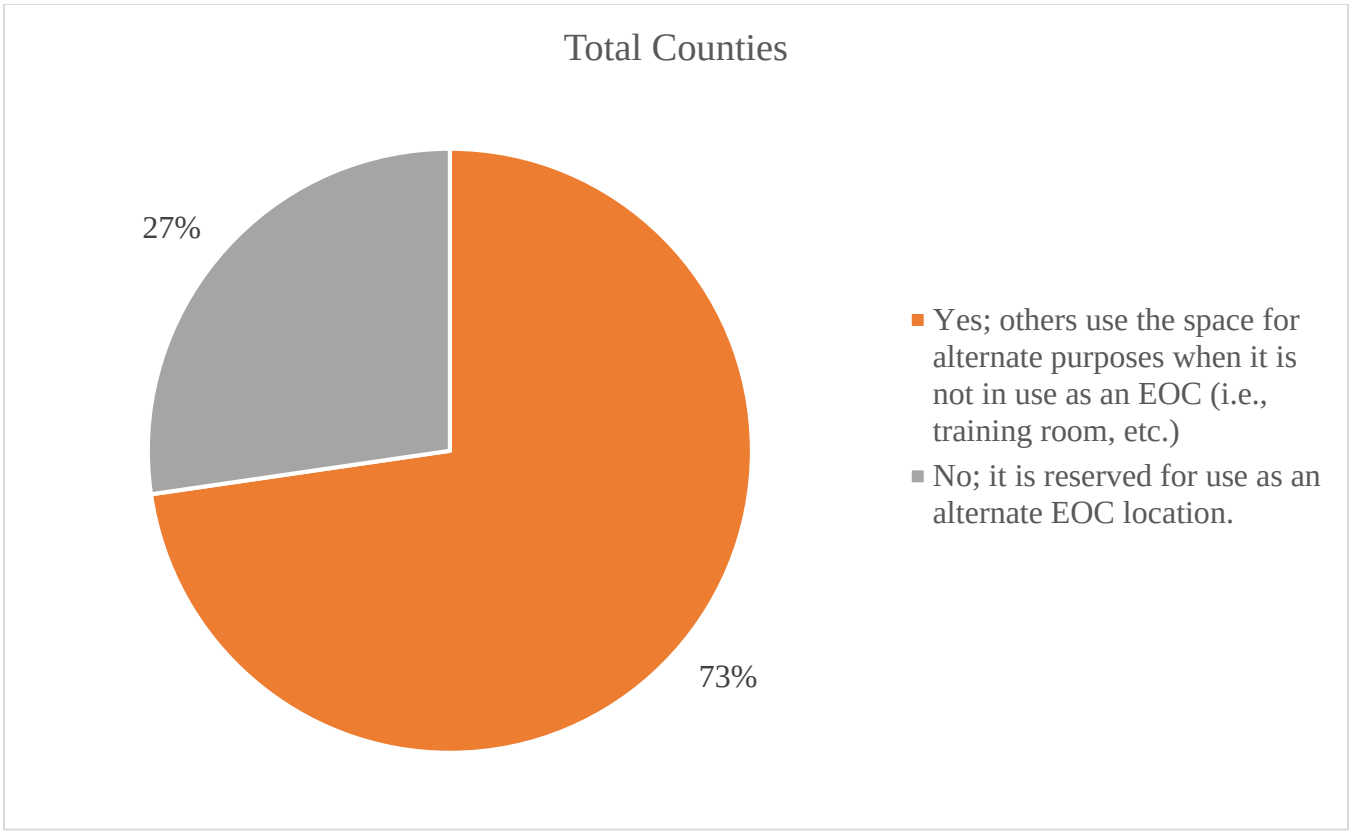
42.1 Is your alternate EOC:

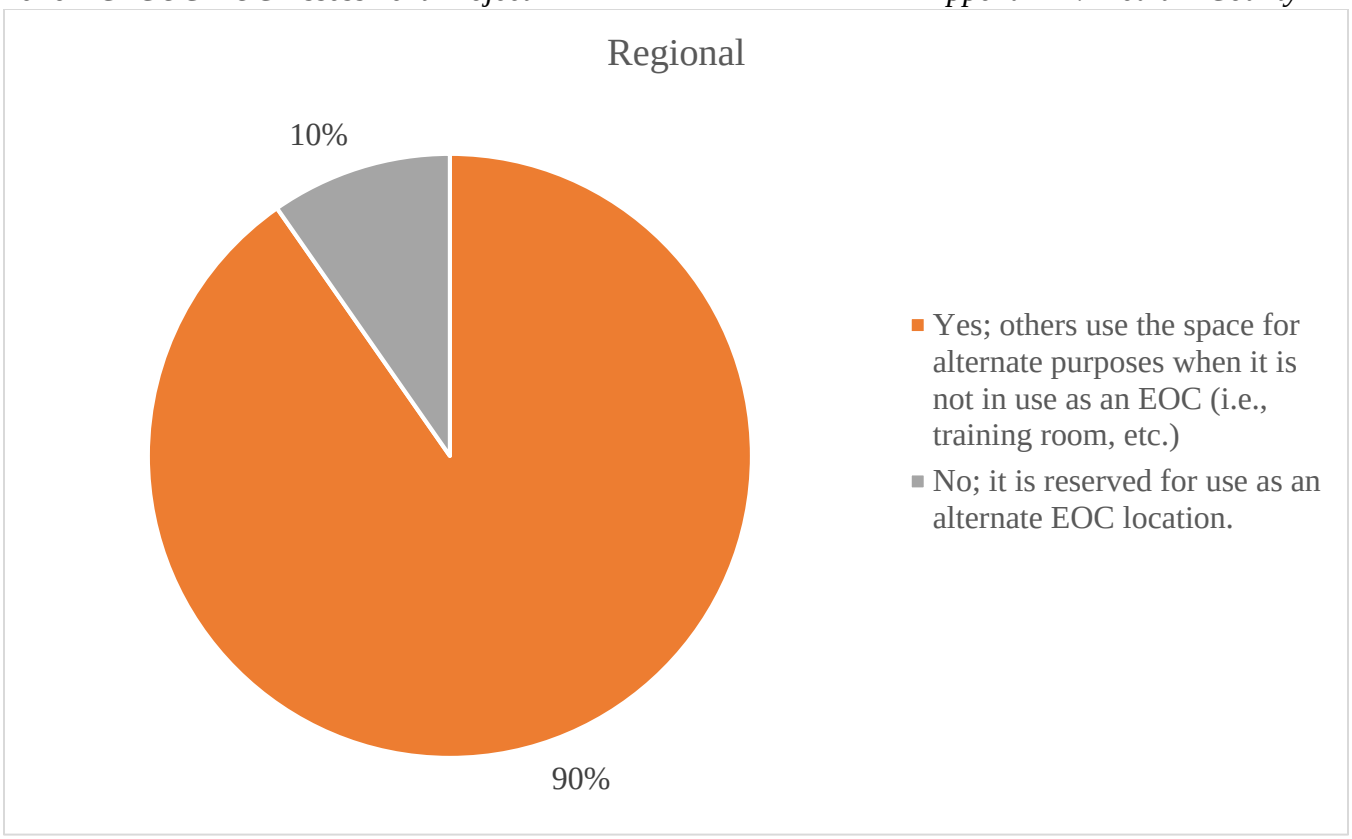
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*



42.2 Is your alternate EOC dual purpose?



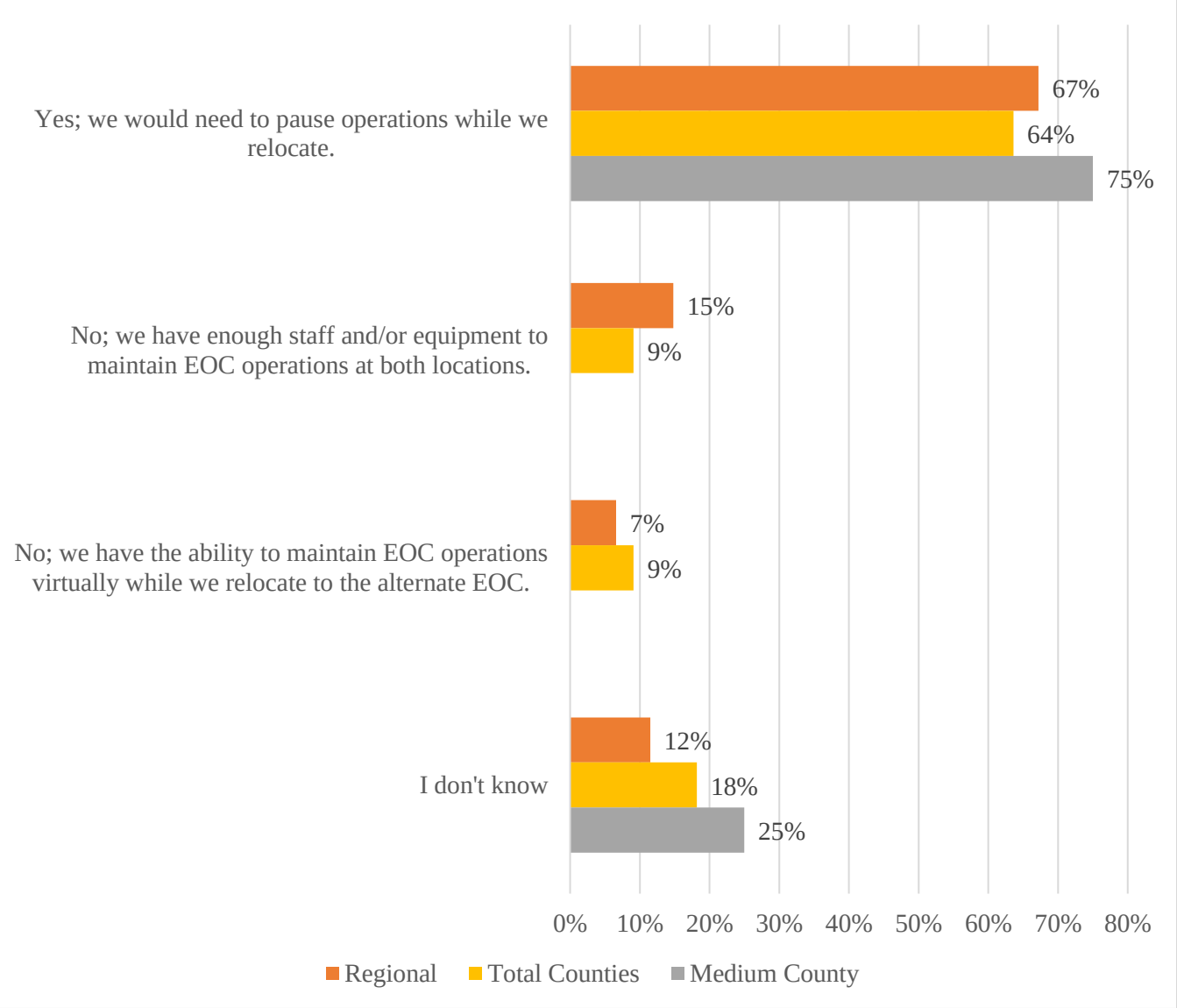



Regional
10%
90%
Yes; others use the space for alternate purposes when it is not in use as an EOC (i.e., training room, etc.)
No; it is reserved for use as an alternate EOC location.

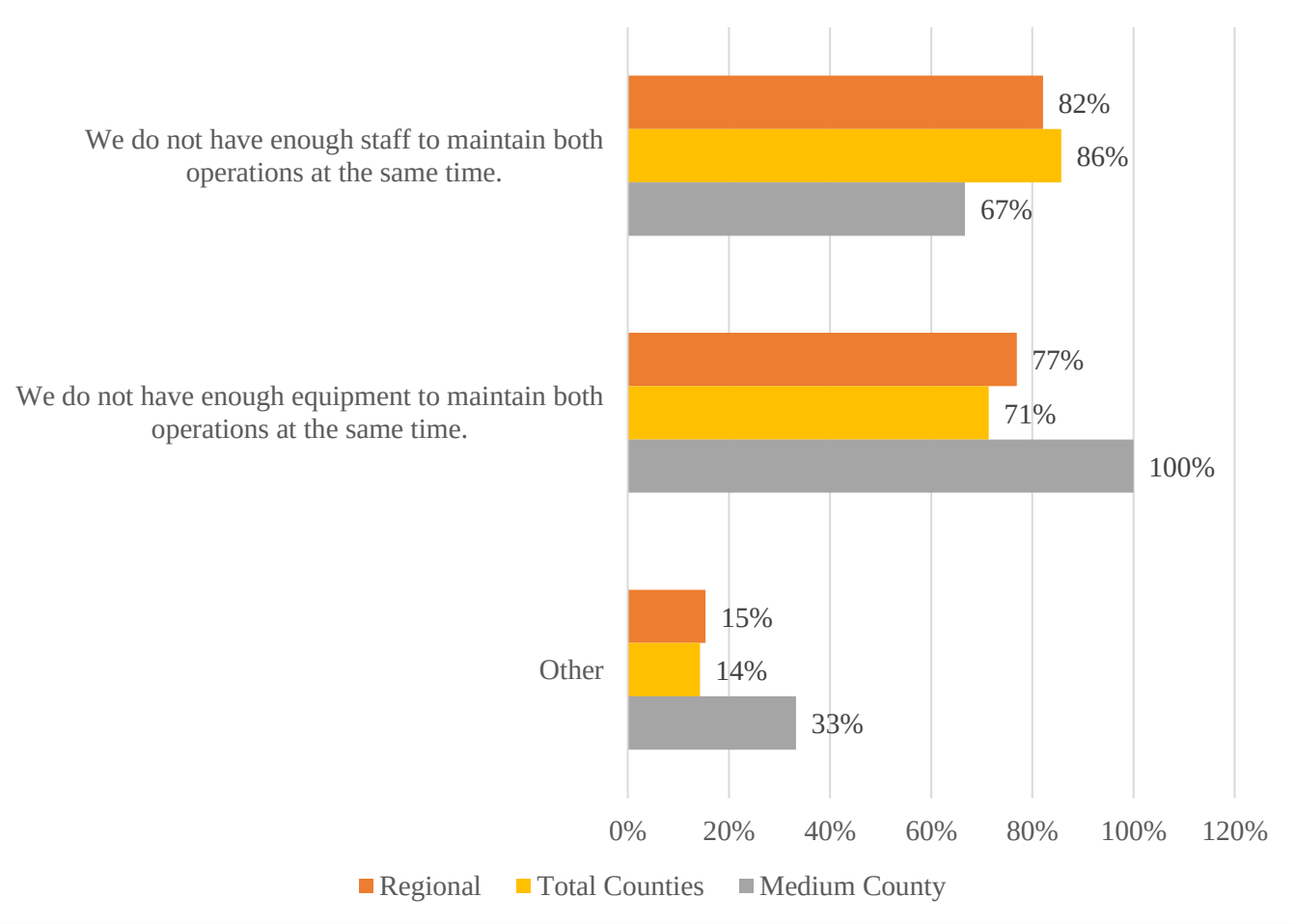
42.3 What challenges do you face at your alternate EOC compared to your regular EOC? Please select all that apply.

	Regional	Total Counties	Medium County
Space Restrictions	60.7%	63.6%	75%
Lack of familiarity with the location (i.e., staff getting lost in transit)	32.8%	54.5%	50%
Lack of familiarity within the building (i.e., don't know where everything is)	39.3%	45.5%	25%
No Backup Generator	23.0%	9.1%	25%
No Kitchen	21.3%	36.4%	25%
Kitchen Facilities with Fewer Amenities	19.7%	27.3%	50%
Lack of Security	29.5%	27.3%	25%
No Phones	24.6%	27.3%	50%
No Computers/Laptops	37.7%	36.4%	75%
Need to set up utilities (power, internet, water, HVAC, etc.)	3.3%	9.1%	0%
Lack of Parking	26.2%	36.4%	25%
Items from original EOC must be brought to alternate EOC	47.5%	54.5%	75%
Other	13.1%	9.1%	25%

42.4 Would moving from your primary EOC to your alternate EOC cause a disruption in the EOC operation?

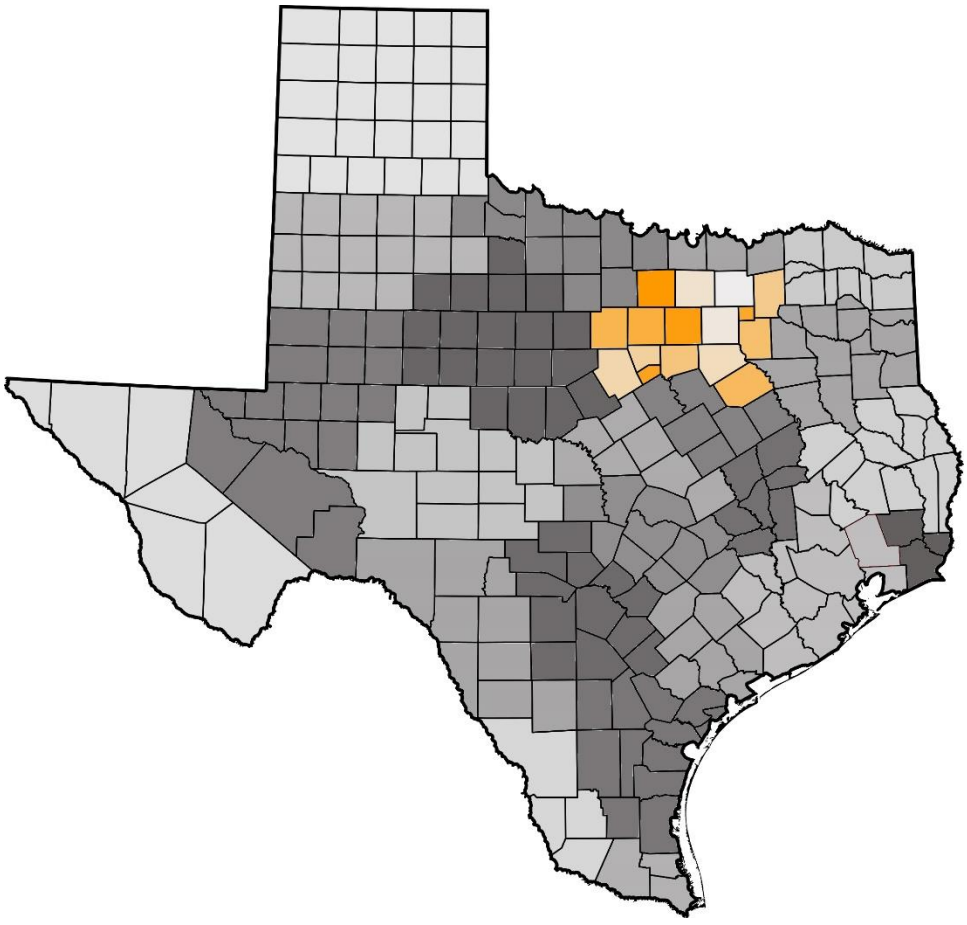


42.4.1 What would be a concern when moving to your alternate EOC for your jurisdiction? Please select all that apply.



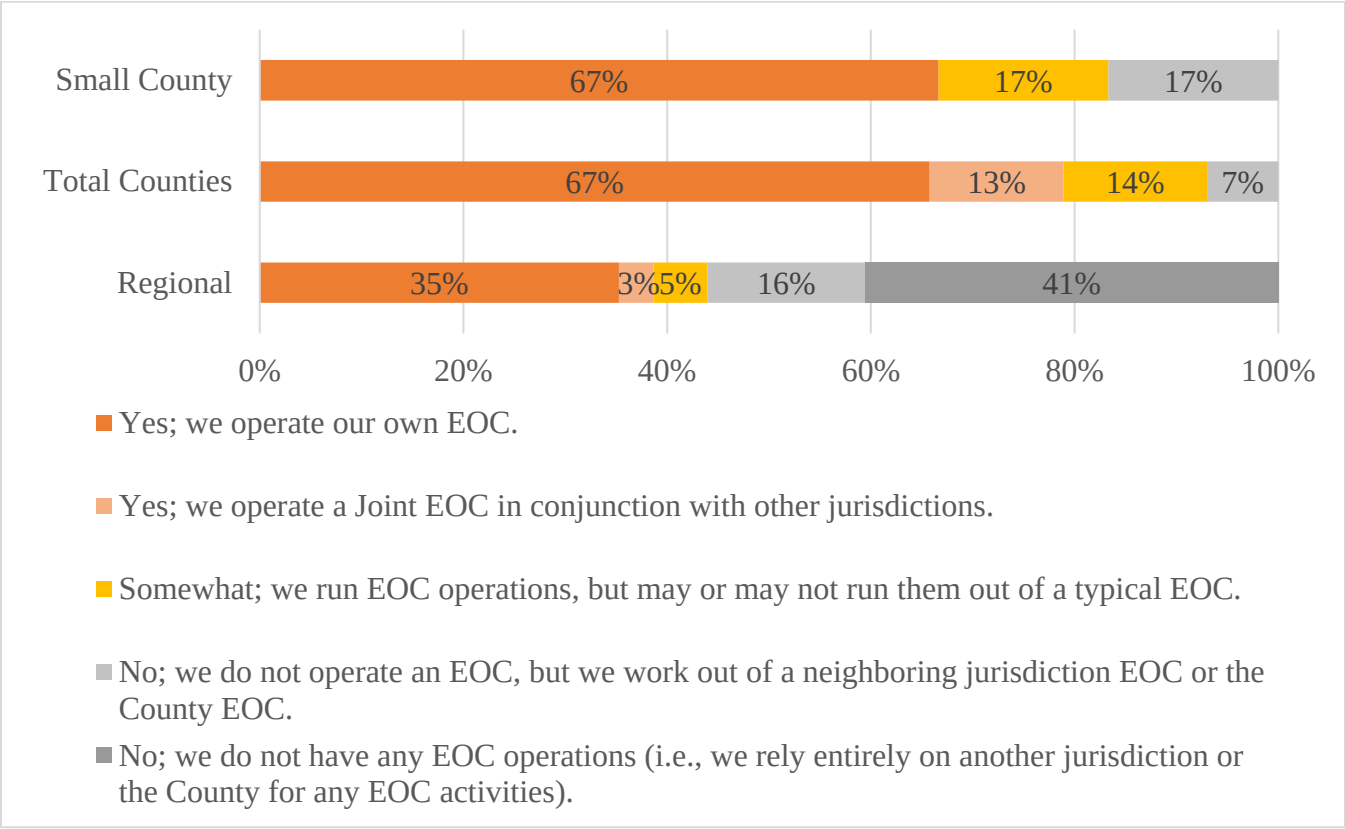
Appendix C: Small County

Based on the 2016 NCTCOG Emergency Operations Center Capabilities Assessment Project

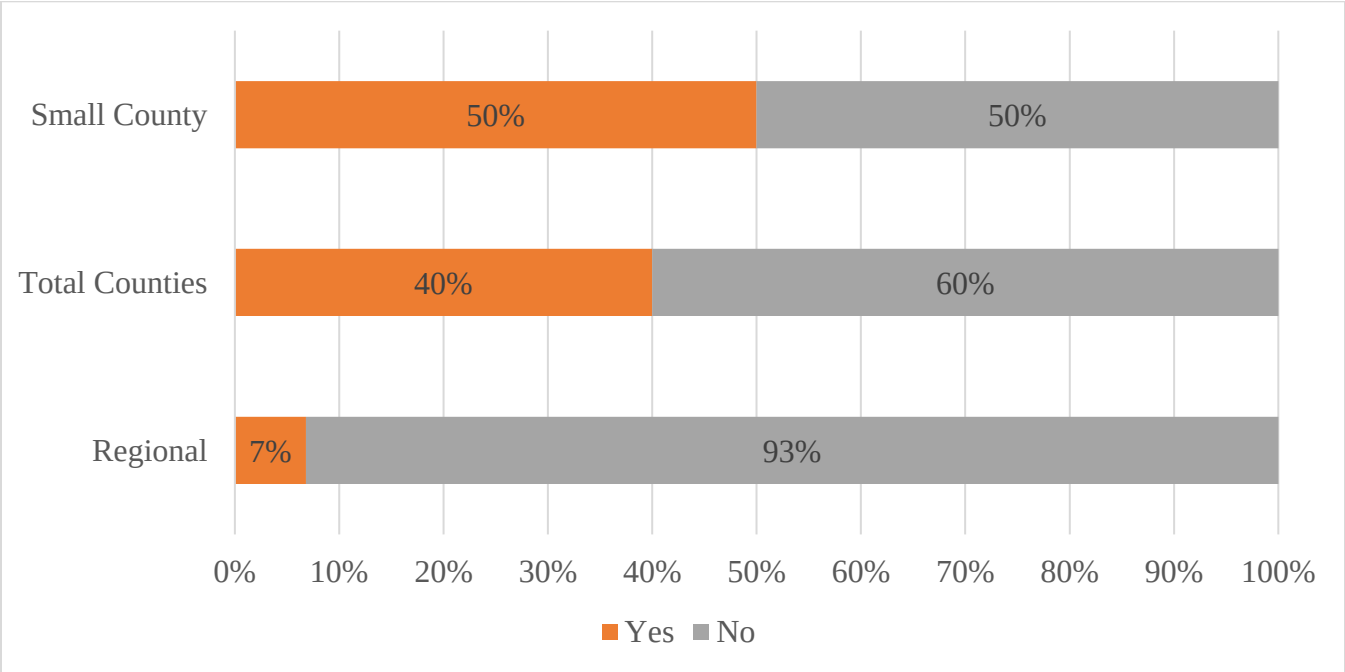


Introduction Questions

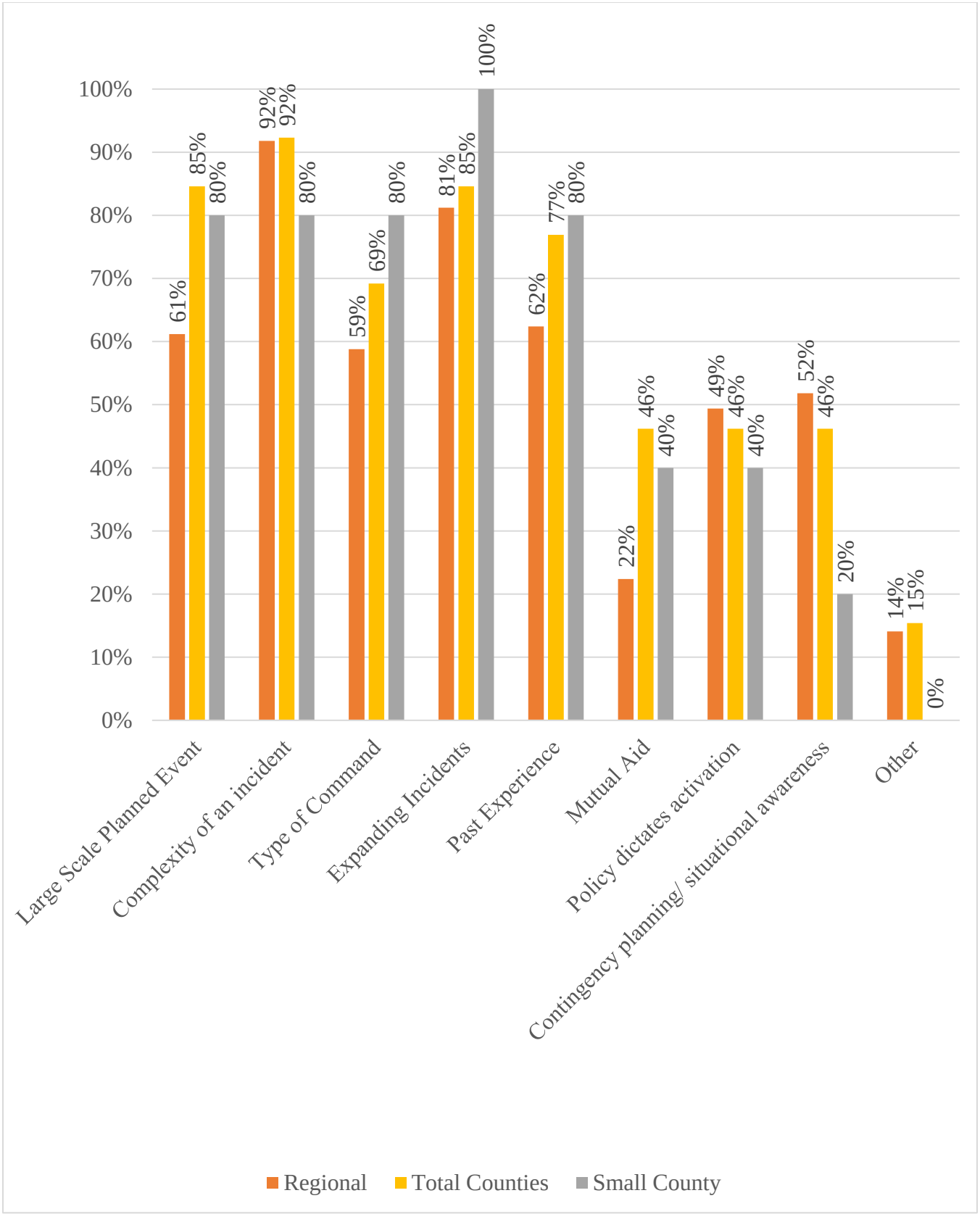
1. Does your jurisdiction operate an EOC?



1.1 Do any other jurisdictions use your facility as their primary EOC?



2. Of the incidents/events below, which would trigger an EOC activation in your jurisdiction?



3. What functions/activities do you believe are most critical to a successful EOC response?

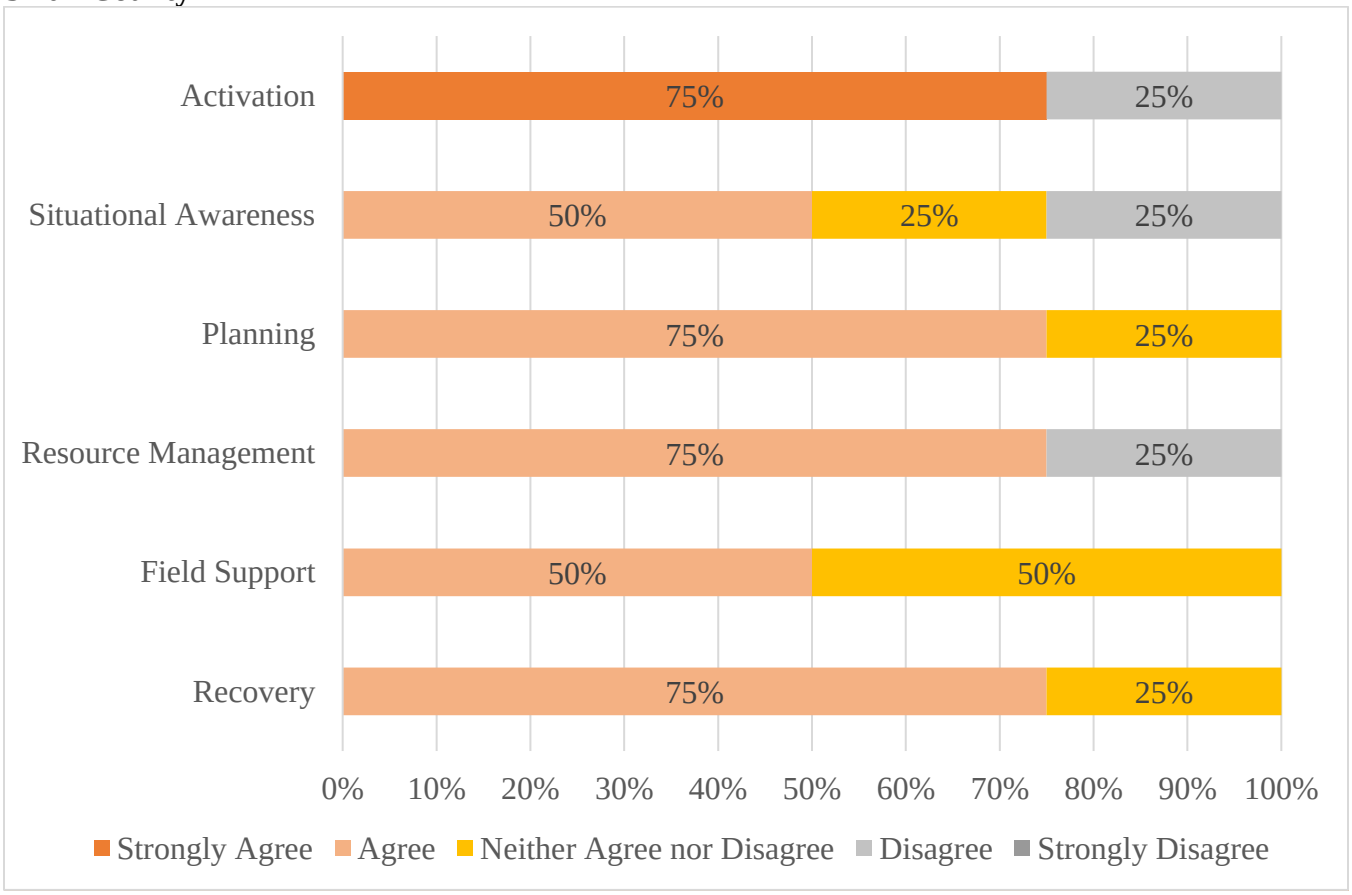
- *Activation activities*
- *Situational Awareness activities*
- *Planning activities*
- *Resource Management activities*
- *Field Support activities*
- *Recovery activities*

	High Importance			Normal Importance			Low Importance		
	Regional	Total Counties	Small County	Regional	Total Counties	Small County	Regional	Total Counties	Small County
Activation	71.6%	72.7%	100%	25.9%	18.2%	0%	2.5%	9.1%	0%
Situational Awareness	73.8%	83.3%	50%	22.5%	16.7%	50%	3.8%	0%	0%
Planning	44.9%	40.0%	33.3%	50.0%	60.0%	66.7%	5.1%	0%	0%
Resource Management	50.0%	63.6%	33.3%	43.4%	27.3%	66.7%	6.6%	9.1%	0%
Field Support	52.6%	63.6%	100%	43.4%	27.3%	0%	3.9%	9.1%	0%
Recovery	28.0%	27.3%	25%	46.7%	45.5%	25%	25.3%	27.3%	50%

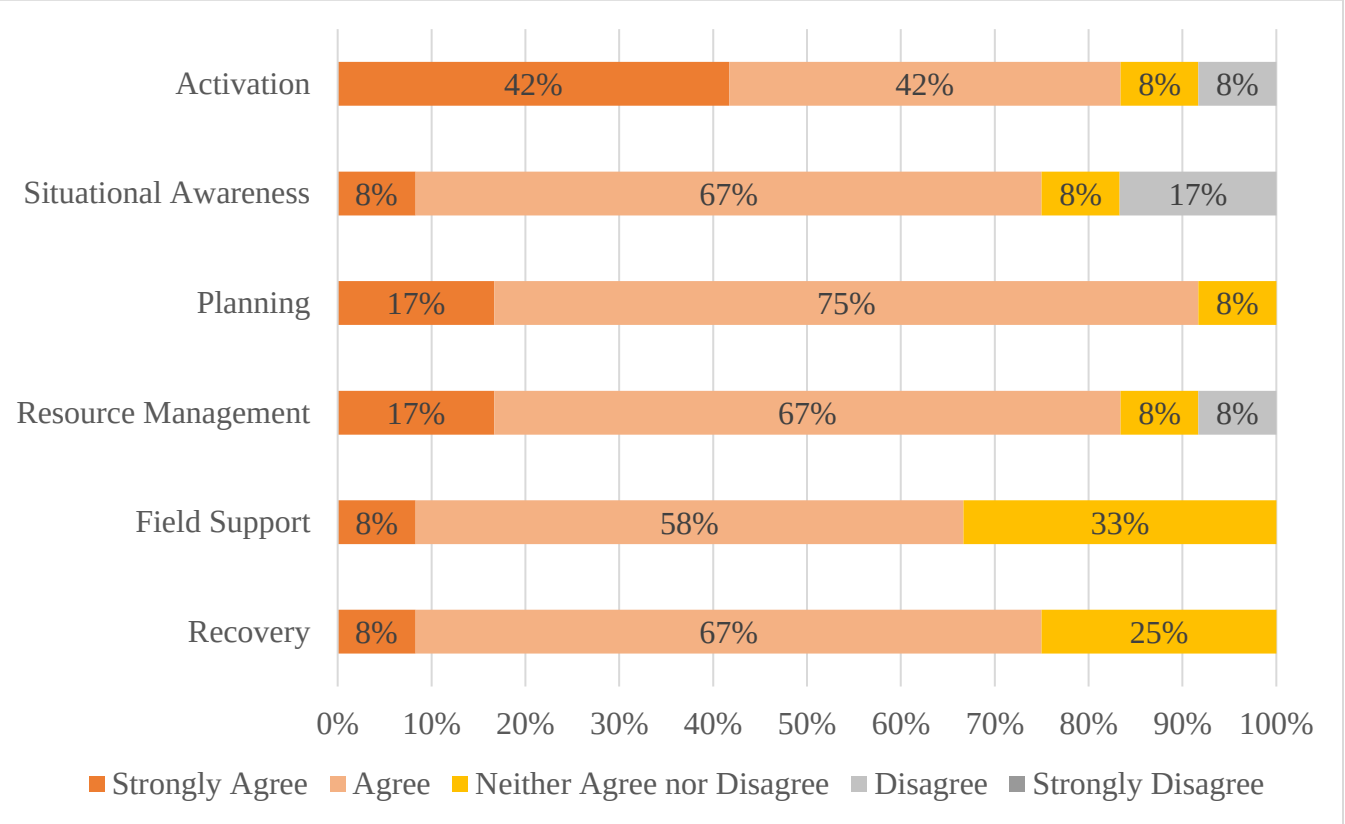
4. To identify gaps in functional activities throughout the region, to what extent do you believe your EOC can perform the following functions/activities, relying on your own local resources?

- *My EOC is able to fulfill all ACTIVATION activities necessary for a successful operation (ex. alerting and mobilizing EOC personnel, EOC set up, EOC staffing, etc.)*
- *My EOC is able to fulfill all SITUATIONAL AWARENESS activities necessary for a successful operation (ex. creating & distributing situation reports, maintaining a common operating picture, managing and sharing information with responders, agency representatives, media and the public, etc.)*
- *My EOC is able to fulfill all PLANNING activities necessary for a successful operation (ex. creating Incident Action Plan or EOC Action Plan, ensuring documentation and record keeping, operation of EOC displays and room/facility management, etc.)*
- *My EOC is able to fulfill all RESOURCE MANAGEMENT activities necessary for a successful operation (ex. resource requests, resource tracking, emergency procurements, etc.)*
- *My EOC is able to fulfill all FIELD SUPPORT activities necessary for a successful operation (ex. support field operations and field personnel, anticipating future needs, providing strategic guidance, etc.)*
- *My EOC is able to fulfill all RECOVERY activities necessary for a successful operation (ex. completing/submitting State & Federal disaster forms, large-scale debris management efforts, engaging/managing VOADs and coordinating survivor assistance efforts, Preliminary Damage Assessments, etc.)*

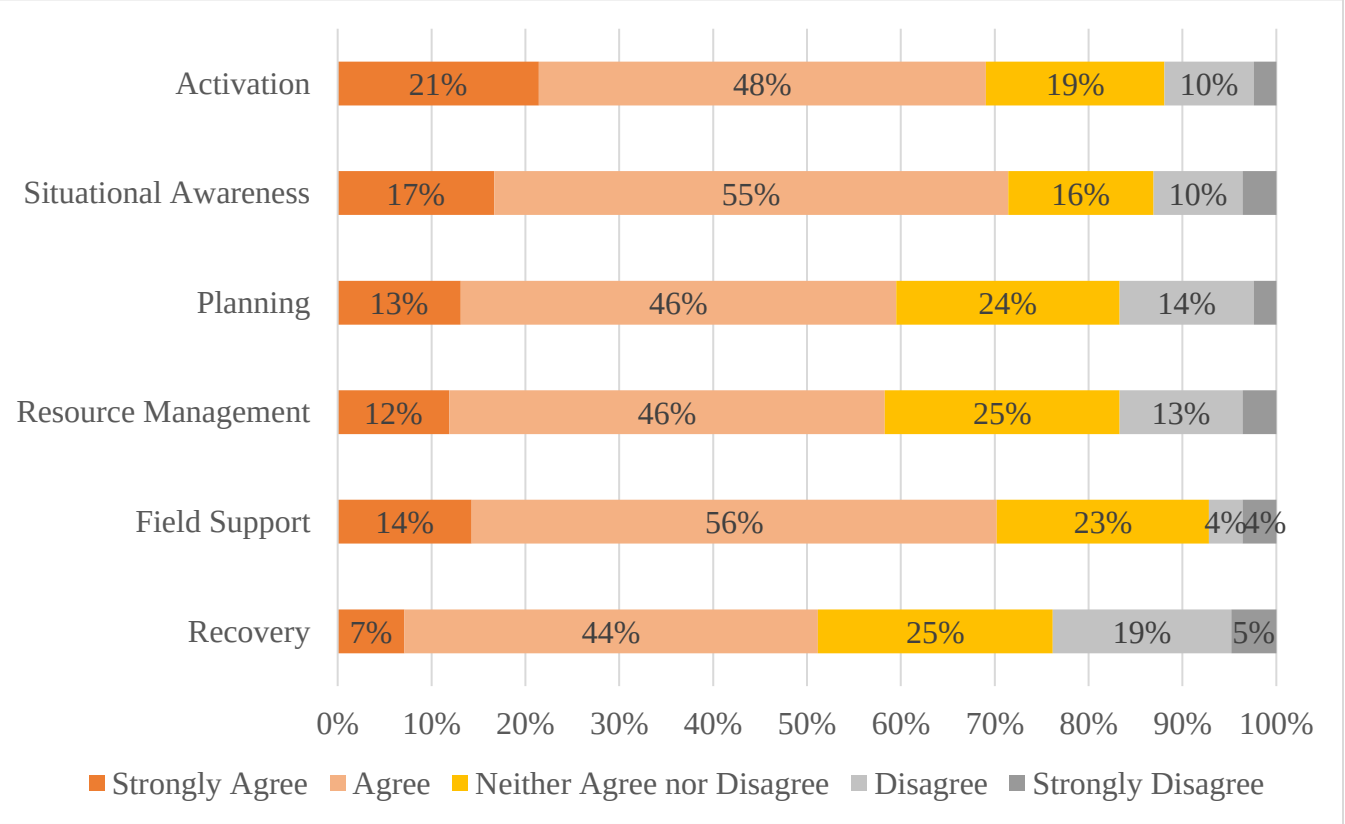
Small County



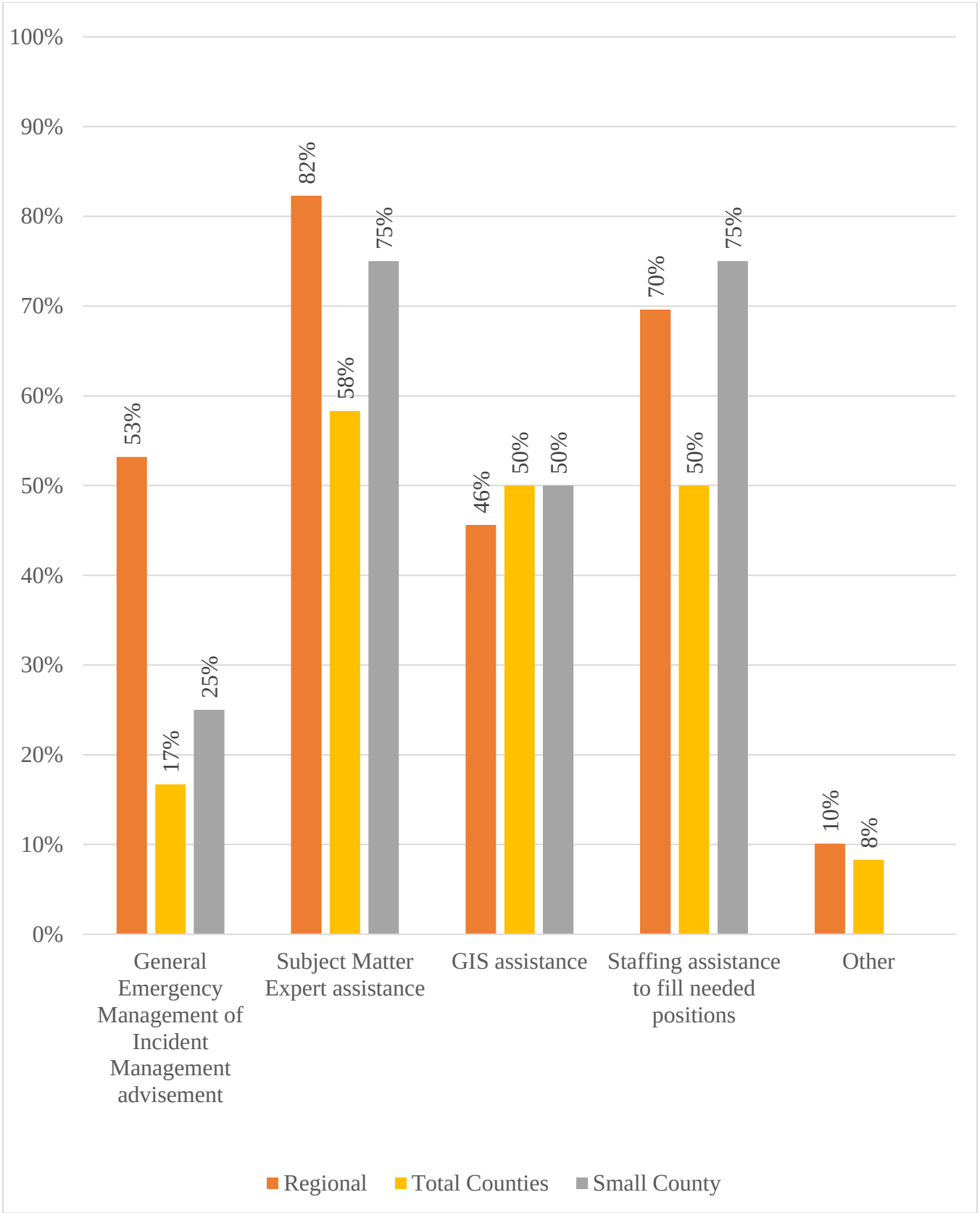
Total Counties



Regional

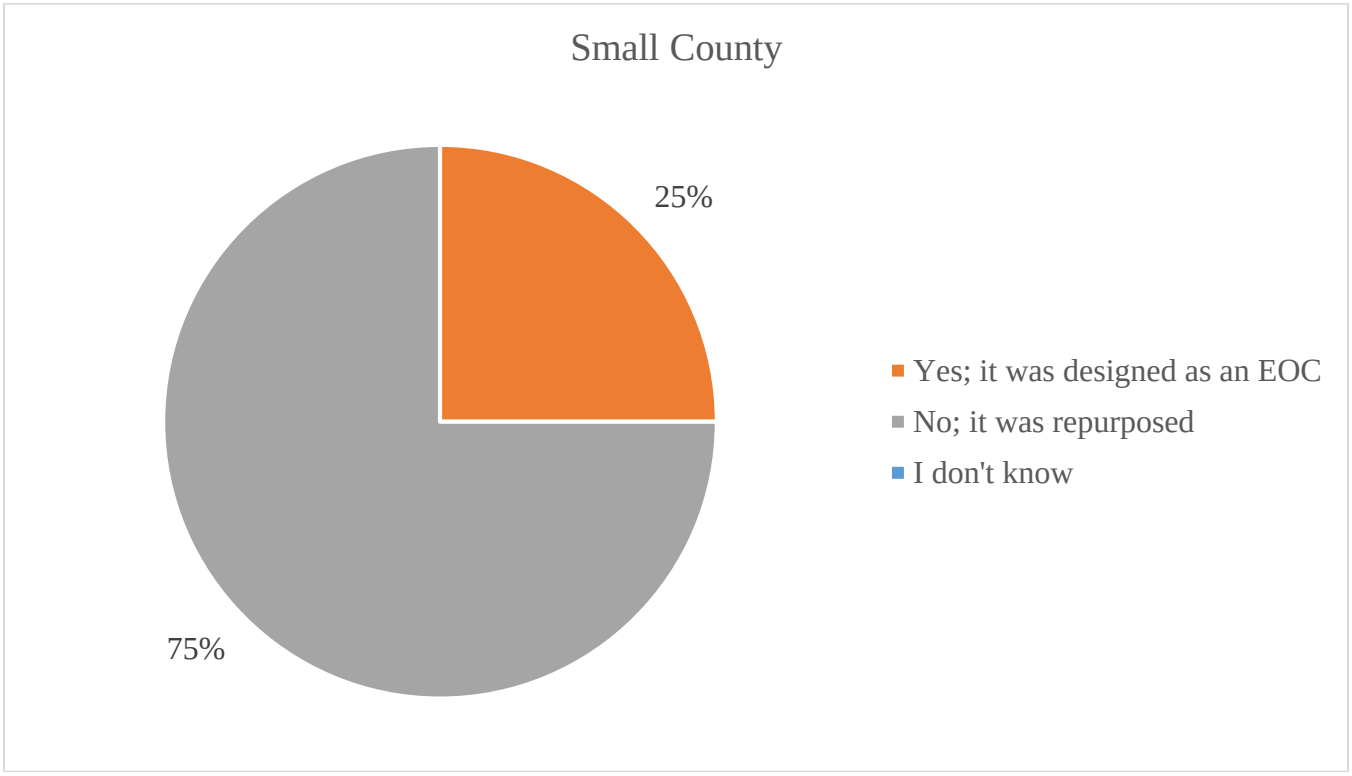


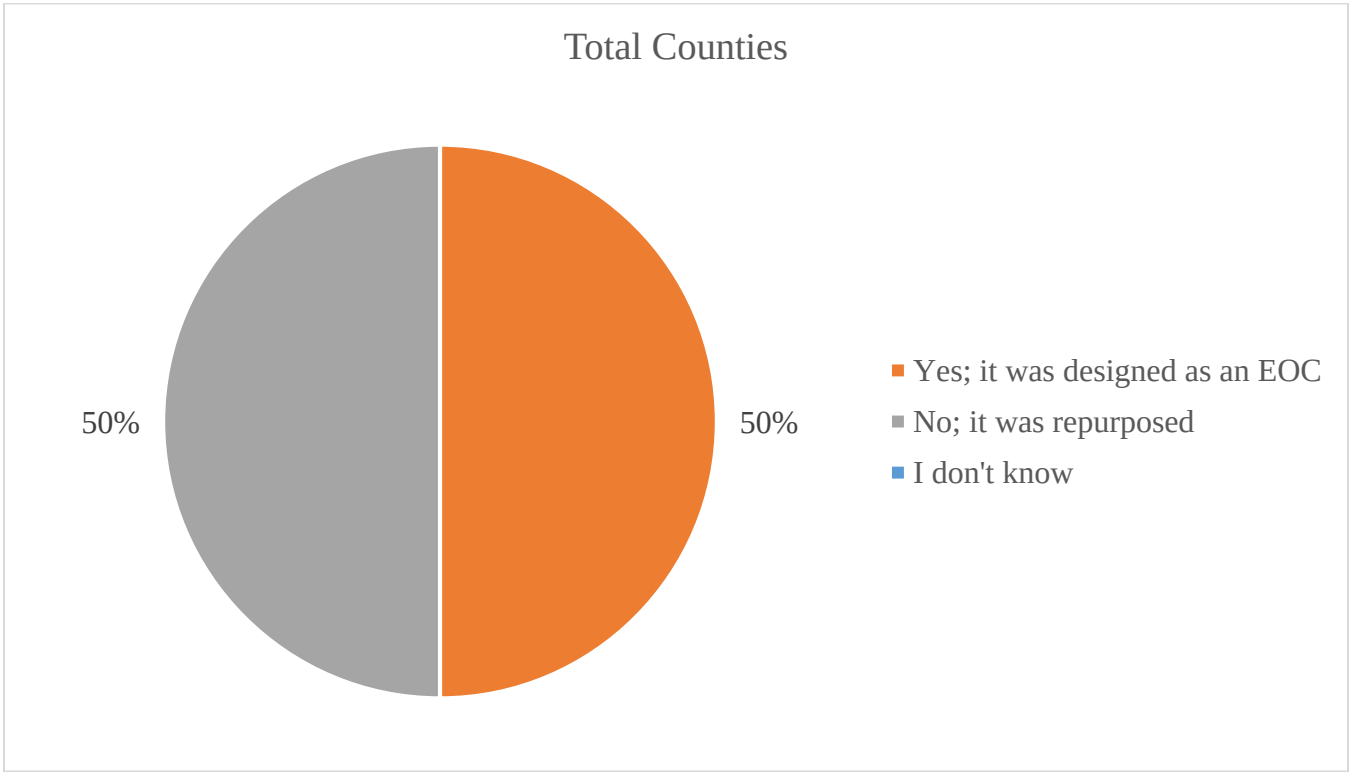
5. What functions or activities, if any, would your EOC like additional assistance to fulfill? Please select all that apply.

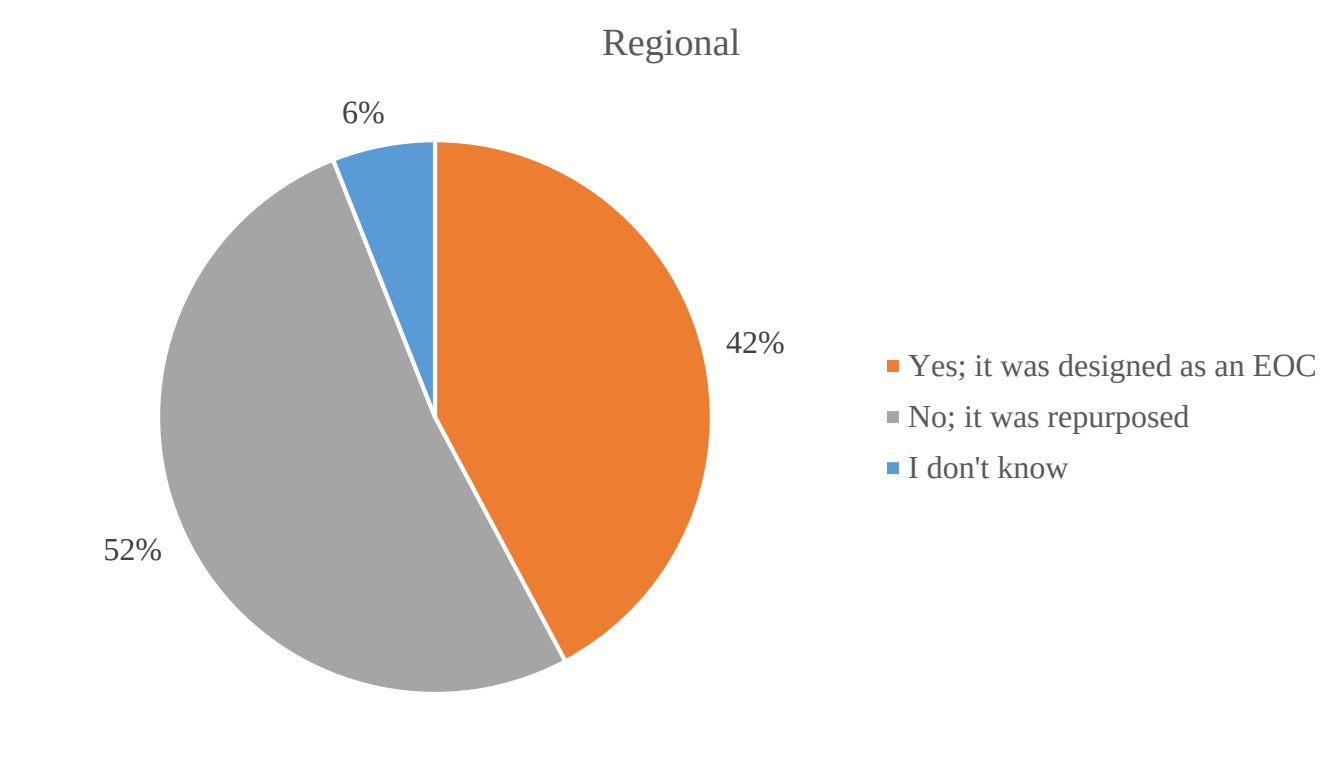


EOC Overview

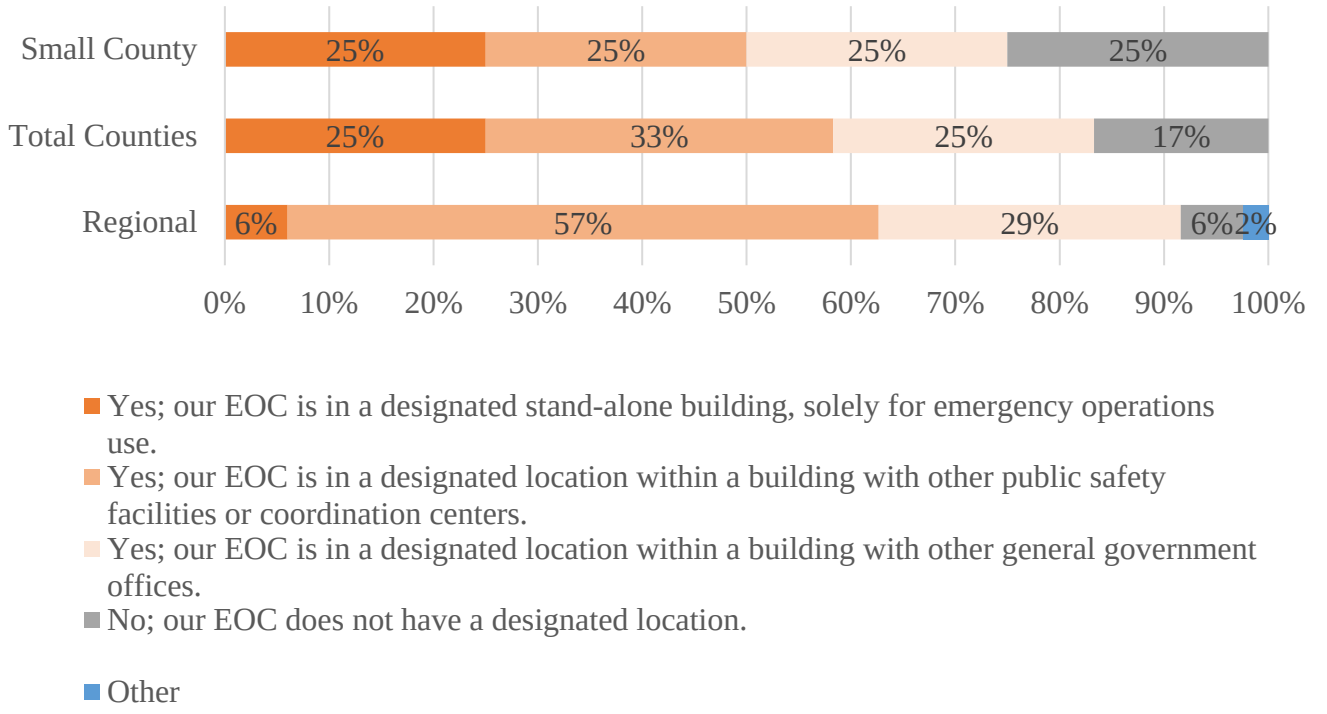
6. Was your EOC designed to operate as an EOC?



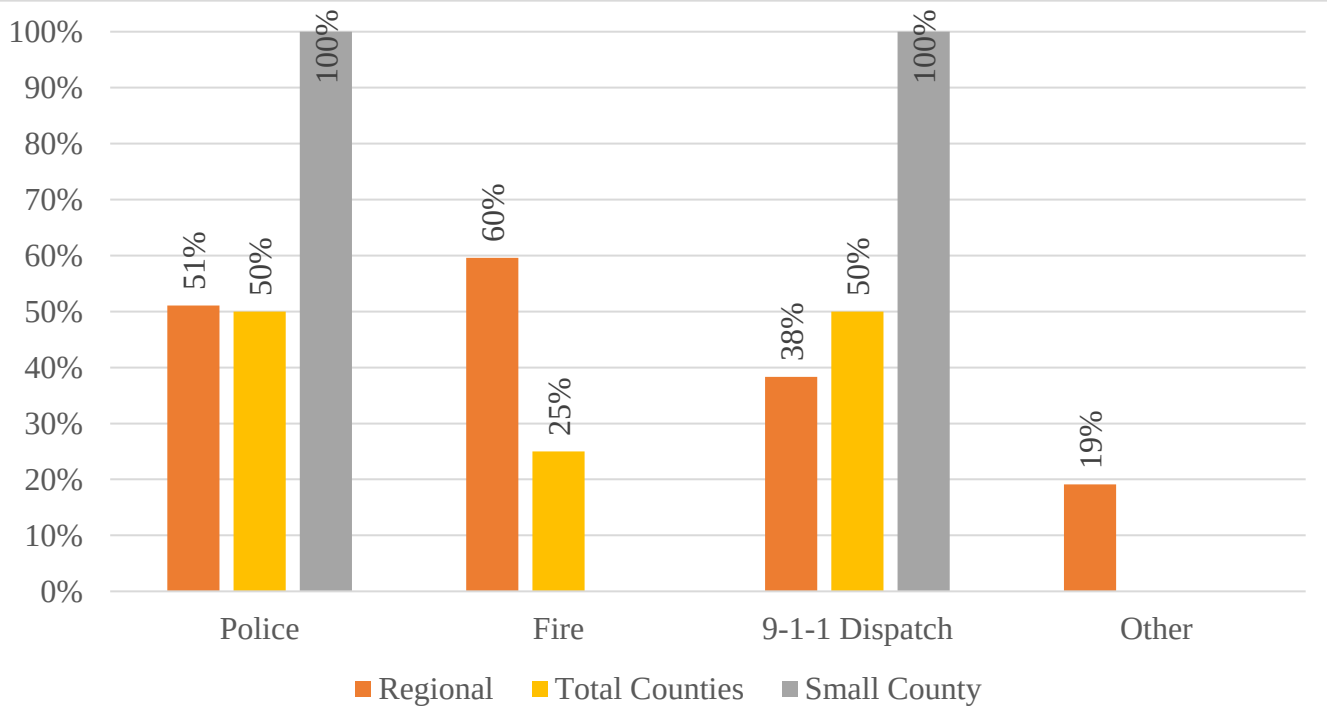



Regional
6%
42%
52%
Yes; it was designed as an EOC
No; it was repurposed
I don't know

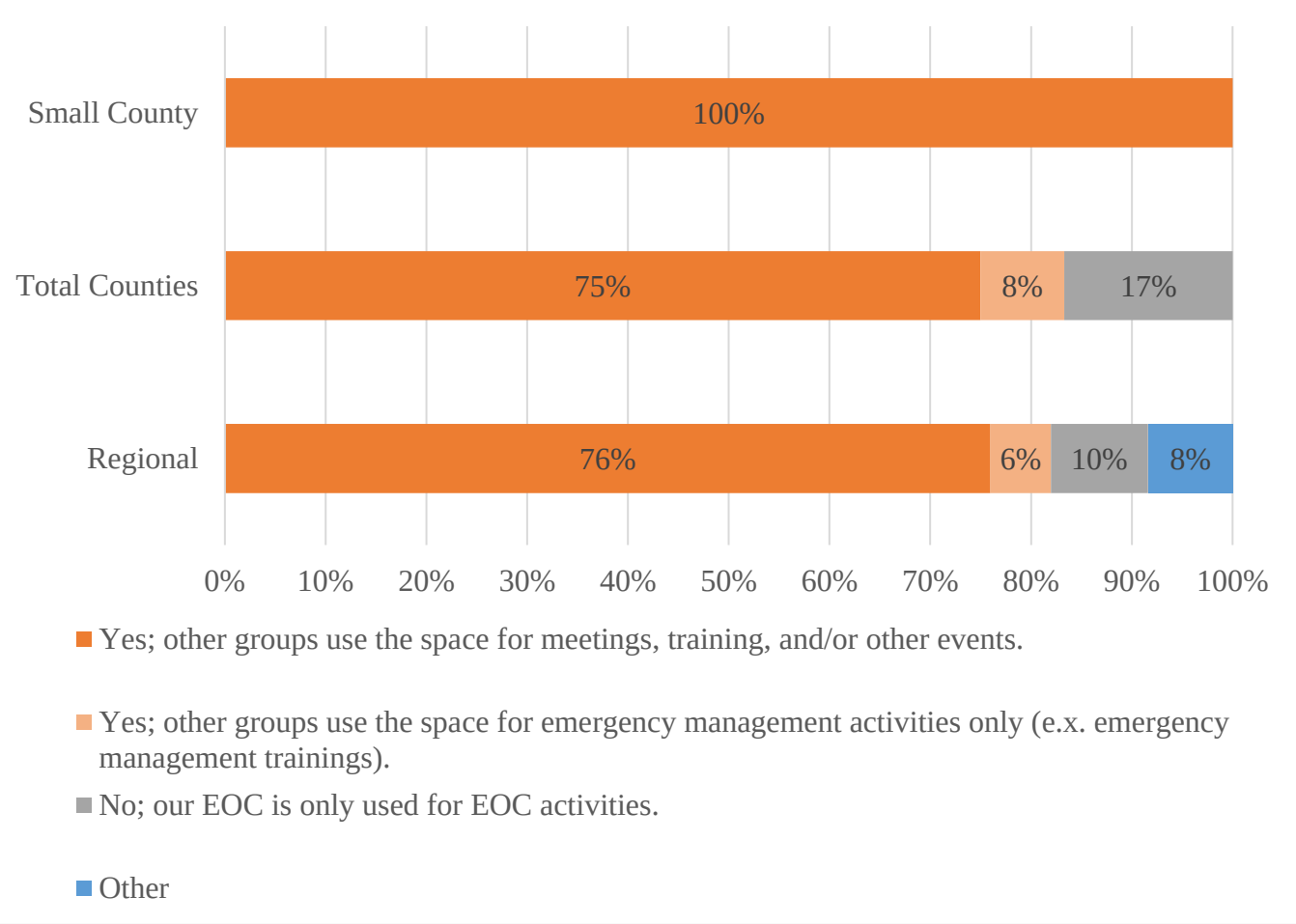
7. Do you have a designated location for your EOC?



7.1 Of those who share their EOC building with other public safety facilities or coordination centers, what other functions are performed in the building? Please select all that apply.

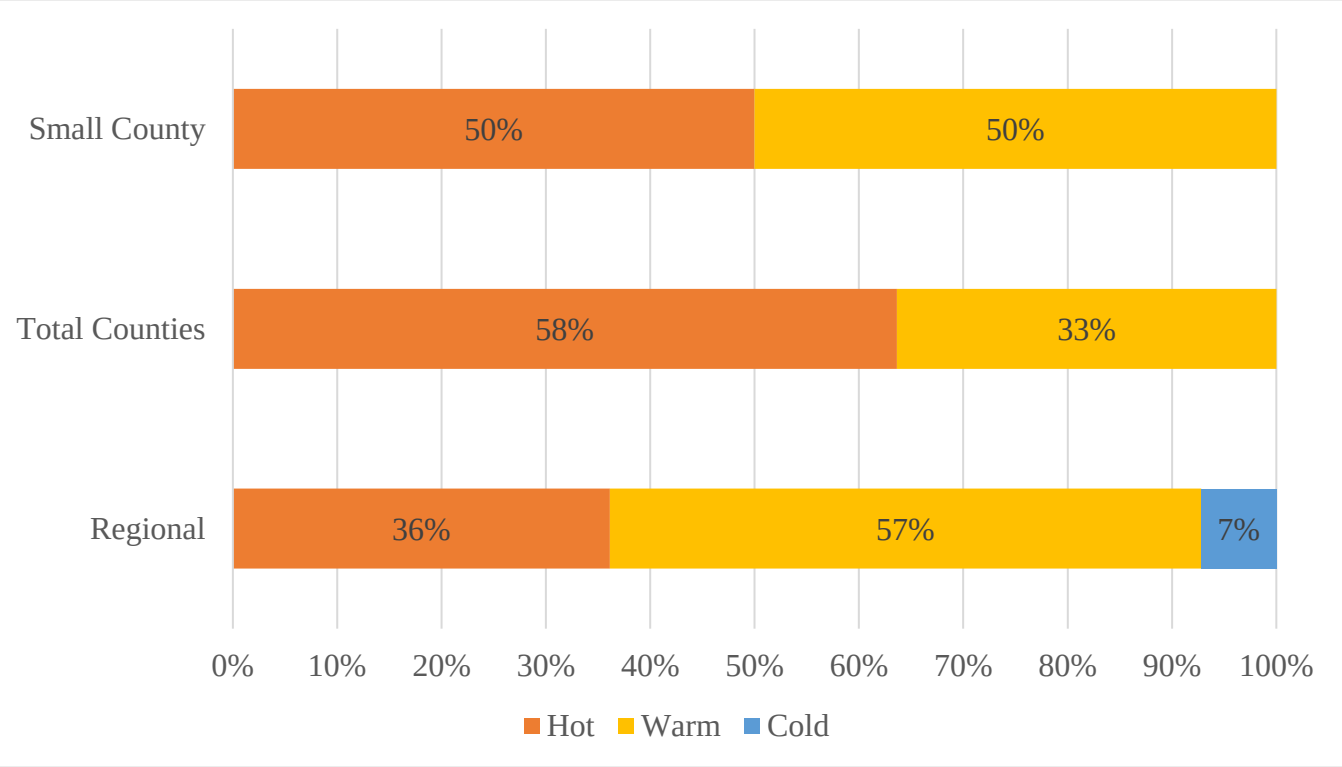


8. Is your EOC a multi-purpose location?

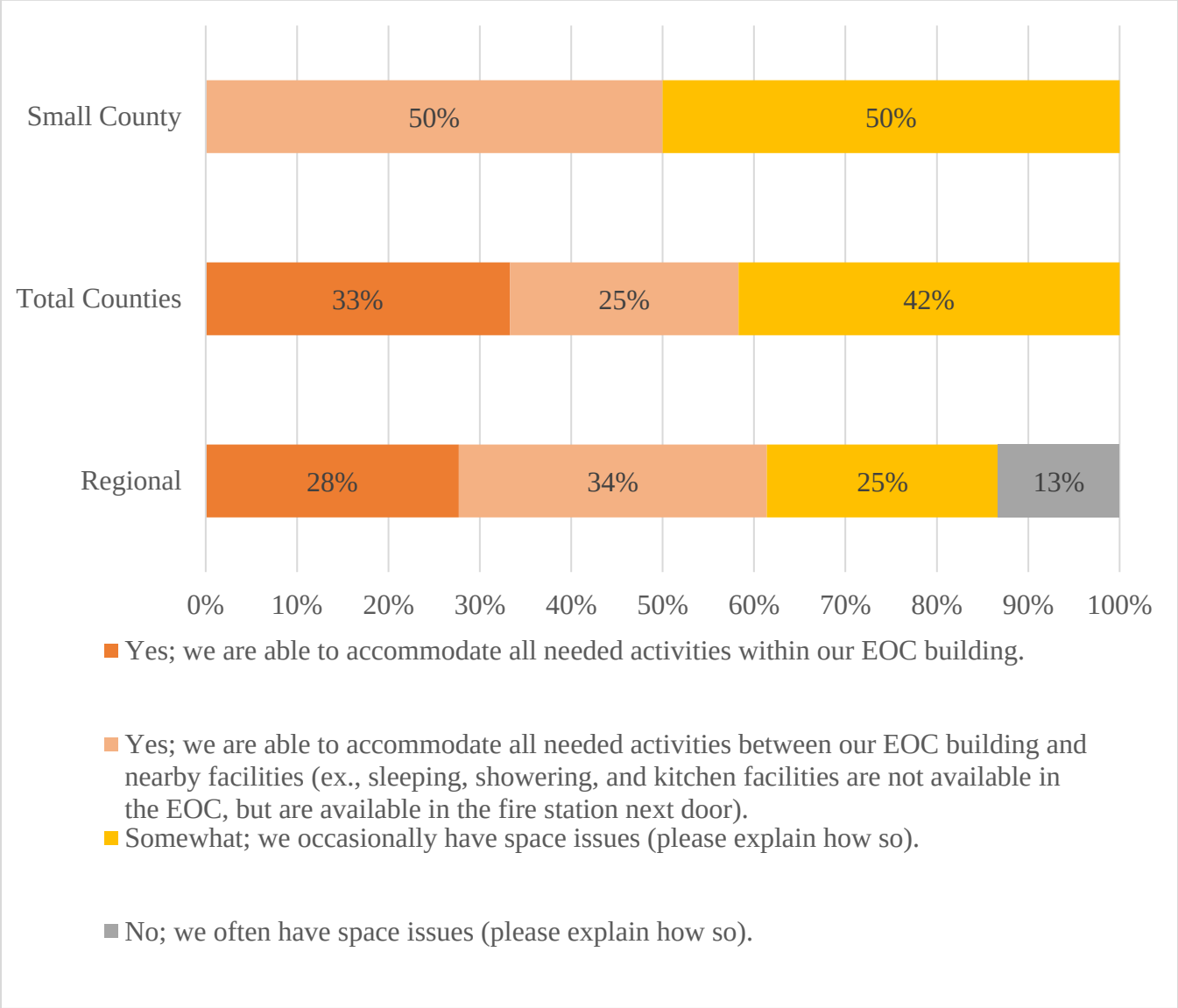


9. Is your primary EOC:

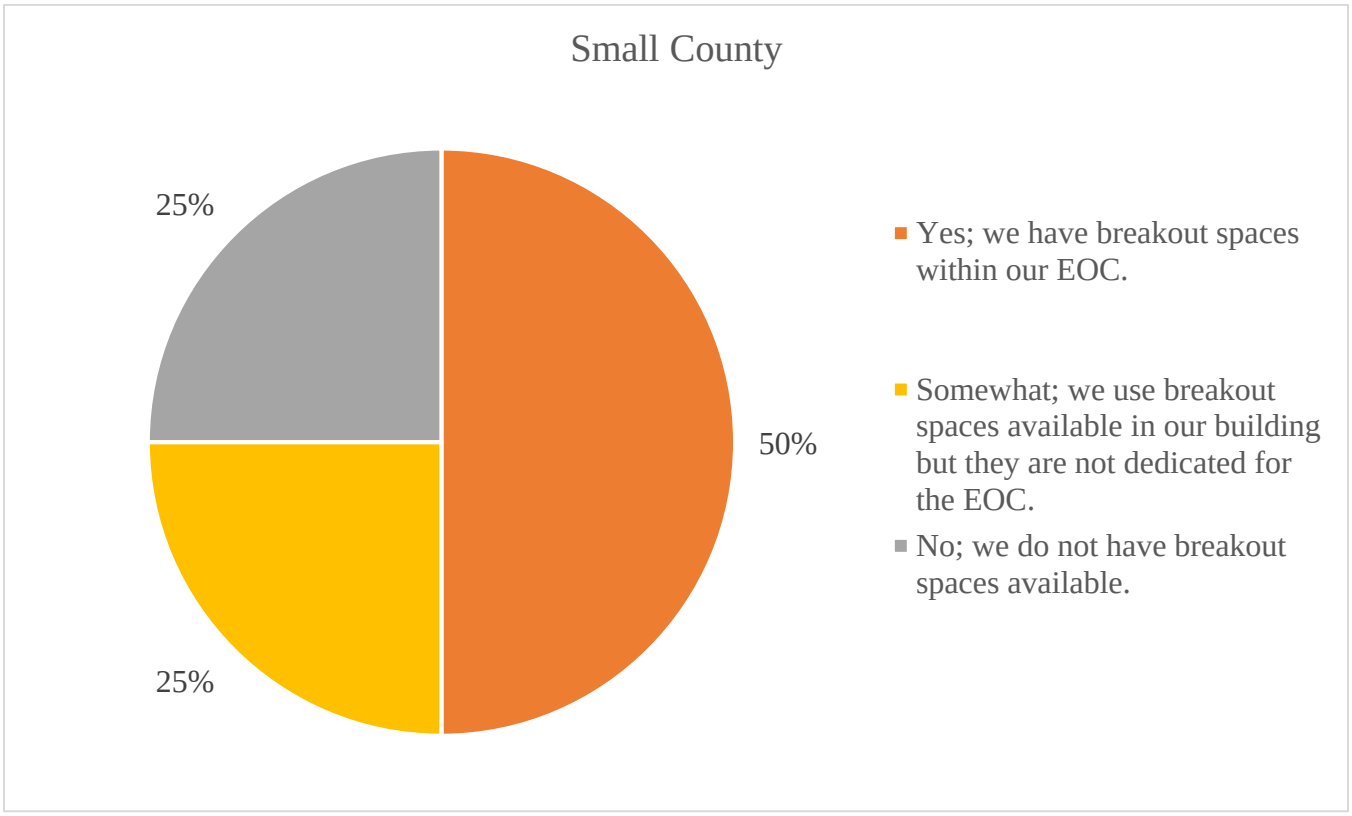
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*

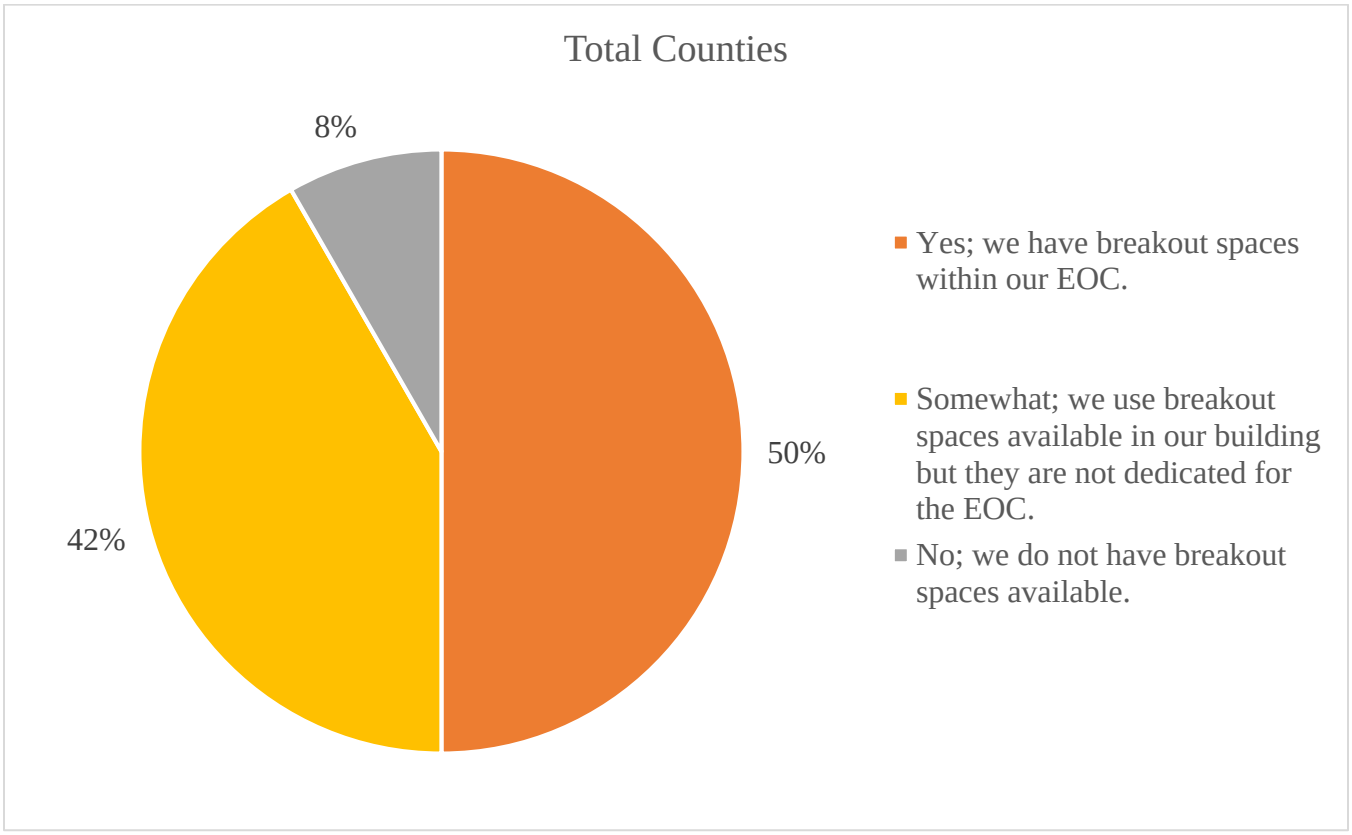


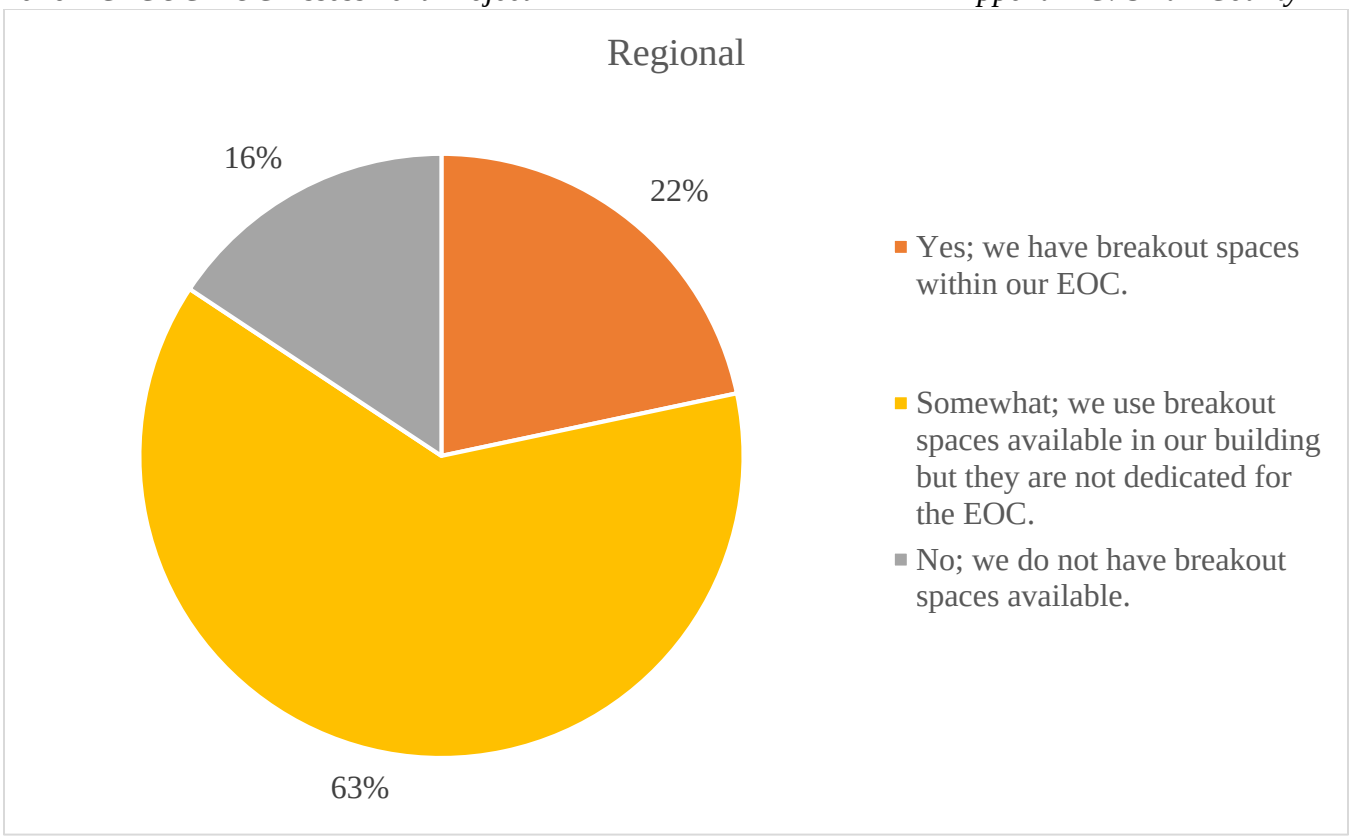
10. Is your EOC large enough to facilitate needed activities?



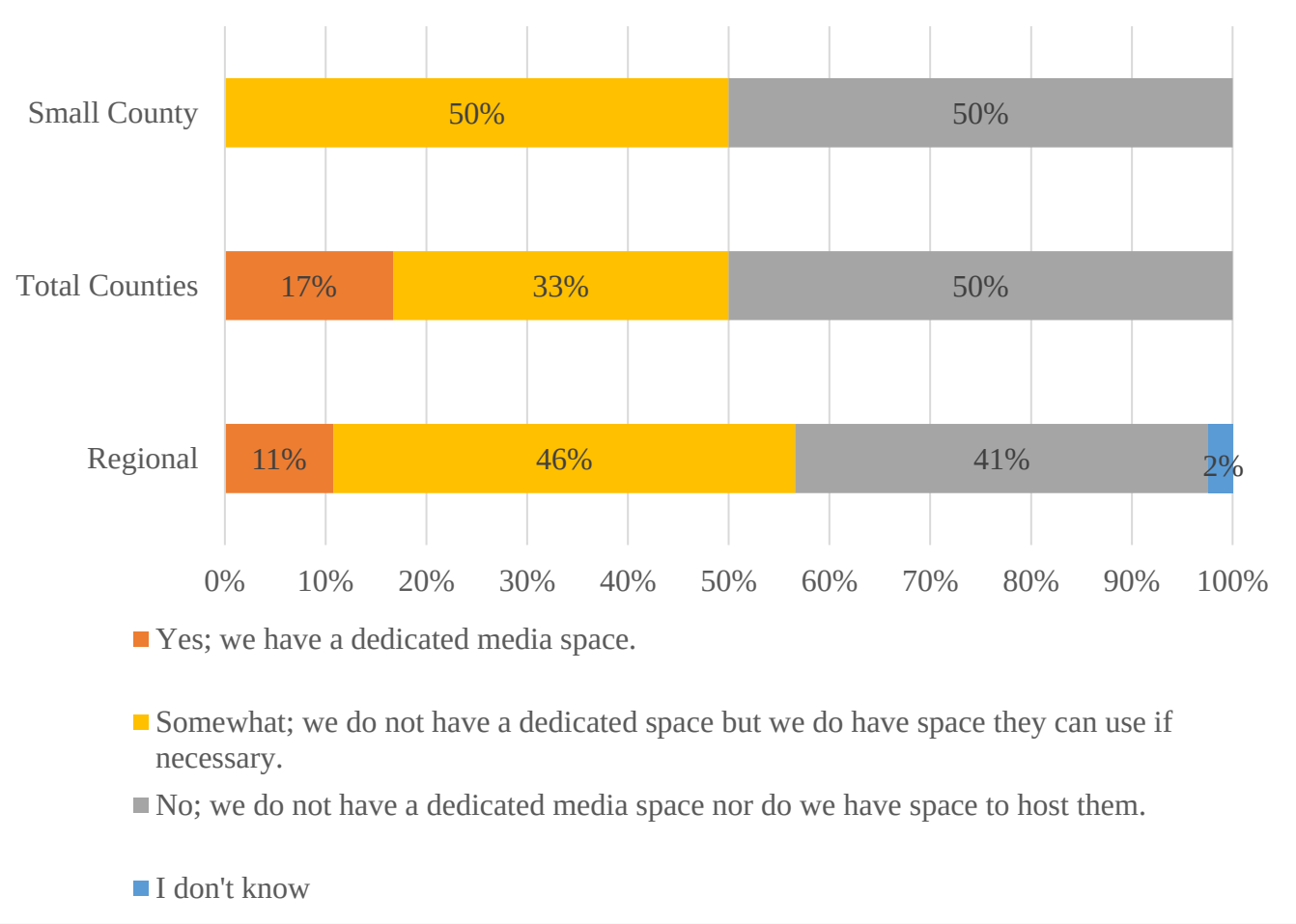
11. Does your EOC have individual/separate meeting or breakout spaces?



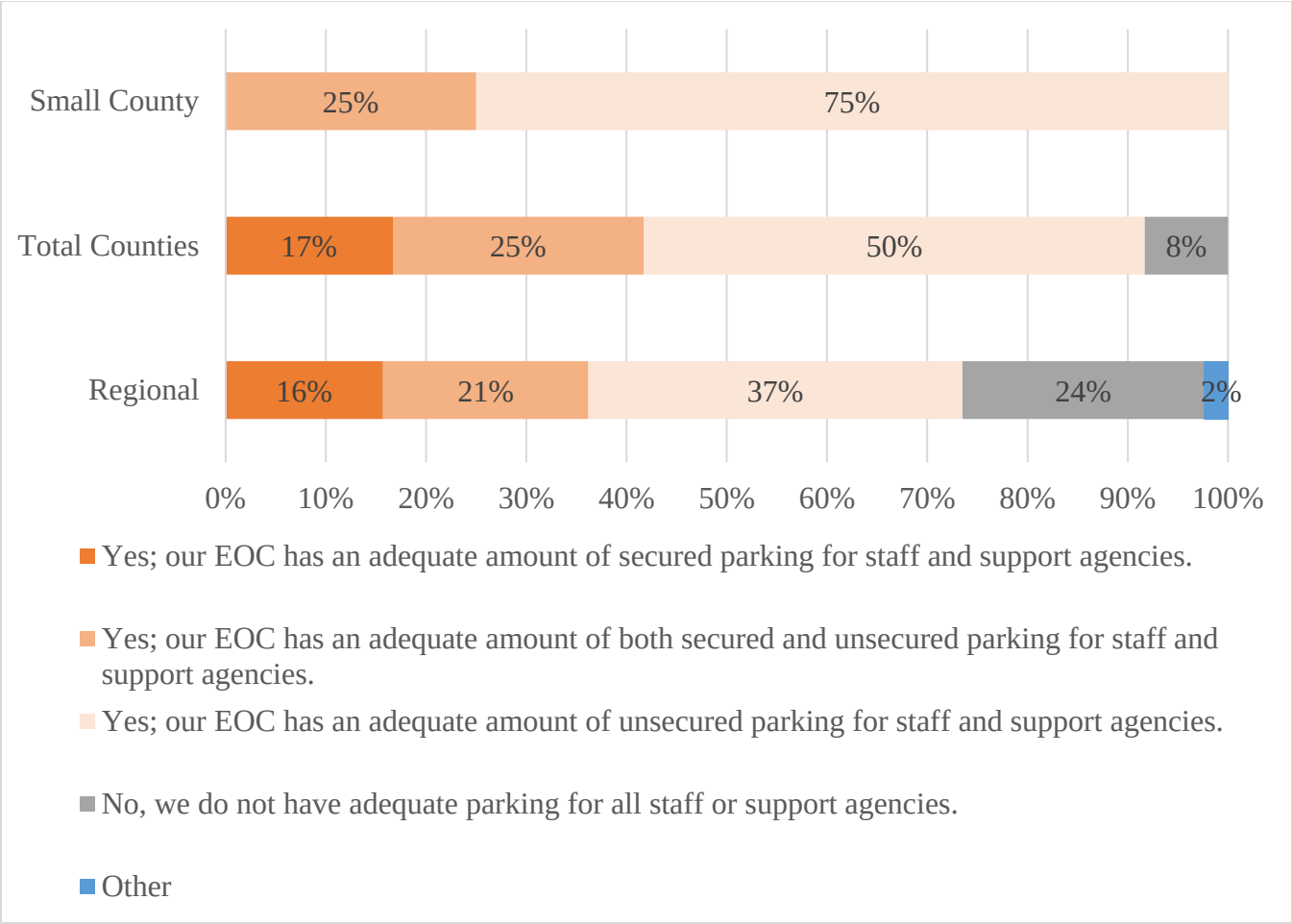



Regional
16%
22%
63%
Yes; we have breakout spaces within our EOC.
Somewhat; we use breakout spaces available in our building but they are not dedicated for the EOC.
No; we do not have breakout spaces available.

12. Do you plan to host the media at your EOC?

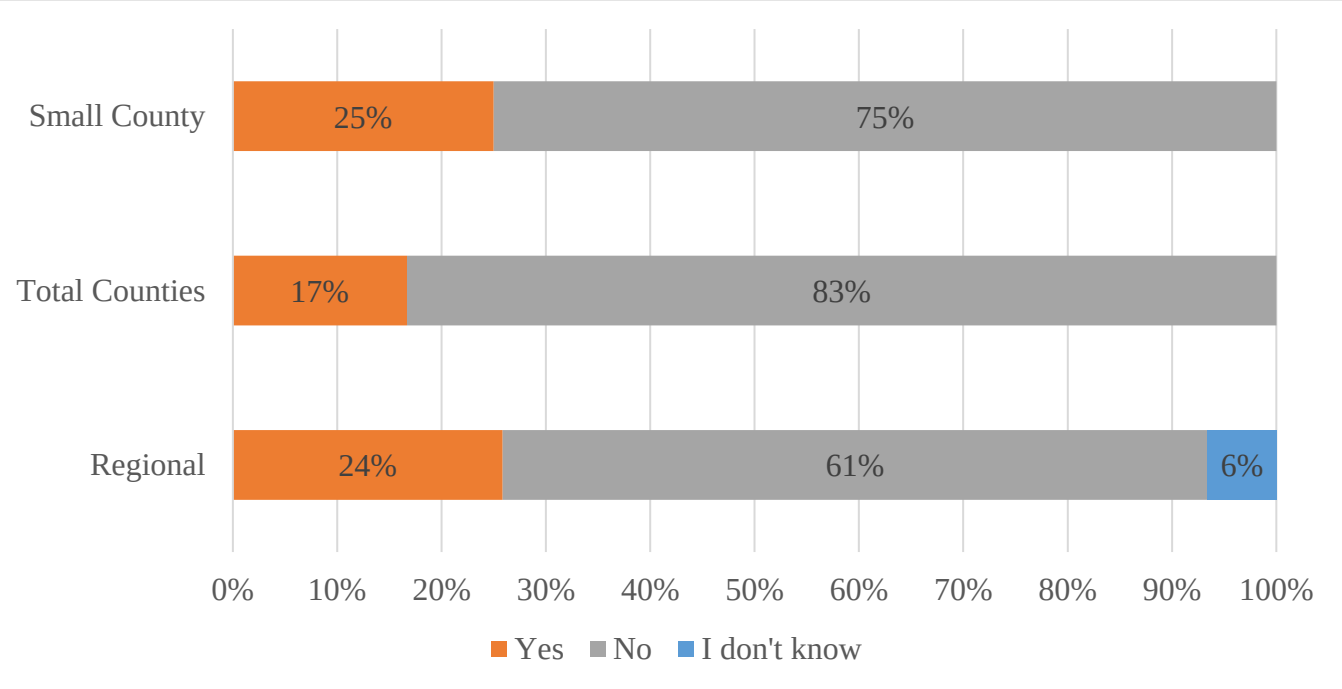


13. Does your EOC have adequate parking for staff and support agencies during full scale operations?

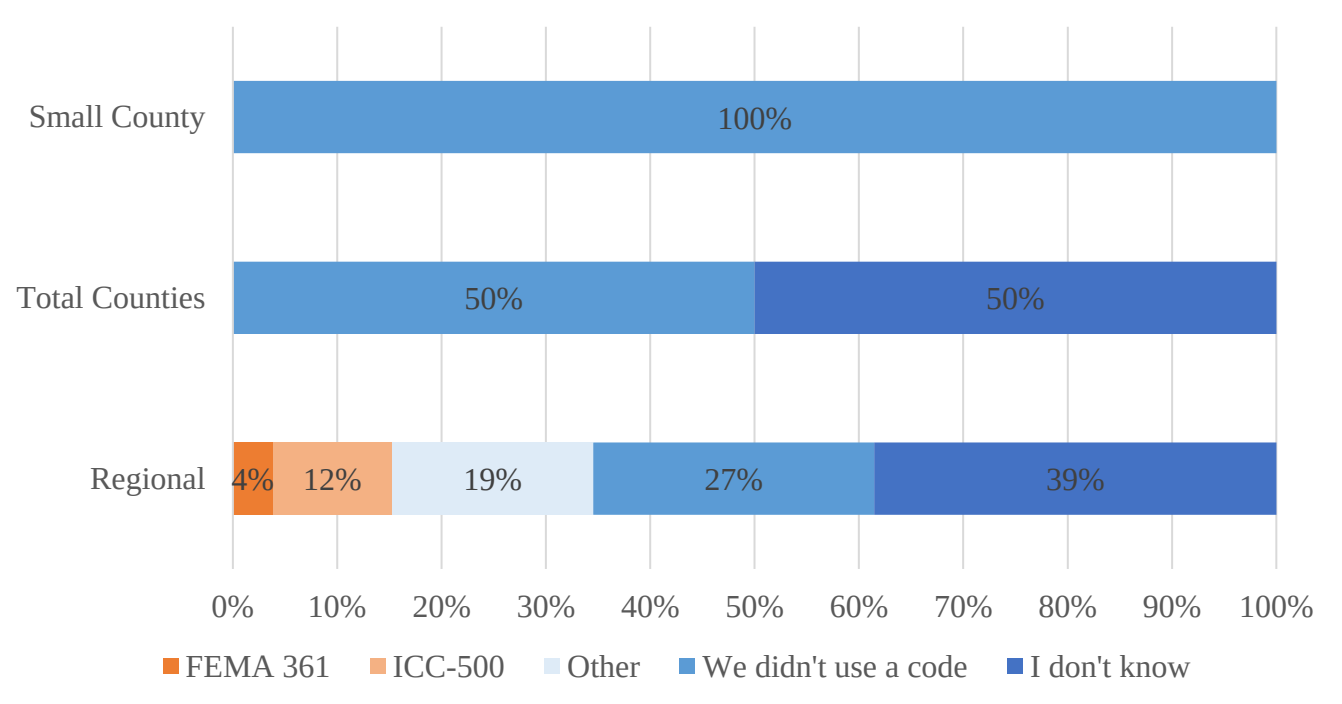


Survivability

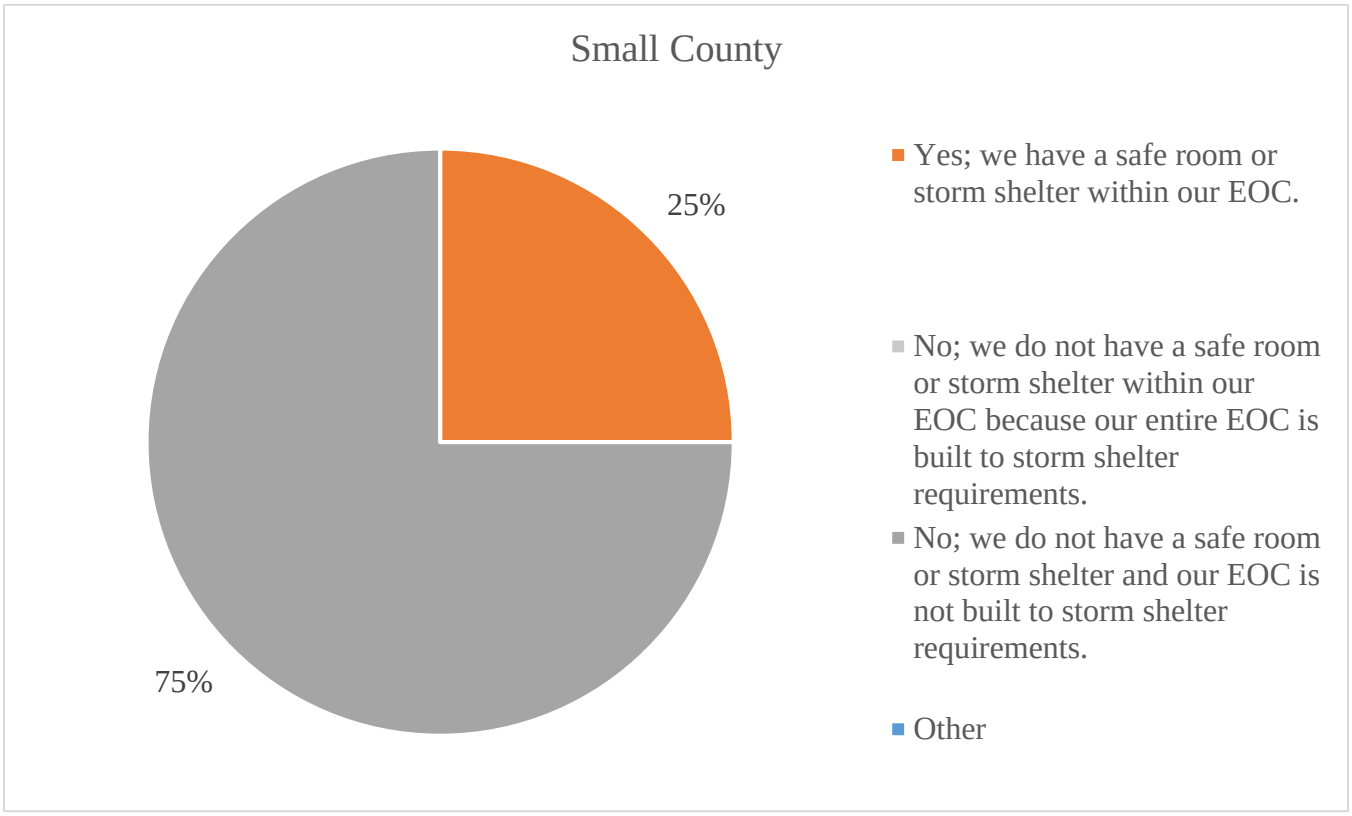
14. Is your EOC hardened (including but not limited to reinforced walls, window storm shutters, and other physical hardening measures)?

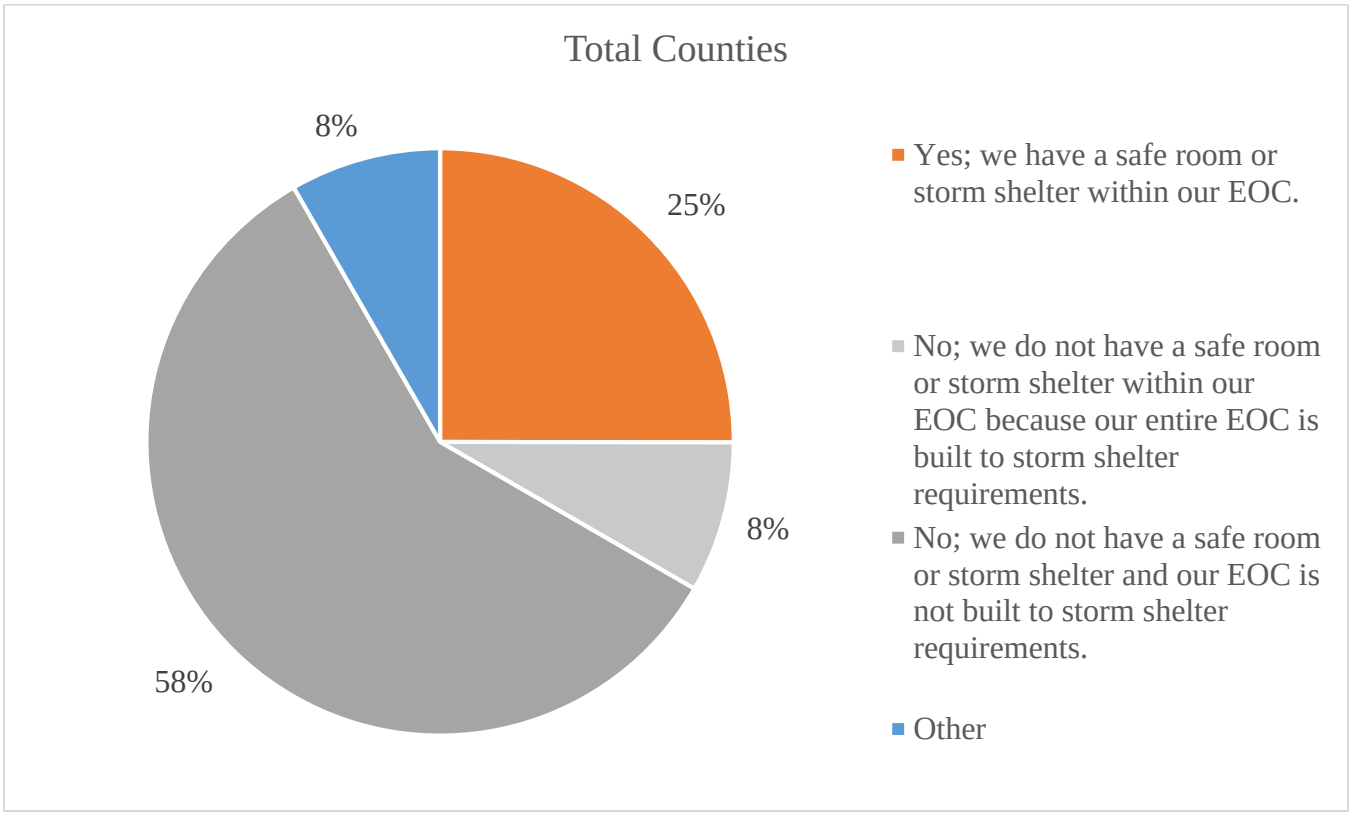


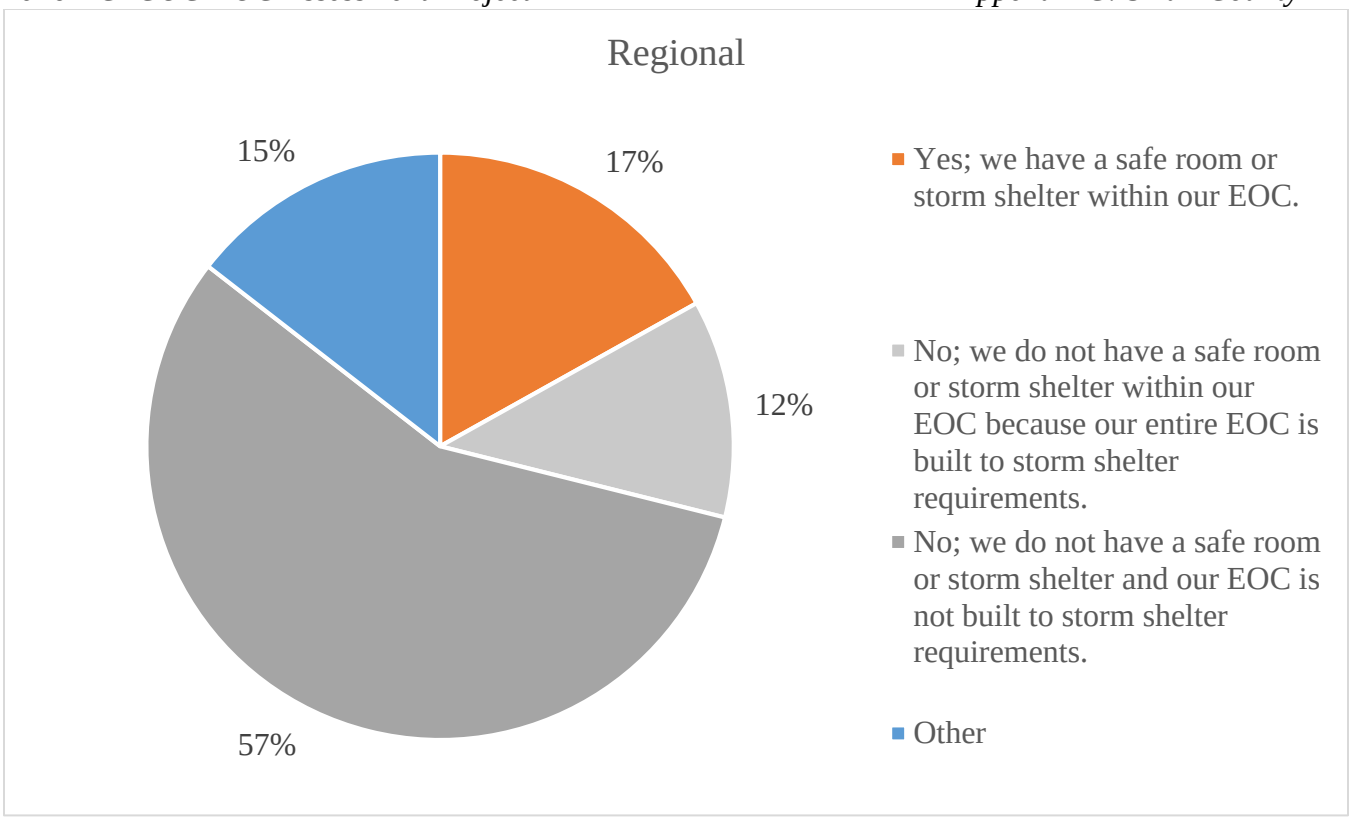
14.1 Of those who hardened their EOC, what construction code, standard, or guideline was used?



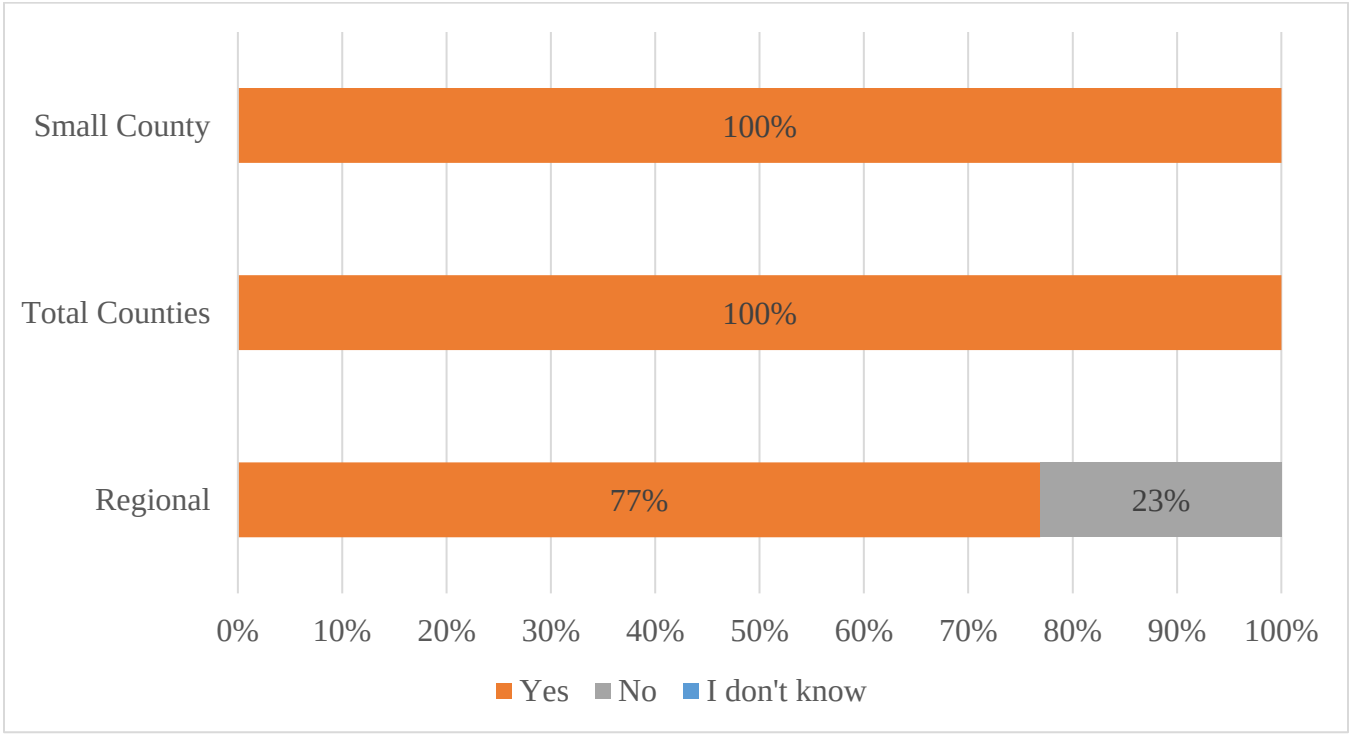
15. Does your EOC have a safe room or storm shelter for severe weather?



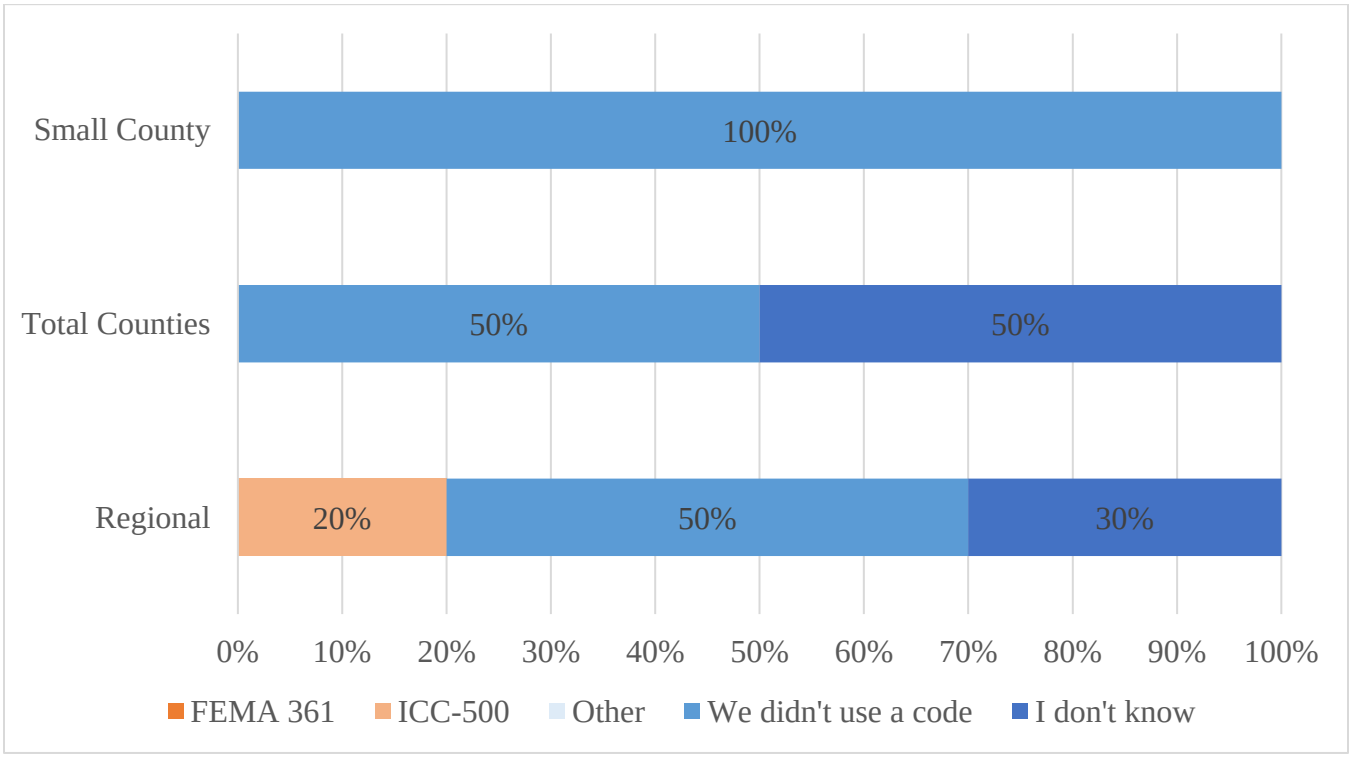



Regional
15%
17%
12%
57%
Yes; we have a safe room or storm shelter within our EOC.
No; we do not have a safe room or storm shelter within our EOC because our entire EOC is built to storm shelter requirements.
No; we do not have a safe room or storm shelter and our EOC is not built to storm shelter requirements.
Other

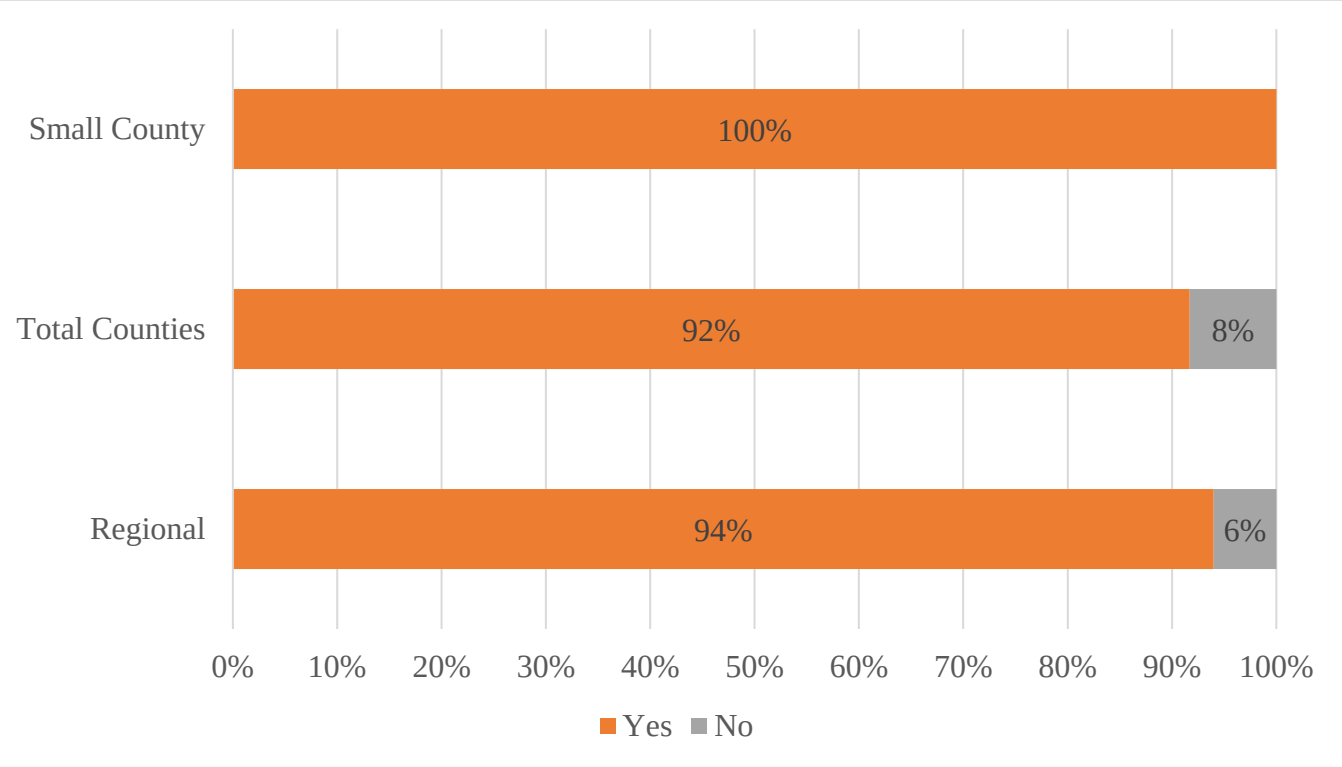
15.1 Of those who hardened have a safe room, is it hardened? *(Answers only apply to those who have a safe room)*



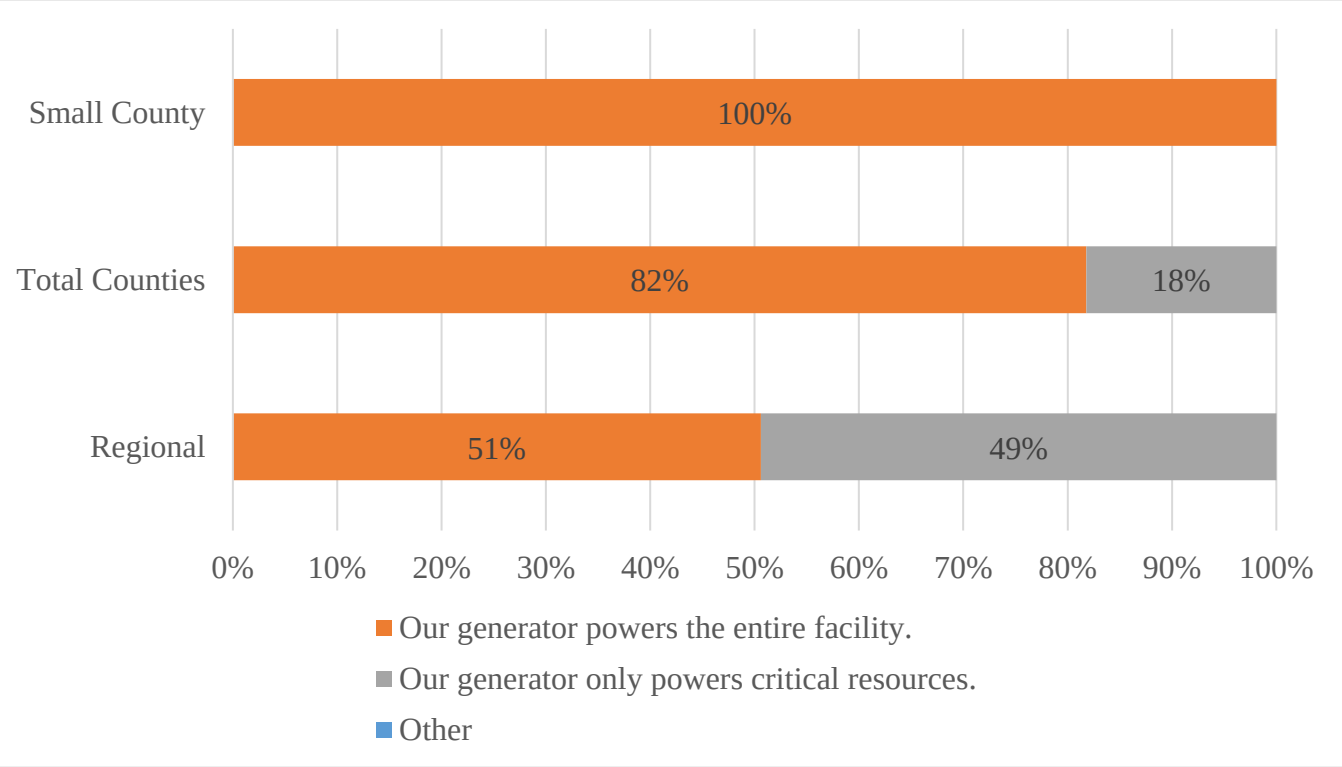
15.2 Of those who hardened have a hardened safe room, what code, standard, or guideline did you use? *(Answers only apply to those who indicated they have a hardened safe room)*



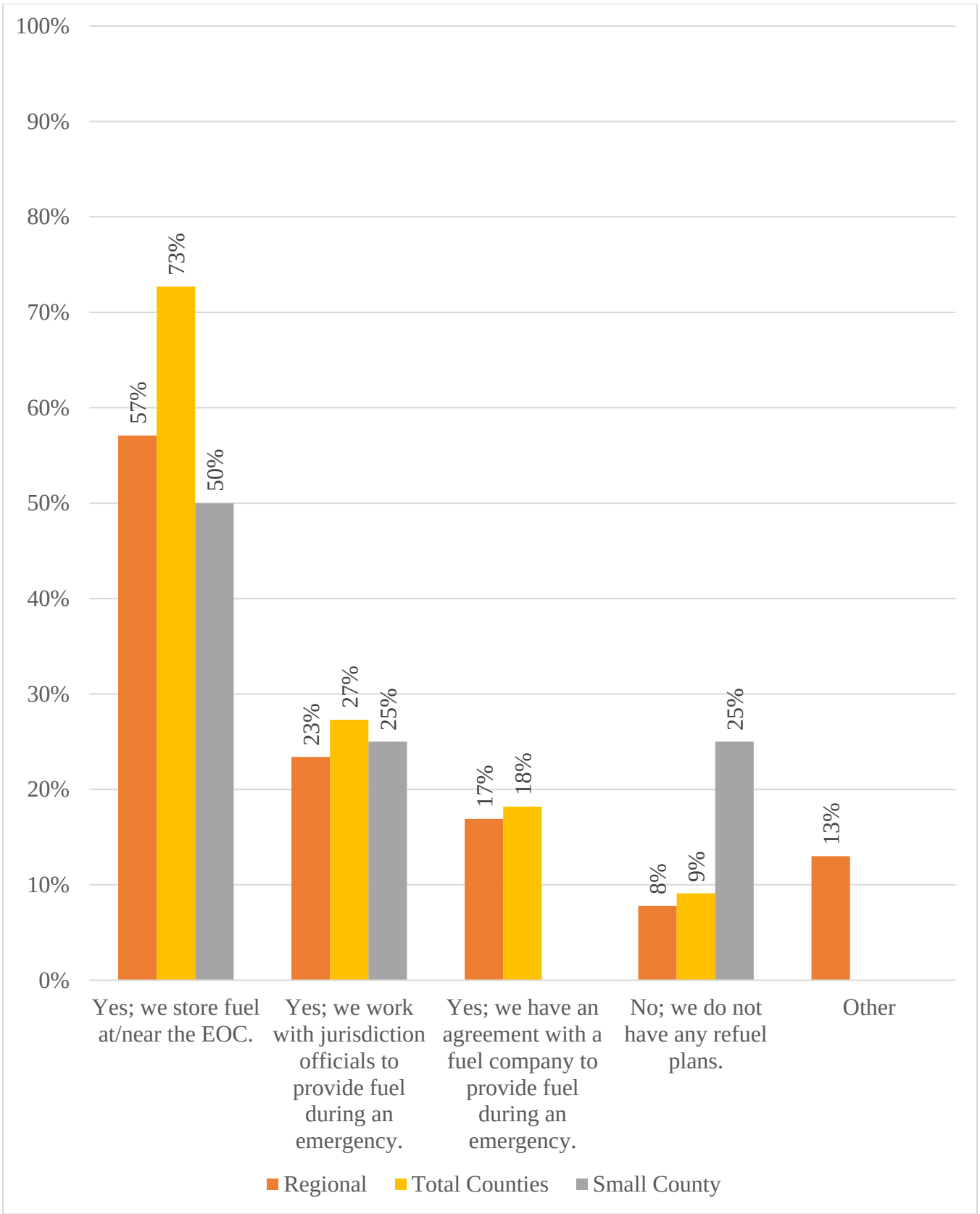
16. Does your EOC have backup generators?



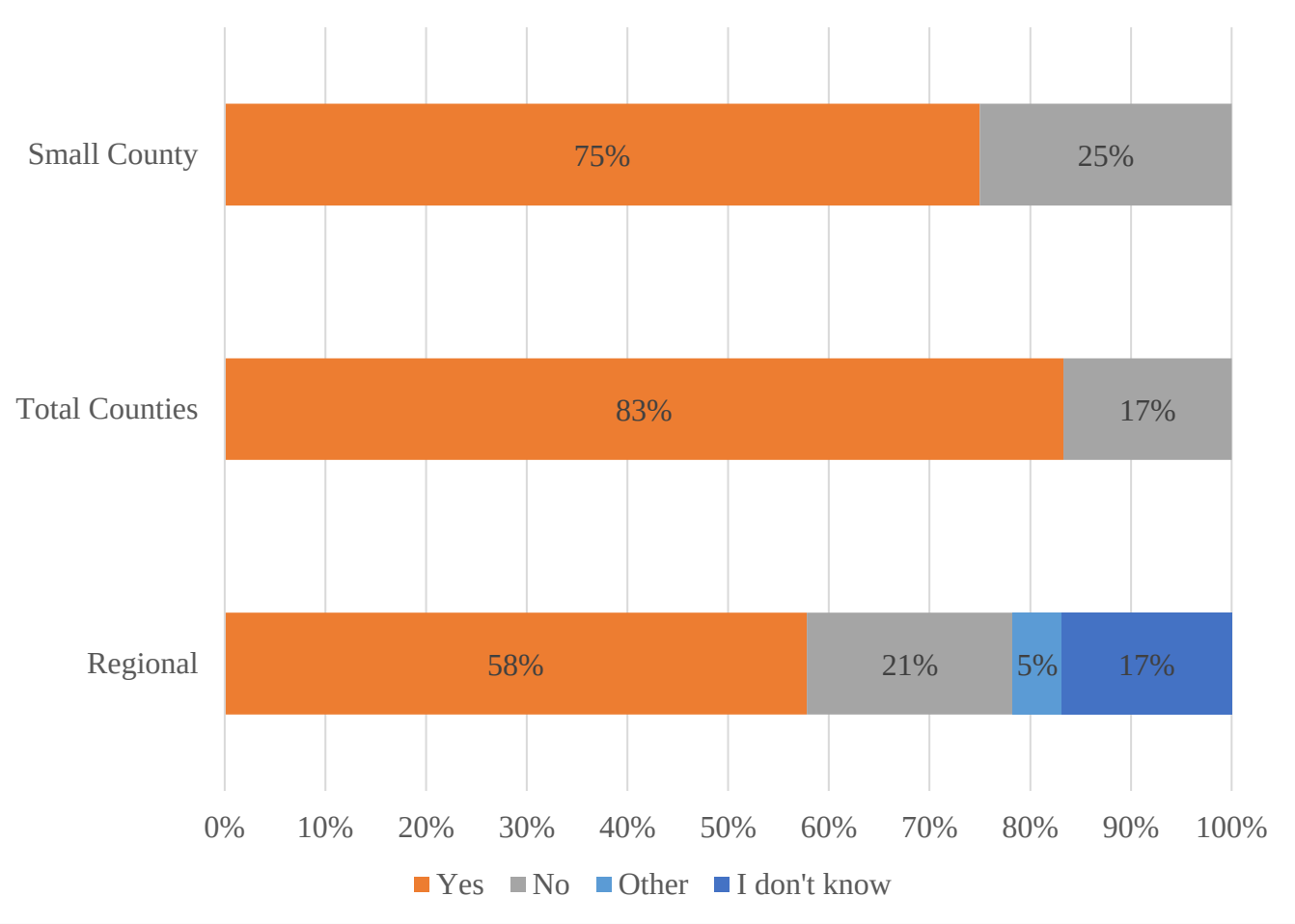
16.1 Of those who have backup generators, does the generator power the whole facility or just critical resources?



16.2 Of those who have backup generators, is your fuel source readily available (pre-stored or direct feed)?



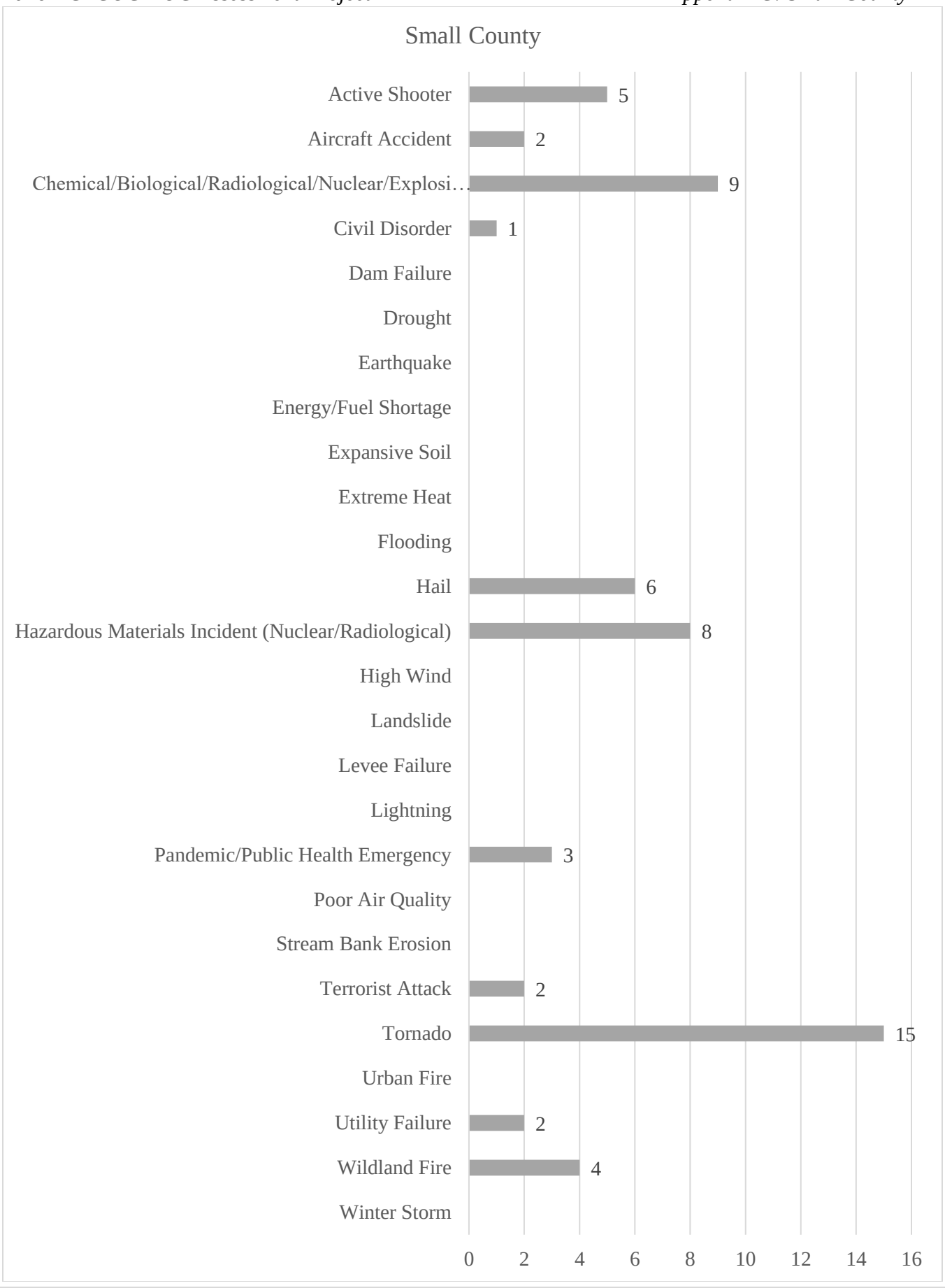
17. Are your telephone and communications lines into the EOC protected under ground?

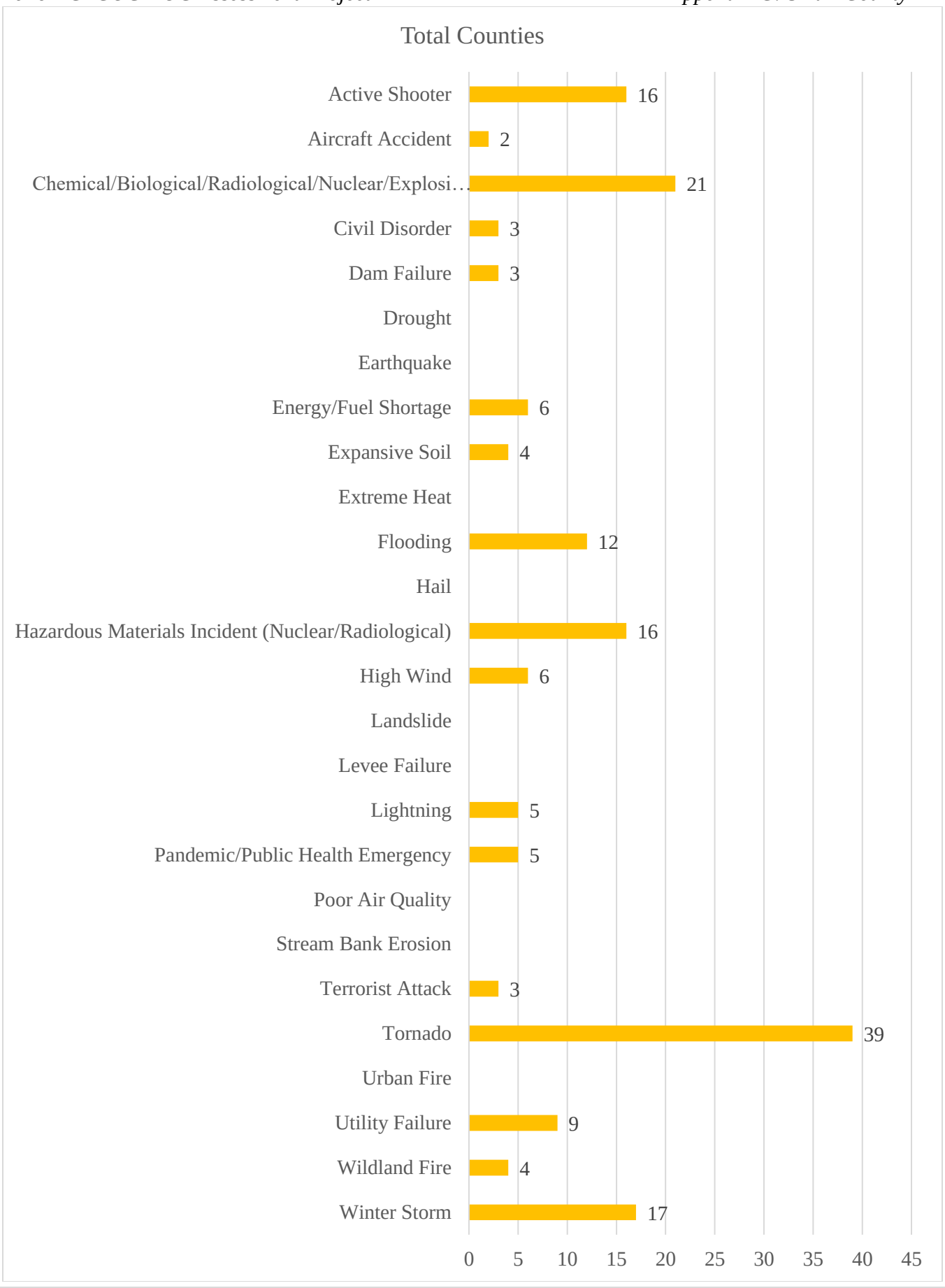


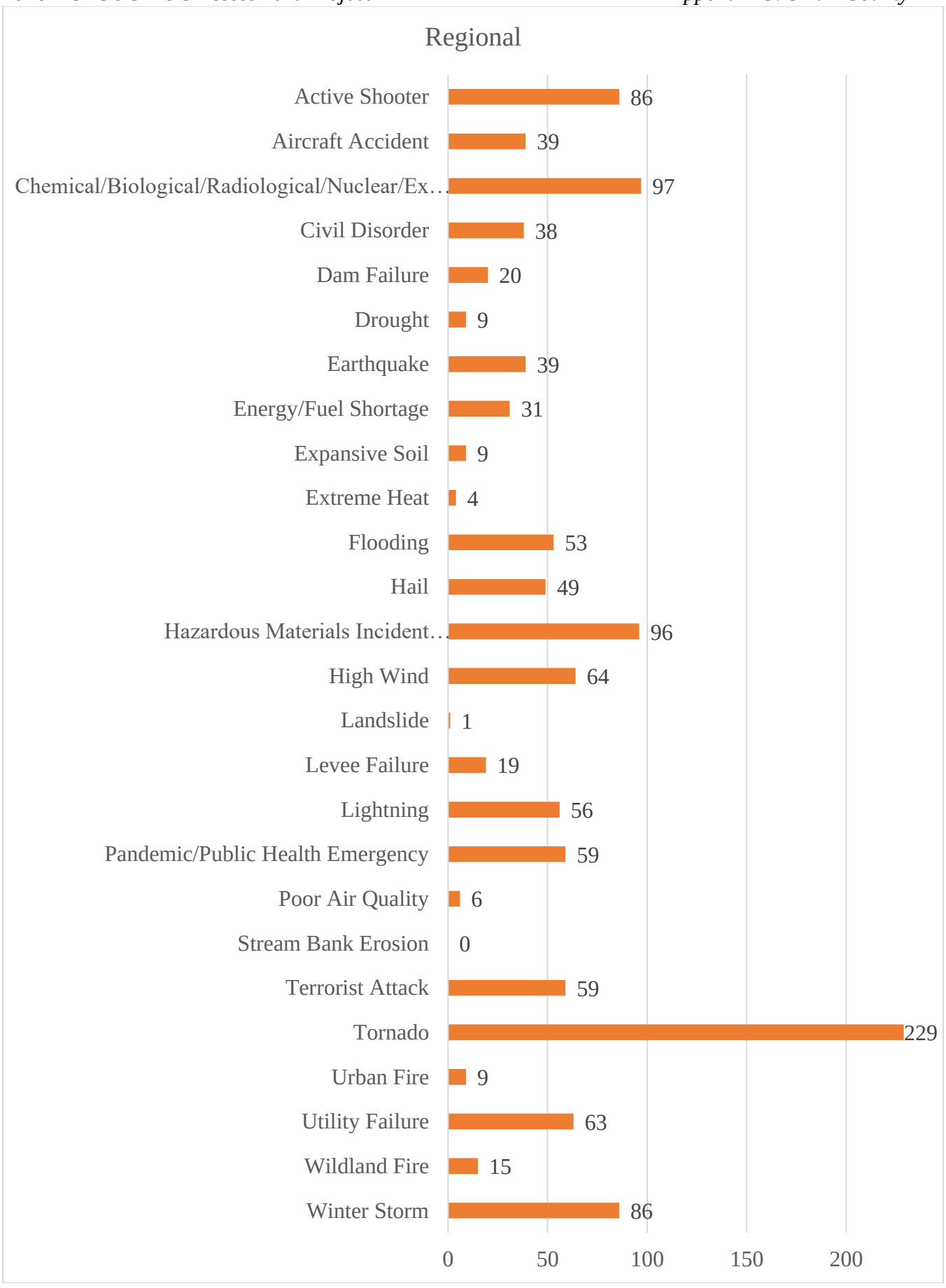
Security

18. Of the hazards listed below, which pose the greatest unmitigated risk to your EOC facility?

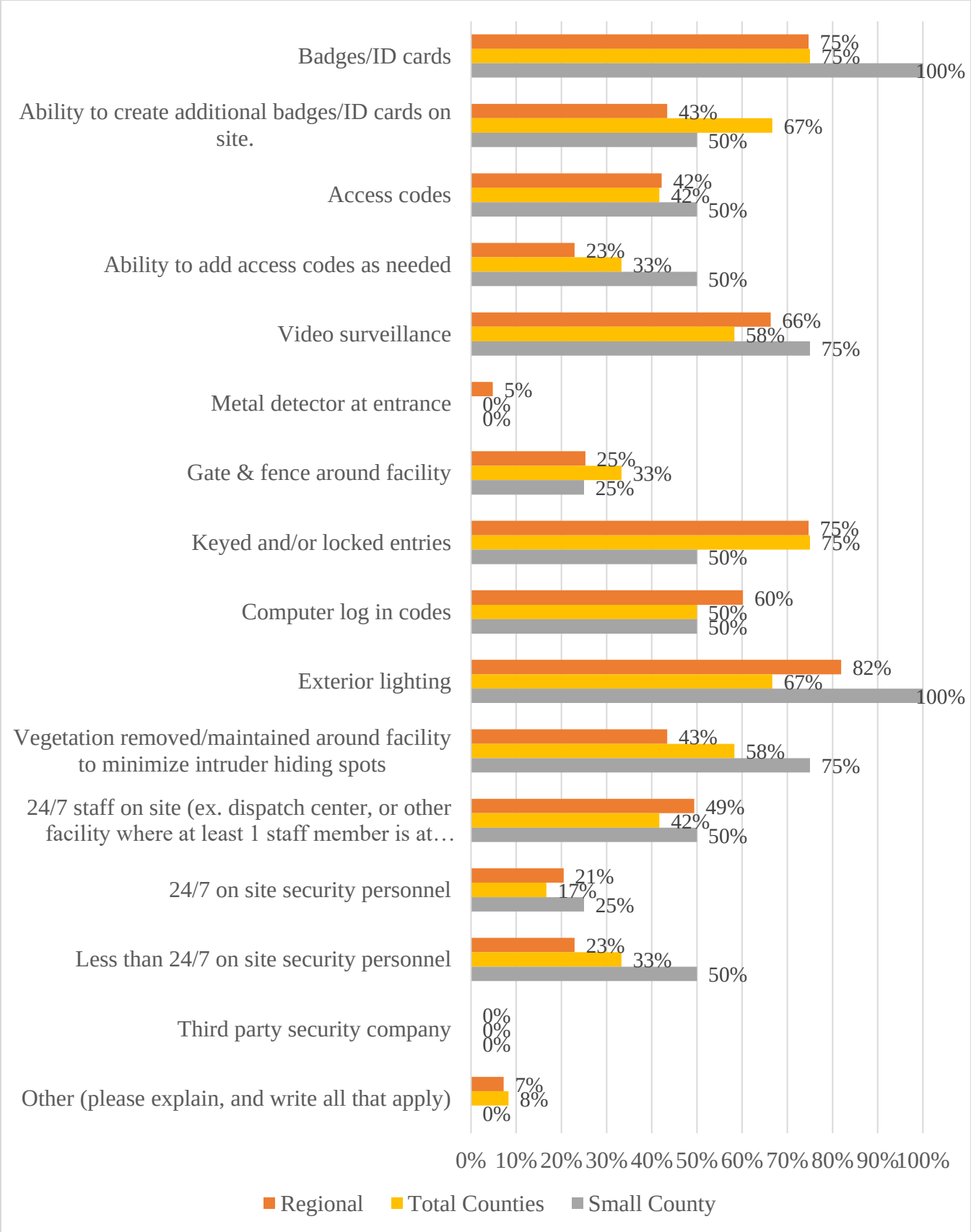
Please select and rank your top 5 unmitigated hazards. The purpose of this question is to determine the top 5 hazards posing unmitigated risks to EOC facilities across our region. This data could help identify and prioritize future mitigation efforts. *(Answers ranked by assigning values to each answer based on its priority and summing the total priority votes. Top priority hazards were assigned a value of 5, second priority a value of 4, third priority a value of 3, fourth priority a value of 2, and fifth priority a value of 1.)*


Small County
Active Shooter
5
Aircraft Accident
2
Chemical/Biological/Radiological/Nuclear/Explosi…
9
Civil Disorder
1
Dam Failure
Drought
Earthquake
Energy/Fuel Shortage
Expansive Soil
Extreme Heat
Flooding
Hail
6
Hazardous Materials Incident (Nuclear/Radiological)
8
High Wind
Landslide
Levee Failure
Lightning
Pandemic/Public Health Emergency
3
Poor Air Quality
Stream Bank Erosion
Terrorist Attack
2
Tornado
15
Urban Fire
Utility Failure
2
Wildland Fire
4
Winter Storm
0 2 4 6 8 10 12 14 16


Total Counties
Active Shooter 16
Aircraft Accident 2
Chemical/Biological/Radiological/Nuclear/Explosi… 21
Civil Disorder 3
Dam Failure 3
Drought
Earthquake
Energy/Fuel Shortage 6
Expansive Soil 4
Extreme Heat
Flooding 12
Hail
Hazardous Materials Incident (Nuclear/Radiological) 16
High Wind 6
Landslide
Levee Failure
Lightning 5
Pandemic/Public Health Emergency 5
Poor Air Quality
Stream Bank Erosion
Terrorist Attack 3
Tornado 39
Urban Fire
Utility Failure 9
Wildland Fire 4
Winter Storm 17
0 5 10 15 20 25 30 35 40 45


Regional
Active Shooter 86
Aircraft Accident 39
Chemical/Biological/Radiological/Nuclear/Ex… 97
Civil Disorder 38
Dam Failure 20
Drought 9
Earthquake 39
Energy/Fuel Shortage 31
Expansive Soil 9
Extreme Heat 4
Flooding 53
Hail 49
Hazardous Materials Incident… 96
High Wind 64
Landslide 1
Levee Failure 19
Lightning 56
Pandemic/Public Health Emergency 59
Poor Air Quality 6
Stream Bank Erosion 0
Terrorist Attack 59
Tornado 229
Urban Fire 9
Utility Failure 63
Wildland Fire 15
Winter Storm 86
0 50 100 150 200

19. What types of site security and access control features are in place at the EOC? Please select all that apply.



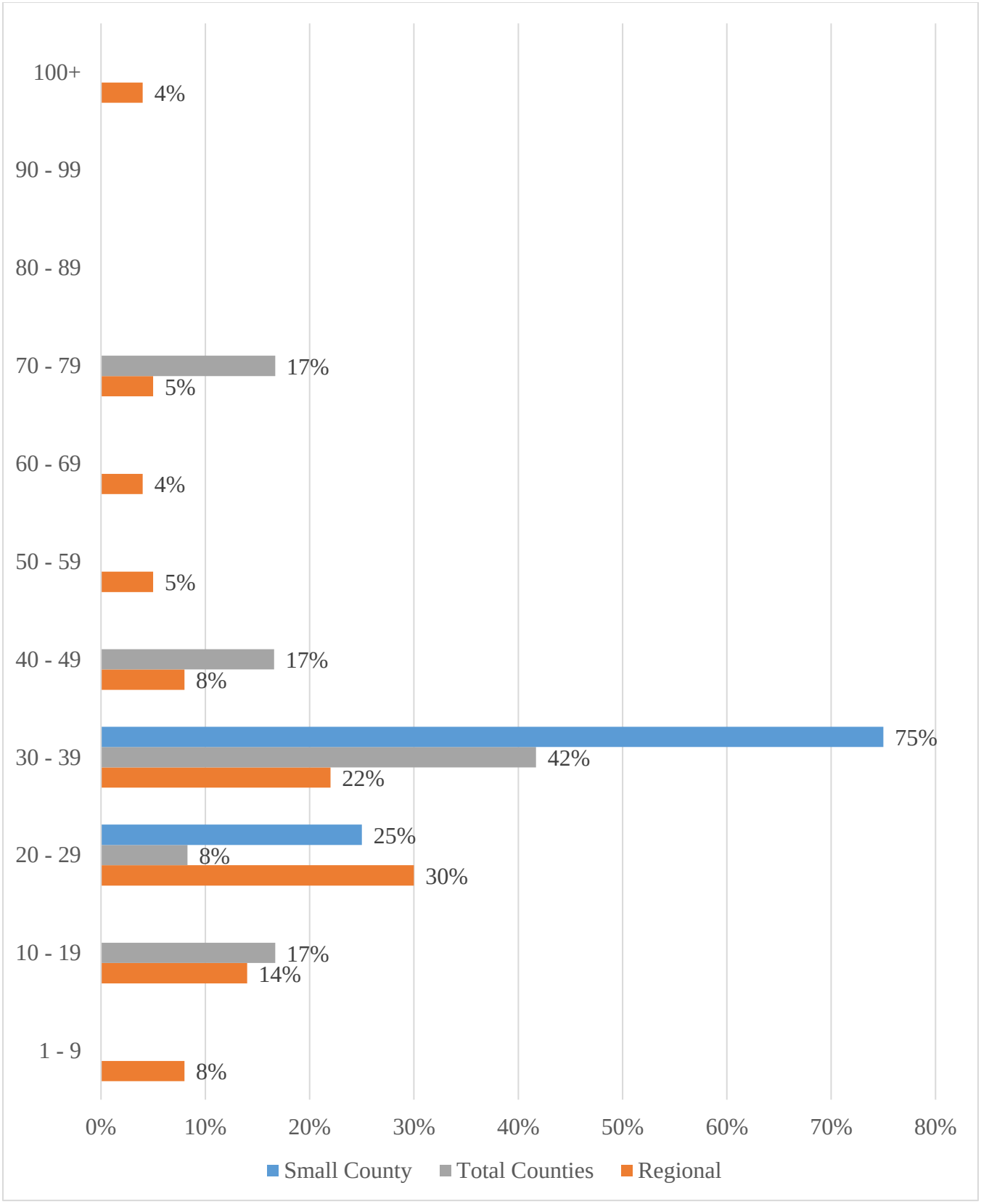
Sustainability, Interoperability, and Flexibility

20. Please select the most appropriate answer for each facility feature based on its availability.

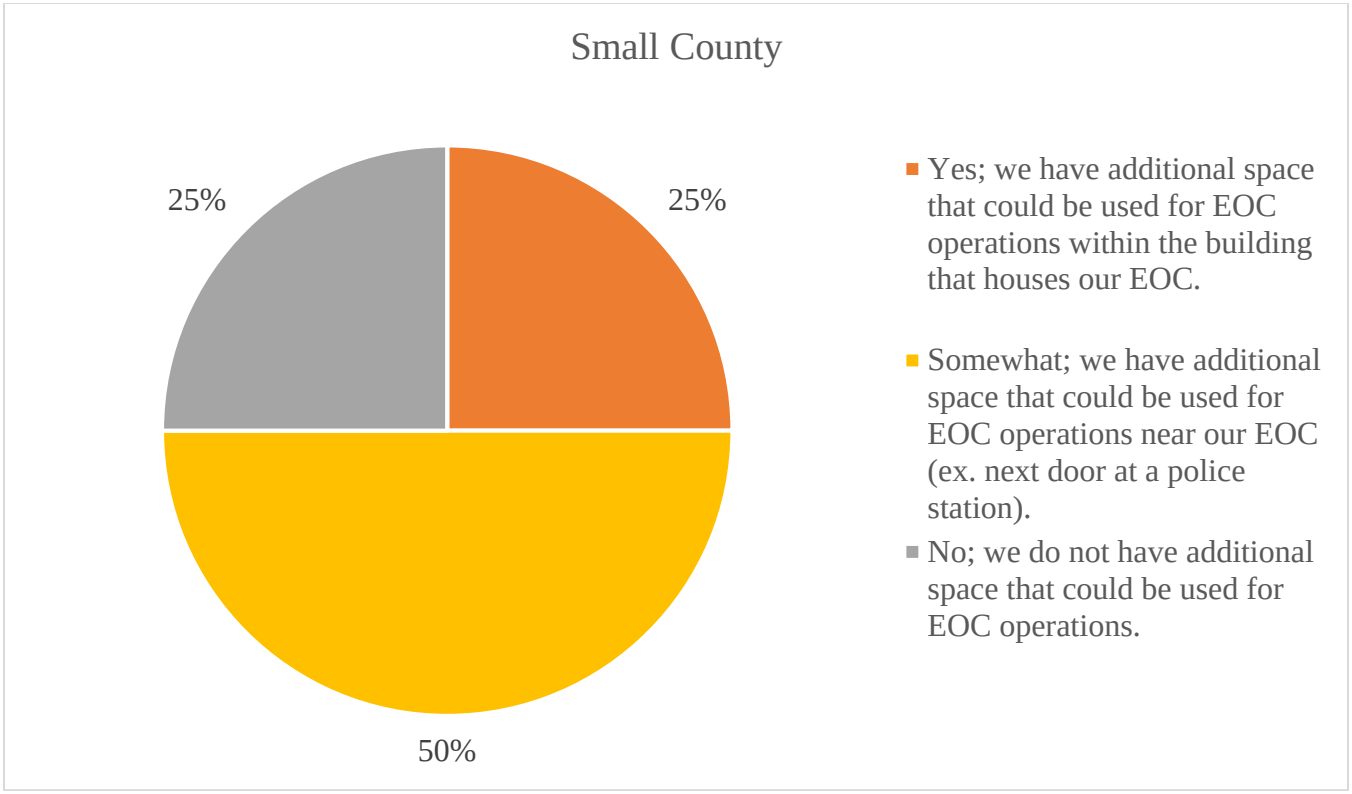
- *Sleeping quarters for staff*
- *Showers for staff*
- *Sufficient restrooms for staff*
- *Full size kitchen*
- *Breakroom/less than full size kitchen*

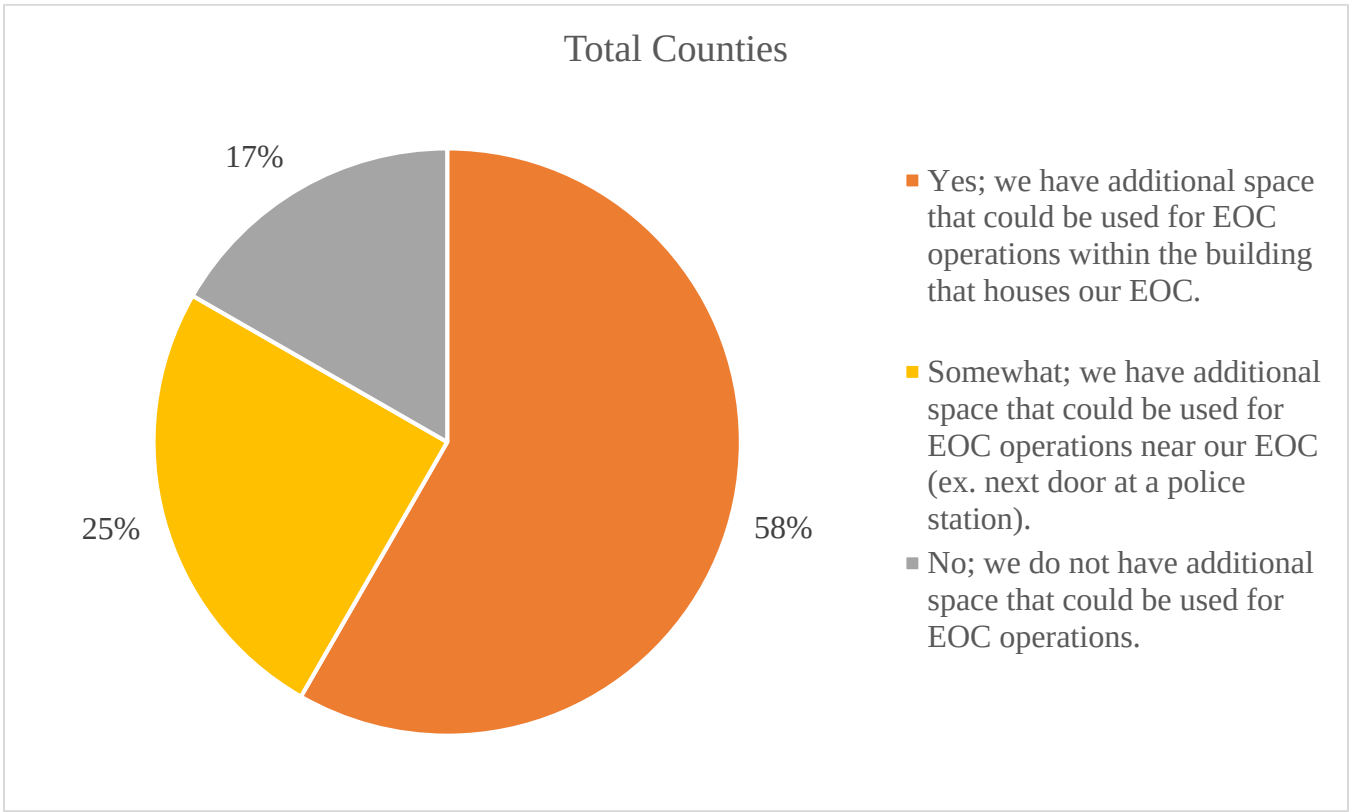
	Available in EOC			Available Near EOC			Not Available in EOC			Other		
	Regional	Total Counties	Small County	Regional	Total Counties	Small County	Regional	Total Counties	Small County	Regional	Total Counties	Small County
Sleeping quarters for staff	20.5%	25%	0%	43.4%	33.3%	50%	34.9%	41.7%	50%	1.2%	0%	0%
Showers for staff	37.3%	50%	0%	49.4%	33.3%	75%	13.3%	16.7%	25%	0%	0%	0%
Sufficient restrooms for staff	77.1%	100%	100%	21.7%	0%	0%	1.2%	0%	0%	0%	0%	0%
Full size kitchen	33.7%	33.3%	25%	39.8%	33.3%	50%	22.9%	25%	25%	3.6%	8.3%	0%
Breakroom/ Less than full size kitchen	66.7%	100%	100%	27.2%	0%	0%	6.2%	0%	0%	0%	0%	0%

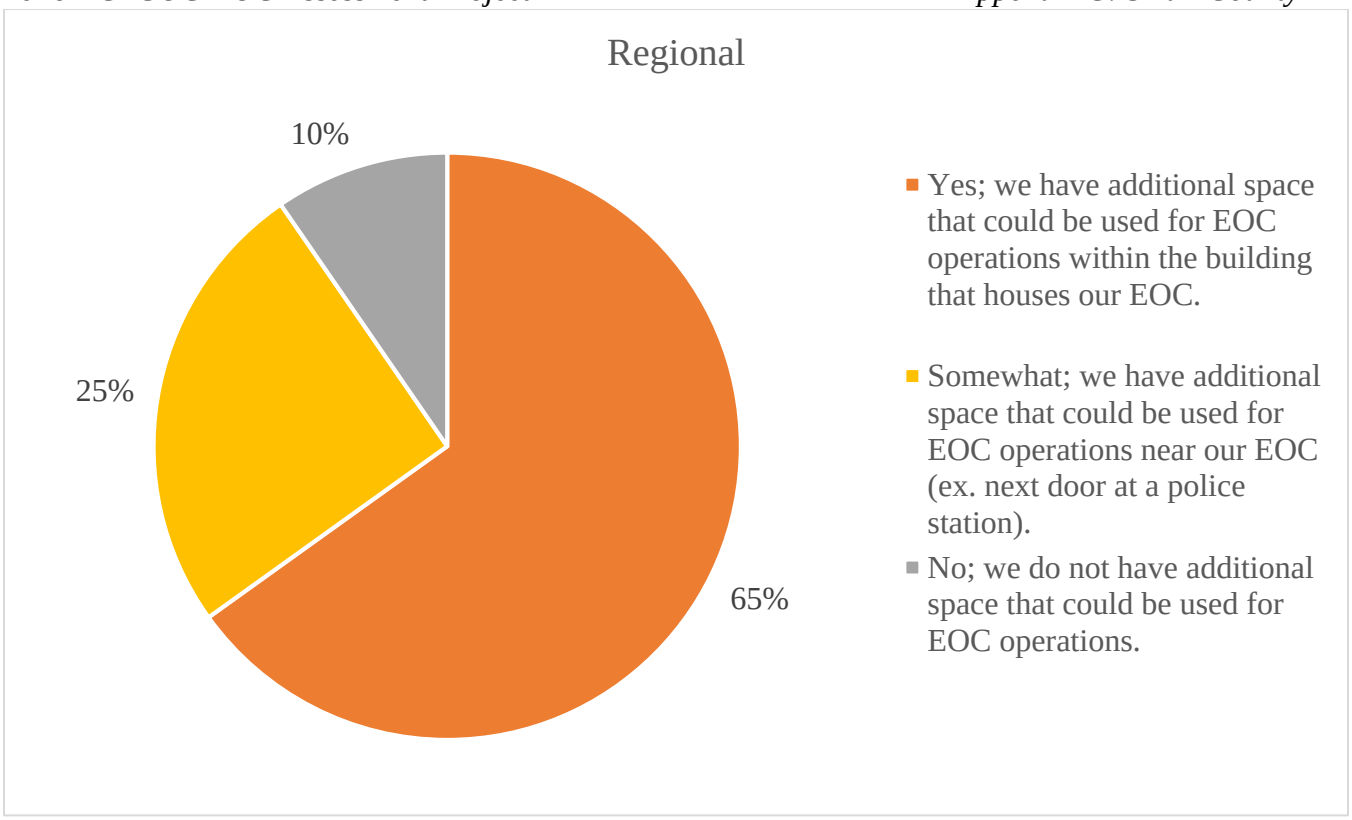
21. How many people can your EOC comfortably accommodate for a full scale response?



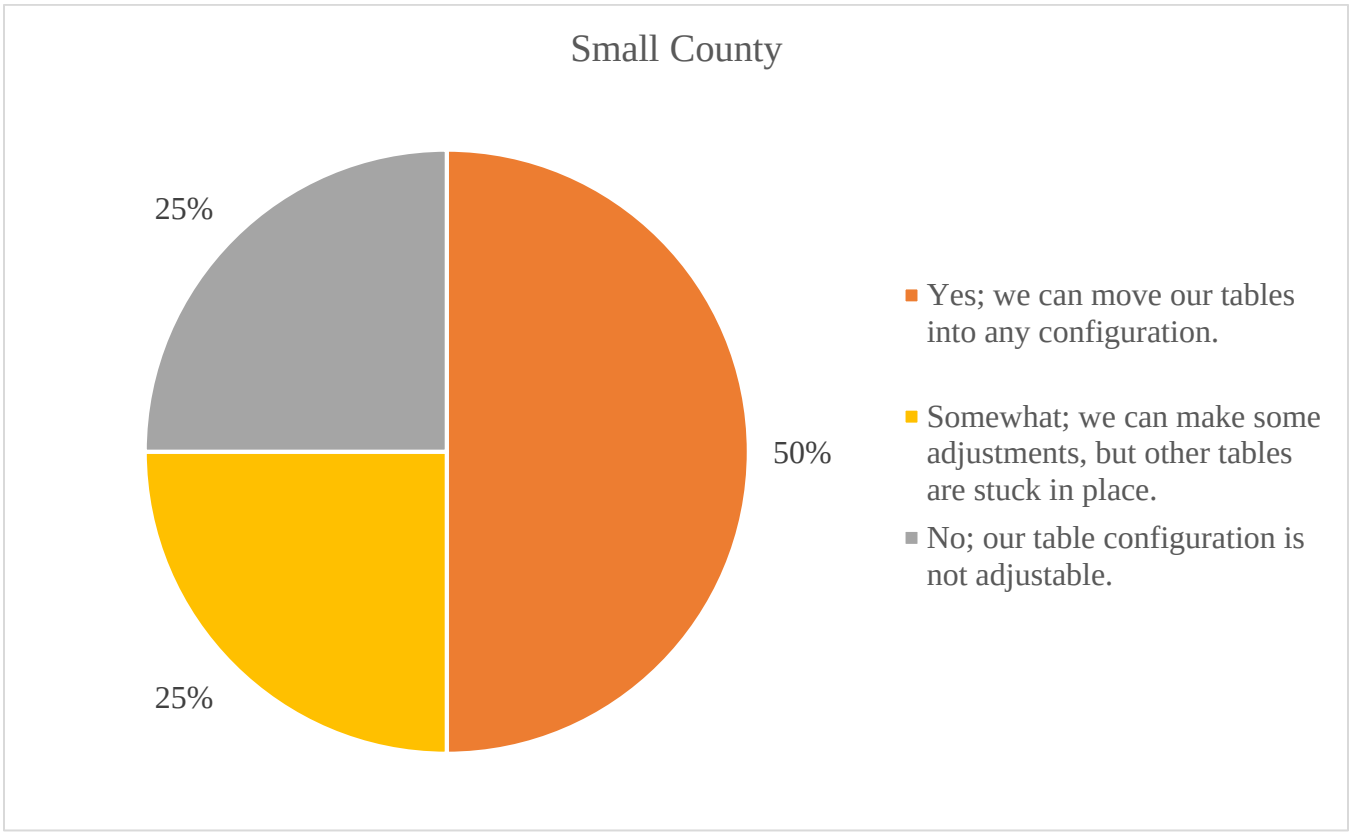
22. Is your EOC expandable, allowing for adding more personnel beyond the main room and utilizing ancillary rooms/ break-out rooms in the same building?

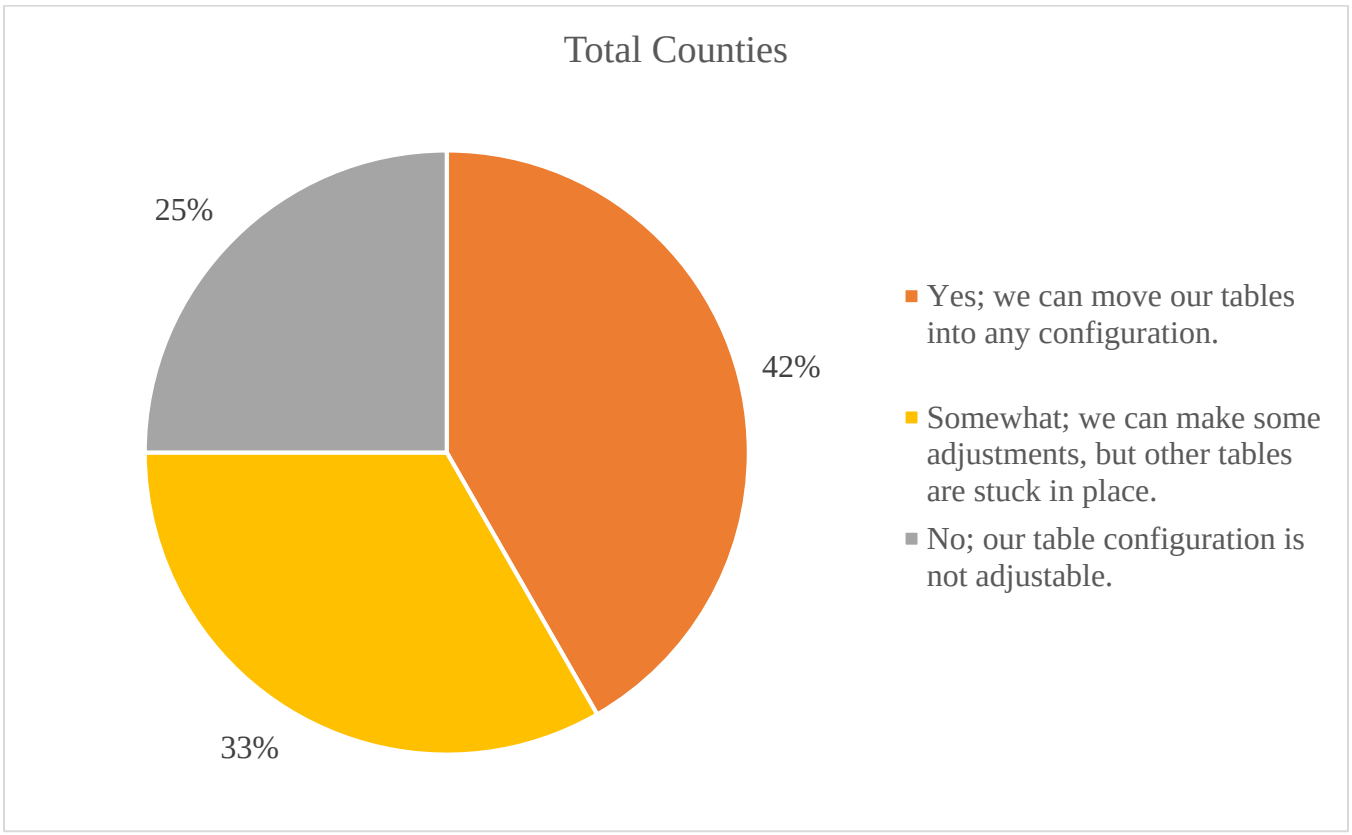


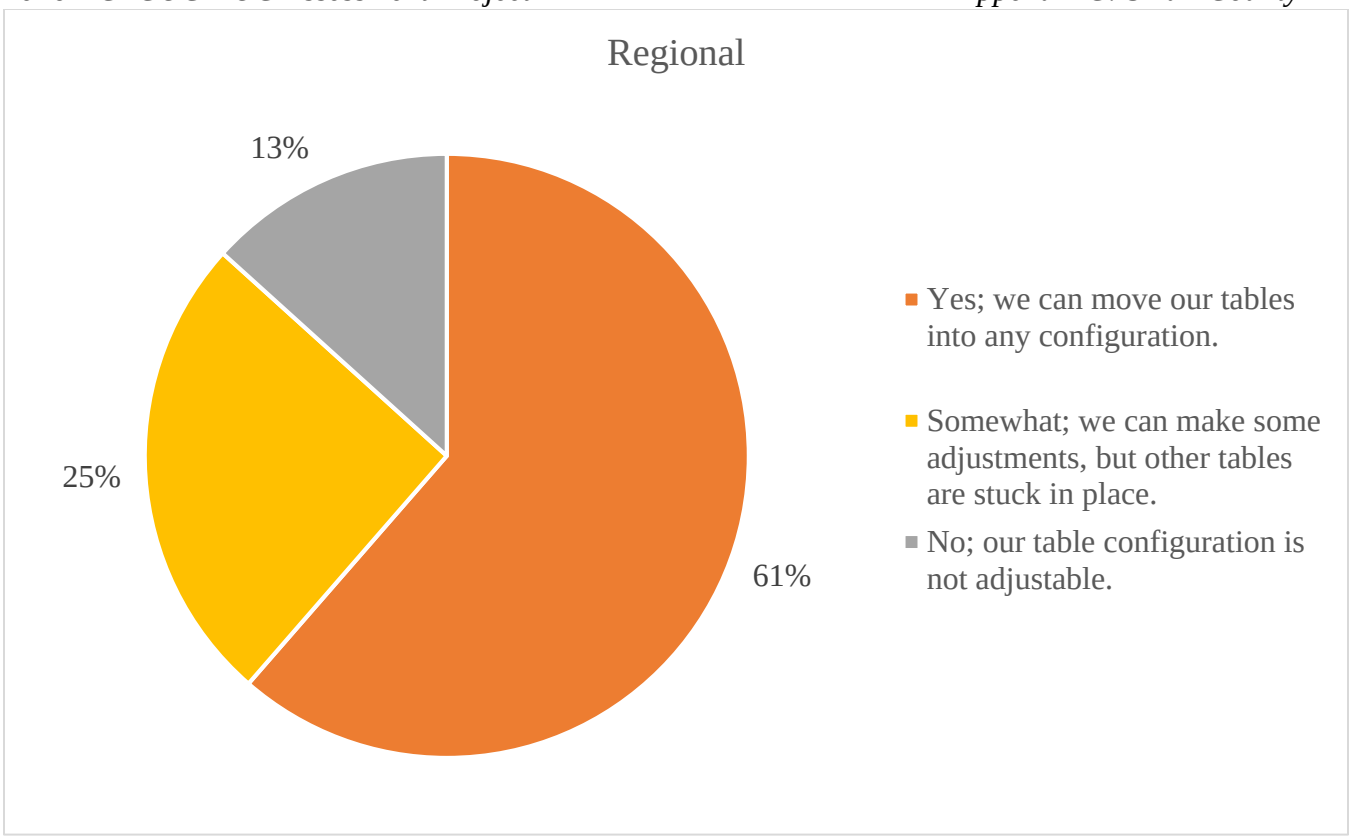



Regional
10%
25%
65%
Yes; we have additional space that could be used for EOC operations within the building that houses our EOC.
Somewhat; we have additional space that could be used for EOC operations near our EOC (ex. next door at a police station).
No; we do not have additional space that could be used for EOC operations.

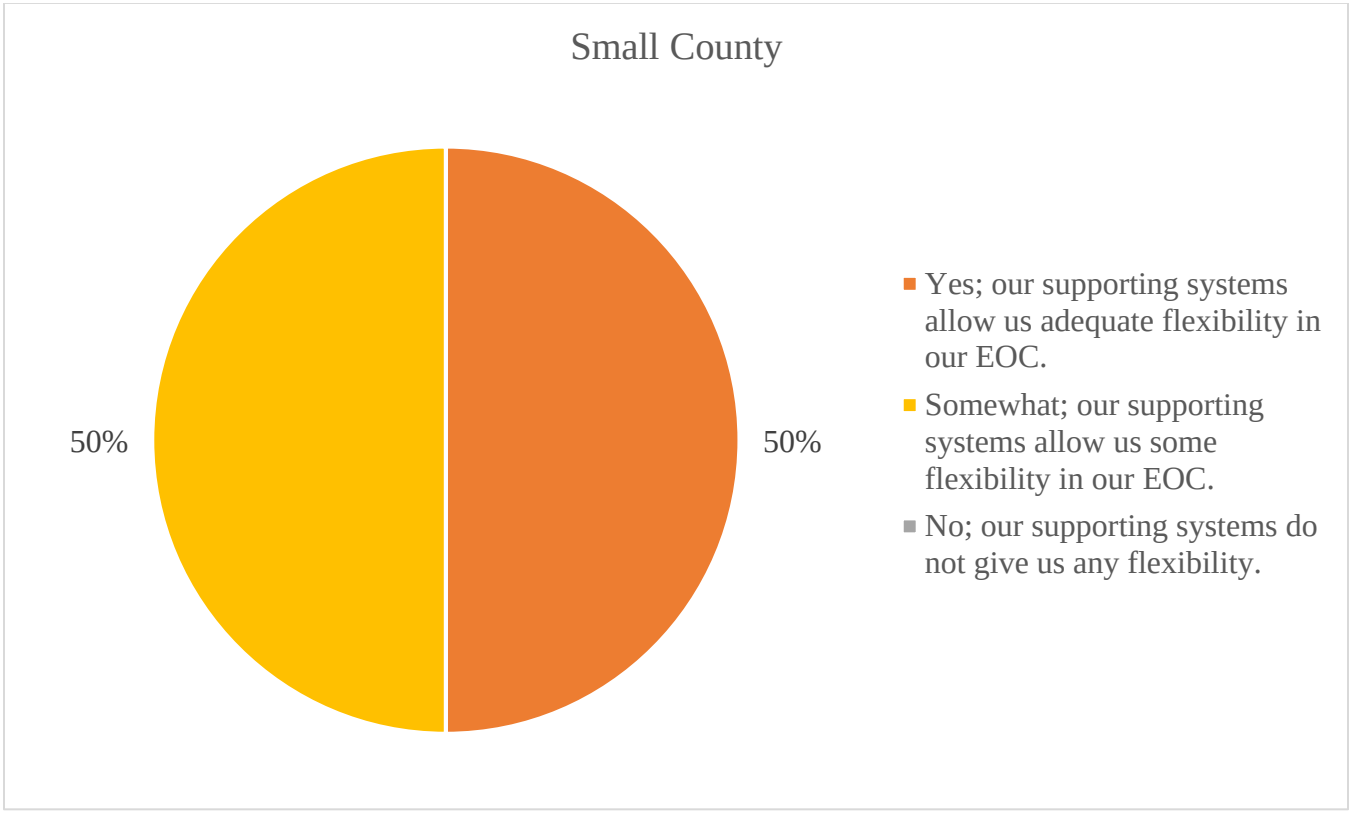
23. Are you able to adjust the table configuration in your EOC?

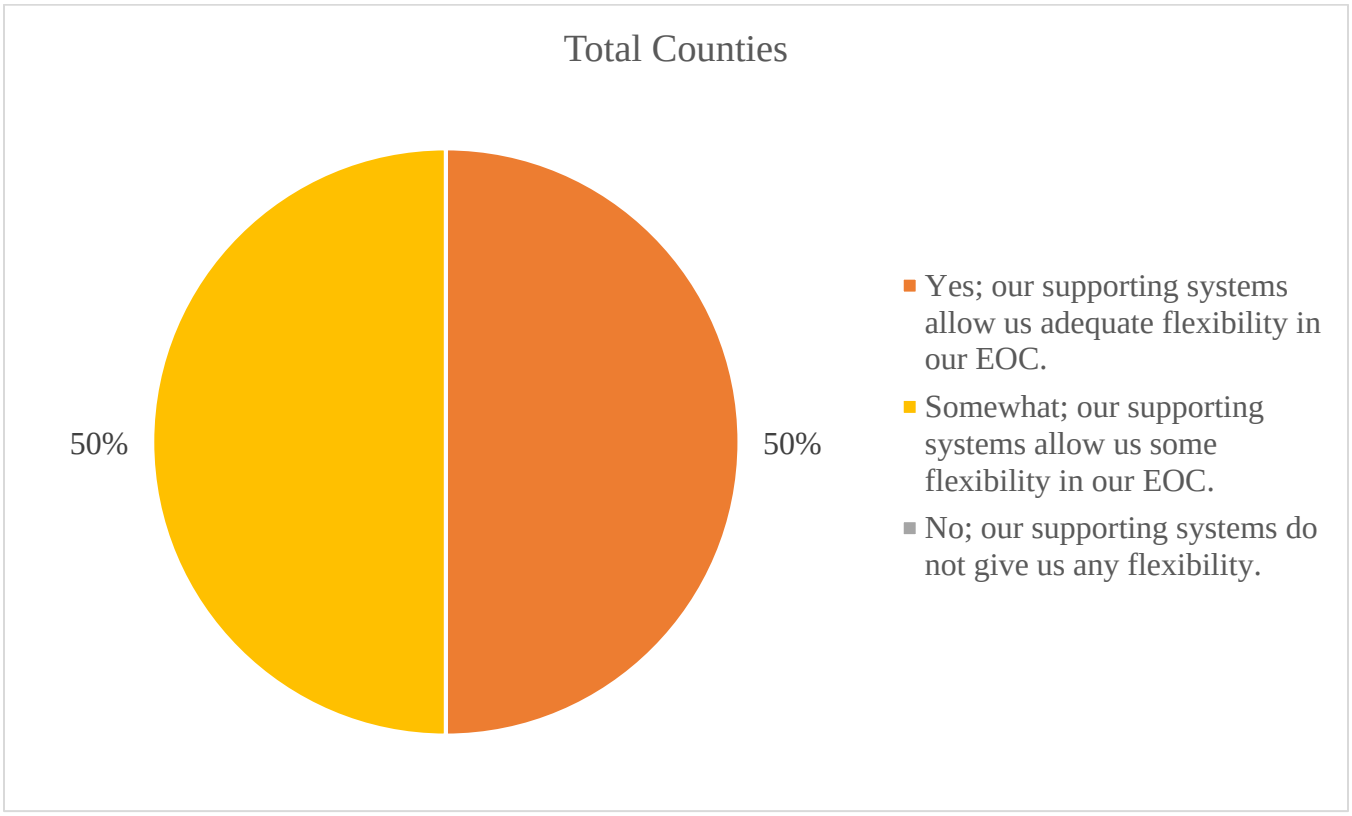


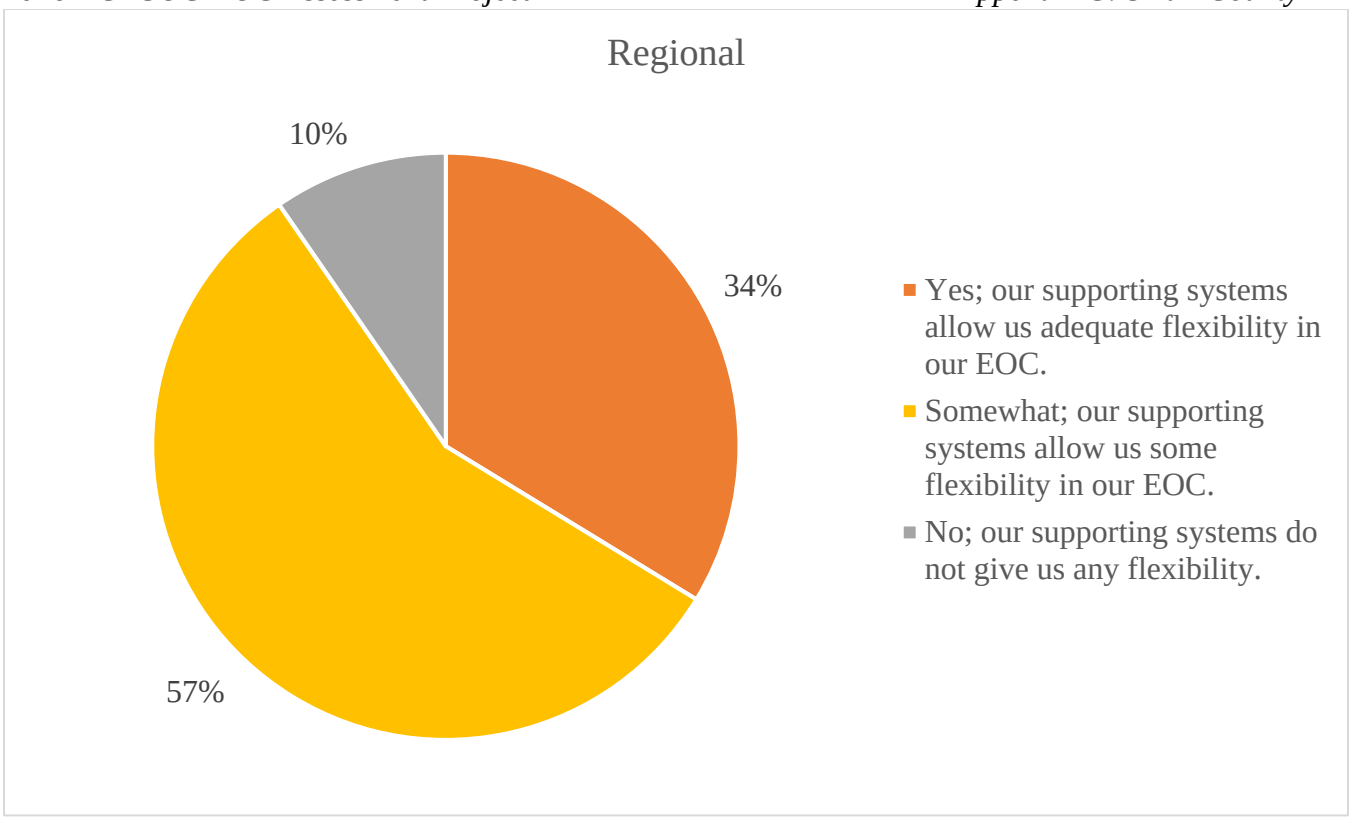



Regional
13%
25%
61%
Yes; we can move our tables into any configuration.
Somewhat; we can make some adjustments, but other tables are stuck in place.
No; our table configuration is not adjustable.

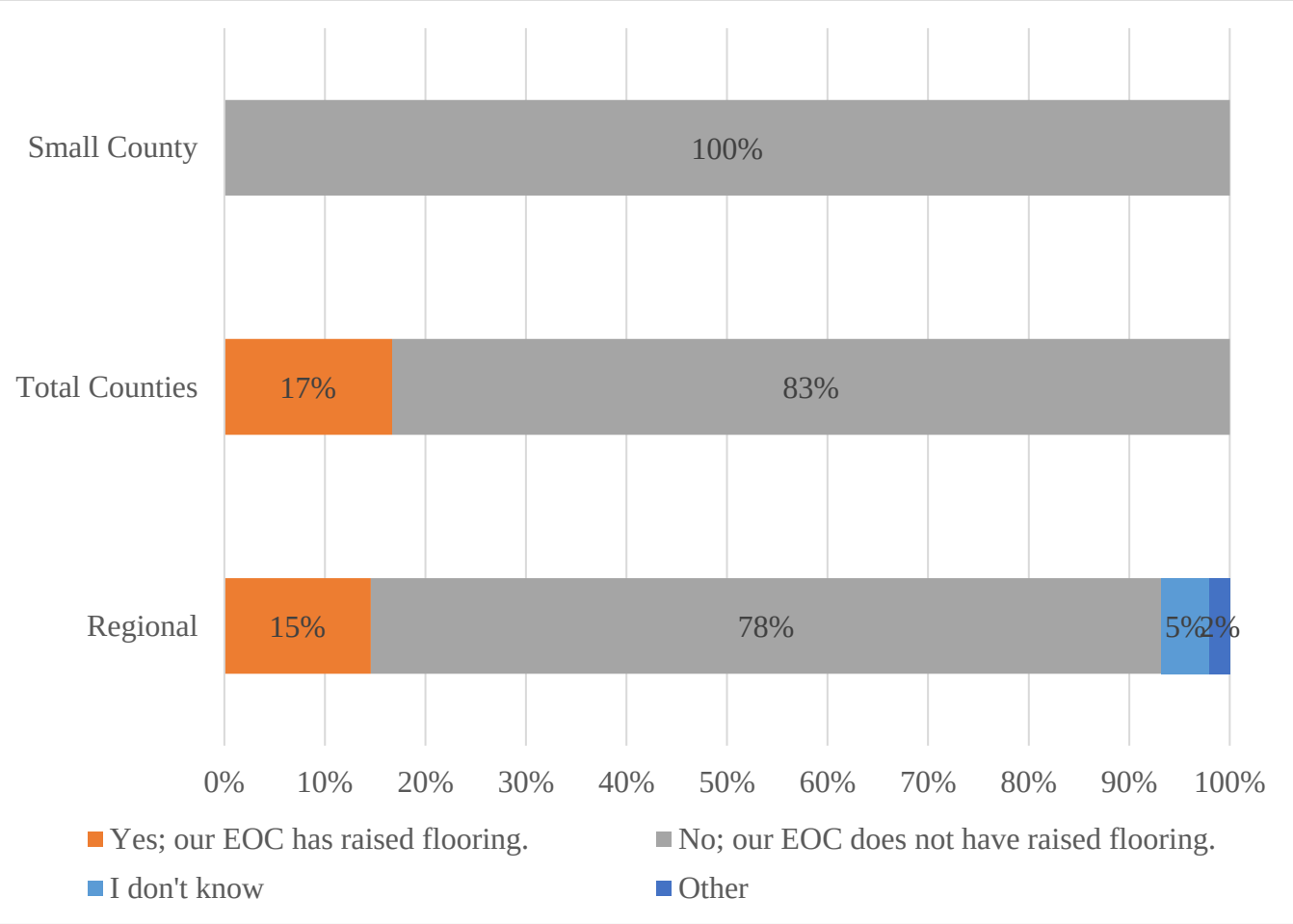
24. Do the supporting systems in your EOC allow you the flexibility you need in your EOC (i.e., power outlets, phone lines, etc.)?






Regional
10%
34%
57%
Yes; our supporting systems allow us adequate flexibility in our EOC.
Somewhat; our supporting systems allow us some flexibility in our EOC.
No; our supporting systems do not give us any flexibility.

25. Does your EOC feature raised flooring?

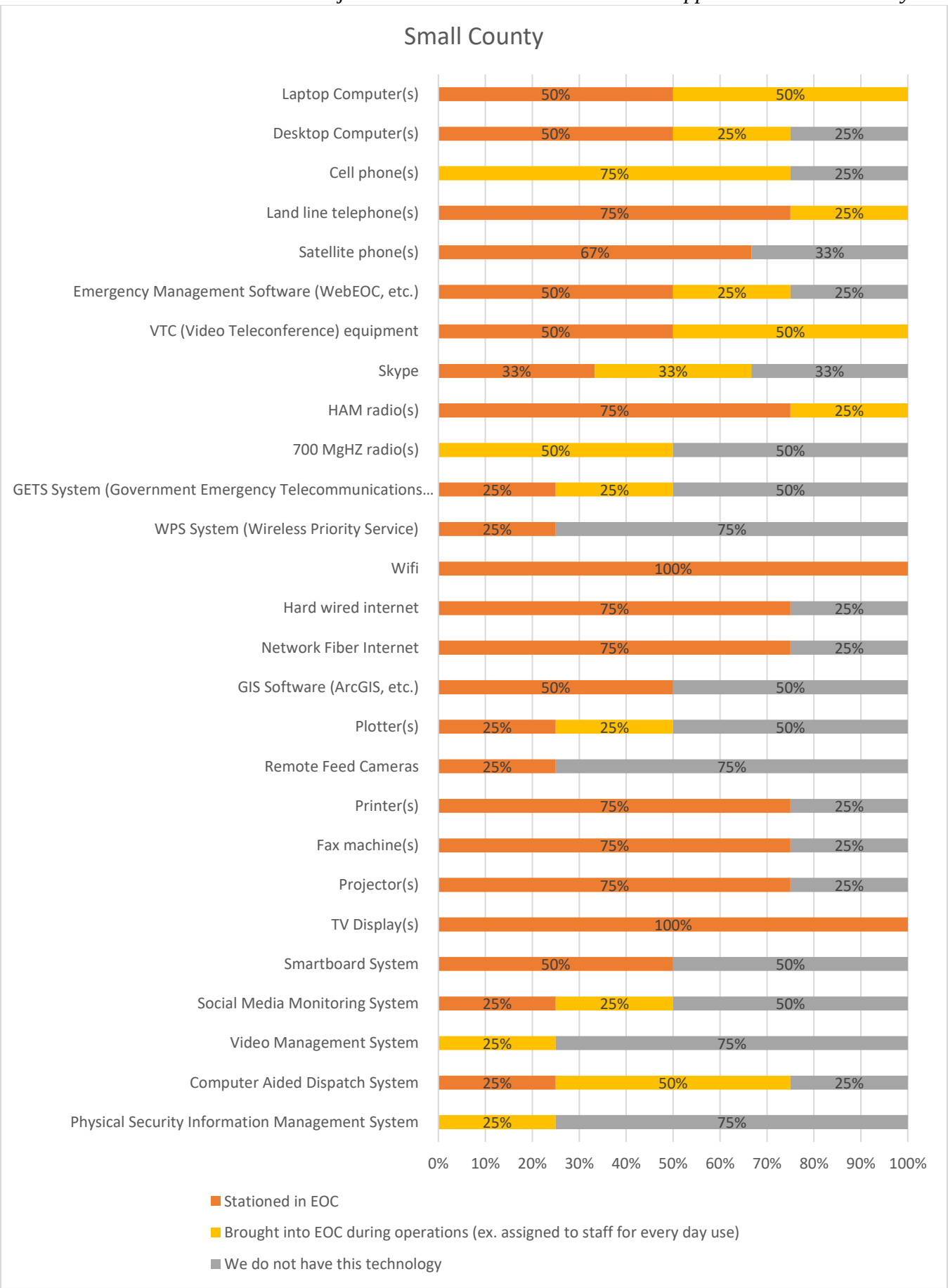


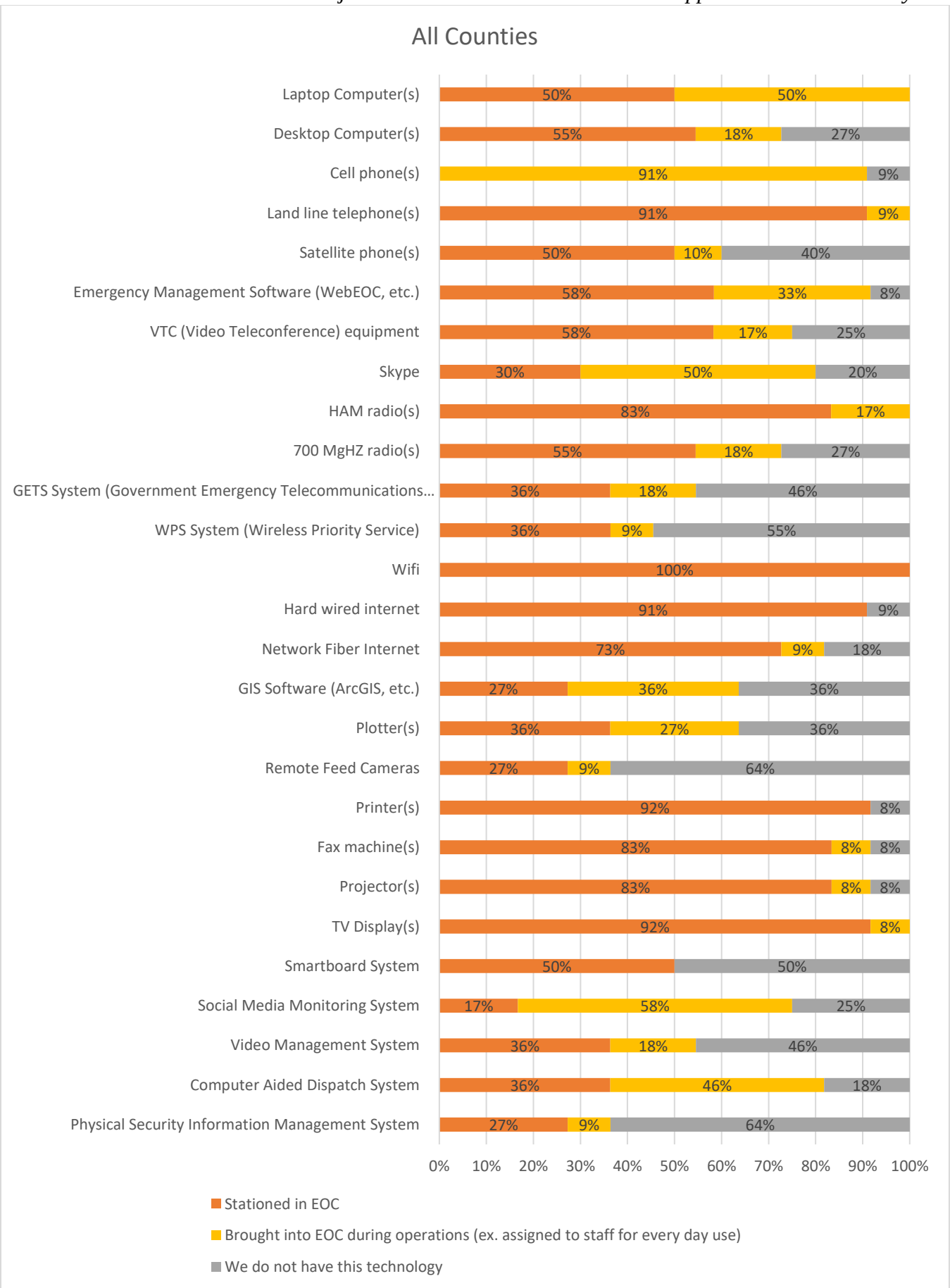
26. What single physical improvement would most benefit your EOC?

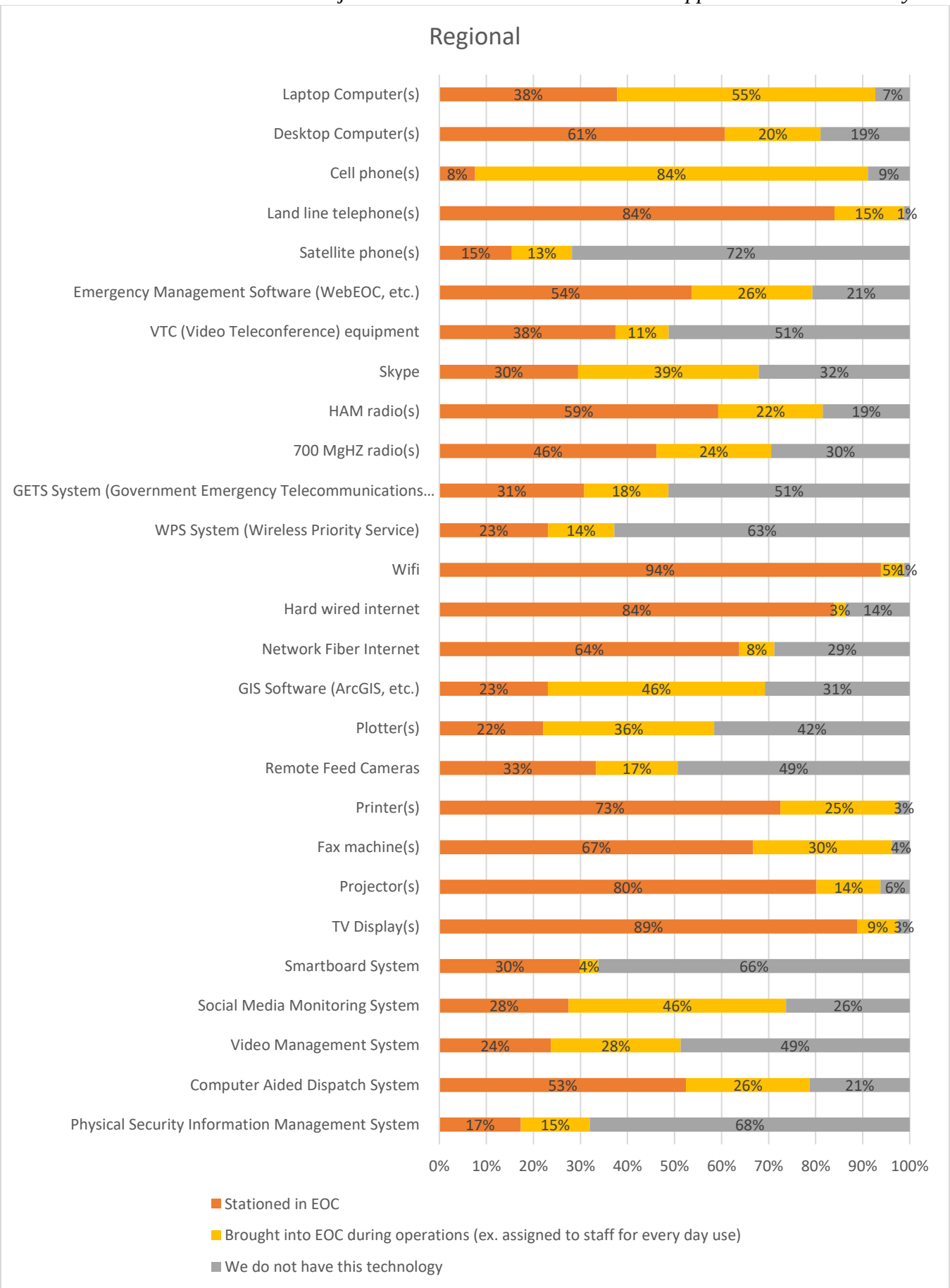
Equipment

27. Please select each of the following technologies that are used in your EOC based on whether they are permanently stationed in your EOC or are brought in when needed.

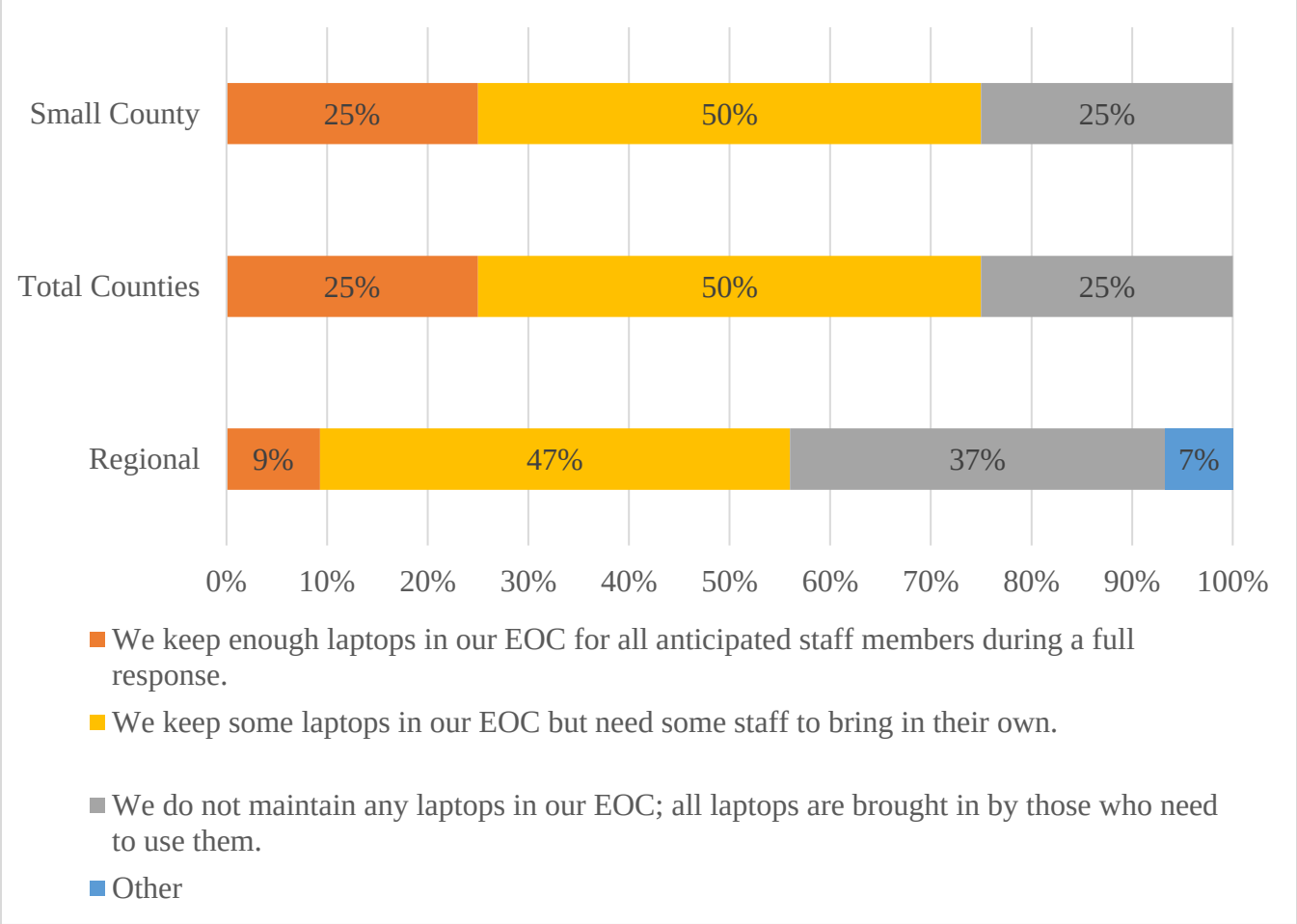
- *Laptop Computer(s)*
- *Desktop Computer(s)*
- *Cell phone(s)*
- *Land line telephone(s)*
- *Satellite phone(s)*
- *Emergency Management Software (WebEOC, etc.)*
- *VTC (Video Teleconference) equipment*
- *Skype*
- *HAM radio(s)*
- *700 MgHZ radio(s)*
- *GETS System (Government Emergency Telecommunications Service)*
- *WPS System (Wireless Priority Service)*
- *Wi-Fi*
- *Hard Wired Internet*
- *Network Fiber Internet*
- *GIS Software (ArcGIS, etc.)*
- *Plotter(s)*
- *Remote Feed Cameras*
- *Printer(s)*
- *Fax machine(s)*
- *Projector(s)*
- *TV Display(s)*
- *Smartboard System*
- *Social Media Monitoring System*
- *Video Management System*
- *Computer Aided Dispatch System*
- *Physical Security Information Management System*


Small County
Laptop Computer(s) 50% 50%
Desktop Computer(s) 50% 25% 25%
Cell phone(s) 75% 25%
Land line telephone(s) 75% 25%
Satellite phone(s) 67% 33%
Emergency Management Software (WebEOC, etc.) 50% 25% 25%
VTC (Video Teleconference) equipment 50% 50%
Skype 33% 33% 33%
HAM radio(s) 75% 25%
700 MgHZ radio(s) 50% 50%
GETS System (Government Emergency Telecommunications... 25% 25% 50%
WPS System (Wireless Priority Service) 25% 75%
Wifi 100%
Hard wired internet 75% 25%
Network Fiber Internet 75% 25%
GIS Software (ArcGIS, etc.) 50% 50%
Plotter(s) 25% 25% 50%
Remote Feed Cameras 25% 75%
Printer(s) 75% 25%
Fax machine(s) 75% 25%
Projector(s) 75% 25%
TV Display(s) 100%
Smartboard System 50% 50%
Social Media Monitoring System 25% 25% 50%
Video Management System 25% 75%
Computer Aided Dispatch System 25% 50% 25%
Physical Security Information Management System 25% 75%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology

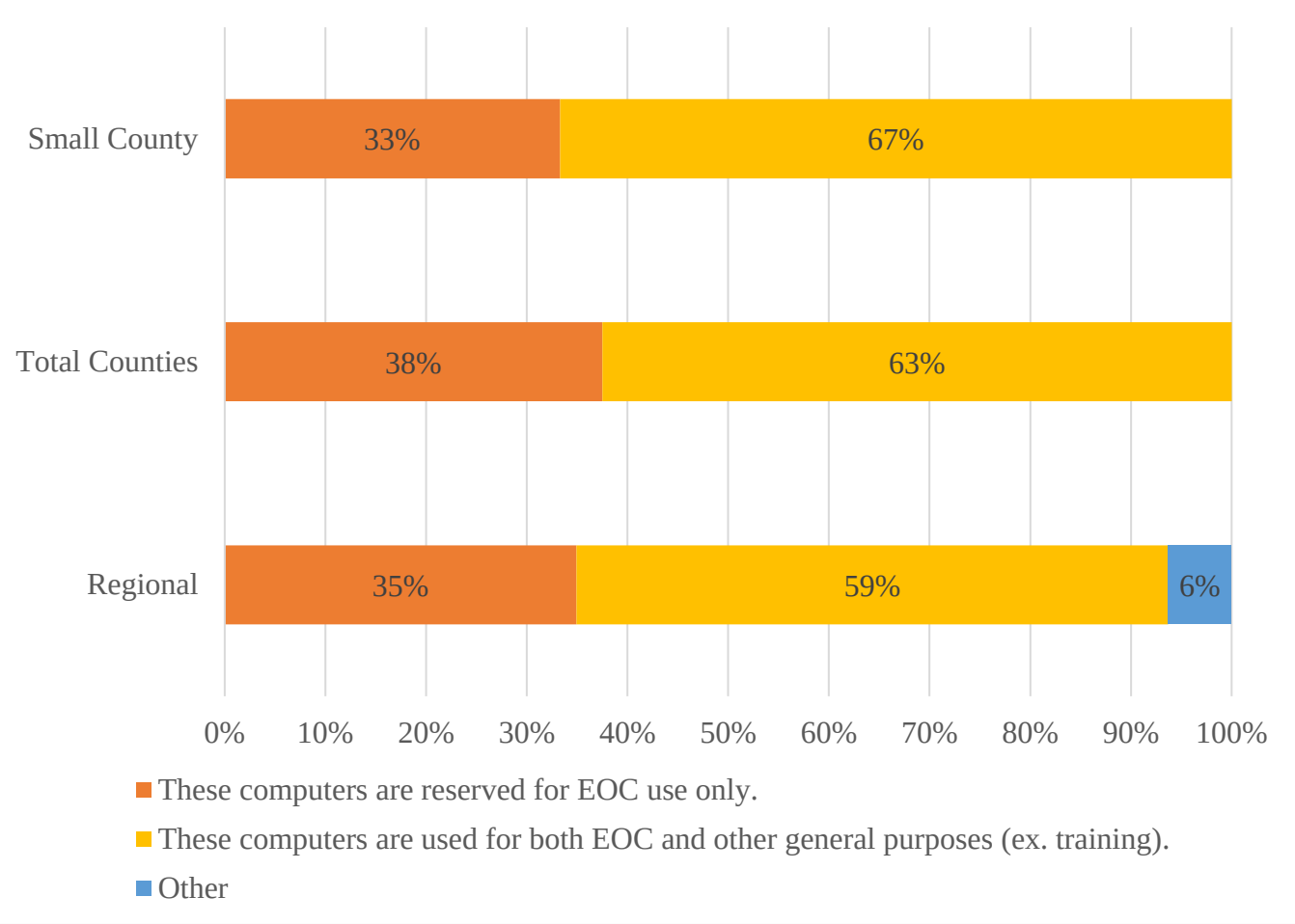

All Counties
Laptop Computer(s) 50% 50%
Desktop Computer(s) 55% 18% 27%
Cell phone(s) 91% 9%
Land line telephone(s) 91% 9%
Satellite phone(s) 50% 10% 40%
Emergency Management Software (WebEOC, etc.) 58% 33% 8%
VTC (Video Teleconference) equipment 58% 17% 25%
Skype 30% 50% 20%
HAM radio(s) 83% 17%
700 MgHZ radio(s) 55% 18% 27%
GETS System (Government Emergency Telecommunications... 36% 18% 46%
WPS System (Wireless Priority Service) 36% 9% 55%
Wifi 100%
Hard wired internet 91% 9%
Network Fiber Internet 73% 9% 18%
GIS Software (ArcGIS, etc.) 27% 36% 36%
Plotter(s) 36% 27% 36%
Remote Feed Cameras 27% 9% 64%
Printer(s) 92% 8%
Fax machine(s) 83% 8% 8%
Projector(s) 83% 8% 8%
TV Display(s) 92% 8%
Smartboard System 50% 50%
Social Media Monitoring System 17% 58% 25%
Video Management System 36% 18% 46%
Computer Aided Dispatch System 36% 46% 18%
Physical Security Information Management System 27% 9% 64%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology


Regional
Laptop Computer(s) 38% 55% 7%
Desktop Computer(s) 61% 20% 19%
Cell phone(s) 8% 84% 9%
Land line telephone(s) 84% 15% 1%
Satellite phone(s) 15% 13% 72%
Emergency Management Software (WebEOC, etc.) 54% 26% 21%
VTC (Video Teleconference) equipment 38% 11% 51%
Skype 30% 39% 32%
HAM radio(s) 59% 22% 19%
700 MgHZ radio(s) 46% 24% 30%
GETS System (Government Emergency Telecommunications... 31% 18% 51%
WPS System (Wireless Priority Service) 23% 14% 63%
Wifi 94% 5% 1%
Hard wired internet 84% 3% 14%
Network Fiber Internet 64% 8% 29%
GIS Software (ArcGIS, etc.) 23% 46% 31%
Plotter(s) 22% 36% 42%
Remote Feed Cameras 33% 17% 49%
Printer(s) 73% 25% 3%
Fax machine(s) 67% 30% 4%
Projector(s) 80% 14% 6%
TV Display(s) 89% 9% 3%
Smartboard System 30% 4% 66%
Social Media Monitoring System 28% 46% 26%
Video Management System 24% 28% 49%
Computer Aided Dispatch System 53% 26% 21%
Physical Security Information Management System 17% 15% 68%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology

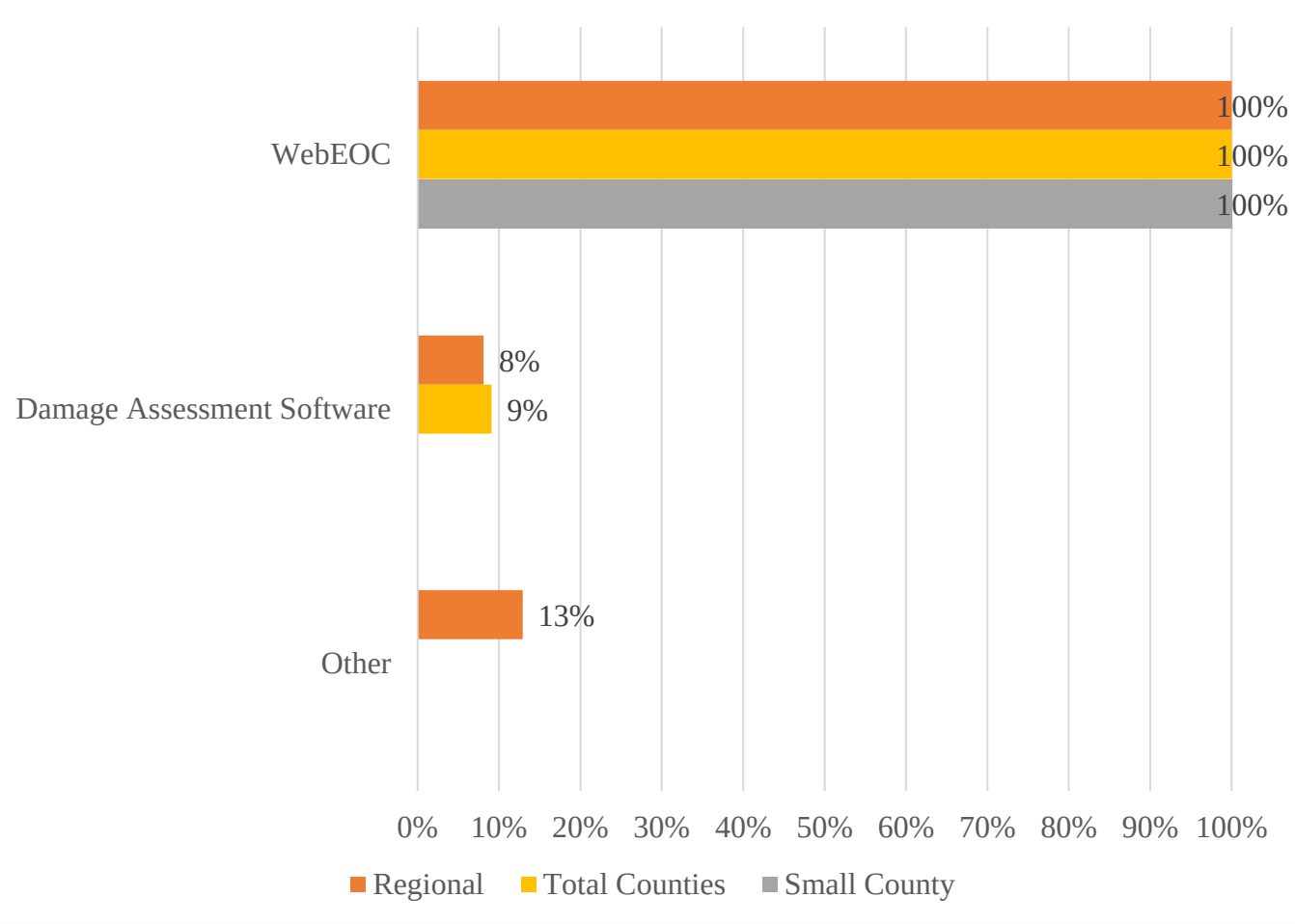
28. Please select the best representation of how laptops are used in your EOC.



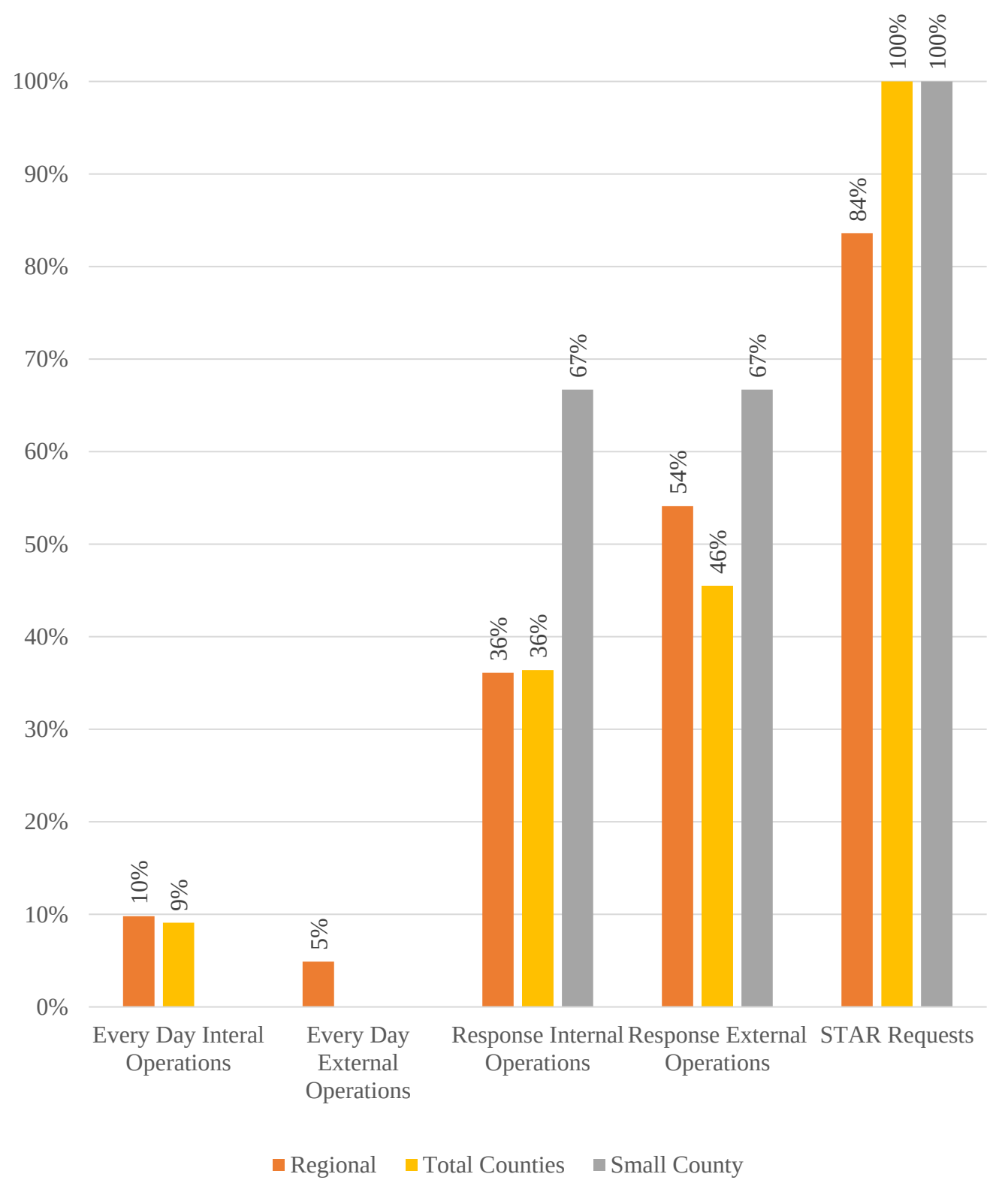
29. Please select the best representation of how desktop computer(s) are used in your EOC.



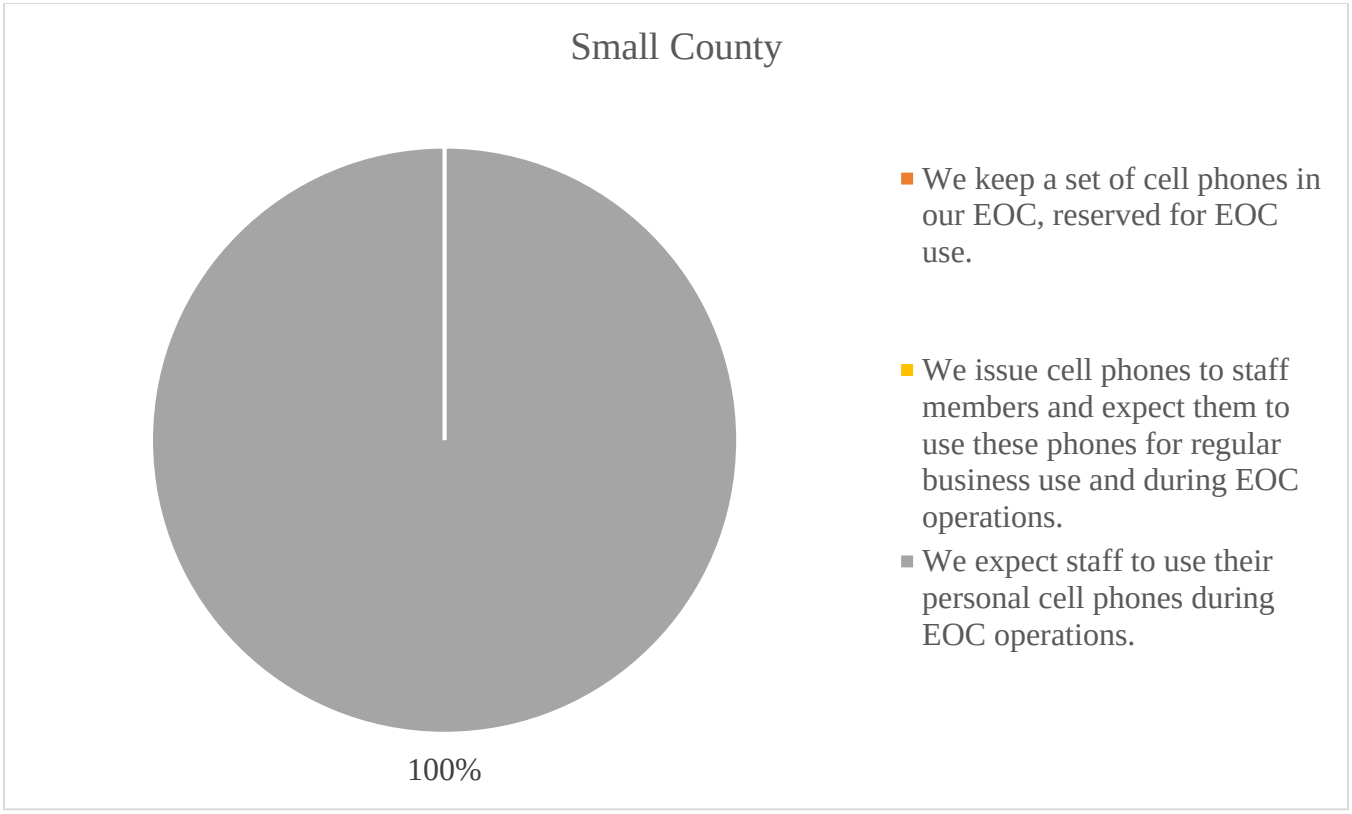
30. What emergency management software do you have? Please select all that apply.

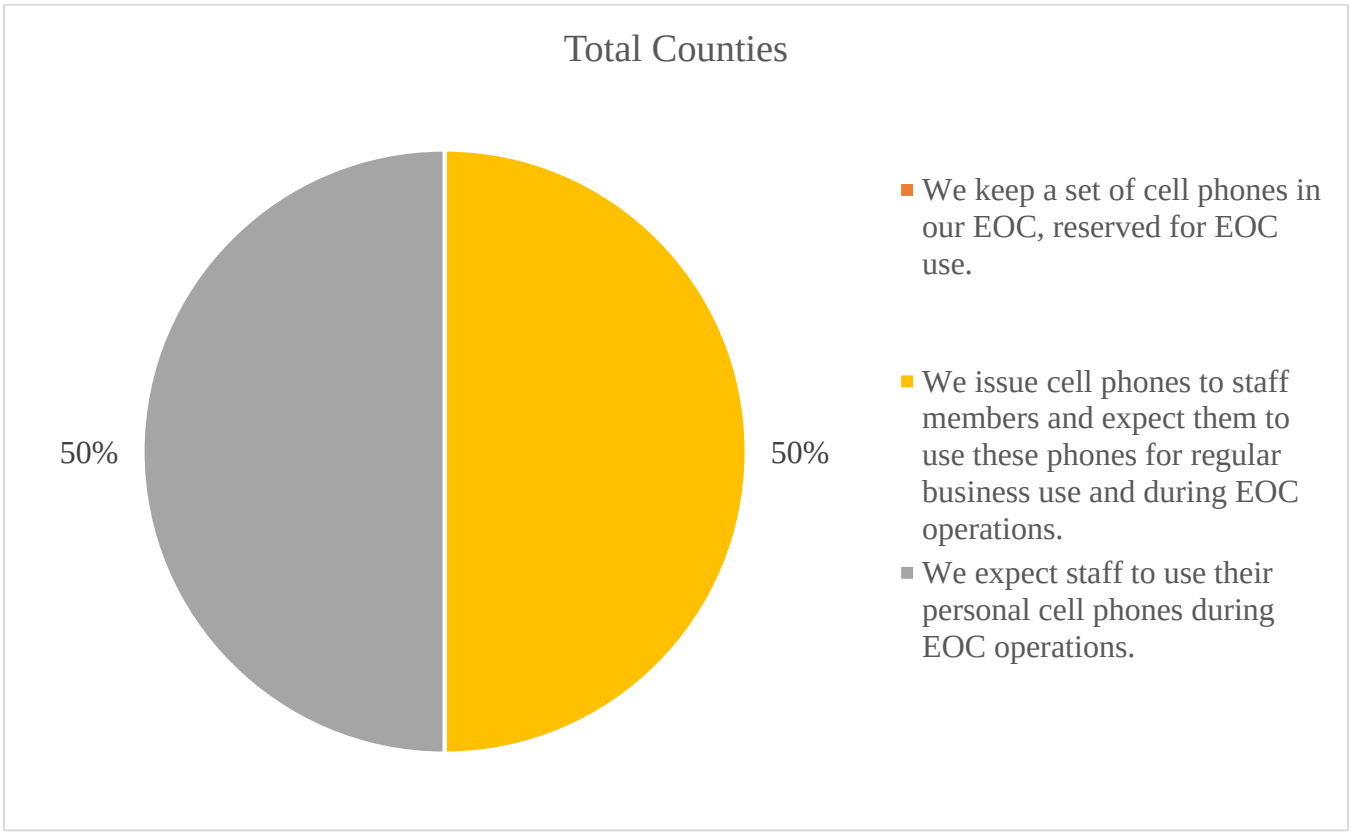


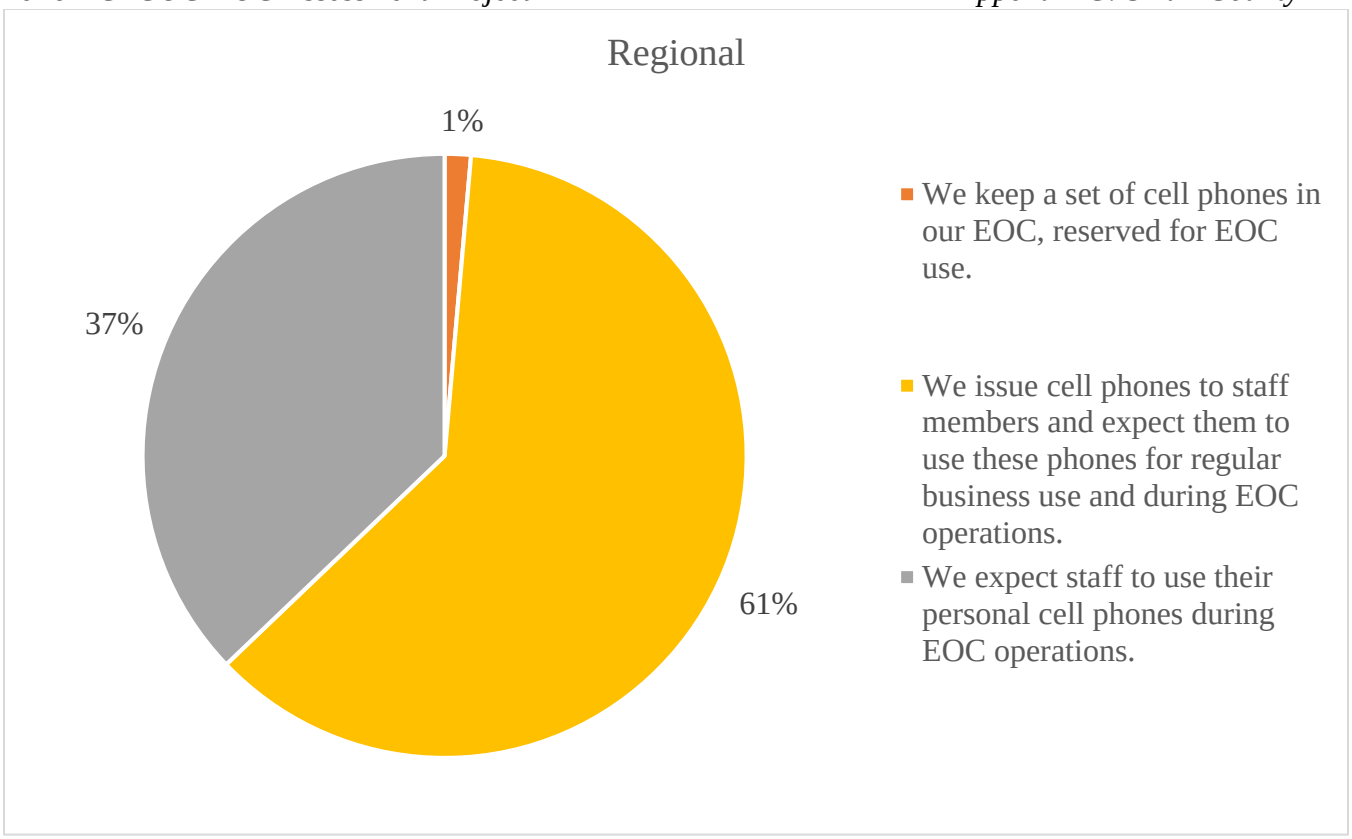
31. How do you use your Emergency Management software? Please select all that apply.



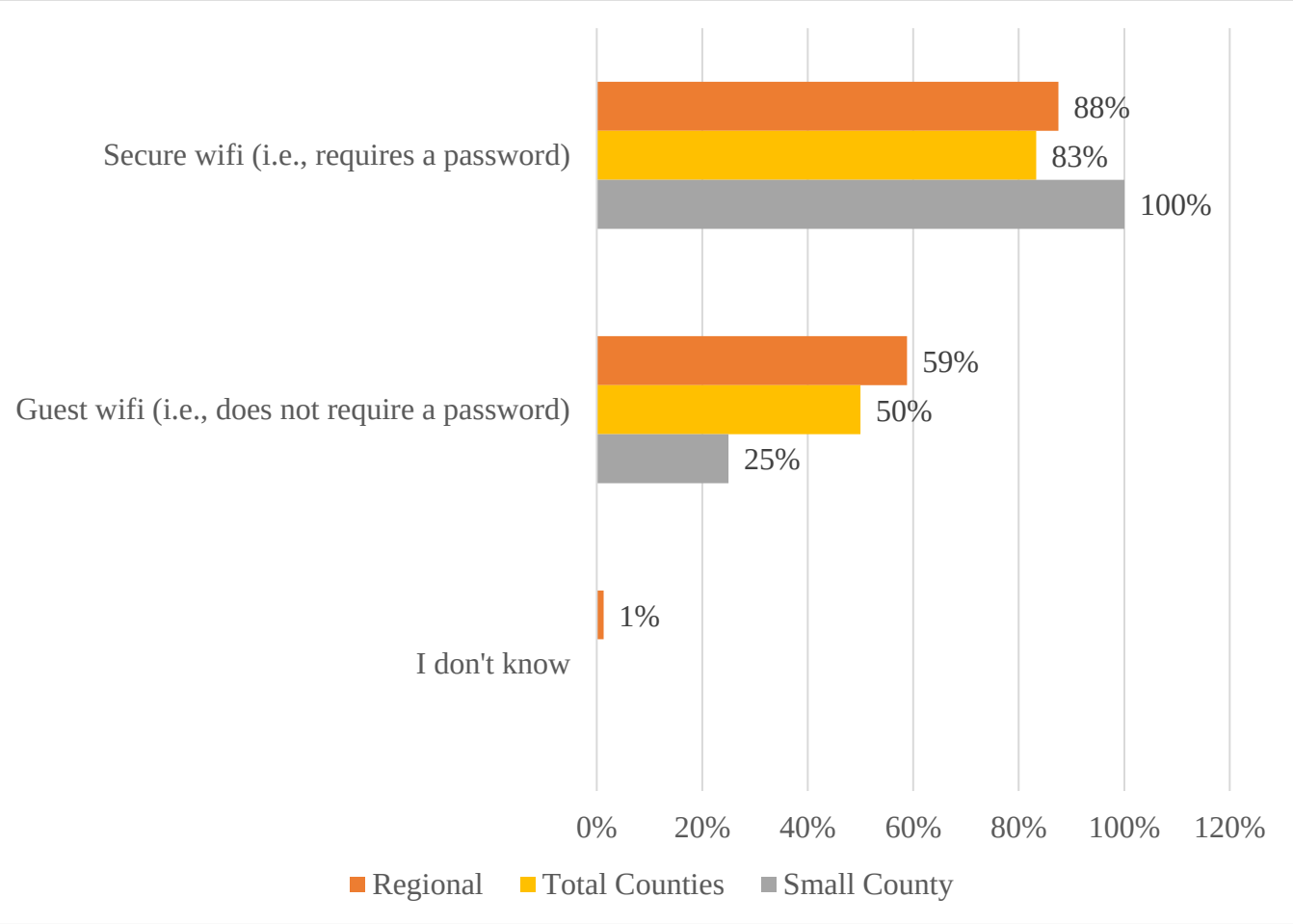
32. Please select the best representation of how cell phones are used in your EOC.





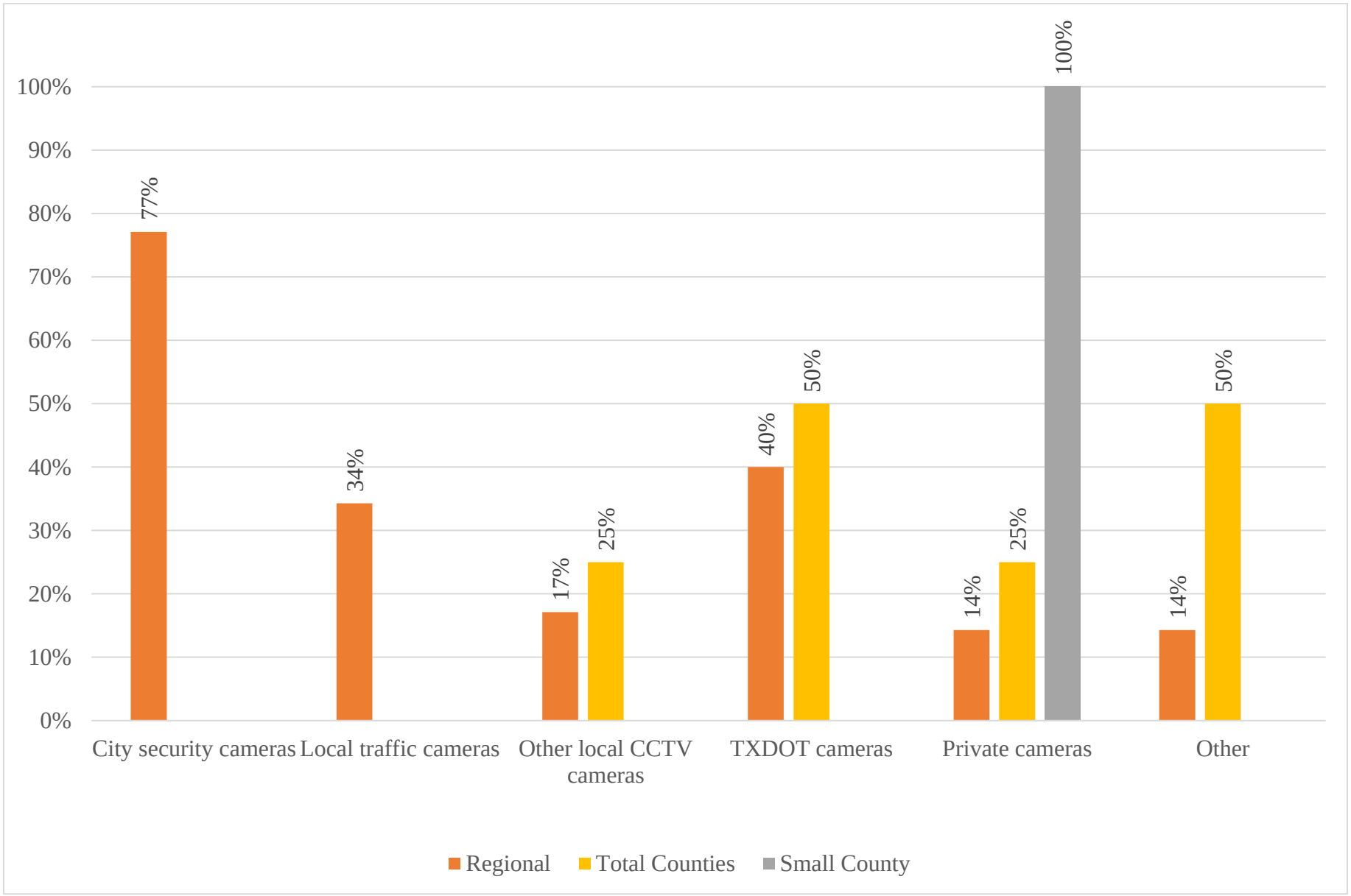

Regional
1%
37%
61%
We keep a set of cell phones in our EOC, reserved for EOC use.
We issue cell phones to staff members and expect them to use these phones for regular business use and during EOC operations.
We expect staff to use their personal cell phones during EOC operations.

33. What types of Wi-Fi access do you have? Please select all that apply.

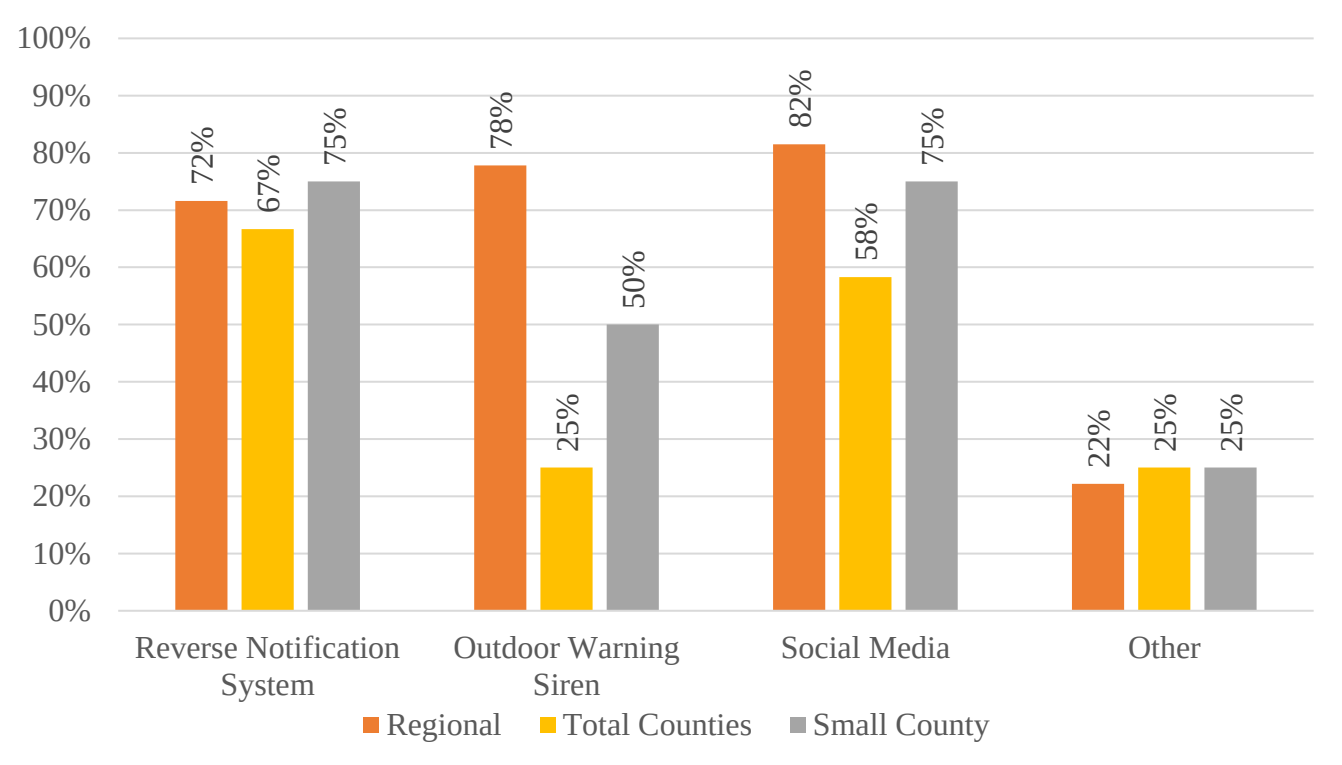


34. What live camera feeds do you have access to?

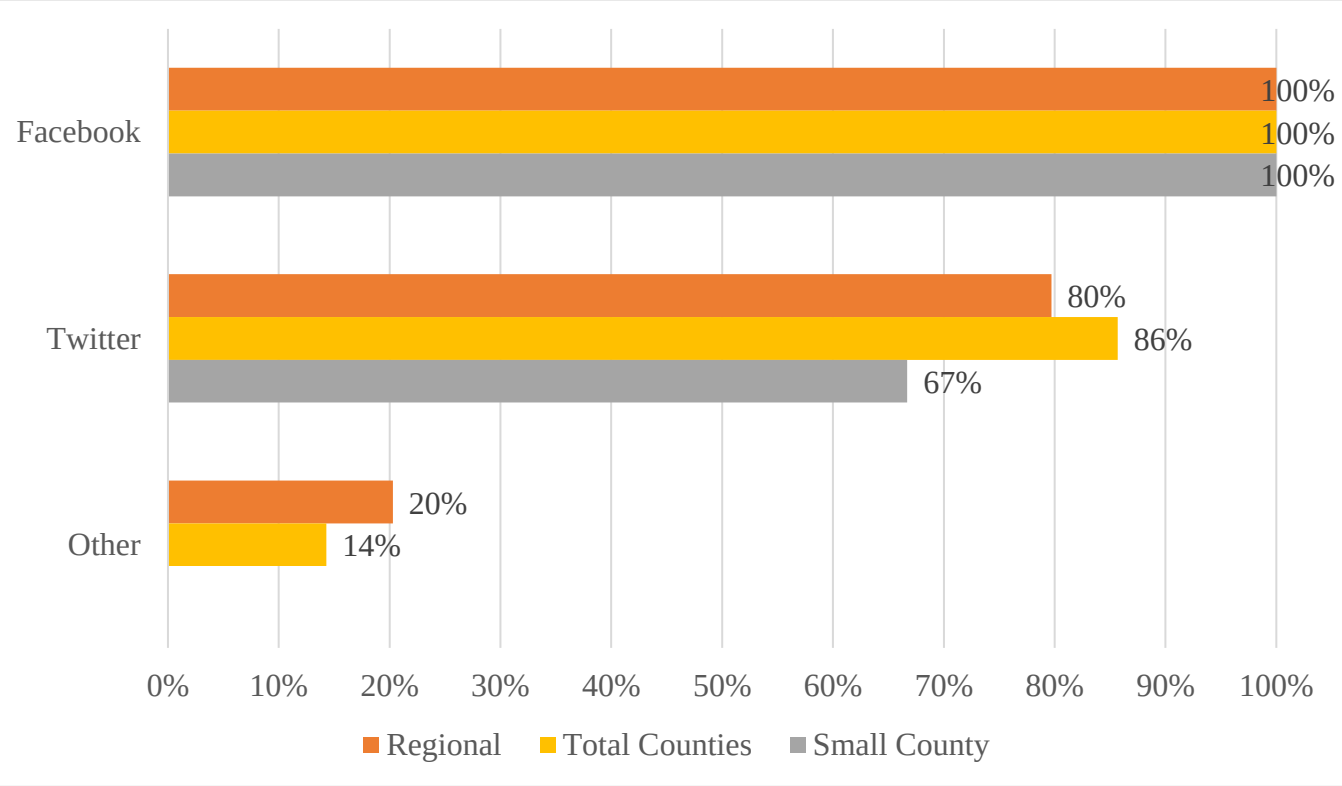
The chart below only accounts for jurisdictions who have access to cameras (ex. 100% of jurisdictions who have access to live camera feeds have access to xyz cameras).



35. Please select all of the following technologies used to alert the public in your EOC.



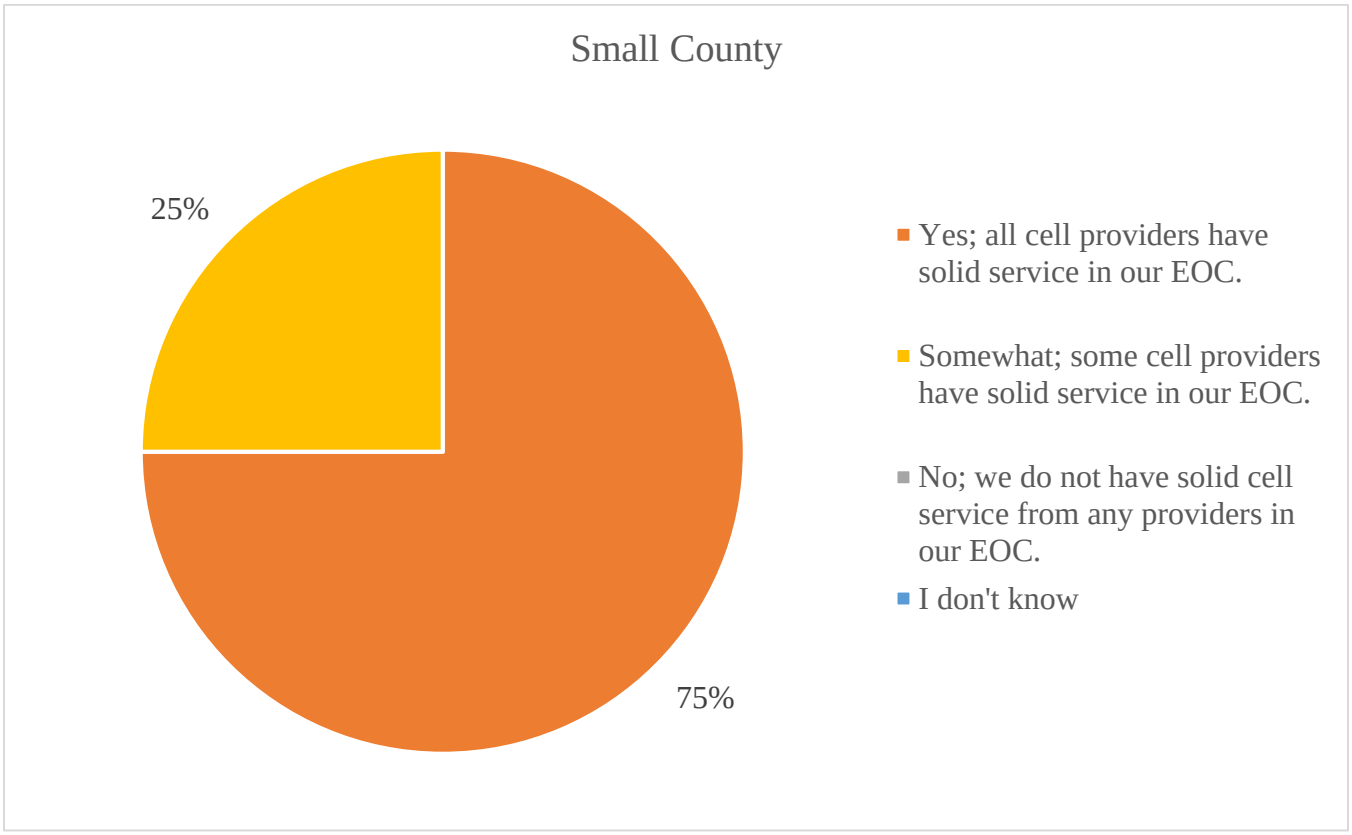
35.1 If you use Social Media, what platforms do you send alerts on?

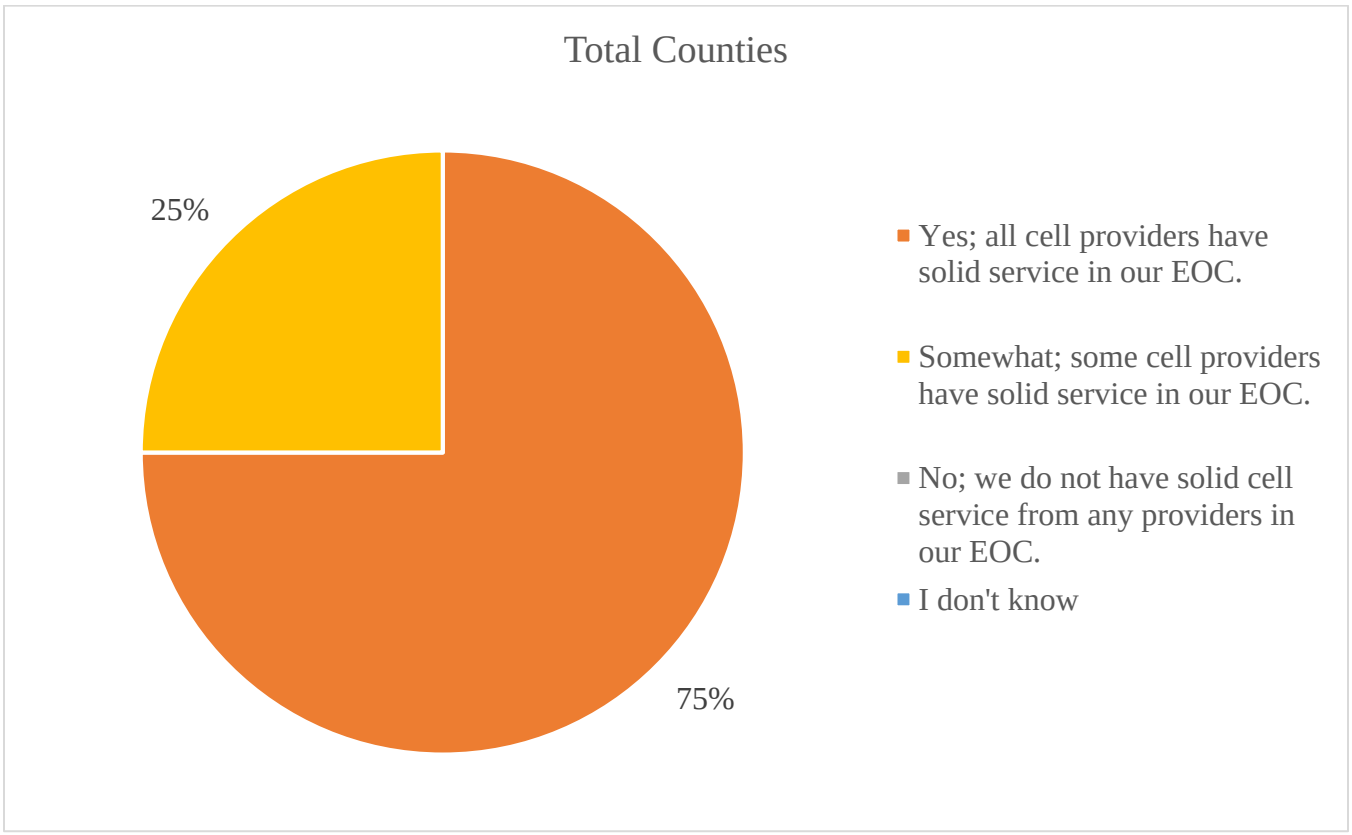


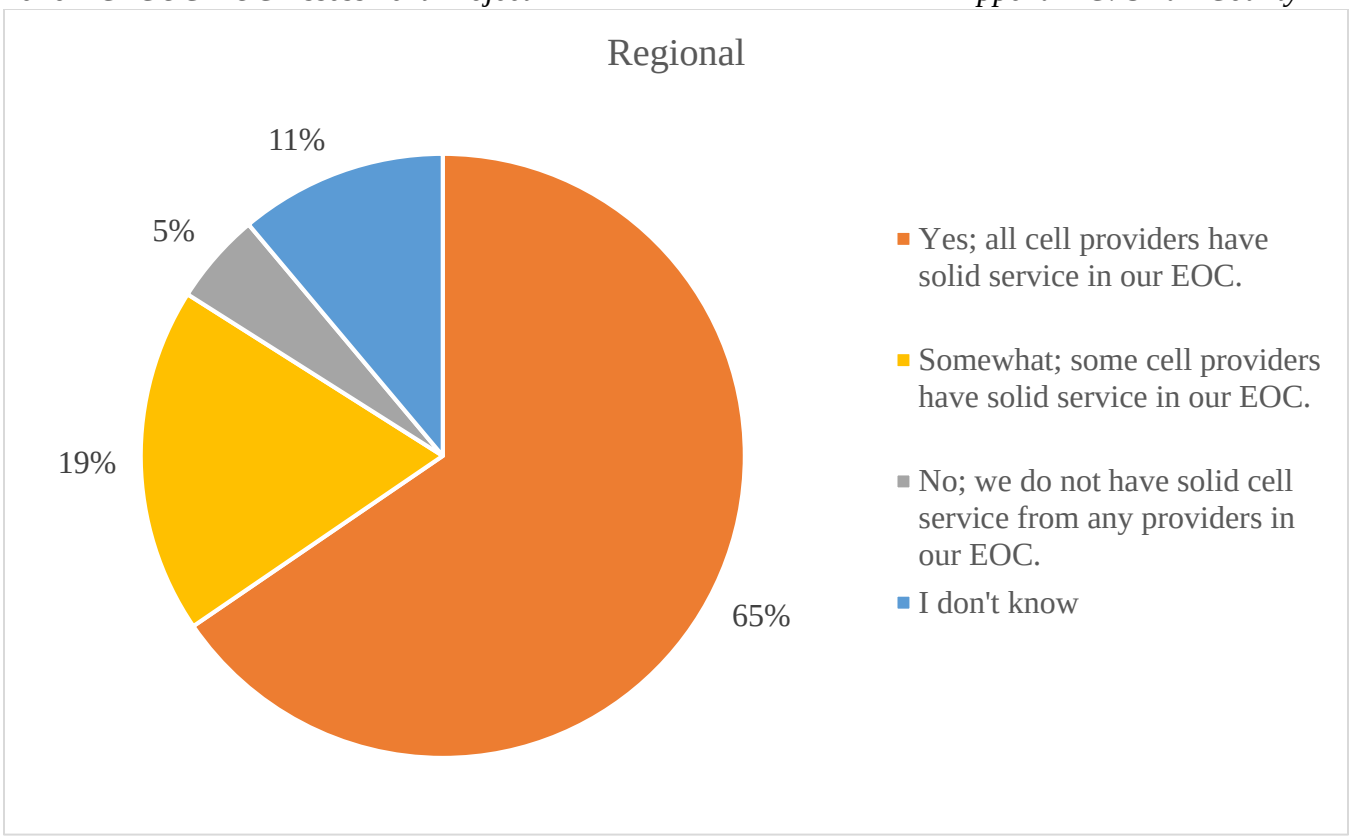
36. Please rank the following communication technologies in order of your EOC's preference of use. *(Rank calculated by the sum of all answer values)*

Order of Preference	Regional	Total Counties	Small County
1	Cell Phone	Landline Phone	Landline Phone
2	Landline Phone	Cell Phone	Cell Phone
3	Email	Email	Email
4	Conference Calls	700 MgHz Radio	HAM Radio
5	700 MgHz Radio	Conference Calls	Conference Calls
6	HAM Radio	HAM Radio	700 MgHz Radio
7	VOIP (like Skype, etc.)	Webinar	Webinars
8	Webinars	VTC (Video Teleconferencing)	VTC (Video Teleconferencing)
9	VTC (Video Teleconferencing)	Satellite Phone	Satellite Phone
10	Satellite Phone	VOIP (like Skype, etc.)	VOIP (like Skype, etc.)

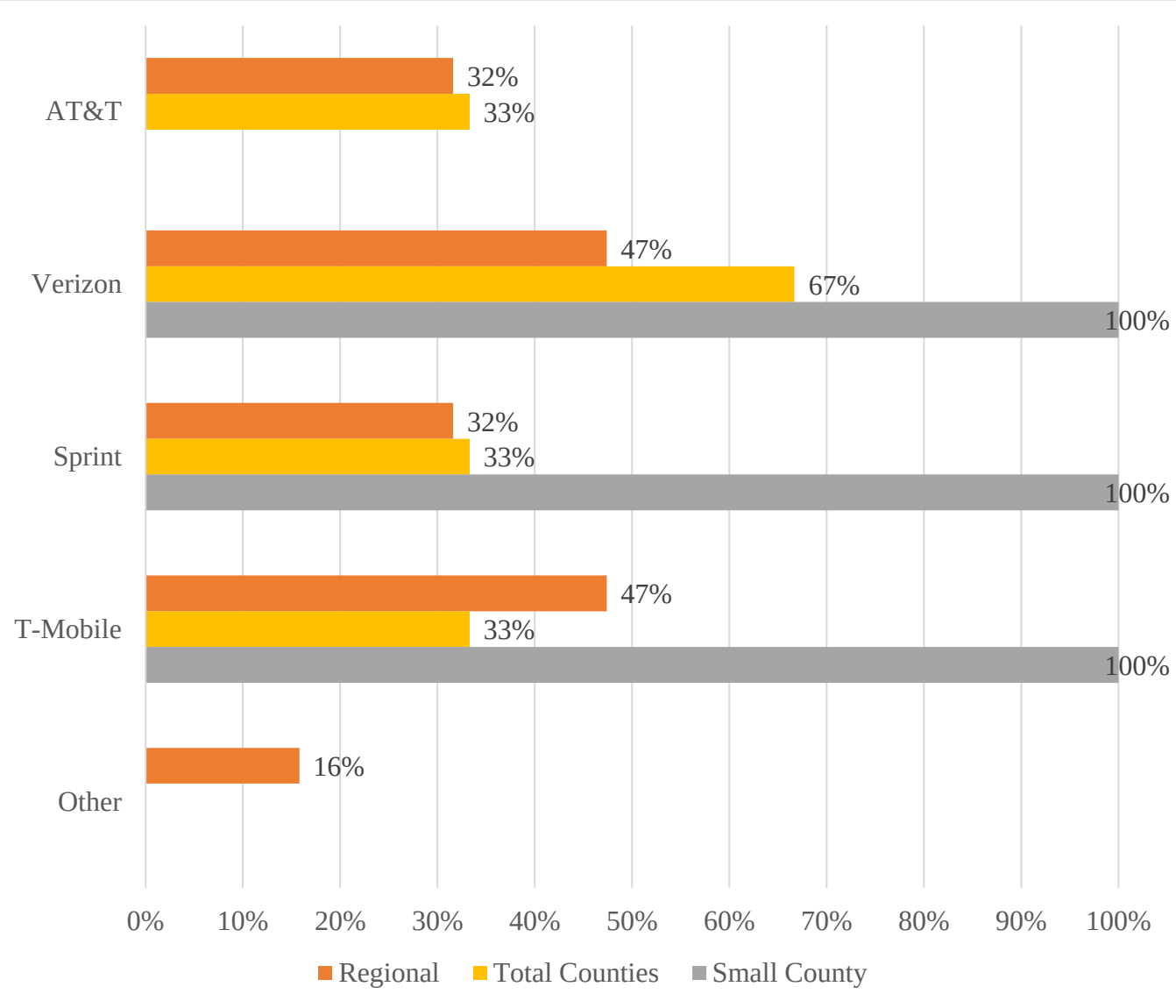
37. Does your EOC have adequate cell service?



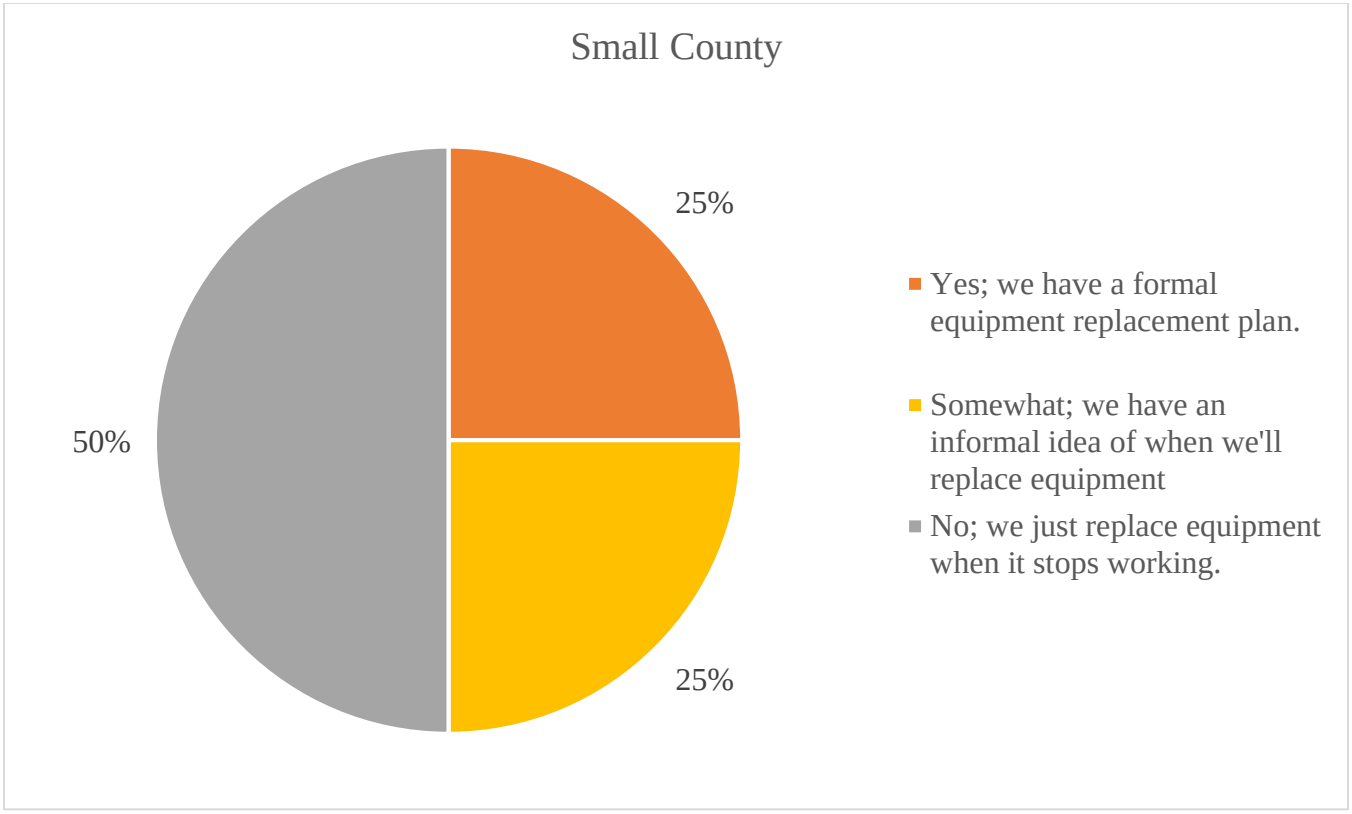


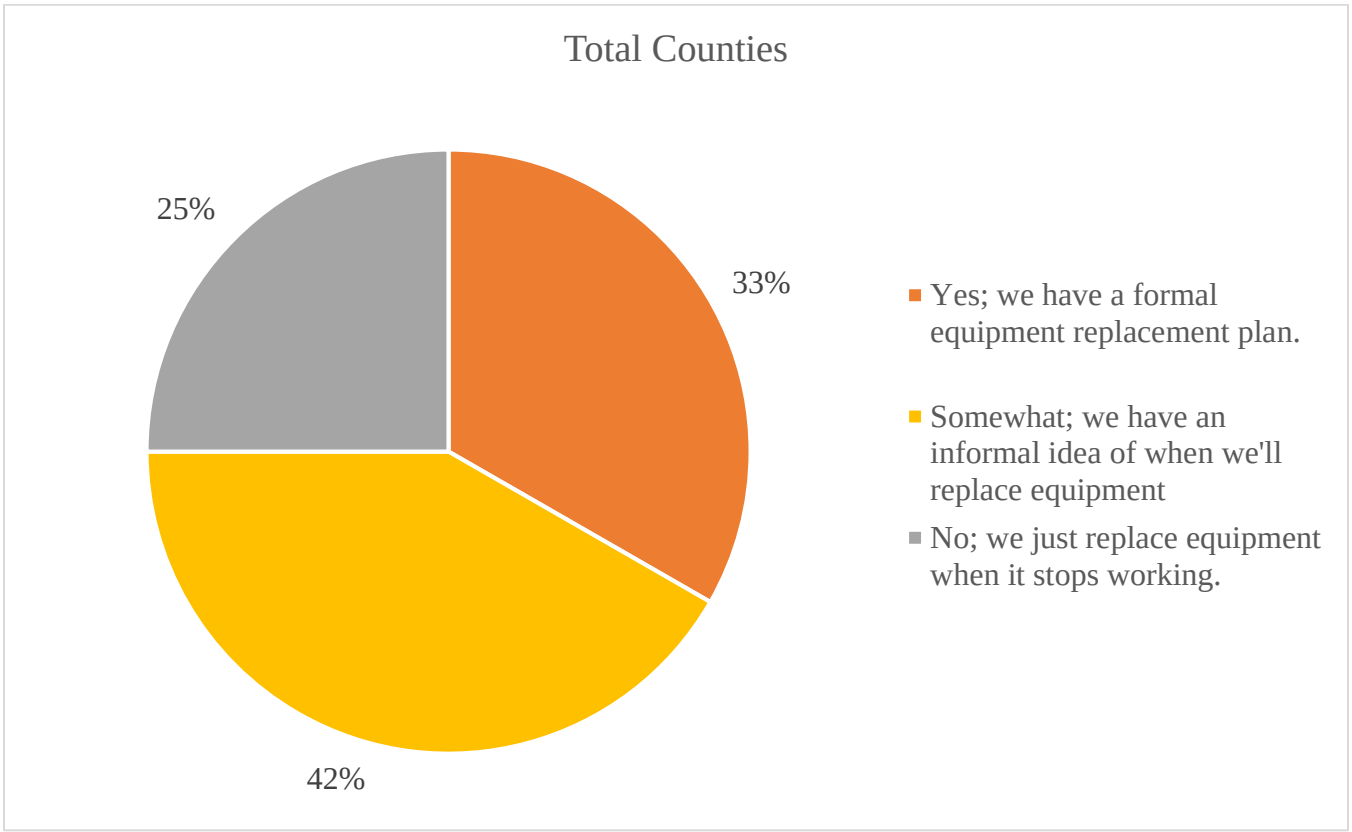

Regional
11%
5%
19%
65%
Yes; all cell providers have solid service in our EOC.
Somewhat; some cell providers have solid service in our EOC.
No; we do not have solid cell service from any providers in our EOC.
I don't know

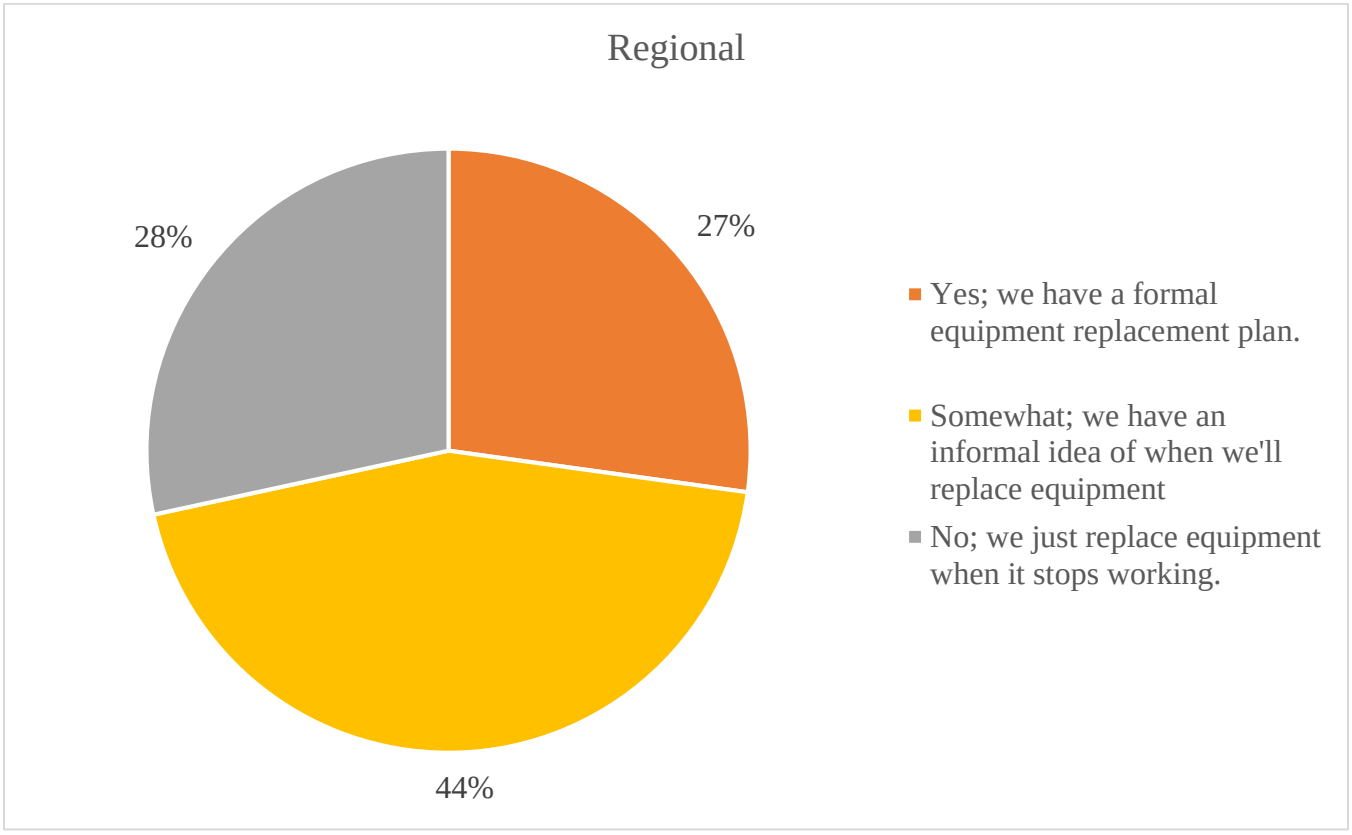
37.1 If your EOC does not have adequate cell service in your EOC, which providers do not have good cell service in your EOC? *(Answers only include those who selected that they either have only somewhat or no solid service)*



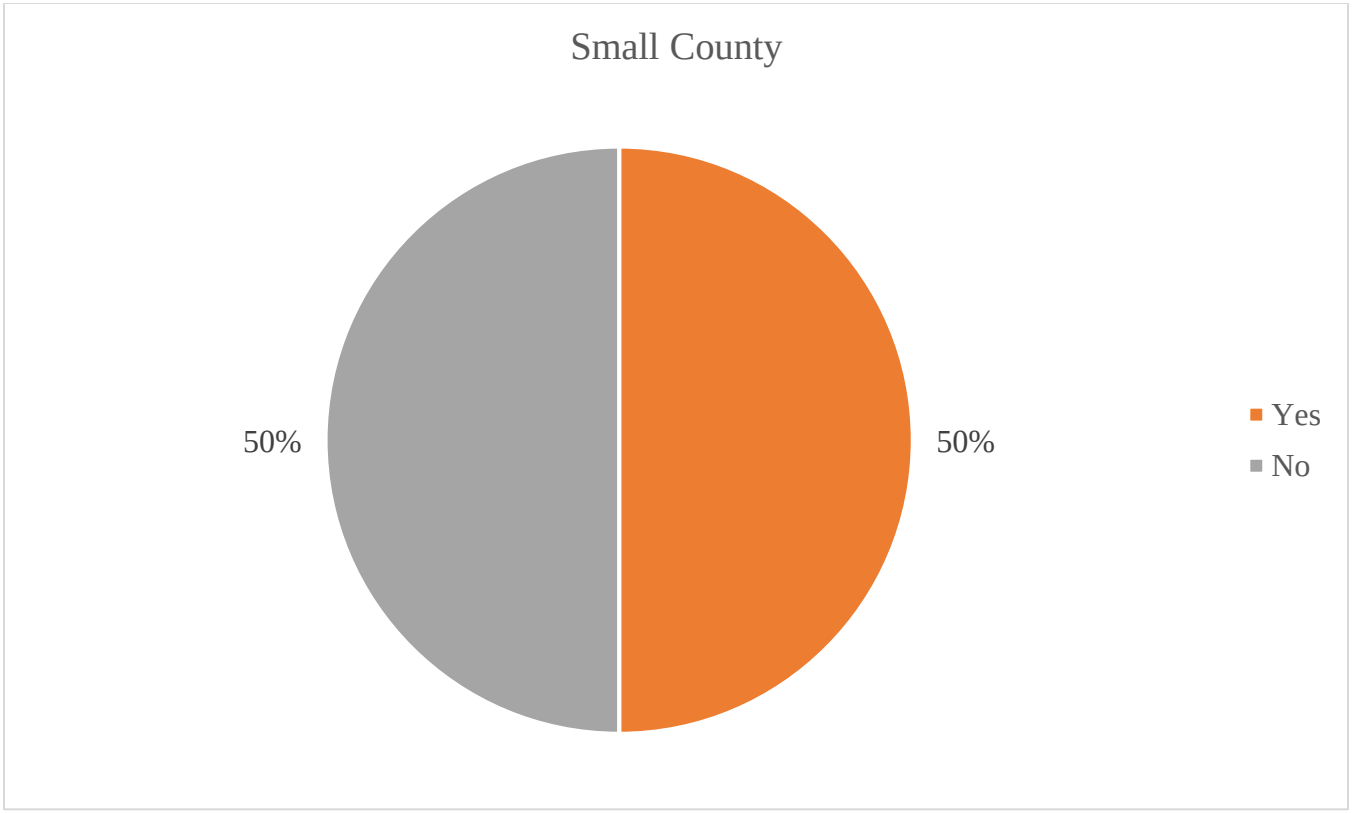
38. Does your EOC have an equipment replacement plan to ensure that all technology is up to date?

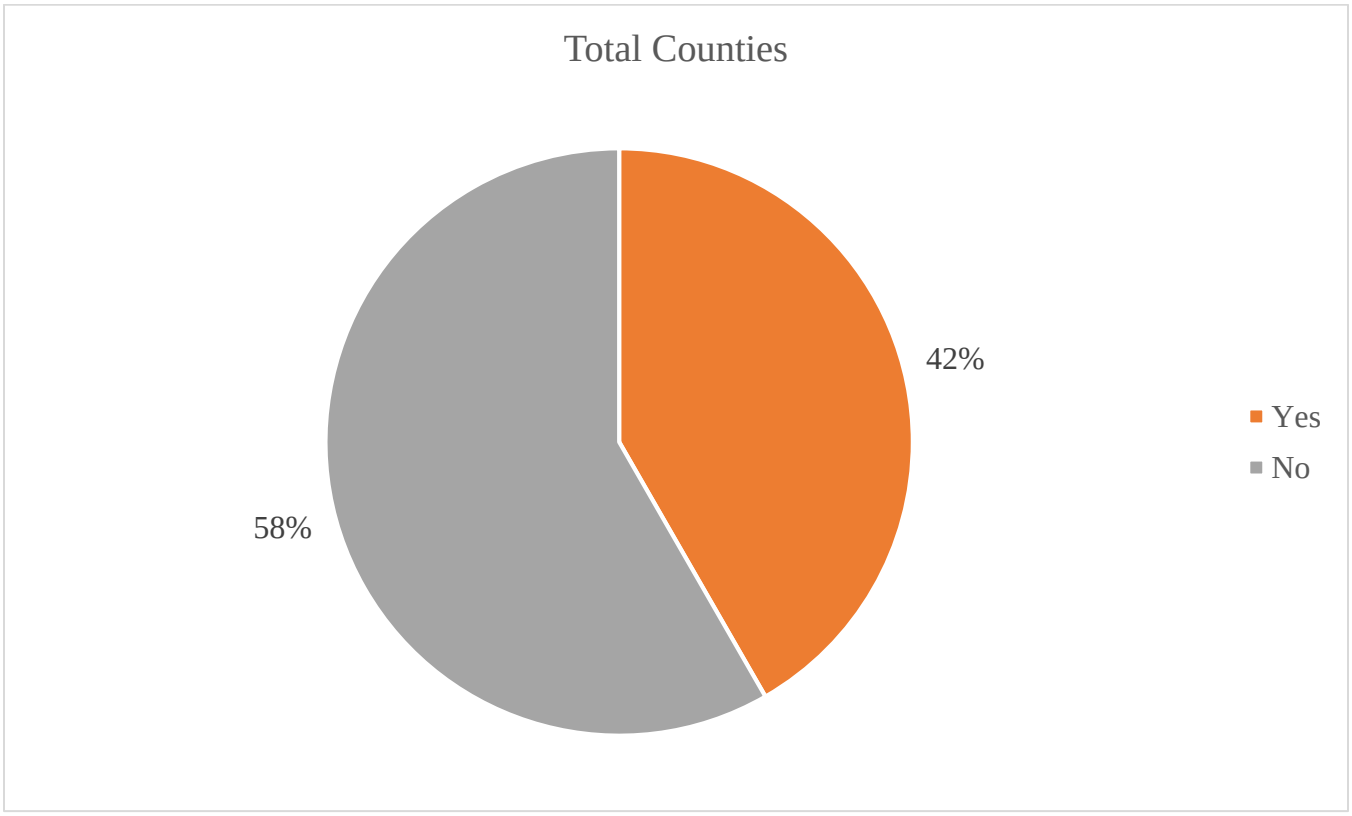


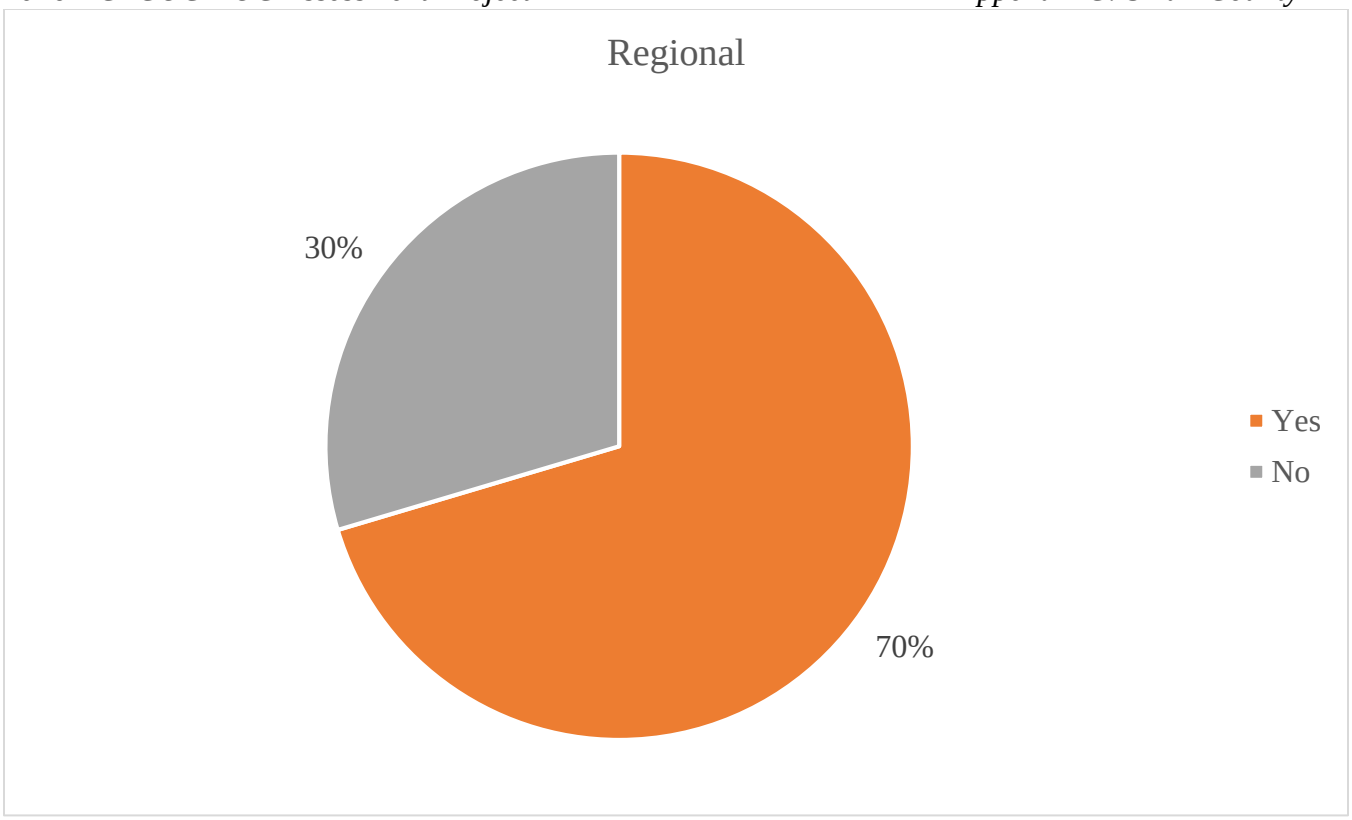



Regional
28%
27%
44%
Yes; we have a formal equipment replacement plan.
Somewhat; we have an informal idea of when we'll replace equipment
No; we just replace equipment when it stops working.

39. Does the EOC have the capability to monitor "real time" CAD activities throughout the jurisdiction?






Regional
30%
70%
Yes
No

40. What single equipment improvement would most benefit your EOC?

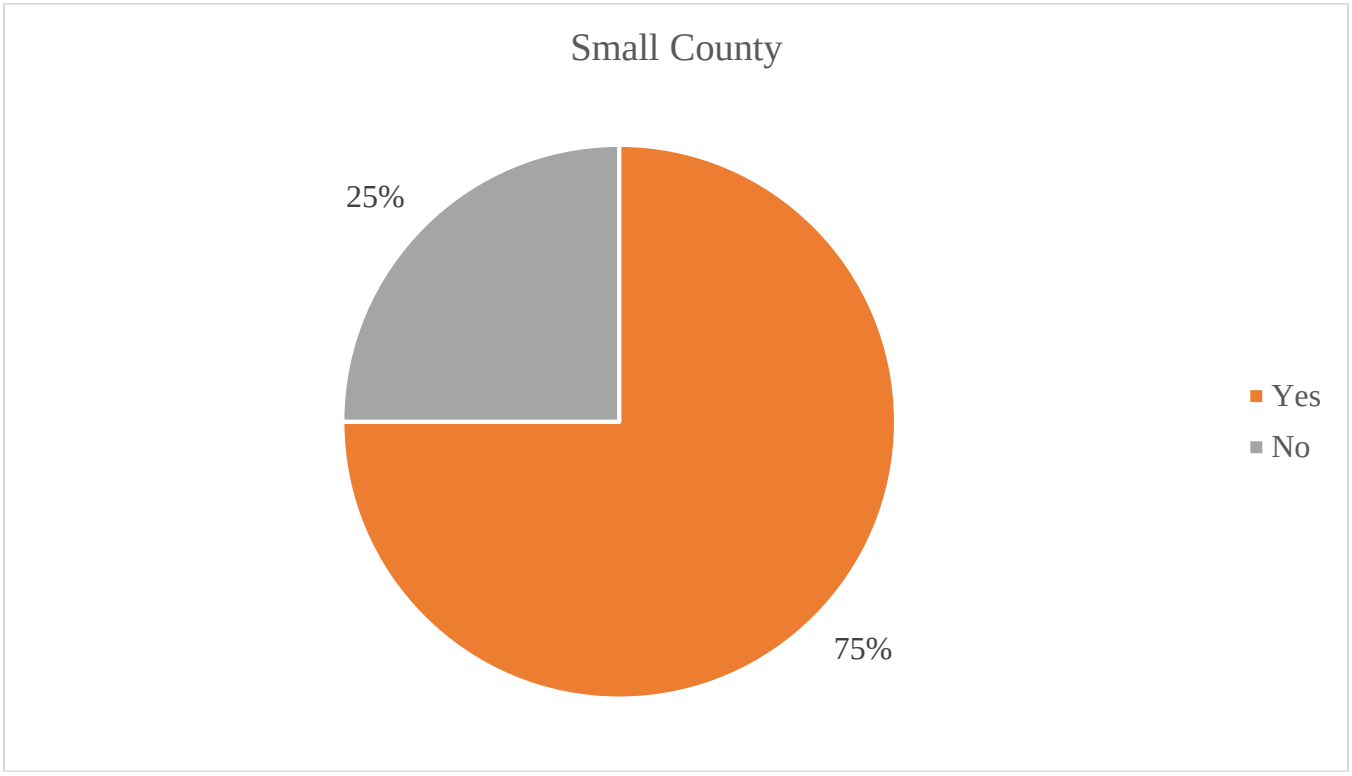
Open Response

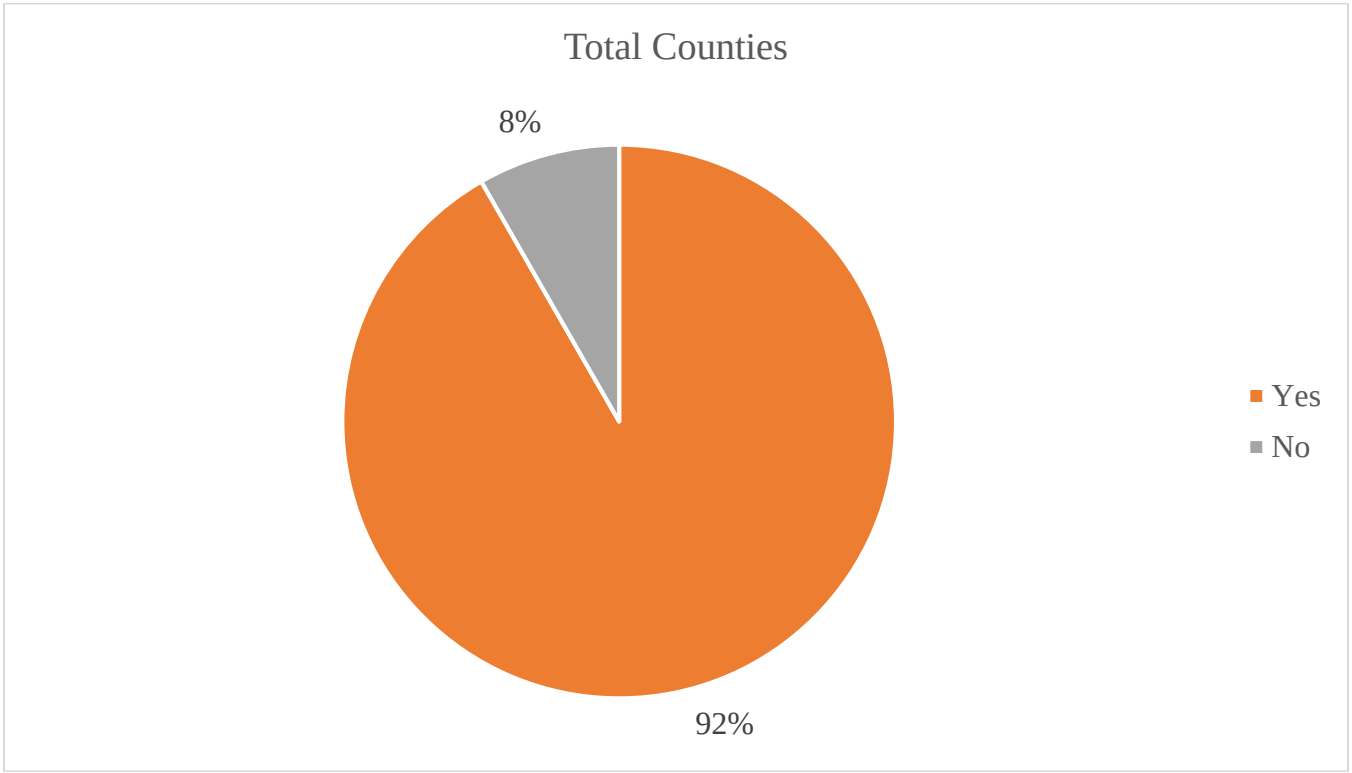
41. Is there anything else you would like to share about your EOC?

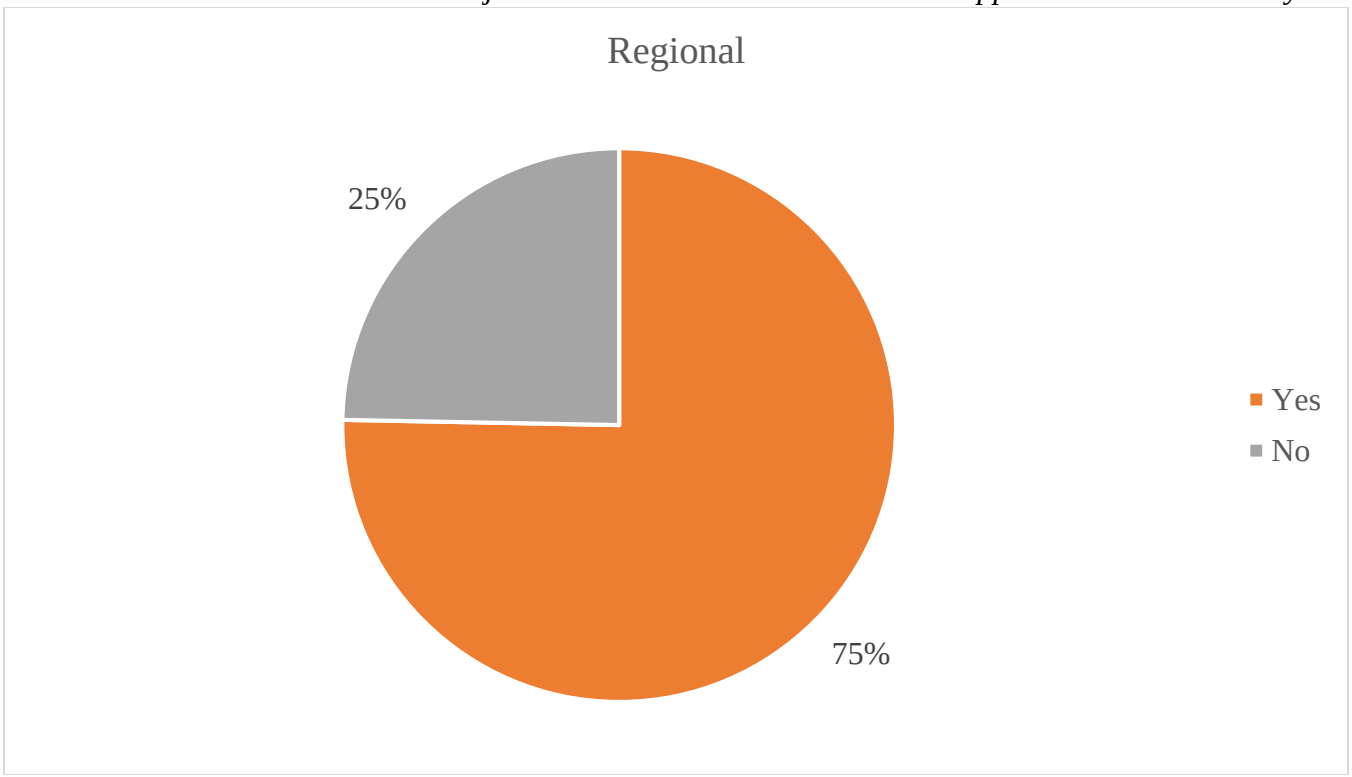
Open Response

Alternate EOC

42. Do you have an alternate EOC?

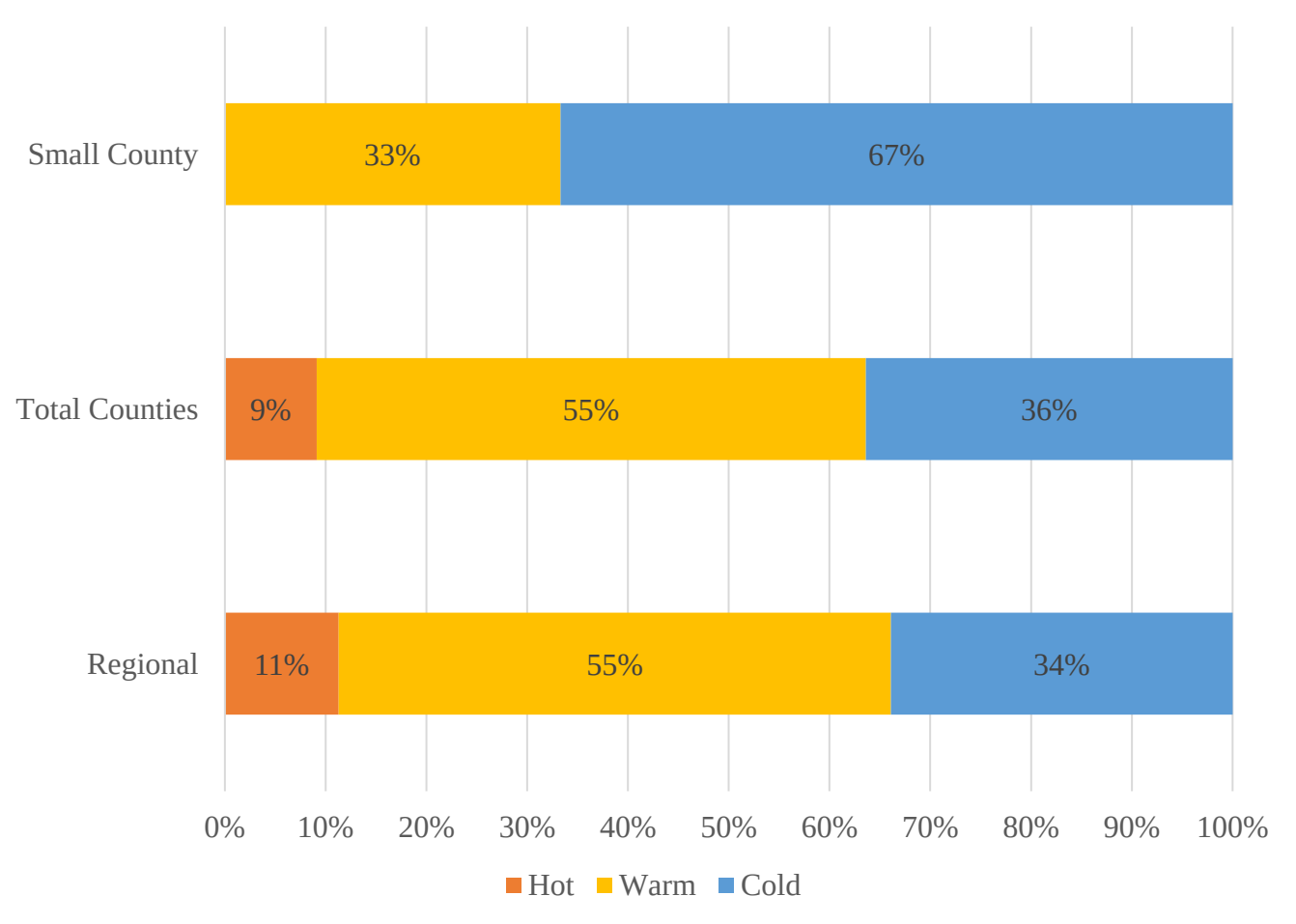




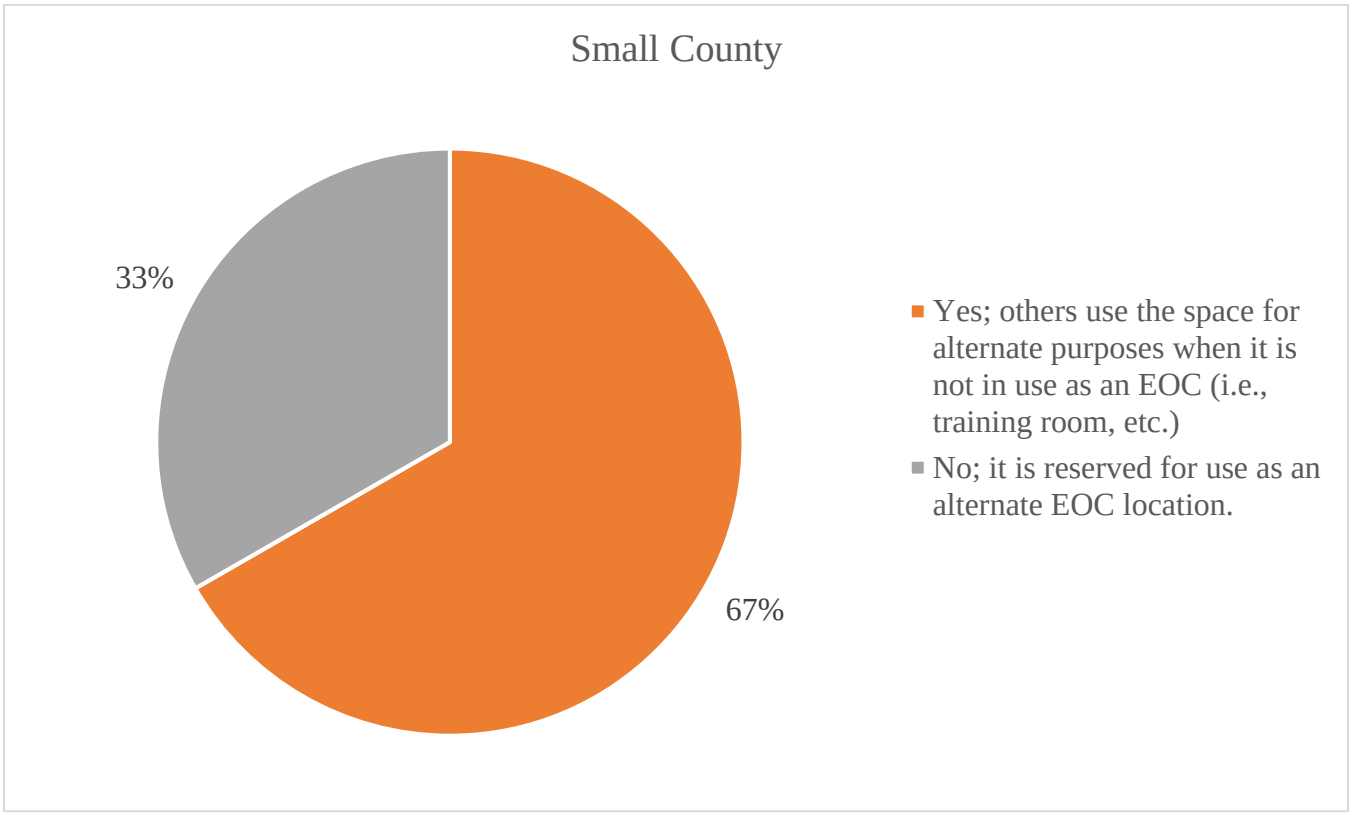

Regional
25%
75%
Yes
No

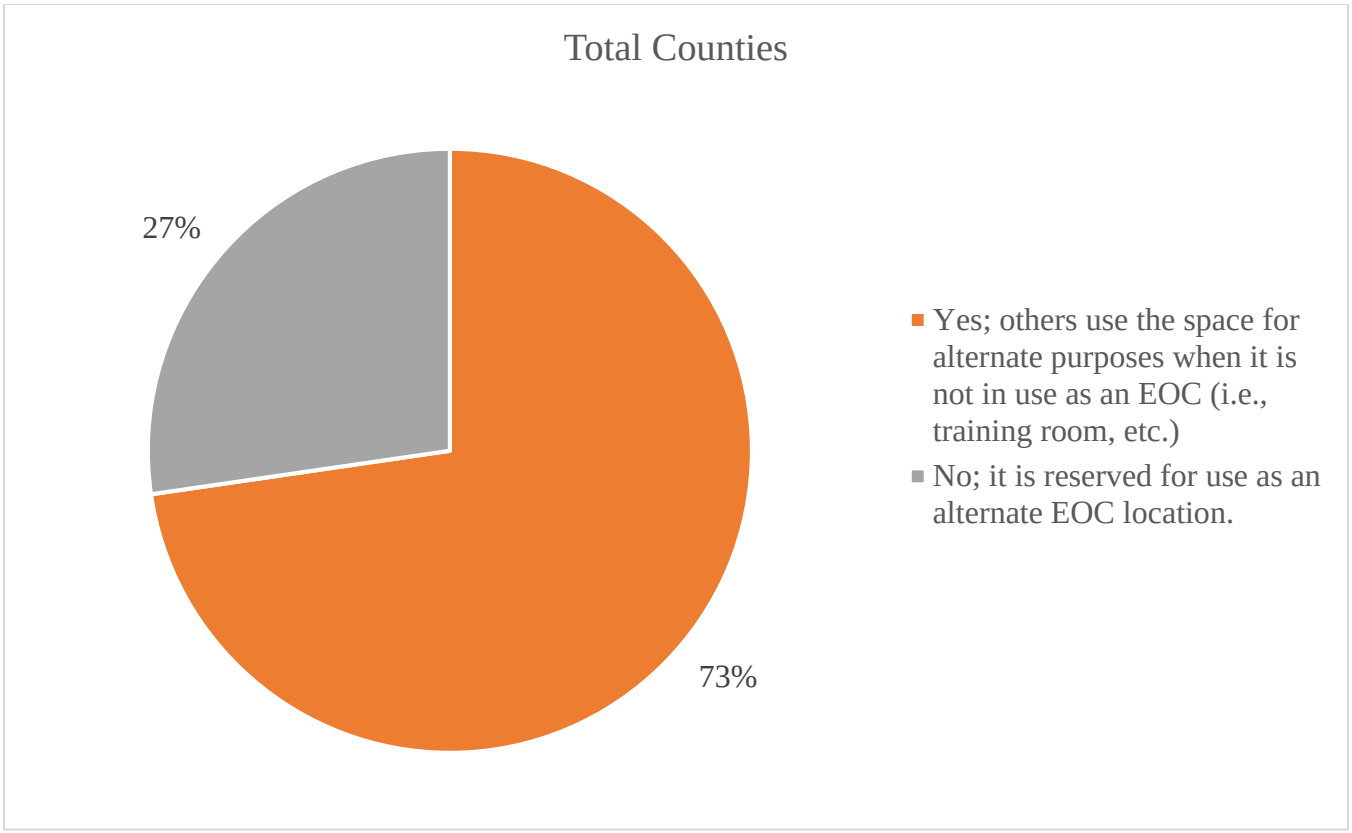
42.1 Is your alternate EOC:

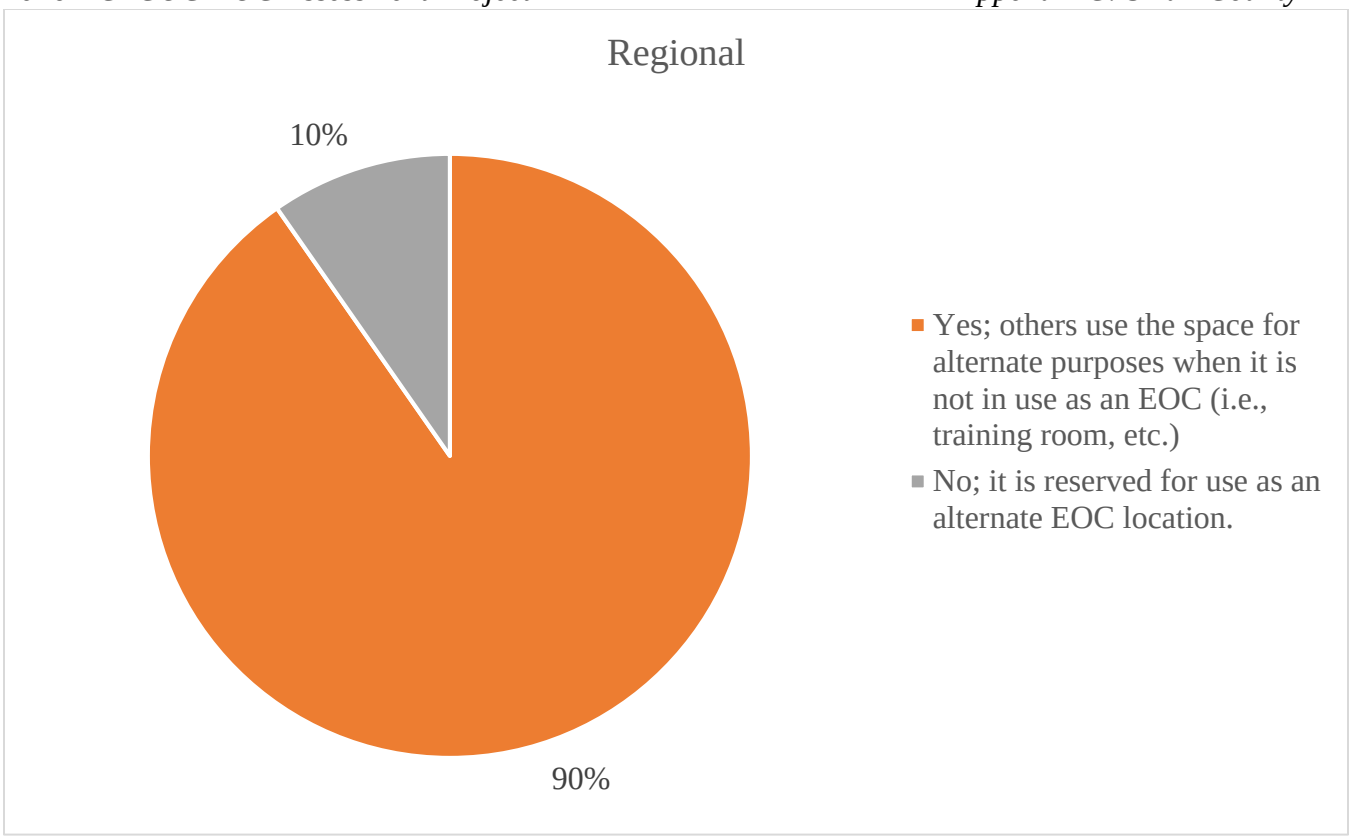
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*



42.2 Is your alternate EOC dual purpose?



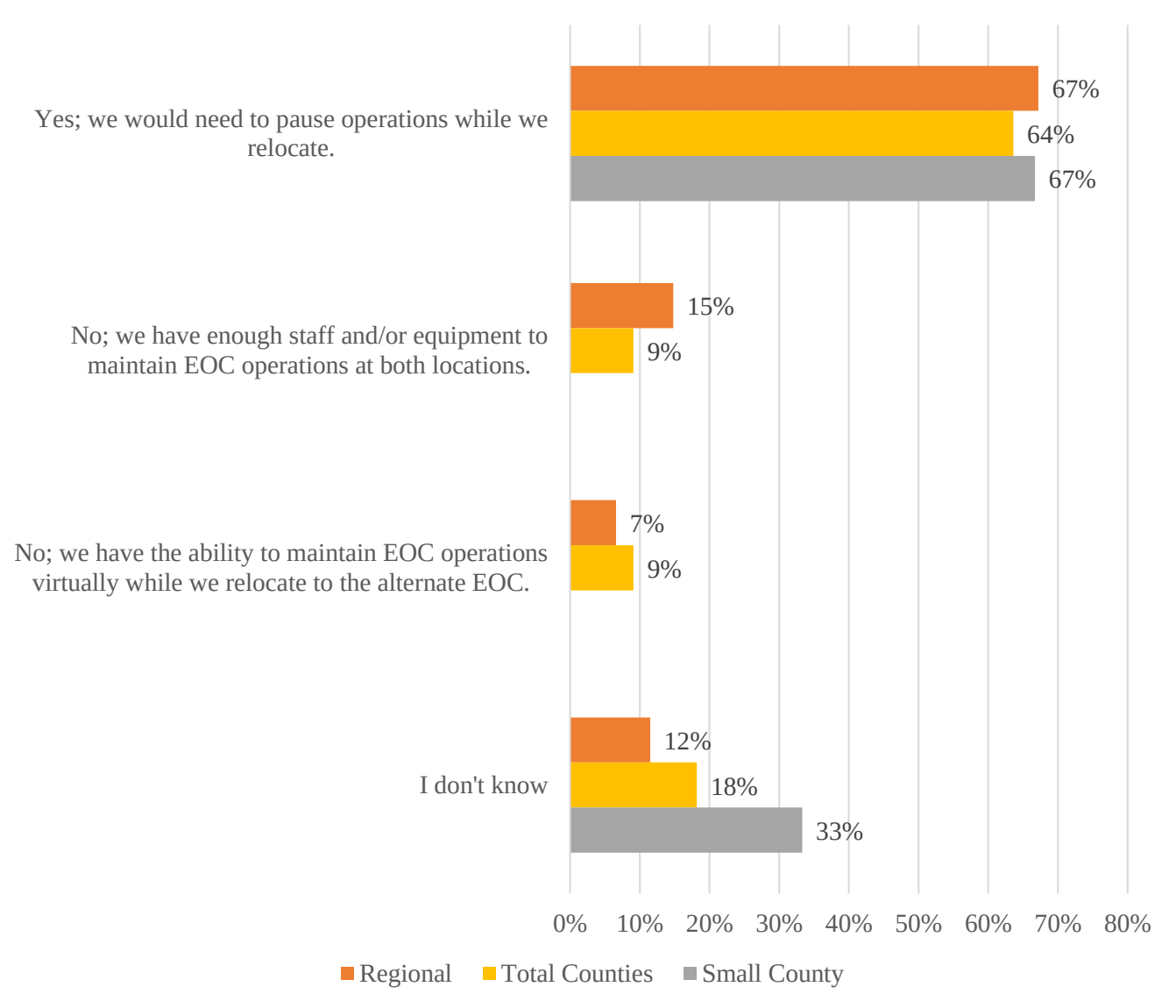



Regional
10%
90%
Yes; others use the space for alternate purposes when it is not in use as an EOC (i.e., training room, etc.)
No; it is reserved for use as an alternate EOC location.

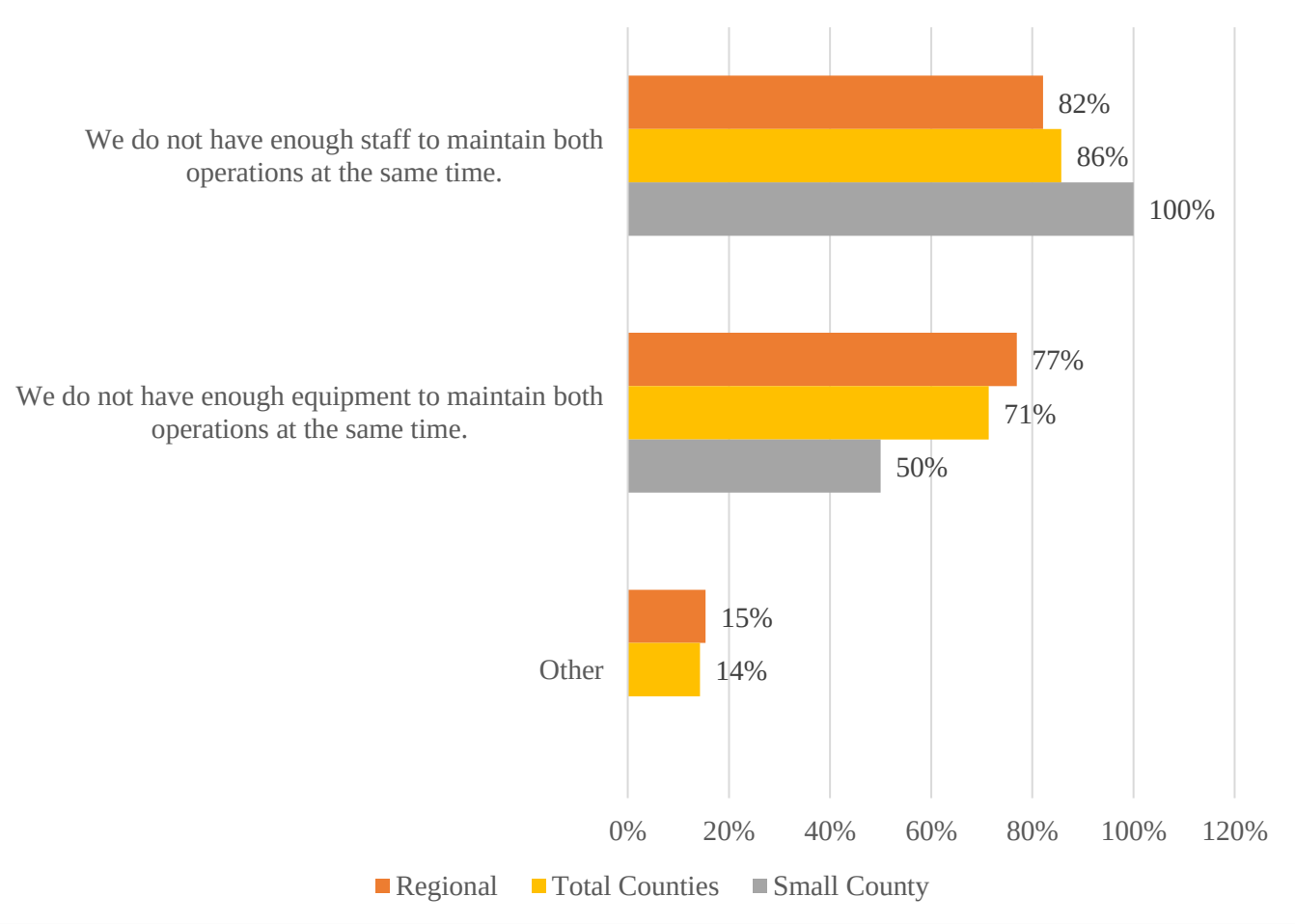
42.3 What challenges do you face at your alternate EOC compared to your regular EOC? Please select all that apply.

	Regional	Total Counties	Small County
Space Restrictions	60.7%	63.6%	100%
Lack of familiarity with the location (i.e., staff getting lost in transit)	32.8%	54.5%	33.3%
Lack of familiarity within the building (i.e., don't know where everything is)	39.3%	45.5%	66.7%
No Backup Generator	23.0%	9.1%	0%
No Kitchen	21.3%	36.4%	66.7%
Kitchen Facilities with Fewer Amenities	19.7%	27.3%	0%
Lack of Security	29.5%	27.3%	33.3%
No Phones	24.6%	27.3%	33.3%
No Computers/Laptops	37.7%	36.4%	33.3%
Need to set up utilities (power, internet, water, HVAC, etc.)	3.3%	9.1%	0%
Lack of Parking	26.2%	36.4%	33.3%
Items from original EOC must be brought to alternate EOC	47.5%	54.5%	33.3%
Other	13.1%	9.1%	0%

42.4 Would moving from your primary EOC to your alternate EOC cause a disruption in the EOC operation?

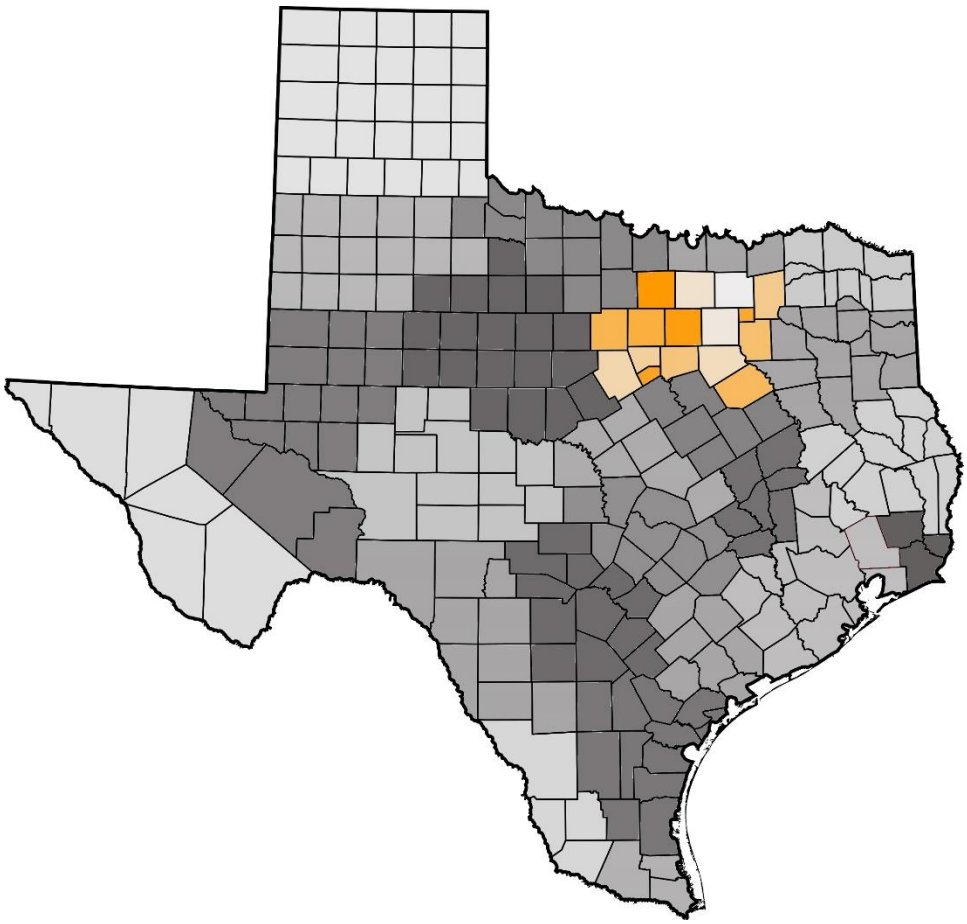


42.4.1 What would be a concern when moving to your alternate EOC for your jurisdiction? Please select all that apply.



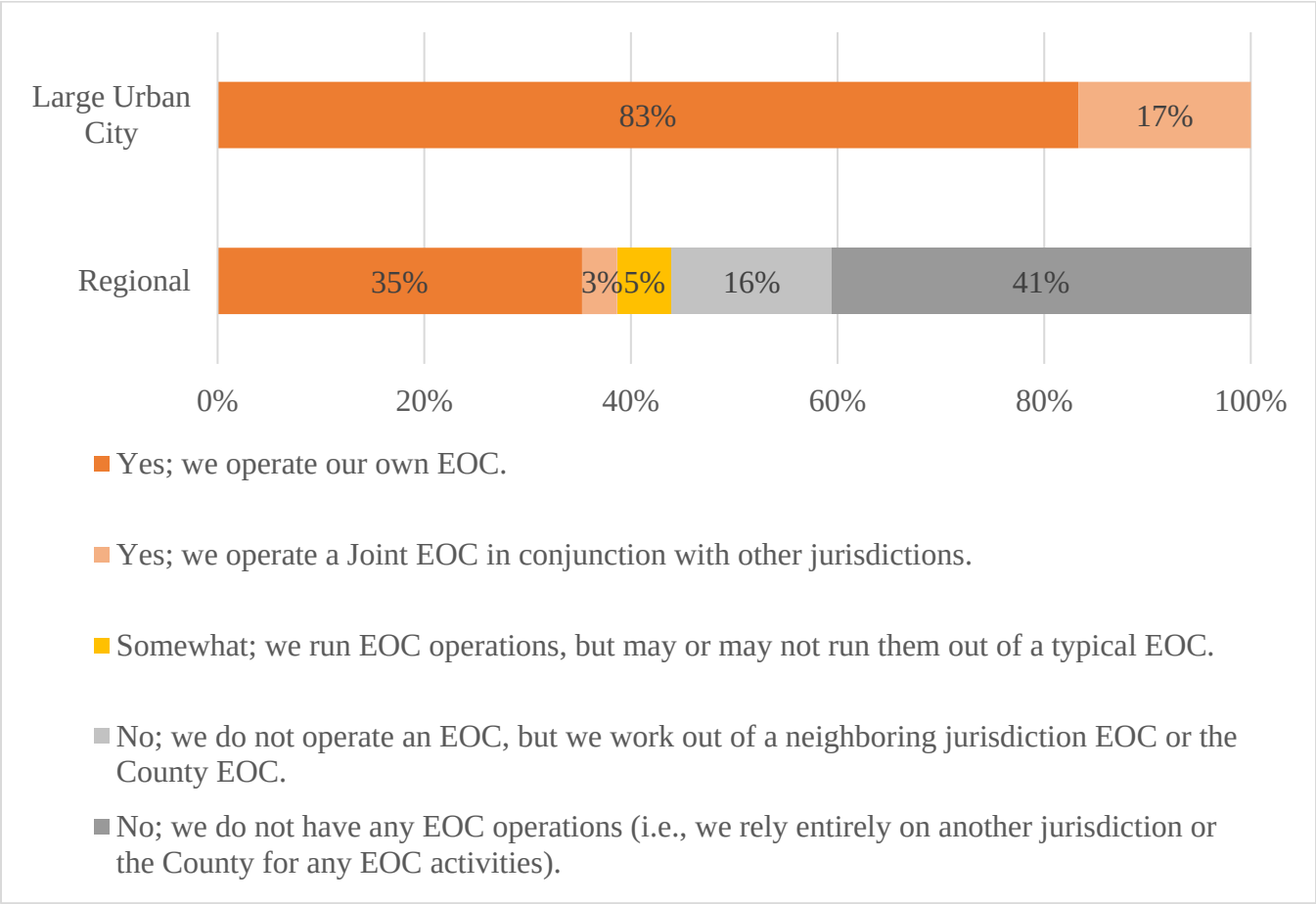
Appendix D: Large Urban City

Based on the 2016 NCTCOG Emergency Operations Center Capabilities Assessment Project

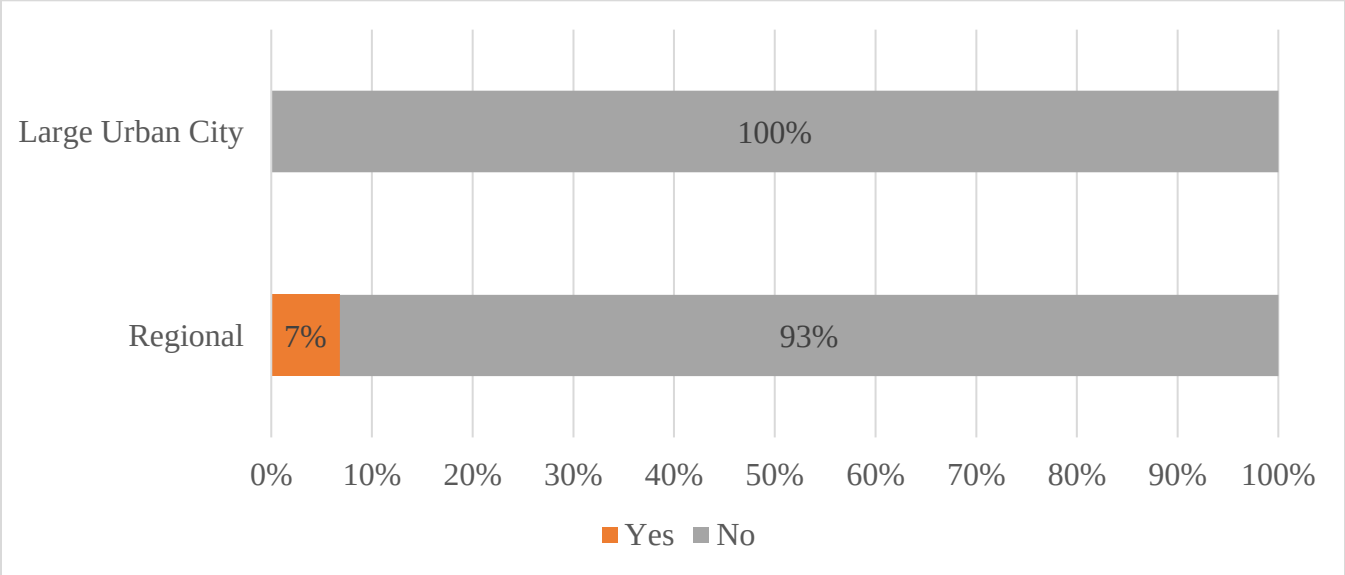


Introduction Questions

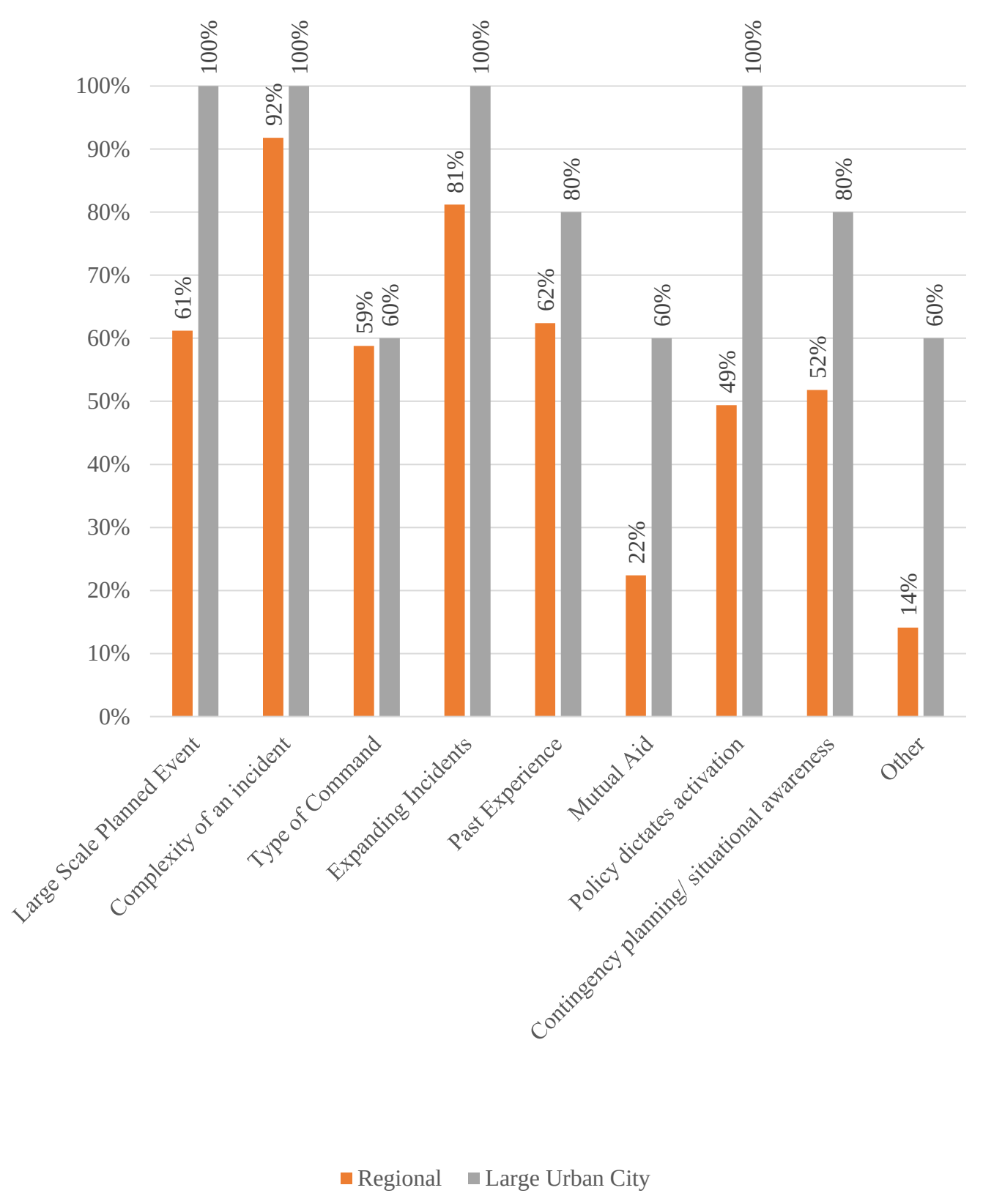
1. Does your jurisdiction operate an EOC?



1.1 Do any other jurisdictions use your facility as their primary EOC?



2. Of the incidents/events below, which would trigger an EOC activation in your jurisdiction?



3. What functions/activities do you believe are most critical to a successful EOC response?

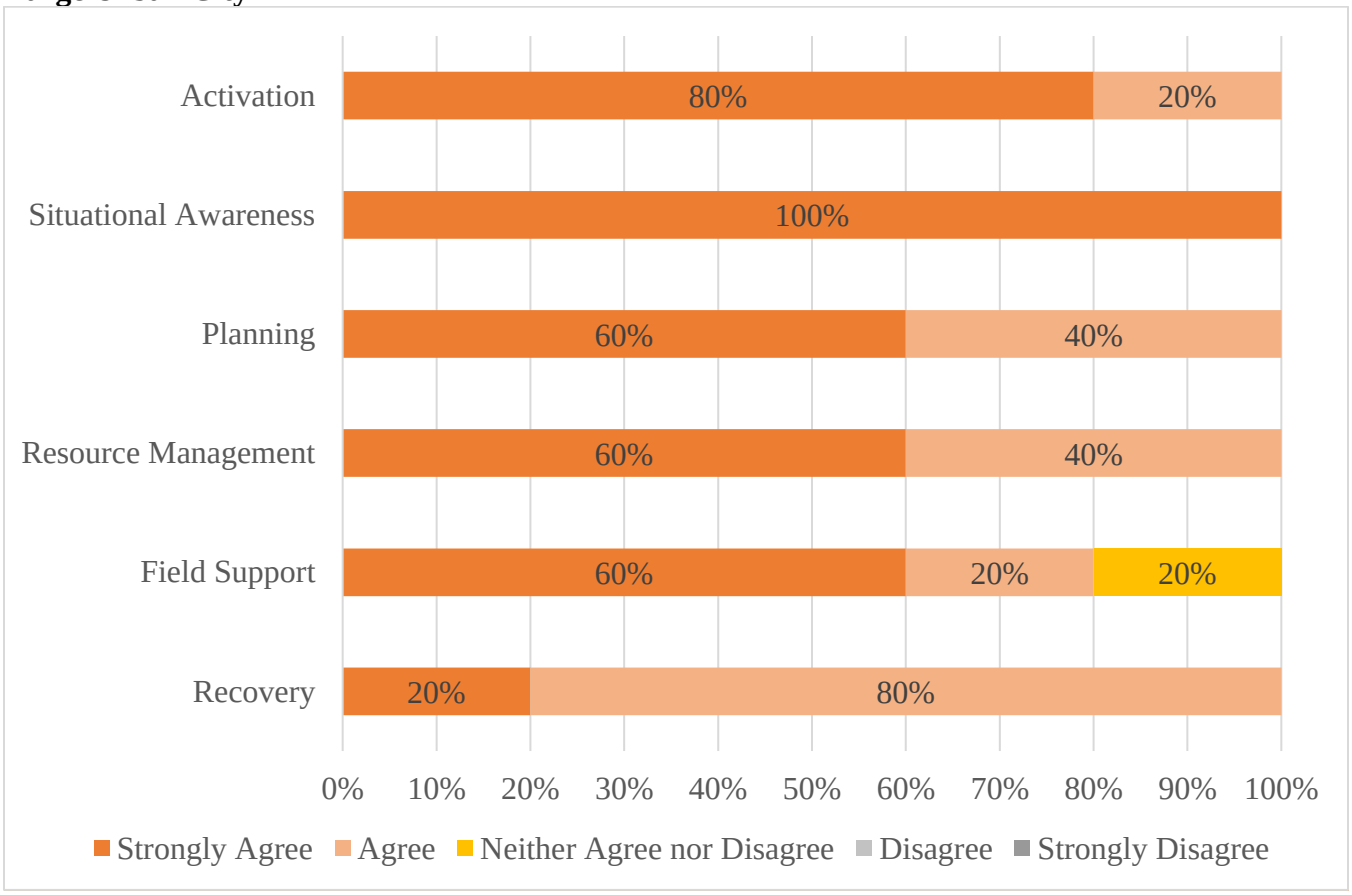
- *Activation activities*
- *Situational Awareness activities*
- *Planning activities*
- *Resource Management activities*
- *Field Support activities*
- *Recovery activities*

	High Importance		Normal Importance		Low Importance	
	Regional	Large Urban City	Regional	Large Urban City	Regional	Large Urban City
Activation	71.6%	80%	25.9%	20%	2.5%	0%
Situational Awareness	73.8%	100%	22.5%	0%	3.8%	0%
Planning	44.9%	80%	50.0%	20%	5.1%	0%
Resource Management	50.0%	60%	43.4%	40%	6.6%	0%
Field Support	52.6%	80%	43.4%	20%	3.9%	0%
Recovery	28.0%	20%	46.7%	80%	25.3%	0%

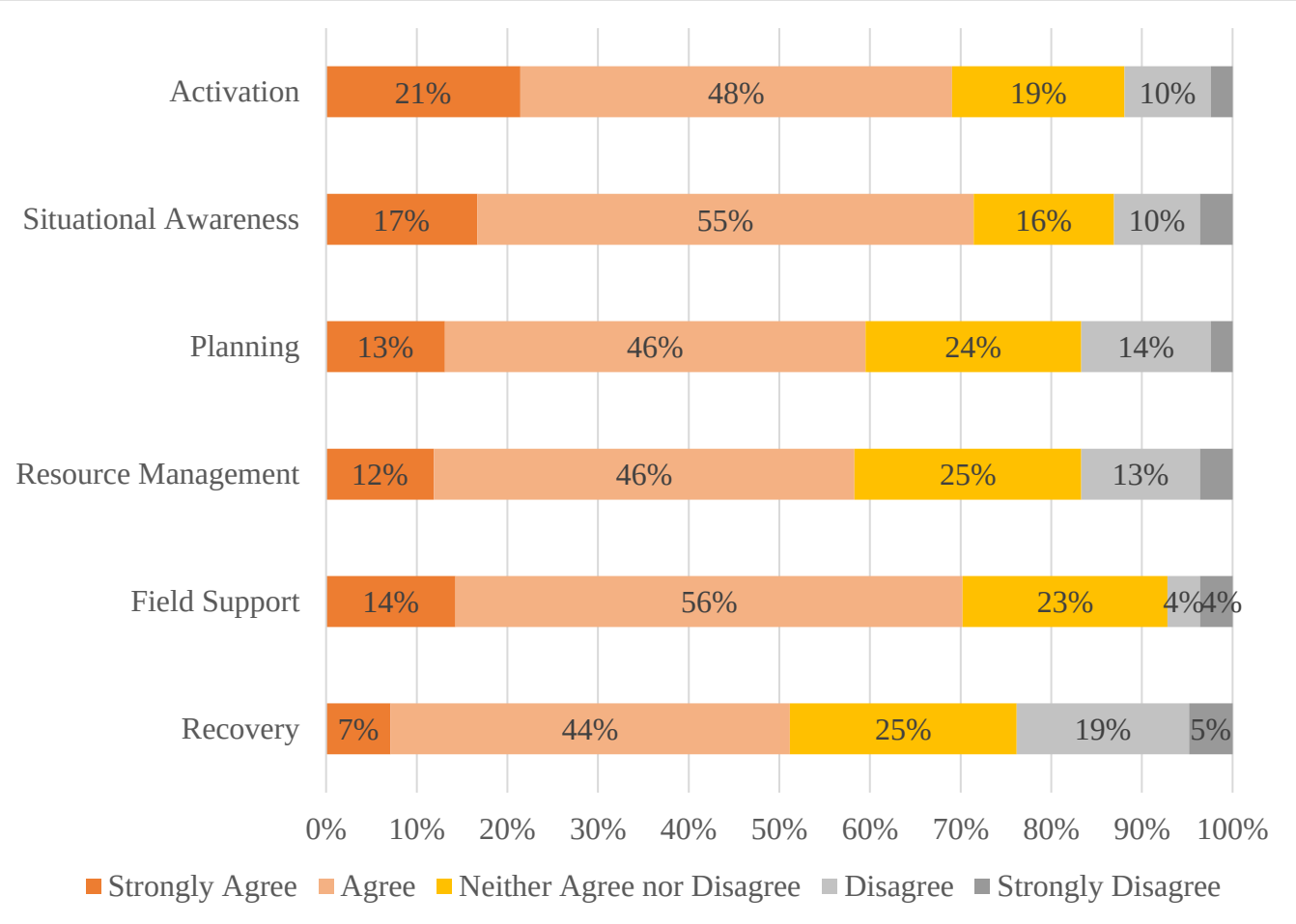
4. To identify gaps in functional activities throughout the region, to what extent do you believe your EOC can perform the following functions/activities, relying on your own local resources?

- *My EOC is able to fulfill all ACTIVATION activities necessary for a successful operation (ex. alerting and mobilizing EOC personnel, EOC set up, EOC staffing, etc.)*
- *My EOC is able to fulfill all SITUATIONAL AWARENESS activities necessary for a successful operation (ex. creating & distributing situation reports, maintaining a common operating picture, managing and sharing information with responders, agency representatives, media and the public, etc.)*
- *My EOC is able to fulfill all PLANNING activities necessary for a successful operation (ex. creating Incident Action Plan or EOC Action Plan, ensuring documentation and record keeping, operation of EOC displays and room/facility management, etc.)*
- *My EOC is able to fulfill all RESOURCE MANAGEMENT activities necessary for a successful operation (ex. resource requests, resource tracking, emergency procurements, etc.)*
- *My EOC is able to fulfill all FIELD SUPPORT activities necessary for a successful operation (ex. support field operations and field personnel, anticipating future needs, providing strategic guidance, etc.)*
- *My EOC is able to fulfill all RECOVERY activities necessary for a successful operation (ex. completing/submitting State & Federal disaster forms, large-scale debris management efforts, engaging/managing VOADs and coordinating survivor assistance efforts, Preliminary Damage Assessments, etc.)*

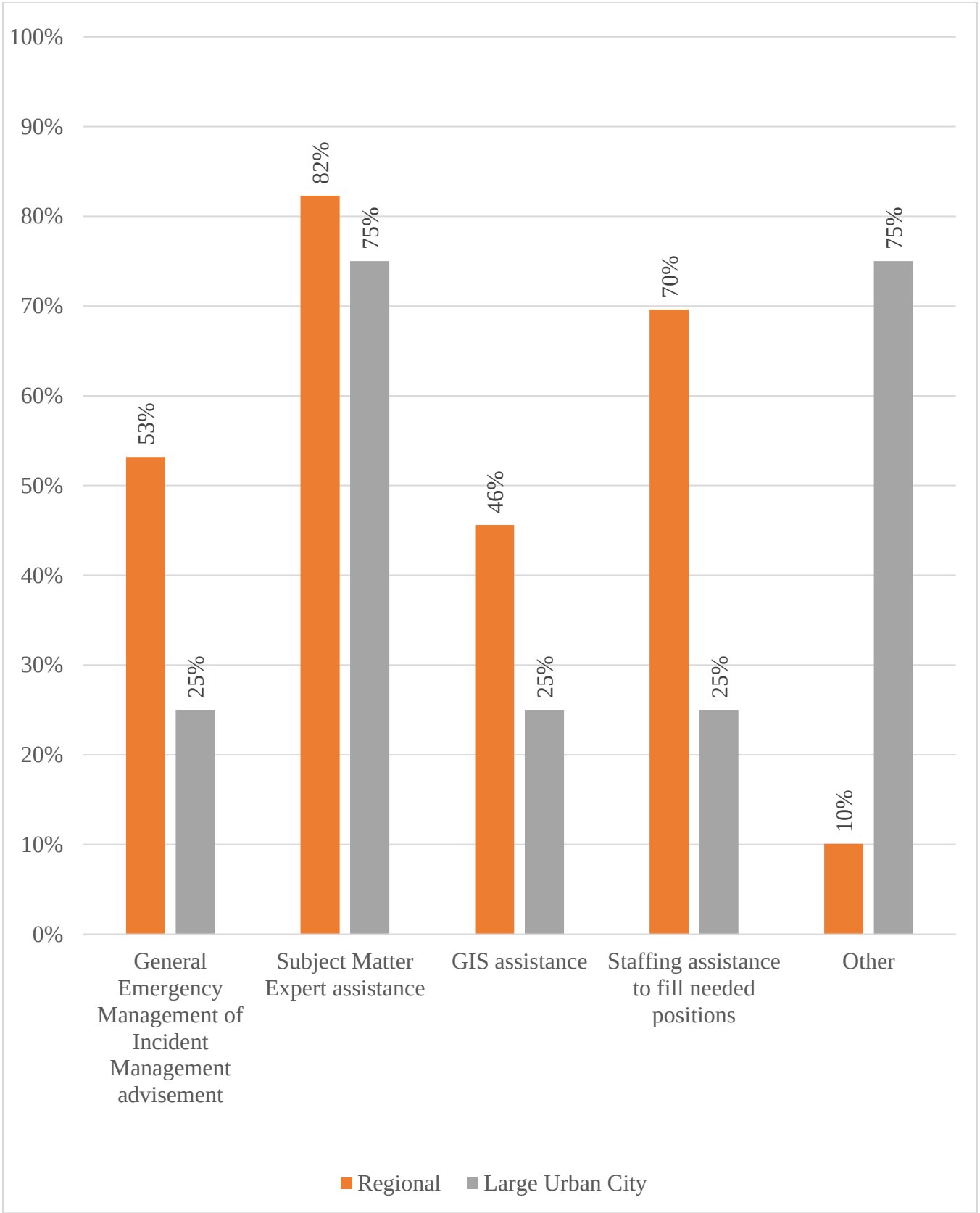
Large Urban City



Regional

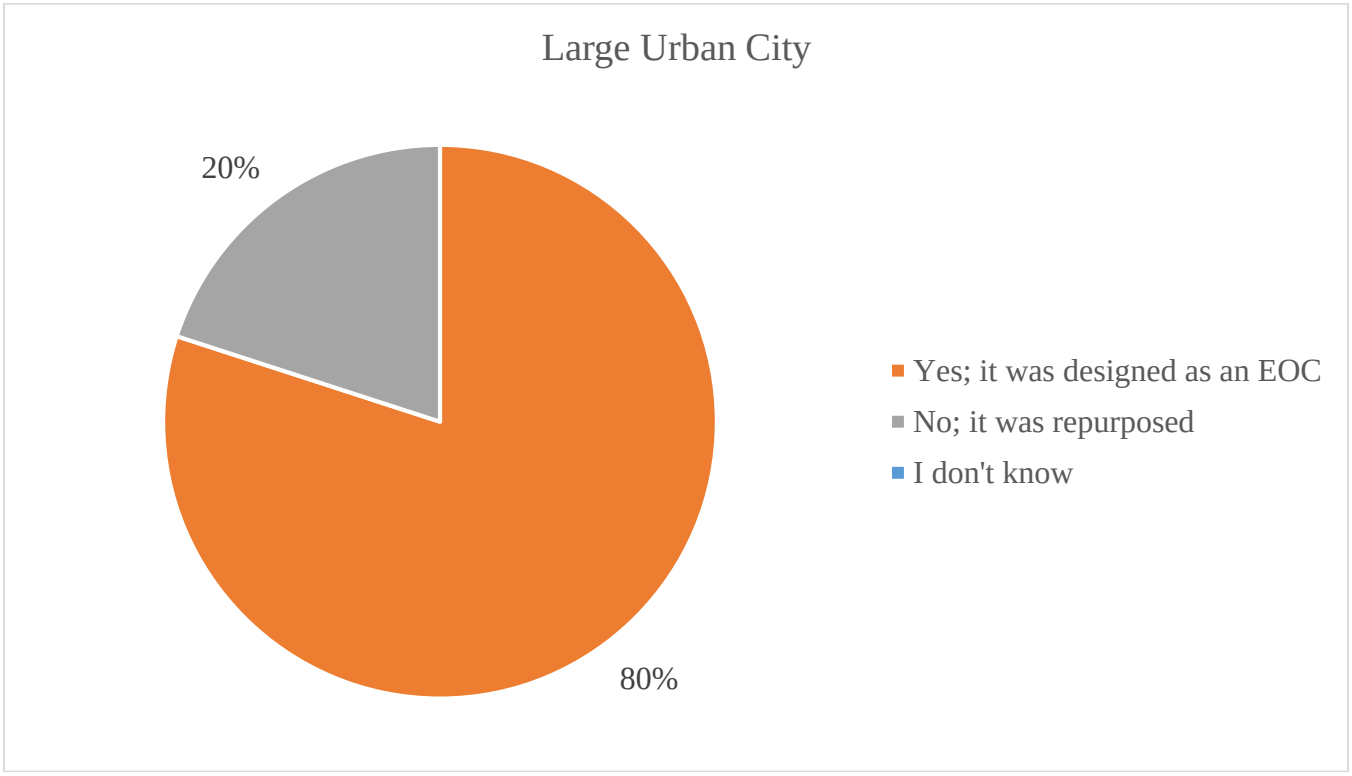

Activation
21%
48%
19%
10%
Situational Awareness
17%
55%
16%
10%
Planning
13%
46%
24%
14%
Resource Management
12%
46%
25%
13%
Field Support
14%
56%
23%
4%
4%
Recovery
7%
44%
25%
19%
5%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

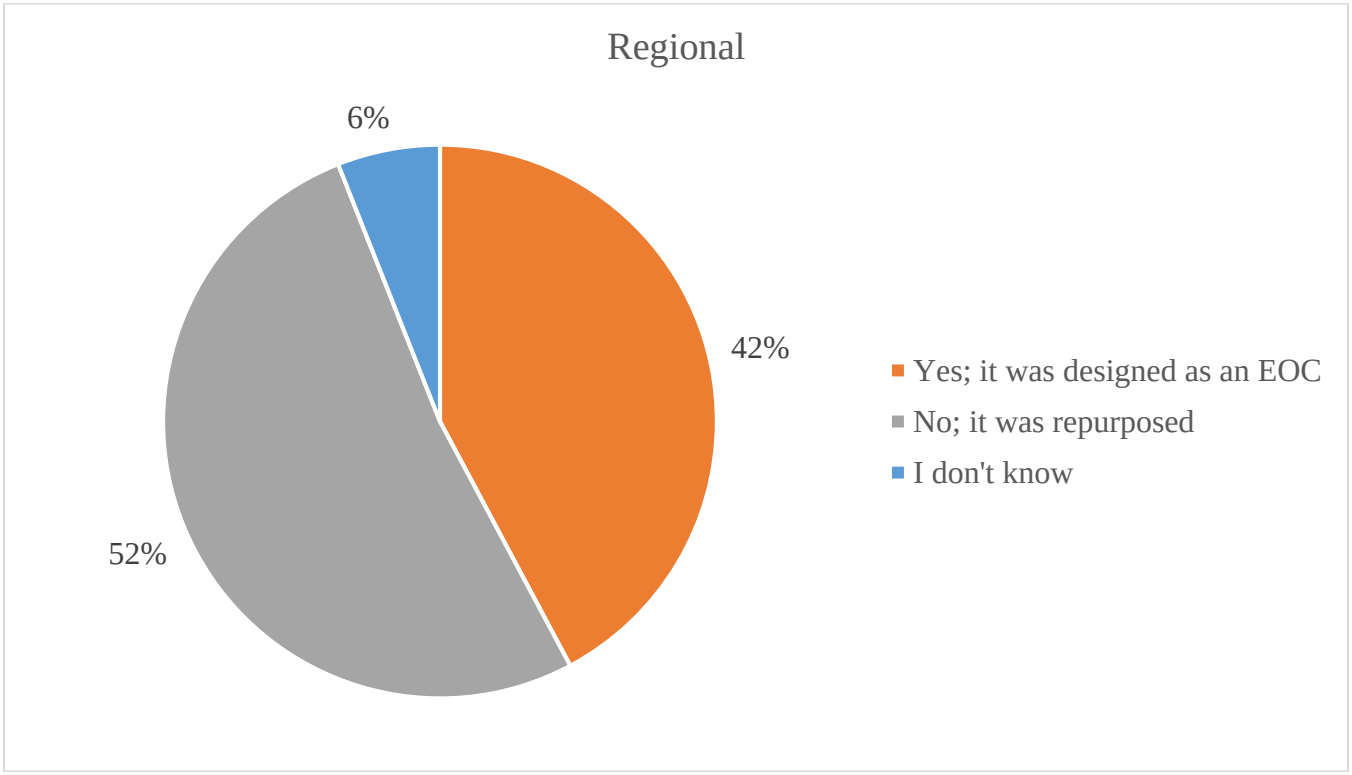
5. What functions or activities, if any, would your EOC like additional assistance to fulfill? Please select all that apply.



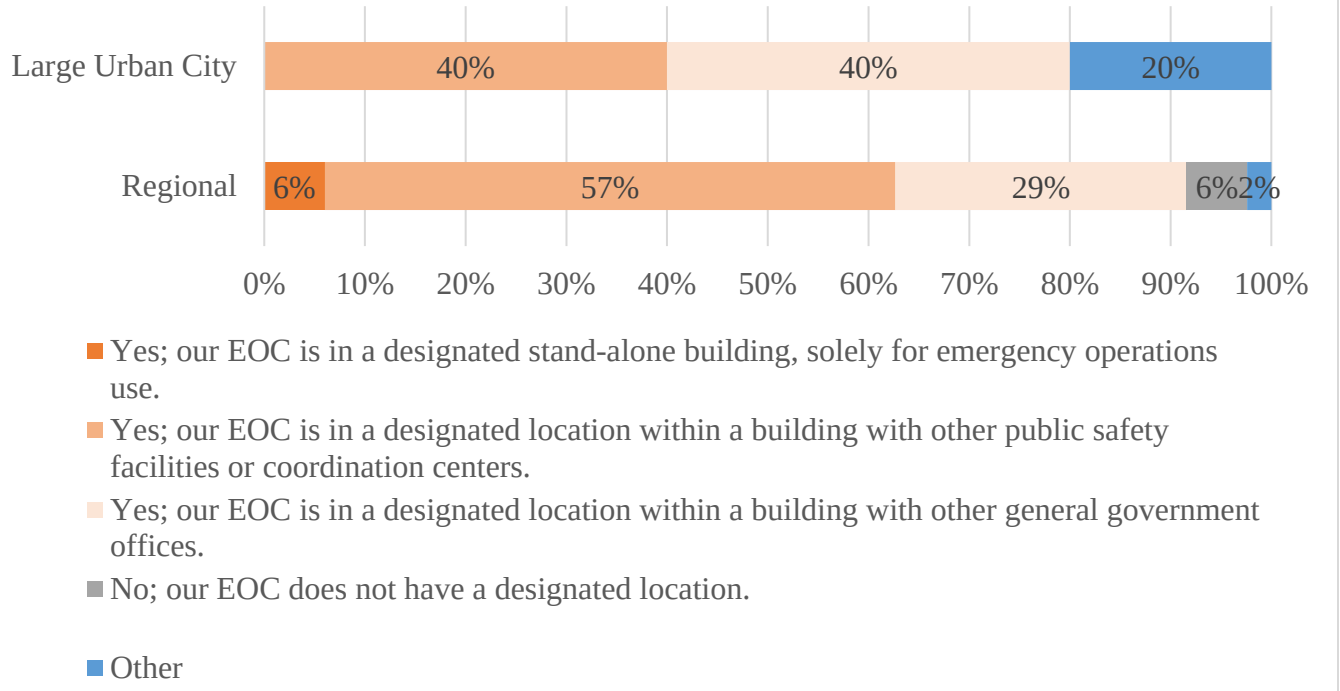
EOC Overview

6. Was your EOC designed to operate as an EOC?

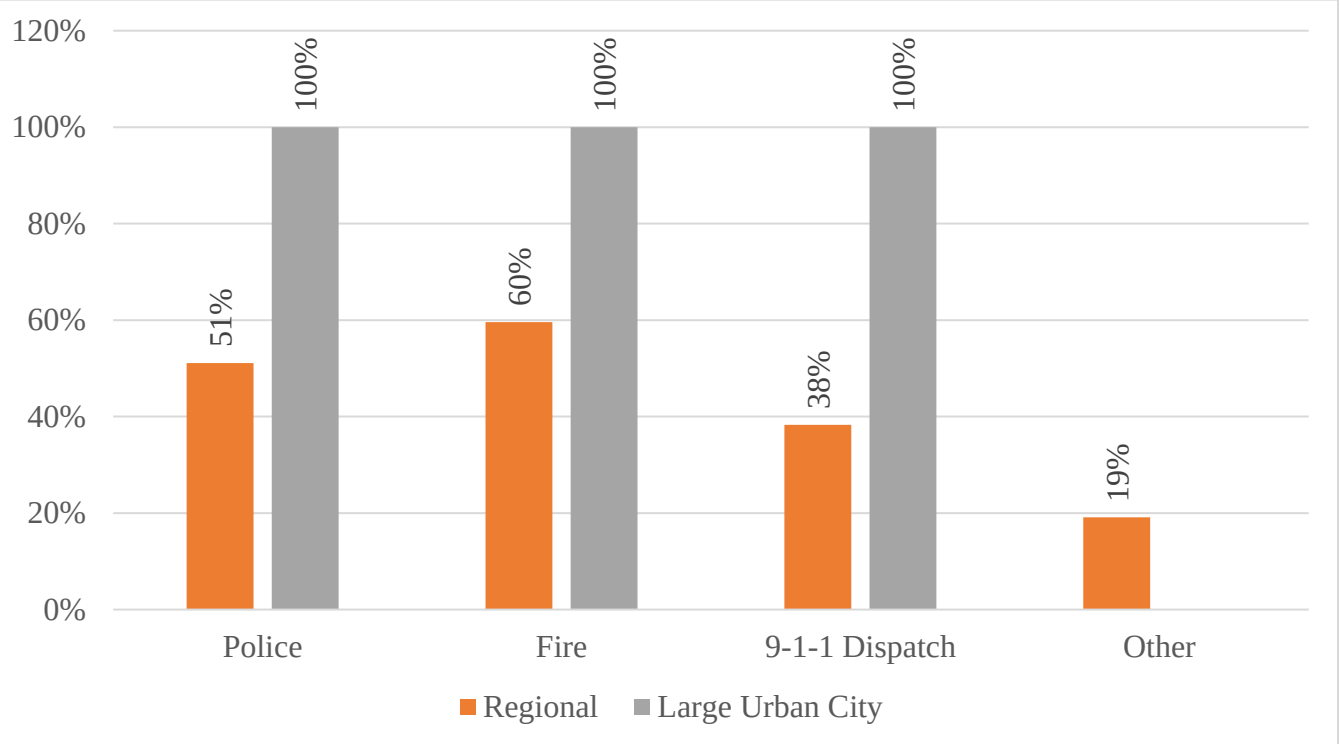




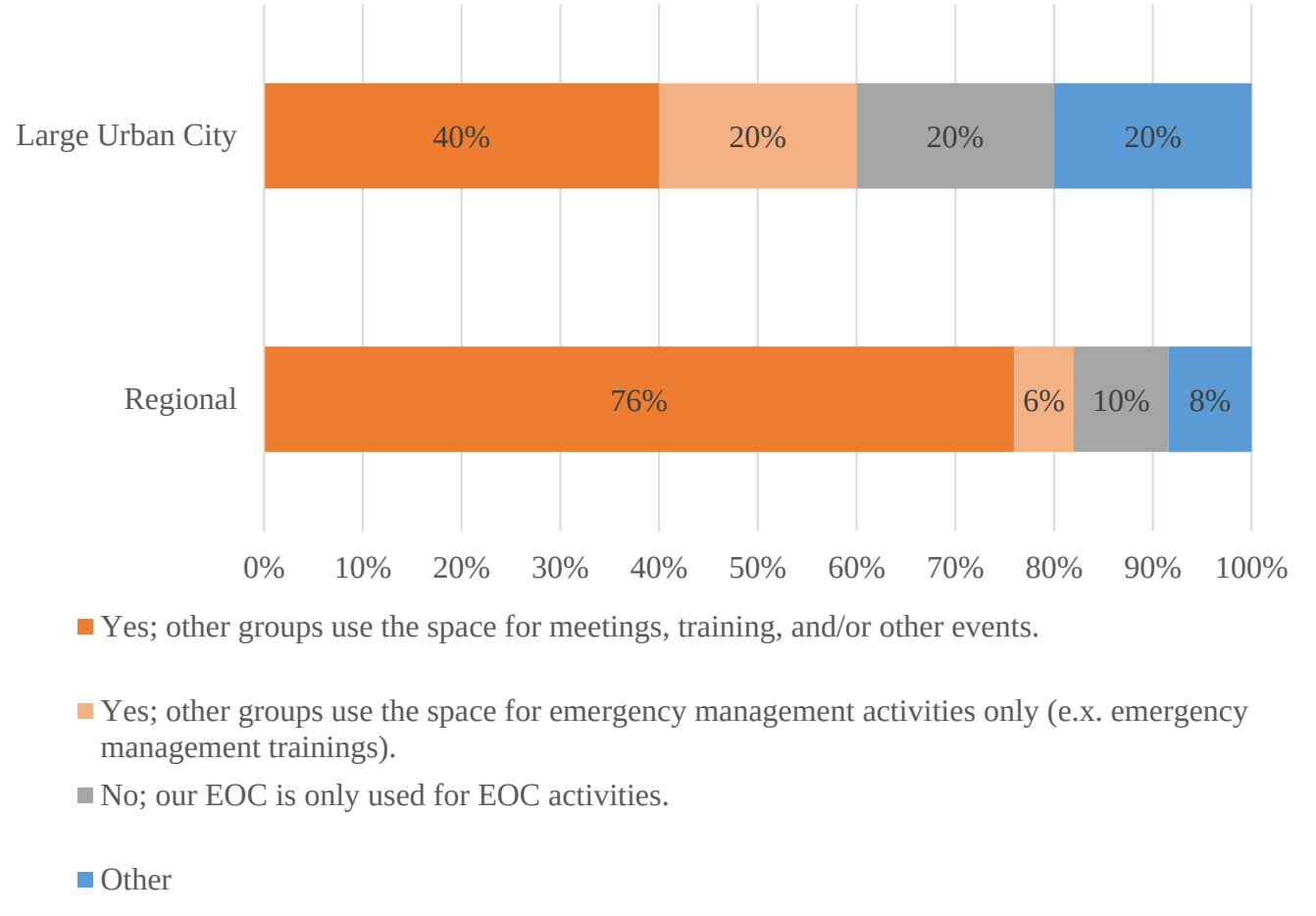
7. Do you have a designated location for your EOC?



7.1 Of those who share their EOC building with other public safety facilities or coordination centers, what other functions are performed in the building? Please select all that apply.

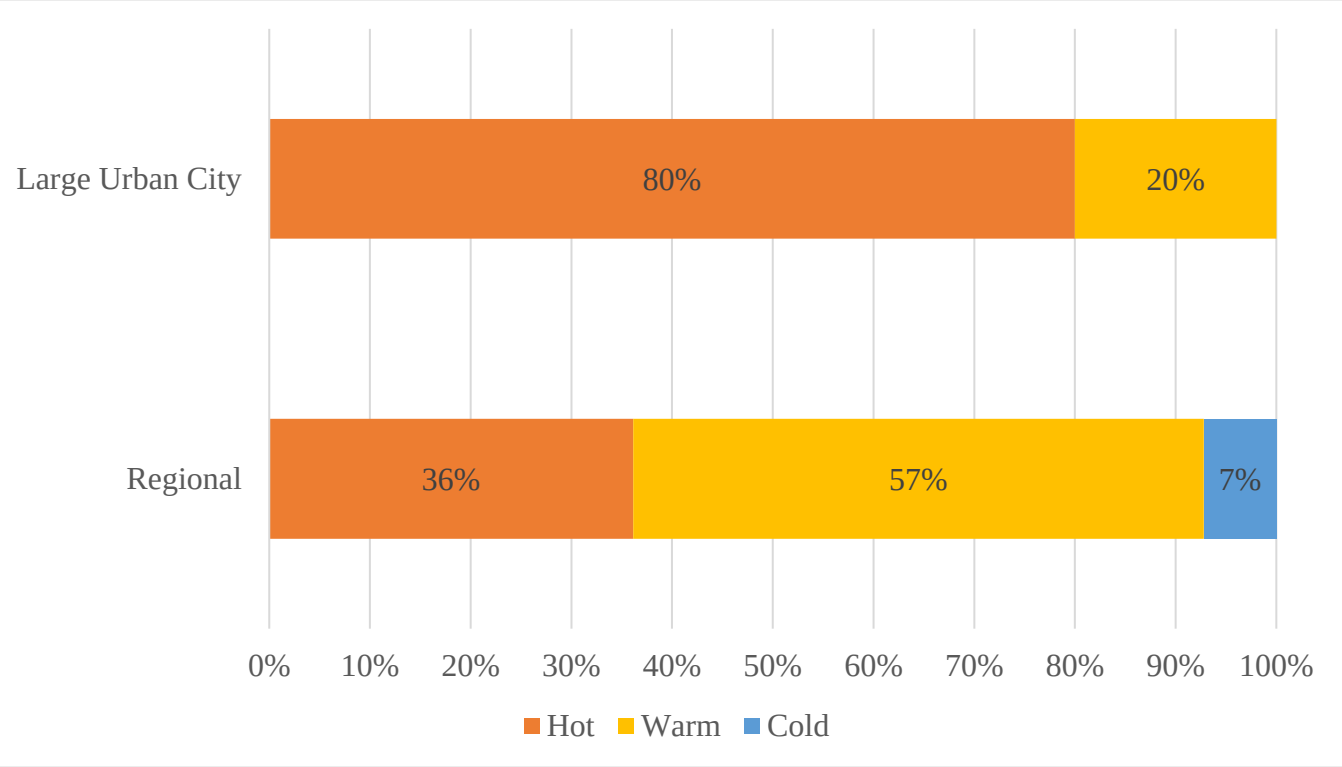


8. Is your EOC a multi-purpose location?

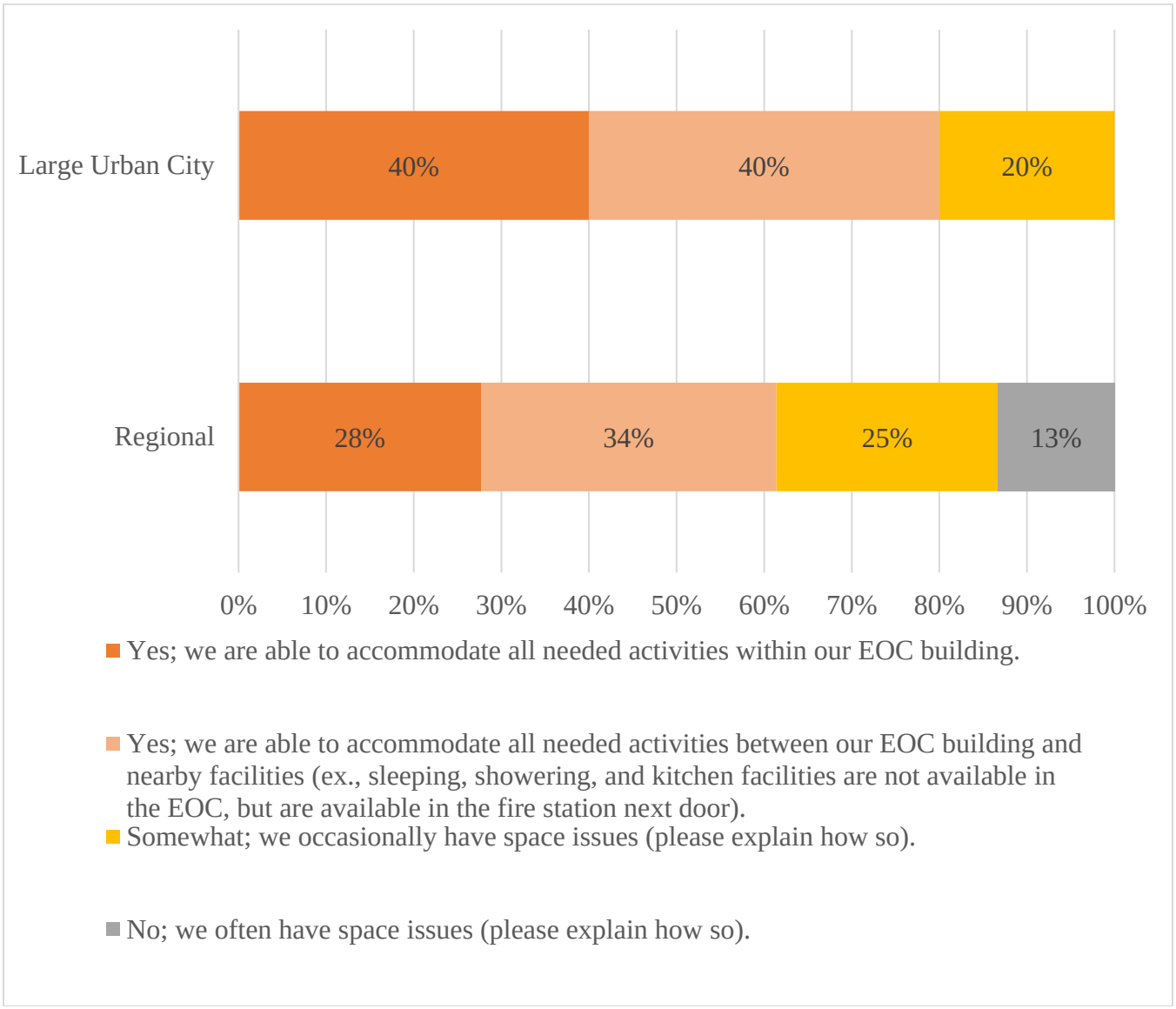


9. Is your primary EOC:

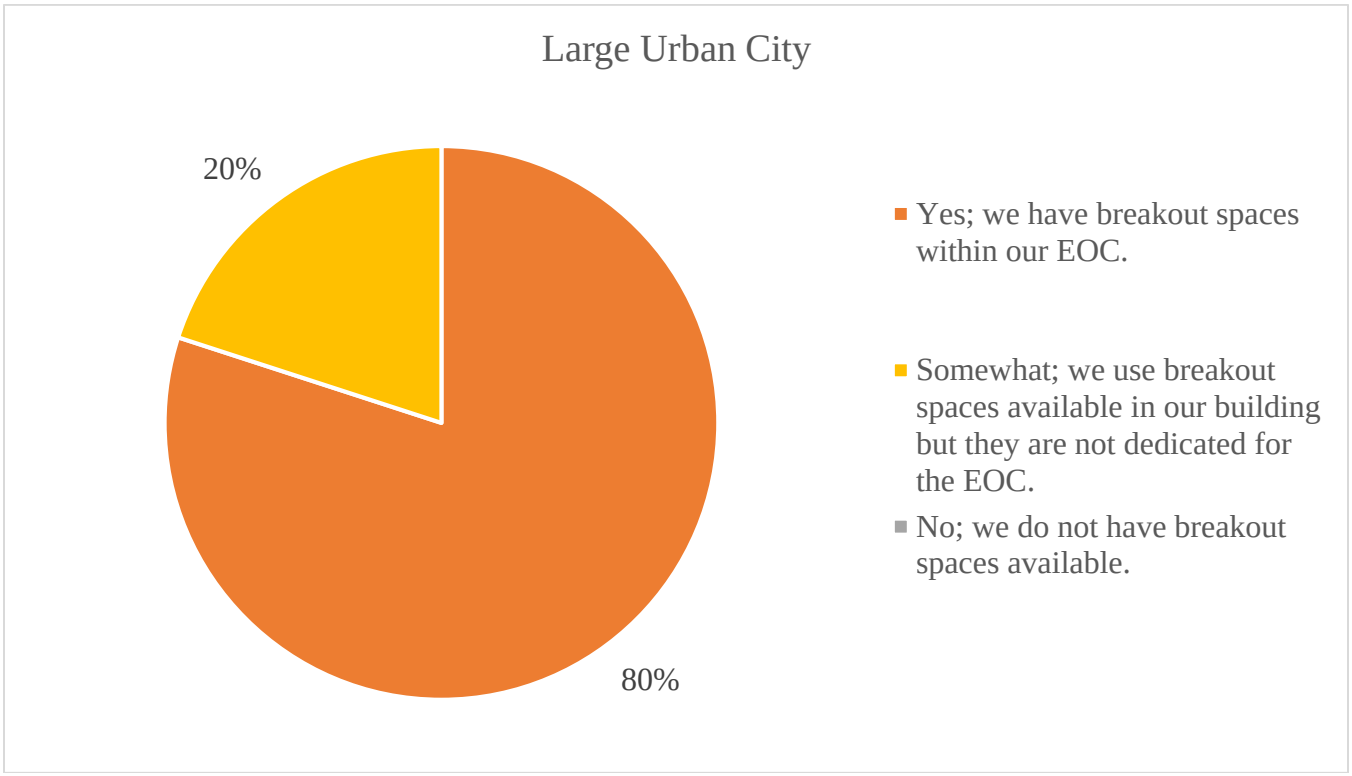
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*

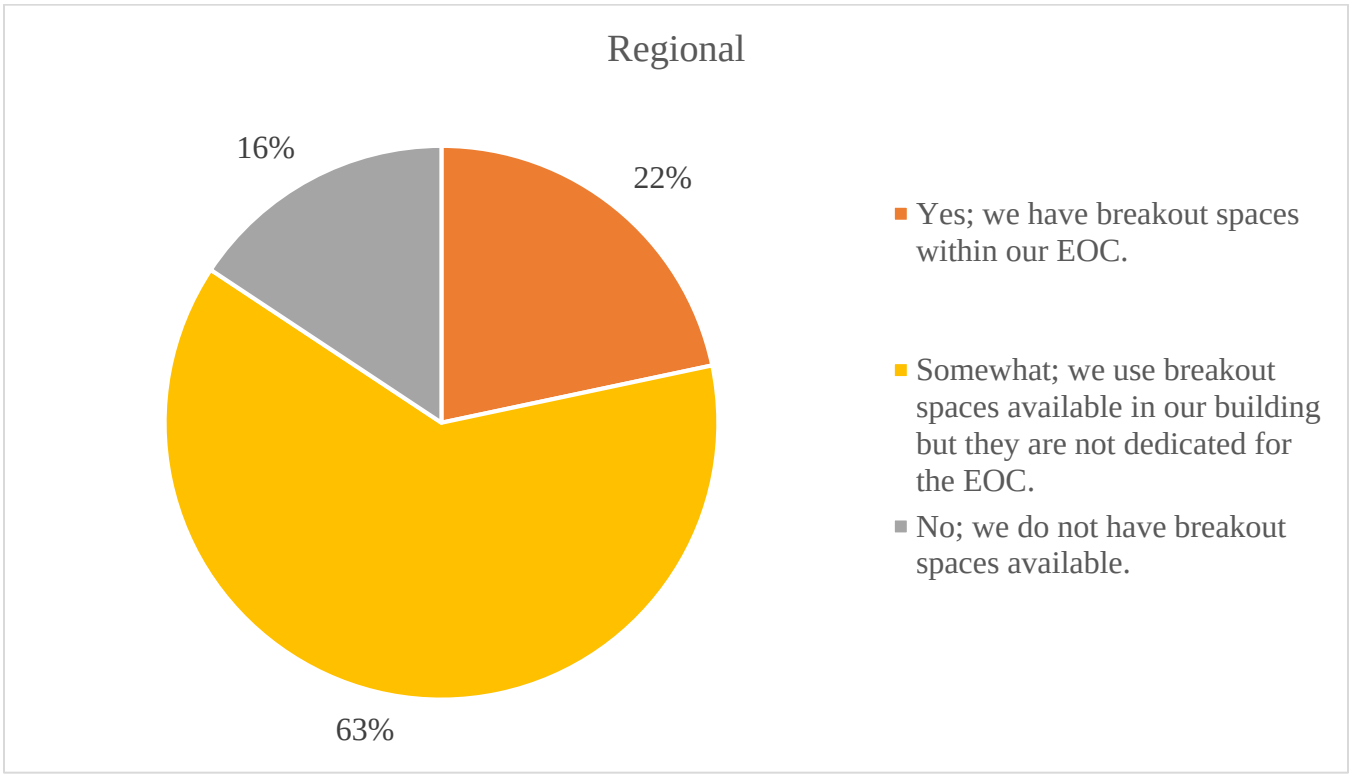


10. Is your EOC large enough to facilitate needed activities?

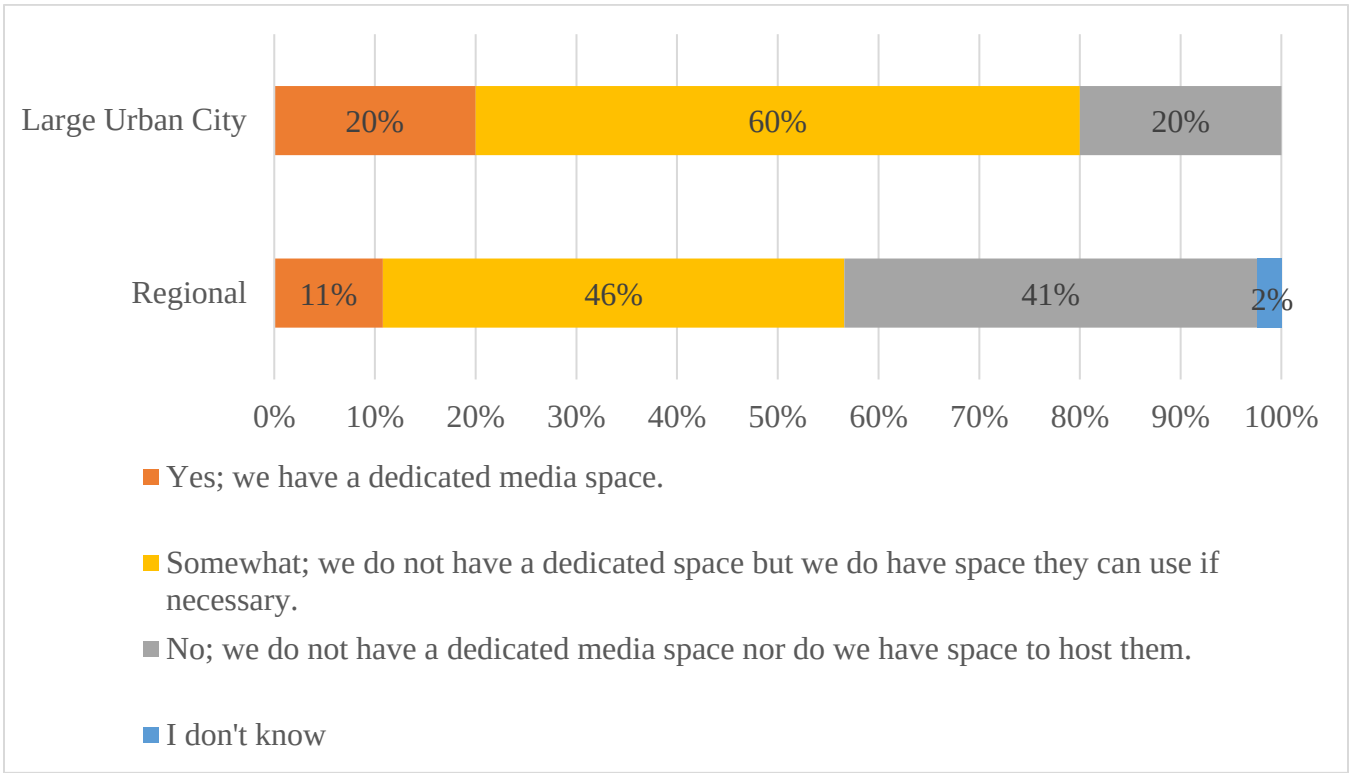


11. Does your EOC have individual/separate meeting or breakout spaces?

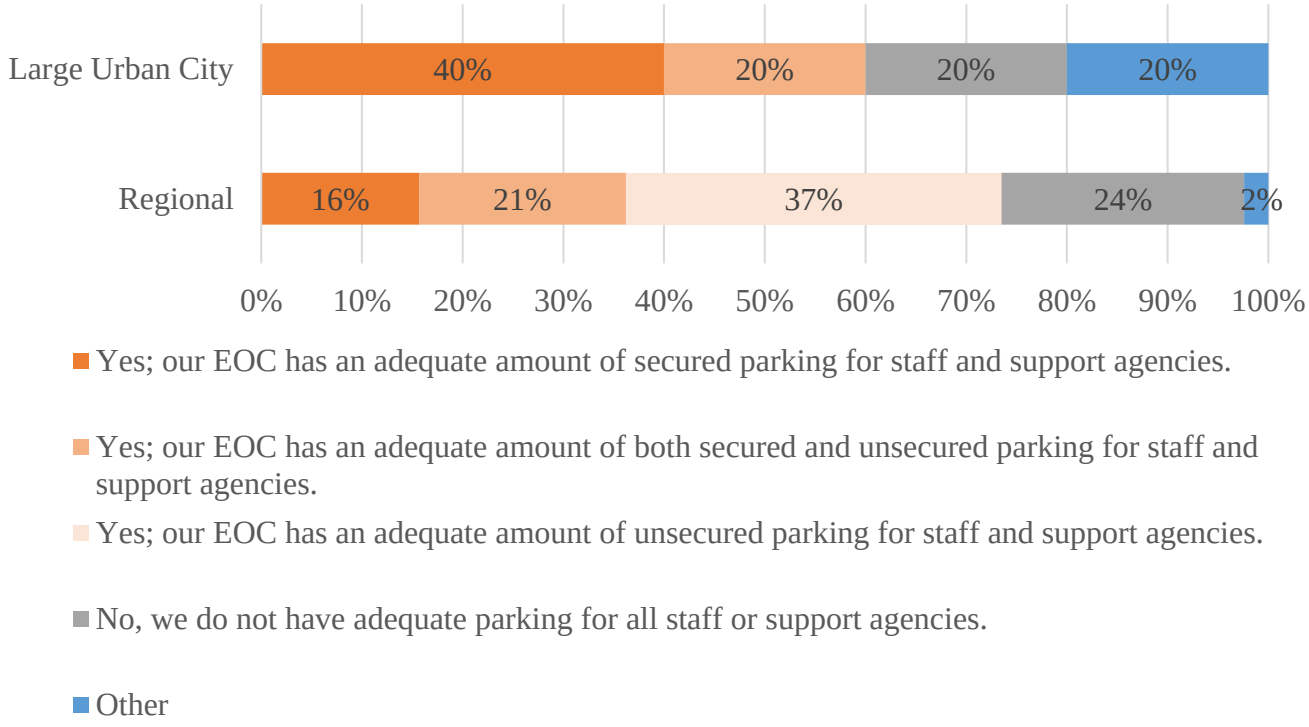




12. Do you plan to host the media at your EOC?

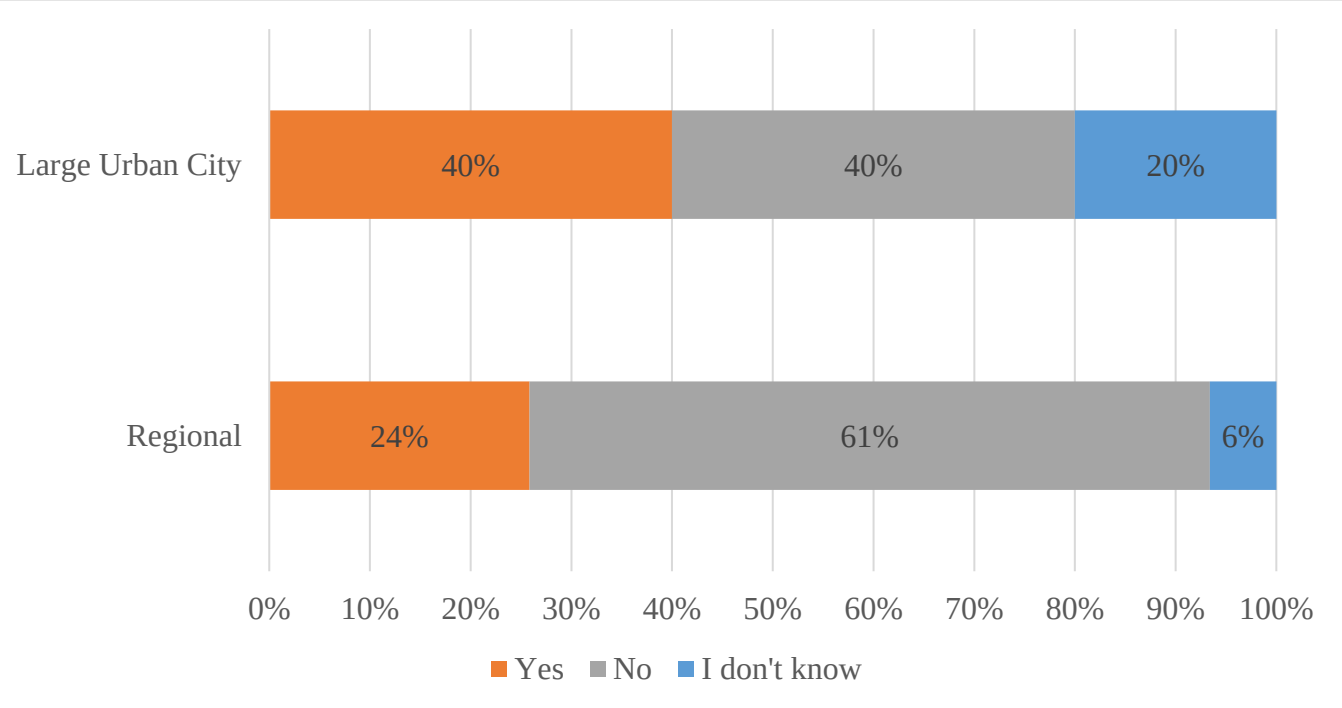


13. Does your EOC have adequate parking for staff and support agencies during full scale operations?

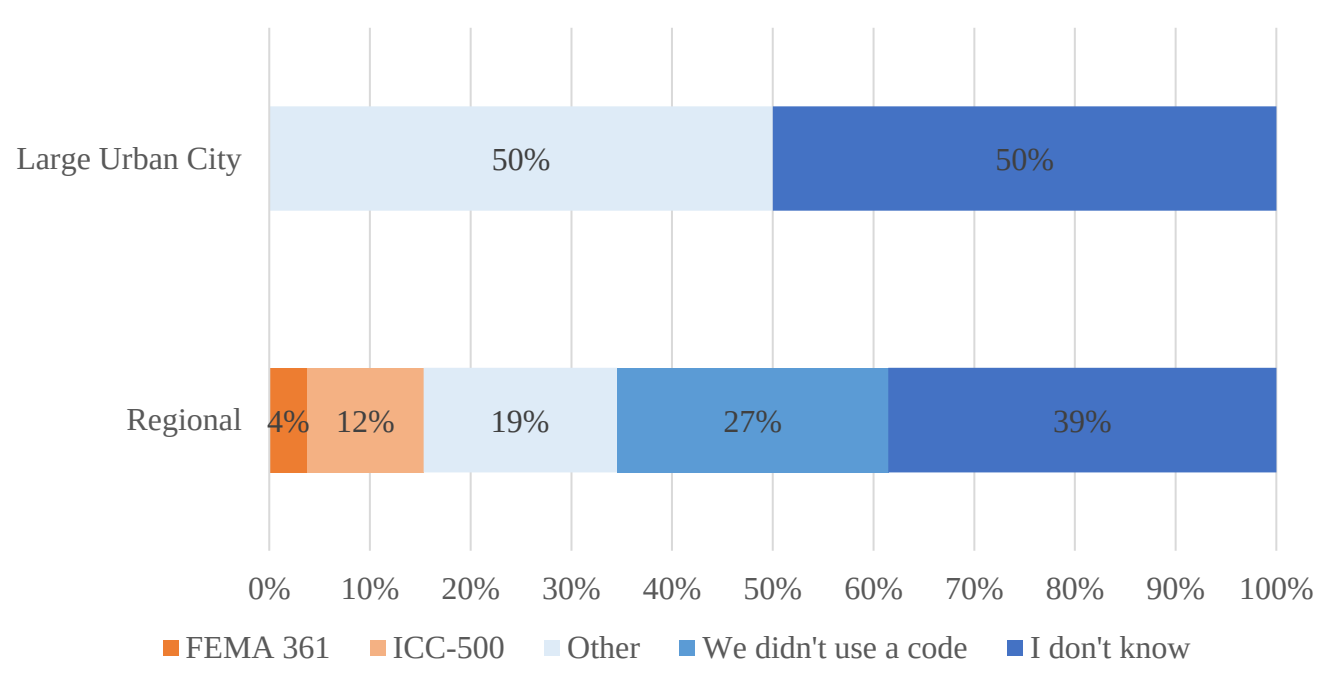


Survivability

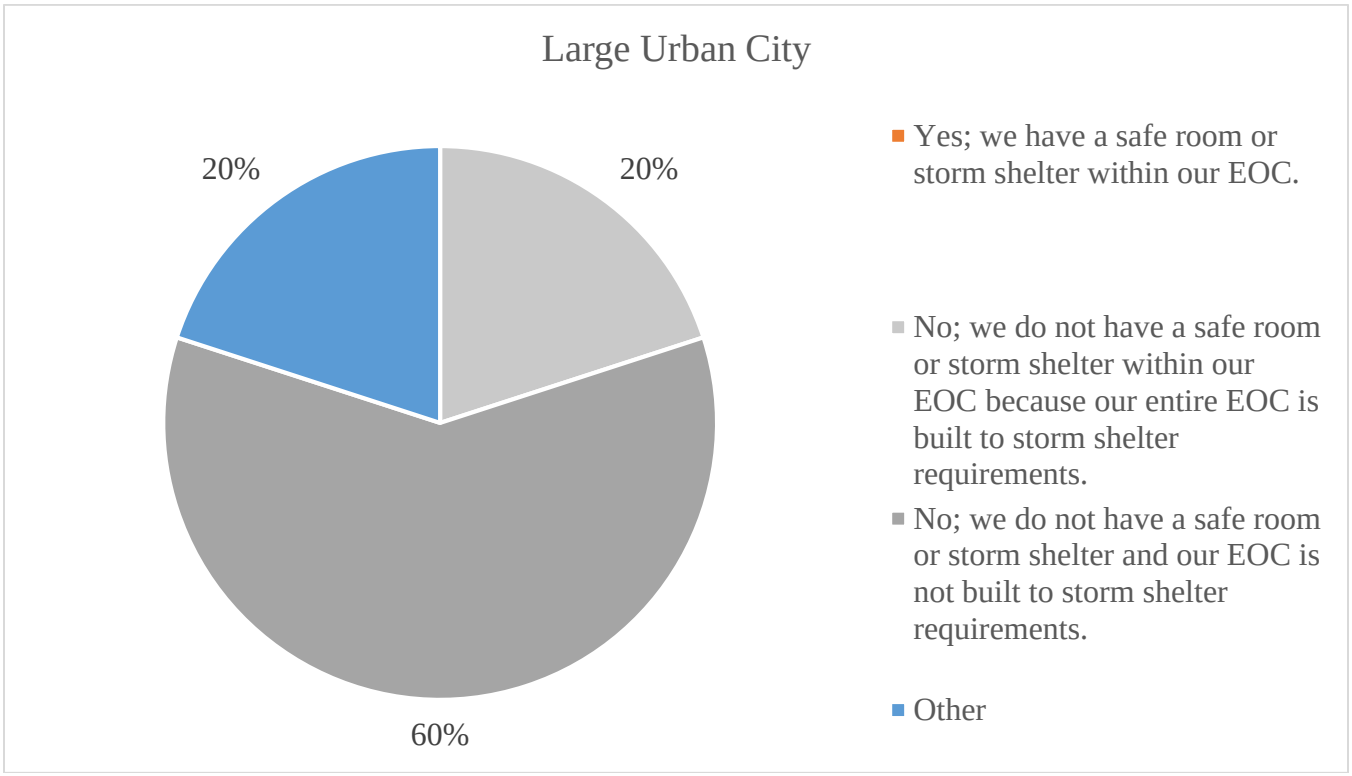
14. Is your EOC hardened (including but not limited to reinforced walls, window storm shutters, and other physical hardening measures)?

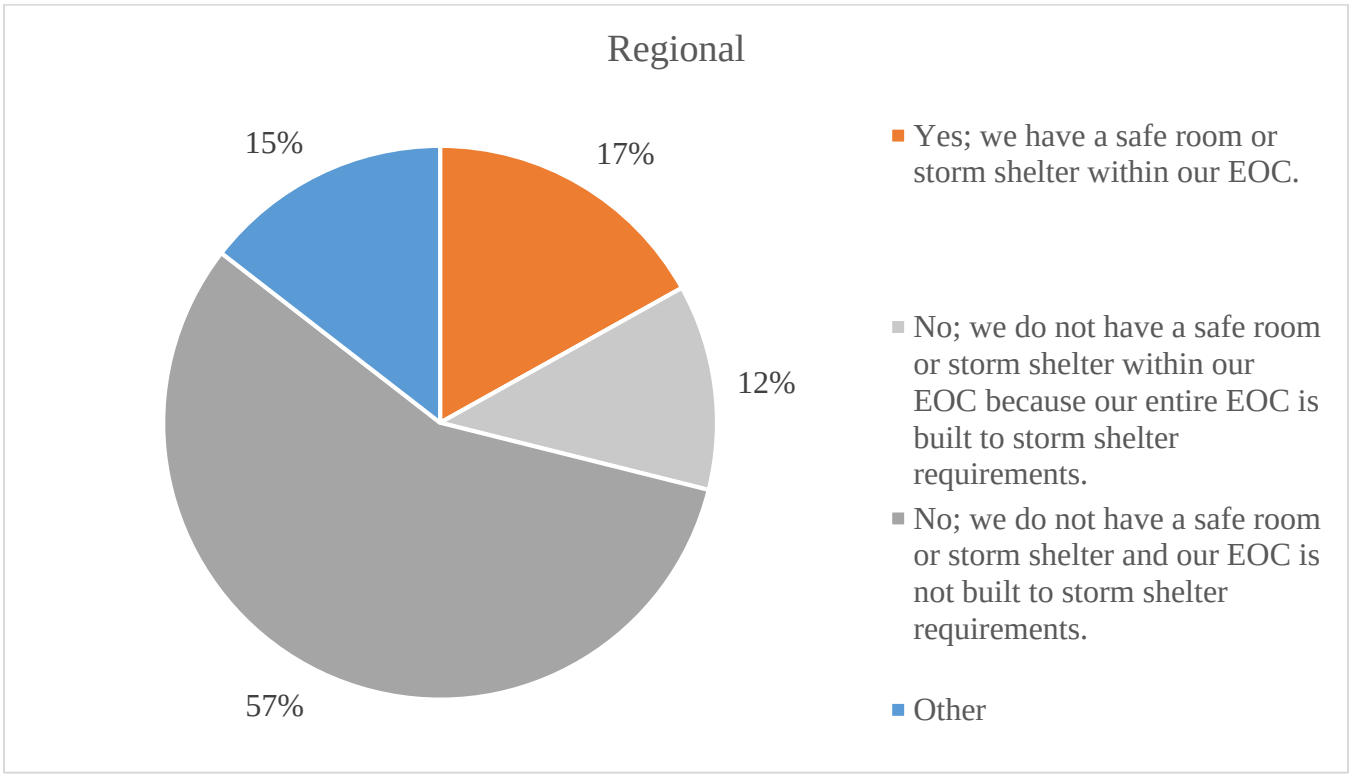


14.1 Of those who hardened their EOC, what construction code, standard, or guideline was used?

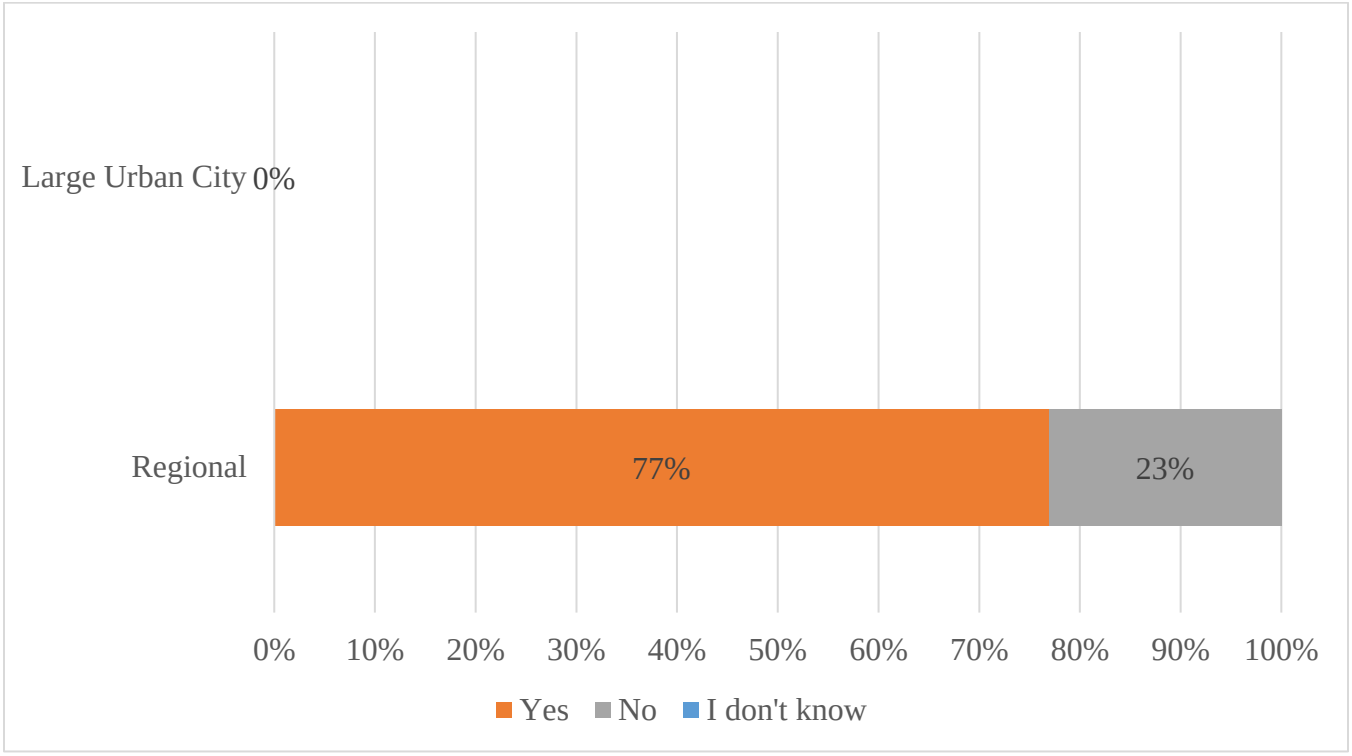


15. Does your EOC have a safe room or storm shelter for severe weather?

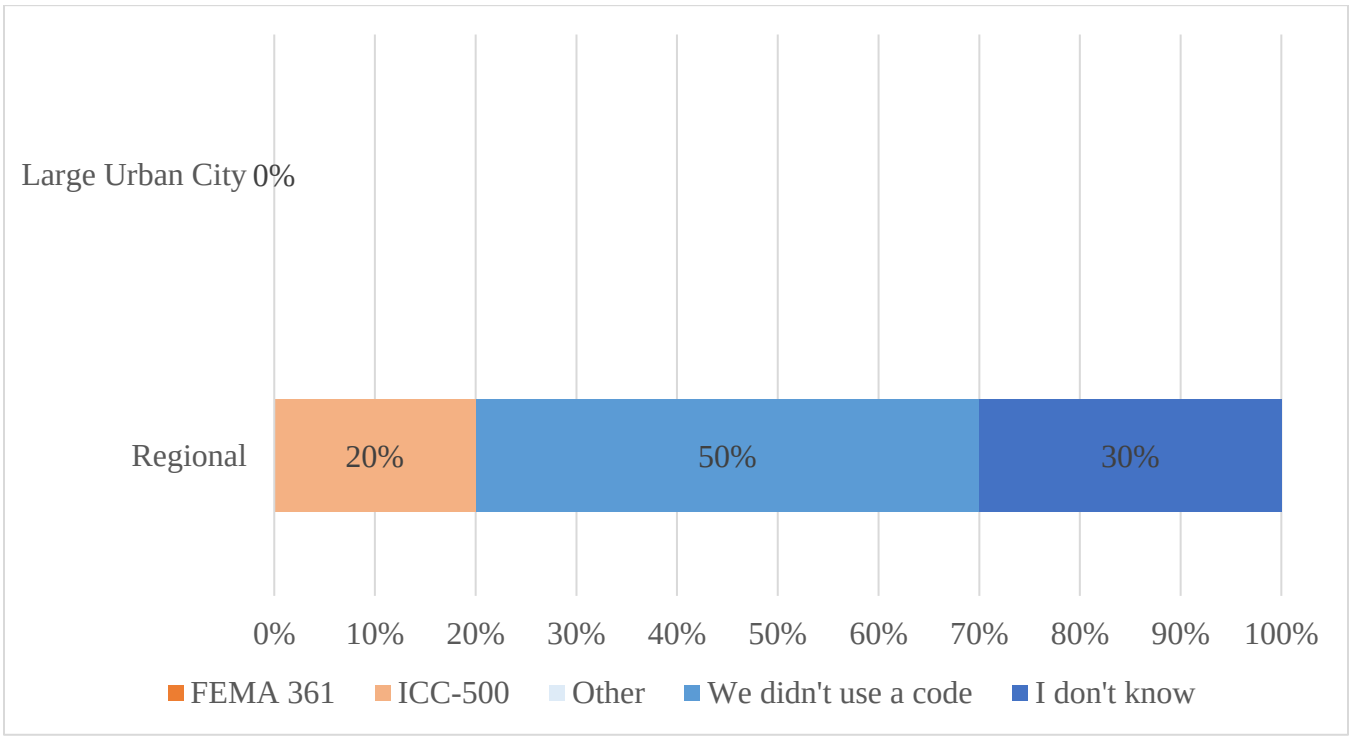




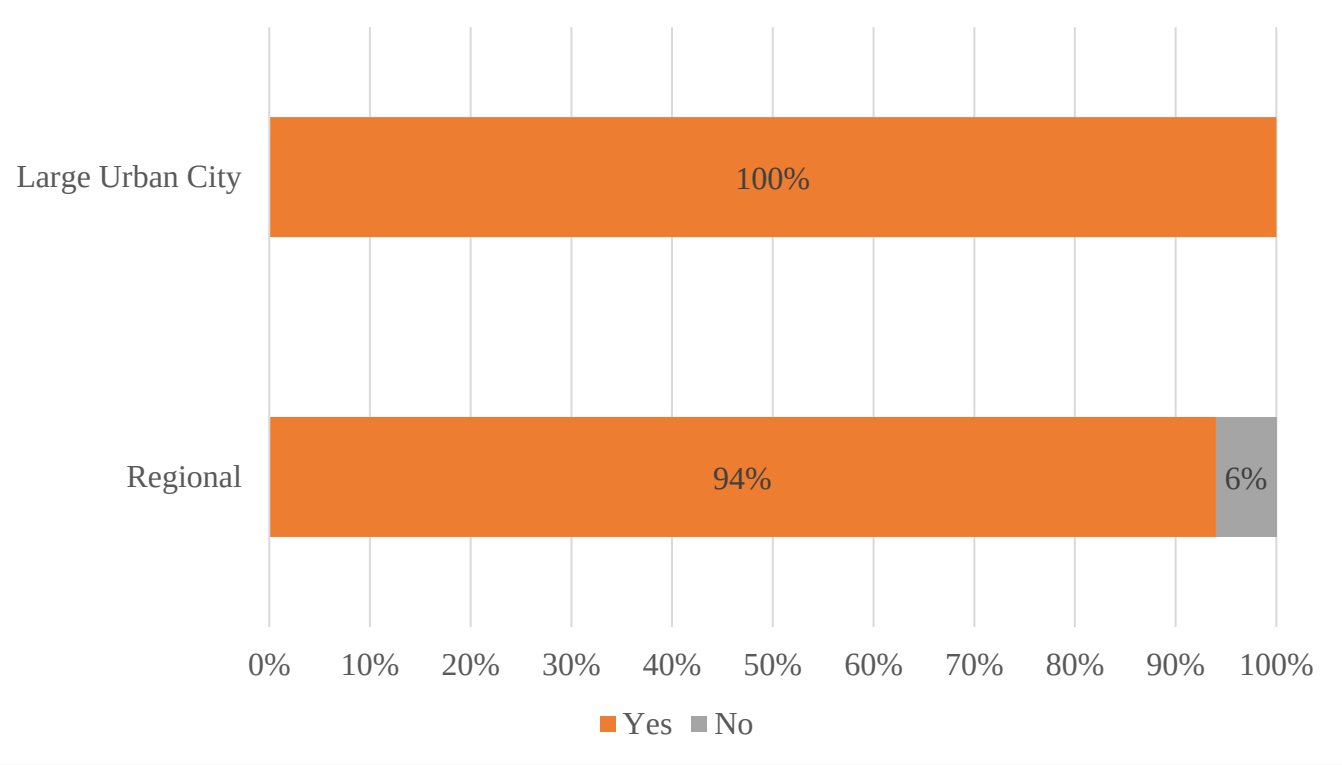
15.1 Of those who hardened have a safe room, is it hardened? *(Answers only apply to those who have a safe room)*



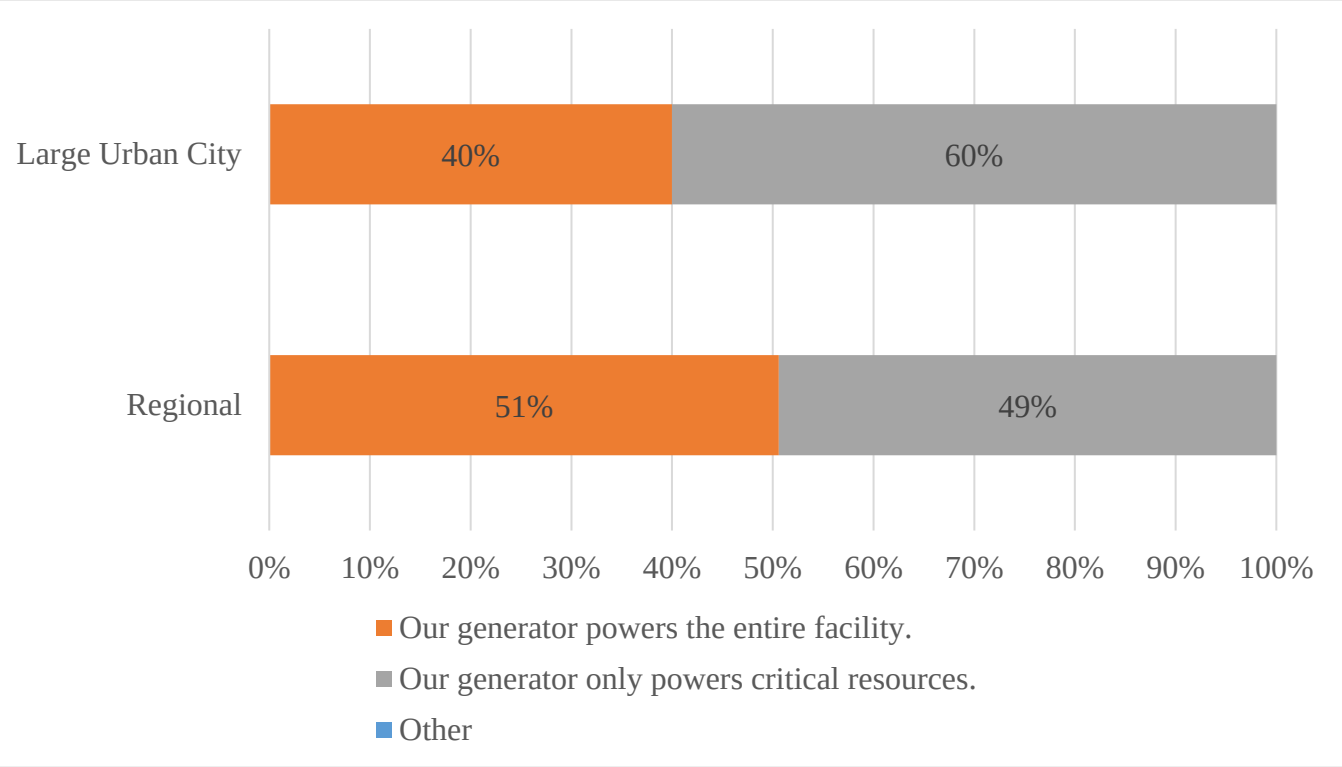
15.2 Of those who hardened have a hardened safe room, what code, standard, or guideline did you use? *(Answers only apply to those who indicated they have a hardened safe room)*



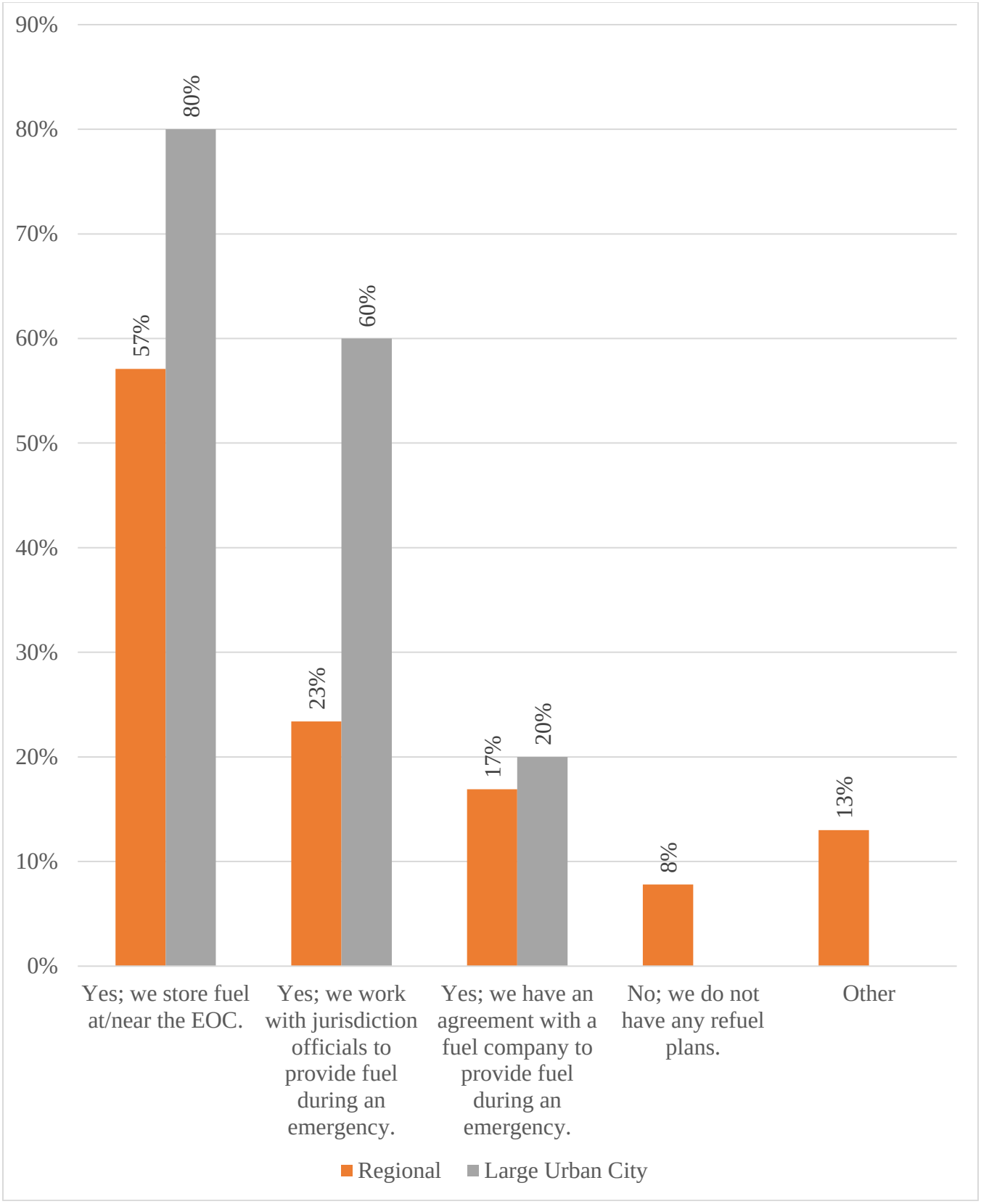
16. Does your EOC have backup generators?



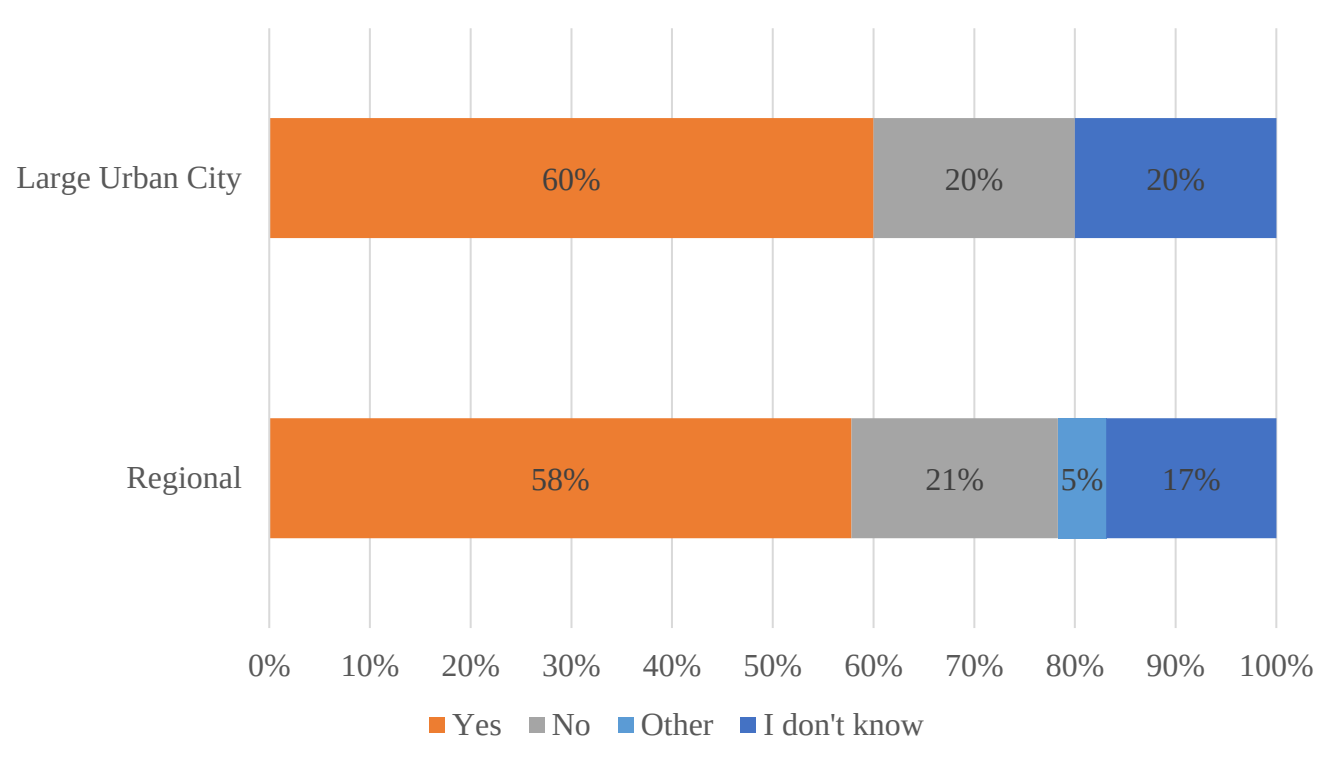
16.1 Of those who have backup generators, does the generator power the whole facility or just critical resources?



16.2 Of those who have backup generators, is your fuel source readily available (pre-stored or direct feed)?



17. Are your telephone and communications lines into the EOC protected under ground?

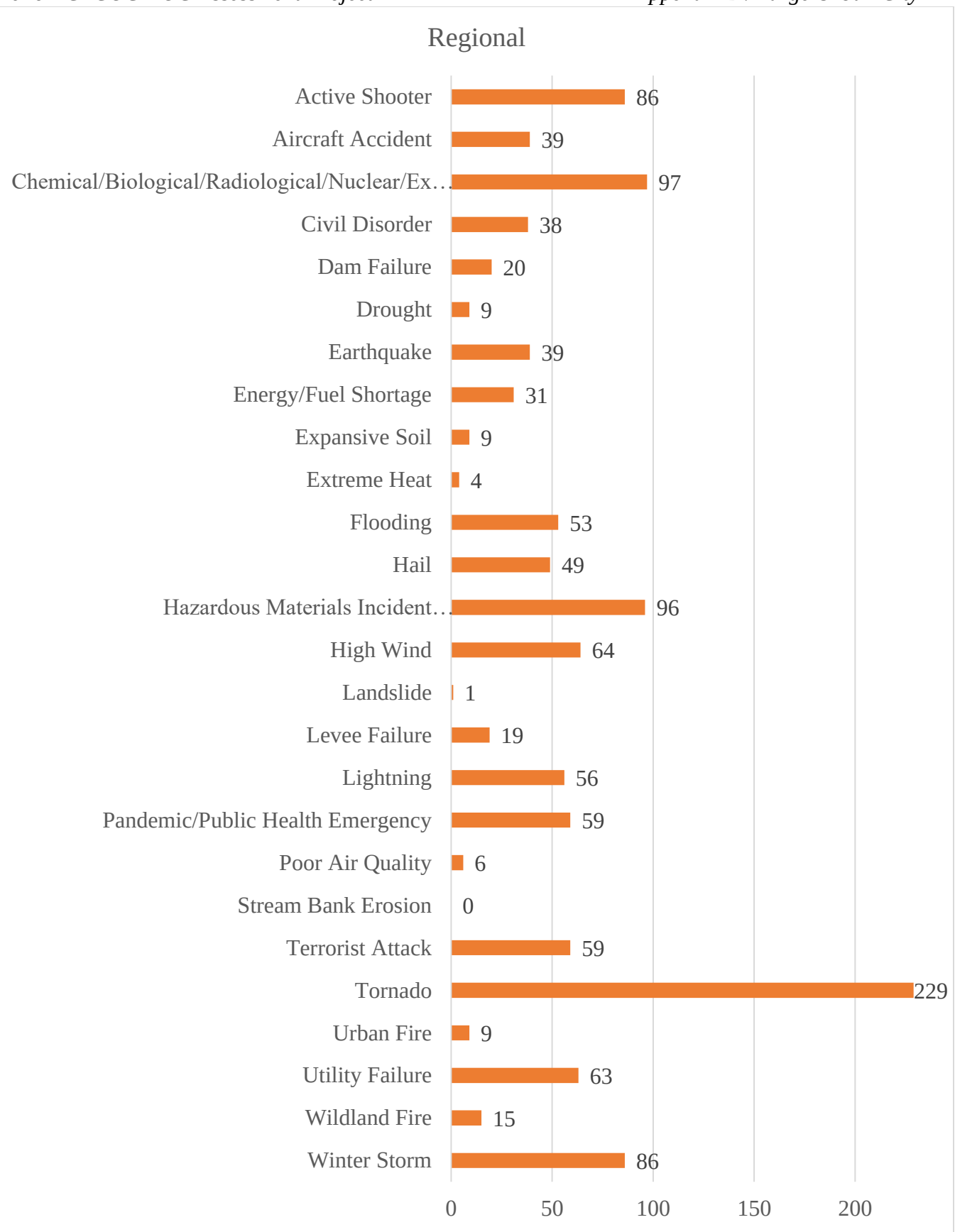


Security

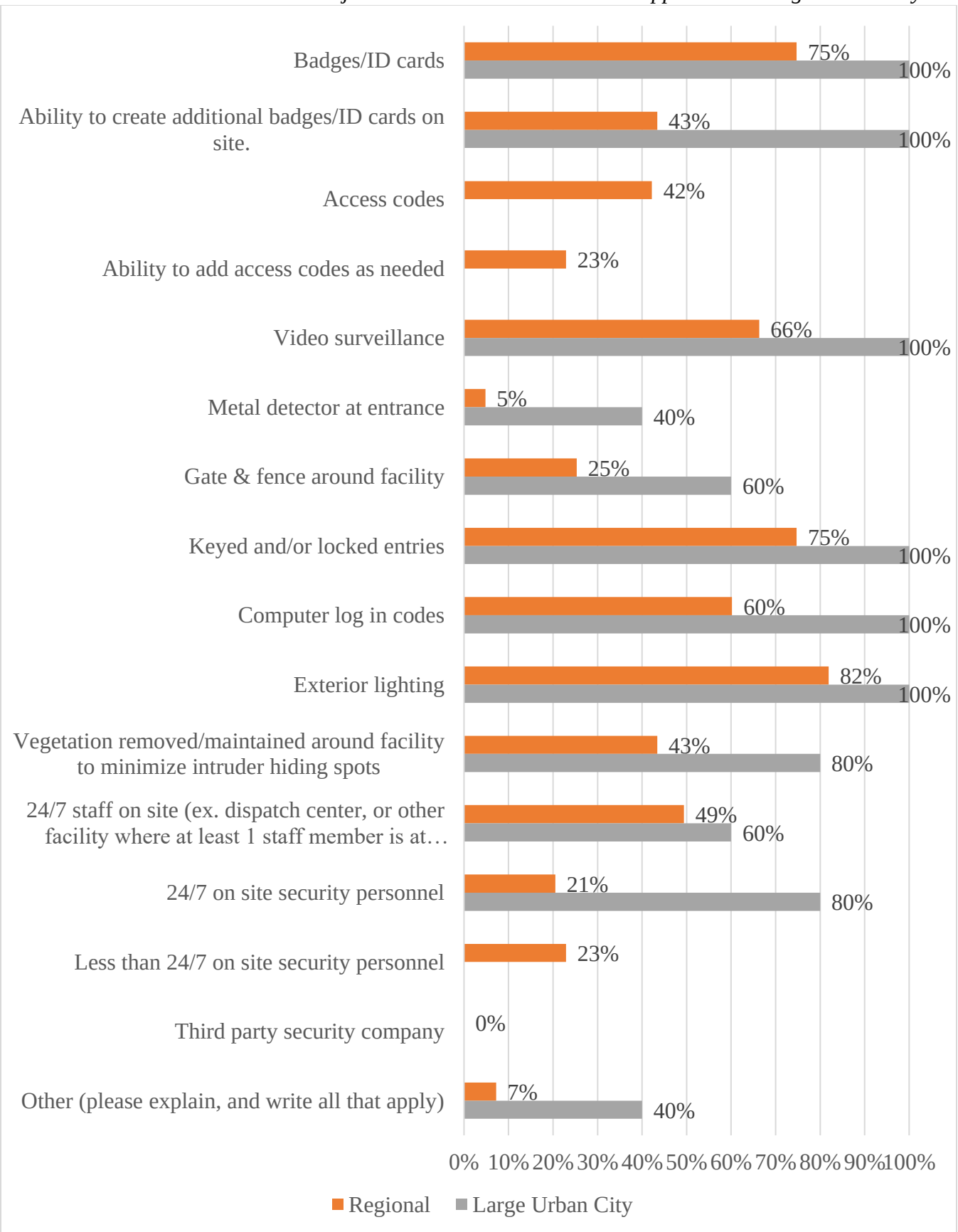
18. Of the hazards listed below, which pose the greatest unmitigated risk to your EOC facility?

Please select and rank your top 5 unmitigated hazards. The purpose of this question is to determine the top 5 hazards posing unmitigated risks to EOC facilities across our region. This data could help identify and prioritize future mitigation efforts. *(Answers ranked by assigning values to each answer based on its priority and summing the total priority votes. Top priority hazards were assigned a value of 5, second priority a value of 4, third priority a value of 3, fourth priority a value of 2, and fifth priority a value of 1.)*

Large Urban City
Active Shooter
Aircraft Accident
2
Chemical/Biological/Radiological/Nuclear/Explosi…
13
Civil Disorder
3
Dam Failure
4
Drought
Earthquake
7
Energy/Fuel Shortage
Expansive Soil
1
Extreme Heat
Flooding
Hail
2
Hazardous Materials Incident (Nuclear/Radiological)
1
High Wind
Landslide
Levee Failure
5
Lightning
Pandemic/Public Health Emergency
4
Poor Air Quality
4
Stream Bank Erosion
Terrorist Attack
9
Tornado
10
Urban Fire
Utility Failure
9
Wildland Fire
Winter Storm
1
0
2
4
6
8
10
12
14


Regional
Active Shooter 86
Aircraft Accident 39
Chemical/Biological/Radiological/Nuclear/Ex… 97
Civil Disorder 38
Dam Failure 20
Drought 9
Earthquake 39
Energy/Fuel Shortage 31
Expansive Soil 9
Extreme Heat 4
Flooding 53
Hail 49
Hazardous Materials Incident… 96
High Wind 64
Landslide 1
Levee Failure 19
Lightning 56
Pandemic/Public Health Emergency 59
Poor Air Quality 6
Stream Bank Erosion 0
Terrorist Attack 59
Tornado 229
Urban Fire 9
Utility Failure 63
Wildland Fire 15
Winter Storm 86
0 50 100 150 200

19. What types of site security and access control features are in place at the EOC? Please select all that apply.


Badges/ID cards
75%
100%
Ability to create additional badges/ID cards on site.
43%
100%
Access codes
42%
Ability to add access codes as needed
23%
Video surveillance
66%
100%
Metal detector at entrance
5%
40%
Gate & fence around facility
25%
60%
Keyed and/or locked entries
75%
100%
Computer log in codes
60%
100%
Exterior lighting
82%
100%
Vegetation removed/maintained around facility to minimize intruder hiding spots
43%
80%
24/7 staff on site (ex. dispatch center, or other facility where at least 1 staff member is at…
49%
60%
24/7 on site security personnel
21%
80%
Less than 24/7 on site security personnel
23%
Third party security company
0%
Other (please explain, and write all that apply)
7%
40%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Regional
Large Urban City

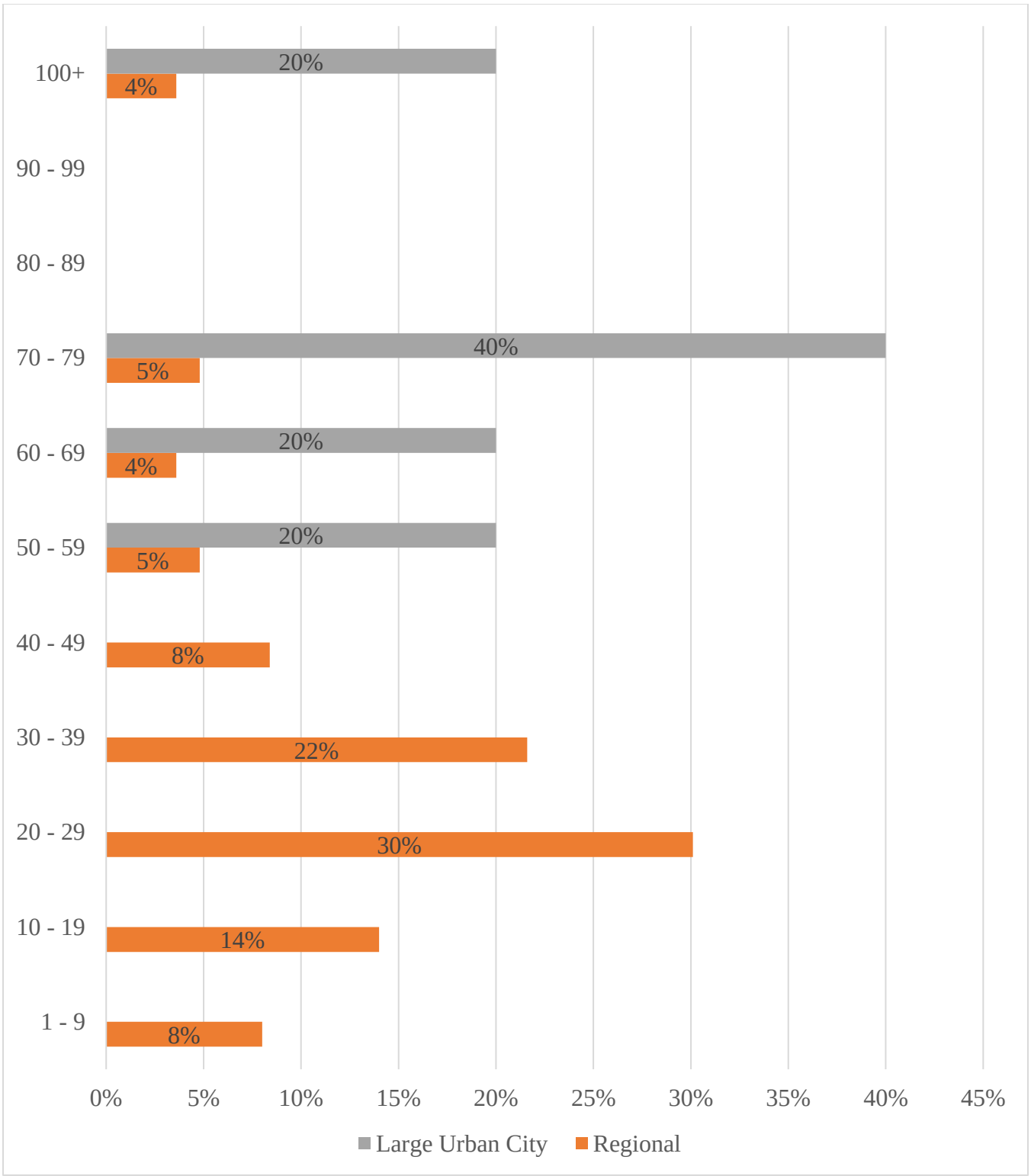
Sustainability, Interoperability, and Flexibility

20. Please select the most appropriate answer for each facility feature based on its availability.

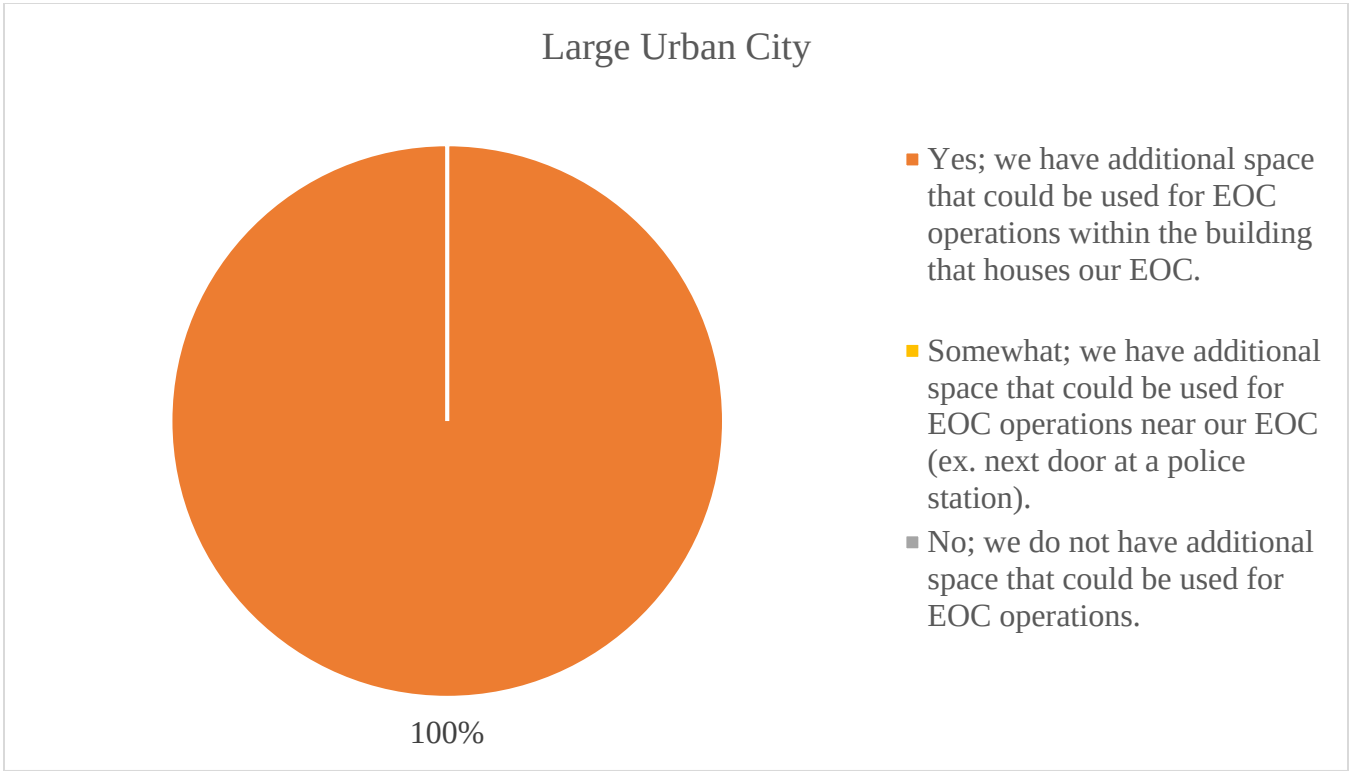
- *Sleeping quarters for staff*
- *Showers for staff*
- *Sufficient restrooms for staff*
- *Full size kitchen*
- *Breakroom/less than full size kitchen*

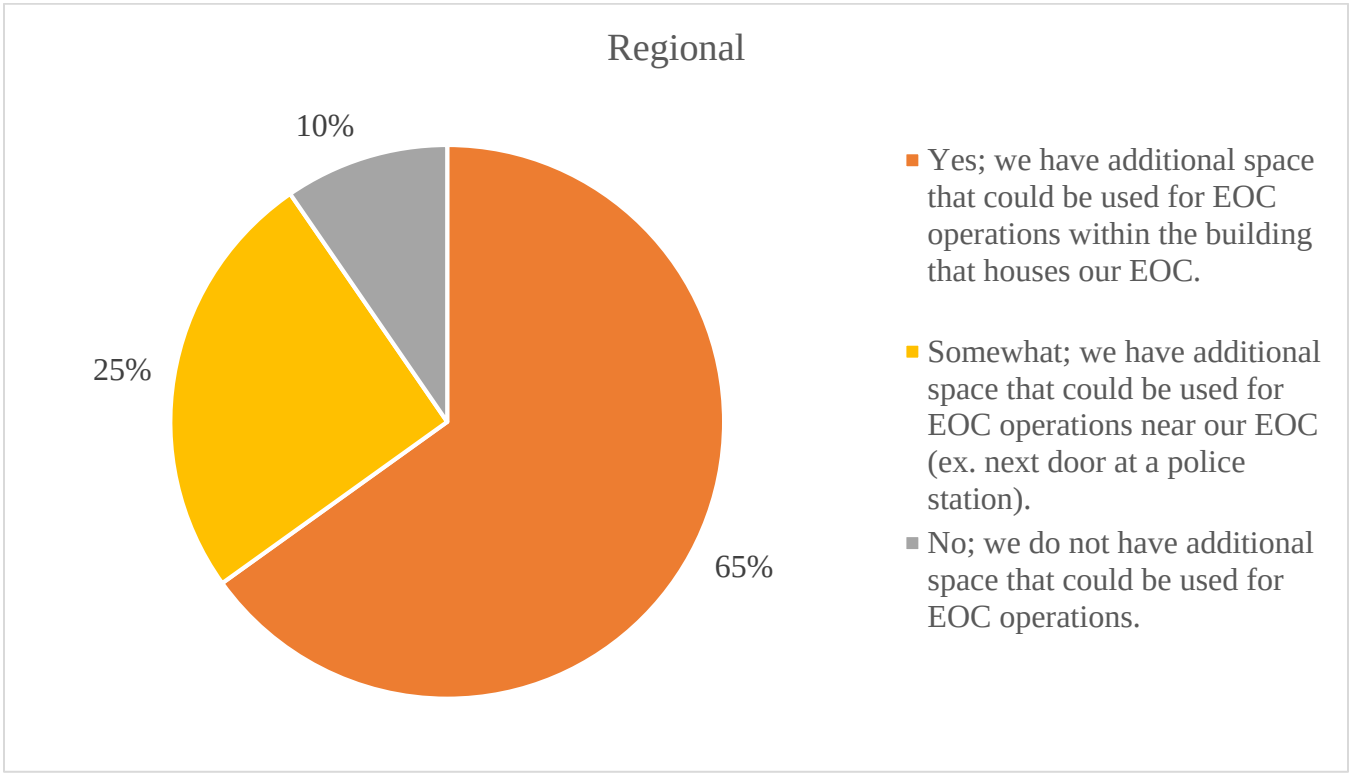
	Available in EOC		Available Near EOC		Not Available in EOC		Other	
	Regional	Large Urban City	Regional	Large Urban City	Regional	Large Urban City	Regional	Large Urban City
Sleeping quarters for staff	20.5%	20%	43.4%	40%	34.9%	20%	1.2%	20%
Showers for staff	37.3%	20%	49.4%	80%	13.3%	0%	0%	0%
Sufficient restrooms for staff	77.1%	60%	21.7%	40%	1.2%	0%	0%	0%
Full size kitchen	33.7%	20%	39.8%	60%	22.9%	20%	3.6%	0%
Breakroom/Less than full size kitchen	66.7%	60%	27.2%	40%	6.2%	0%	0%	0%

21. How many people can your EOC comfortably accommodate for a full scale response?

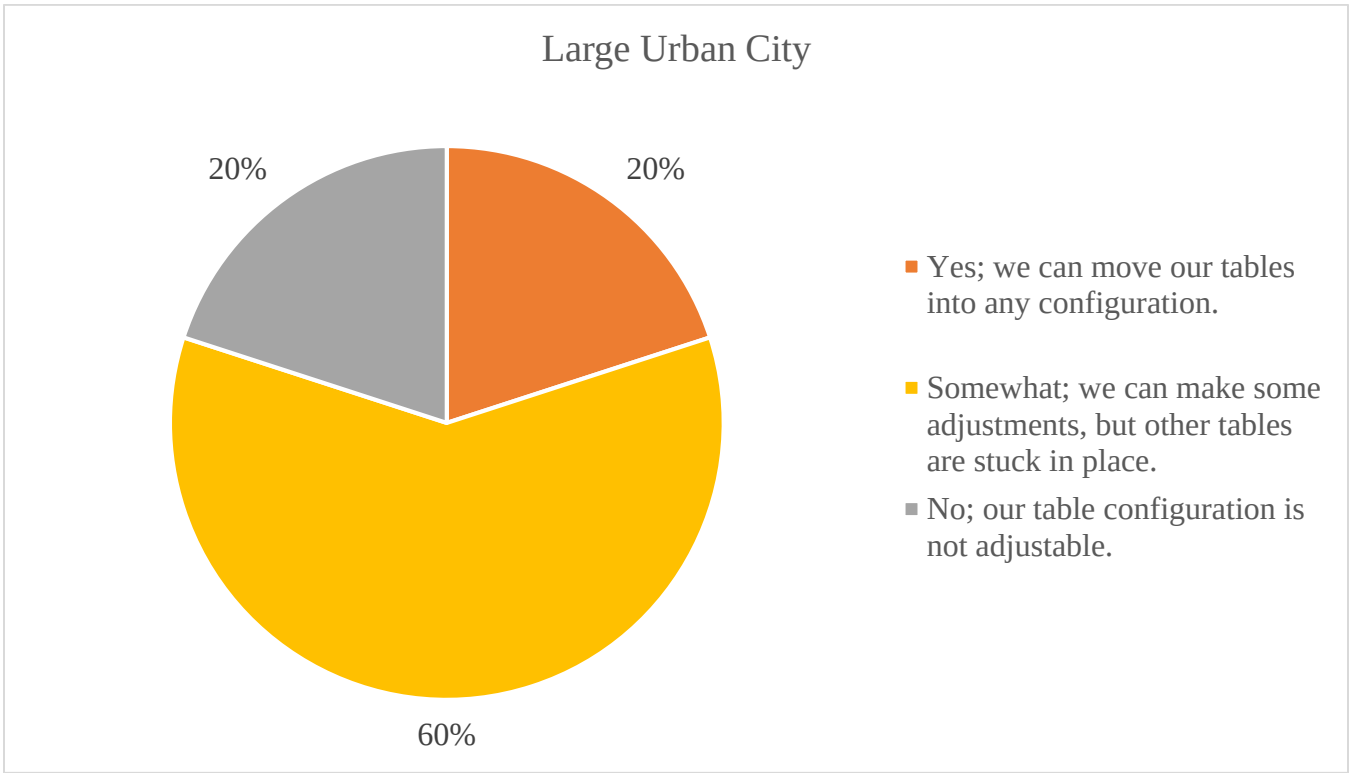


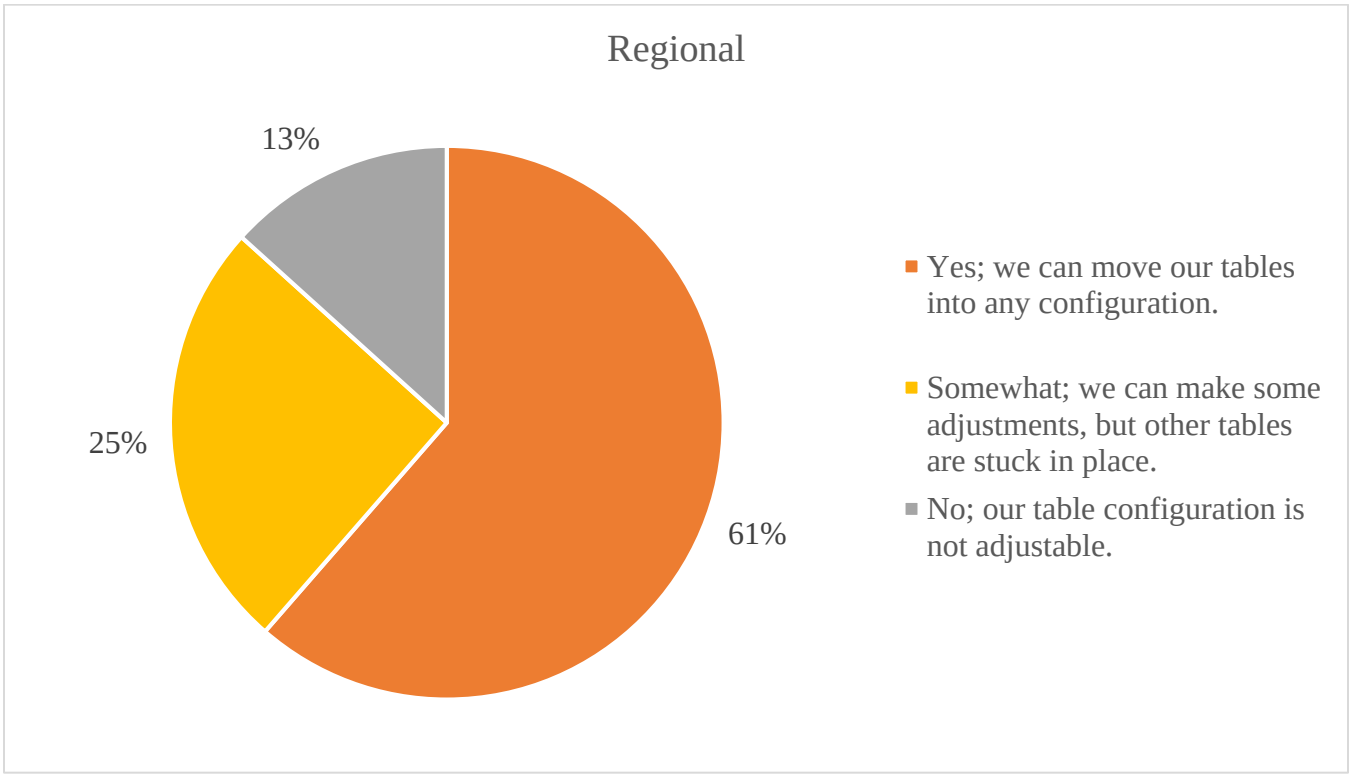
22. Is your EOC expandable, allowing for adding more personnel beyond the main room and utilizing ancillary rooms/ break-out rooms in the same building?



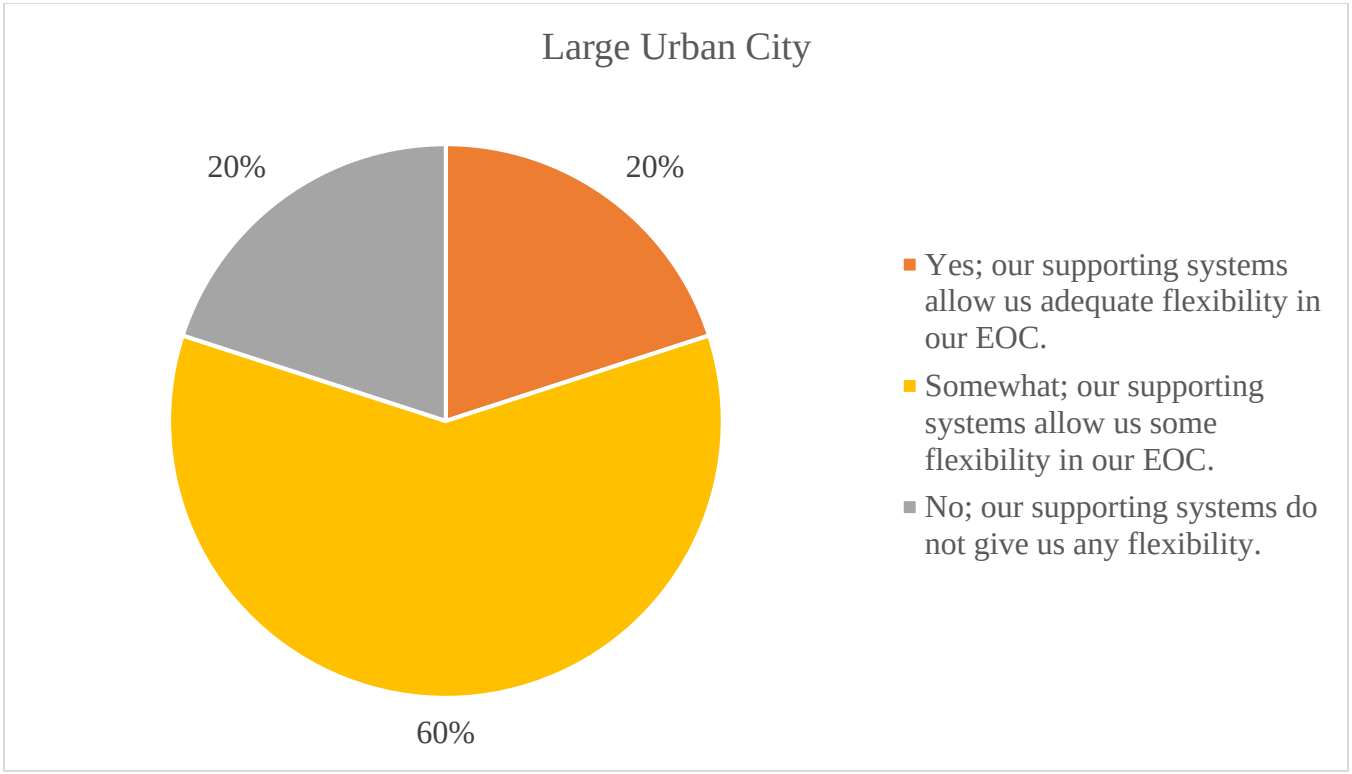


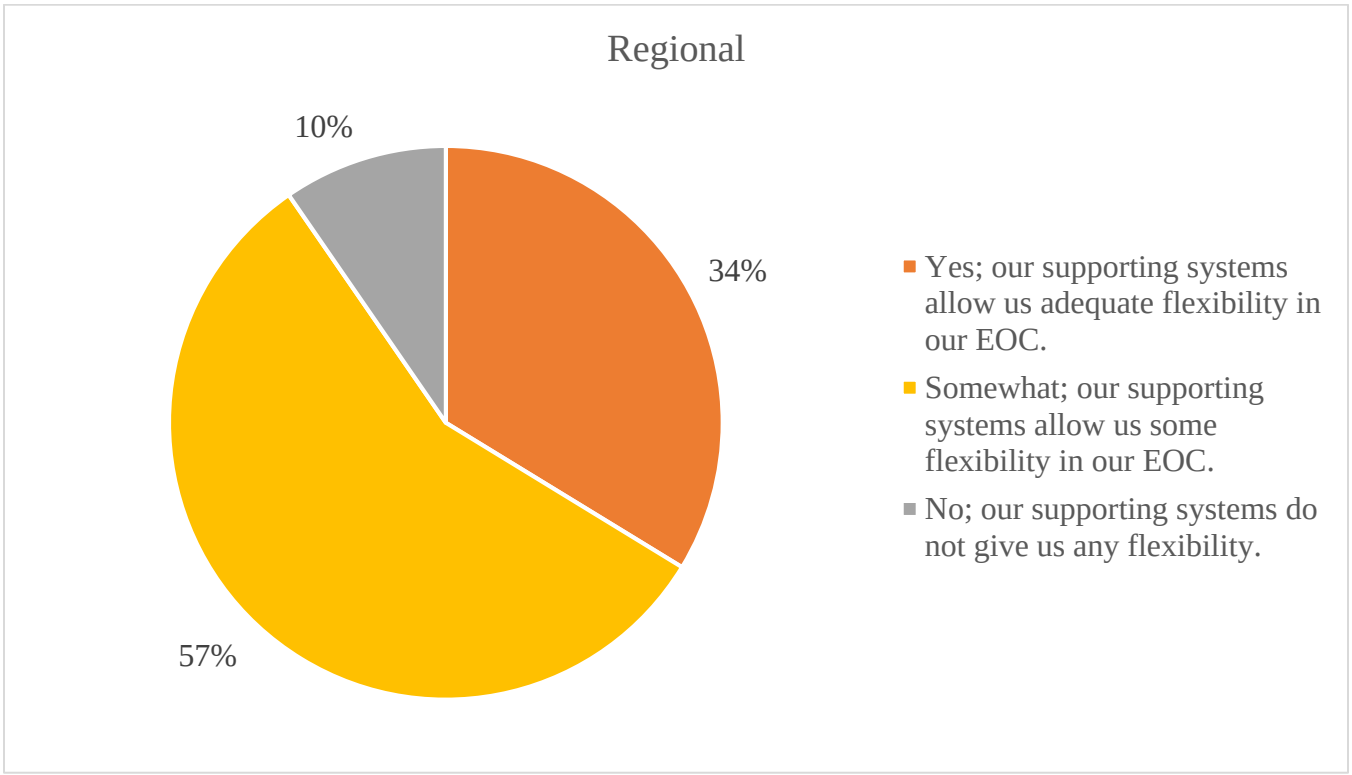
23. Are you able to adjust the table configuration in your EOC?



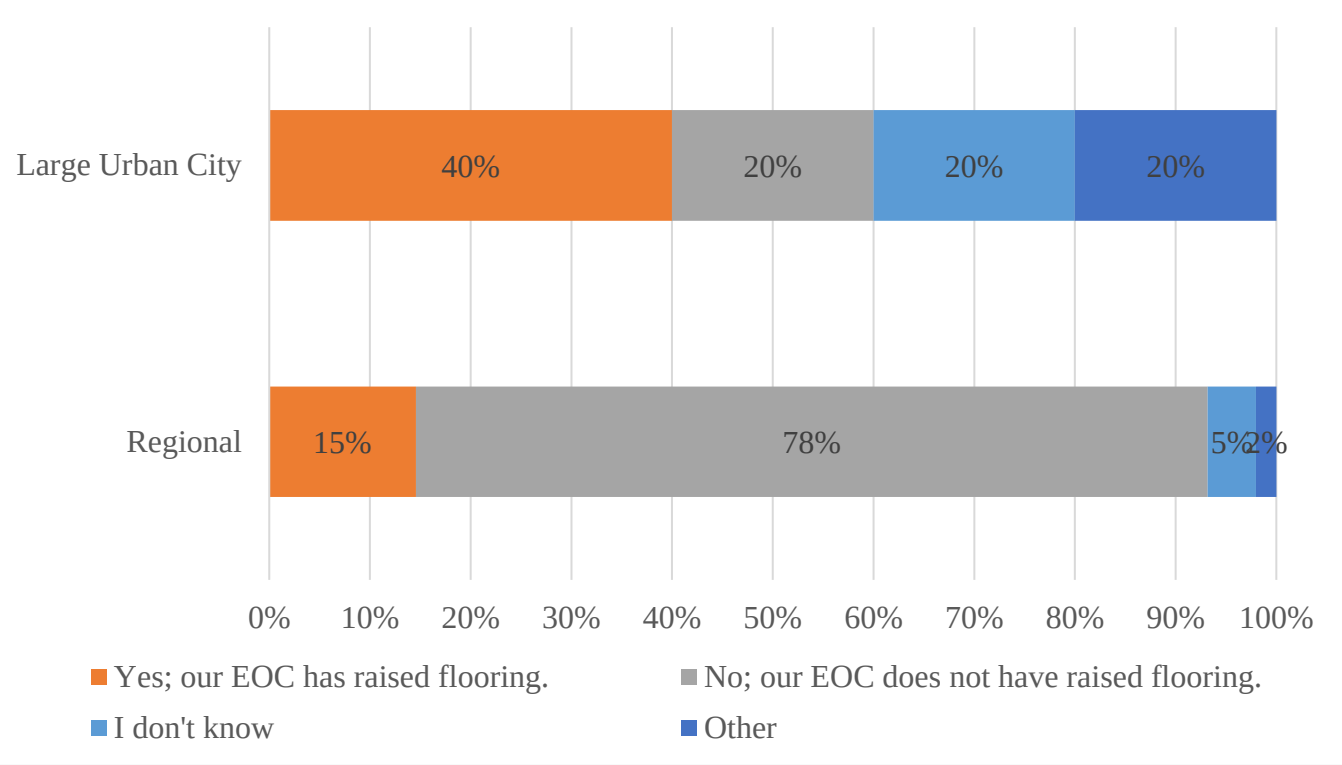


24. Do the supporting systems in your EOC allow you the flexibility you need in your EOC (i.e., power outlets, phone lines, etc.)?





25. Does your EOC feature raised flooring?

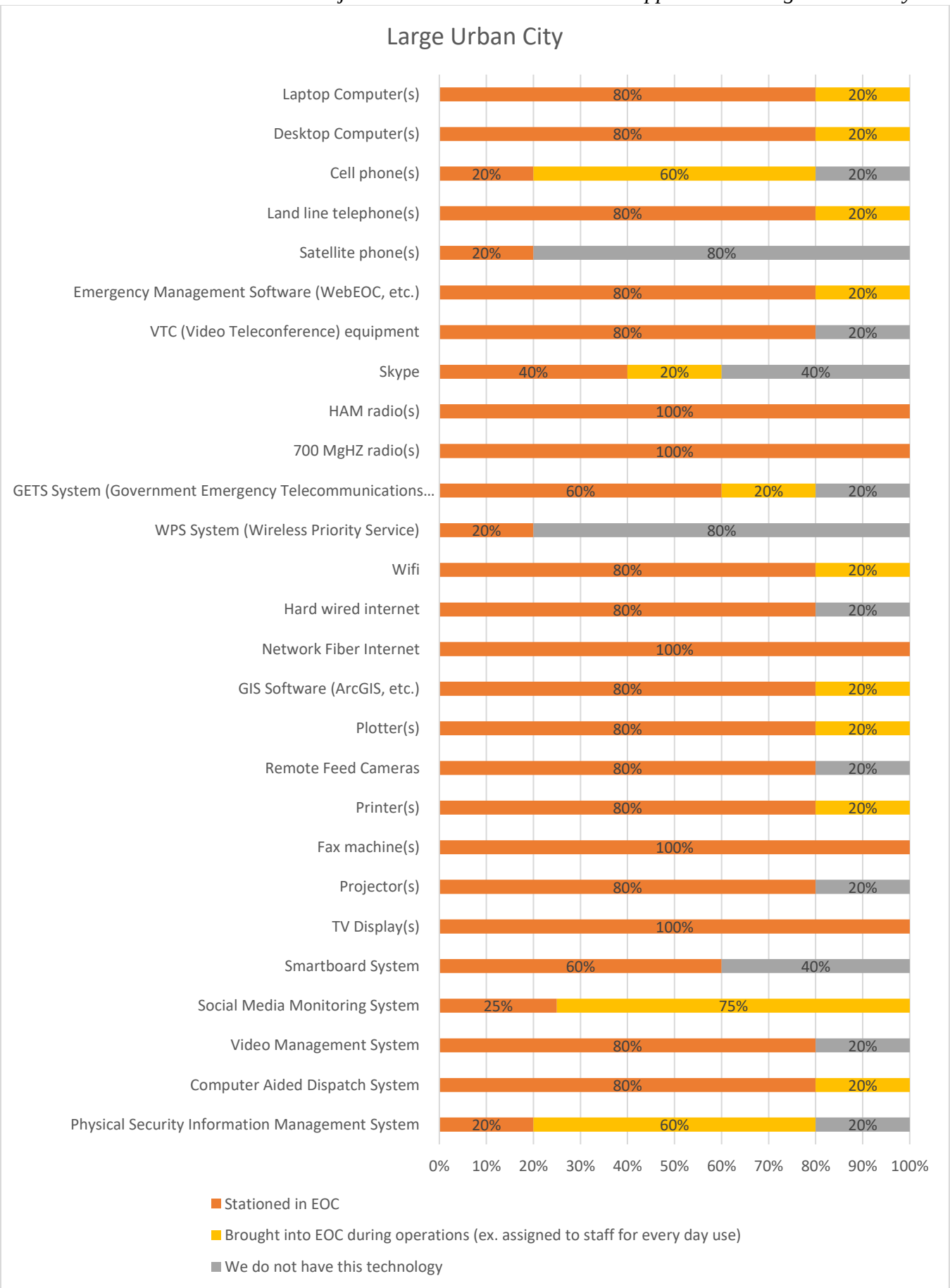


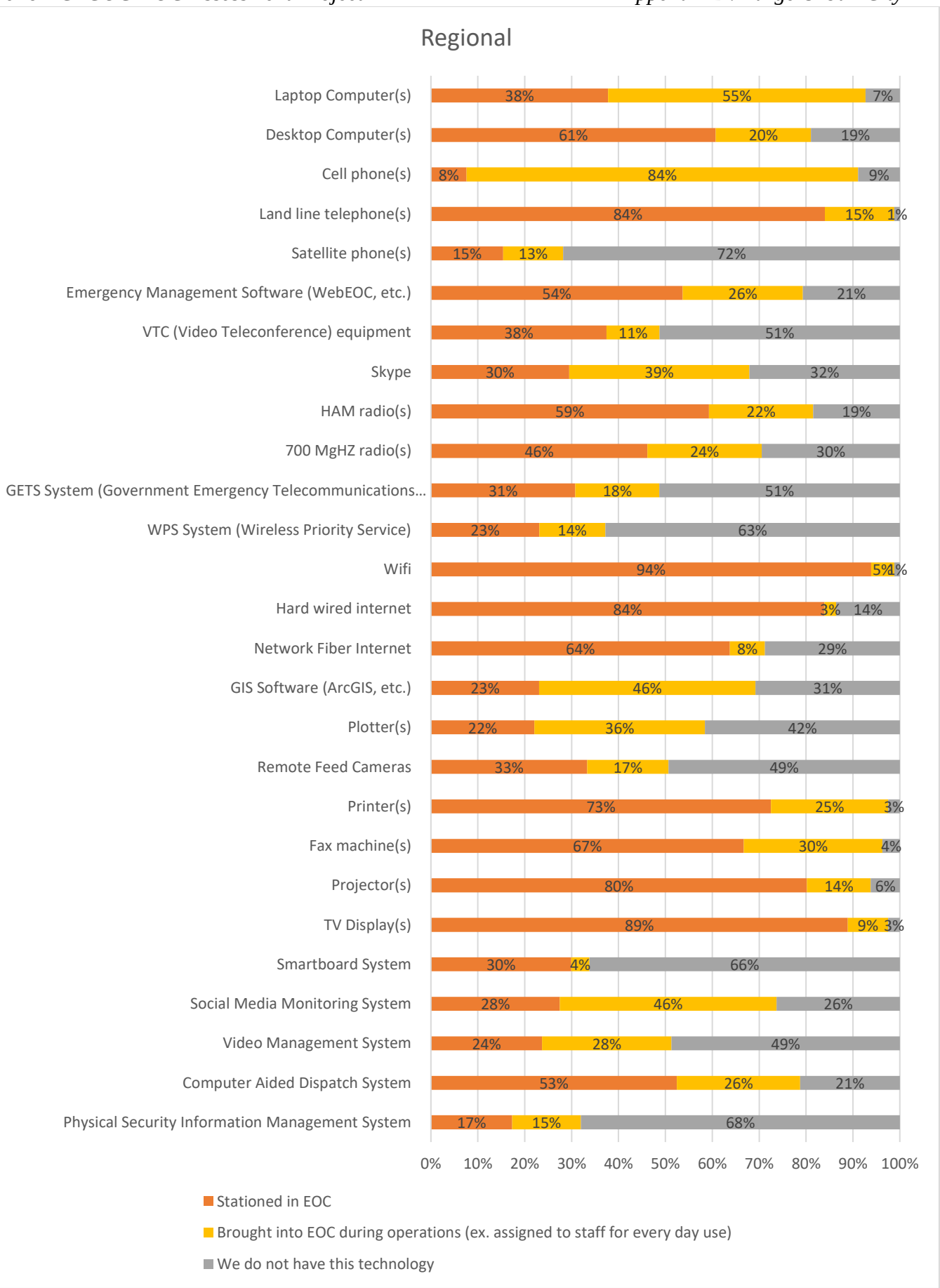
26. What single physical improvement would most benefit your EOC?

Equipment

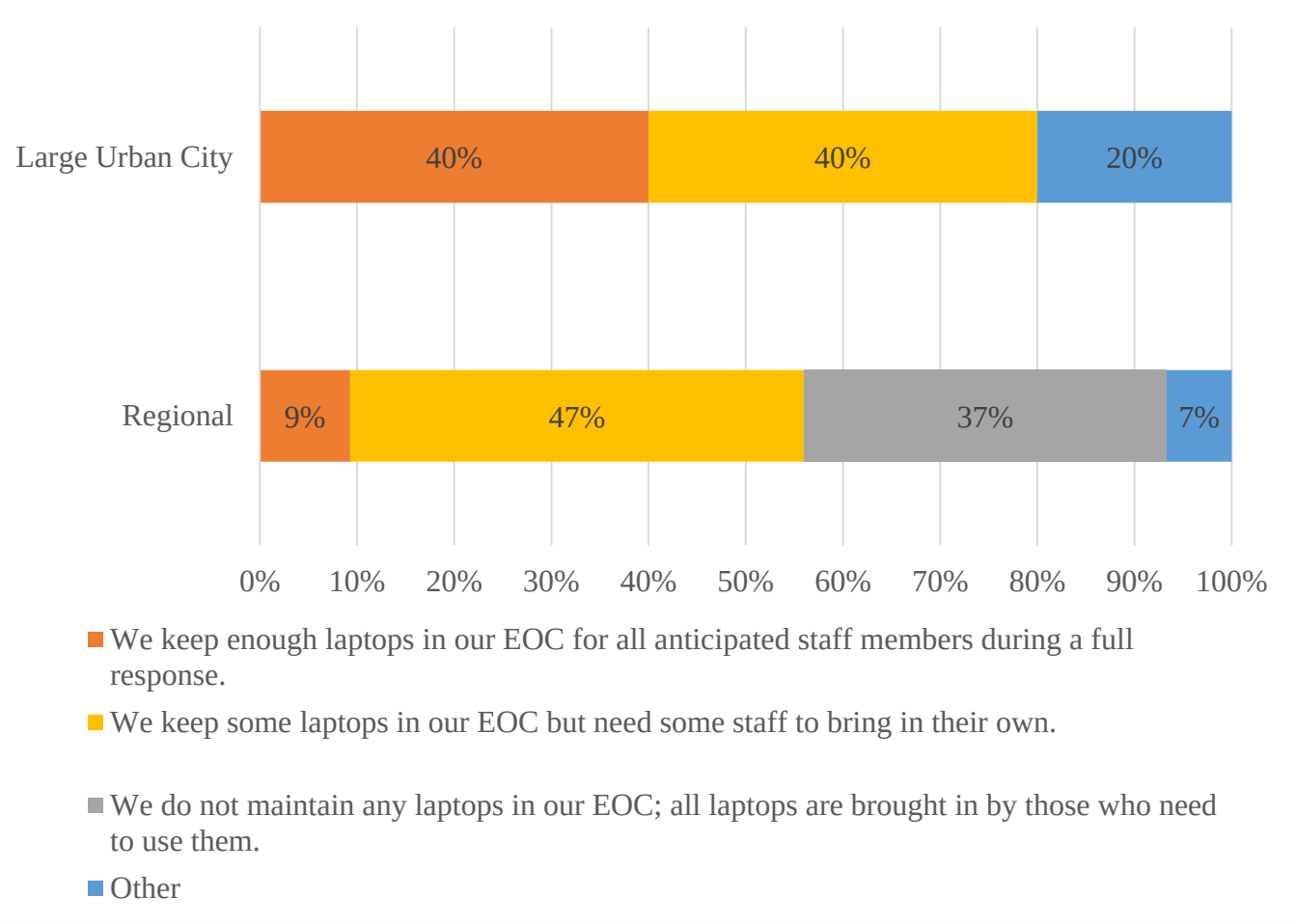
27. Please select each of the following technologies that are used in your EOC based on whether they are permanently stationed in your EOC or are brought in when needed.

- *Laptop Computer(s)*
- *Desktop Computer(s)*
- *Cell phone(s)*
- *Land line telephone(s)*
- *Satellite phone(s)*
- *Emergency Management Software (WebEOC, etc.)*
- *VTC (Video Teleconference) equipment*
- *Skype*
- *HAM radio(s)*
- *700 MgHZ radio(s)*
- *GETS System (Government Emergency Telecommunications Service)*
- *WPS System (Wireless Priority Service)*
- *Wi-Fi*
- *Hard Wired Internet*
- *Network Fiber Internet*
- *GIS Software (ArcGIS, etc.)*
- *Plotter(s)*
- *Remote Feed Cameras*
- *Printer(s)*
- *Fax machine(s)*
- *Projector(s)*
- *TV Display(s)*
- *Smartboard System*
- *Social Media Monitoring System*
- *Video Management System*
- *Computer Aided Dispatch System*
- *Physical Security Information Management System*

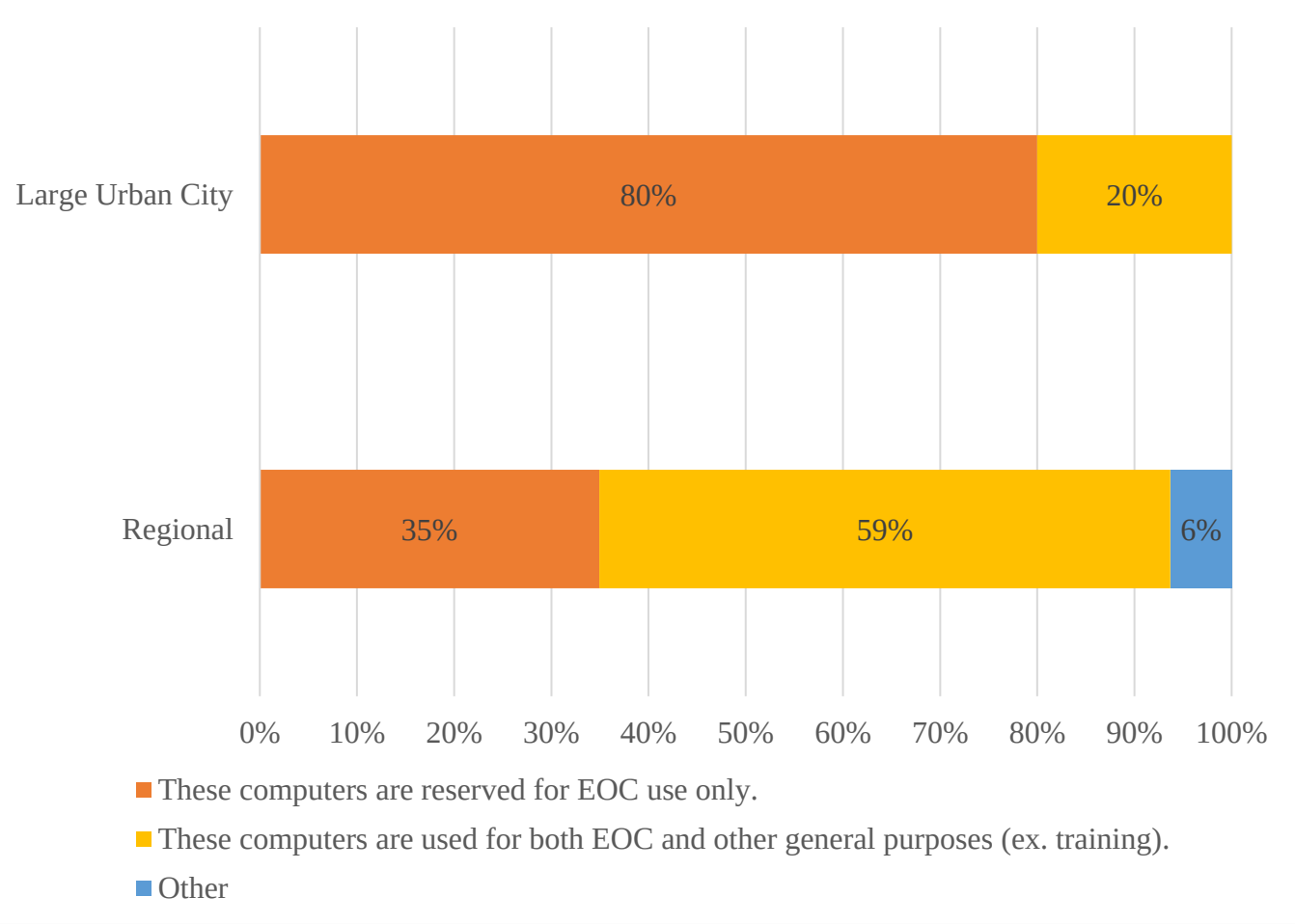

Large Urban City
Laptop Computer(s) 80% 20%
Desktop Computer(s) 80% 20%
Cell phone(s) 20% 60% 20%
Land line telephone(s) 80% 20%
Satellite phone(s) 20% 80%
Emergency Management Software (WebEOC, etc.) 80% 20%
VTC (Video Teleconference) equipment 80% 20%
Skype 40% 20% 40%
HAM radio(s) 100%
700 MgHZ radio(s) 100%
GETS System (Government Emergency Telecommunications... 60% 20% 20%
WPS System (Wireless Priority Service) 20% 80%
Wifi 80% 20%
Hard wired internet 80% 20%
Network Fiber Internet 100%
GIS Software (ArcGIS, etc.) 80% 20%
Plotter(s) 80% 20%
Remote Feed Cameras 80% 20%
Printer(s) 80% 20%
Fax machine(s) 100%
Projector(s) 80% 20%
TV Display(s) 100%
Smartboard System 60% 40%
Social Media Monitoring System 25% 75%
Video Management System 80% 20%
Computer Aided Dispatch System 80% 20%
Physical Security Information Management System 20% 60% 20%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology


Regional
Laptop Computer(s) 38% 55% 7%
Desktop Computer(s) 61% 20% 19%
Cell phone(s) 8% 84% 9%
Land line telephone(s) 84% 15% 1%
Satellite phone(s) 15% 13% 72%
Emergency Management Software (WebEOC, etc.) 54% 26% 21%
VTC (Video Teleconference) equipment 38% 11% 51%
Skype 30% 39% 32%
HAM radio(s) 59% 22% 19%
700 MgHZ radio(s) 46% 24% 30%
GETS System (Government Emergency Telecommunications... 31% 18% 51%
WPS System (Wireless Priority Service) 23% 14% 63%
Wifi 94% 5% 1%
Hard wired internet 84% 3% 14%
Network Fiber Internet 64% 8% 29%
GIS Software (ArcGIS, etc.) 23% 46% 31%
Plotter(s) 22% 36% 42%
Remote Feed Cameras 33% 17% 49%
Printer(s) 73% 25% 3%
Fax machine(s) 67% 30% 4%
Projector(s) 80% 14% 6%
TV Display(s) 89% 9% 3%
Smartboard System 30% 4% 66%
Social Media Monitoring System 28% 46% 26%
Video Management System 24% 28% 49%
Computer Aided Dispatch System 53% 26% 21%
Physical Security Information Management System 17% 15% 68%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology

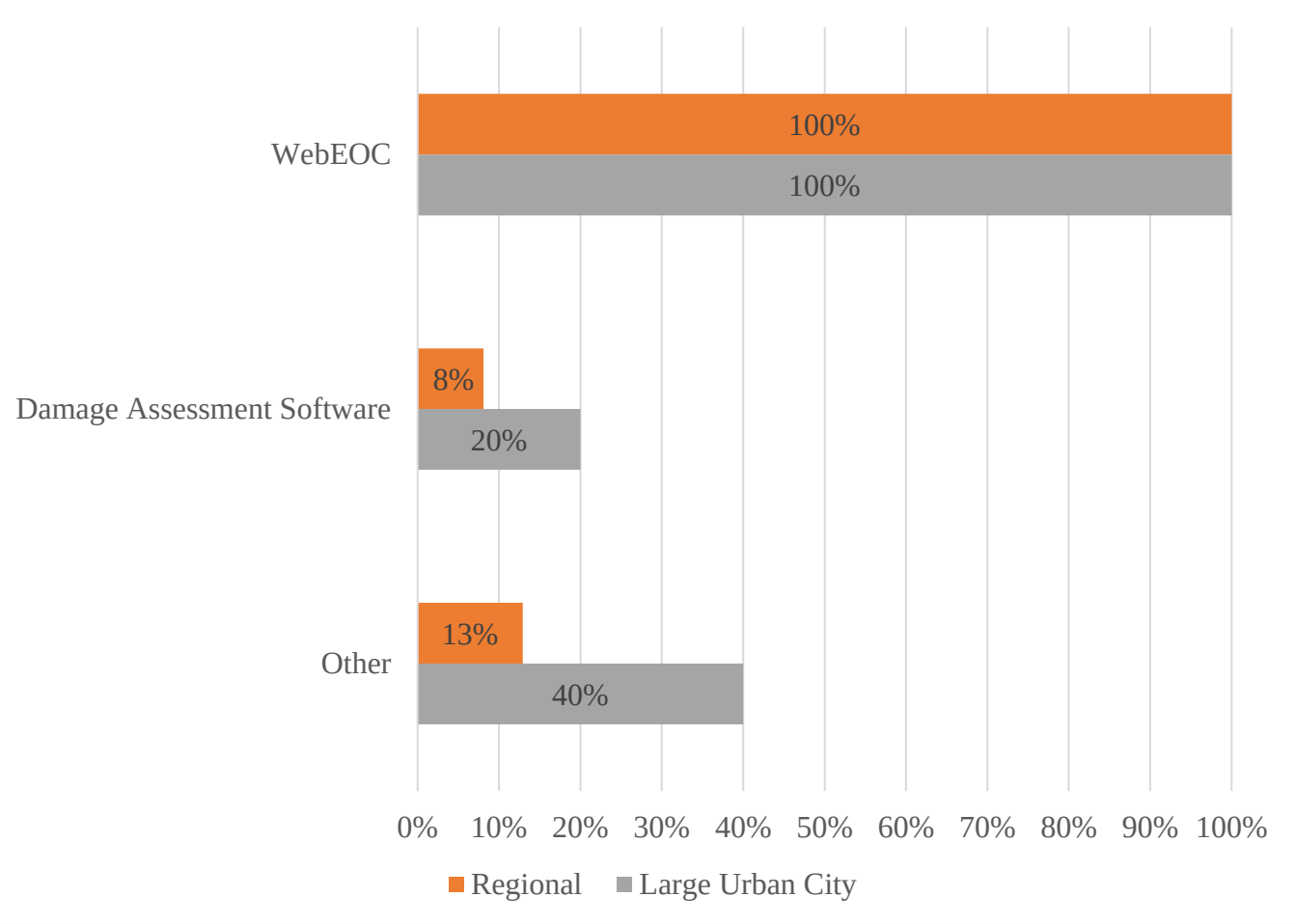
28. Please select the best representation of how laptops are used in your EOC.



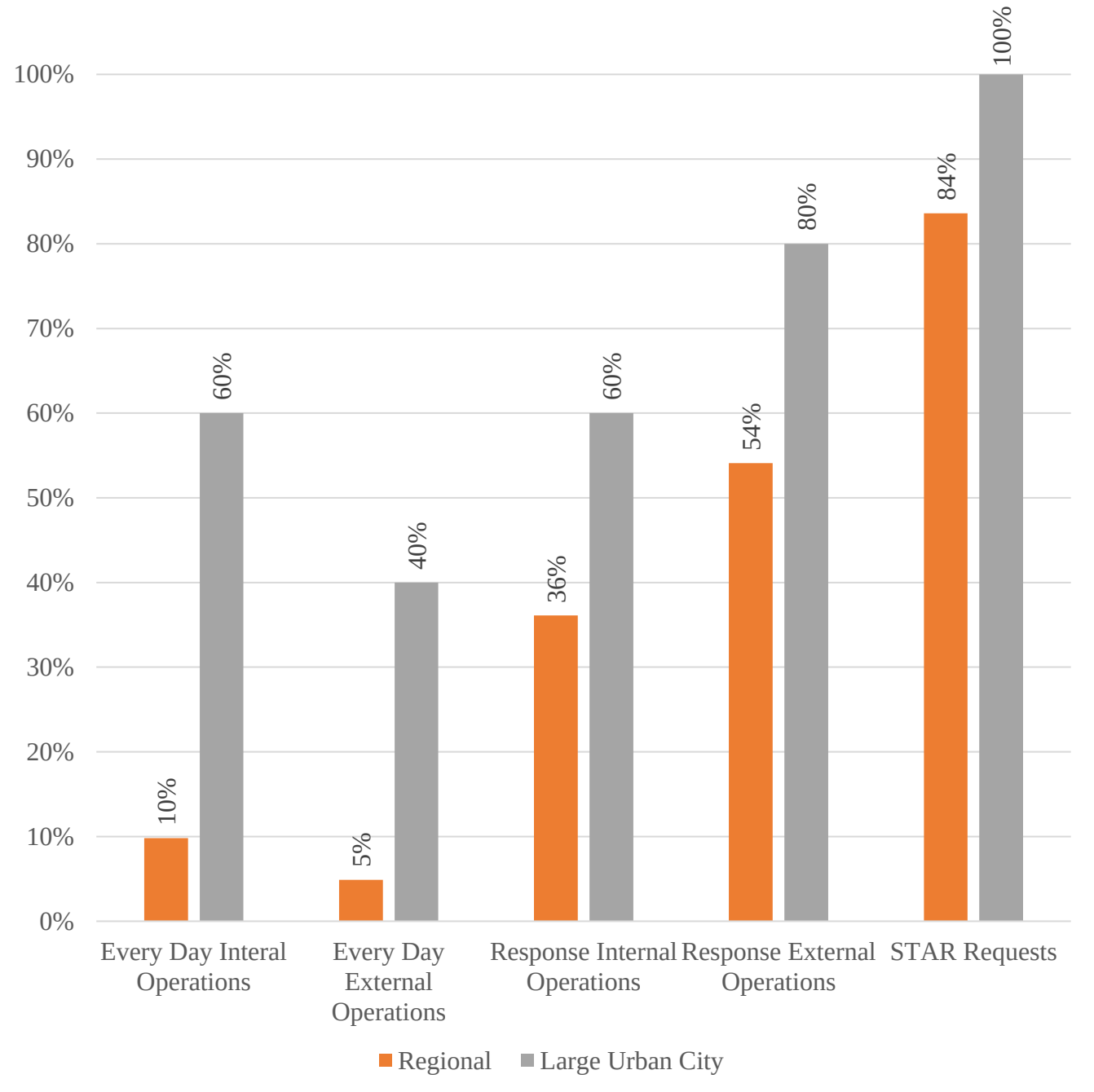
29. Please select the best representation of how desktop computer(s) are used in your EOC.



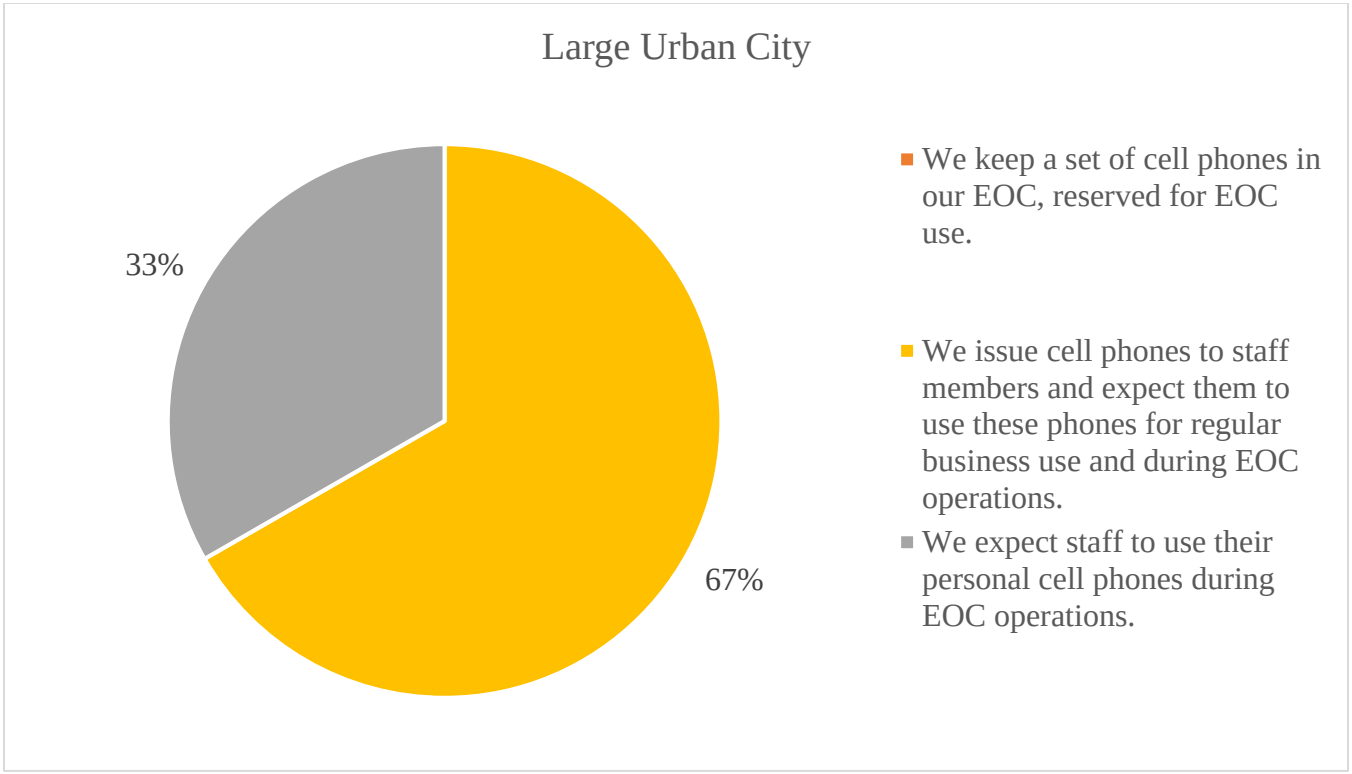
30. What emergency management software do you have? Please select all that apply.

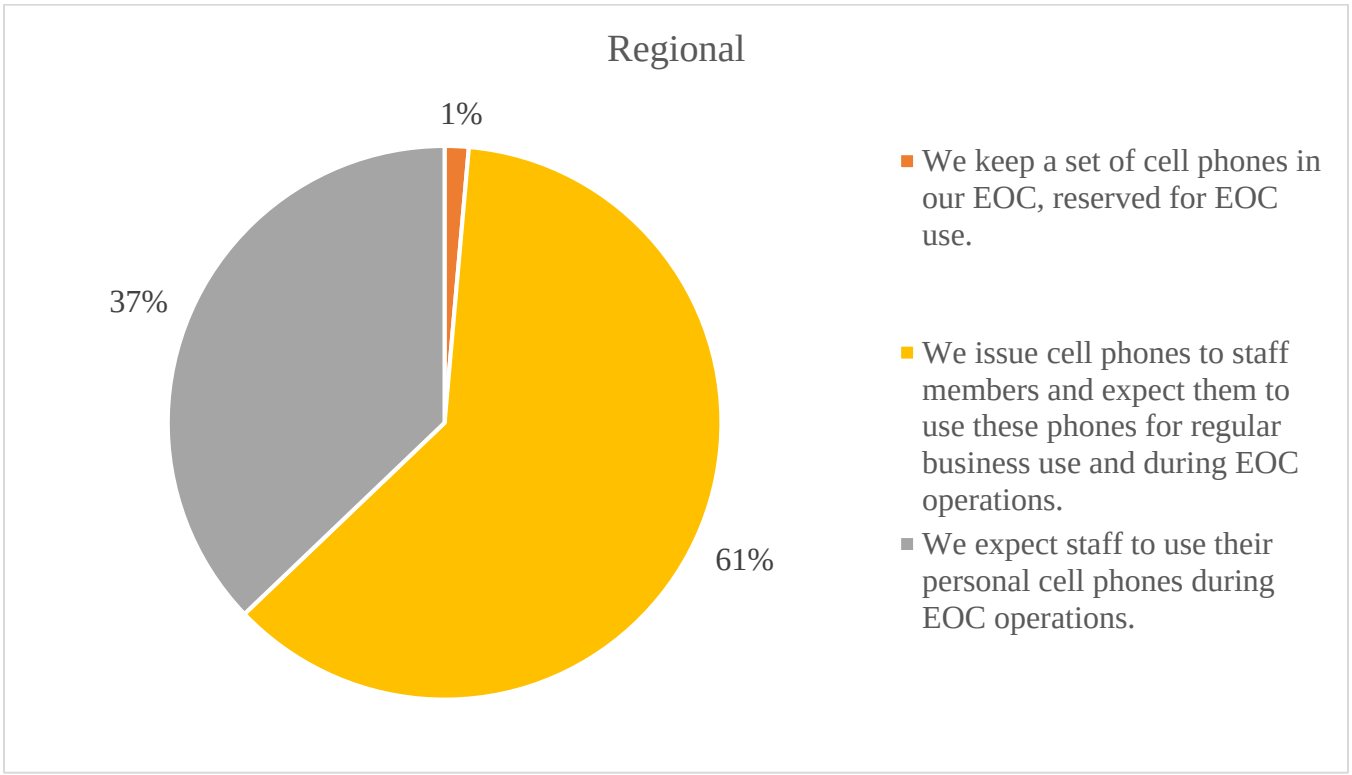


31. How do you use your Emergency Management software? Please select all that apply.

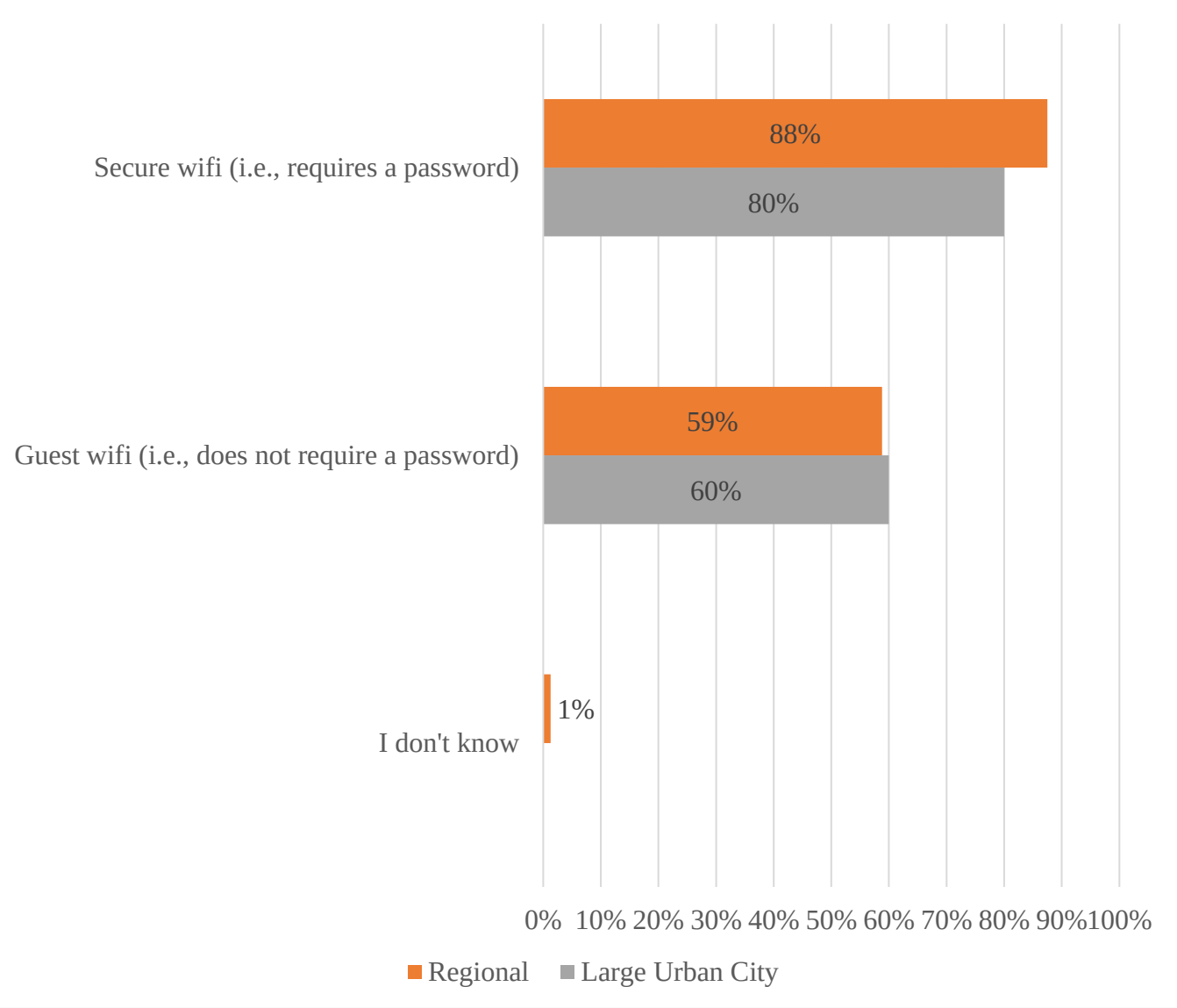


32. Please select the best representation of how cell phones are used in your EOC.



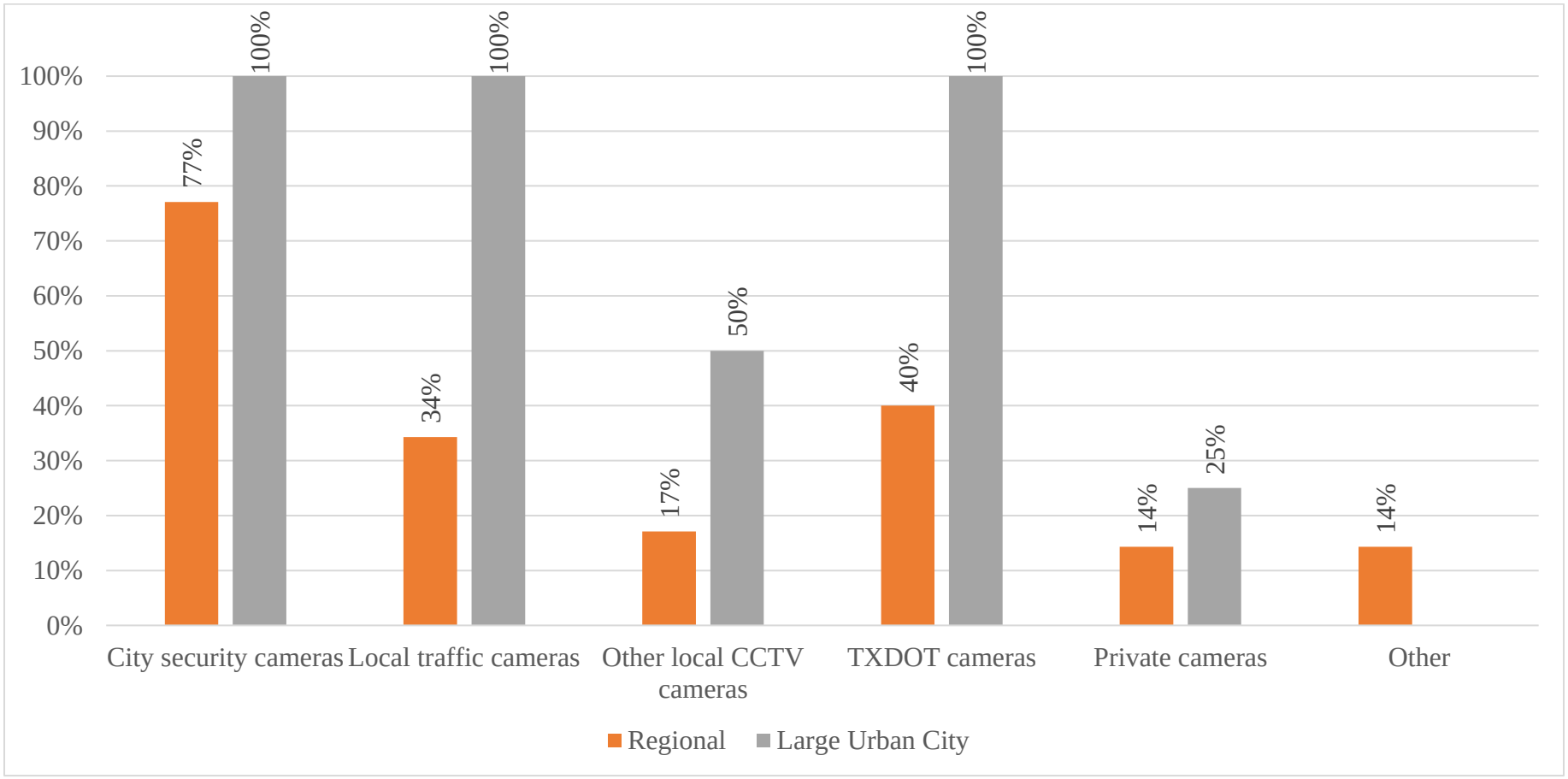


33. What types of Wi-Fi access do you have? Please select all that apply.

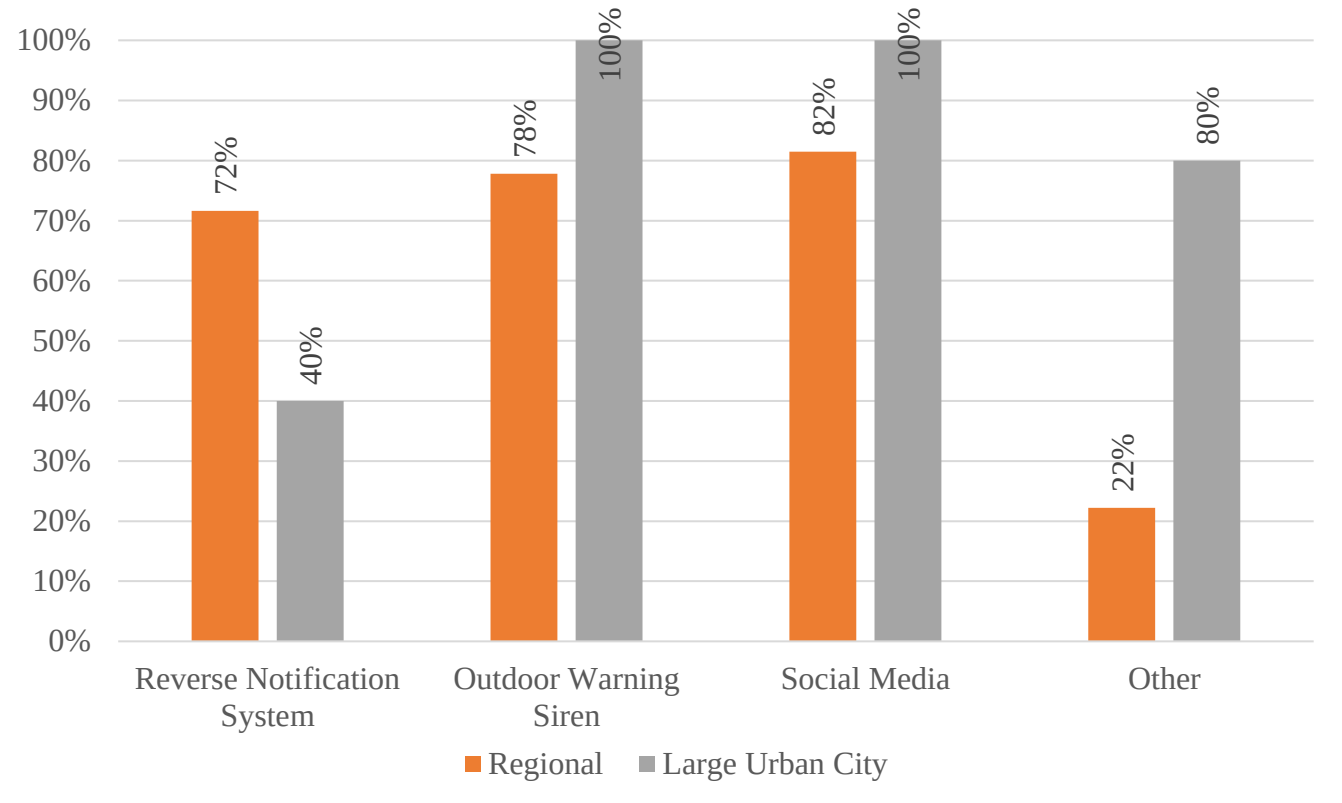


34. What live camera feeds do you have access to?

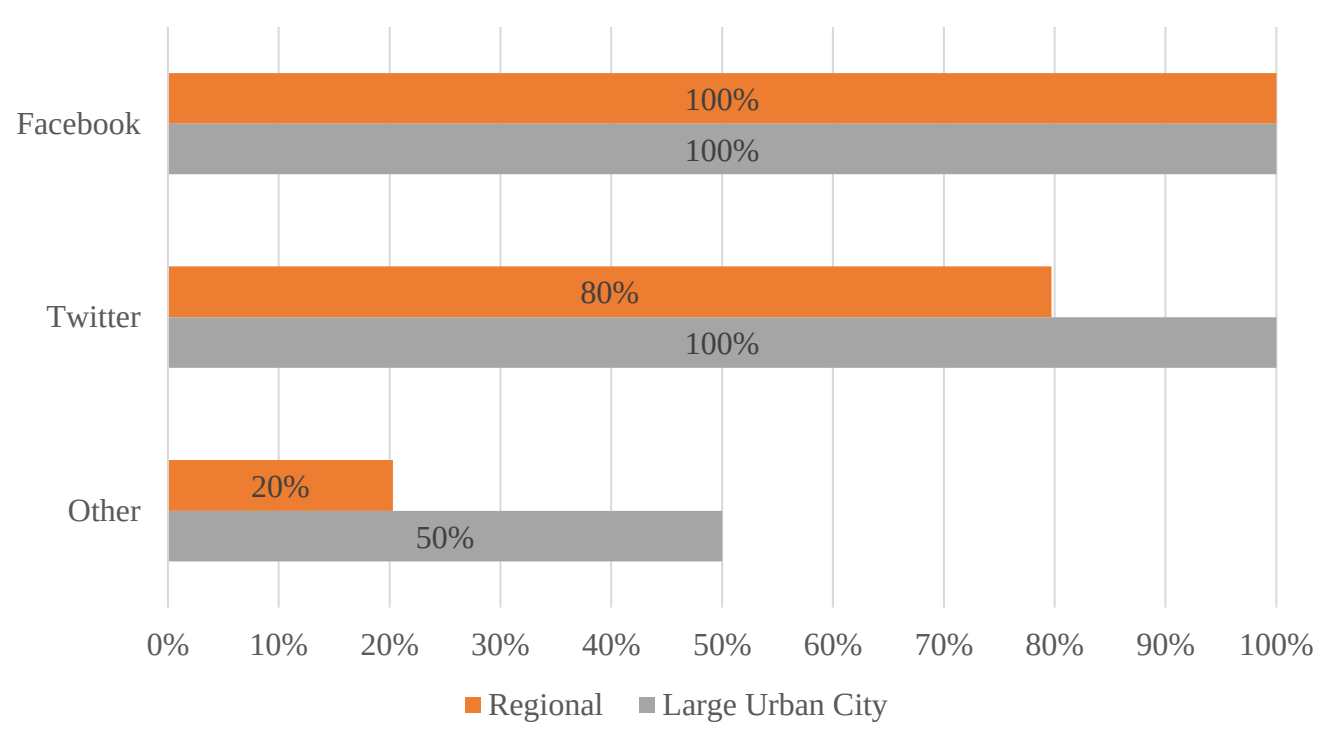
The chart below only accounts for jurisdictions who have access to cameras (ex. 100% of jurisdictions who have access to live camera feeds have access to xyz cameras).



35. Please select all of the following technologies used to alert the public in your EOC.



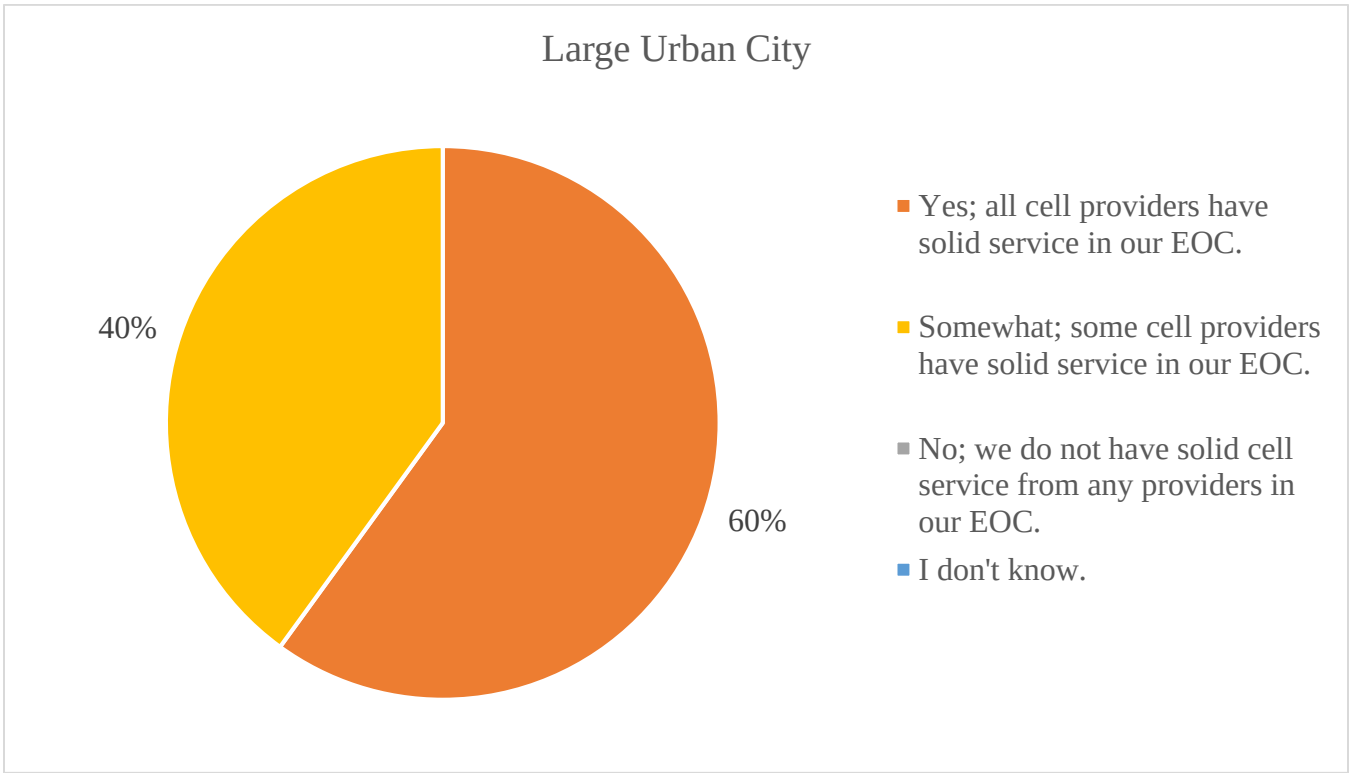
35.1 If you use Social Media, what platforms do you send alerts on?

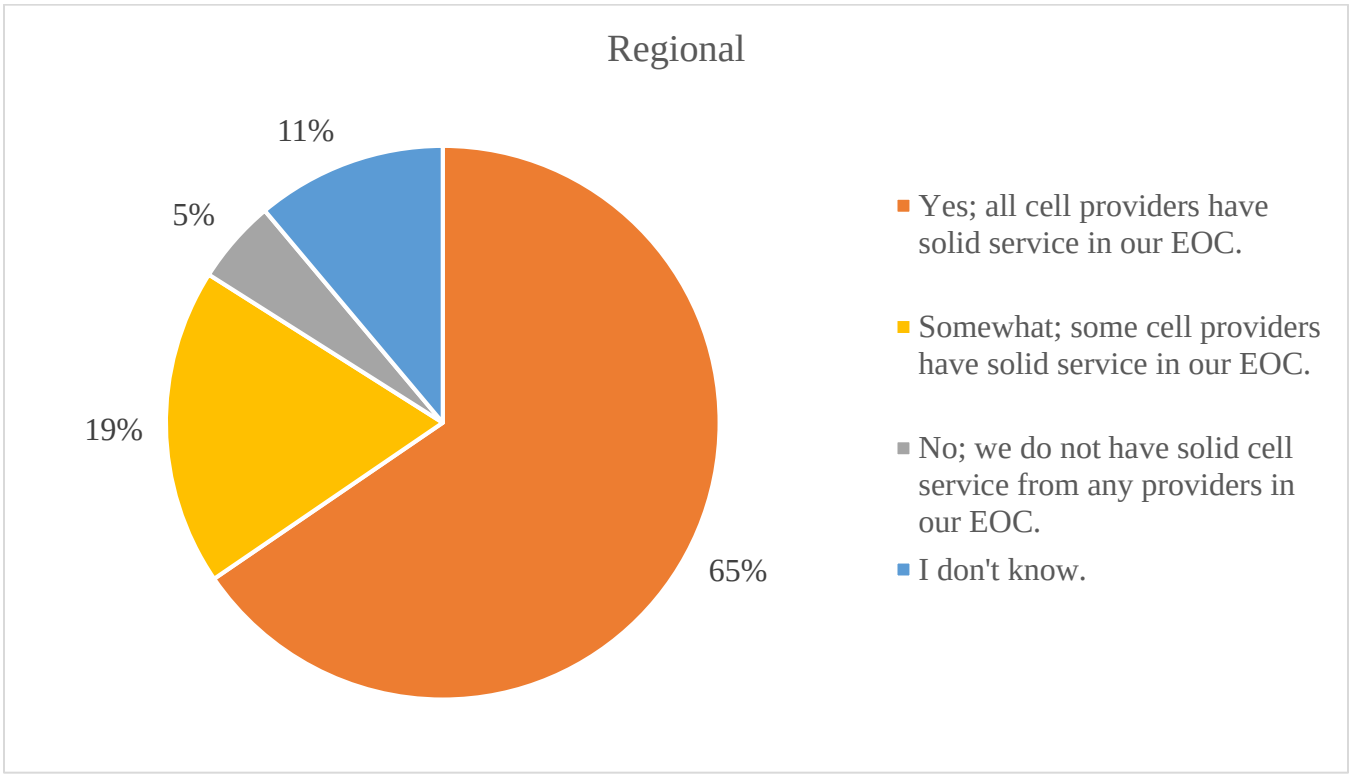


36. Please rank the following communication technologies in order of your EOC's preference of use. *(Rank calculated by the sum of all answer values)*

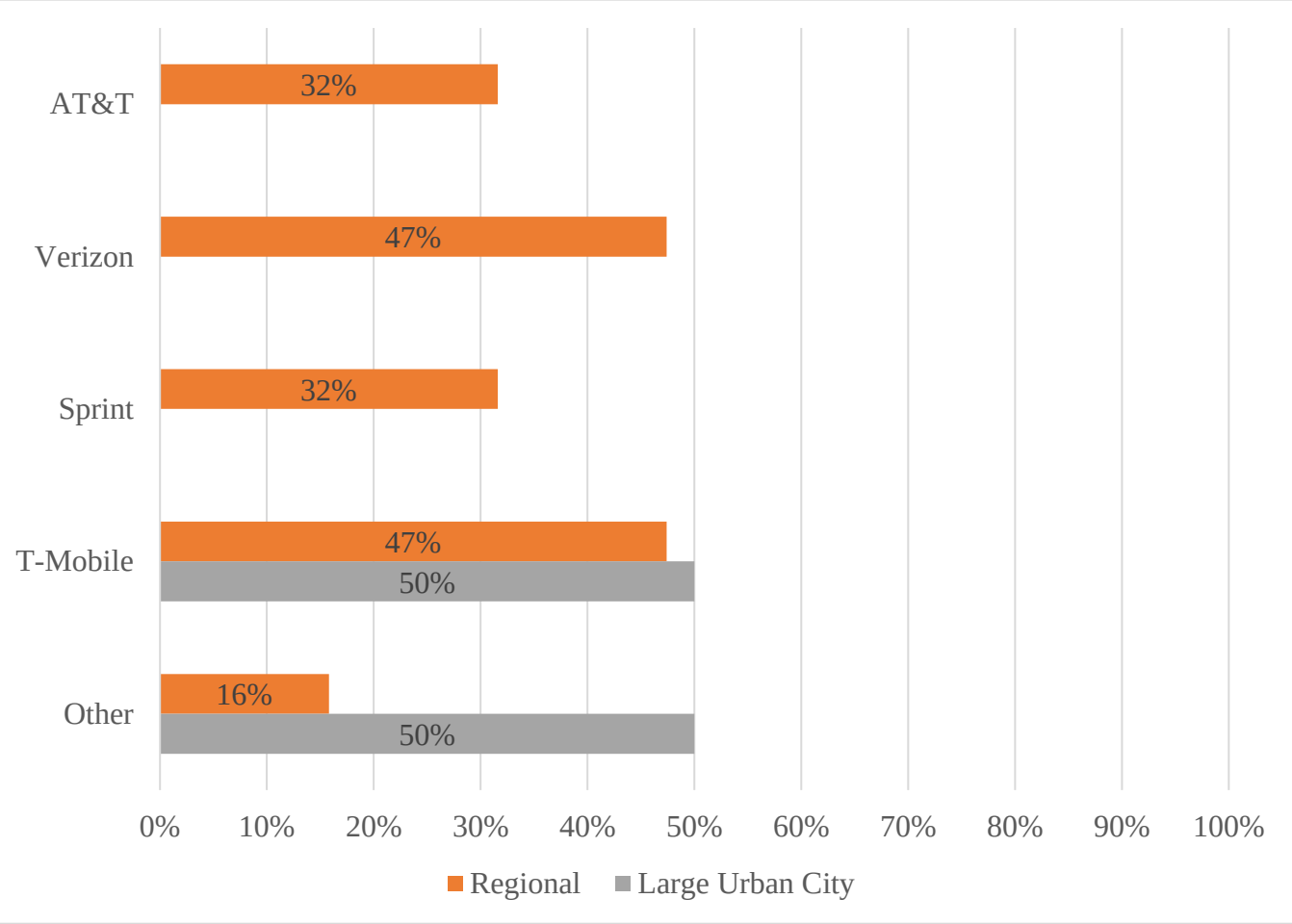
Order of Preference	Regional	Large Urban City
1	Cell Phone	Cell Phone
2	Landline Phone	Email
3	Email	700 MgHz Radio
4	Conference Calls	Conference Calls
5	700 MgHz Radio	Landline Phone
6	HAM Radio	VOIP (like Skype, etc.)
7	VOIP (like Skype, etc.)	VTC (Video Teleconferencing)
8	Webinars	HAM Radio
9	VTC (Video Teleconferencing)	Webinars
10	Satellite Phone	Satellite Phone

37. Does your EOC have adequate cell service?

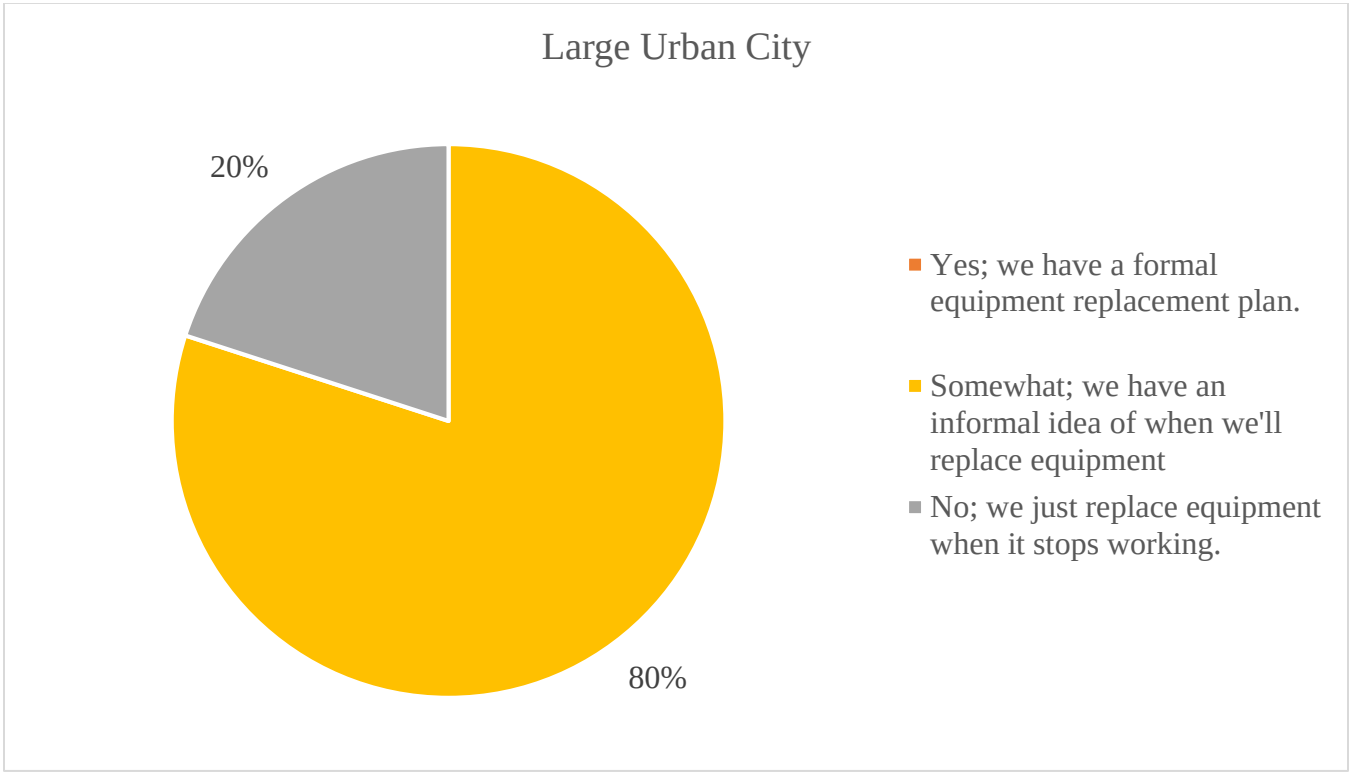


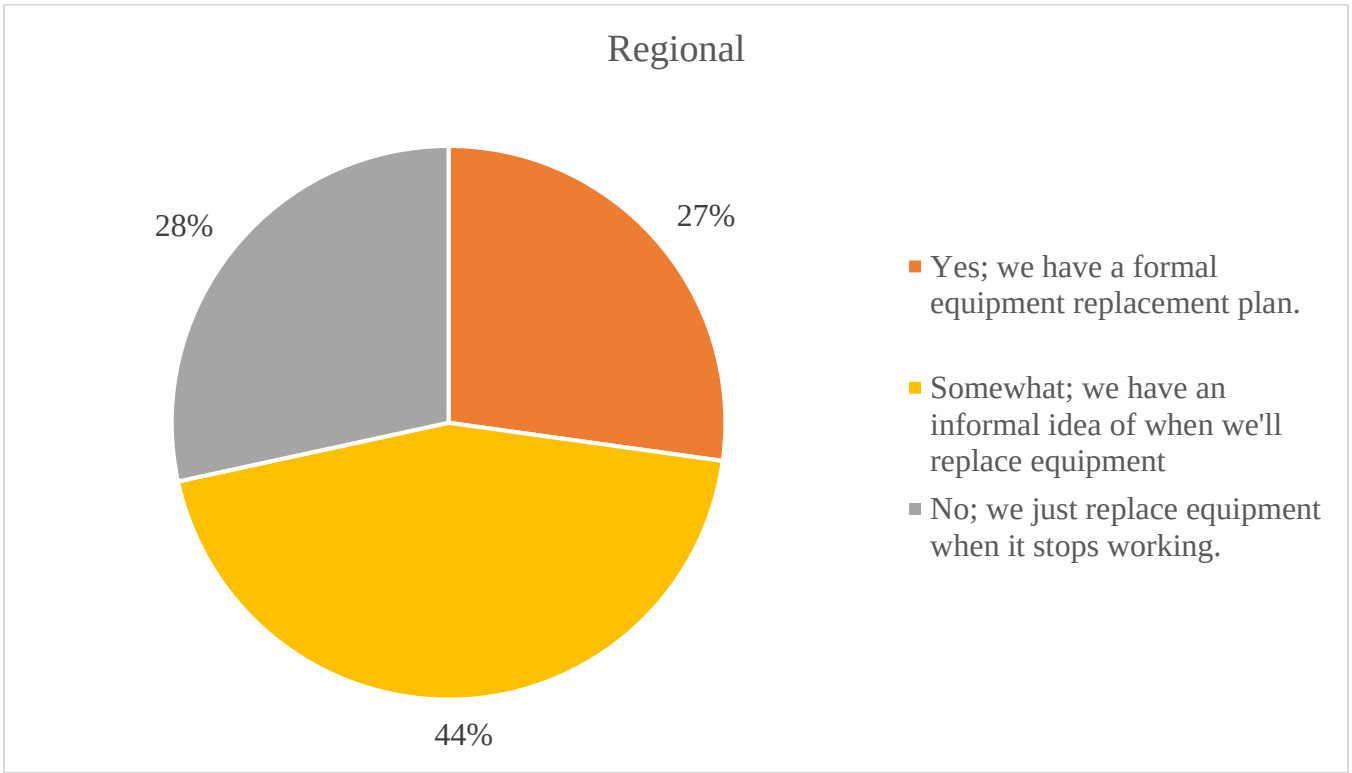


37.1 If your EOC does not have adequate cell service in your EOC, which providers do not have good cell service in your EOC? *(Answers only include those who selected that they either have only somewhat or no solid service)*

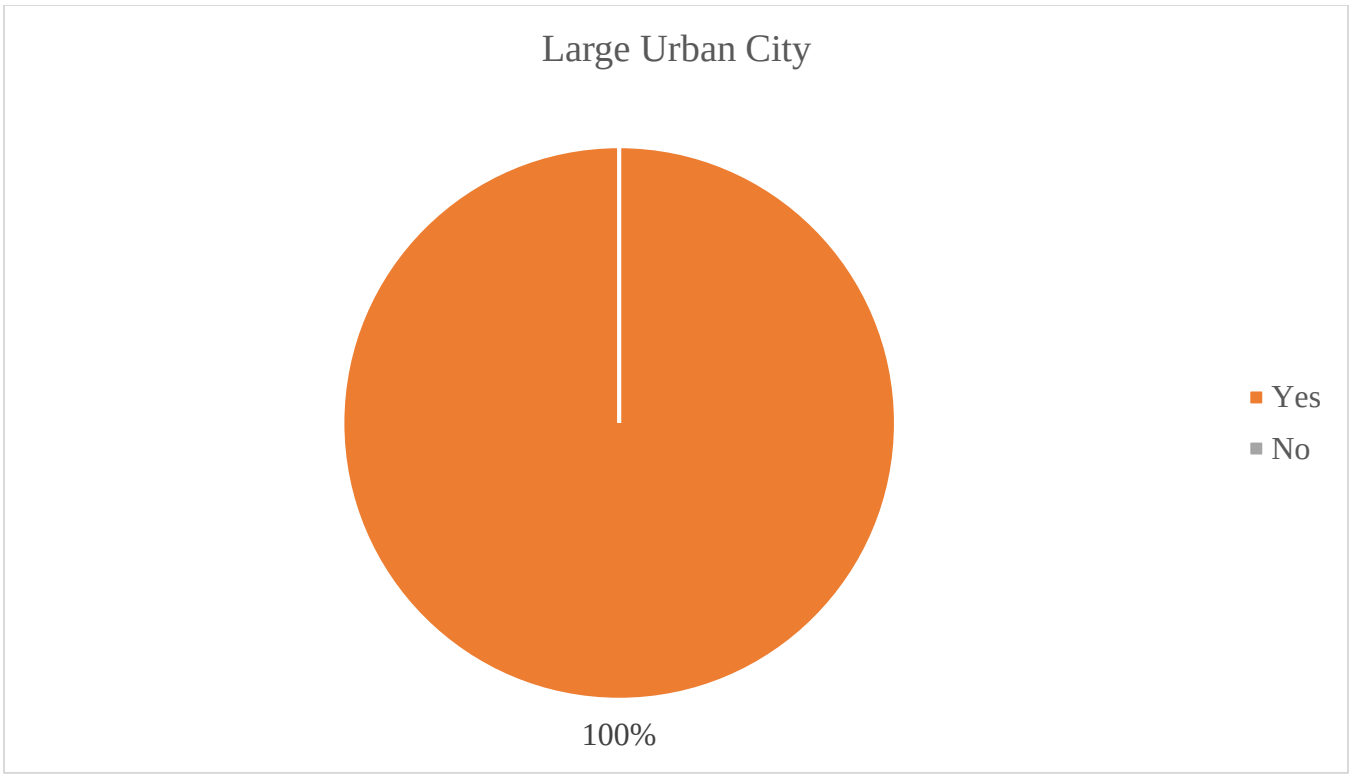


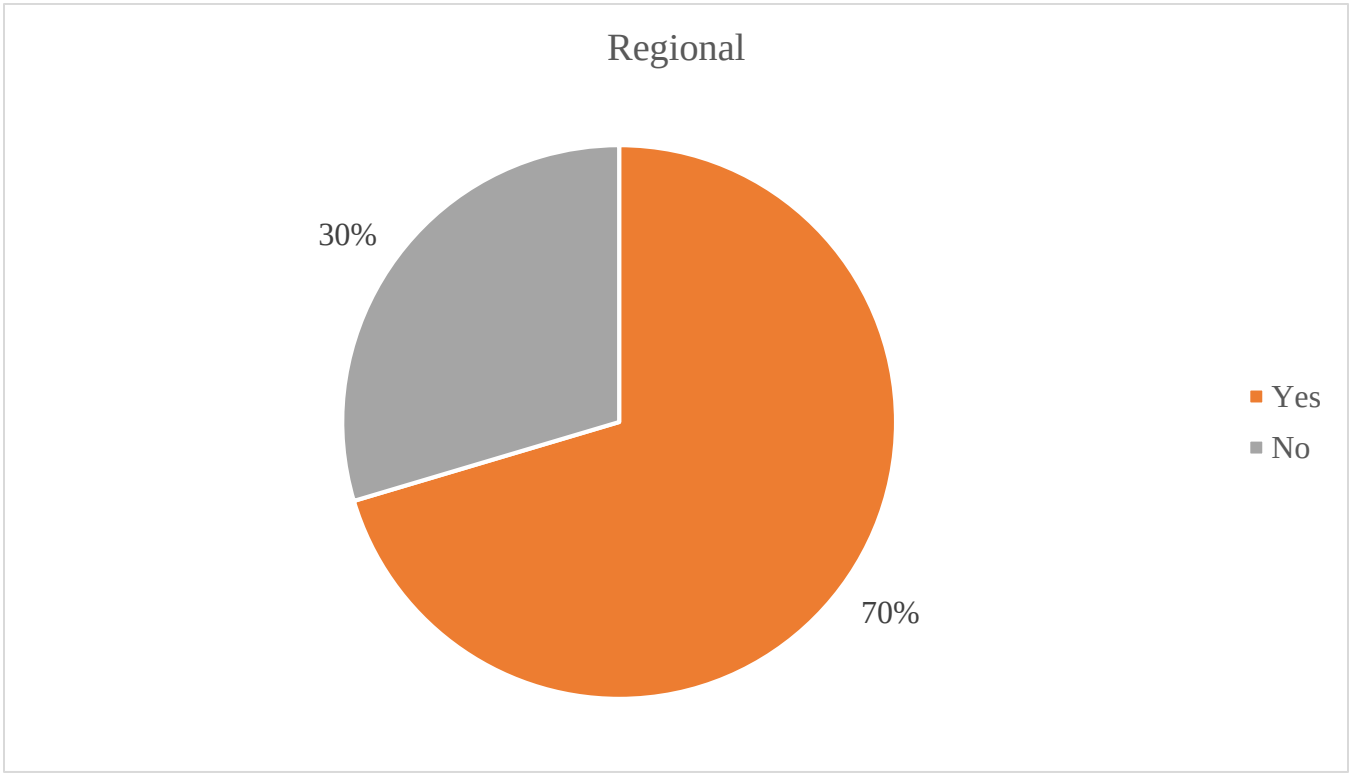
38. Does your EOC have an equipment replacement plan to ensure that all technology is up to date?





39. Does the EOC have the capability to monitor "real time" CAD activities throughout the jurisdiction?





40. What single equipment improvement would most benefit your EOC?

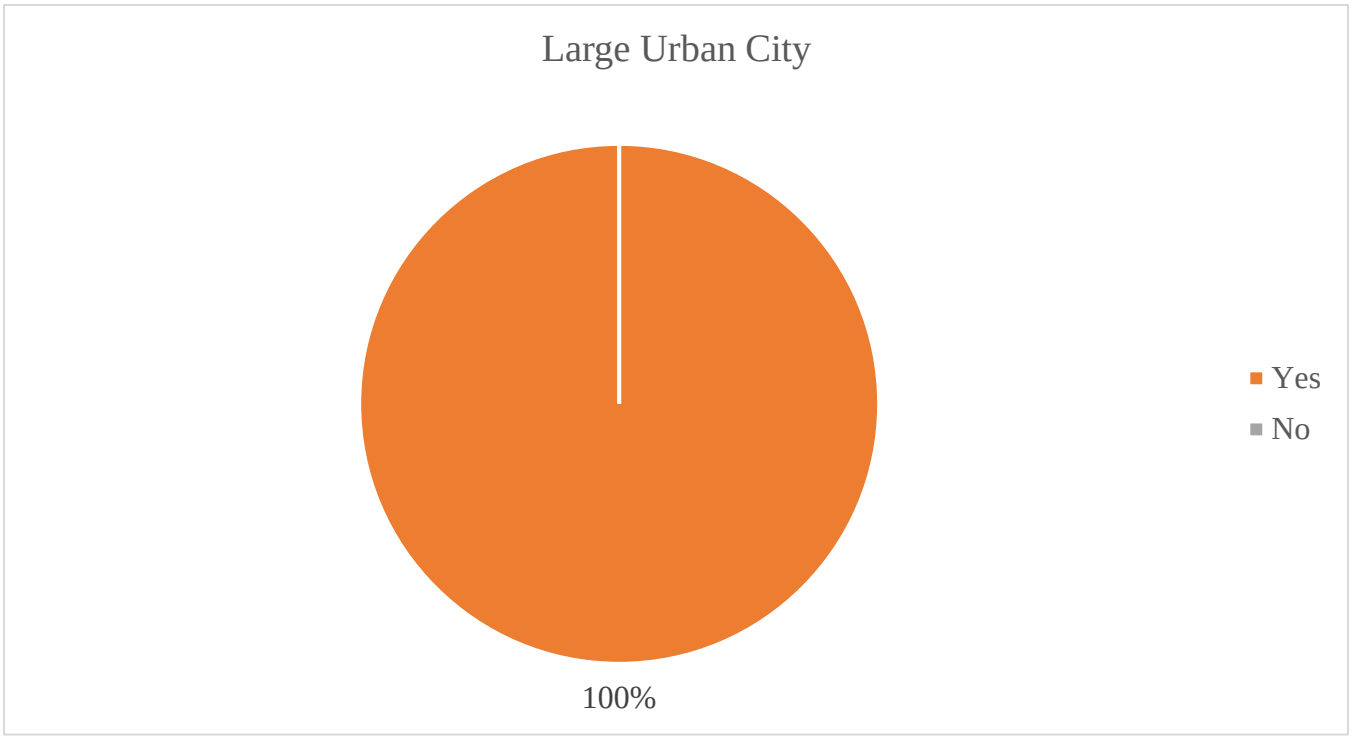
Open Response

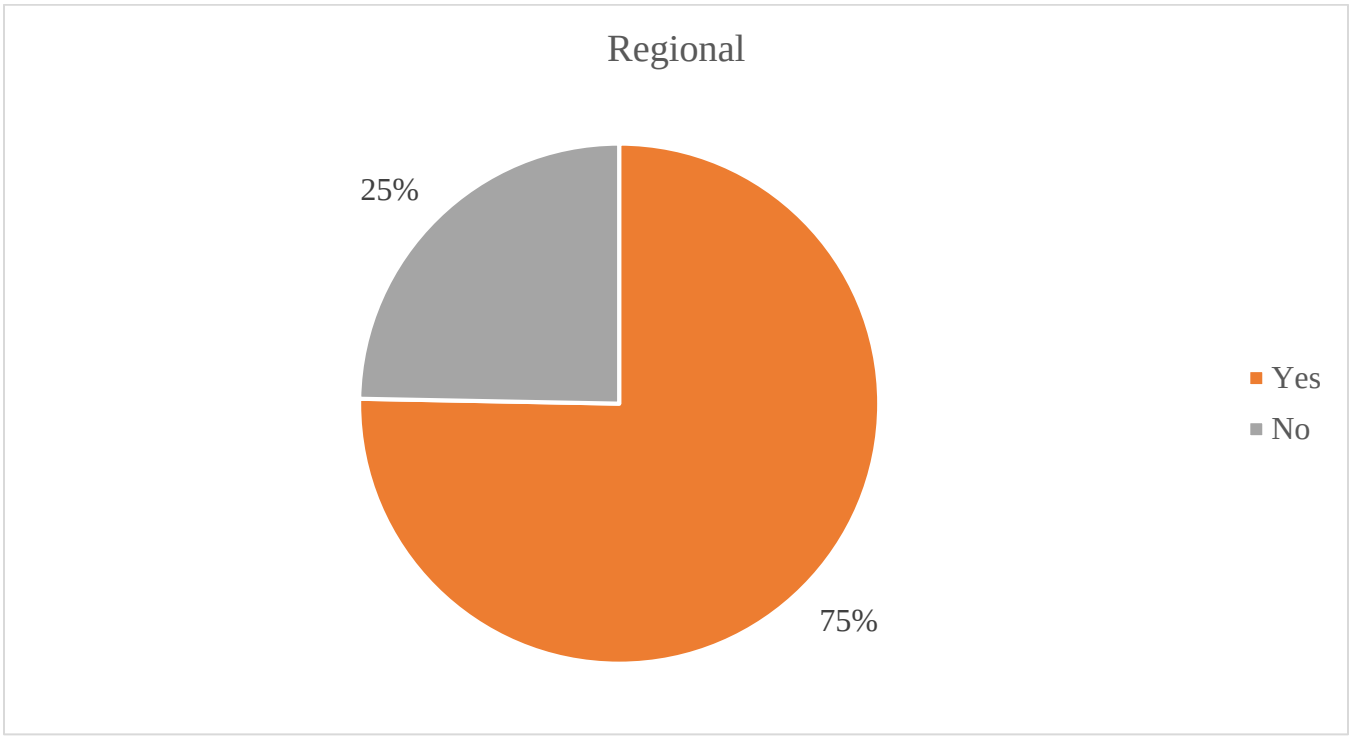
41. Is there anything else you would like to share about your EOC?

Open Response

Alternate EOC

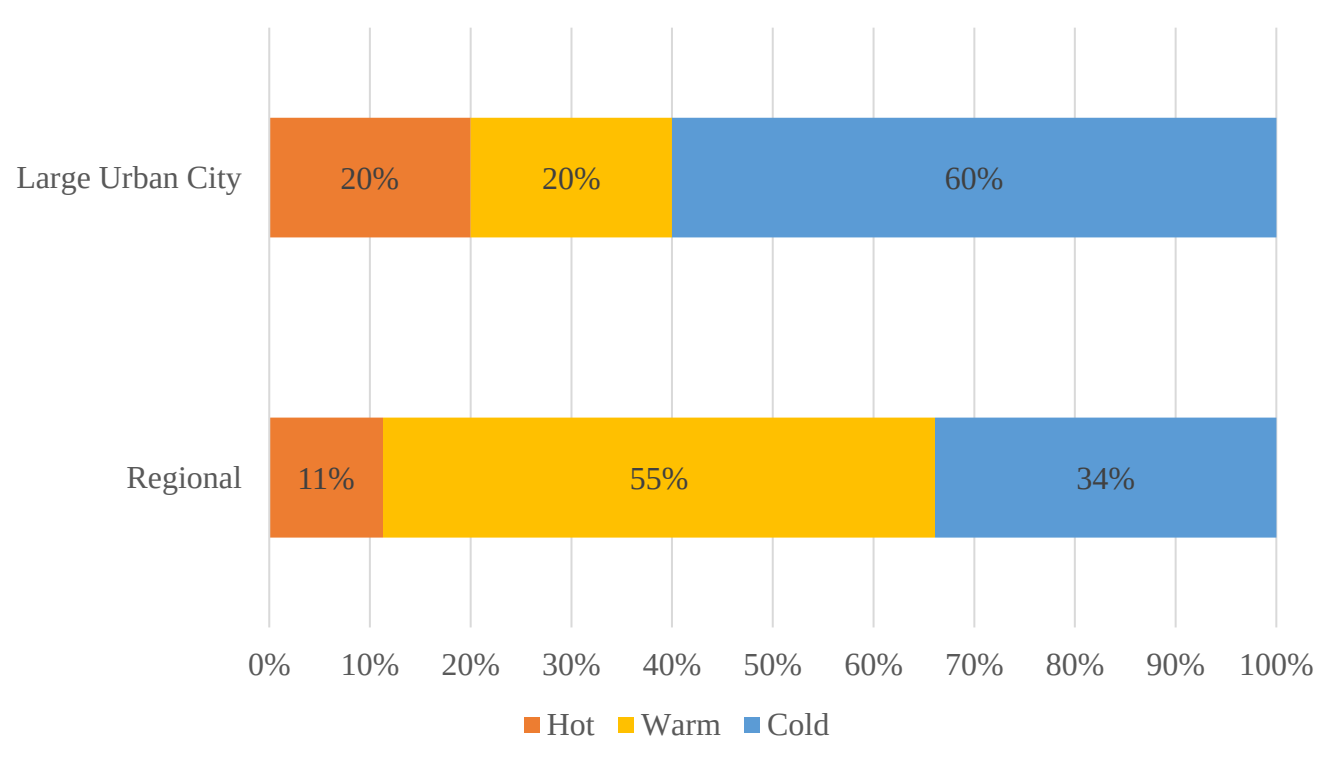
42. Do you have an alternate EOC?



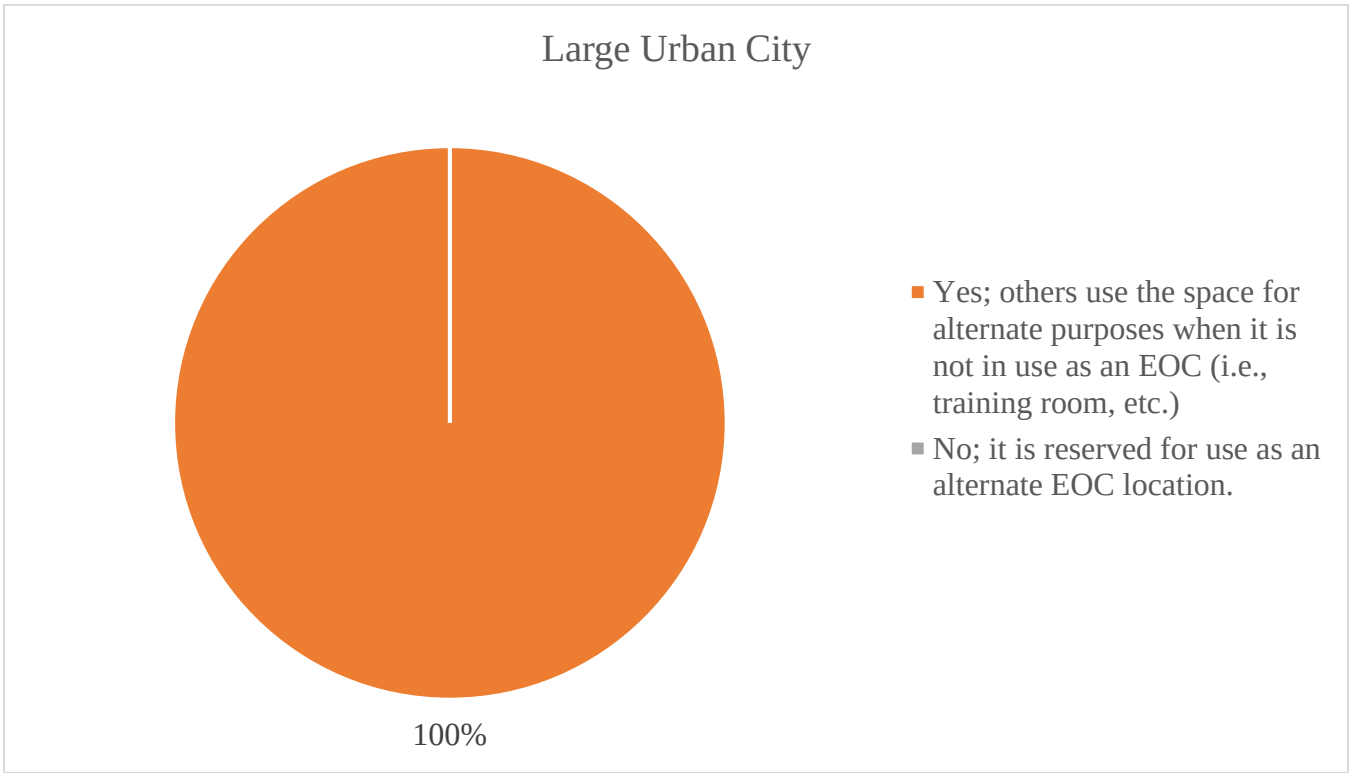


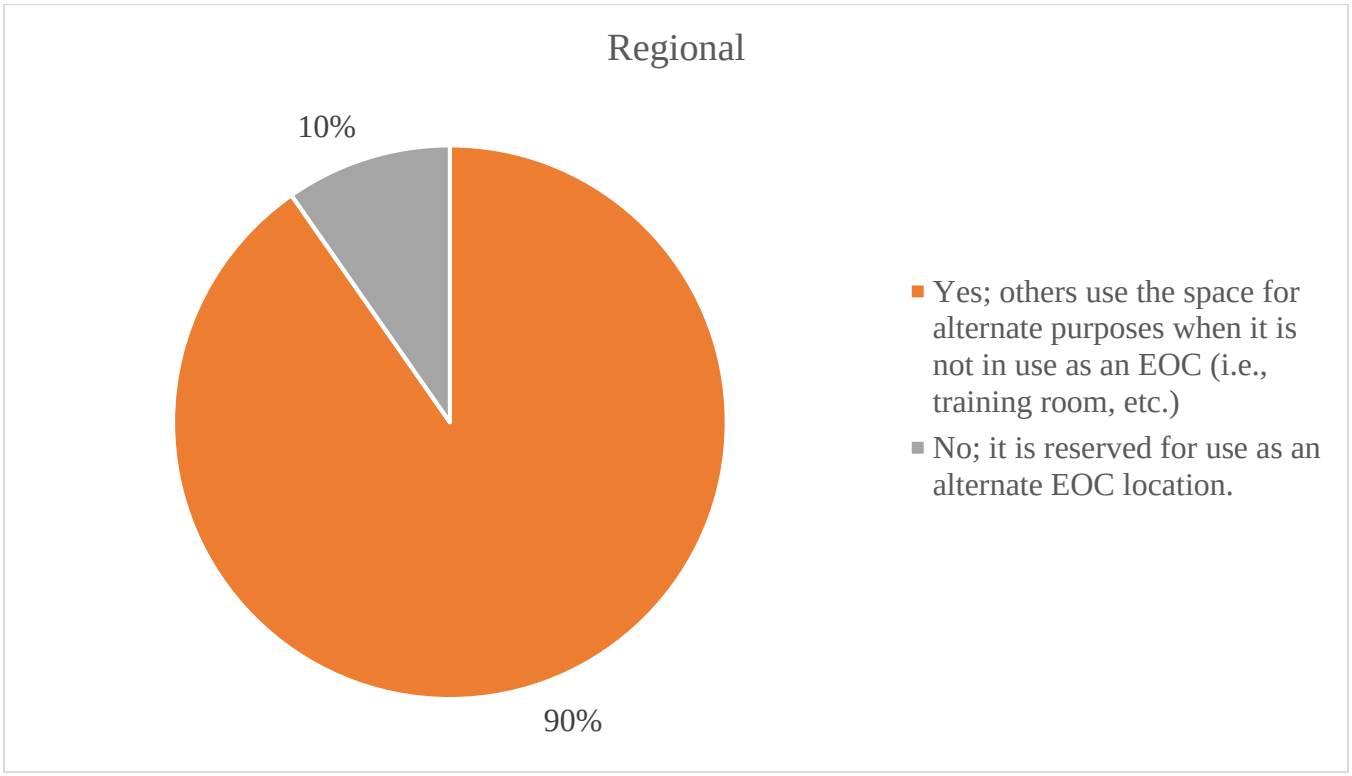
42.1 Is your alternate EOC:

- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*



42.2 Is your alternate EOC dual purpose?

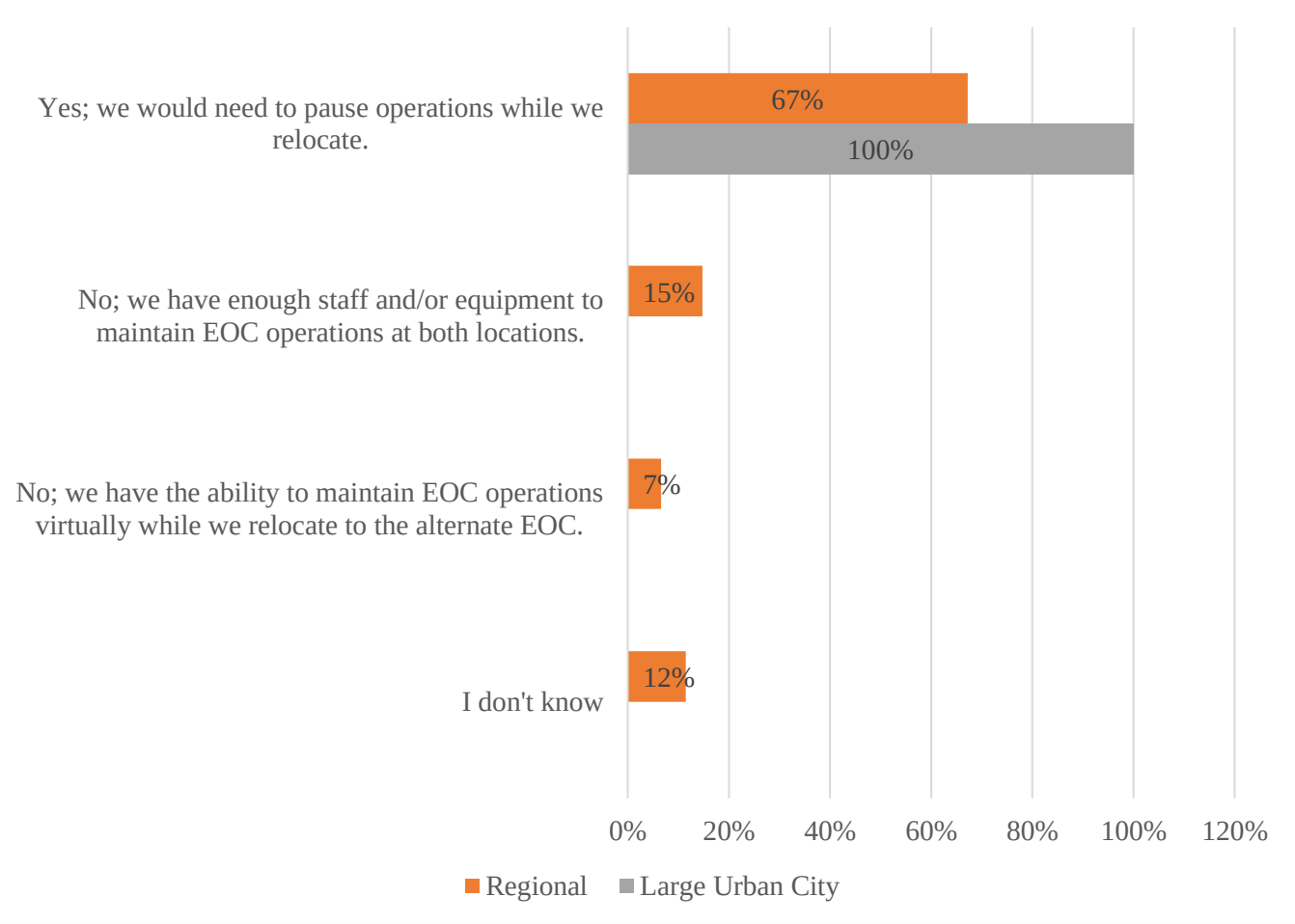




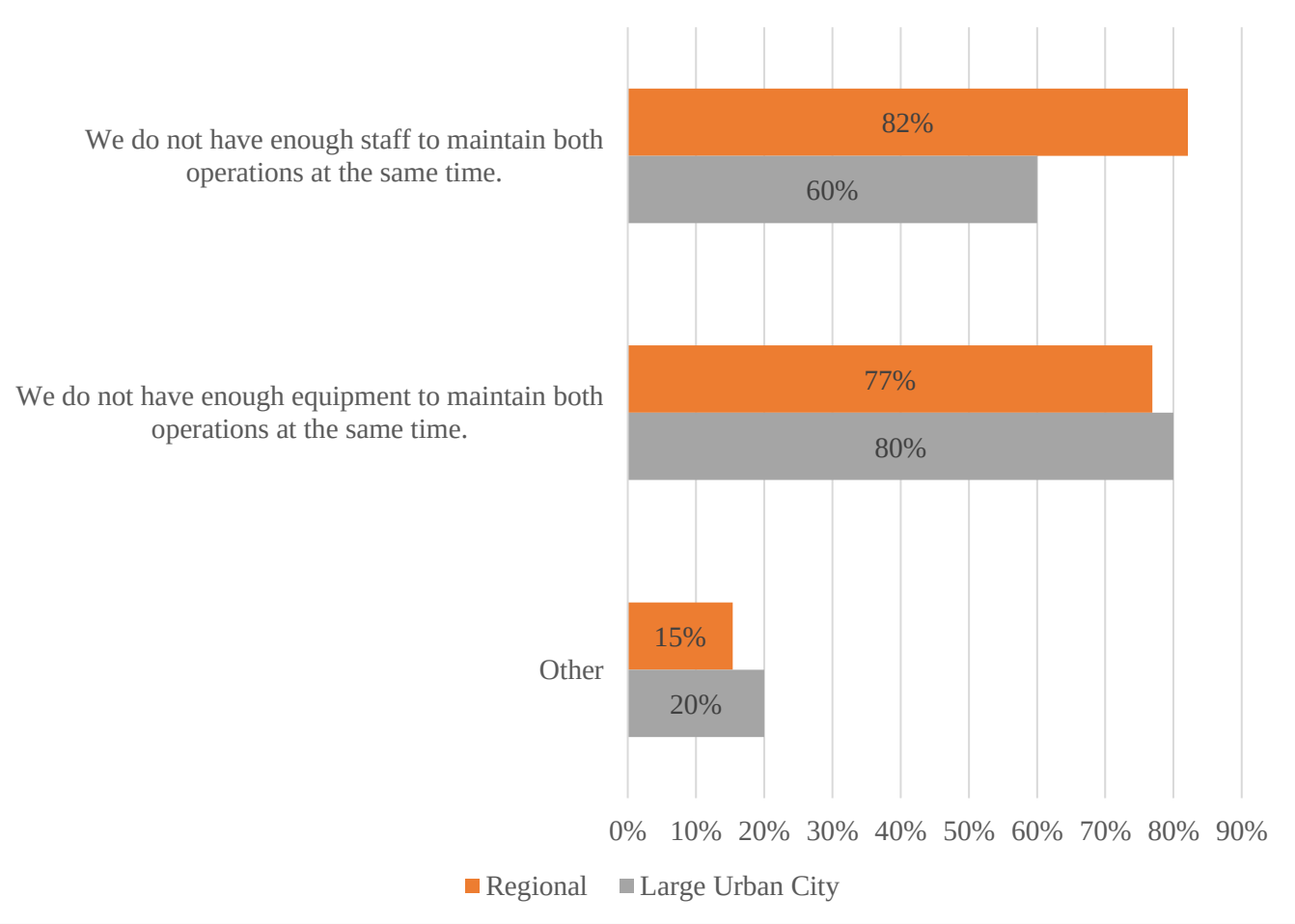
42.3 What challenges do you face at your alternate EOC compared to your regular EOC? Please select all that apply.

	Regional	Large Urban City
Space Restrictions	60.7%	80%
Lack of familiarity with the location (i.e., staff getting lost in transit)	32.8%	40%
Lack of familiarity within the building (i.e., don't know where everything is)	39.3%	60%
No Backup Generator	23.0%	40%
No Kitchen	21.3%	40%
Kitchen Facilities with Fewer Amenities	19.7%	0%
Lack of Security	29.5%	20%
No Phones	24.6%	60%
No Computers/Laptops	37.7%	60%
Need to set up utilities (power, internet, water, HVAC, etc.)	3.3%	20%
Lack of Parking	26.2%	20%
Items from original EOC must be brought to alternate EOC	47.5%	60%
Other	13.1%	40%

42.4 Would moving from your primary EOC to your alternate EOC cause a disruption in the EOC operation?

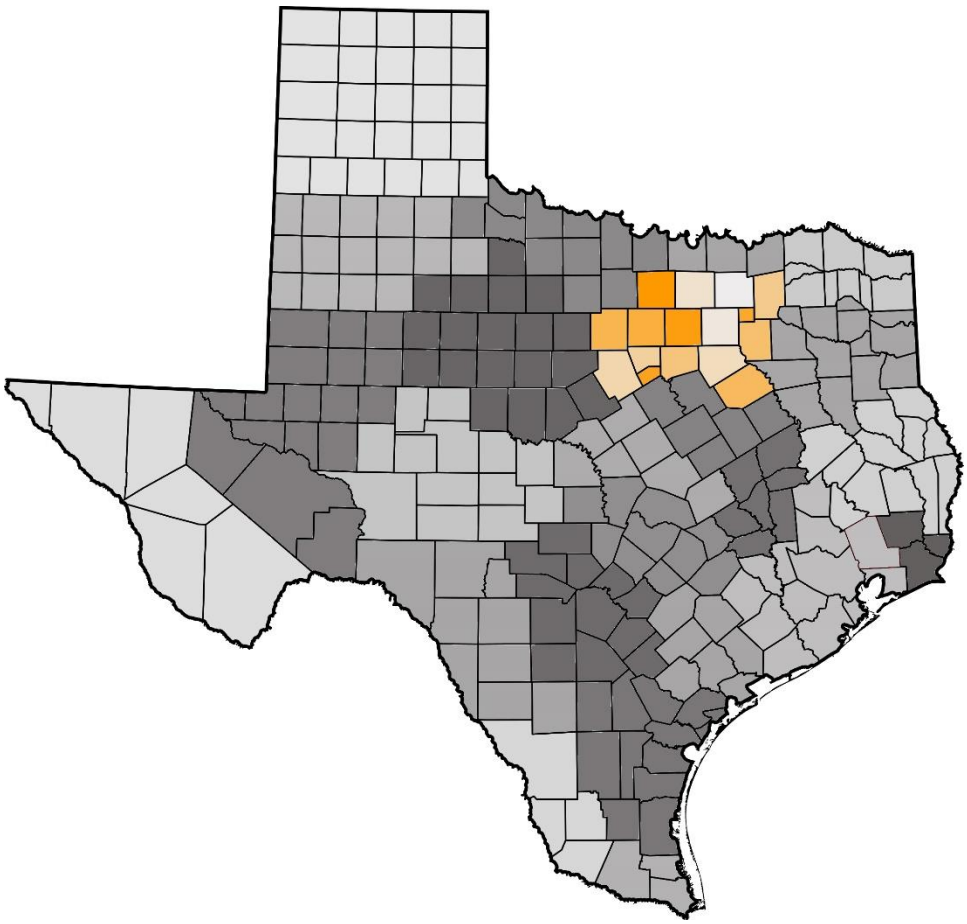


42.4.1 What would be a concern when moving to your alternate EOC for your jurisdiction? Please select all that apply.



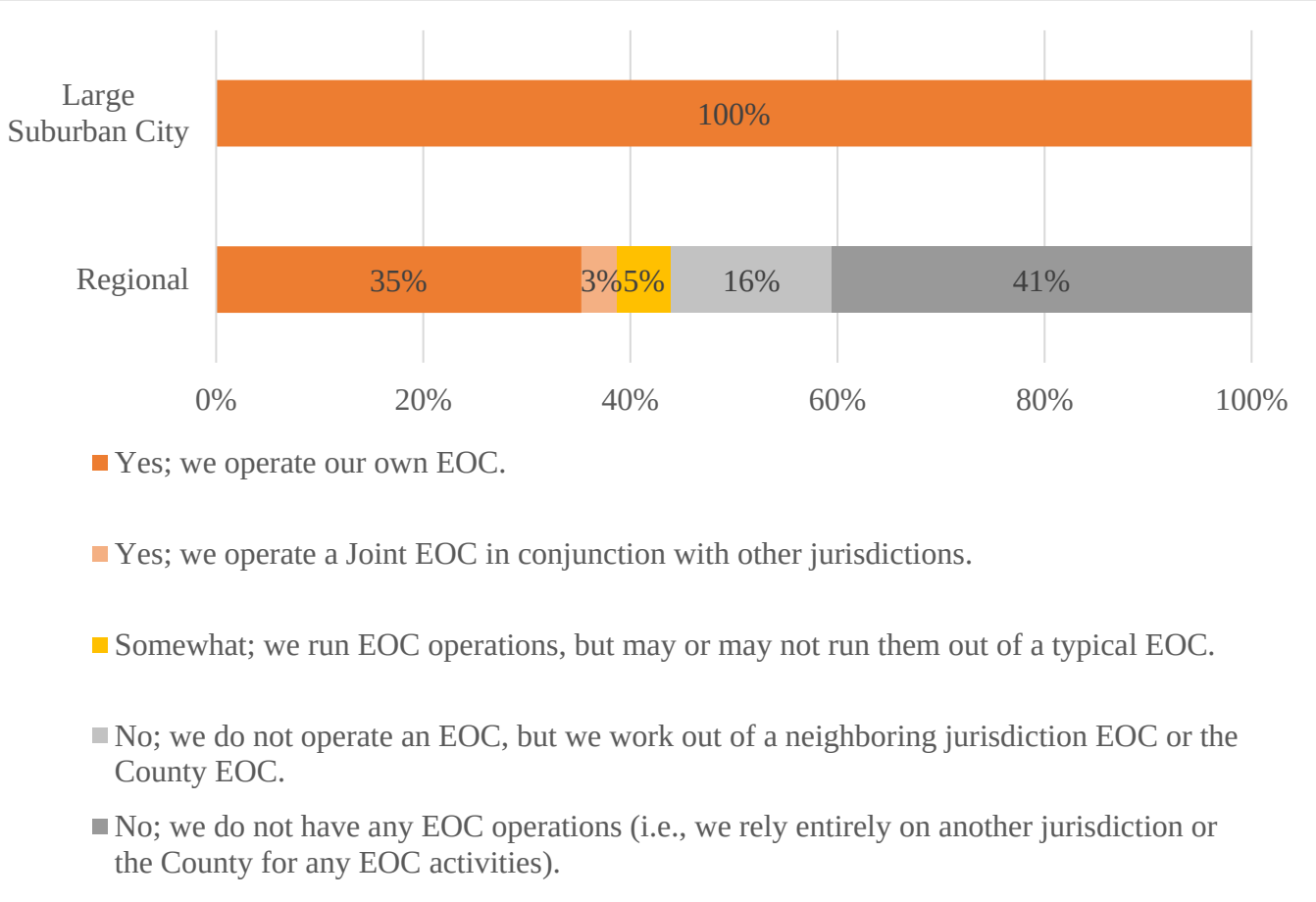
Appendix E: Large Suburban City

Based on the 2016 NCTCOG Emergency Operations Center Capabilities Assessment Project

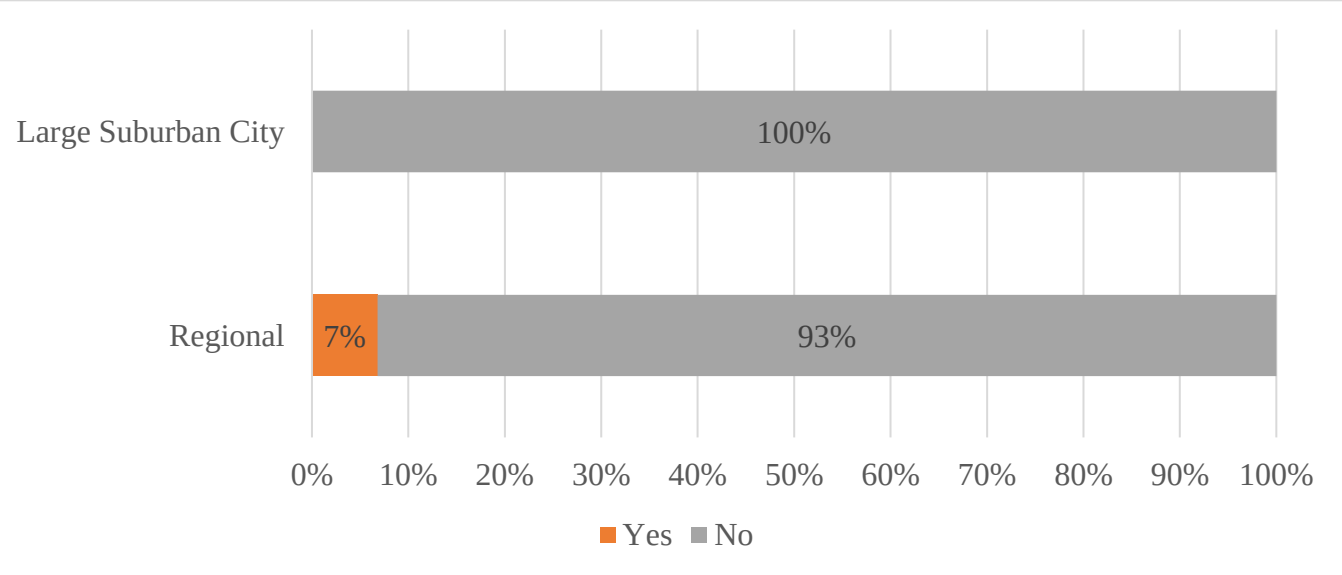


Introduction Questions

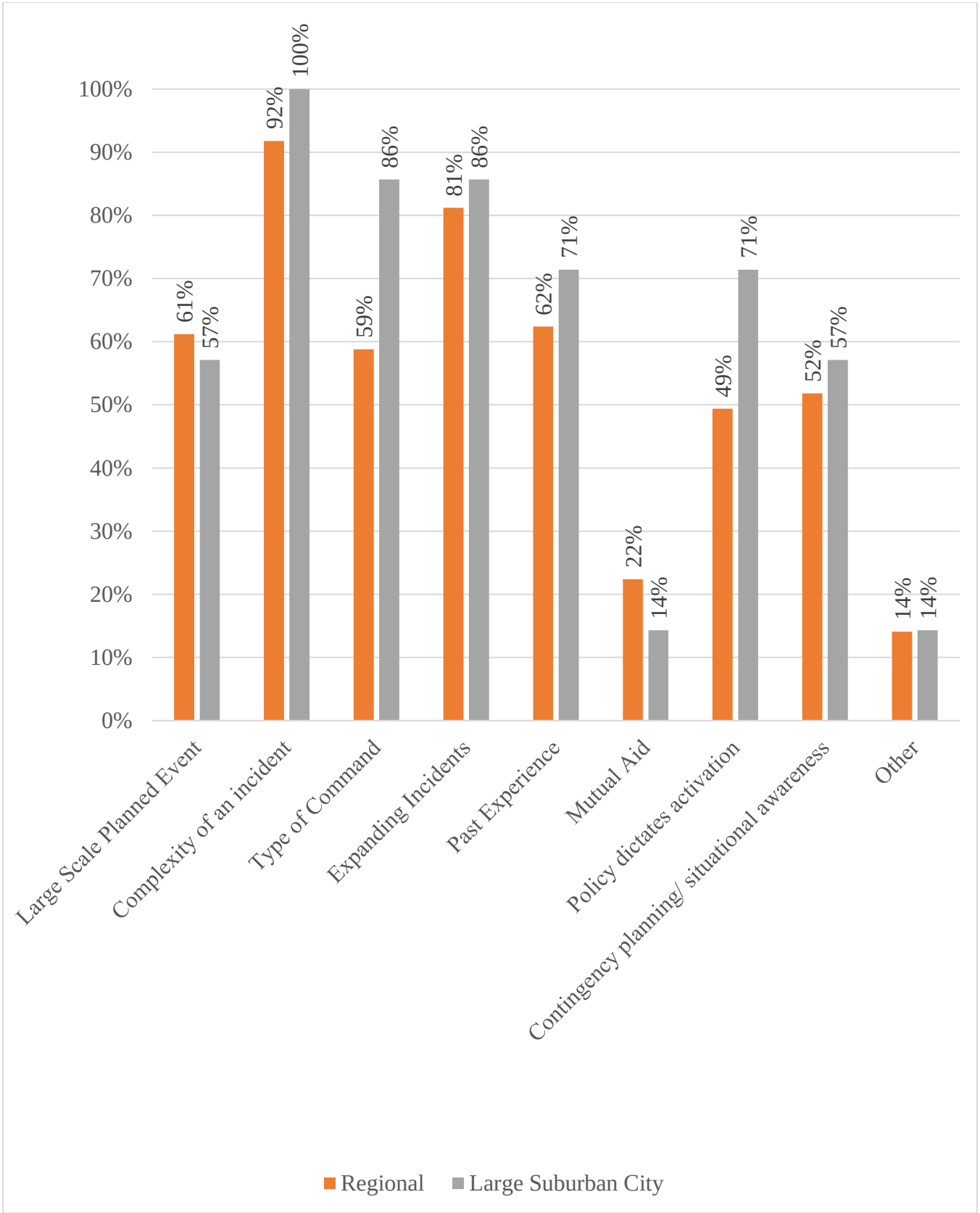
1. Does your jurisdiction operate an EOC?



1.1 Do any other jurisdictions use your facility as their primary EOC?



2. Of the incidents/events below, which would trigger an EOC activation in your jurisdiction?



3. What functions/activities do you believe are most critical to a successful EOC response?

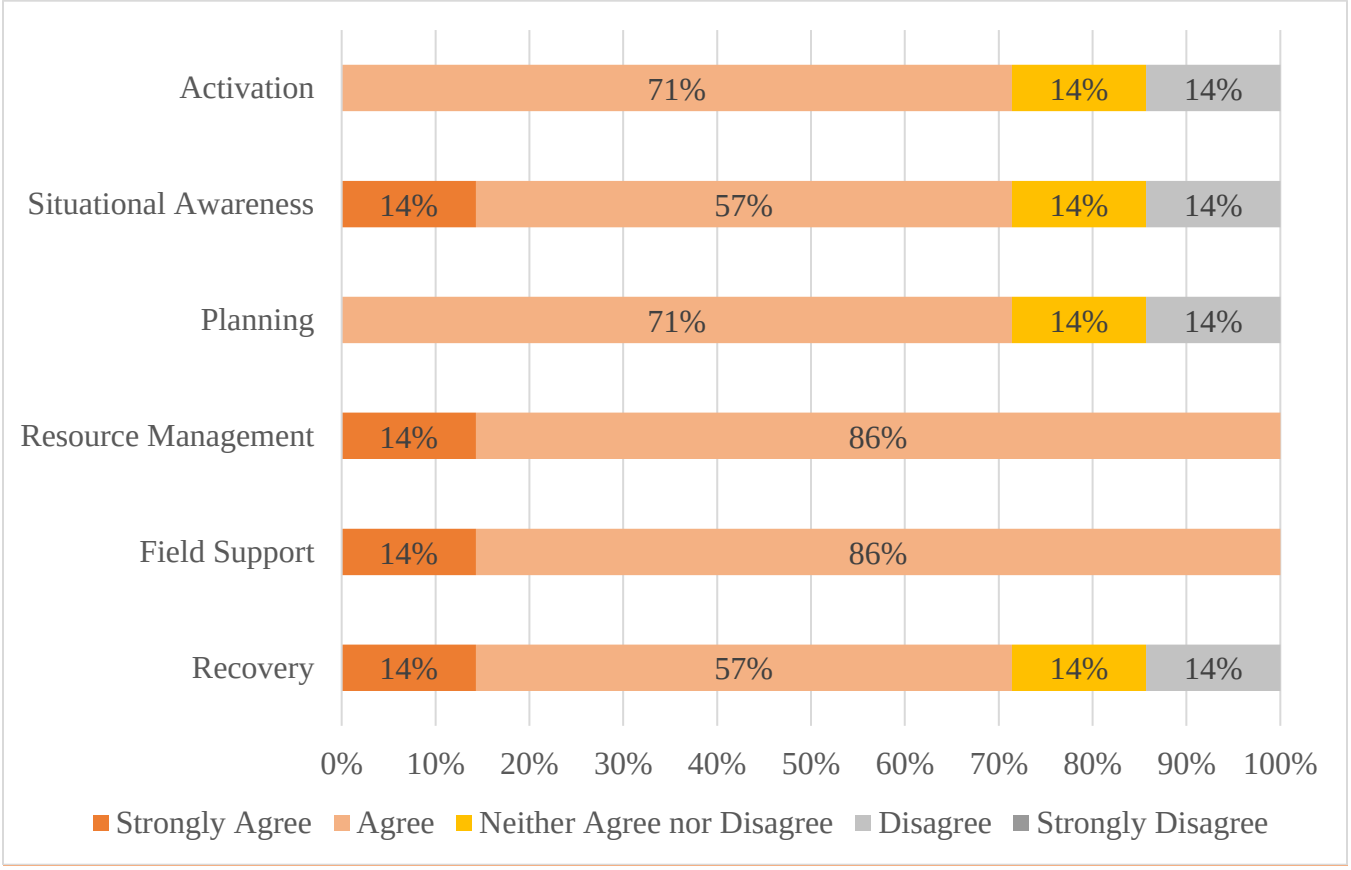
- *Activation activities*
- *Situational Awareness activities*
- *Planning activities*
- *Resource Management activities*
- *Field Support activities*
- *Recovery activities*

	High Importance		Normal Importance		Low Importance	
	Regional	Large Suburban City	Regional	Large Suburban City	Regional	Large Suburban City
Activation	71.6%	28.6%	25.9%	57.1%	2.5%	14.3%
Situational Awareness	73.8%	85.7%	22.5%	14.3%	3.8%	0%
Planning	44.9%	57.1%	50.0%	42.9%	5.1%	0%
Resource Management	50.0%	71.4%	43.4%	28.6%	6.6%	0%
Field Support	52.6%	71.4%	43.4%	28.6%	3.9%	0%
Recovery	28.0%	42.9%	46.7%	28.6%	25.3%	28.6%

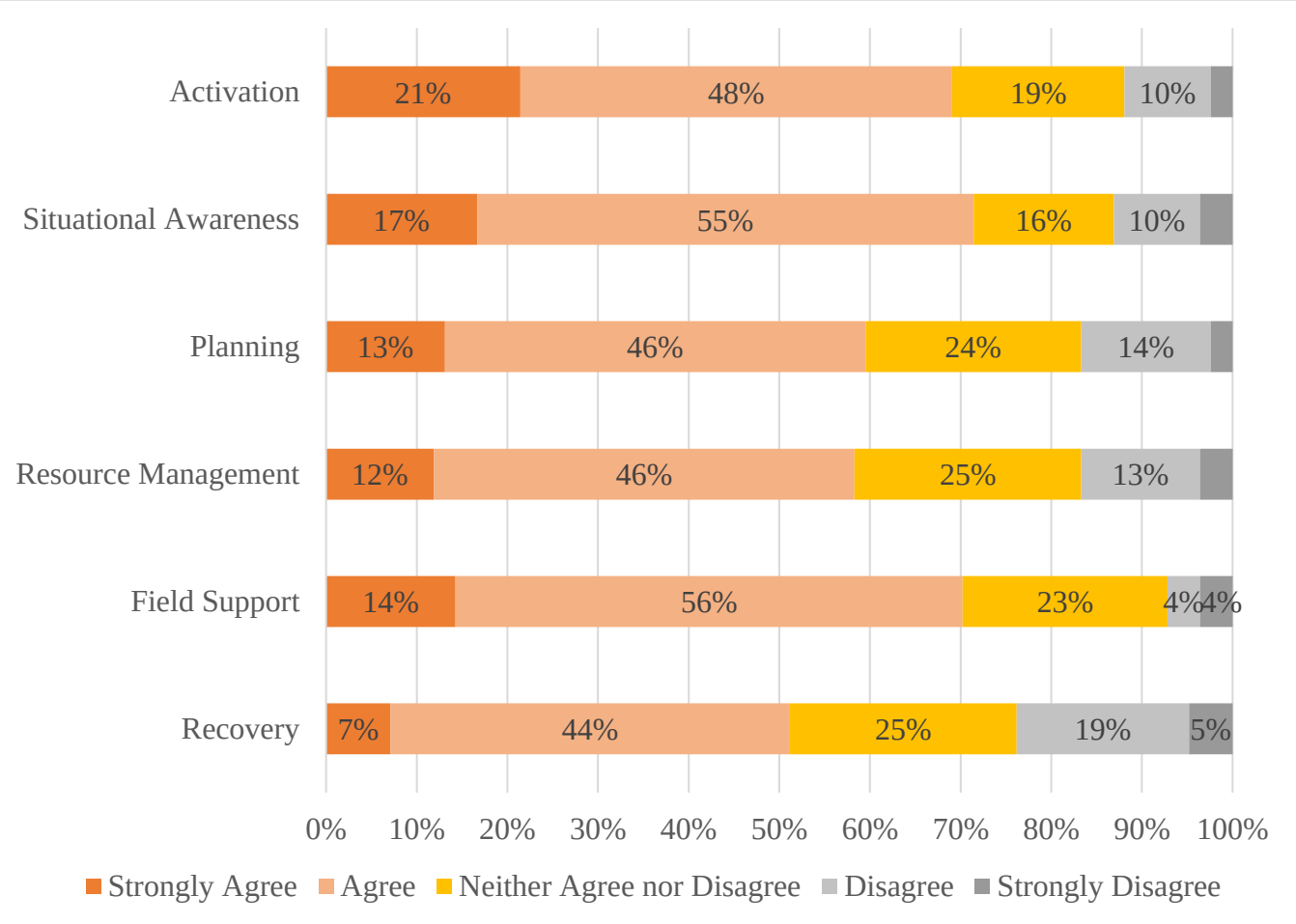
4. To identify gaps in functional activities throughout the region, to what extent do you believe your EOC can perform the following functions/activities, relying on your own local resources?

- *My EOC is able to fulfill all ACTIVATION activities necessary for a successful operation (ex. alerting and mobilizing EOC personnel, EOC set up, EOC staffing, etc.)*
- *My EOC is able to fulfill all SITUATIONAL AWARENESS activities necessary for a successful operation (ex. creating & distributing situation reports, maintaining a common operating picture, managing and sharing information with responders, agency representatives, media and the public, etc.)*
- *My EOC is able to fulfill all PLANNING activities necessary for a successful operation (ex. creating Incident Action Plan or EOC Action Plan, ensuring documentation and record keeping, operation of EOC displays and room/facility management, etc.):*
- *My EOC is able to fulfill all RESOURCE MANAGEMENT activities necessary for a successful operation (ex. resource requests, resource tracking, emergency procurements, etc.)*
- *My EOC is able to fulfill all FIELD SUPPORT activities necessary for a successful operation (ex. support field operations and field personnel, anticipating future needs, providing strategic guidance, etc.)*
- *My EOC is able to fulfill all RECOVERY activities necessary for a successful operation (ex. completing/submitting State & Federal disaster forms, large-scale debris management efforts, engaging/managing VOADs and coordinating survivor assistance efforts, Preliminary Damage Assessments, etc.)*

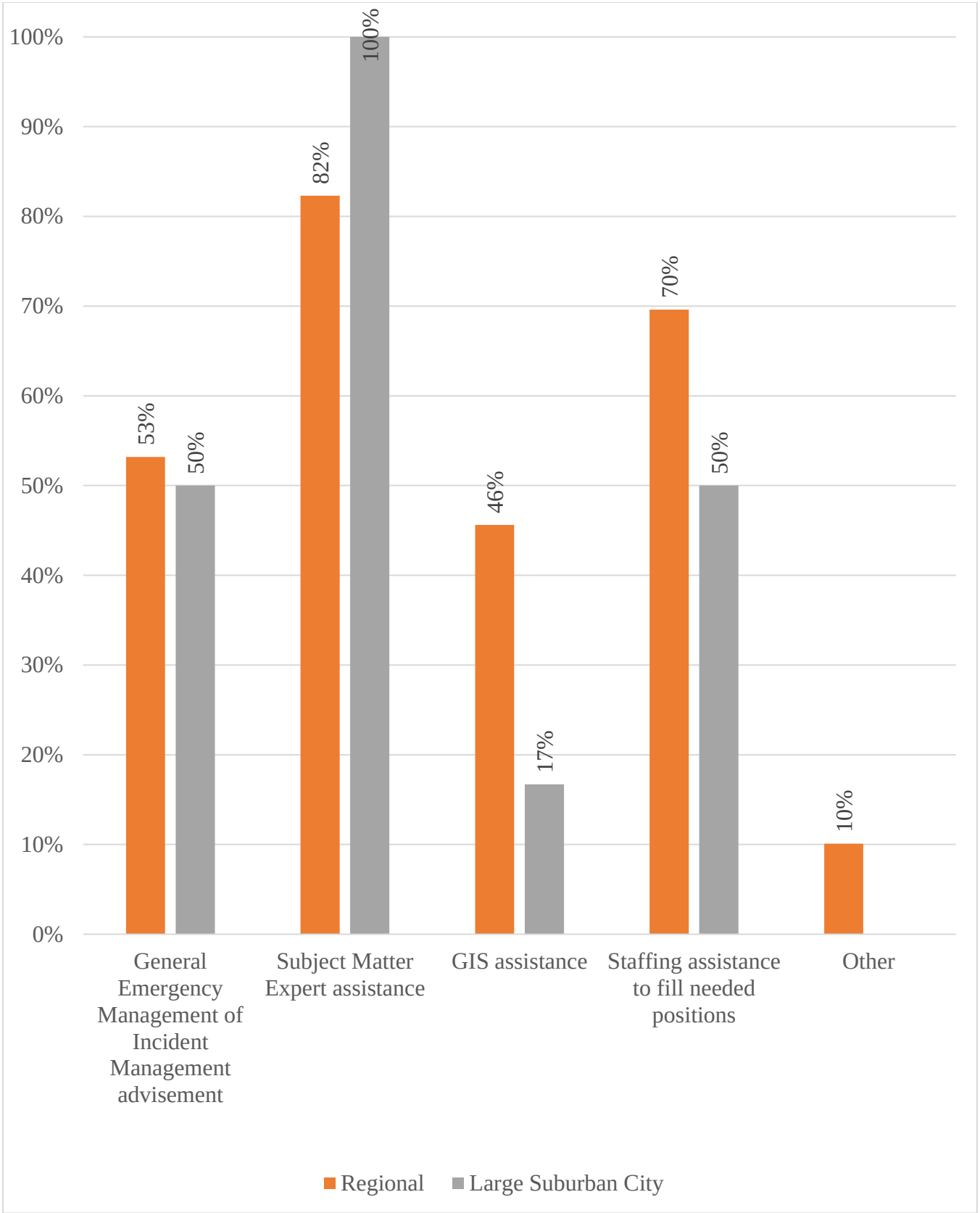
Large Suburban City



Regional

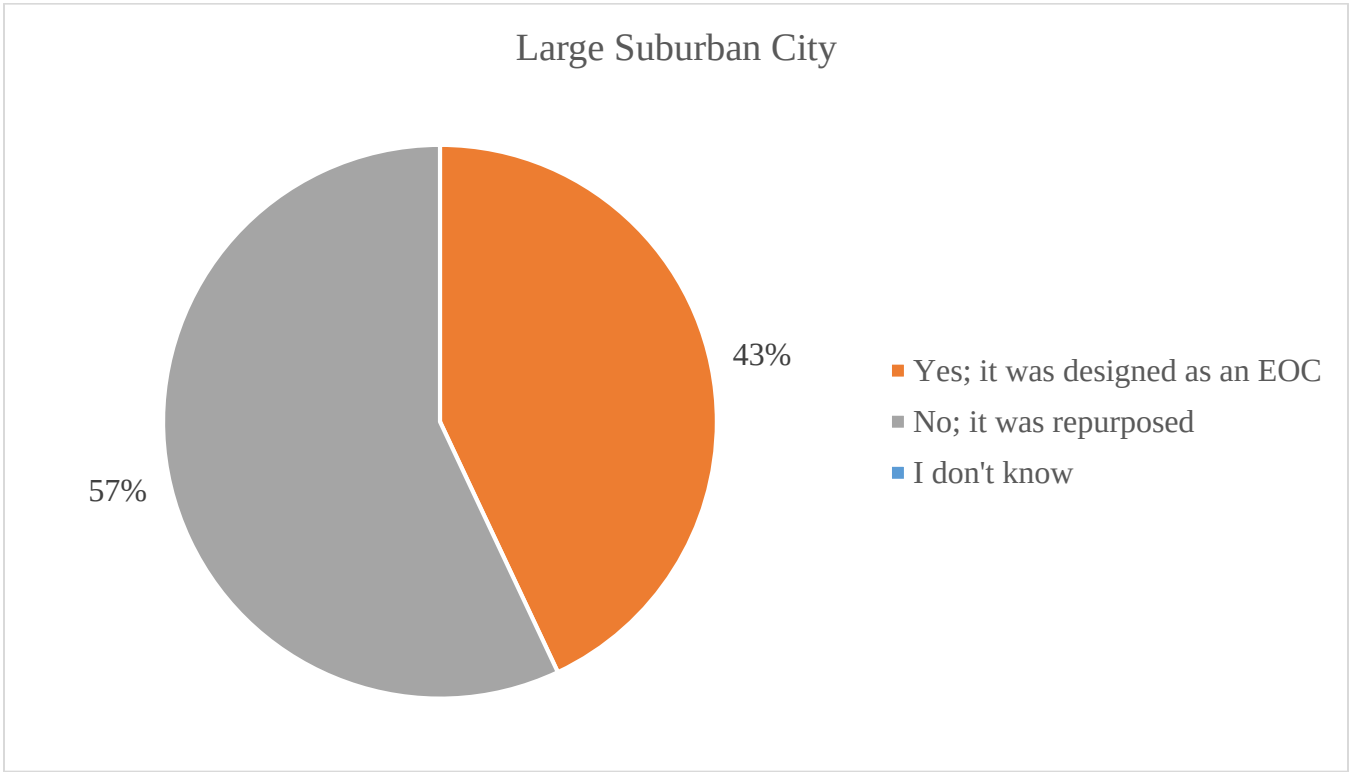

Activation
21%
48%
19%
10%
Situational Awareness
17%
55%
16%
10%
Planning
13%
46%
24%
14%
Resource Management
12%
46%
25%
13%
Field Support
14%
56%
23%
4%
4%
Recovery
7%
44%
25%
19%
5%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

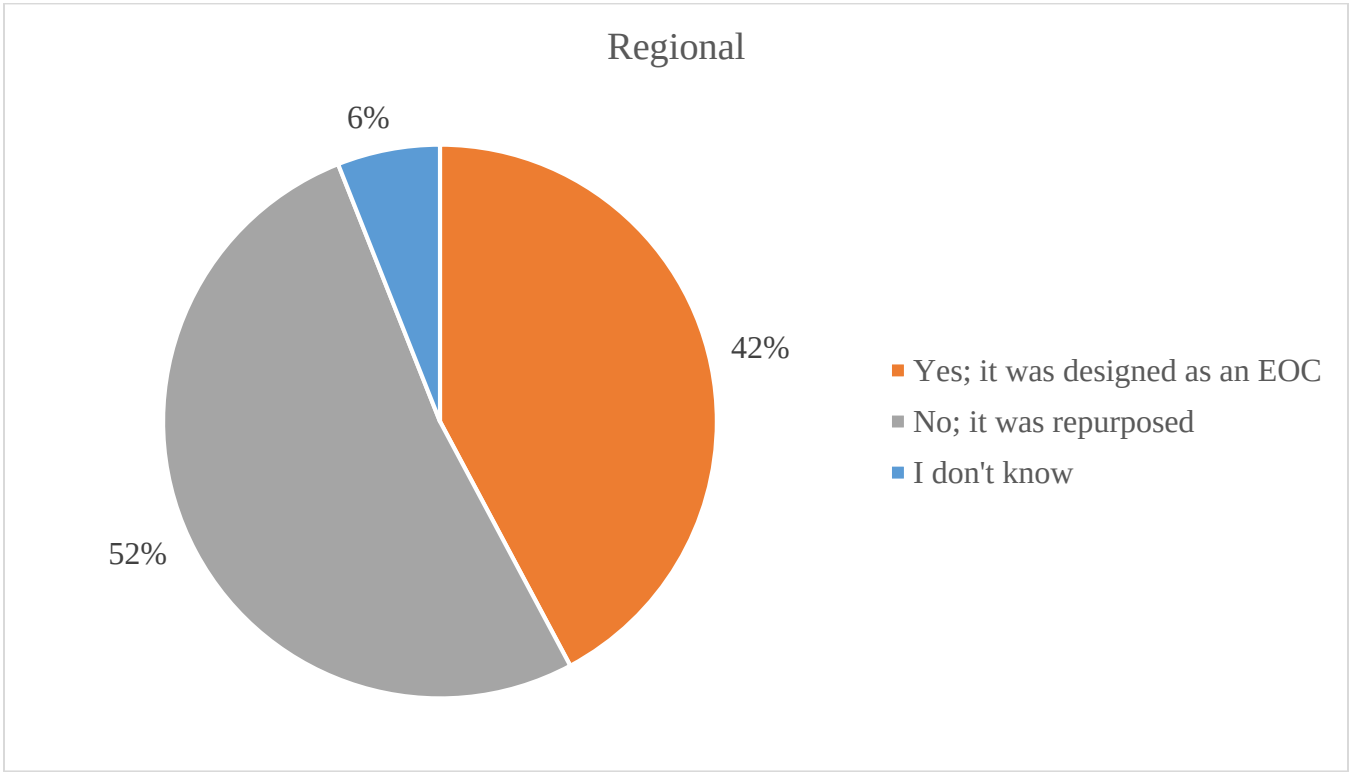
5. What functions or activities, if any, would your EOC like additional assistance to fulfill? Please select all that apply.



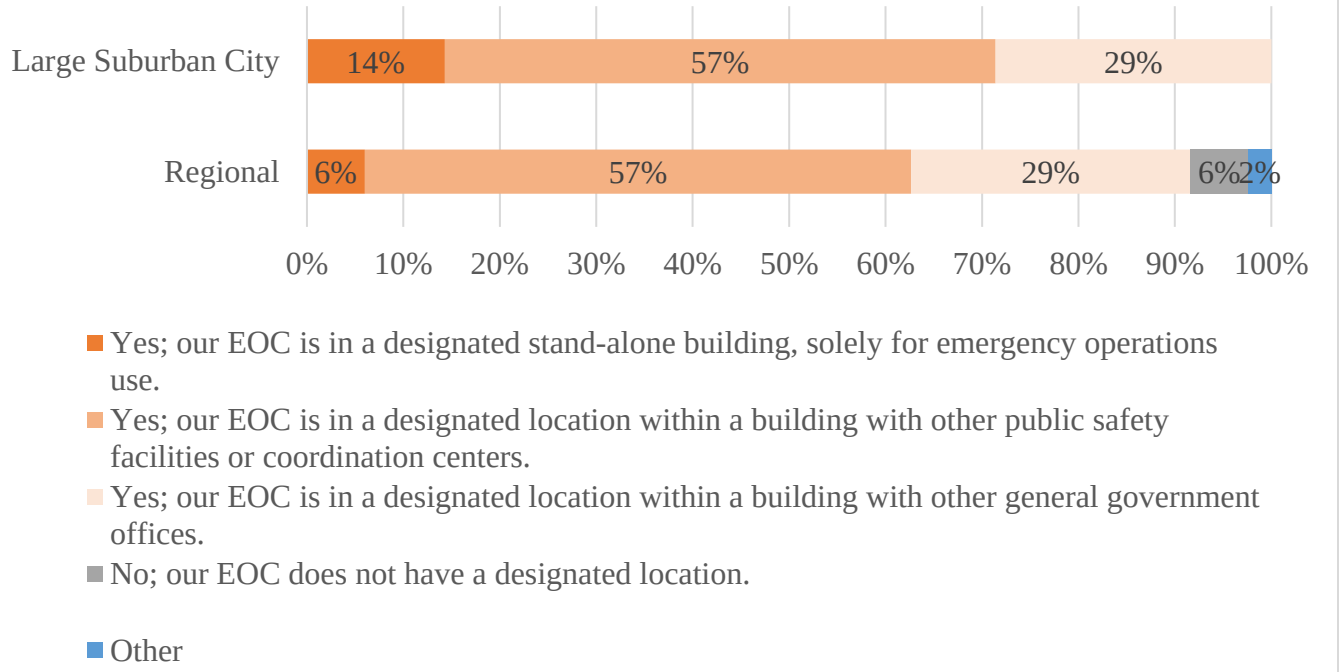
EOC Overview

6. Was your EOC designed to operate as an EOC?

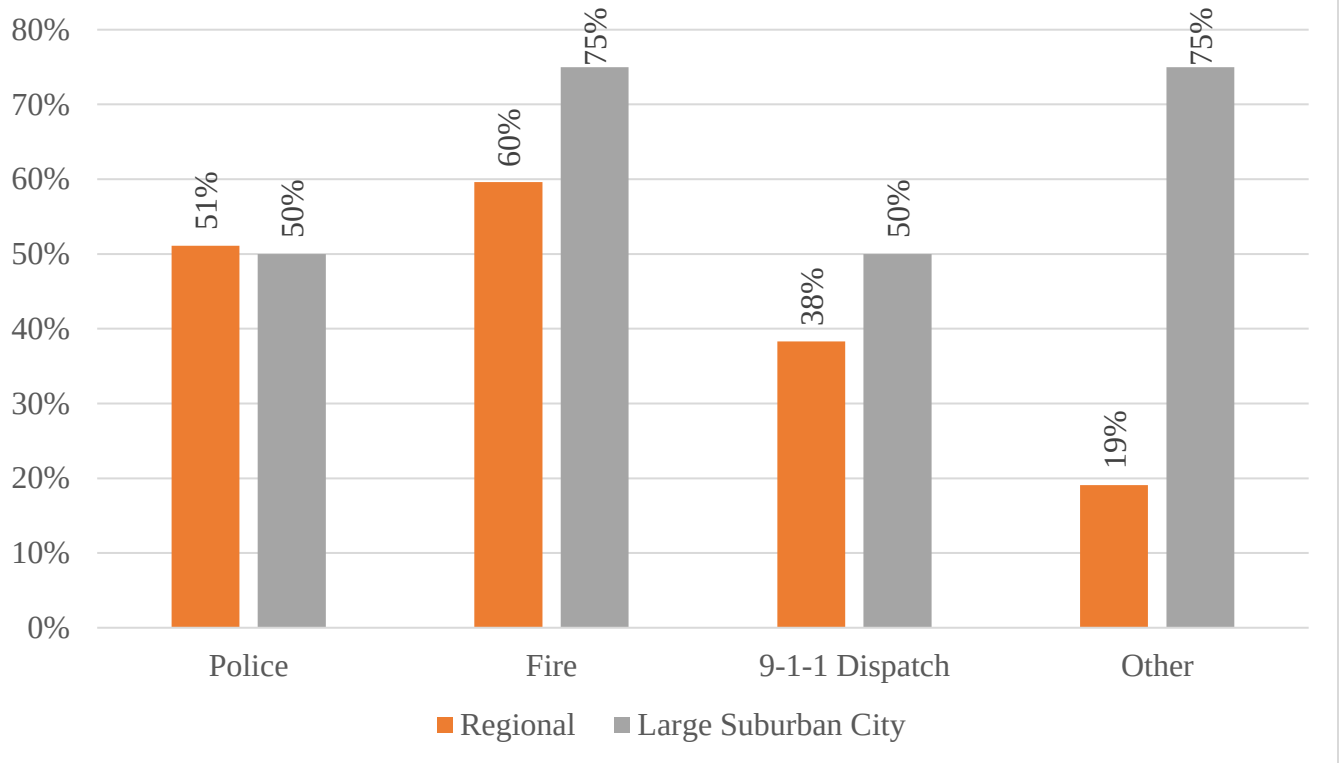




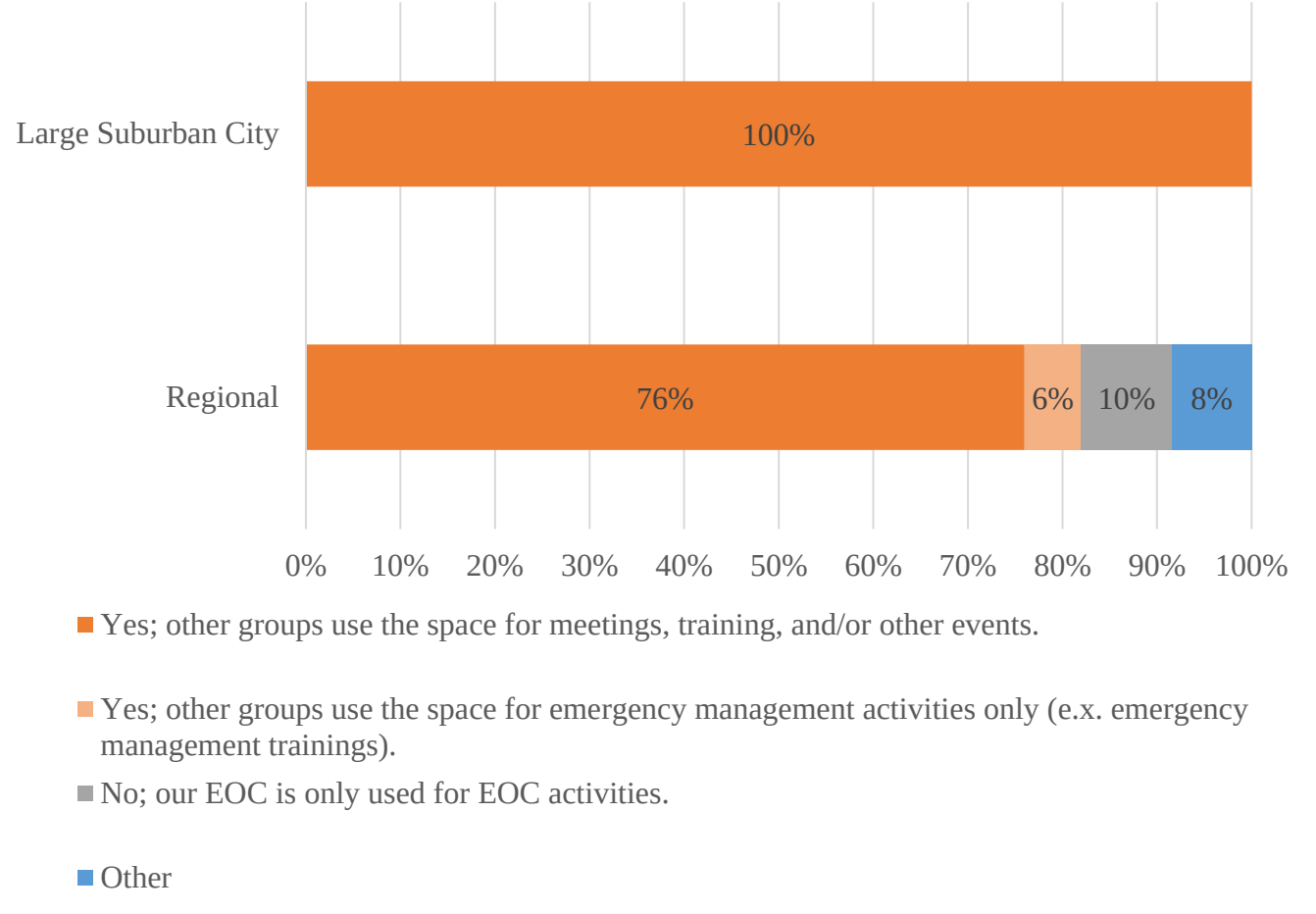
7. Do you have a designated location for your EOC?



7.1 Of those who share their EOC building with other public safety facilities or coordination centers, what other functions are performed in the building? Please select all that apply.

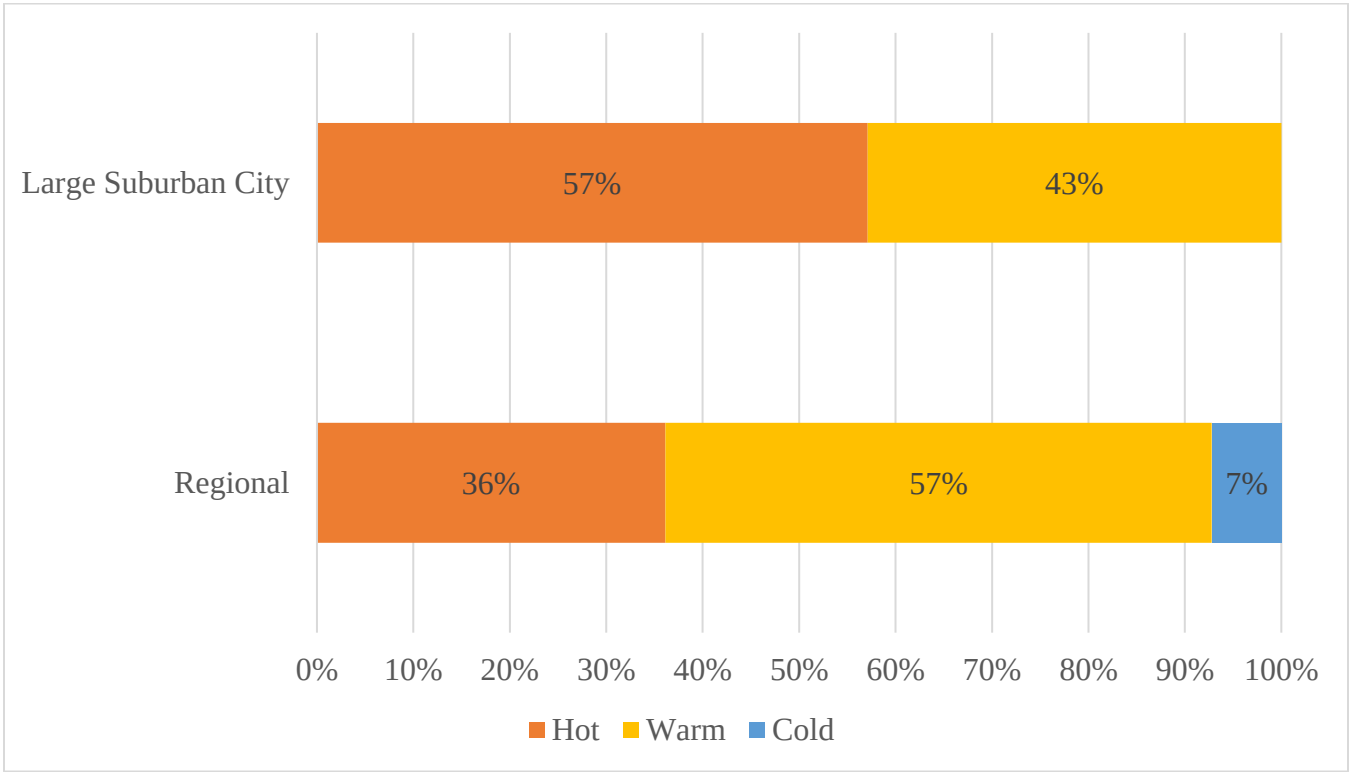


8. Is your EOC a multi-purpose location?

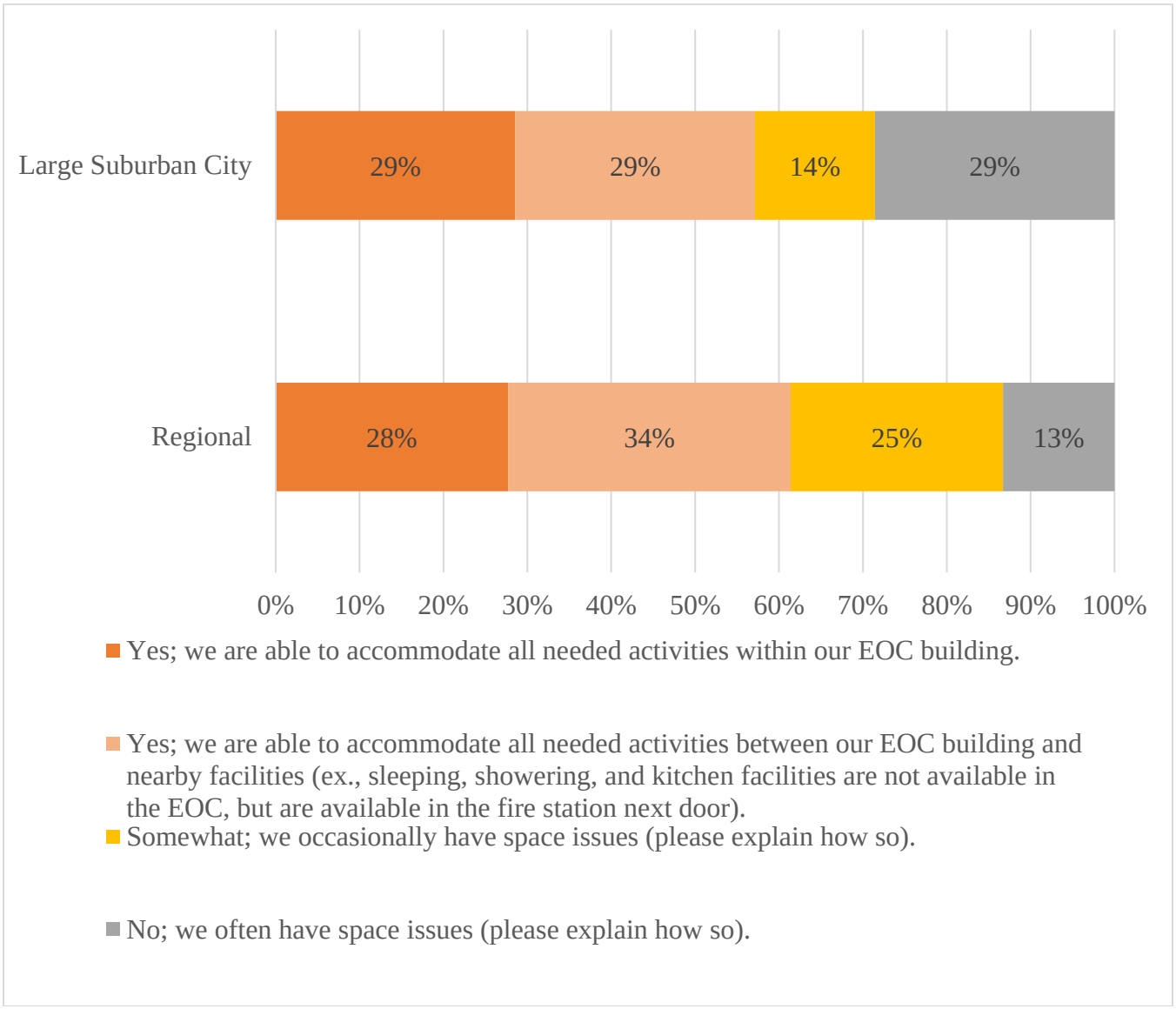


9. Is your primary EOC:

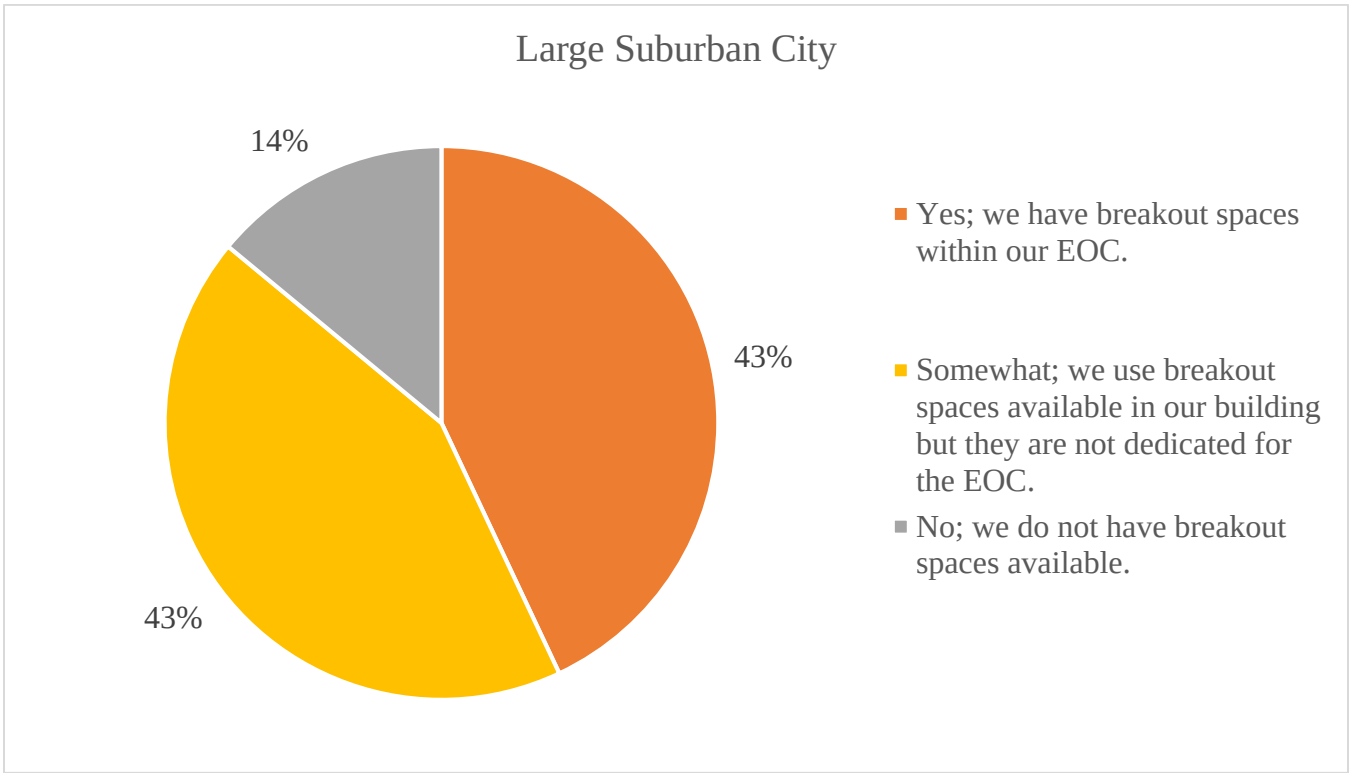
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*

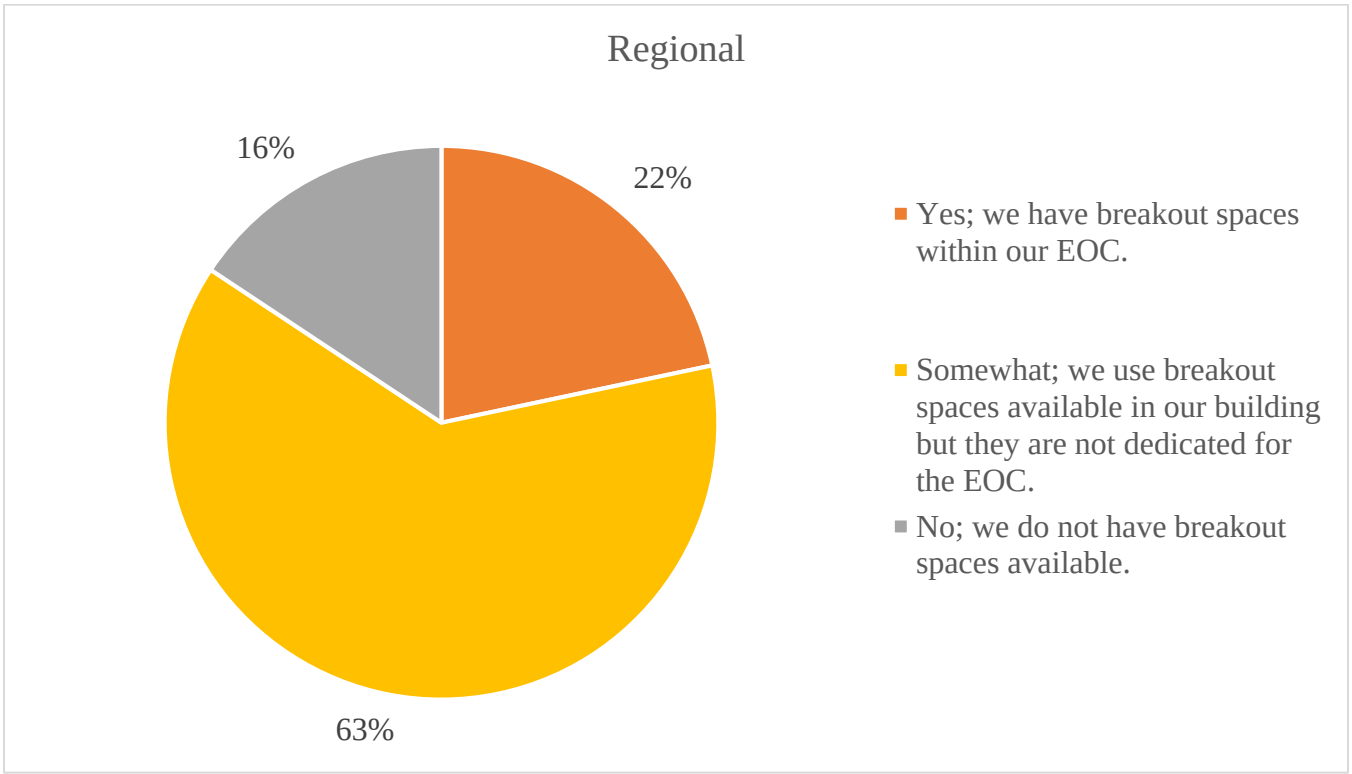


10. Is your EOC large enough to facilitate needed activities?

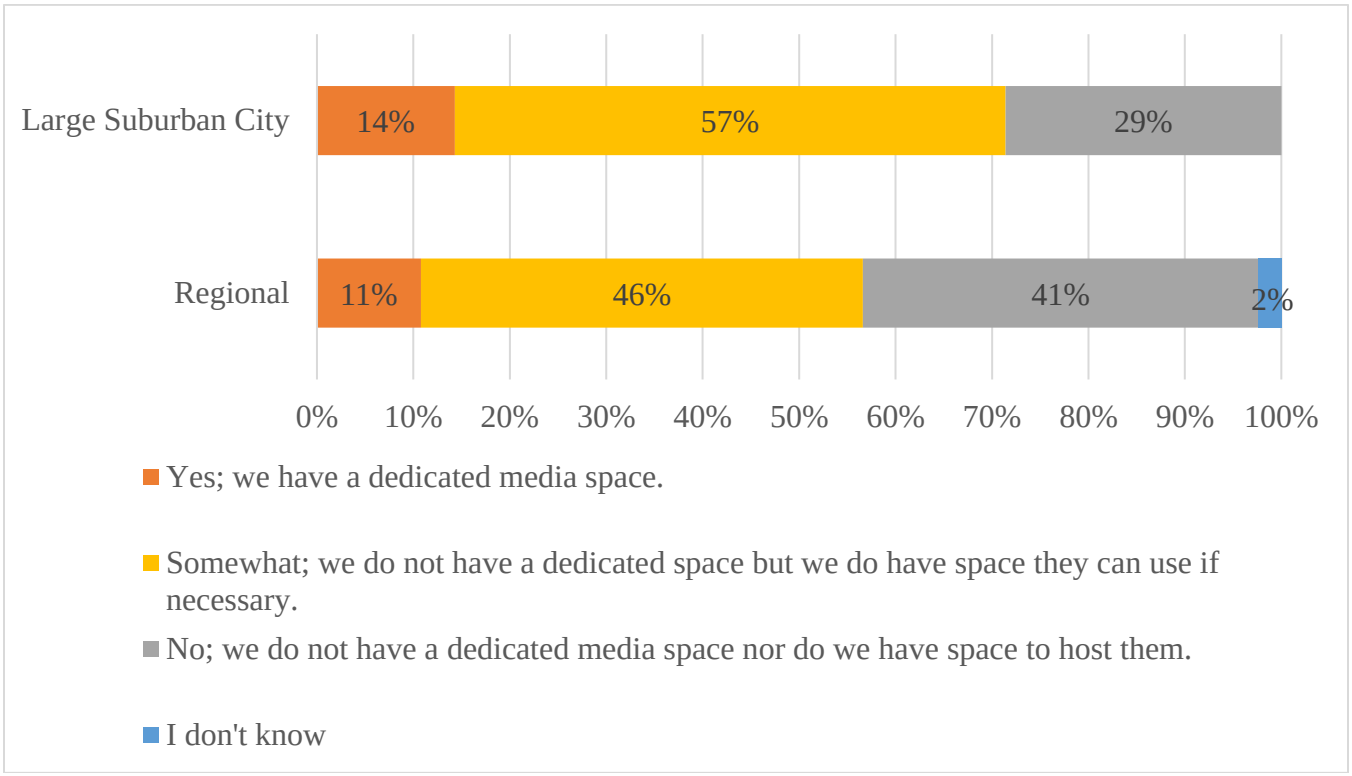


11. Does your EOC have individual/separate meeting or breakout spaces?

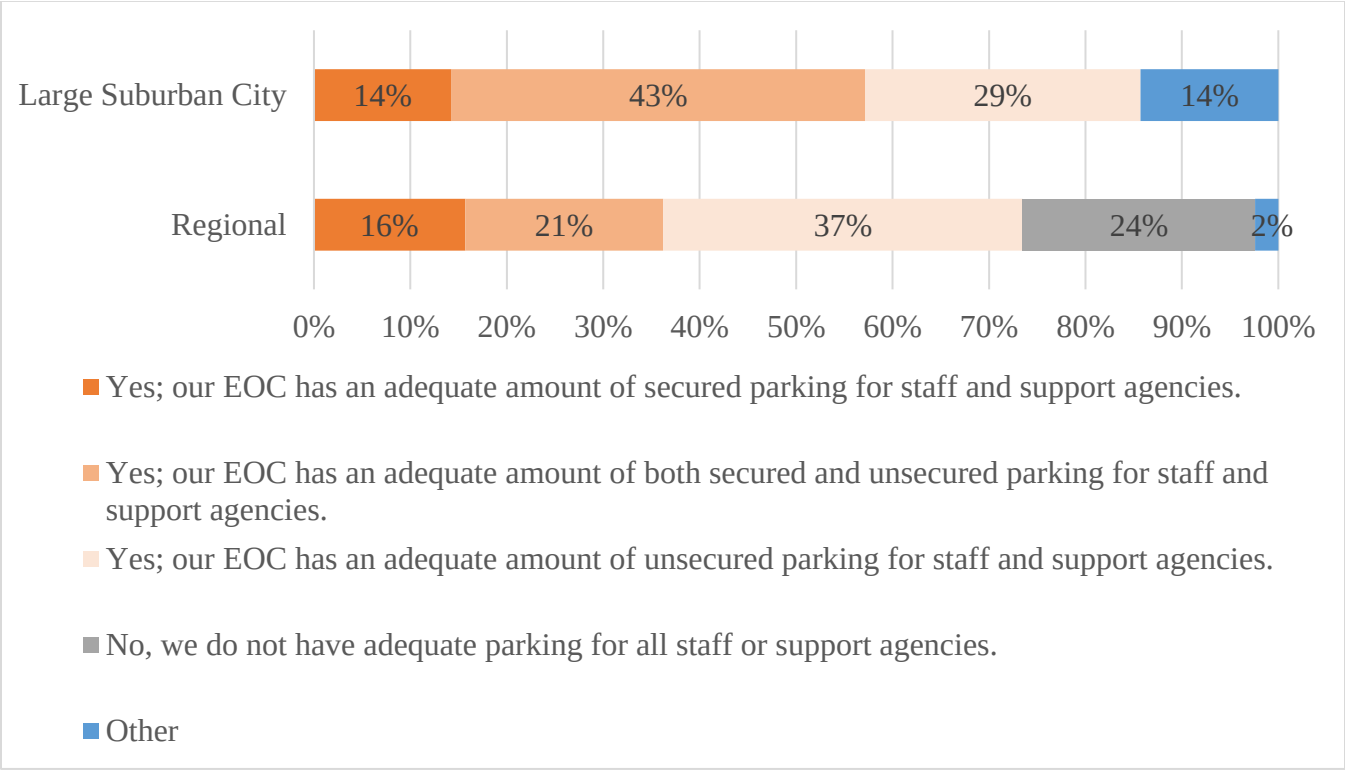




12. Do you plan to host the media at your EOC?

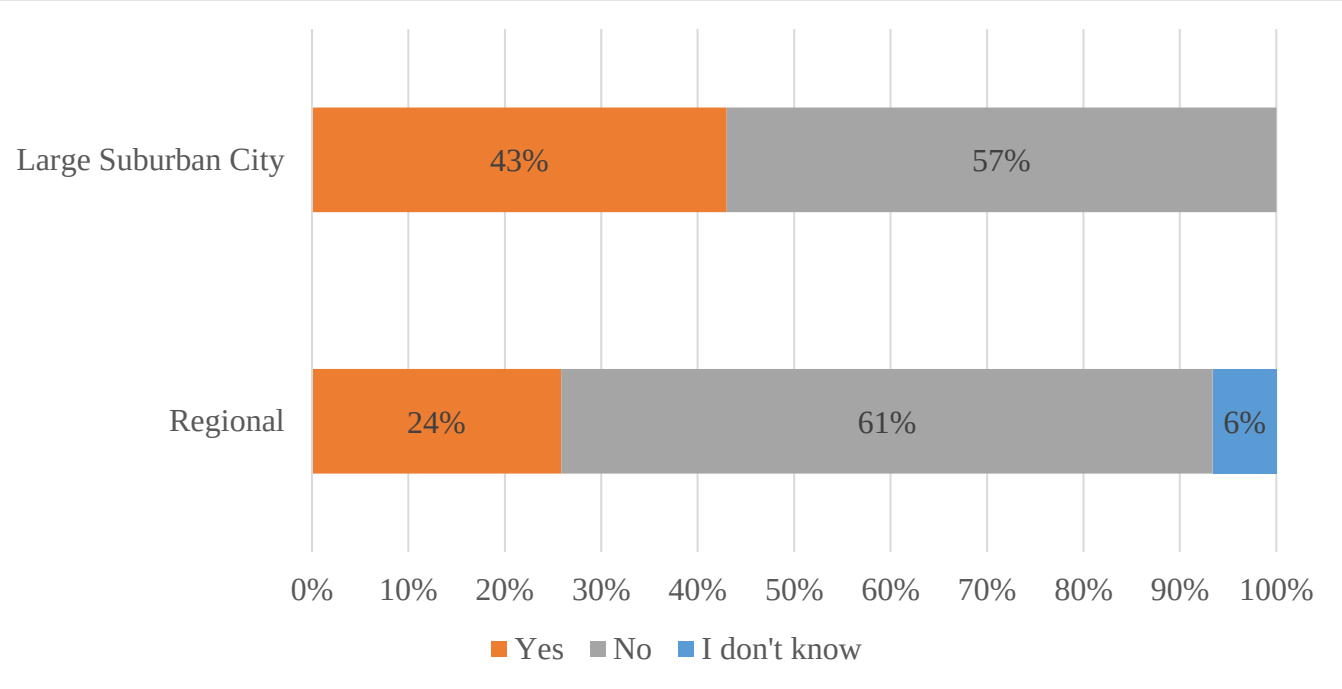


13. Does your EOC have adequate parking for staff and support agencies during full scale operations?

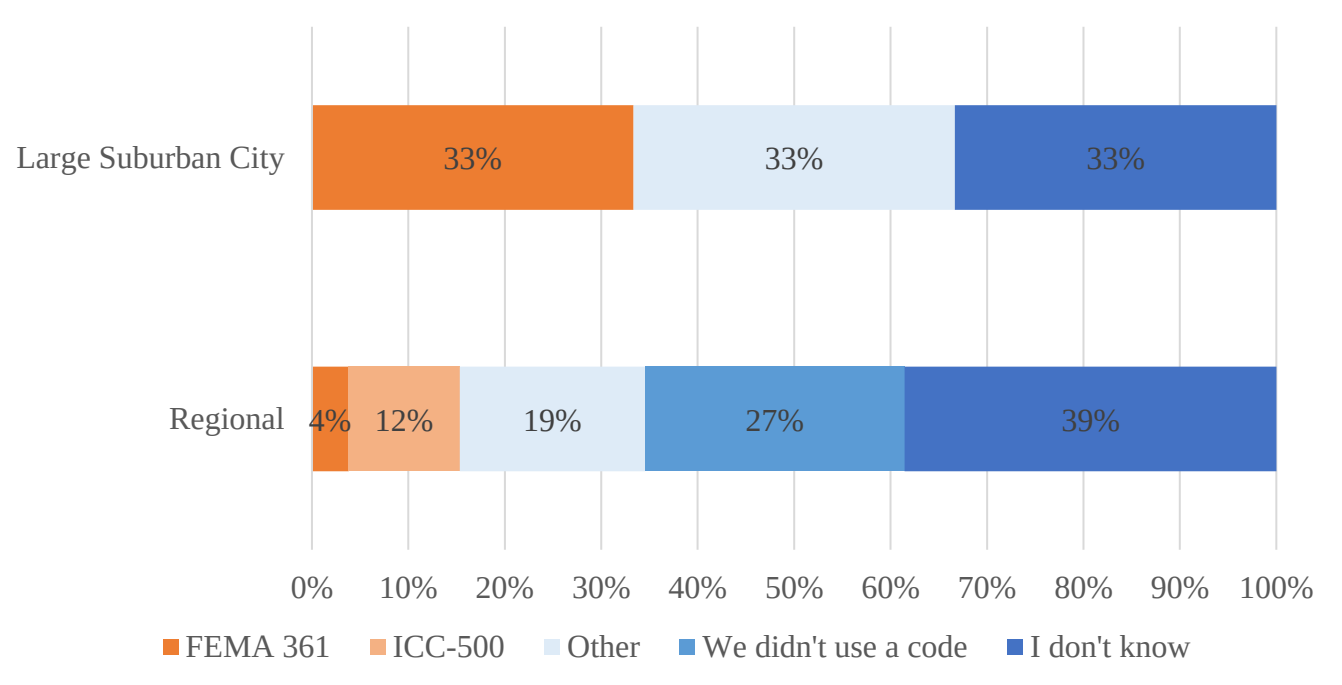


Survivability

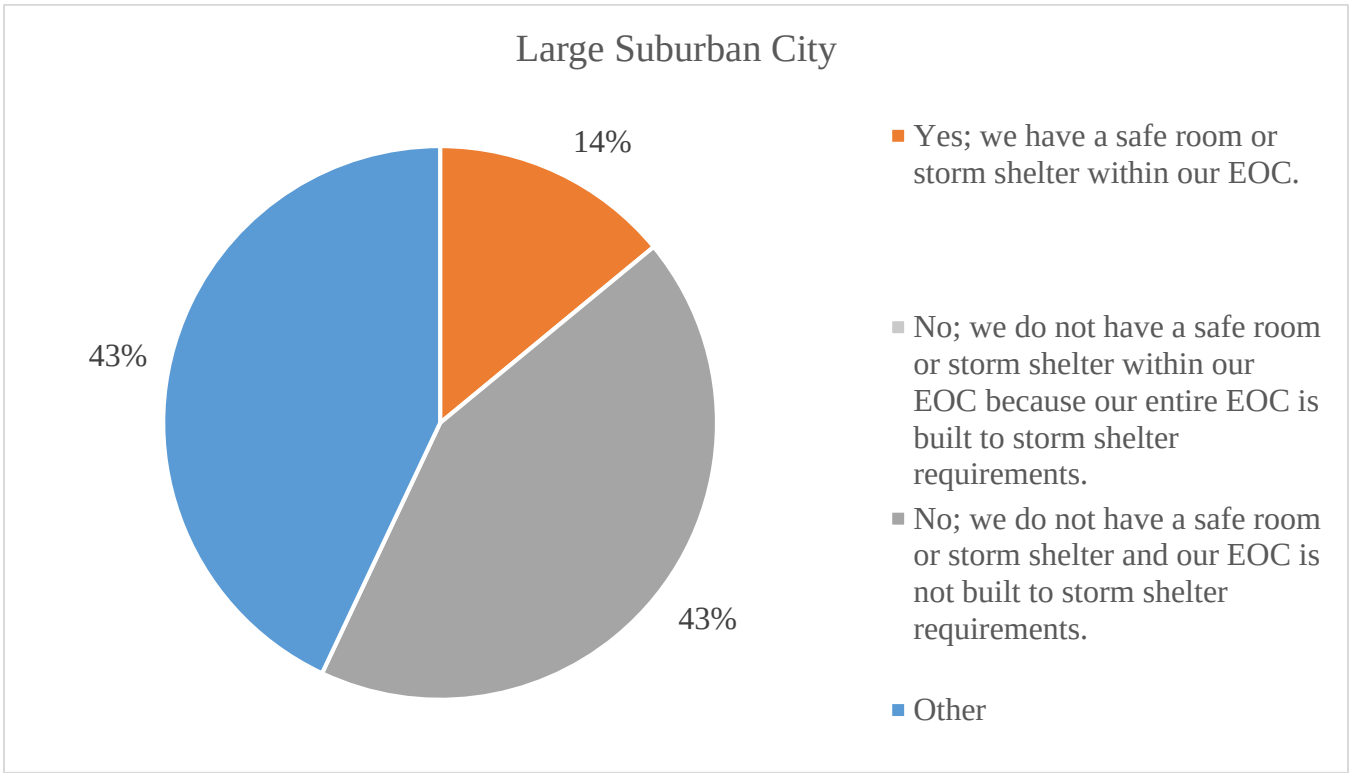
14. Is your EOC hardened (including but not limited to reinforced walls, window storm shutters, and other physical hardening measures)?

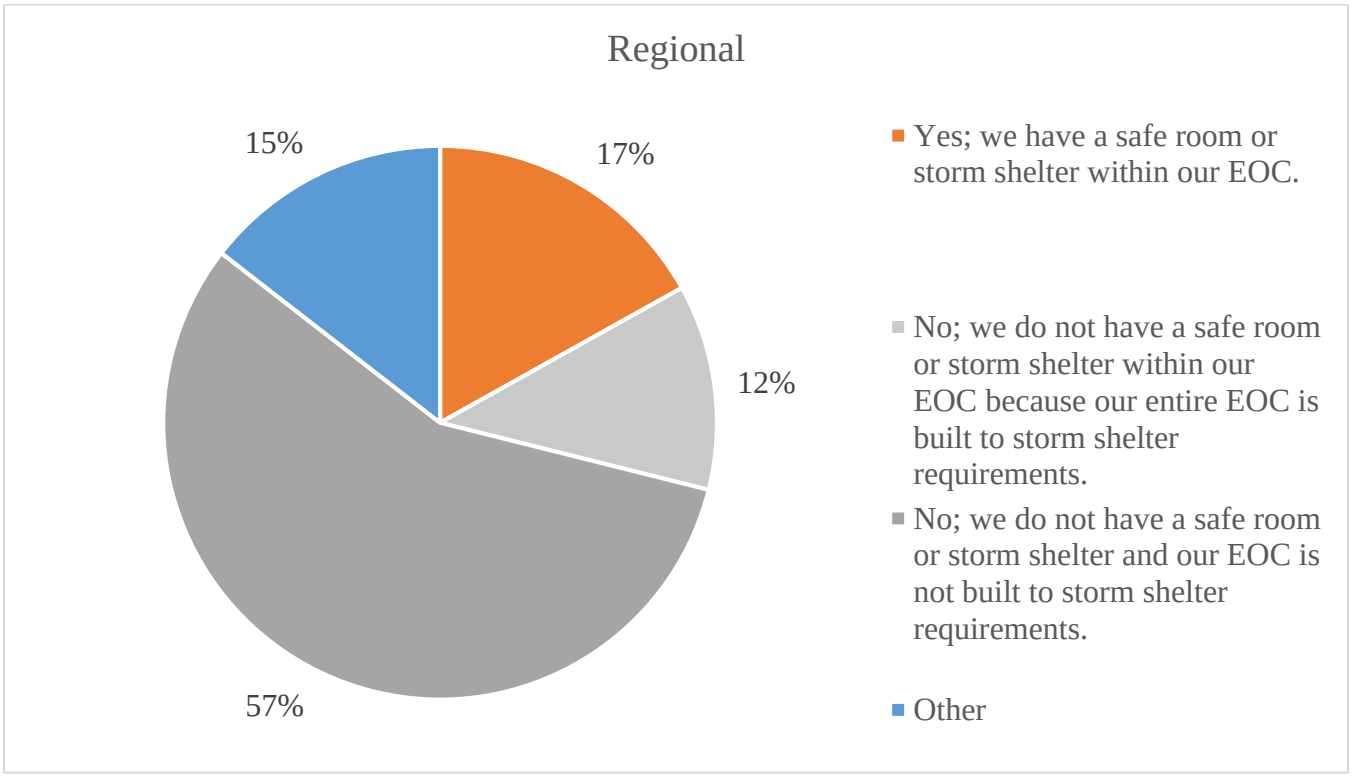


14.1 Of those who hardened their EOC, what construction code, standard, or guideline was used?

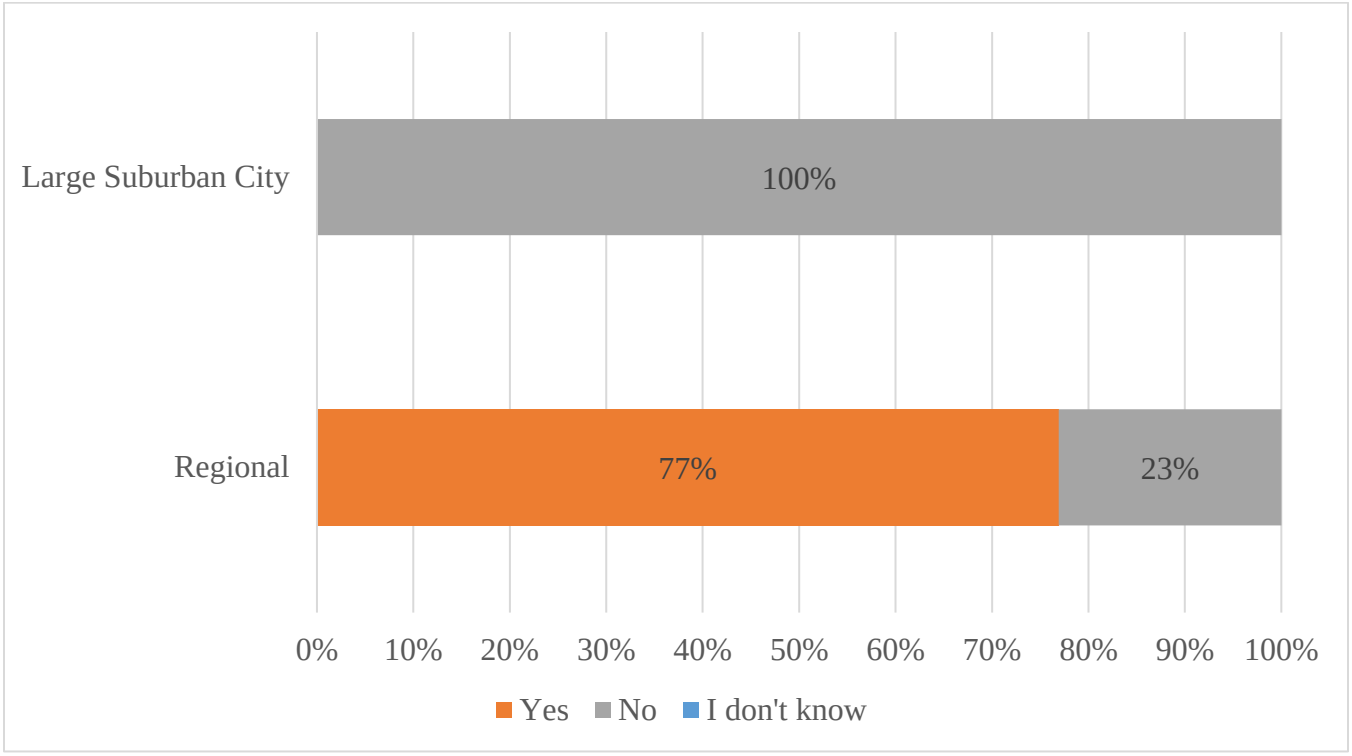


15. Does your EOC have a safe room or storm shelter for severe weather?

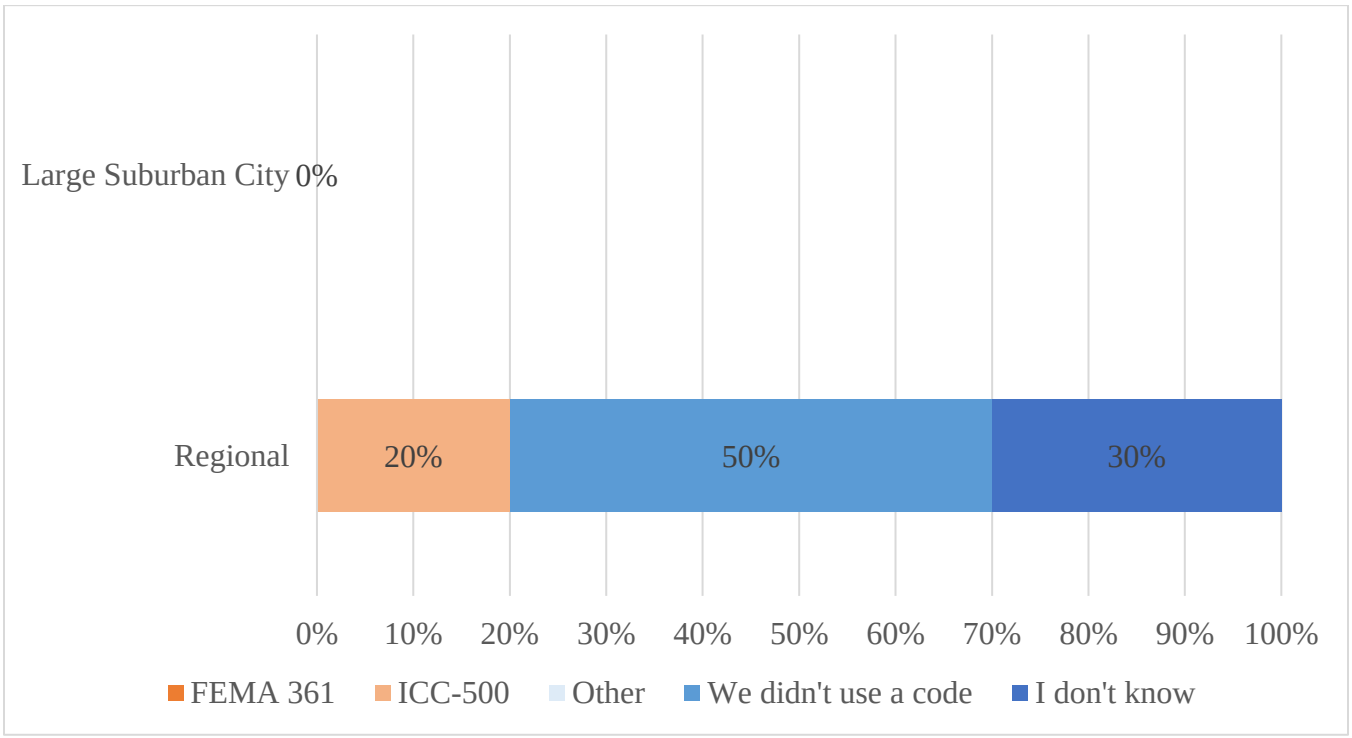




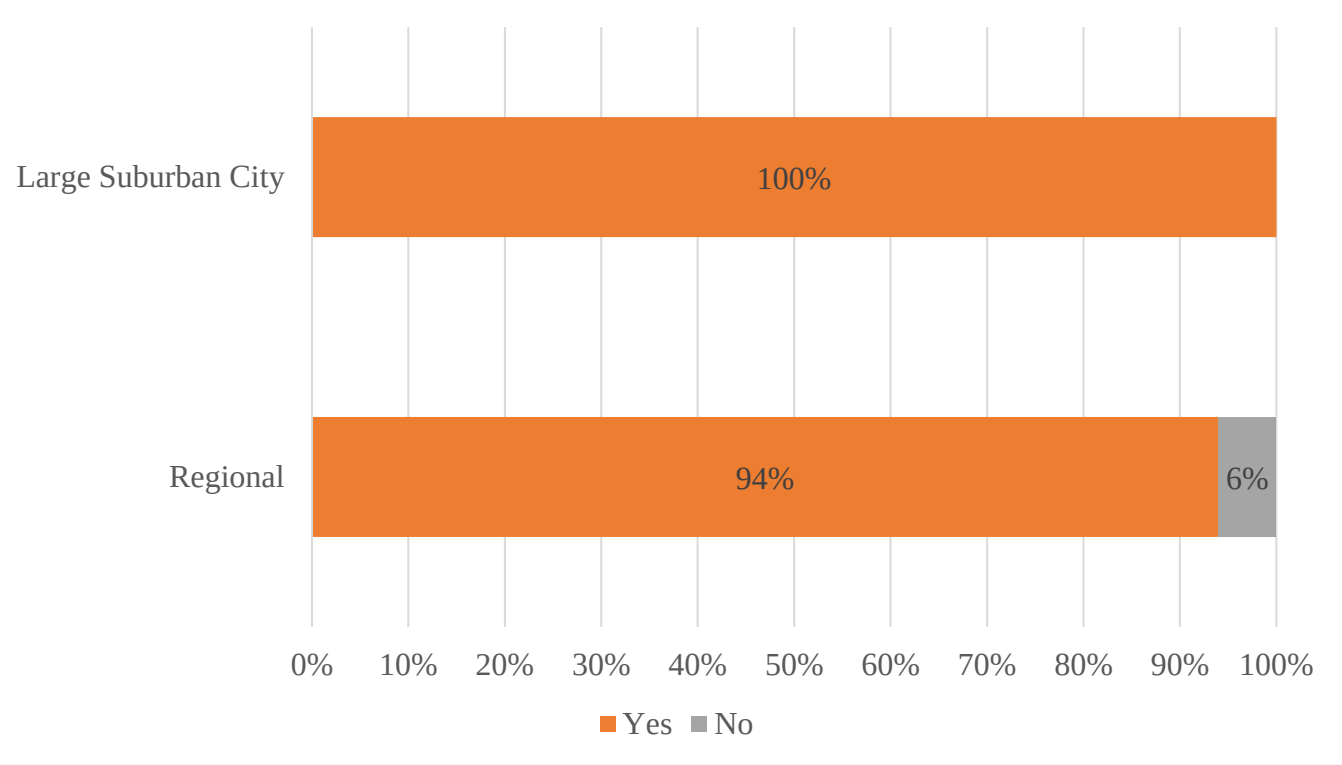
15.1 Of those who hardened have a safe room, is it hardened? *(Answers only apply to those who have a safe room)*



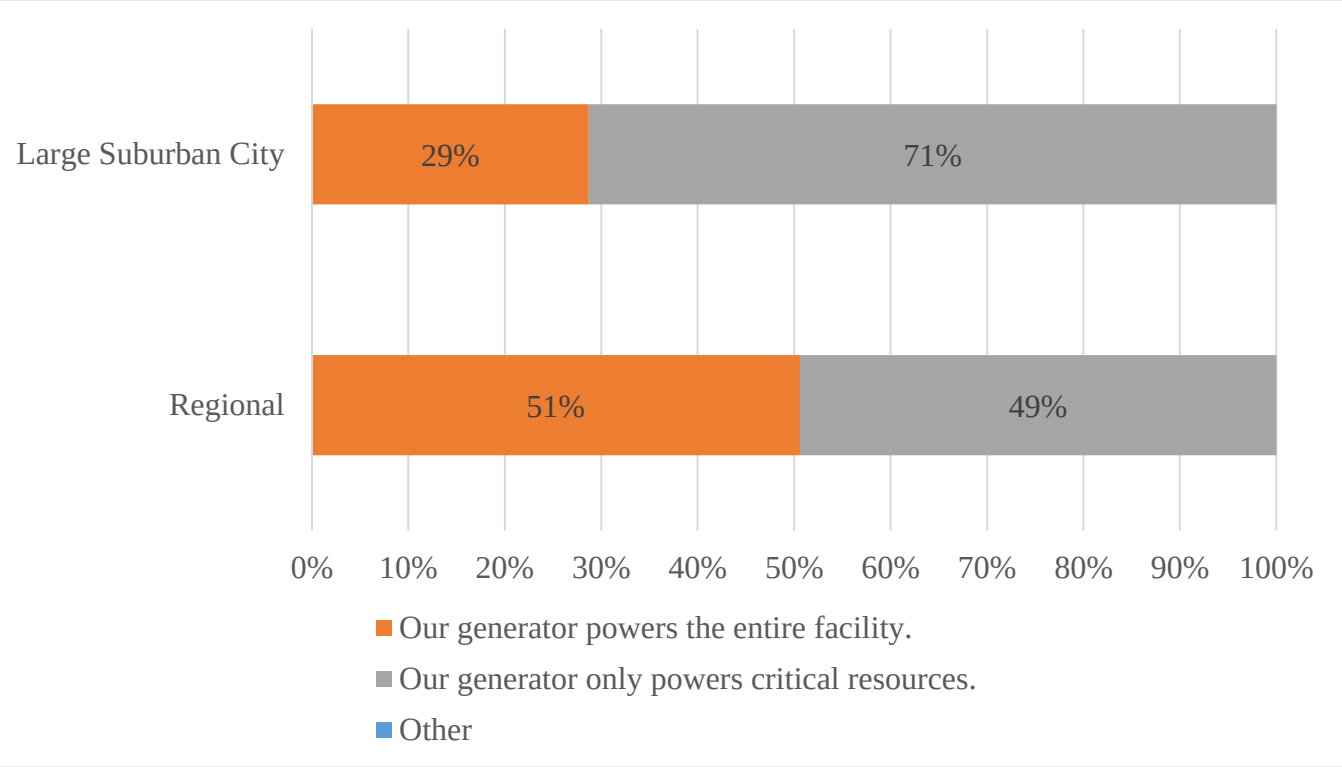
15.2 Of those who hardened have a hardened safe room, what code, standard, or guideline did you use? *(Answers only apply to those who indicated they have a hardened safe room)*



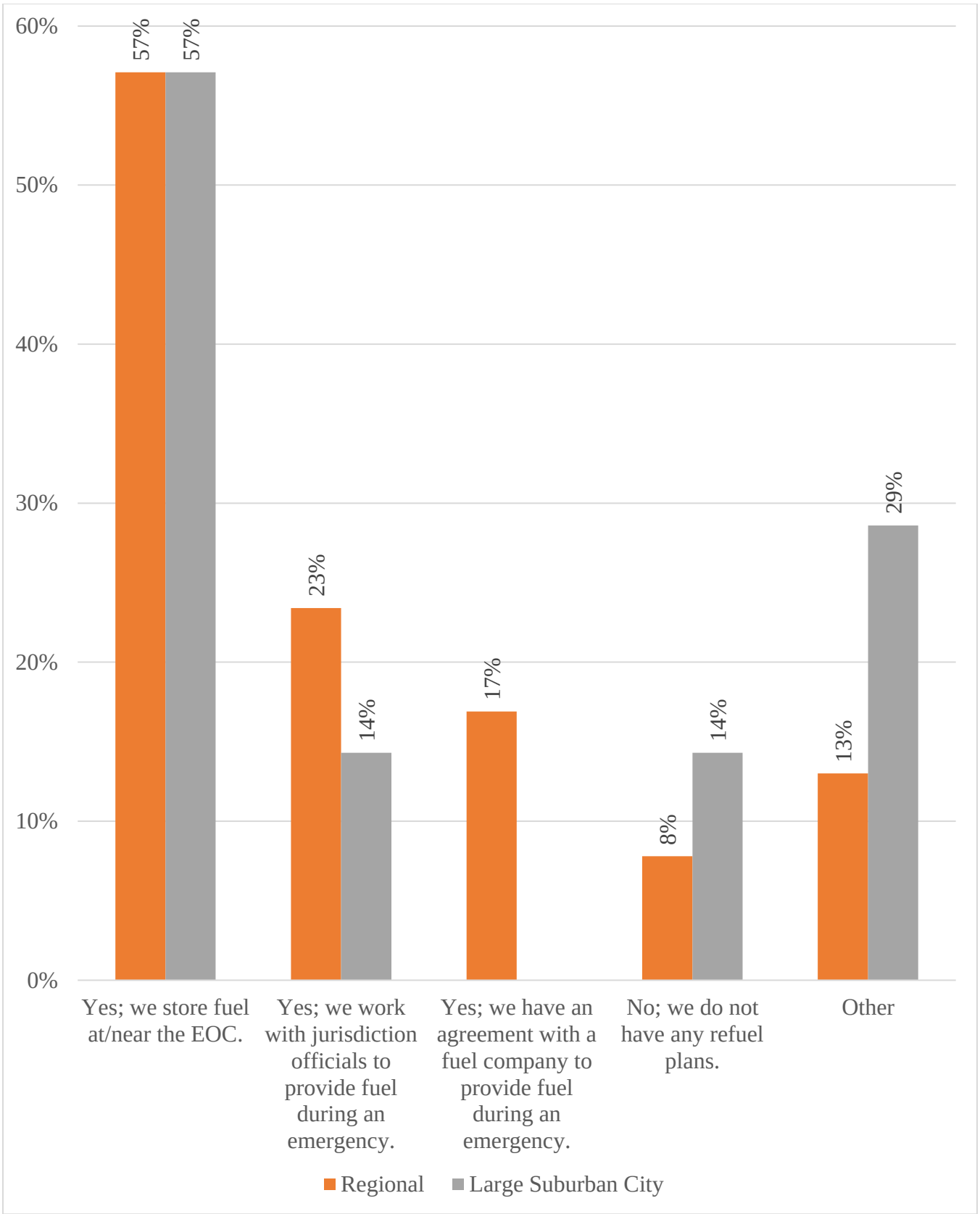
16. Does your EOC have backup generators?



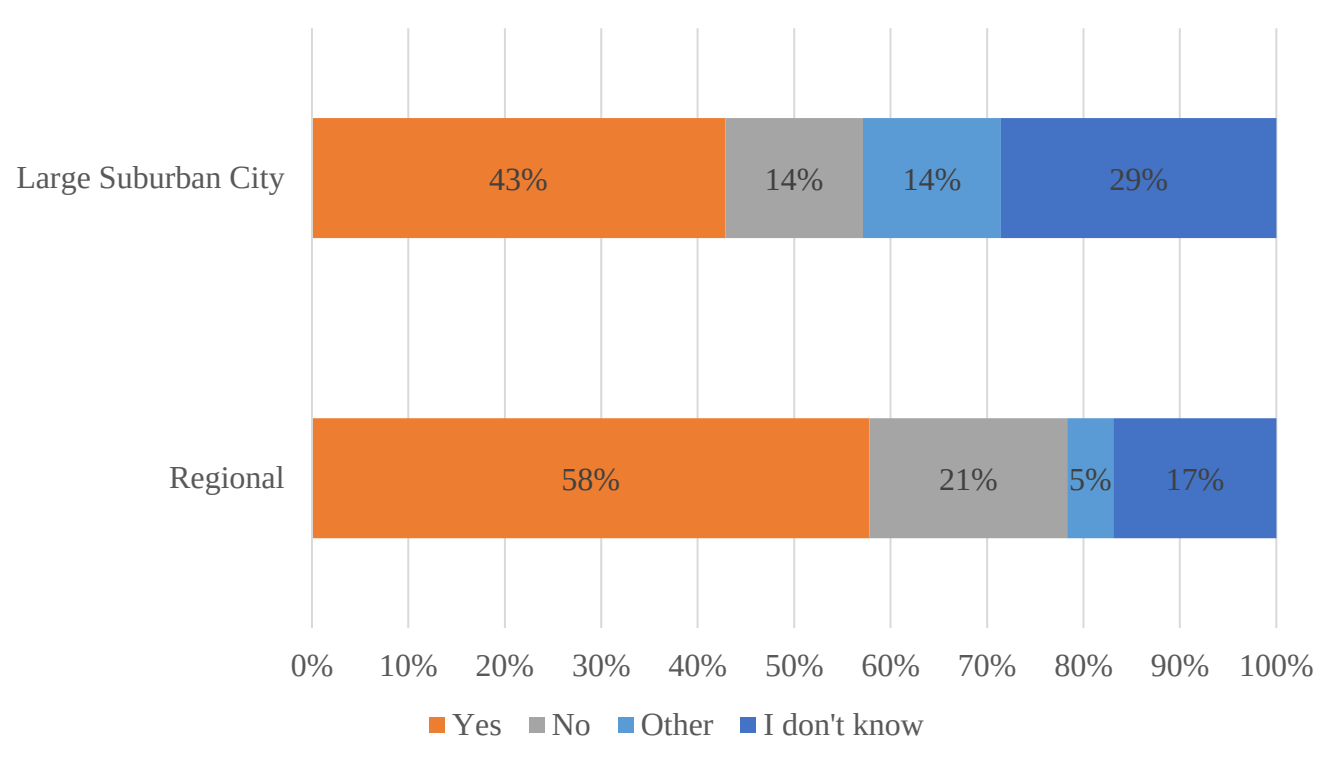
16.1 Of those who have backup generators, does the generator power the whole facility or just critical resources?



16.2 Of those who have backup generators, is your fuel source readily available (pre-stored or direct feed)?



17. Are your telephone and communications lines into the EOC protected under ground?

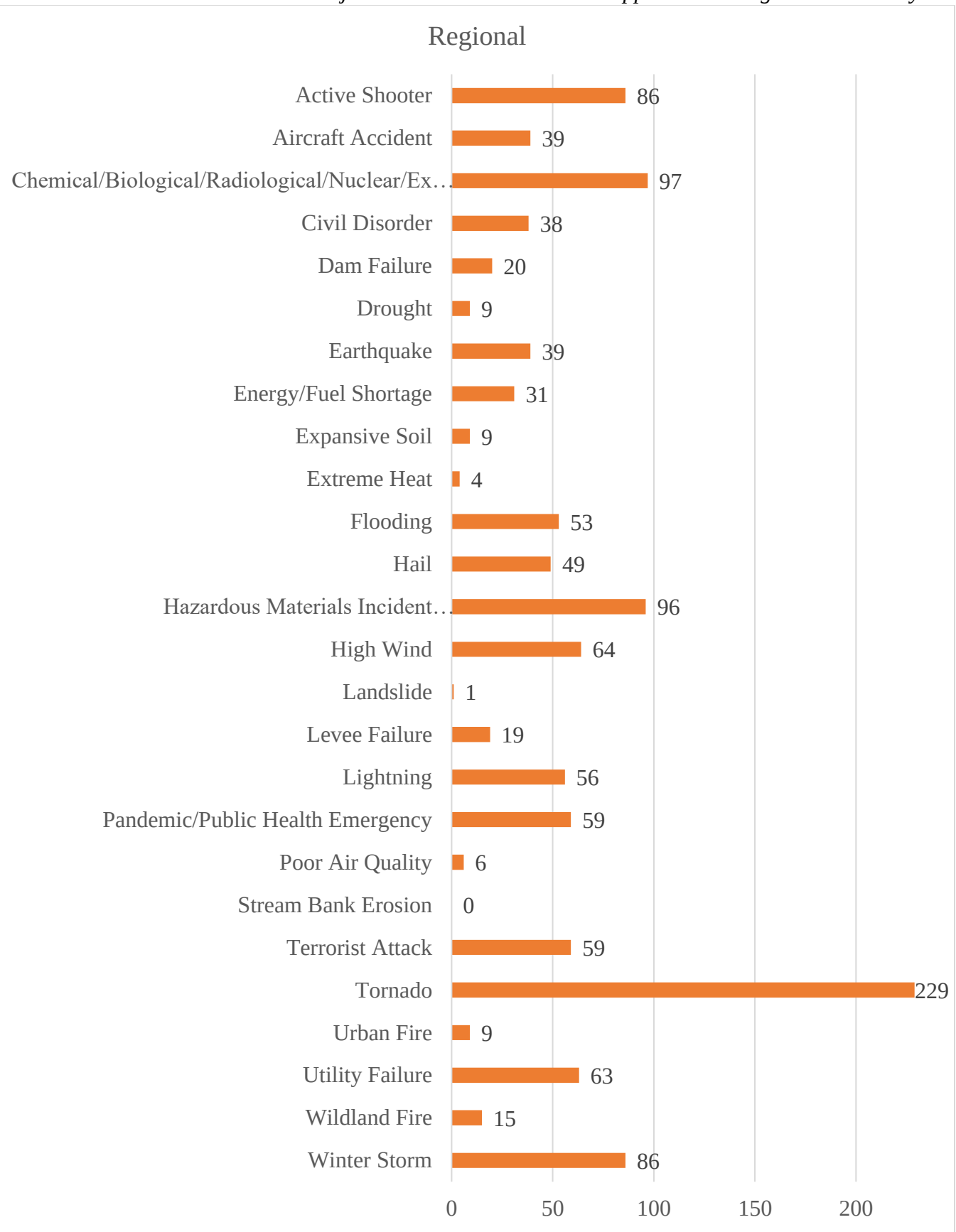


Security

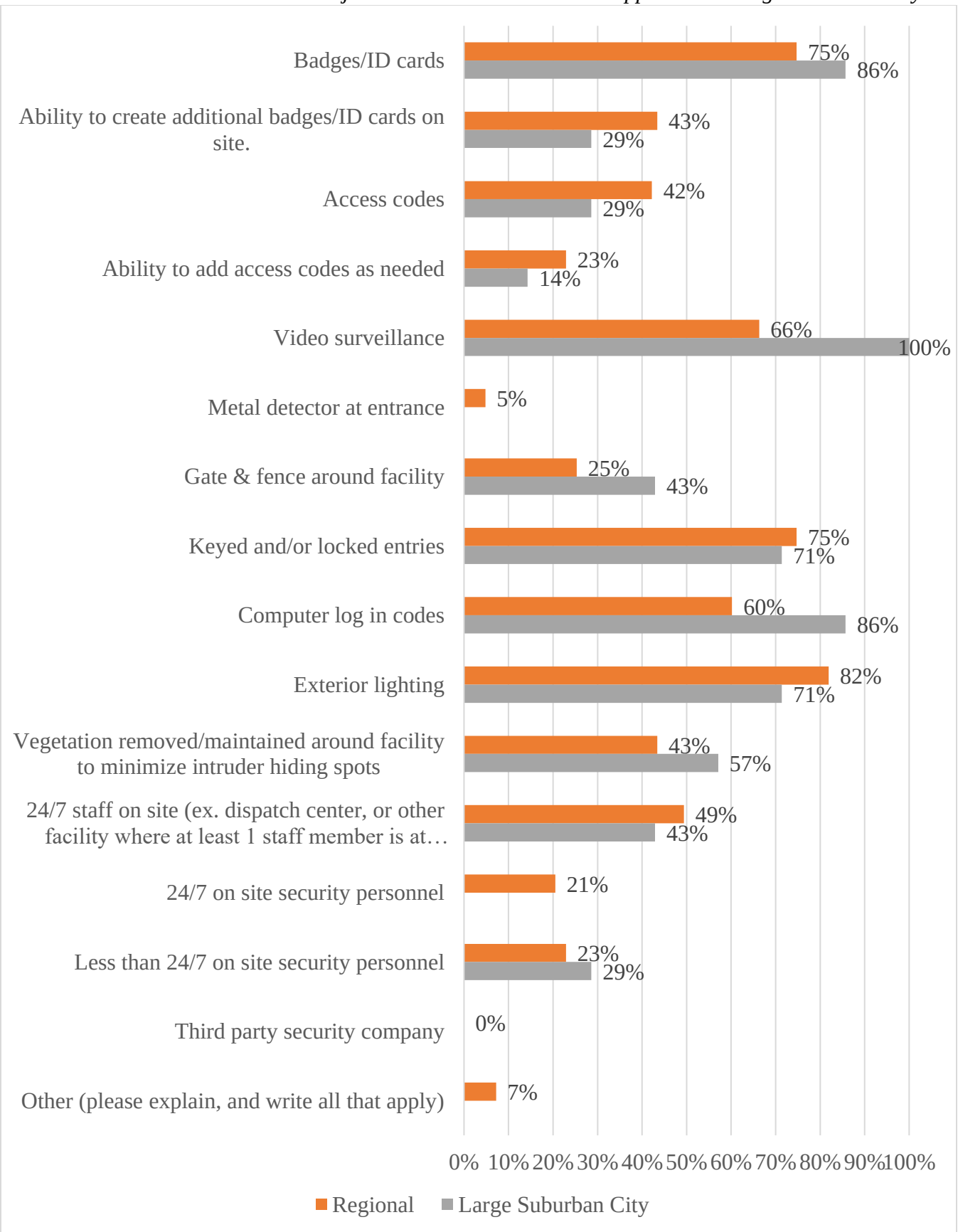
18. Of the hazards listed below, which pose the greatest unmitigated risk to your EOC facility?

Please select and rank your top 5 unmitigated hazards. The purpose of this question is to determine the top 5 hazards posing unmitigated risks to EOC facilities across our region. This data could help identify and prioritize future mitigation efforts. *(Answers ranked by assigning values to each answer based on its priority and summing the total priority votes. Top priority hazards were assigned a value of 5, second priority a value of 4, third priority a value of 3, fourth priority a value of 2, and fifth priority a value of 1.)*

Large Suburban City
Active Shooter 5
Aircraft Accident 8
Chemical/Biological/Radiological/Nuclear/Explosi… 8
Civil Disorder 3
Dam Failure 4
Drought
Earthquake 4
Energy/Fuel Shortage 6
Expansive Soil
Extreme Heat
Flooding 3
Hail 4
Hazardous Materials Incident (Nuclear/Radiological) 13
High Wind 5
Landslide
Levee Failure
Lightning 1
Pandemic/Public Health Emergency 3
Poor Air Quality 1
Stream Bank Erosion
Terrorist Attack 7
Tornado 16
Urban Fire
Utility Failure 5
Wildland Fire
Winter Storm 9
0 2 4 6 8 10 12 14 16 18


Regional
Active Shooter 86
Aircraft Accident 39
Chemical/Biological/Radiological/Nuclear/Ex… 97
Civil Disorder 38
Dam Failure 20
Drought 9
Earthquake 39
Energy/Fuel Shortage 31
Expansive Soil 9
Extreme Heat 4
Flooding 53
Hail 49
Hazardous Materials Incident… 96
High Wind 64
Landslide 1
Levee Failure 19
Lightning 56
Pandemic/Public Health Emergency 59
Poor Air Quality 6
Stream Bank Erosion 0
Terrorist Attack 59
Tornado 229
Urban Fire 9
Utility Failure 63
Wildland Fire 15
Winter Storm 86
0 50 100 150 200

19. What types of site security and access control features are in place at the EOC? Please select all that apply.


Badges/ID cards
75%
86%
Ability to create additional badges/ID cards on site.
43%
29%
Access codes
42%
29%
Ability to add access codes as needed
23%
14%
Video surveillance
66%
100%
Metal detector at entrance
5%
Gate & fence around facility
25%
43%
Keyed and/or locked entries
75%
71%
Computer log in codes
60%
86%
Exterior lighting
82%
71%
Vegetation removed/maintained around facility to minimize intruder hiding spots
43%
57%
24/7 staff on site (ex. dispatch center, or other facility where at least 1 staff member is at…
49%
43%
24/7 on site security personnel
21%
Less than 24/7 on site security personnel
23%
29%
Third party security company
0%
Other (please explain, and write all that apply)
7%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Regional
Large Suburban City

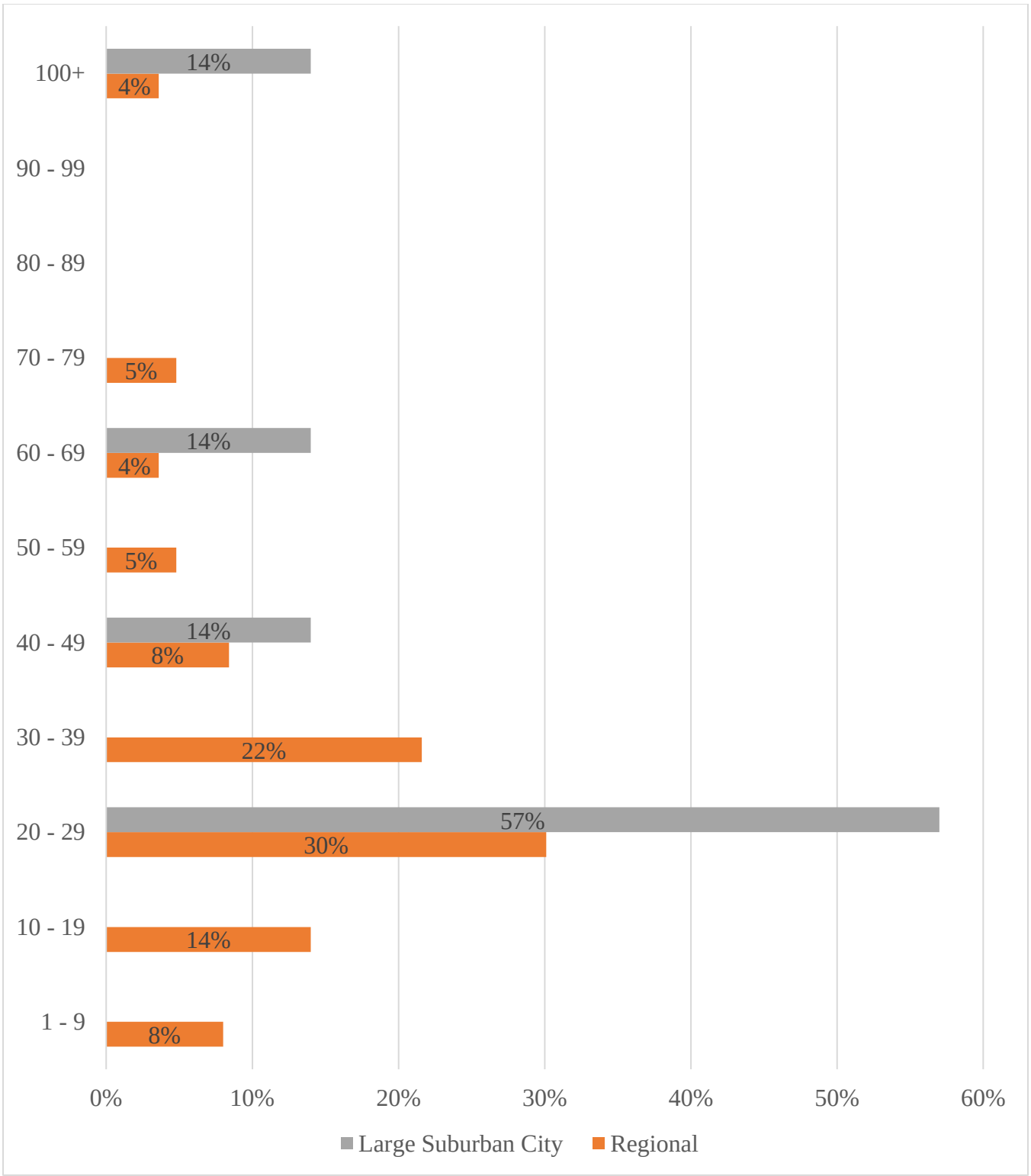
Sustainability, Interoperability, and Flexibility

20. Please select the most appropriate answer for each facility feature based on its availability.

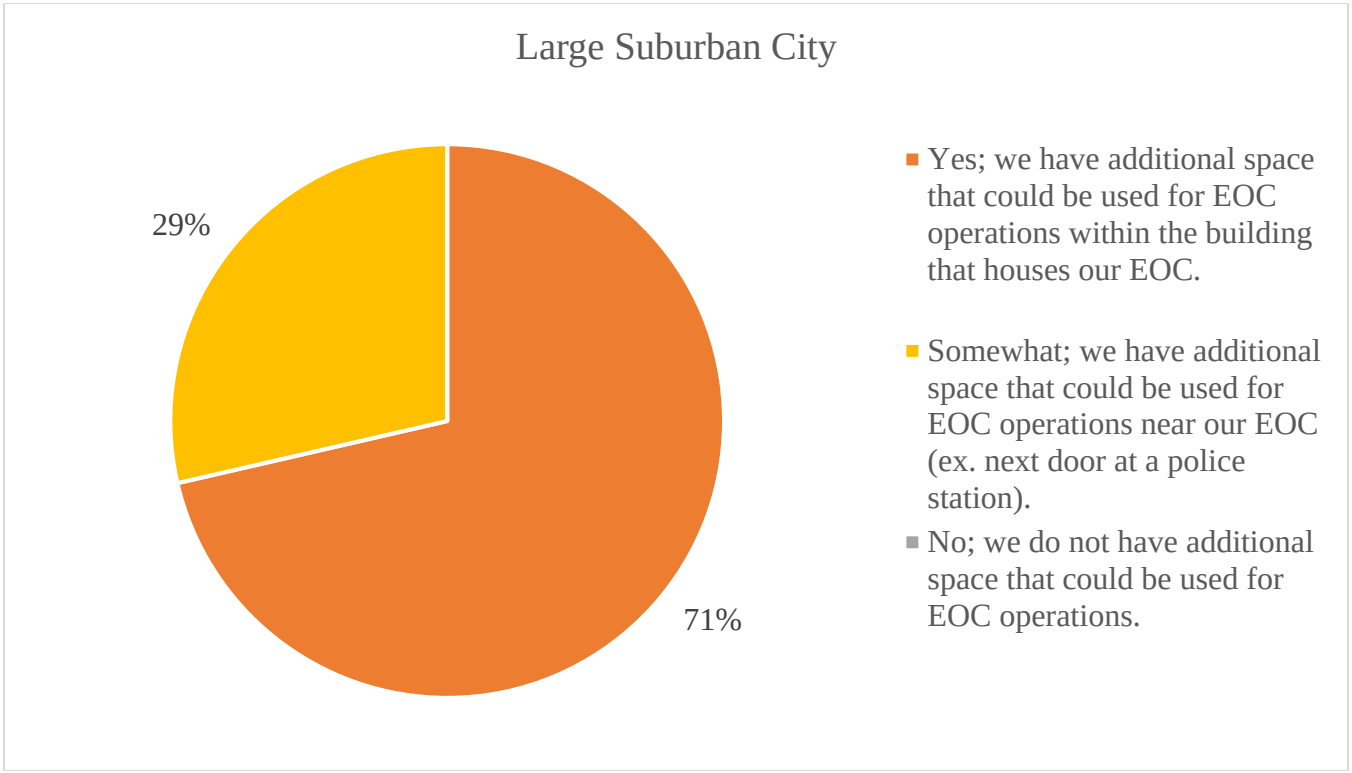
- *Sleeping quarters for staff*
- *Showers for staff*
- *Sufficient restrooms for staff*
- *Full size kitchen*
- *Breakroom/less than full size kitchen*

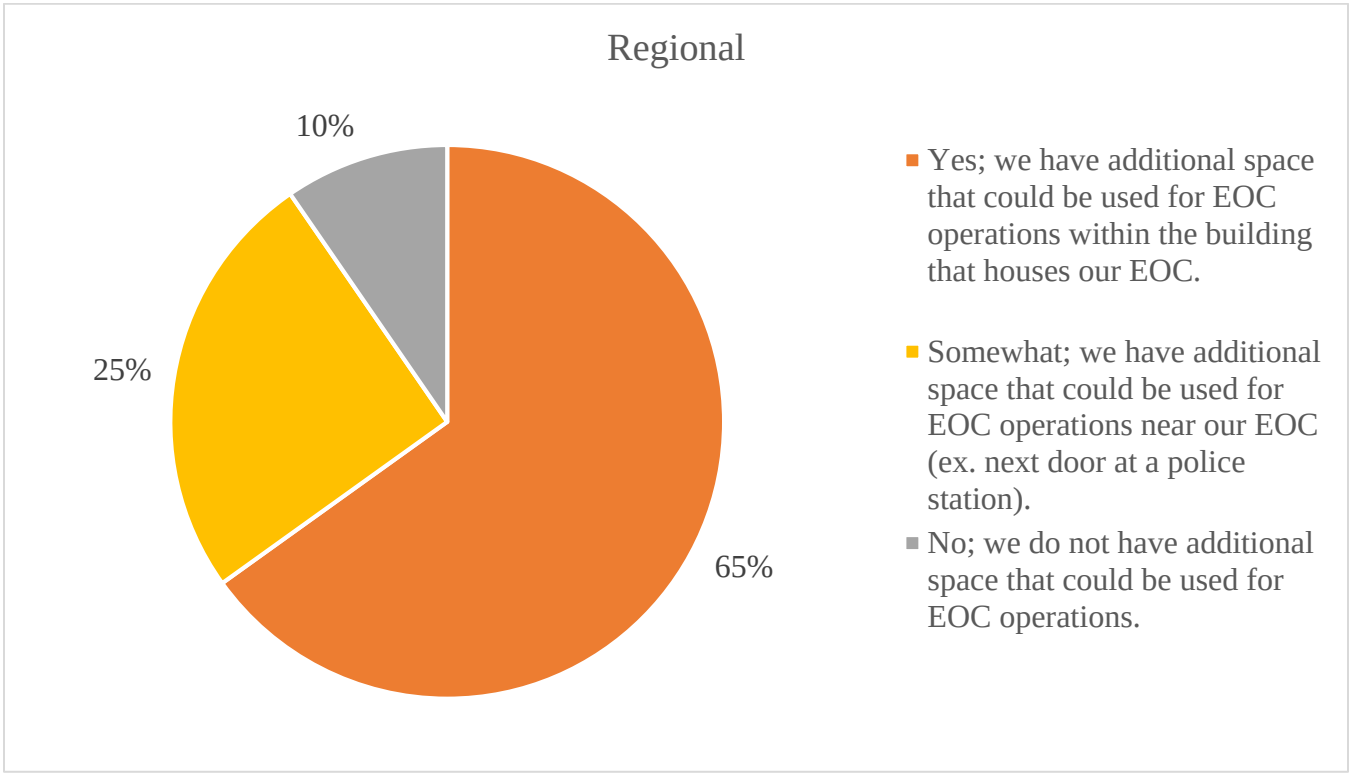
	Available in EOC		Available Near EOC		Not Available in EOC		Other	
	Regional	Large Suburban City	Regional	Large Suburban City	Regional	Large Suburban City	Regional	Large Suburban City
Sleeping quarters for staff	20.5%	14.3%	43.4%	42.9%	34.9%	42.9%	1.2%	0%
Showers for staff	37.3%	28.6%	49.4%	42.9%	13.3%	28.6%	0%	0%
Sufficient restrooms for staff	77.1%	100%	21.7%	0%	1.2%	0%	0%	0%
Full size kitchen	33.7%	28.6%	39.8%	42.9%	22.9%	28.6%	3.6%	0%
Breakroom/Less than full size kitchen	66.7%	85.7%	27.2%	14.3%	6.2%	0%	0%	0%

21. How many people can your EOC comfortably accommodate for a full scale response?

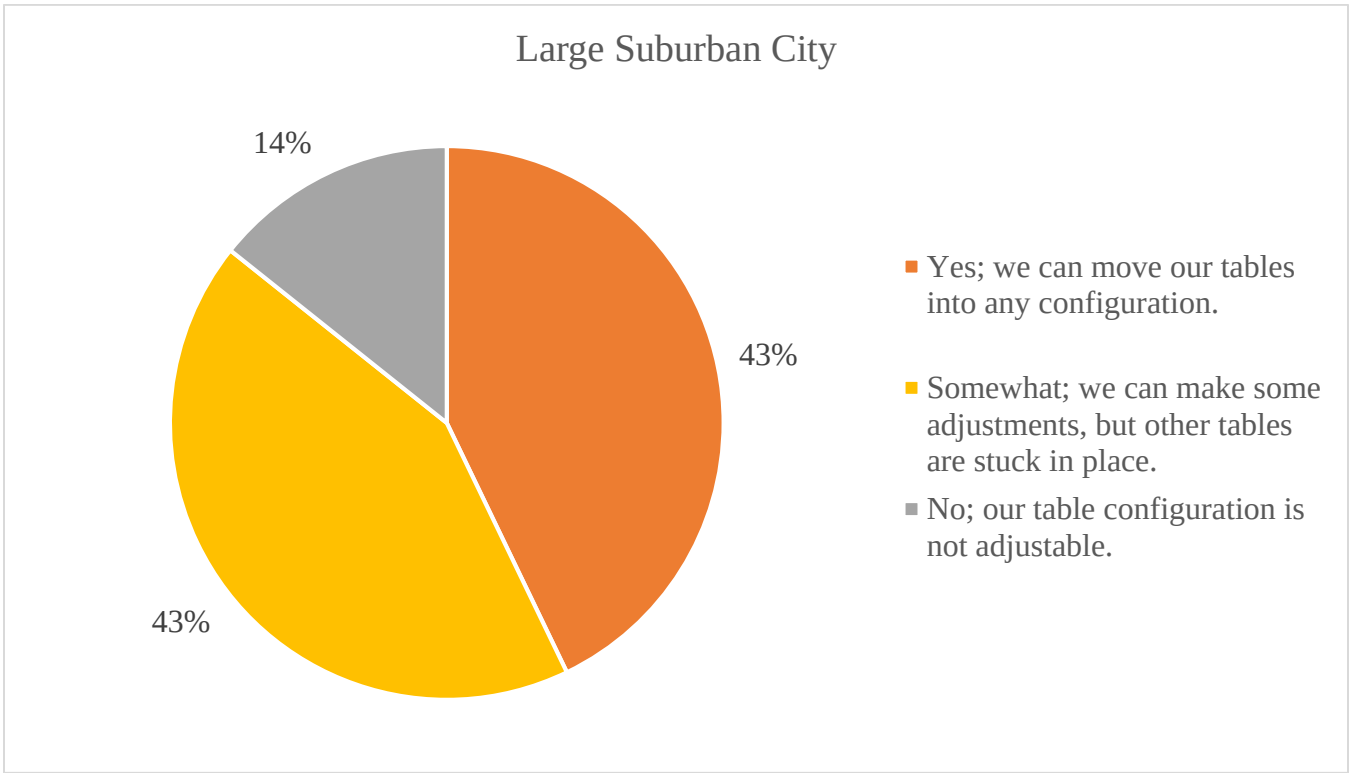


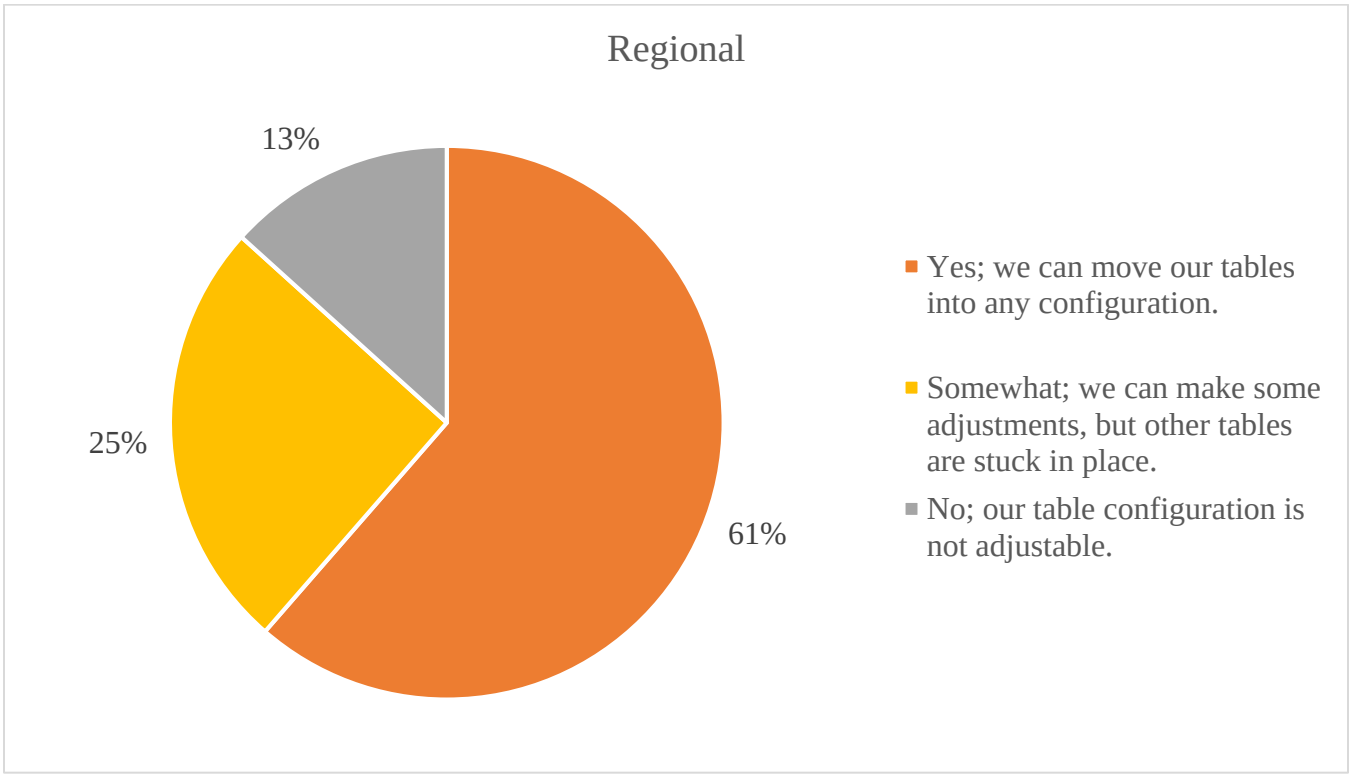
22. Is your EOC expandable, allowing for adding more personnel beyond the main room and utilizing ancillary rooms/ break-out rooms in the same building?



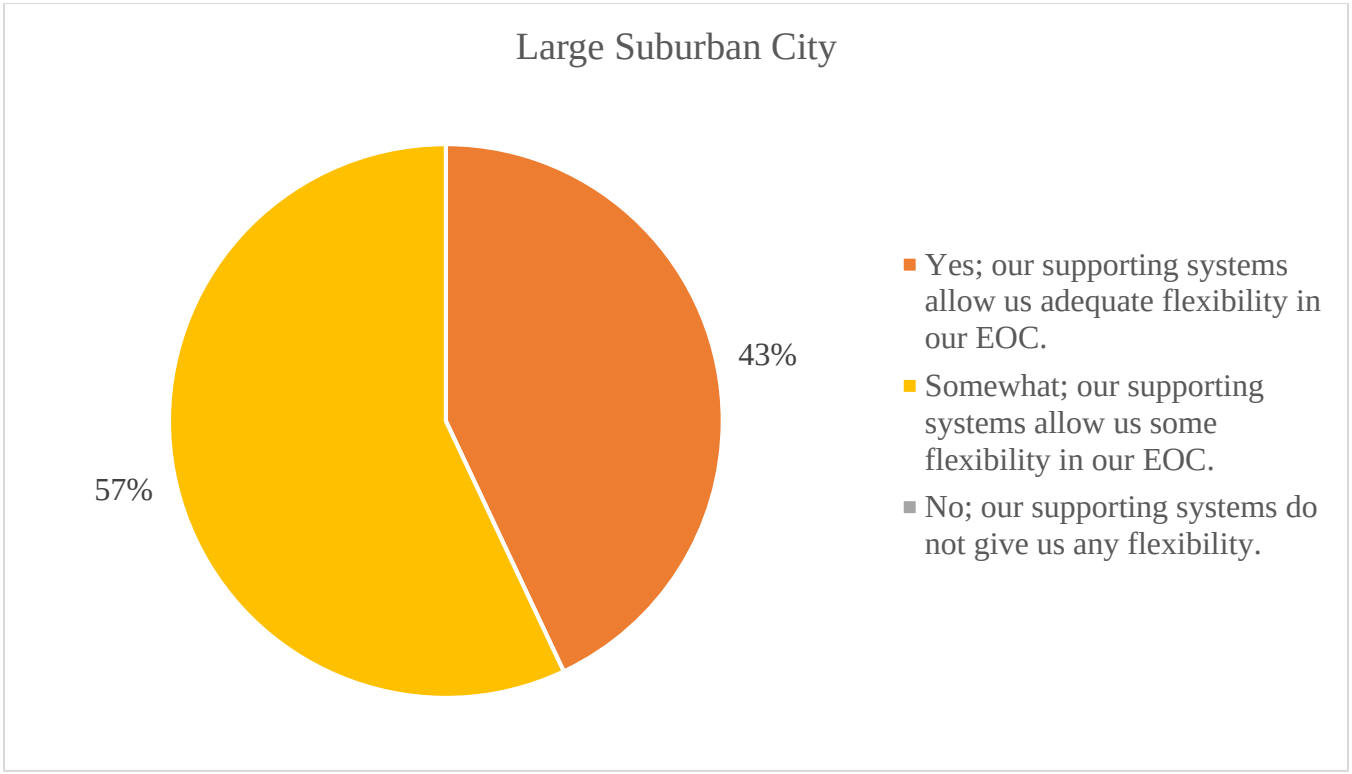


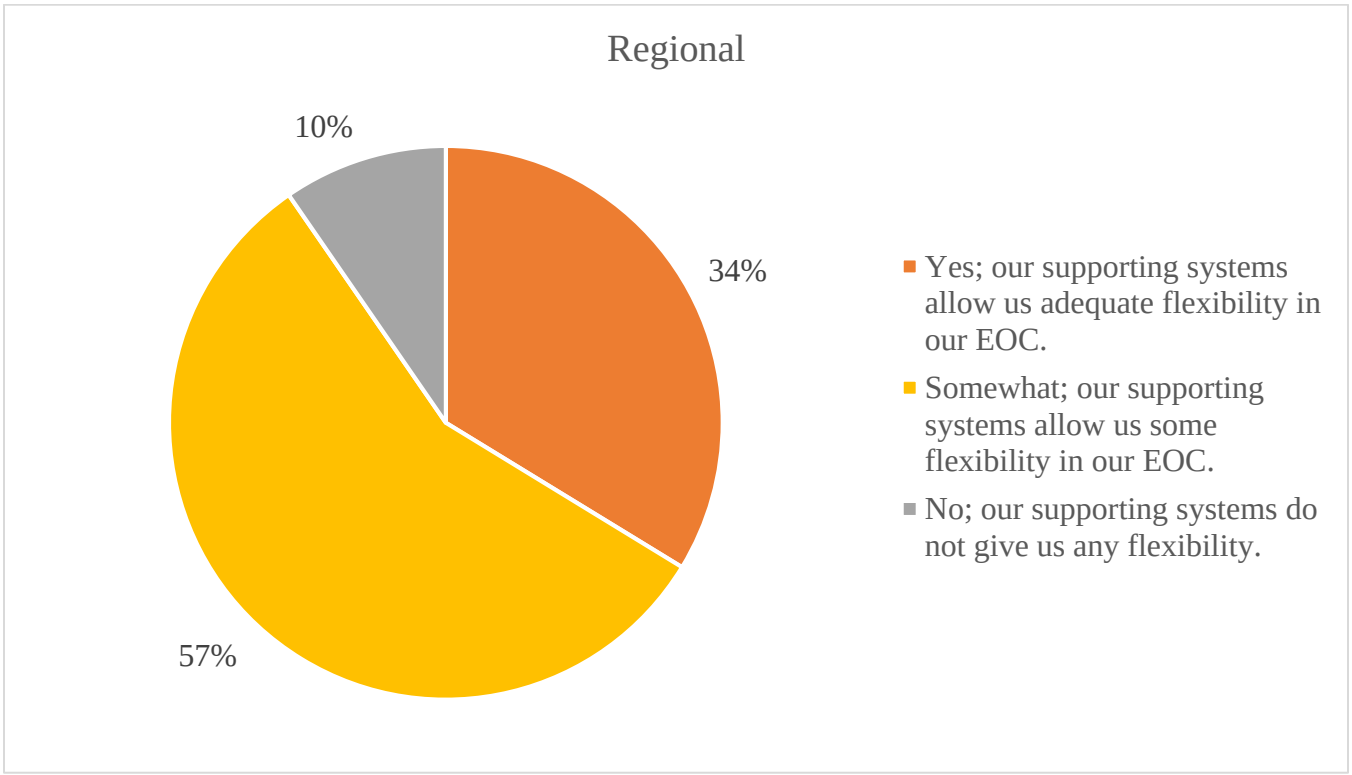
23. Are you able to adjust the table configuration in your EOC?



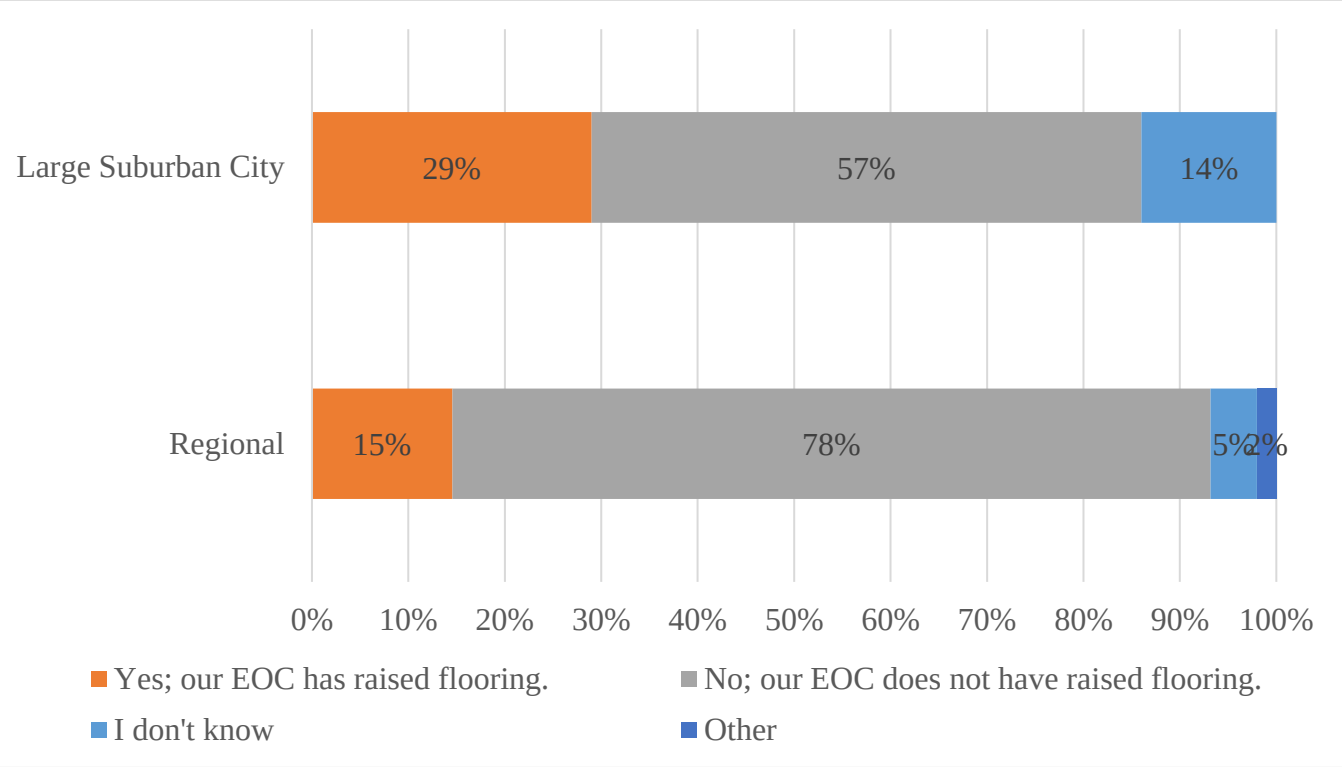


24. Do the supporting systems in your EOC allow you the flexibility you need in your EOC (i.e., power outlets, phone lines, etc.)?





25. Does your EOC feature raised flooring?



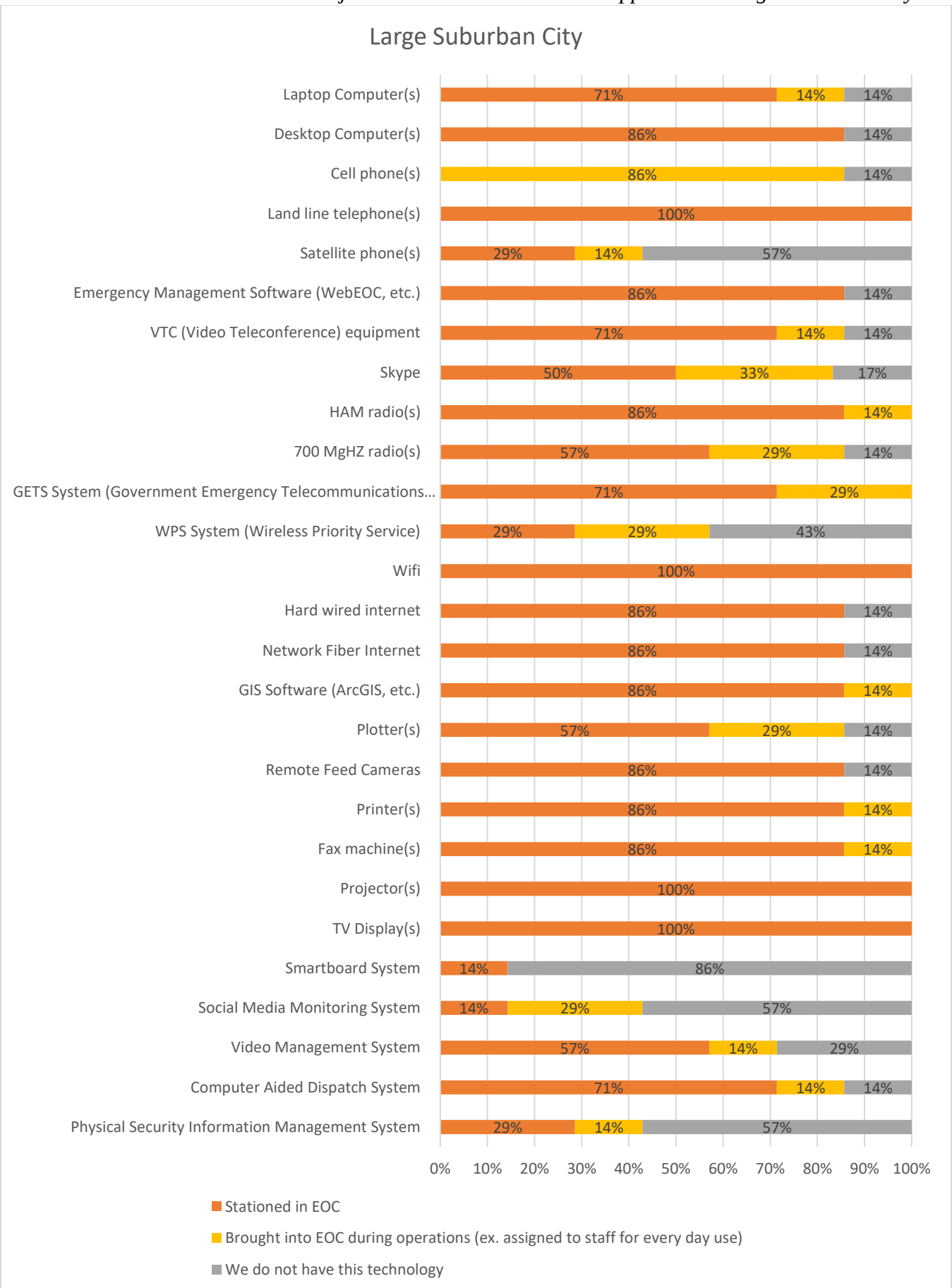
26. What single physical improvement would most benefit your EOC?

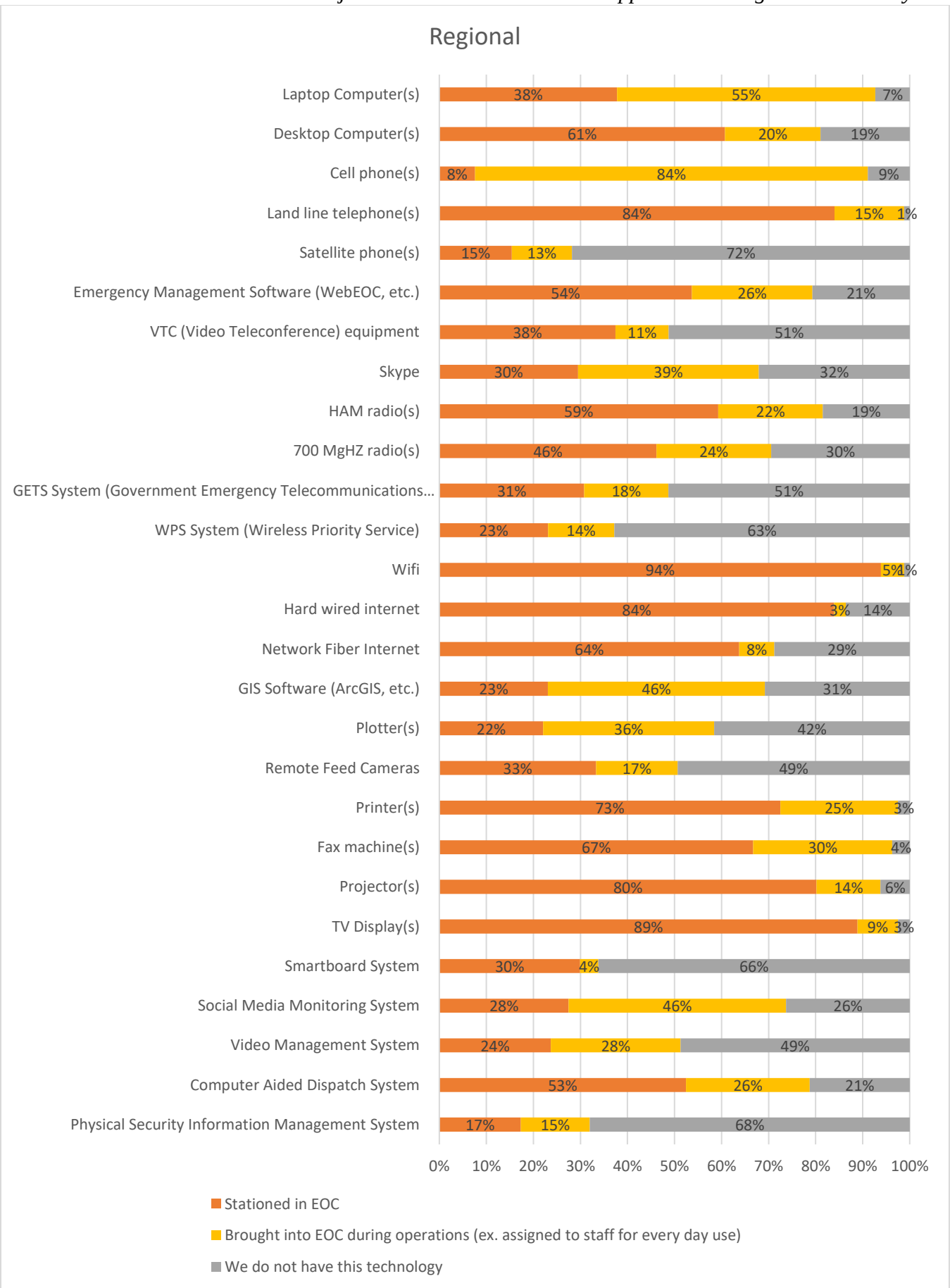
Open Response

Equipment

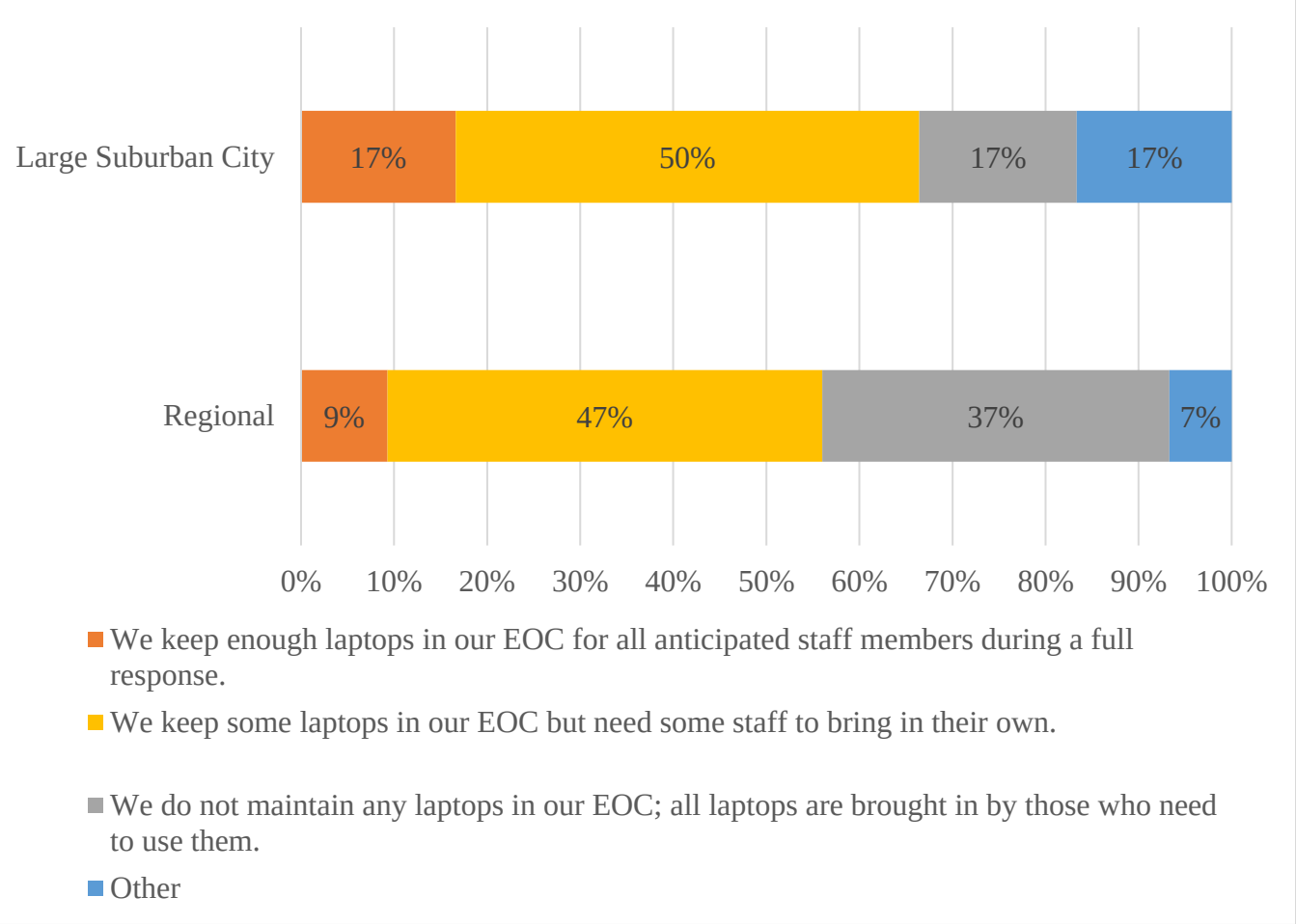
27. Please select each of the following technologies that are used in your EOC based on whether they are permanently stationed in your EOC or are brought in when needed.

- *Laptop Computer(s)*
- *Desktop Computer(s)*
- *Cell phone(s)*
- *Land line telephone(s)*
- *Satellite phone(s)*
- *Emergency Management Software (WebEOC, etc.)*
- *VTC (Video Teleconference) equipment*
- *Skype*
- *HAM radio(s)*
- *700 MgHZ radio(s)*
- *GETS System (Government Emergency Telecommunications Service)*
- *WPS System (Wireless Priority Service)*
- *Wi-Fi*
- *Hard Wired Internet*
- *Network Fiber Internet*
- *GIS Software (ArcGIS, etc.)*
- *Plotter(s)*
- *Remote Feed Cameras*
- *Printer(s)*
- *Fax machine(s)*
- *Projector(s)*
- *TV Display(s)*
- *Smartboard System*
- *Social Media Monitoring System*
- *Video Management System*
- *Computer Aided Dispatch System*
- *Physical Security Information Management System*

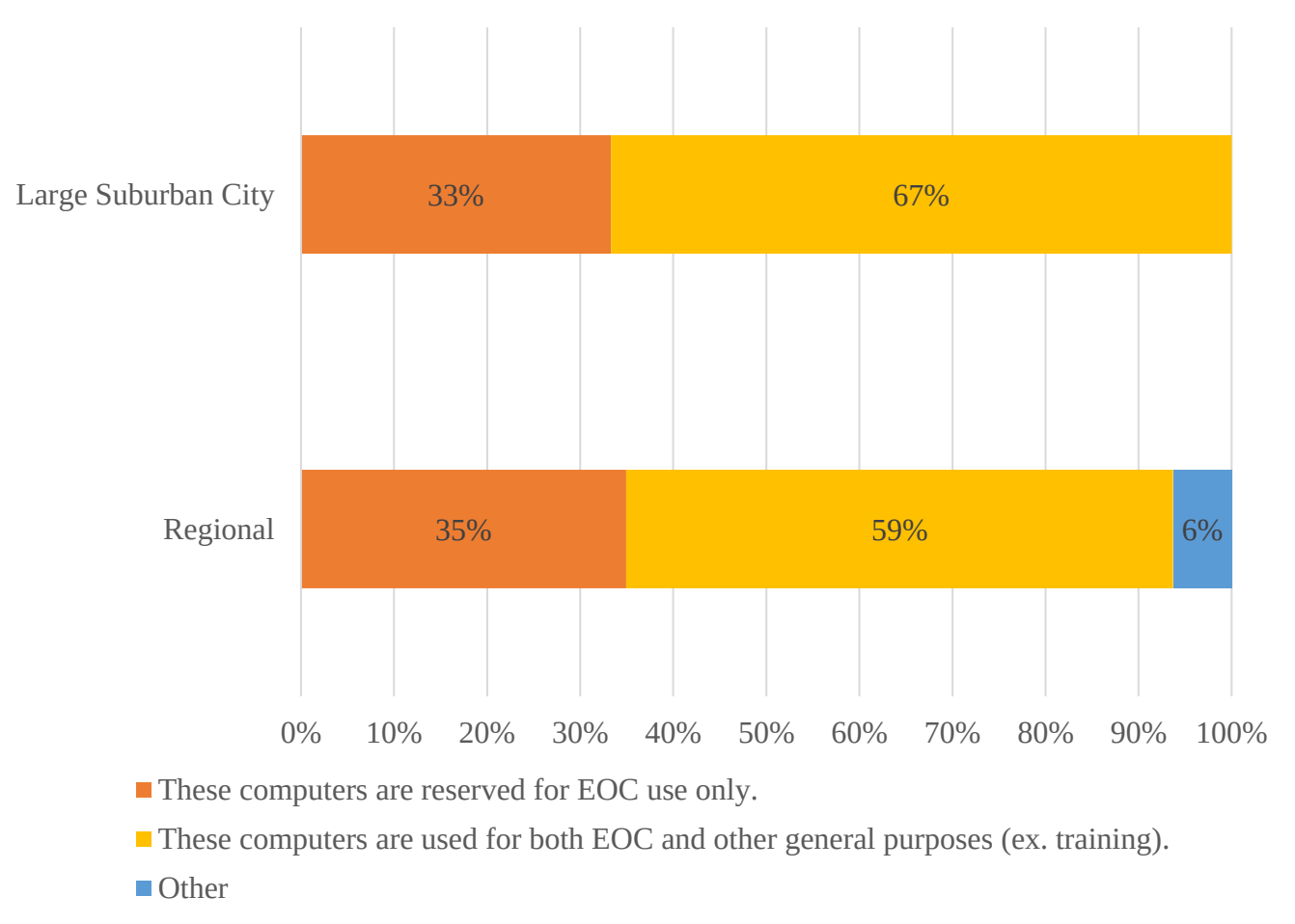

Large Suburban City
Laptop Computer(s) 71% 14% 14%
Desktop Computer(s) 86% 14%
Cell phone(s) 86% 14%
Land line telephone(s) 100%
Satellite phone(s) 29% 14% 57%
Emergency Management Software (WebEOC, etc.) 86% 14%
VTC (Video Teleconference) equipment 71% 14% 14%
Skype 50% 33% 17%
HAM radio(s) 86% 14%
700 MgHZ radio(s) 57% 29% 14%
GETS System (Government Emergency Telecommunications... 71% 29%
WPS System (Wireless Priority Service) 29% 29% 43%
Wifi 100%
Hard wired internet 86% 14%
Network Fiber Internet 86% 14%
GIS Software (ArcGIS, etc.) 86% 14%
Plotter(s) 57% 29% 14%
Remote Feed Cameras 86% 14%
Printer(s) 86% 14%
Fax machine(s) 86% 14%
Projector(s) 100%
TV Display(s) 100%
Smartboard System 14% 86%
Social Media Monitoring System 14% 29% 57%
Video Management System 57% 14% 29%
Computer Aided Dispatch System 71% 14% 14%
Physical Security Information Management System 29% 14% 57%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology


Regional
Laptop Computer(s) 38% 55% 7%
Desktop Computer(s) 61% 20% 19%
Cell phone(s) 8% 84% 9%
Land line telephone(s) 84% 15% 1%
Satellite phone(s) 15% 13% 72%
Emergency Management Software (WebEOC, etc.) 54% 26% 21%
VTC (Video Teleconference) equipment 38% 11% 51%
Skype 30% 39% 32%
HAM radio(s) 59% 22% 19%
700 MgHZ radio(s) 46% 24% 30%
GETS System (Government Emergency Telecommunications... 31% 18% 51%
WPS System (Wireless Priority Service) 23% 14% 63%
Wifi 94% 5% 1%
Hard wired internet 84% 3% 14%
Network Fiber Internet 64% 8% 29%
GIS Software (ArcGIS, etc.) 23% 46% 31%
Plotter(s) 22% 36% 42%
Remote Feed Cameras 33% 17% 49%
Printer(s) 73% 25% 3%
Fax machine(s) 67% 30% 4%
Projector(s) 80% 14% 6%
TV Display(s) 89% 9% 3%
Smartboard System 30% 4% 66%
Social Media Monitoring System 28% 46% 26%
Video Management System 24% 28% 49%
Computer Aided Dispatch System 53% 26% 21%
Physical Security Information Management System 17% 15% 68%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology

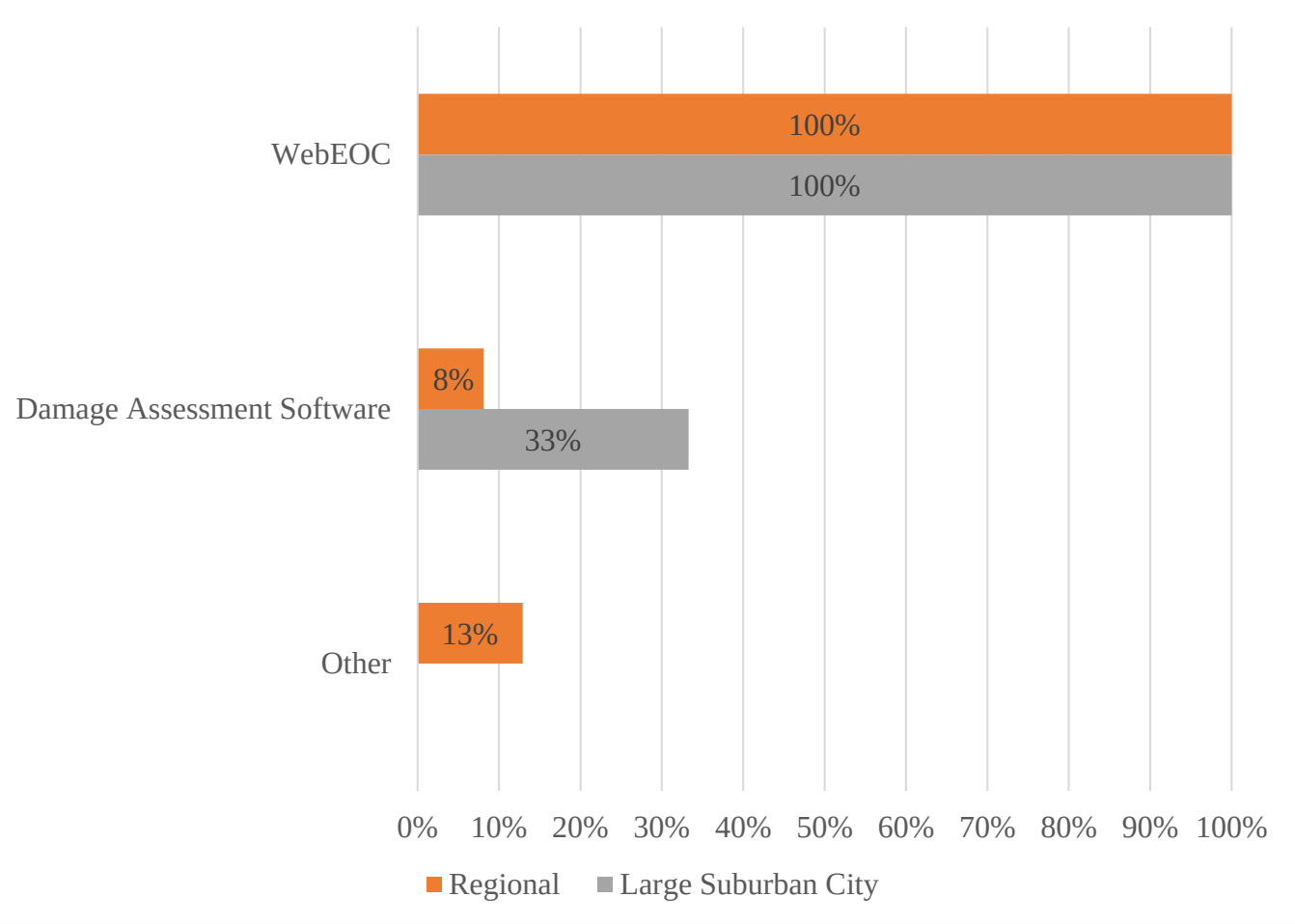
28. Please select the best representation of how laptops are used in your EOC.



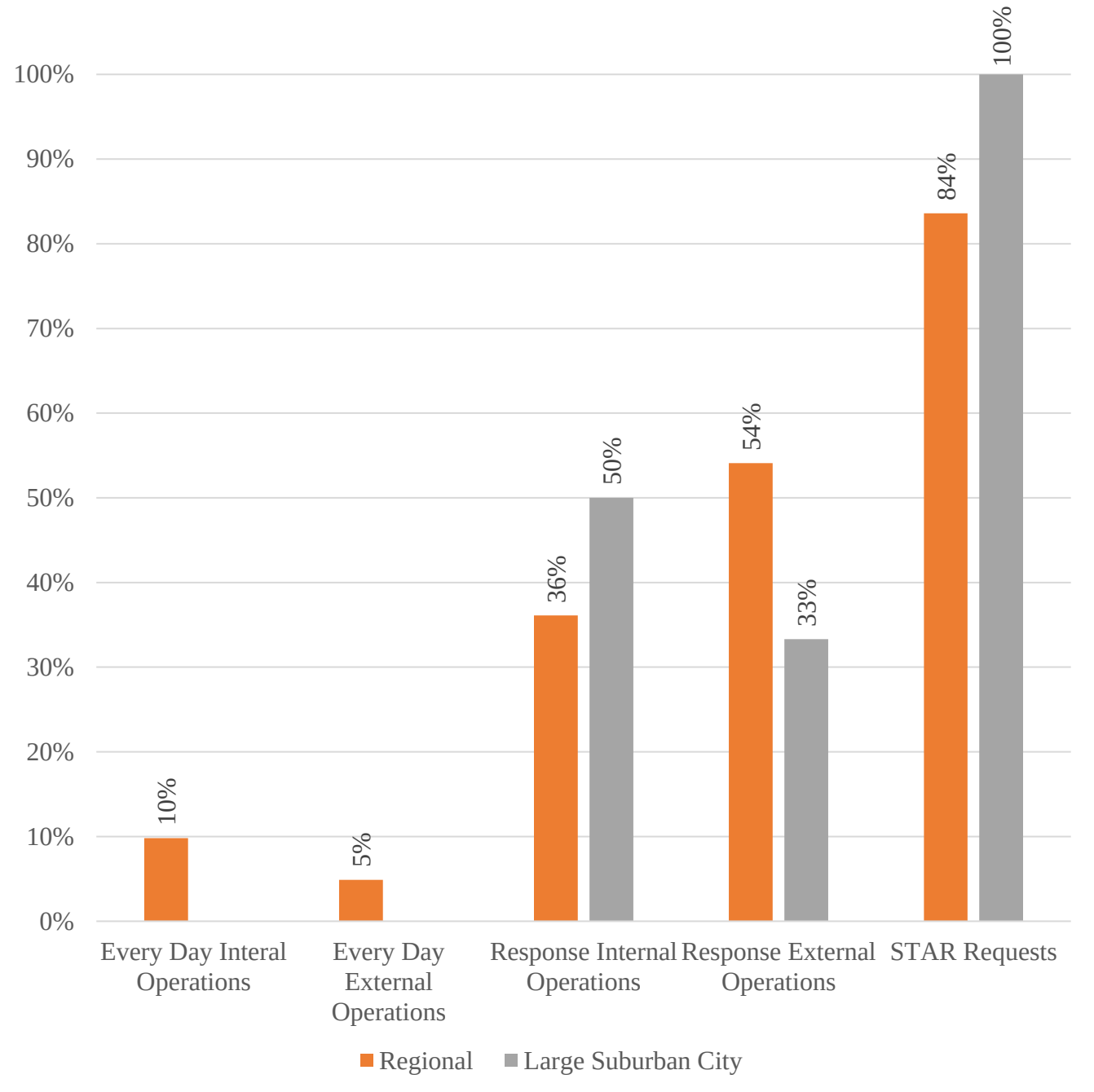
29. Please select the best representation of how desktop computer(s) are used in your EOC.



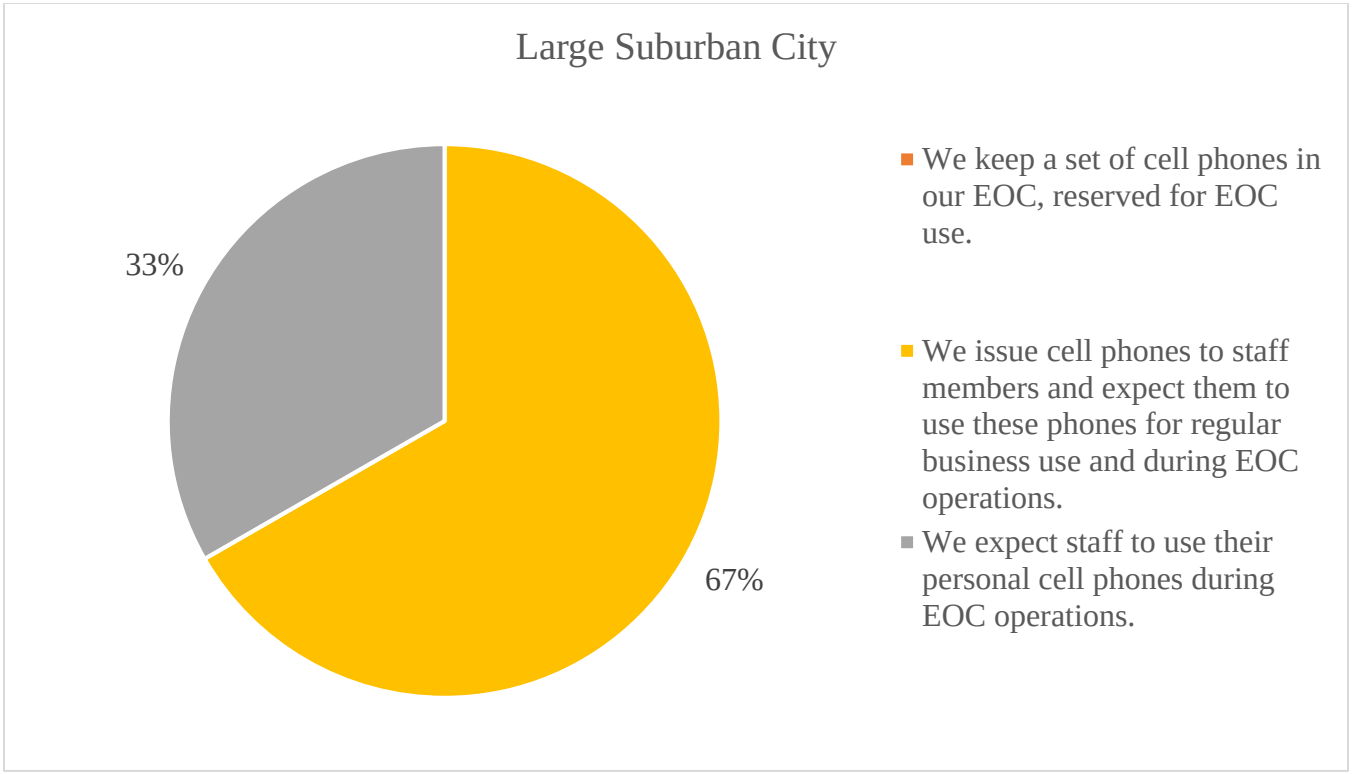
30. What emergency management software do you have? Please select all that apply.

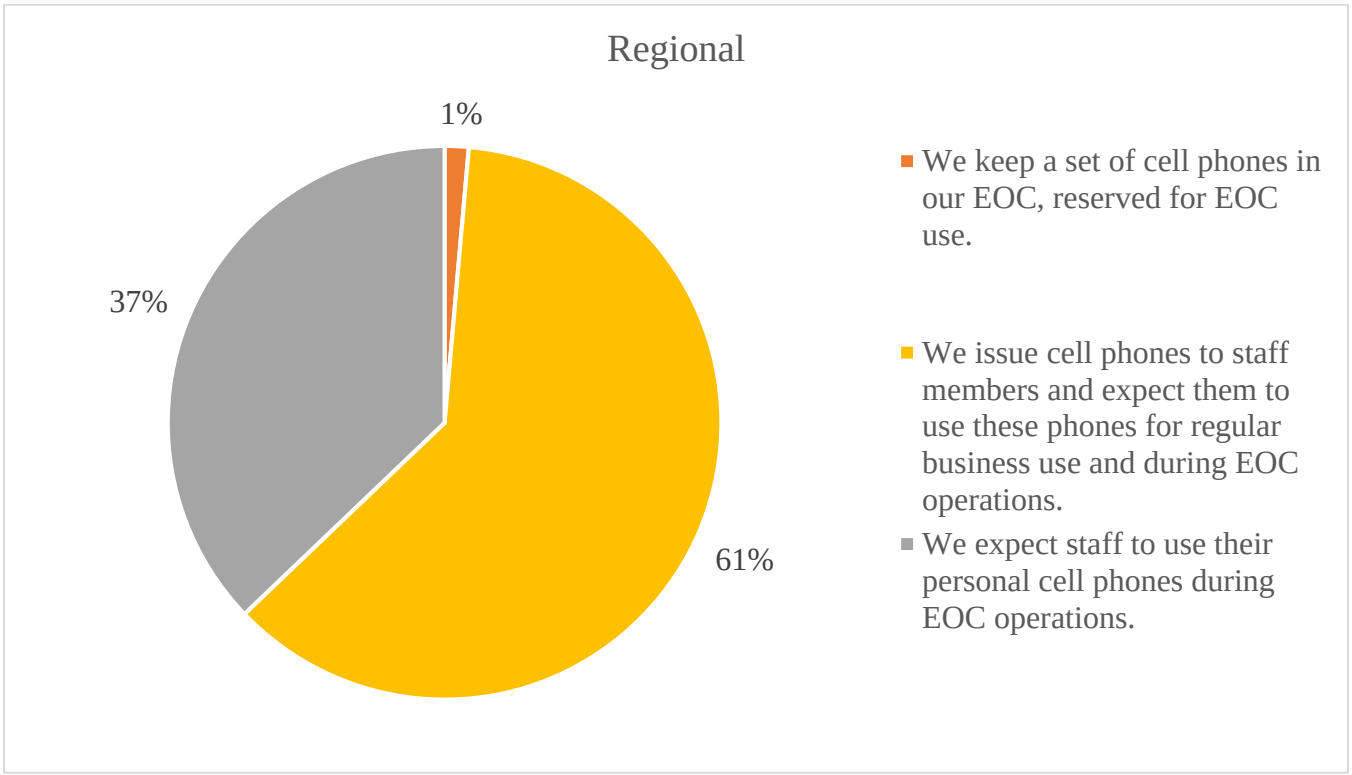


31. How do you use your Emergency Management software? Please select all that apply.

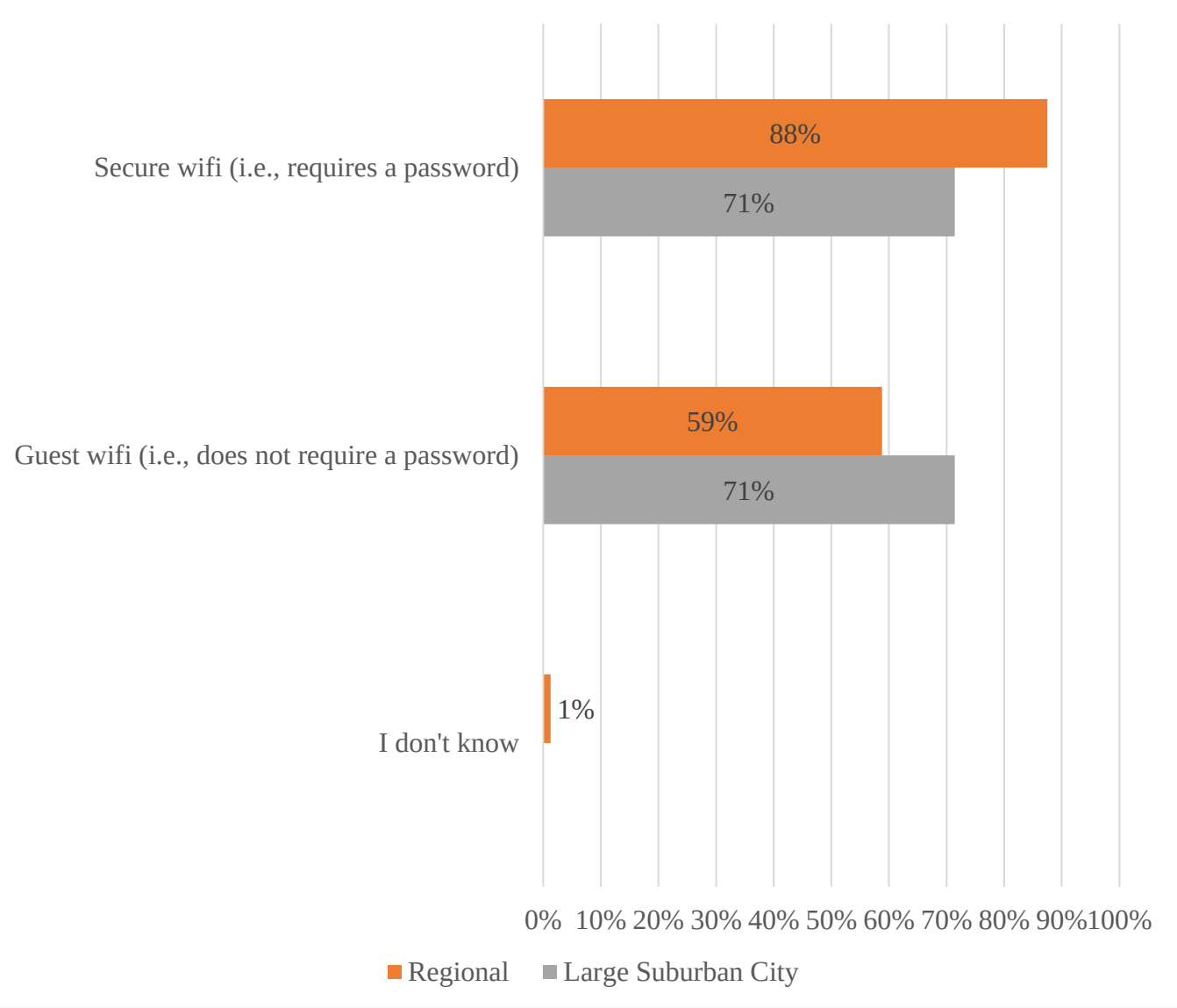


32. Please select the best representation of how cell phones are used in your EOC.



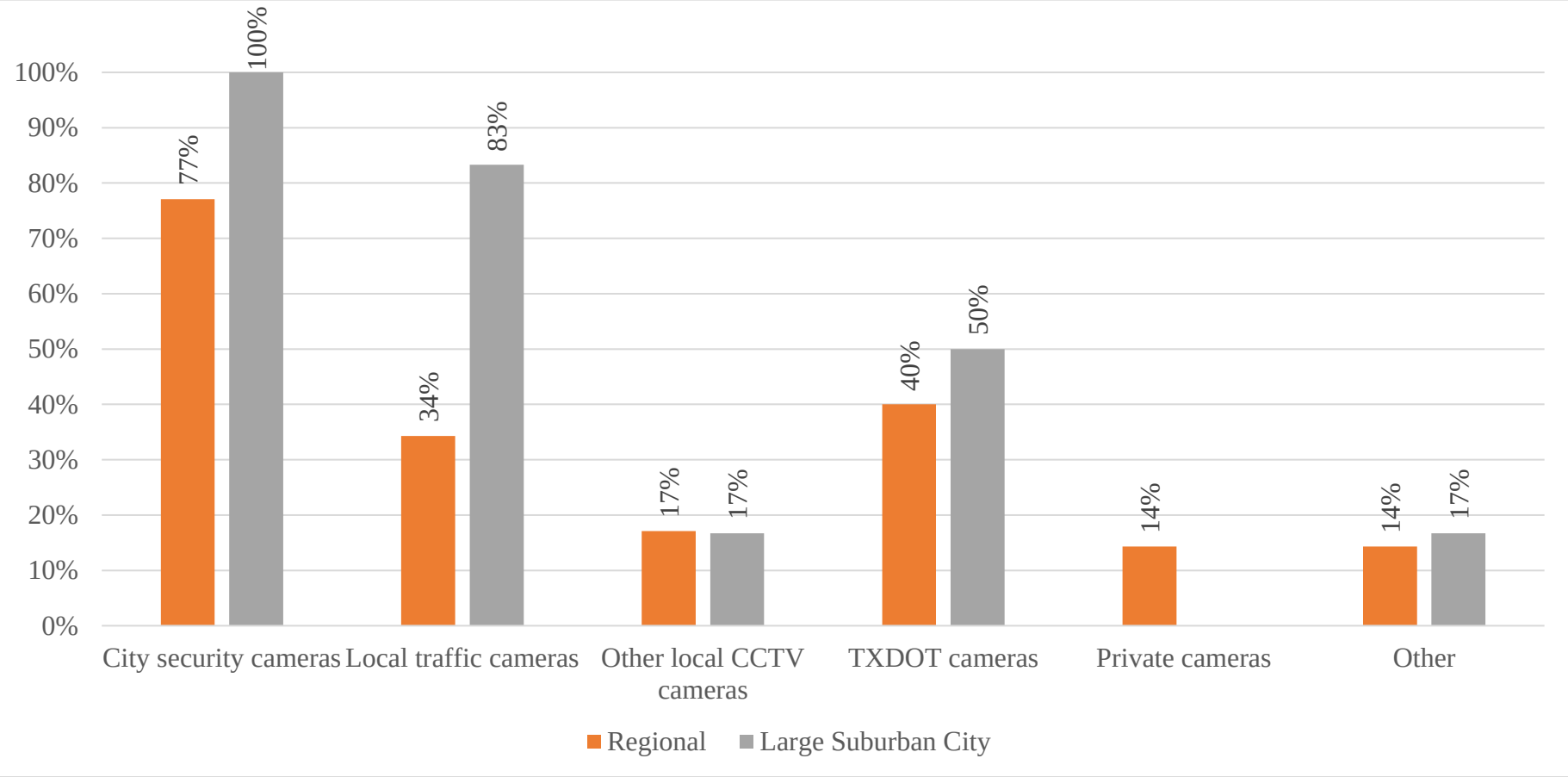


33. What types of Wi-Fi access do you have? Please select all that apply.

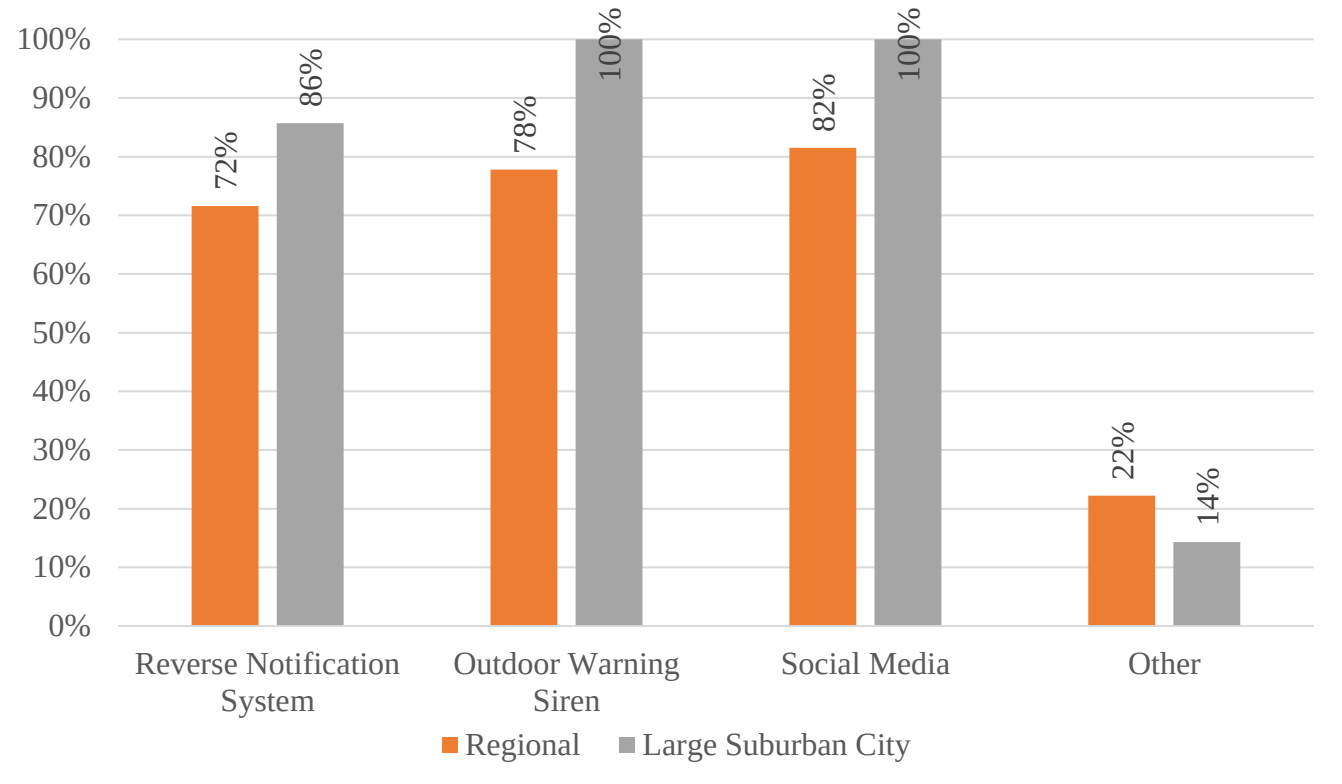


34. What live camera feeds do you have access to?

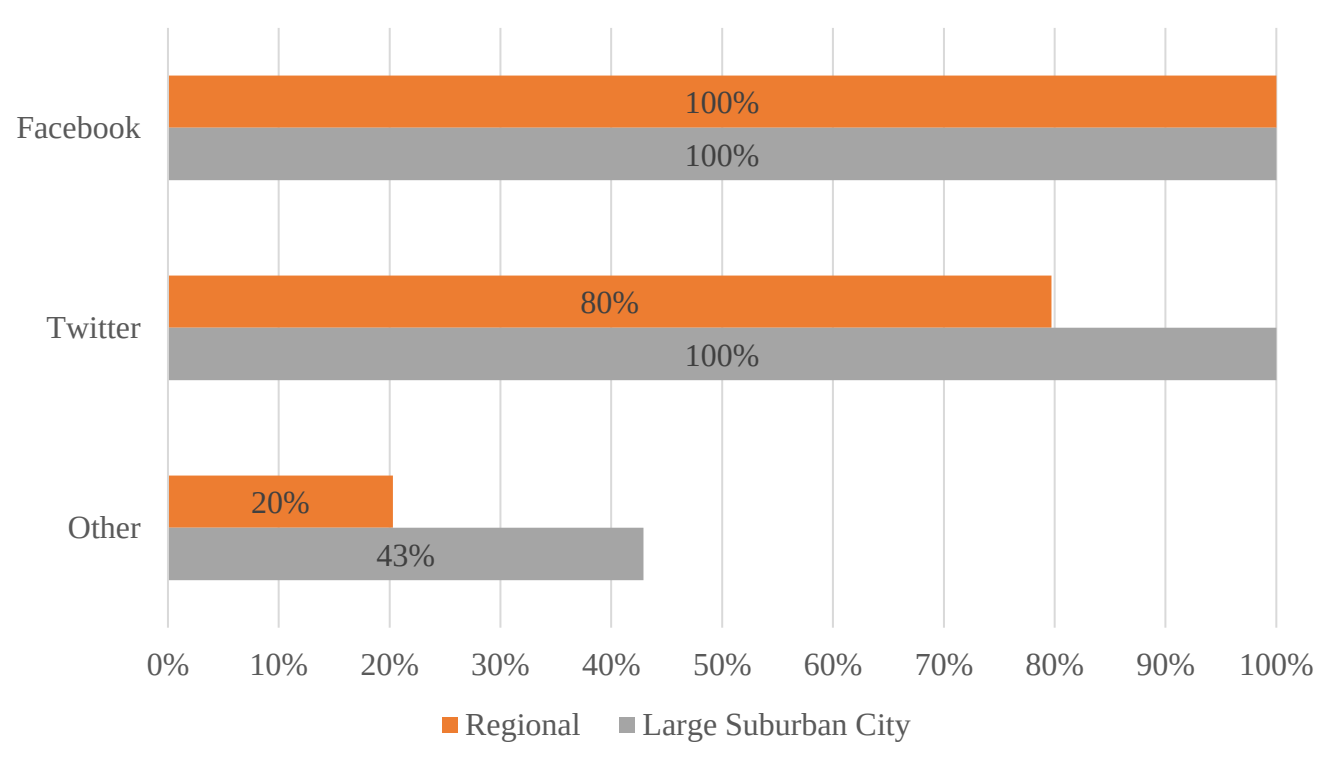
The chart below only accounts for jurisdictions who have access to cameras (ex. 100% of jurisdictions who have access to live camera feeds have access to xyz cameras).



35. Please select all of the following technologies used to alert the public in your EOC.



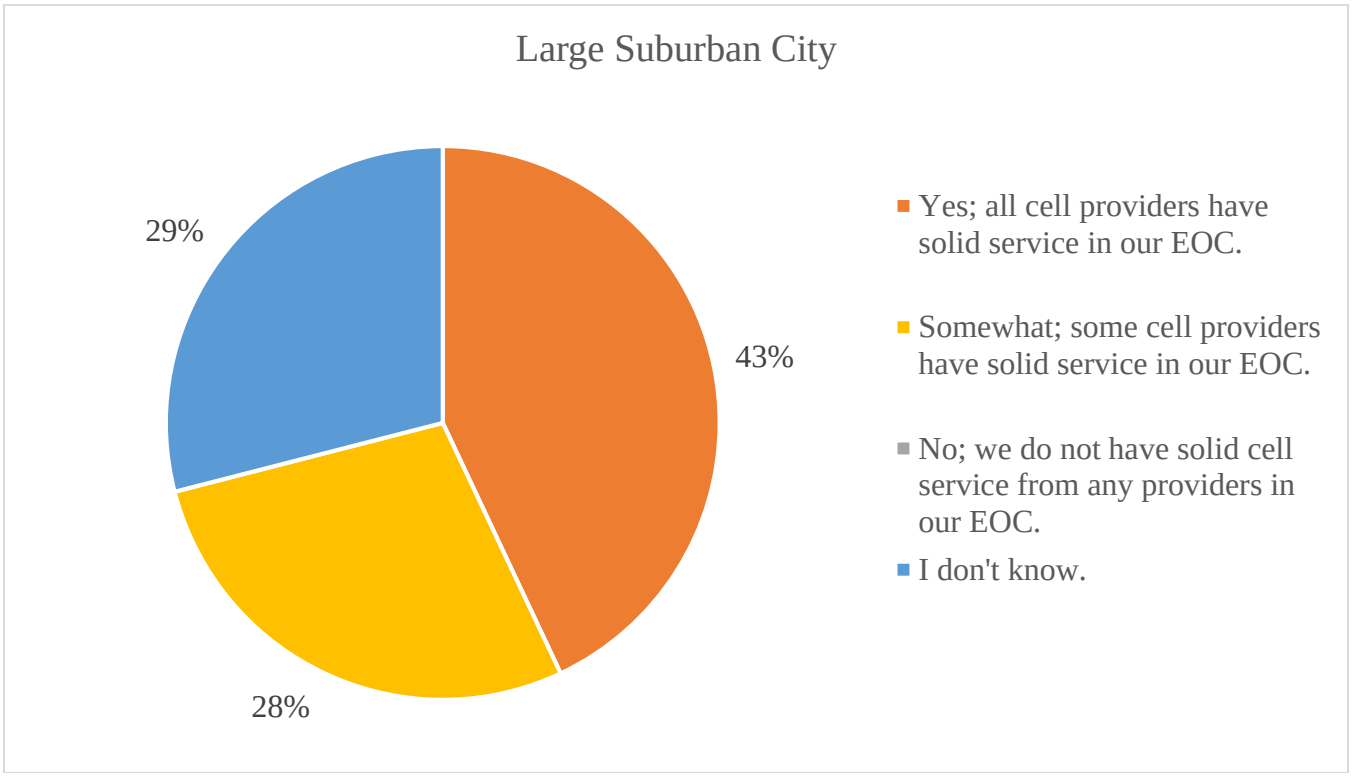
35.1 If you use Social Media, what platforms do you send alerts on?

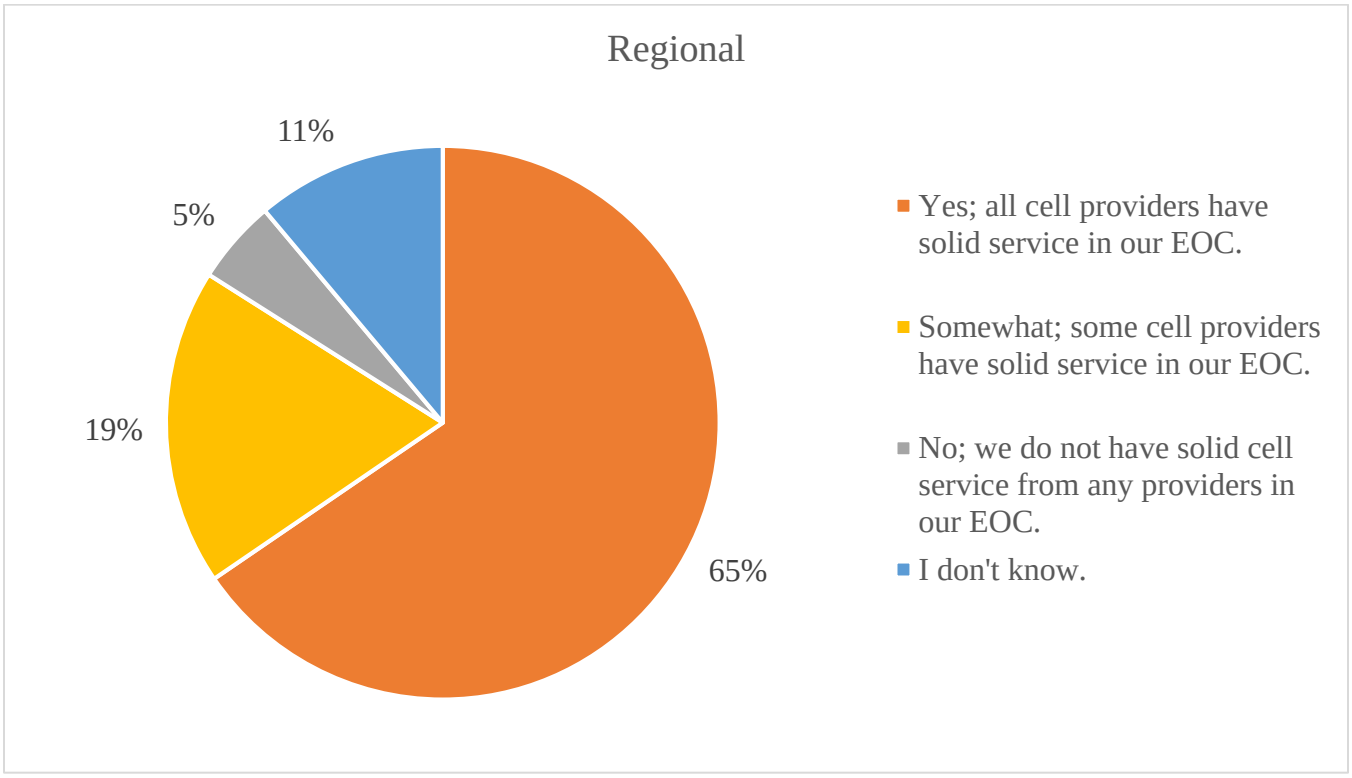


36. Please rank the following communication technologies in order of your EOC's preference of use. *(Rank calculated by the sum of all answer values)*

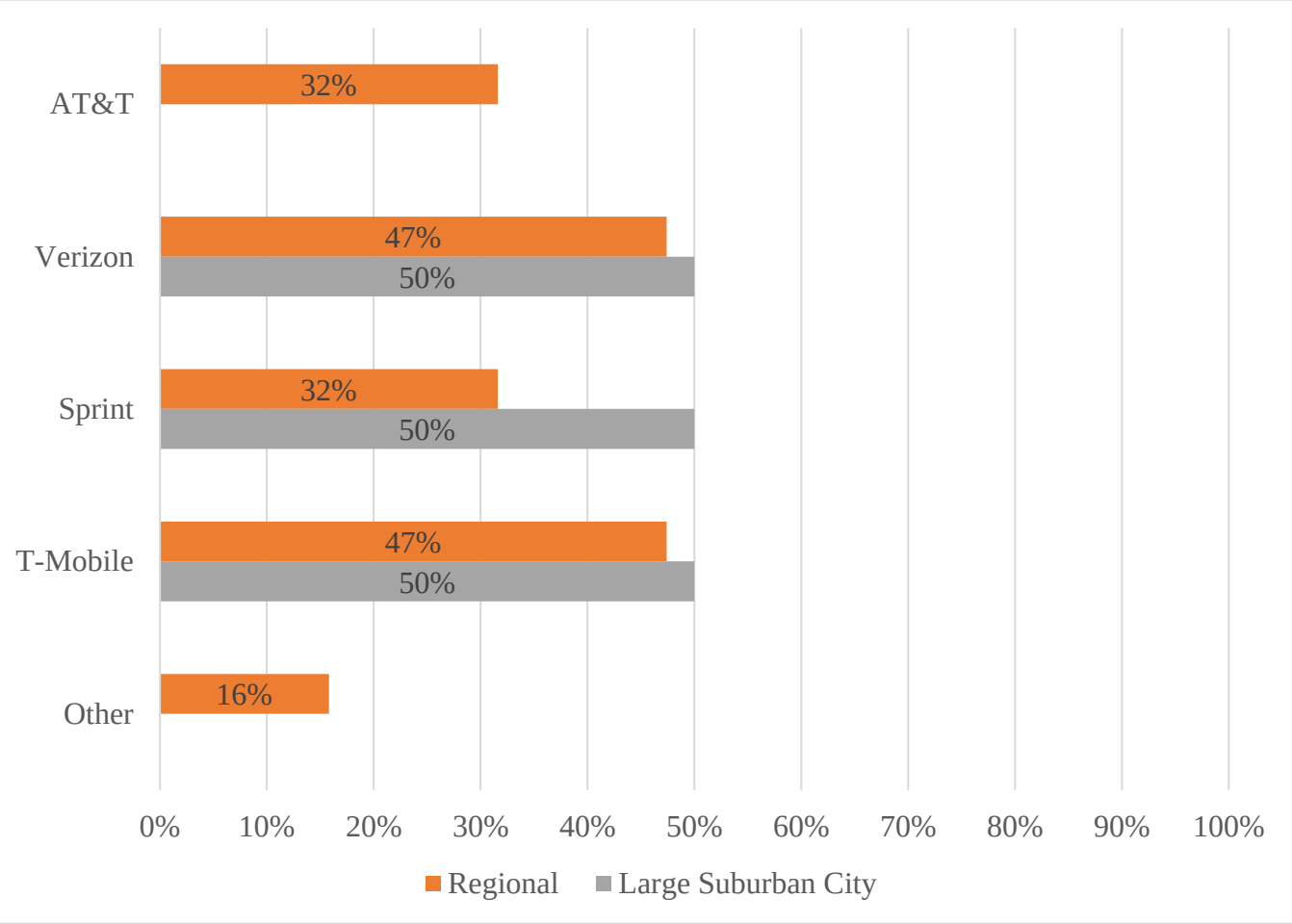
Order of Preference	Regional	Large Suburban City
1	Cell Phone	Email
2	Landline Phone	Cell Phone
3	Email	Landline Phone
4	Conference Calls	Conference Calls
5	700 MgHz Radio	700 MgHz Radio
6	HAM Radio	HAM Radio
7	VOIP (like Skype, etc.)	Webinars
8	Webinars	VTC (Video Teleconferencing)
9	VTC (Video Teleconferencing)	VOIP (like Skype, etc.)
10	Satellite Phone	Satellite Phone

37. Does your EOC have adequate cell service?

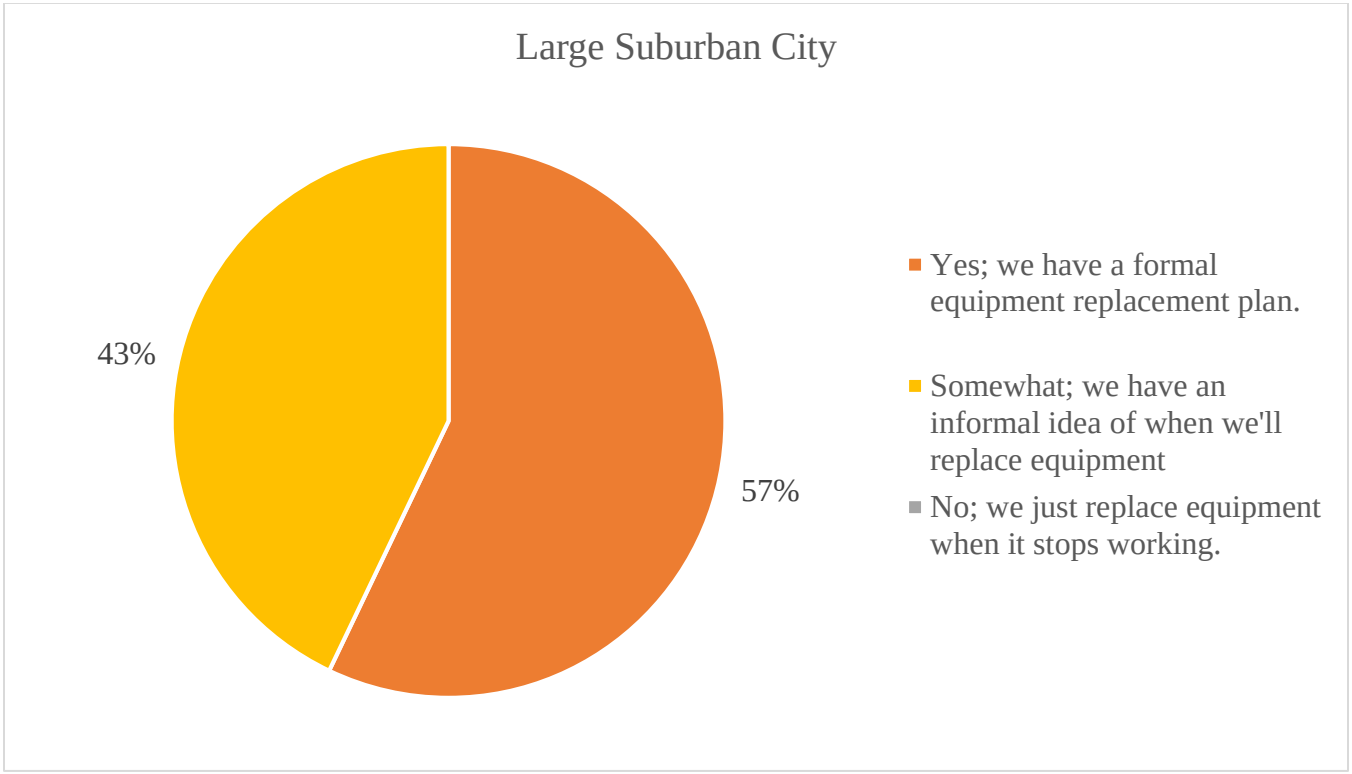


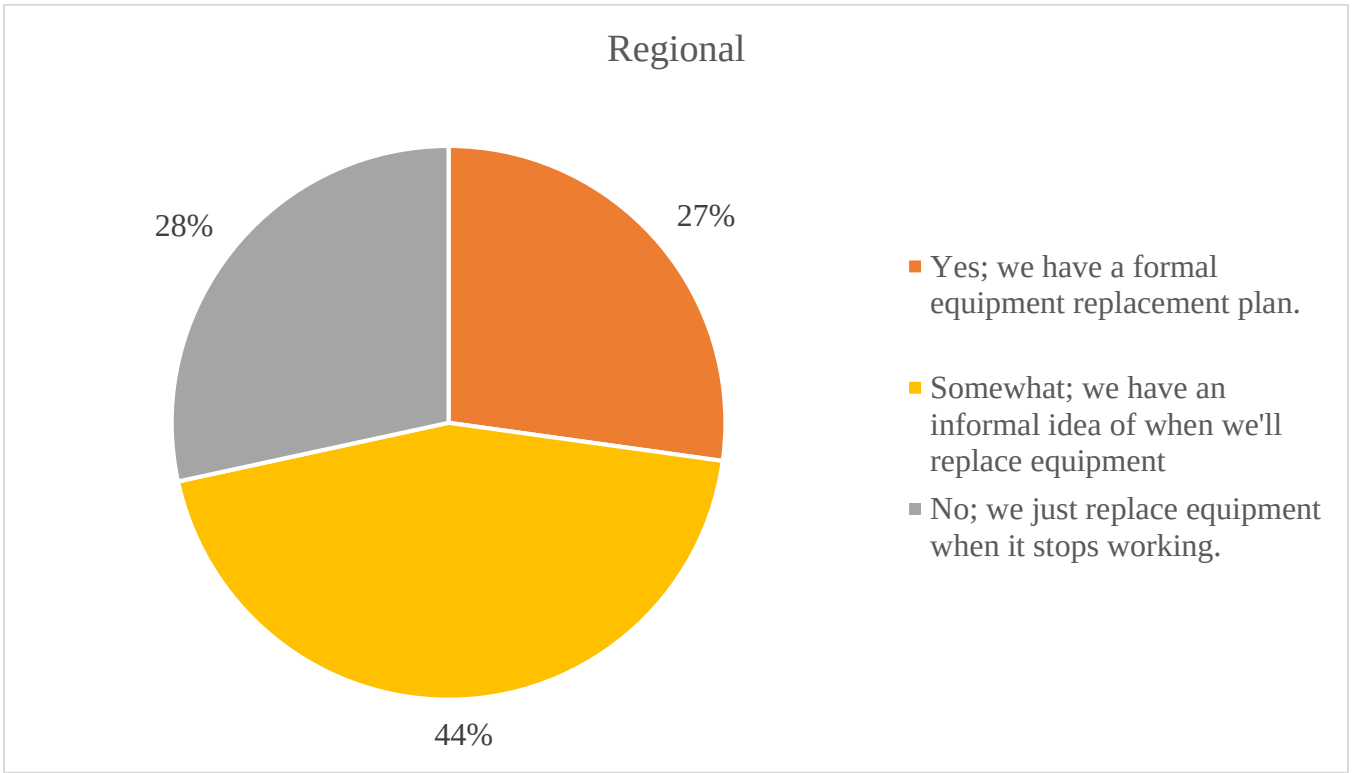


37.1 If your EOC does not have adequate cell service in your EOC, which providers do not have good cell service in your EOC? *(Answers only include those who selected that they either have only somewhat or no solid service)*

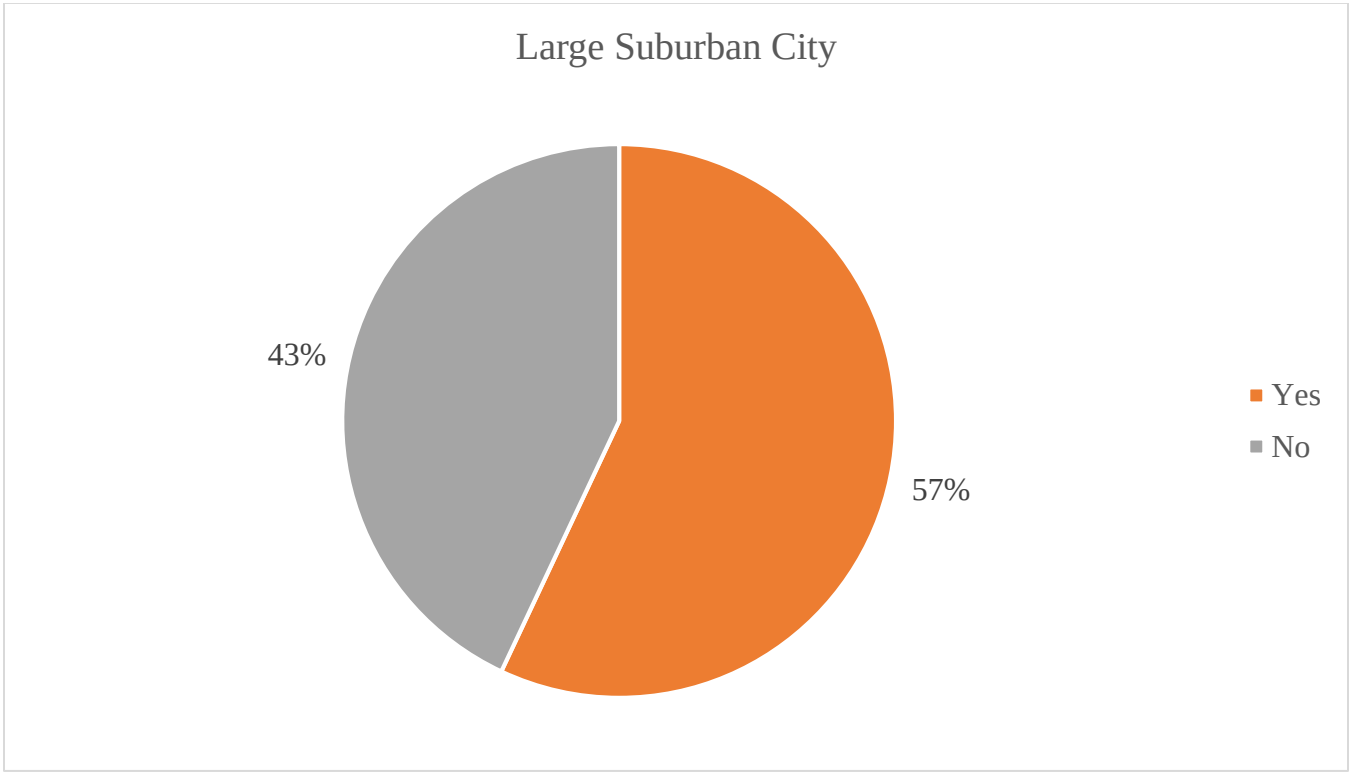


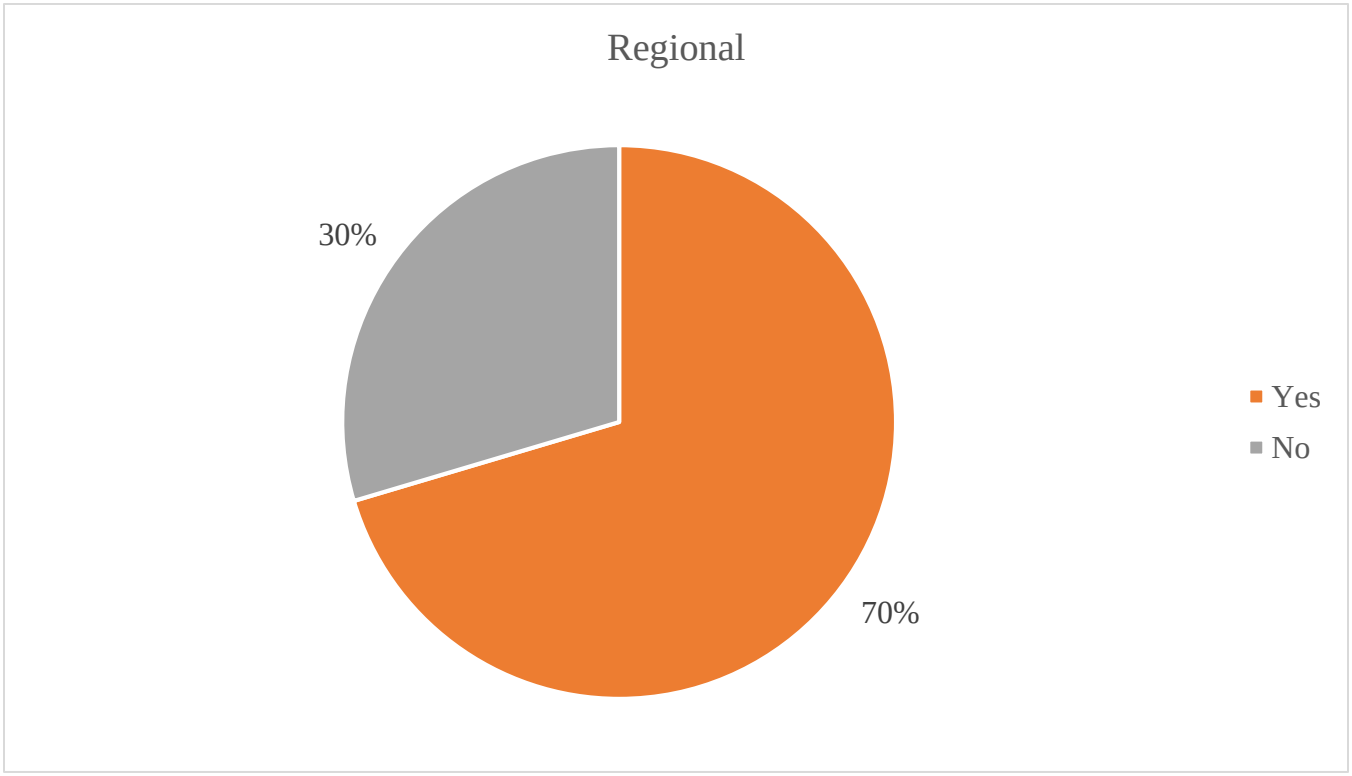
38. Does your EOC have an equipment replacement plan to ensure that all technology is up to date?





39. Does the EOC have the capability to monitor "real time" CAD activities throughout the jurisdiction?





40. What single equipment improvement would most benefit your EOC?

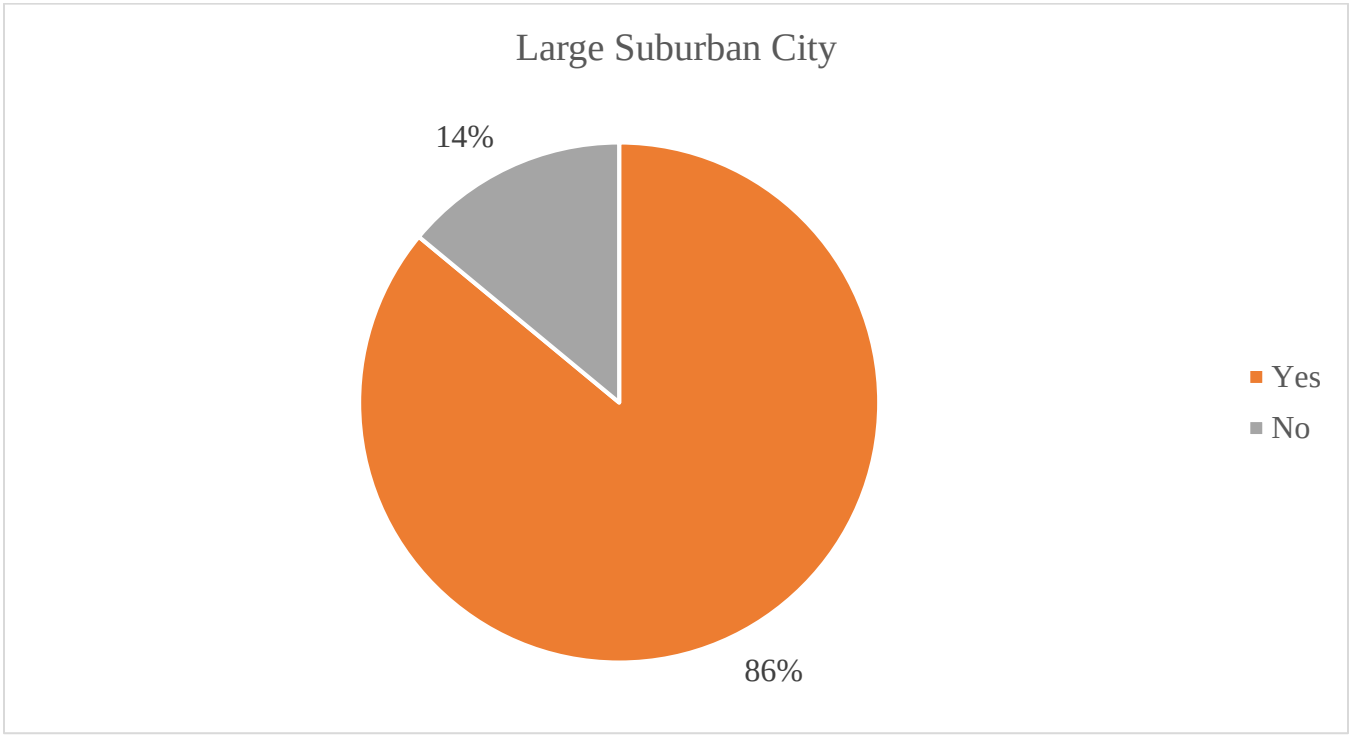
Open Response

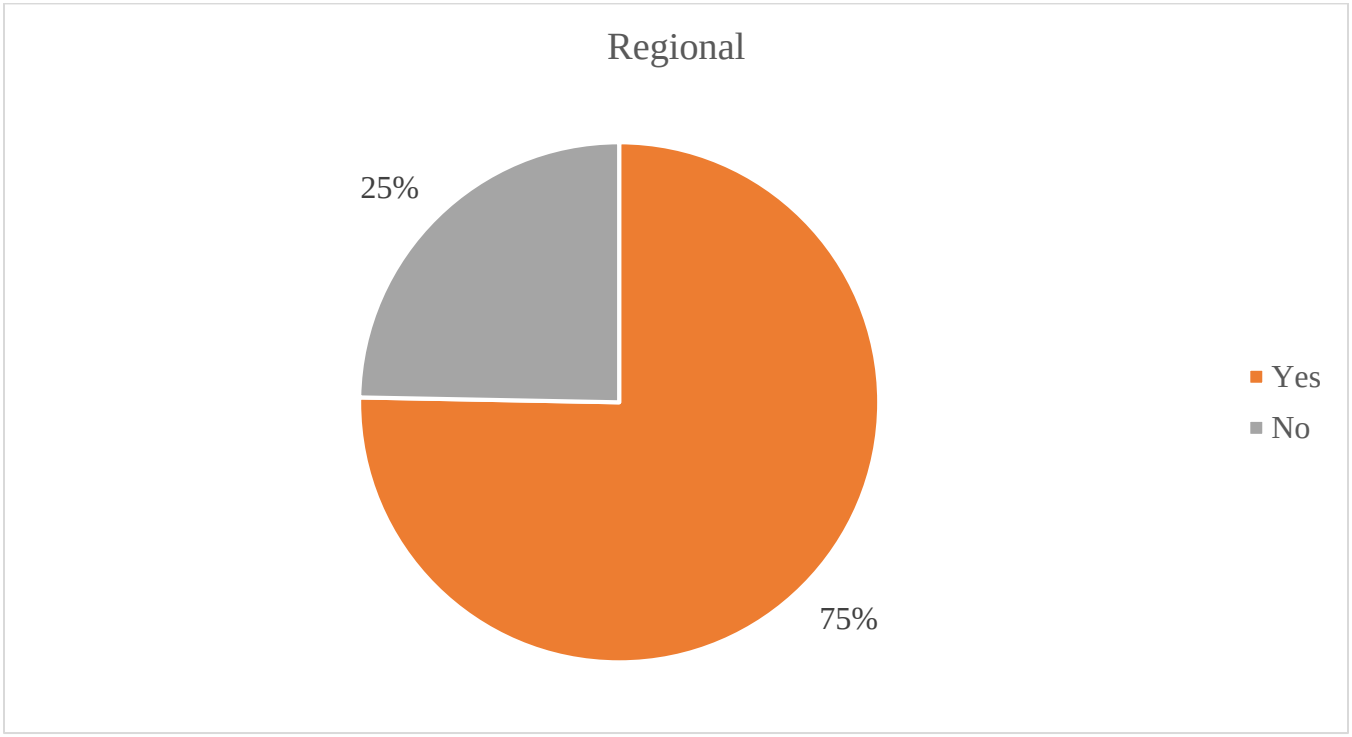
41. Is there anything else you would like to share about your EOC?

Open Response

Alternate EOC

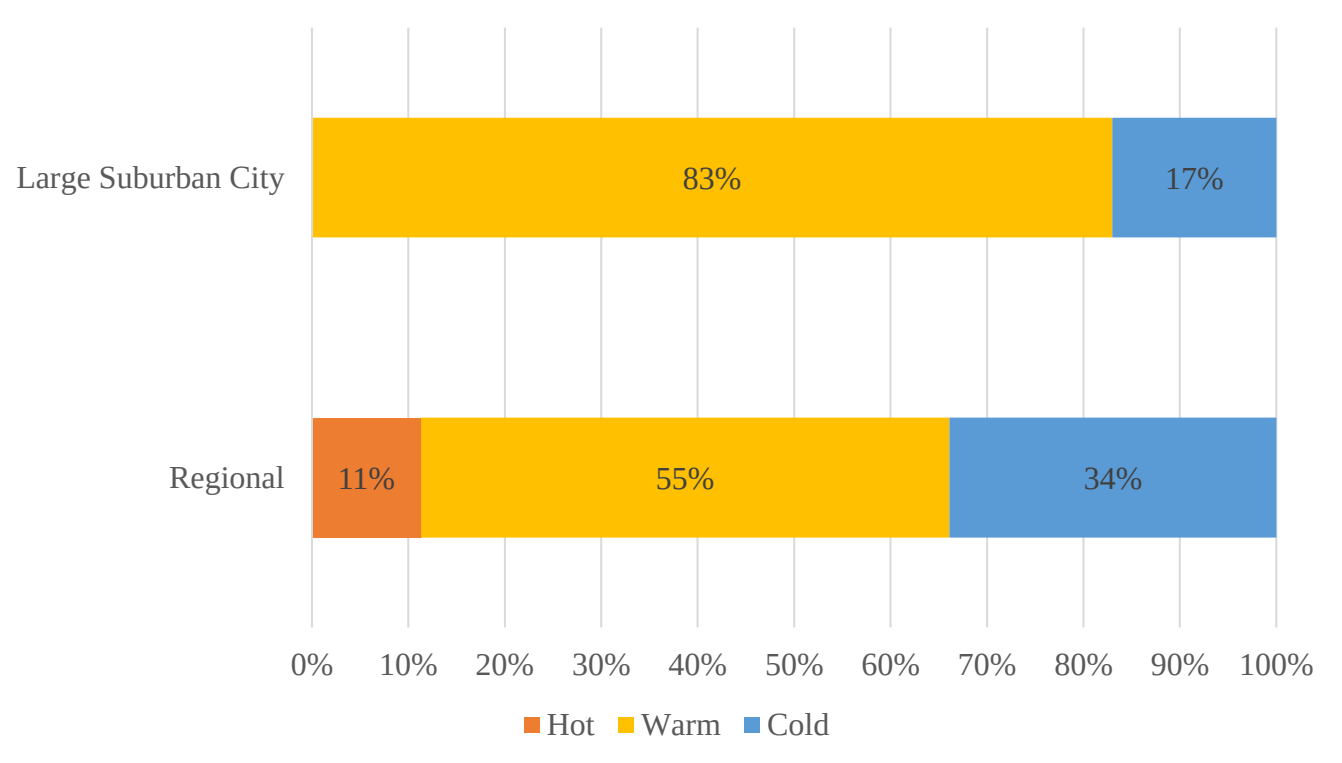
42. Do you have an alternate EOC?



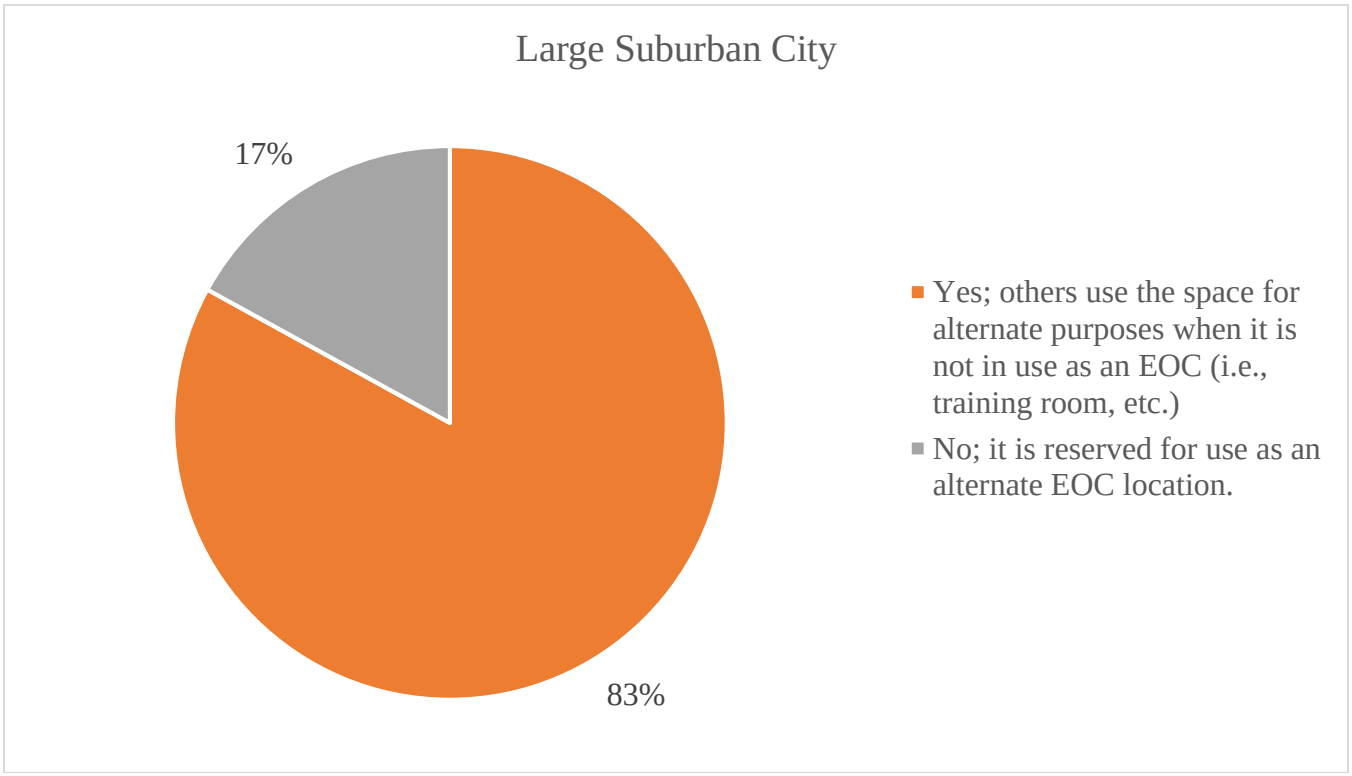


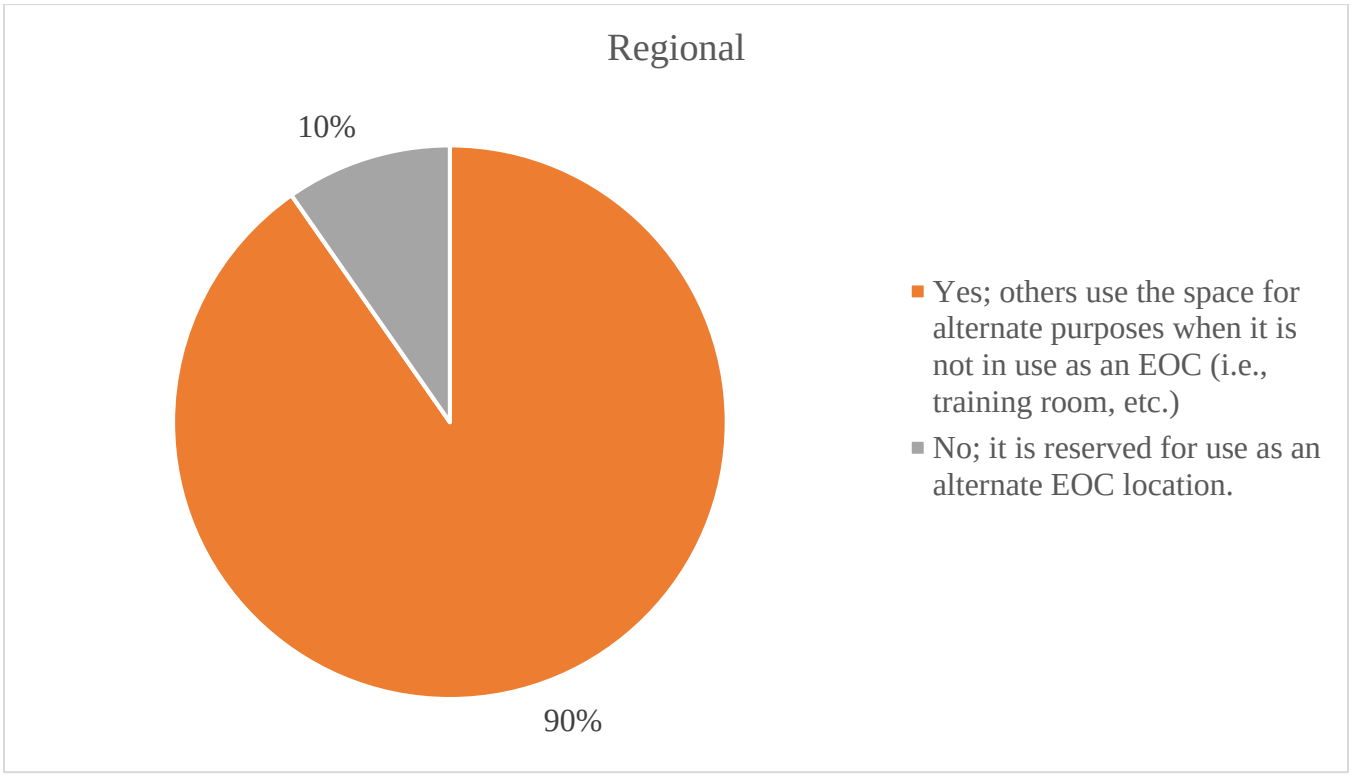
42.1 Is your alternate EOC:

- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*



42.2 Is your alternate EOC dual purpose?

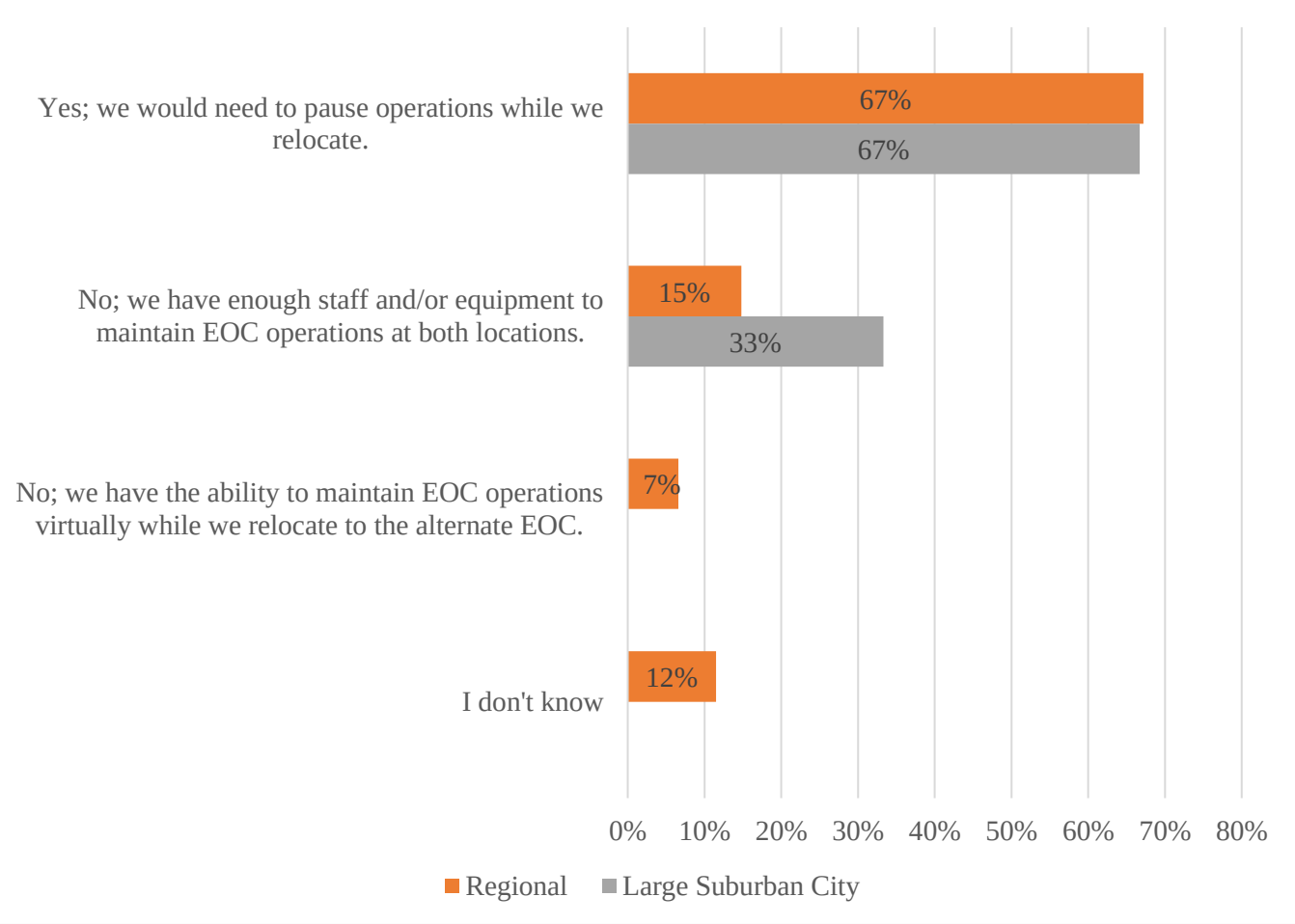




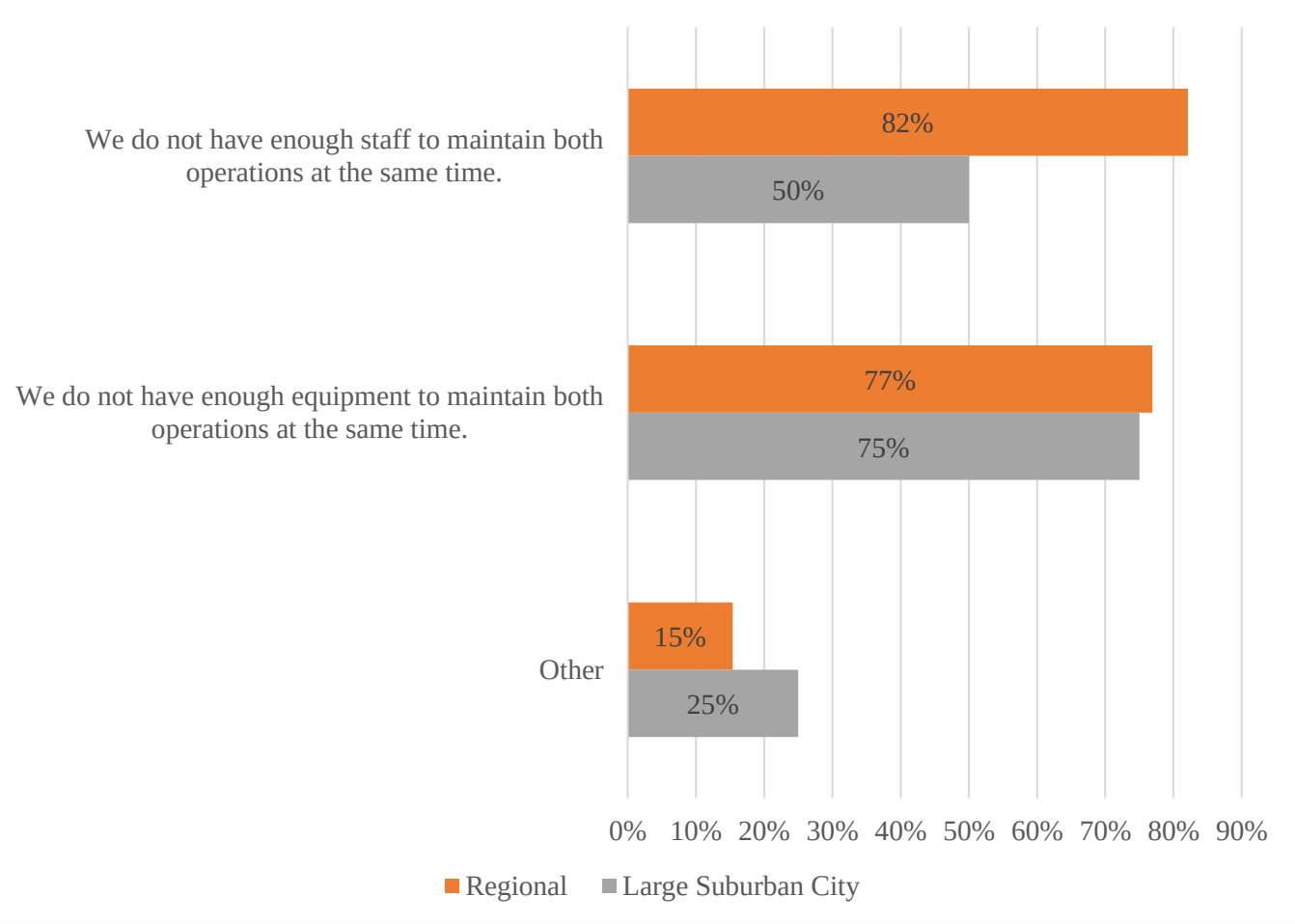
42.3 What challenges do you face at your alternate EOC compared to your regular EOC? Please select all that apply.

	Regional	Large Suburban City
Space Restrictions	60.7%	83.3%
Lack of familiarity with the location (i.e., staff getting lost in transit)	32.8%	16.7%
Lack of familiarity within the building (i.e., don't know where everything is)	39.3%	33.3%
No Backup Generator	23.0%	0%
No Kitchen	21.3%	16.7%
Kitchen Facilities with Fewer Amenities	19.7%	16.7%
Lack of Security	29.5%	16.7%
No Phones	24.6%	0%
No Computers/Laptops	37.7%	16.7%
Need to set up utilities (power, internet, water, HVAC, etc.)	3.3%	0%
Lack of Parking	26.2%	33.3%
Items from original EOC must be brought to alternate EOC	47.5%	83.3%
Other	13.1%	16.7%

42.4 Would moving from your primary EOC to your alternate EOC cause a disruption in the EOC operation?

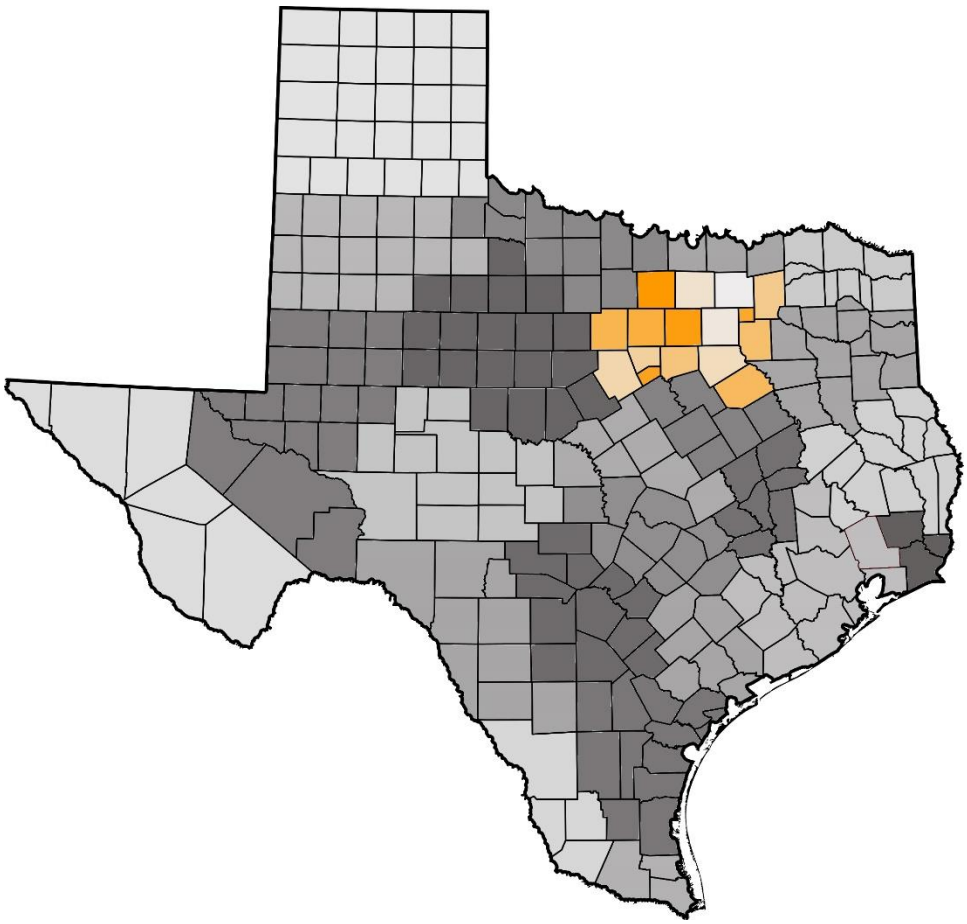


42.4.1 What would be a concern when moving to your alternate EOC for your jurisdiction? Please select all that apply.



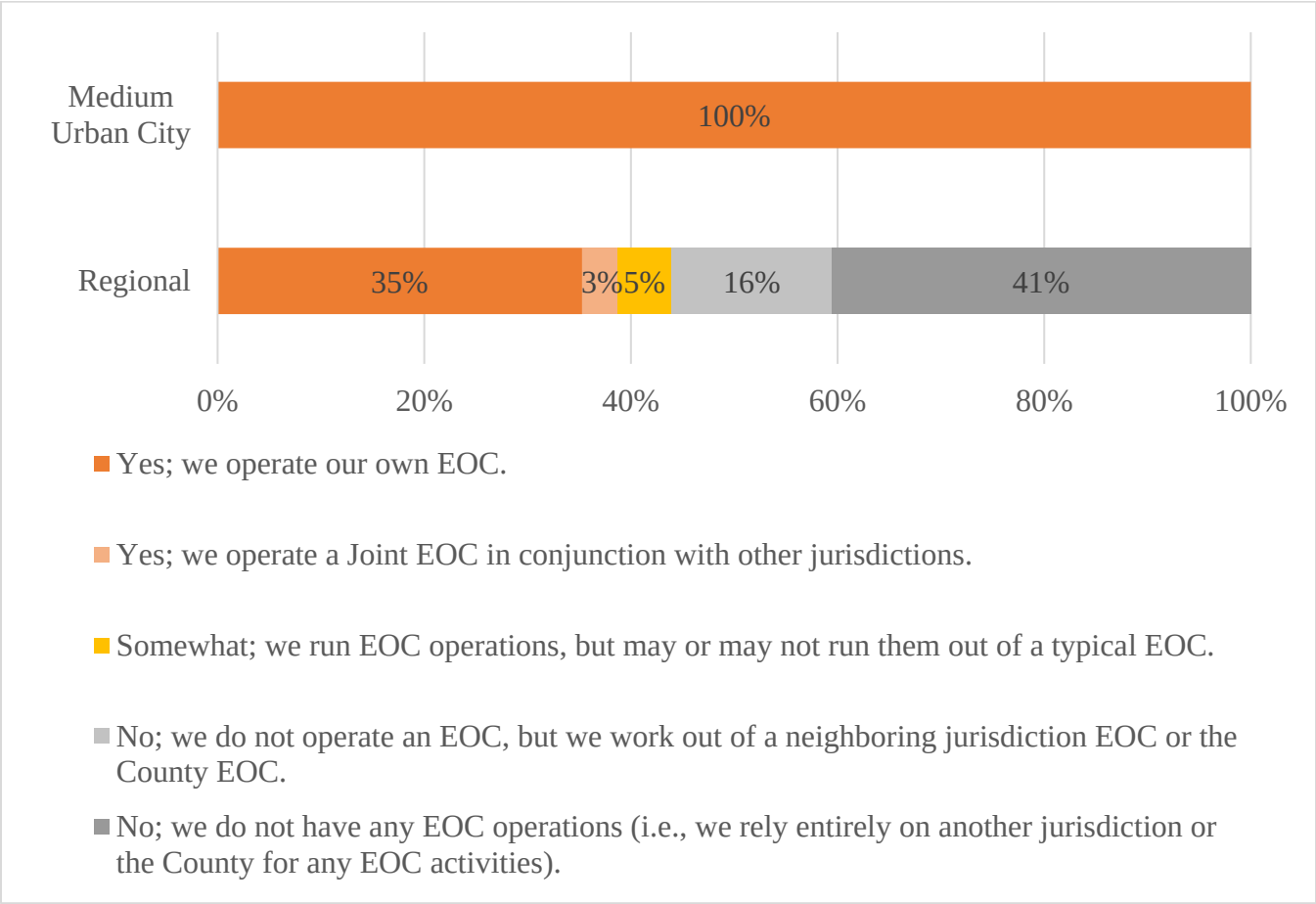
Appendix F: Medium Urban City

Based on the 2016 NCTCOG Emergency Operations Center Capabilities Assessment Project

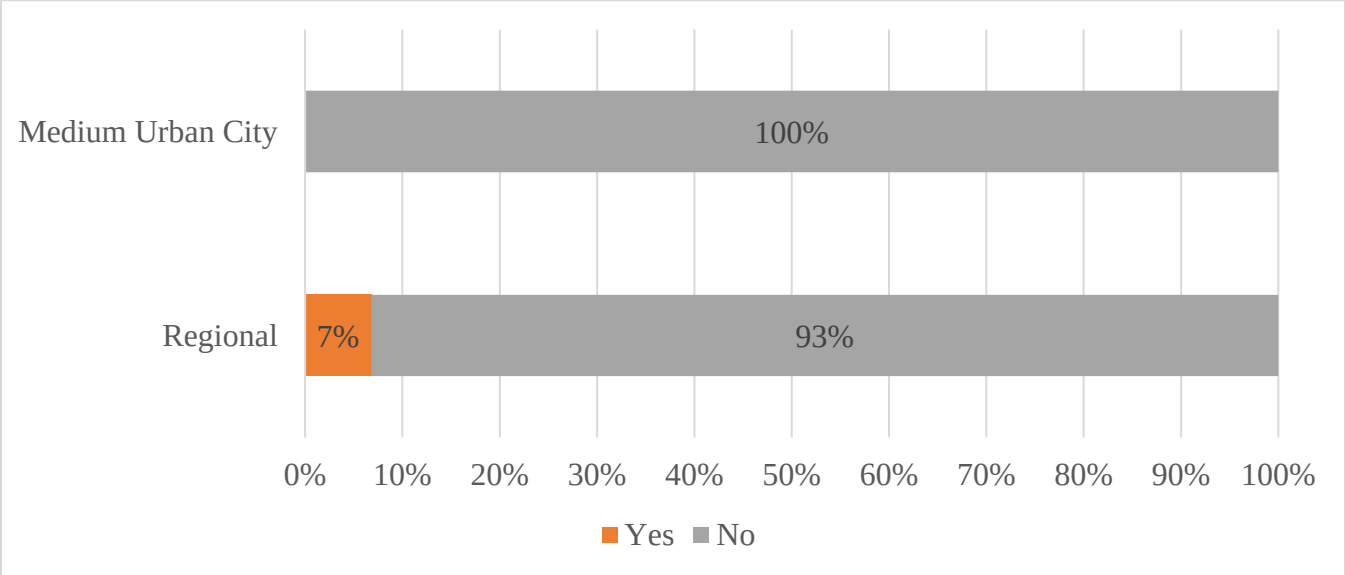


Introduction Questions

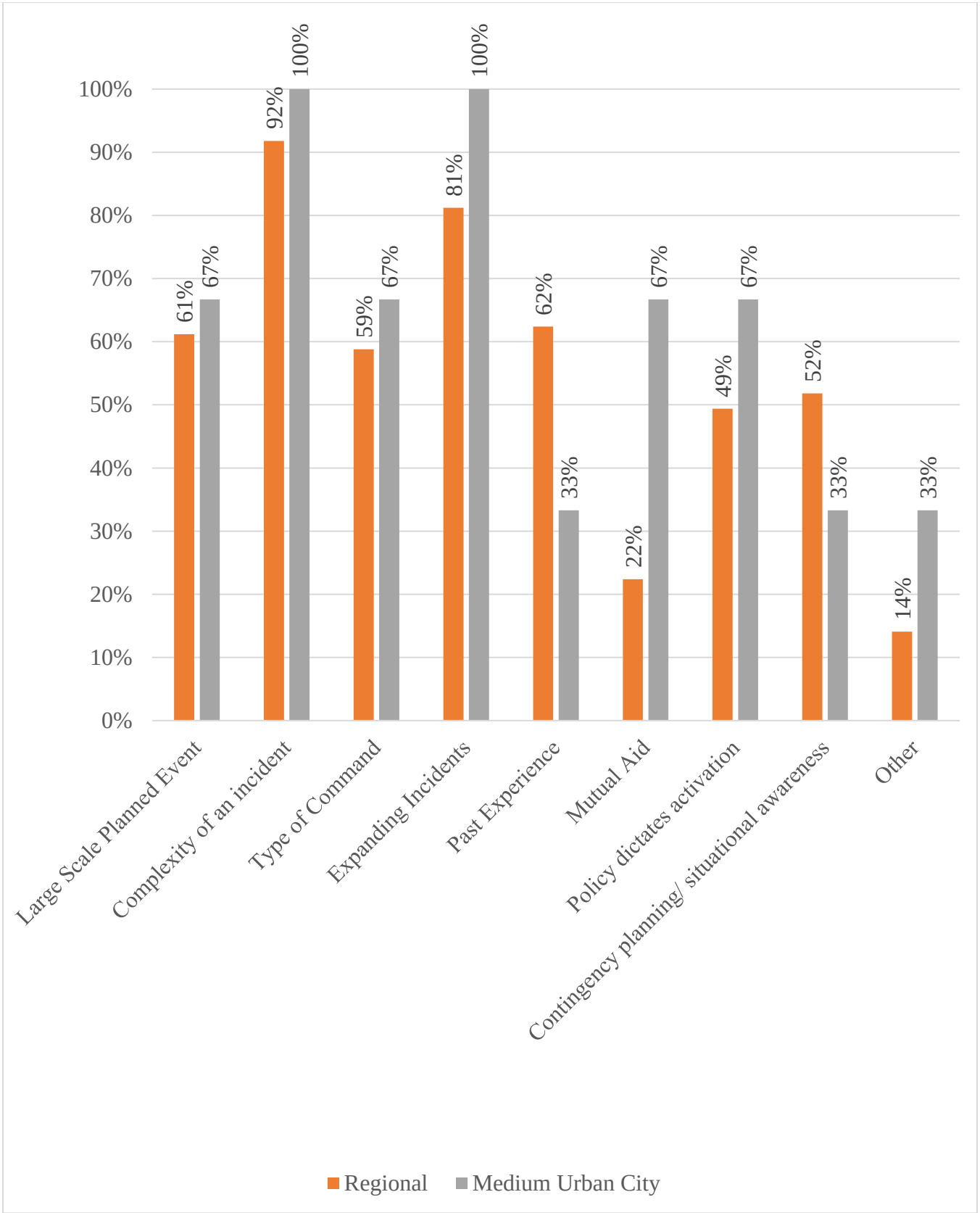
1. Does your jurisdiction operate an EOC?



1.1 Do any other jurisdictions use your facility as their primary EOC?



2. Of the incidents/events below, which would trigger an EOC activation in your jurisdiction?



3. What functions/activities do you believe are most critical to a successful EOC response?

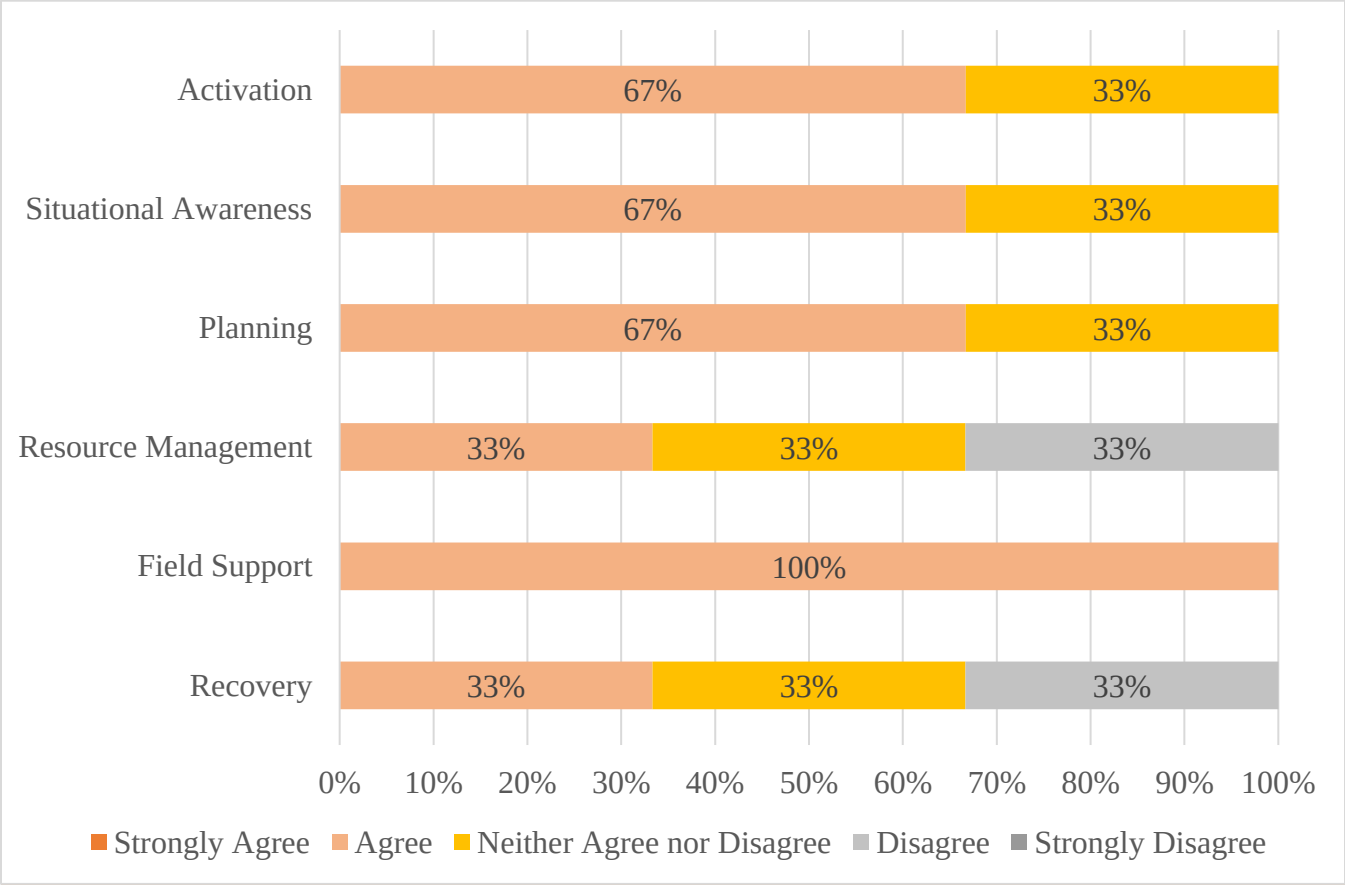
- *Activation activities*
- *Situational Awareness activities*
- *Planning activities*
- *Resource Management activities*
- *Field Support activities*
- *Recovery activities*

	High Importance		Normal Importance		Low Importance	
	Regional	Medium Urban City	Regional	Medium Urban City	Regional	Medium Urban City
Activation	71.6%	66.7%	25.9%	33.3%	2.5%	0%
Situational Awareness	73.8%	100%	22.5%	0%	3.8%	0%
Planning	44.9%	66.7%	50.0%	33.3%	5.1%	0%
Resource Management	50.0%	33.3%	43.4%	66.7%	6.6%	0%
Field Support	52.6%	33.3%	43.4%	66.7%	3.9%	0%
Recovery	28.0%	33.3%	46.7%	66.7%	25.3%	0%

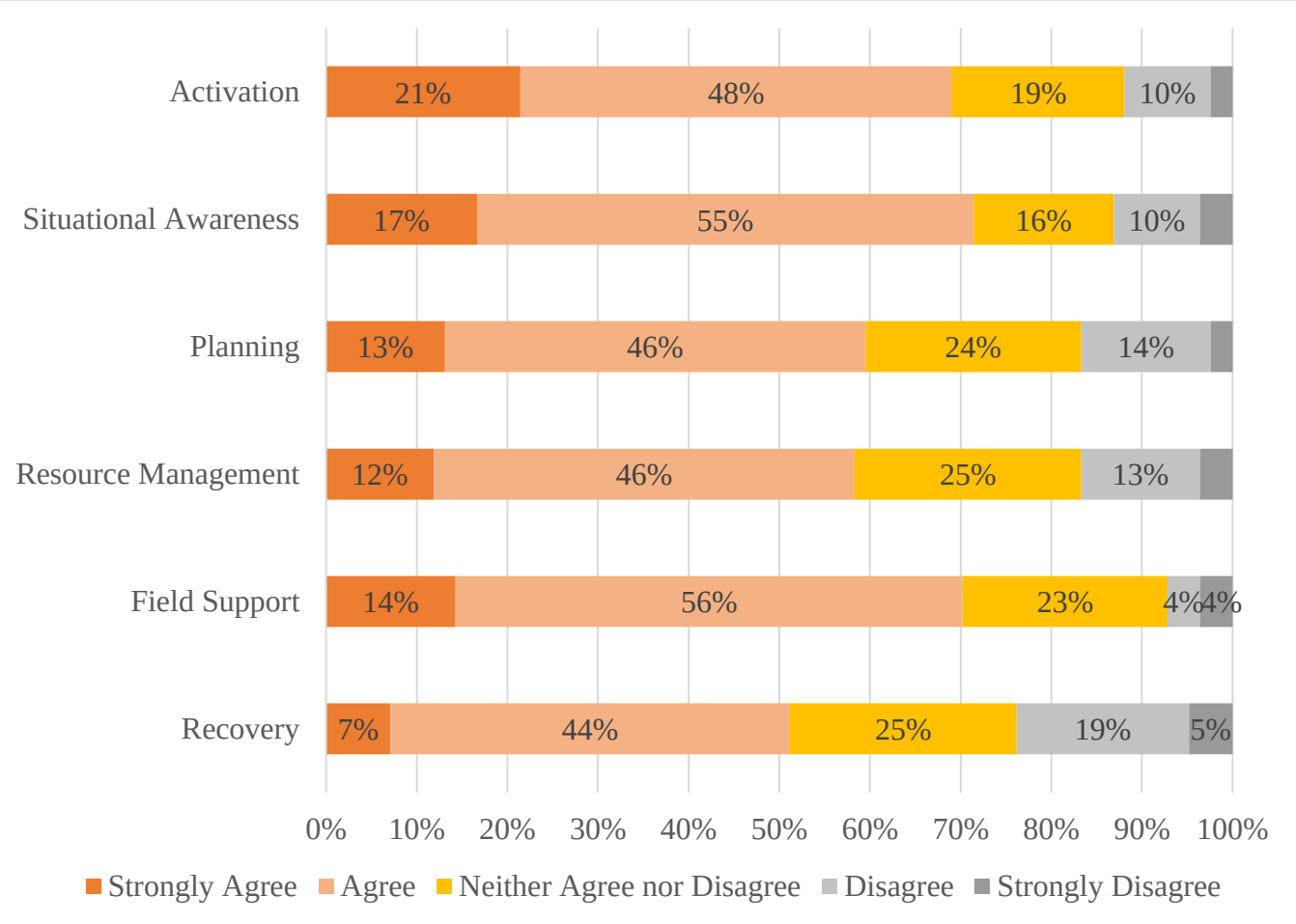
4. To identify gaps in functional activities throughout the region, to what extent do you believe your EOC can perform the following functions/activities, relying on your own local resources?

- *My EOC is able to fulfill all ACTIVATION activities necessary for a successful operation (ex. alerting and mobilizing EOC personnel, EOC set up, EOC staffing, etc.)*
- *My EOC is able to fulfill all SITUATIONAL AWARENESS activities necessary for a successful operation (ex. creating & distributing situation reports, maintaining a common operating picture, managing and sharing information with responders, agency representatives, media and the public, etc.)*
- *My EOC is able to fulfill all PLANNING activities necessary for a successful operation (ex. creating Incident Action Plan or EOC Action Plan, ensuring documentation and record keeping, operation of EOC displays and room/facility management, etc.)*
- *My EOC is able to fulfill all RESOURCE MANAGEMENT activities necessary for a successful operation (ex. resource requests, resource tracking, emergency procurements, etc.):* Disagree
- *My EOC is able to fulfill all FIELD SUPPORT activities necessary for a successful operation (ex. support field operations and field personnel, anticipating future needs, providing strategic guidance, etc.)*
- *My EOC is able to fulfill all RECOVERY activities necessary for a successful operation (ex. completing/submitting State & Federal disaster forms, large-scale debris management efforts, engaging/managing VOADs and coordinating survivor assistance efforts, Preliminary Damage Assessments, etc.)*

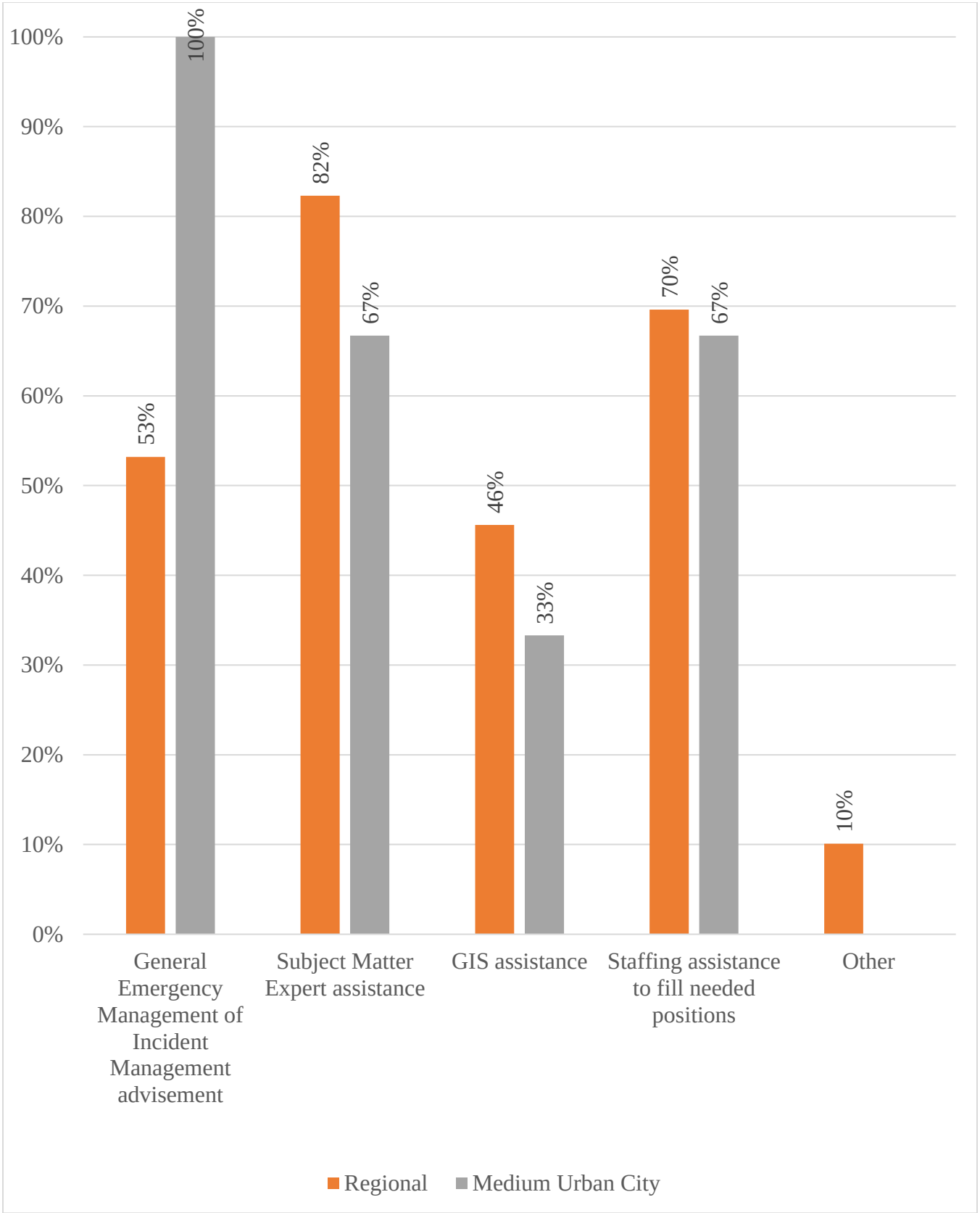
Medium Urban City



Regional

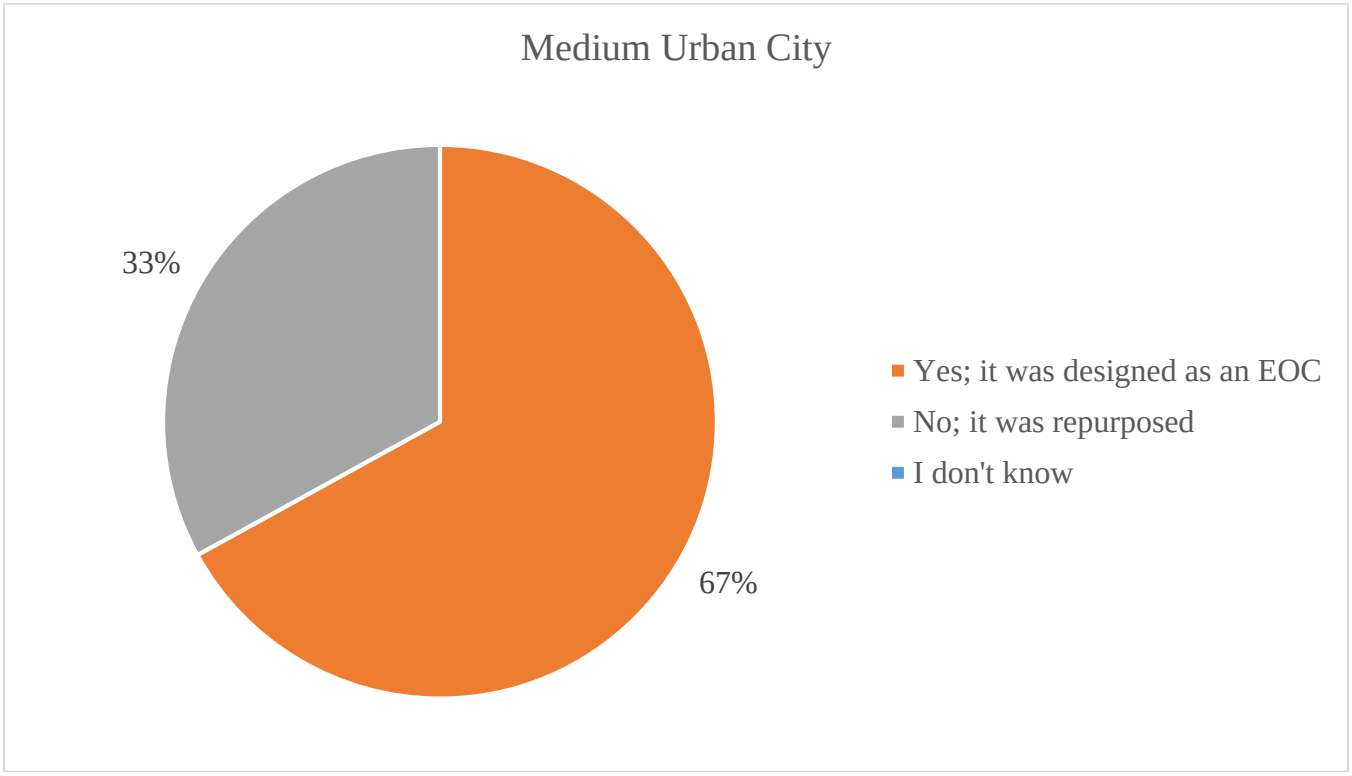

Activation
21%
48%
19%
10%
Situational Awareness
17%
55%
16%
10%
Planning
13%
46%
24%
14%
Resource Management
12%
46%
25%
13%
Field Support
14%
56%
23%
4%
4%
Recovery
7%
44%
25%
19%
5%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

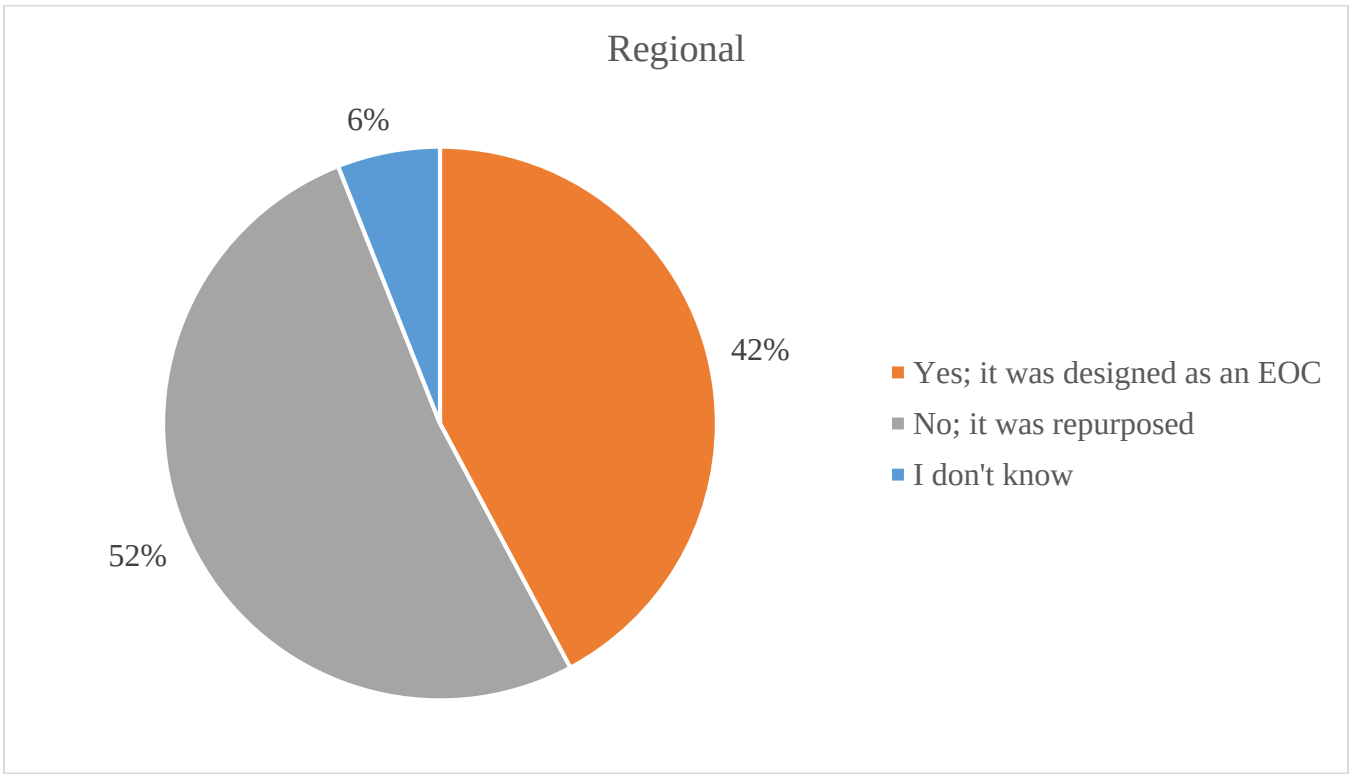
5. What functions or activities, if any, would your EOC like additional assistance to fulfill? Please select all that apply.



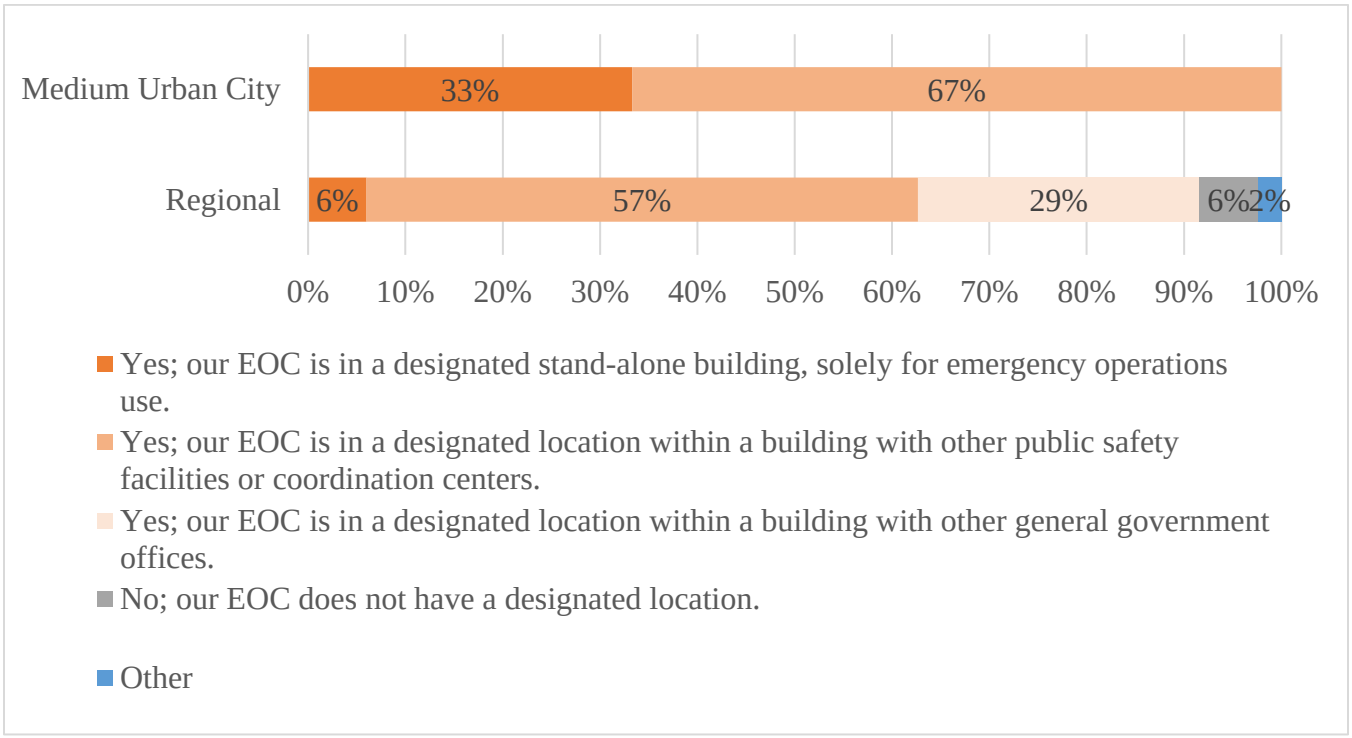
EOC Overview

6. Was your EOC designed to operate as an EOC?

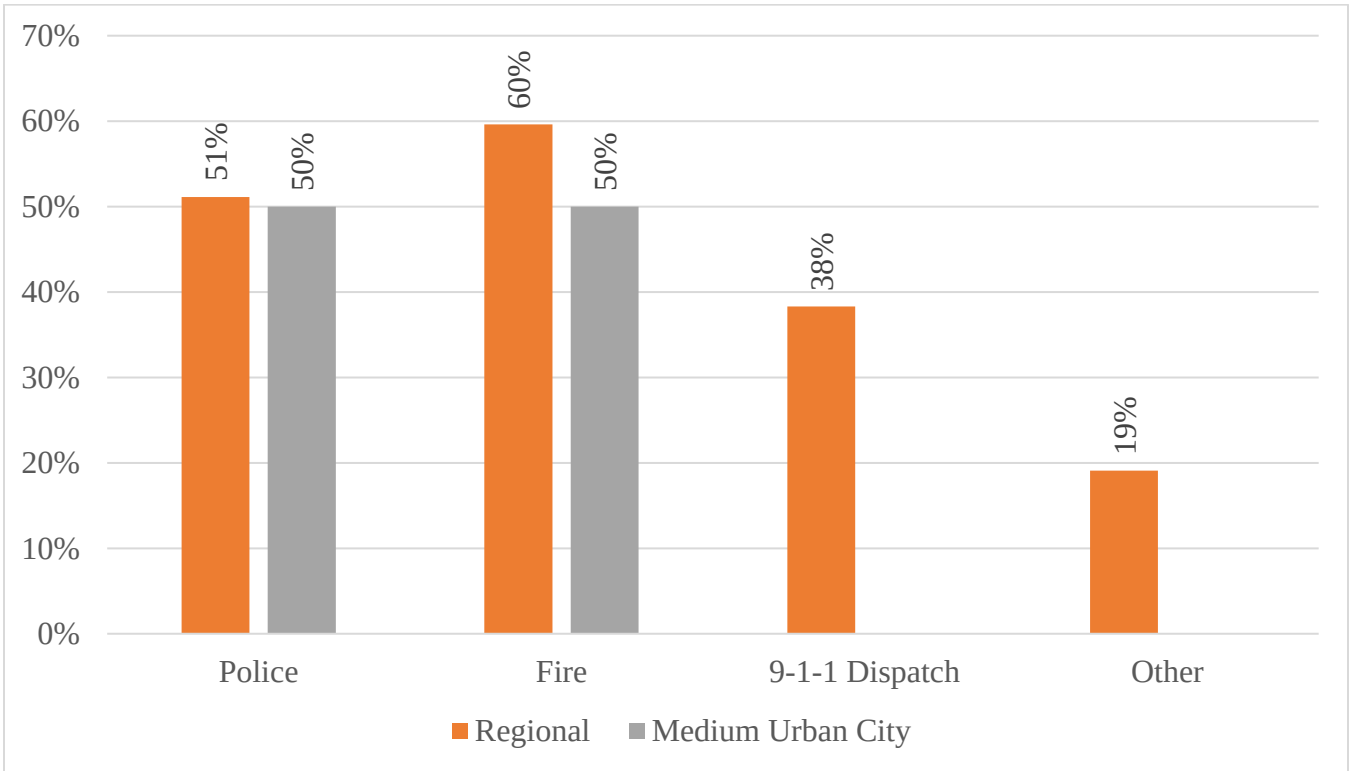




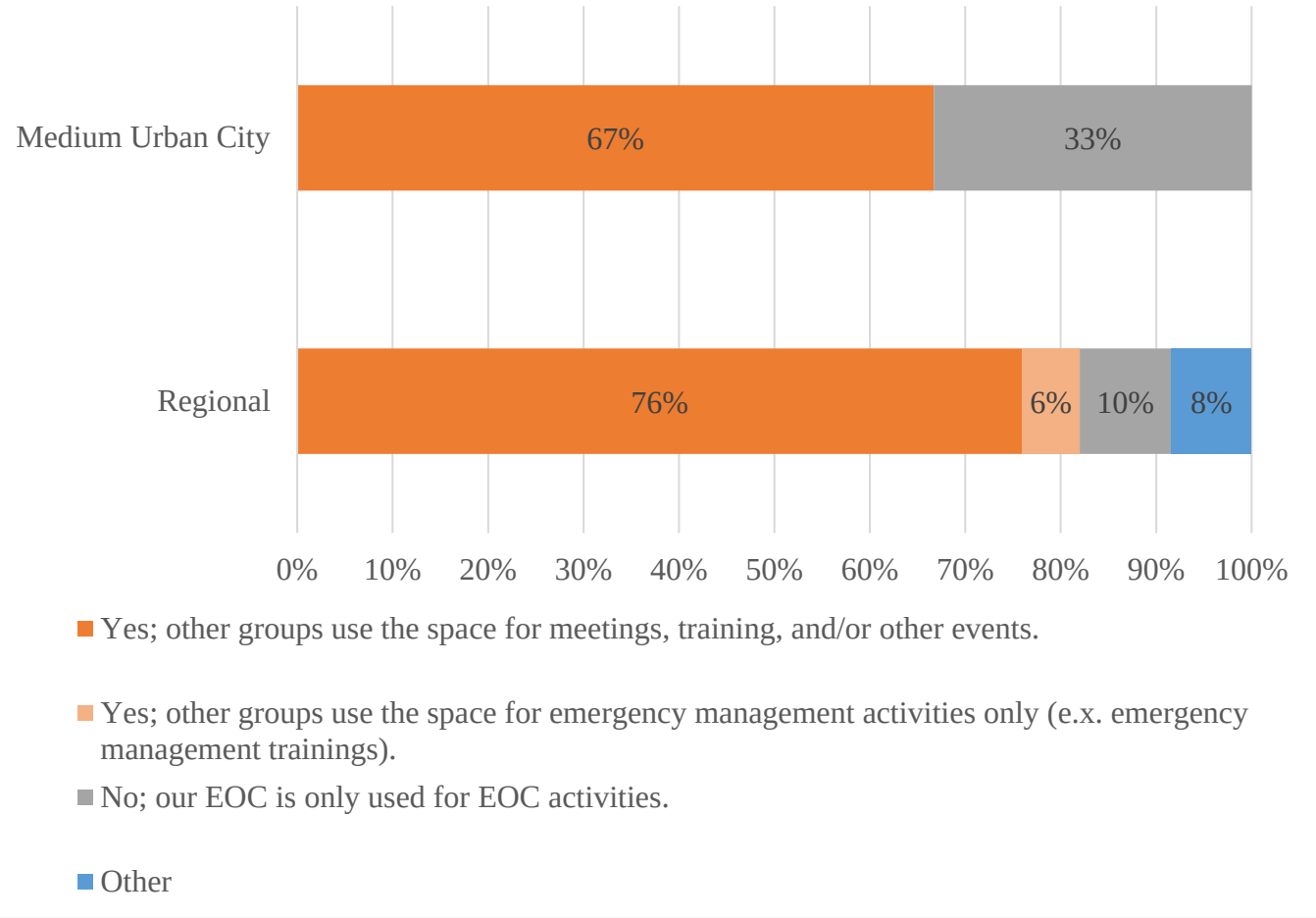
7. Do you have a designated location for your EOC?



7.1 Of those who share their EOC building with other public safety facilities or coordination centers, what other functions are performed in the building? Please select all that apply.

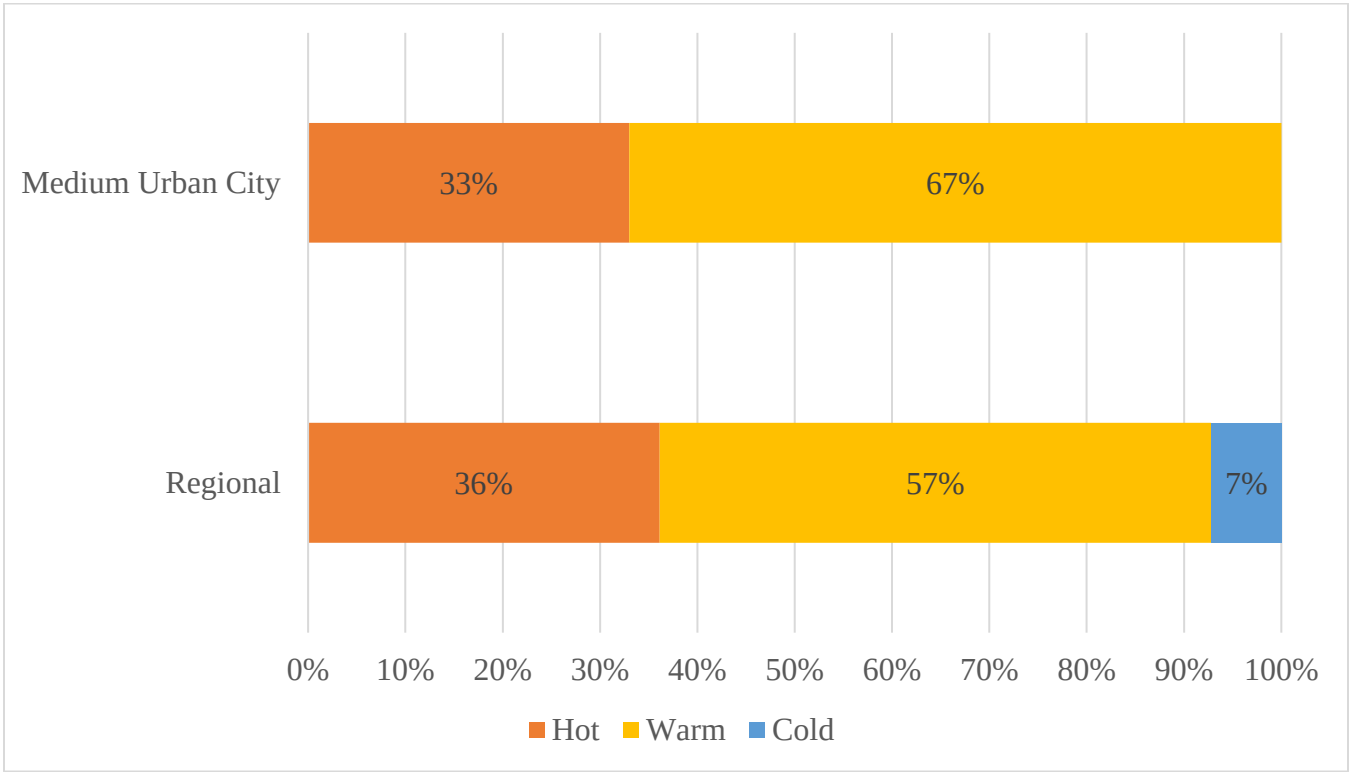


8. Is your EOC a multi-purpose location?

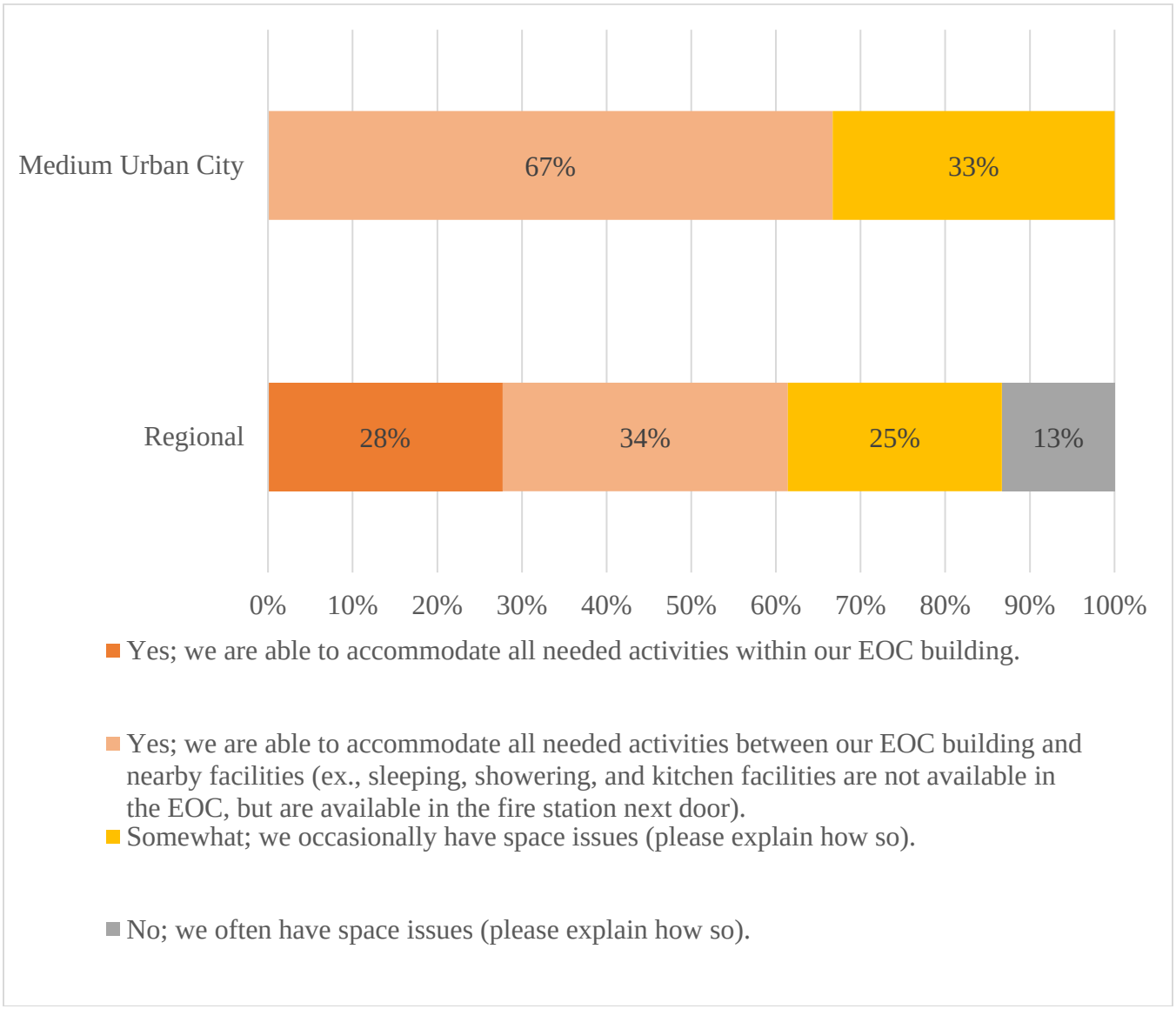


9. Is your primary EOC:

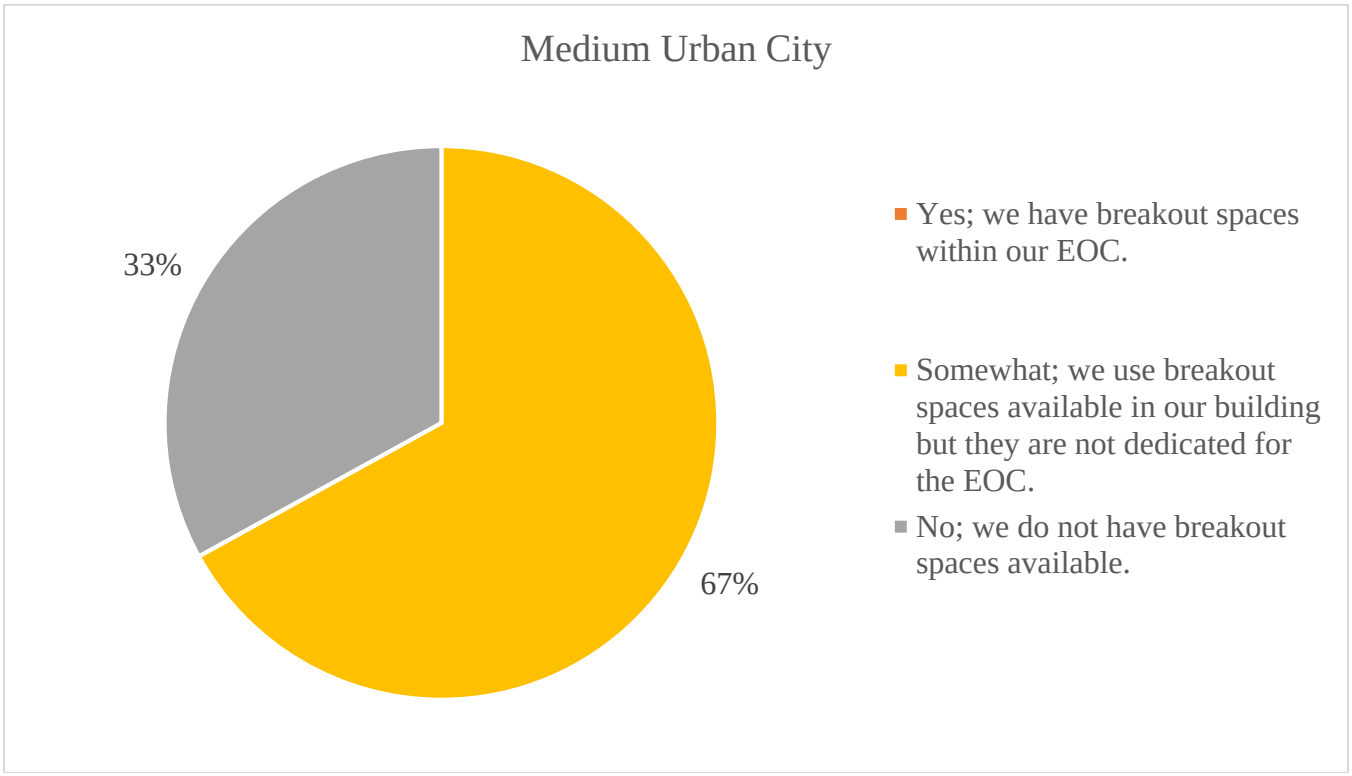
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*

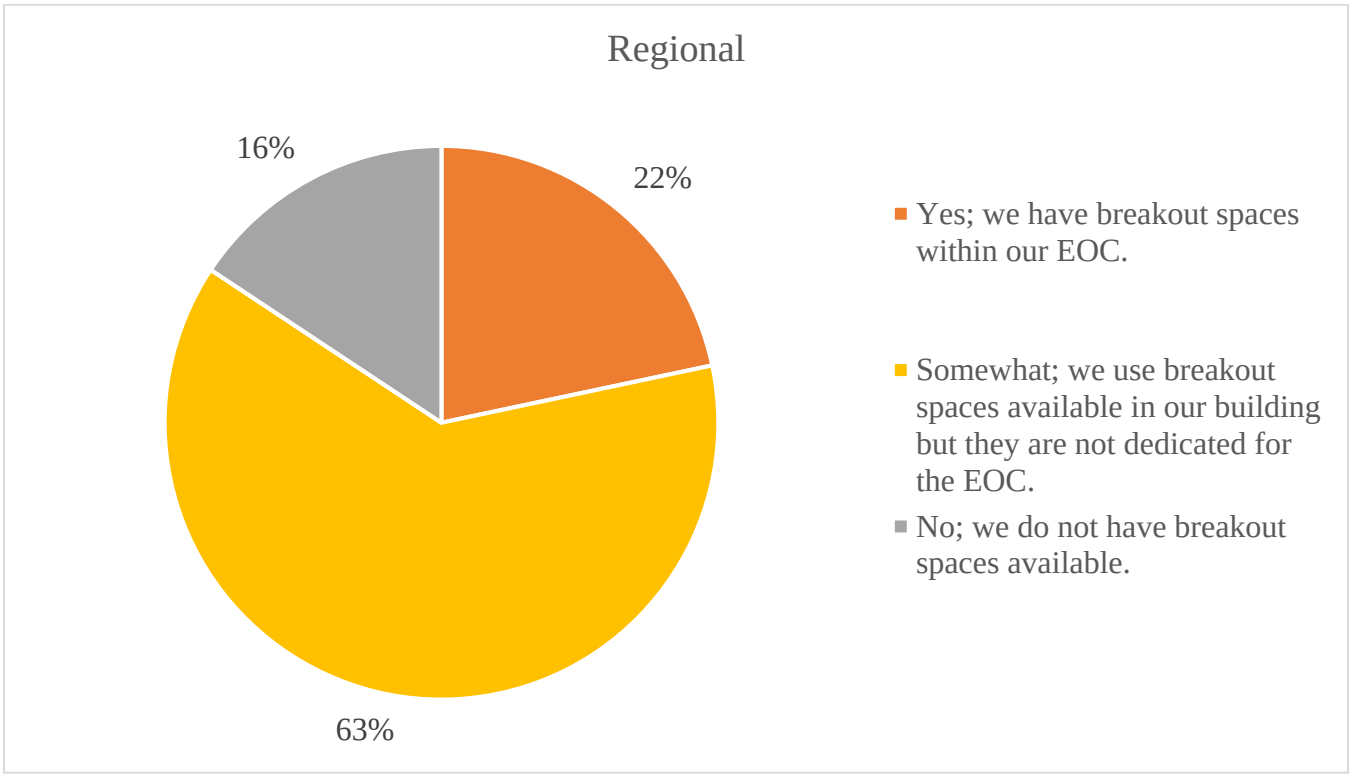


10. Is your EOC large enough to facilitate needed activities?

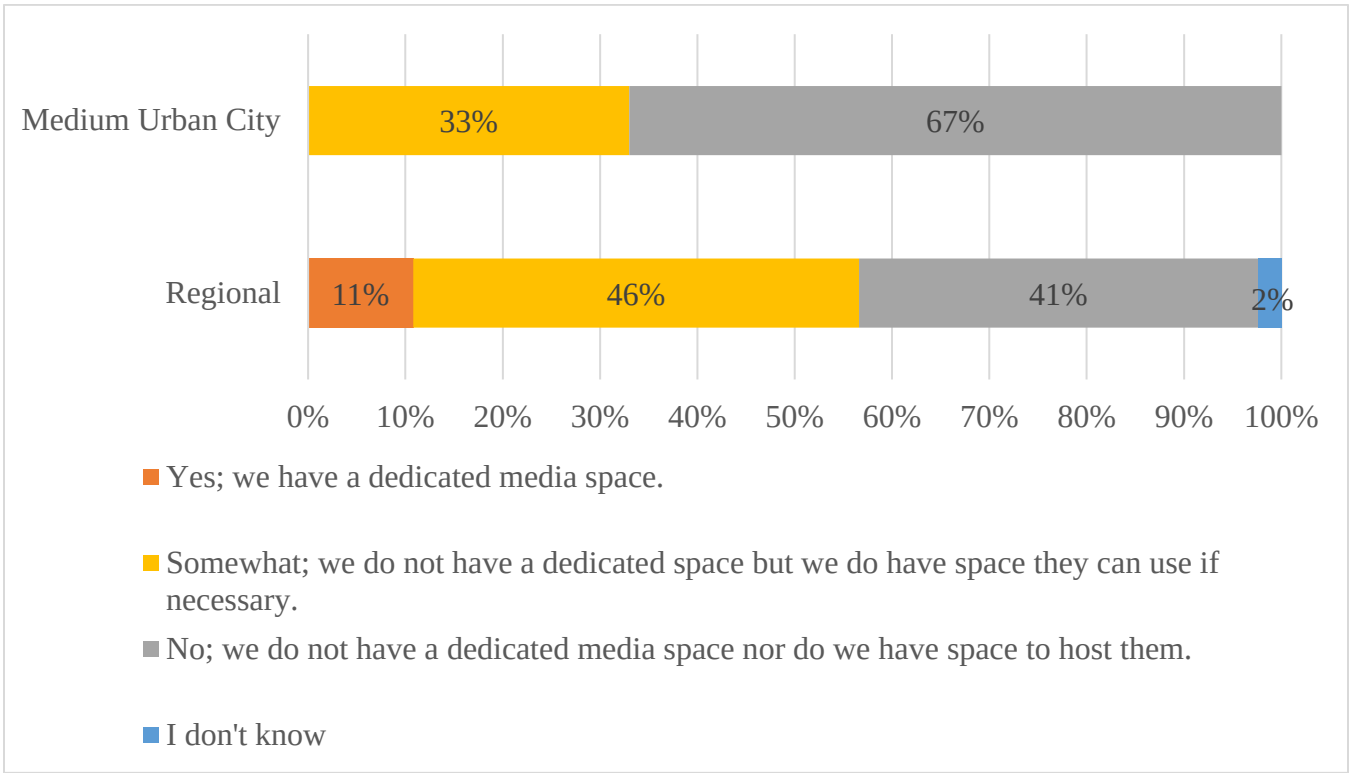


11. Does your EOC have individual/separate meeting or breakout spaces?

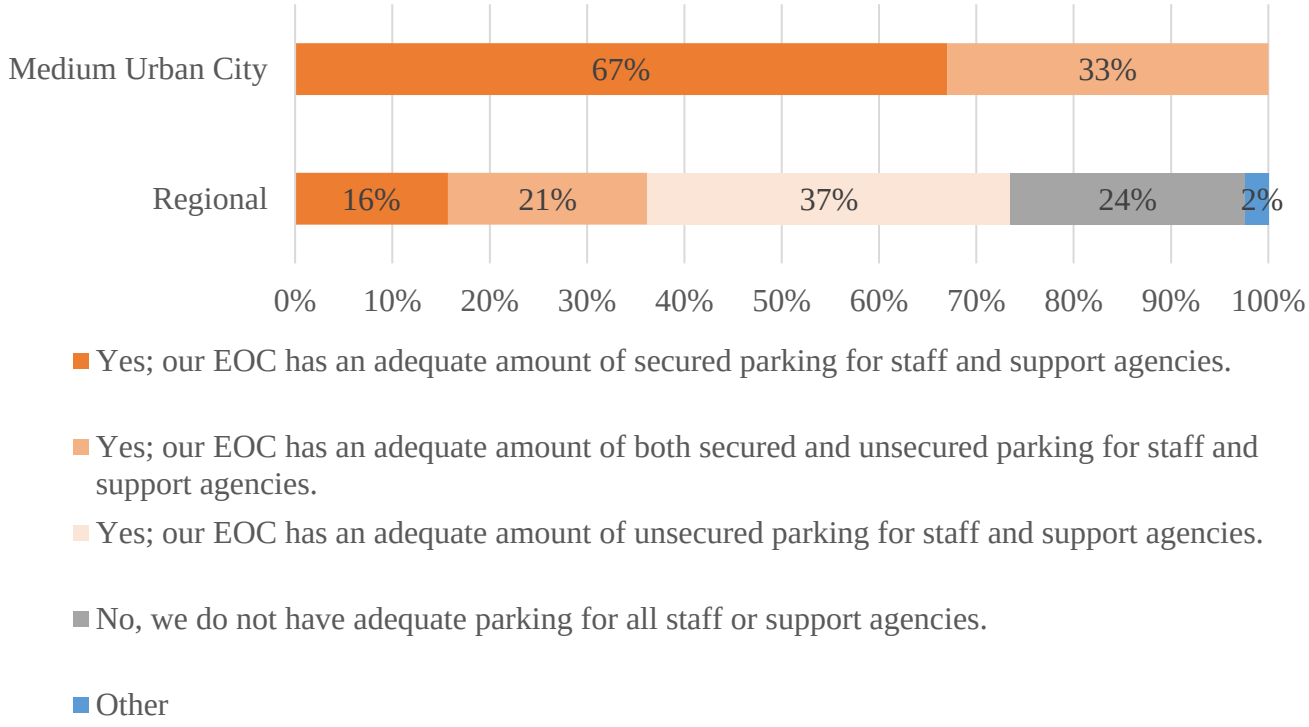




12. Do you plan to host the media at your EOC?

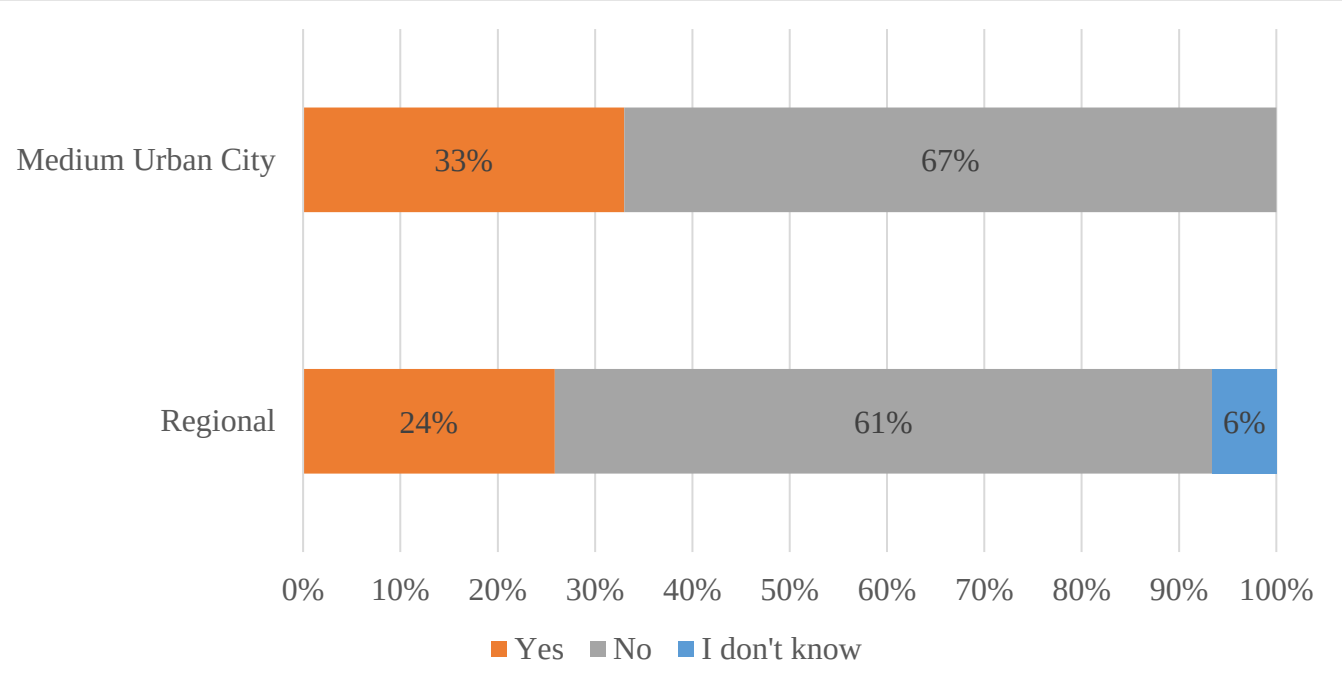


13. Does your EOC have adequate parking for staff and support agencies during full scale operations?

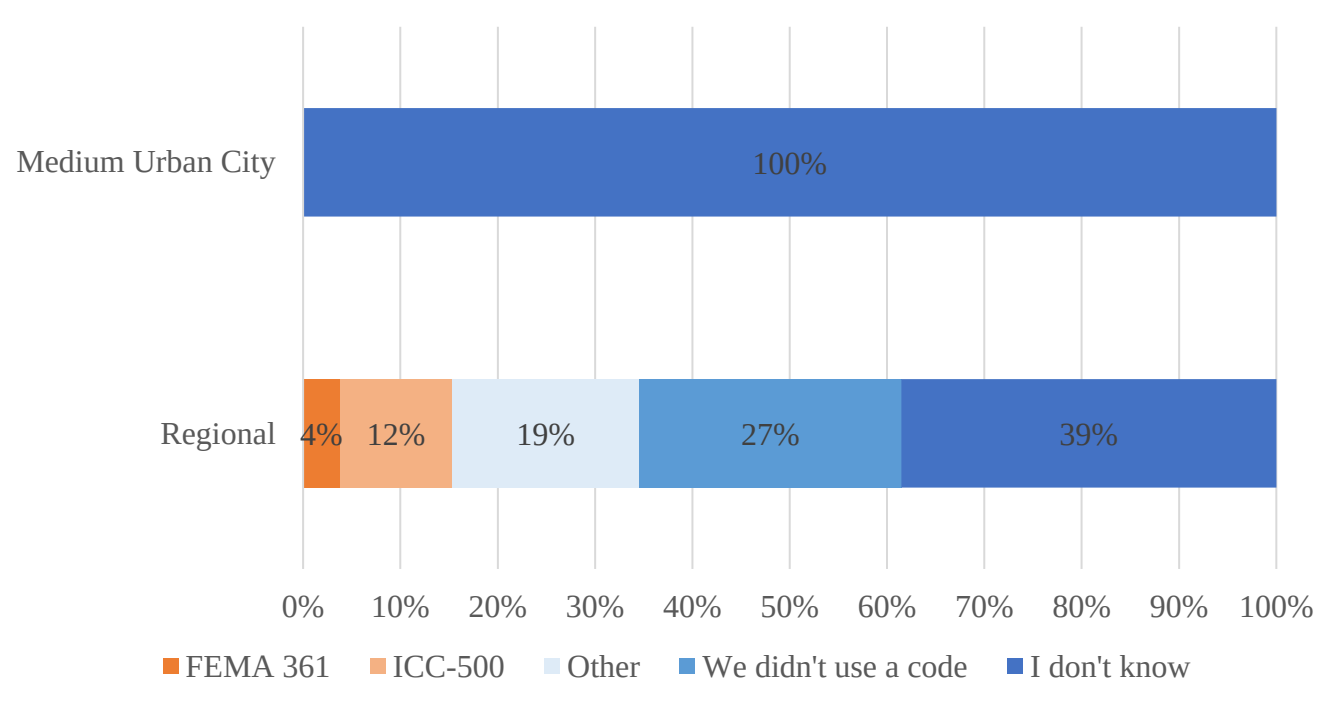


Survivability

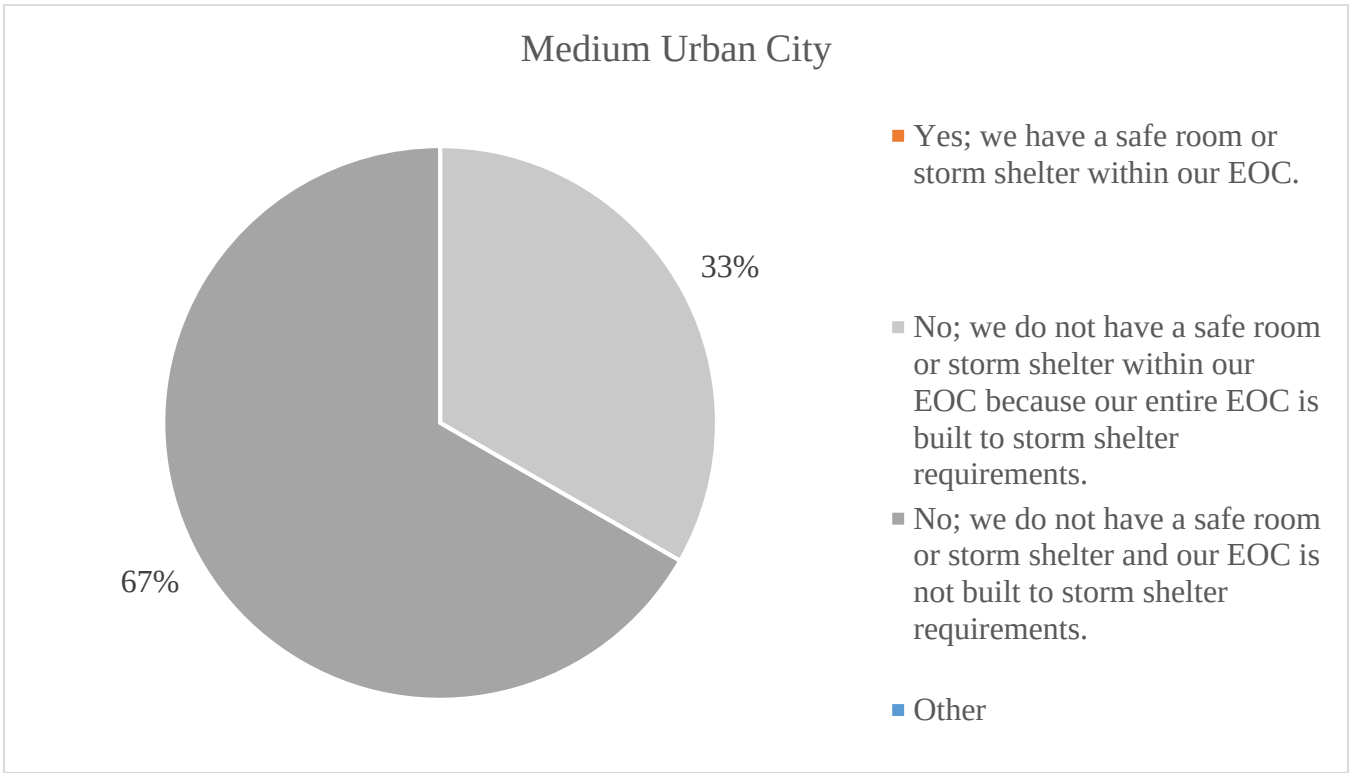
14. Is your EOC hardened (including but not limited to reinforced walls, window storm shutters, and other physical hardening measures)?

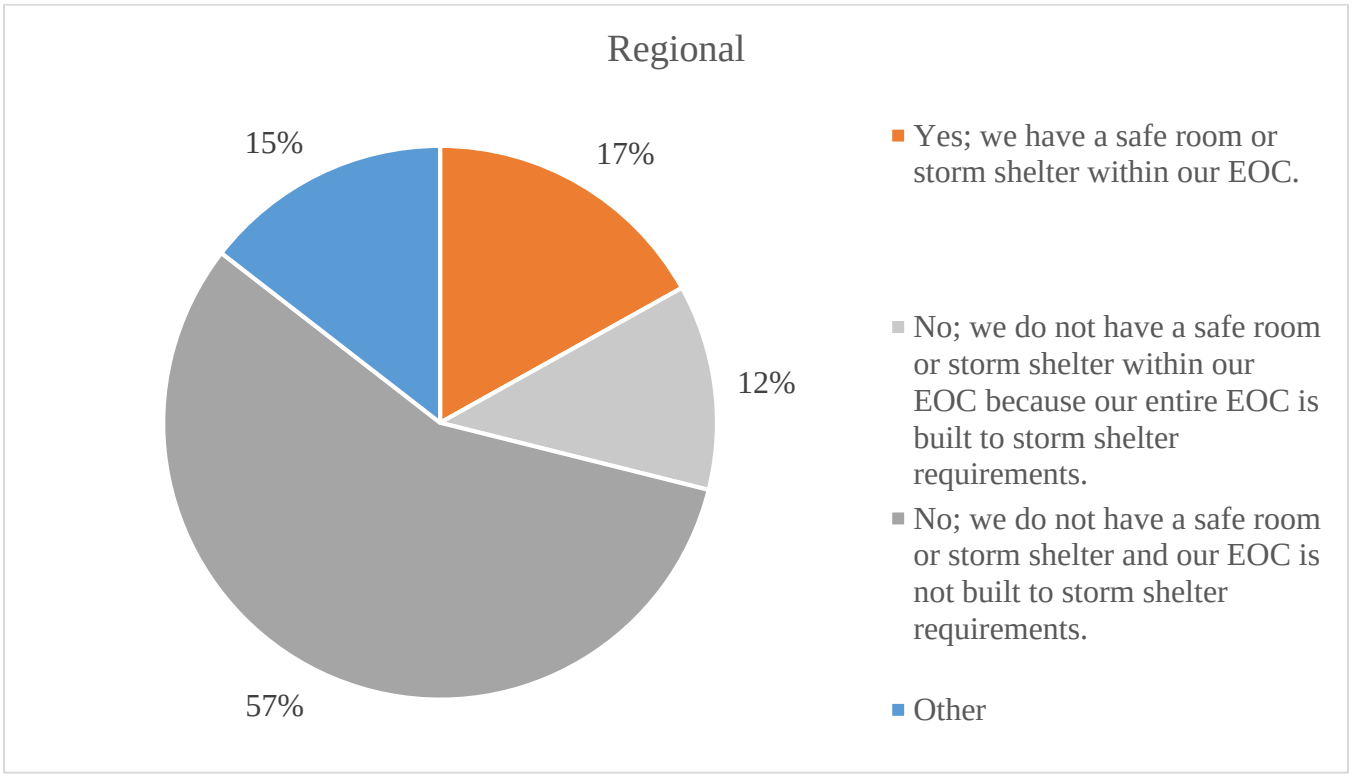


14.1 Of those who hardened their EOC, what construction code, standard, or guideline was used?

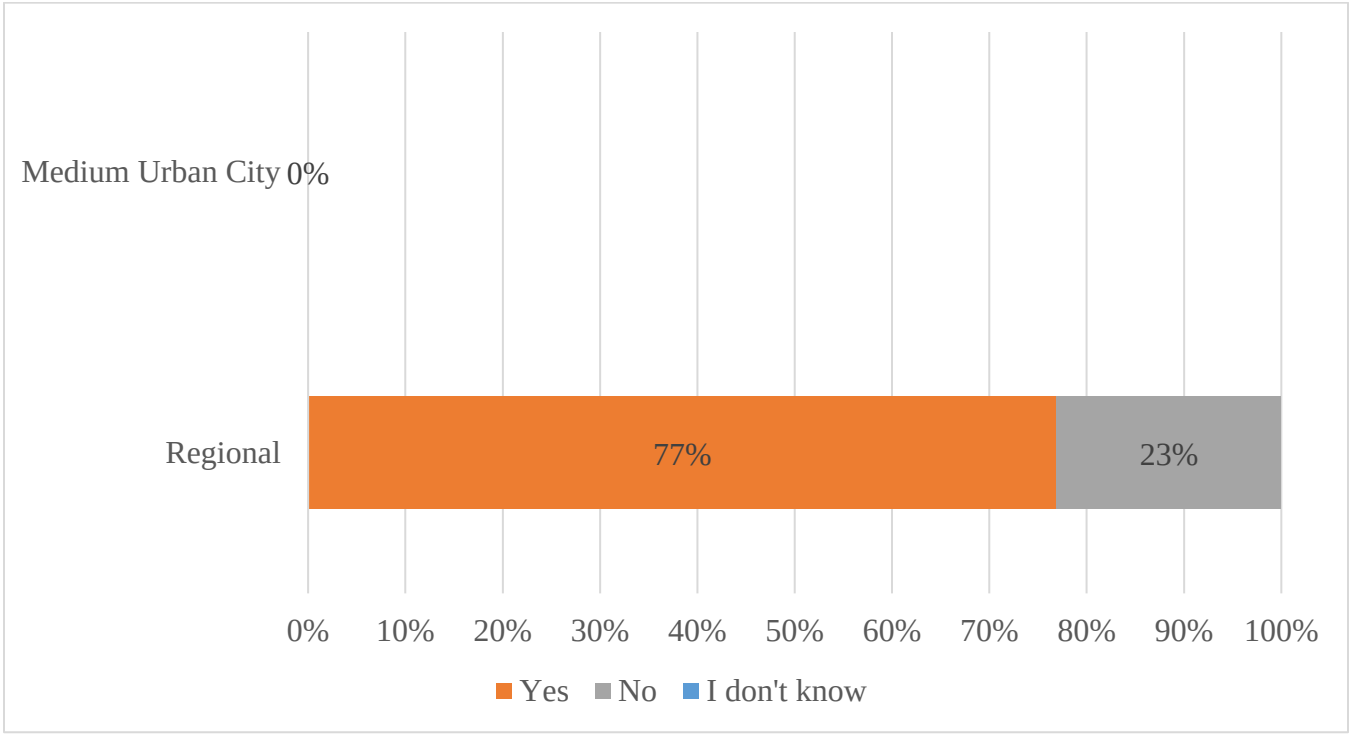


15. Does your EOC have a safe room or storm shelter for severe weather?

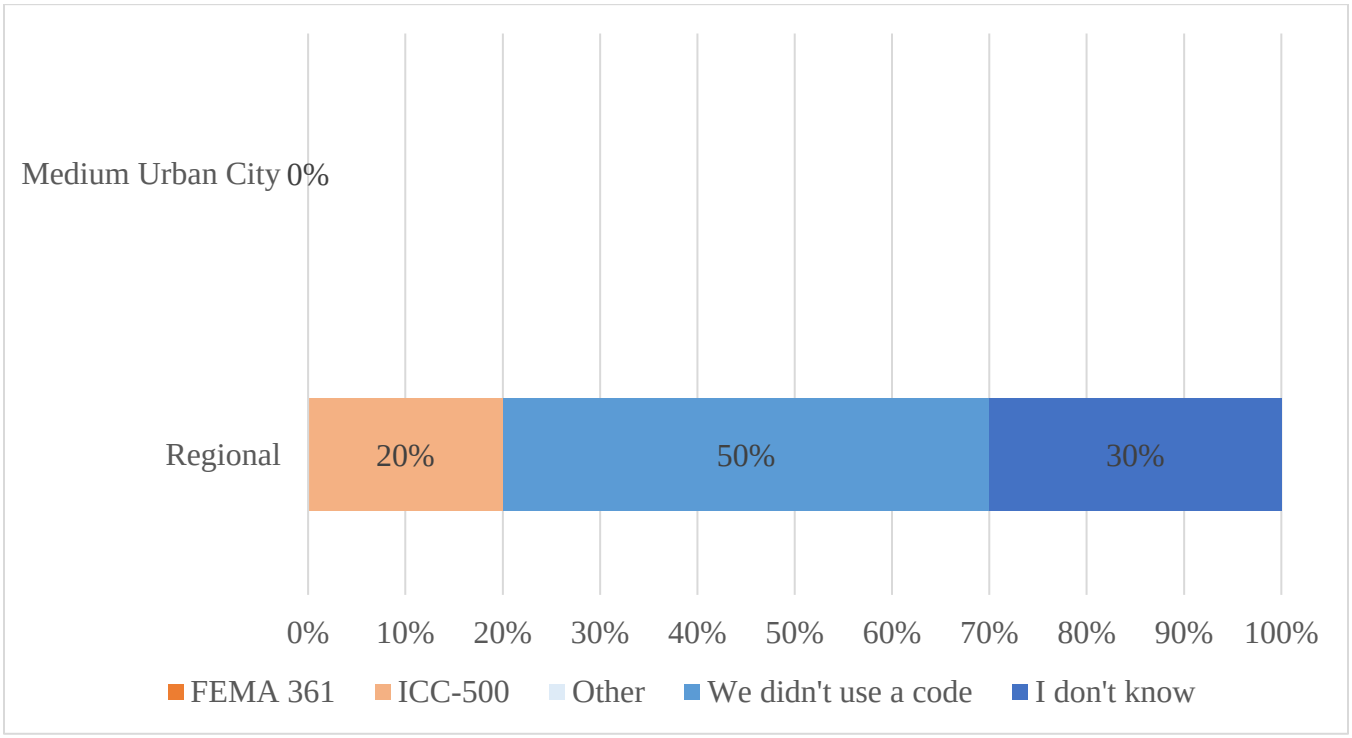




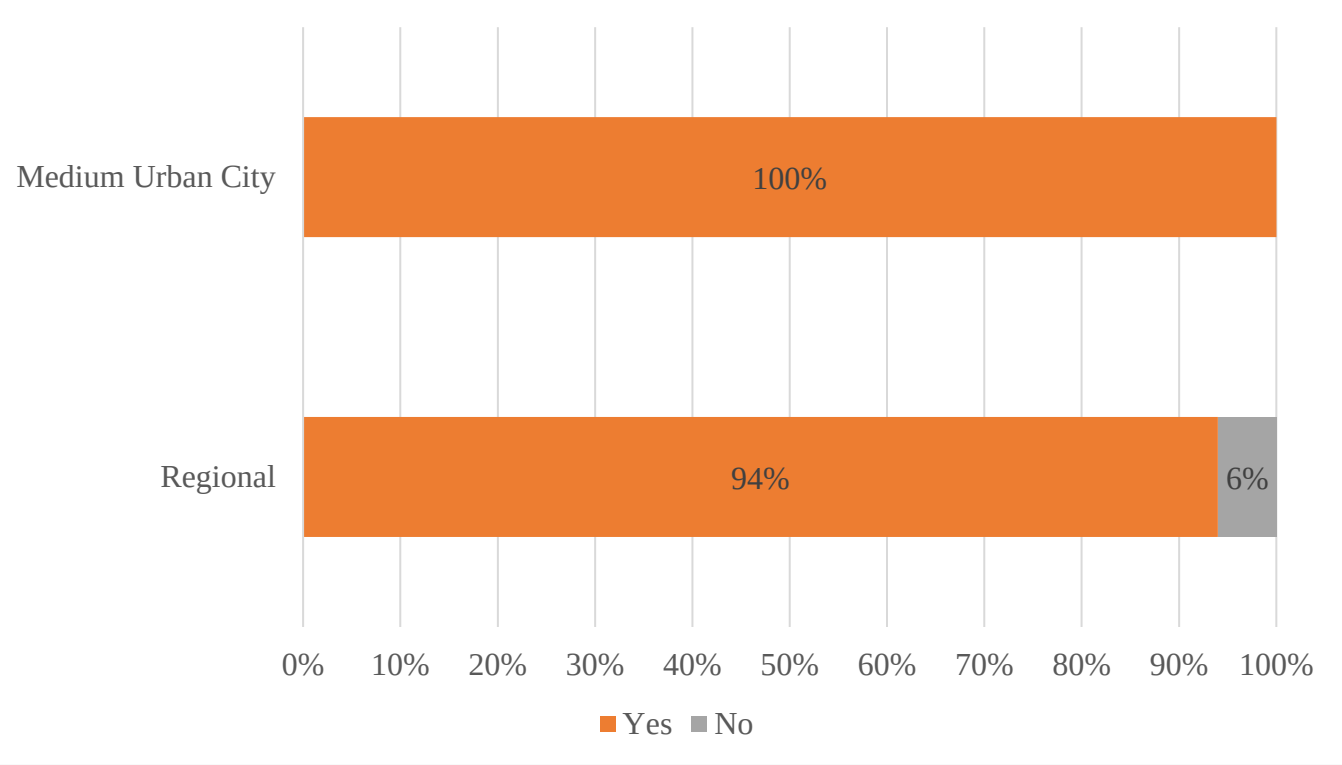
15.1 Of those who hardened have a safe room, is it hardened? *(Answers only apply to those who have a safe room)*



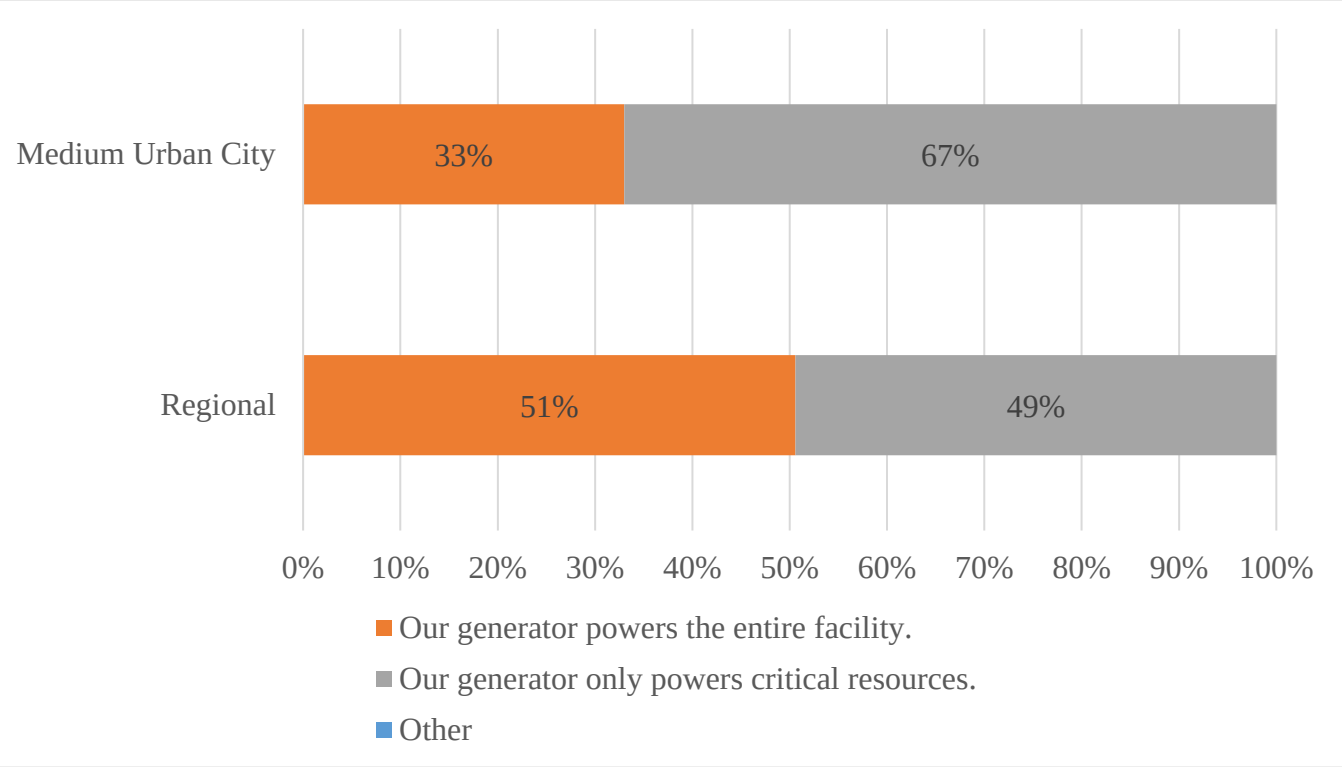
15.2 Of those who hardened have a hardened safe room, what code, standard, or guideline did you use? *(Answers only apply to those who indicated they have a hardened safe room)*



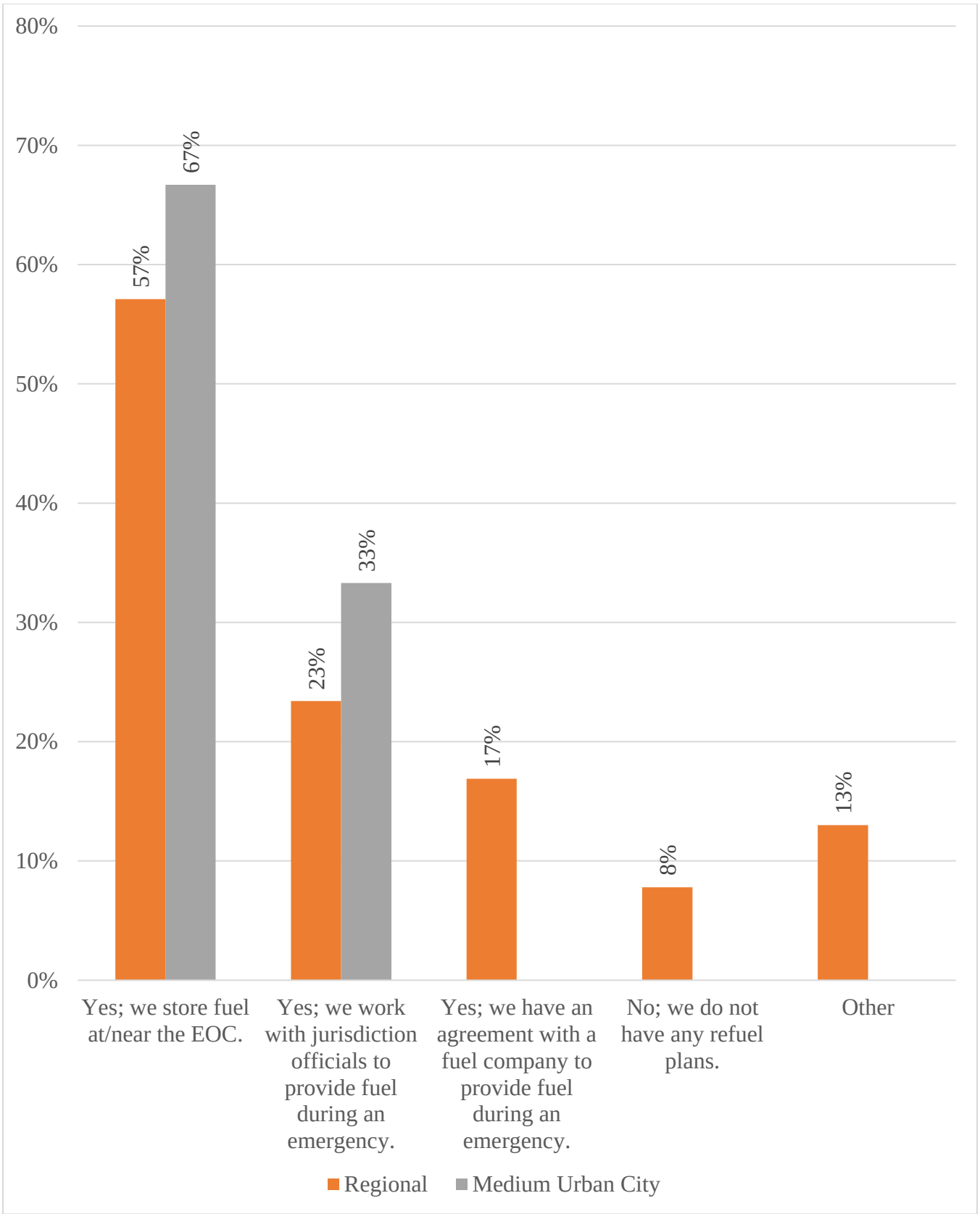
16. Does your EOC have backup generators?



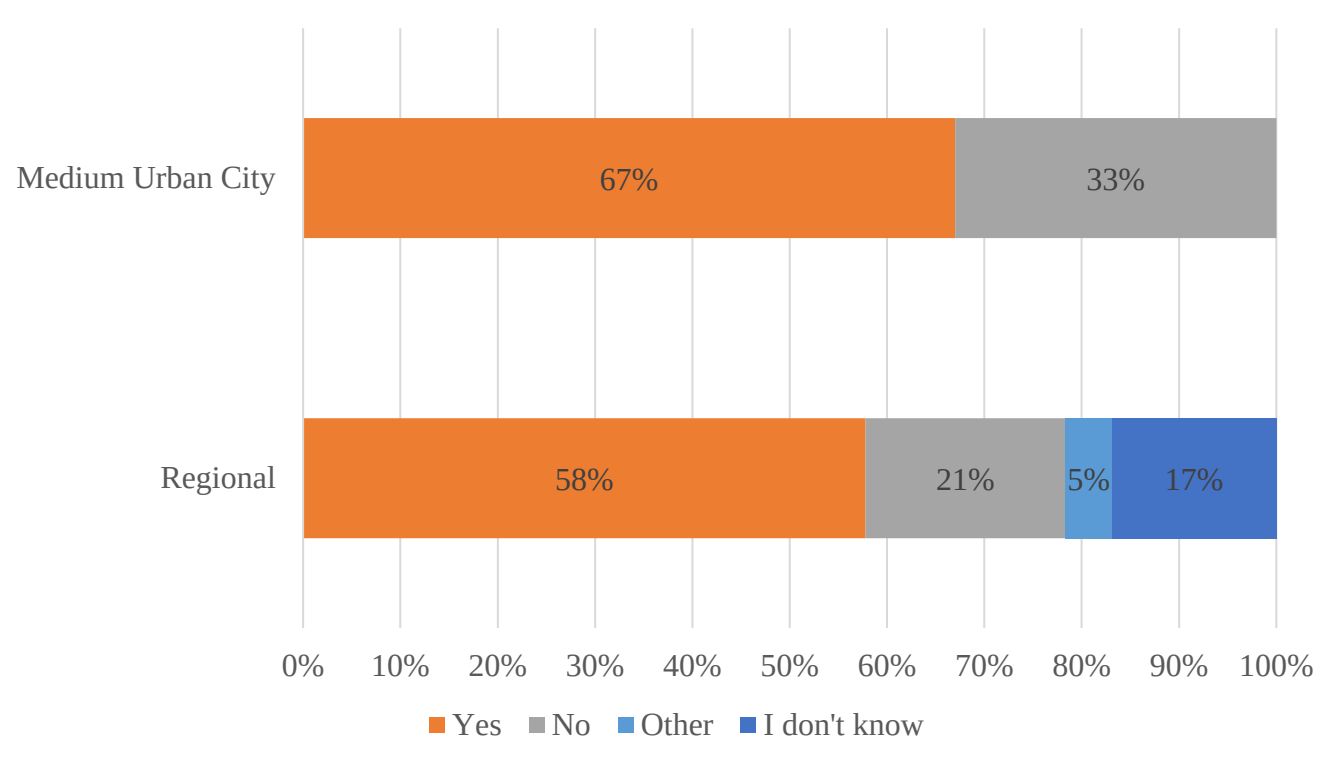
16.1 Of those who have backup generators, does the generator power the whole facility or just critical resources?



16.2 Of those who have backup generators, is your fuel source readily available (pre-stored or direct feed)?



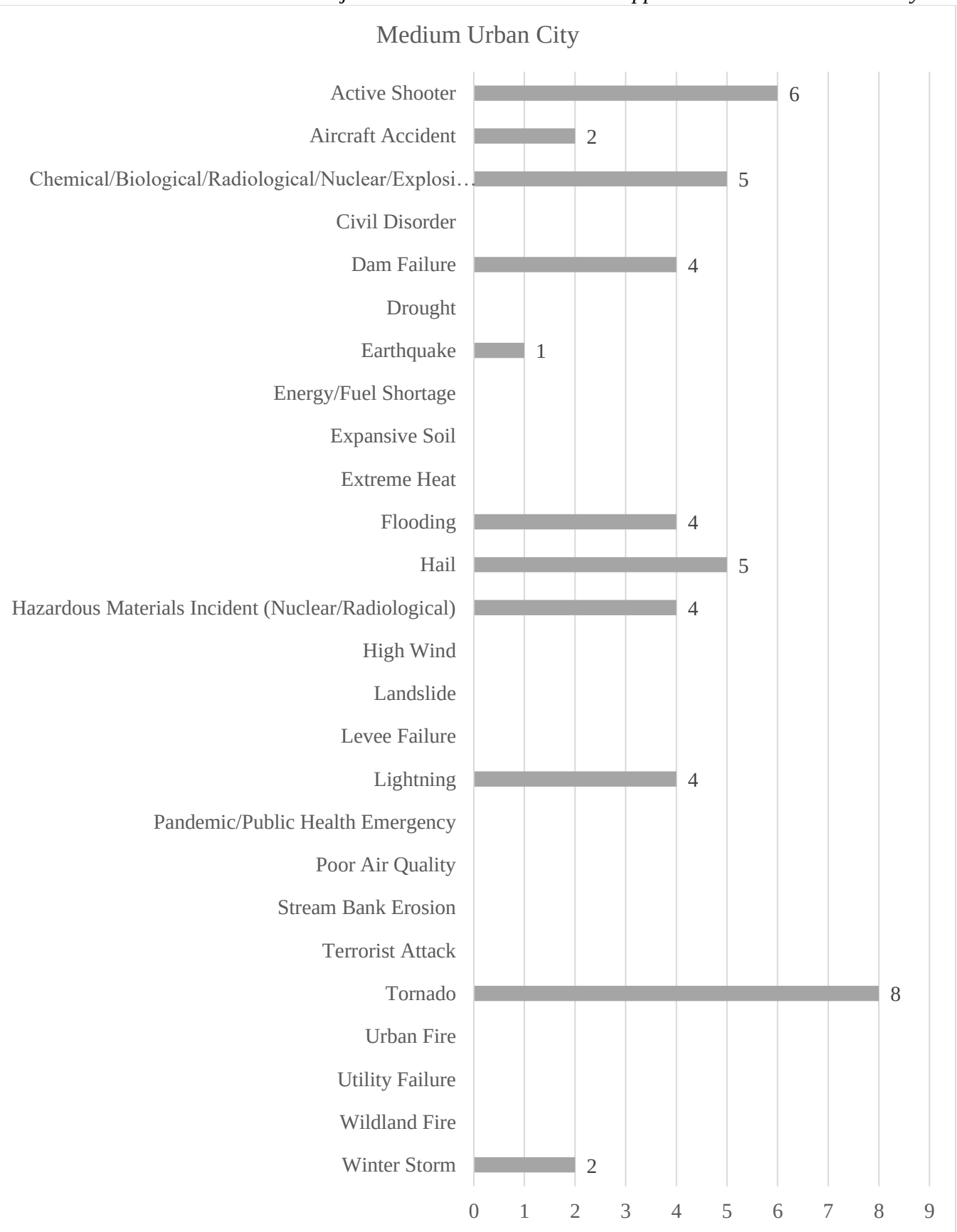
17. Are your telephone and communications lines into the EOC protected under ground?



Security

18. Of the hazards listed below, which pose the greatest unmitigated risk to your EOC facility?

Please select and rank your top 5 unmitigated hazards. The purpose of this question is to determine the top 5 hazards posing unmitigated risks to EOC facilities across our region. This data could help identify and prioritize future mitigation efforts. *(Answers ranked by assigning values to each answer based on its priority and summing the total priority votes. Top priority hazards were assigned a value of 5, second priority a value of 4, third priority a value of 3, fourth priority a value of 2, and fifth priority a value of 1.)*


Medium Urban City
Active Shooter
Aircraft Accident
Chemical/Biological/Radiological/Nuclear/Explosi…
Civil Disorder
Dam Failure
Drought
Earthquake
Energy/Fuel Shortage
Expansive Soil
Extreme Heat
Flooding
Hail
Hazardous Materials Incident (Nuclear/Radiological)
High Wind
Landslide
Levee Failure
Lightning
Pandemic/Public Health Emergency
Poor Air Quality
Stream Bank Erosion
Terrorist Attack
Tornado
Urban Fire
Utility Failure
Wildland Fire
Winter Storm
6
2
5
4
1
4
5
4
4
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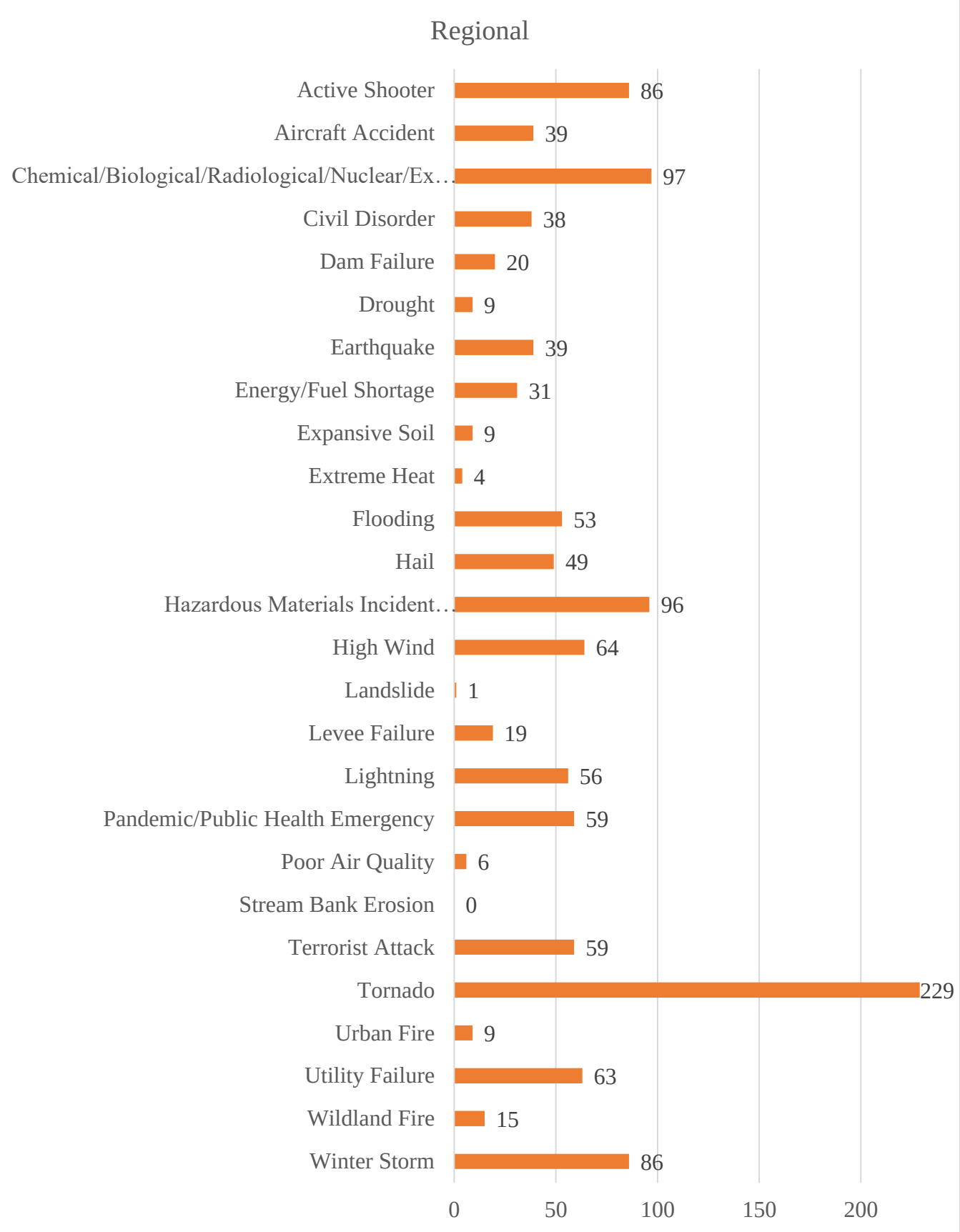
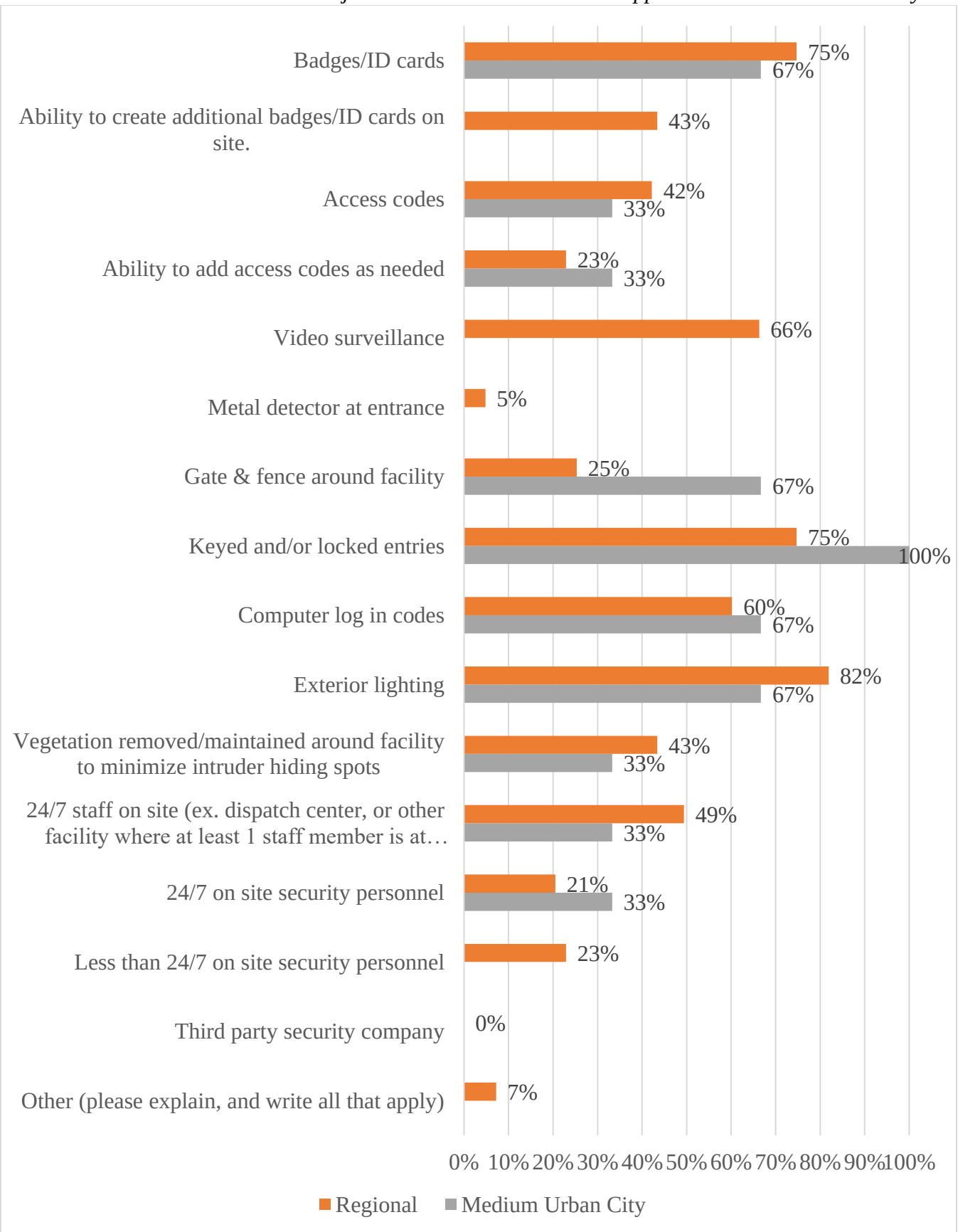
2
0 1 2 3 4 5 6 7 8 9


Regional
Active Shooter 86
Aircraft Accident 39
Chemical/Biological/Radiological/Nuclear/Ex… 97
Civil Disorder 38
Dam Failure 20
Drought 9
Earthquake 39
Energy/Fuel Shortage 31
Expansive Soil 9
Extreme Heat 4
Flooding 53
Hail 49
Hazardous Materials Incident… 96
High Wind 64
Landslide 1
Levee Failure 19
Lightning 56
Pandemic/Public Health Emergency 59
Poor Air Quality 6
Stream Bank Erosion 0
Terrorist Attack 59
Tornado 229
Urban Fire 9
Utility Failure 63
Wildland Fire 15
Winter Storm 86
0 50 100 150 200

19. What types of site security and access control features are in place at the EOC? Please select all that apply.


Badges/ID cards
75%
67%
Ability to create additional badges/ID cards on site.
43%
Access codes
42%
33%
Ability to add access codes as needed
23%
33%
Video surveillance
66%
Metal detector at entrance
5%
Gate & fence around facility
25%
67%
Keyed and/or locked entries
75%
100%
Computer log in codes
60%
67%
Exterior lighting
82%
67%
Vegetation removed/maintained around facility to minimize intruder hiding spots
43%
33%
24/7 staff on site (ex. dispatch center, or other facility where at least 1 staff member is at…
49%
33%
24/7 on site security personnel
21%
33%
Less than 24/7 on site security personnel
23%
Third party security company
0%
Other (please explain, and write all that apply)
7%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Regional
Medium Urban City

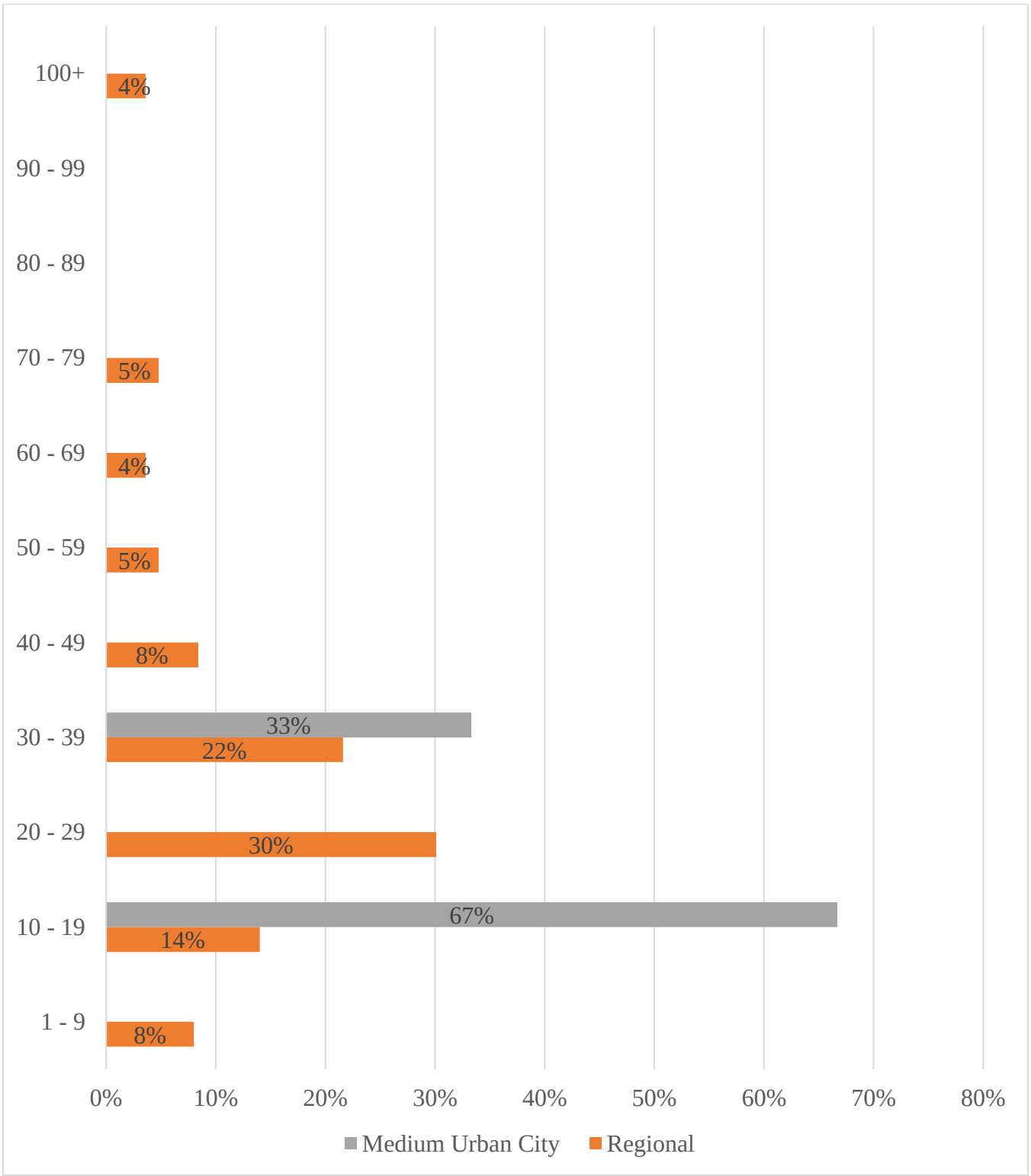
Sustainability, Interoperability, and Flexibility

20. Please select the most appropriate answer for each facility feature based on its availability.

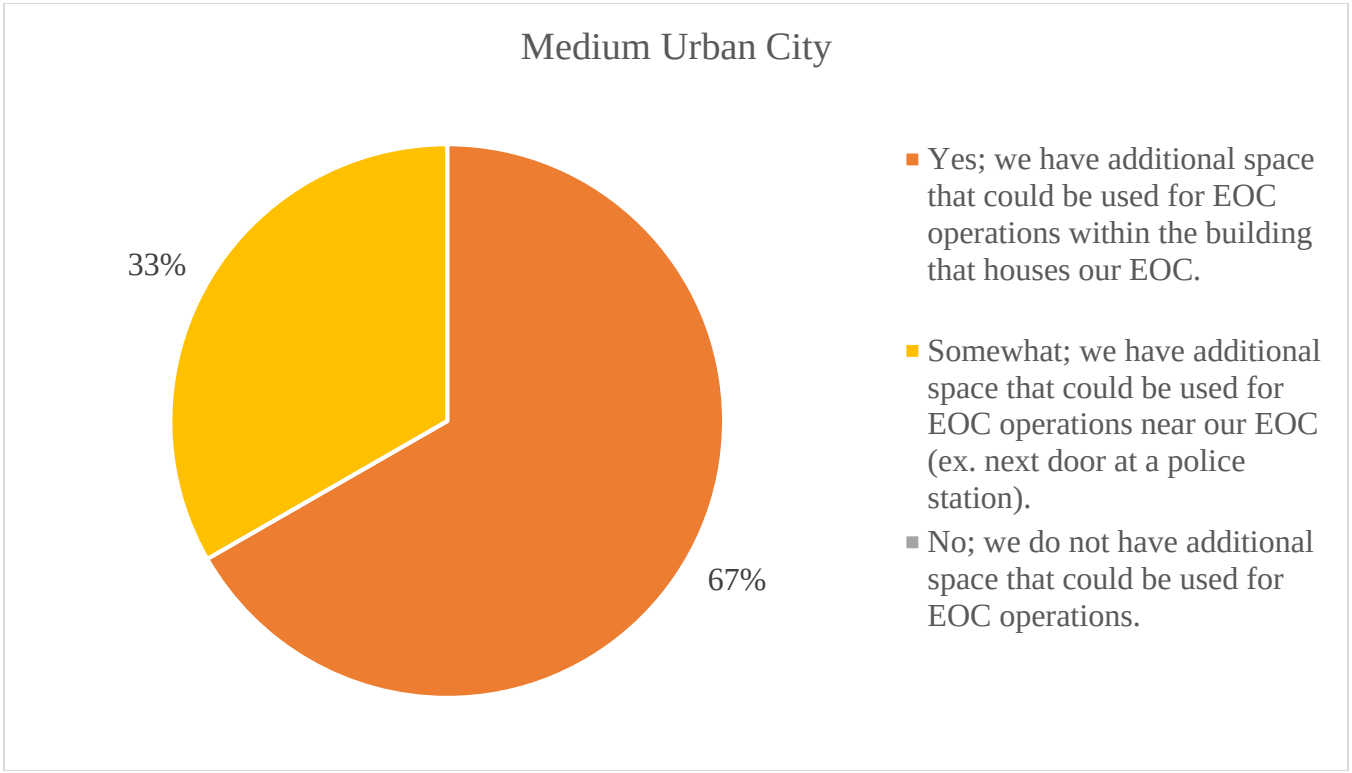
- *Sleeping quarters for staff*
- *Showers for staff*
- *Sufficient restrooms for staff*
- *Full size kitchen*
- *Breakroom/less than full size kitchen*

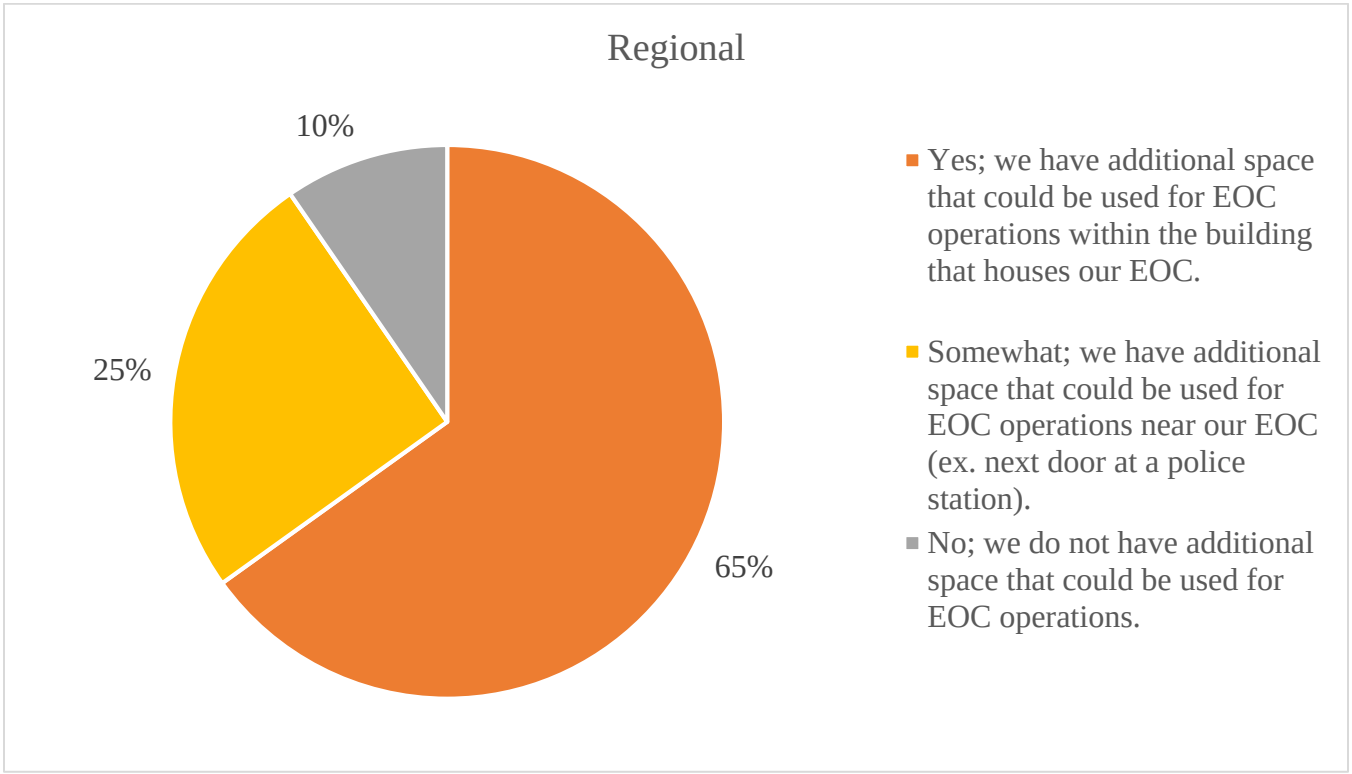
	Available in EOC		Available Near EOC		Not Available in EOC		Other	
	Regional	Medium Urban City	Regional	Medium Urban City	Regional	Medium Urban City	Regional	Medium Urban City
Sleeping quarters for staff	20.5%	0%	43.4%	66.7%	34.9%	33.3%	1.2%	0%
Showers for staff	37.3%	0%	49.4%	66.7%	13.3%	33.3%	0%	0%
Sufficient restrooms for staff	77.1%	66.7%	21.7%	33.3%	1.2%	0%	0%	0%
Full size kitchen	33.7%	0%	39.8%	66.7%	22.9%	33.3%	3.6%	0%
Breakroom/Less than full size kitchen	66.7%	66.7%	27.2%	33.3%	6.2%	0%	0%	0%

21. How many people can your EOC comfortably accommodate for a full scale response?

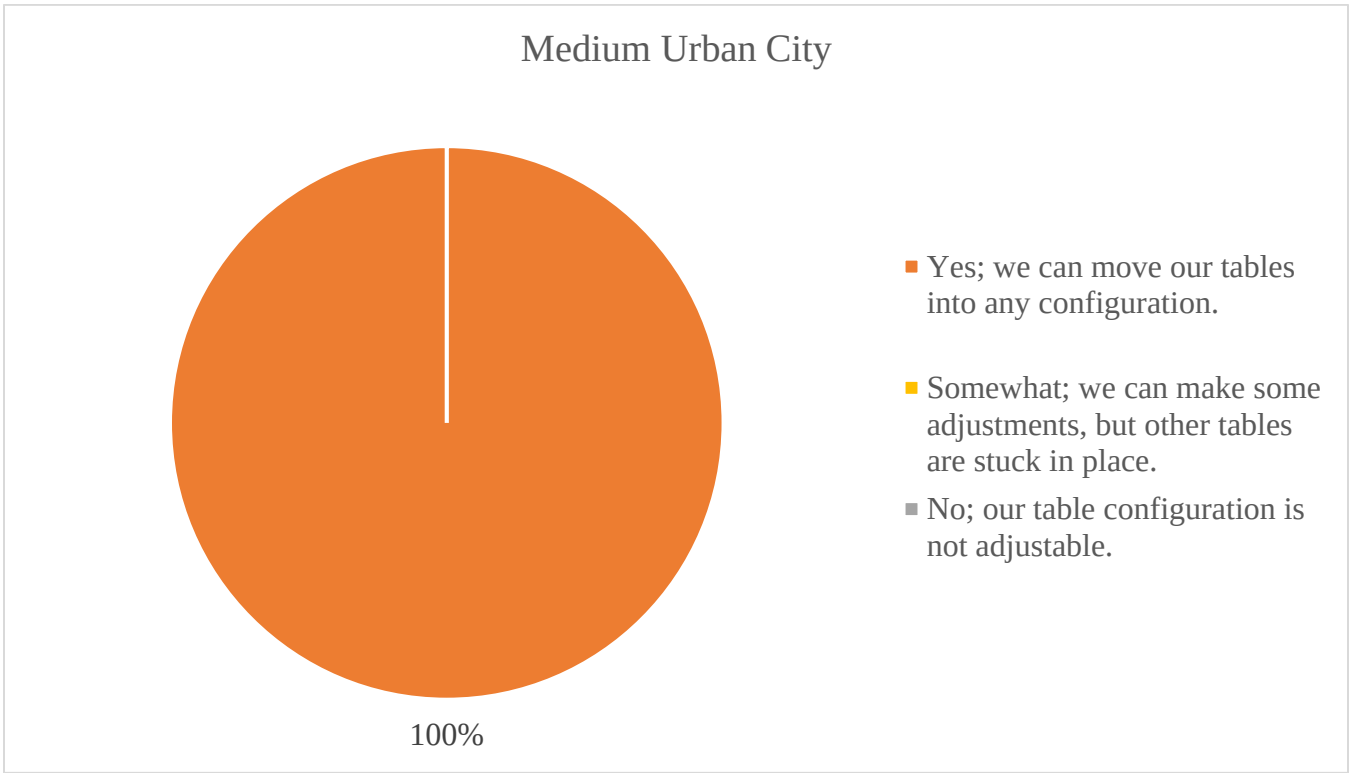


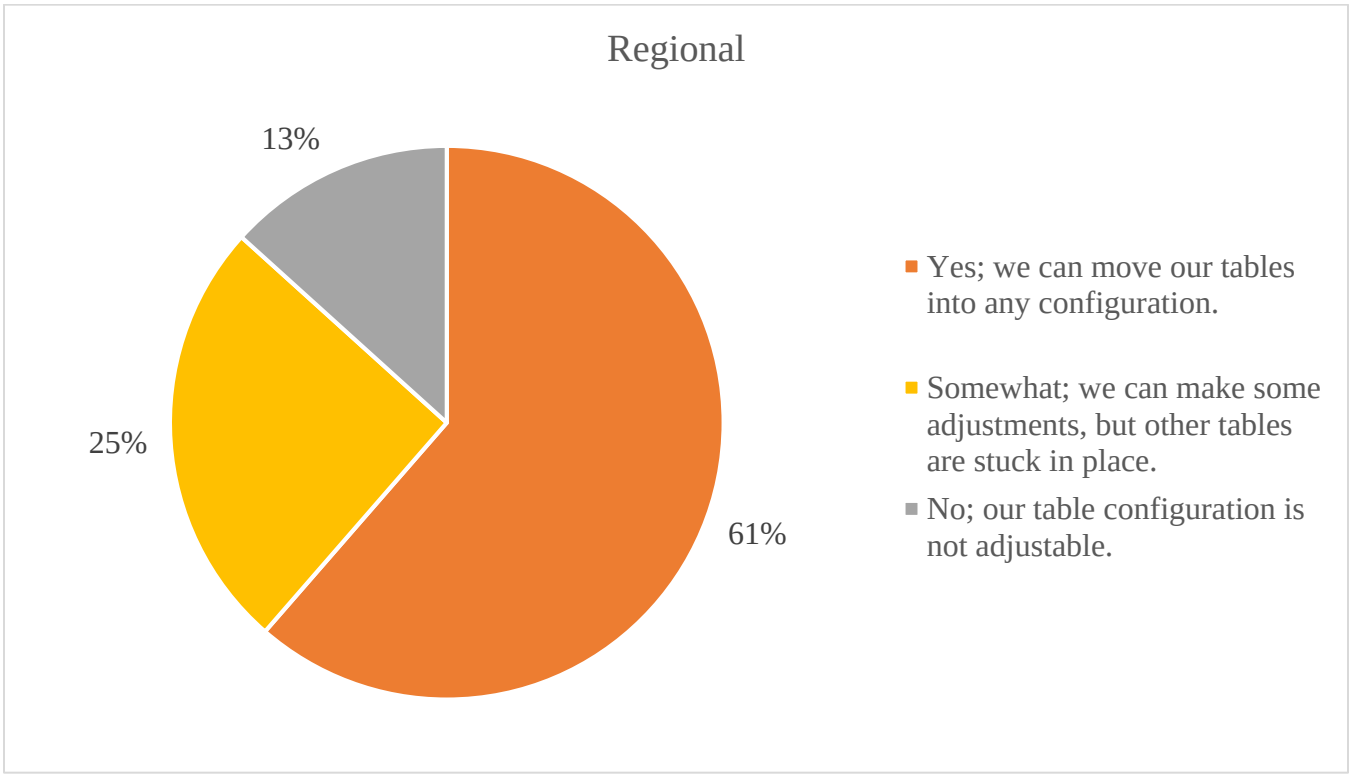
22. Is your EOC expandable, allowing for adding more personnel beyond the main room and utilizing ancillary rooms/ break-out rooms in the same building?



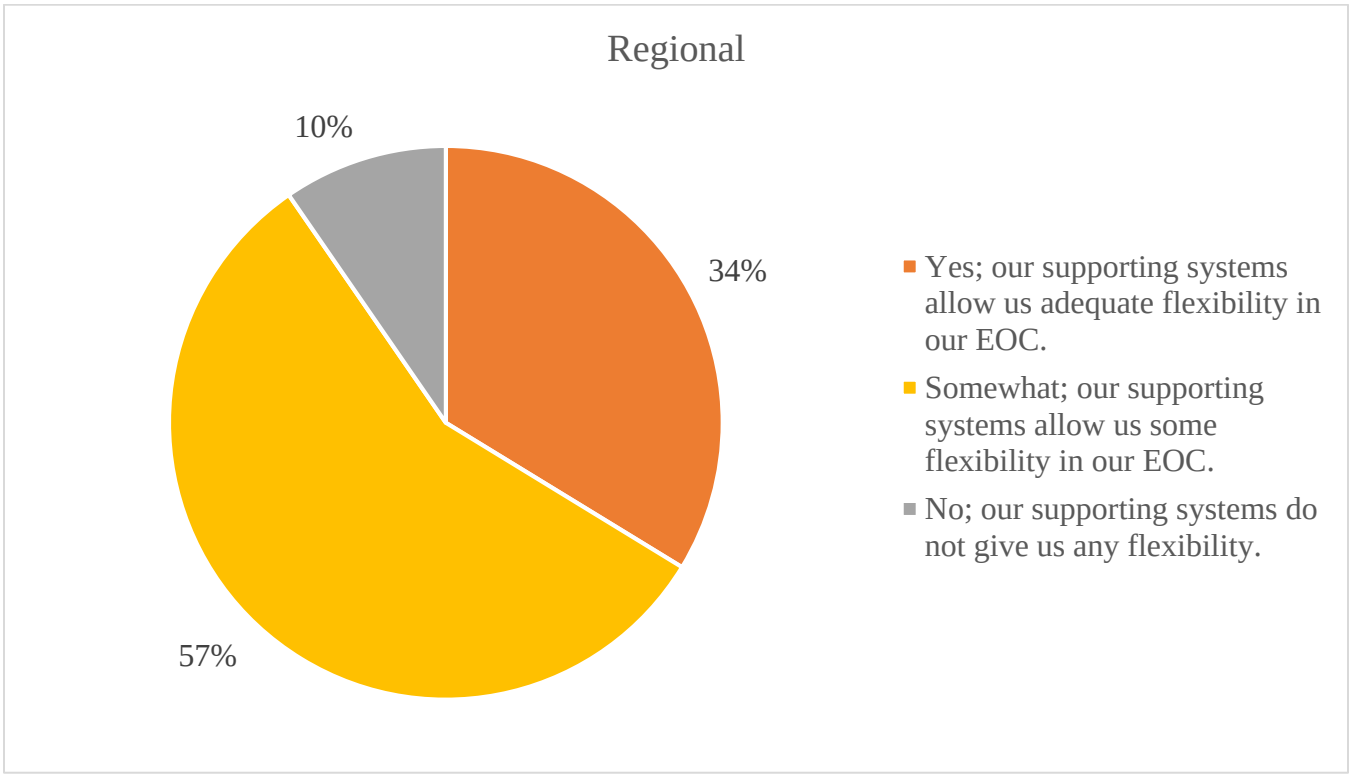


23. Are you able to adjust the table configuration in your EOC?

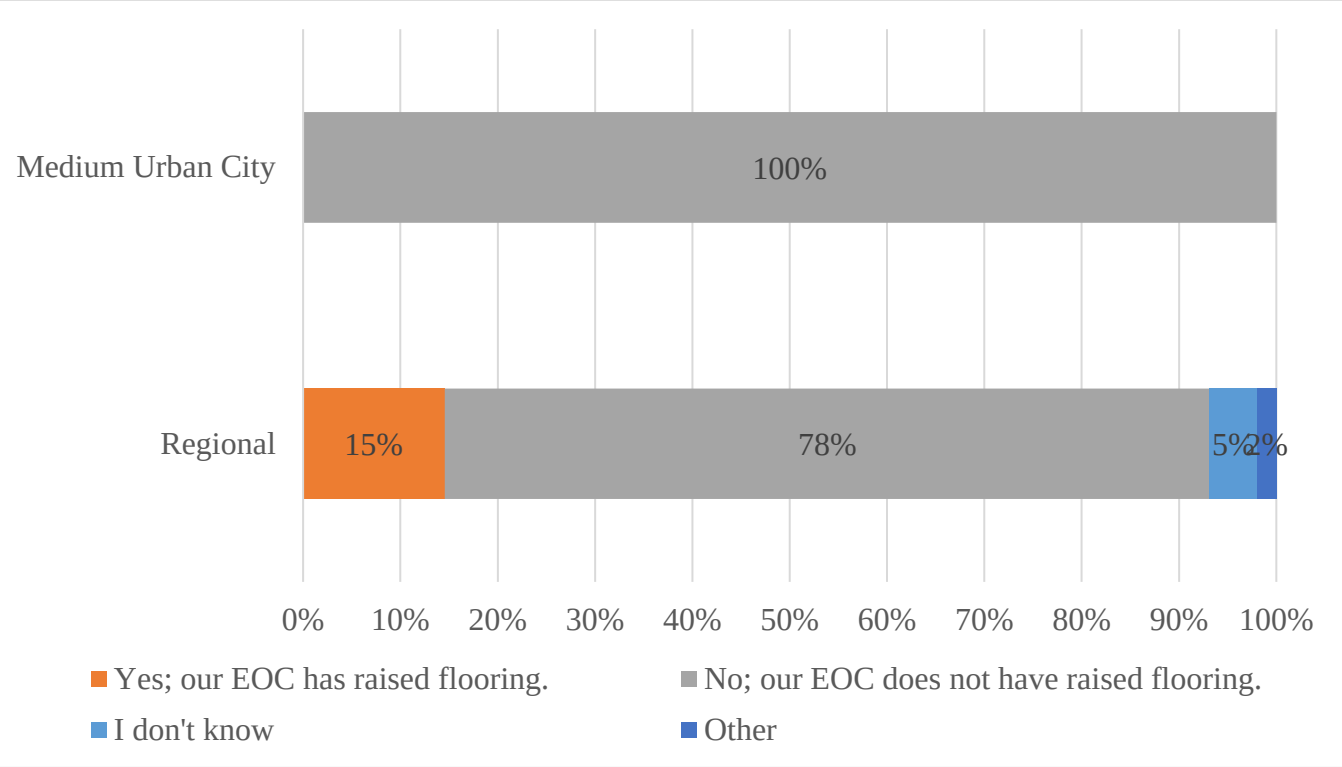




24. Do the supporting systems in your EOC allow you the flexibility you need in your EOC (i.e., power outlets, phone lines, etc.)?



25. Does your EOC feature raised flooring?



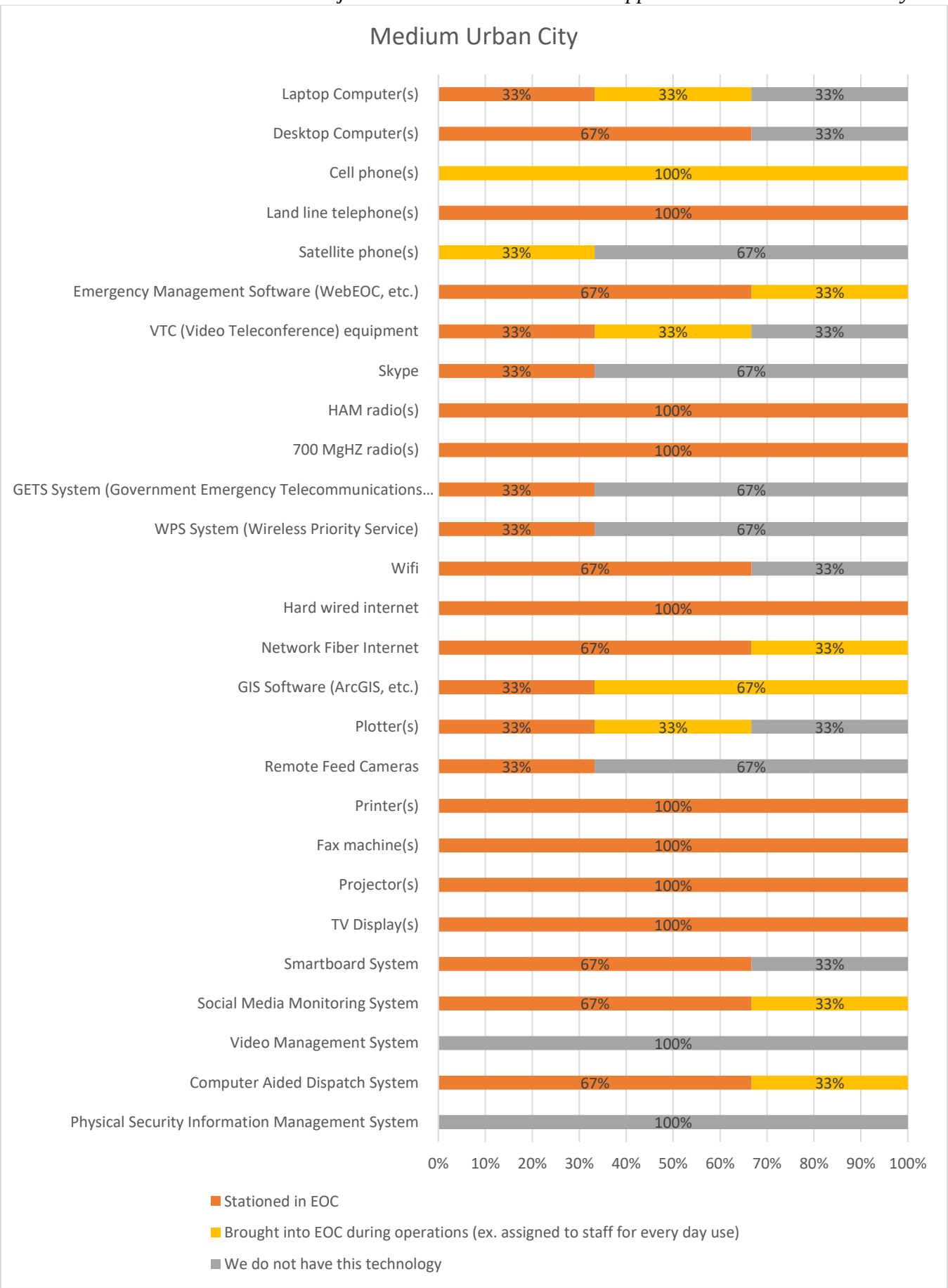
26. What single physical improvement would most benefit your EOC?

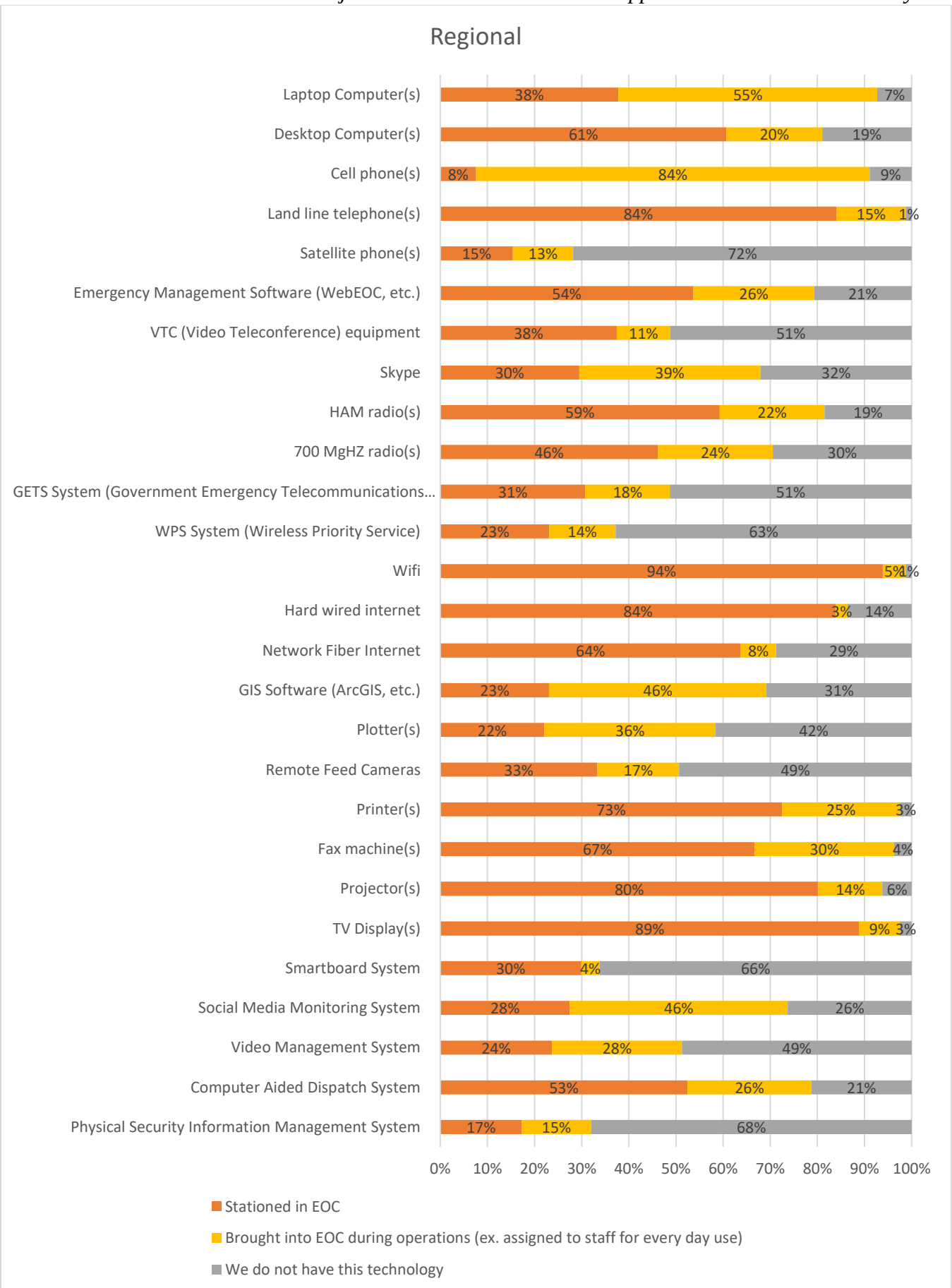
Open Response

Equipment

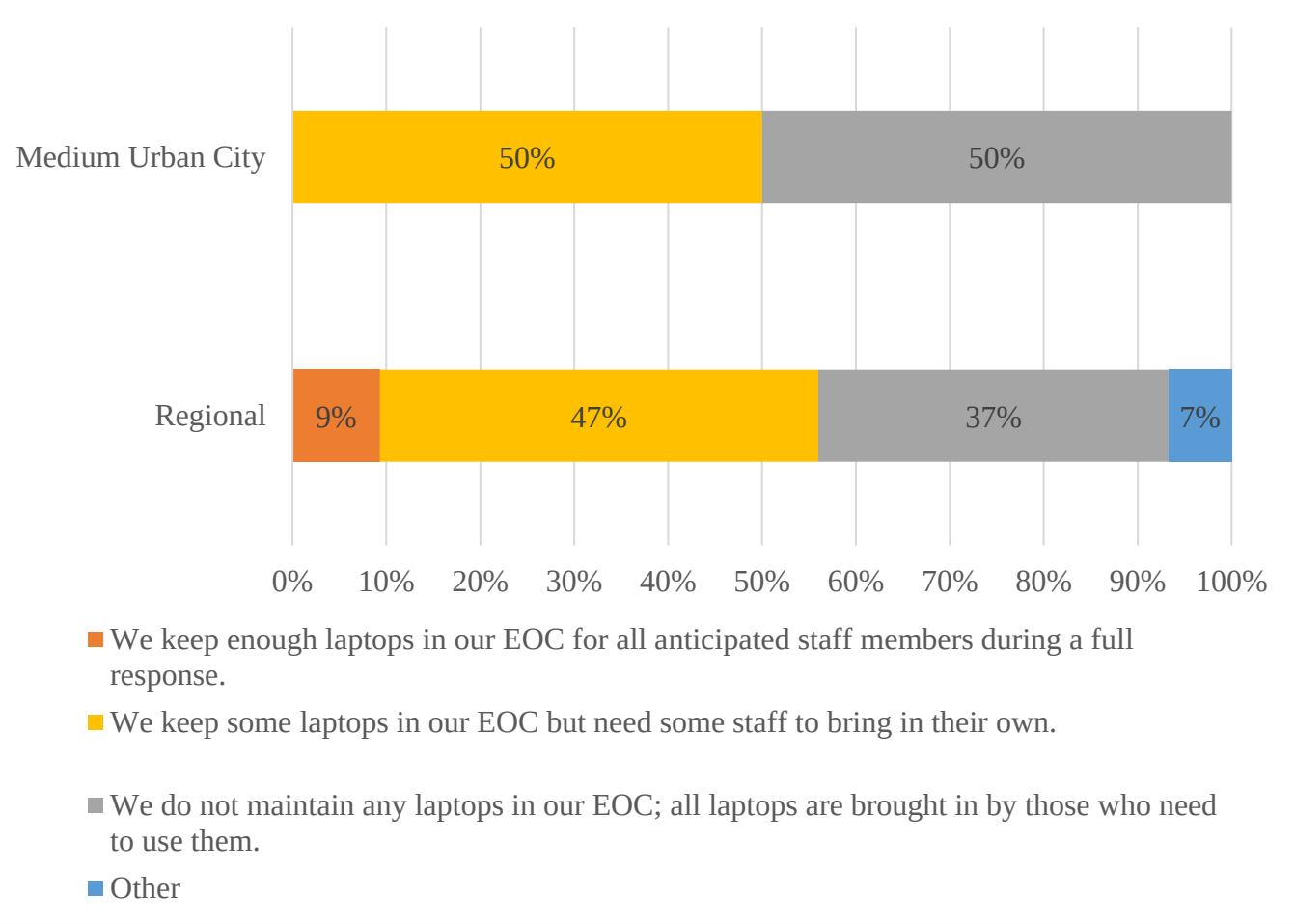
27. Please select each of the following technologies that are used in your EOC based on whether they are permanently stationed in your EOC or are brought in when needed.

- *Laptop Computer(s)*
- *Desktop Computer(s)*
- *Cell phone(s)*
- *Land line telephone(s)*
- *Satellite phone(s)*
- *Emergency Management Software (WebEOC, etc.)*
- *VTC (Video Teleconference) equipment*
- *Skype*
- *HAM radio(s)*
- *700 MgHZ radio(s)*
- *GETS System (Government Emergency Telecommunications Service)*
- *WPS System (Wireless Priority Service)*
- *Wi-Fi*
- *Hard Wired Internet*
- *Network Fiber Internet*
- *GIS Software (ArcGIS, etc.)*
- *Plotter(s)*
- *Remote Feed Cameras*
- *Printer(s)*
- *Fax machine(s)*
- *Projector(s)*
- *TV Display(s)*
- *Smartboard System*
- *Social Media Monitoring System*
- *Video Management System*
- *Computer Aided Dispatch System*
- *Physical Security Information Management System*

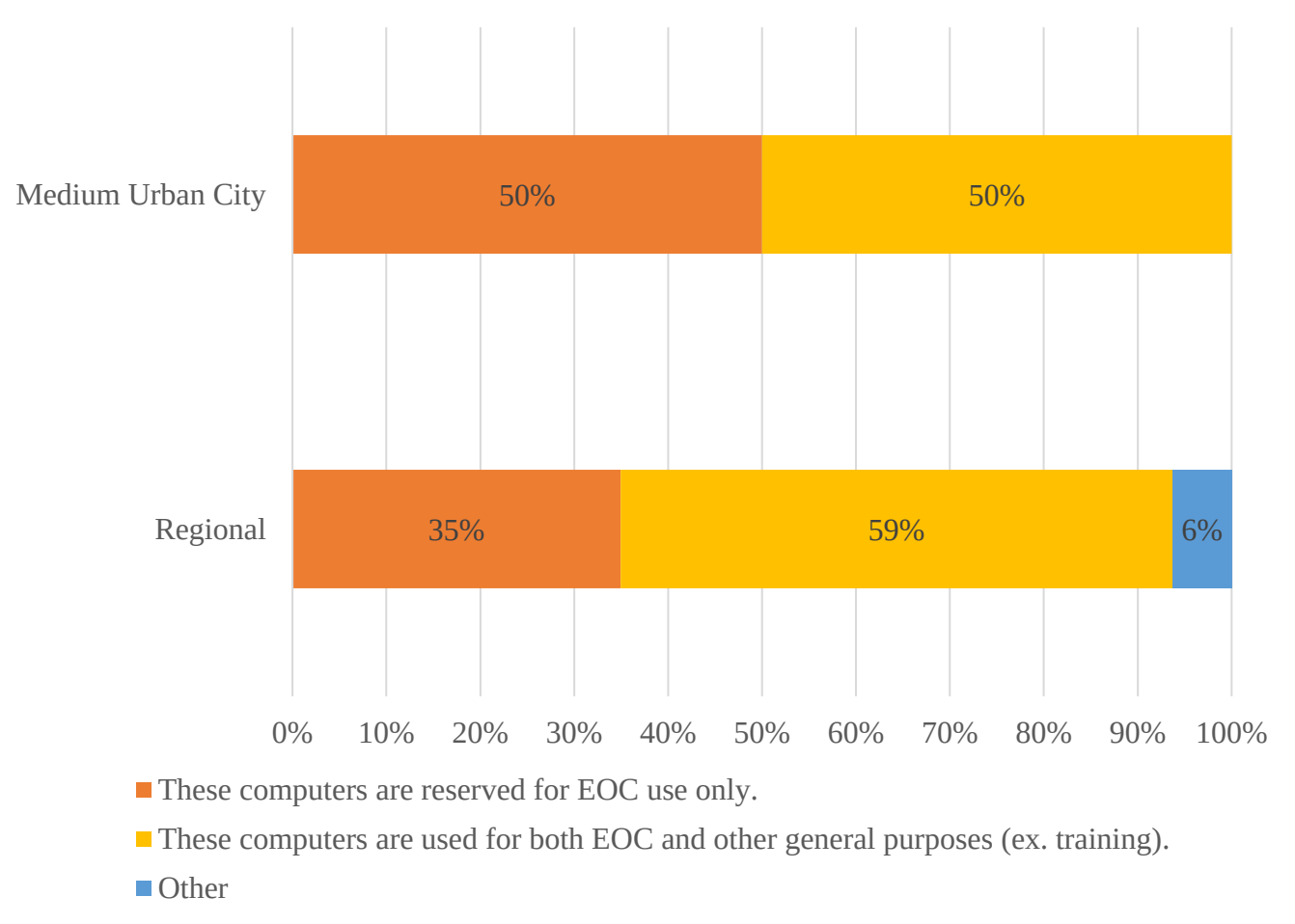

Medium Urban City
Laptop Computer(s) 33% 33% 33%
Desktop Computer(s) 67% 33%
Cell phone(s) 100%
Land line telephone(s) 100%
Satellite phone(s) 33% 67%
Emergency Management Software (WebEOC, etc.) 67% 33%
VTC (Video Teleconference) equipment 33% 33% 33%
Skype 33% 67%
HAM radio(s) 100%
700 MgHZ radio(s) 100%
GETS System (Government Emergency Telecommunications... 33% 67%
WPS System (Wireless Priority Service) 33% 67%
Wifi 67% 33%
Hard wired internet 100%
Network Fiber Internet 67% 33%
GIS Software (ArcGIS, etc.) 33% 67%
Plotter(s) 33% 33% 33%
Remote Feed Cameras 33% 67%
Printer(s) 100%
Fax machine(s) 100%
Projector(s) 100%
TV Display(s) 100%
Smartboard System 67% 33%
Social Media Monitoring System 67% 33%
Video Management System 100%
Computer Aided Dispatch System 67% 33%
Physical Security Information Management System 100%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology


Regional
Laptop Computer(s) 38% 55% 7%
Desktop Computer(s) 61% 20% 19%
Cell phone(s) 8% 84% 9%
Land line telephone(s) 84% 15% 1%
Satellite phone(s) 15% 13% 72%
Emergency Management Software (WebEOC, etc.) 54% 26% 21%
VTC (Video Teleconference) equipment 38% 11% 51%
Skype 30% 39% 32%
HAM radio(s) 59% 22% 19%
700 MgHZ radio(s) 46% 24% 30%
GETS System (Government Emergency Telecommunications... 31% 18% 51%
WPS System (Wireless Priority Service) 23% 14% 63%
Wifi 94% 5% 1%
Hard wired internet 84% 3% 14%
Network Fiber Internet 64% 8% 29%
GIS Software (ArcGIS, etc.) 23% 46% 31%
Plotter(s) 22% 36% 42%
Remote Feed Cameras 33% 17% 49%
Printer(s) 73% 25% 3%
Fax machine(s) 67% 30% 4%
Projector(s) 80% 14% 6%
TV Display(s) 89% 9% 3%
Smartboard System 30% 4% 66%
Social Media Monitoring System 28% 46% 26%
Video Management System 24% 28% 49%
Computer Aided Dispatch System 53% 26% 21%
Physical Security Information Management System 17% 15% 68%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology

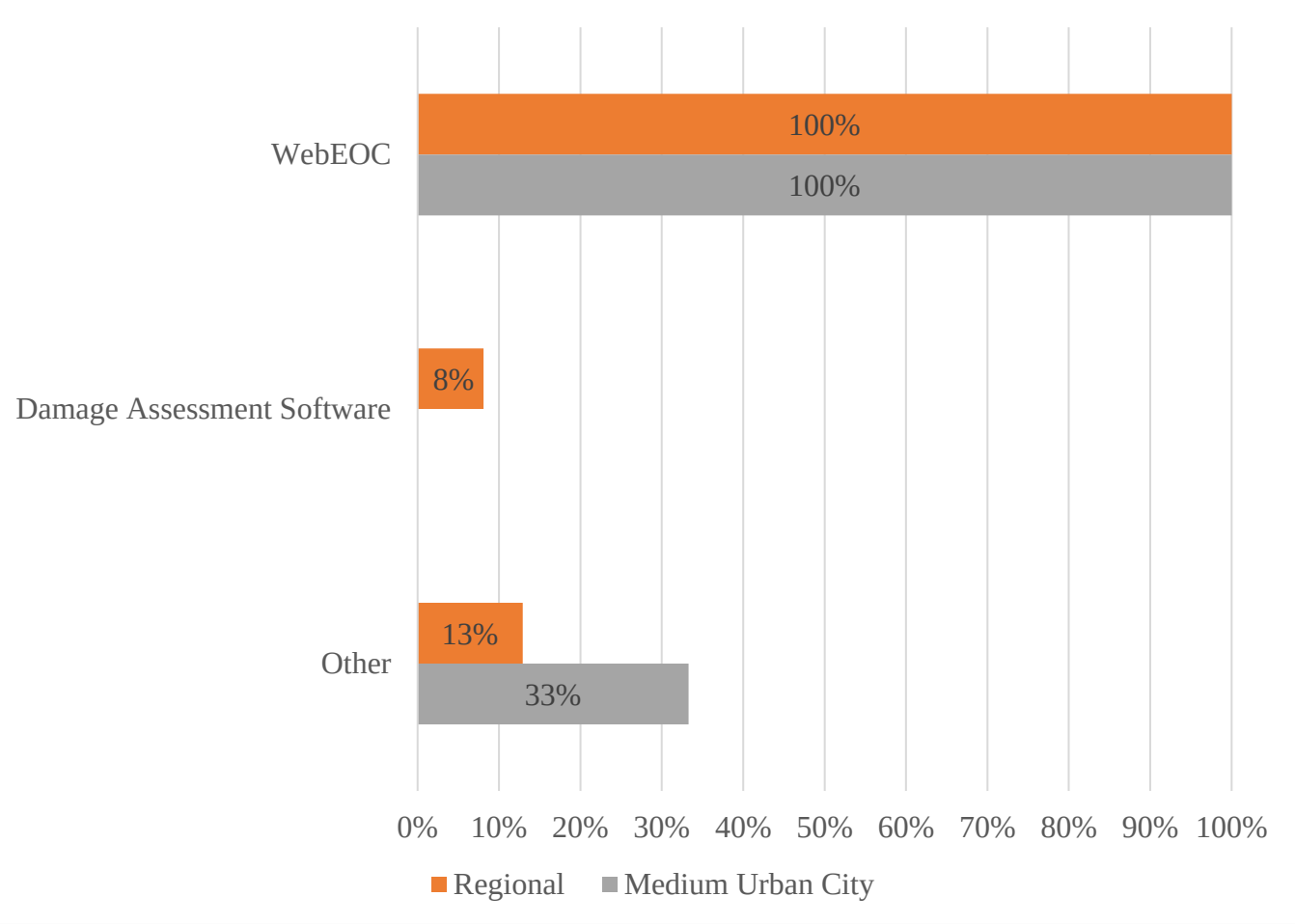
28. Please select the best representation of how laptops are used in your EOC.



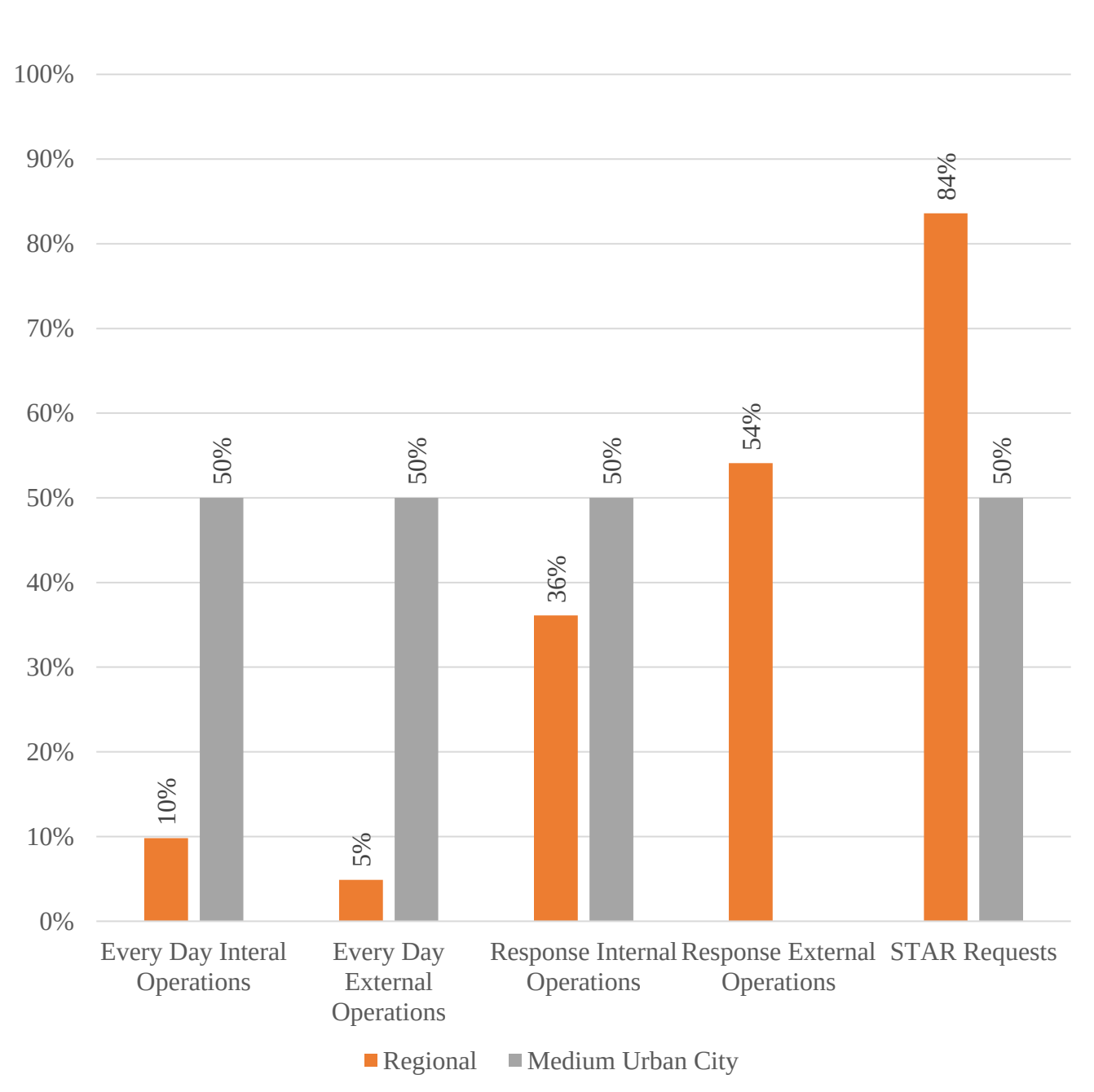
29. Please select the best representation of how desktop computer(s) are used in your EOC.



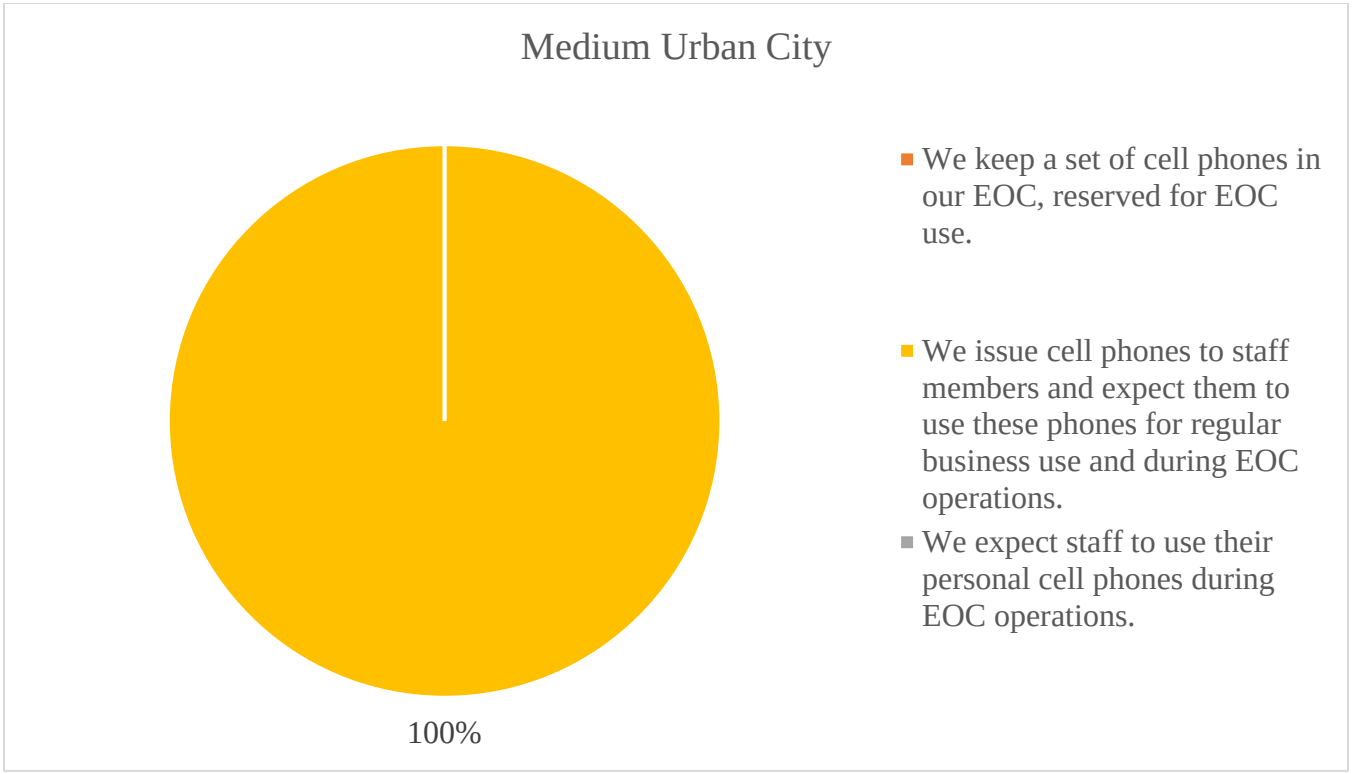
30. What emergency management software do you have? Please select all that apply.

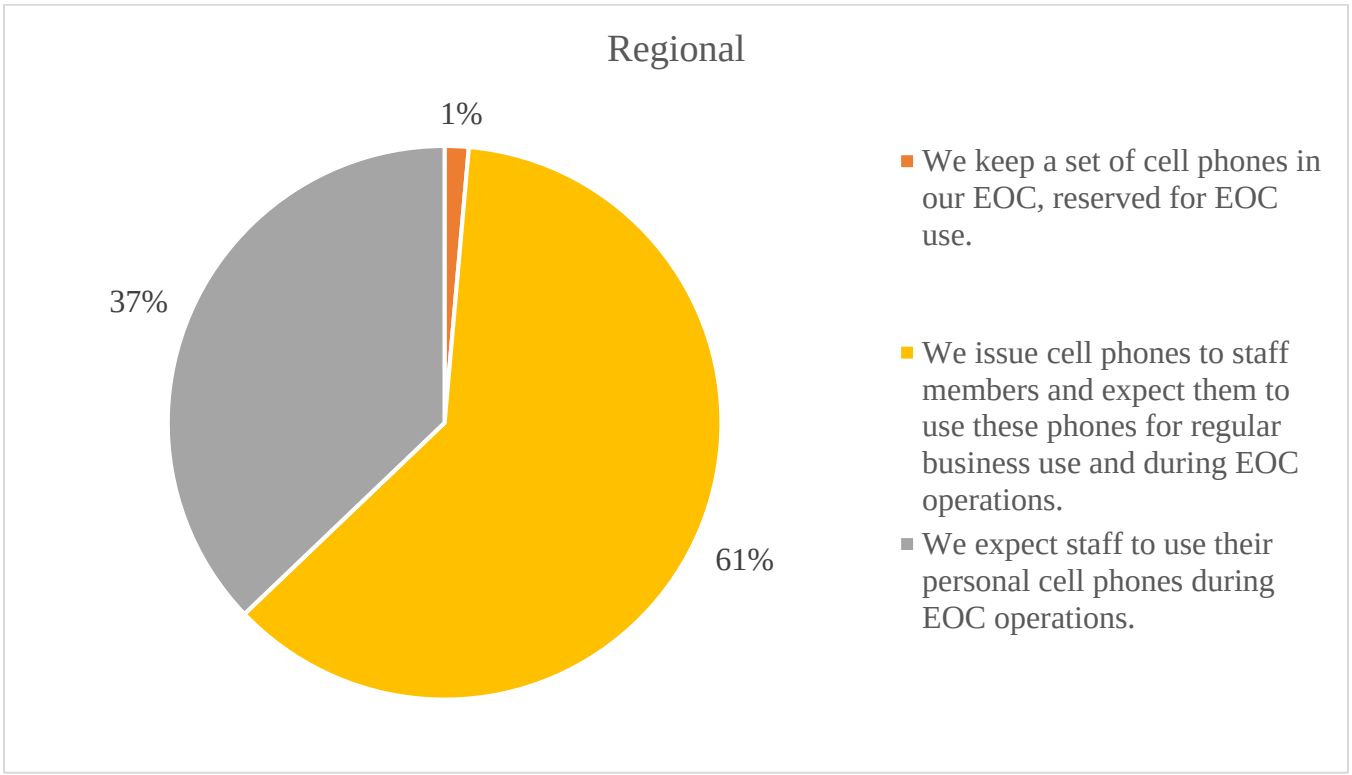


31. How do you use your Emergency Management software? Please select all that apply.

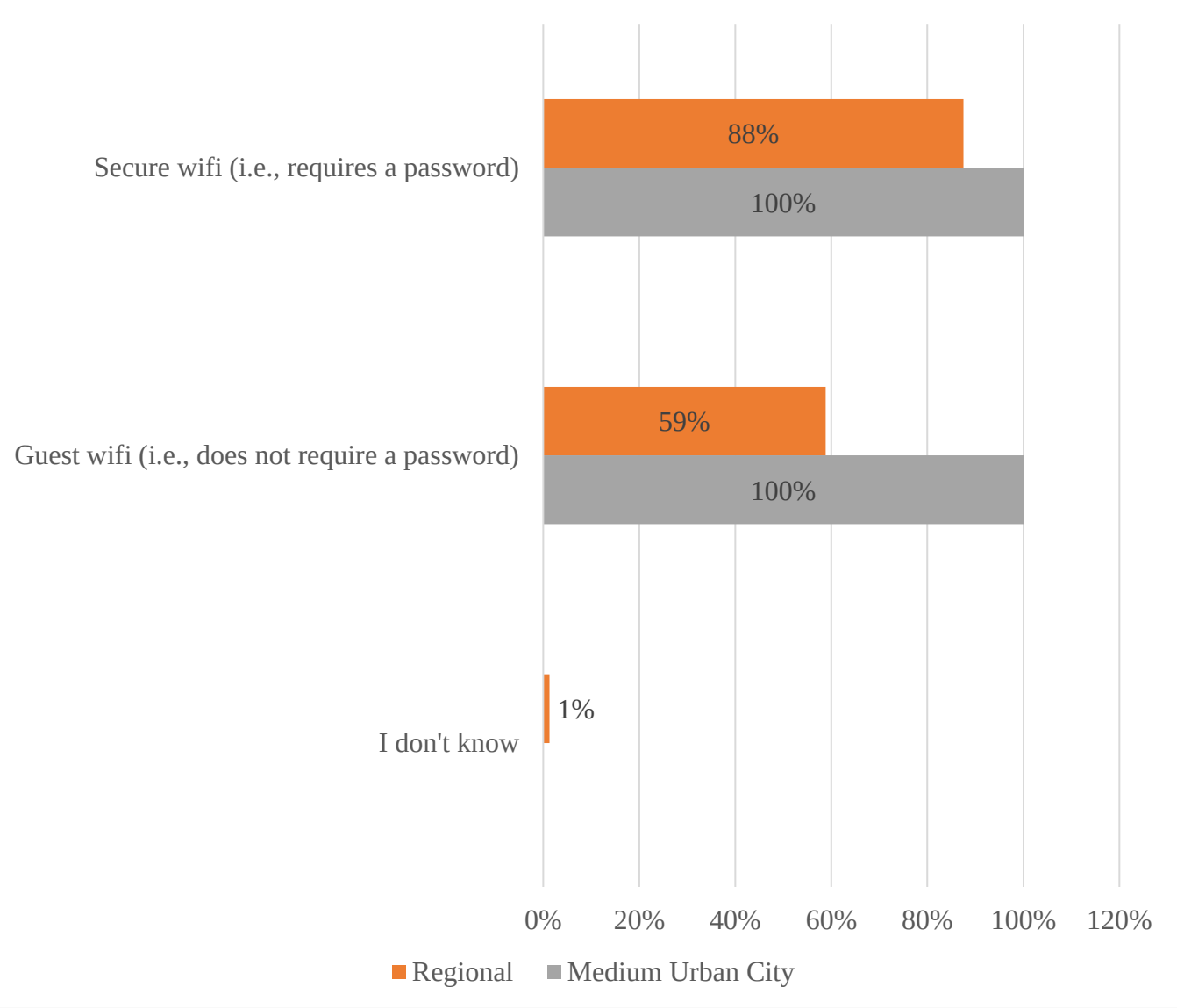


32. Please select the best representation of how cell phones are used in your EOC.



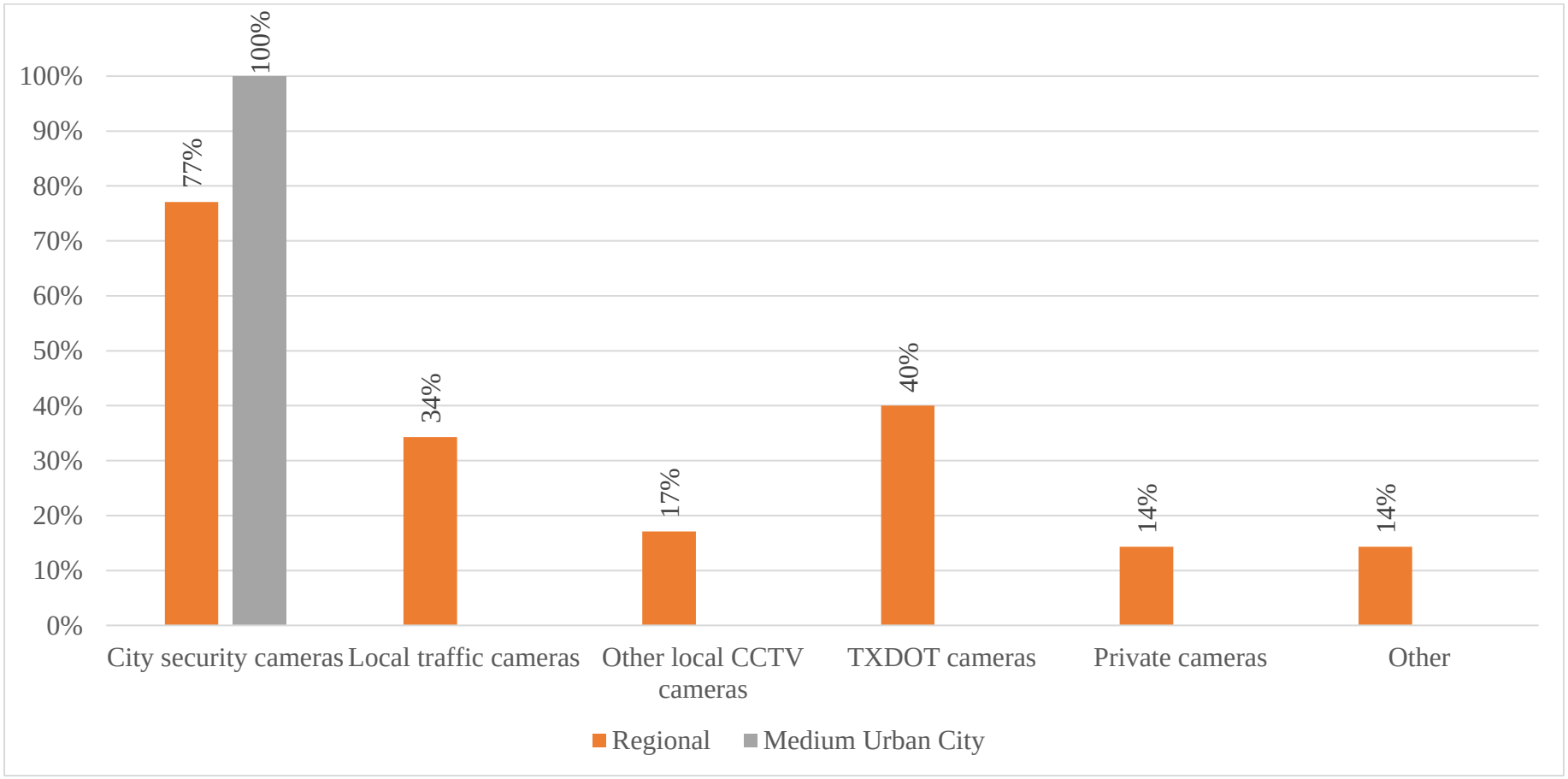


33. What types of Wi-Fi access do you have? Please select all that apply.

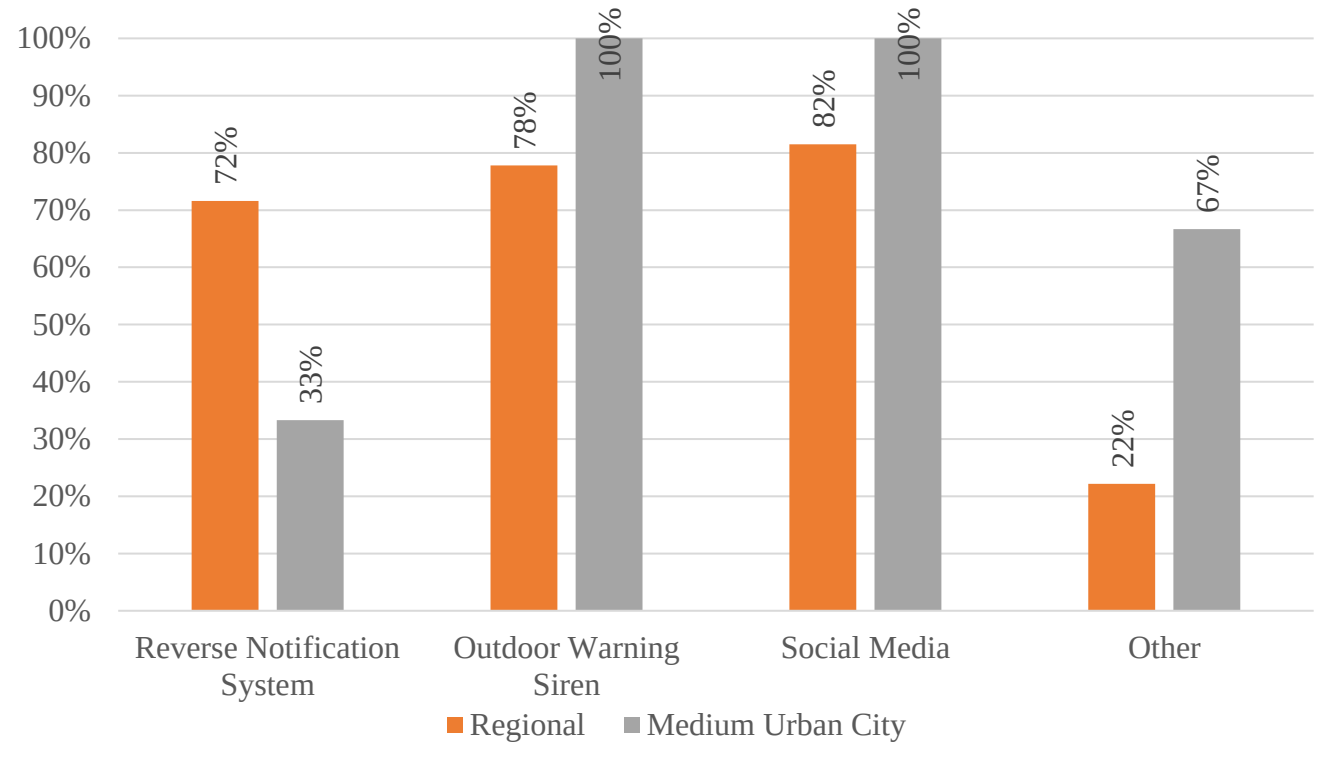


34. What live camera feeds do you have access to?

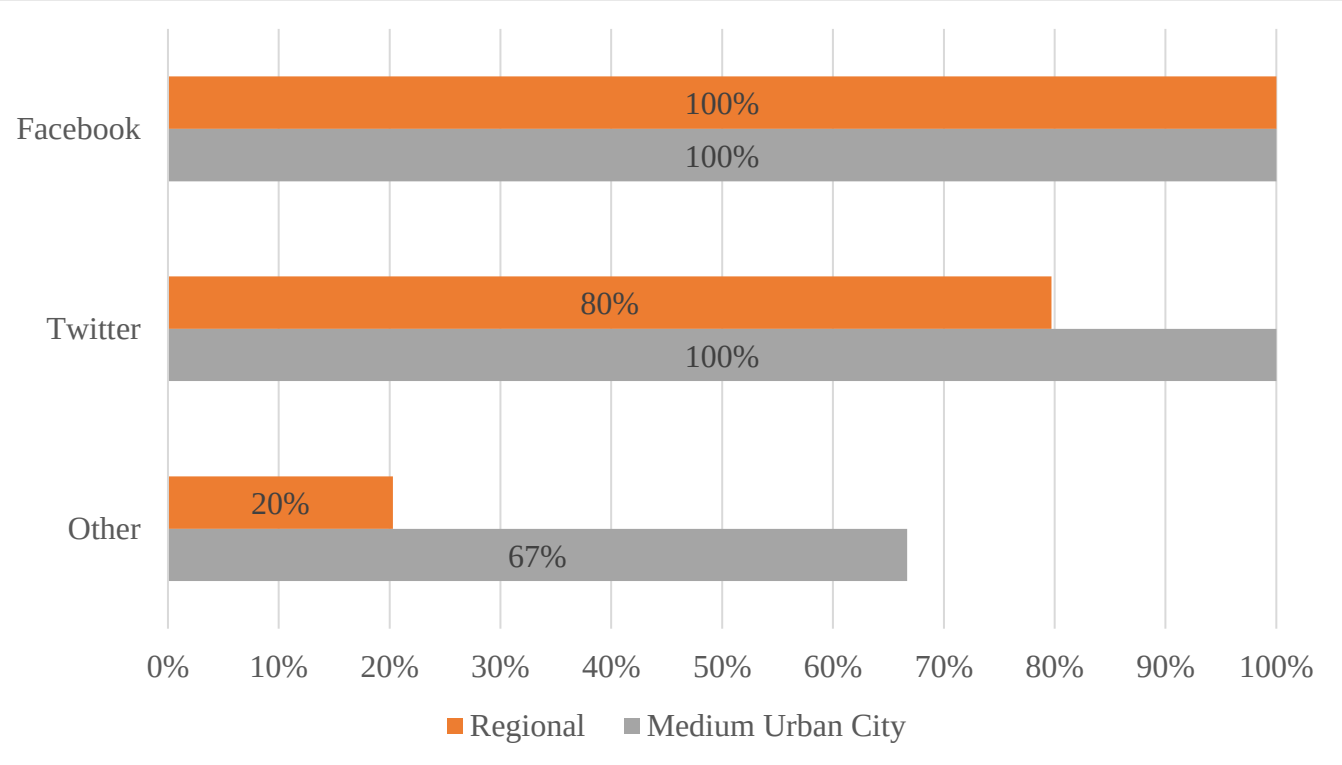
The chart below only accounts for jurisdictions who have access to cameras (ex. 100% of jurisdictions who have access to live camera feeds have access to xyz cameras).



35. Please select all of the following technologies used to alert the public in your EOC.



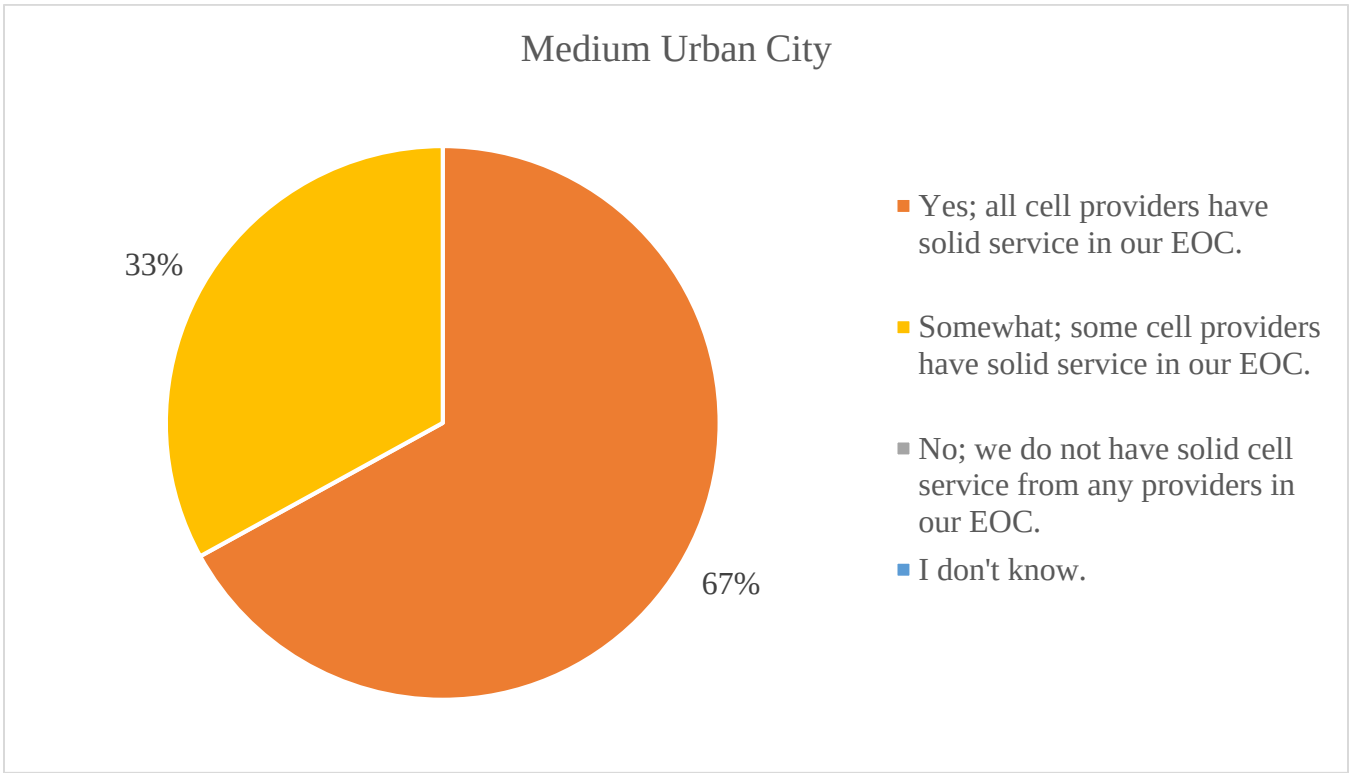
35.1 If you use Social Media, what platforms do you send alerts on?

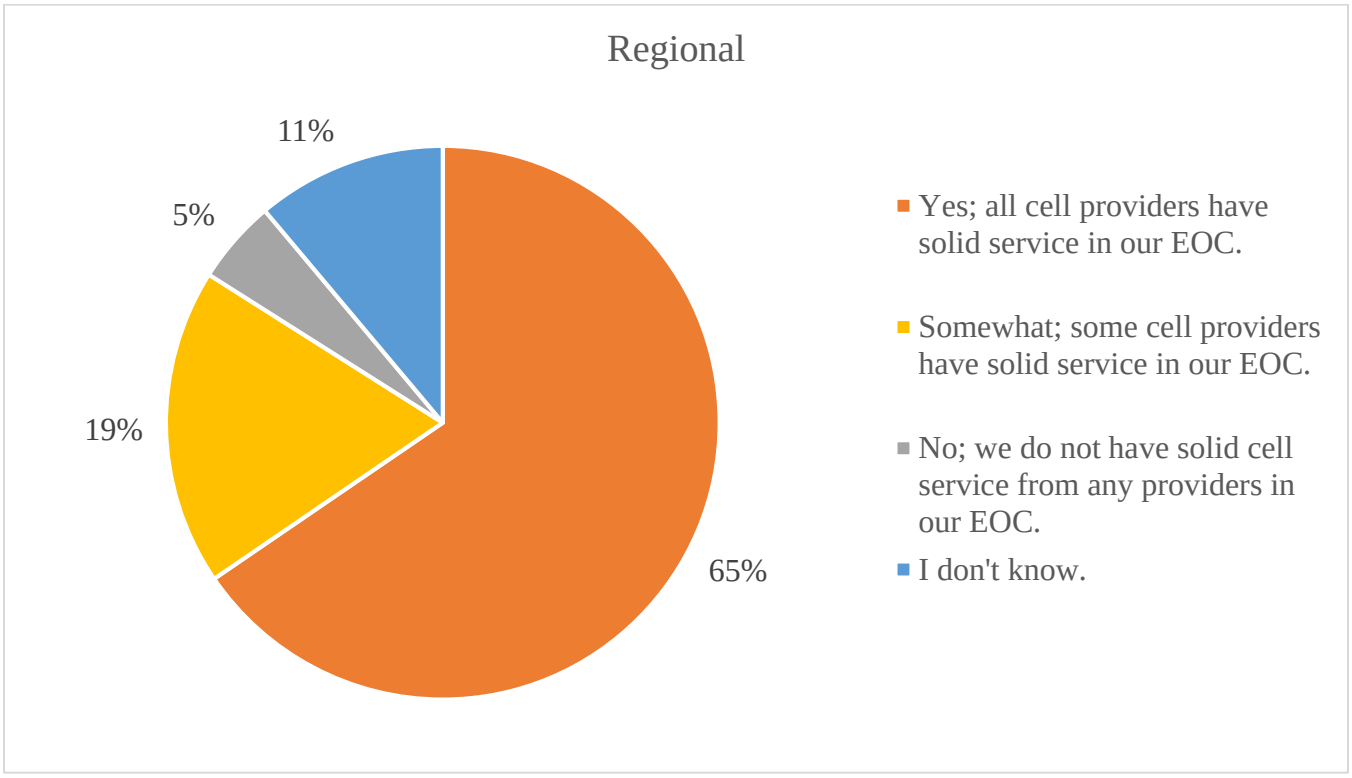


36. Please rank the following communication technologies in order of your EOC's preference of use. *(Rank calculated by the sum of all answer values)*

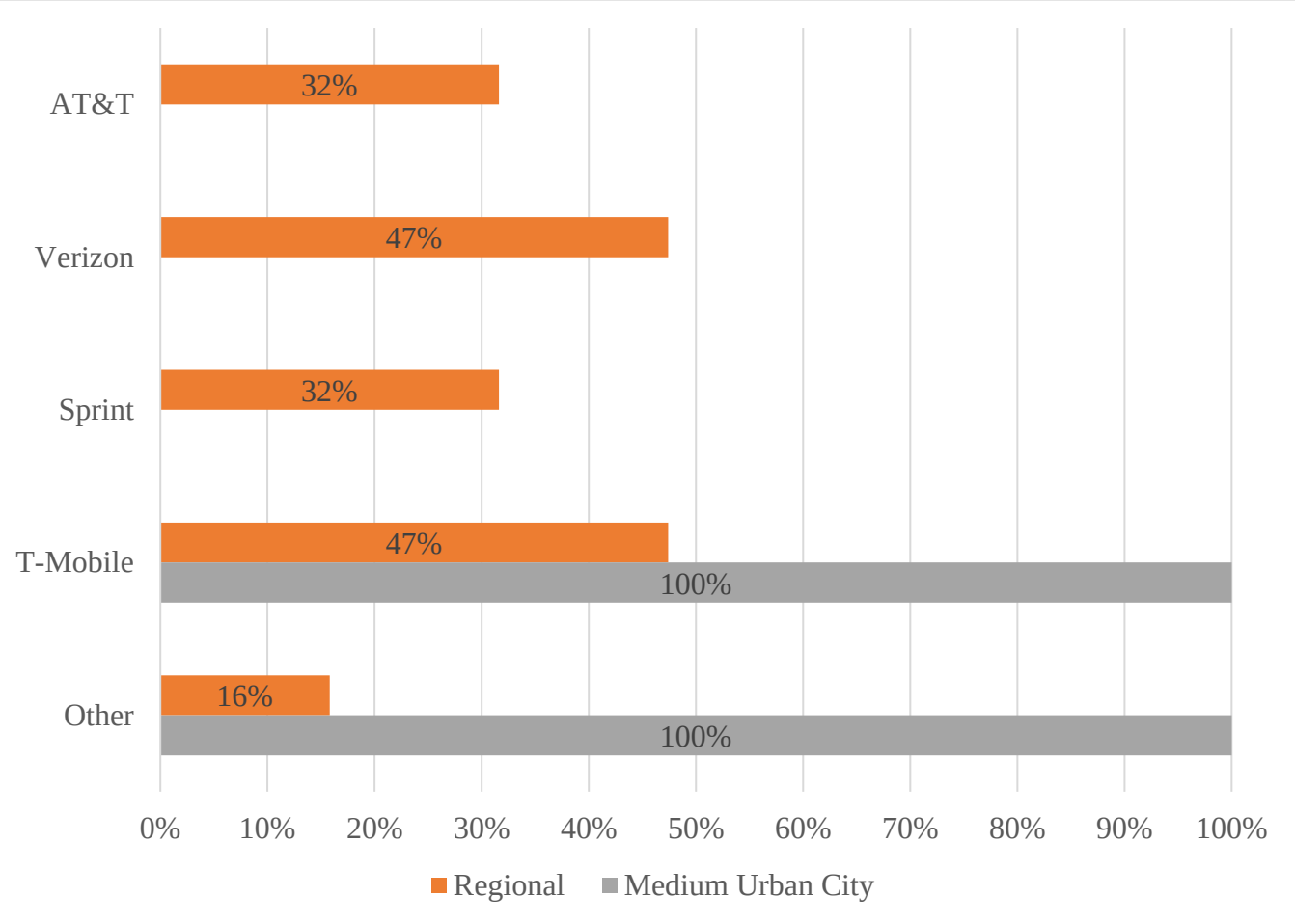
Order of Preference	Regional	Medium Urban City
1	Cell Phone	Landline Phone
2	Landline Phone	Cell Phone
3	Email	700 MgHz Radio
4	Conference Calls	Email
5	700 MgHz Radio	Conference Calls
6	HAM Radio	HAM Radio
7	VOIP (like Skype, etc.)	VOIP (like Skype, etc.)
8	Webinars	VTC (Video Teleconferencing)
9	VTC (Video Teleconferencing)	Webinars
10	Satellite Phone	Satellite Phone

37. Does your EOC have adequate cell service?

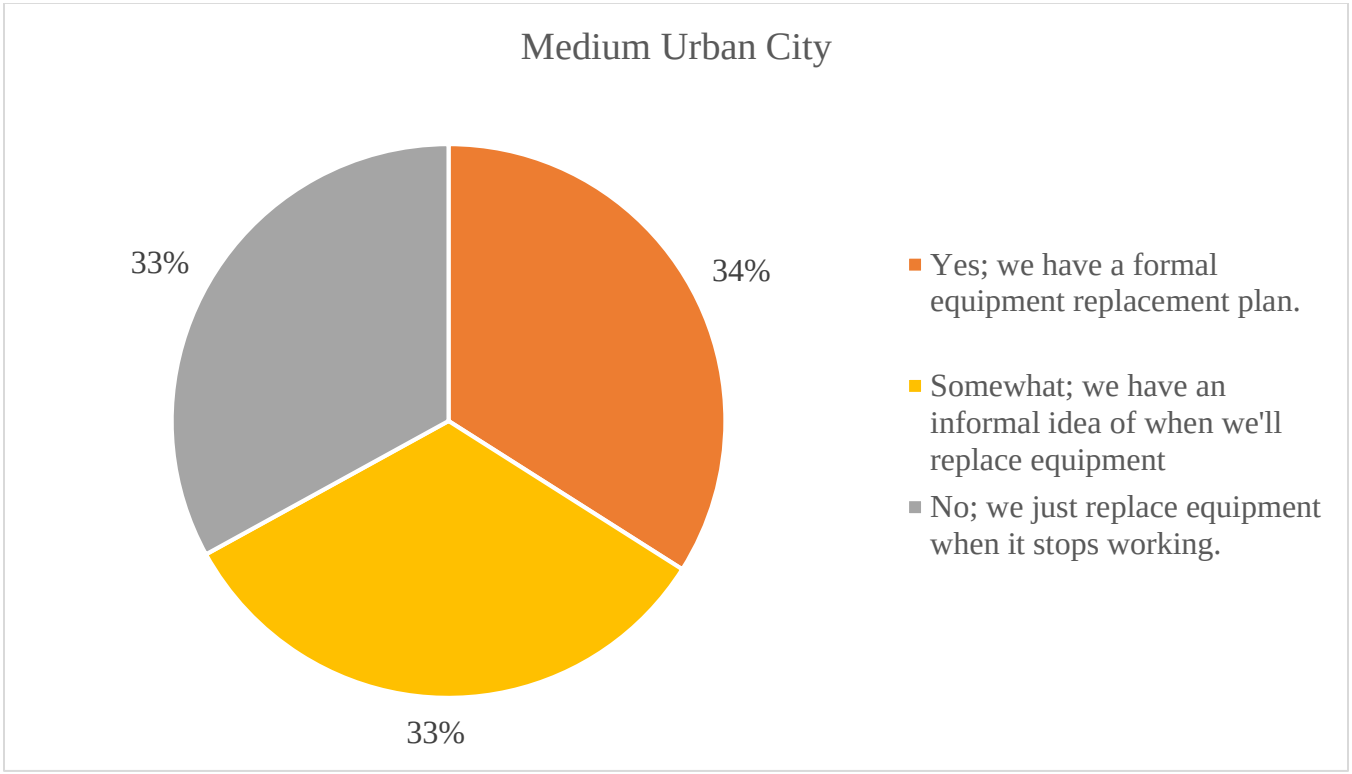


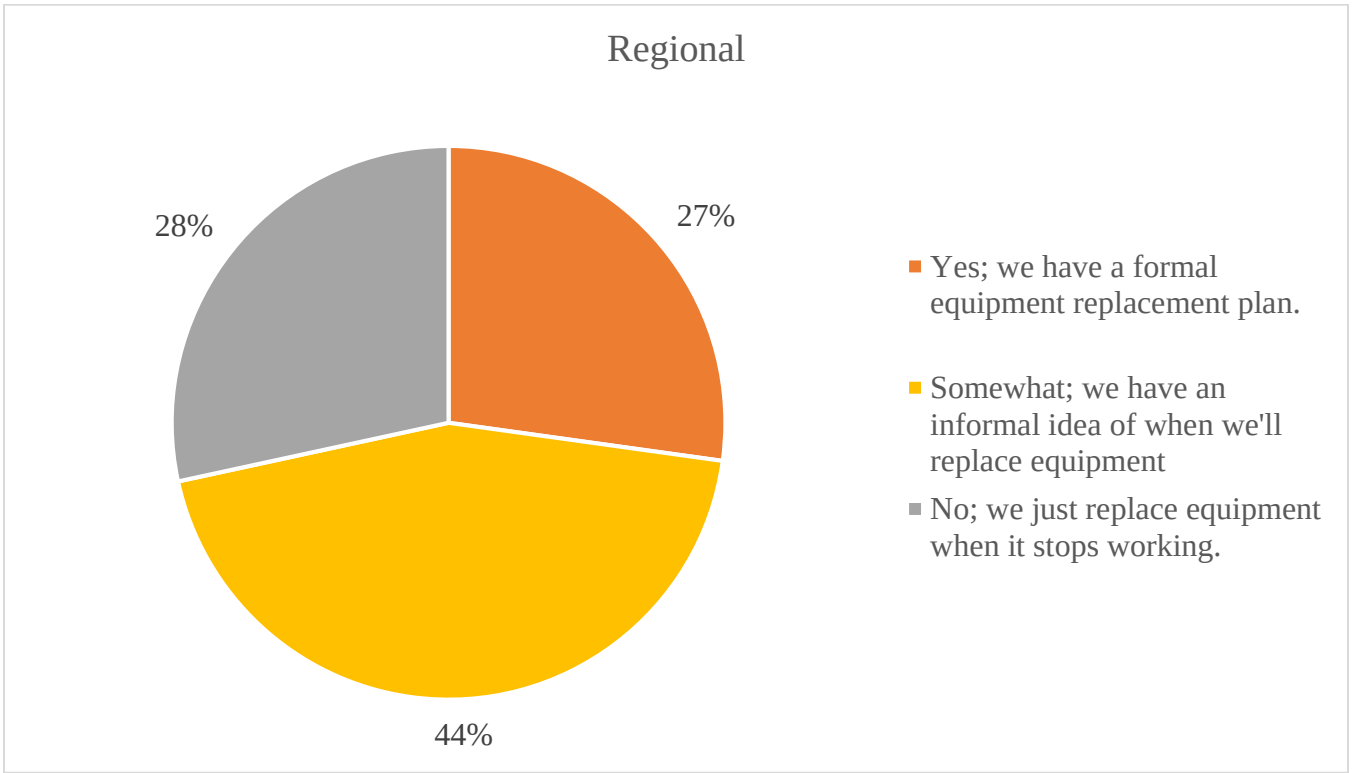


37.1 If your EOC does not have adequate cell service in your EOC, which providers do not have good cell service in your EOC? *(Answers only include those who selected that they either have only somewhat or no solid service)*

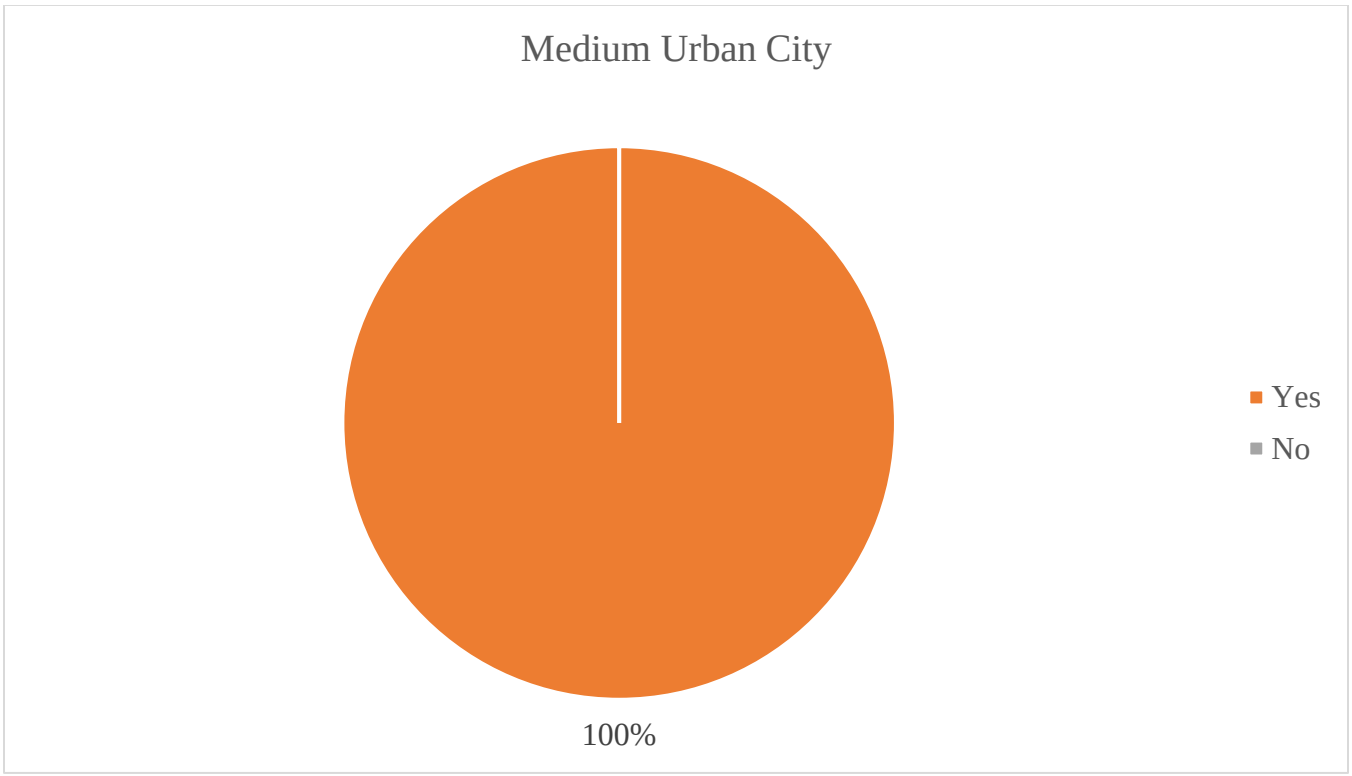


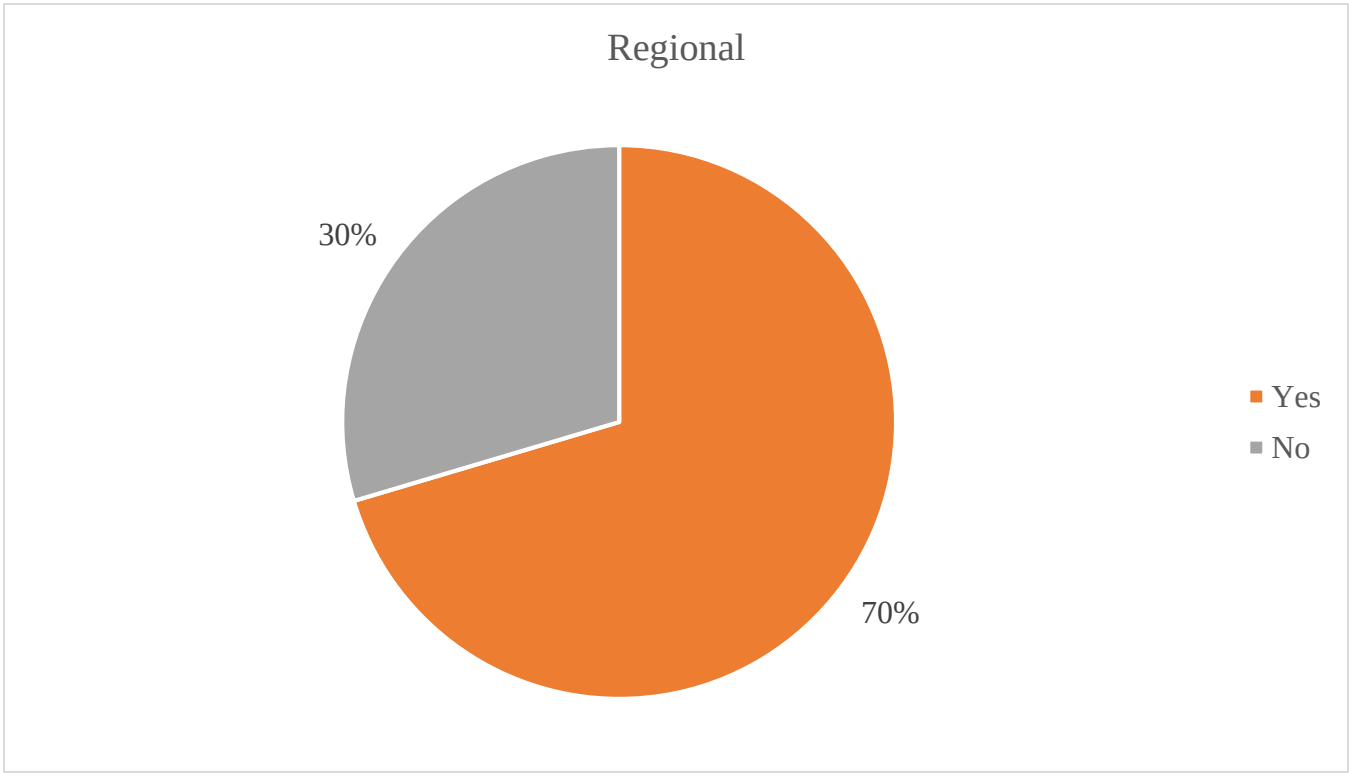
38. Does your EOC have an equipment replacement plan to ensure that all technology is up to date?





39. Does the EOC have the capability to monitor "real time" CAD activities throughout the jurisdiction?





40. What single equipment improvement would most benefit your EOC?

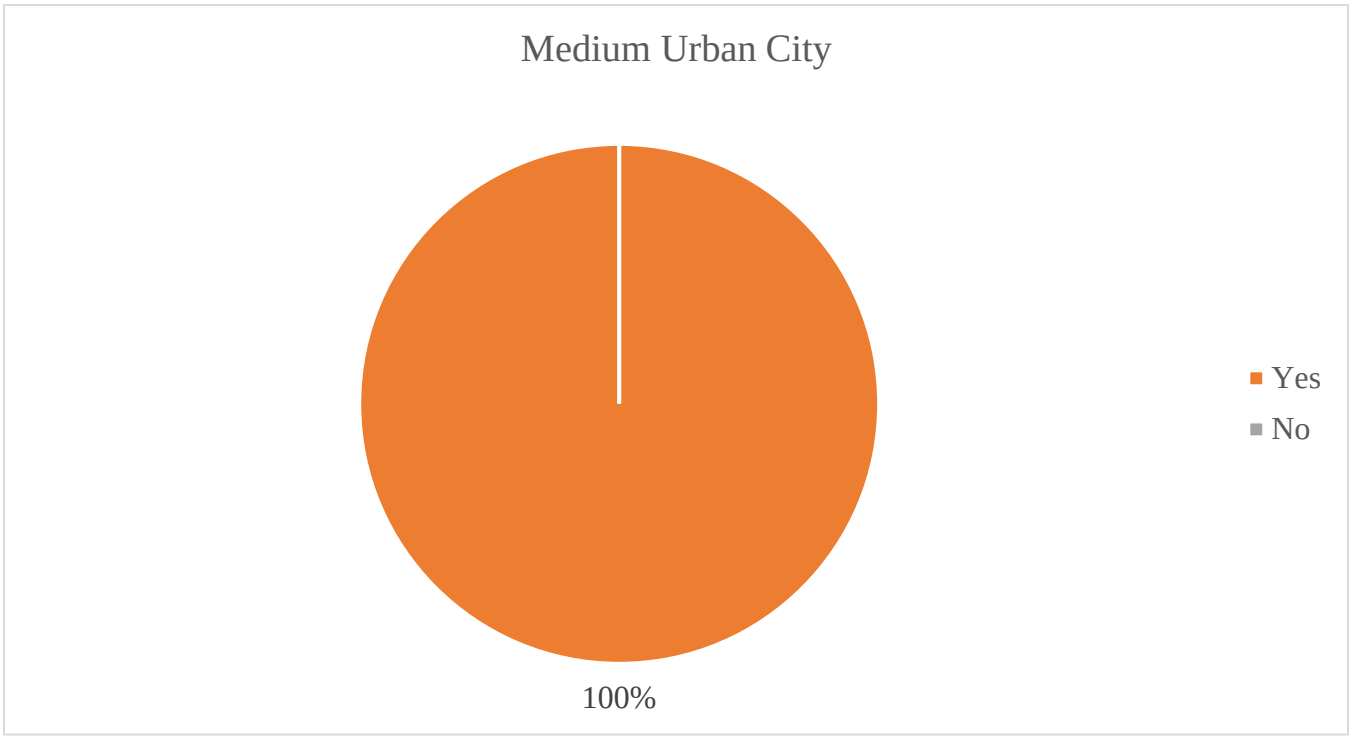
Open Response

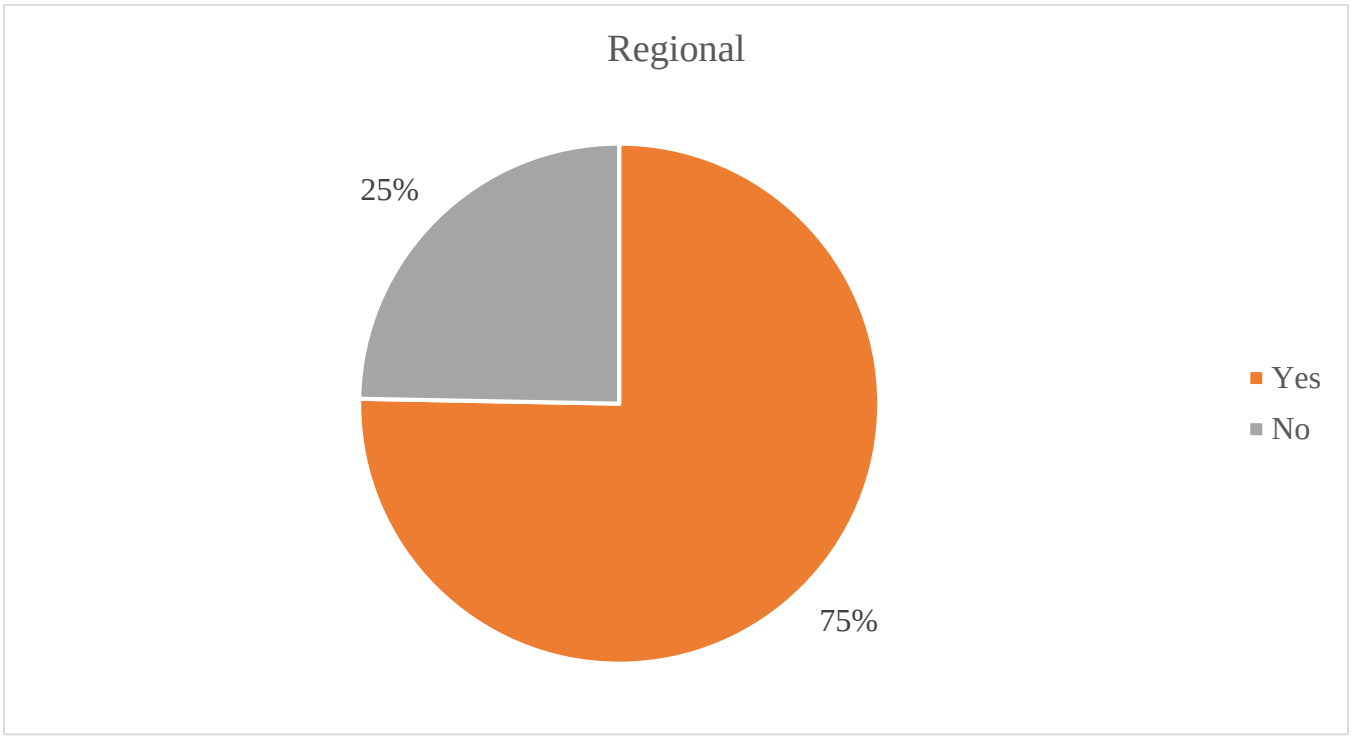
41. Is there anything else you would like to share about your EOC?

Open Response

Alternate EOC

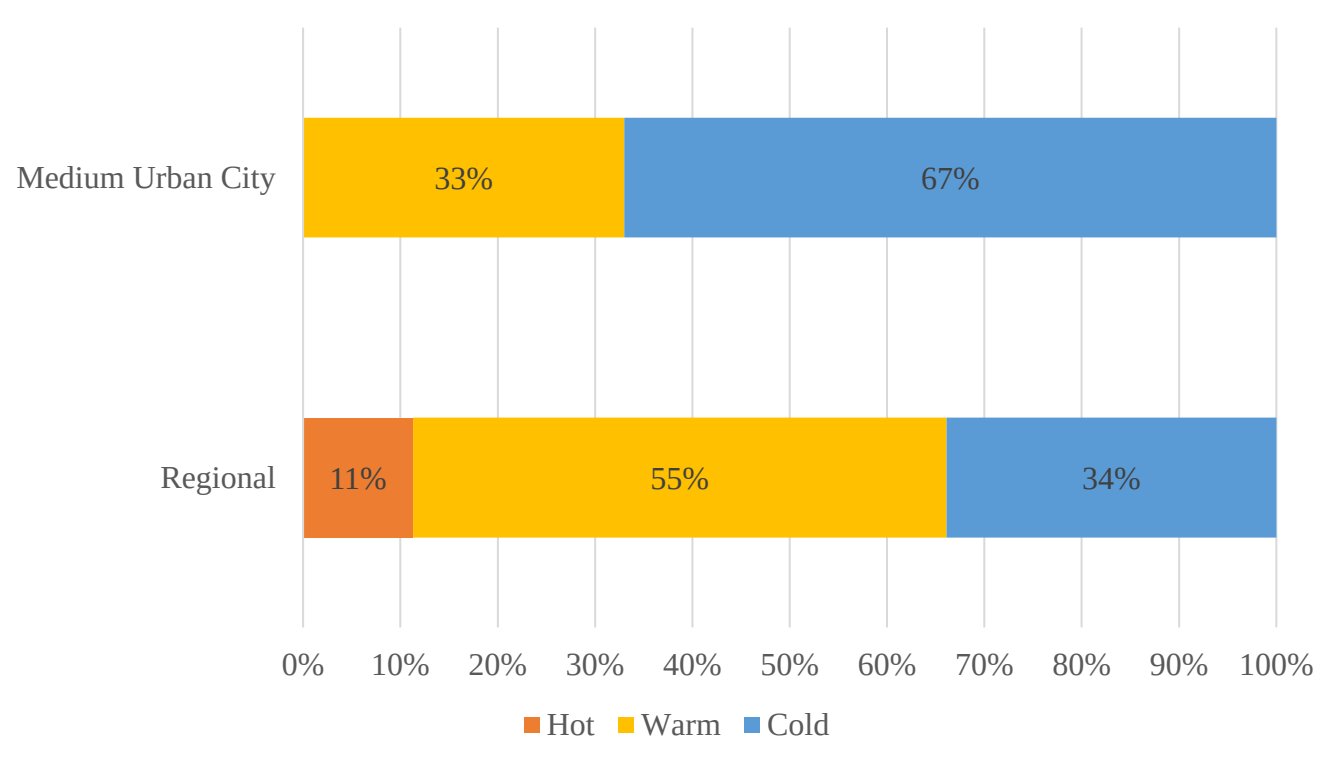
42. Do you have an alternate EOC?



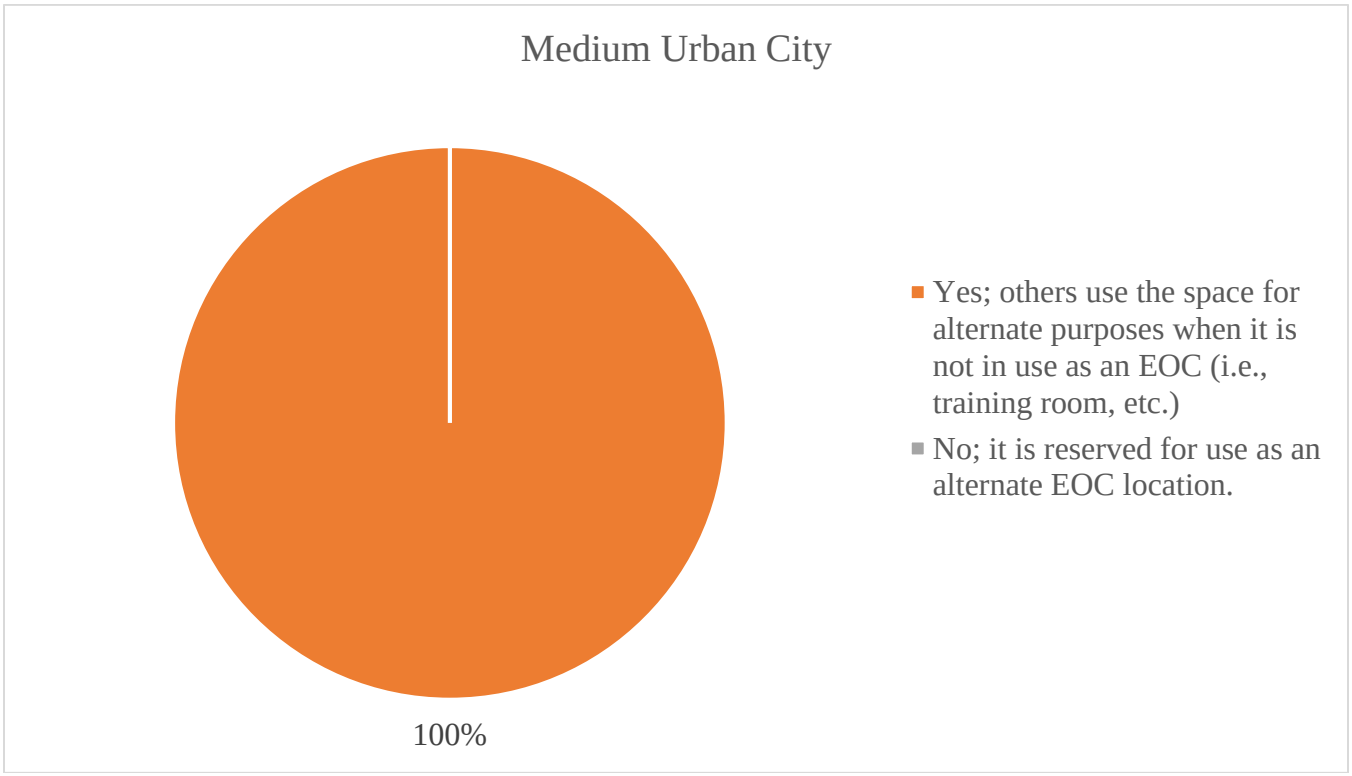


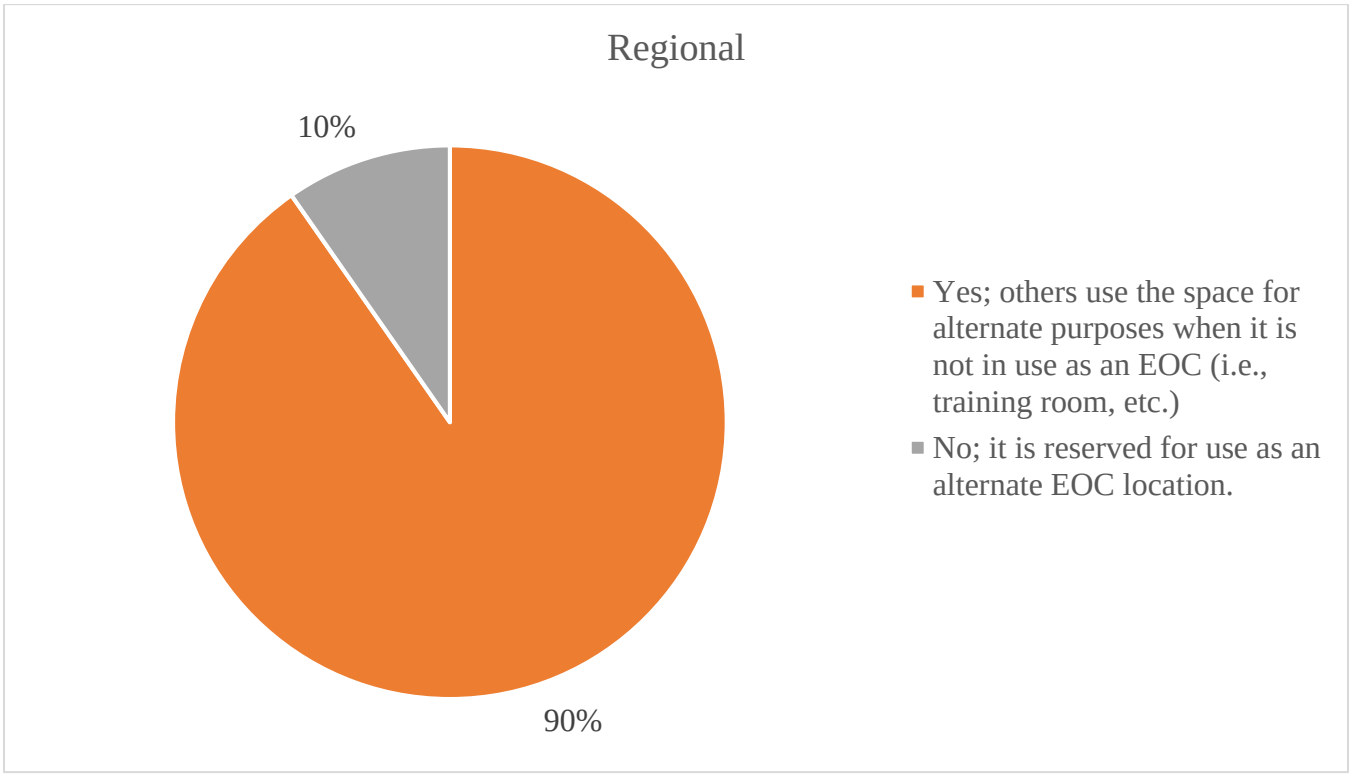
42.1 Is your alternate EOC:

- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*



42.2 Is your alternate EOC dual purpose?

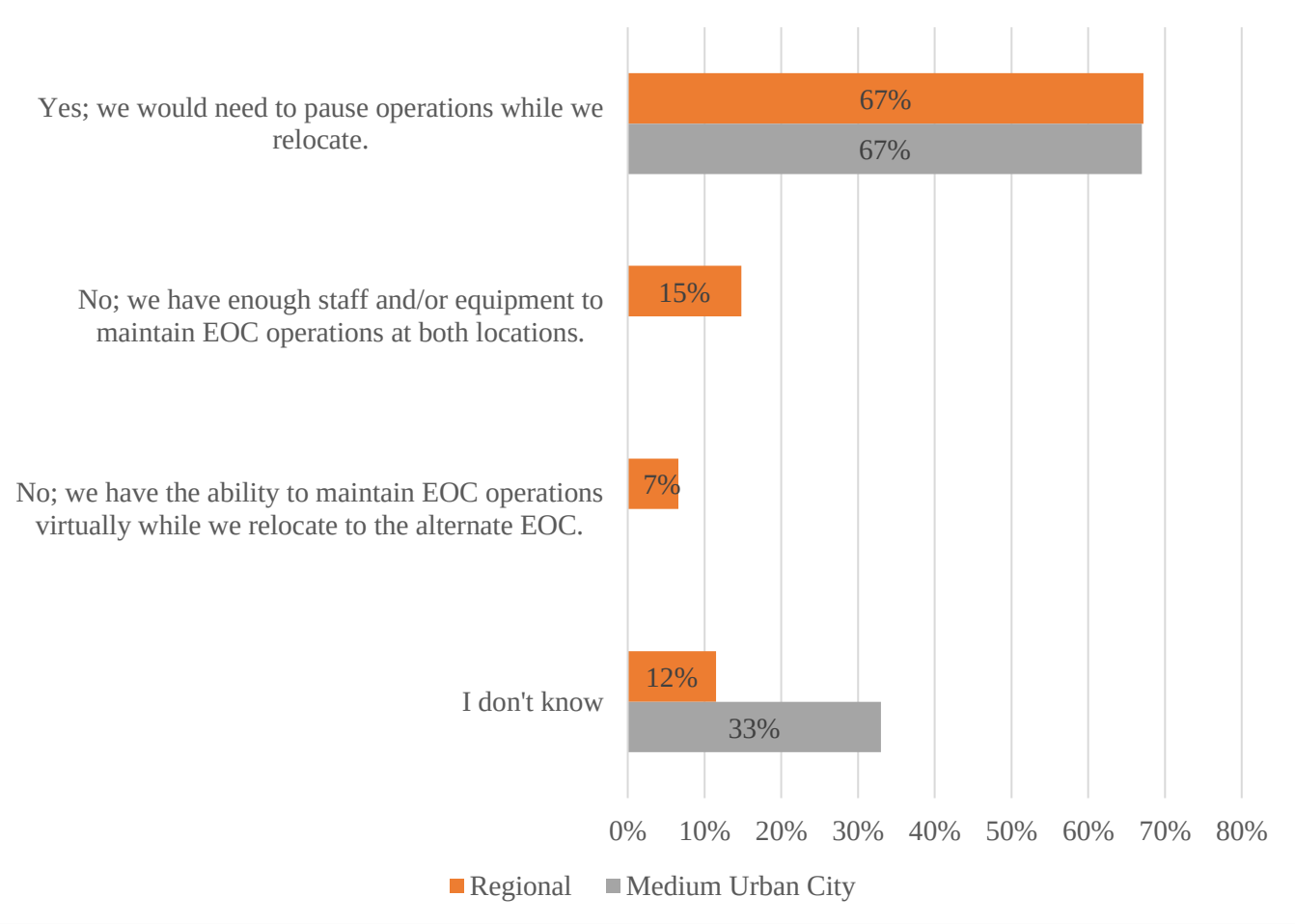




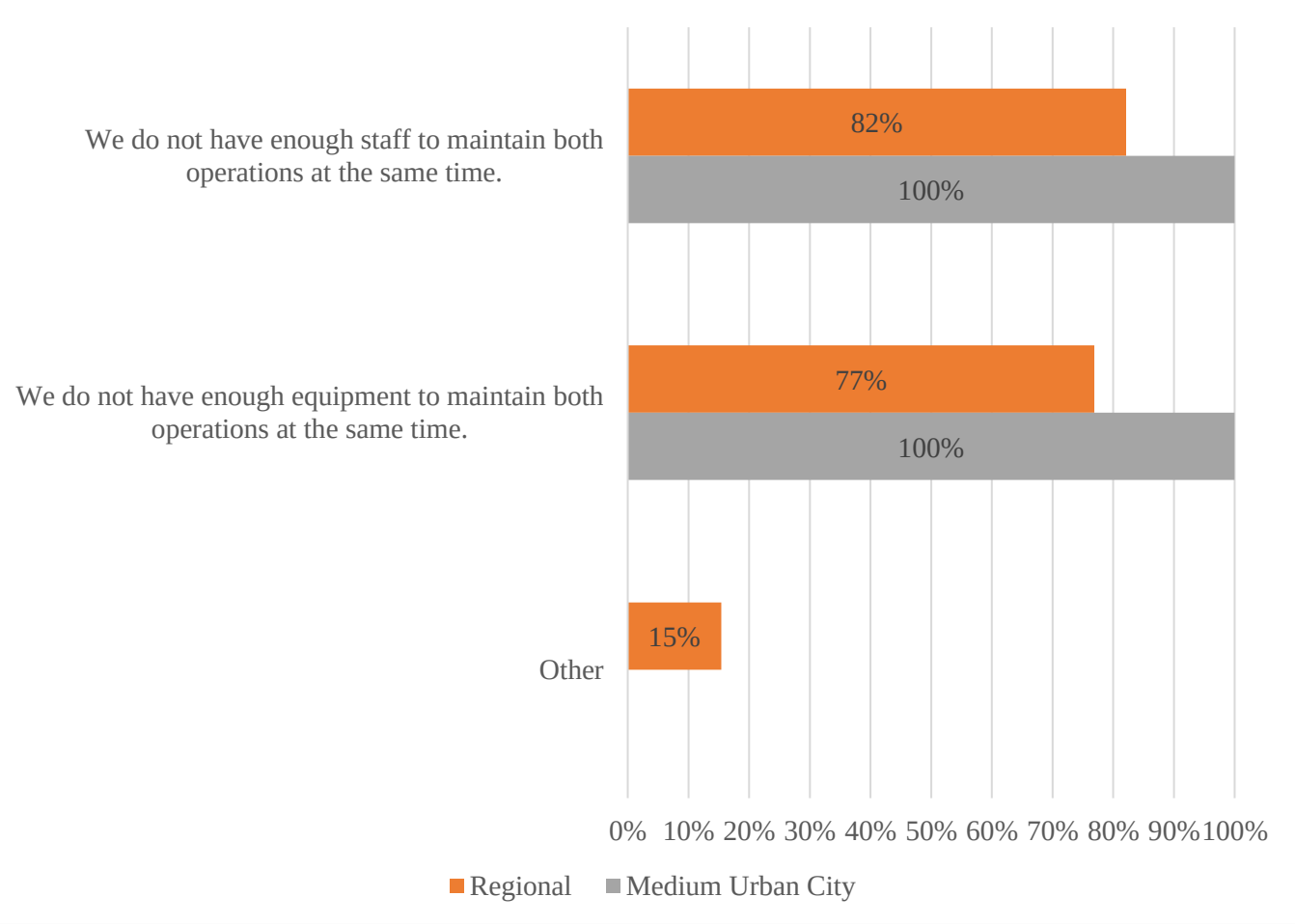
42.3 What challenges do you face at your alternate EOC compared to your regular EOC? Please select all that apply.

	Regional	Medium Urban City
Space Restrictions	60.7%	100%
Lack of familiarity with the location (i.e., staff getting lost in transit)	32.8%	66.7%
Lack of familiarity within the building (i.e., don't know where everything is)	39.3%	33.3%
No Backup Generator	23.0%	0%
No Kitchen	21.3%	33.3%
Kitchen Facilities with Fewer Amenities	19.7%	0%
Lack of Security	29.5%	0%
No Phones	24.6%	33.3%
No Computers/Laptops	37.7%	66.7%
Need to set up utilities (power, internet, water, HVAC, etc.)	3.3%	0%
Lack of Parking	26.2%	0%
Items from original EOC must be brought to alternate EOC	47.5%	66.7%
Other	13.1%	0%

42.4 Would moving from your primary EOC to your alternate EOC cause a disruption in the EOC operation?

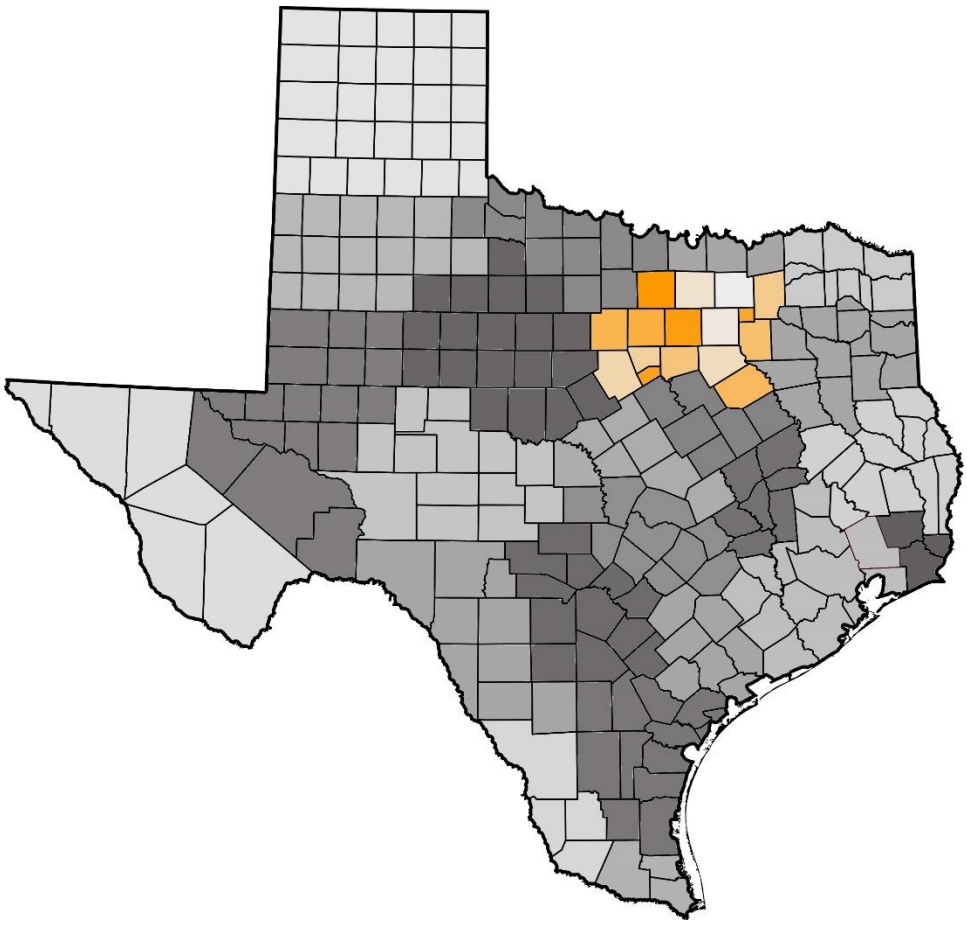


42.4.1 What would be a concern when moving to your alternate EOC for your jurisdiction? Please select all that apply.



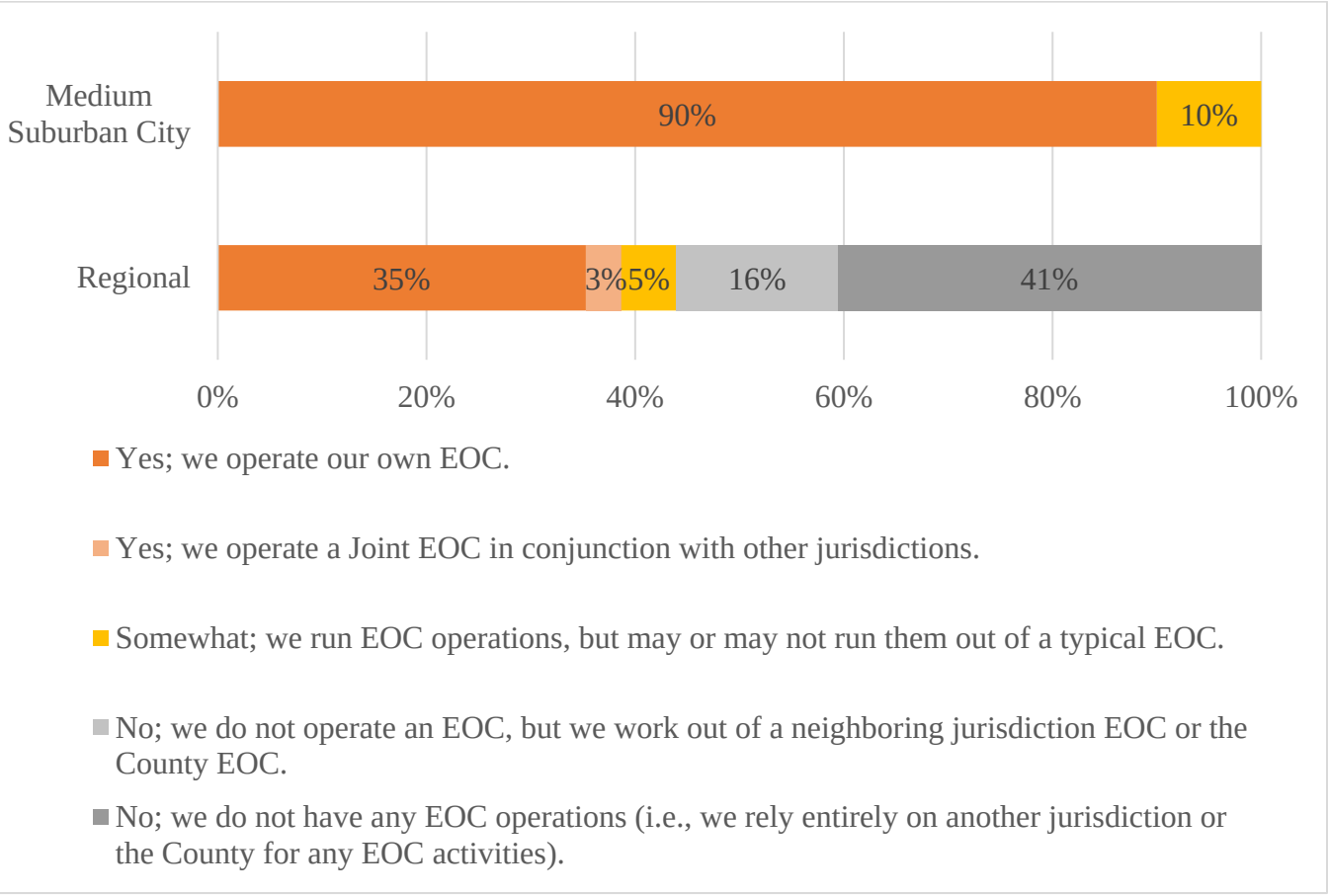
Appendix G: Medium Suburban City

Based on the 2016 NCTCOG Emergency Operations Center Capabilities Assessment Project

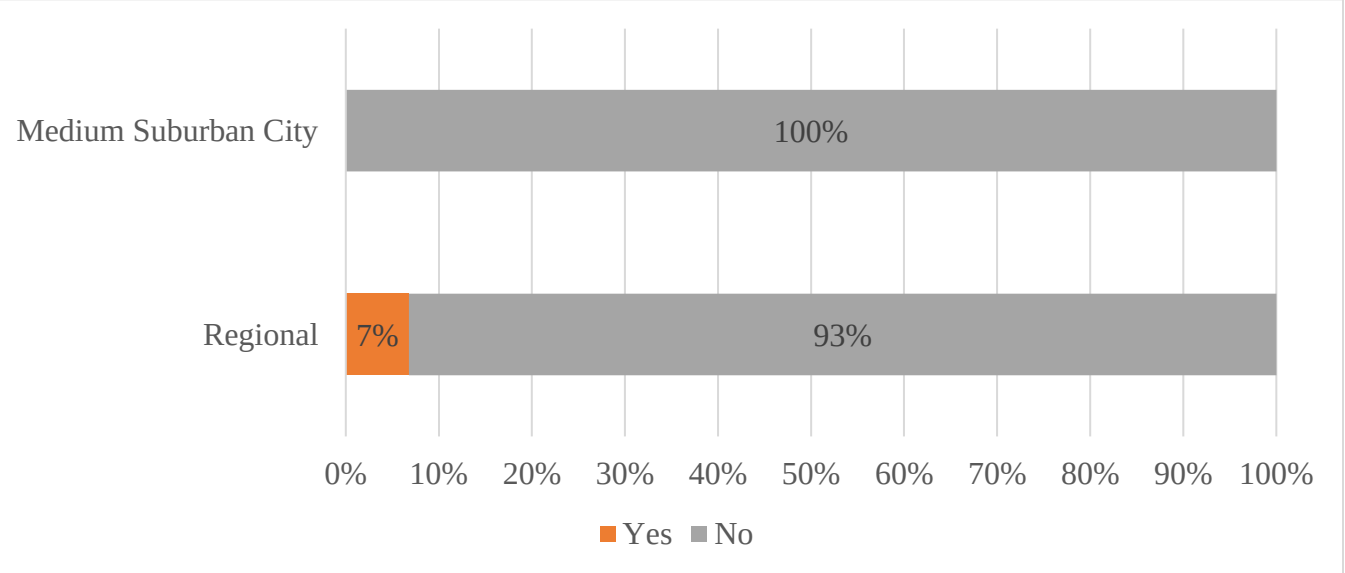


Introduction Questions

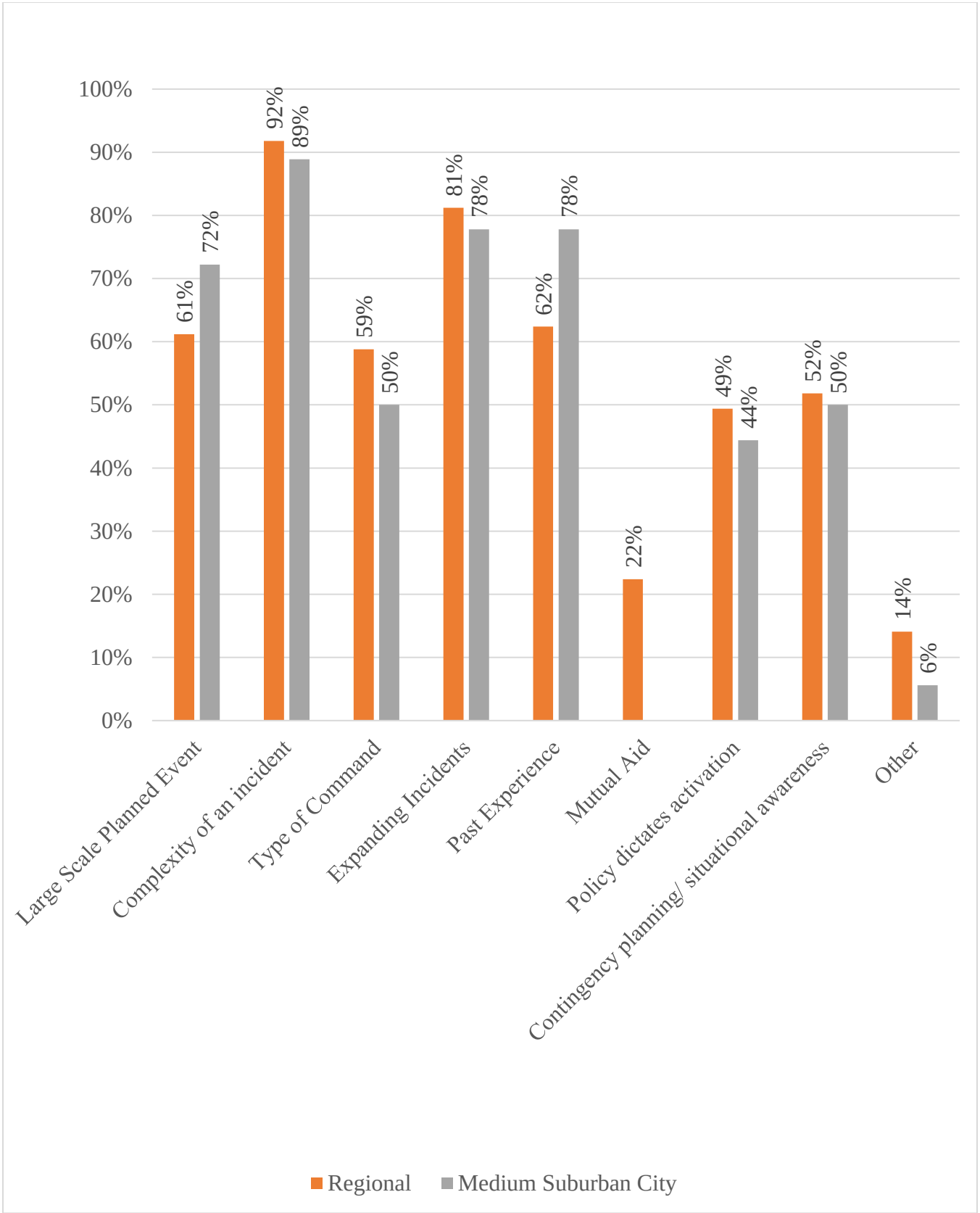
1. Does your jurisdiction operate an EOC?



1.1 Do any other jurisdictions use your facility as their primary EOC?



2. Of the incidents/events below, which would trigger an EOC activation in your jurisdiction?



3. What functions/activities do you believe are most critical to a successful EOC response?

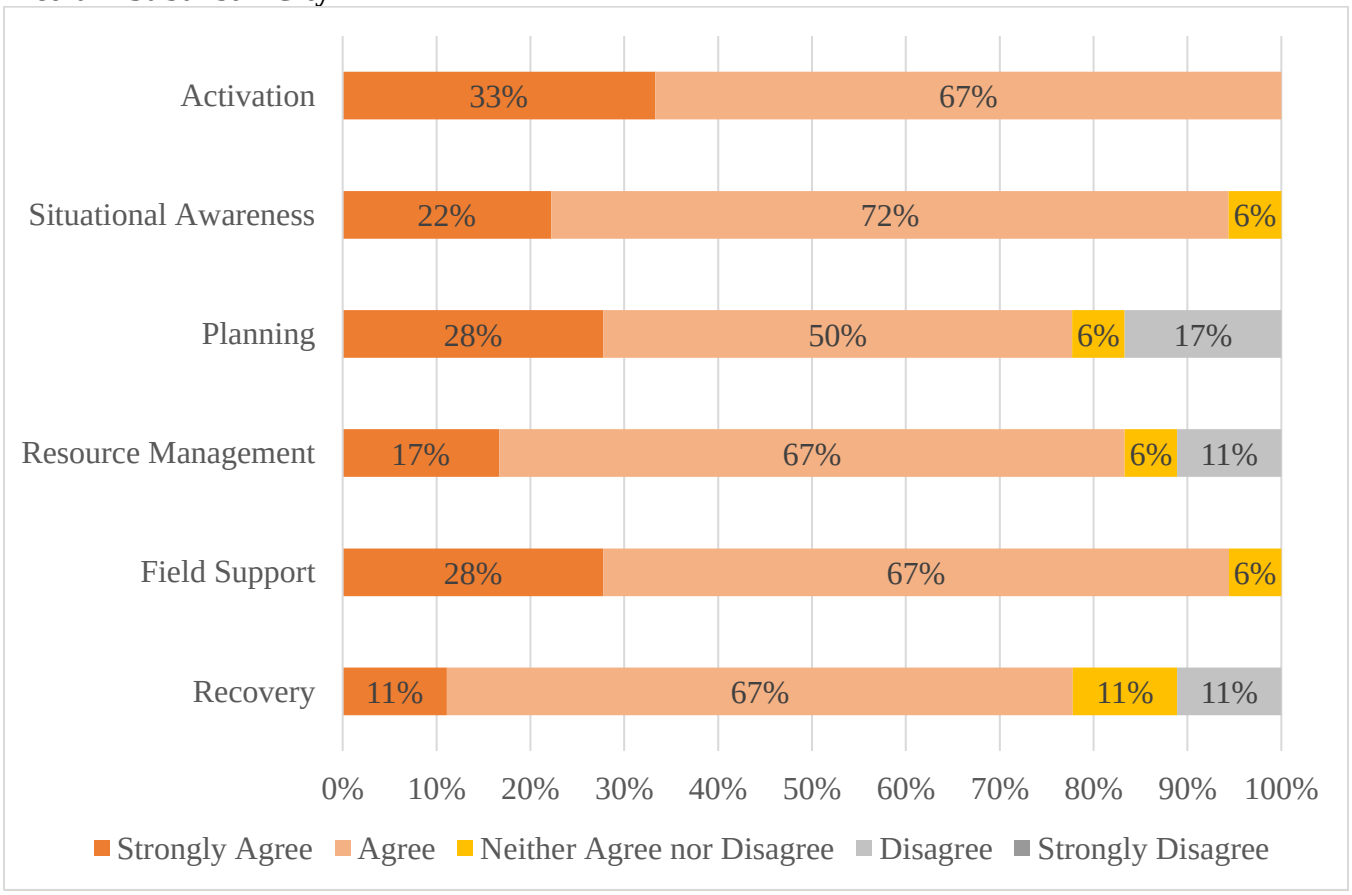
- *Activation activities*
- *Situational Awareness activities*
- *Planning activities*
- *Resource Management activities*
- *Field Support activities*
- *Recovery activities*

	High Importance		Normal Importance		Low Importance	
	Regional	Medium Suburban City	Regional	Medium Suburban City	Regional	Medium Suburban City
Activation	71.6%	76.5%	25.9%	23.5%	2.5%	0%
Situational Awareness	73.8%	70.6%	22.5%	23.5%	3.8%	5.9%
Planning	44.9%	44.4%	50.0%	50%	5.1%	5.6%
Resource Management	50.0%	61.1%	43.4%	38.9%	6.6%	0%
Field Support	52.6%	50%	43.4%	50%	3.9%	0%
Recovery	28.0%	41.2%	46.7%	47.1%	25.3%	11.8%

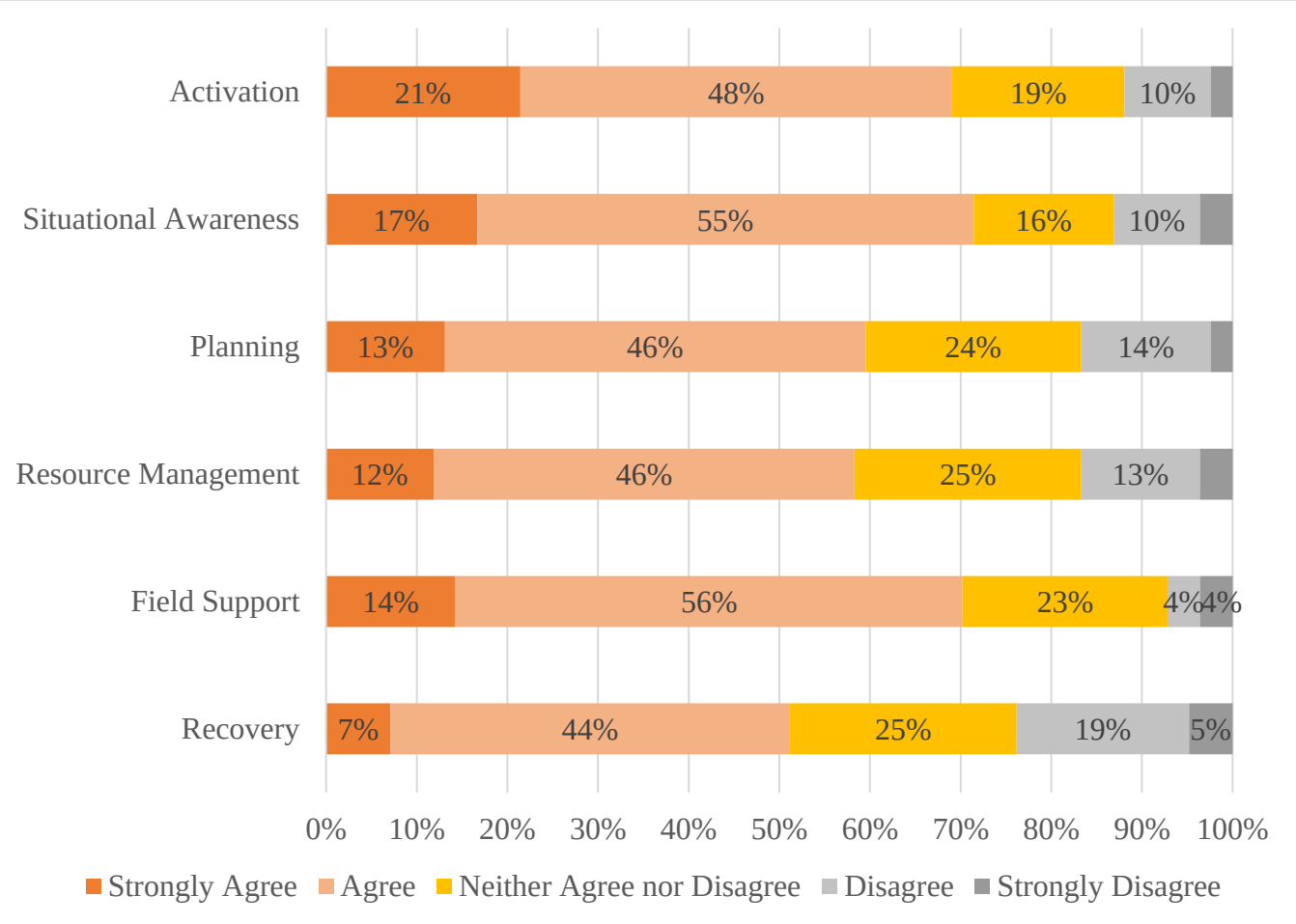
4. To identify gaps in functional activities throughout the region, to what extent do you believe your EOC can perform the following functions/activities, relying on your own local resources?

- *My EOC is able to fulfill all ACTIVATION activities necessary for a successful operation (ex. alerting and mobilizing EOC personnel, EOC set up, EOC staffing, etc.)*
- *My EOC is able to fulfill all SITUATIONAL AWARENESS activities necessary for a successful operation (ex. creating & distributing situation reports, maintaining a common operating picture, managing and sharing information with responders, agency representatives, media and the public, etc.)*
- *My EOC is able to fulfill all PLANNING activities necessary for a successful operation (ex. creating Incident Action Plan or EOC Action Plan, ensuring documentation and record keeping, operation of EOC displays and room/facility management, etc.)*
- *My EOC is able to fulfill all RESOURCE MANAGEMENT activities necessary for a successful operation (ex. resource requests, resource tracking, emergency procurements, etc.)*
- *My EOC is able to fulfill all FIELD SUPPORT activities necessary for a successful operation (ex. support field operations and field personnel, anticipating future needs, providing strategic guidance, etc.)*
- *My EOC is able to fulfill all RECOVERY activities necessary for a successful operation (ex. completing/submitting State & Federal disaster forms, large-scale debris management efforts, engaging/managing VOADs and coordinating survivor assistance efforts, Preliminary Damage Assessments, etc.)*

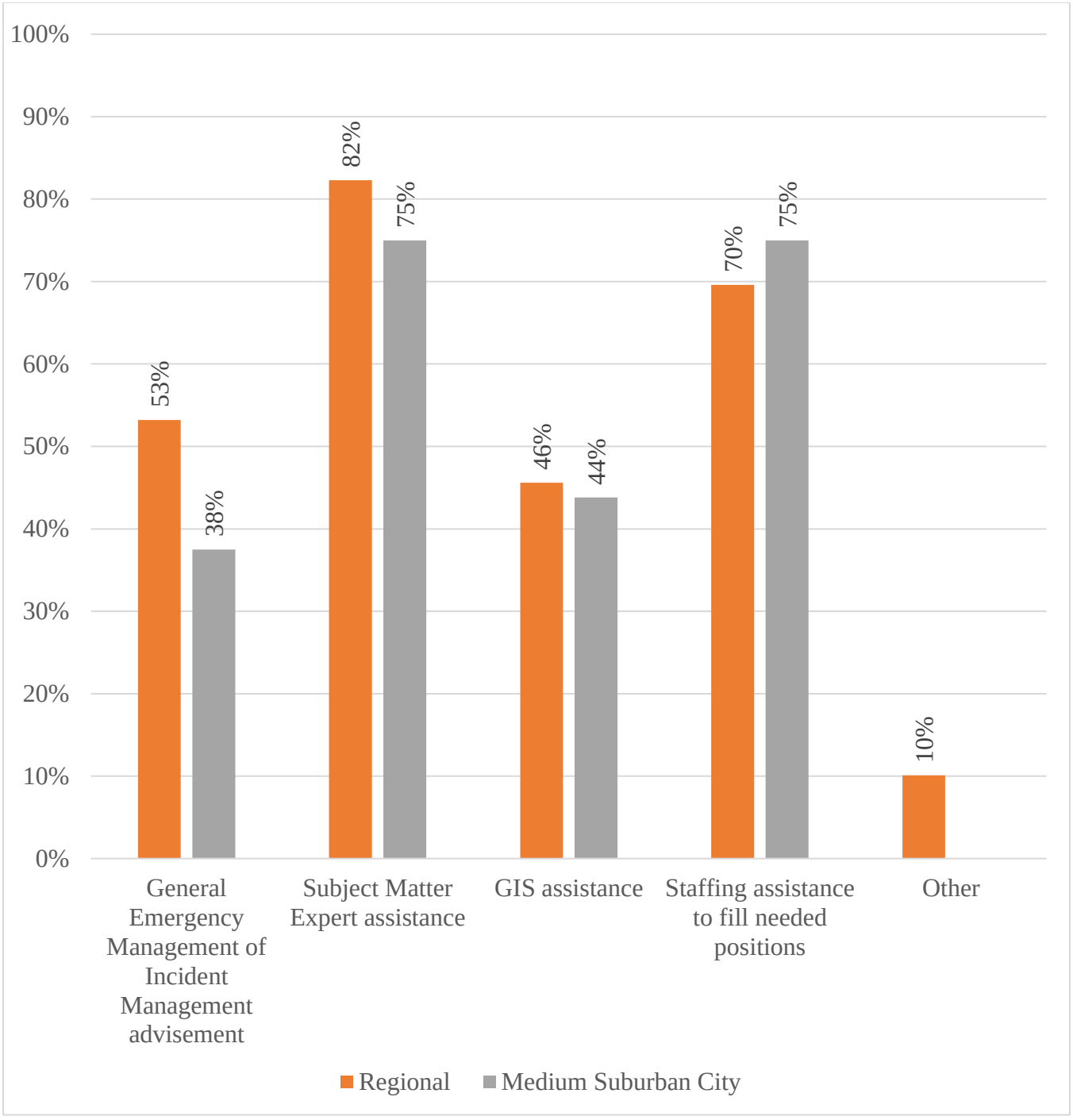
Medium Suburban City



Regional

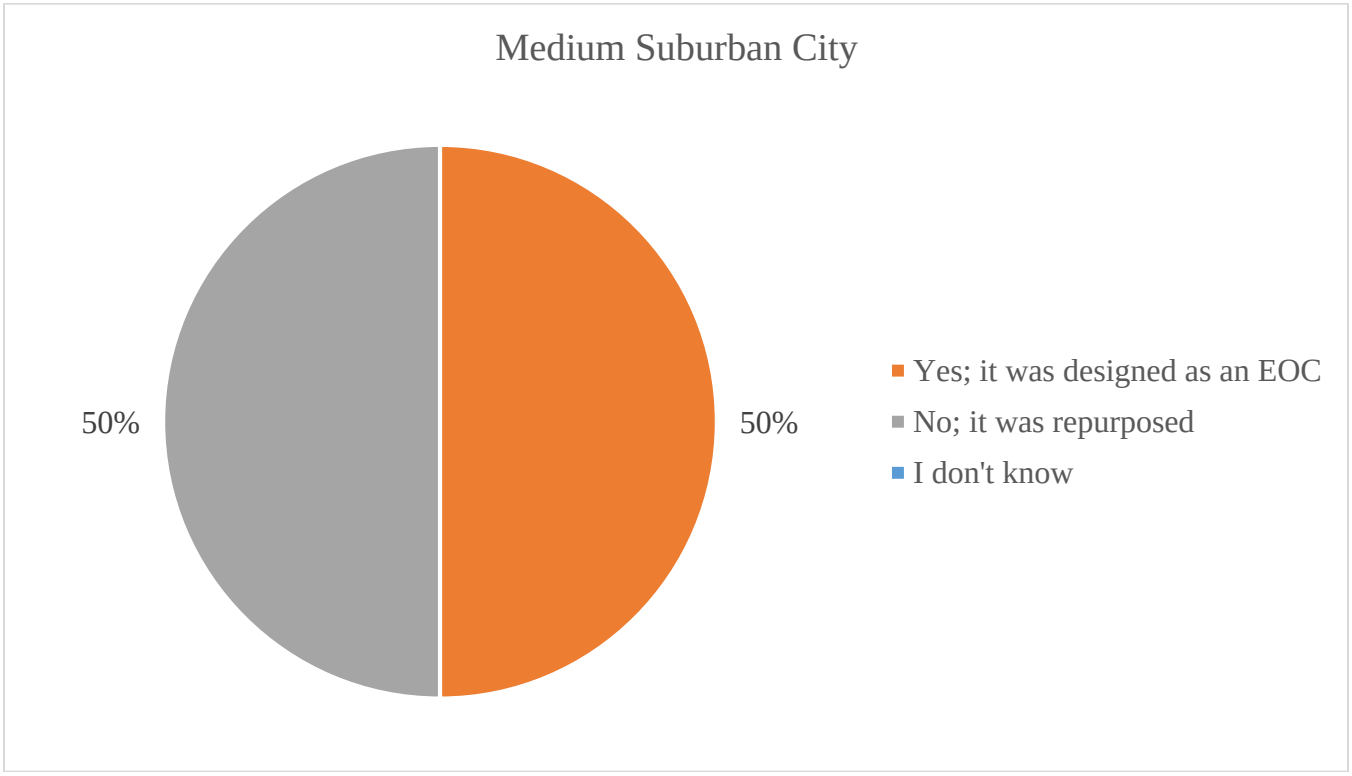

Activation
21%
48%
19%
10%
Situational Awareness
17%
55%
16%
10%
Planning
13%
46%
24%
14%
Resource Management
12%
46%
25%
13%
Field Support
14%
56%
23%
4%
4%
Recovery
7%
44%
25%
19%
5%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

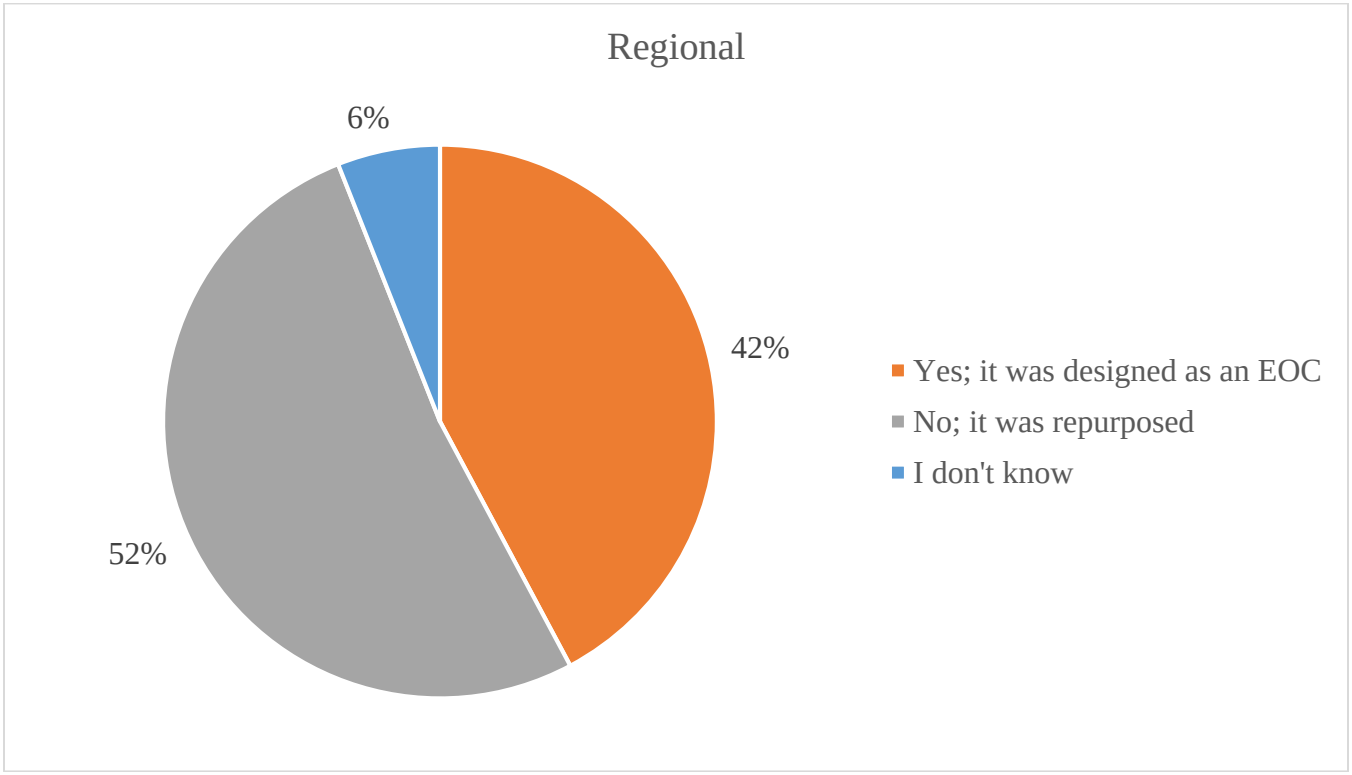
5. What functions or activities, if any, would your EOC like additional assistance to fulfill? Please select all that apply.



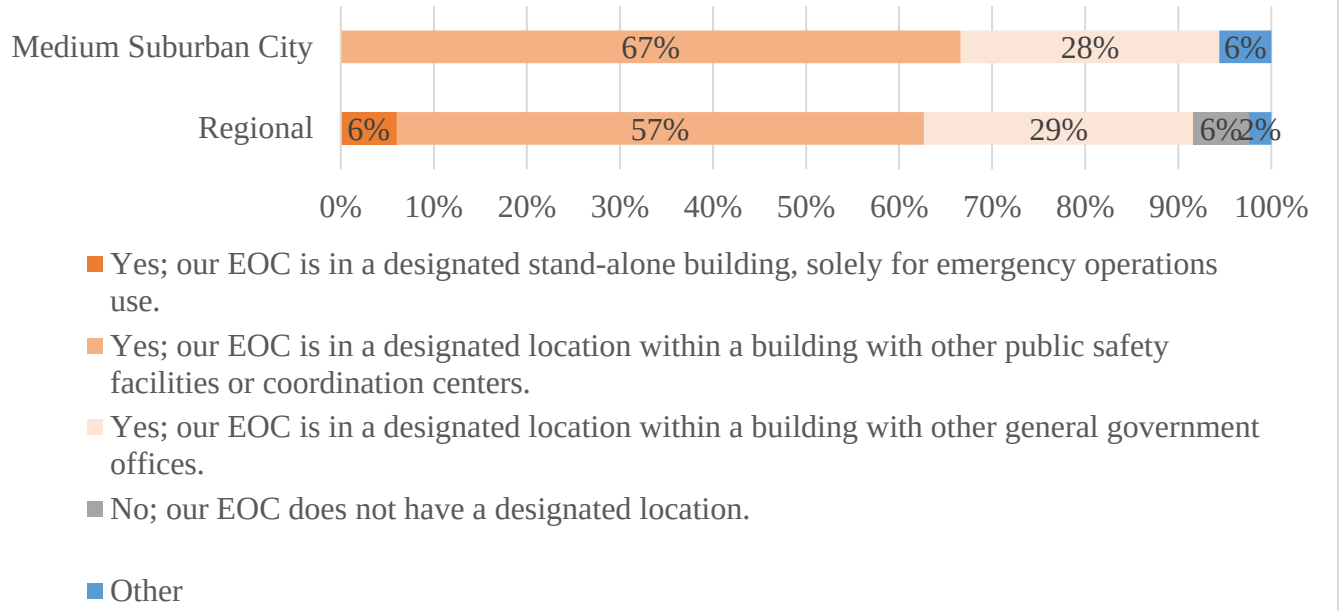
EOC Overview

6. Was your EOC designed to operate as an EOC?

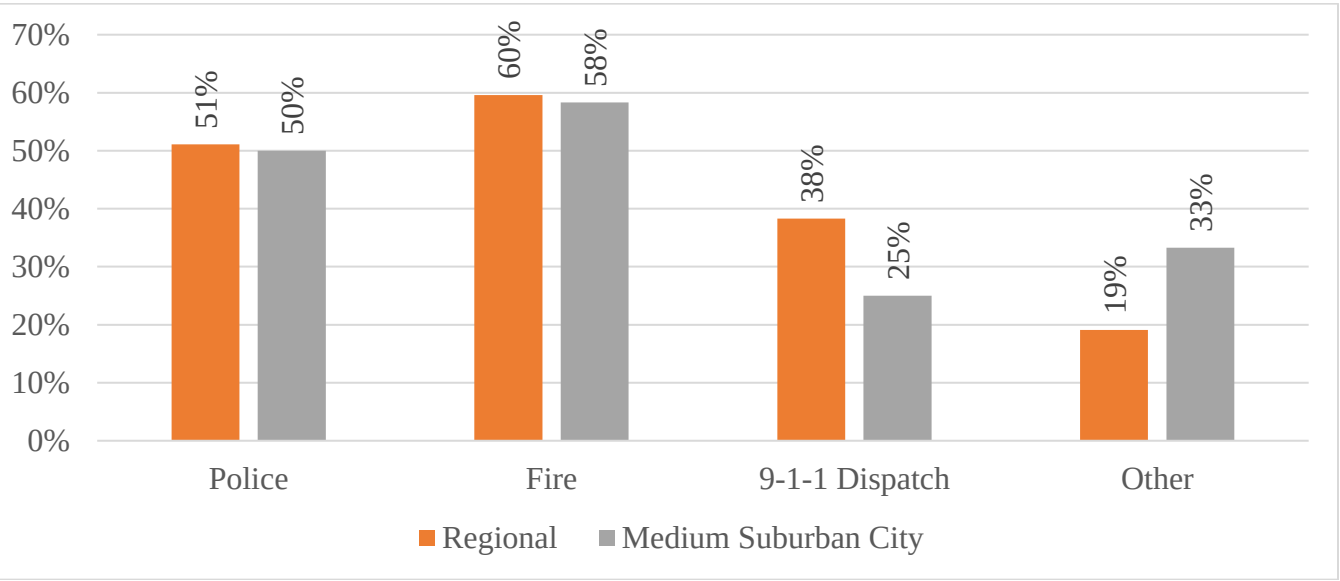




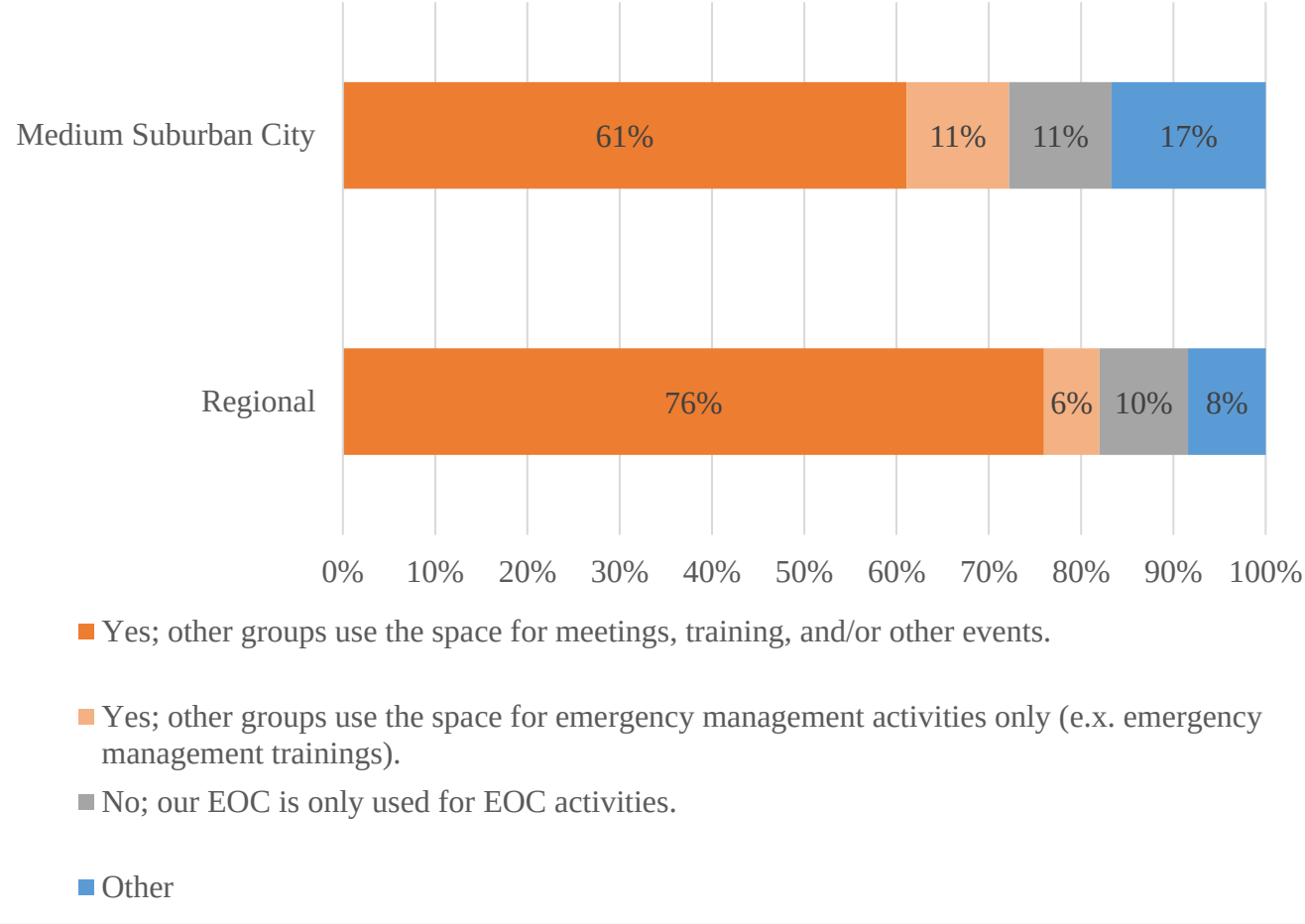
7. Do you have a designated location for your EOC?



7.1 Of those who share their EOC building with other public safety facilities or coordination centers, what other functions are performed in the building? Please select all that apply.

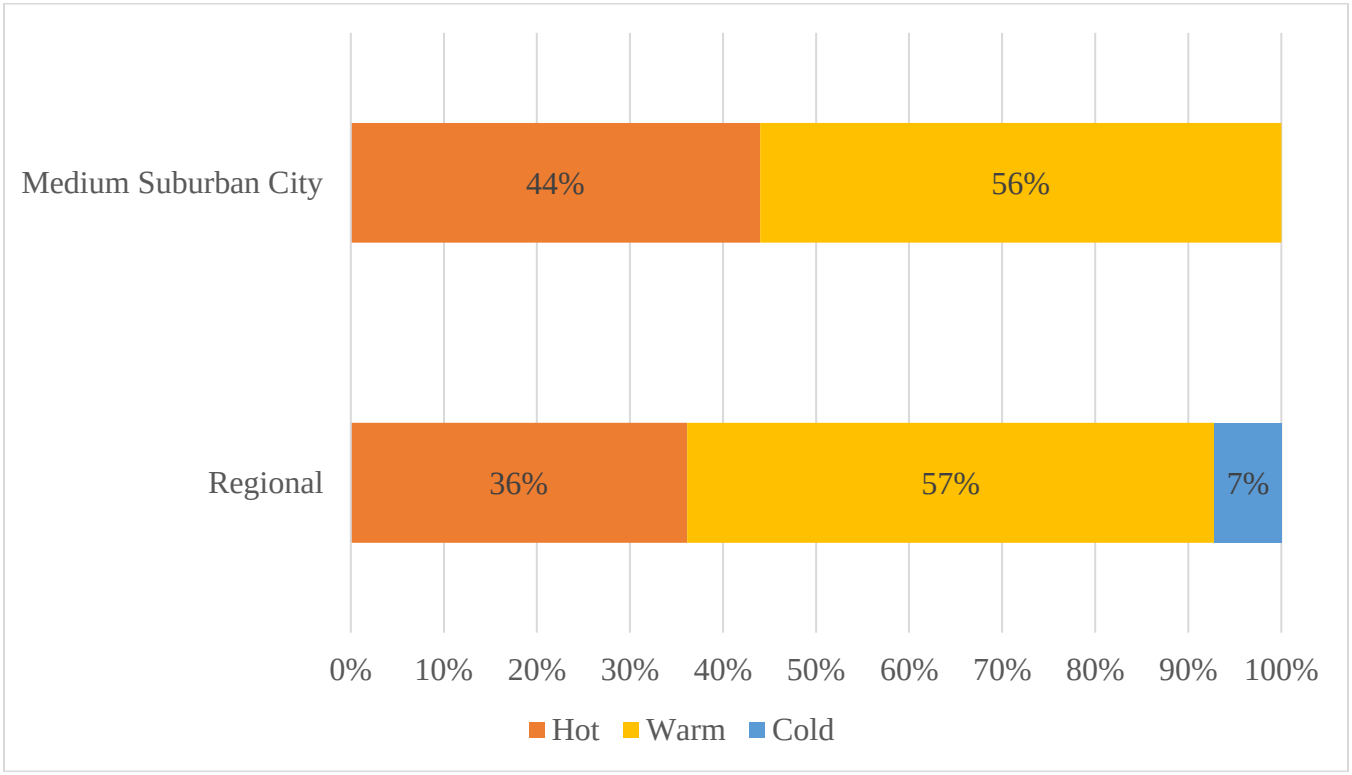


8. Is your EOC a multi-purpose location?

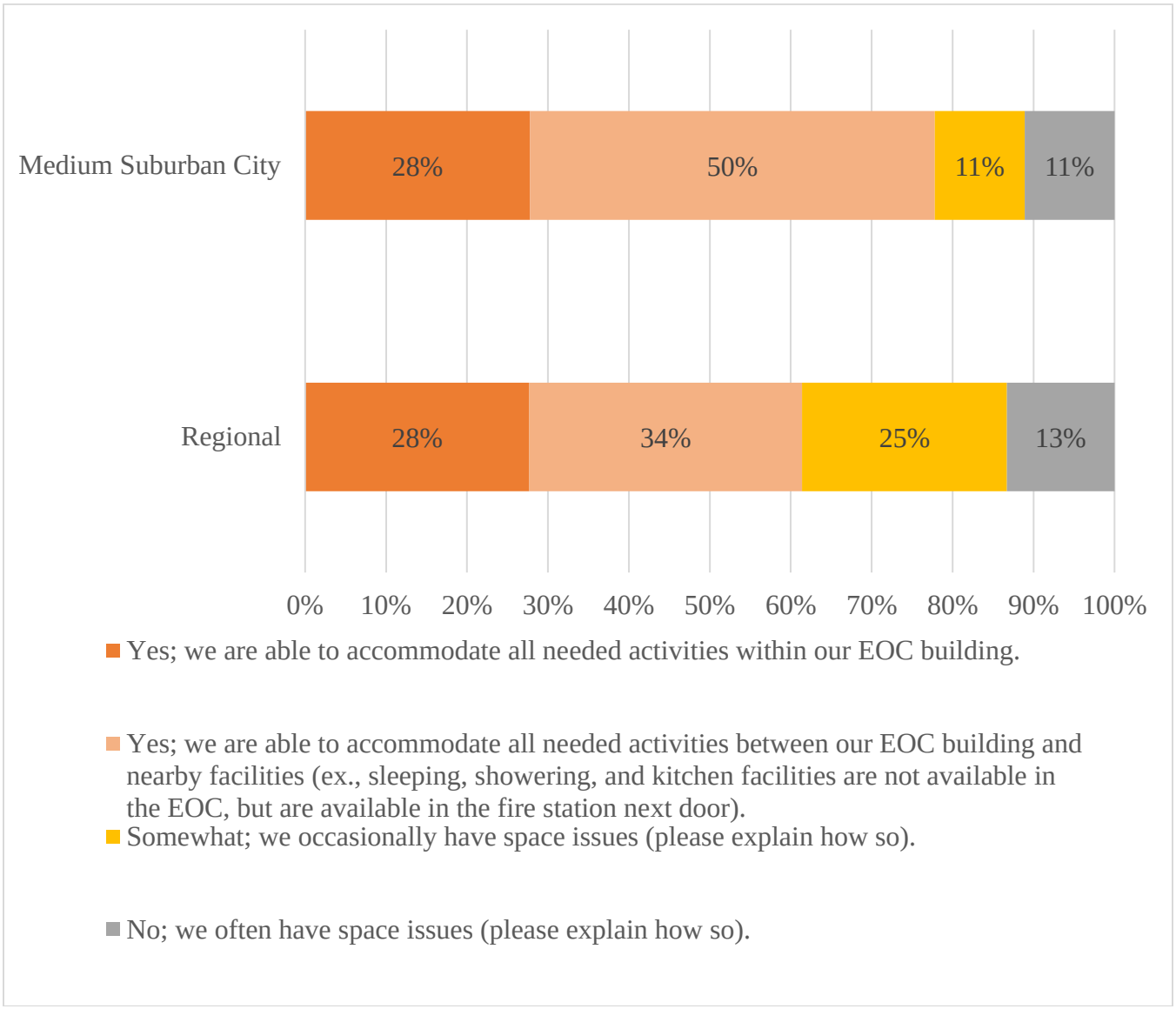


9. Is your primary EOC:

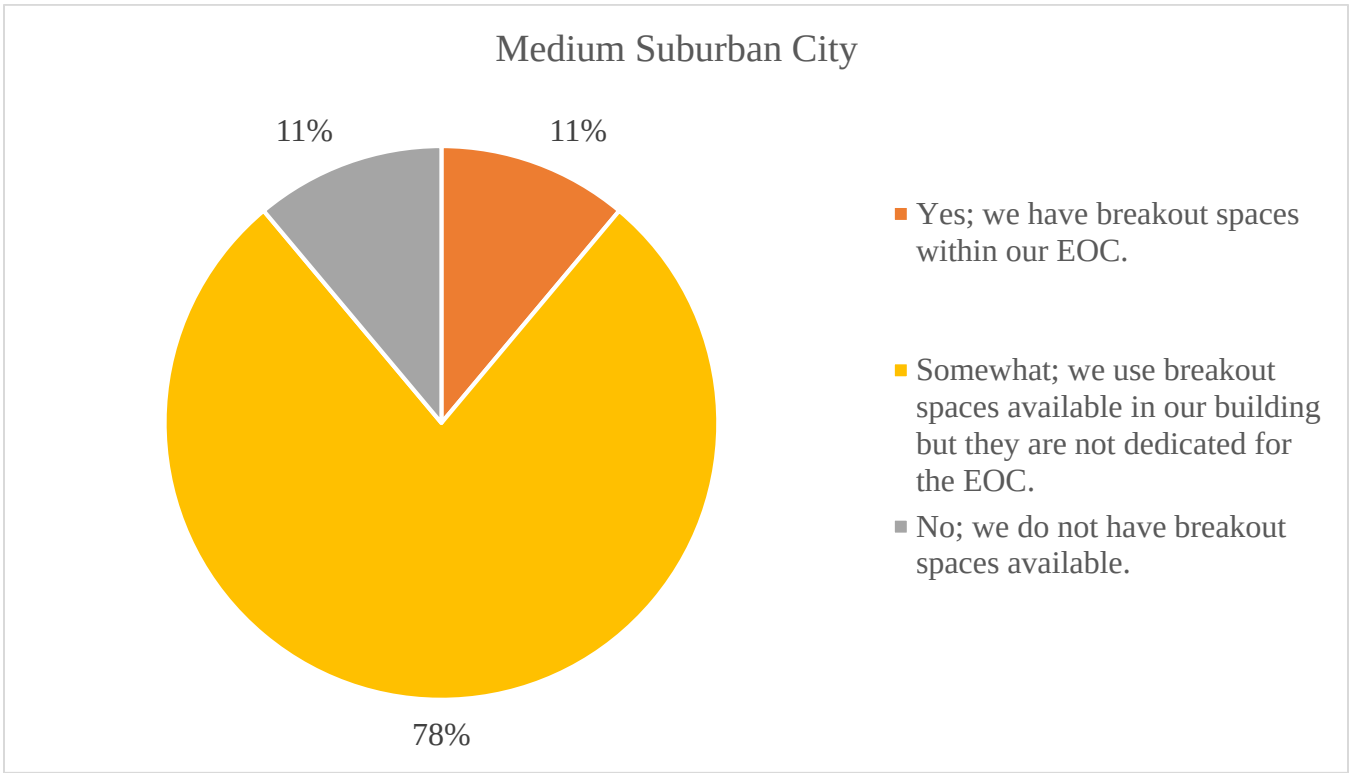
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*

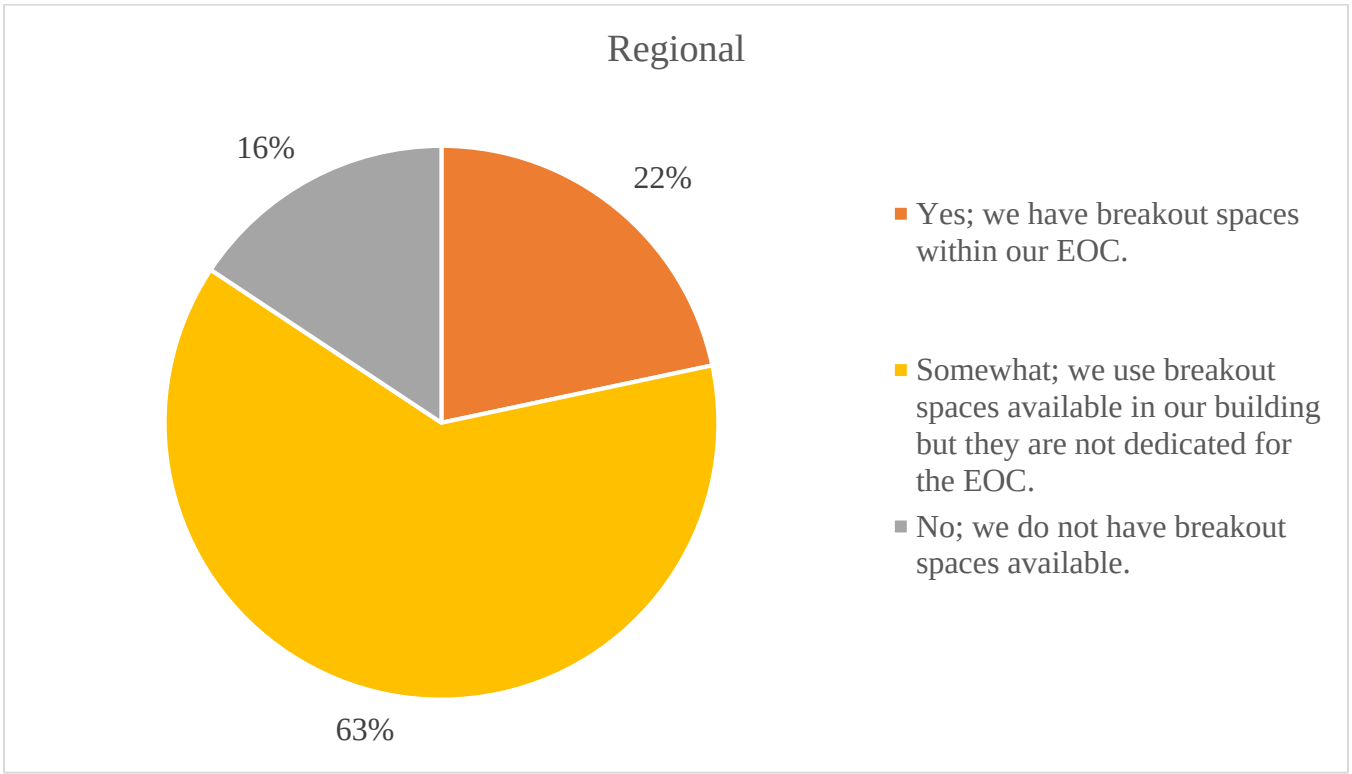


10. Is your EOC large enough to facilitate needed activities?

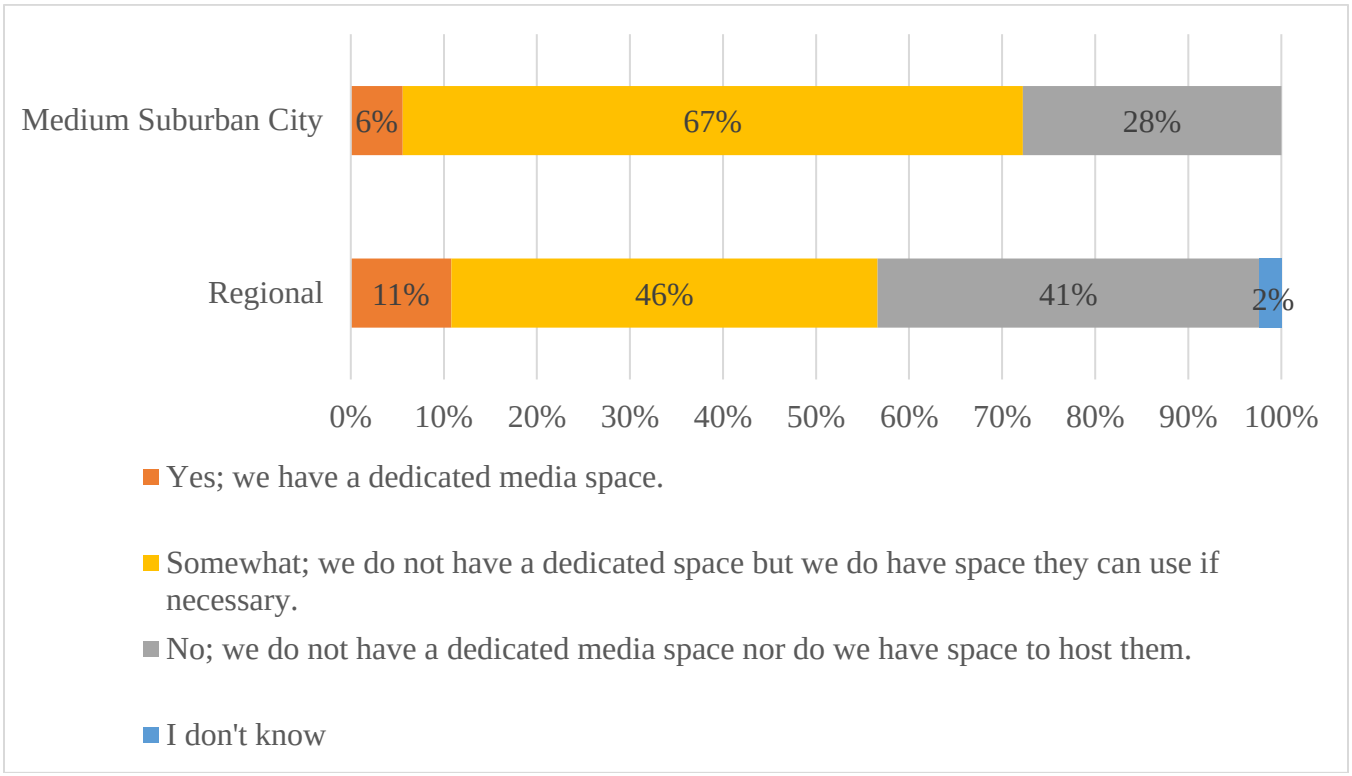


11. Does your EOC have individual/separate meeting or breakout spaces?

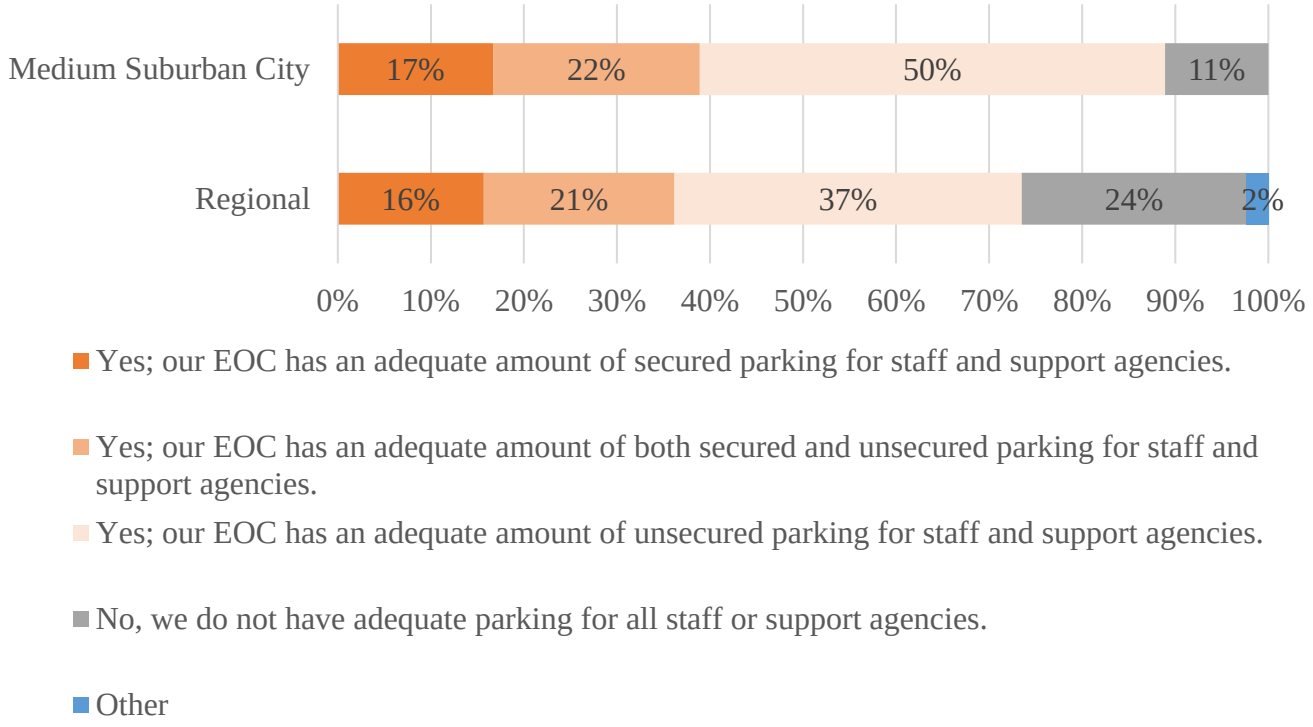




12. Do you plan to host the media at your EOC?

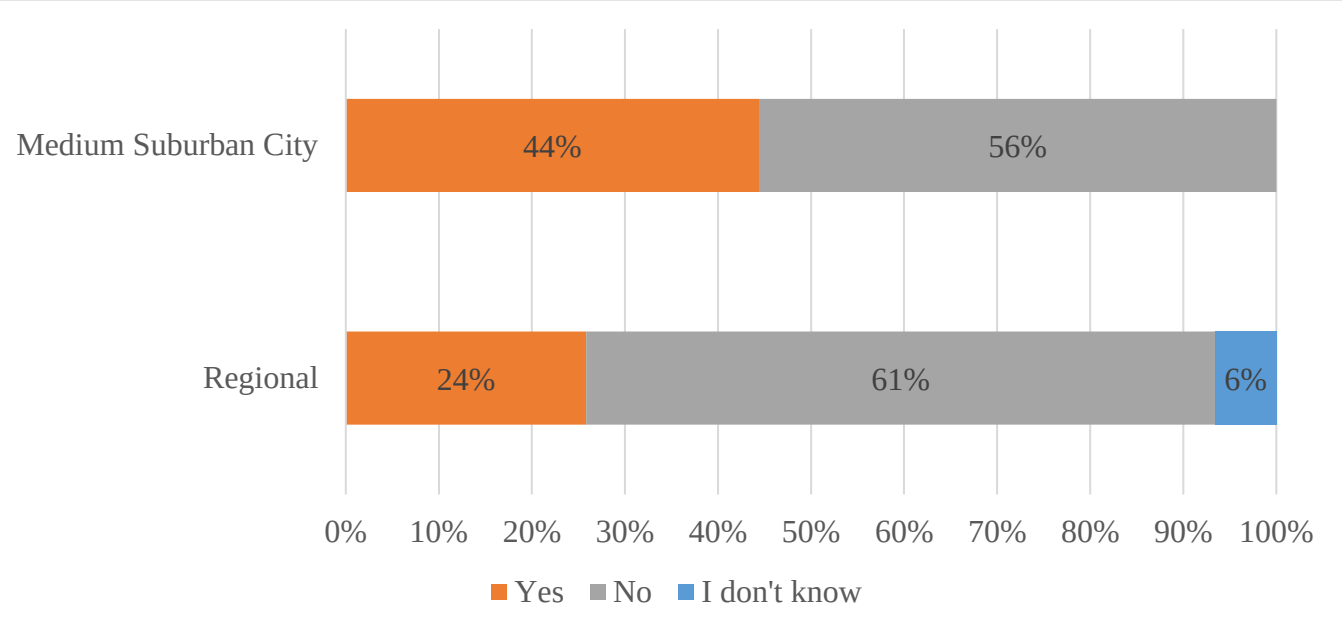


13. Does your EOC have adequate parking for staff and support agencies during full scale operations?

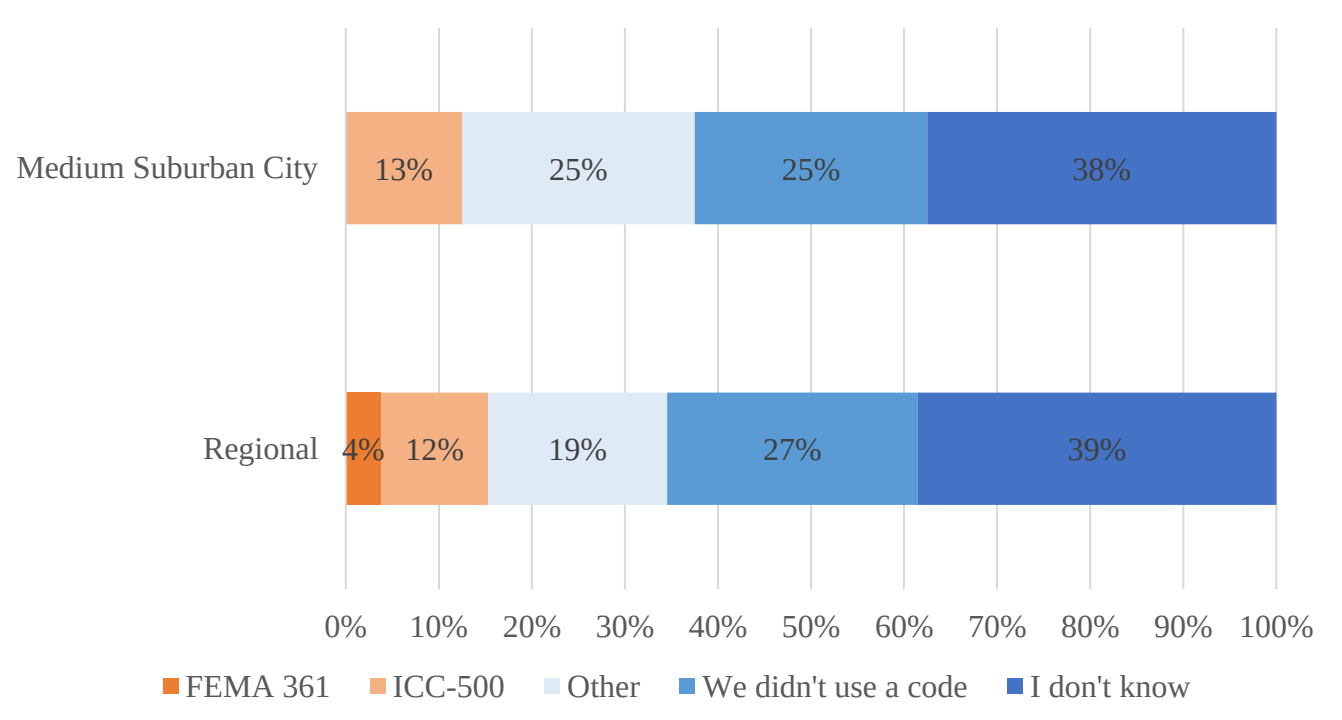


Survivability

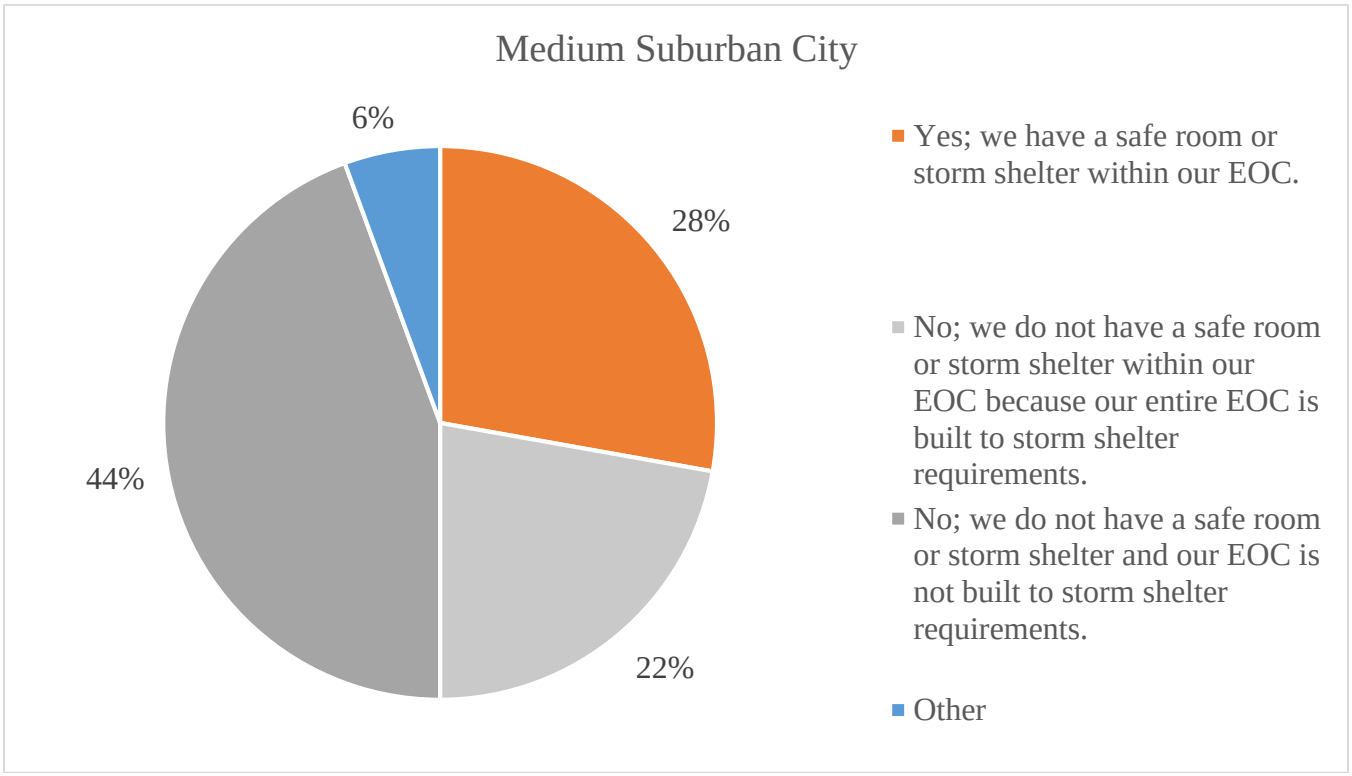
14. Is your EOC hardened (including but not limited to reinforced walls, window storm shutters, and other physical hardening measures)?

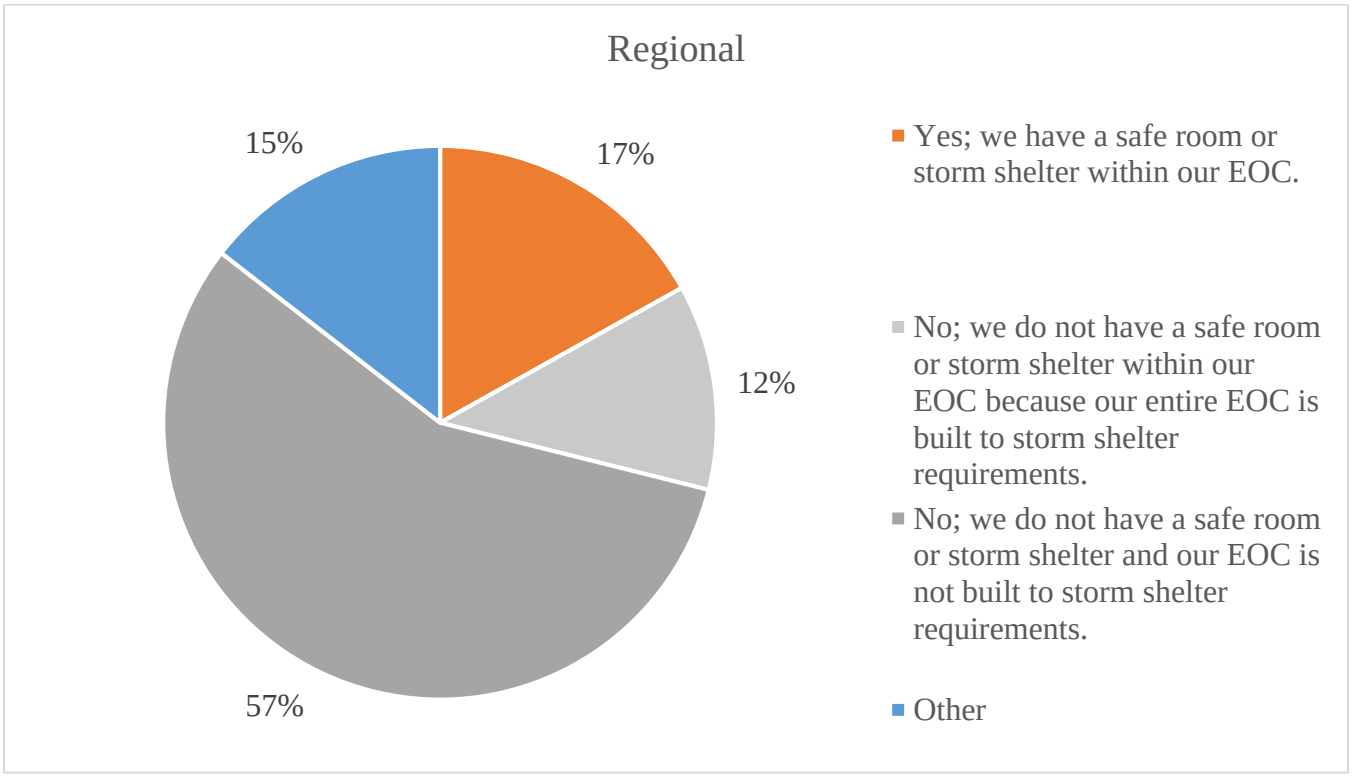


14.1 Of those who hardened their EOC, what construction code, standard, or guideline was used?

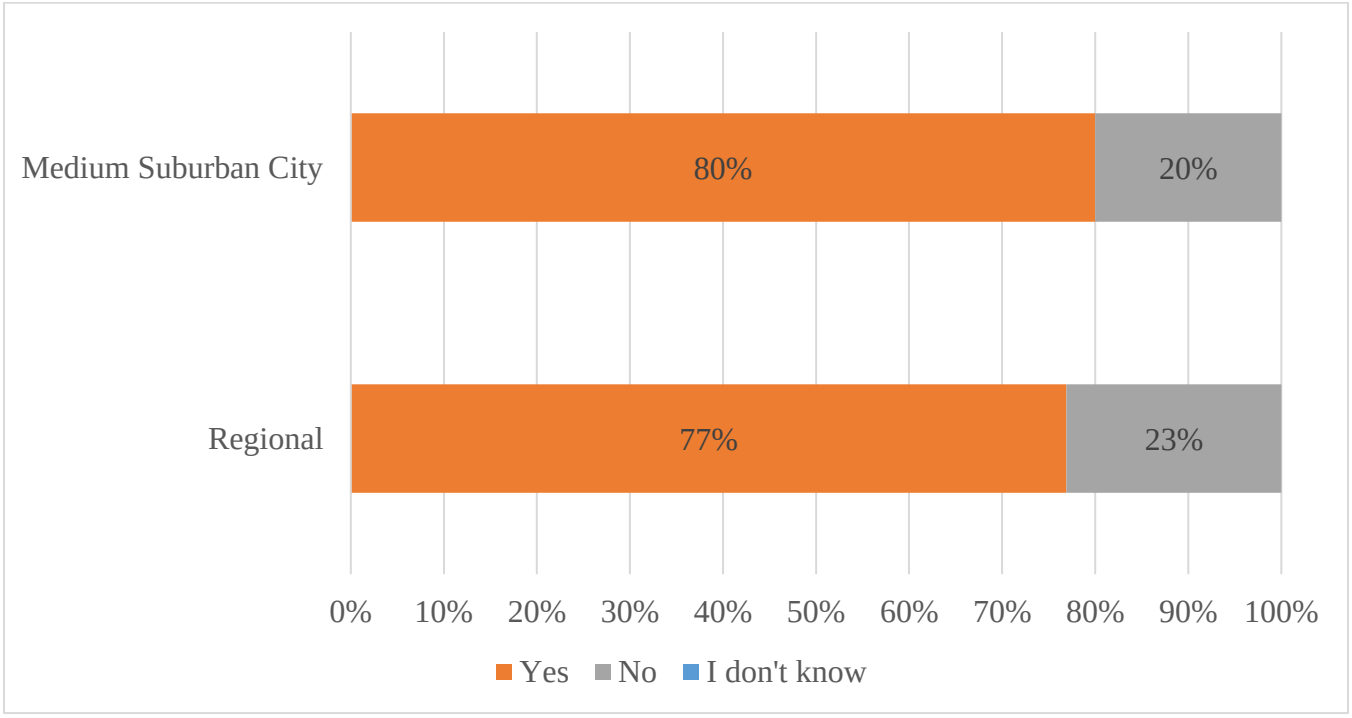


15. Does your EOC have a safe room or storm shelter for severe weather?

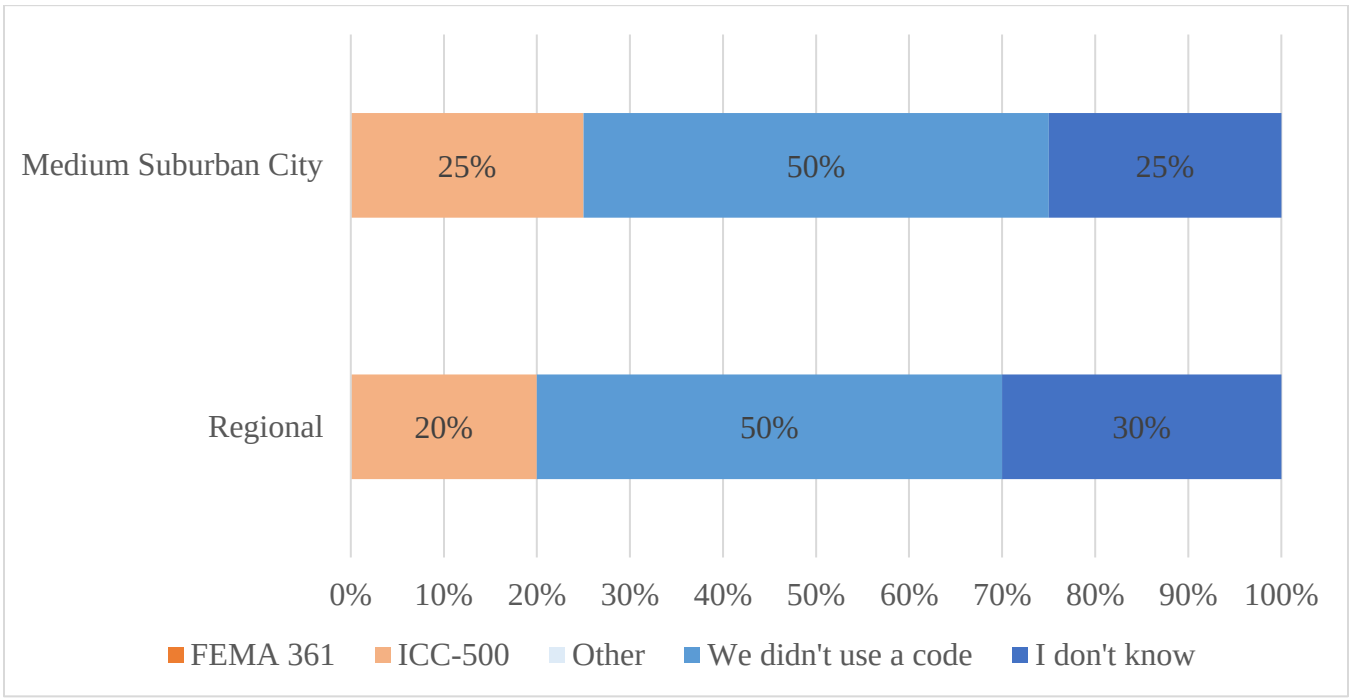




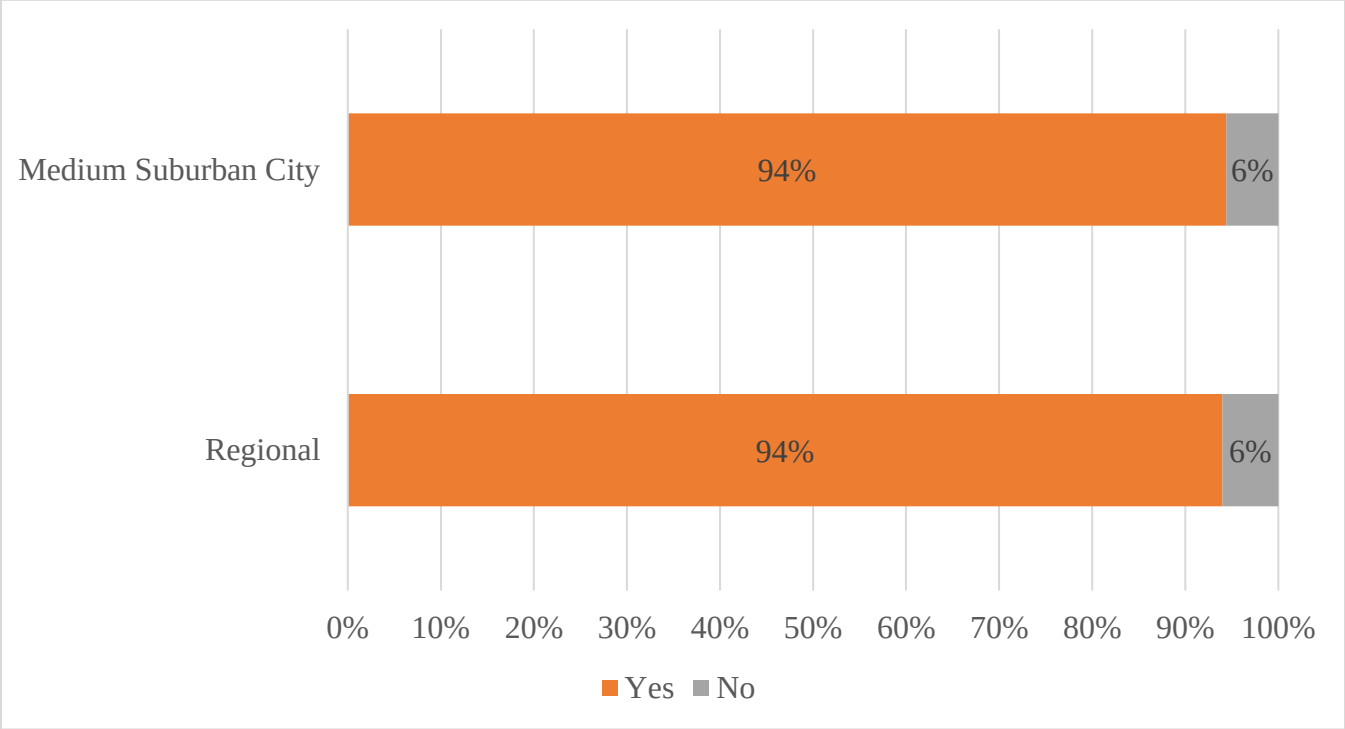
15.1 Of those who hardened have a safe room, is it hardened? *(Answers only apply to those who have a safe room)*



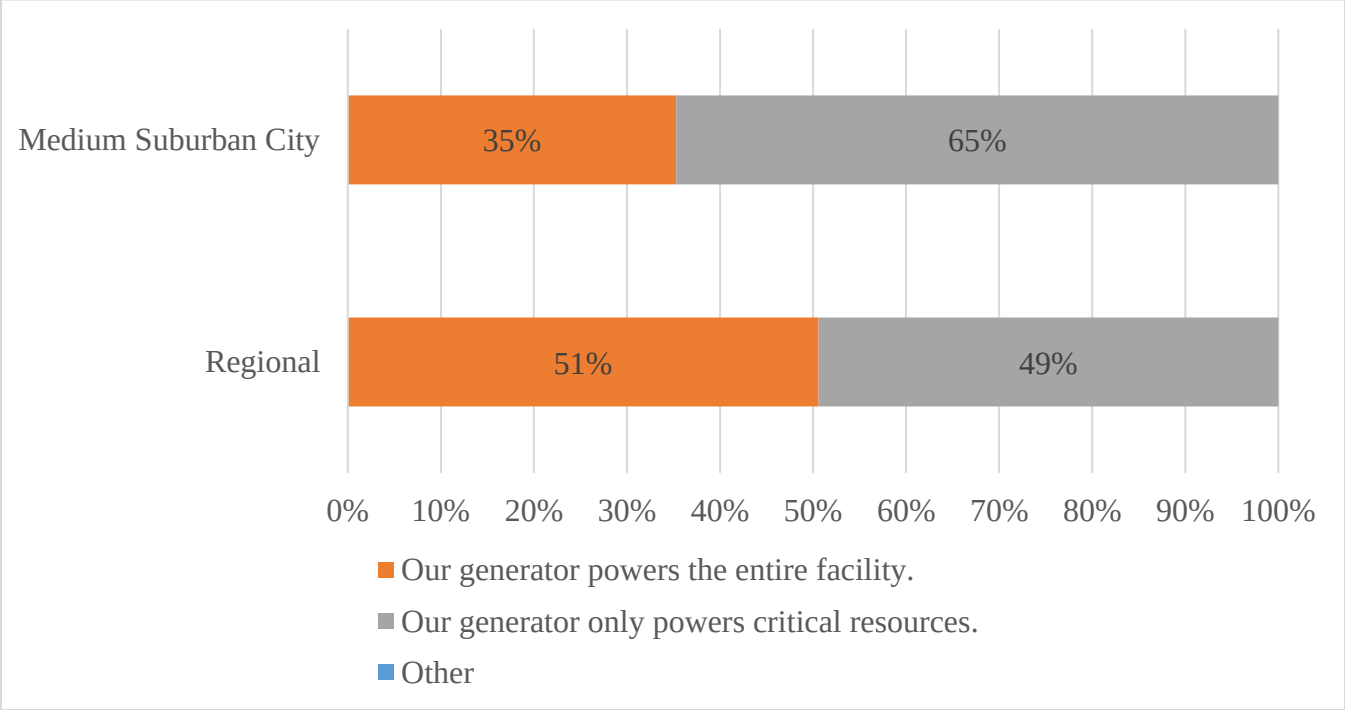
15.2 Of those who hardened have a hardened safe room, what code, standard, or guideline did you use? *(Answers only apply to those who indicated they have a hardened safe room)*



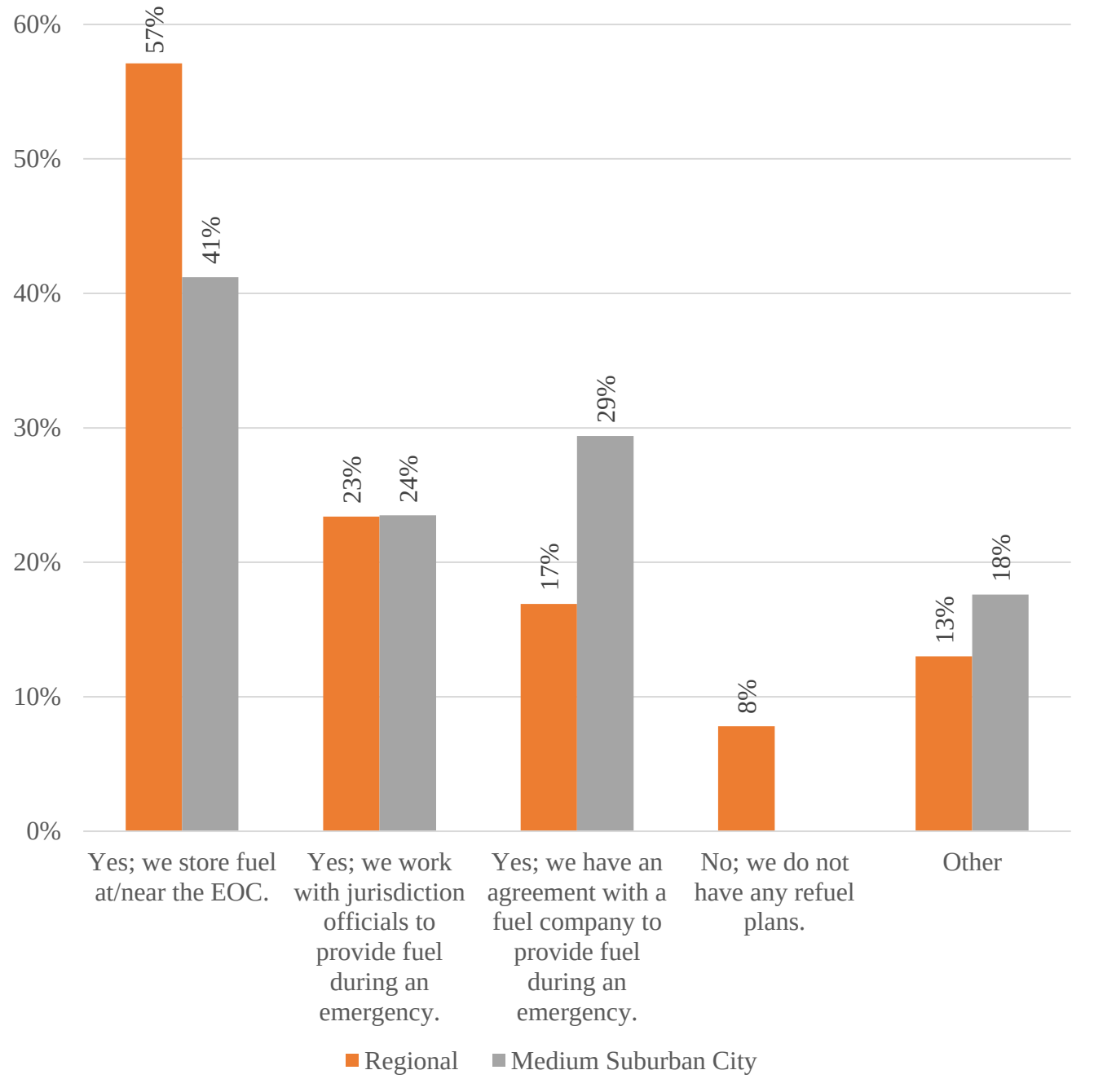
16. Does your EOC have backup generators?



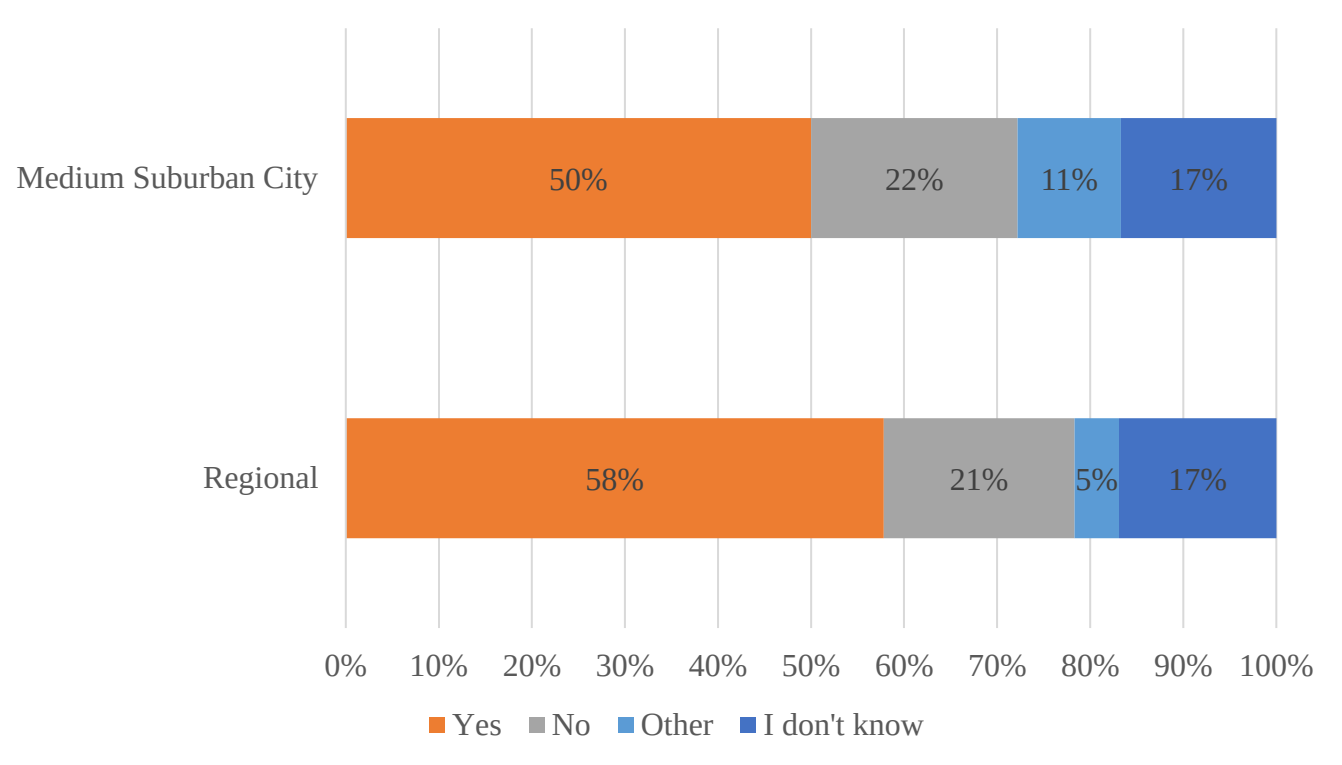
16.1 Of those who have backup generators, does the generator power the whole facility or just critical resources?



16.2 Of those who have backup generators, is your fuel source readily available (pre-stored or direct feed)?



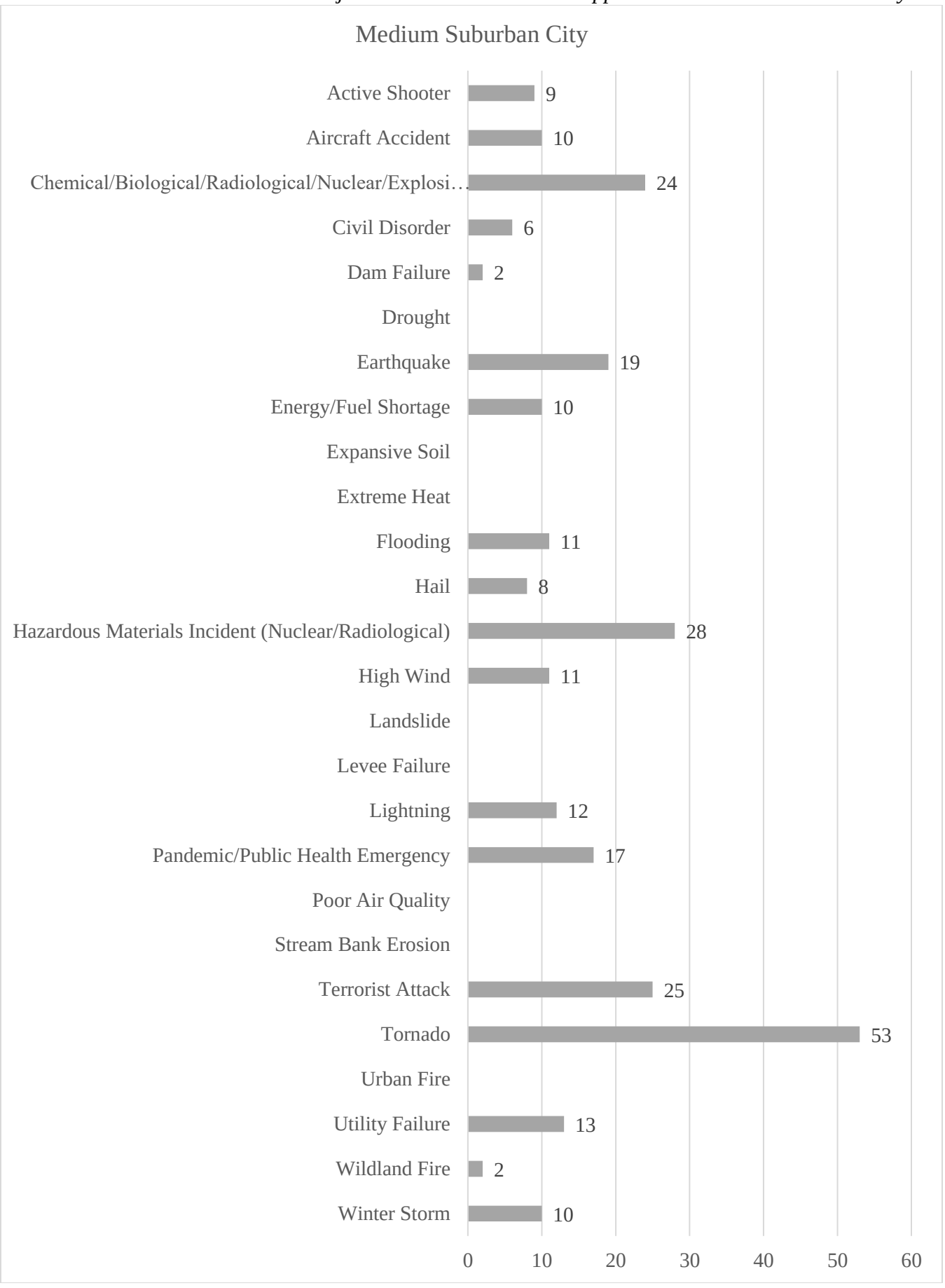
17. Are your telephone and communications lines into the EOC protected under ground?

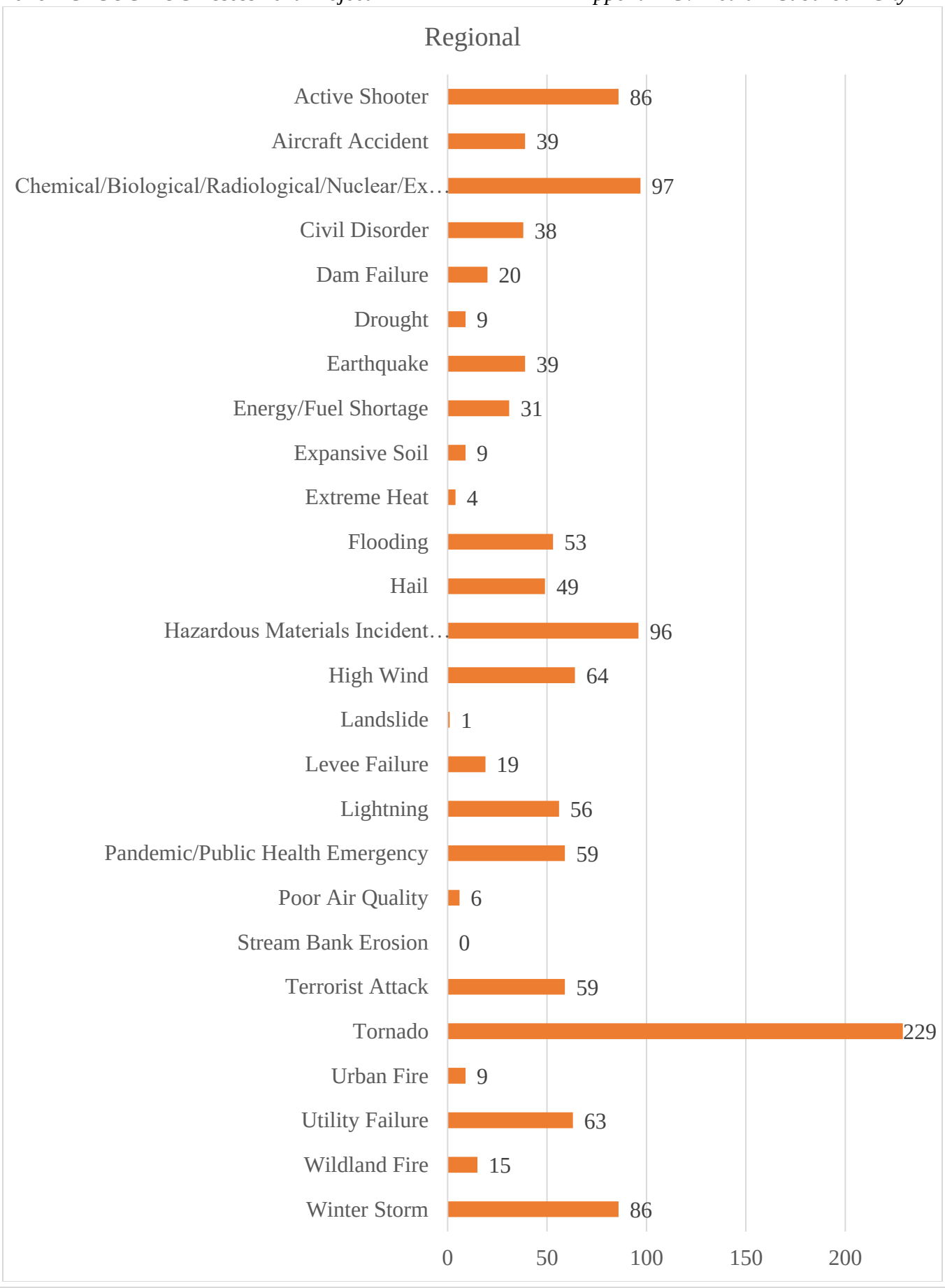


Security

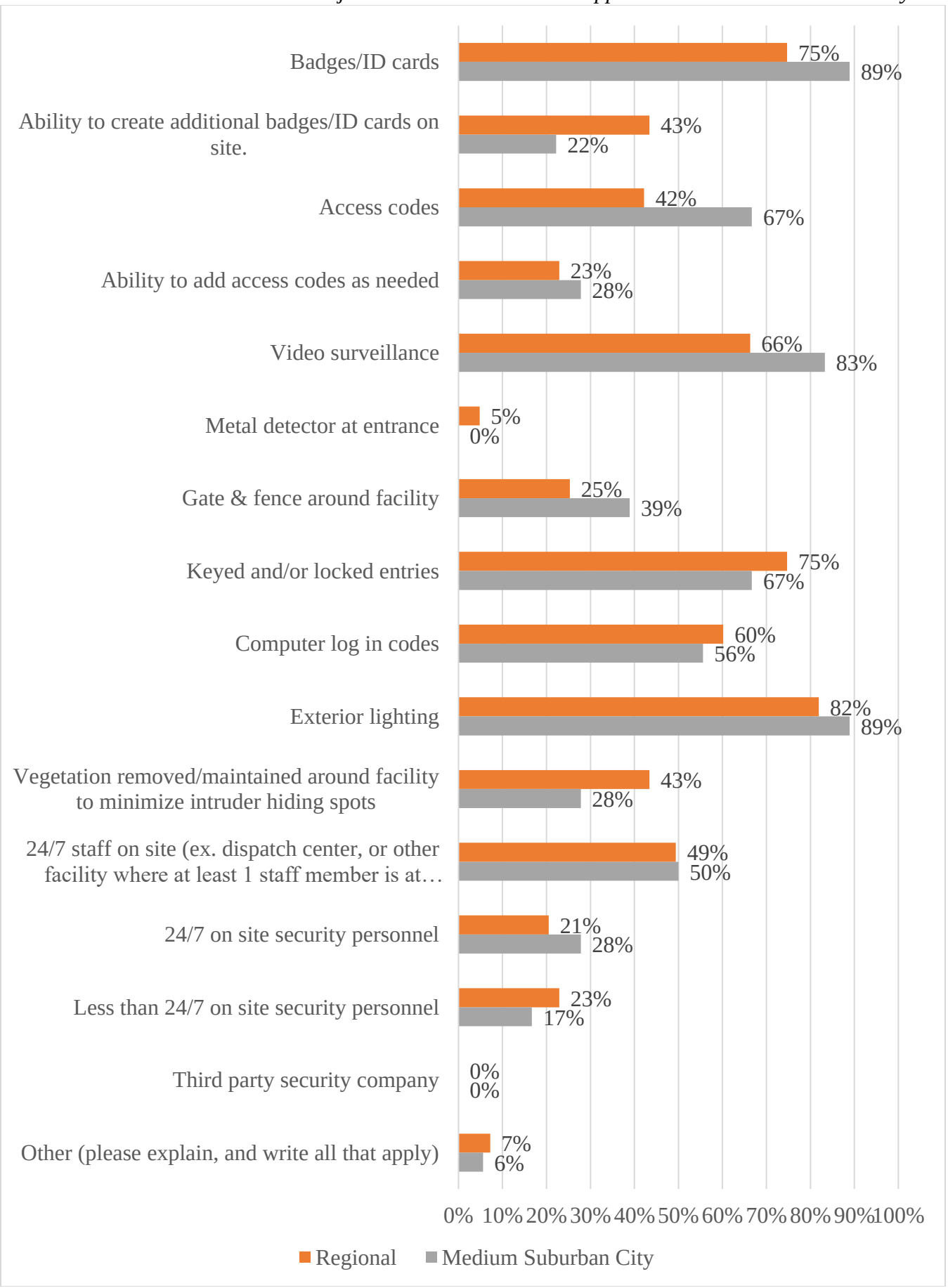
18. Of the hazards listed below, which pose the greatest unmitigated risk to your EOC facility?

Please select and rank your top 5 unmitigated hazards. The purpose of this question is to determine the top 5 hazards posing unmitigated risks to EOC facilities across our region. This data could help identify and prioritize future mitigation efforts. *(Answers ranked by assigning values to each answer based on its priority and summing the total priority votes. Top priority hazards were assigned a value of 5, second priority a value of 4, third priority a value of 3, fourth priority a value of 2, and fifth priority a value of 1.)*


Medium Suburban City
Active Shooter 9
Aircraft Accident 10
Chemical/Biological/Radiological/Nuclear/Explosi… 24
Civil Disorder 6
Dam Failure 2
Drought
Earthquake 19
Energy/Fuel Shortage 10
Expansive Soil
Extreme Heat
Flooding 11
Hail 8
Hazardous Materials Incident (Nuclear/Radiological) 28
High Wind 11
Landslide
Levee Failure
Lightning 12
Pandemic/Public Health Emergency 17
Poor Air Quality
Stream Bank Erosion
Terrorist Attack 25
Tornado 53
Urban Fire
Utility Failure 13
Wildland Fire 2
Winter Storm 10
0 10 20 30 40 50 60


Regional
Active Shooter 86
Aircraft Accident 39
Chemical/Biological/Radiological/Nuclear/Ex… 97
Civil Disorder 38
Dam Failure 20
Drought 9
Earthquake 39
Energy/Fuel Shortage 31
Expansive Soil 9
Extreme Heat 4
Flooding 53
Hail 49
Hazardous Materials Incident… 96
High Wind 64
Landslide 1
Levee Failure 19
Lightning 56
Pandemic/Public Health Emergency 59
Poor Air Quality 6
Stream Bank Erosion 0
Terrorist Attack 59
Tornado 229
Urban Fire 9
Utility Failure 63
Wildland Fire 15
Winter Storm 86
0 50 100 150 200

19. What types of site security and access control features are in place at the EOC? Please select all that apply.


Badges/ID cards
75%
89%
Ability to create additional badges/ID cards on site.
43%
22%
Access codes
42%
67%
Ability to add access codes as needed
23%
28%
Video surveillance
66%
83%
Metal detector at entrance
5%
0%
Gate & fence around facility
25%
39%
Keyed and/or locked entries
75%
67%
Computer log in codes
60%
56%
Exterior lighting
82%
89%
Vegetation removed/maintained around facility to minimize intruder hiding spots
43%
28%
24/7 staff on site (ex. dispatch center, or other facility where at least 1 staff member is at…
49%
50%
24/7 on site security personnel
21%
28%
Less than 24/7 on site security personnel
23%
17%
Third party security company
0%
0%
Other (please explain, and write all that apply)
7%
6%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Regional
Medium Suburban City

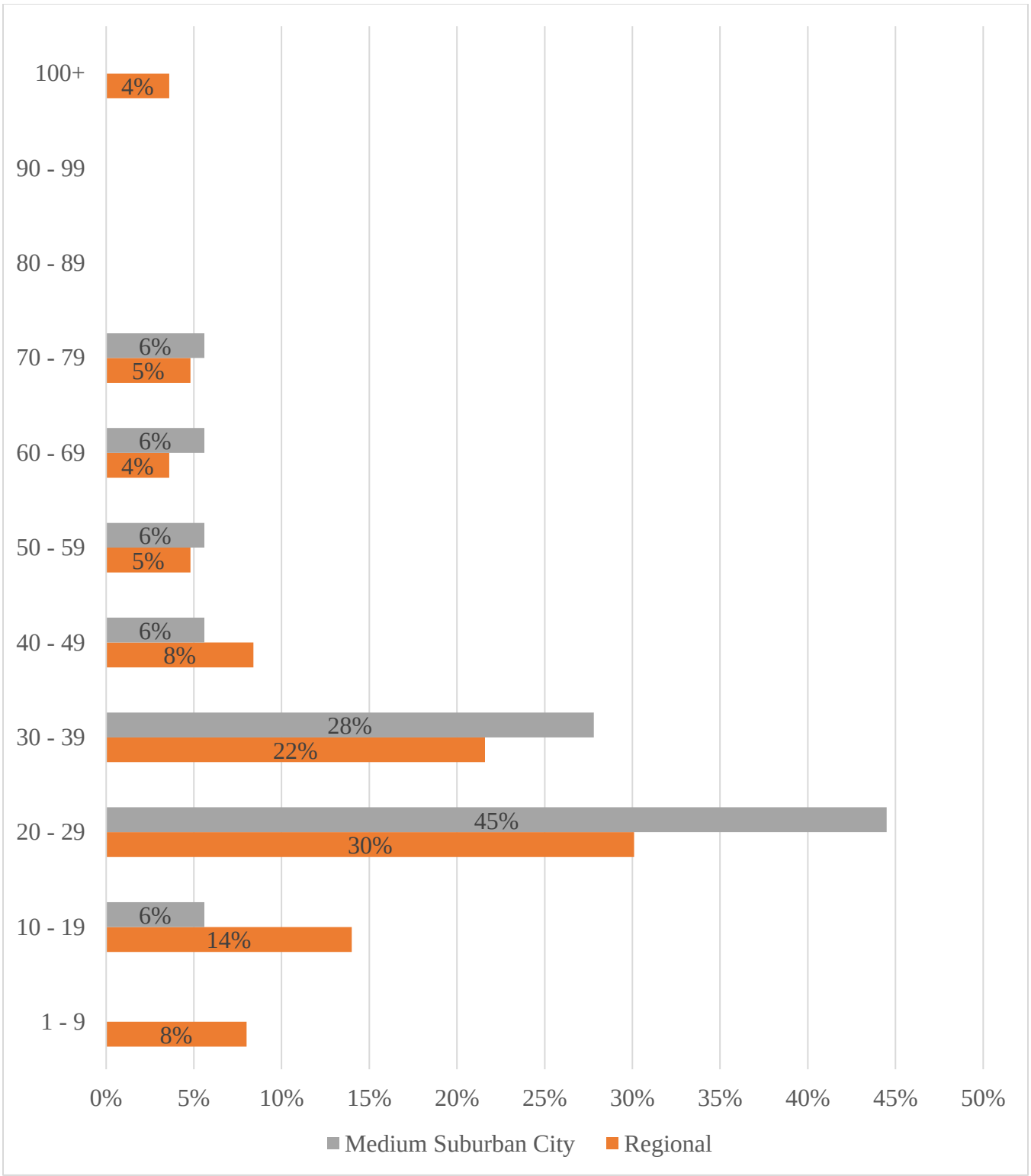
Sustainability, Interoperability, and Flexibility

20. Please select the most appropriate answer for each facility feature based on its availability.

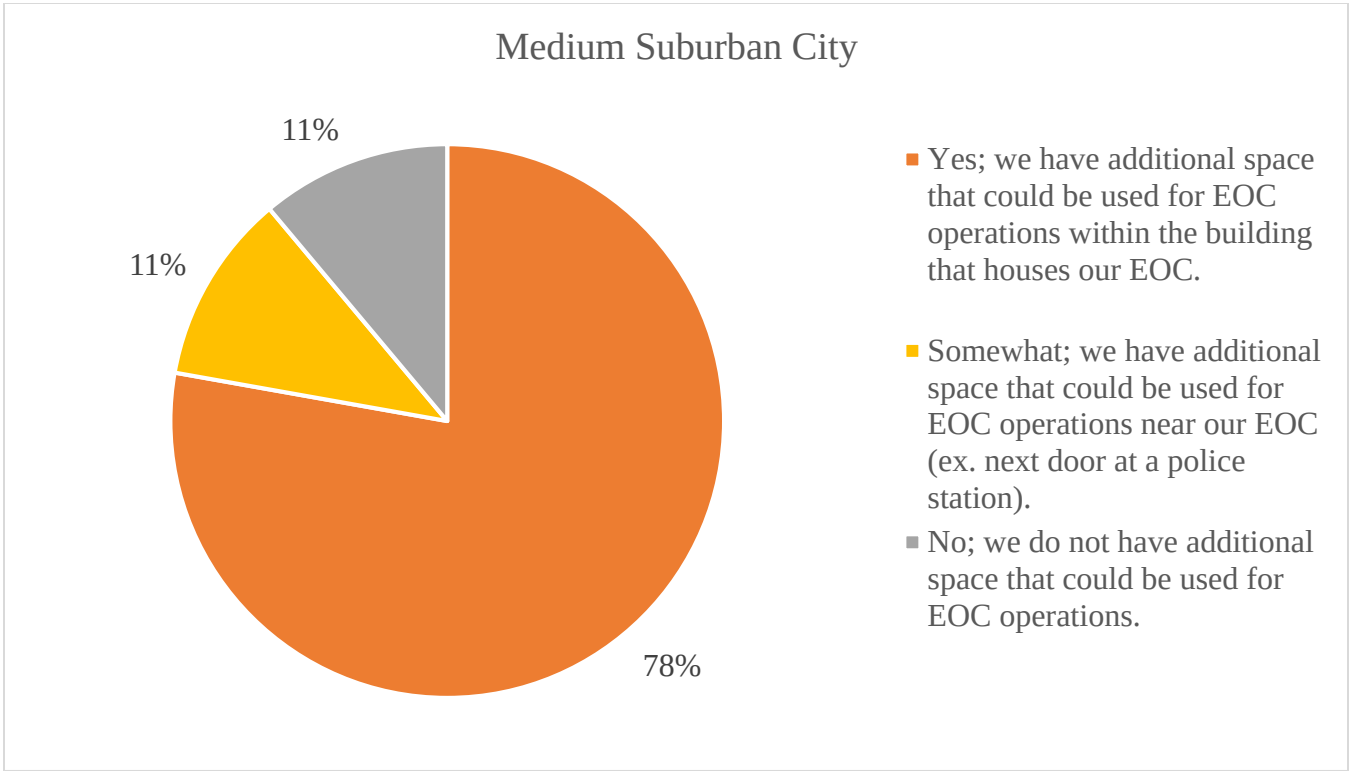
- *Sleeping quarters for staff*
- *Showers for staff*
- *Sufficient restrooms for staff*
- *Full size kitchen*
- *Breakroom/less than full size kitchen*

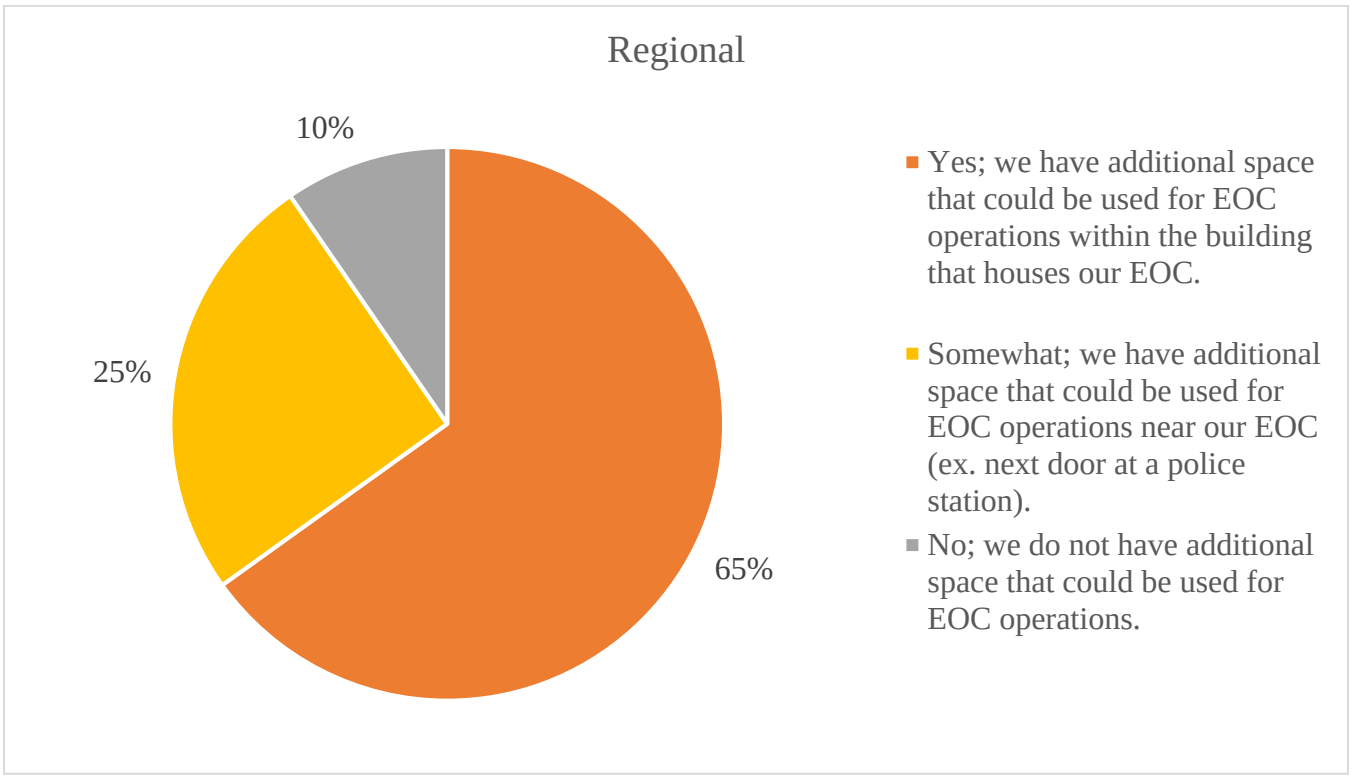
	Available in EOC		Available Near EOC		Not Available in EOC		Other	
	Regional	Medium Suburban City	Regional	Medium Suburban City	Regional	Medium Suburban City	Regional	Medium Suburban City
Sleeping quarters for staff	20.5%	27.8%	43.4%	55.6%	34.9%	16.7%	1.2%	0%
Showers for staff	37.3%	44.4%	49.4%	55.6%	13.3%	0%	0%	0%
Sufficient restrooms for staff	77.1%	83.3%	21.7%	16.7%	1.2%	0%	0%	0%
Full size kitchen	33.7%	44.4%	39.8%	38.9%	22.9%	16.7%	3.6%	0%
Breakroom/Less than full size kitchen	66.7%	55.6%	27.2%	44.4%	6.2%	0%	0%	0%

21. How many people can your EOC comfortably accommodate for a full scale response?

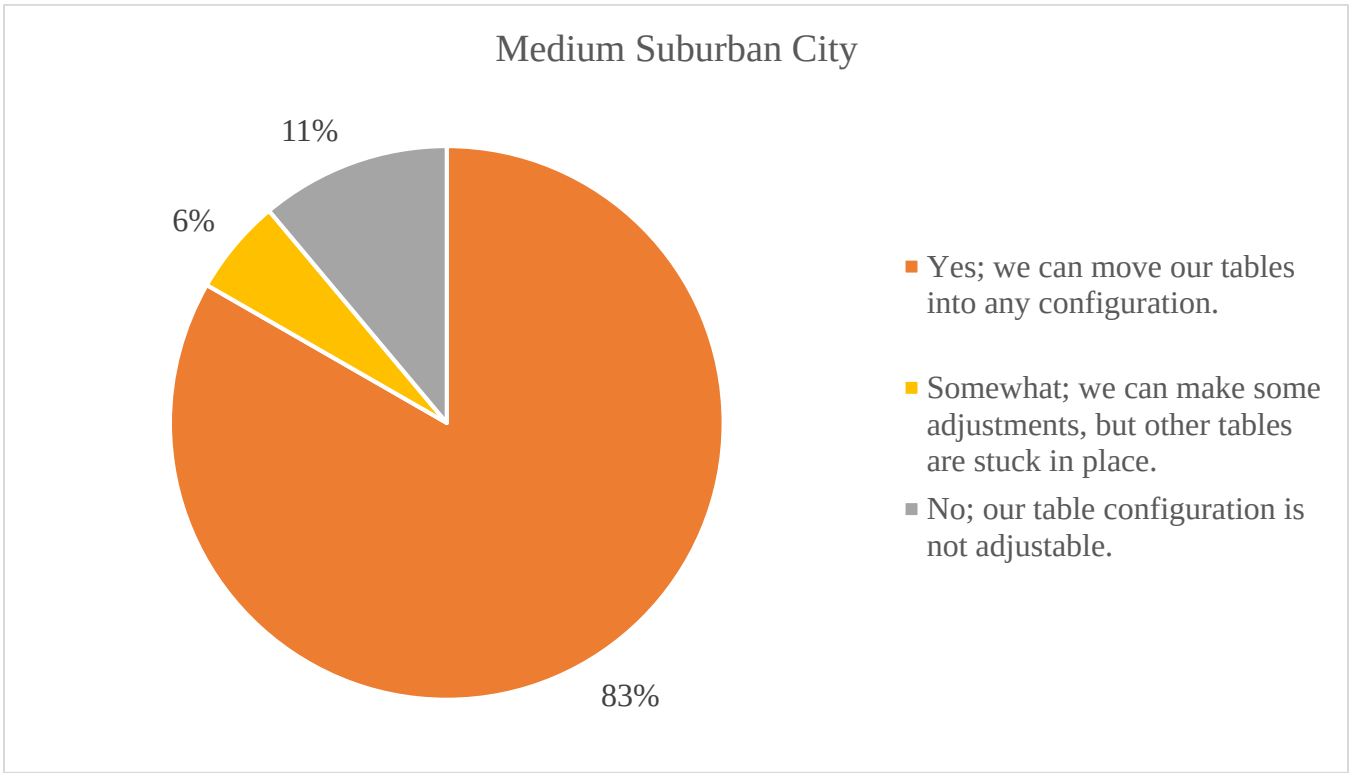


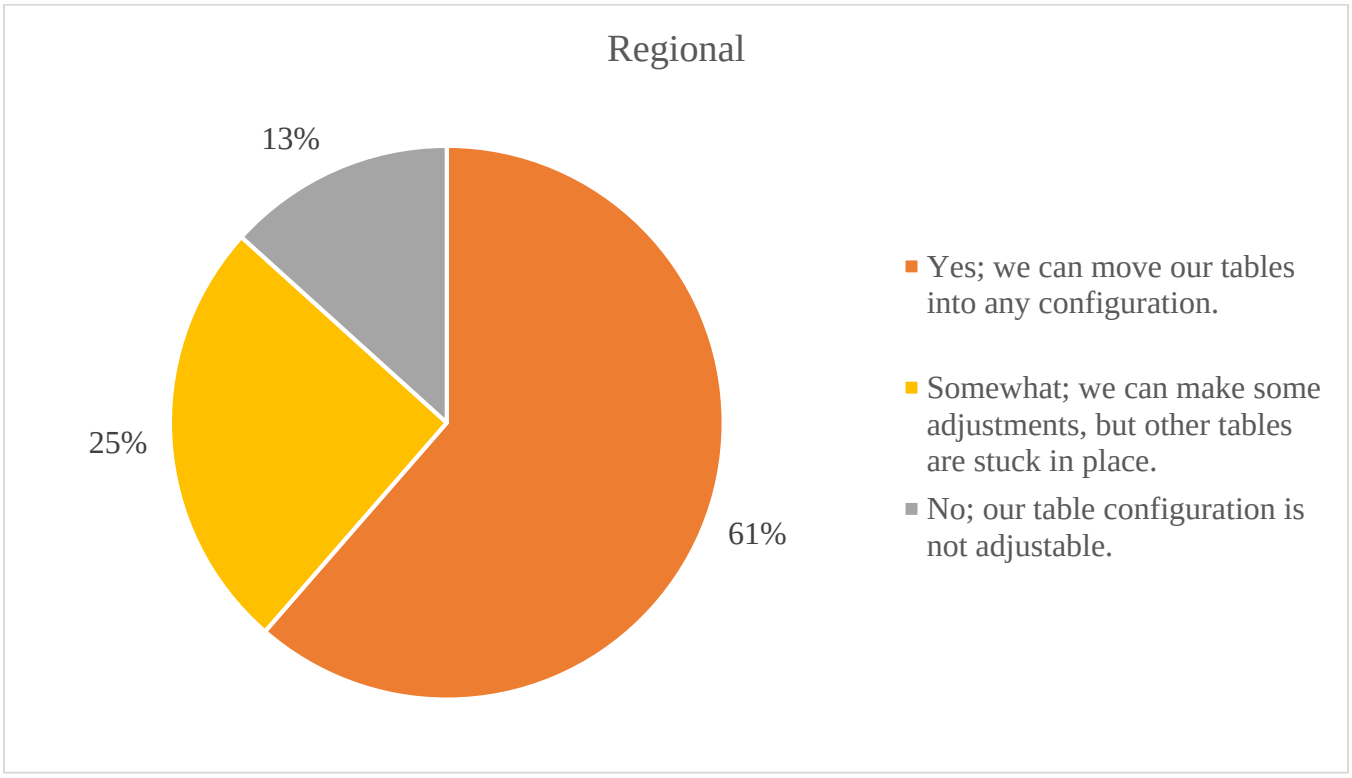
22. Is your EOC expandable, allowing for adding more personnel beyond the main room and utilizing ancillary rooms/ break-out rooms in the same building?



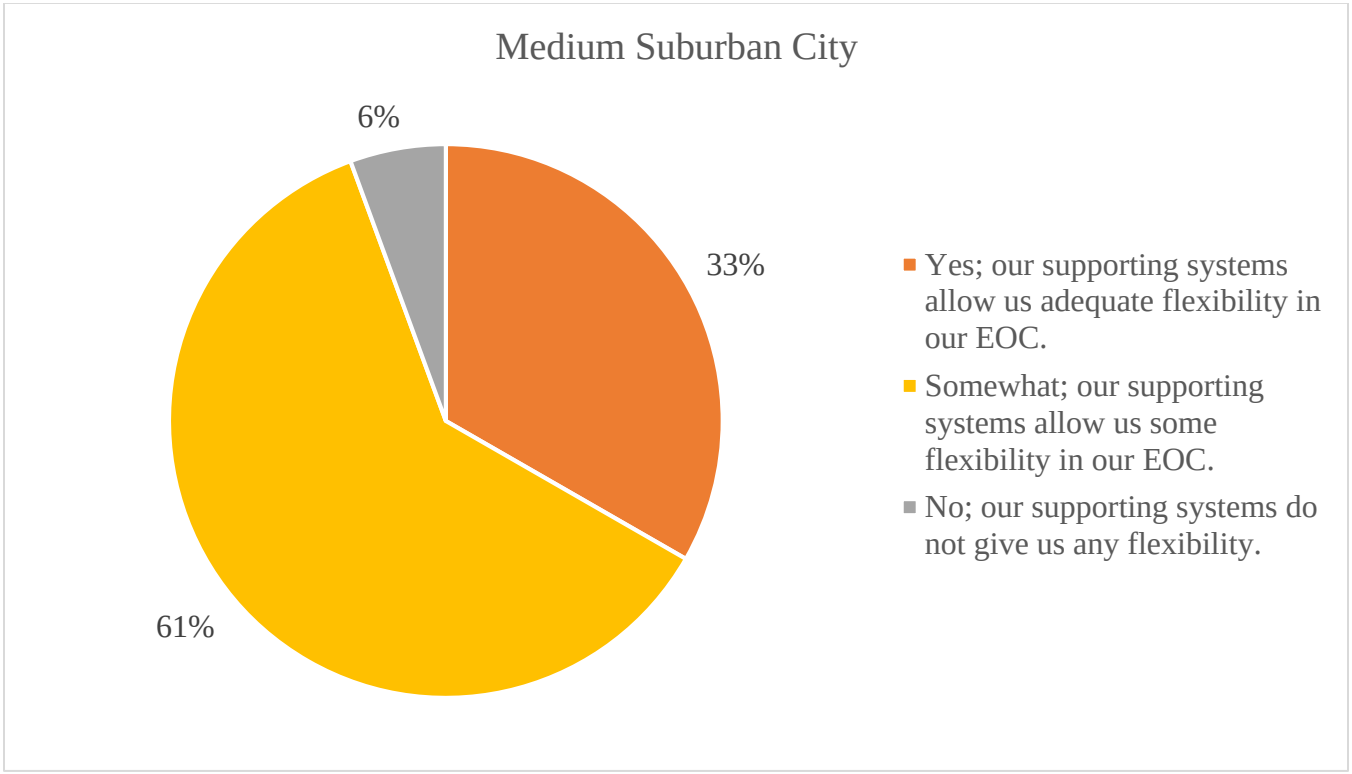


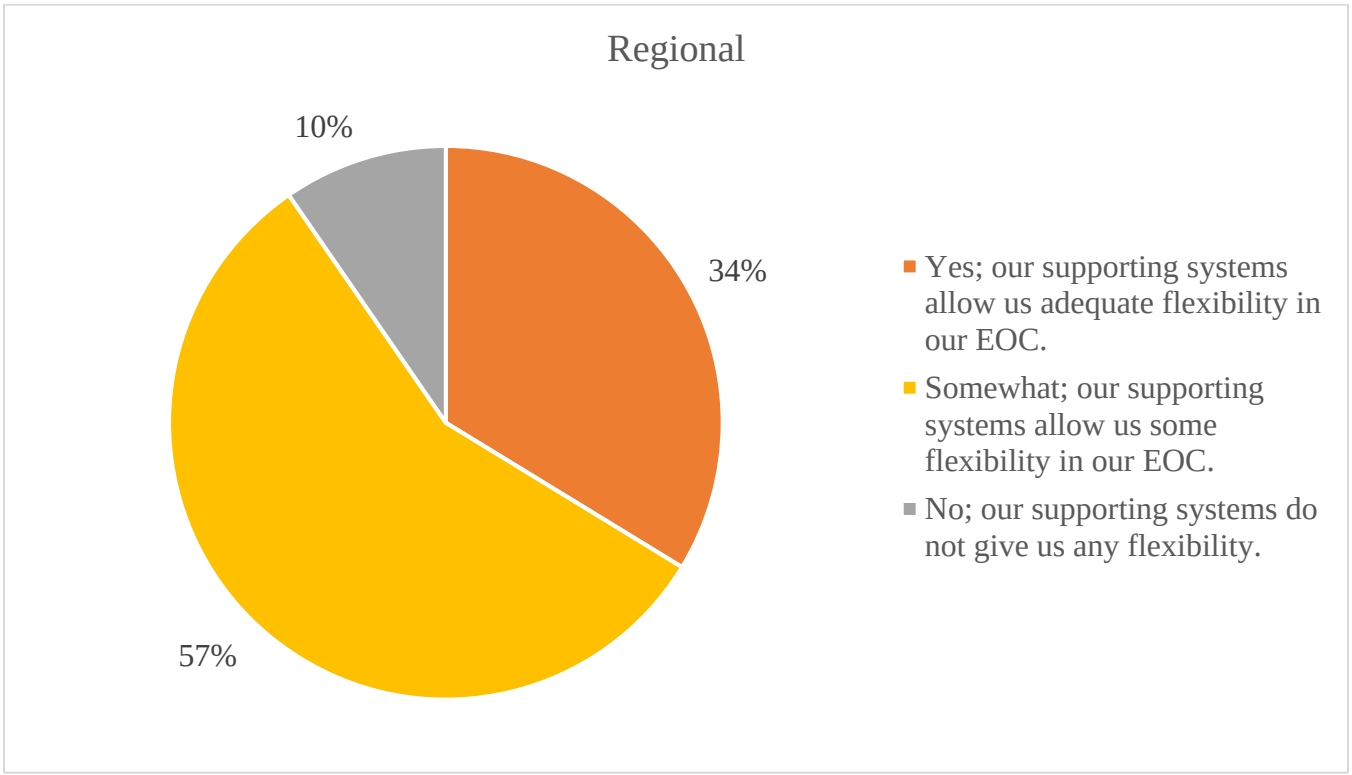
23. Are you able to adjust the table configuration in your EOC?



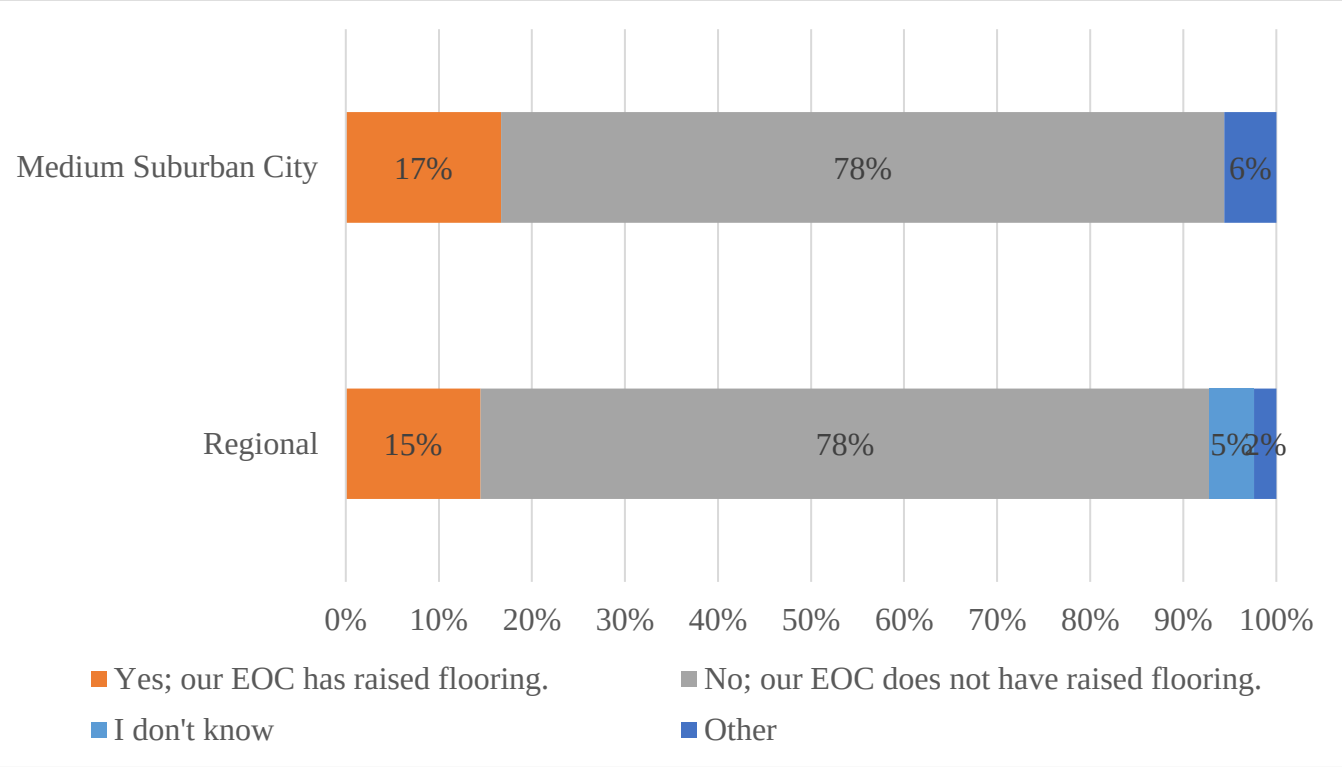


24. Do the supporting systems in your EOC allow you the flexibility you need in your EOC (i.e., power outlets, phone lines, etc.)?





25. Does your EOC feature raised flooring?



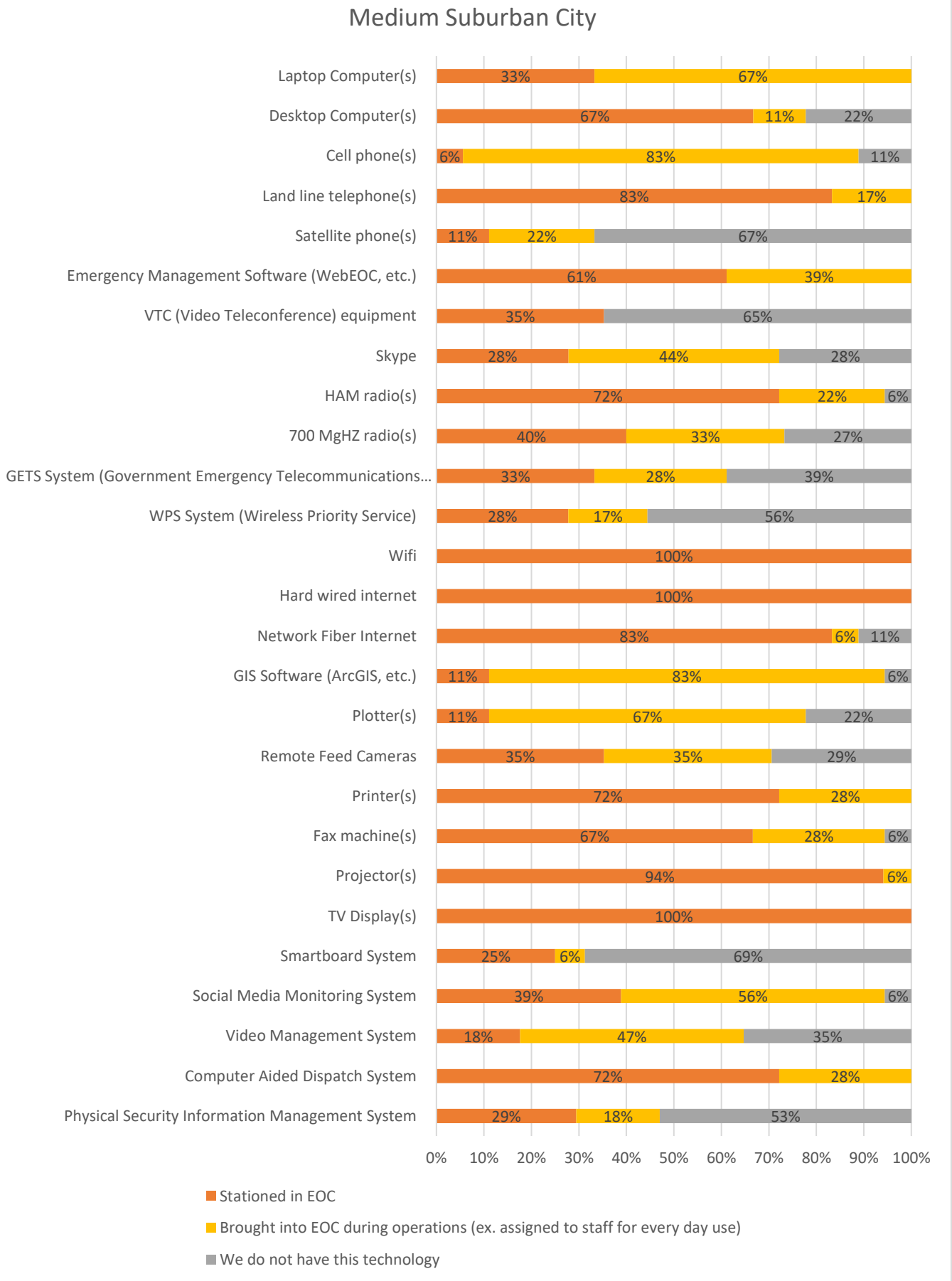
26. What single physical improvement would most benefit your EOC?

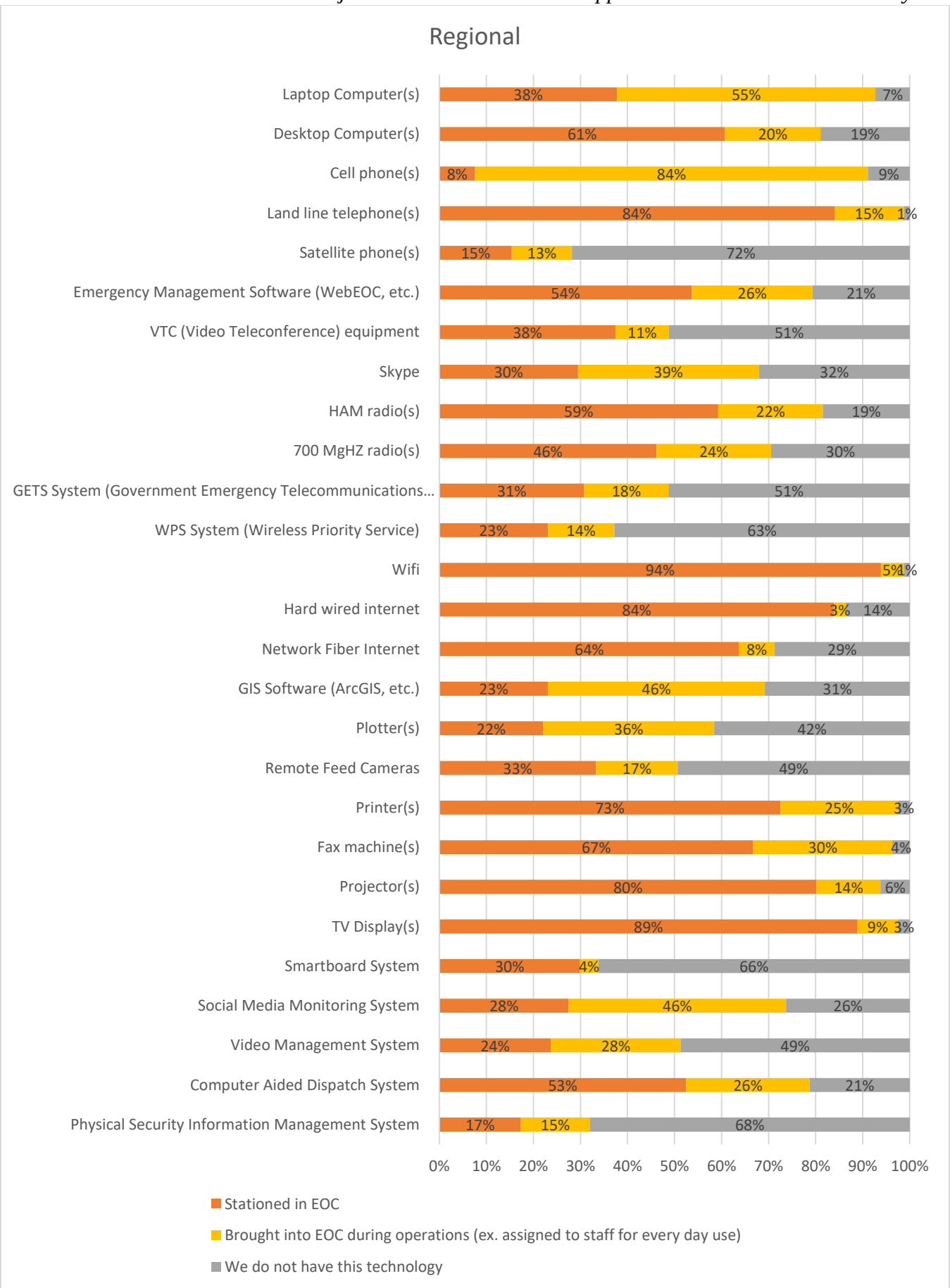
Open Response

Equipment

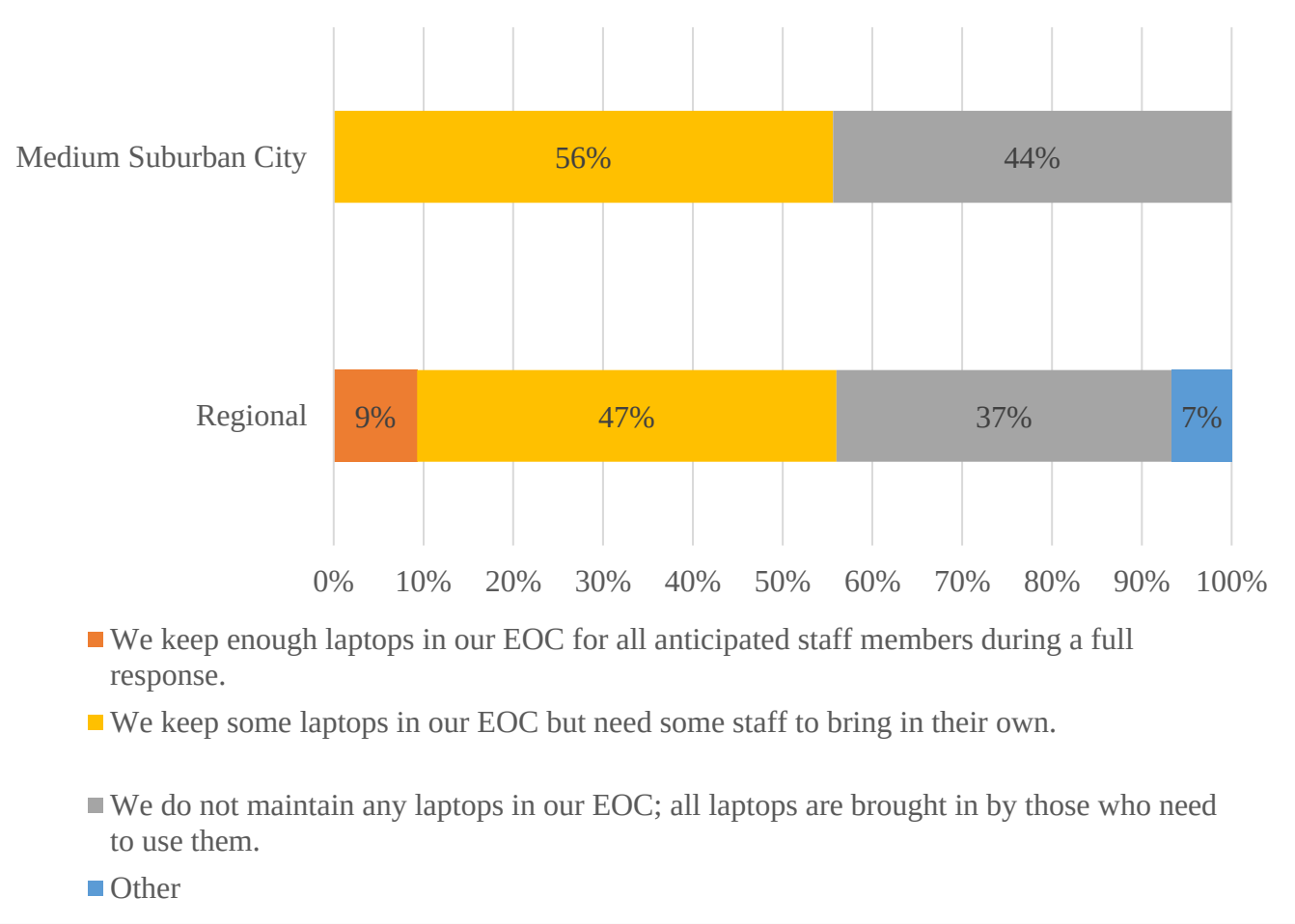
27. Please select each of the following technologies that are used in your EOC based on whether they are permanently stationed in your EOC or are brought in when needed.

- *Laptop Computer(s)*
- *Desktop Computer(s)*
- *Cell phone(s)*
- *Land line telephone(s)*
- *Satellite phone(s)*
- *Emergency Management Software (WebEOC, etc.)*
- *VTC (Video Teleconference) equipment*
- *Skype*
- *HAM radio(s)*
- *700 MgHZ radio(s)*
- *GETS System (Government Emergency Telecommunications Service)*
- *WPS System (Wireless Priority Service)*
- *Wi-Fi*
- *Hard Wired Internet*
- *Network Fiber Internet*
- *GIS Software (ArcGIS, etc.)*
- *Plotter(s)*
- *Remote Feed Cameras*
- *Printer(s)*
- *Fax machine(s)*
- *Projector(s)*
- *TV Display(s)*
- *Smartboard System*
- *Social Media Monitoring System*
- *Video Management System*
- *Computer Aided Dispatch System*
- *Physical Security Information Management System*

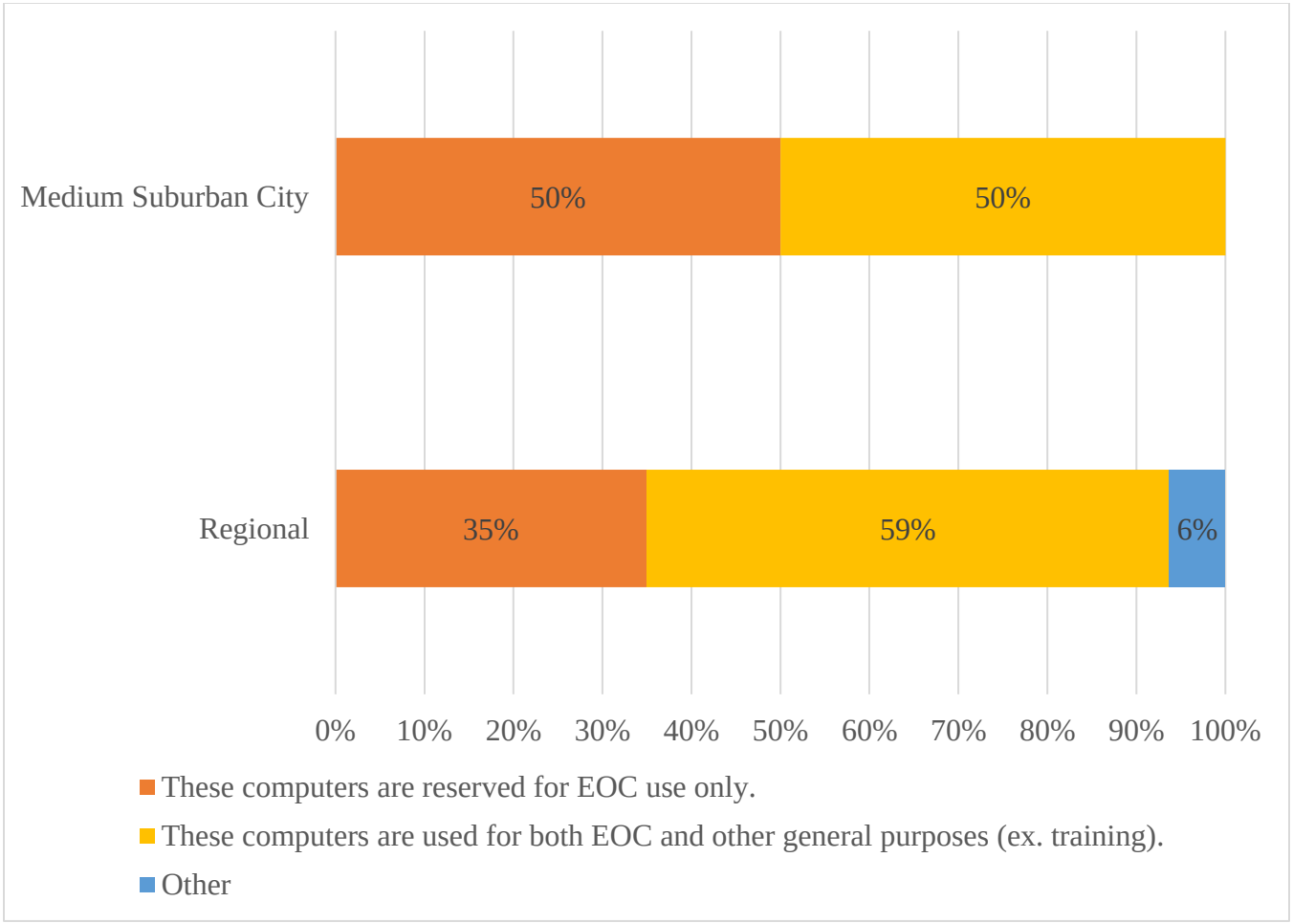

Medium Suburban City
Laptop Computer(s) 33% 67%
Desktop Computer(s) 67% 11% 22%
Cell phone(s) 6% 83% 11%
Land line telephone(s) 83% 17%
Satellite phone(s) 11% 22% 67%
Emergency Management Software (WebEOC, etc.) 61% 39%
VTC (Video Teleconference) equipment 35% 65%
Skype 28% 44% 28%
HAM radio(s) 72% 22% 6%
700 MgHZ radio(s) 40% 33% 27%
GETS System (Government Emergency Telecommunications... 33% 28% 39%
WPS System (Wireless Priority Service) 28% 17% 56%
Wifi 100%
Hard wired internet 100%
Network Fiber Internet 83% 6% 11%
GIS Software (ArcGIS, etc.) 11% 83% 6%
Plotter(s) 11% 67% 22%
Remote Feed Cameras 35% 35% 29%
Printer(s) 72% 28%
Fax machine(s) 67% 28% 6%
Projector(s) 94% 6%
TV Display(s) 100%
Smartboard System 25% 6% 69%
Social Media Monitoring System 39% 56% 6%
Video Management System 18% 47% 35%
Computer Aided Dispatch System 72% 28%
Physical Security Information Management System 29% 18% 53%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology


Regional
Laptop Computer(s) 38% 55% 7%
Desktop Computer(s) 61% 20% 19%
Cell phone(s) 8% 84% 9%
Land line telephone(s) 84% 15% 1%
Satellite phone(s) 15% 13% 72%
Emergency Management Software (WebEOC, etc.) 54% 26% 21%
VTC (Video Teleconference) equipment 38% 11% 51%
Skype 30% 39% 32%
HAM radio(s) 59% 22% 19%
700 MgHZ radio(s) 46% 24% 30%
GETS System (Government Emergency Telecommunications... 31% 18% 51%
WPS System (Wireless Priority Service) 23% 14% 63%
Wifi 94% 5% 1%
Hard wired internet 84% 3% 14%
Network Fiber Internet 64% 8% 29%
GIS Software (ArcGIS, etc.) 23% 46% 31%
Plotter(s) 22% 36% 42%
Remote Feed Cameras 33% 17% 49%
Printer(s) 73% 25% 3%
Fax machine(s) 67% 30% 4%
Projector(s) 80% 14% 6%
TV Display(s) 89% 9% 3%
Smartboard System 30% 4% 66%
Social Media Monitoring System 28% 46% 26%
Video Management System 24% 28% 49%
Computer Aided Dispatch System 53% 26% 21%
Physical Security Information Management System 17% 15% 68%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology

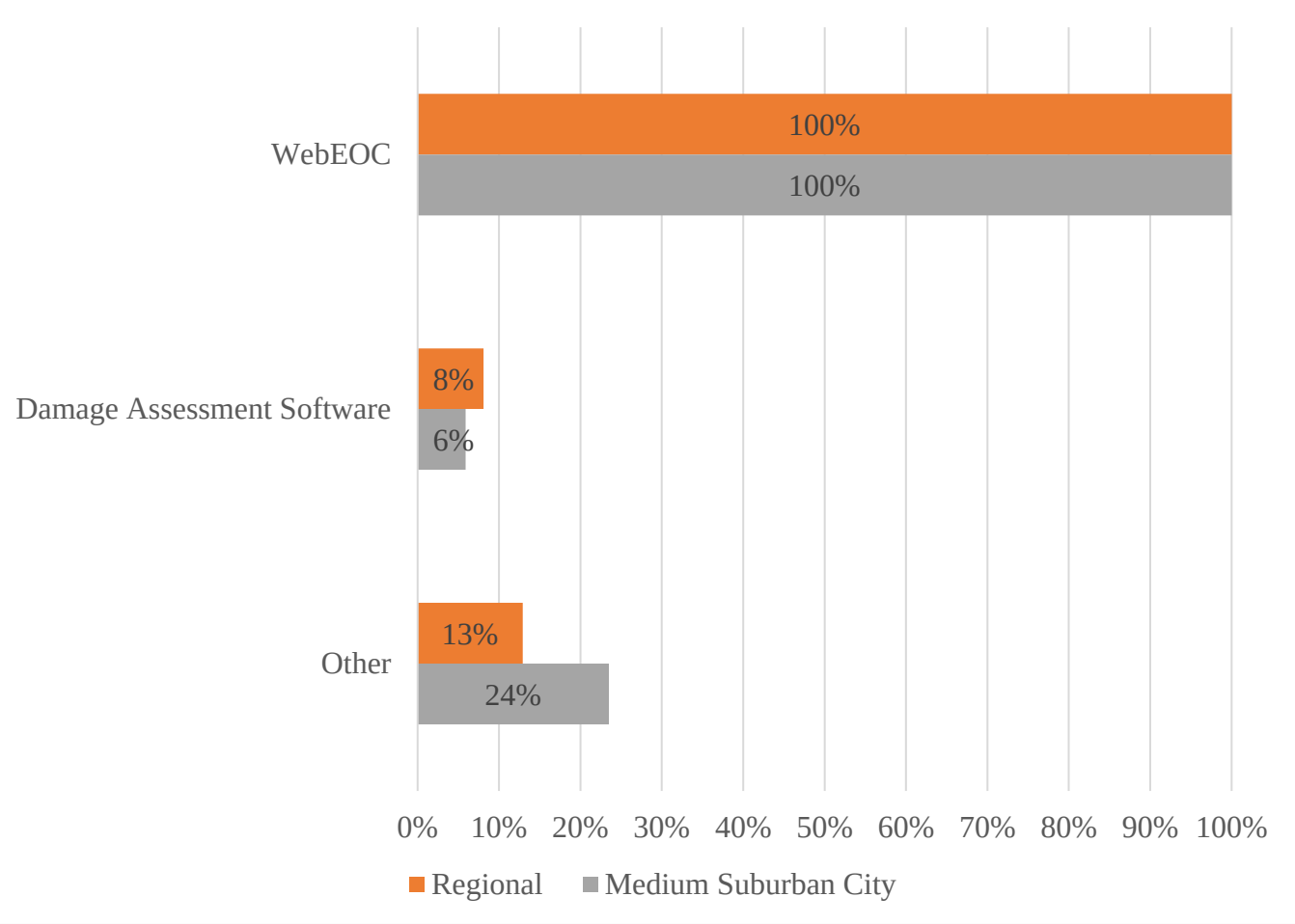
28. Please select the best representation of how laptops are used in your EOC.



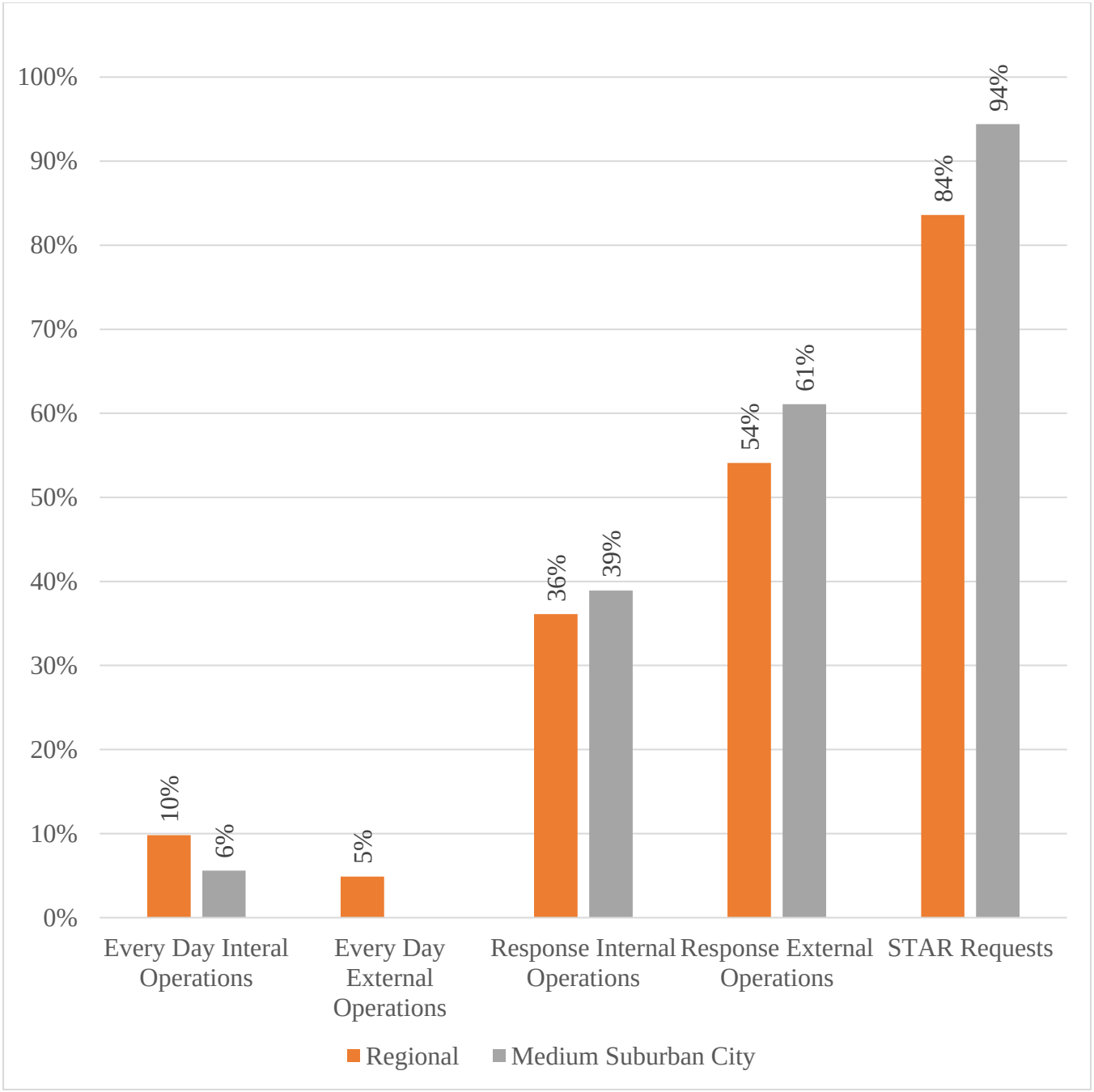
29. Please select the best representation of how desktop computer(s) are used in your EOC.



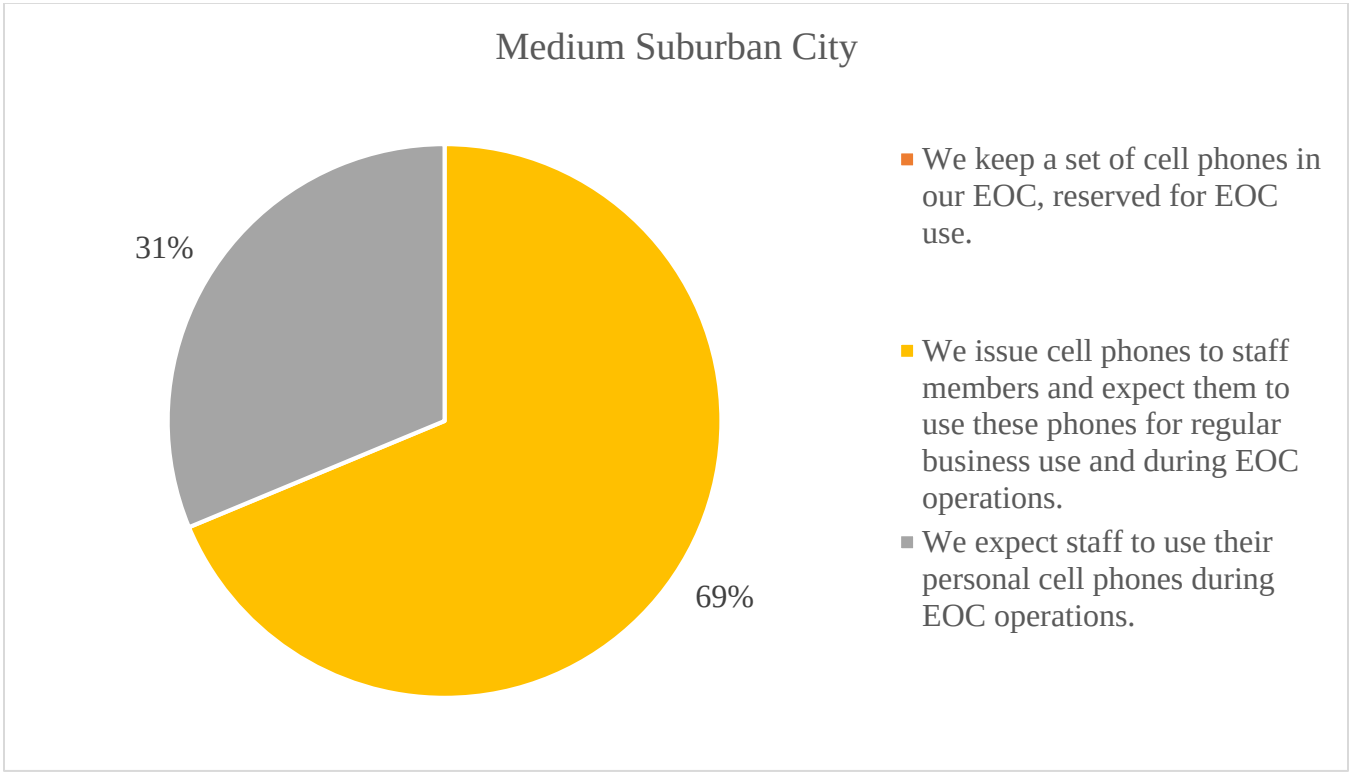
30. What emergency management software do you have? Please select all that apply.

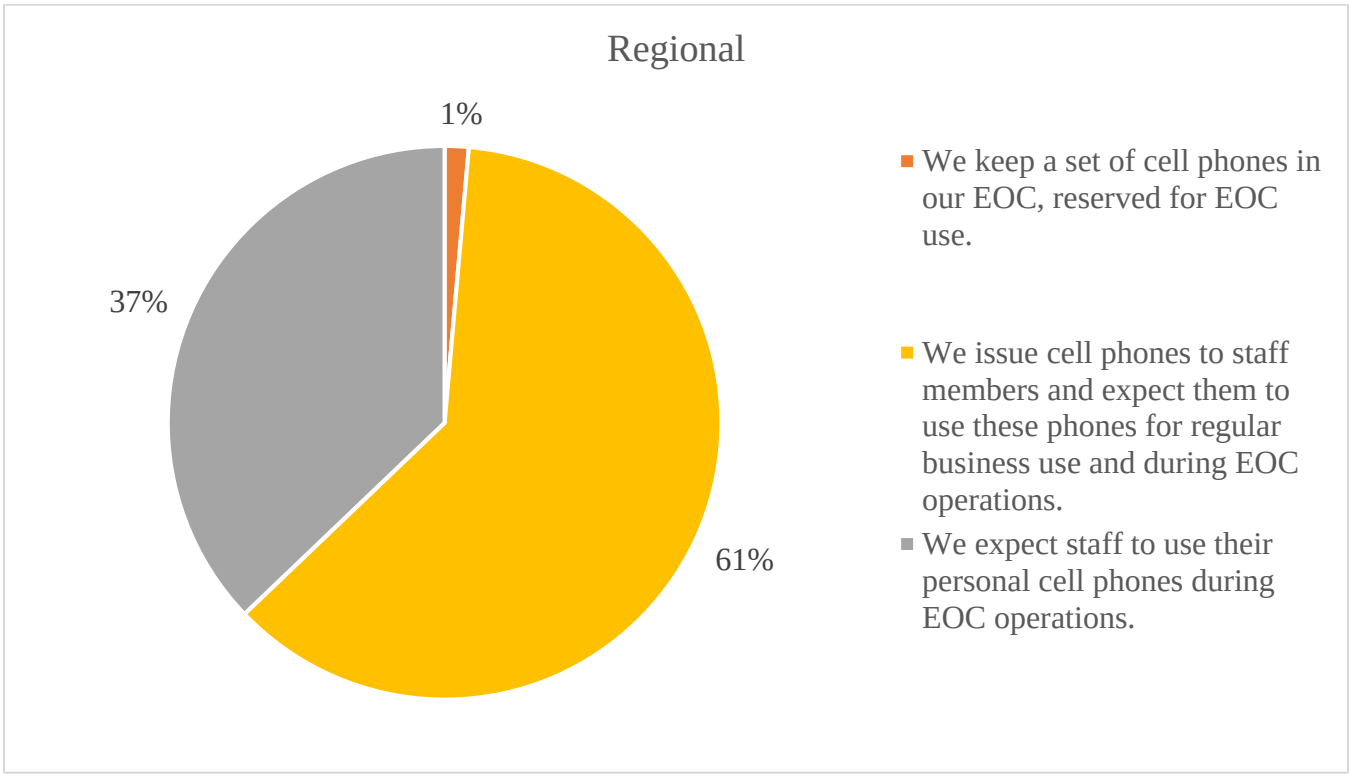


31. How do you use your Emergency Management software? Please select all that apply.

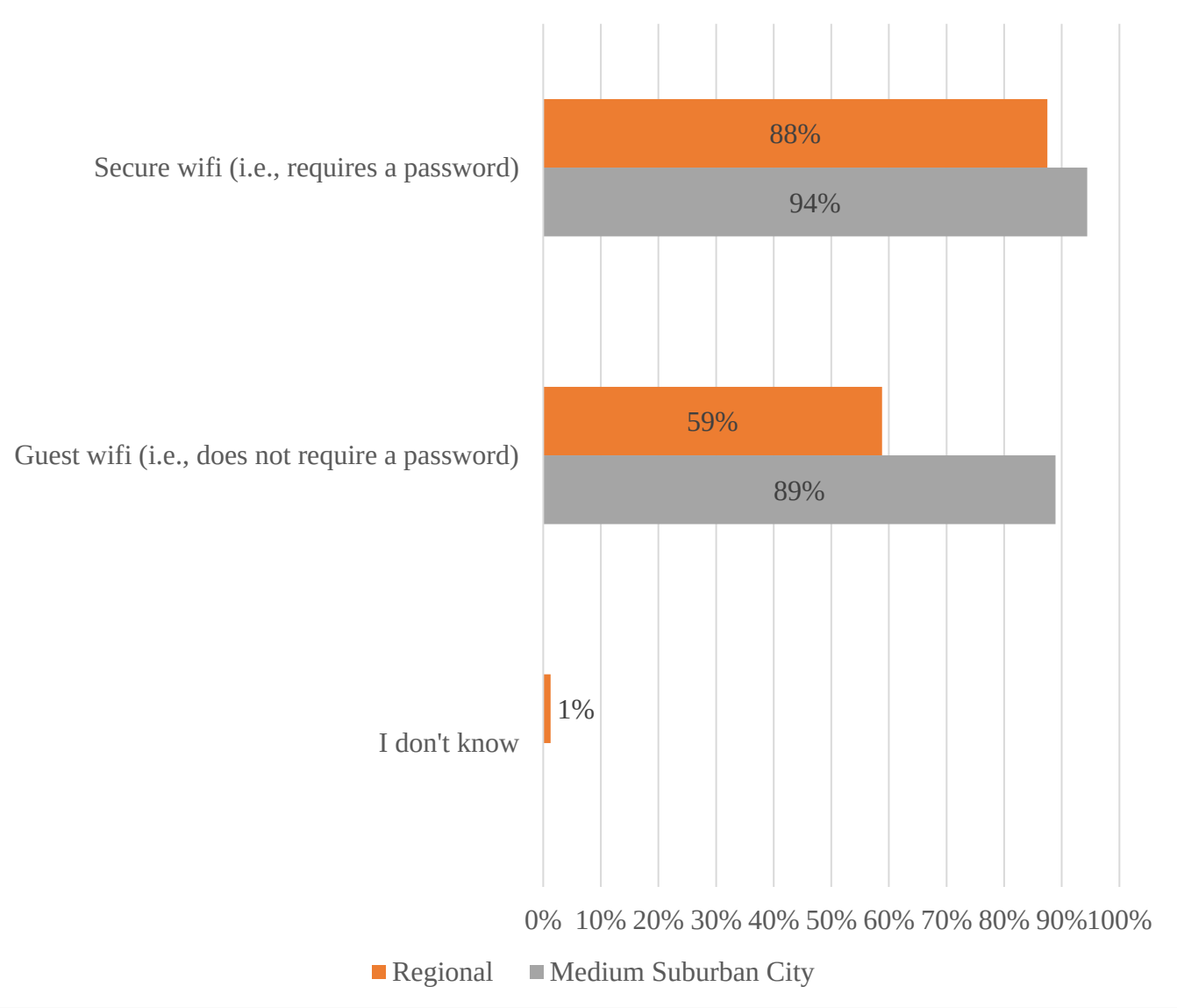


32. Please select the best representation of how cell phones are used in your EOC.



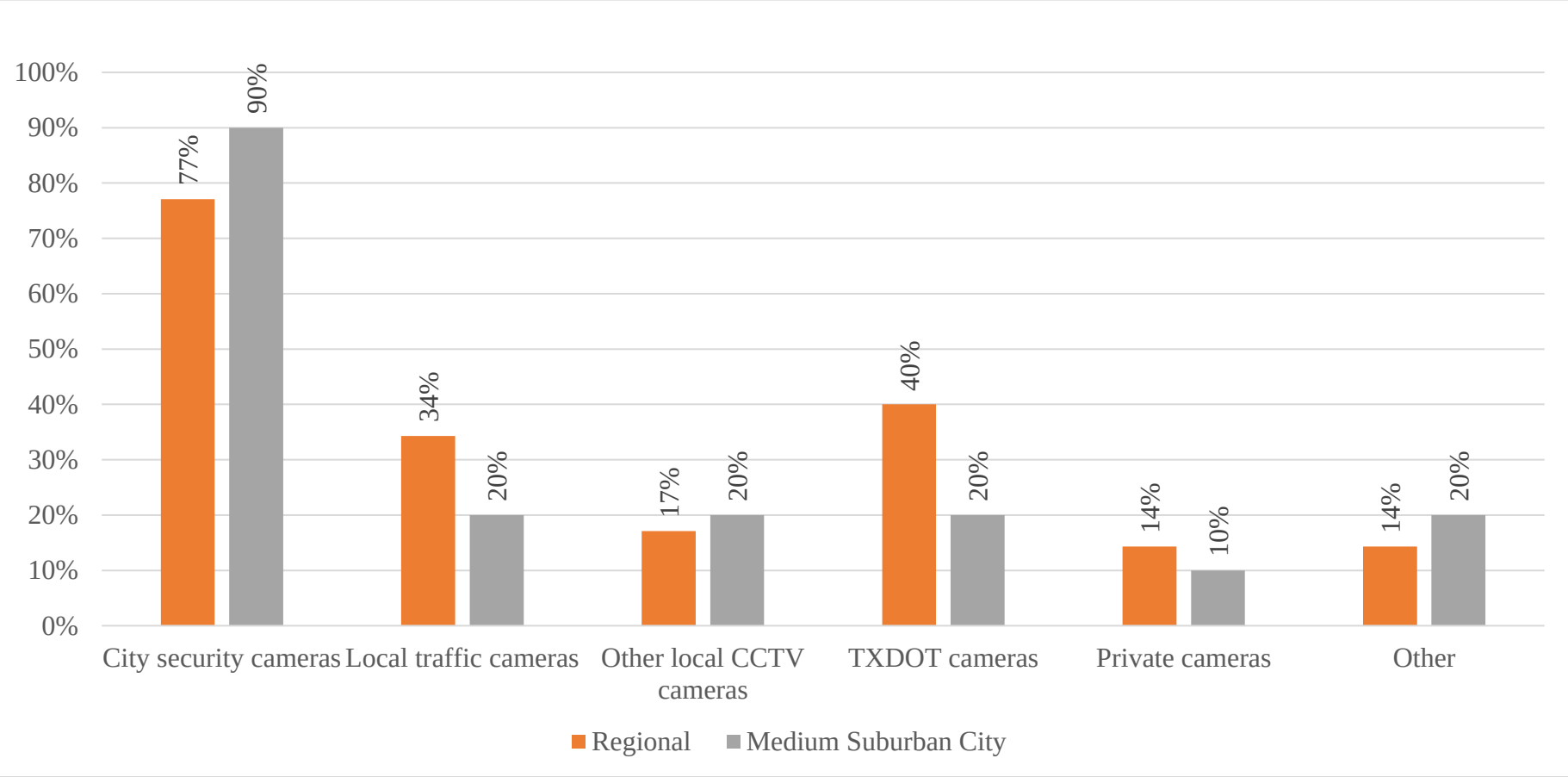


33. What types of Wi-Fi access do you have? Please select all that apply.

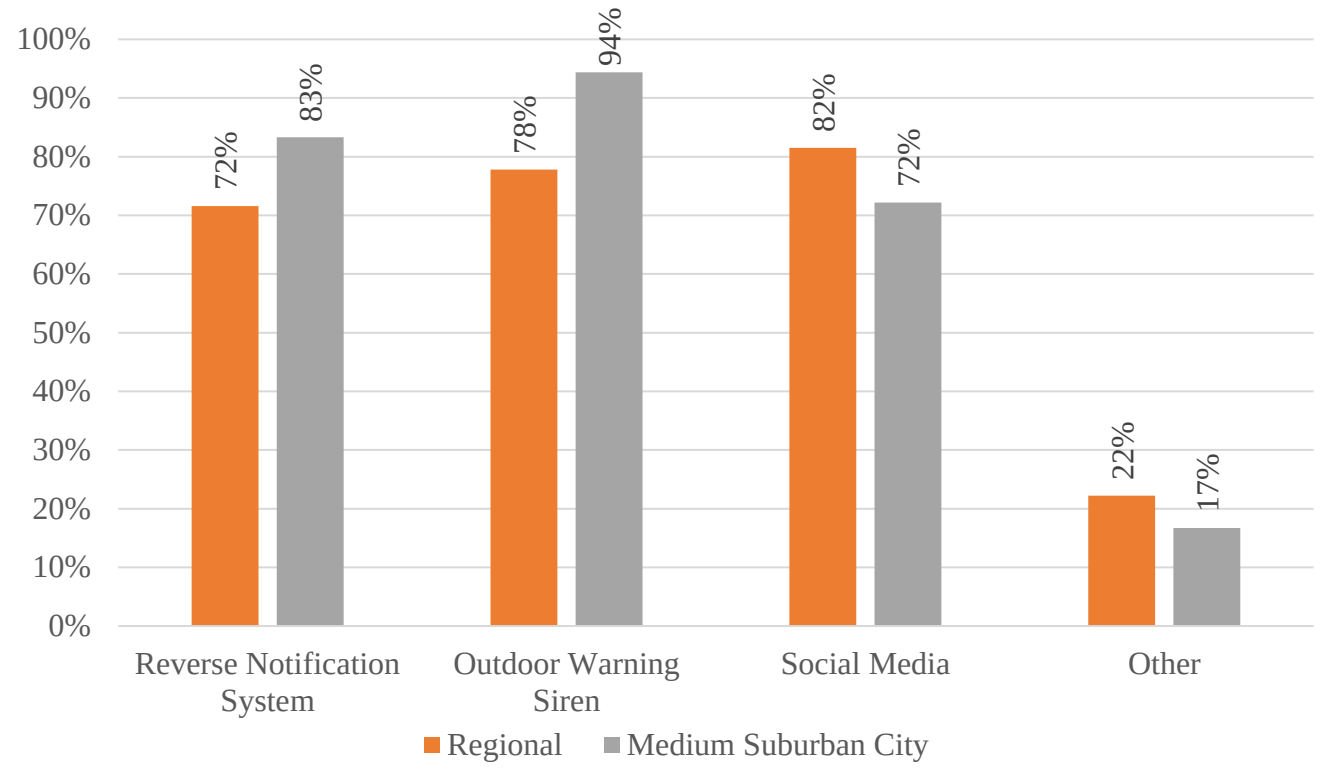


34. What live camera feeds do you have access to?

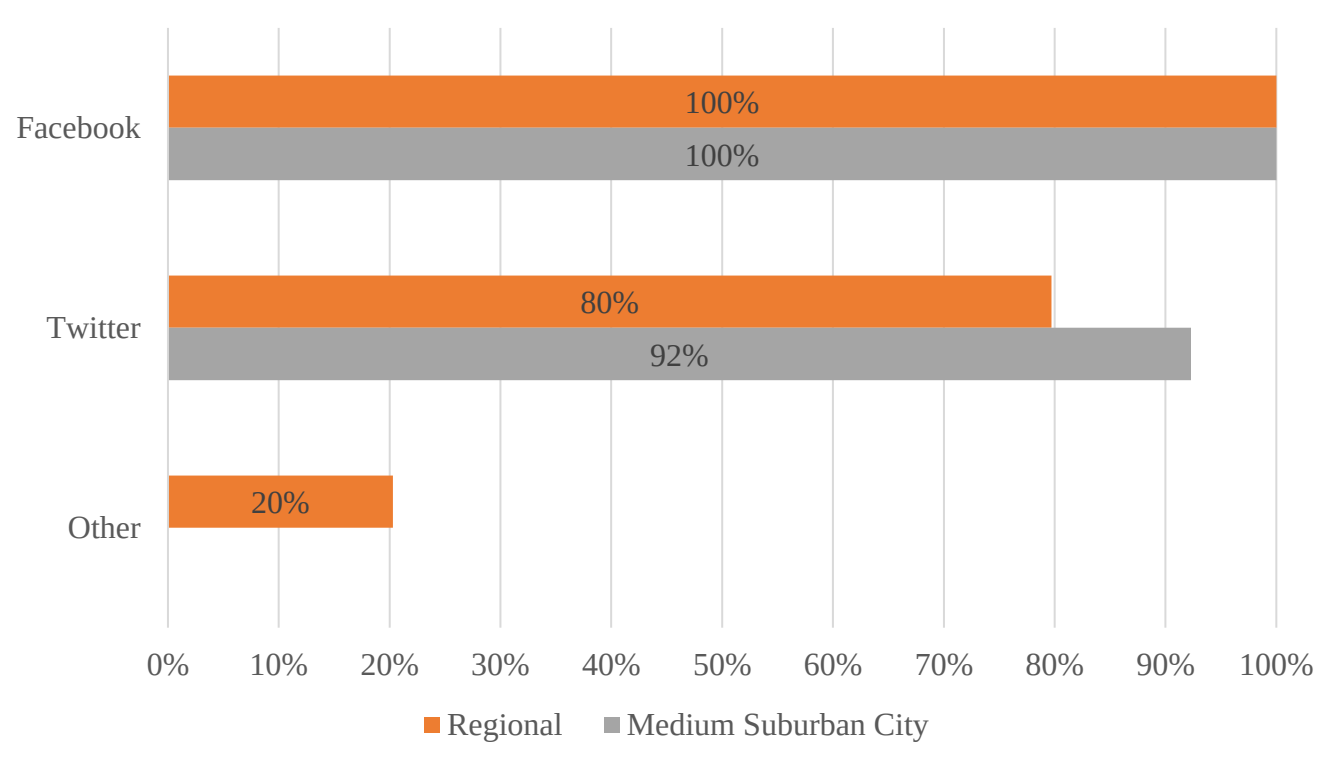
The chart below only accounts for jurisdictions who have access to cameras (ex. 100% of jurisdictions who have access to live camera feeds have access to xyz cameras).



35. Please select all of the following technologies used to alert the public in your EOC.



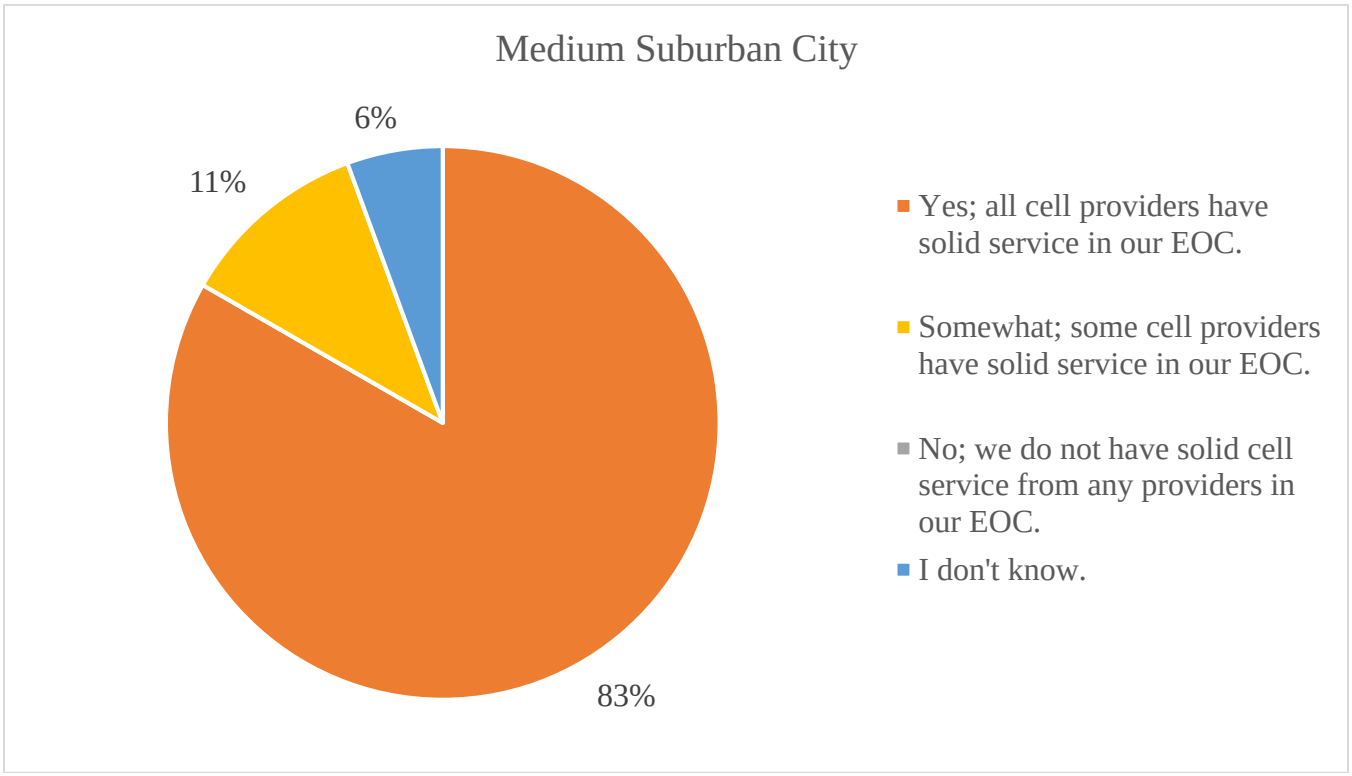
35.1 If you use Social Media, what platforms do you send alerts on?

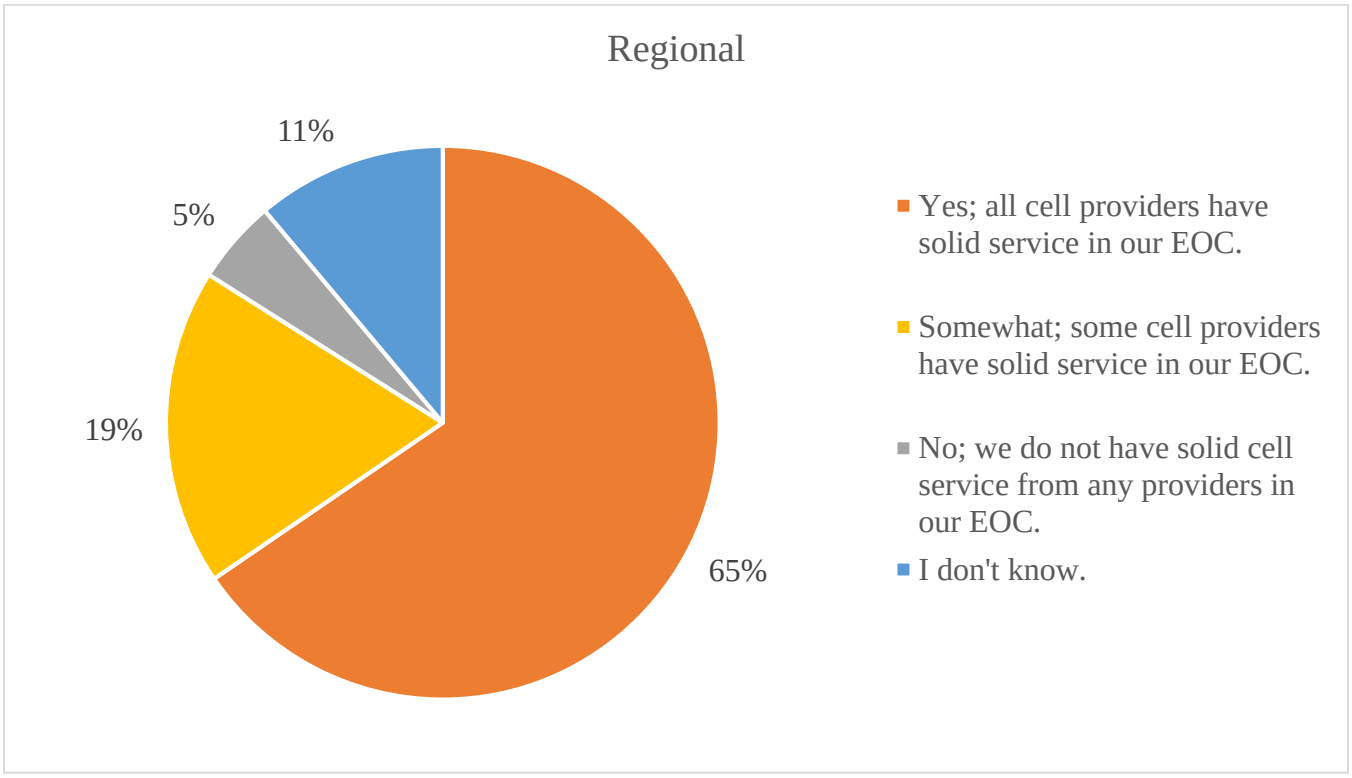


36. Please rank the following communication technologies in order of your EOC's preference of use. *(Rank calculated by the sum of all answer values)*

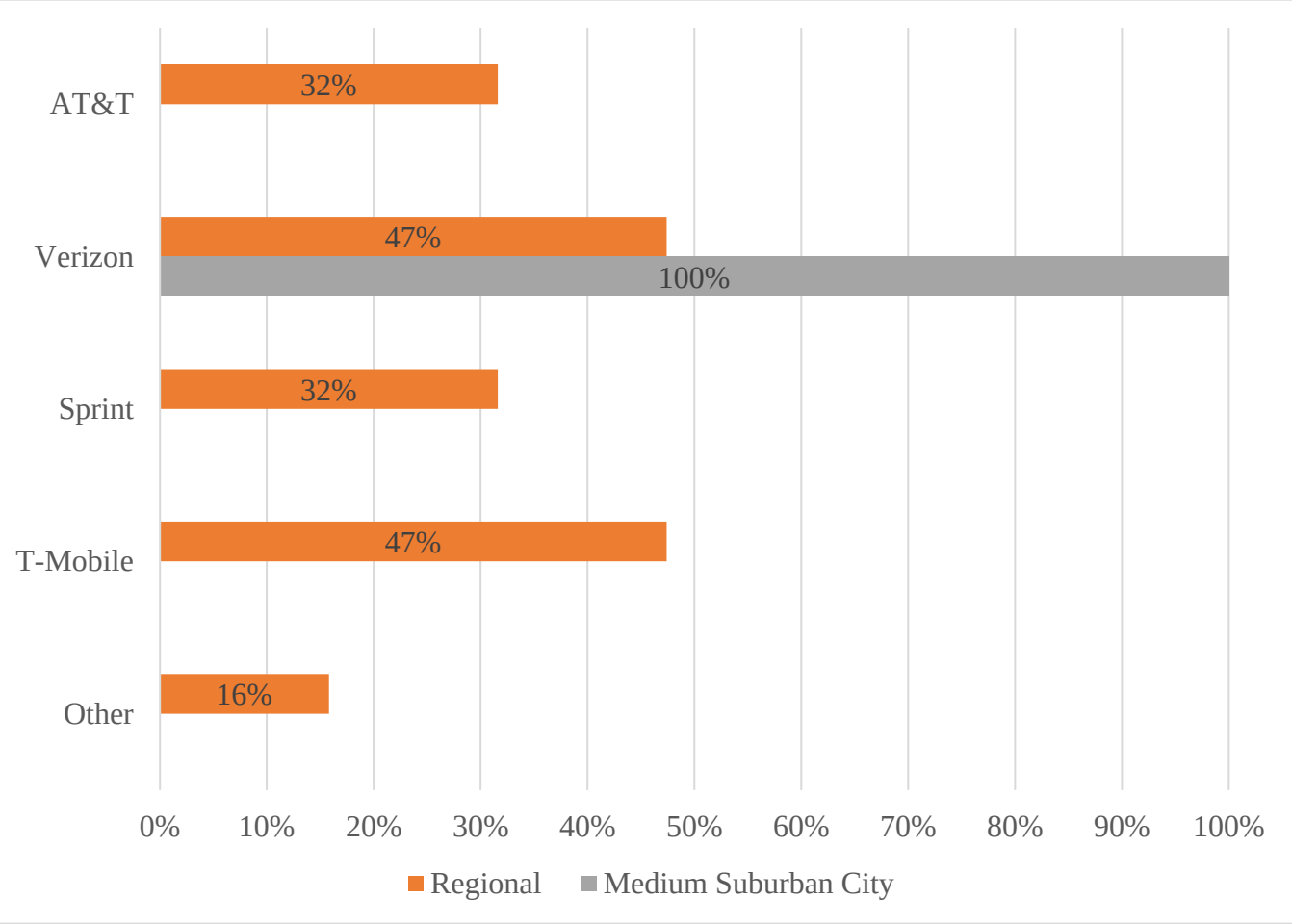
Order of Preference	Regional	Medium Suburban City
1	Cell Phone	Cell Phone
2	Landline Phone	Landline Phone
3	Email	Email
4	Conference Calls	Conference Calls
5	700 MgHz Radio	HAM Radio
6	HAM Radio	700 MgHz Radio
7	VOIP (like Skype, etc.)	VOIP (like Skype, etc.)
8	Webinars	Webinars
9	VTC (Video Teleconferencing)	VTC (Video Teleconferencing)
10	Satellite Phone	Satellite Phone

37. Does your EOC have adequate cell service?

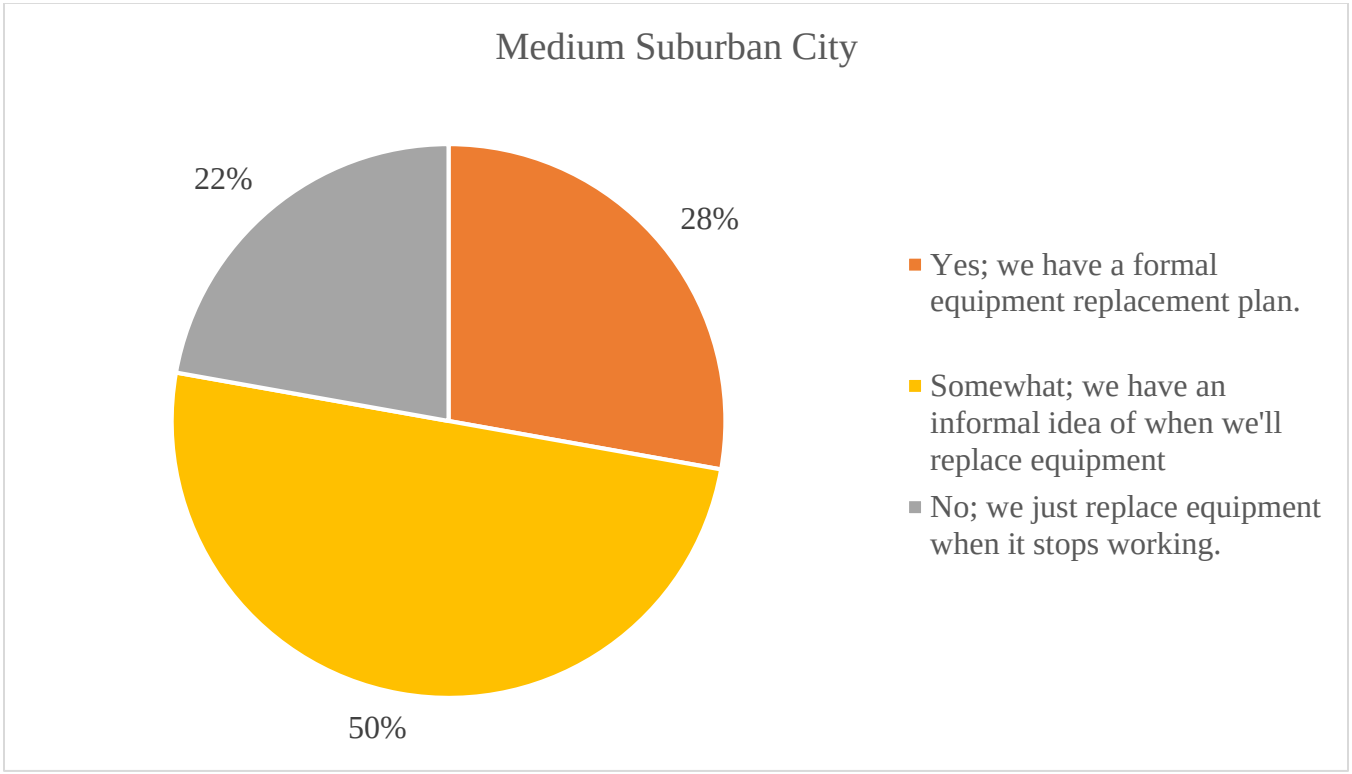


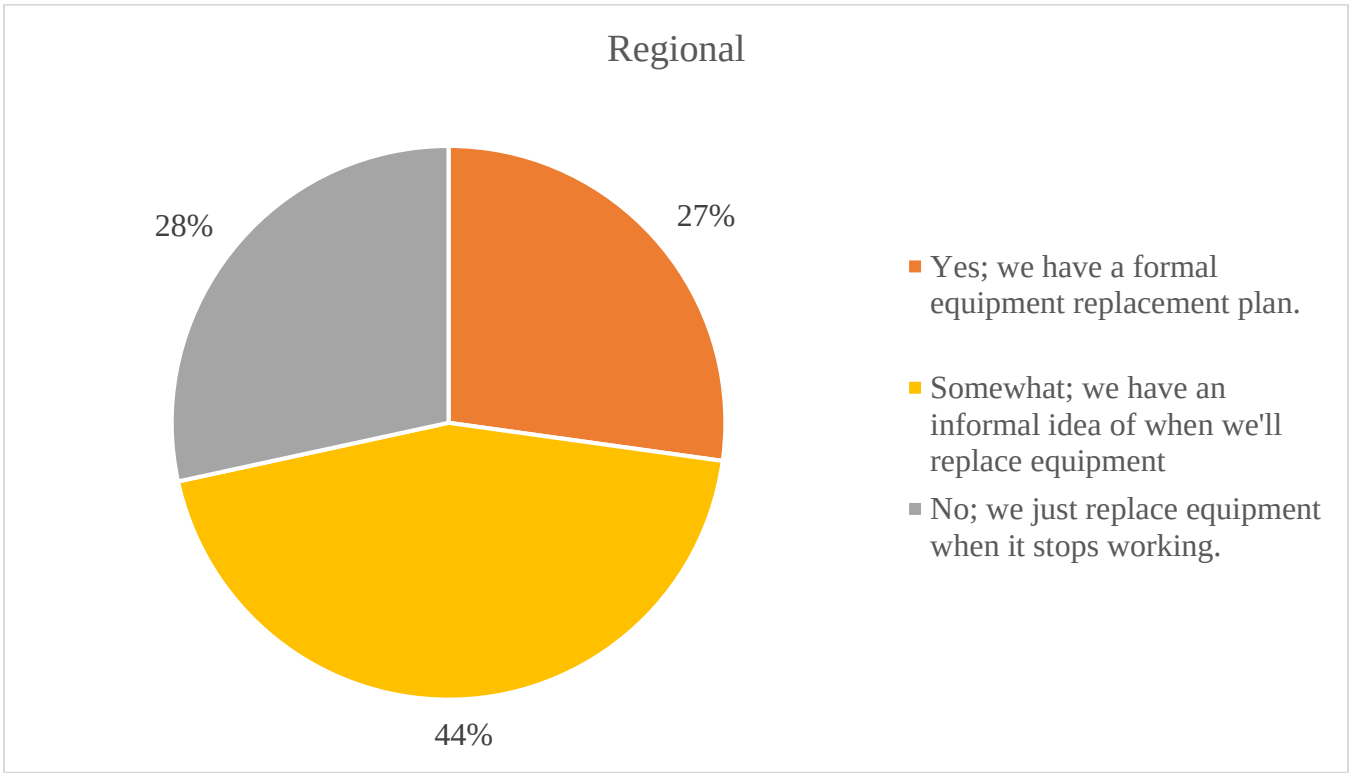


37.1 If your EOC does not have adequate cell service in your EOC, which providers do not have good cell service in your EOC? *(Answers only include those who selected that they either have only somewhat or no solid service)*

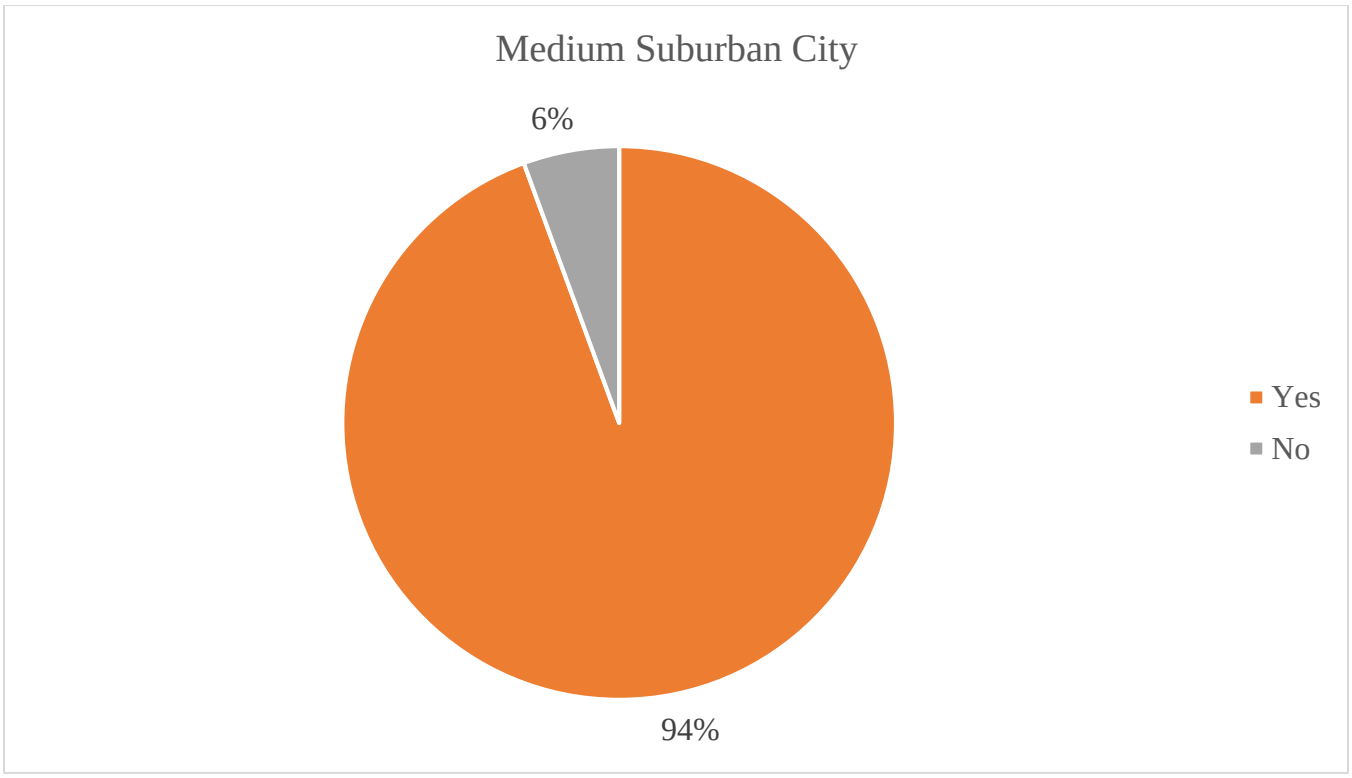


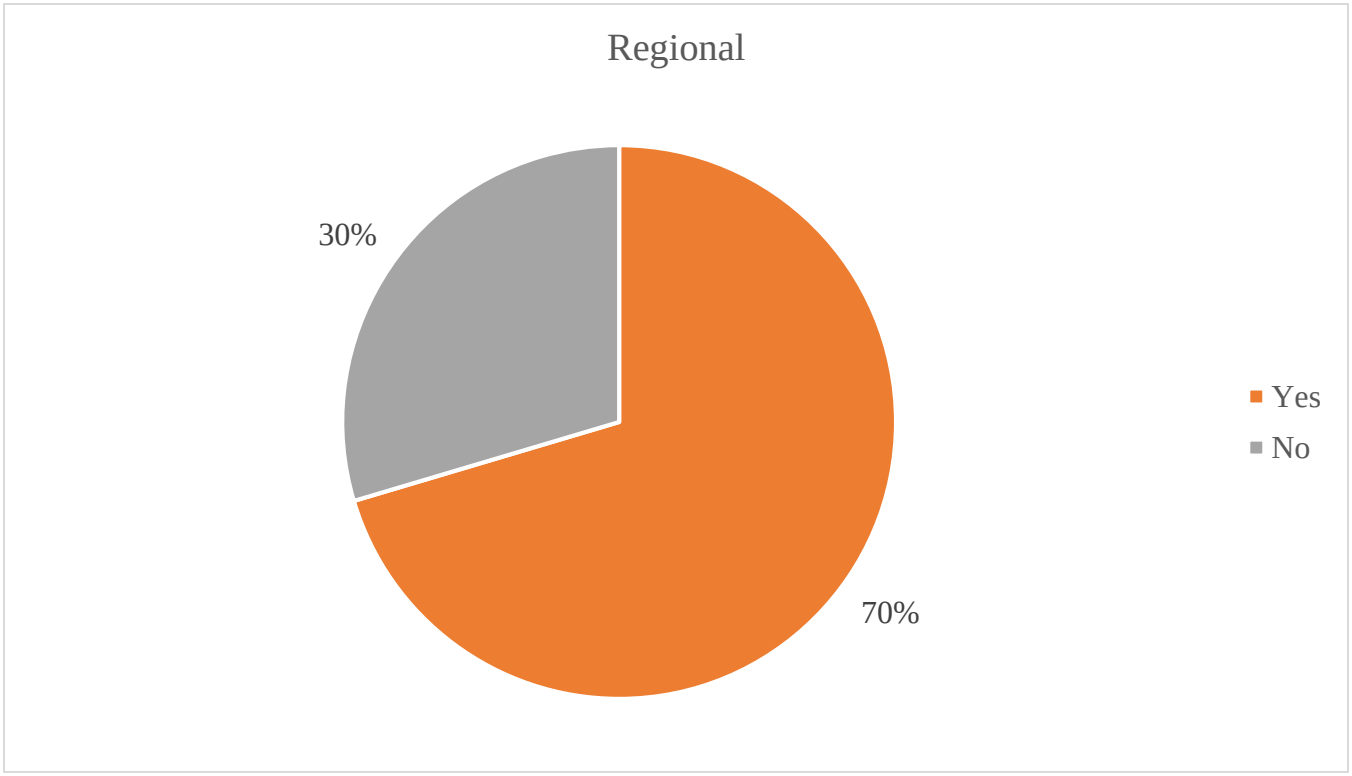
38. Does your EOC have an equipment replacement plan to ensure that all technology is up to date?





39. Does the EOC have the capability to monitor "real time" CAD activities throughout the jurisdiction?





40. What single equipment improvement would most benefit your EOC?

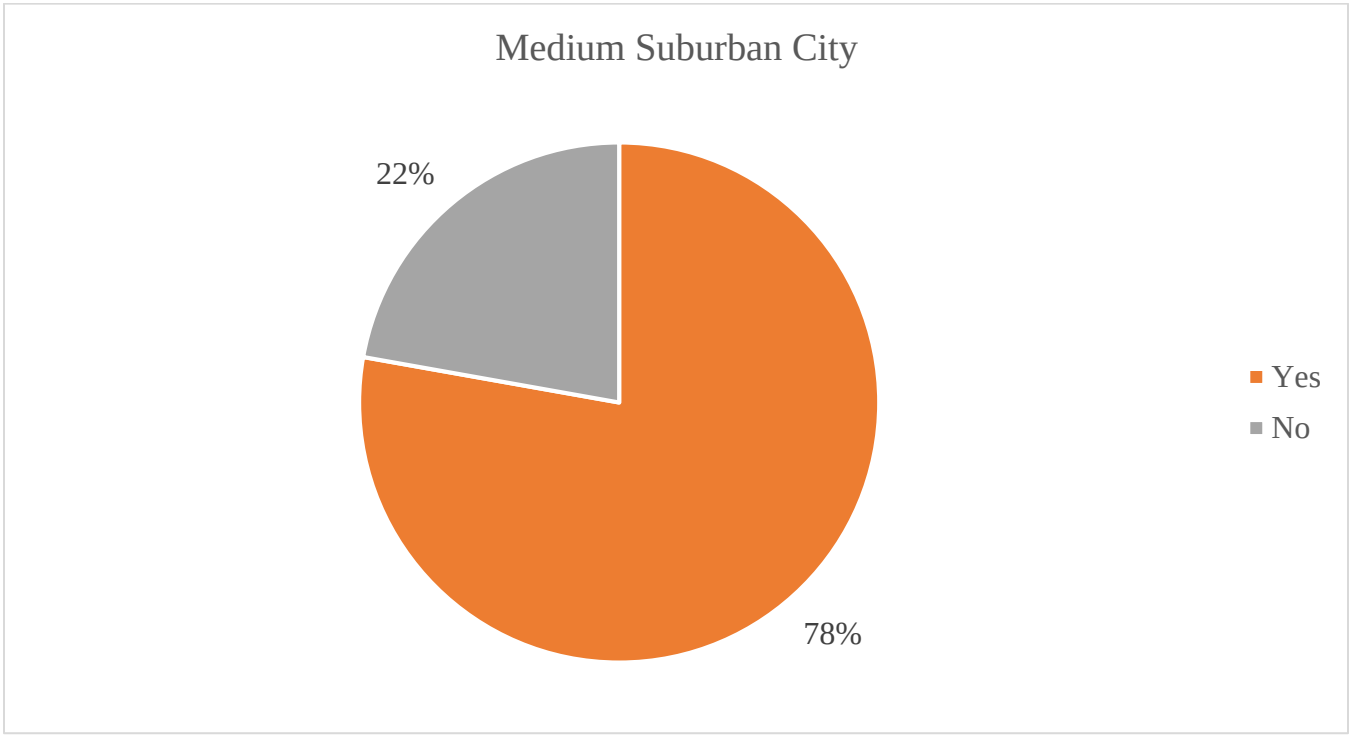
Open Response

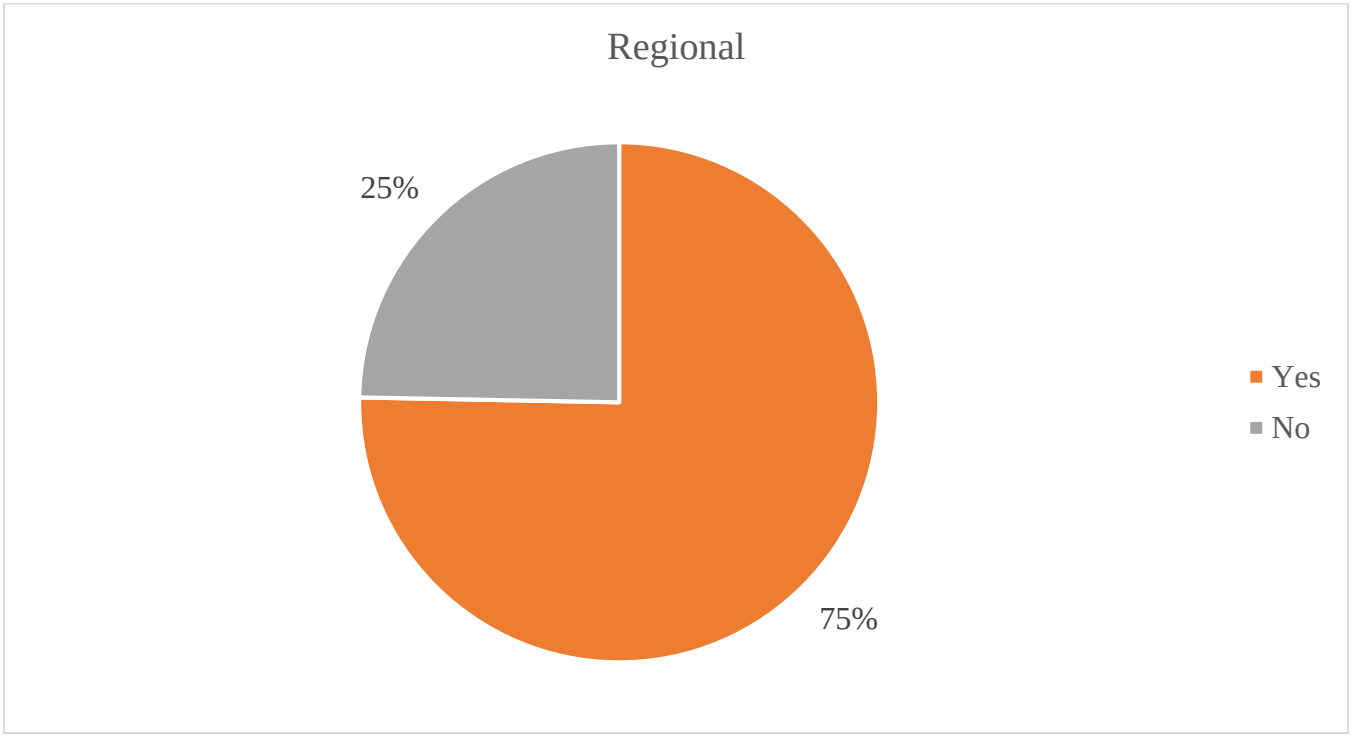
41. Is there anything else you would like to share about your EOC?

Open Response

Alternate EOC

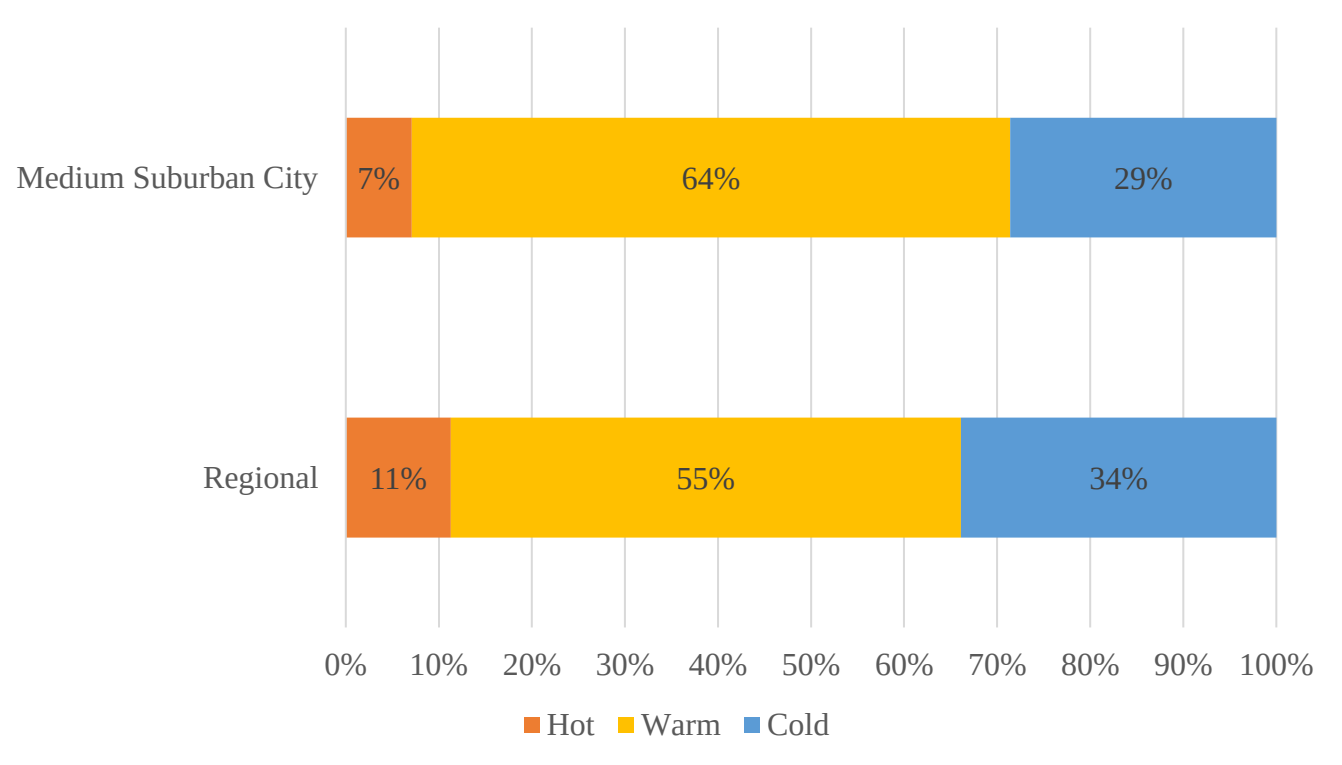
42. Do you have an alternate EOC?



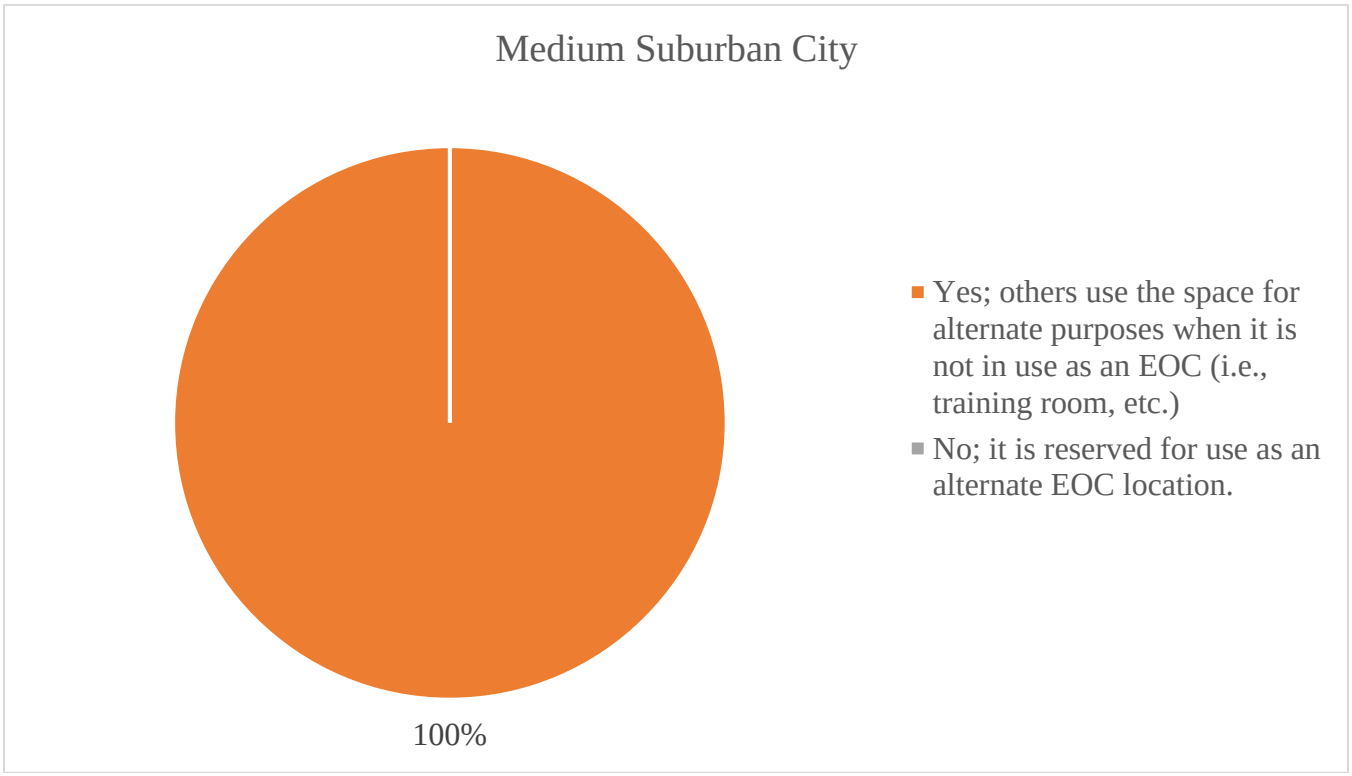


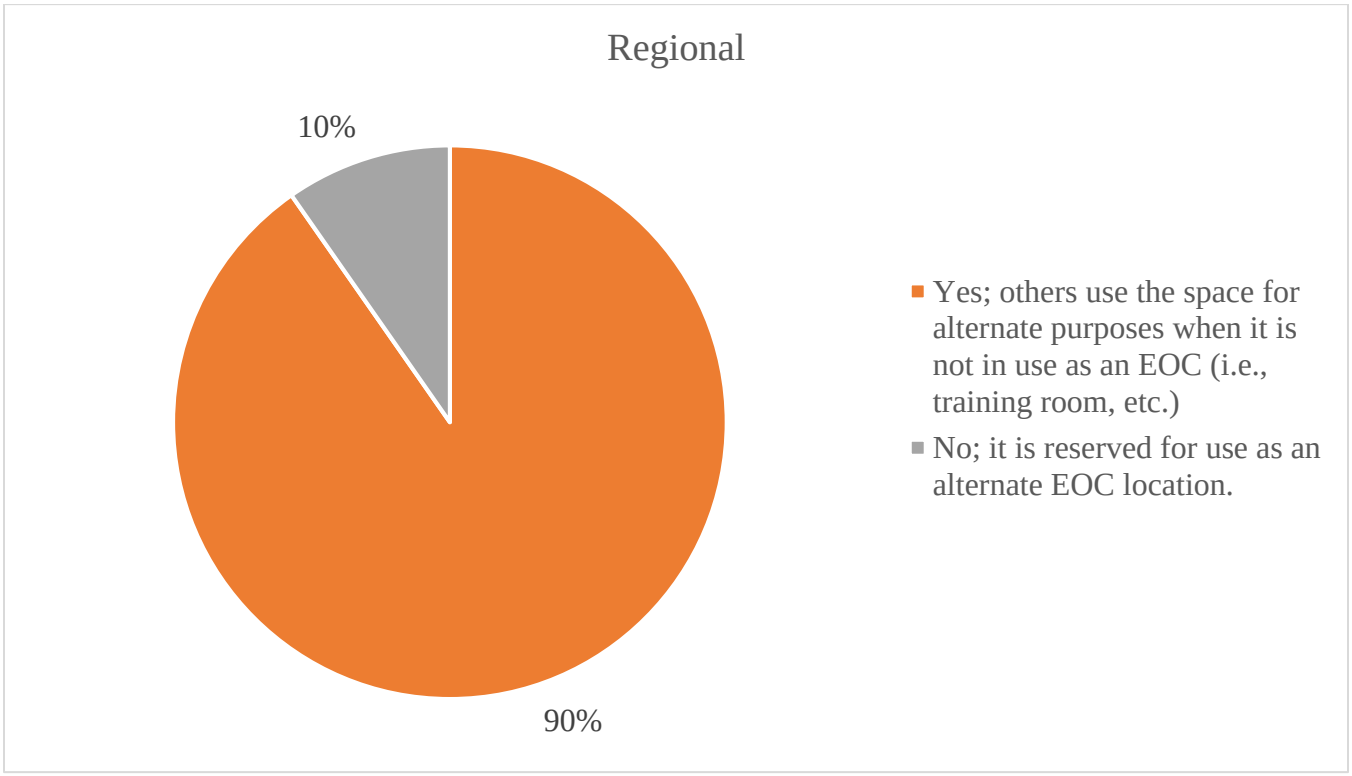
42.1 Is your alternate EOC:

- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*



42.2 Is your alternate EOC dual purpose?

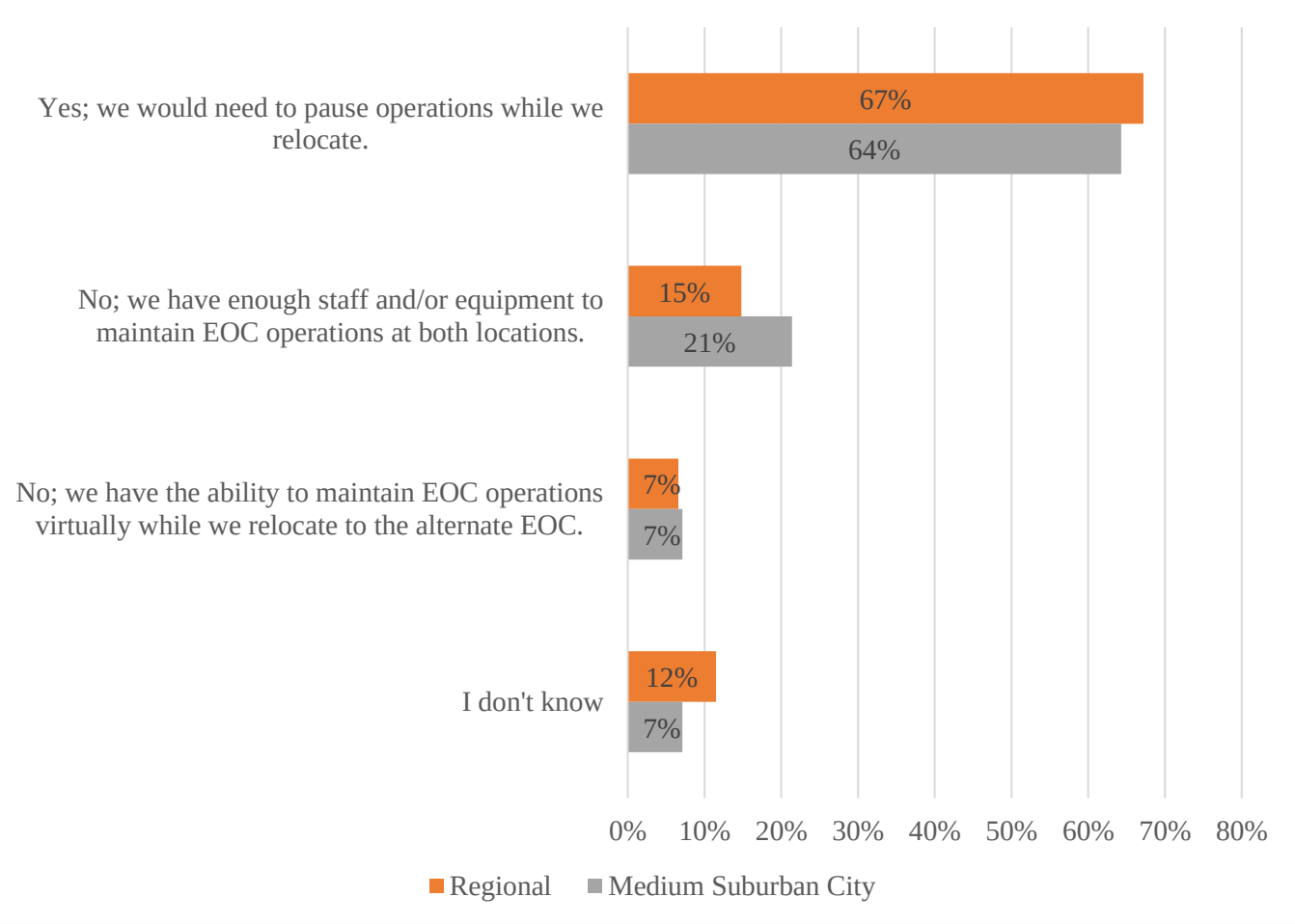




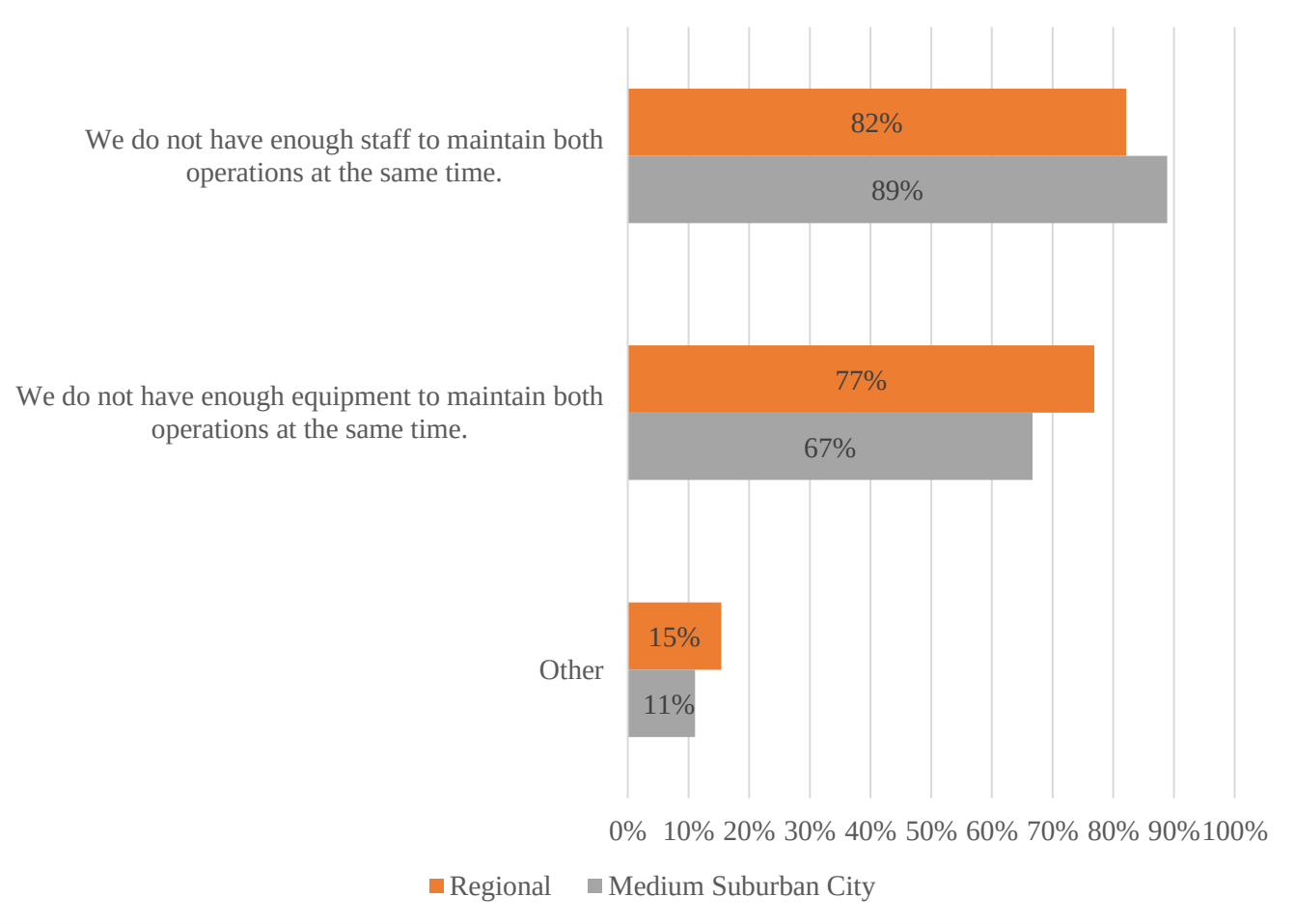
42.3 What challenges do you face at your alternate EOC compared to your regular EOC? Please select all that apply.

	Regional	Medium Suburban City
Space Restrictions	60.7%	61.5%
Lack of familiarity with the location (i.e., staff getting lost in transit)	32.8%	15.4%
Lack of familiarity within the building (i.e., don't know where everything is)	39.3%	30.8%
No Backup Generator	23.0%	23.1%
No Kitchen	21.3%	15.4%
Kitchen Facilities with Fewer Amenities	19.7%	30.8%
Lack of Security	29.5%	53.8%
No Phones	24.6%	15.4%
No Computers/Laptops	37.7%	46.2%
Need to set up utilities (power, internet, water, HVAC, etc.)	3.3%	0%
Lack of Parking	26.2%	23.1%
Items from original EOC must be brought to alternate EOC	47.5%	30.8%
Other	13.1%	7.7%

42.4 Would moving from your primary EOC to your alternate EOC cause a disruption in the EOC operation?

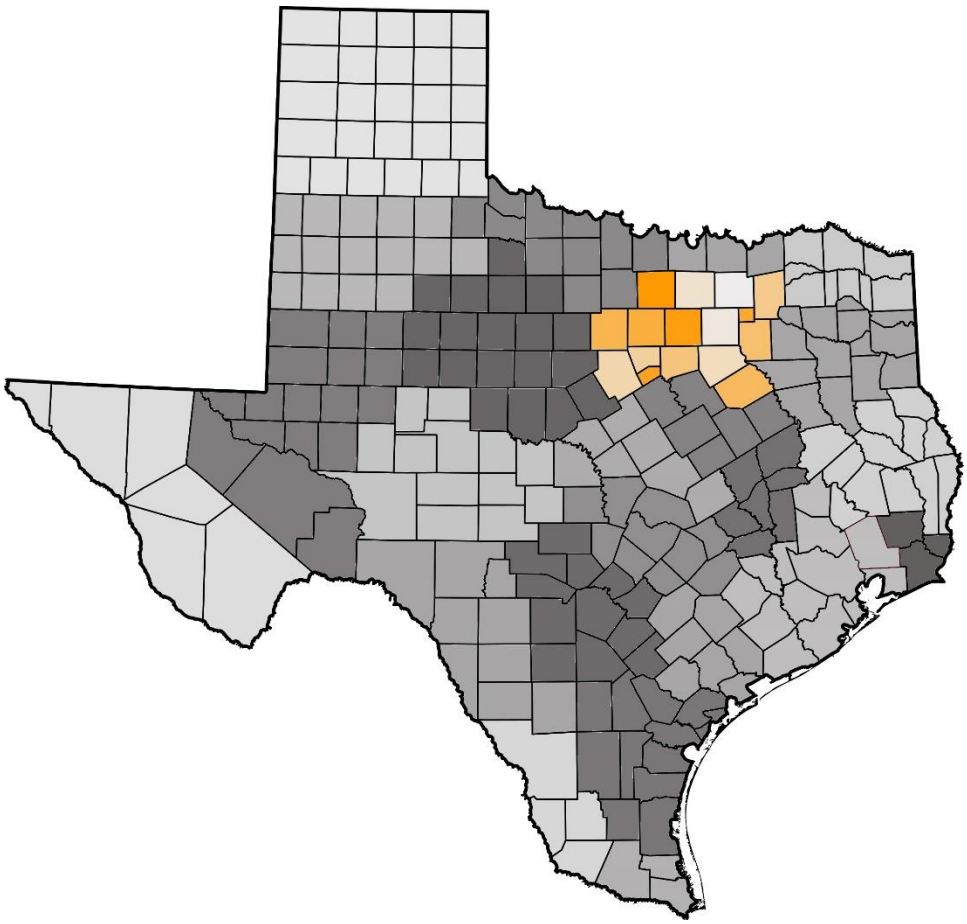


42.4.1 What would be a concern when moving to your alternate EOC for your jurisdiction? Please select all that apply.



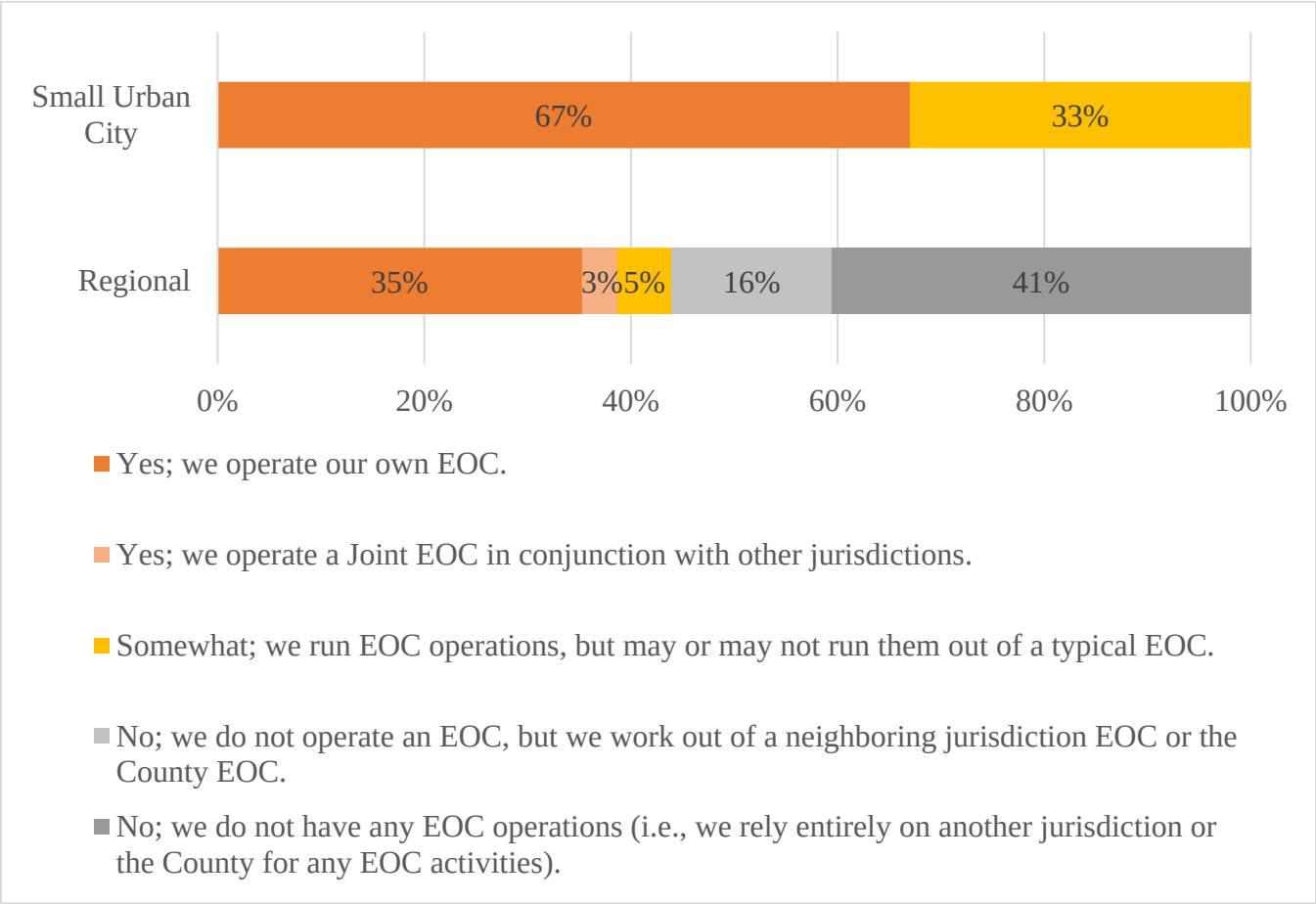
Appendix H: Small Urban City

Based on the 2016 NCTCOG Emergency Operations Center Capabilities Assessment Project

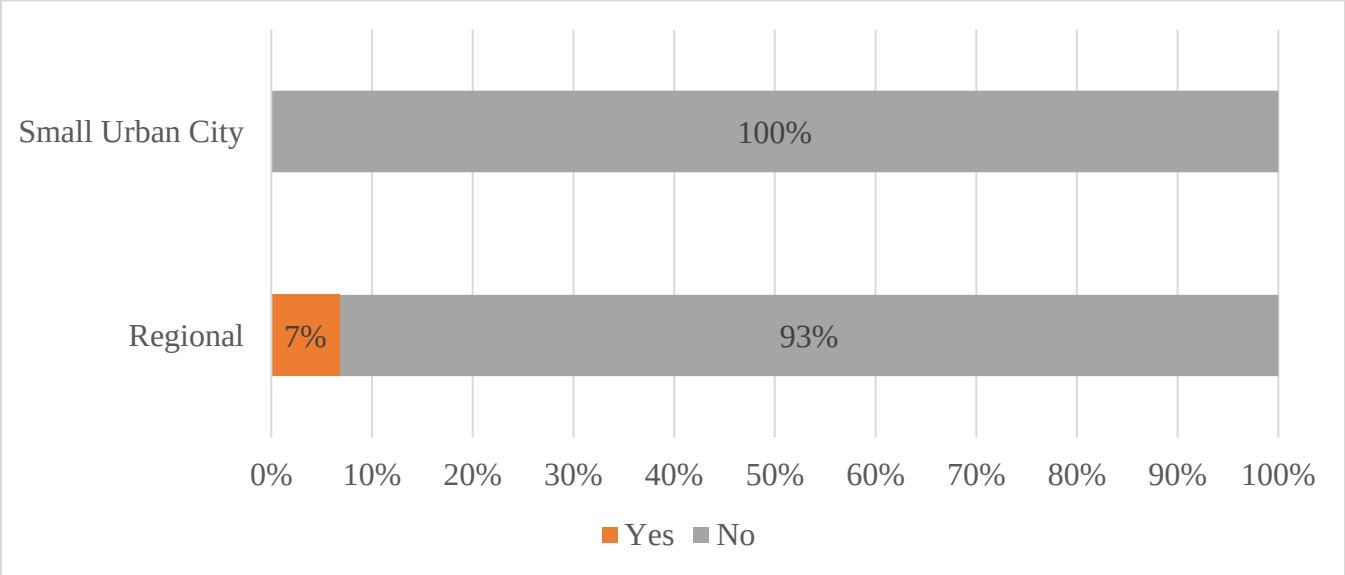


Introduction Questions

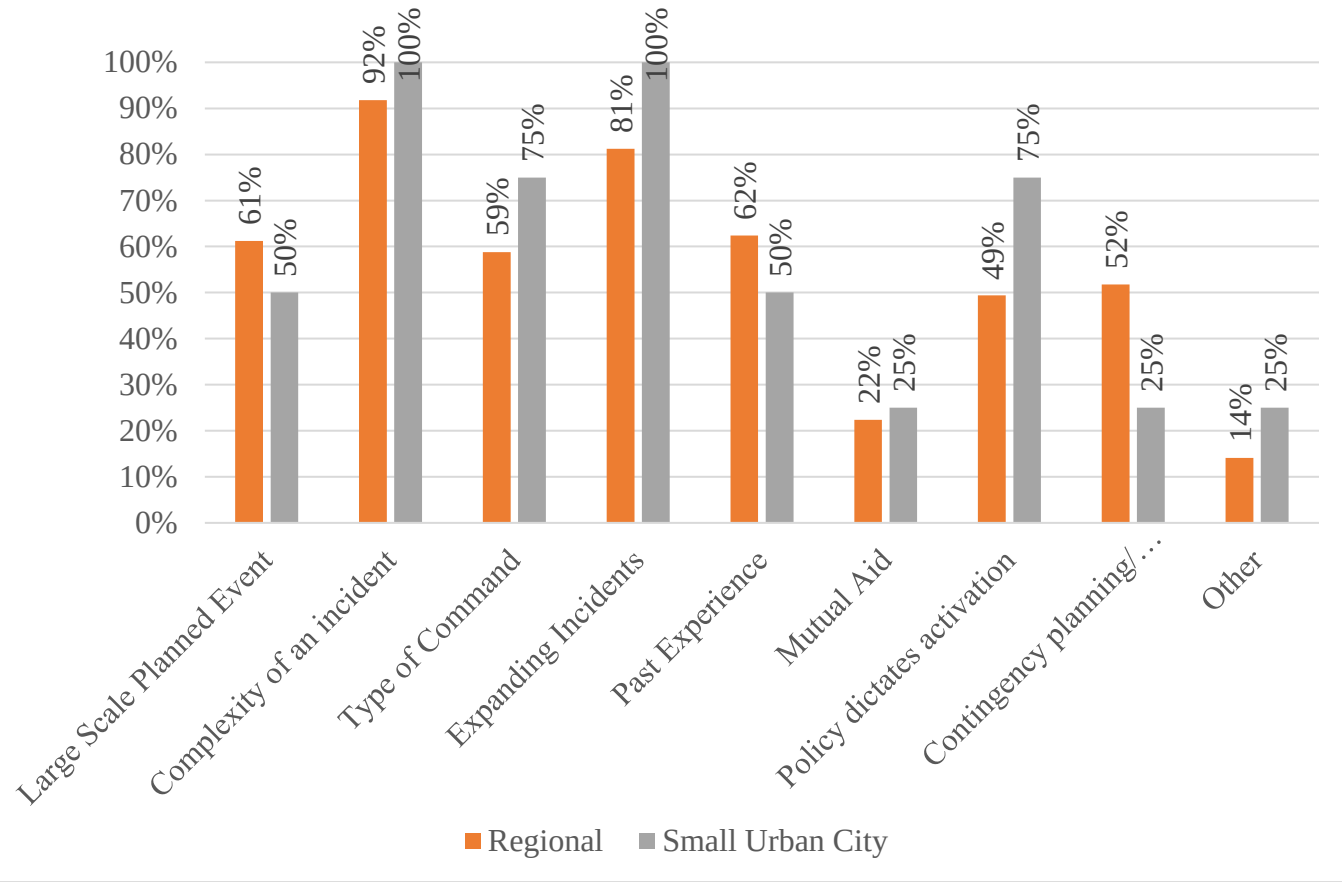
1. Does your jurisdiction operate an EOC?



1.1 Do any other jurisdictions use your facility as their primary EOC?



2. Of the incidents/events below, which would trigger an EOC activation in your jurisdiction?



3. What functions/activities do you believe are most critical to a successful EOC response?

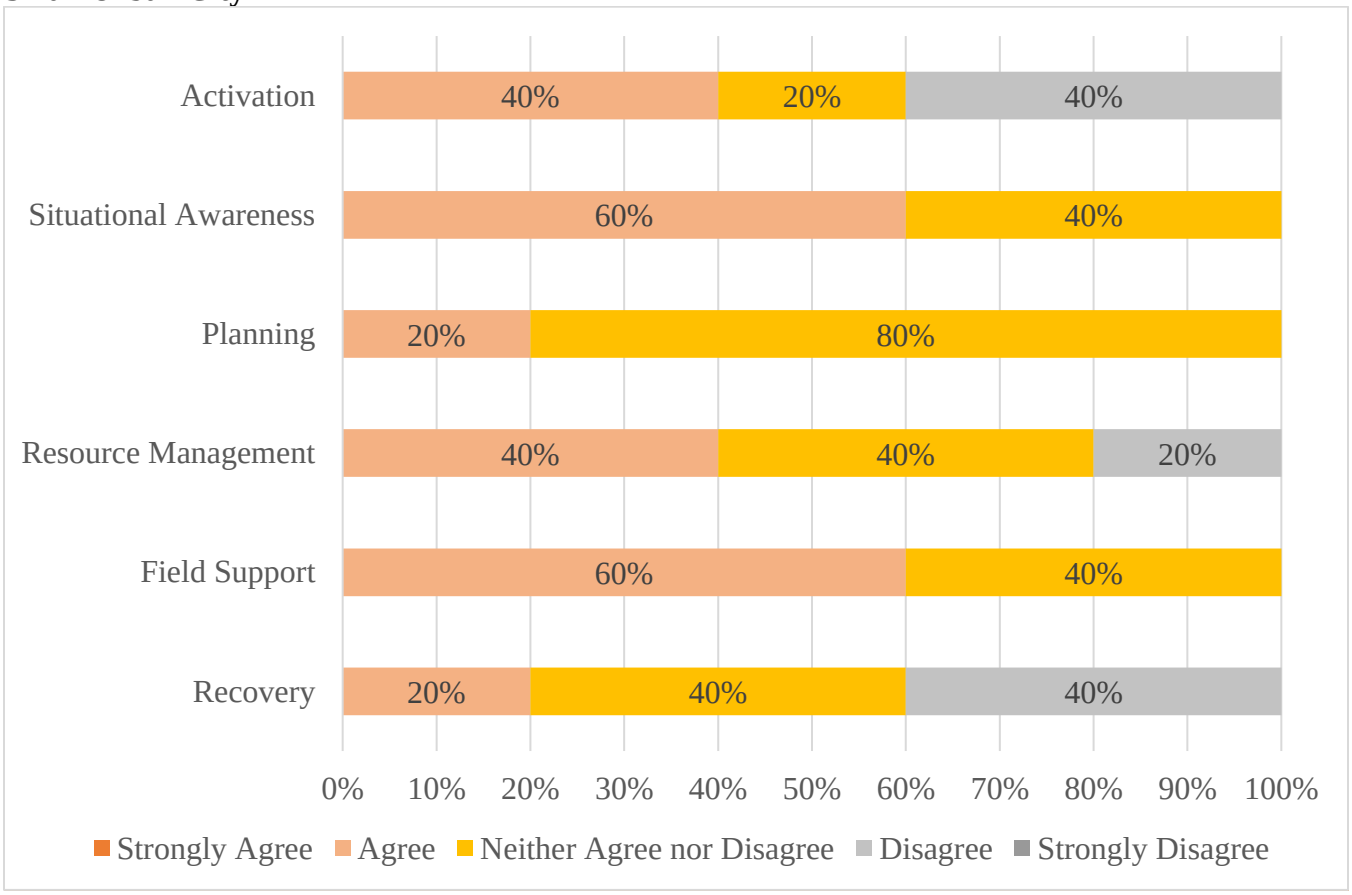
- *Activation activities*
- *Situational Awareness activities*
- *Planning activities*
- *Resource Management activities*
- *Field Support activities*
- *Recovery activities*

	High Importance		Normal Importance		Low Importance	
	Regional	Small Urban City	Regional	Small Urban City	Regional	Small Urban City
Activation	71.6%	80%	25.9%	20%	2.5%	0%
Situational Awareness	73.8%	80%	22.5%	20%	3.8%	0%
Planning	44.9%	75%	50.0%	25%	5.1%	0%
Resource Management	50.0%	75%	43.4%	25%	6.6%	0%
Field Support	52.6%	50%	43.4%	50%	3.9%	0%
Recovery	28.0%	50%	46.7%	25%	25.3%	25%

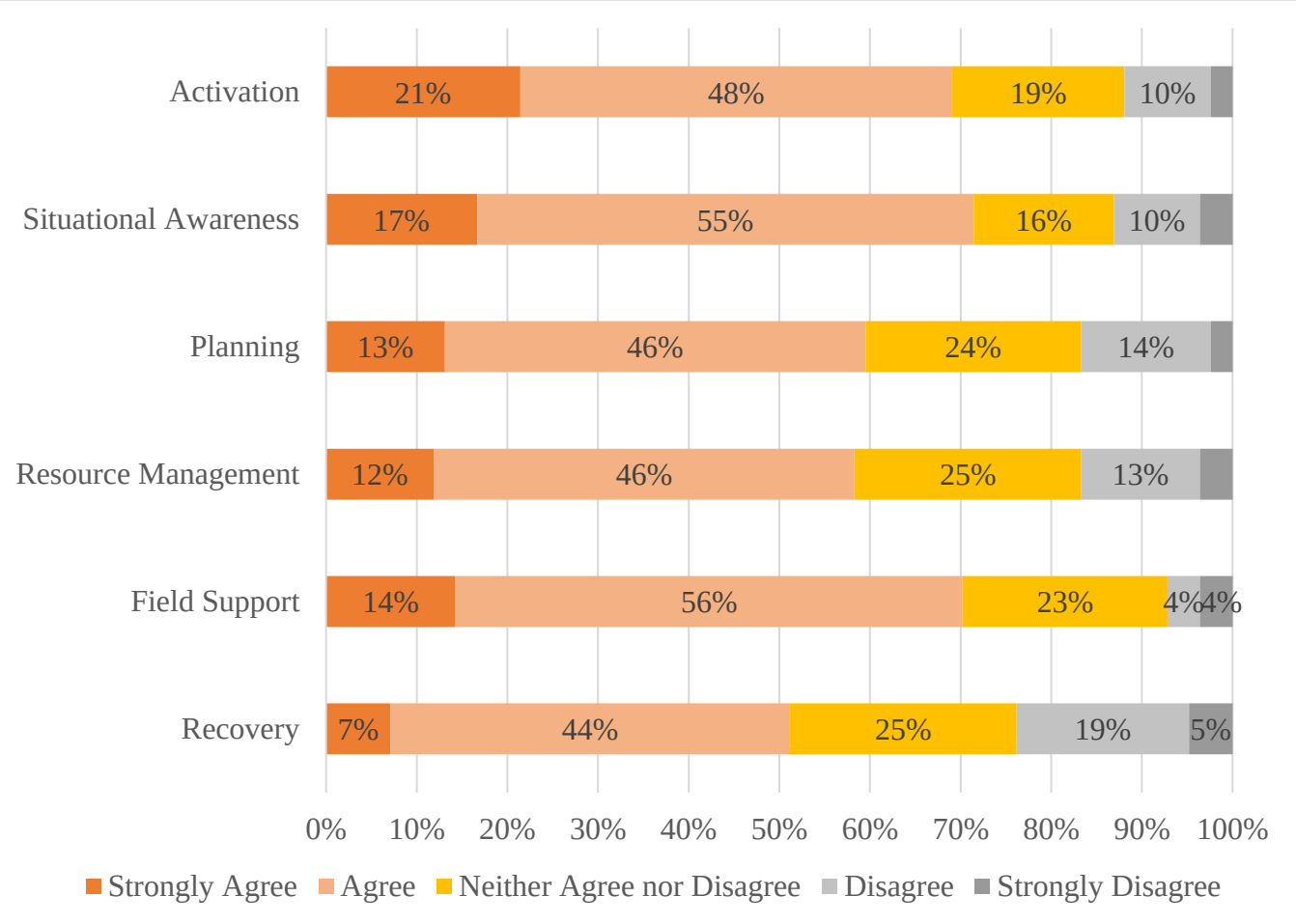
4. To identify gaps in functional activities throughout the region, to what extent do you believe your EOC can perform the following functions/activities, relying on your own local resources?

- *My EOC is able to fulfill all ACTIVATION activities necessary for a successful operation (ex. alerting and mobilizing EOC personnel, EOC set up, EOC staffing, etc.)*
- *My EOC is able to fulfill all SITUATIONAL AWARENESS activities necessary for a successful operation (ex. creating & distributing situation reports, maintaining a common operating picture, managing and sharing information with responders, agency representatives, media and the public, etc.)*
- *My EOC is able to fulfill all PLANNING activities necessary for a successful operation (ex. creating Incident Action Plan or EOC Action Plan, ensuring documentation and record keeping, operation of EOC displays and room/facility management, etc.)*
- *My EOC is able to fulfill all RESOURCE MANAGEMENT activities necessary for a successful operation (ex. resource requests, resource tracking, emergency procurements, etc.)*
- *My EOC is able to fulfill all FIELD SUPPORT activities necessary for a successful operation (ex. support field operations and field personnel, anticipating future needs, providing strategic guidance, etc.)*
- *My EOC is able to fulfill all RECOVERY activities necessary for a successful operation (ex. completing/submitting State & Federal disaster forms, large-scale debris management efforts, engaging/managing VOADs and coordinating survivor assistance efforts, Preliminary Damage Assessments, etc.)*

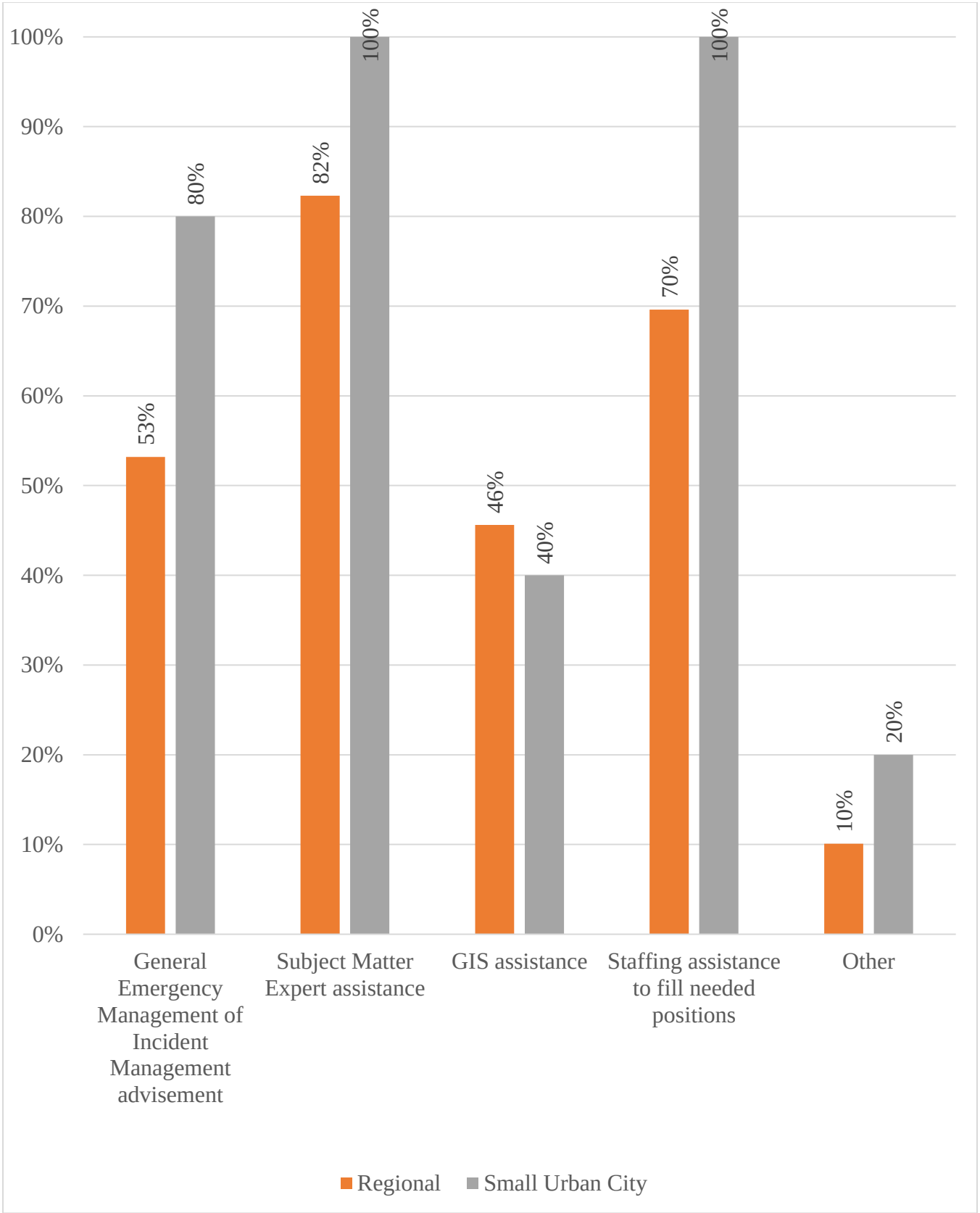
Small Urban City



Regional

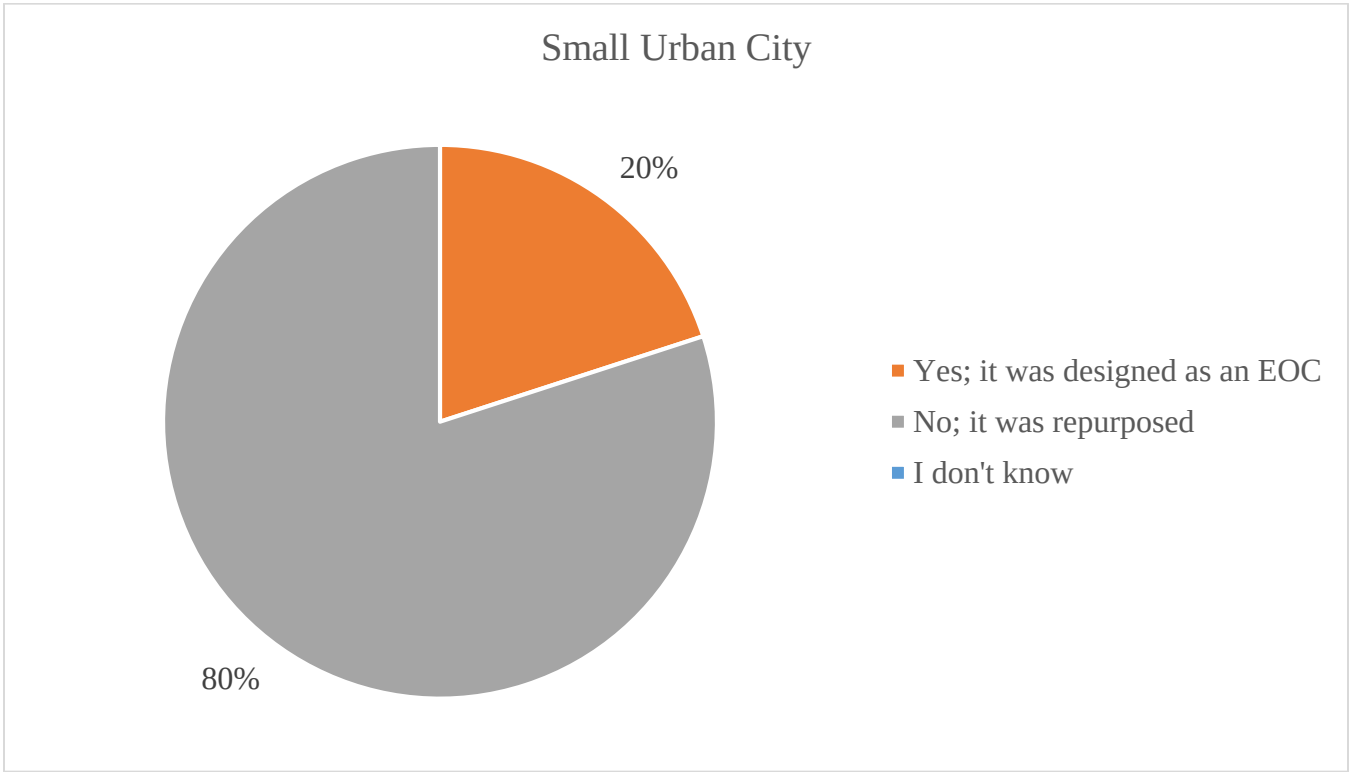

Activation
21%
48%
19%
10%
Situational Awareness
17%
55%
16%
10%
Planning
13%
46%
24%
14%
Resource Management
12%
46%
25%
13%
Field Support
14%
56%
23%
4%
4%
Recovery
7%
44%
25%
19%
5%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

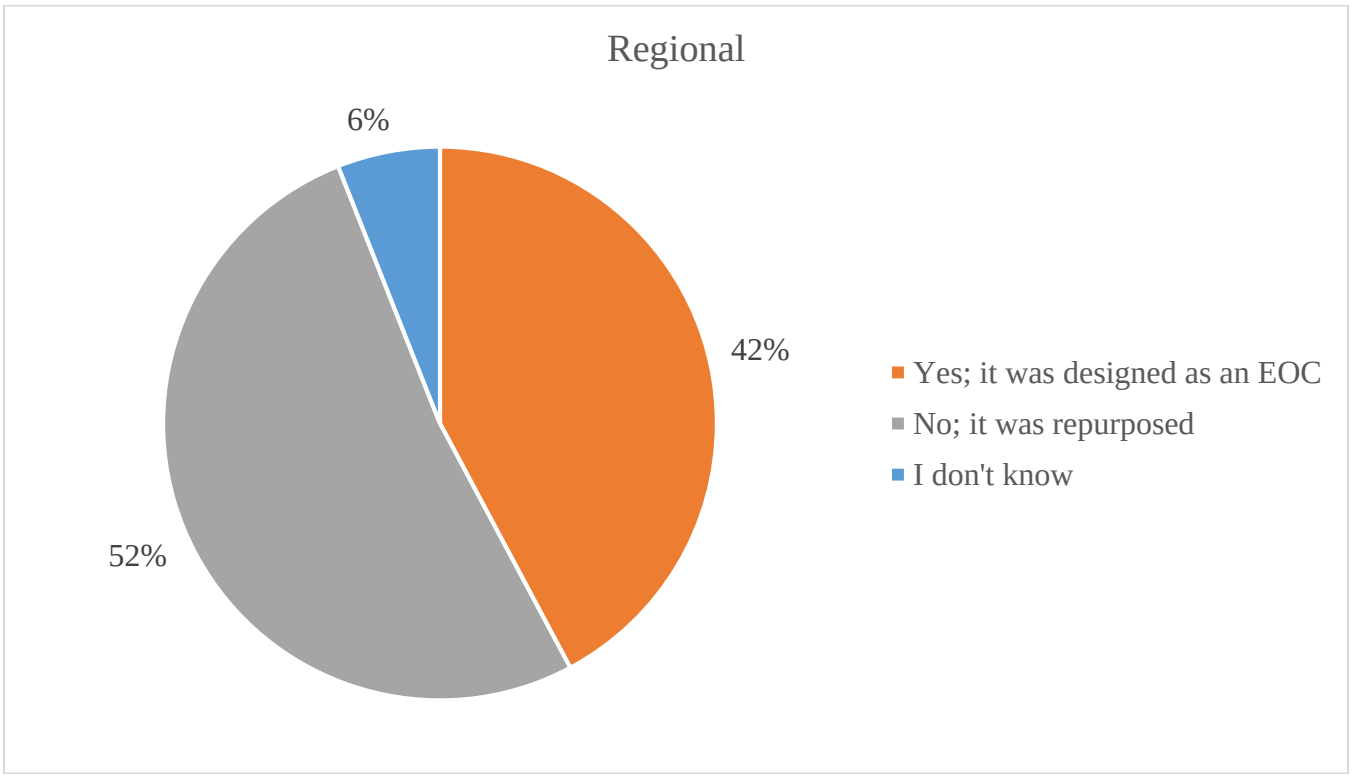
5. What functions or activities, if any, would your EOC like additional assistance to fulfill? Please select all that apply.



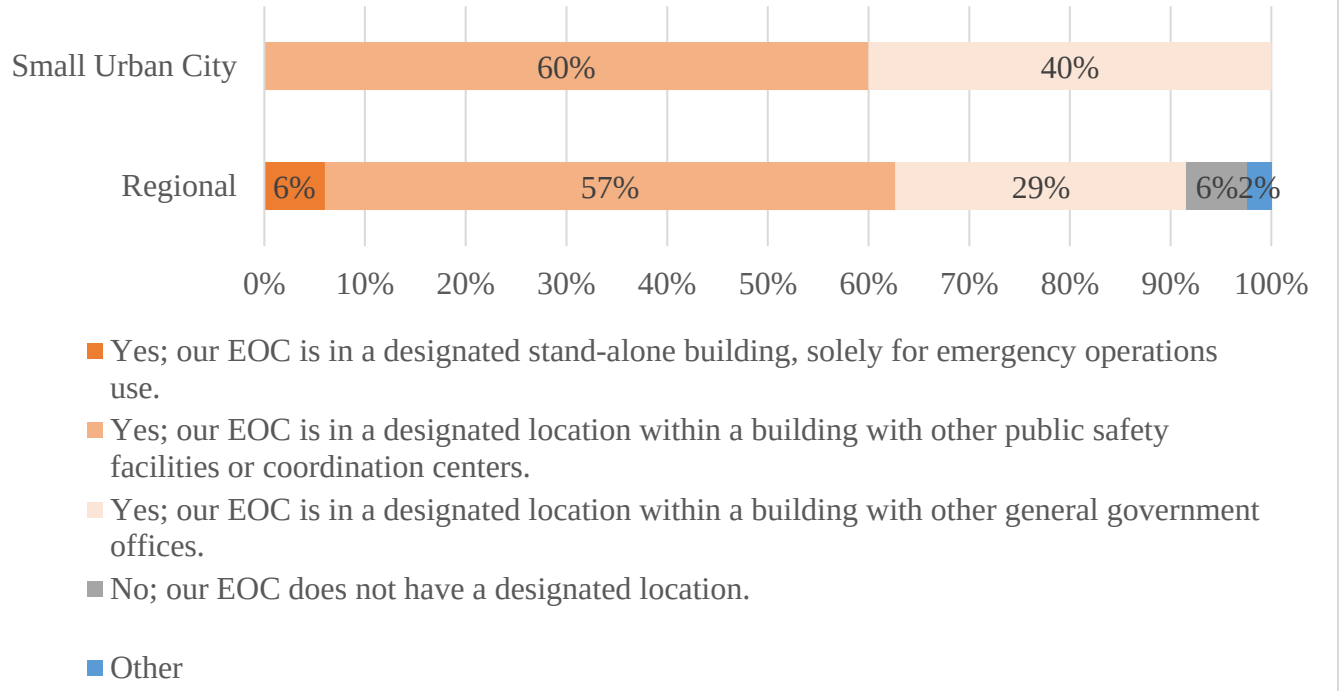
EOC Overview

6. Was your EOC designed to operate as an EOC?

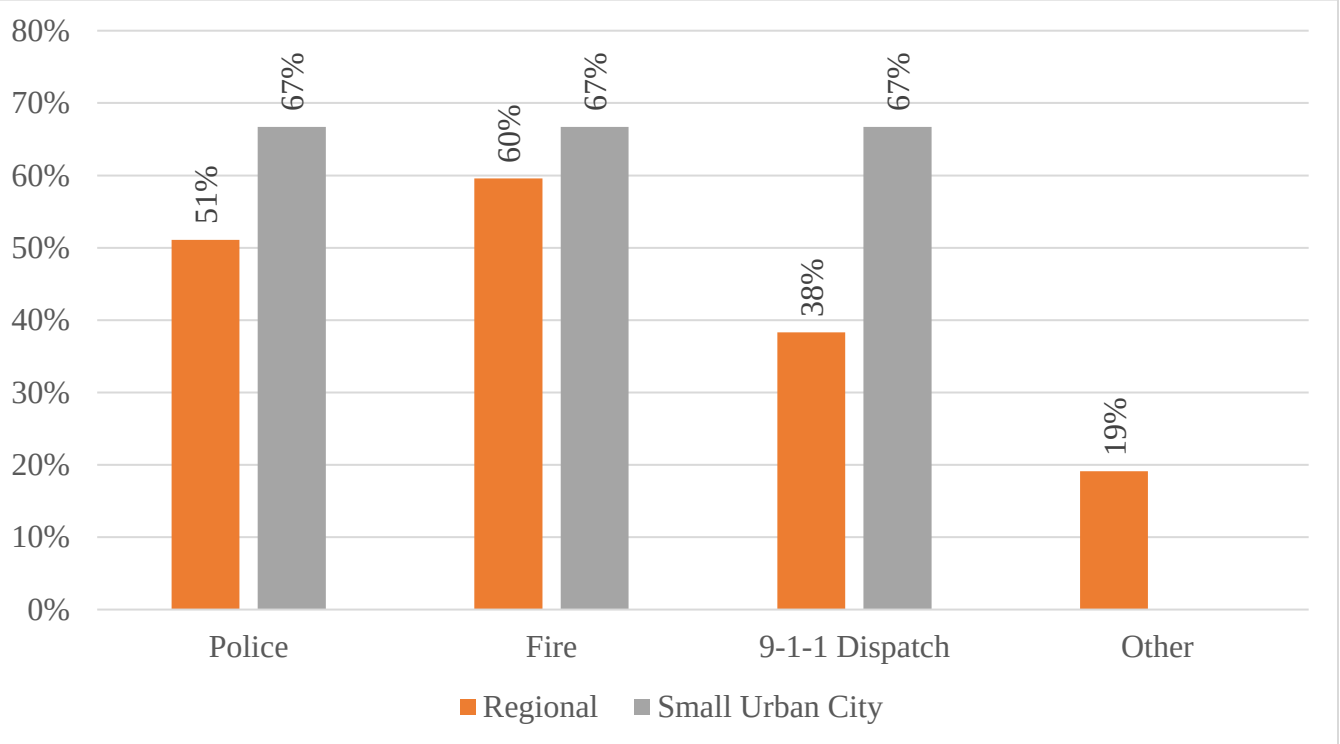




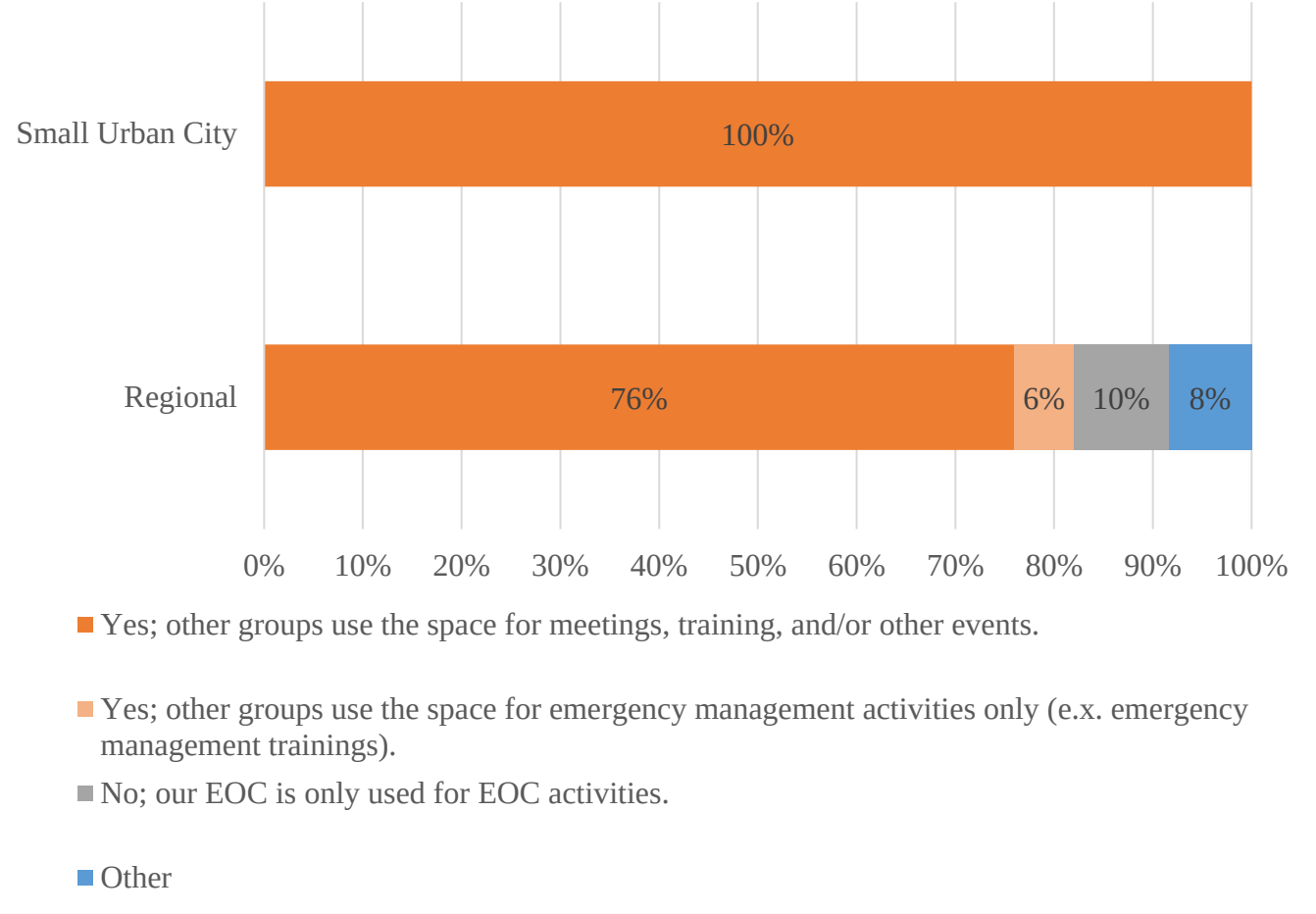
7. Do you have a designated location for your EOC?



7.1 Of those who share their EOC building with other public safety facilities or coordination centers, what other functions are performed in the building? Please select all that apply.

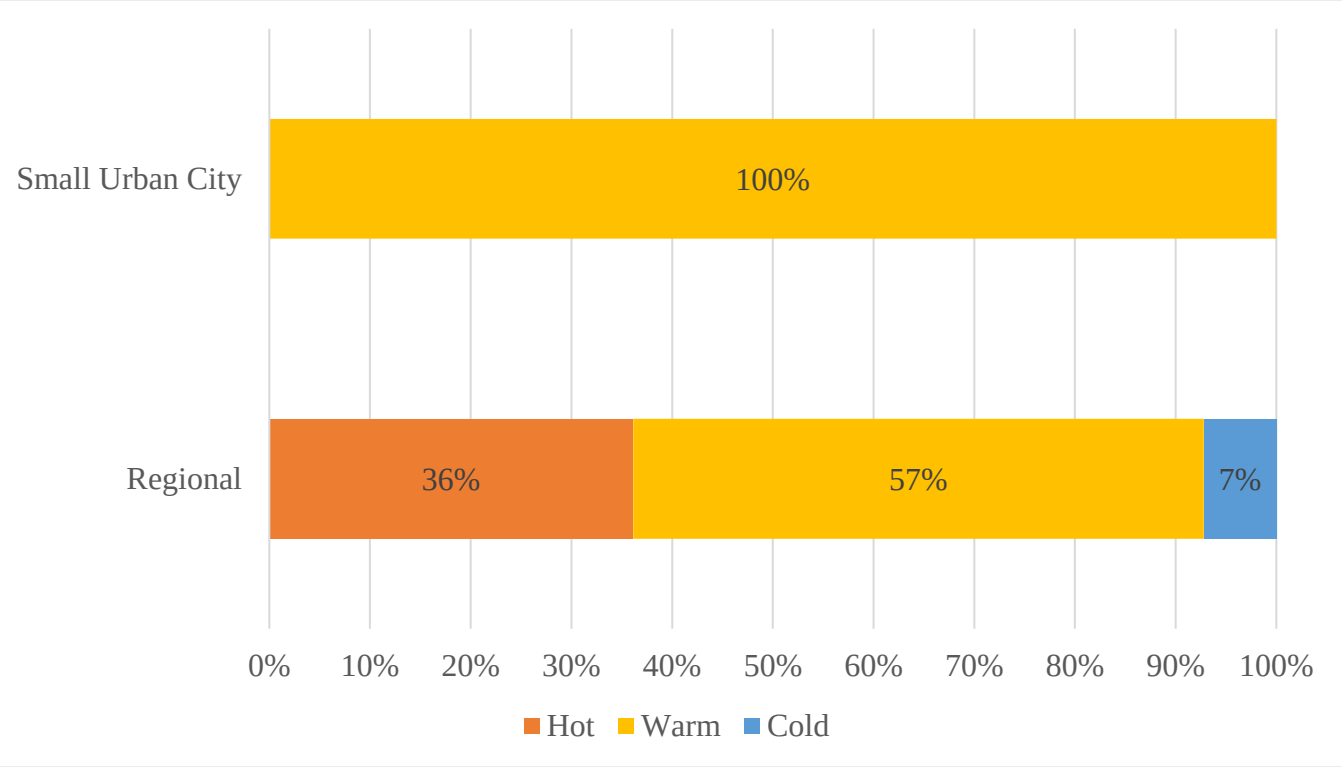


8. Is your EOC a multi-purpose location?

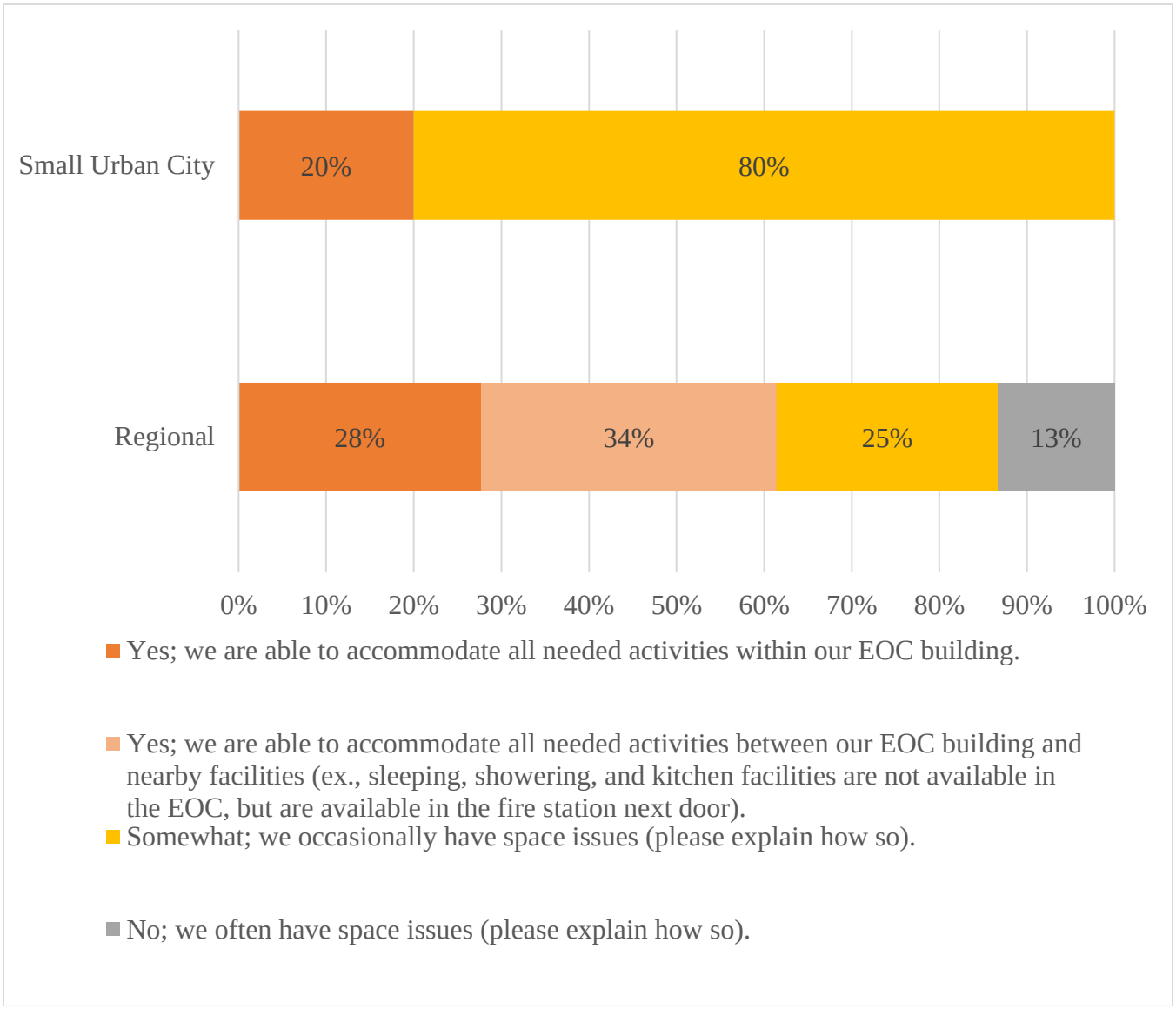


9. Is your primary EOC:

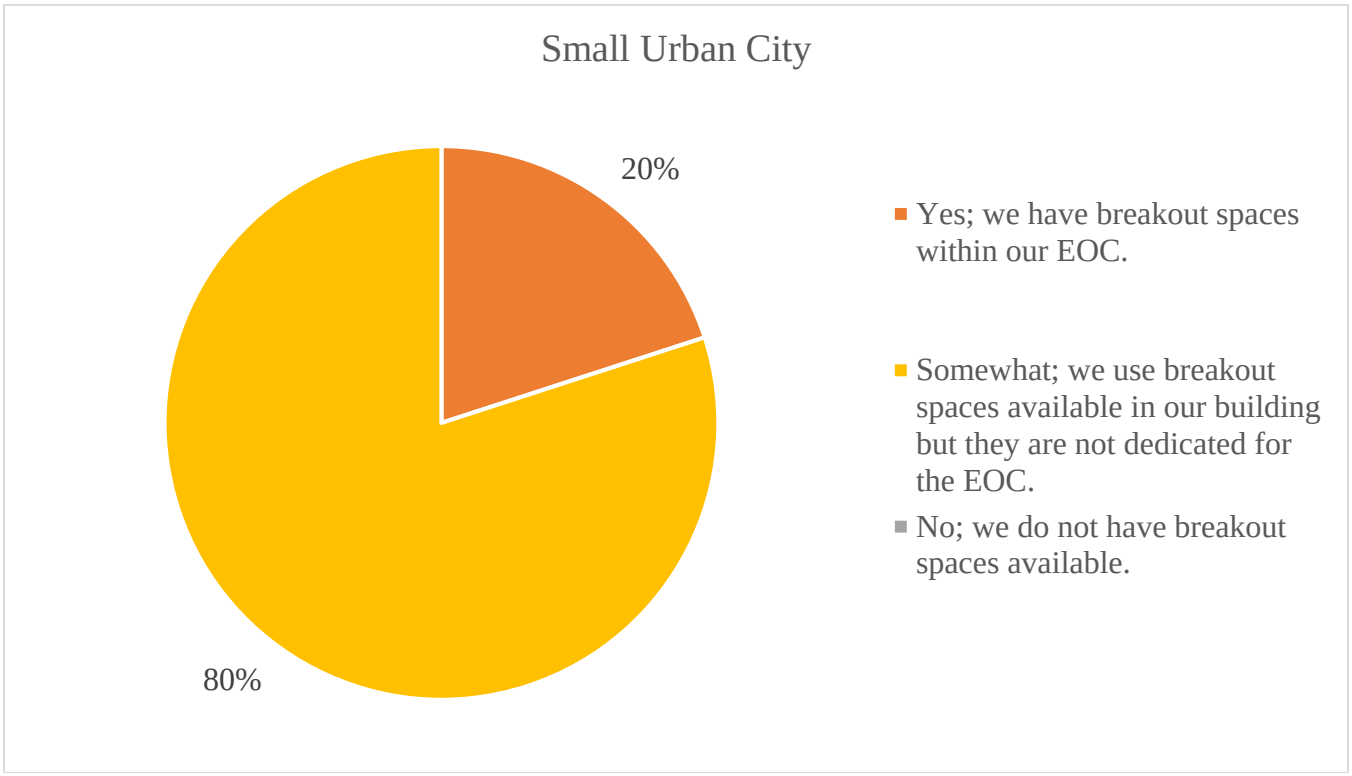
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*

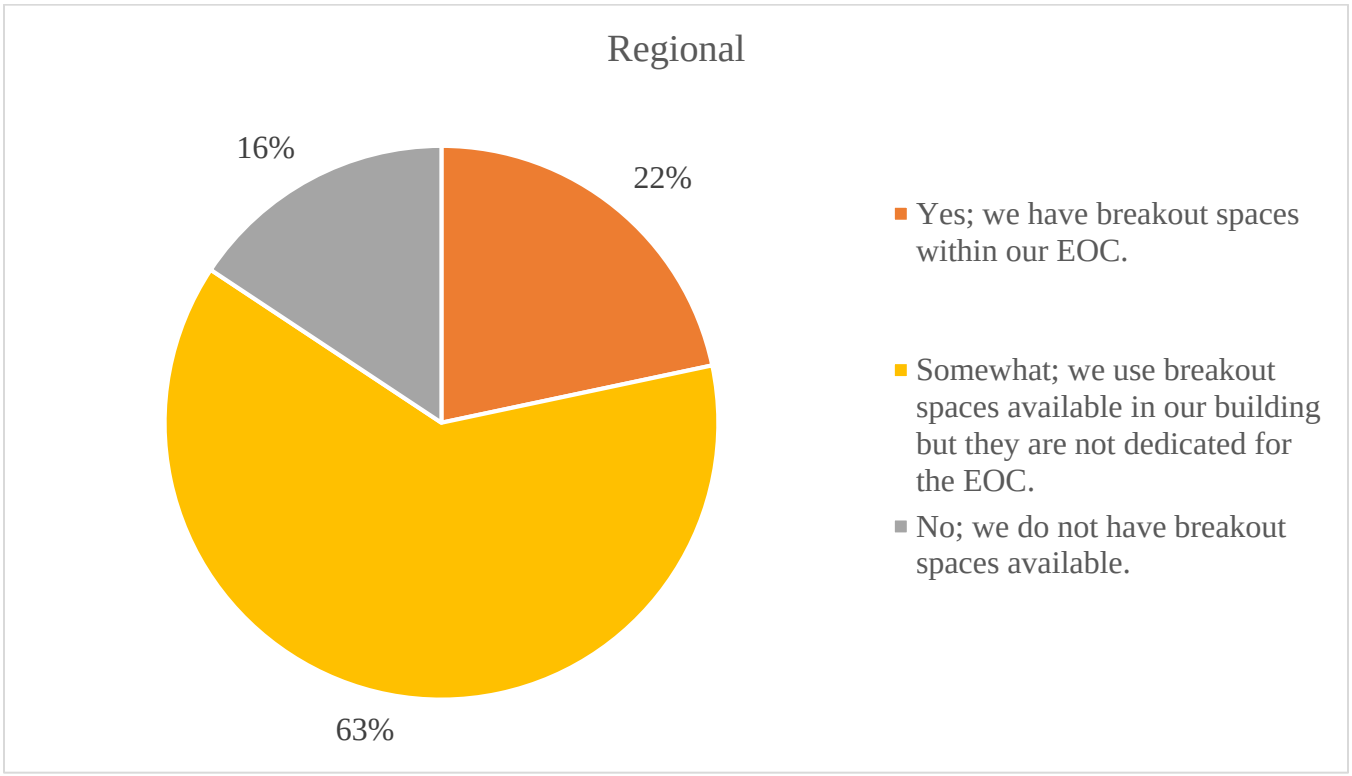


10. Is your EOC large enough to facilitate needed activities?

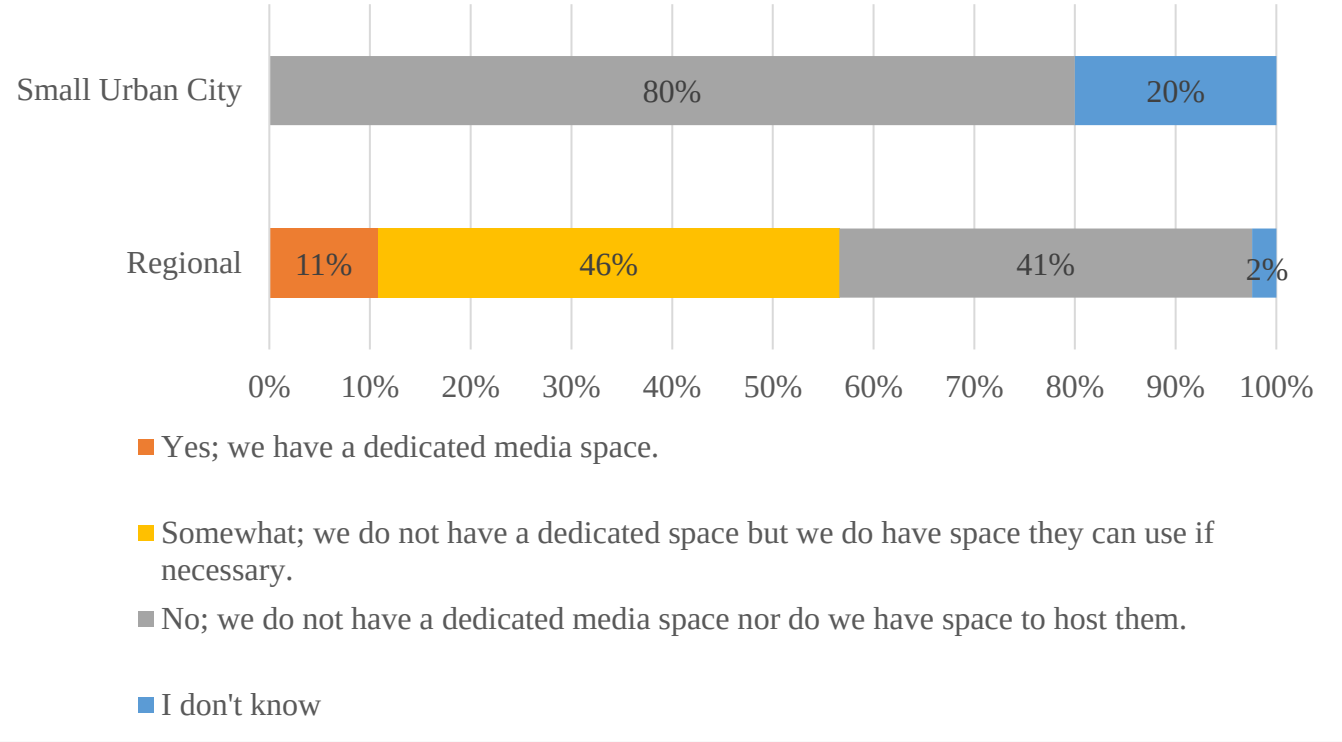


11. Does your EOC have individual/separate meeting or breakout spaces?

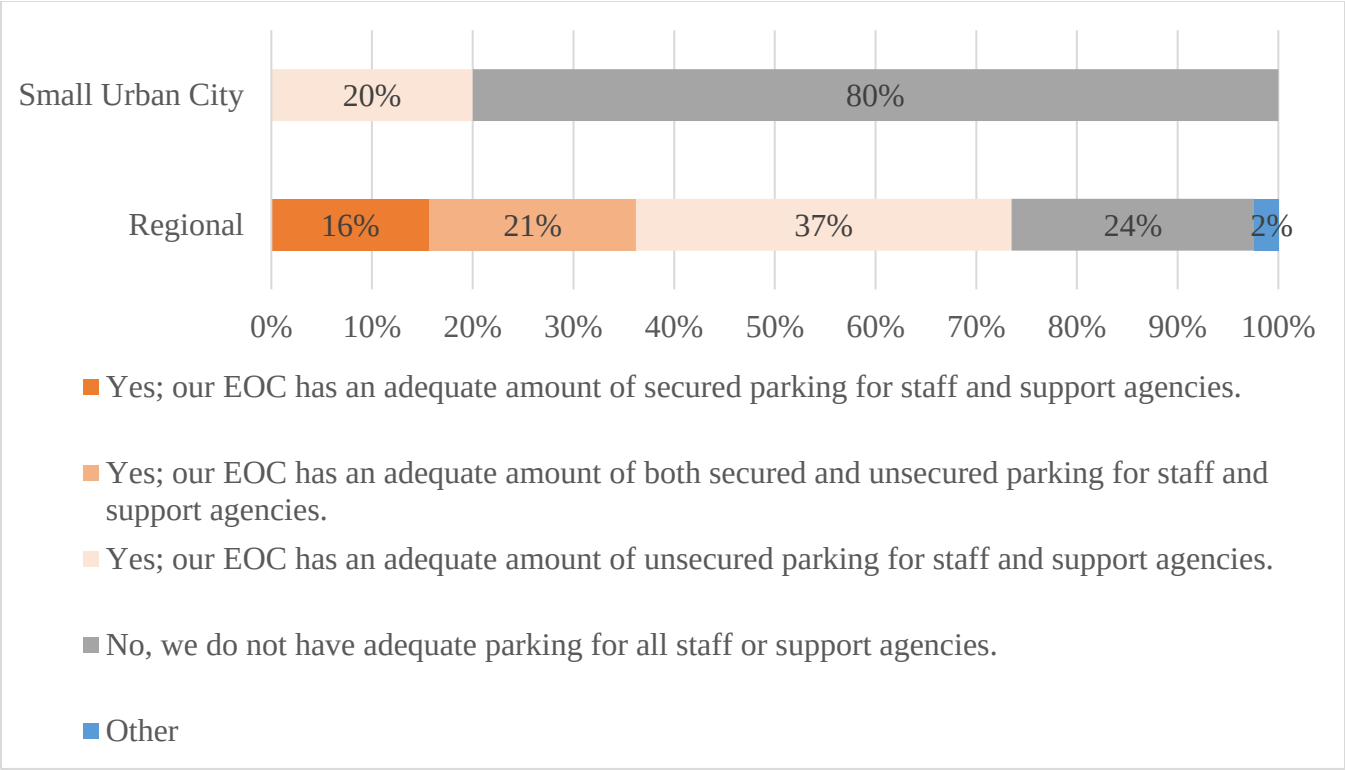




12. Do you plan to host the media at your EOC?

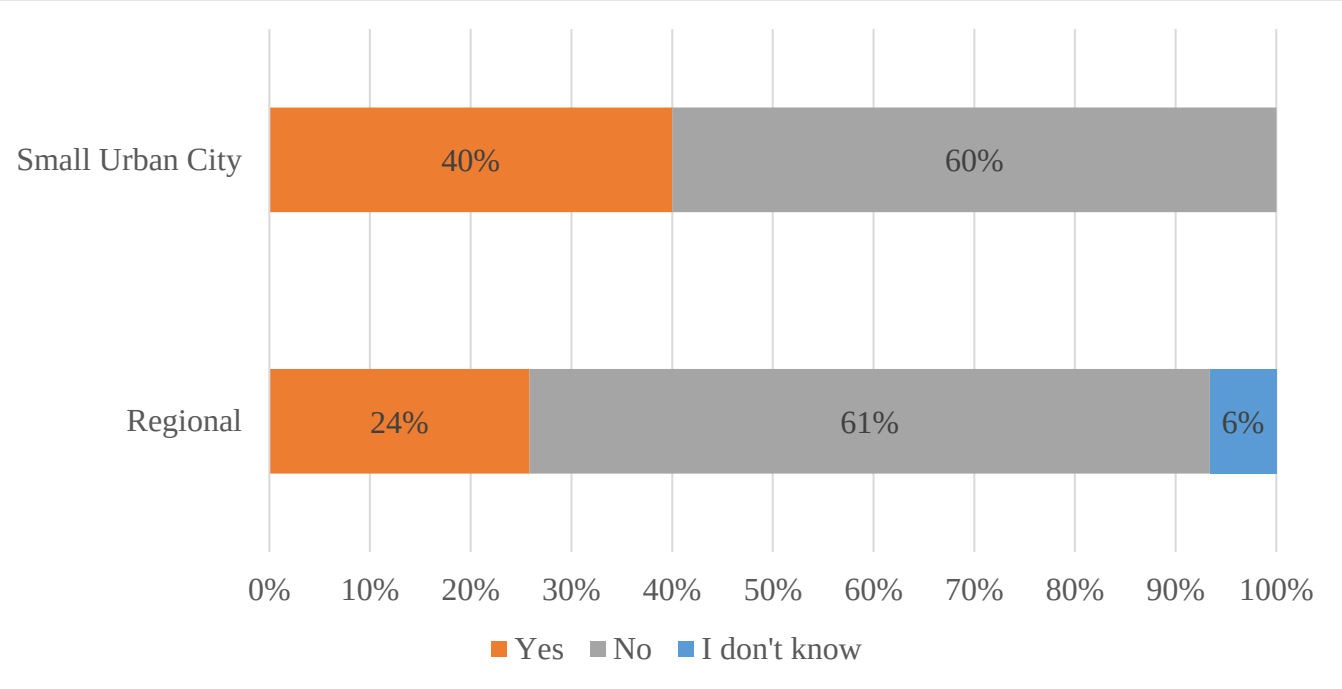


13. Does your EOC have adequate parking for staff and support agencies during full scale operations?

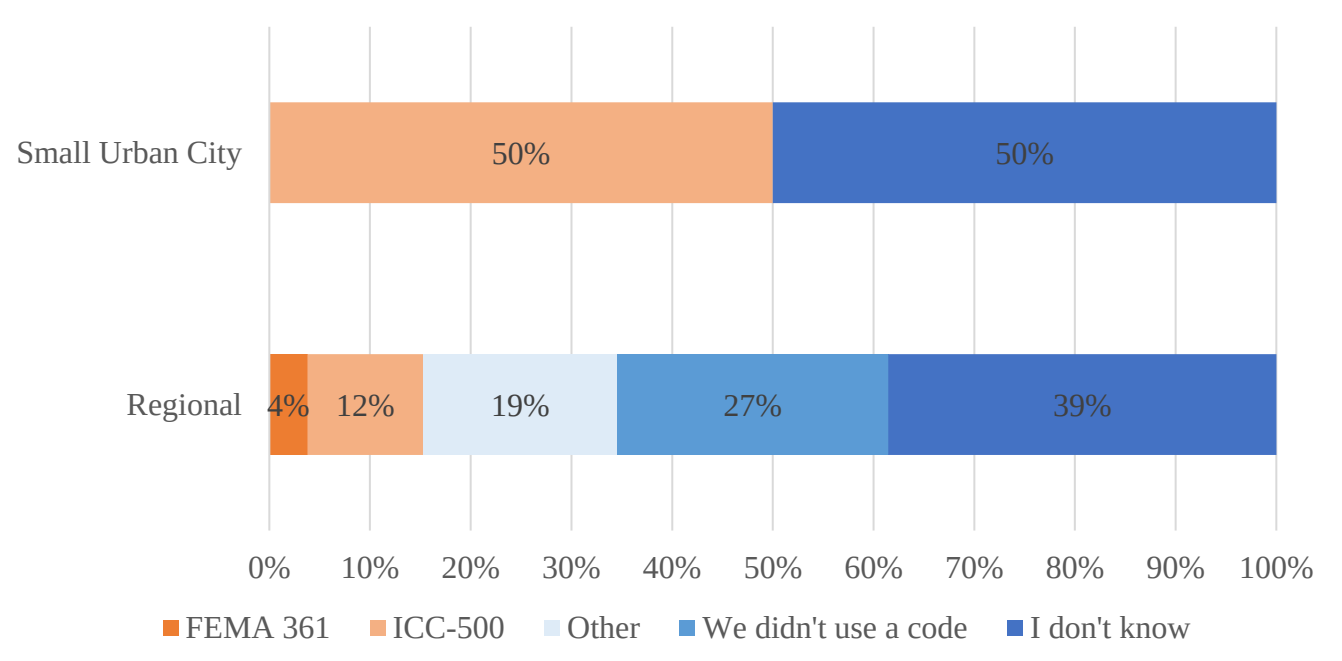


Survivability

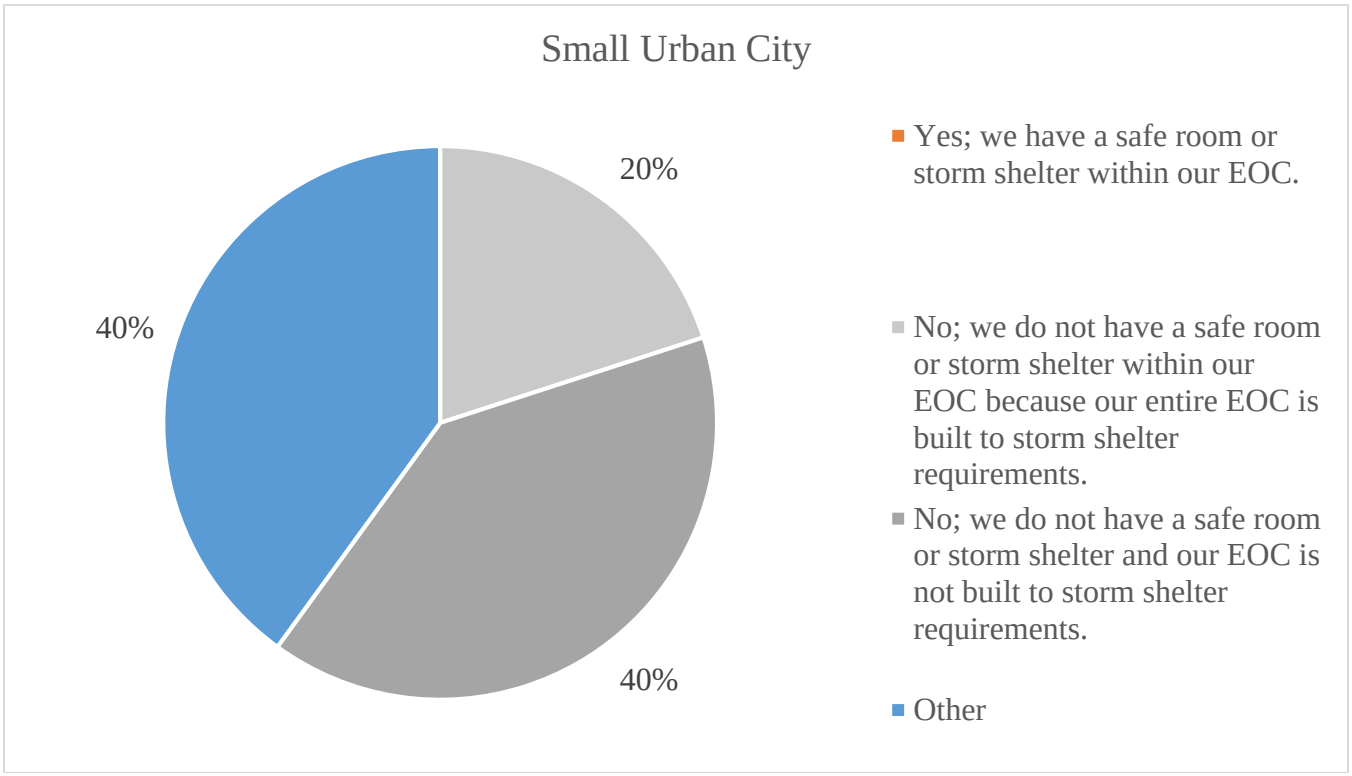
14. Is your EOC hardened (including but not limited to reinforced walls, window storm shutters, and other physical hardening measures)?

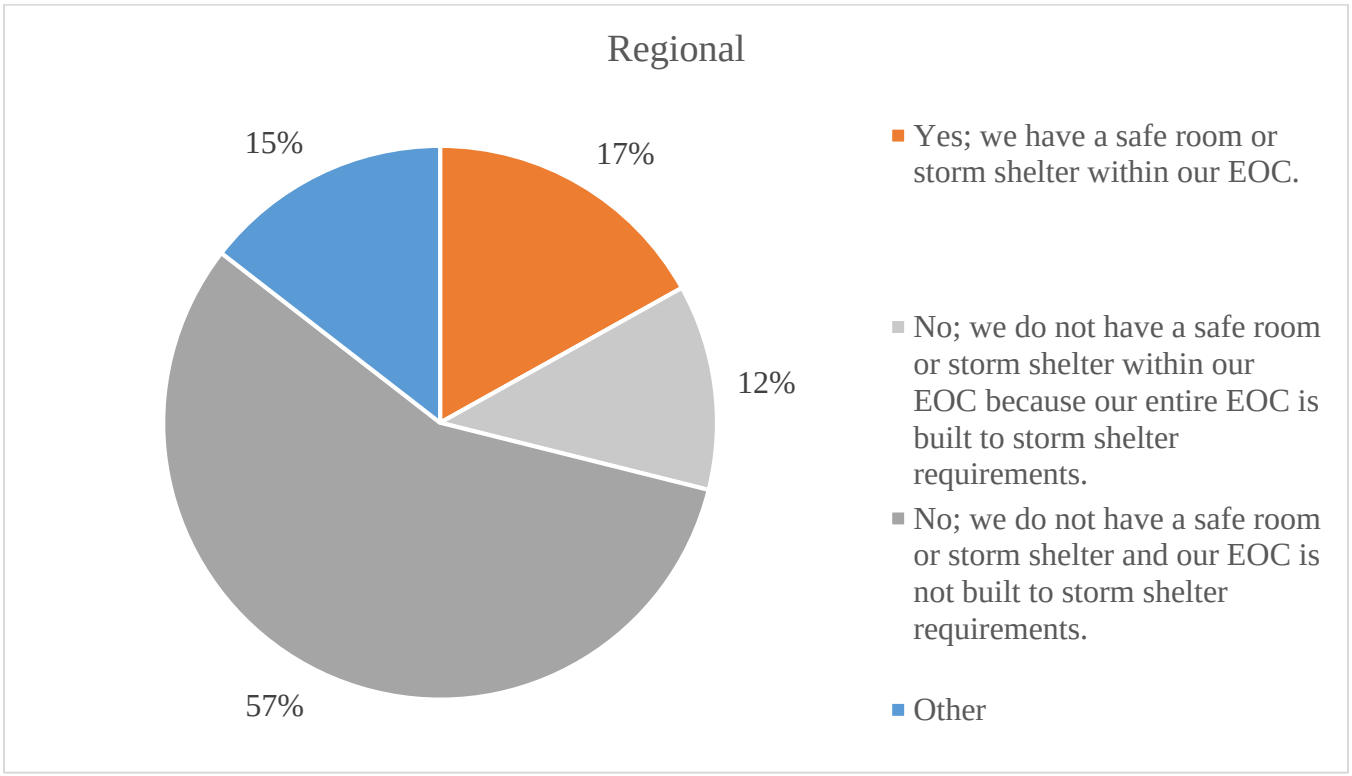


14.1 Of those who hardened their EOC, what construction code, standard, or guideline was used?

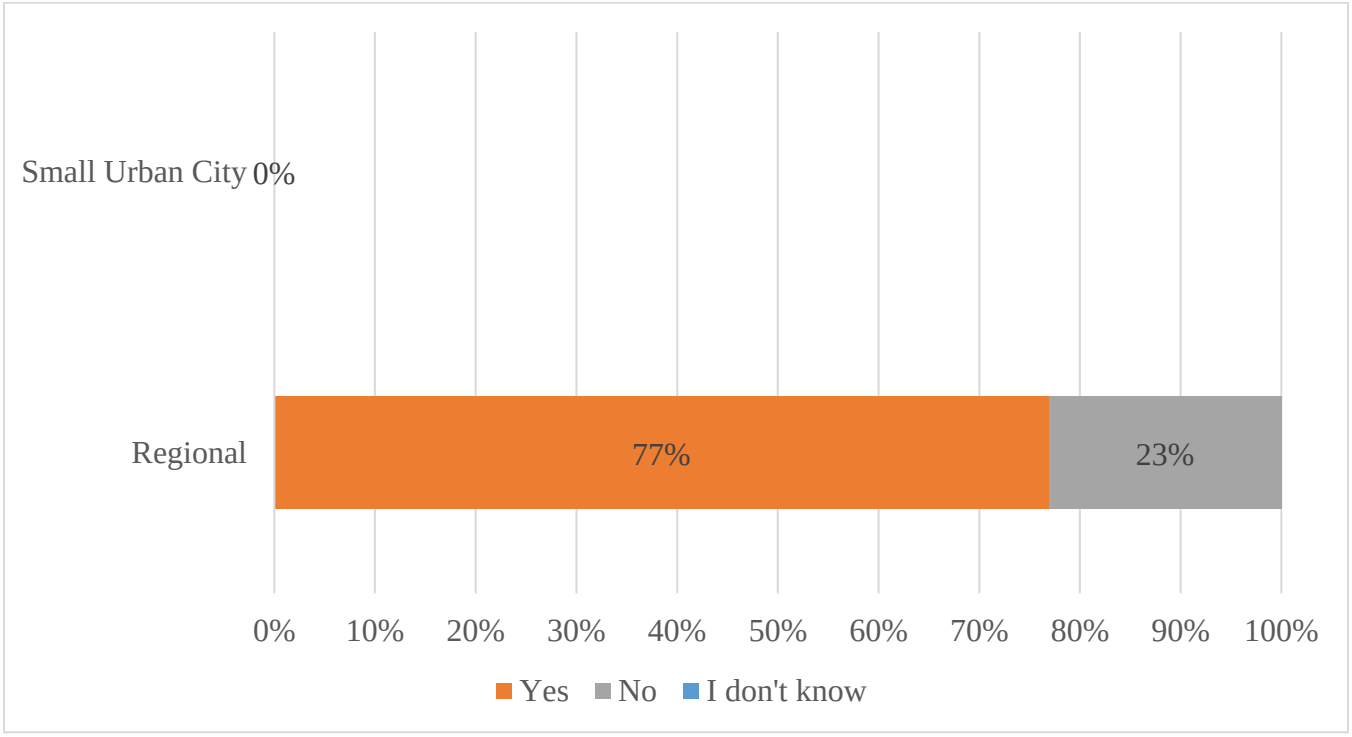


15. Does your EOC have a safe room or storm shelter for severe weather?

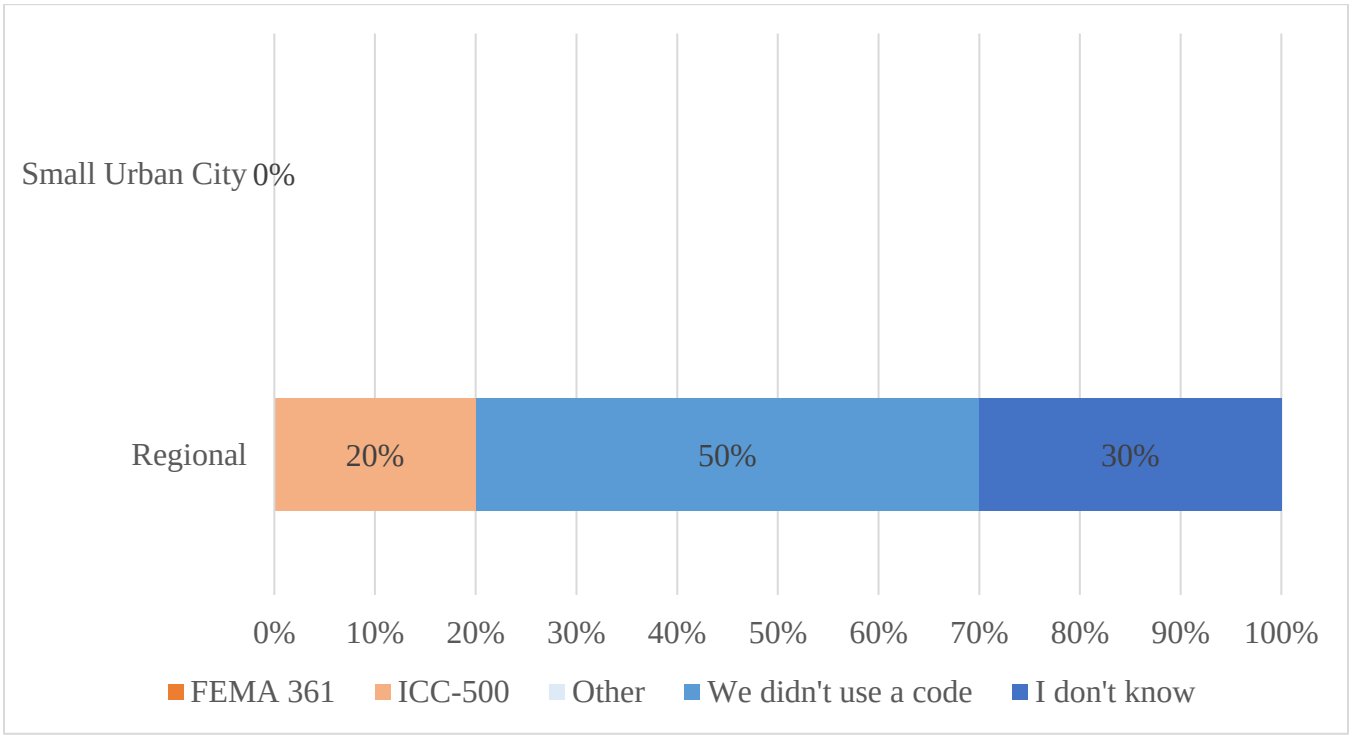




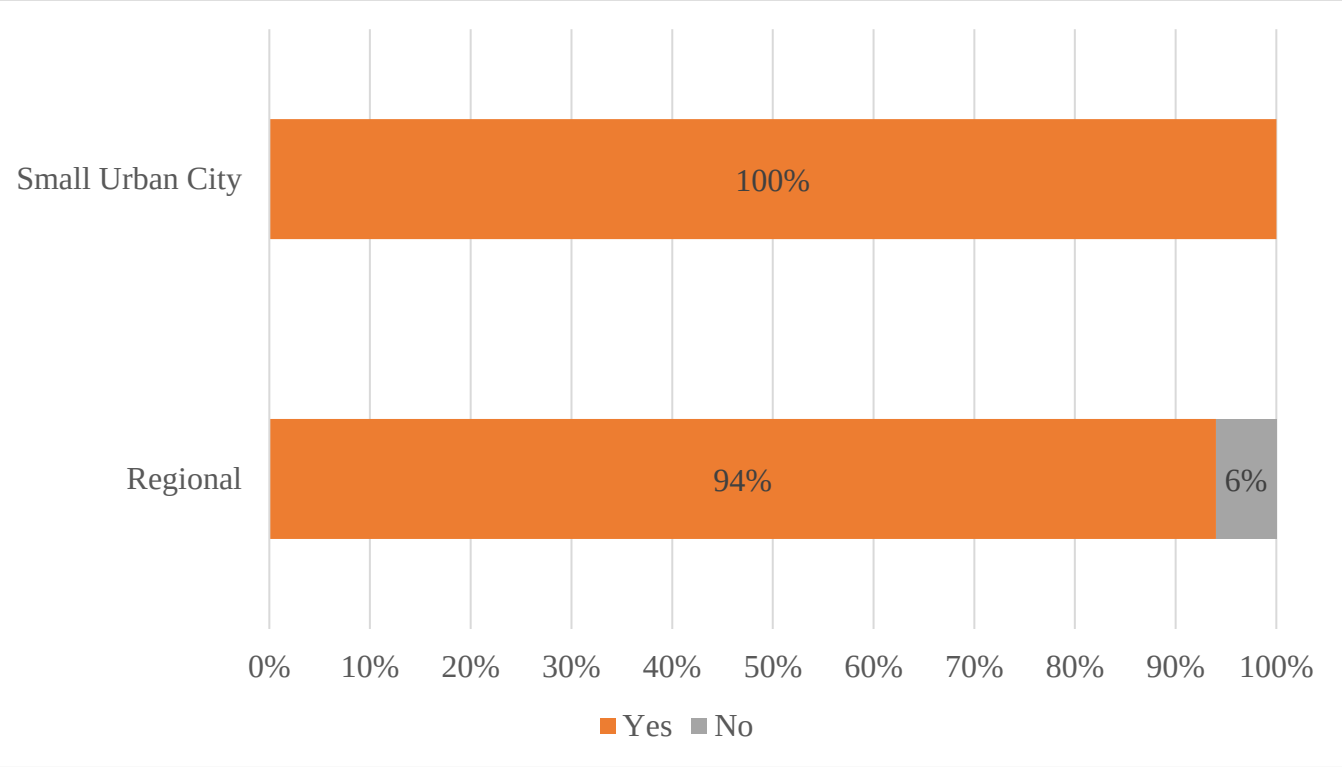
15.1 Of those who hardened have a safe room, is it hardened? *(Answers only apply to those who have a safe room)*



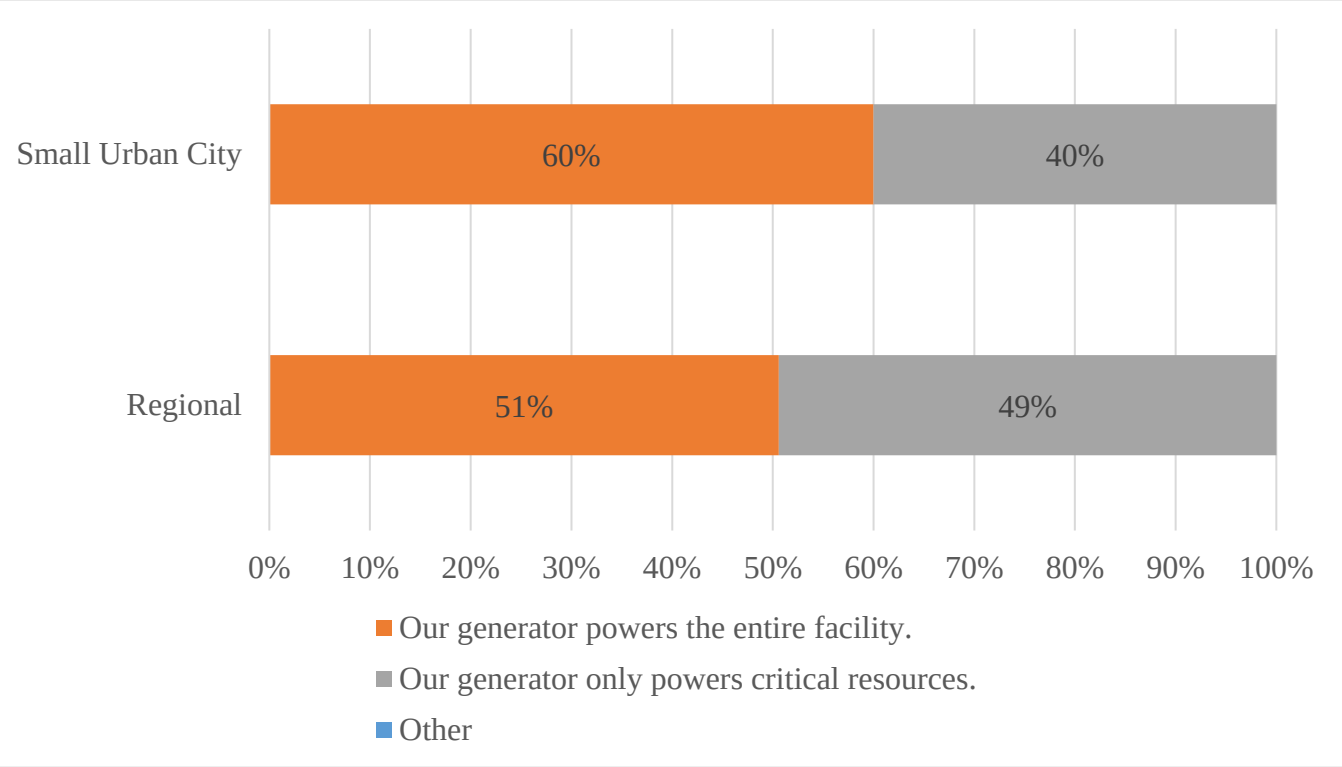
15.2 Of those who hardened have a hardened safe room, what code, standard, or guideline did you use? *(Answers only apply to those who indicated they have a hardened safe room)*



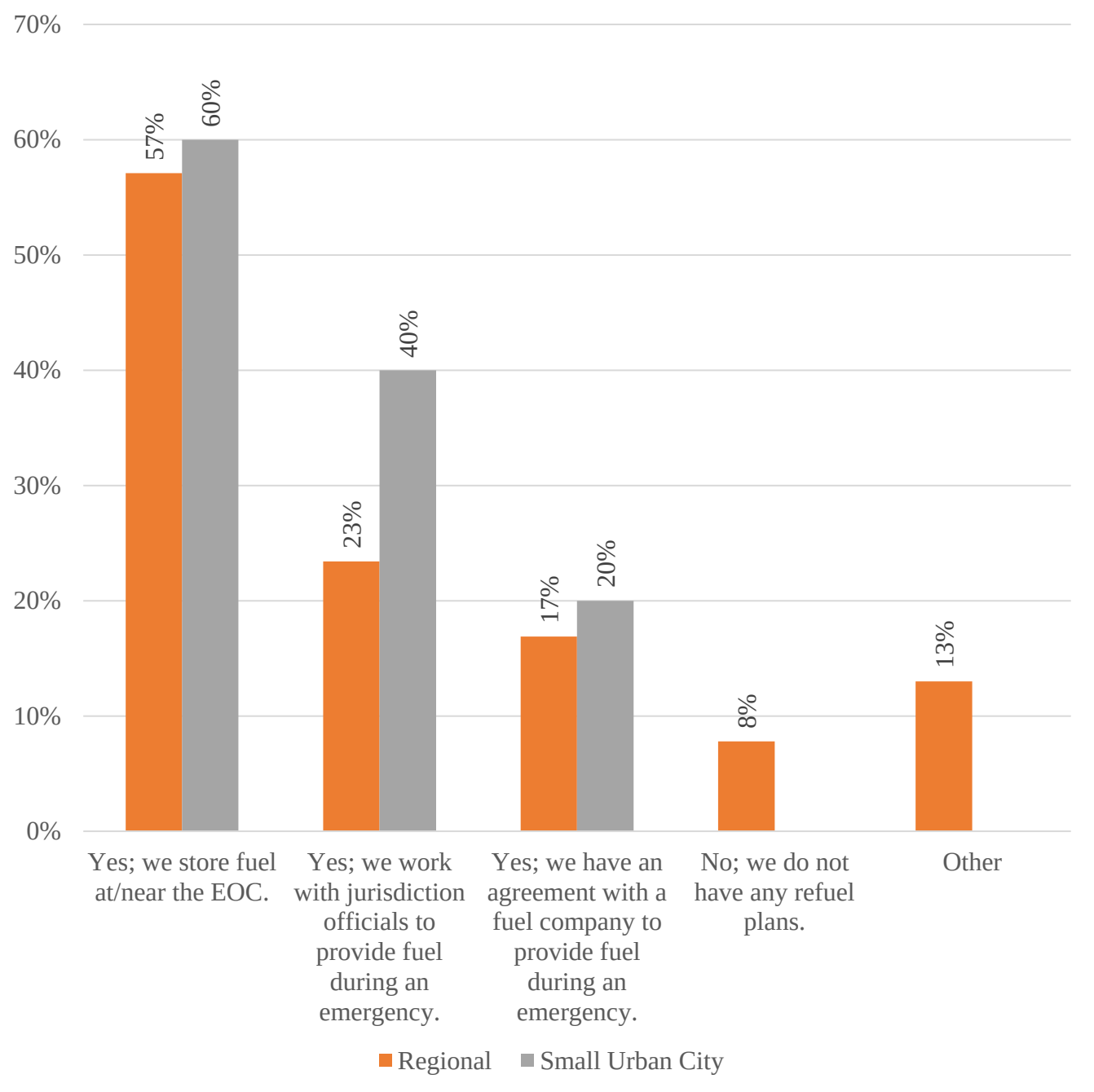
16. Does your EOC have backup generators?



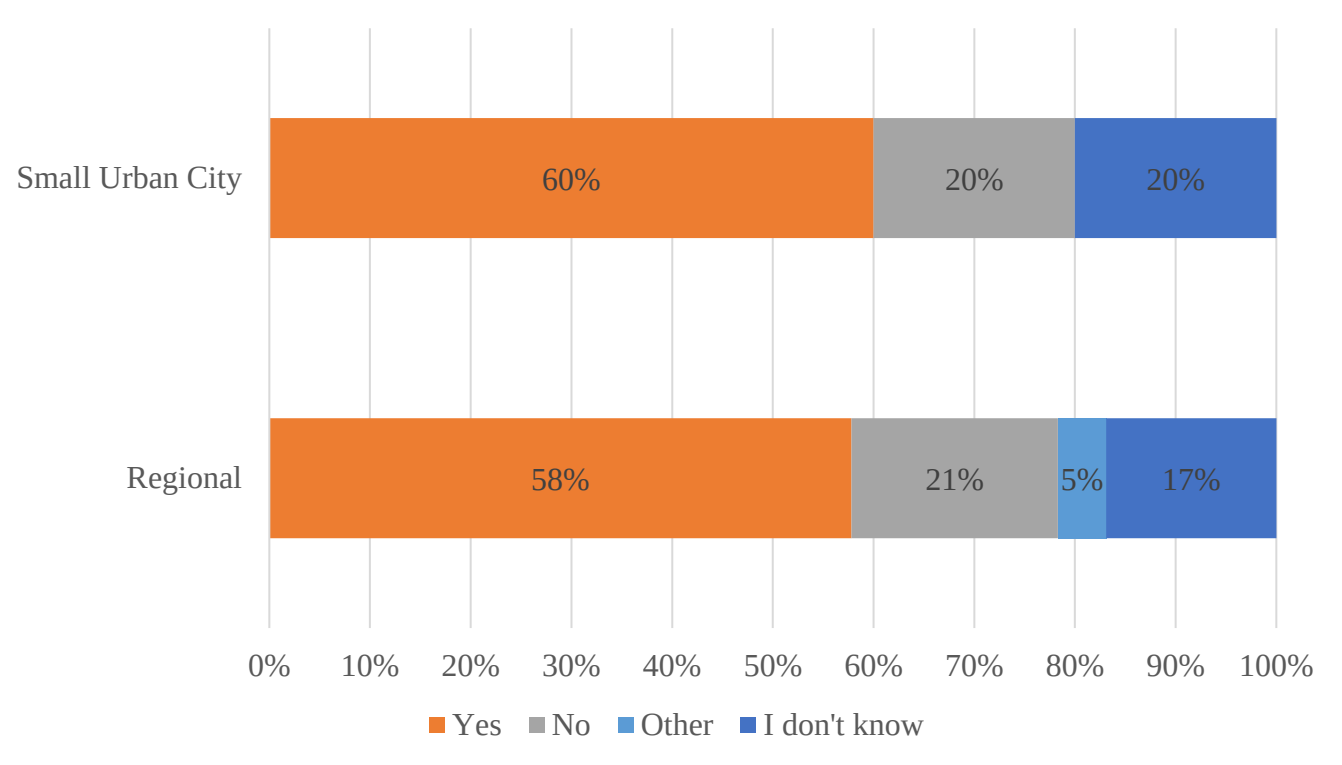
16.1 Of those who have backup generators, does the generator power the whole facility or just critical resources?



16.2 Of those who have backup generators, is your fuel source readily available (pre-stored or direct feed)?



17. Are your telephone and communications lines into the EOC protected under ground?

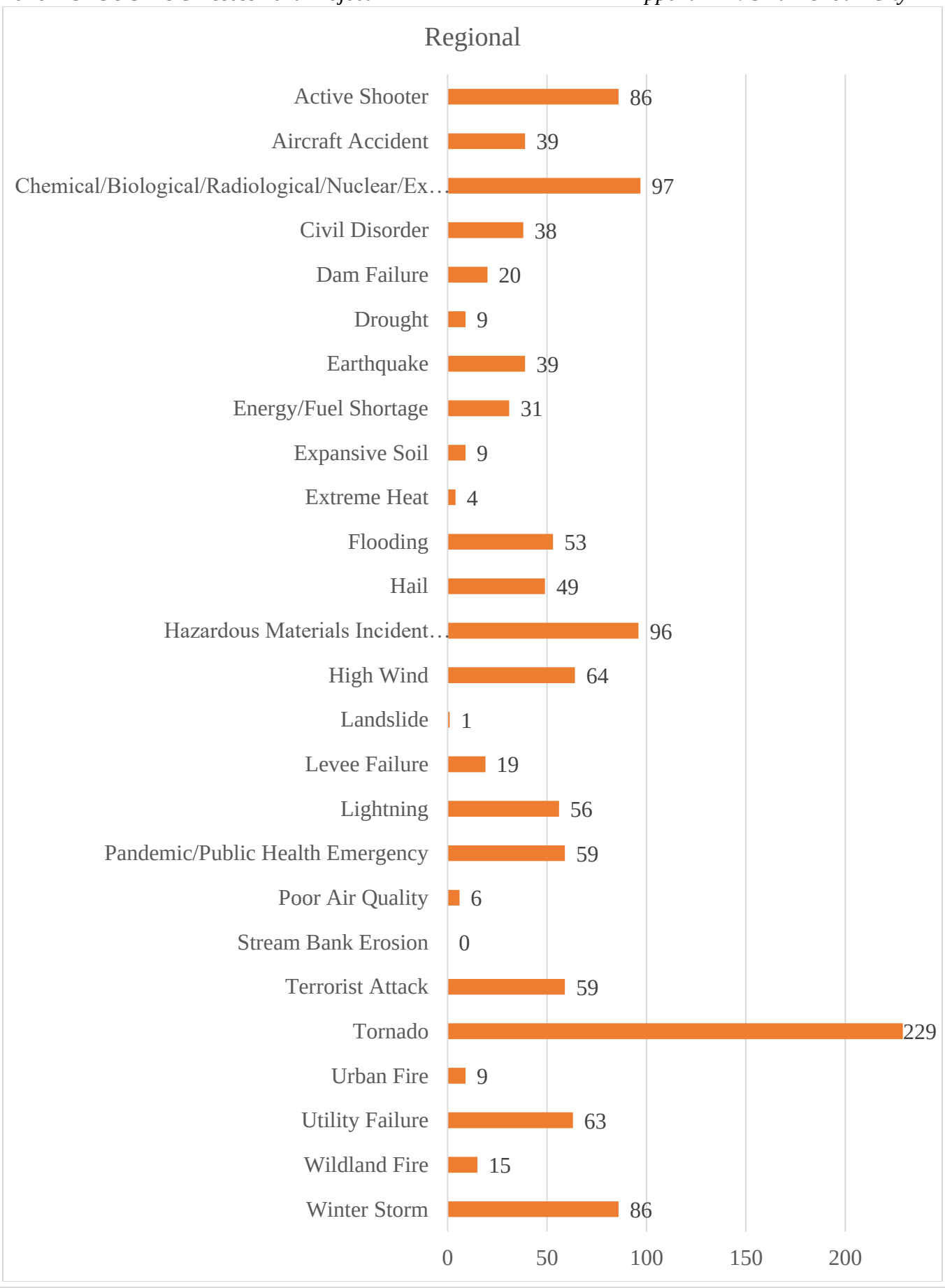


Security

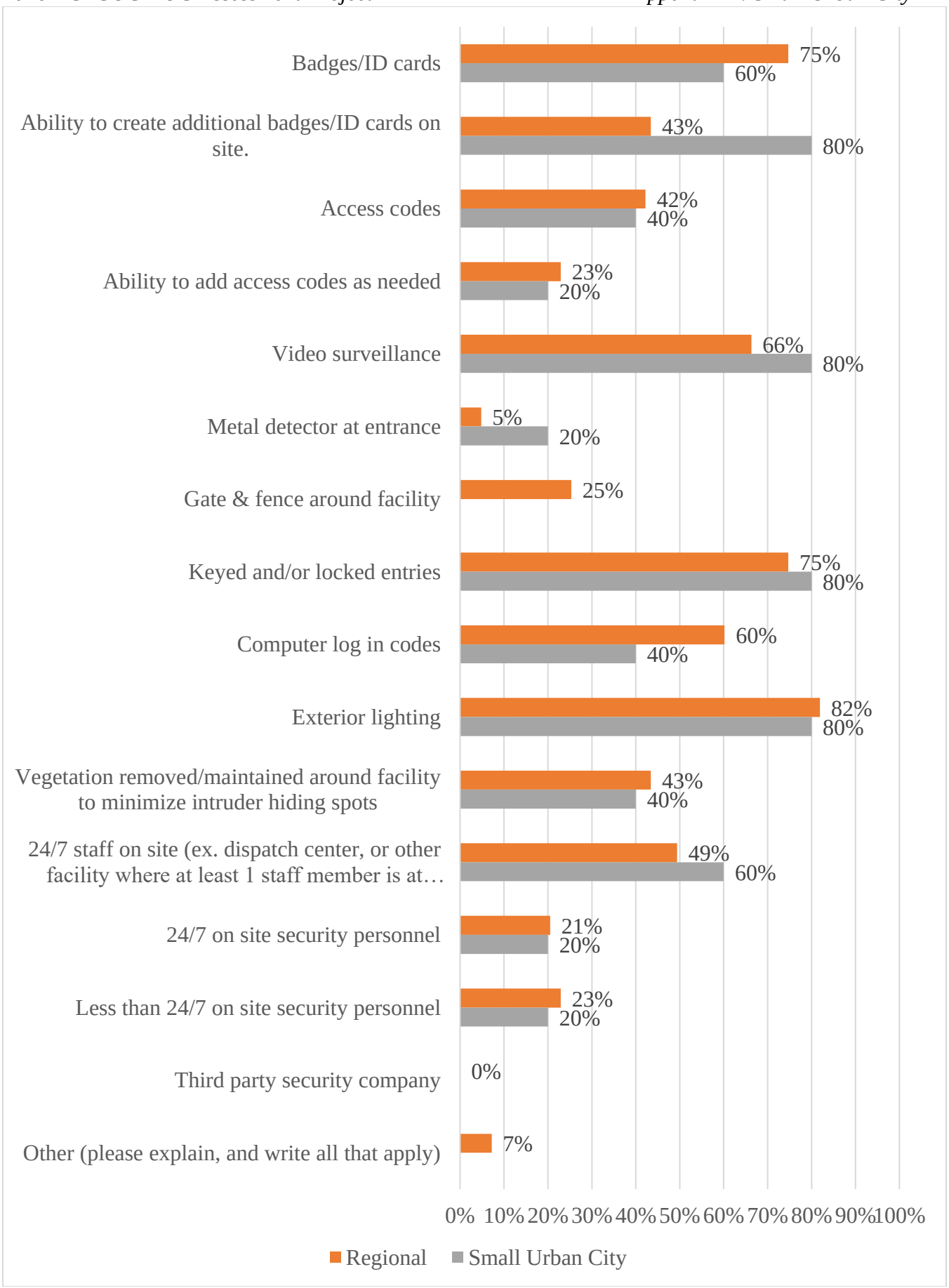
18. Of the hazards listed below, which pose the greatest unmitigated risk to your EOC facility?

Please select and rank your top 5 unmitigated hazards. The purpose of this question is to determine the top 5 hazards posing unmitigated risks to EOC facilities across our region. This data could help identify and prioritize future mitigation efforts. *(Answers ranked by assigning values to each answer based on its priority and summing the total priority votes. Top priority hazards were assigned a value of 5, second priority a value of 4, third priority a value of 3, fourth priority a value of 2, and fifth priority a value of 1.)*

Small Urban City
Active Shooter 6
Aircraft Accident 7
Chemical/Biological/Radiological/Nuclear/Explosi… 19
Civil Disorder 6
Dam Failure 1
Drought
Earthquake 3
Energy/Fuel Shortage 4
Expansive Soil 3
Extreme Heat
Flooding 1
Hail
Hazardous Materials Incident (Nuclear/Radiological) 3
High Wind
Landslide
Levee Failure
Lightning
Pandemic/Public Health Emergency 8
Poor Air Quality 1
Stream Bank Erosion
Terrorist Attack 8
Tornado 5
Urban Fire
Utility Failure
Wildland Fire
Winter Storm
0 2 4 6 8 10 12 14 16 18 20


Regional
Active Shooter 86
Aircraft Accident 39
Chemical/Biological/Radiological/Nuclear/Ex… 97
Civil Disorder 38
Dam Failure 20
Drought 9
Earthquake 39
Energy/Fuel Shortage 31
Expansive Soil 9
Extreme Heat 4
Flooding 53
Hail 49
Hazardous Materials Incident… 96
High Wind 64
Landslide 1
Levee Failure 19
Lightning 56
Pandemic/Public Health Emergency 59
Poor Air Quality 6
Stream Bank Erosion 0
Terrorist Attack 59
Tornado 229
Urban Fire 9
Utility Failure 63
Wildland Fire 15
Winter Storm 86
0 50 100 150 200

19. What types of site security and access control features are in place at the EOC? Please select all that apply.


Badges/ID cards
75%
60%
Ability to create additional badges/ID cards on site.
43%
80%
Access codes
42%
40%
Ability to add access codes as needed
23%
20%
Video surveillance
66%
80%
Metal detector at entrance
5%
20%
Gate & fence around facility
25%
Keyed and/or locked entries
75%
80%
Computer log in codes
60%
40%
Exterior lighting
82%
80%
Vegetation removed/maintained around facility to minimize intruder hiding spots
43%
40%
24/7 staff on site (ex. dispatch center, or other facility where at least 1 staff member is at…
49%
60%
24/7 on site security personnel
21%
20%
Less than 24/7 on site security personnel
23%
20%
Third party security company
0%
Other (please explain, and write all that apply)
7%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Regional
Small Urban City

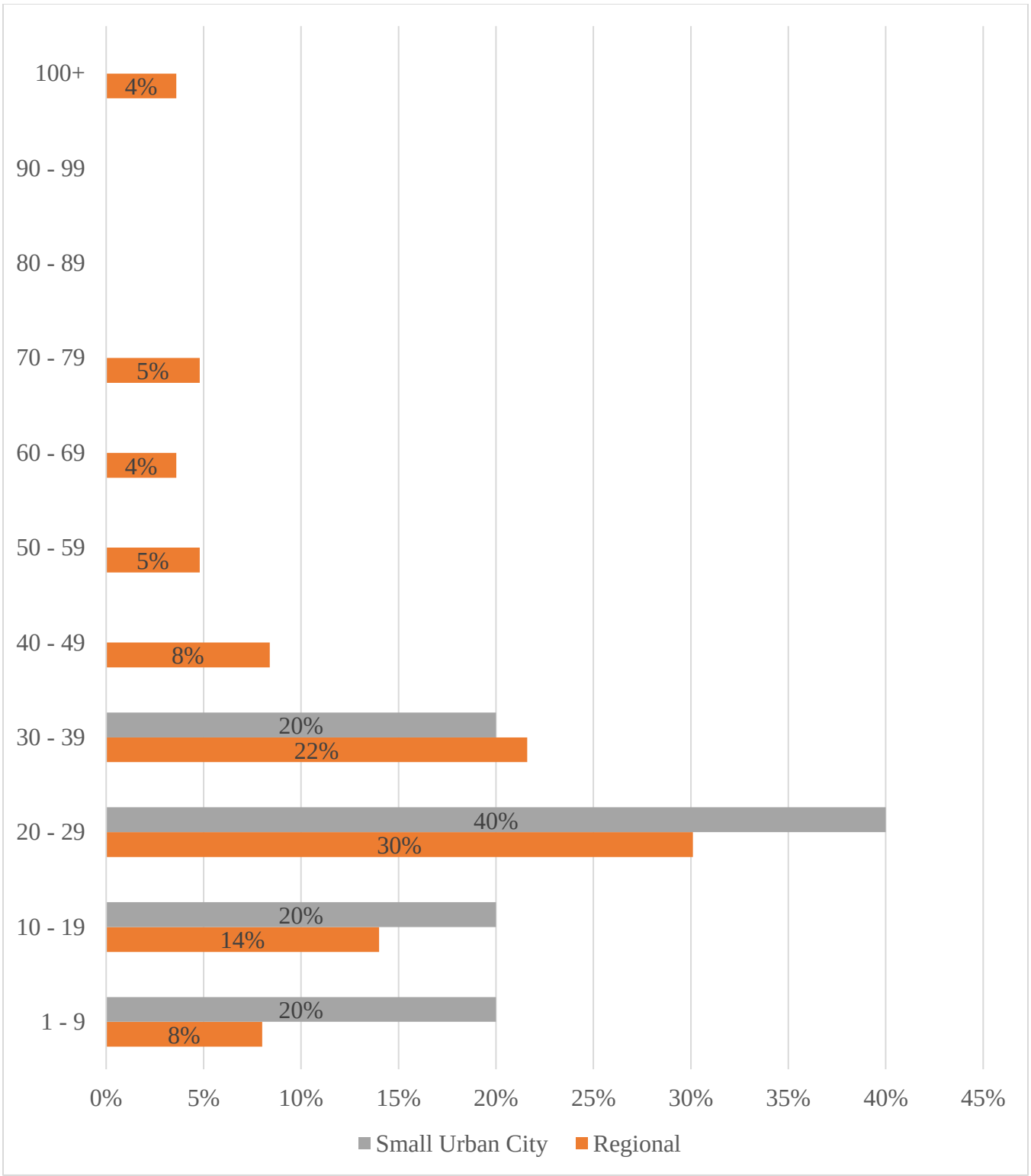
Sustainability, Interoperability, and Flexibility

20. Please select the most appropriate answer for each facility feature based on its availability.

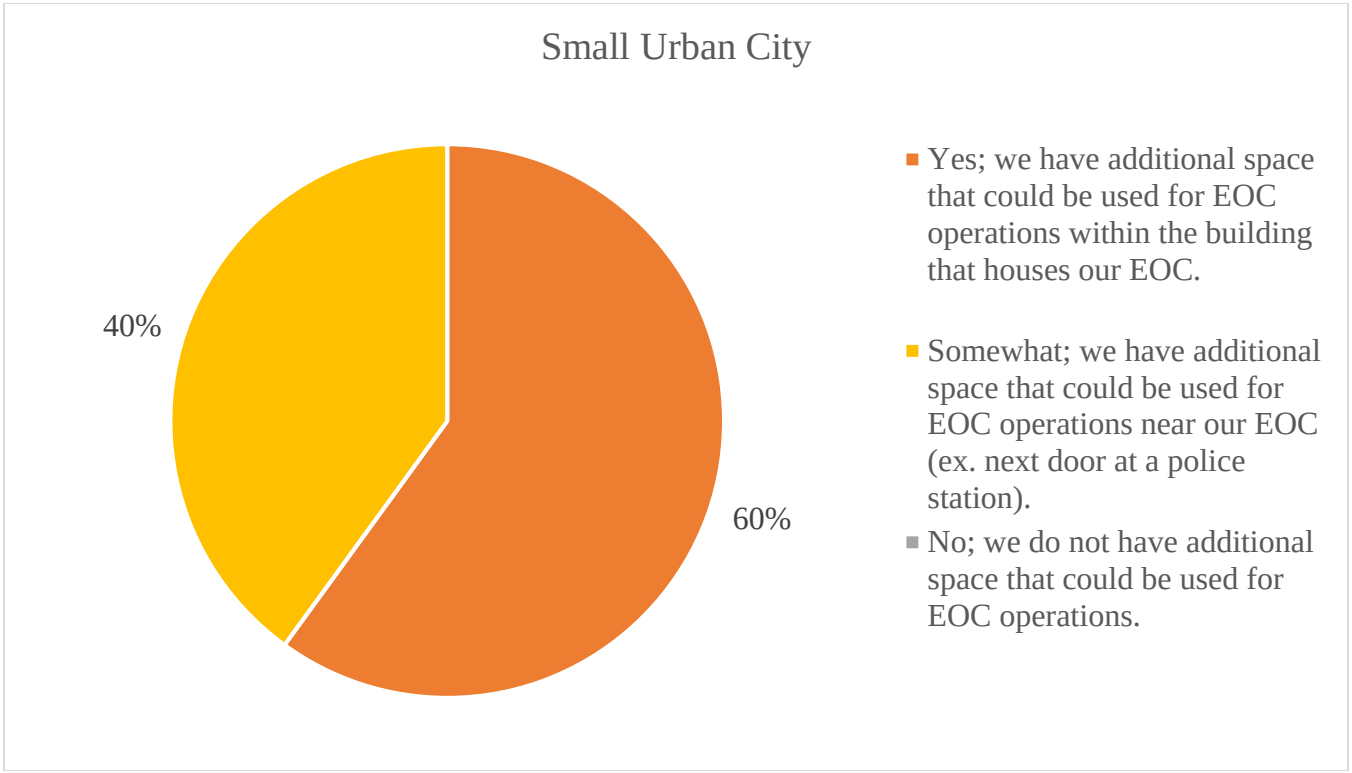
- *Sleeping quarters for staff*
- *Showers for staff*
- *Sufficient restrooms for staff*
- *Full size kitchen*
- *Breakroom/less than full size kitchen*

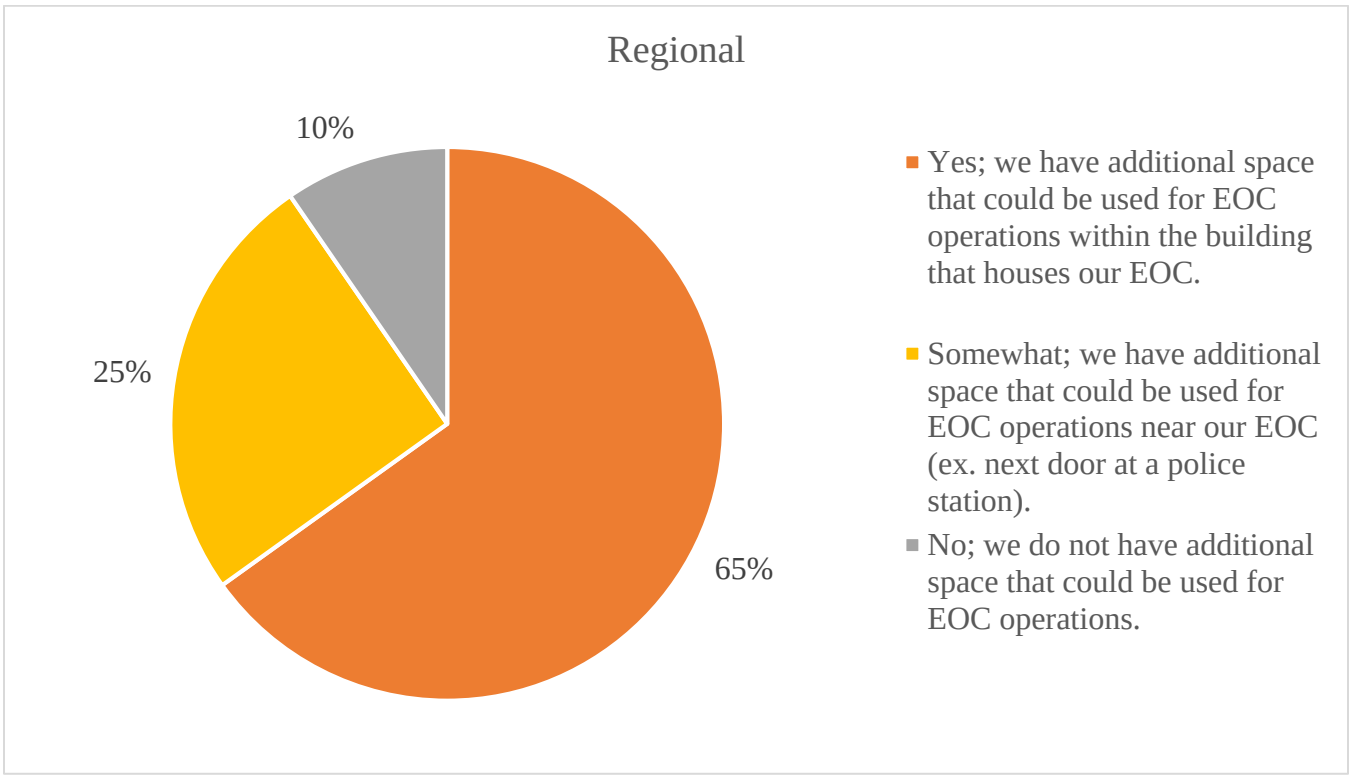
	Available in EOC		Available Near EOC		Not Available in EOC		Other	
	Regional	Small Urban City	Regional	Small Urban City	Regional	Small Urban City	Regional	Small Urban City
Sleeping quarters for staff	20.5%	0%	43.4%	0%	34.9%	100%	1.2%	0%
Showers for staff	37.3%	60%	49.4%	40%	13.3%	0%	0%	0%
Sufficient restrooms for staff	77.1%	80%	21.7%	20%	1.2%	0%	0%	0%
Full size kitchen	33.7%	40%	39.8%	20%	22.9%	20%	3.6%	20%
Breakroom/Less than full size kitchen	66.7%	80%	27.2%	20%	6.2%	0%	0%	0%

21. How many people can your EOC comfortably accommodate for a full scale response?

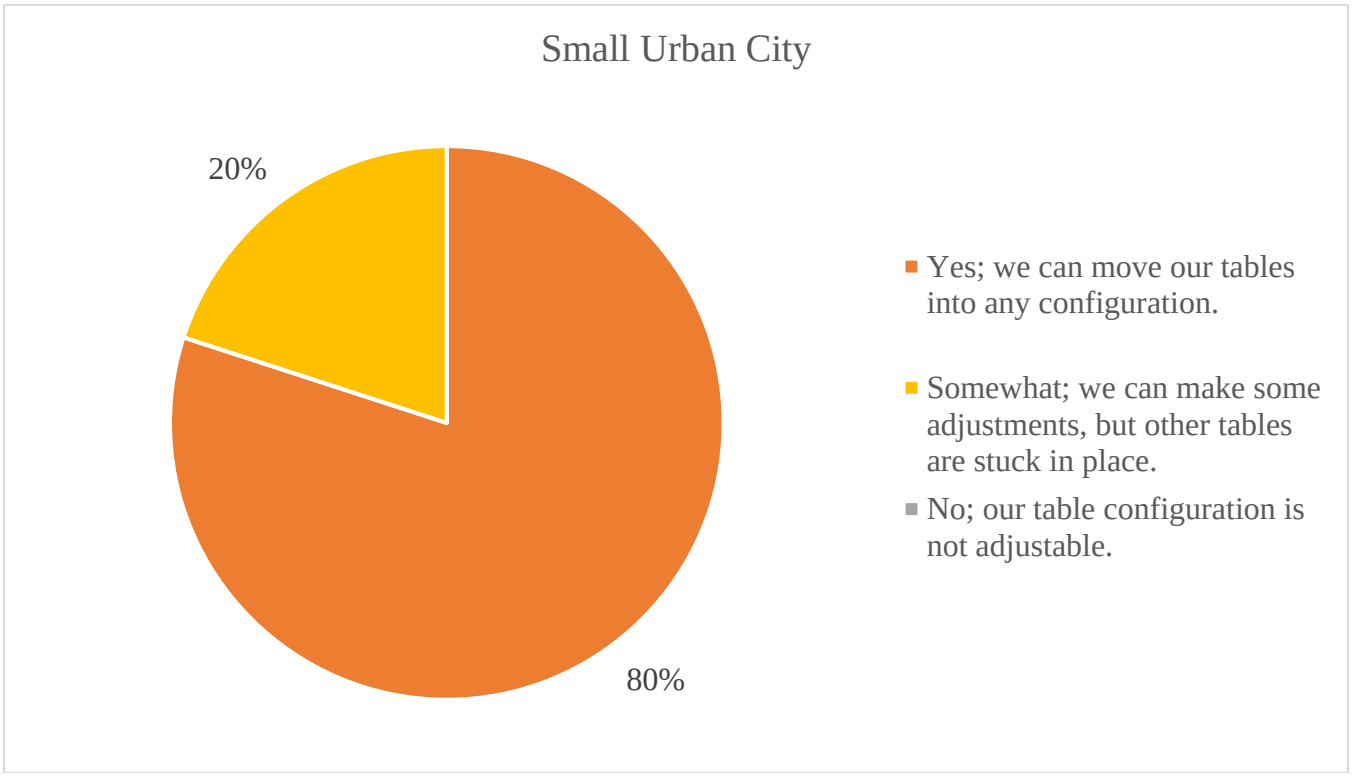


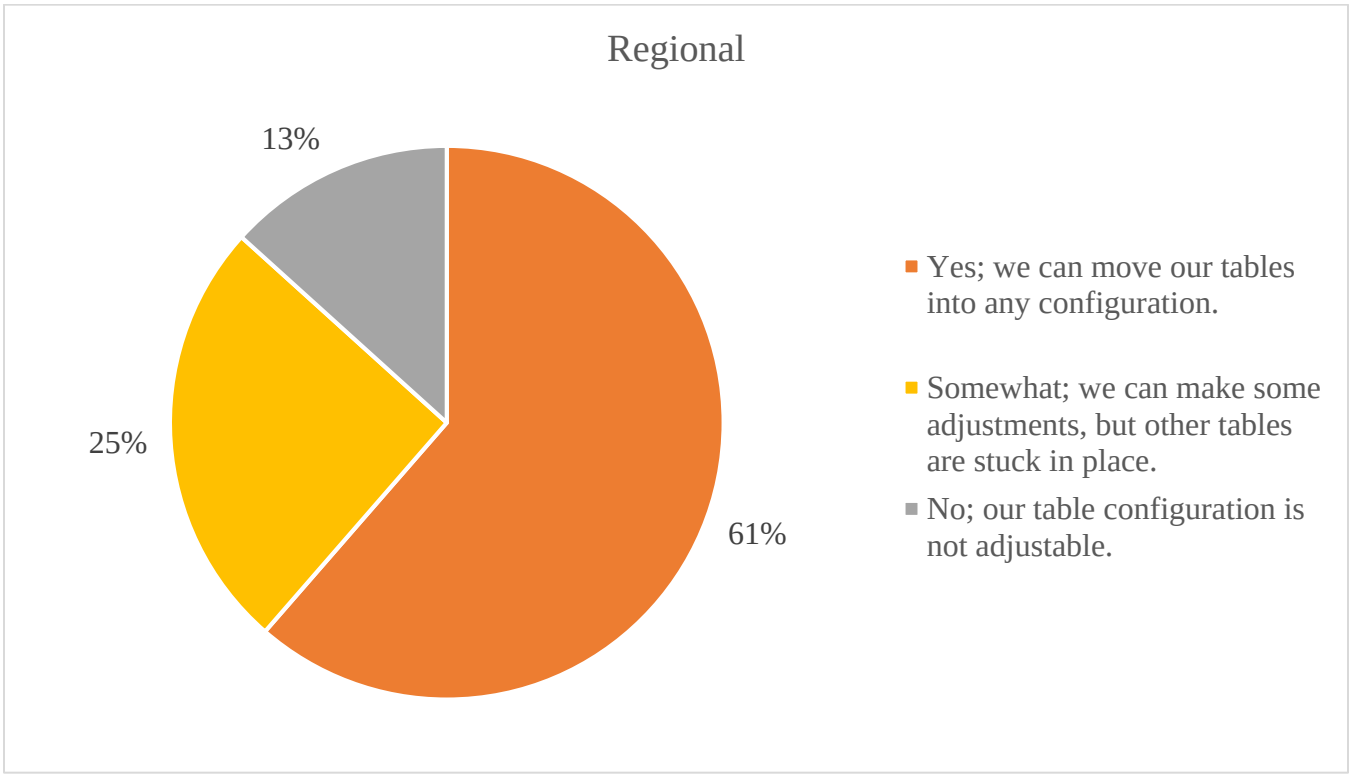
22. Is your EOC expandable, allowing for adding more personnel beyond the main room and utilizing ancillary rooms/ break-out rooms in the same building?



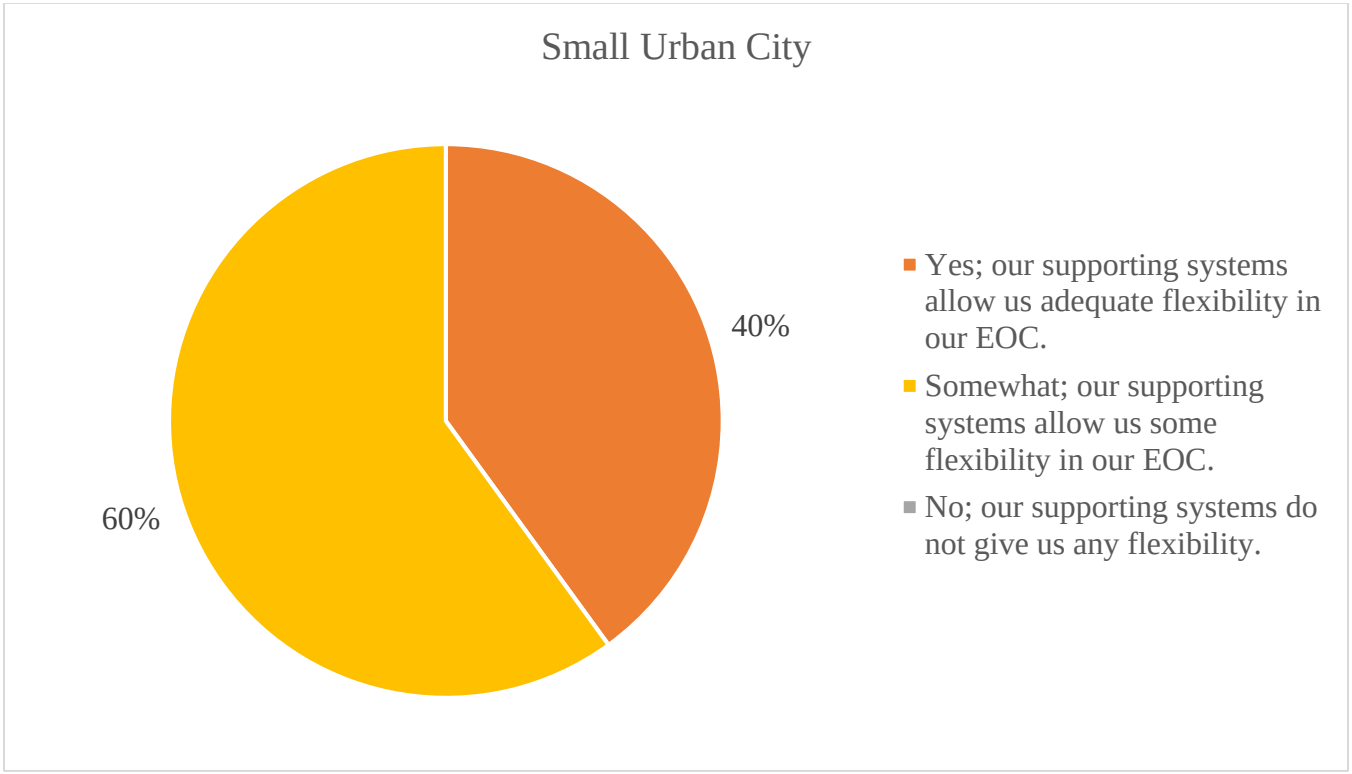


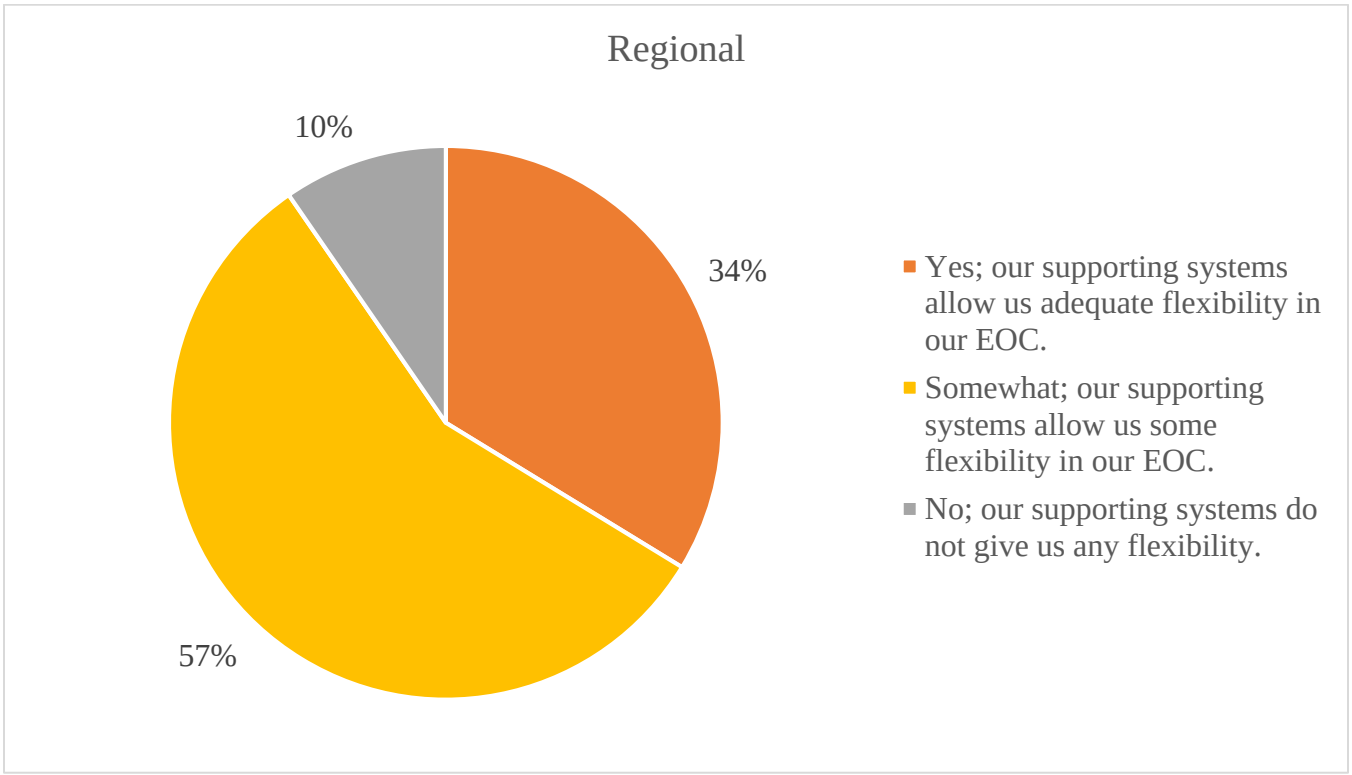
23. Are you able to adjust the table configuration in your EOC?



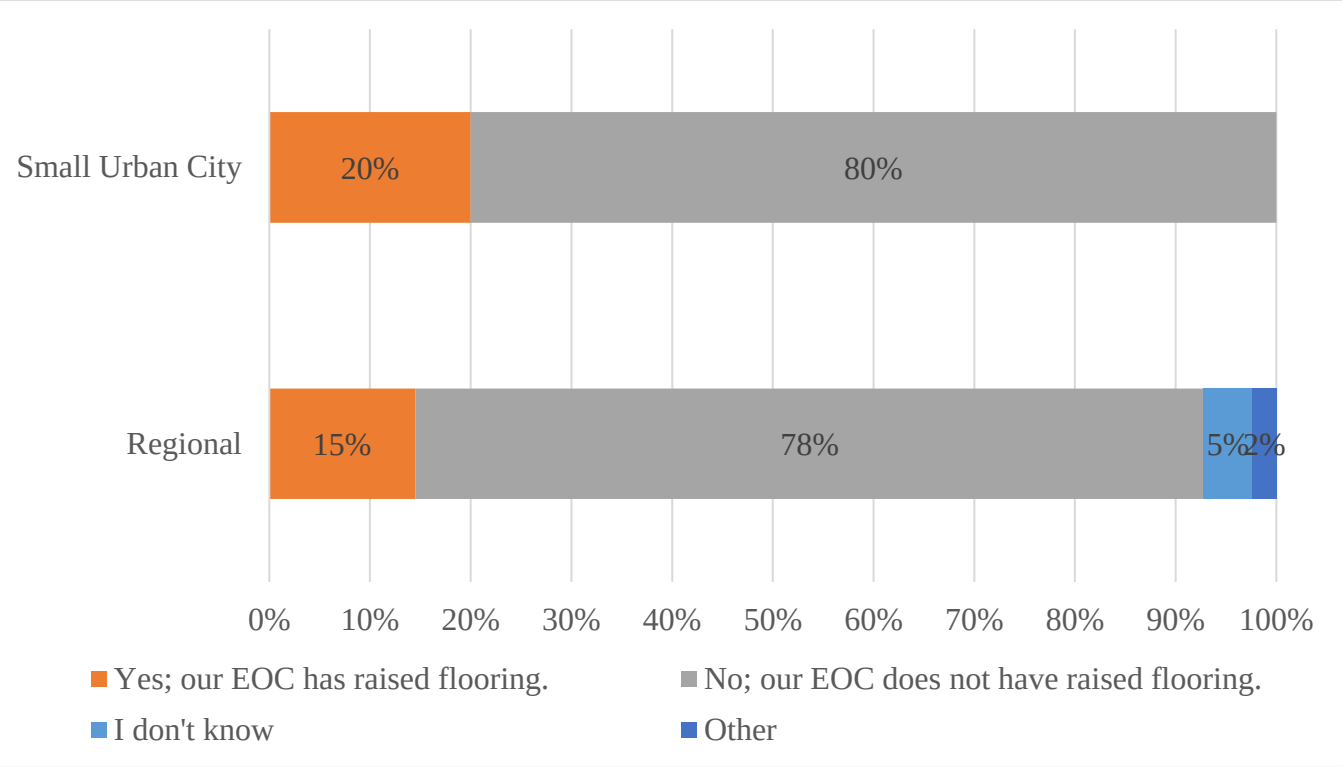


24. Do the supporting systems in your EOC allow you the flexibility you need in your EOC (i.e., power outlets, phone lines, etc.)?





25. Does your EOC feature raised flooring?

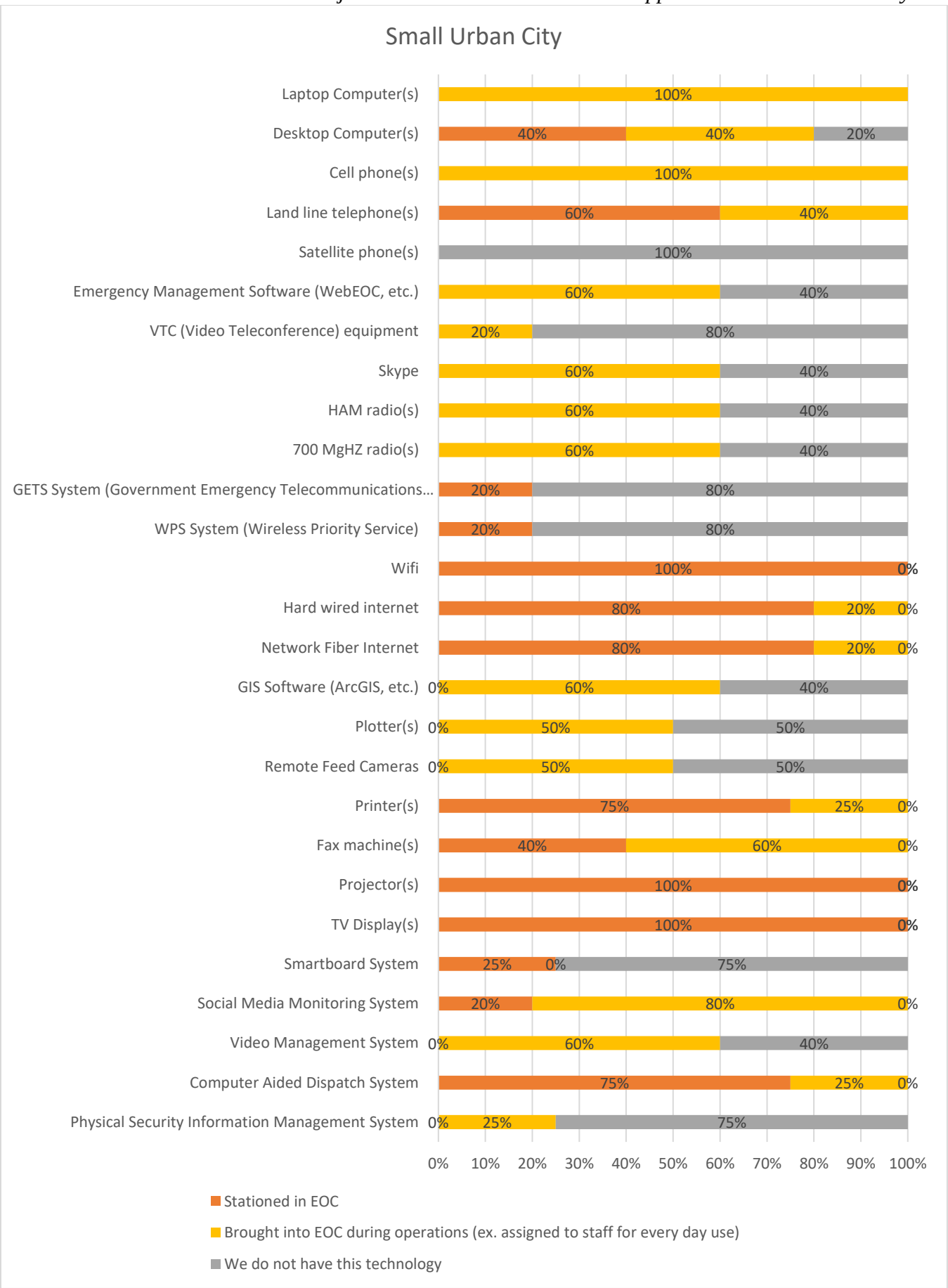


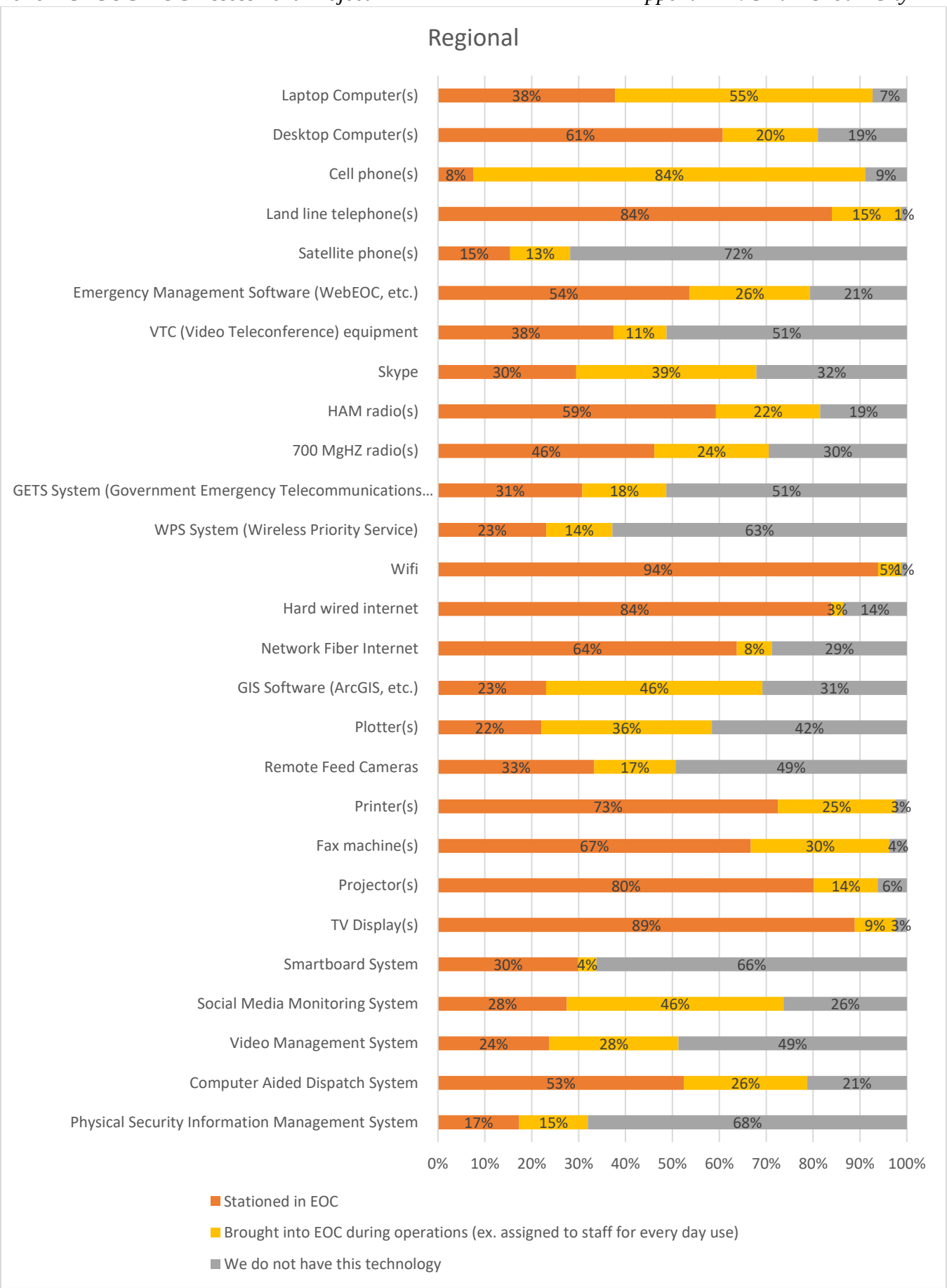
26. What single physical improvement would most benefit your EOC?

Equipment

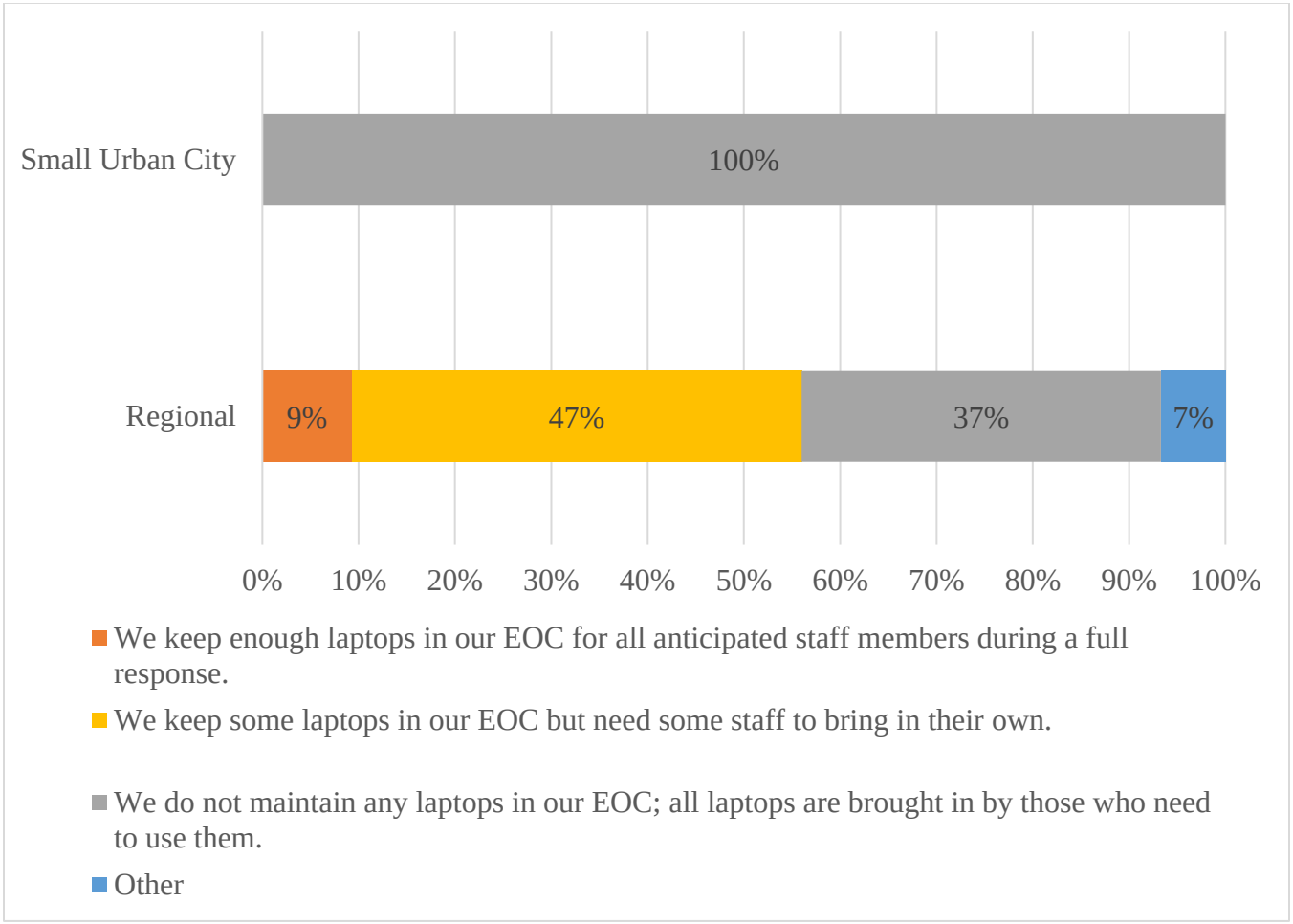
27. Please select each of the following technologies that are used in your EOC based on whether they are permanently stationed in your EOC or are brought in when needed.

- *Laptop Computer(s)*
- *Desktop Computer(s)*
- *Cell phone(s)*
- *Land line telephone(s)*
- *Satellite phone(s)*
- *Emergency Management Software (WebEOC, etc.)*
- *VTC (Video Teleconference) equipment*
- *Skype*
- *HAM radio(s)*
- *700 MgHZ radio(s)*
- *GETS System (Government Emergency Telecommunications Service)*
- *WPS System (Wireless Priority Service)*
- *Wi-Fi*
- *Hard Wired Internet*
- *Network Fiber Internet*
- *GIS Software (ArcGIS, etc.)*
- *Plotter(s)*
- *Remote Feed Cameras*
- *Printer(s)*
- *Fax machine(s)*
- *Projector(s)*
- *TV Display(s)*
- *Smartboard System*
- *Social Media Monitoring System*
- *Video Management System*
- *Computer Aided Dispatch System*
- *Physical Security Information Management System*

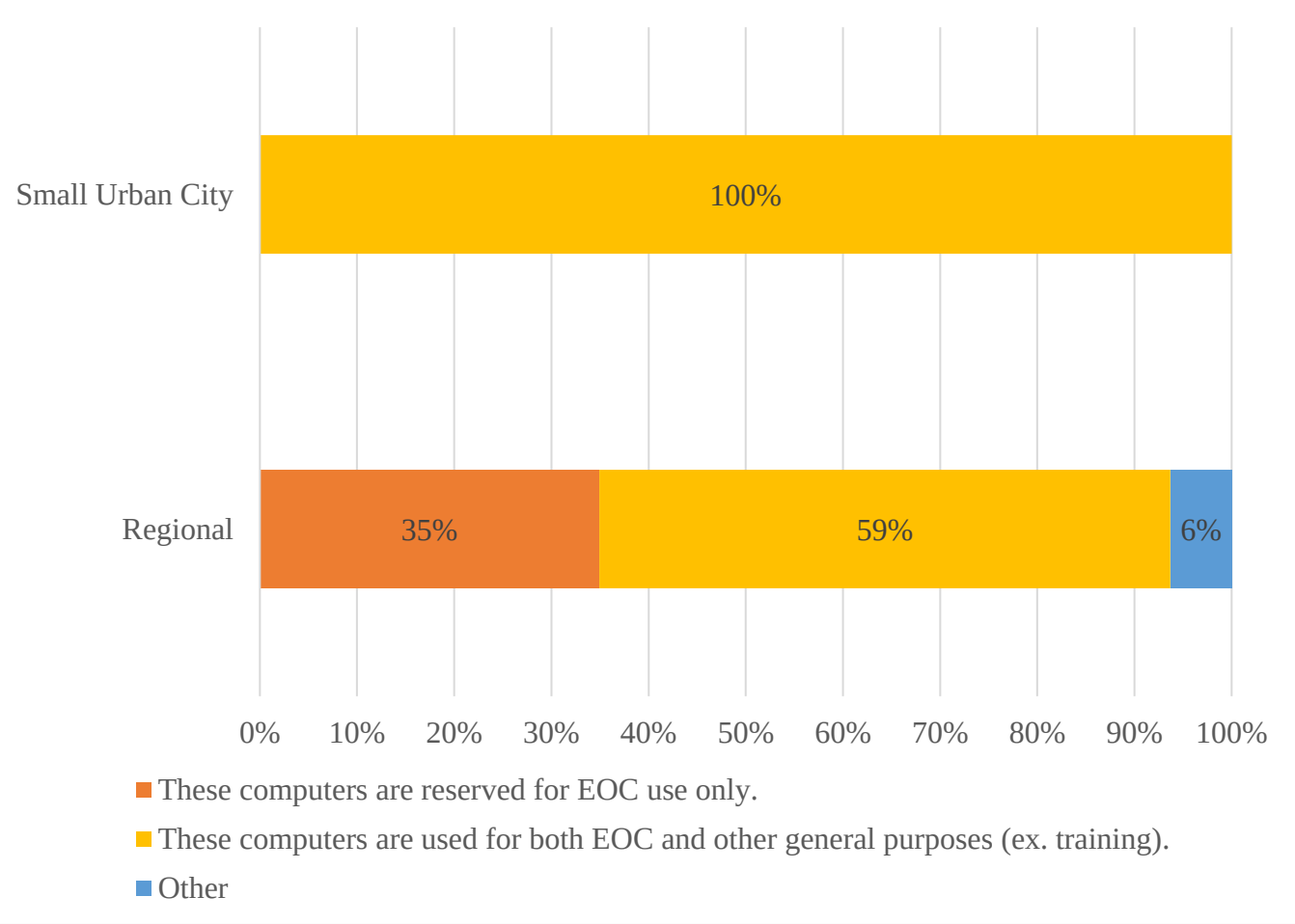

Small Urban City
Laptop Computer(s) 100%
Desktop Computer(s) 40% 40% 20%
Cell phone(s) 100%
Land line telephone(s) 60% 40%
Satellite phone(s) 100%
Emergency Management Software (WebEOC, etc.) 60% 40%
VTC (Video Teleconference) equipment 20% 80%
Skype 60% 40%
HAM radio(s) 60% 40%
700 MgHZ radio(s) 60% 40%
GETS System (Government Emergency Telecommunications... 20% 80%
WPS System (Wireless Priority Service) 20% 80%
Wifi 100% 0%
Hard wired internet 80% 20% 0%
Network Fiber Internet 80% 20% 0%
GIS Software (ArcGIS, etc.) 0% 60% 40%
Plotter(s) 0% 50% 50%
Remote Feed Cameras 0% 50% 50%
Printer(s) 75% 25% 0%
Fax machine(s) 40% 60% 0%
Projector(s) 100% 0%
TV Display(s) 100% 0%
Smartboard System 25% 0% 75%
Social Media Monitoring System 20% 80% 0%
Video Management System 0% 60% 40%
Computer Aided Dispatch System 75% 25% 0%
Physical Security Information Management System 0% 25% 75%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology


Regional
Laptop Computer(s) 38% 55% 7%
Desktop Computer(s) 61% 20% 19%
Cell phone(s) 8% 84% 9%
Land line telephone(s) 84% 15% 1%
Satellite phone(s) 15% 13% 72%
Emergency Management Software (WebEOC, etc.) 54% 26% 21%
VTC (Video Teleconference) equipment 38% 11% 51%
Skype 30% 39% 32%
HAM radio(s) 59% 22% 19%
700 MgHZ radio(s) 46% 24% 30%
GETS System (Government Emergency Telecommunications... 31% 18% 51%
WPS System (Wireless Priority Service) 23% 14% 63%
Wifi 94% 5% 1%
Hard wired internet 84% 3% 14%
Network Fiber Internet 64% 8% 29%
GIS Software (ArcGIS, etc.) 23% 46% 31%
Plotter(s) 22% 36% 42%
Remote Feed Cameras 33% 17% 49%
Printer(s) 73% 25% 3%
Fax machine(s) 67% 30% 4%
Projector(s) 80% 14% 6%
TV Display(s) 89% 9% 3%
Smartboard System 30% 4% 66%
Social Media Monitoring System 28% 46% 26%
Video Management System 24% 28% 49%
Computer Aided Dispatch System 53% 26% 21%
Physical Security Information Management System 17% 15% 68%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology

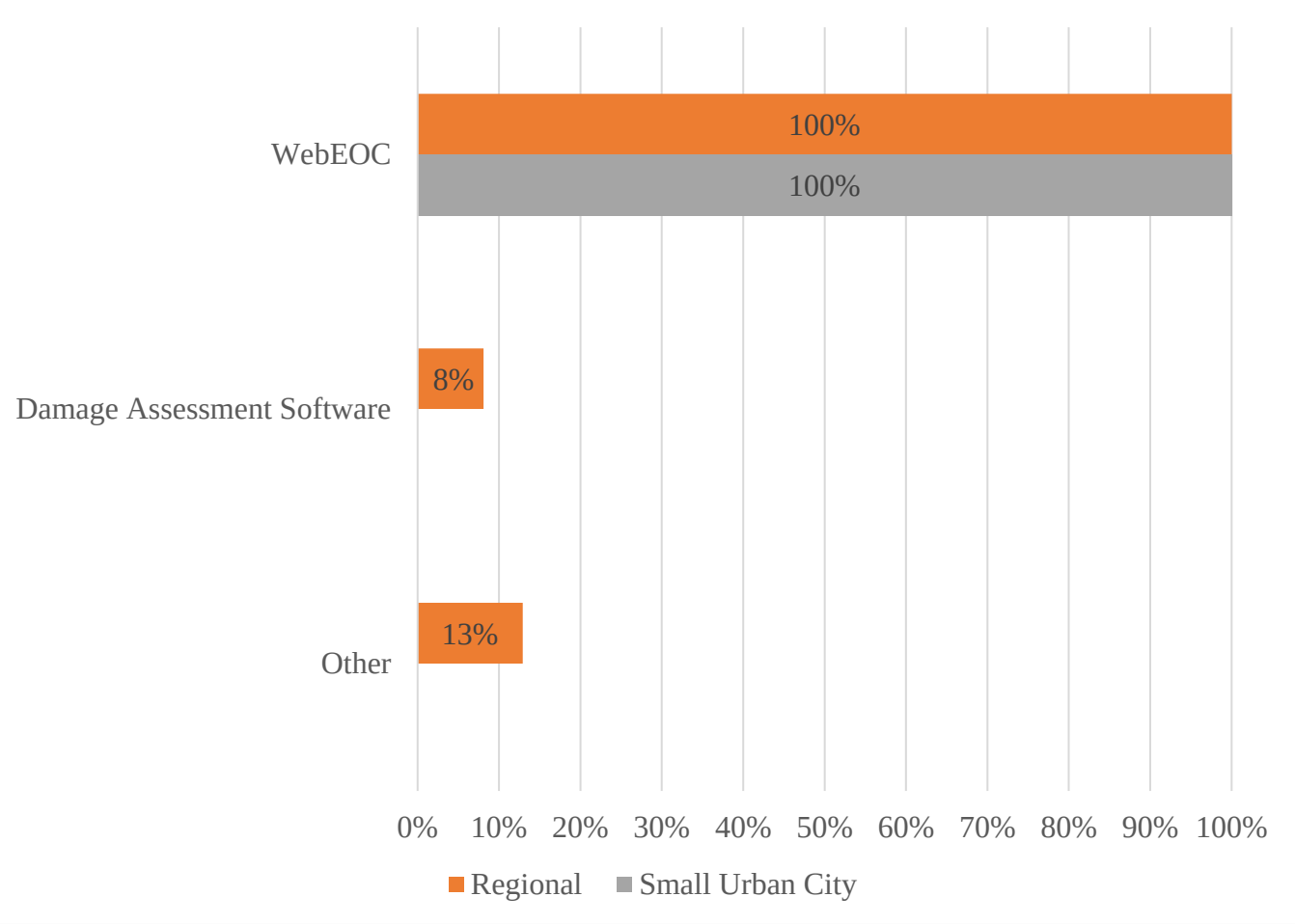
28. Please select the best representation of how laptops are used in your EOC.



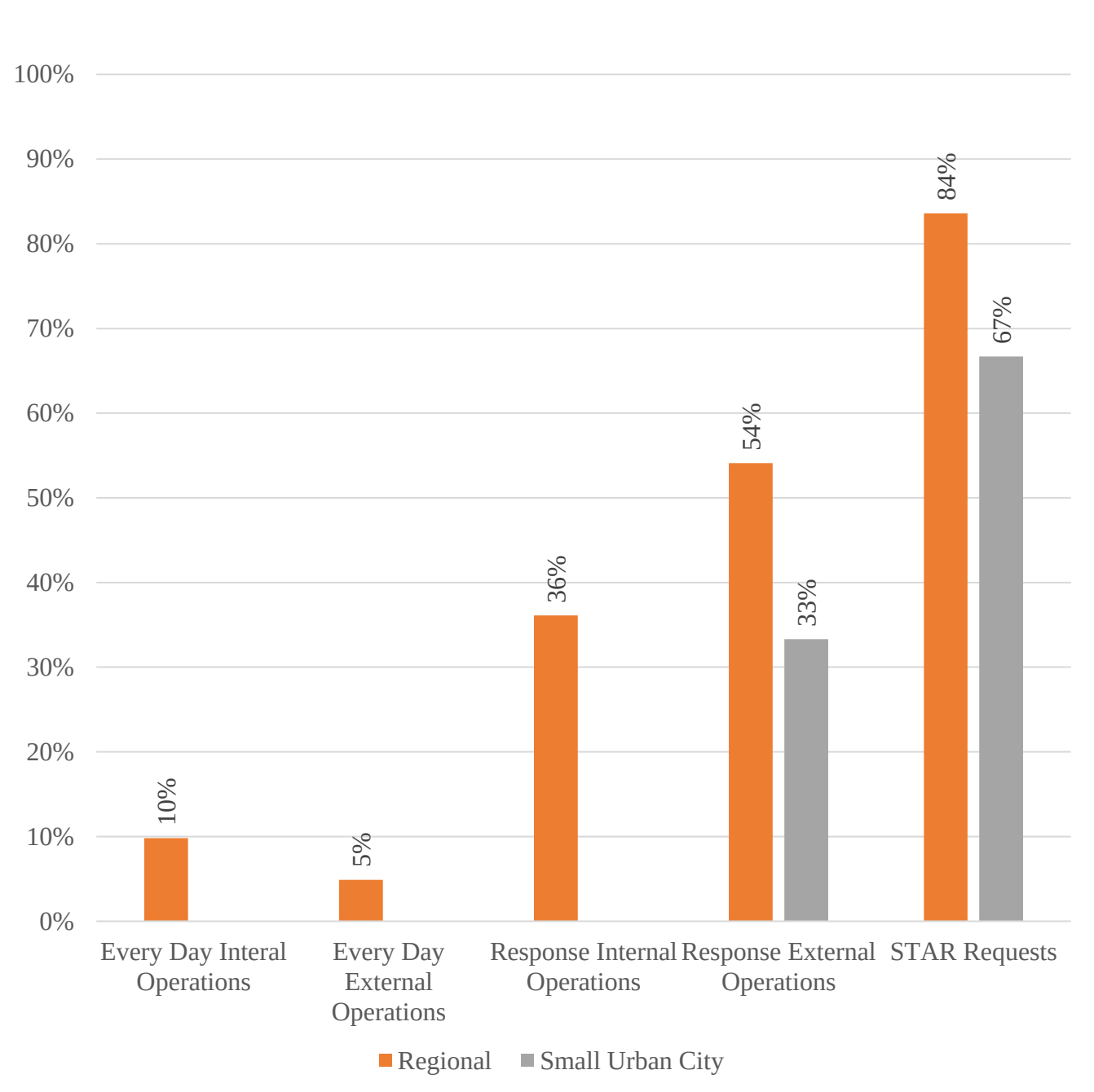
29. Please select the best representation of how desktop computer(s) are used in your EOC.



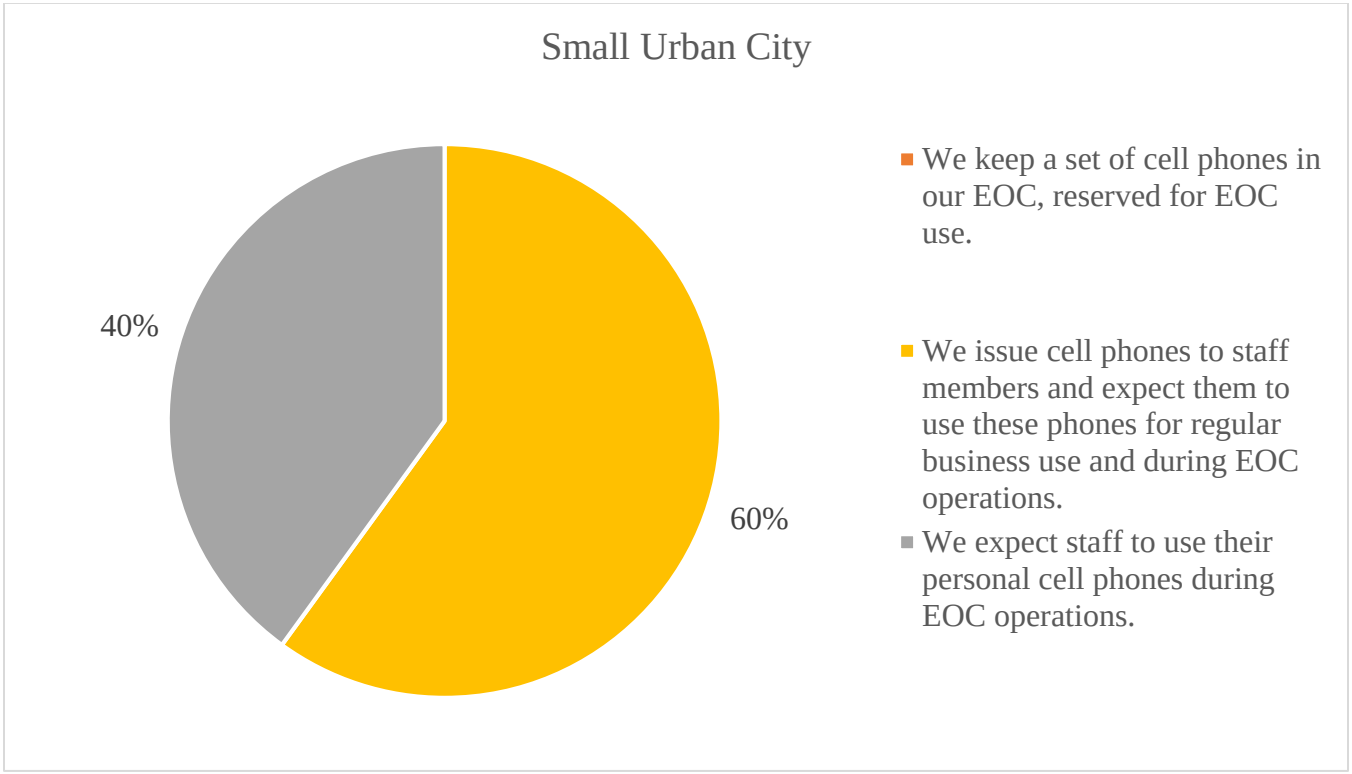
30. What emergency management software do you have? Please select all that apply.

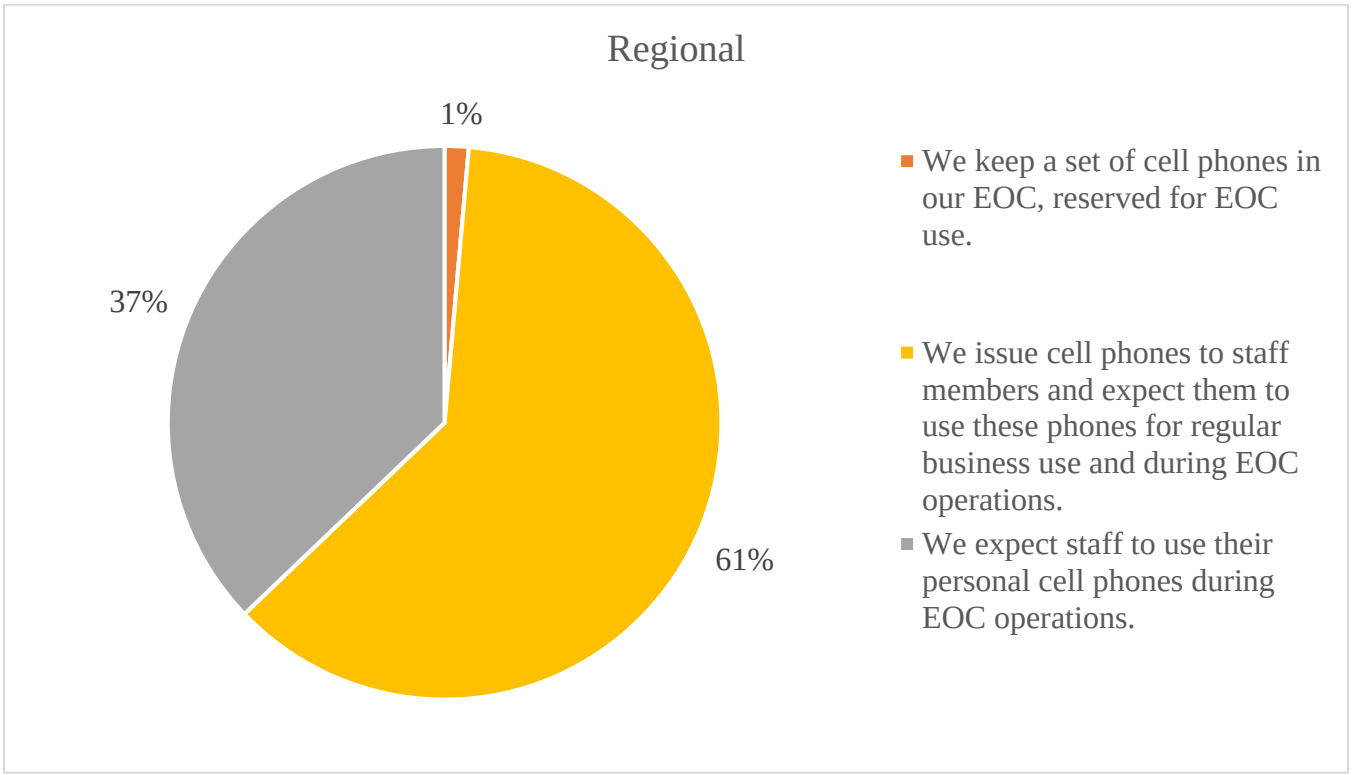


31. How do you use your Emergency Management software? Please select all that apply.

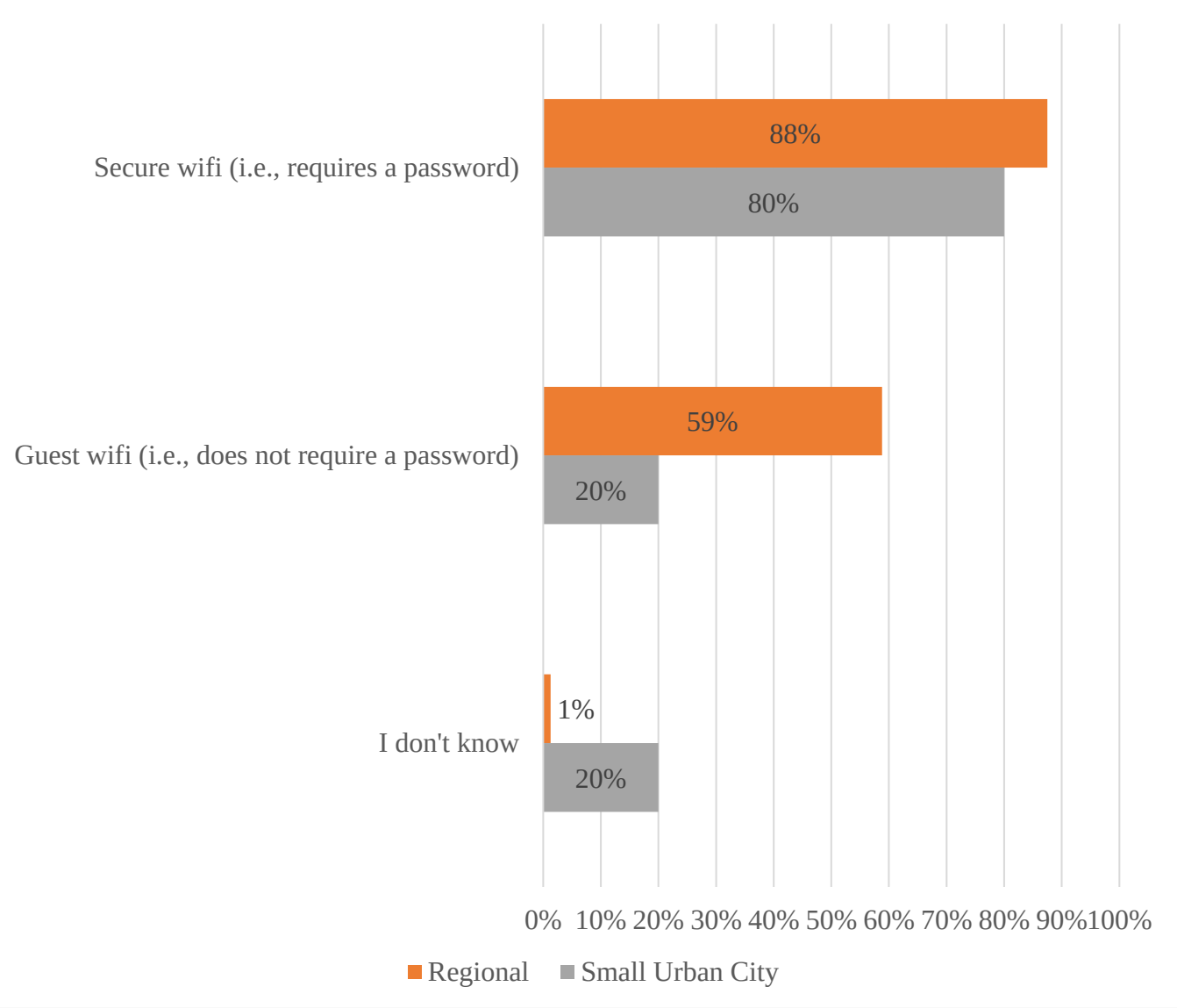


32. Please select the best representation of how cell phones are used in your EOC.

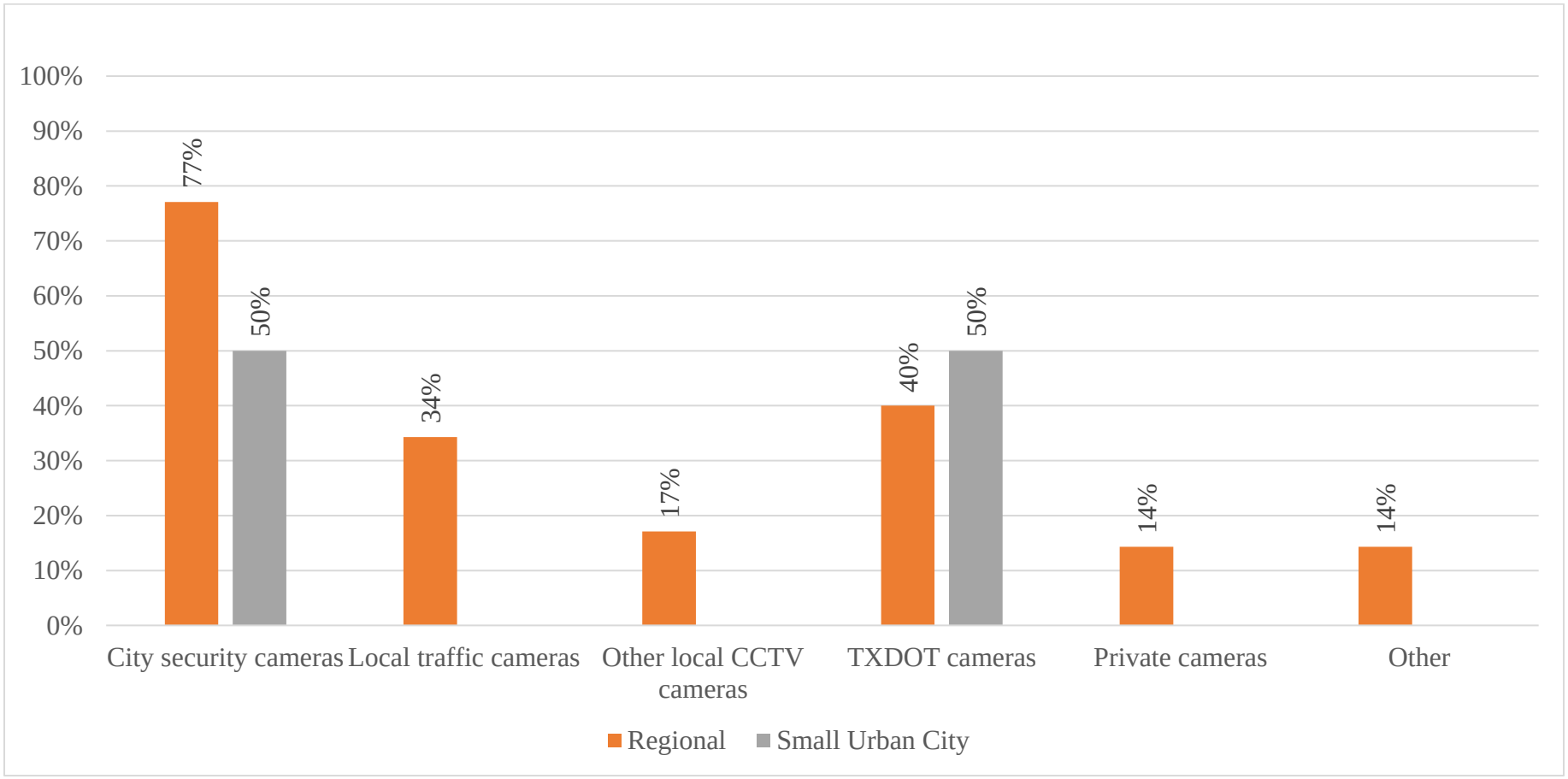




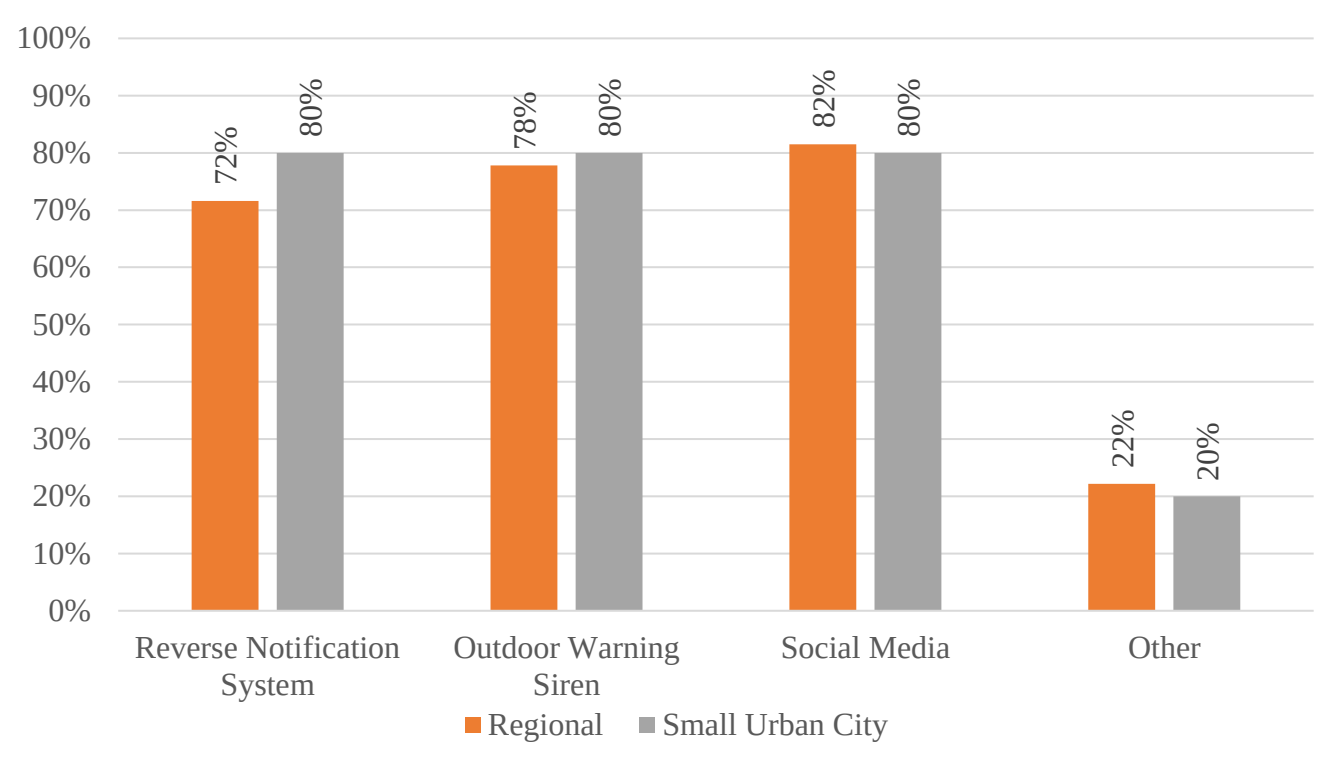
33. What types of Wi-Fi access do you have? Please select all that apply.



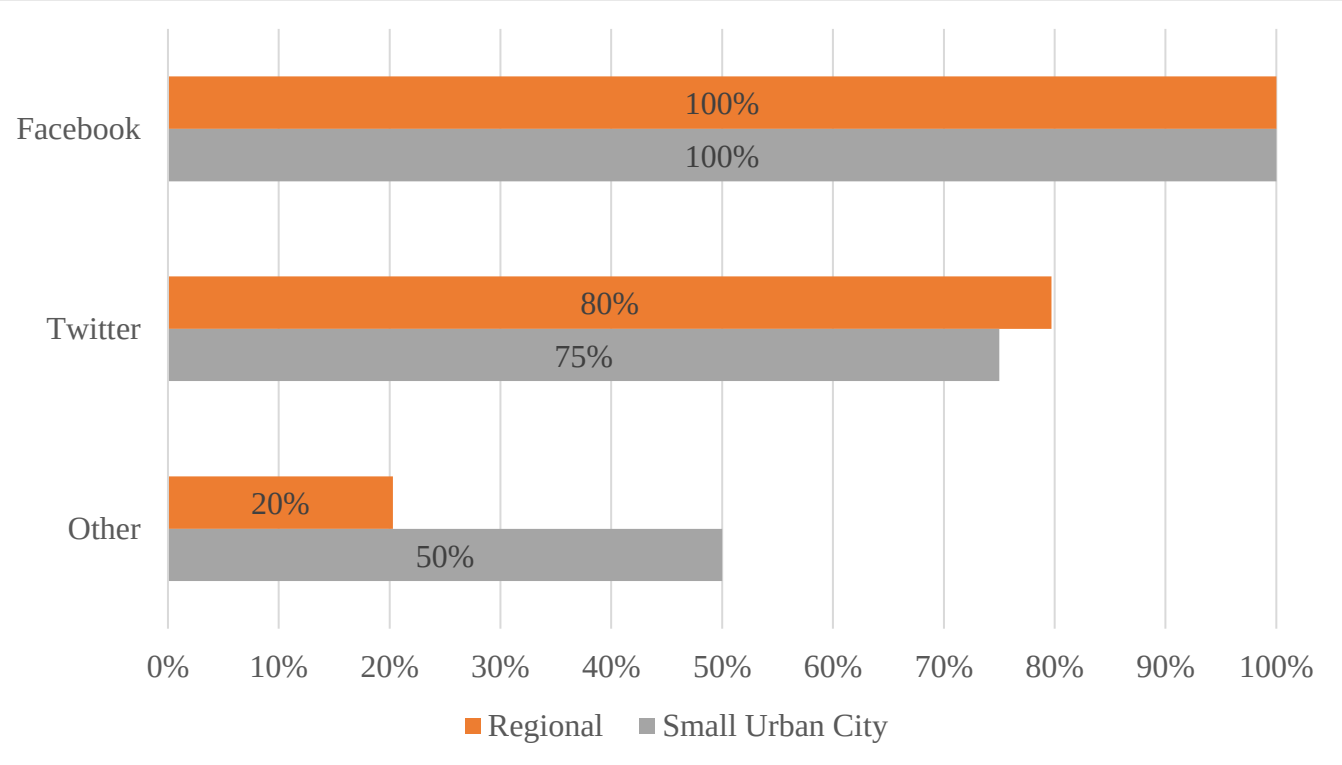
34. What live camera feeds do you have access to? *The chart below only accounts for jurisdictions who have access to cameras (ex. 100% of jurisdictions who have access to live camera feeds have access to xyz cameras).*



35. Please select all of the following technologies used to alert the public in your EOC.



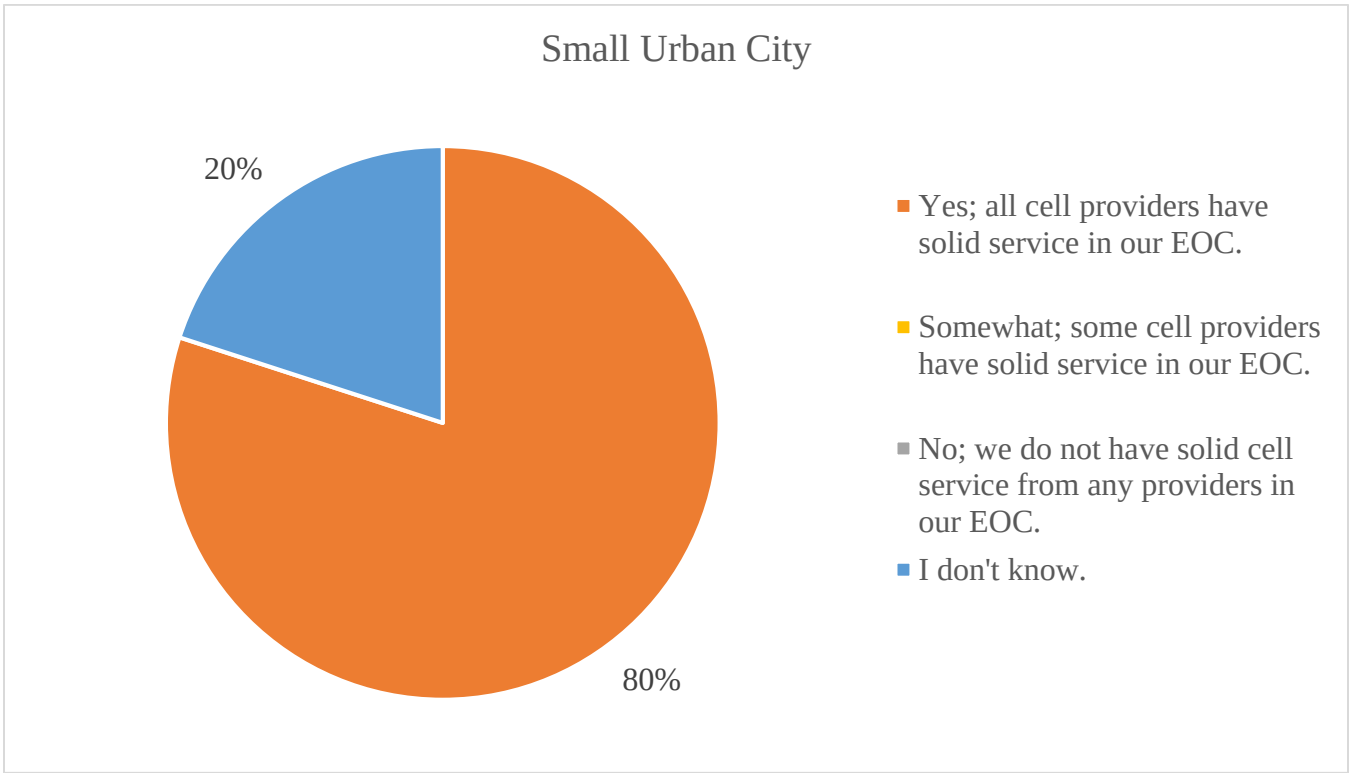
35.1 If you use Social Media, what platforms do you send alerts on?

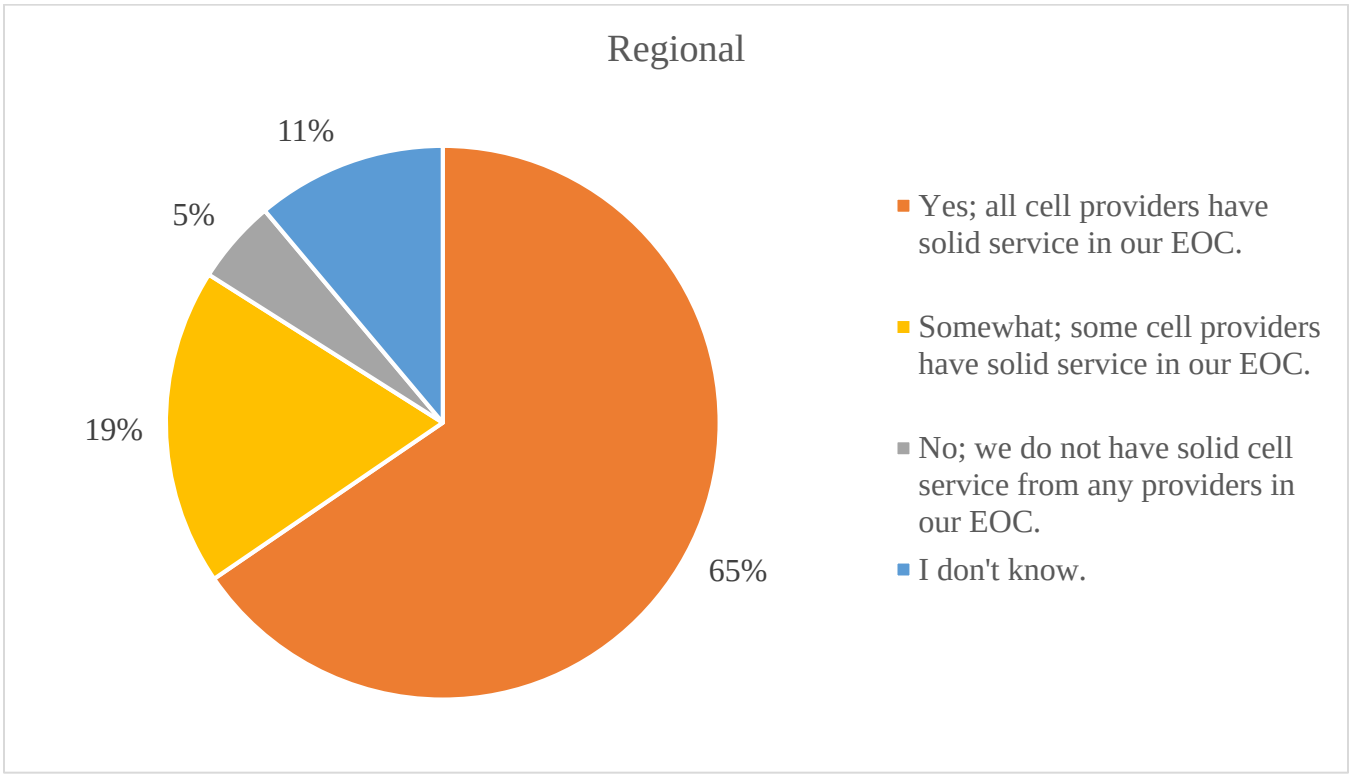


36. Please rank the following communication technologies in order of your EOC's preference of use. *(Rank calculated by the sum of all answer values)*

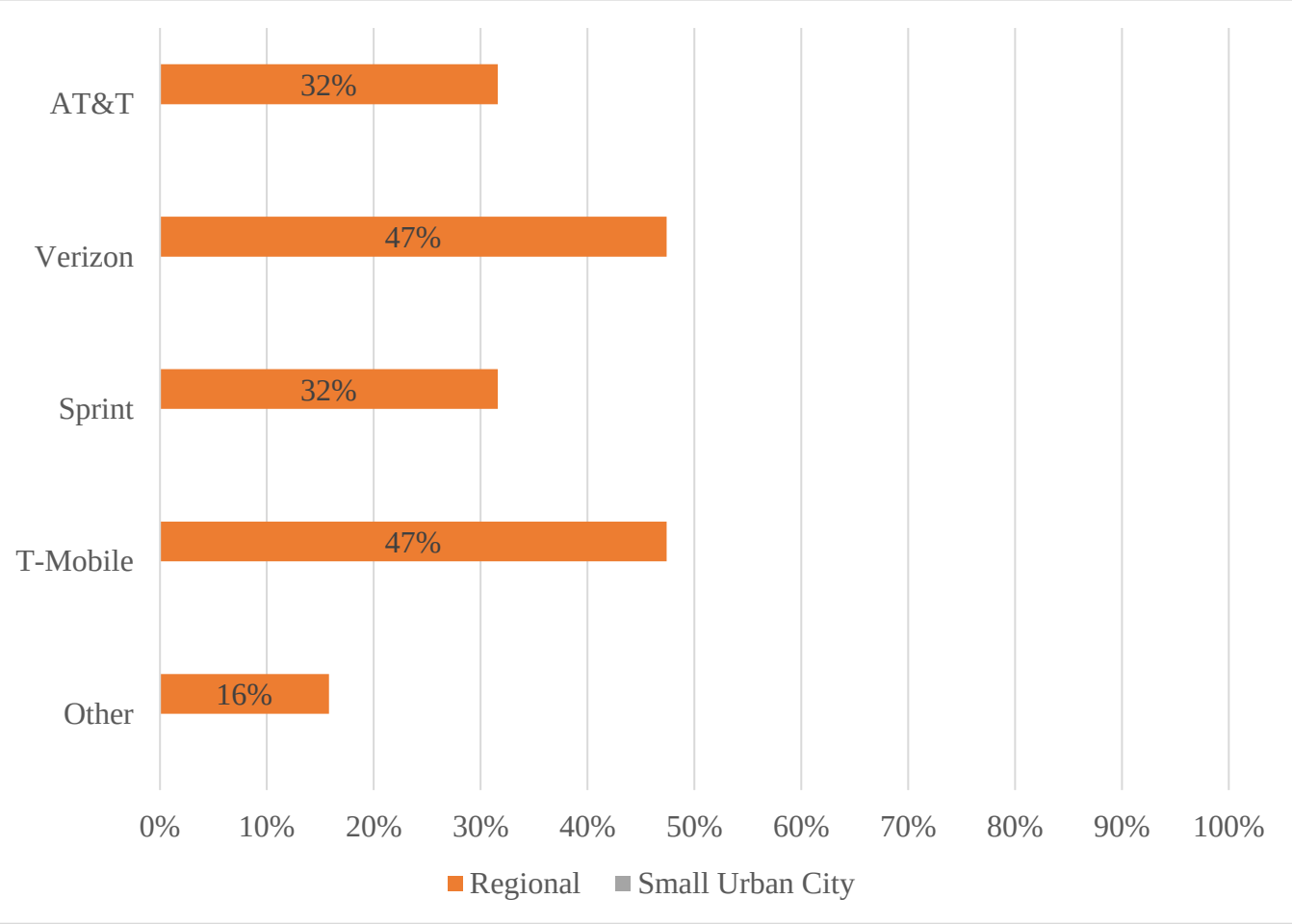
Order of Preference	Regional	Small Urban City
1	Cell Phone	Cell Phone
2	Landline Phone	Landline Phone
3	Email	Email
4	Conference Calls	Conference Calls
5	700 MgHz Radio	700 MgHz Radio
6	HAM Radio	HAM Radio
7	VOIP (like Skype, etc.)	Webinars
8	Webinars	VOIP (like Skype, etc.)
9	VTC (Video Teleconferencing)	VTC (Video Teleconferencing)
10	Satellite Phone	Satellite Phone

37. Does your EOC have adequate cell service?

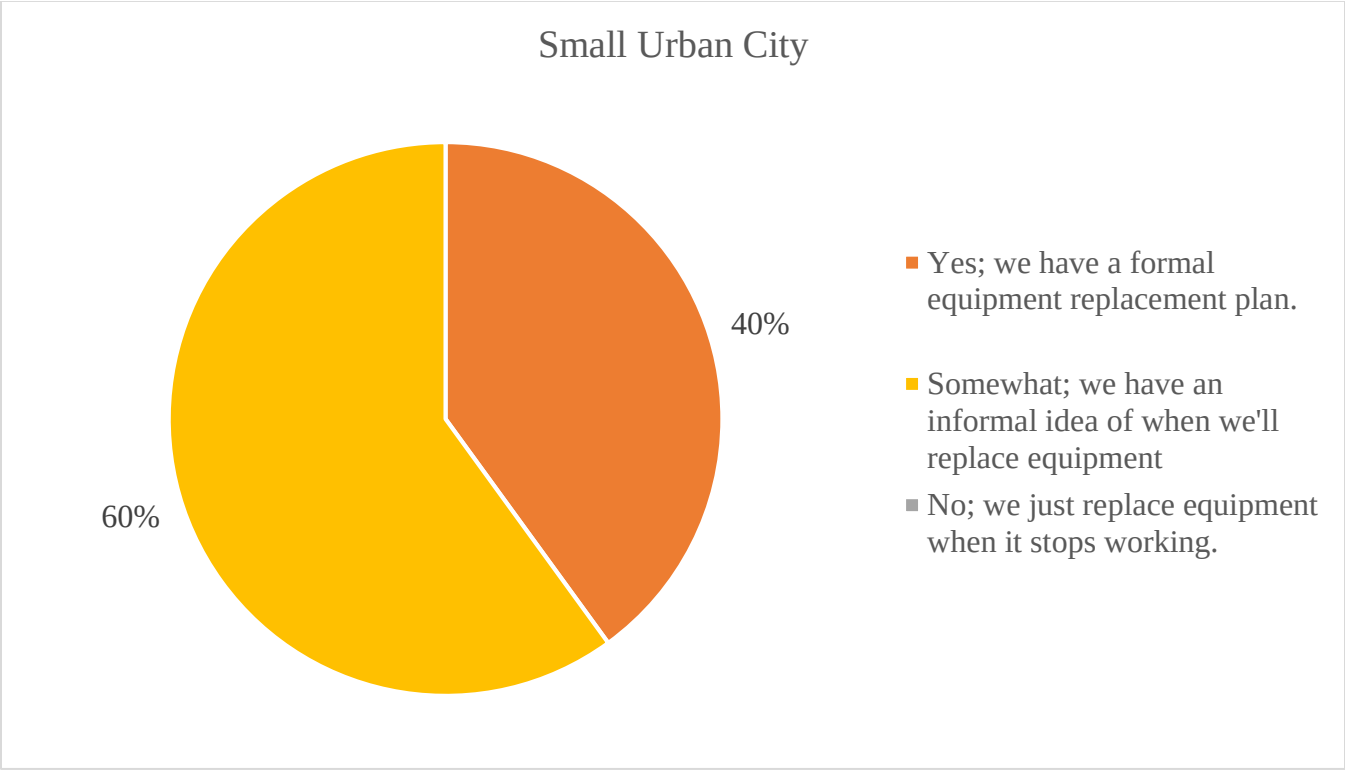


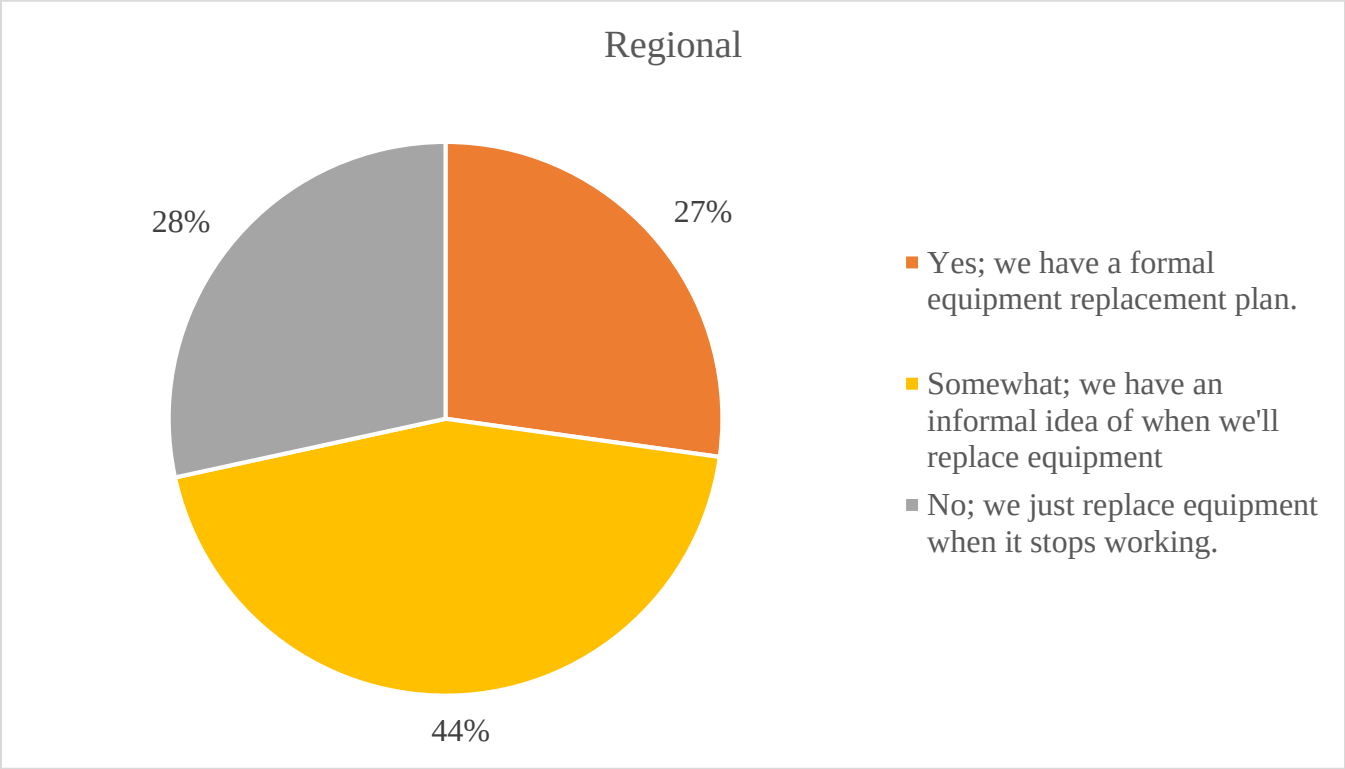


37.1 If your EOC does not have adequate cell service in your EOC, which providers do not have good cell service in your EOC? *(Answers only include those who selected that they either have only somewhat or no solid service)*

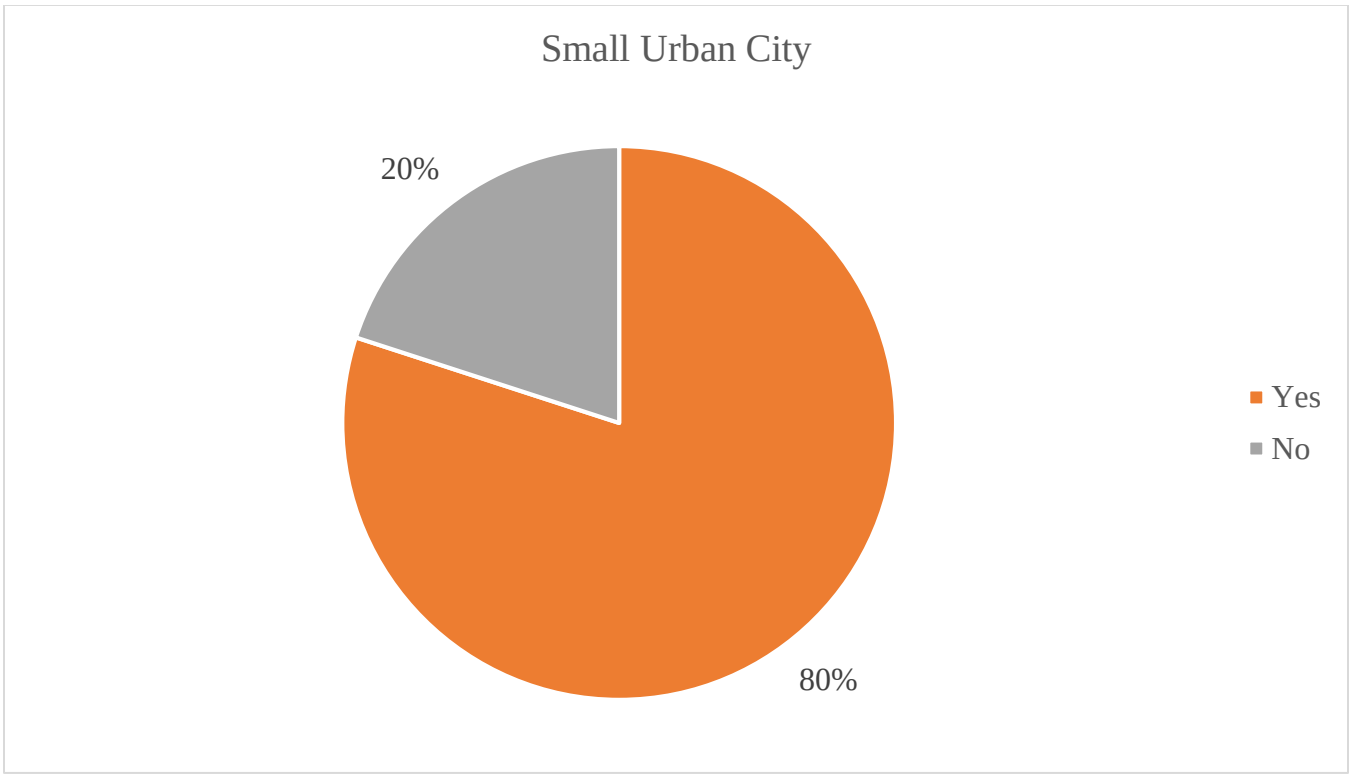


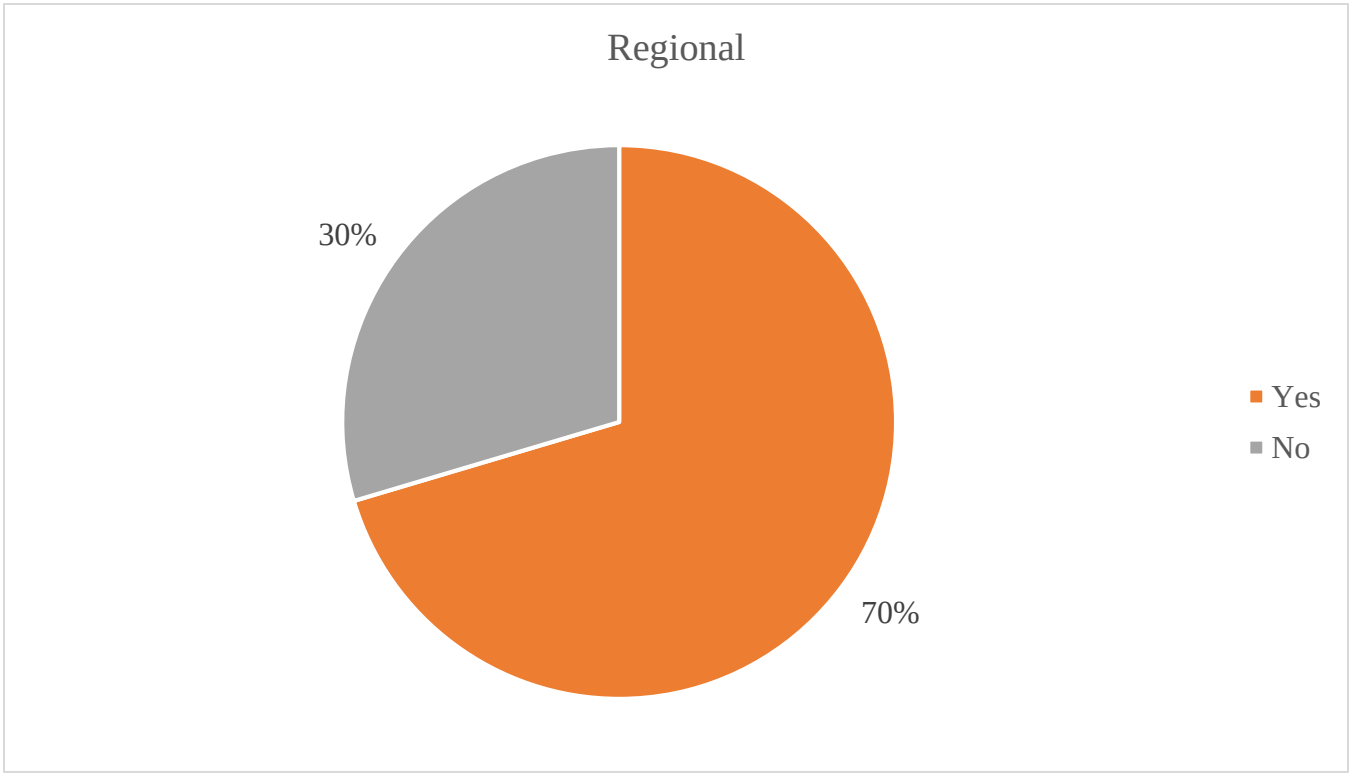
38. Does your EOC have an equipment replacement plan to ensure that all technology is up to date?





39. Does the EOC have the capability to monitor "real time" CAD activities throughout the jurisdiction?





40. What single equipment improvement would most benefit your EOC?

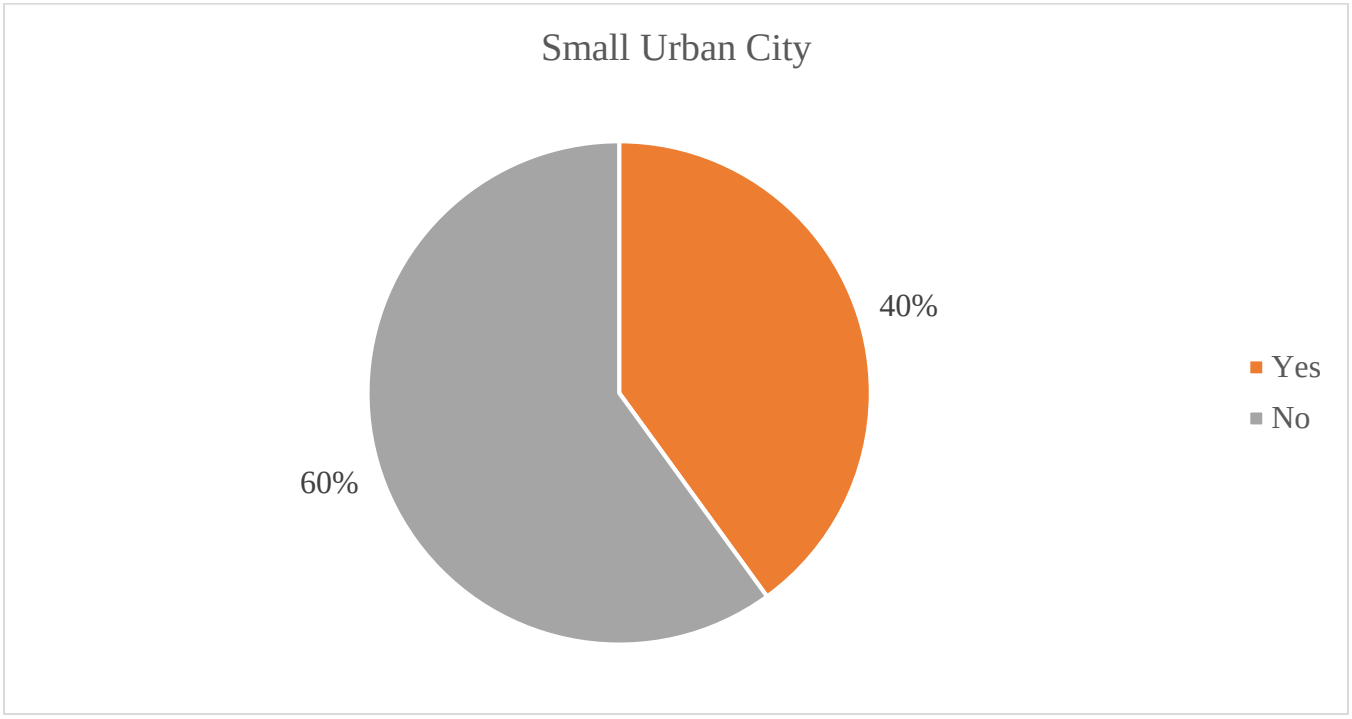
Open Response

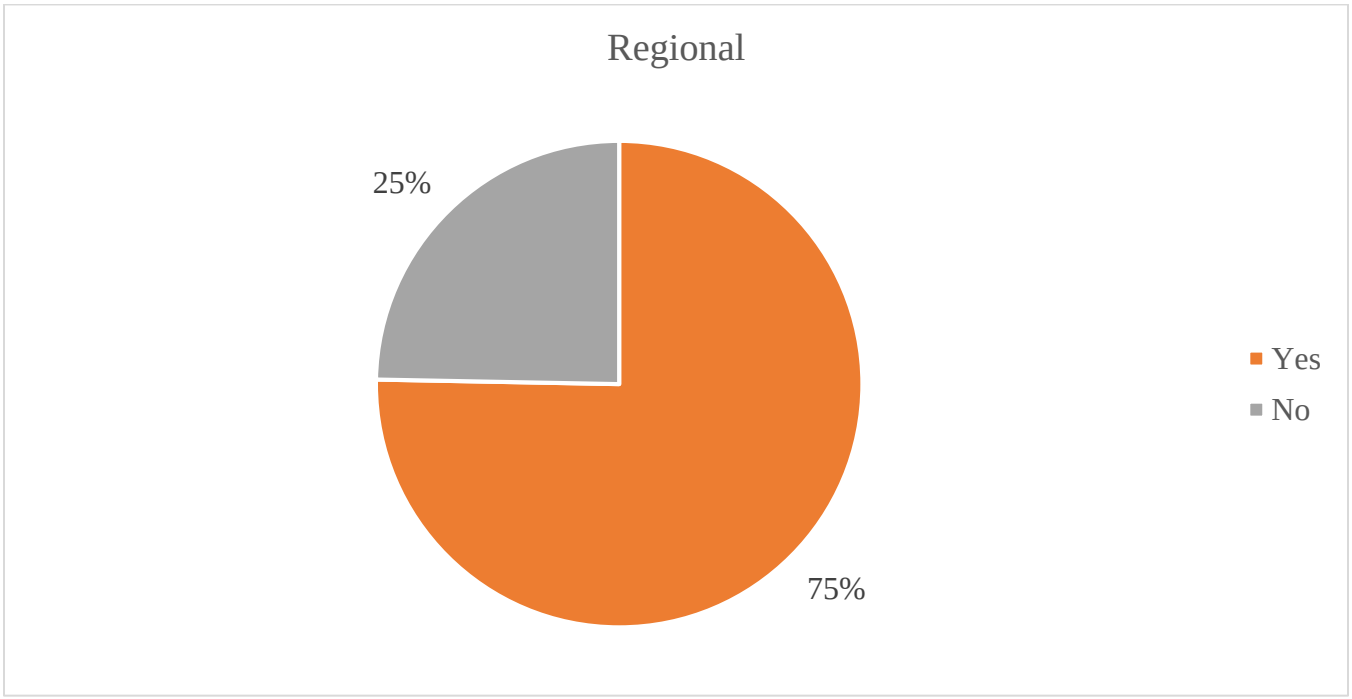
41. Is there anything else you would like to share about your EOC?

Open Response

Alternate EOC

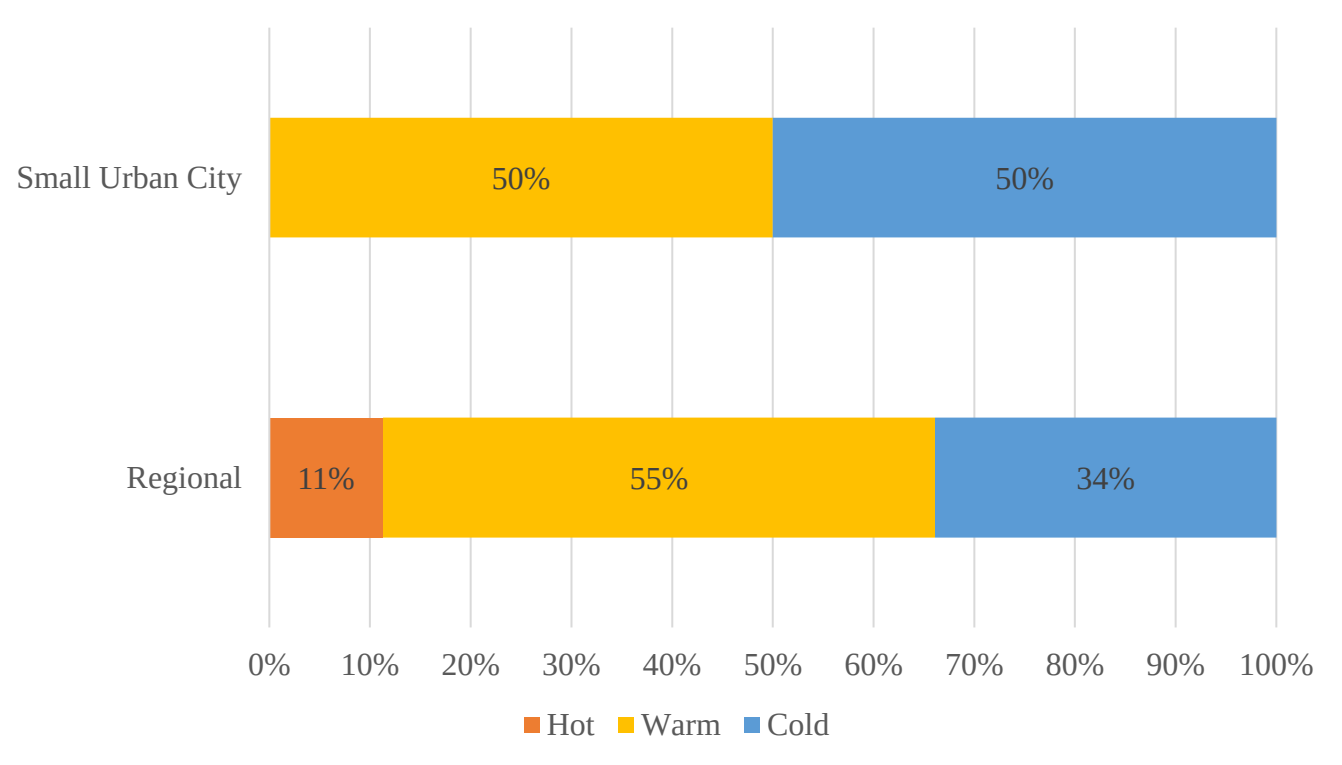
42. Do you have an alternate EOC?



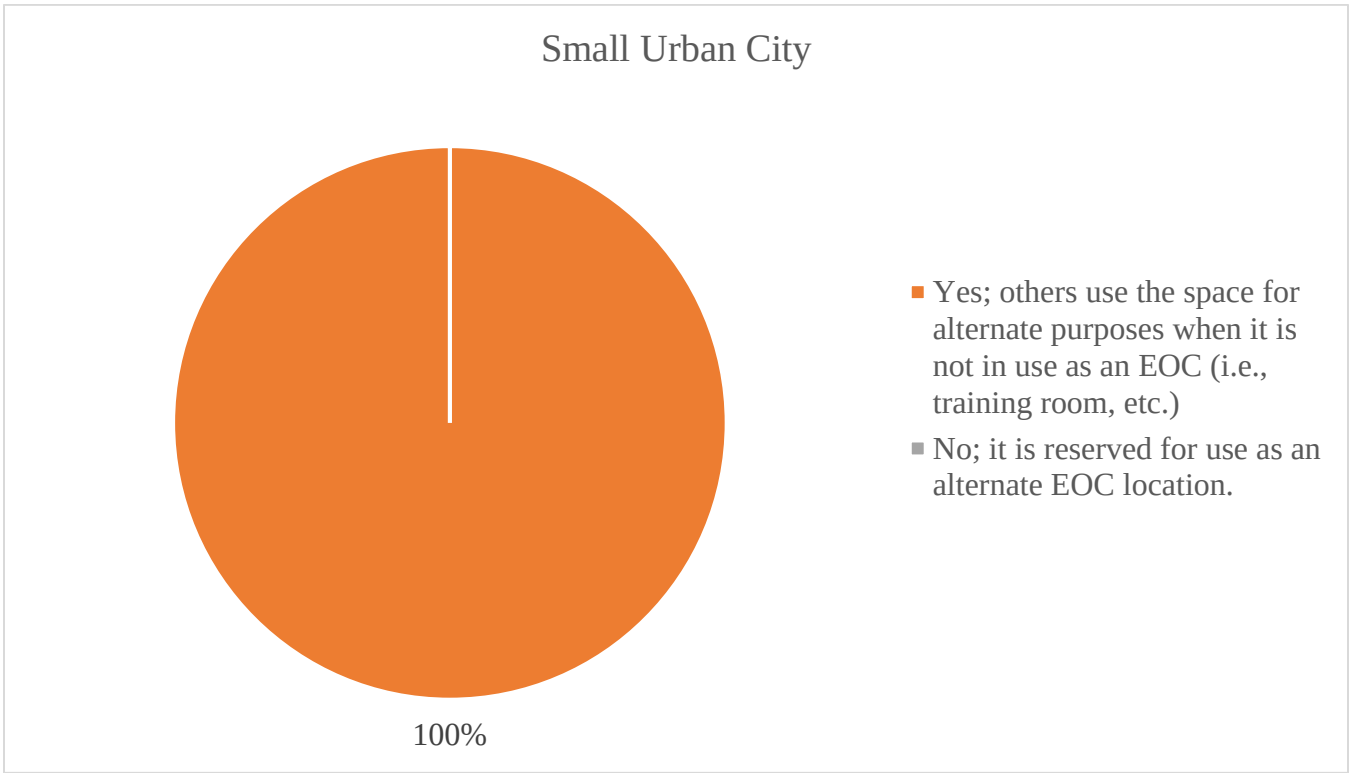


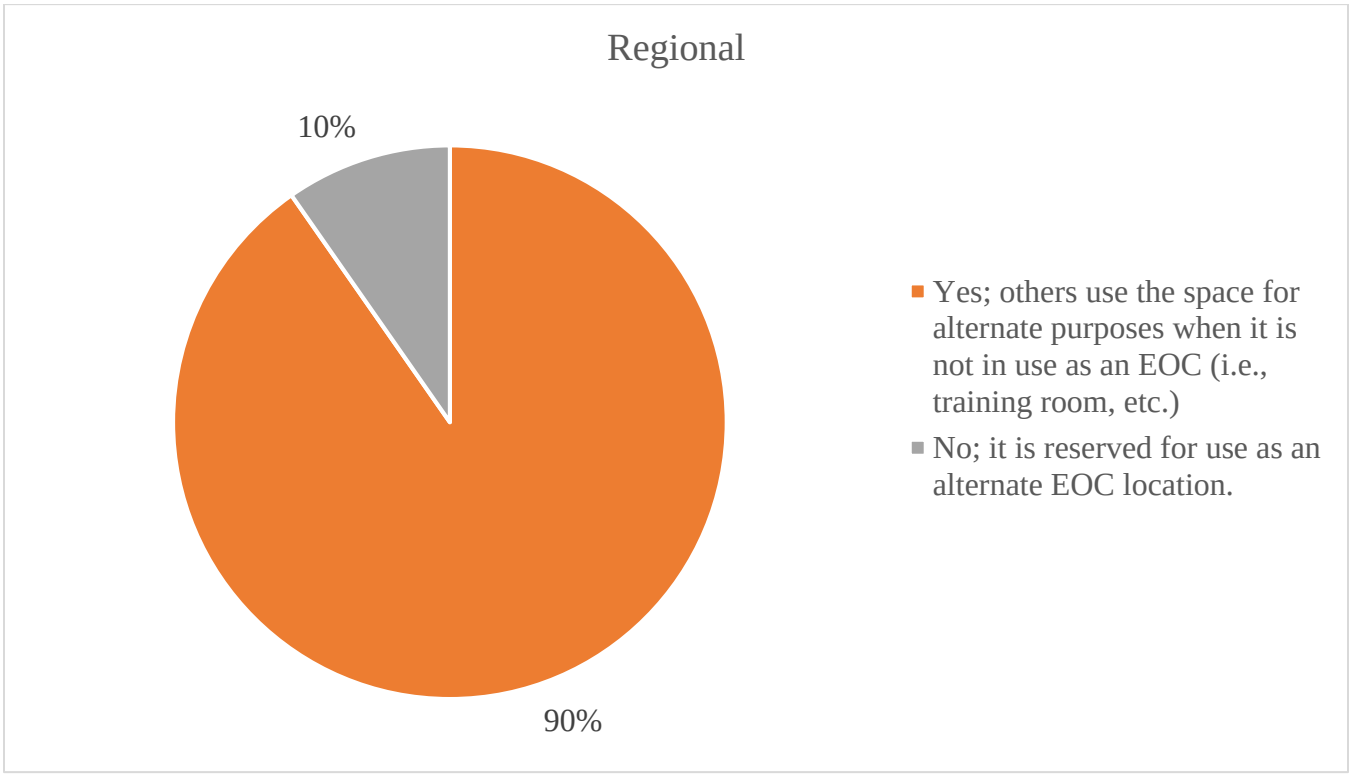
42.1 Is your alternate EOC:

- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*



42.2 Is your alternate EOC dual purpose?

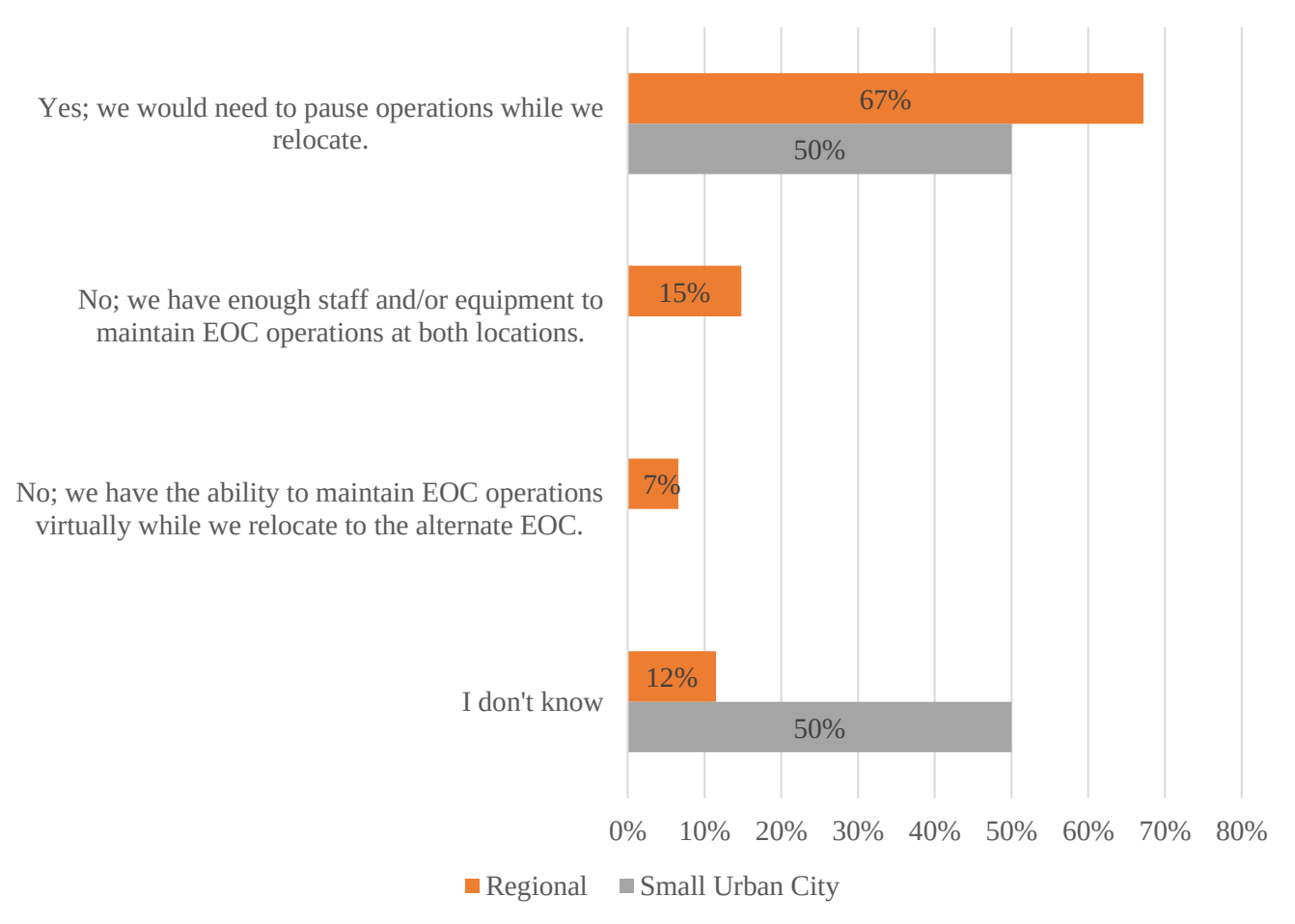




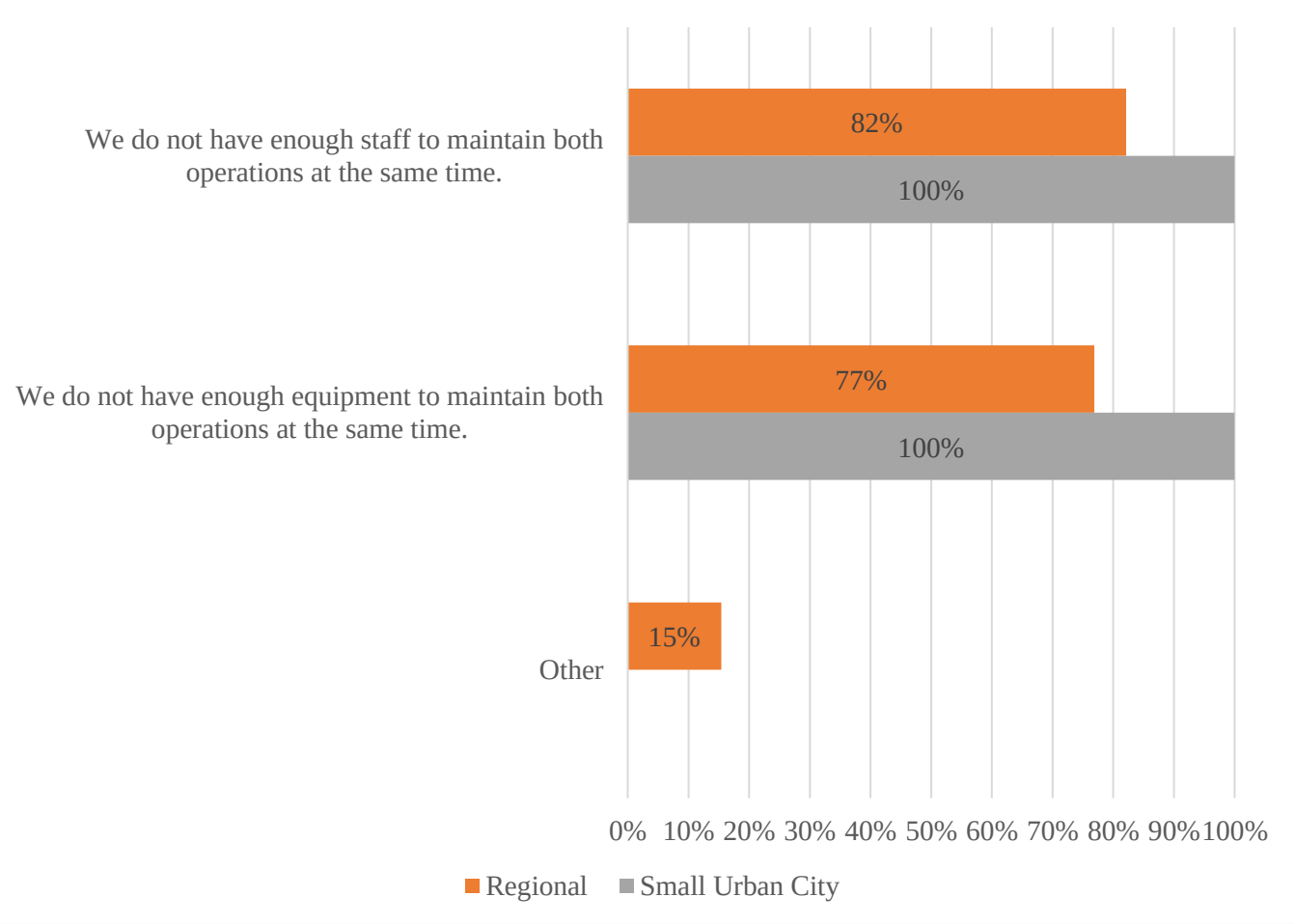
42.3 What challenges do you face at your alternate EOC compared to your regular EOC? Please select all that apply.

	Regional	Small Urban City
Space Restrictions	60.7%	50%
Lack of familiarity with the location (i.e., staff getting lost in transit)	32.8%	0%
Lack of familiarity within the building (i.e., don't know where everything is)	39.3%	0%
No Backup Generator	23.0%	0%
No Kitchen	21.3%	0%
Kitchen Facilities with Fewer Amenities	19.7%	0%
Lack of Security	29.5%	50%
No Phones	24.6%	50%
No Computers/Laptops	37.7%	50%
Need to set up utilities (power, internet, water, HVAC, etc.)	3.3%	0%
Lack of Parking	26.2%	0%
Items from original EOC must be brought to alternate EOC	47.5%	50%
Other	13.1%	50%

42.4 Would moving from your primary EOC to your alternate EOC cause a disruption in the EOC operation?

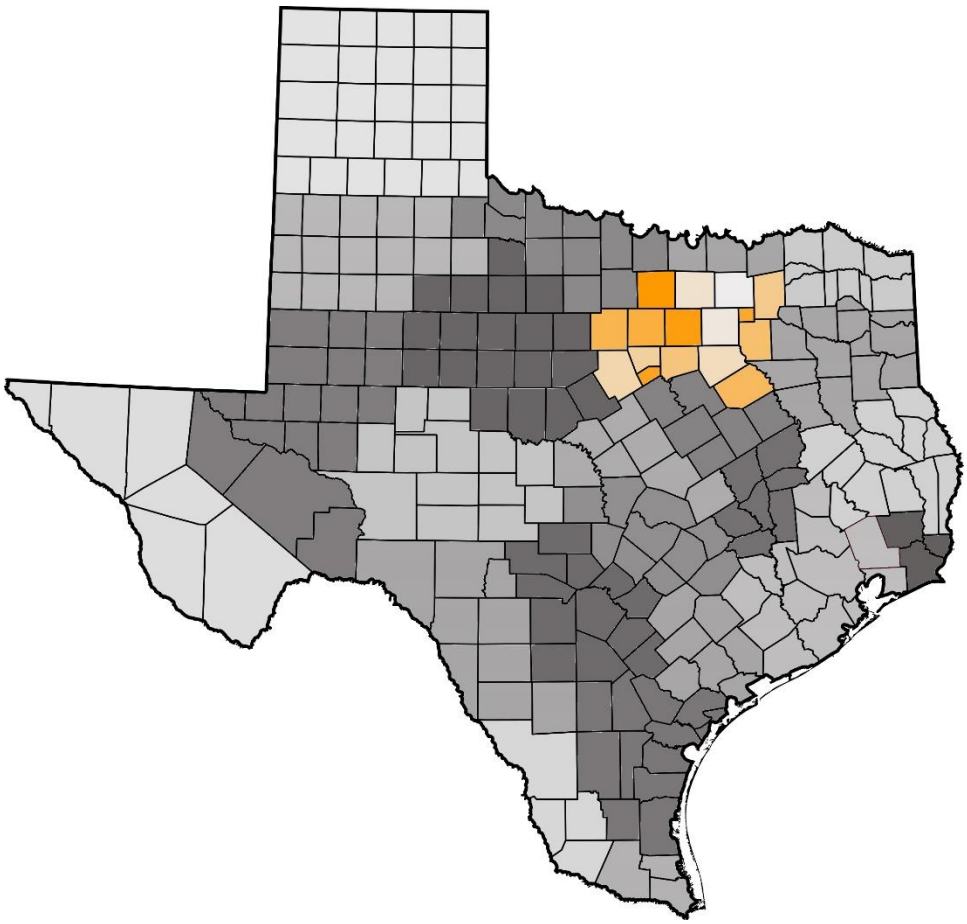


42.4.1 What would be a concern when moving to your alternate EOC for your jurisdiction? Please select all that apply.



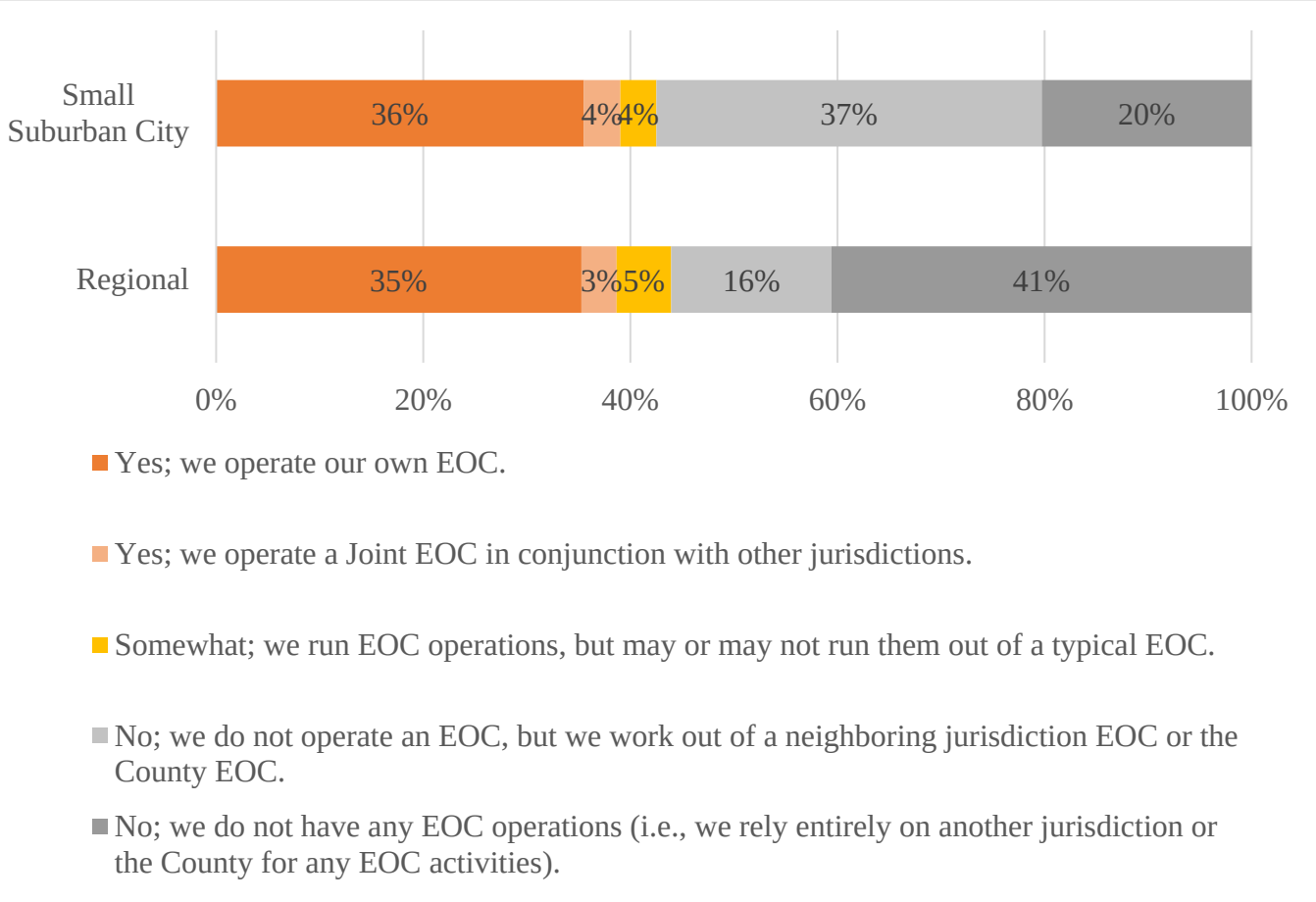
Appendix I: Small Suburban City

Based on the 2016 NCTCOG Emergency Operations Center Capabilities Assessment Project

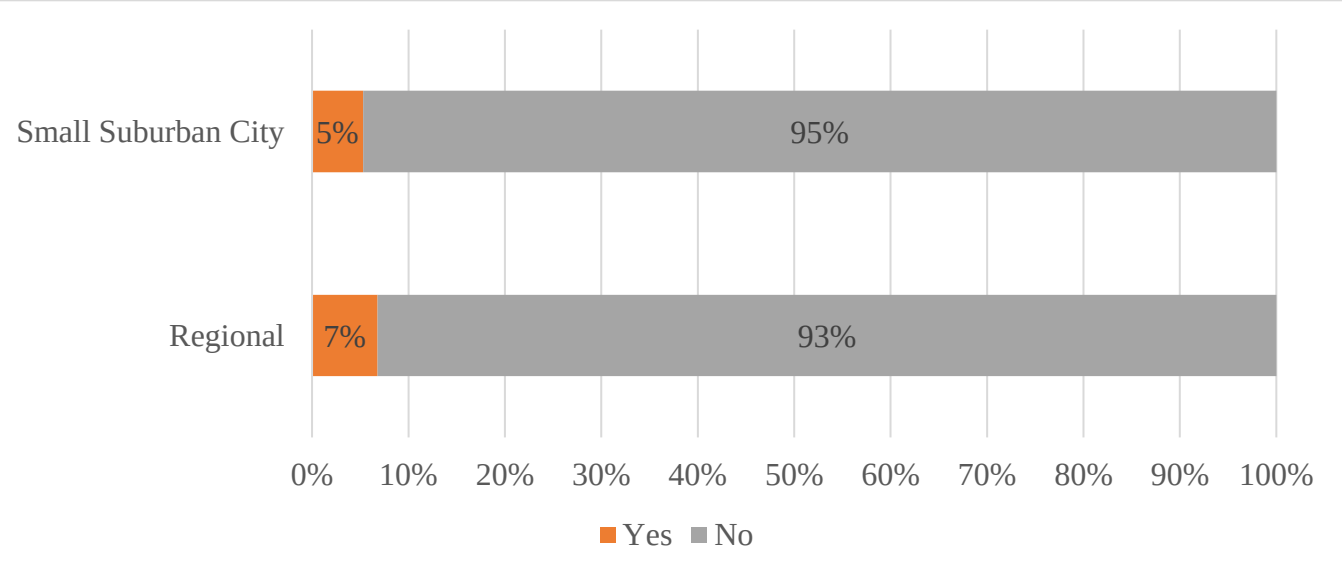


Introduction Questions

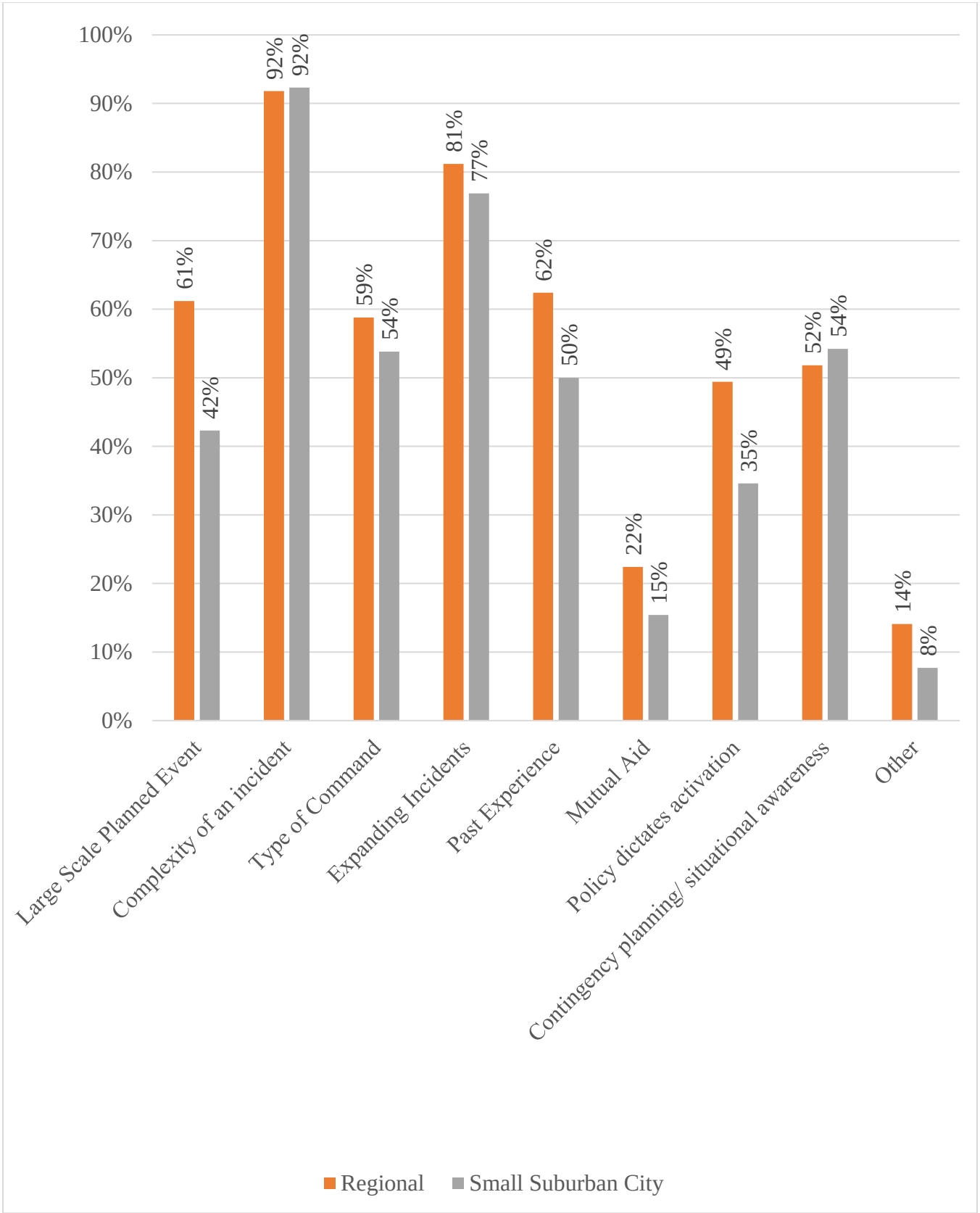
1. Does your jurisdiction operate an EOC?



1.1 Do any other jurisdictions use your facility as their primary EOC?



2. Of the incidents/events below, which would trigger an EOC activation in your jurisdiction?



3. What functions/activities do you believe are most critical to a successful EOC response?

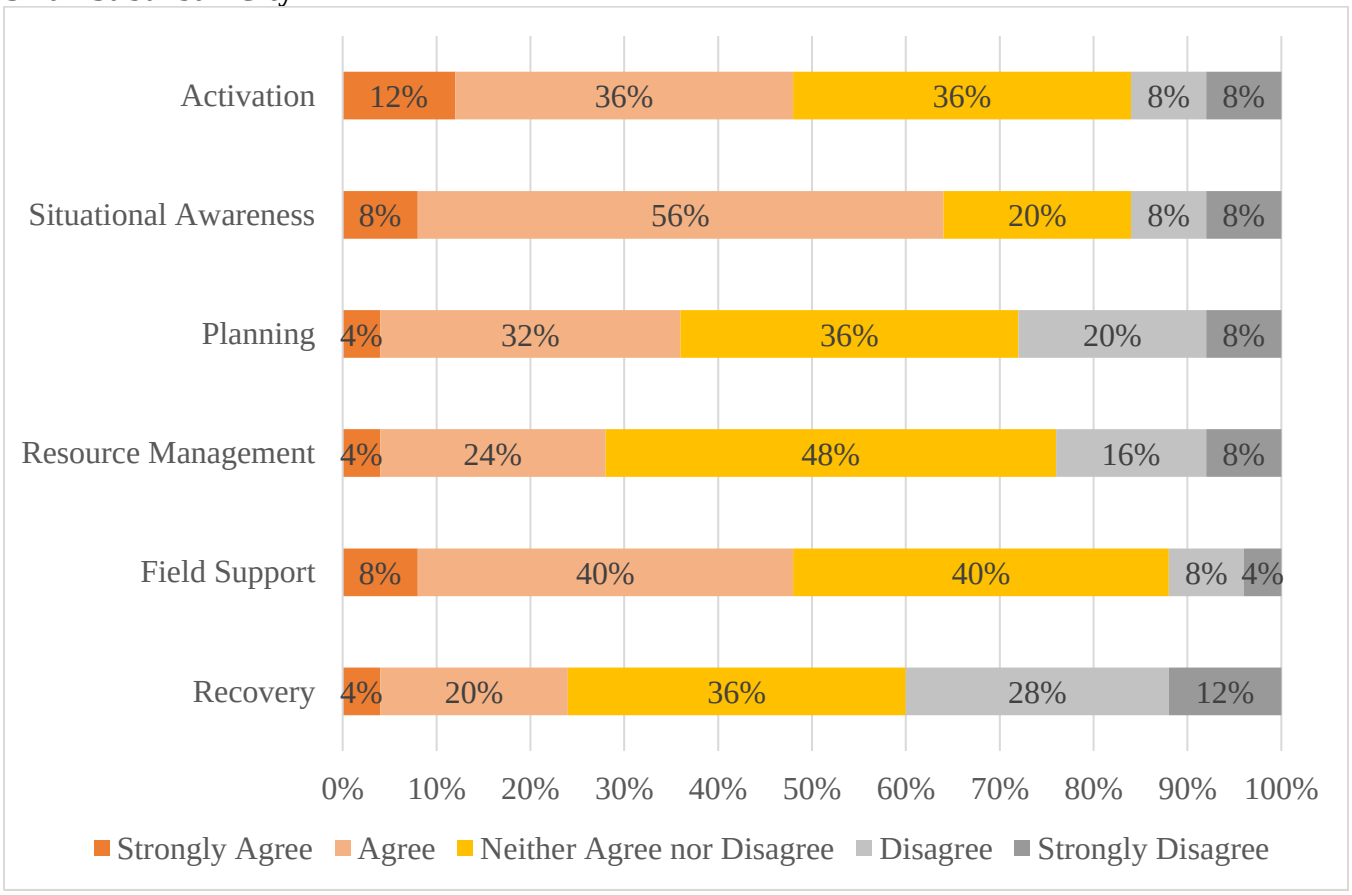
- *Activation activities*
- *Situational Awareness activities*
- *Planning activities*
- *Resource Management activities*
- *Field Support activities*
- *Recovery activities*

	High Importance		Normal Importance		Low Importance	
	Regional	Small Suburban City	Regional	Small Suburban City	Regional	Small Suburban City
Activation	71.6%	75%	25.9%	25%	2.5%	0%
Situational Awareness	73.8%	68.2%	22.5%	31.8%	3.8%	0%
Planning	44.9%	36.4%	50.0%	50%	5.1%	13.6%
Resource Management	50.0%	20%	43.4%	70%	6.6%	10%
Field Support	52.6%	45%	43.4%	45%	3.9%	10%
Recovery	28.0%	20%	46.7%	50%	25.3%	30%

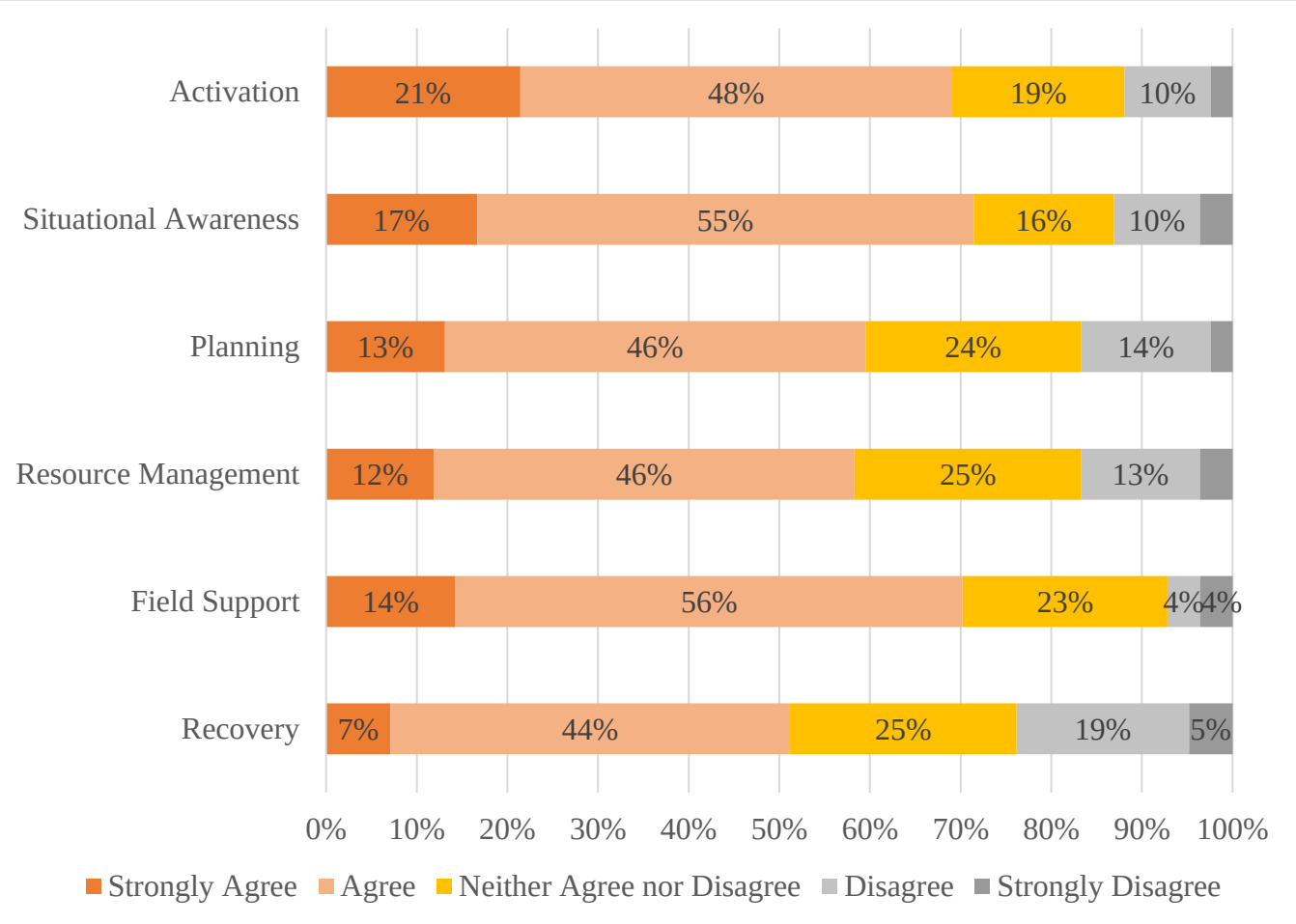
4. To identify gaps in functional activities throughout the region, to what extent do you believe your EOC can perform the following functions/activities, relying on your own local resources?

- *My EOC is able to fulfill all ACTIVATION activities necessary for a successful operation (ex. alerting and mobilizing EOC personnel, EOC set up, EOC staffing, etc.)*
- *My EOC is able to fulfill all SITUATIONAL AWARENESS activities necessary for a successful operation (ex. creating & distributing situation reports, maintaining a common operating picture, managing and sharing information with responders, agency representatives, media and the public, etc.)*
- *My EOC is able to fulfill all PLANNING activities necessary for a successful operation (ex. creating Incident Action Plan or EOC Action Plan, ensuring documentation and record keeping, operation of EOC displays and room/facility management, etc.)*
- *My EOC is able to fulfill all RESOURCE MANAGEMENT activities necessary for a successful operation (ex. resource requests, resource tracking, emergency procurements, etc.)*
- *My EOC is able to fulfill all FIELD SUPPORT activities necessary for a successful operation (ex. support field operations and field personnel, anticipating future needs, providing strategic guidance, etc.)*
- *My EOC is able to fulfill all RECOVERY activities necessary for a successful operation (ex. completing/submitting State & Federal disaster forms, large-scale debris management efforts, engaging/managing VOADs and coordinating survivor assistance efforts, Preliminary Damage Assessments, etc.)*

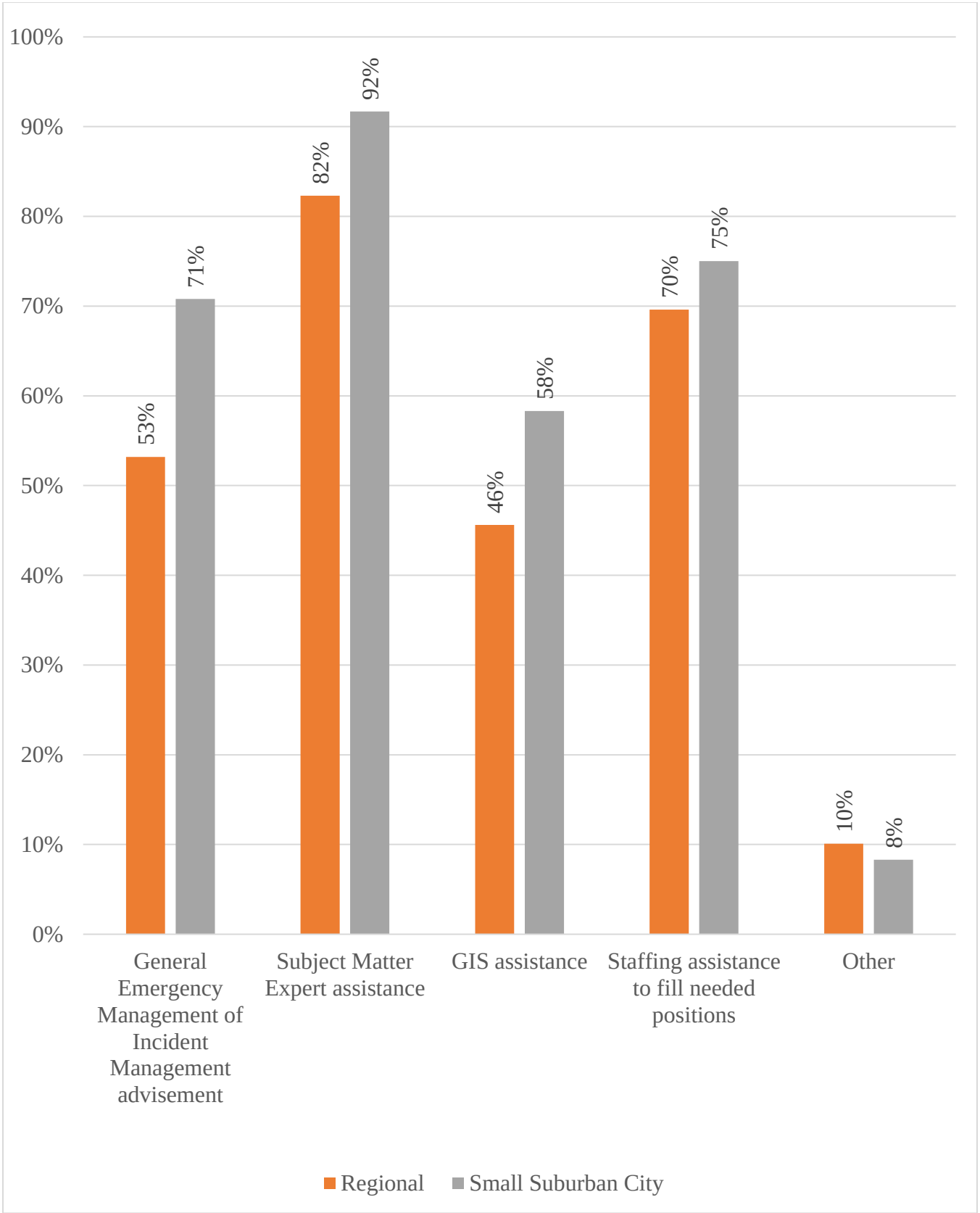
Small Suburban City



Regional

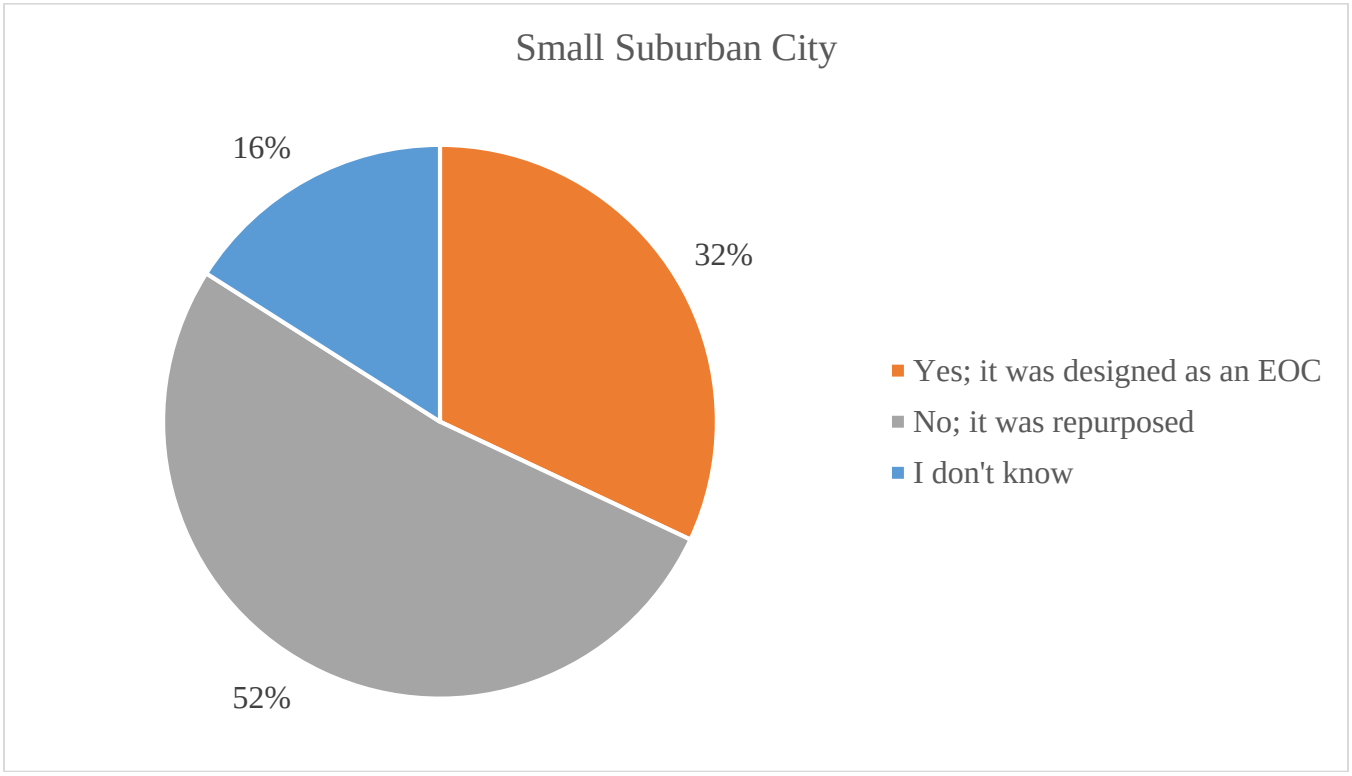

Activation
21%
48%
19%
10%
Situational Awareness
17%
55%
16%
10%
Planning
13%
46%
24%
14%
Resource Management
12%
46%
25%
13%
Field Support
14%
56%
23%
4%
4%
Recovery
7%
44%
25%
19%
5%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

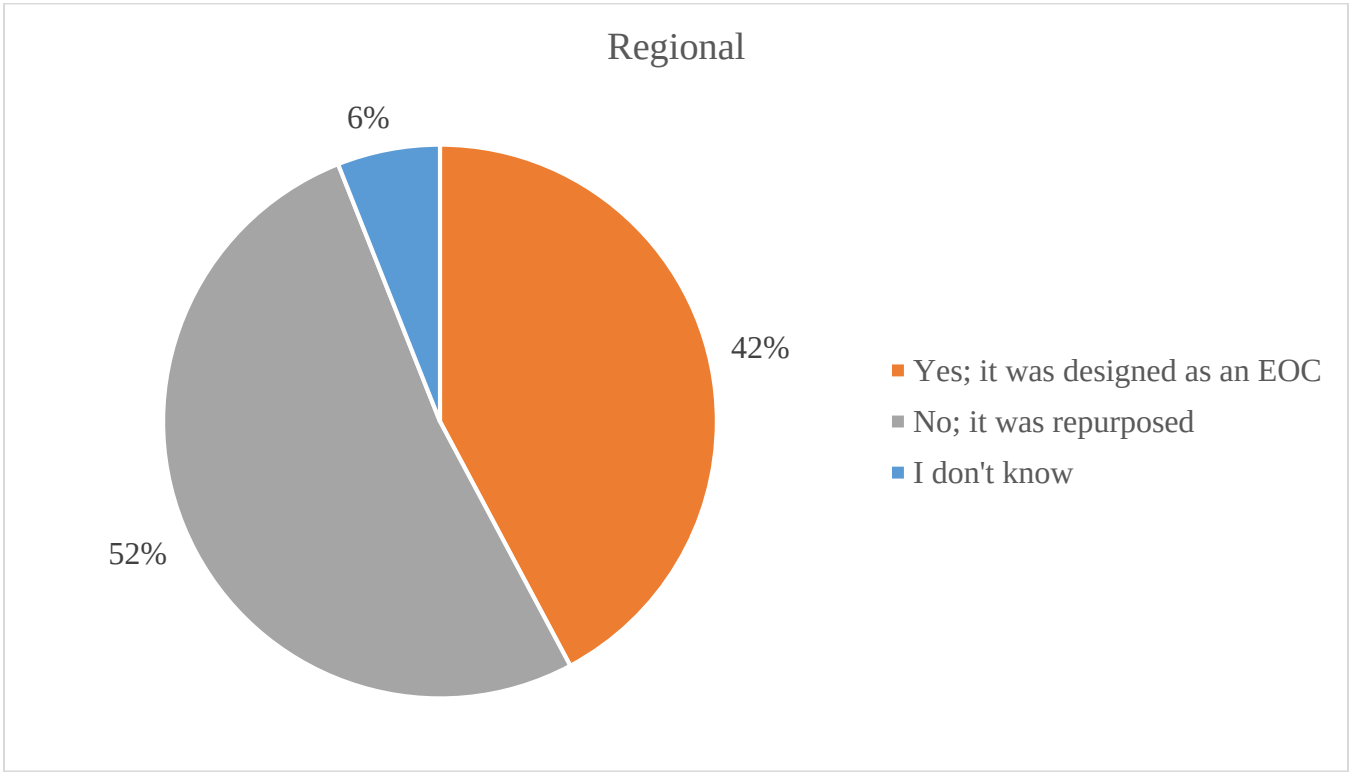
5. What functions or activities, if any, would your EOC like additional assistance to fulfill? Please select all that apply.



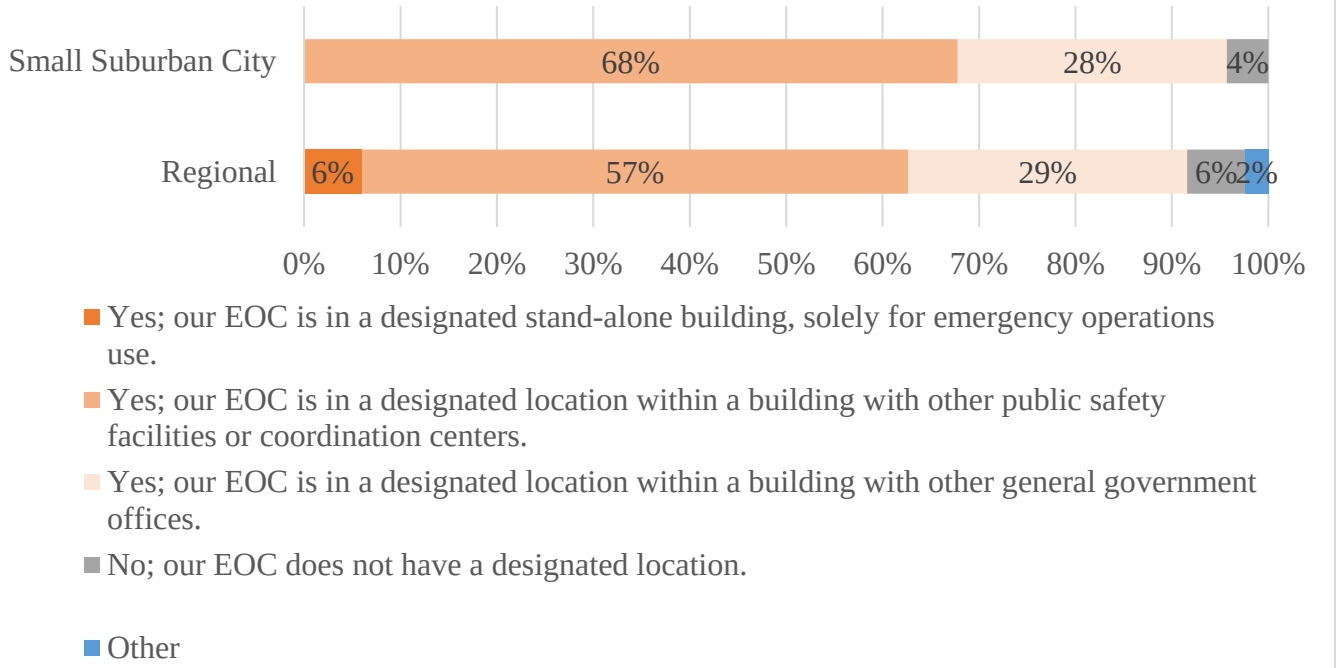
EOC Overview

6. Was your EOC designed to operate as an EOC?

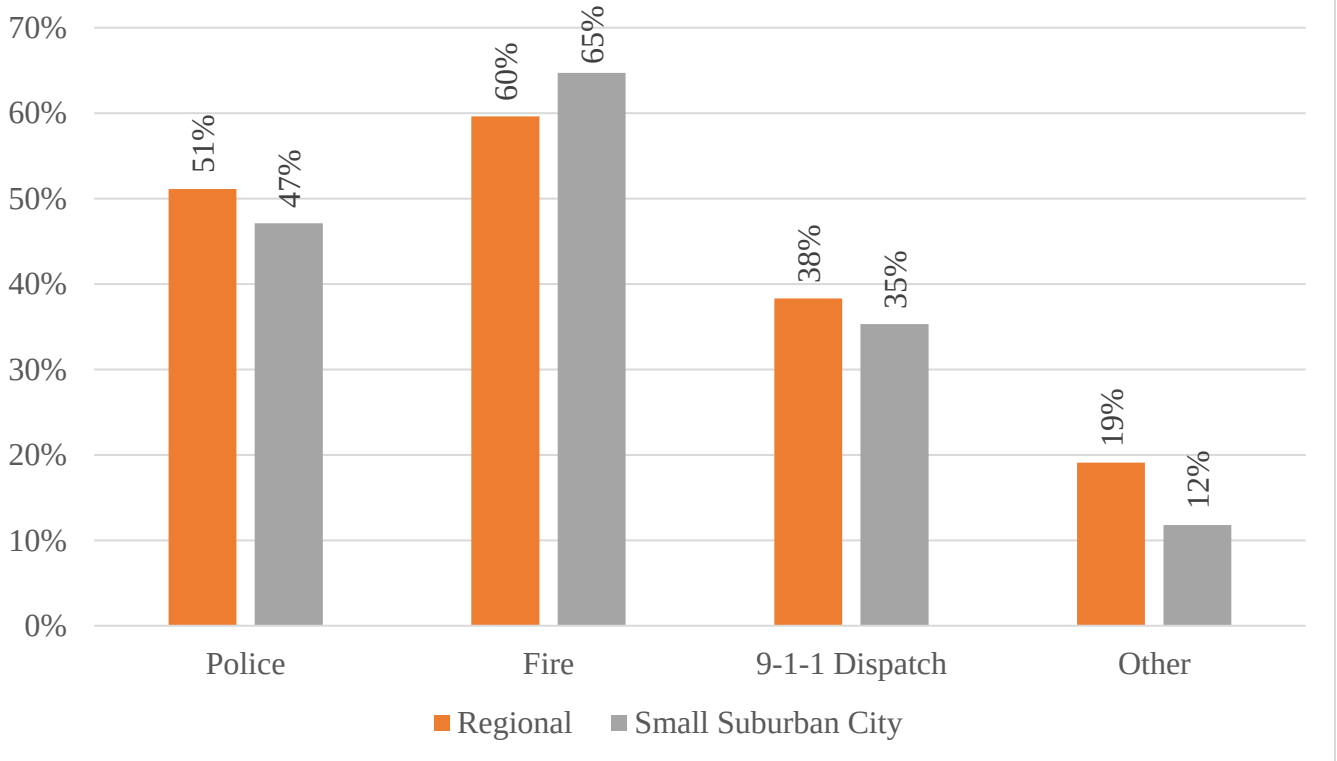




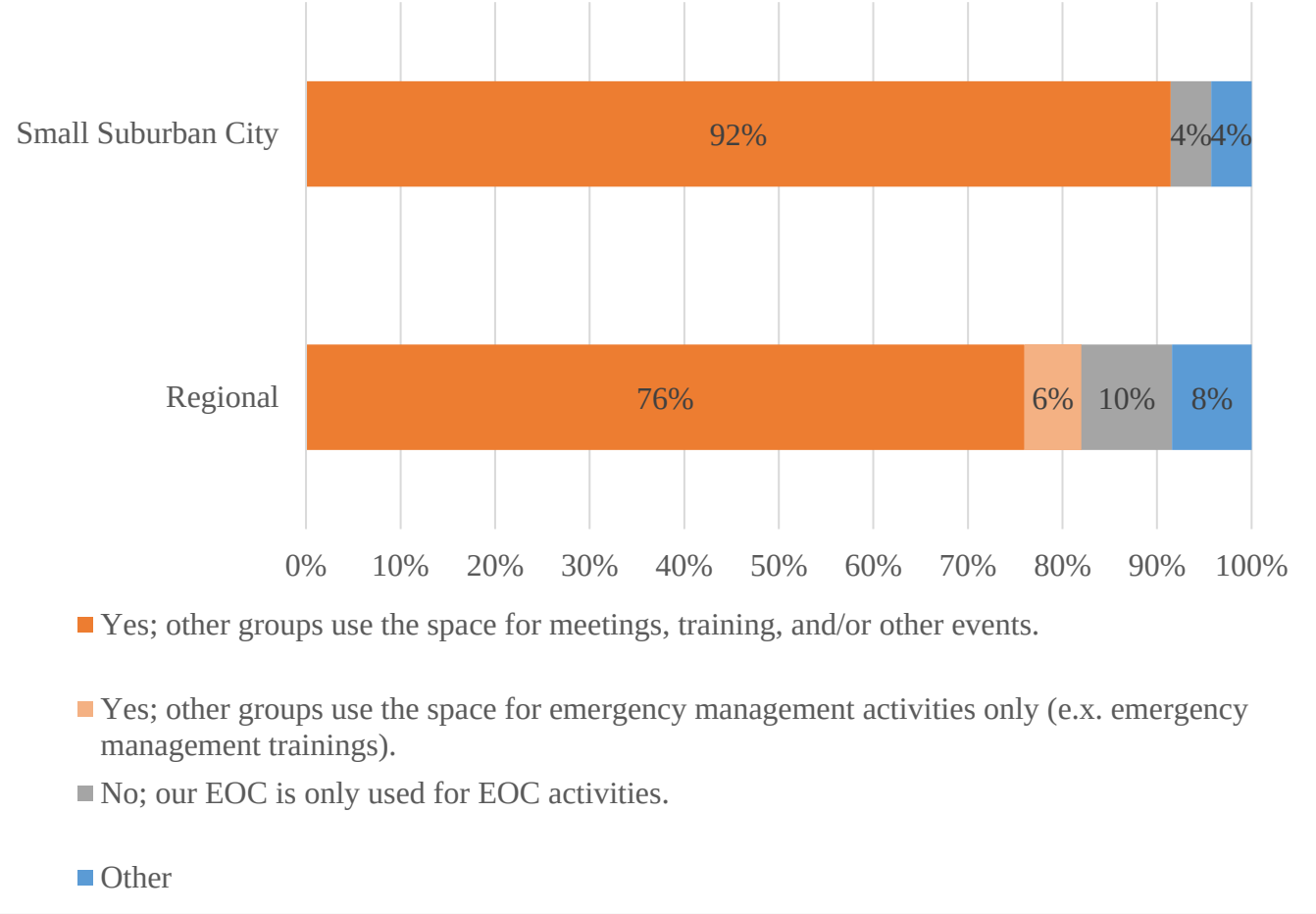
7. Do you have a designated location for your EOC?



7.1 Of those who share their EOC building with other public safety facilities or coordination centers, what other functions are performed in the building? Please select all that apply.

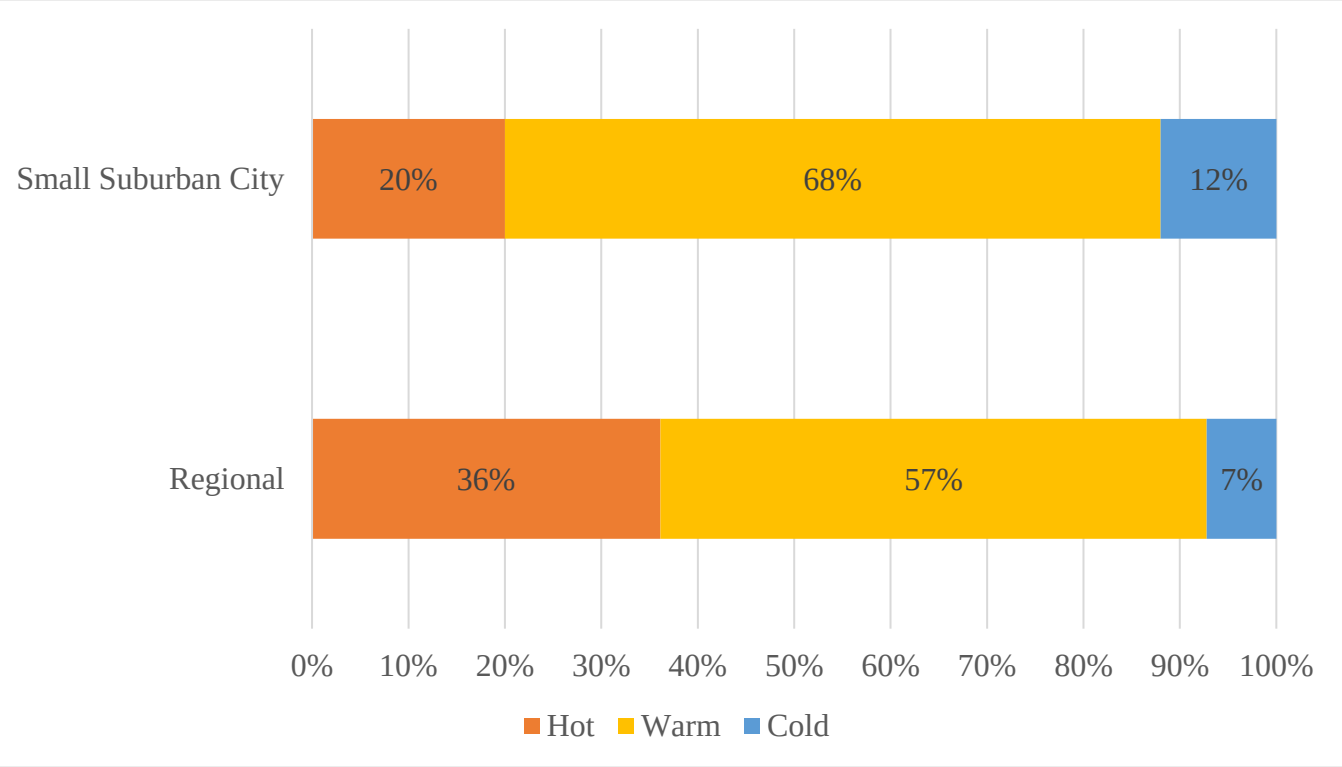


8. Is your EOC a multi-purpose location?

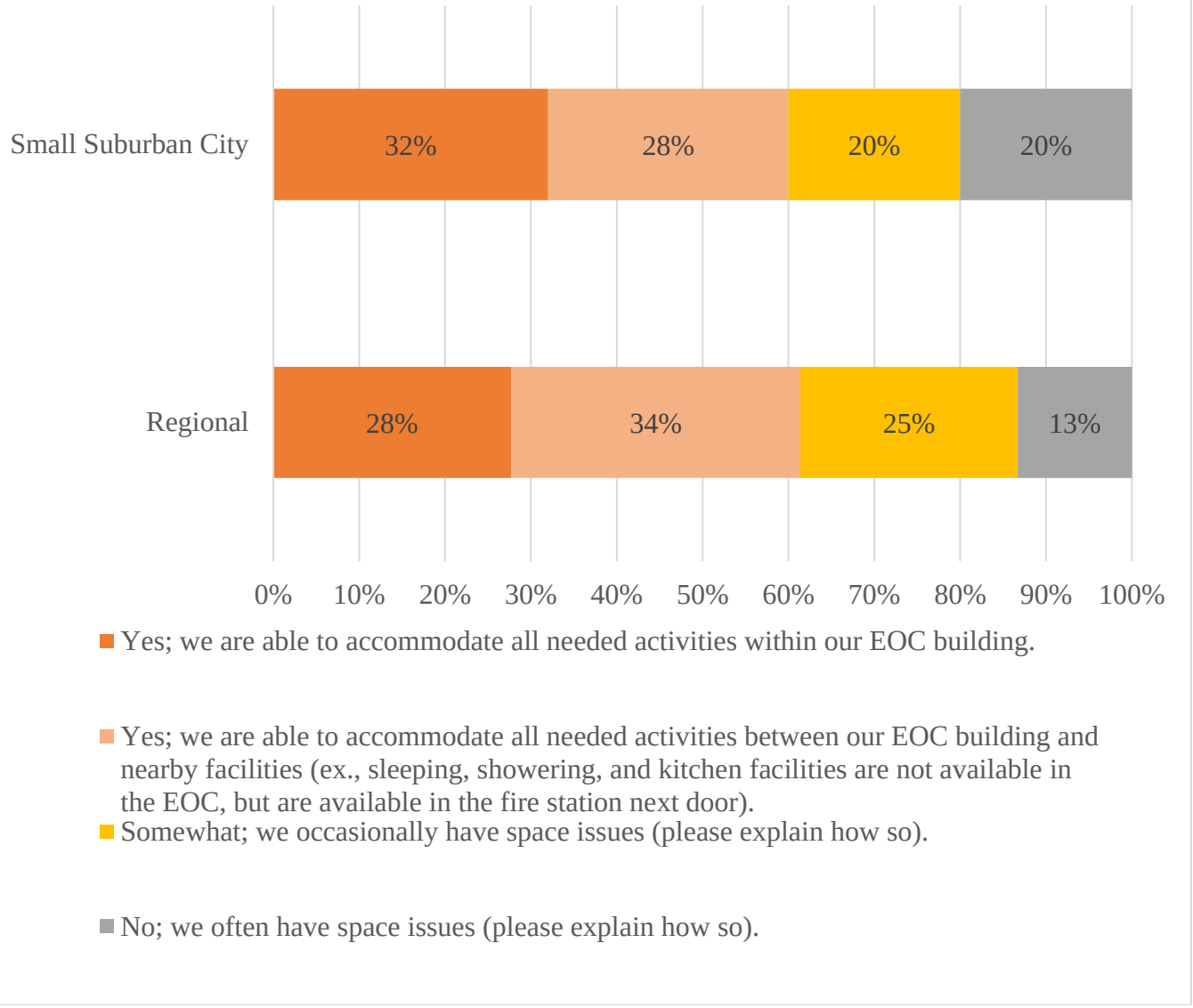


9. Is your primary EOC:

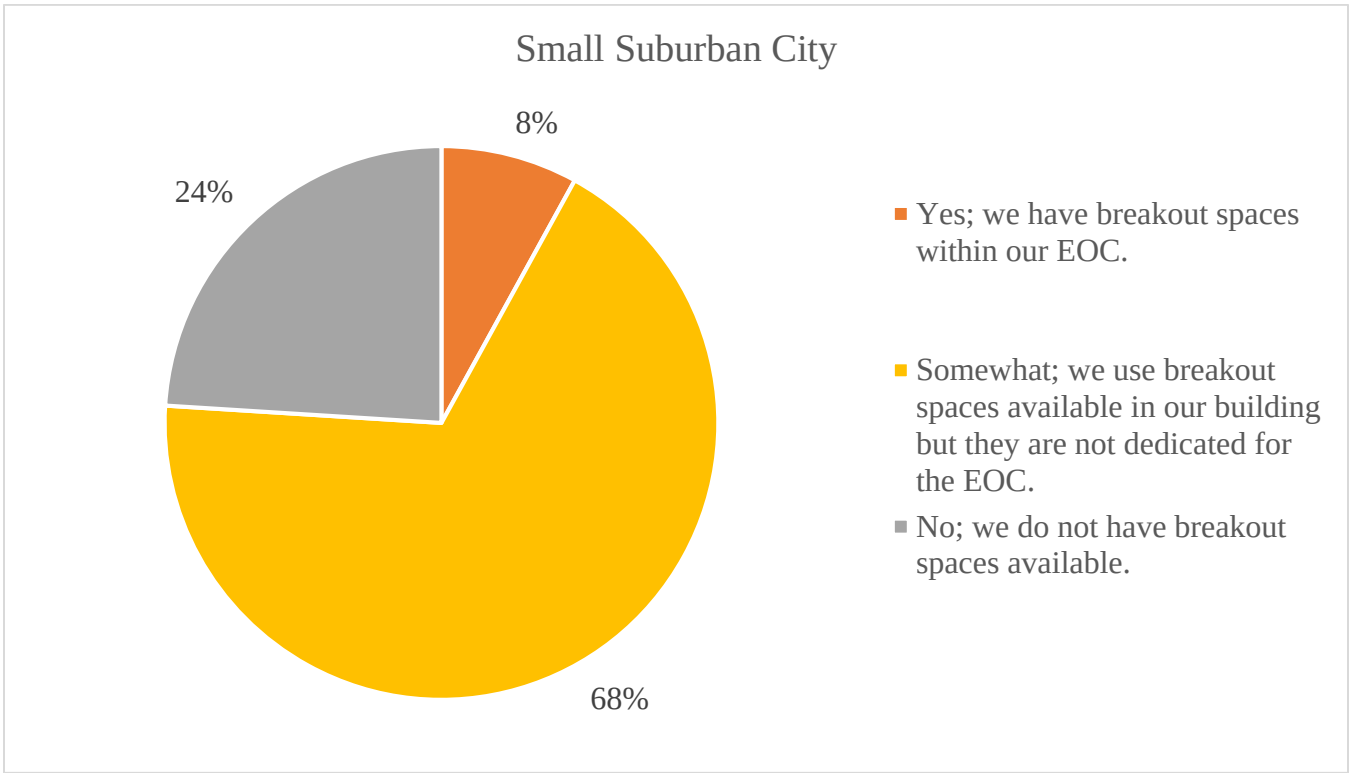
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*

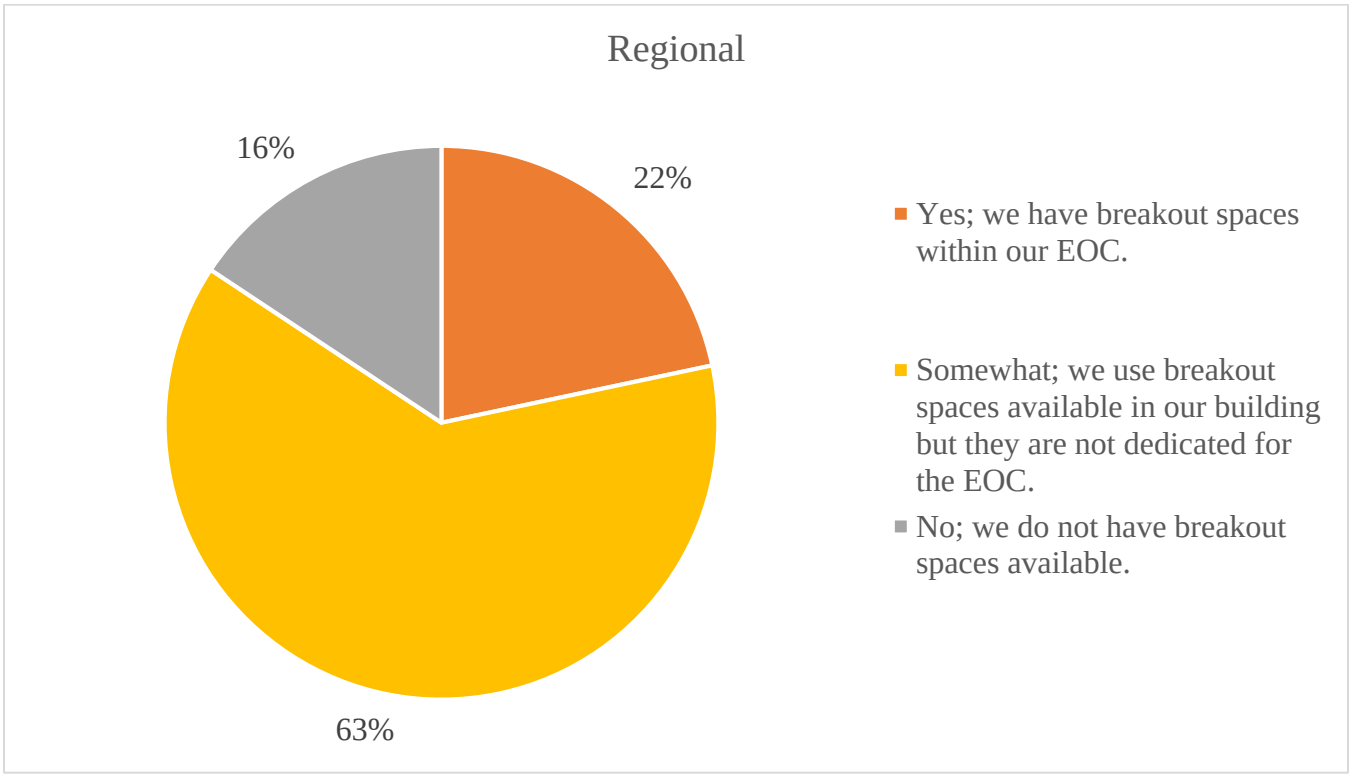


10. Is your EOC large enough to facilitate needed activities?

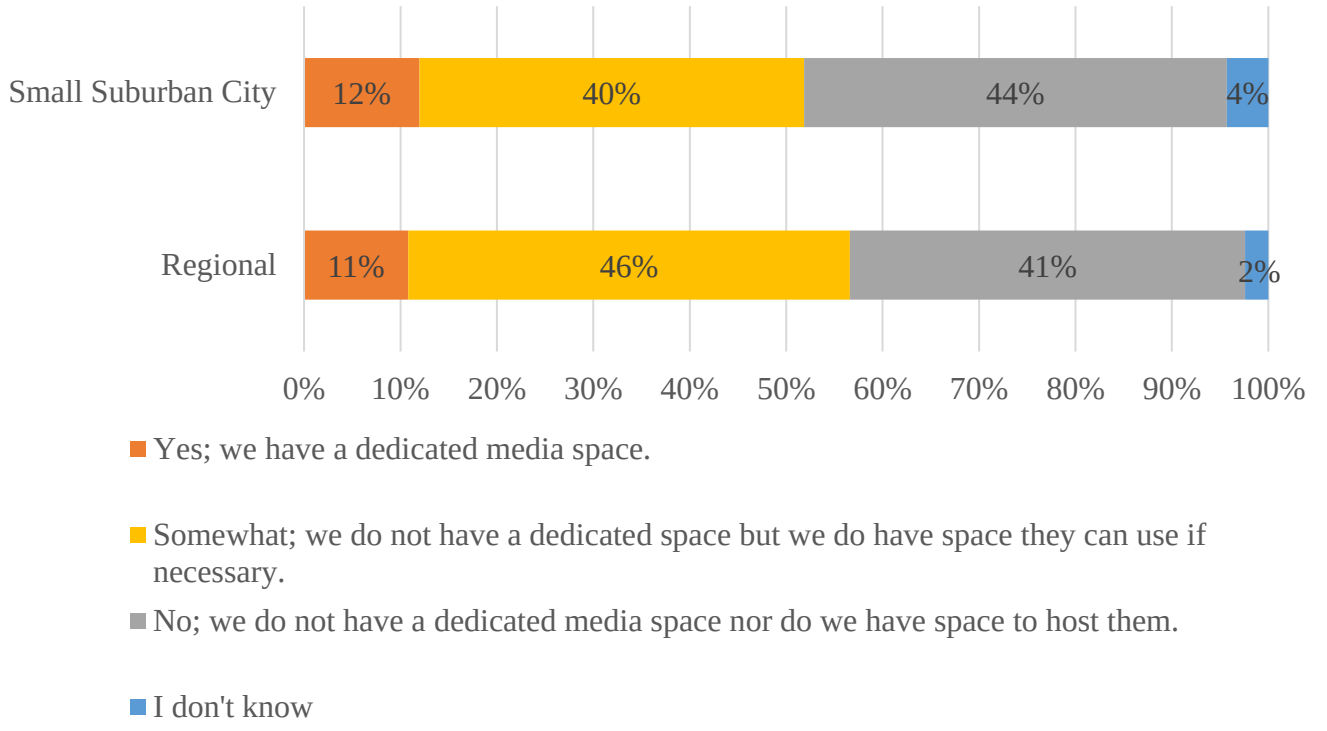


11. Does your EOC have individual/separate meeting or breakout spaces?

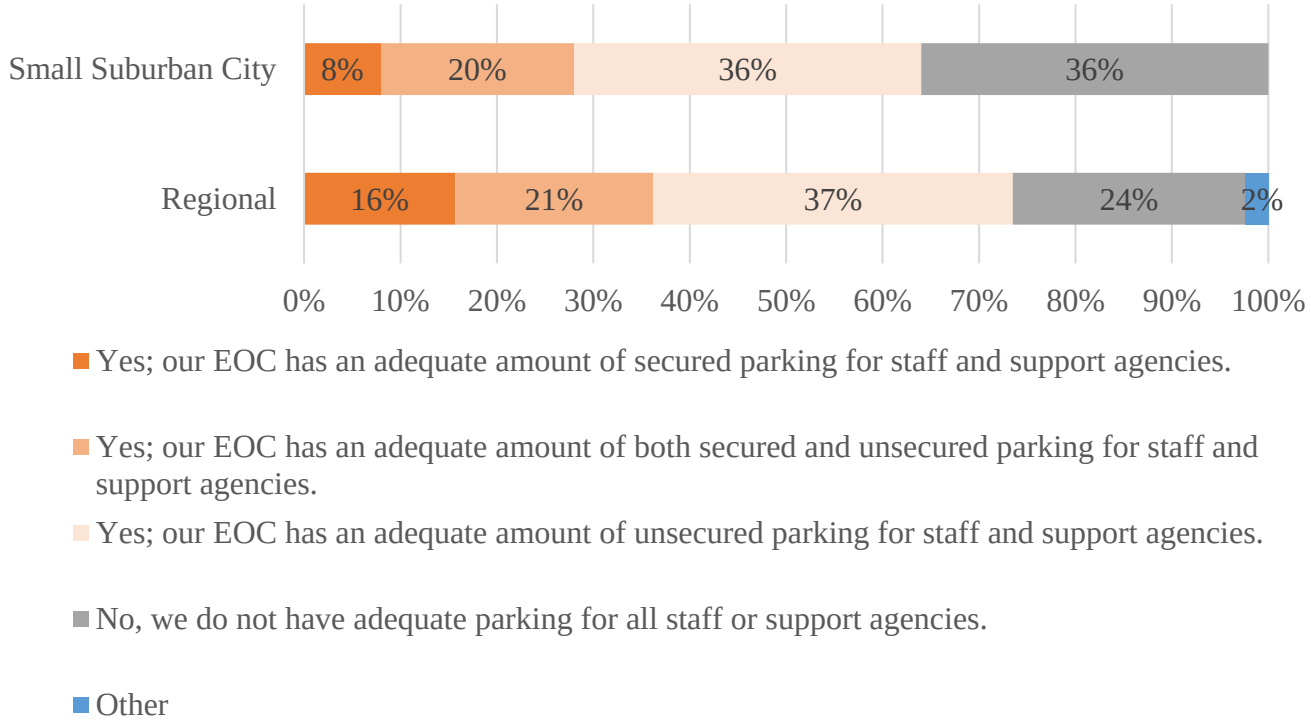




12. Do you plan to host the media at your EOC?

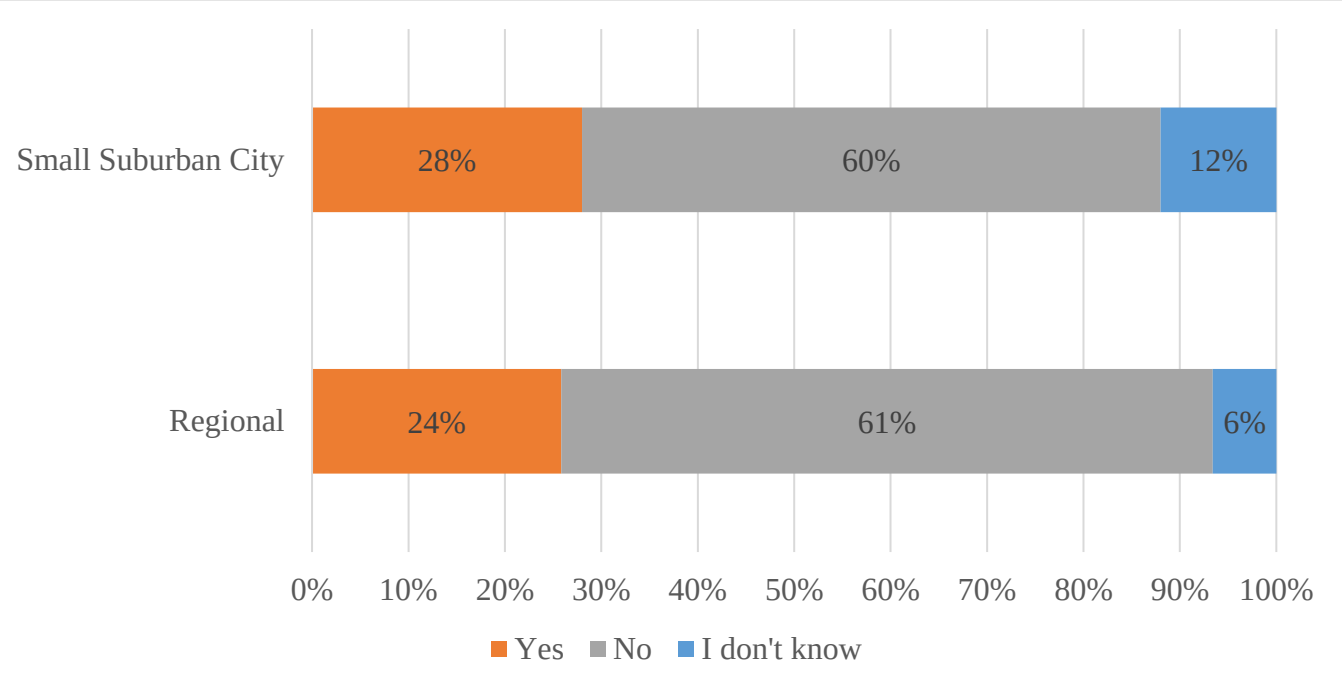


13. Does your EOC have adequate parking for staff and support agencies during full scale operations?

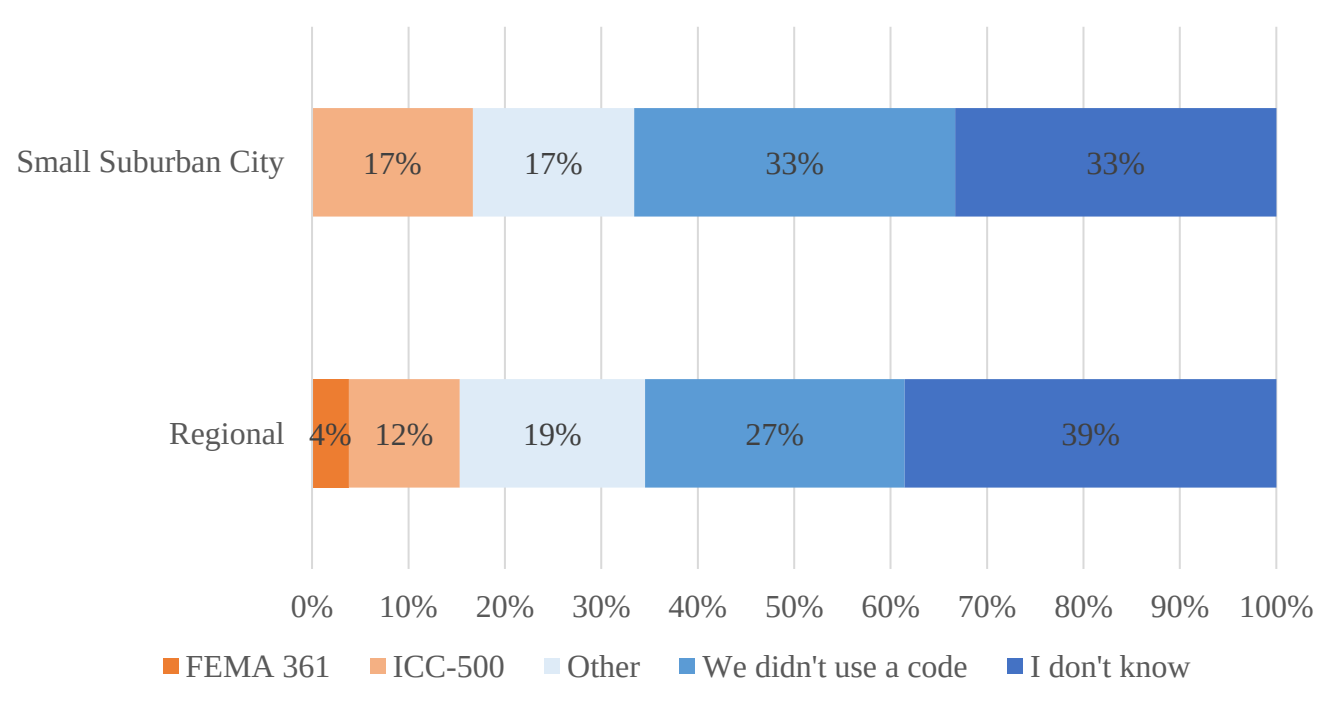


Survivability

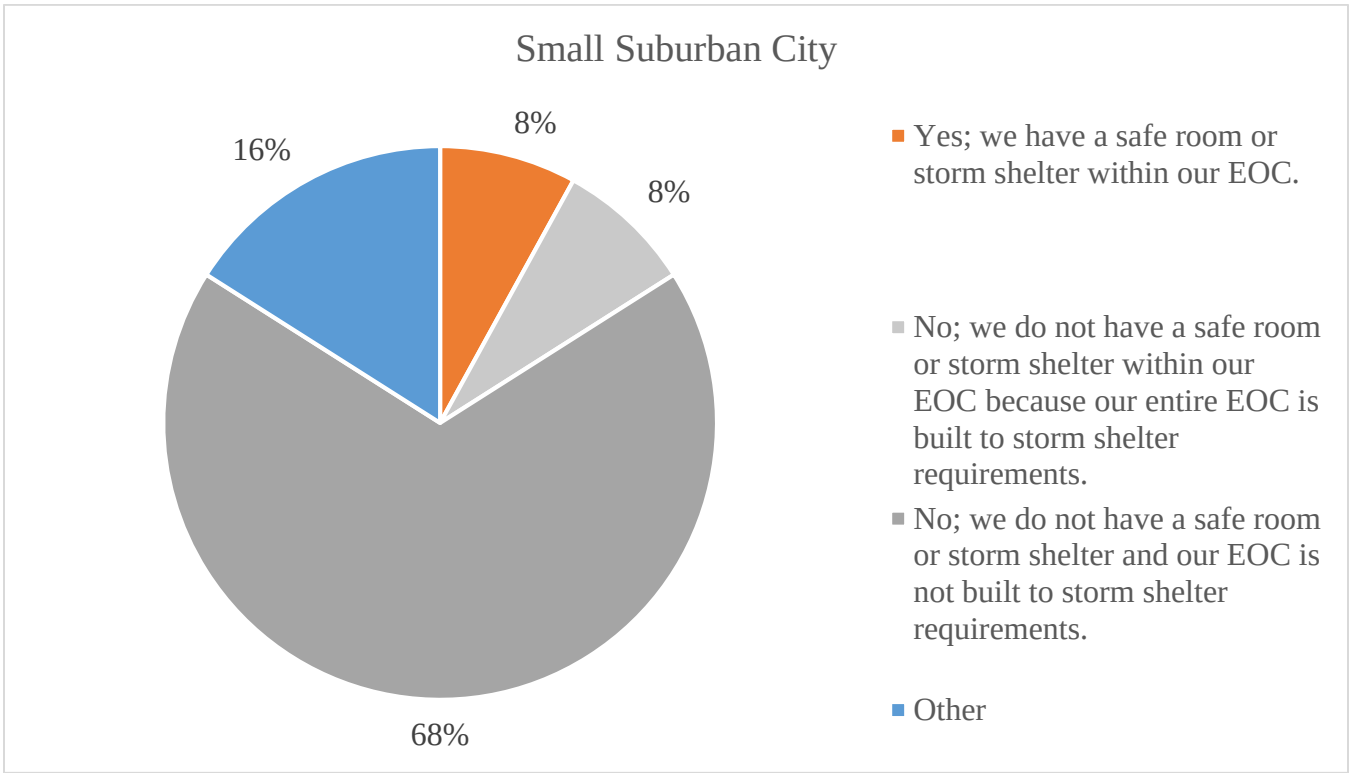
14. Is your EOC hardened (including but not limited to reinforced walls, window storm shutters, and other physical hardening measures)?

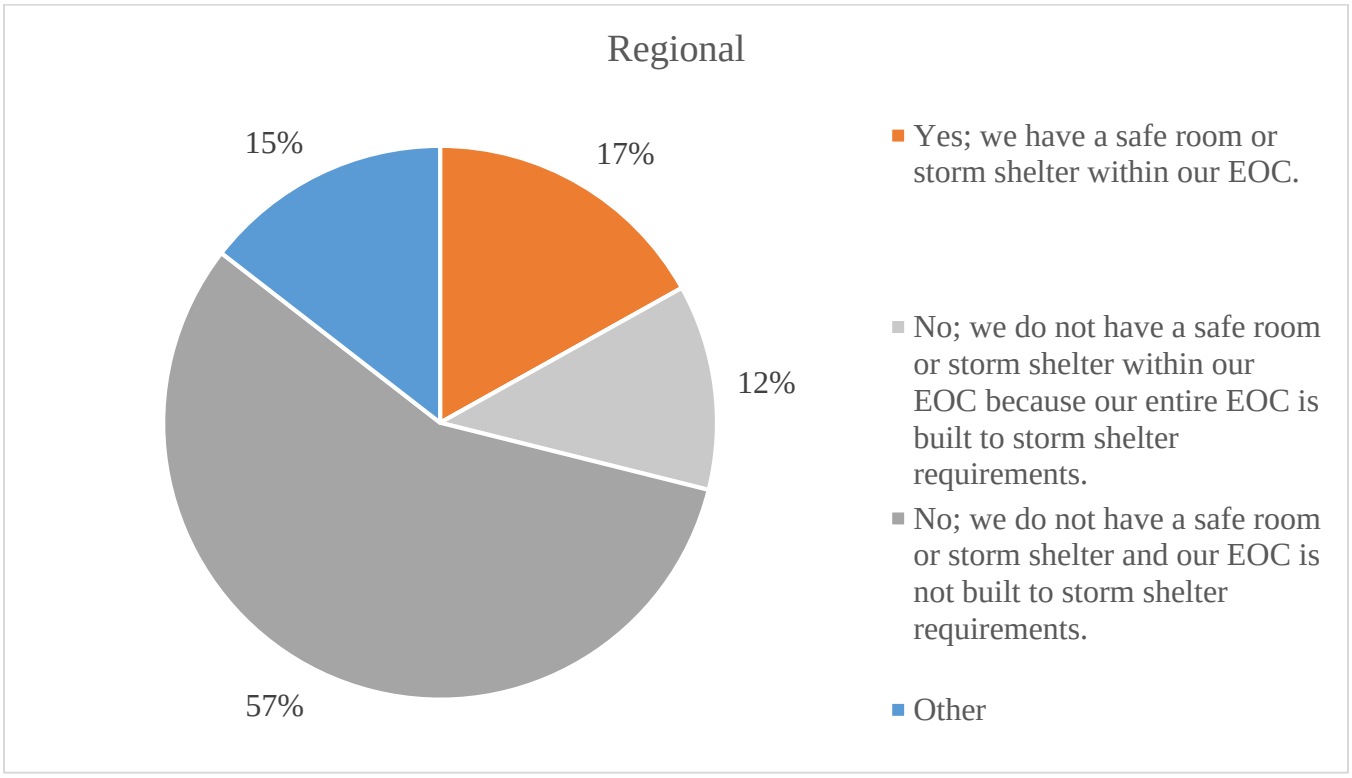


14.1 Of those who hardened their EOC, what construction code, standard, or guideline was used?

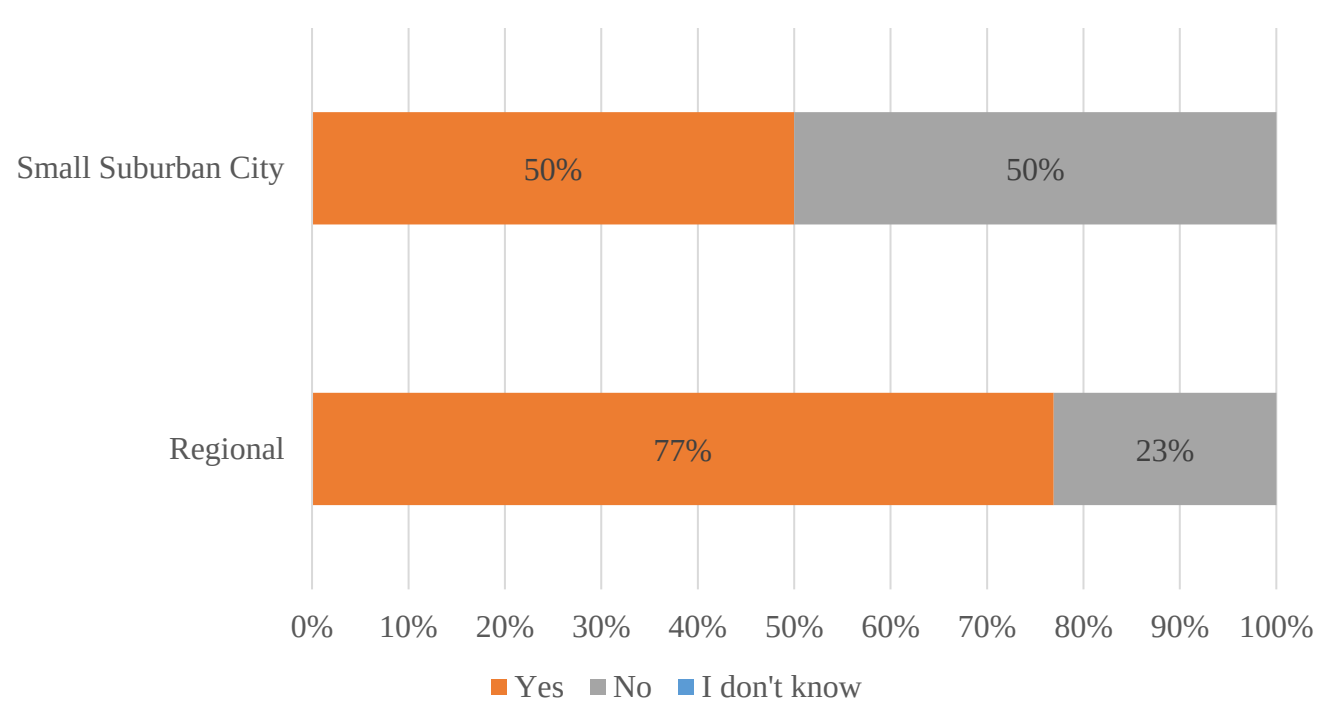


15. Does your EOC have a safe room or storm shelter for severe weather?

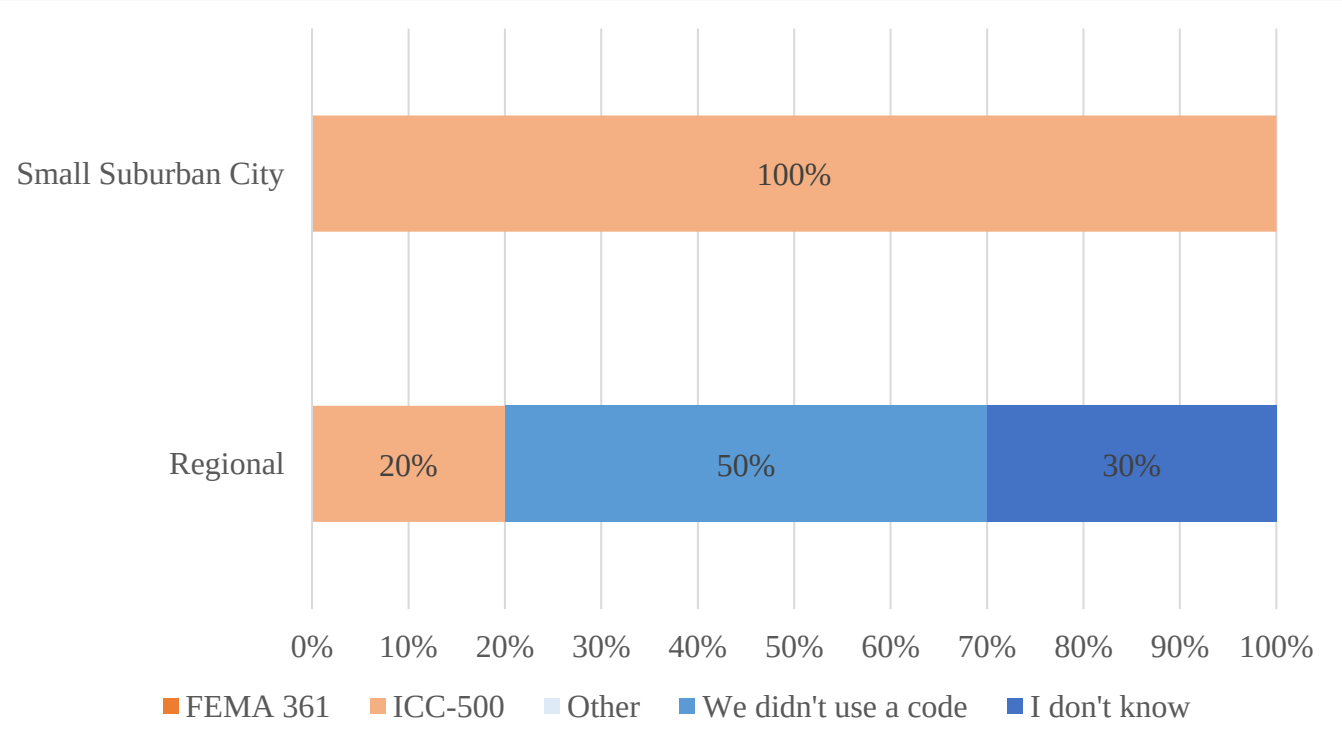




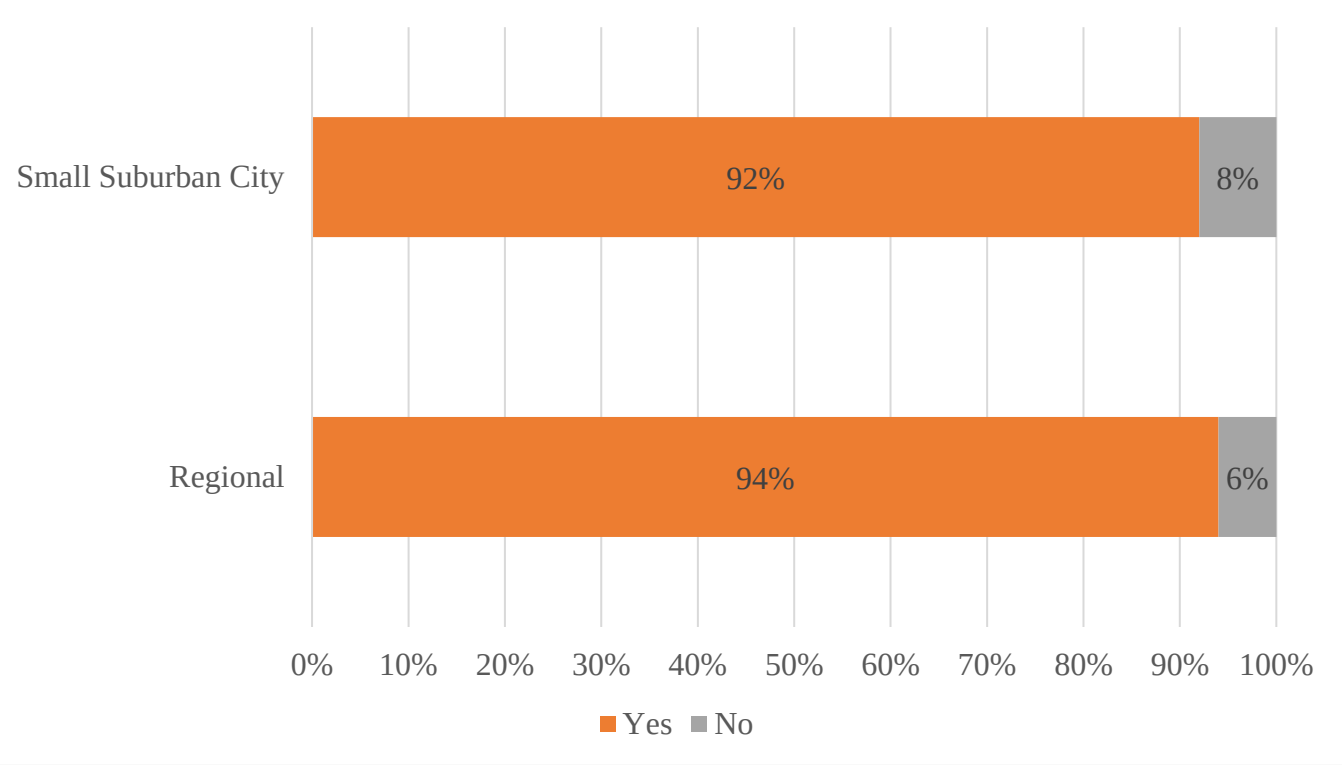
15.1 Of those who hardened have a safe room, is it hardened? *(Answers only apply to those who have a safe room)*



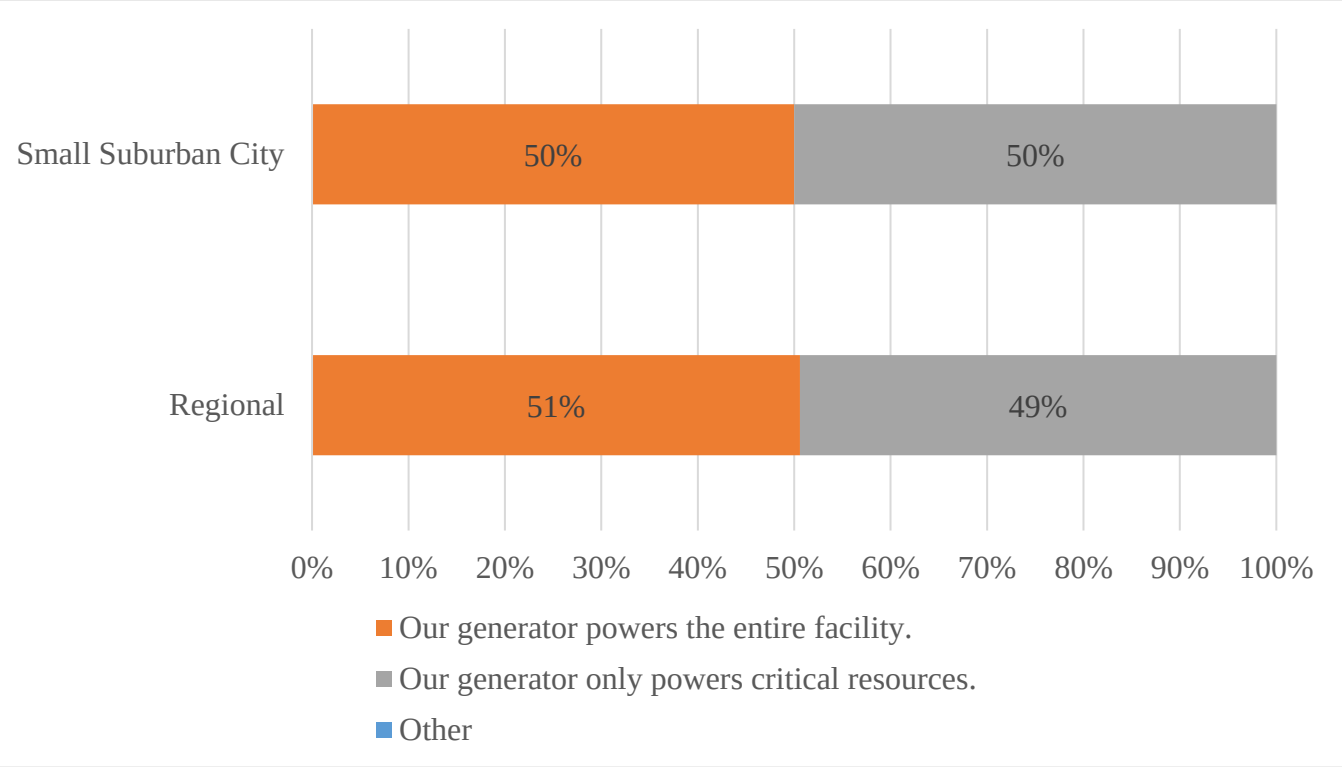
15.2 Of those who hardened have a hardened safe room, what code, standard, or guideline did you use? *(Answers only apply to those who indicated they have a hardened safe room)*



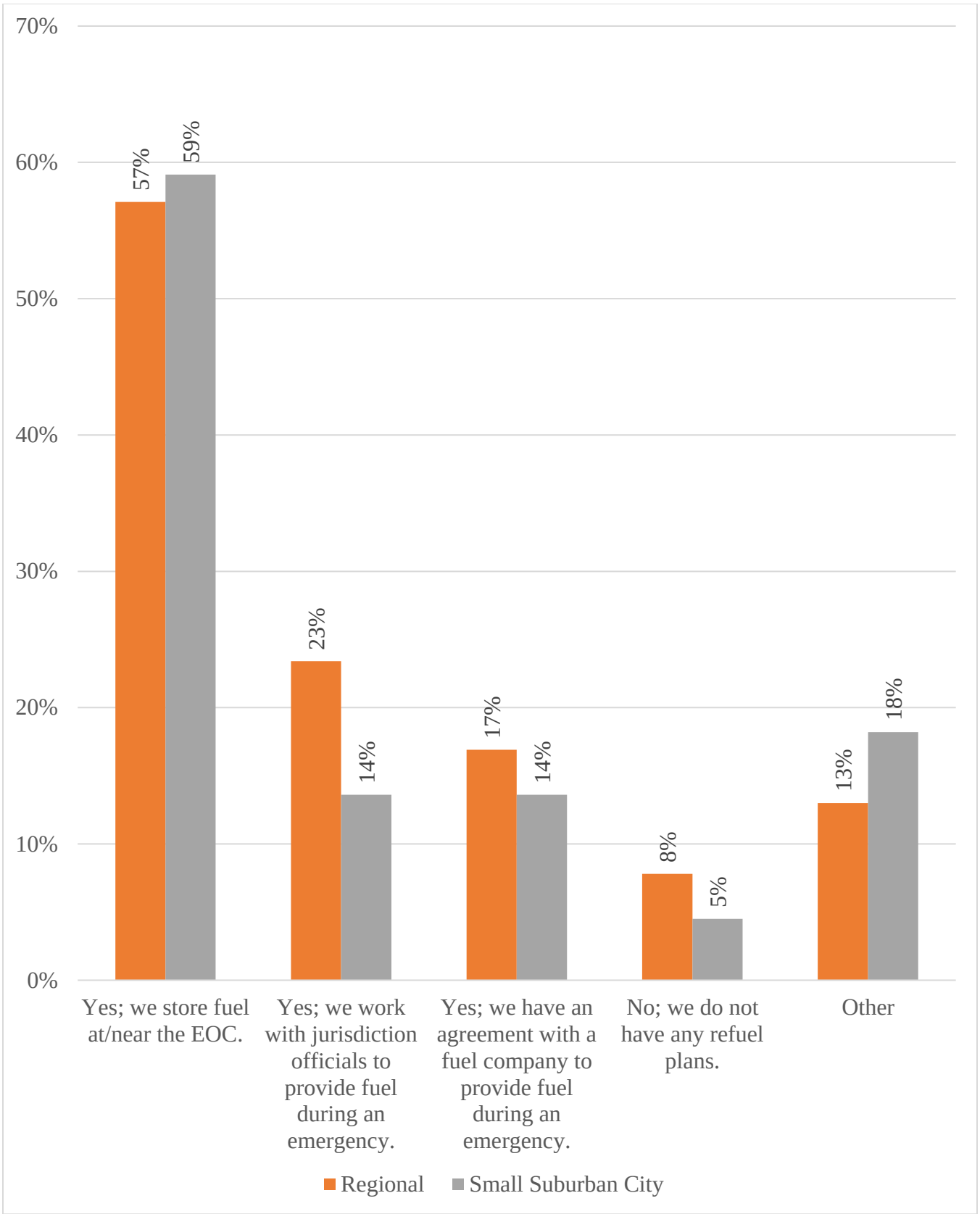
16. Does your EOC have backup generators?



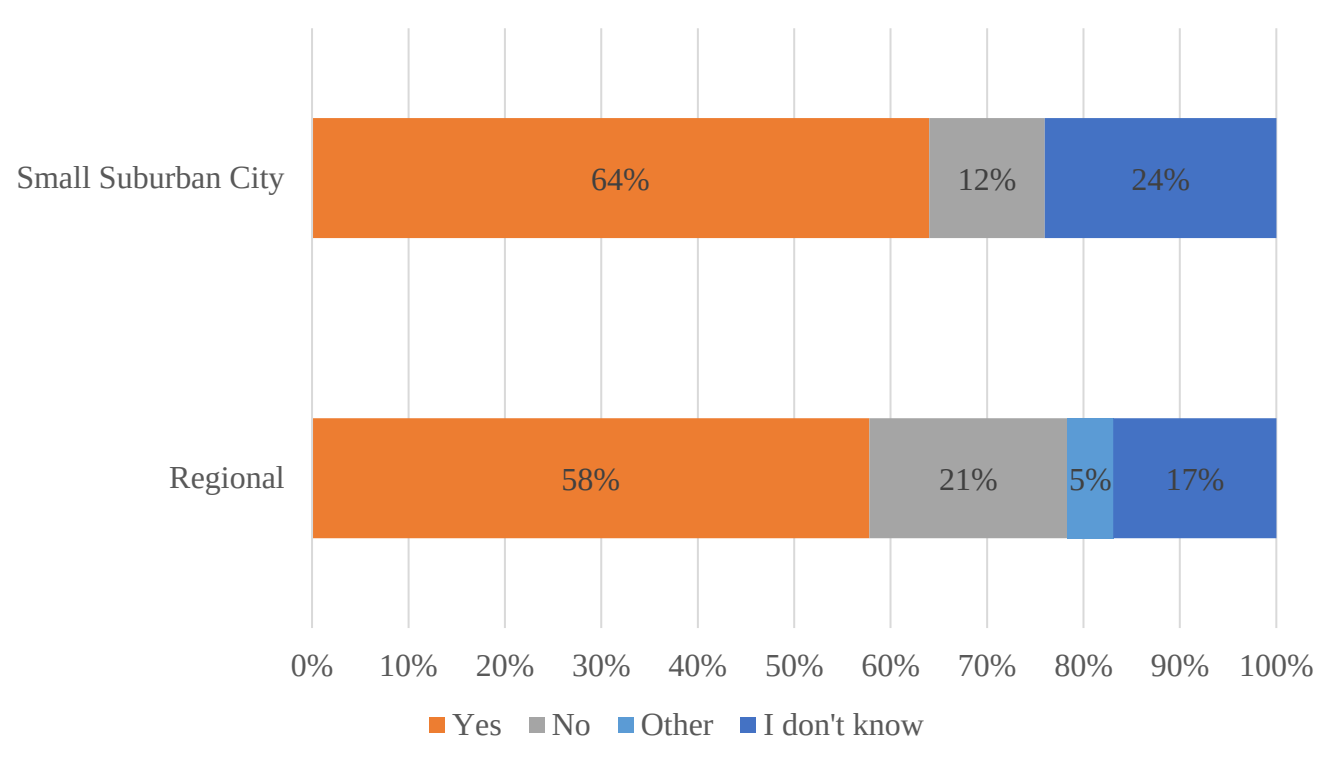
16.1 Of those who have backup generators, does the generator power the whole facility or just critical resources?



16.2 Of those who have backup generators, is your fuel source readily available (pre-stored or direct feed)?



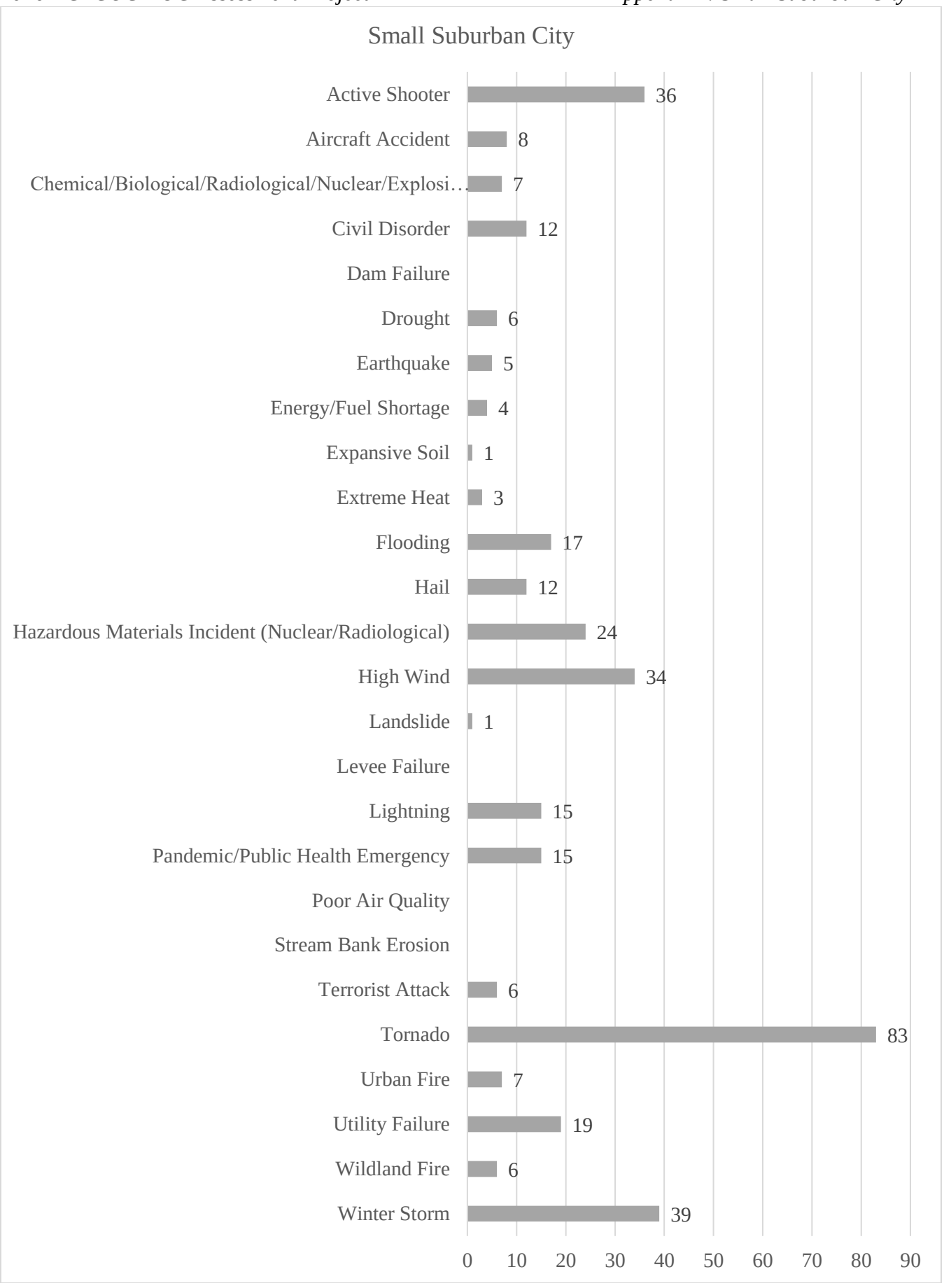
17. Are your telephone and communications lines into the EOC protected under ground?

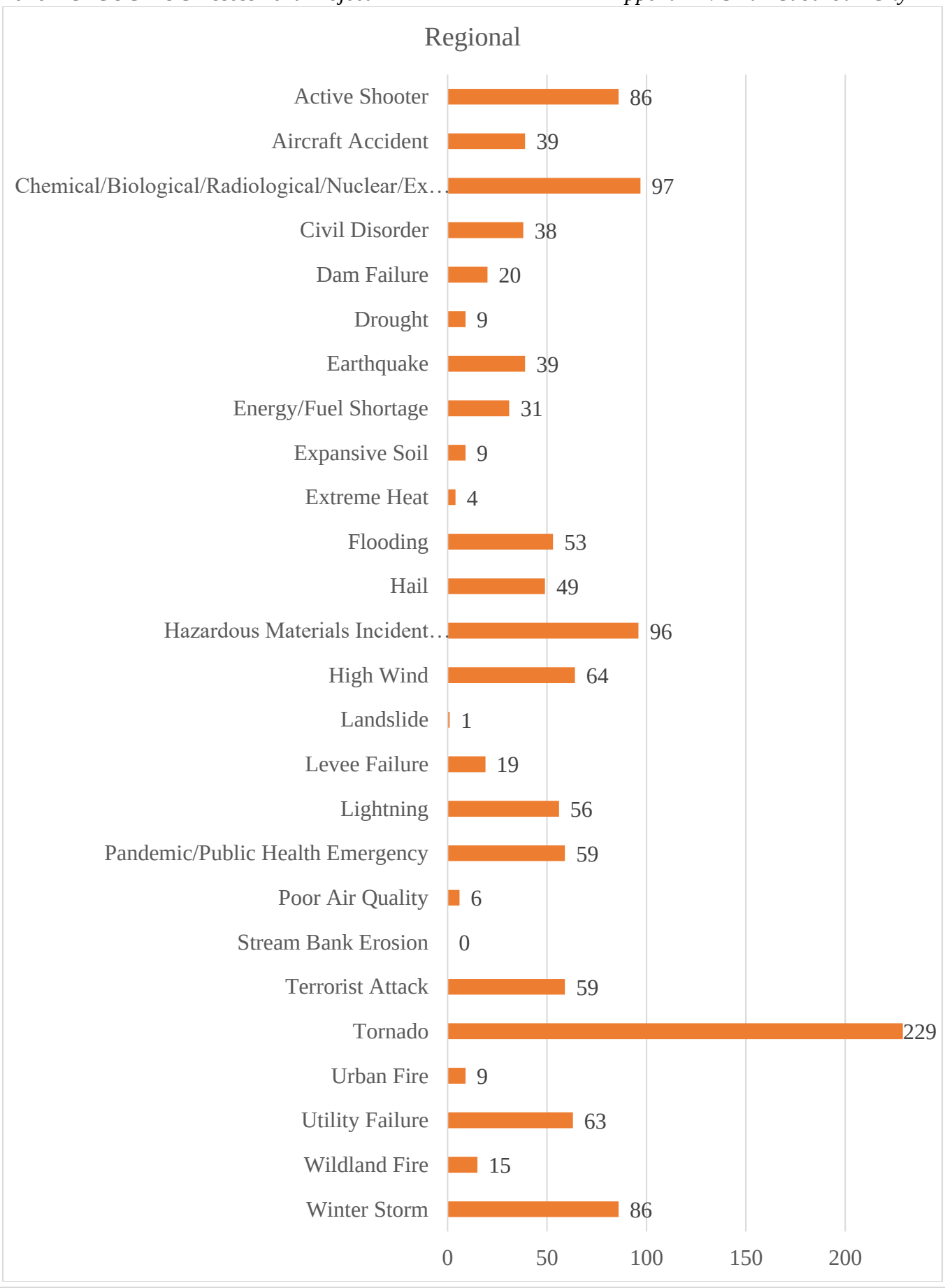


Security

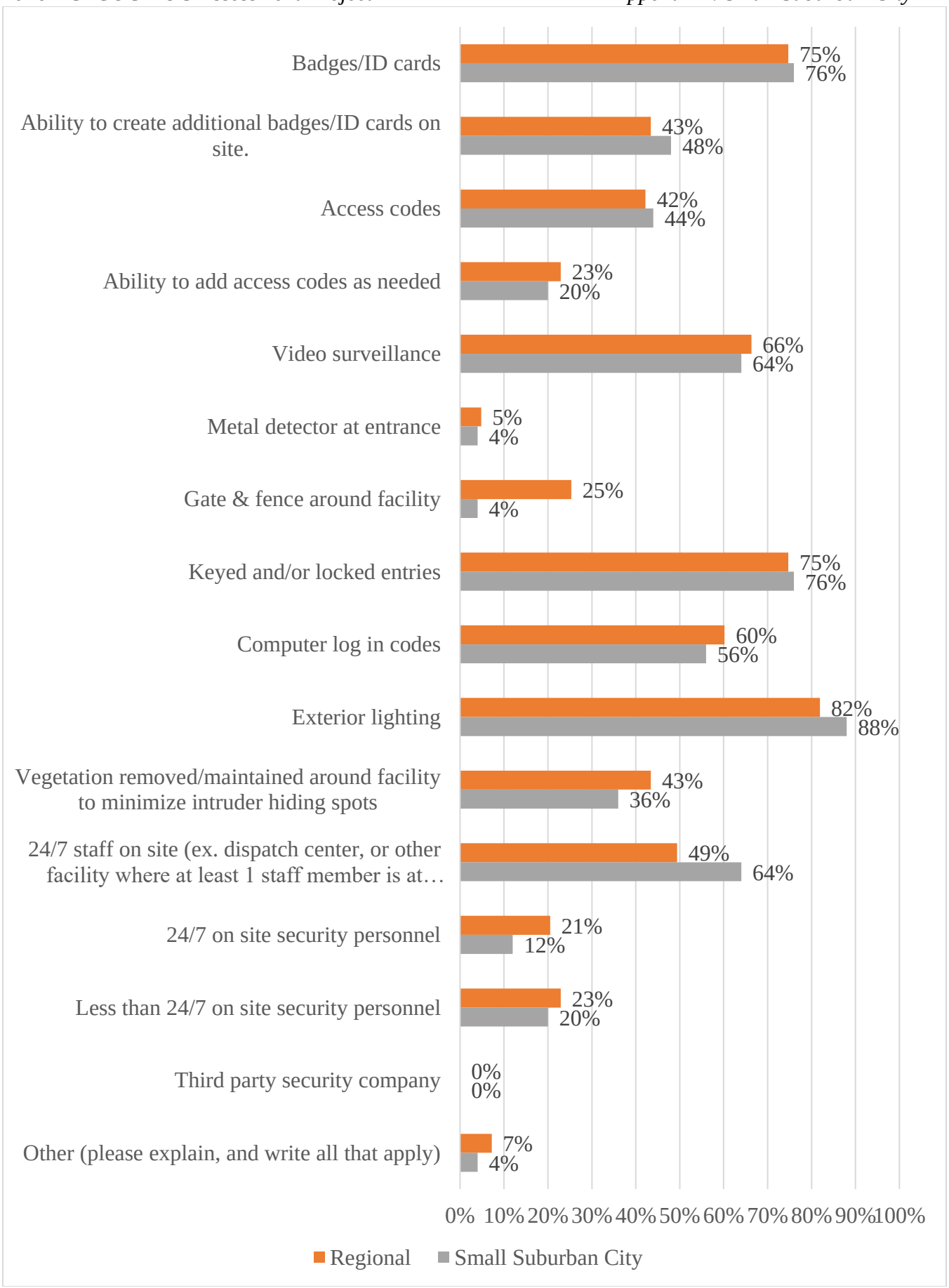
18. Of the hazards listed below, which pose the greatest unmitigated risk to your EOC facility?

Please select and rank your top 5 unmitigated hazards. The purpose of this question is to determine the top 5 hazards posing unmitigated risks to EOC facilities across our region. This data could help identify and prioritize future mitigation efforts. *(Answers ranked by assigning values to each answer based on its priority and summing the total priority votes. Top priority hazards were assigned a value of 5, second priority a value of 4, third priority a value of 3, fourth priority a value of 2, and fifth priority a value of 1.)*


Small Suburban City
Active Shooter 36
Aircraft Accident 8
Chemical/Biological/Radiological/Nuclear/Explosi… 7
Civil Disorder 12
Dam Failure
Drought 6
Earthquake 5
Energy/Fuel Shortage 4
Expansive Soil 1
Extreme Heat 3
Flooding 17
Hail 12
Hazardous Materials Incident (Nuclear/Radiological) 24
High Wind 34
Landslide 1
Levee Failure
Lightning 15
Pandemic/Public Health Emergency 15
Poor Air Quality
Stream Bank Erosion
Terrorist Attack 6
Tornado 83
Urban Fire 7
Utility Failure 19
Wildland Fire 6
Winter Storm 39
0 10 20 30 40 50 60 70 80 90


Regional
Active Shooter 86
Aircraft Accident 39
Chemical/Biological/Radiological/Nuclear/Ex… 97
Civil Disorder 38
Dam Failure 20
Drought 9
Earthquake 39
Energy/Fuel Shortage 31
Expansive Soil 9
Extreme Heat 4
Flooding 53
Hail 49
Hazardous Materials Incident… 96
High Wind 64
Landslide 1
Levee Failure 19
Lightning 56
Pandemic/Public Health Emergency 59
Poor Air Quality 6
Stream Bank Erosion 0
Terrorist Attack 59
Tornado 229
Urban Fire 9
Utility Failure 63
Wildland Fire 15
Winter Storm 86
0 50 100 150 200

19. What types of site security and access control features are in place at the EOC? Please select all that apply.


Badges/ID cards
75%
76%
Ability to create additional badges/ID cards on site.
43%
48%
Access codes
42%
44%
Ability to add access codes as needed
23%
20%
Video surveillance
66%
64%
Metal detector at entrance
5%
4%
Gate & fence around facility
25%
4%
Keyed and/or locked entries
75%
76%
Computer log in codes
60%
56%
Exterior lighting
82%
88%
Vegetation removed/maintained around facility to minimize intruder hiding spots
43%
36%
24/7 staff on site (ex. dispatch center, or other facility where at least 1 staff member is at…
49%
64%
24/7 on site security personnel
21%
12%
Less than 24/7 on site security personnel
23%
20%
Third party security company
0%
0%
Other (please explain, and write all that apply)
7%
4%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Regional
Small Suburban City

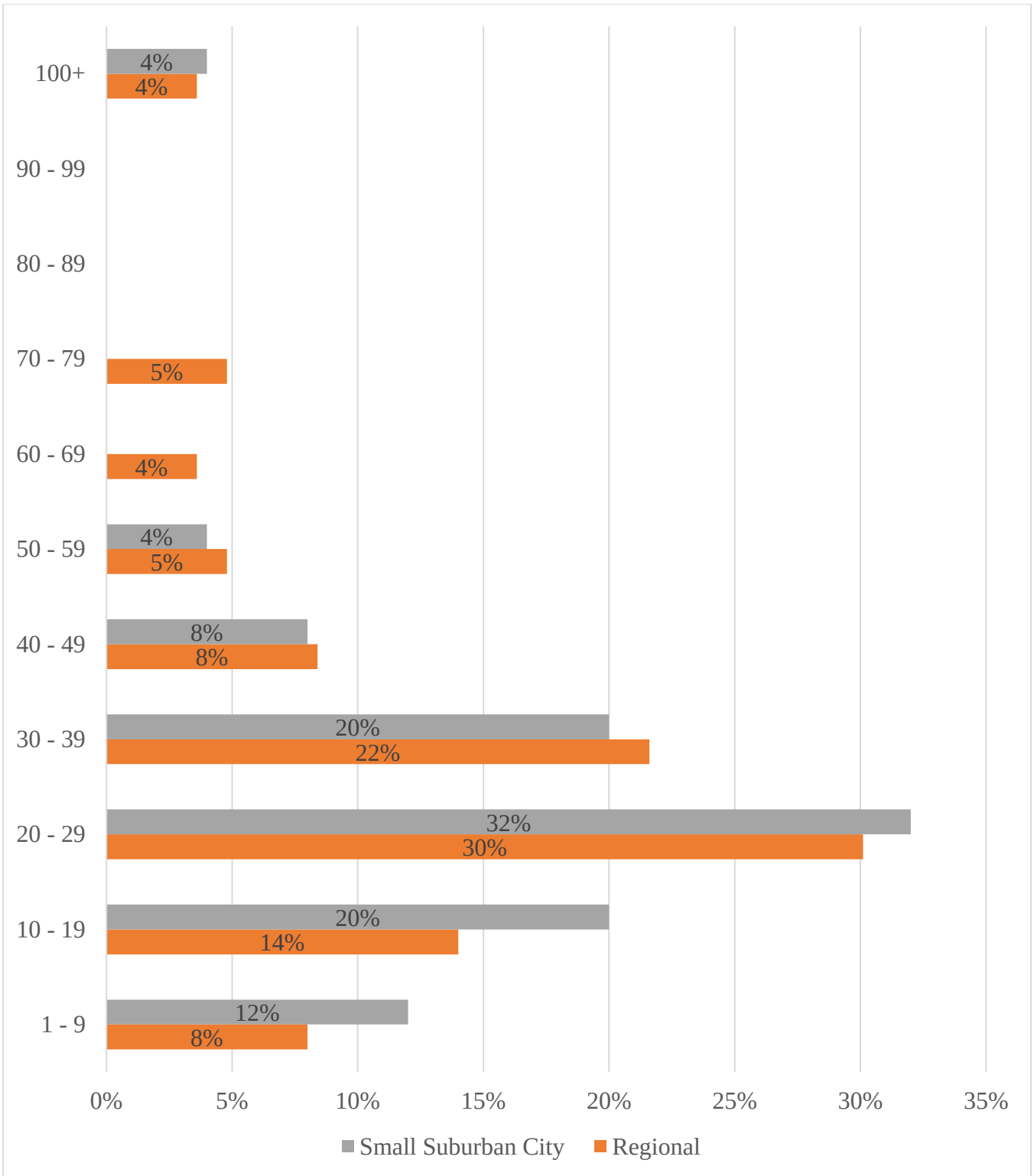
Sustainability, Interoperability, and Flexibility

20. Please select the most appropriate answer for each facility feature based on its availability.

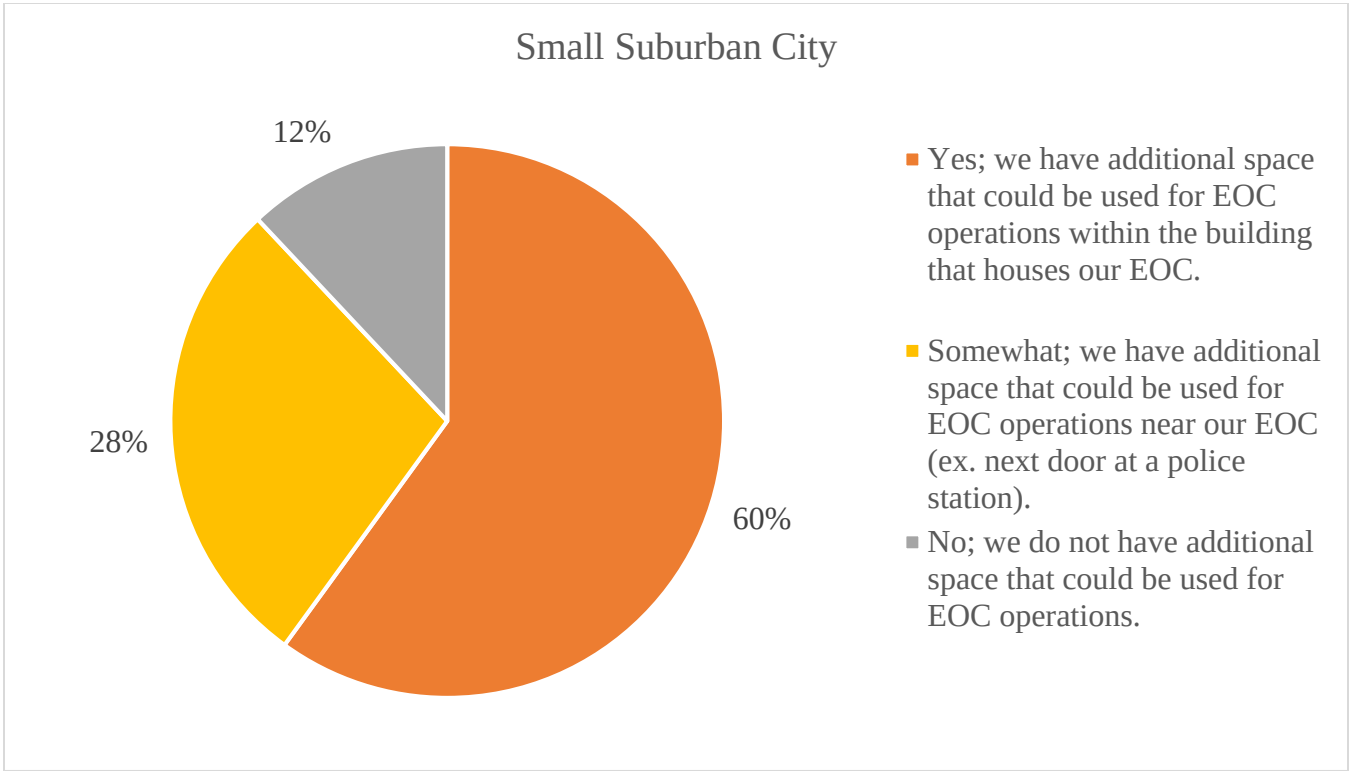
- *Sleeping quarters for staff*
- *Showers for staff*
- *Sufficient restrooms for staff*
- *Full size kitchen*
- *Breakroom/less than full size kitchen*

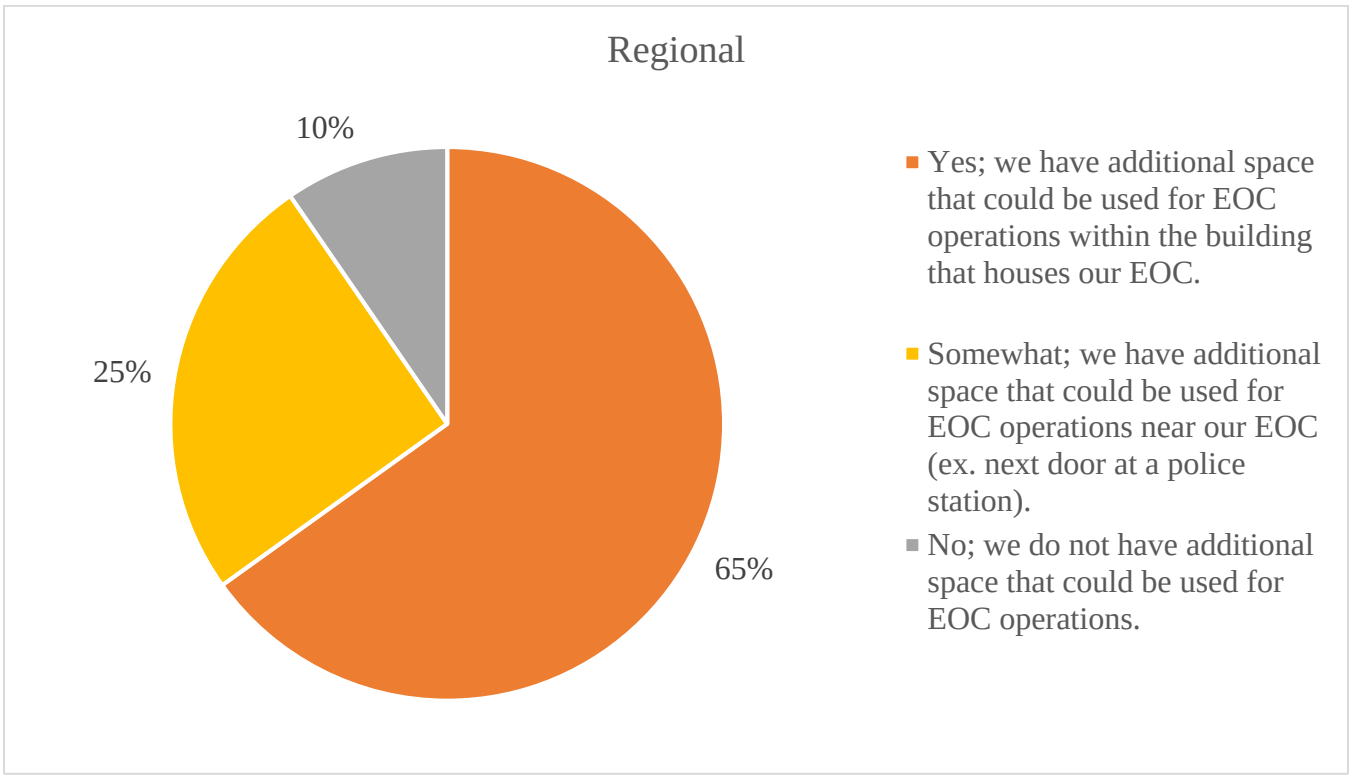
	Available in EOC		Available Near EOC		Not Available in EOC		Other	
	Regional	Small Suburban City	Regional	Small Suburban City	Regional	Small Suburban City	Regional	Small Suburban City
Sleeping quarters for staff	20.5%	24%	43.4%	44%	34.9%	32%	1.2%	0%
Showers for staff	37.3%	36%	49.4%	52%	13.3%	12%	0%	0%
Sufficient restrooms for staff	77.1%	64%	21.7%	36%	1.2%	0%	0%	0%
Full size kitchen	33.7%	32%	39.8%	44%	22.9%	20%	3.6%	4%
Breakroom/Less than full size kitchen	66.7%	56.5%	27.2%	34.8%	6.2%	8.7%	0%	0%

21. How many people can your EOC comfortably accommodate for a full scale response?

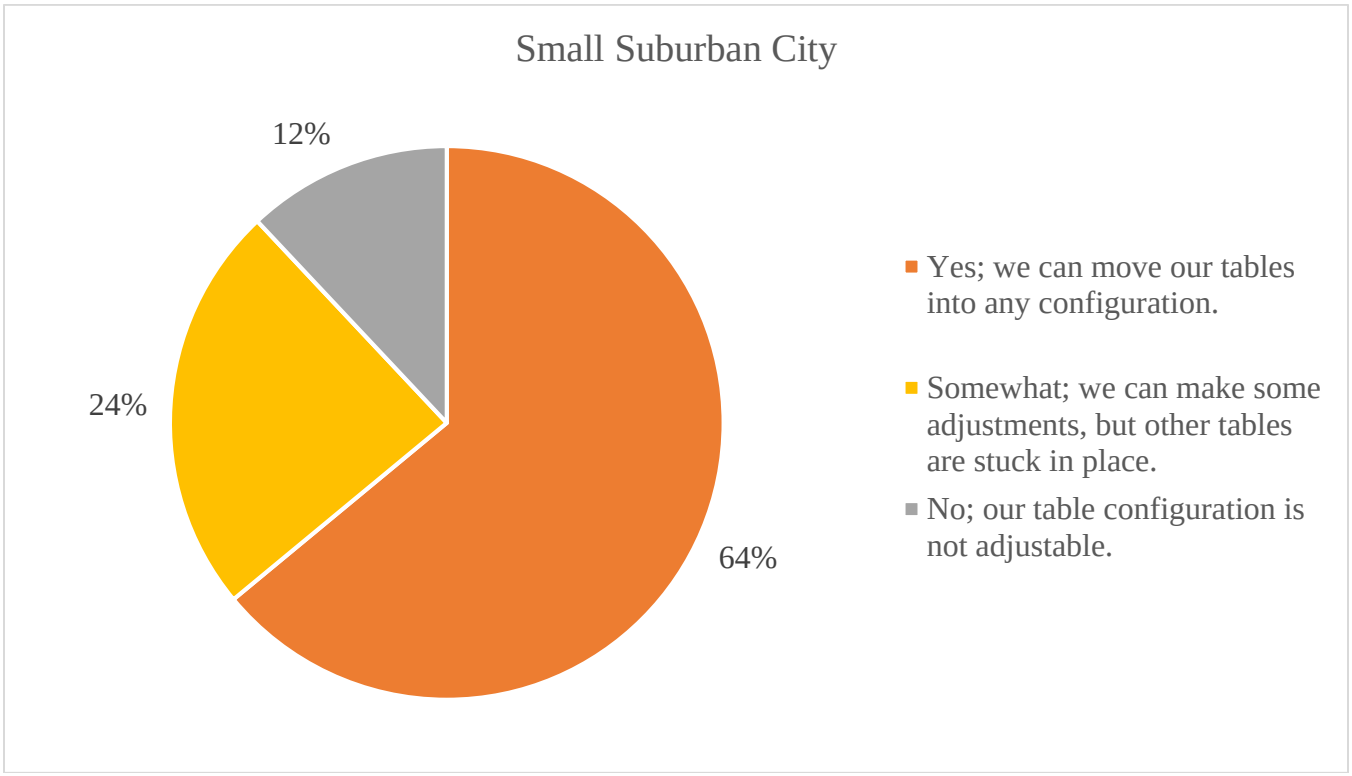


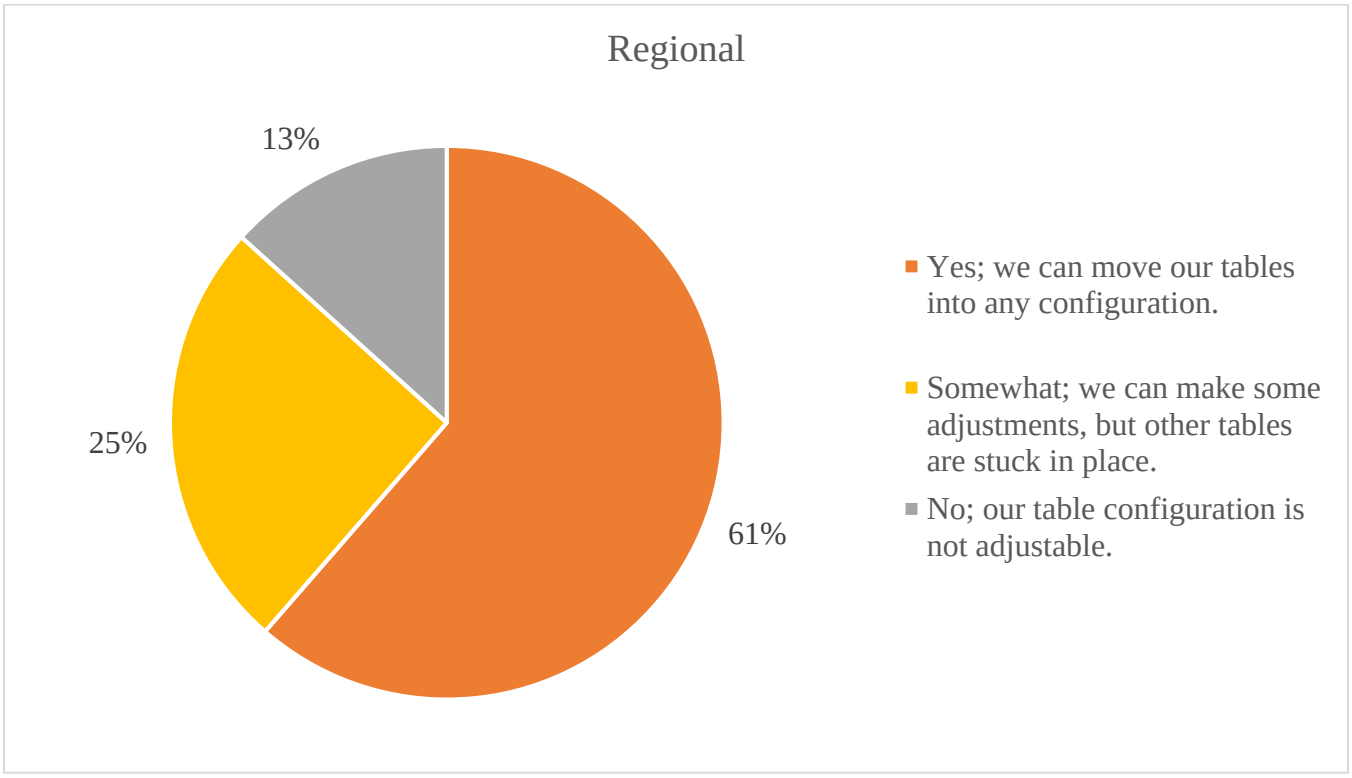
22. Is your EOC expandable, allowing for adding more personnel beyond the main room and utilizing ancillary rooms/ break-out rooms in the same building?



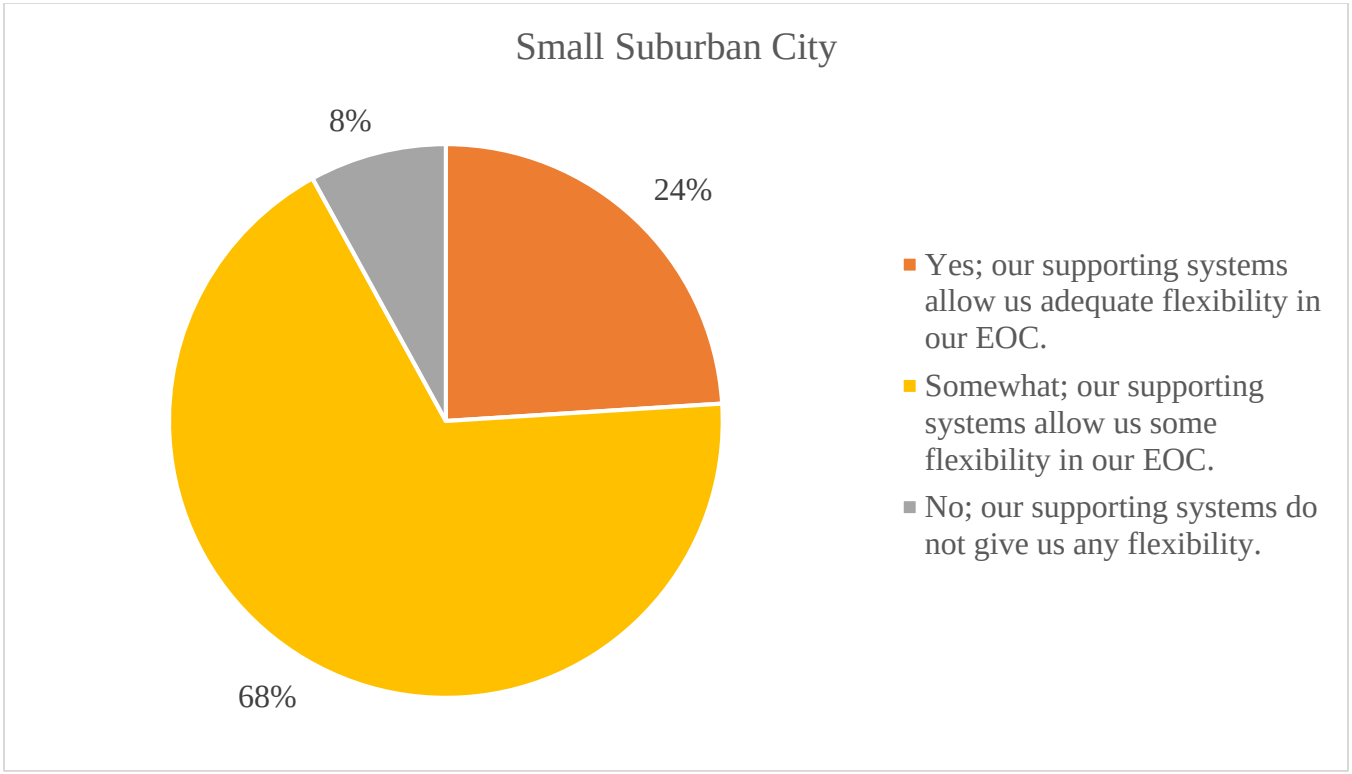


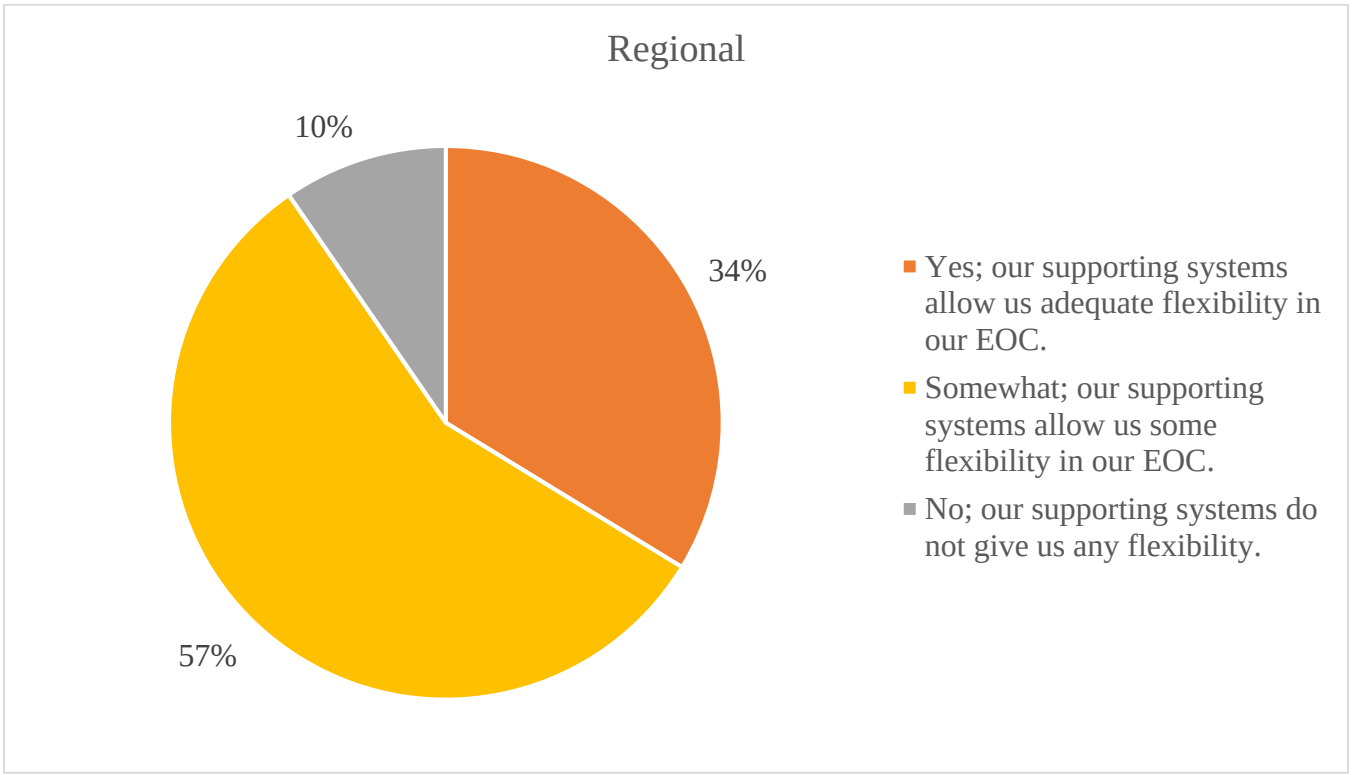
23. Are you able to adjust the table configuration in your EOC?



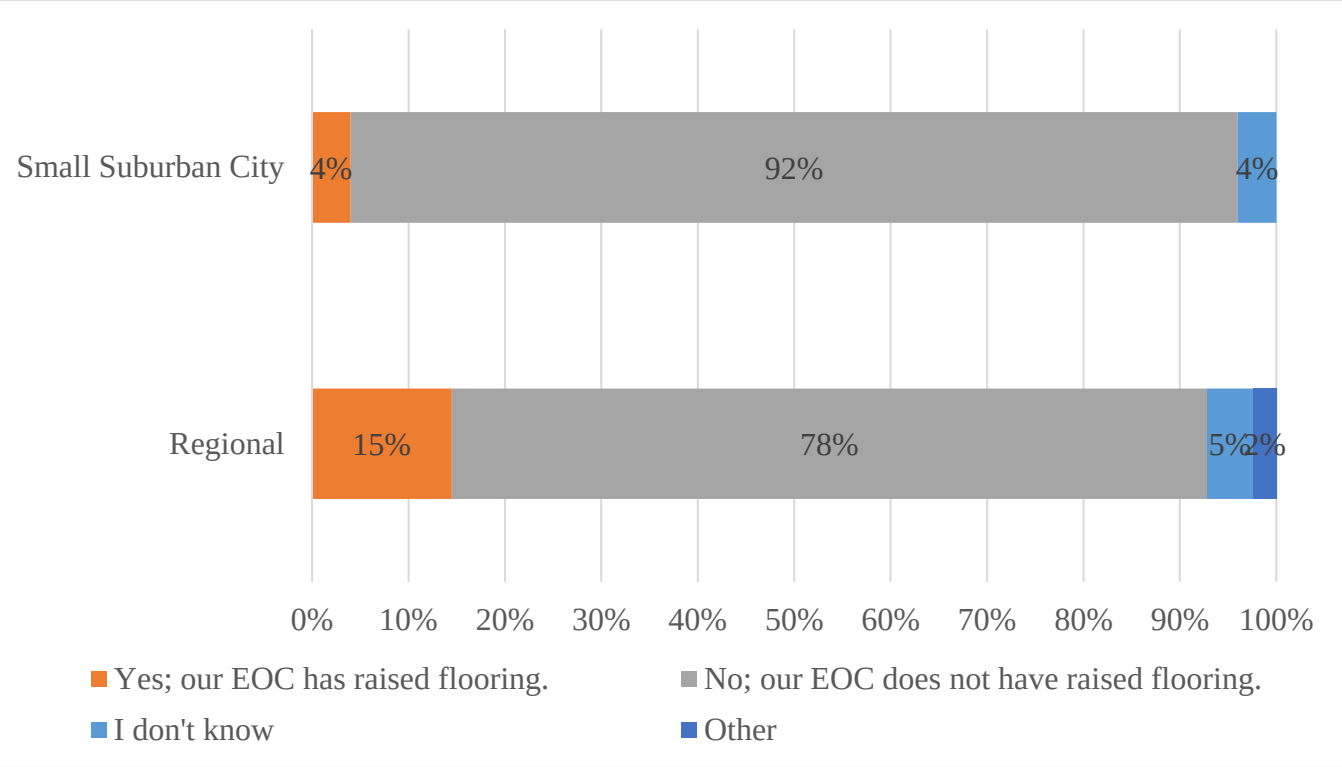


24. Do the supporting systems in your EOC allow you the flexibility you need in your EOC (i.e., power outlets, phone lines, etc.)?





25. Does your EOC feature raised flooring?



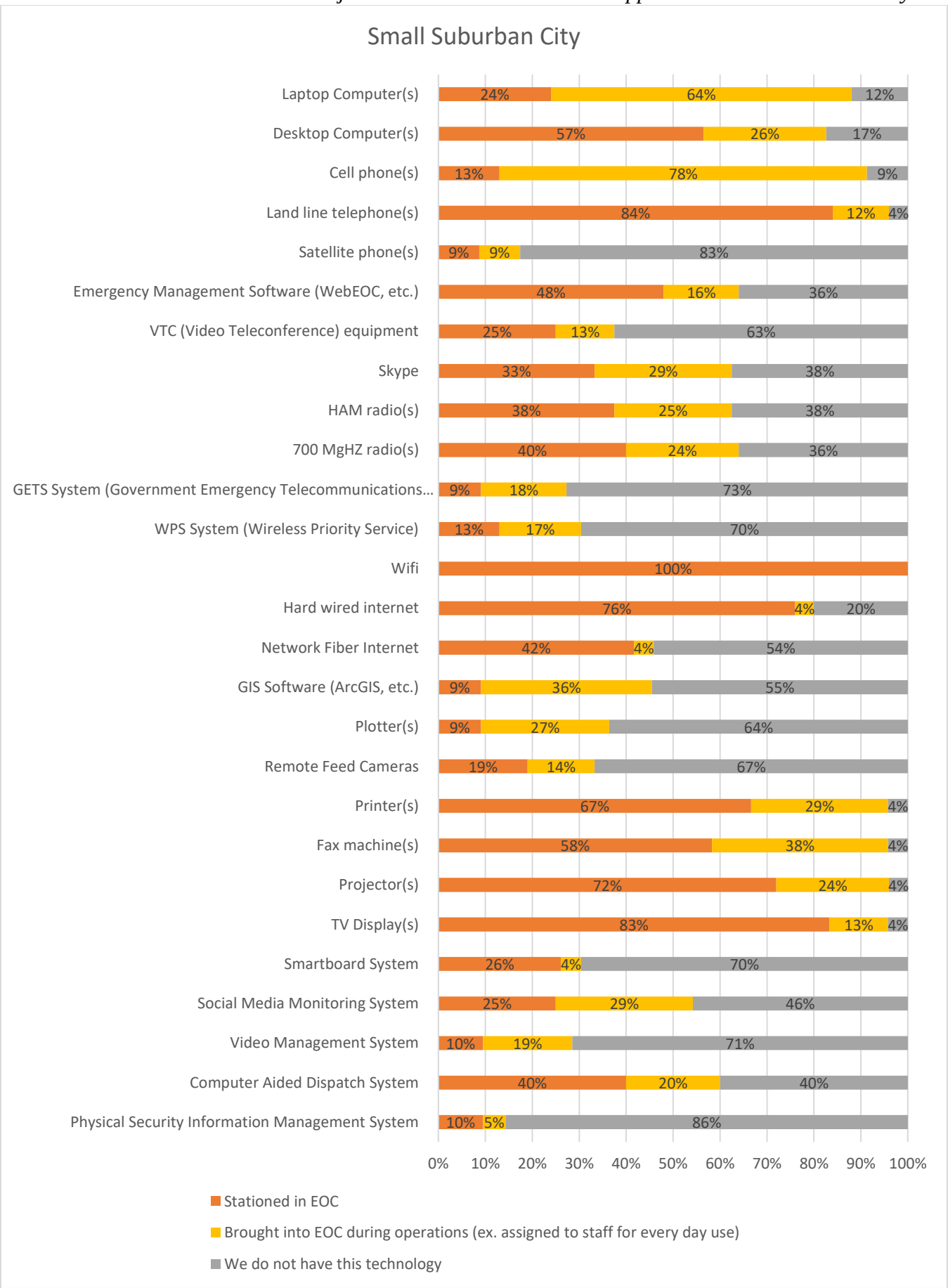
26. What single physical improvement would most benefit your EOC?

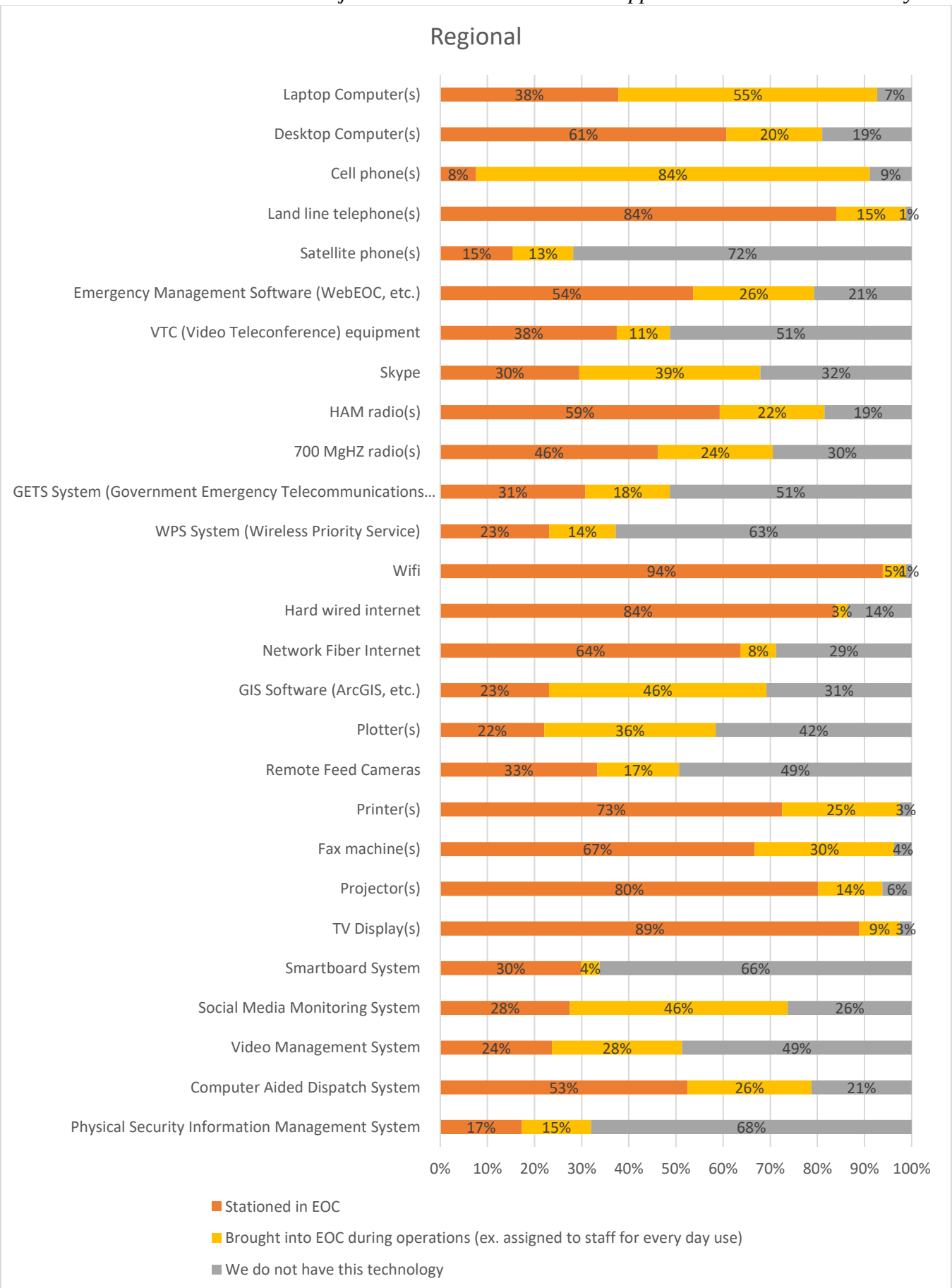
Open Response

Equipment

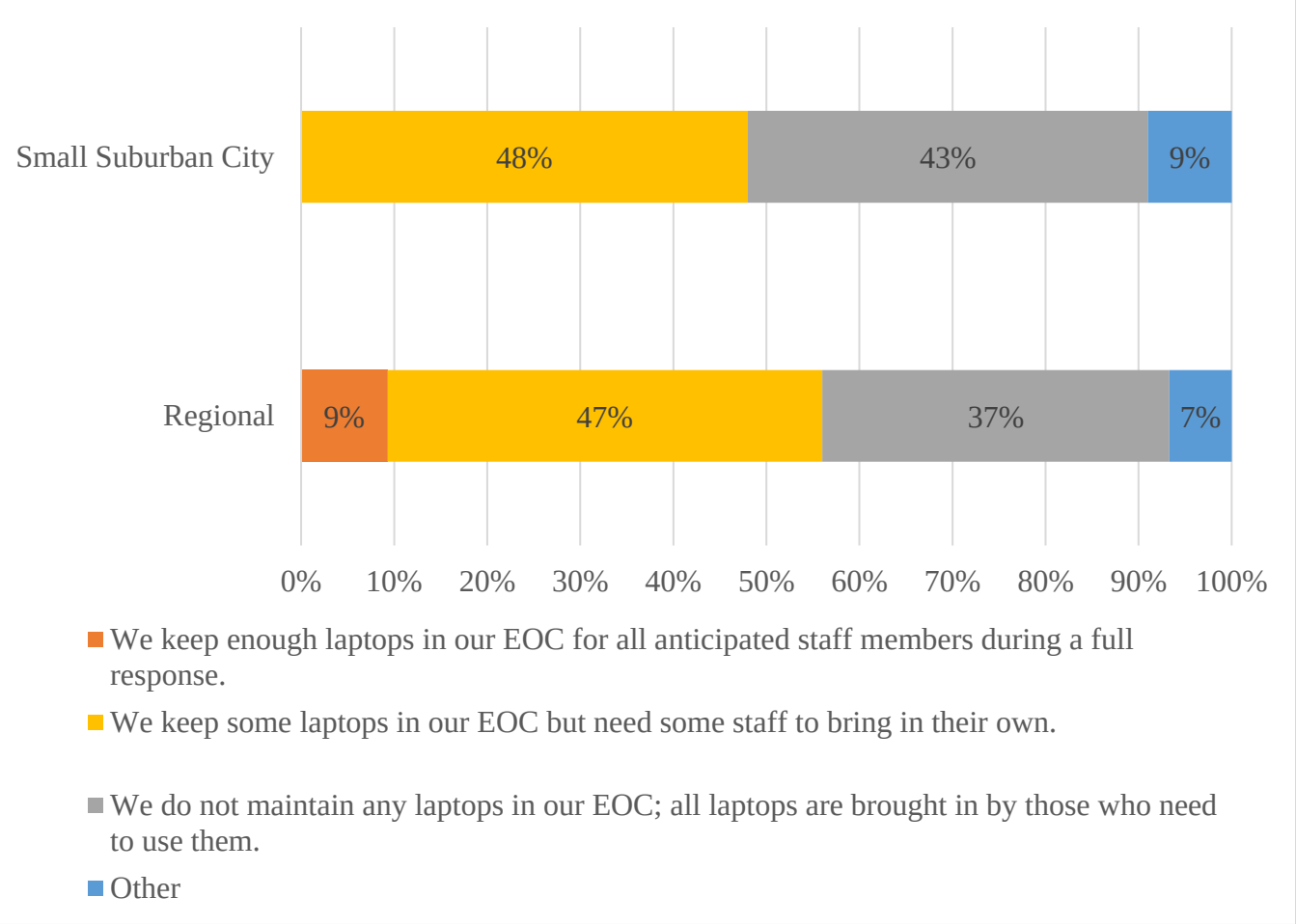
27. Please select each of the following technologies that are used in your EOC based on whether they are permanently stationed in your EOC or are brought in when needed.

- *Laptop Computer(s)*
- *Desktop Computer(s)*
- *Cell phone(s)*
- *Land line telephone(s)*
- *Satellite phone(s)*
- *Emergency Management Software (WebEOC, etc.)*
- *VTC (Video Teleconference) equipment*
- *Skype*
- *HAM radio(s)*
- *700 MgHZ radio(s)*
- *GETS System (Government Emergency Telecommunications Service)*
- *WPS System (Wireless Priority Service)*
- *Wi-Fi*
- *Hard Wired Internet*
- *Network Fiber Internet*
- *GIS Software (ArcGIS, etc.)*
- *Plotter(s)*
- *Remote Feed Cameras*
- *Printer(s)*
- *Fax machine(s)*
- *Projector(s)*
- *TV Display(s)*
- *Smartboard System*
- *Social Media Monitoring System*
- *Video Management System*
- *Computer Aided Dispatch System*
- *Physical Security Information Management System*

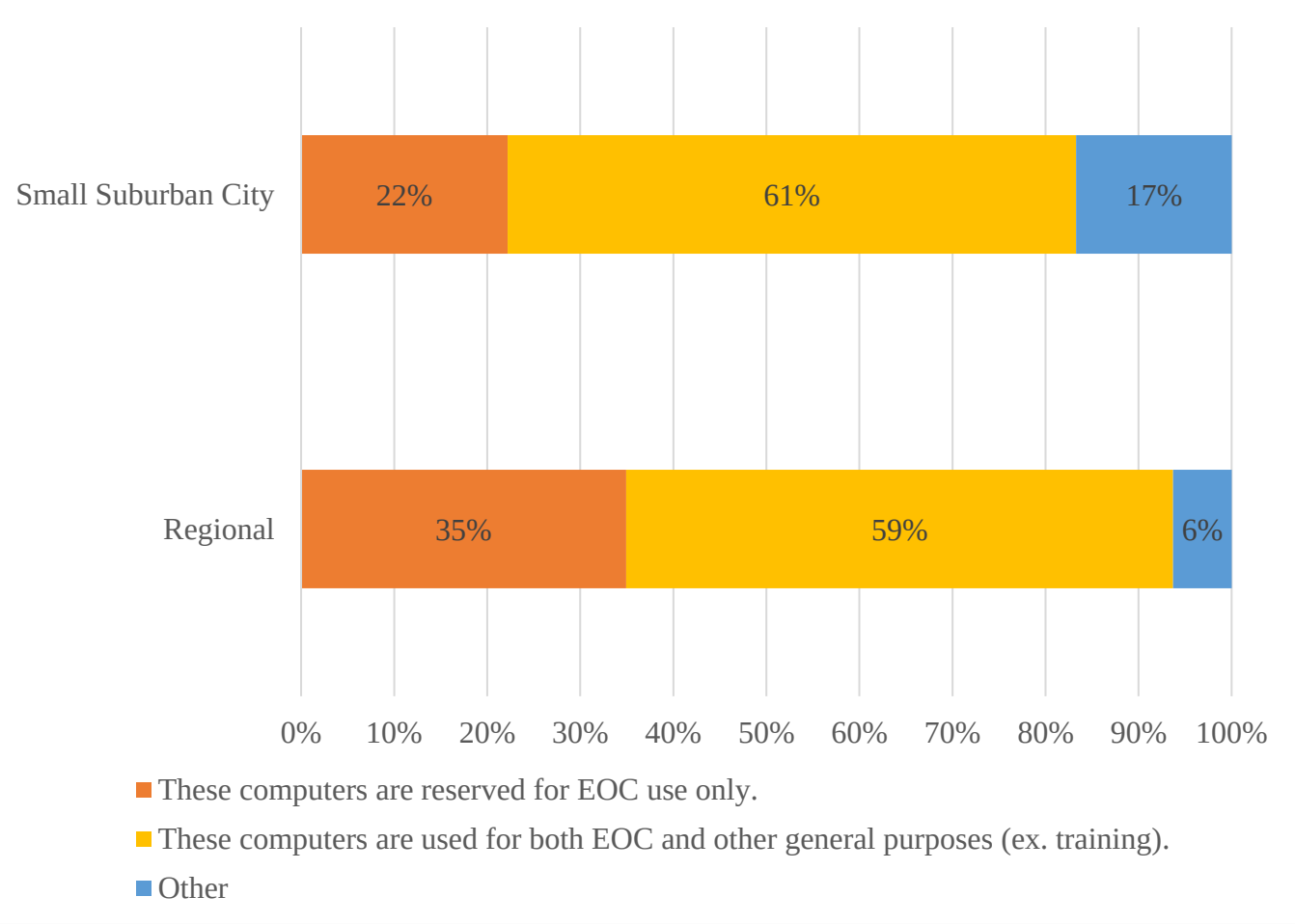

Small Suburban City
Laptop Computer(s) 24% 64% 12%
Desktop Computer(s) 57% 26% 17%
Cell phone(s) 13% 78% 9%
Land line telephone(s) 84% 12% 4%
Satellite phone(s) 9% 9% 83%
Emergency Management Software (WebEOC, etc.) 48% 16% 36%
VTC (Video Teleconference) equipment 25% 13% 63%
Skype 33% 29% 38%
HAM radio(s) 38% 25% 38%
700 MgHZ radio(s) 40% 24% 36%
GETS System (Government Emergency Telecommunications... 9% 18% 73%
WPS System (Wireless Priority Service) 13% 17% 70%
Wifi 100%
Hard wired internet 76% 4% 20%
Network Fiber Internet 42% 4% 54%
GIS Software (ArcGIS, etc.) 9% 36% 55%
Plotter(s) 9% 27% 64%
Remote Feed Cameras 19% 14% 67%
Printer(s) 67% 29% 4%
Fax machine(s) 58% 38% 4%
Projector(s) 72% 24% 4%
TV Display(s) 83% 13% 4%
Smartboard System 26% 4% 70%
Social Media Monitoring System 25% 29% 46%
Video Management System 10% 19% 71%
Computer Aided Dispatch System 40% 20% 40%
Physical Security Information Management System 10% 5% 86%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology


Regional
Laptop Computer(s) 38% 55% 7%
Desktop Computer(s) 61% 20% 19%
Cell phone(s) 8% 84% 9%
Land line telephone(s) 84% 15% 1%
Satellite phone(s) 15% 13% 72%
Emergency Management Software (WebEOC, etc.) 54% 26% 21%
VTC (Video Teleconference) equipment 38% 11% 51%
Skype 30% 39% 32%
HAM radio(s) 59% 22% 19%
700 MgHZ radio(s) 46% 24% 30%
GETS System (Government Emergency Telecommunications... 31% 18% 51%
WPS System (Wireless Priority Service) 23% 14% 63%
Wifi 94% 5% 1%
Hard wired internet 84% 3% 14%
Network Fiber Internet 64% 8% 29%
GIS Software (ArcGIS, etc.) 23% 46% 31%
Plotter(s) 22% 36% 42%
Remote Feed Cameras 33% 17% 49%
Printer(s) 73% 25% 3%
Fax machine(s) 67% 30% 4%
Projector(s) 80% 14% 6%
TV Display(s) 89% 9% 3%
Smartboard System 30% 4% 66%
Social Media Monitoring System 28% 46% 26%
Video Management System 24% 28% 49%
Computer Aided Dispatch System 53% 26% 21%
Physical Security Information Management System 17% 15% 68%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology

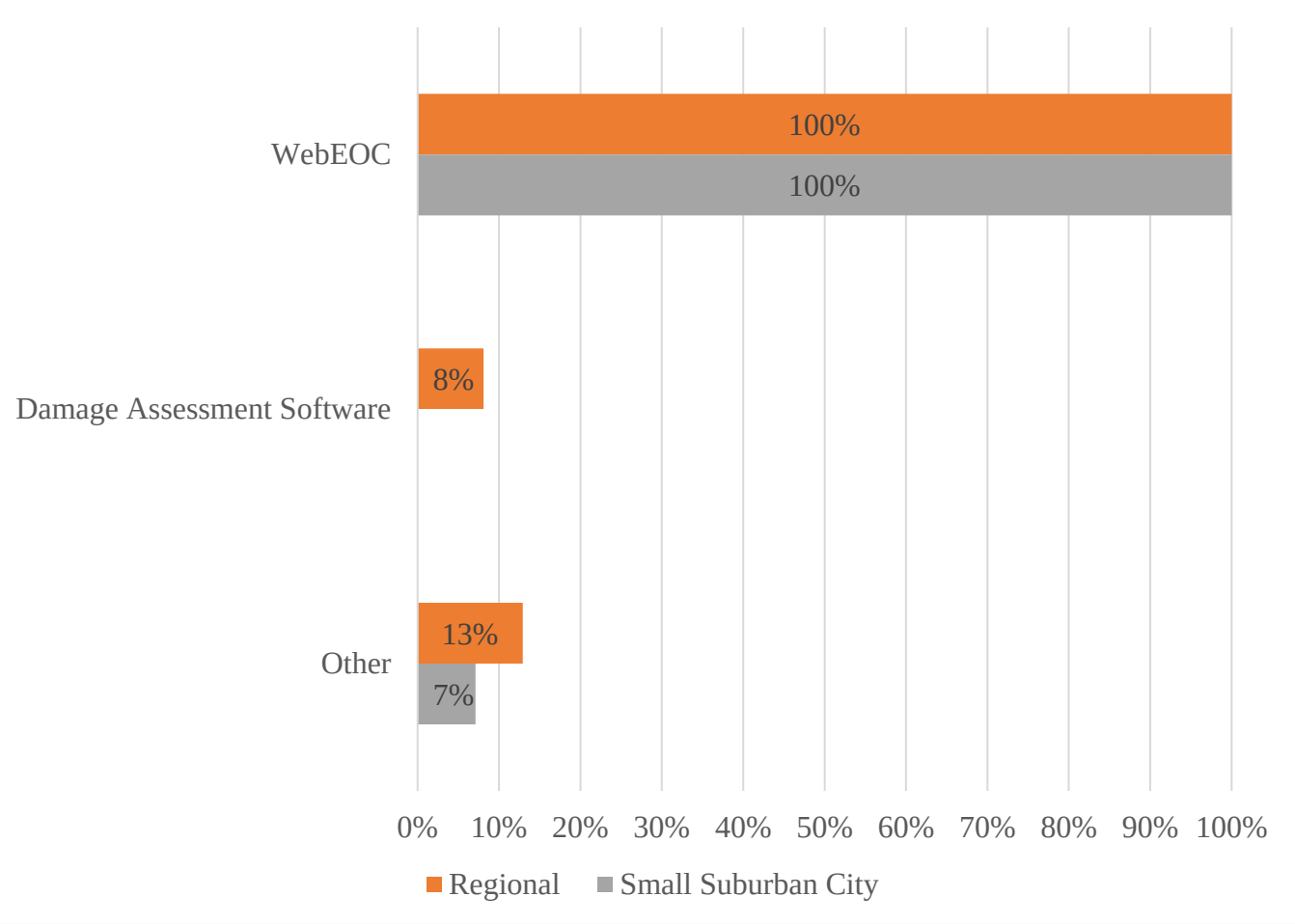
28. Please select the best representation of how laptops are used in your EOC.



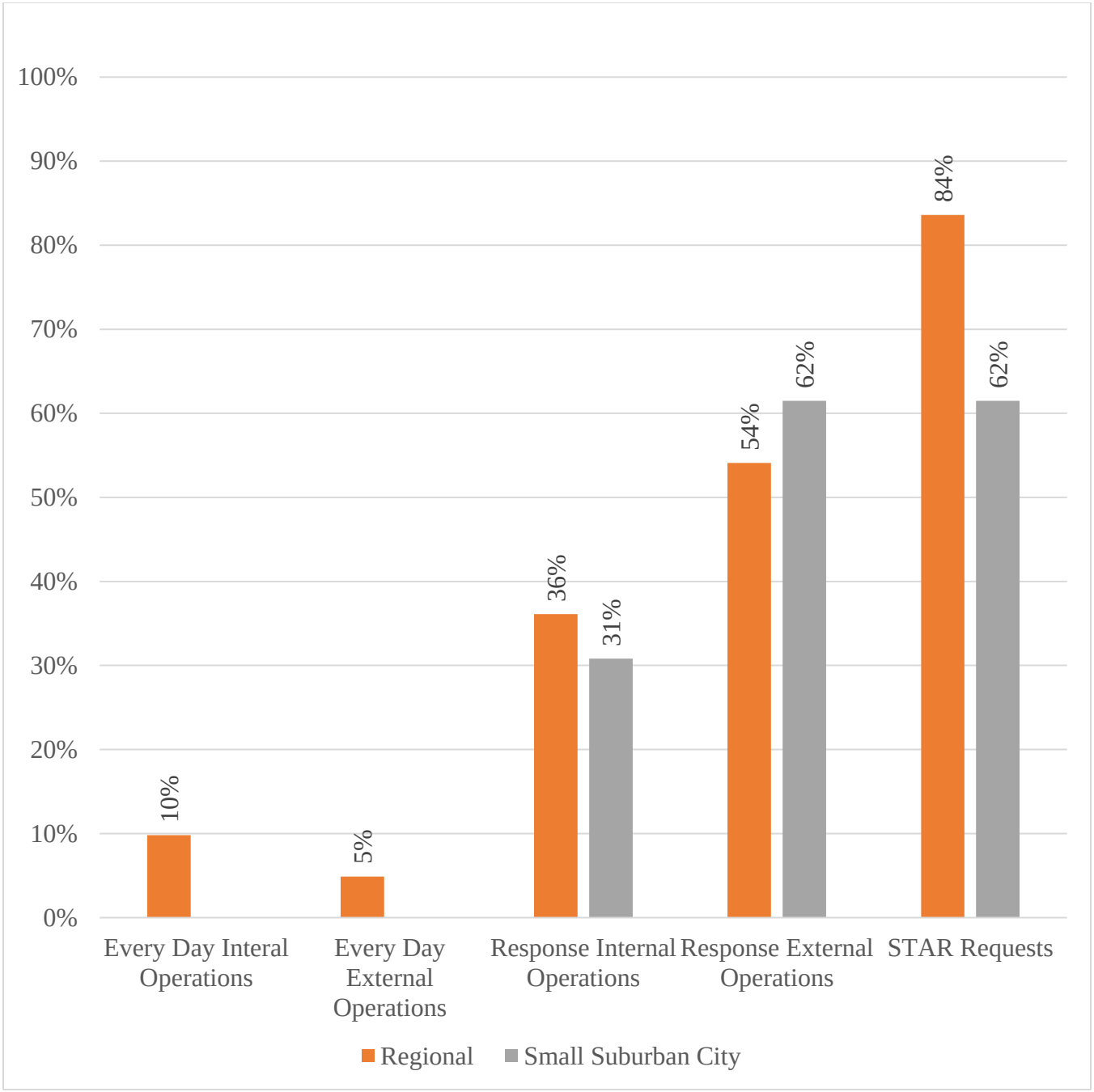
29. Please select the best representation of how desktop computer(s) are used in your EOC.



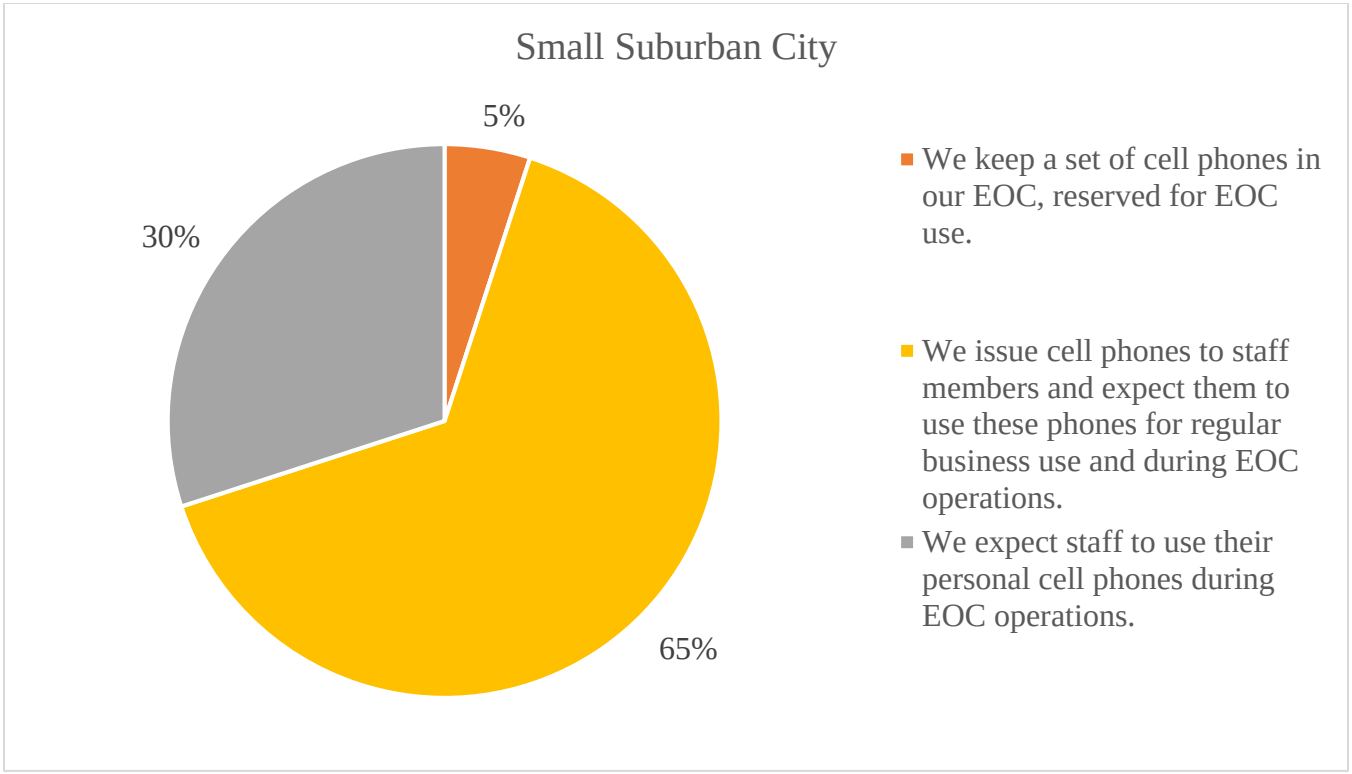
30. What emergency management software do you have? Please select all that apply.

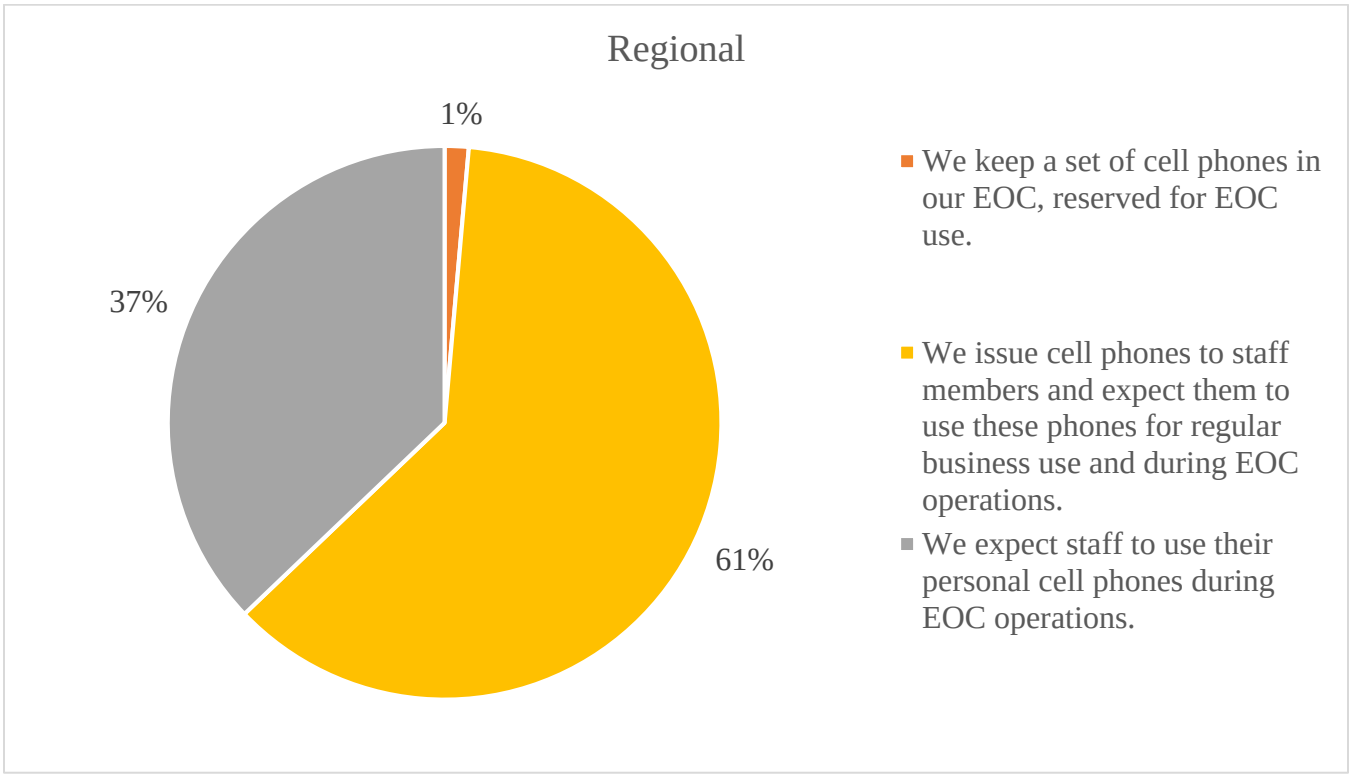


31. How do you use your Emergency Management software? Please select all that apply.

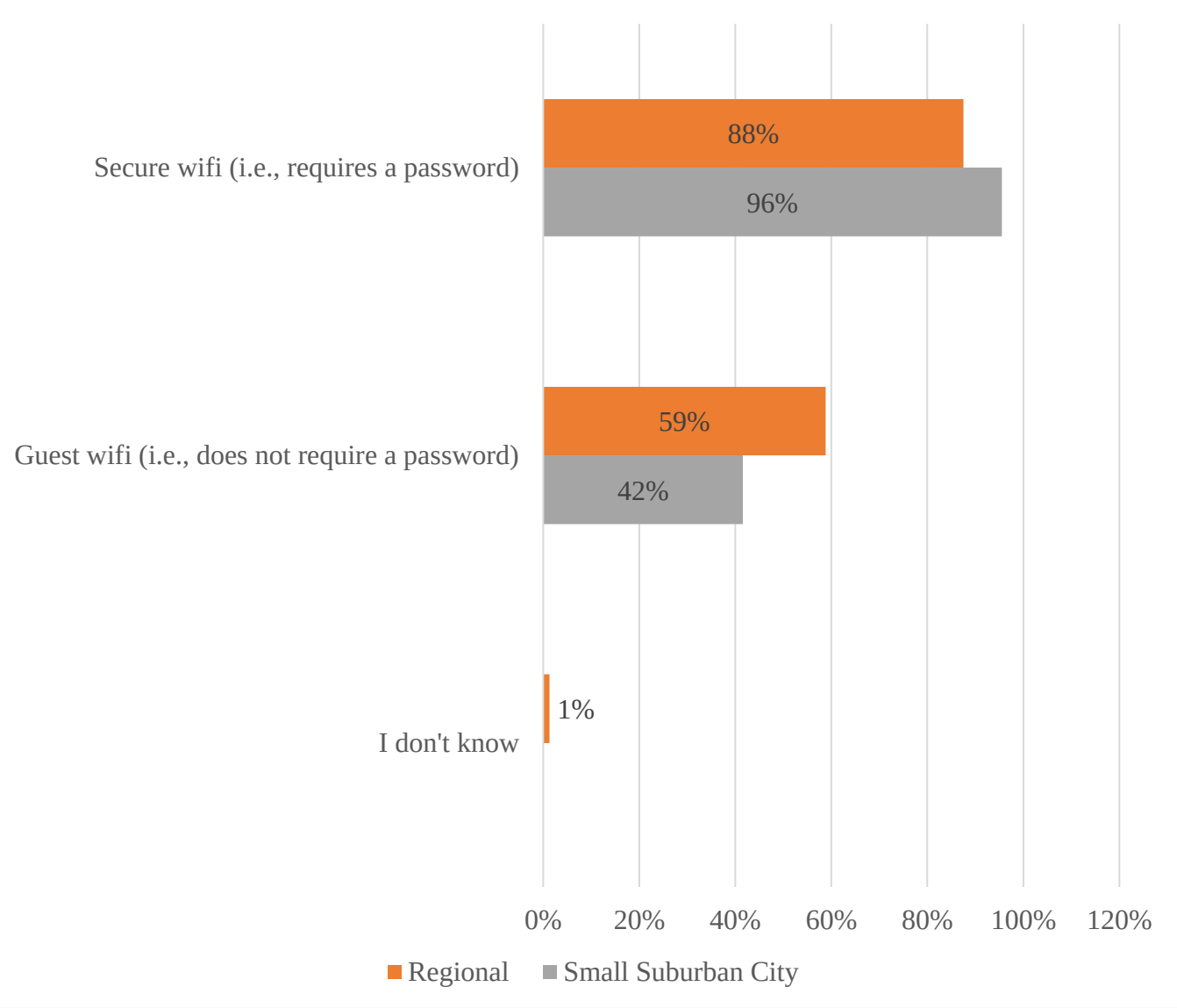


32. Please select the best representation of how cell phones are used in your EOC.



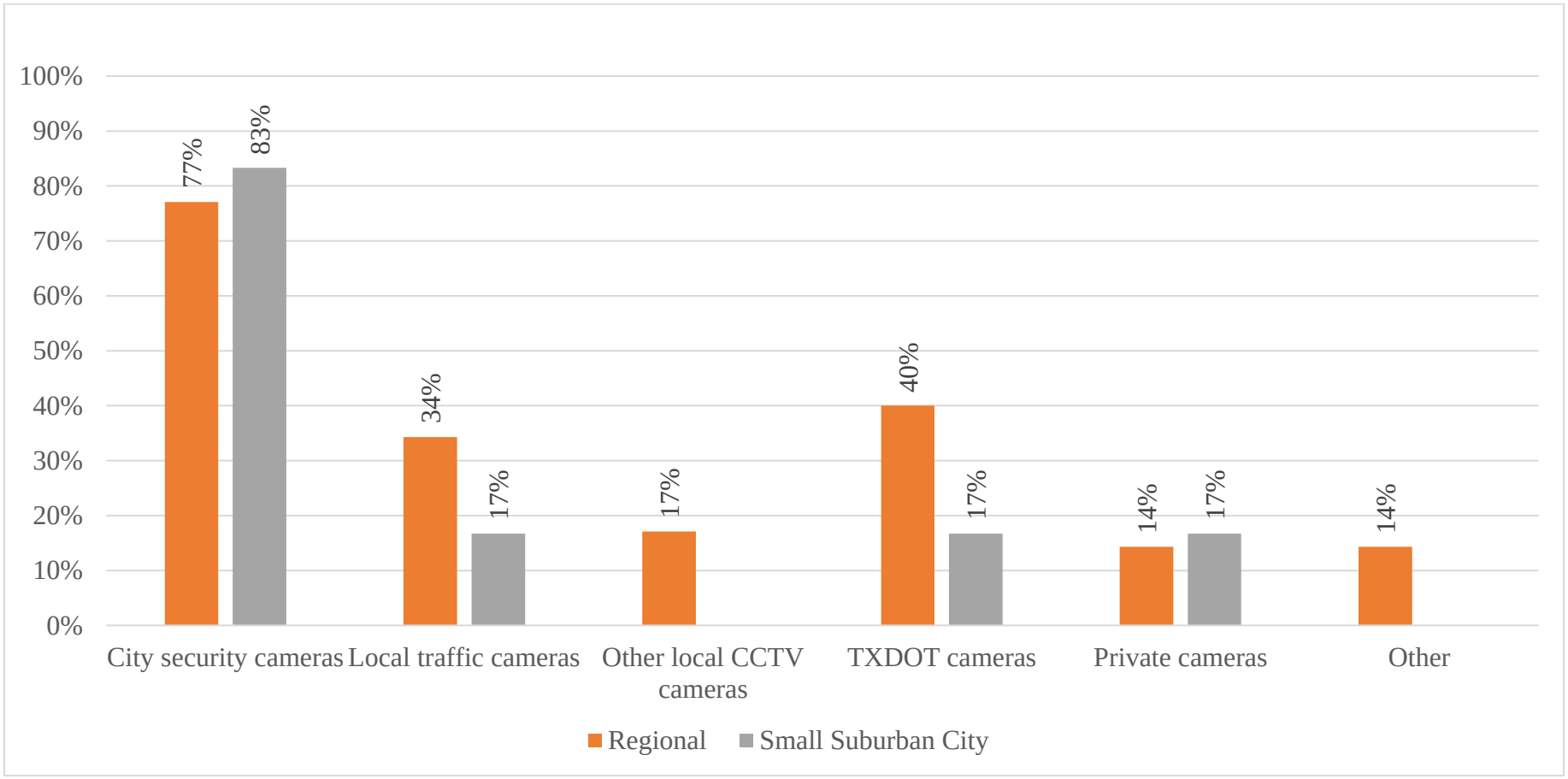


33. What types of Wi-Fi access do you have? Please select all that apply.

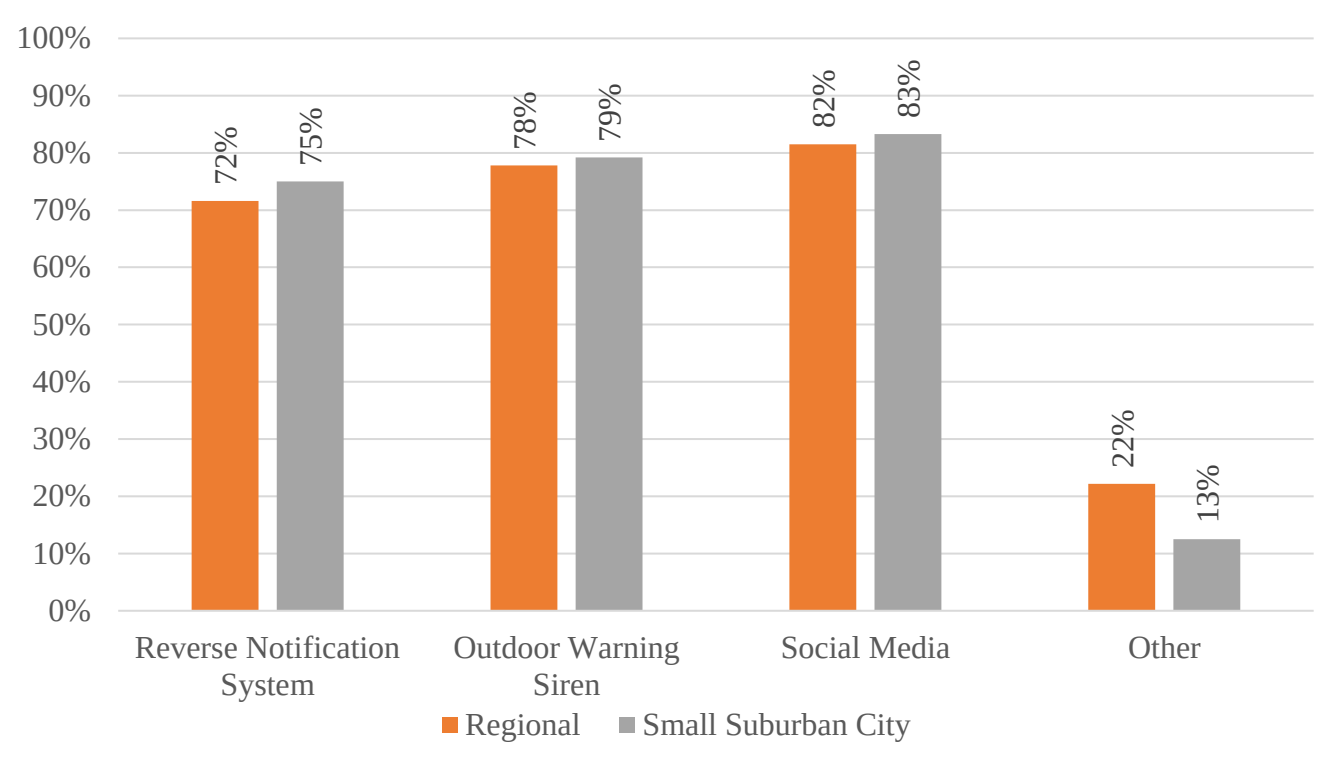


34. What live camera feeds do you have access to?

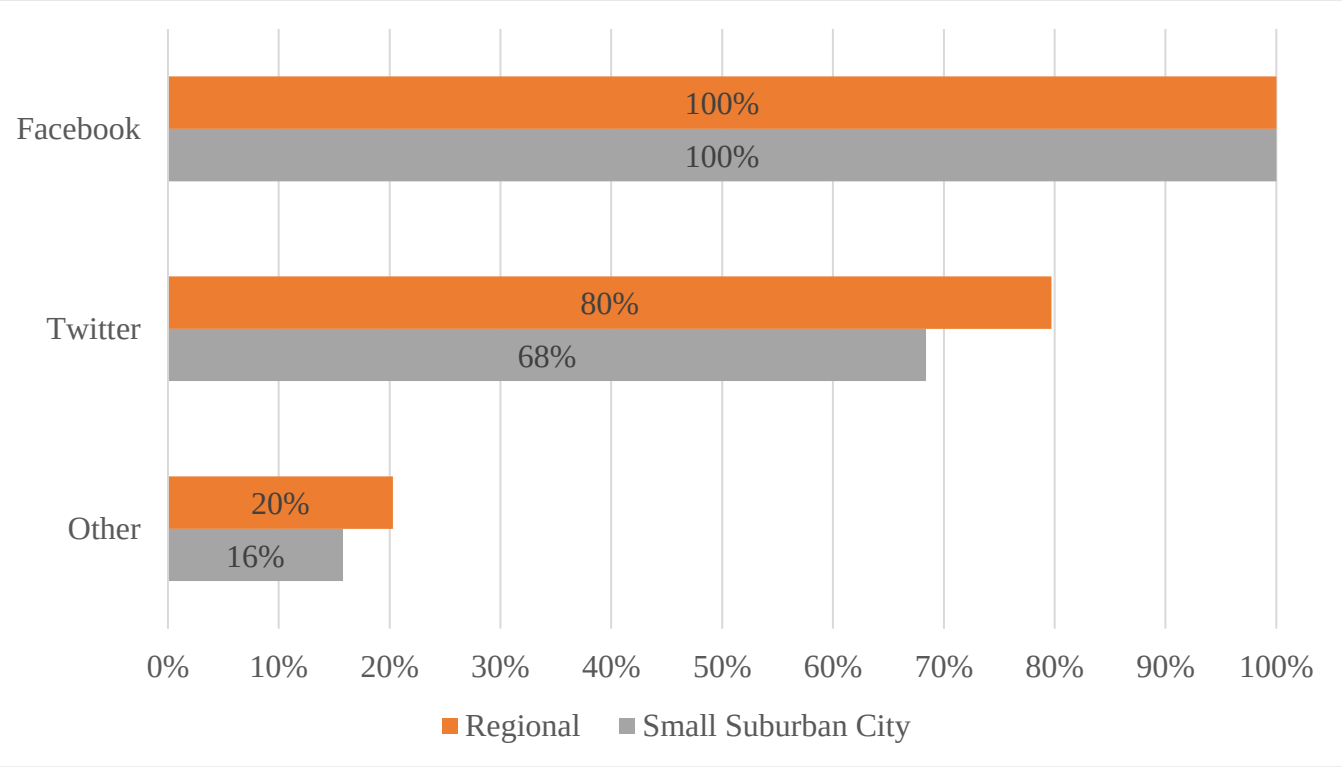
The chart below only accounts for jurisdictions who have access to cameras (ex. 100% of jurisdictions who have access to live camera feeds have access to xyz cameras).



35. Please select all of the following technologies used to alert the public in your EOC.



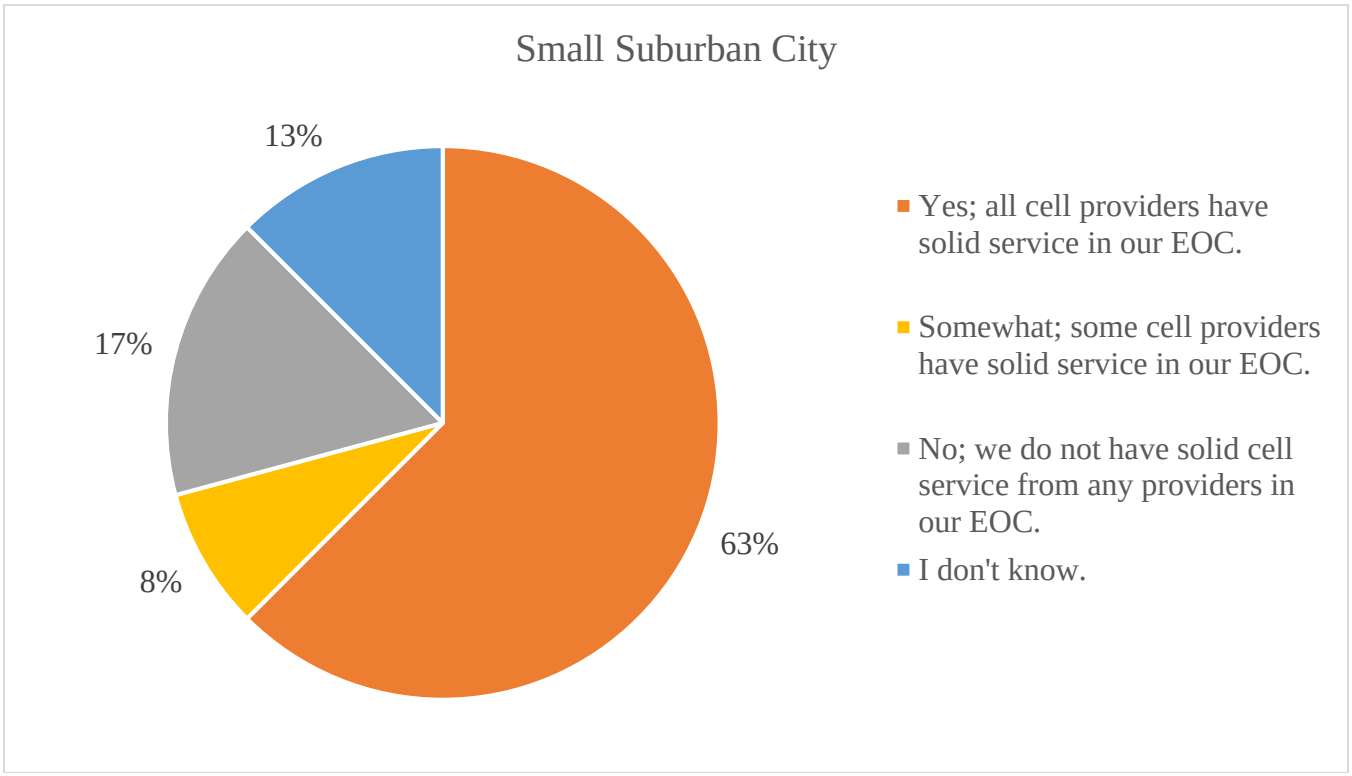
35.1 If you use Social Media, what platforms do you send alerts on?

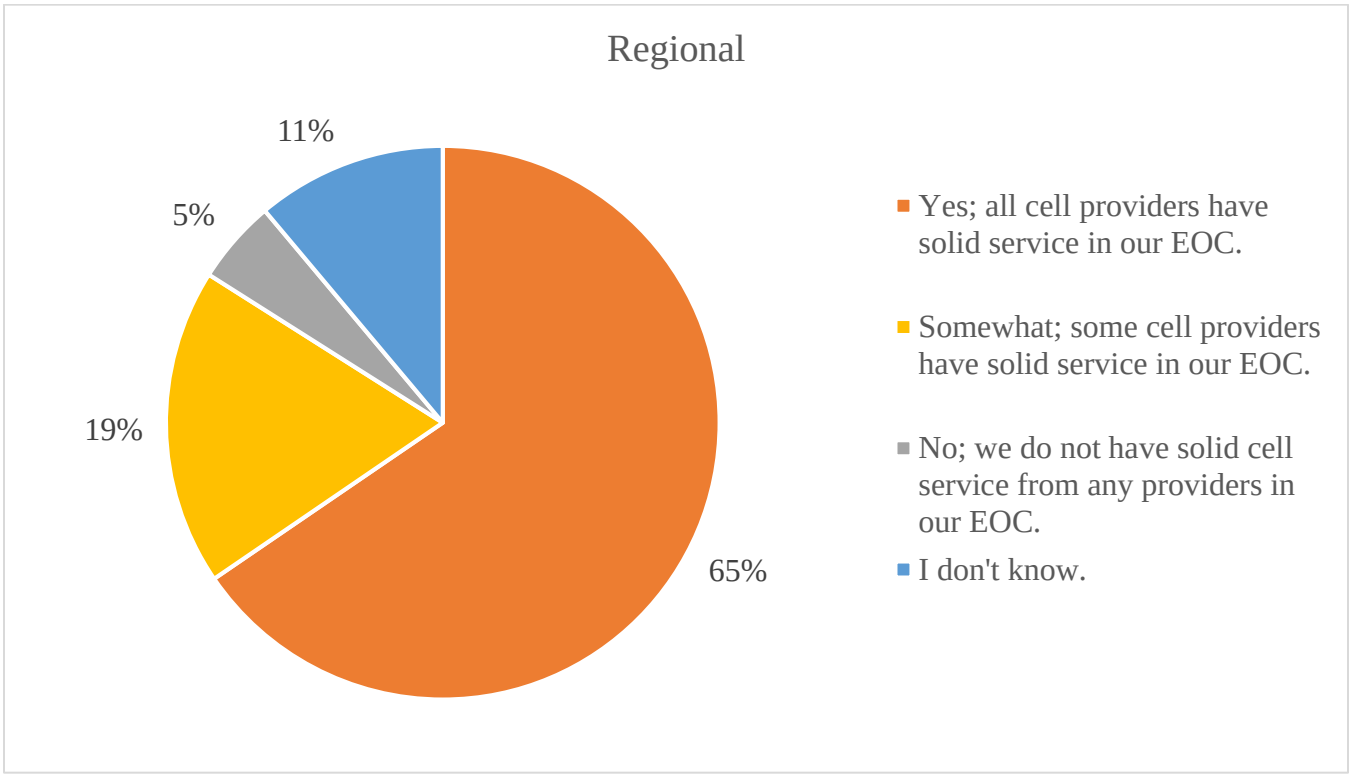


36. Please rank the following communication technologies in order of your EOC's preference of use. *(Rank calculated by the sum of all answer values)*

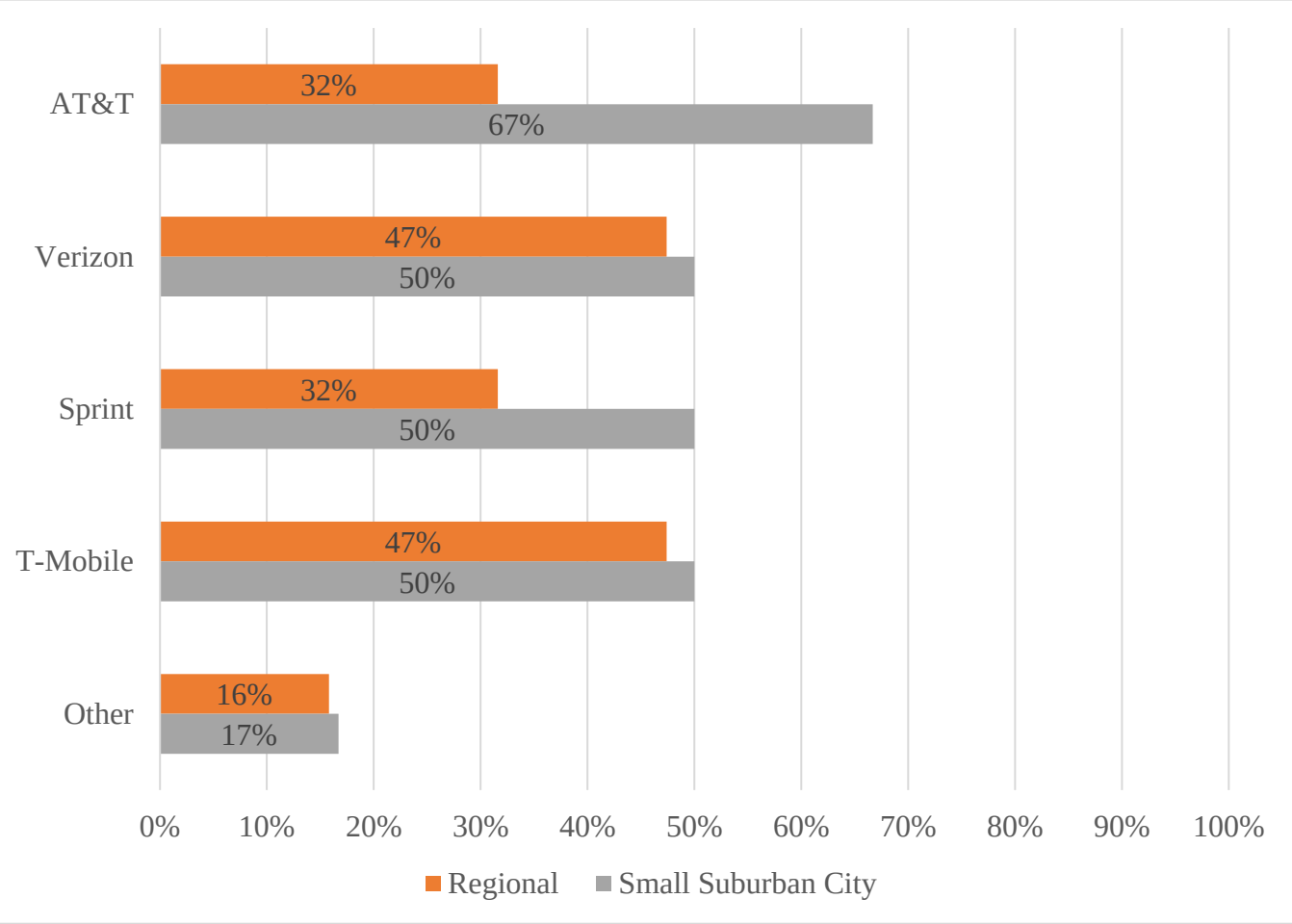
Order of Preference	Regional	Small Suburban City
1	Cell Phone	Cell Phone
2	Landline Phone	Email
3	Email	Landline Phone
4	Conference Calls	Conference Calls
5	700 MgHz Radio	700 MgHz Radio
6	HAM Radio	VOIP (like Skype, etc.)
7	VOIP (like Skype, etc.)	HAM Radio
8	Webinars	Webinars
9	VTC (Video Teleconferencing)	VTC (Video Teleconferencing)
10	Satellite Phone	Satellite Phone

37. Does your EOC have adequate cell service?

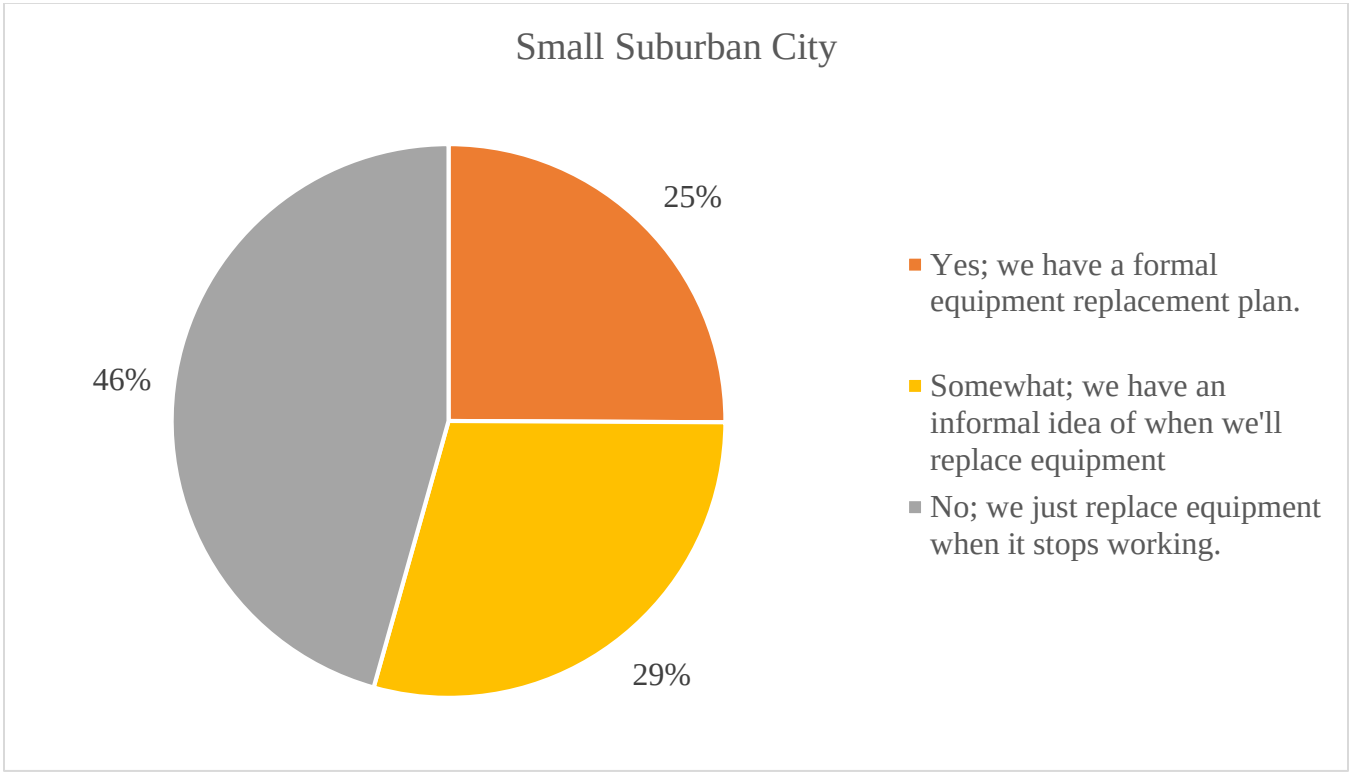


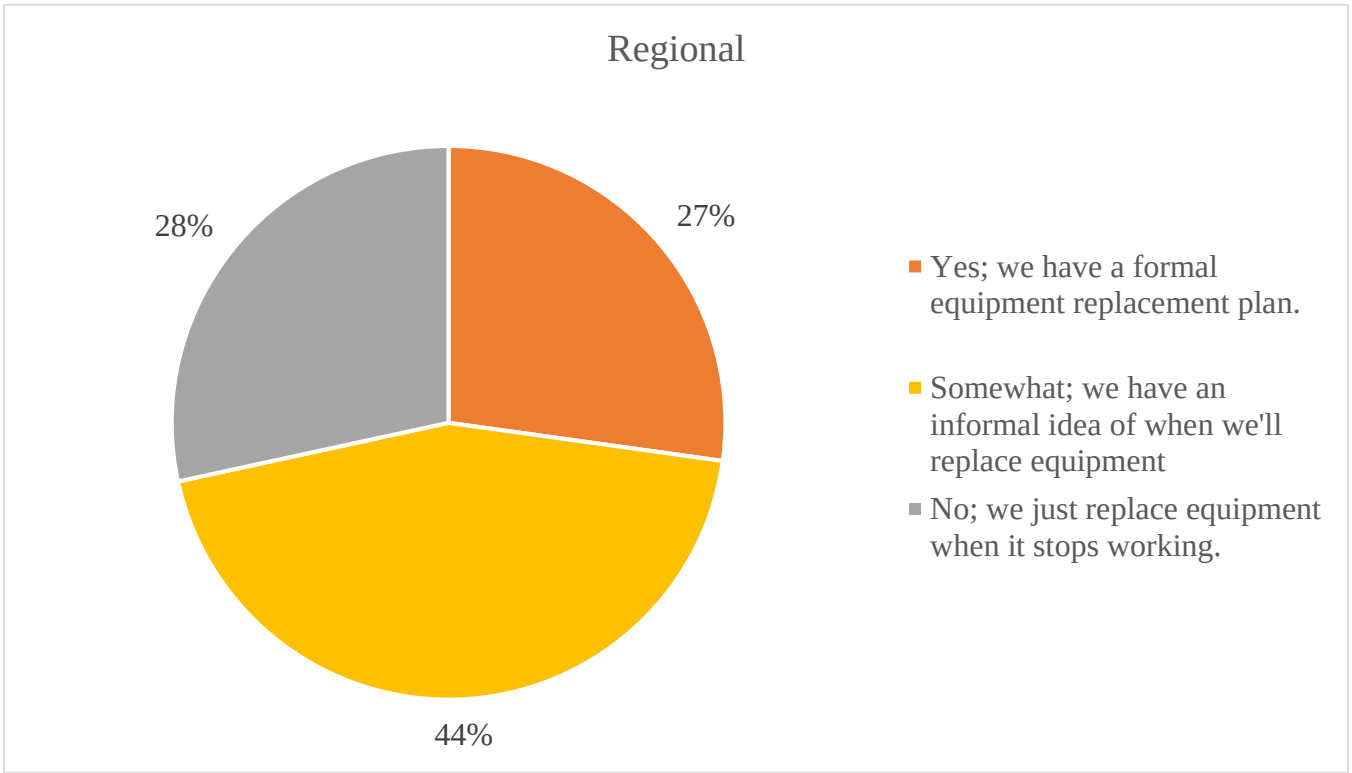


37.1 If your EOC does not have adequate cell service in your EOC, which providers do not have good cell service in your EOC? *(Answers only include those who selected that they either have only somewhat or no solid service)*

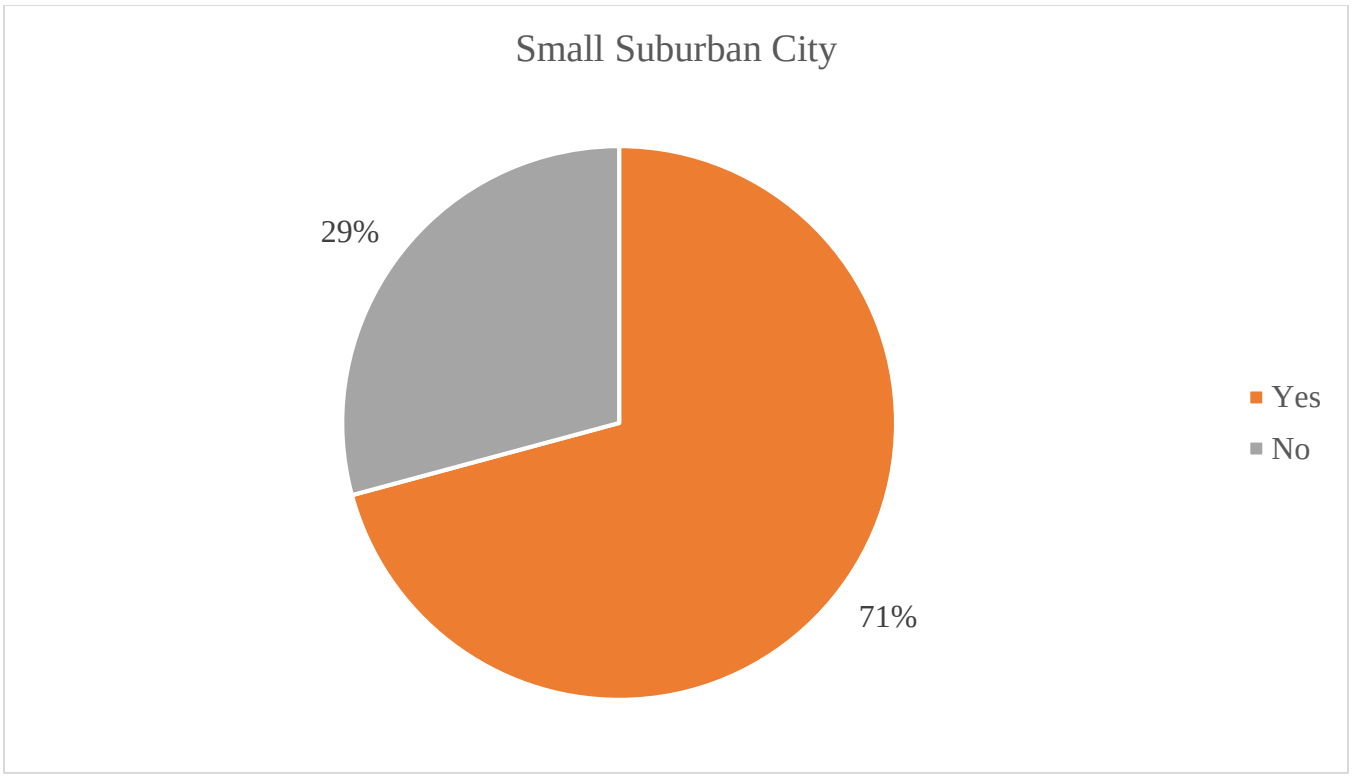


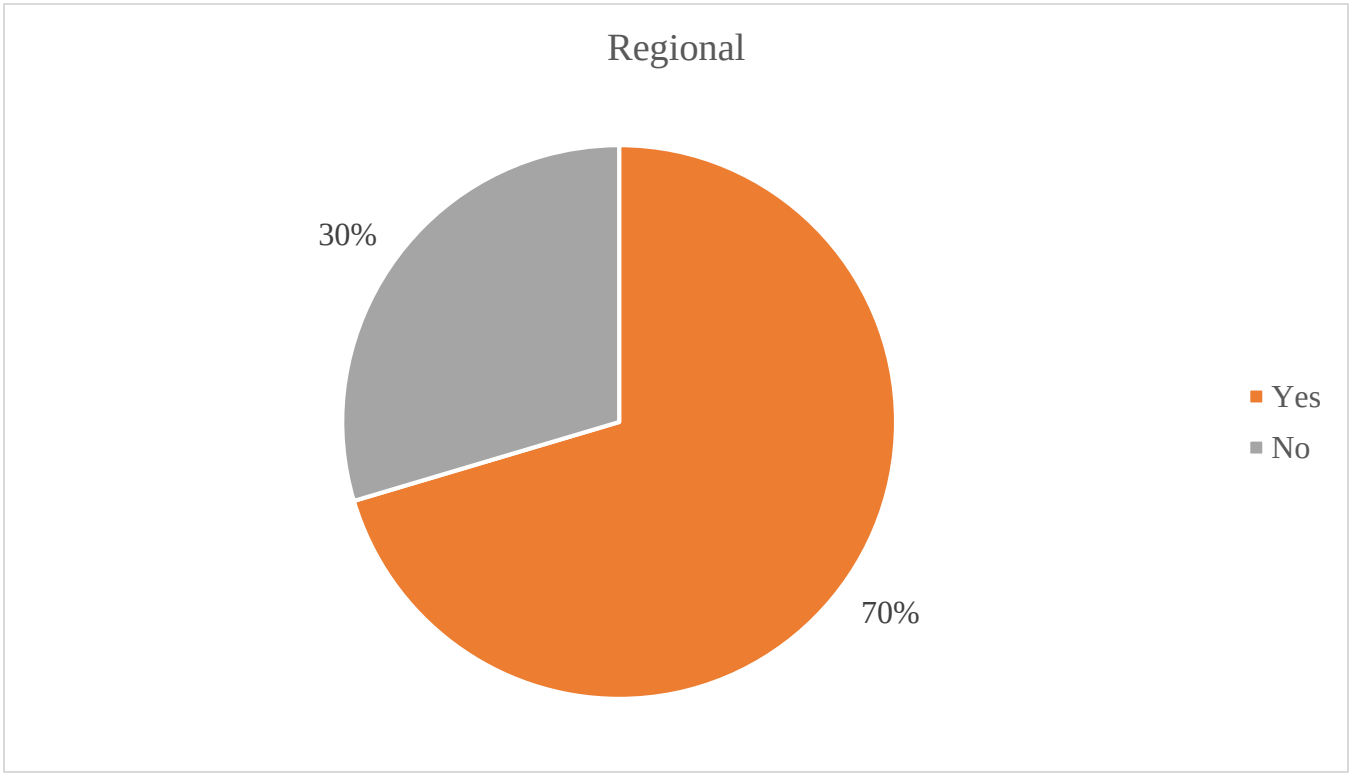
38. Does your EOC have an equipment replacement plan to ensure that all technology is up to date?





39. Does the EOC have the capability to monitor "real time" CAD activities throughout the jurisdiction?





40. What single equipment improvement would most benefit your EOC?

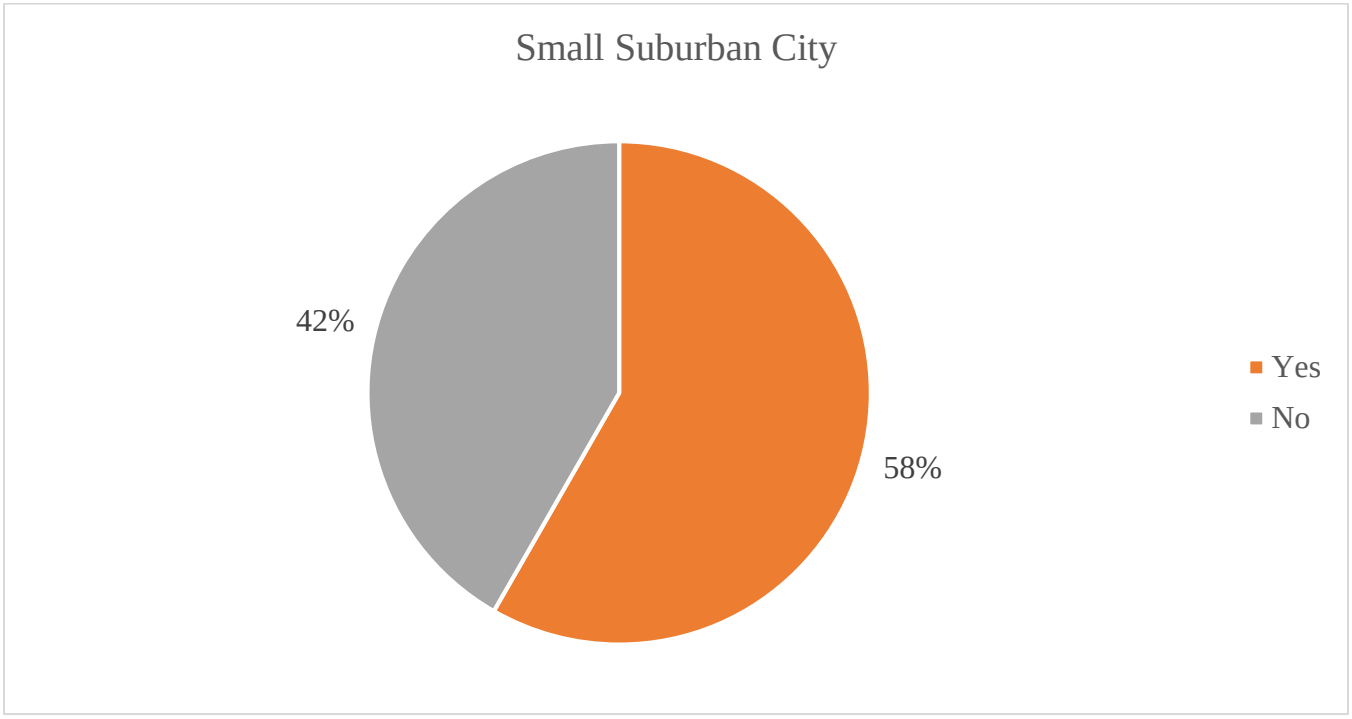
Open Response

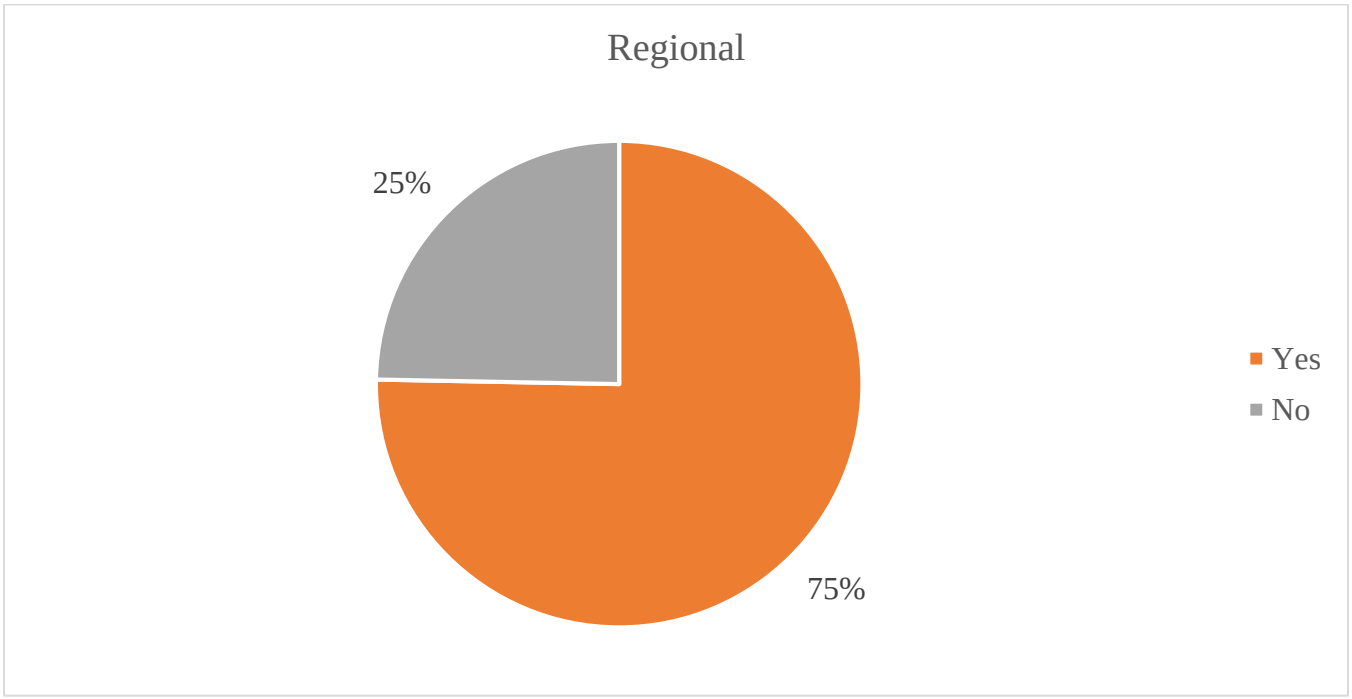
41. Is there anything else you would like to share about your EOC?

Open Response

Alternate EOC

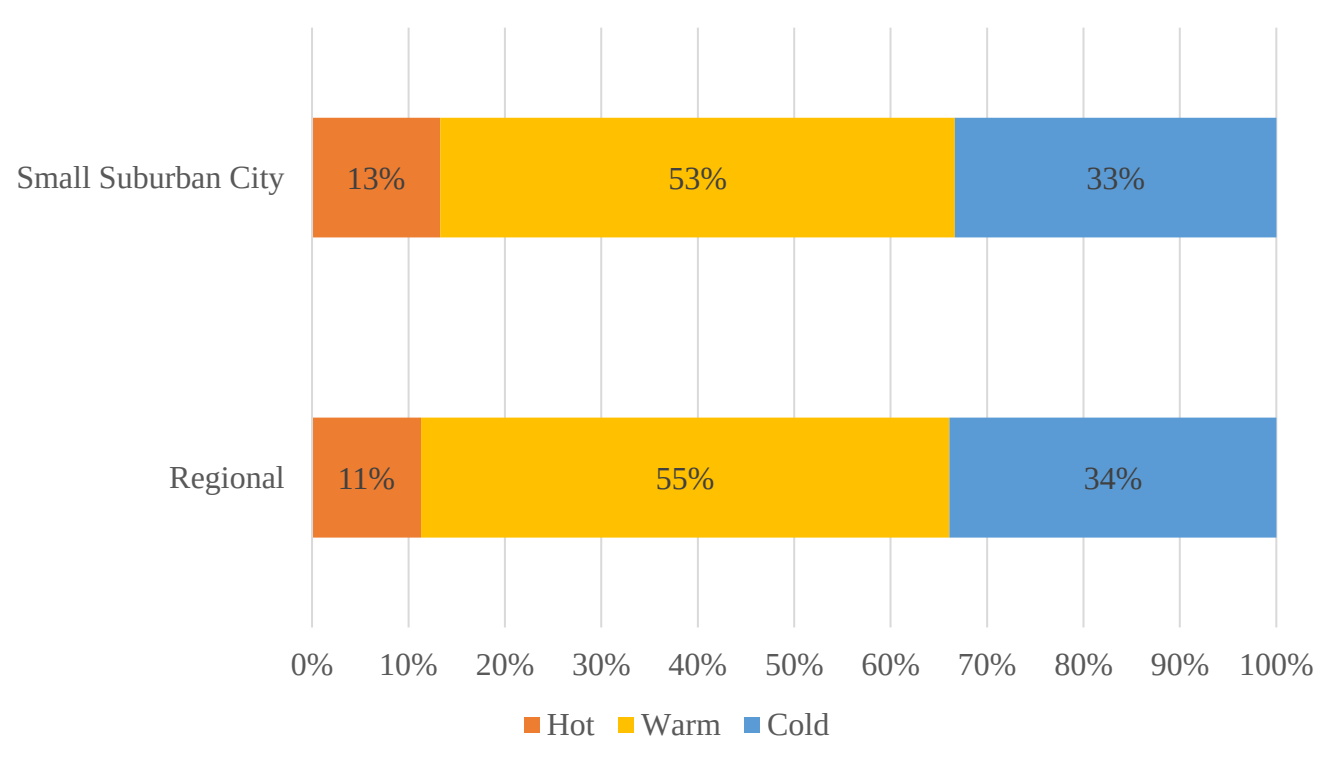
42. Do you have an alternate EOC?



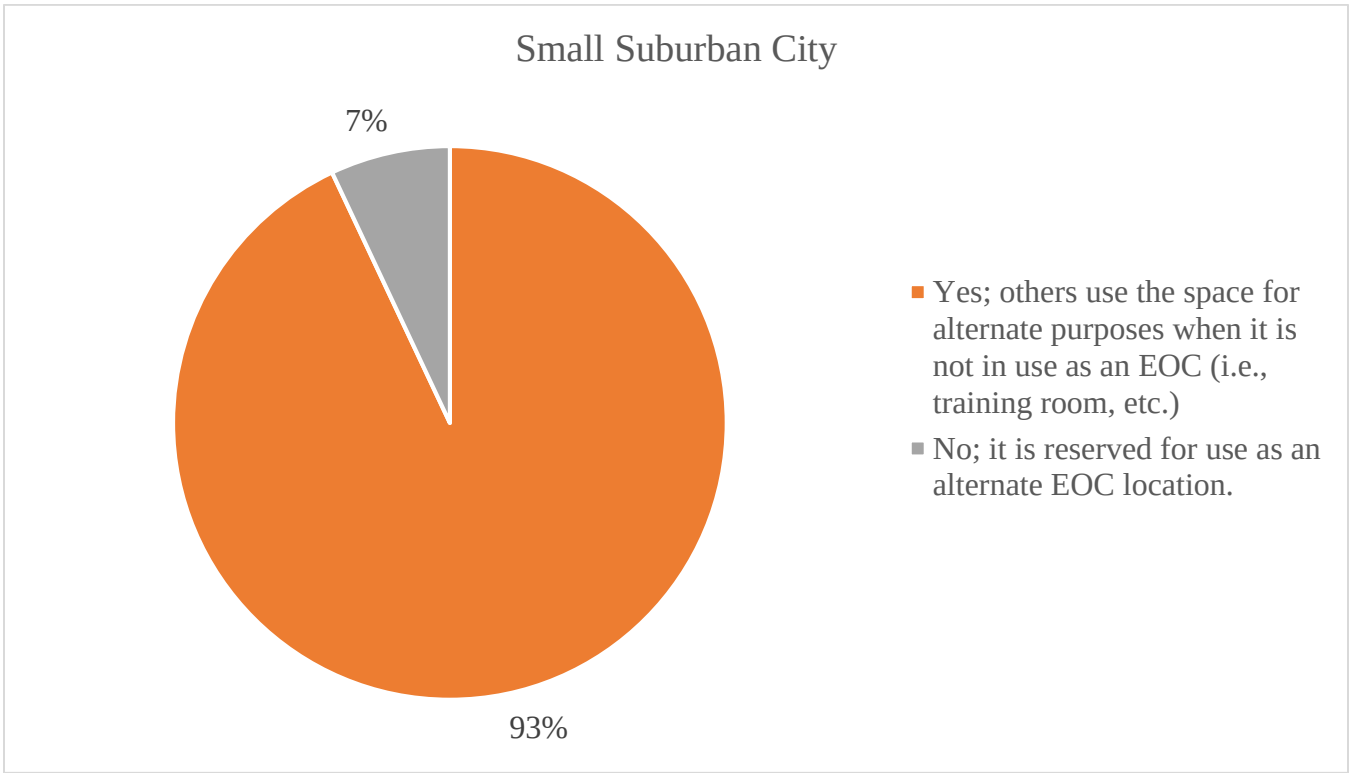


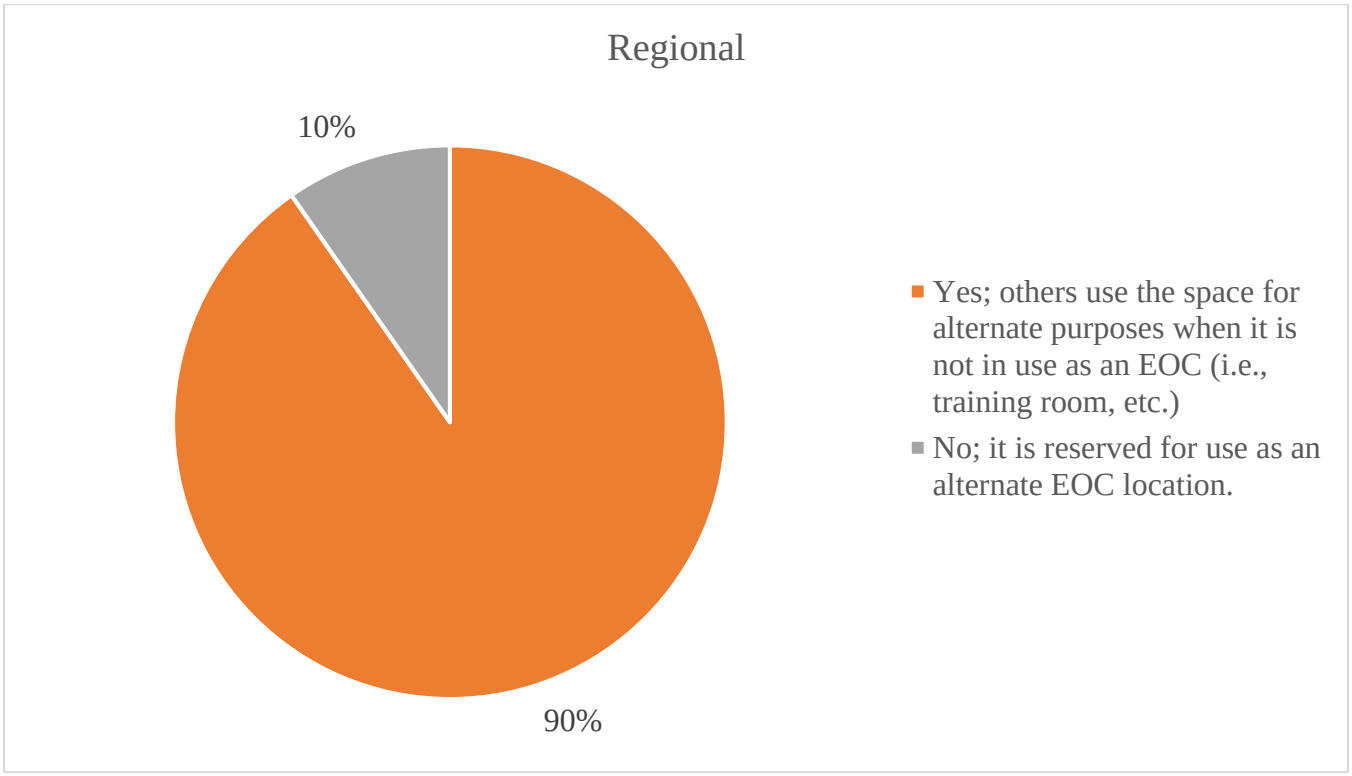
42.1 Is your alternate EOC:

- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*



42.2 Is your alternate EOC dual purpose?

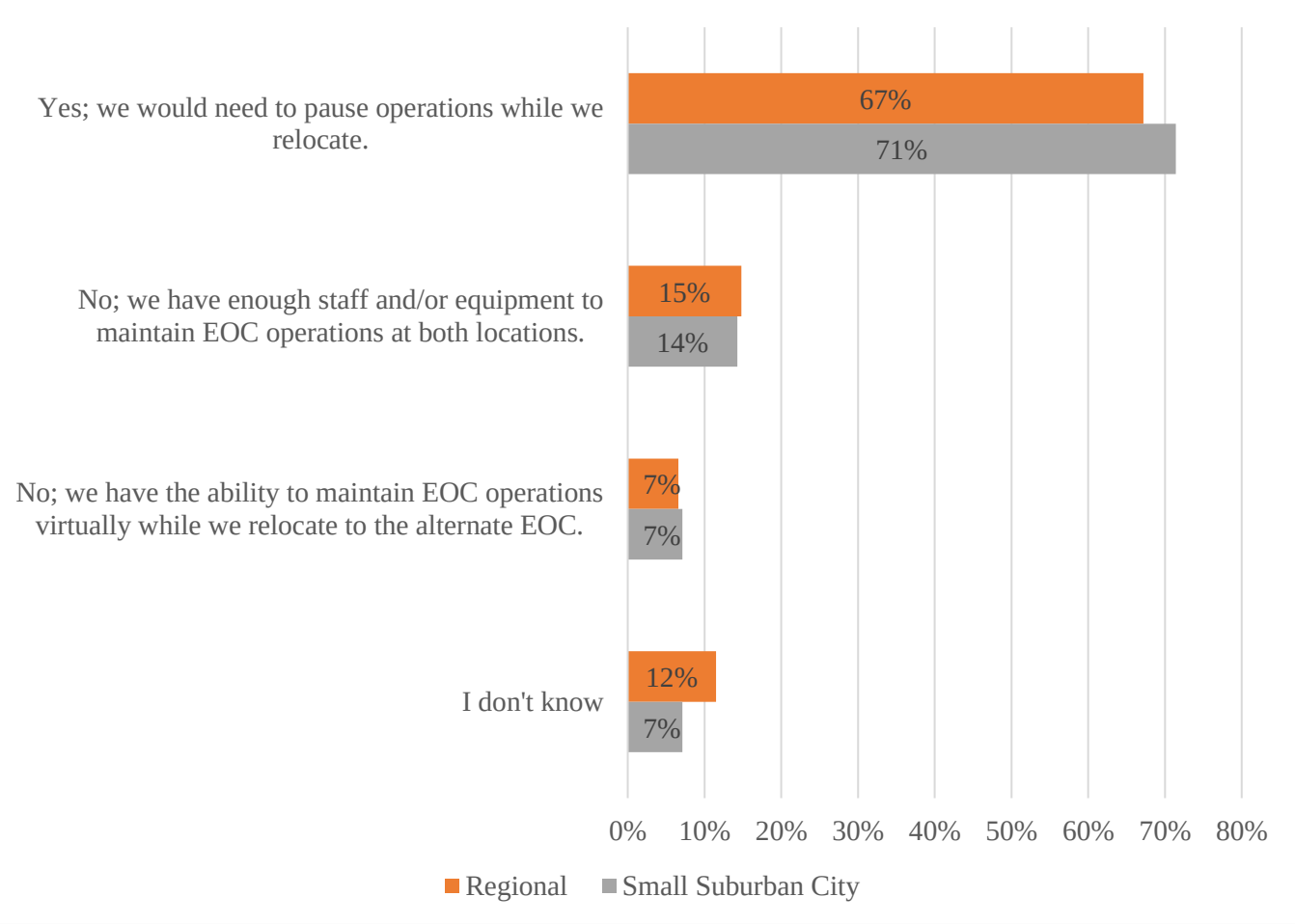




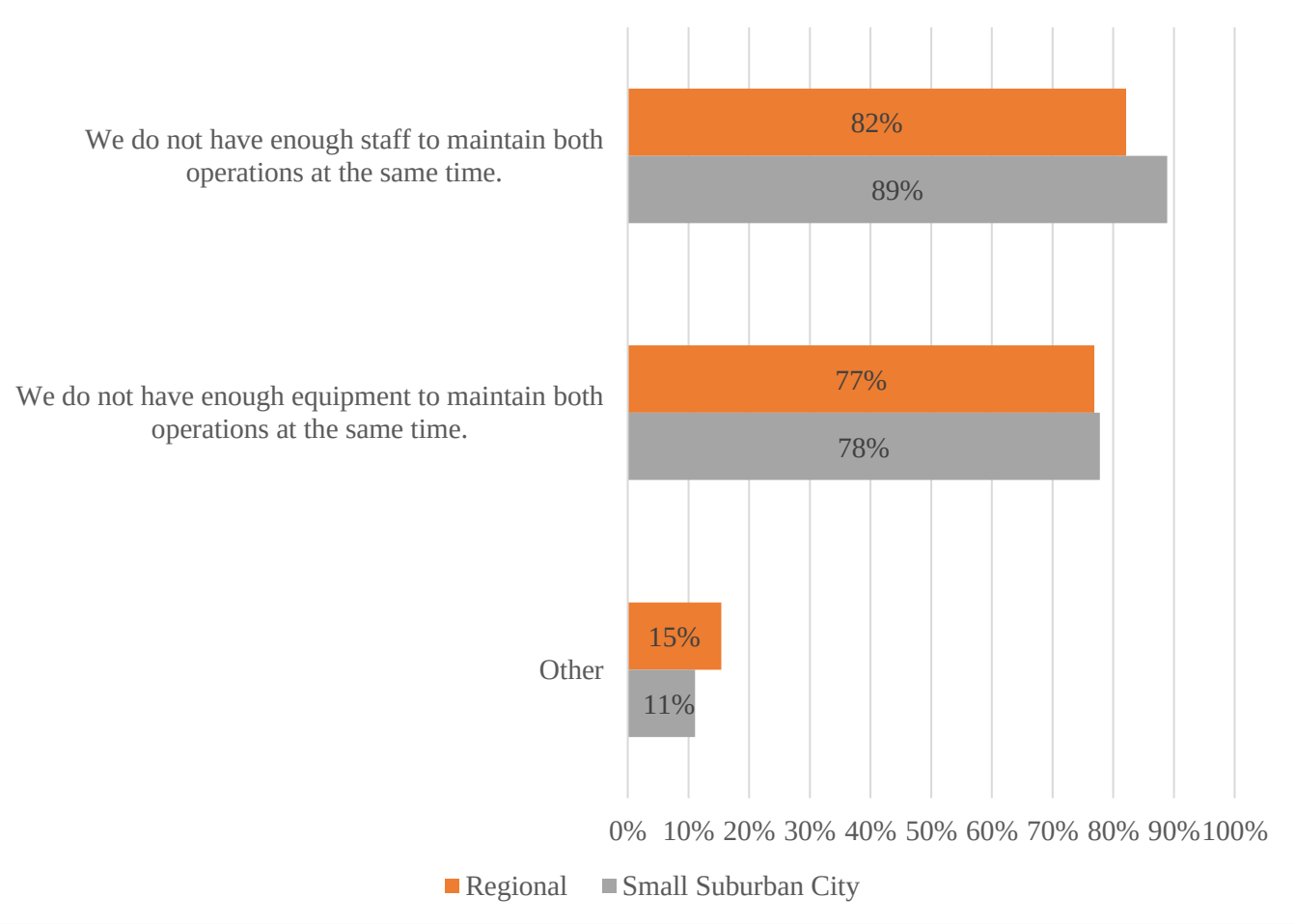
42.3 What challenges do you face at your alternate EOC compared to your regular EOC? Please select all that apply.

	Regional	Small Suburban City
Space Restrictions	60.7%	40%
Lack of familiarity with the location (i.e., staff getting lost in transit)	32.8%	33.3%
Lack of familiarity within the building (i.e., don't know where everything is)	39.3%	46.7%
No Backup Generator	23.0%	26.7%
No Kitchen	21.3%	13.3%
Kitchen Facilities with Fewer Amenities	19.7%	13.3%
Lack of Security	29.5%	20%
No Phones	24.6%	20%
No Computers/Laptops	37.7%	20%
Need to set up utilities (power, internet, water, HVAC, etc.)	3.3%	0%
Lack of Parking	26.2%	26.7%
Items from original EOC must be brought to alternate EOC	47.5%	40%
Other	13.1%	0%

42.4 Would moving from your primary EOC to your alternate EOC cause a disruption in the EOC operation?

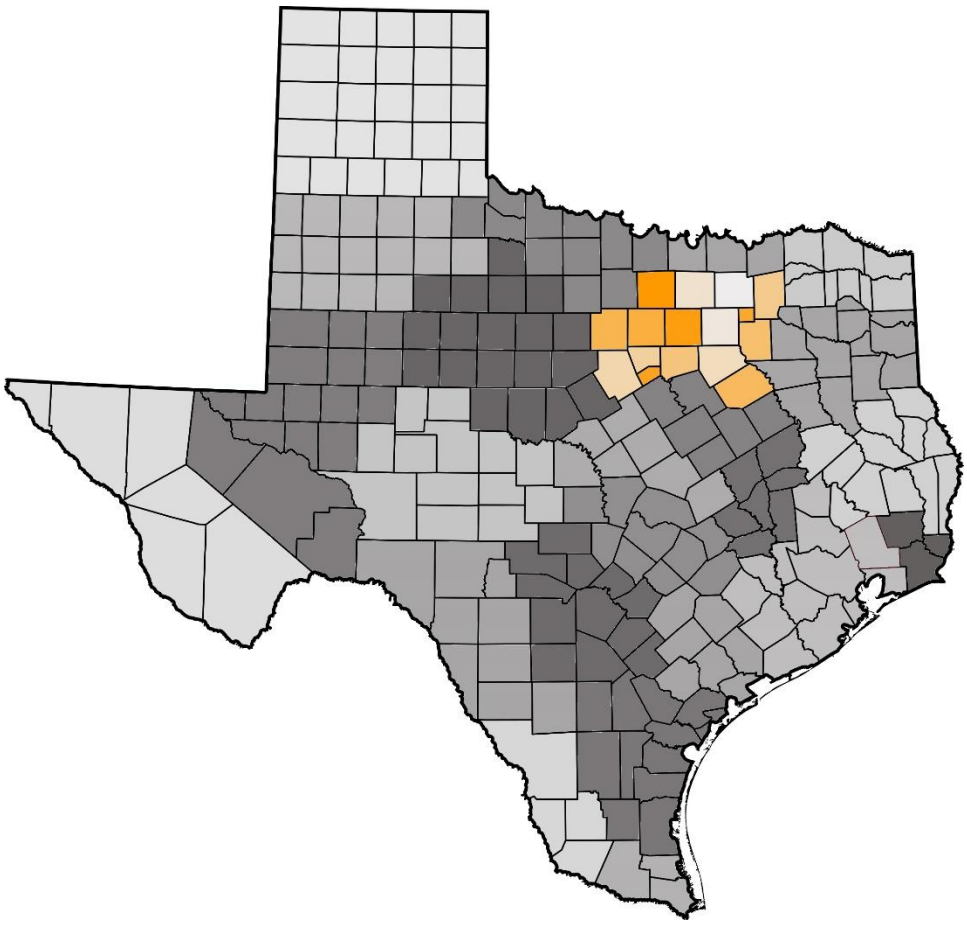


42.4.1 What would be a concern when moving to your alternate EOC for your jurisdiction? Please select all that apply.



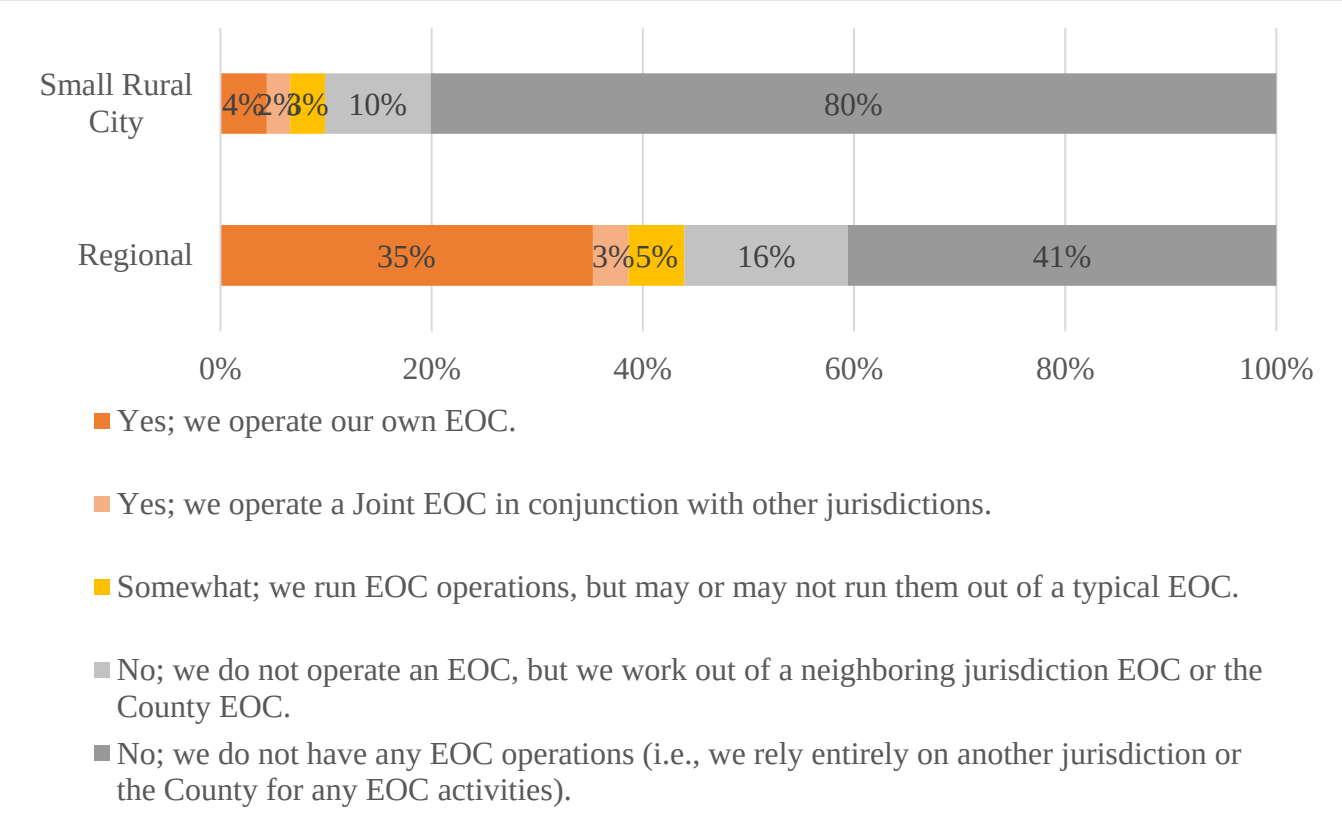
Appendix J: Small Rural City

Based on the 2016 NCTCOG Emergency Operations Center Capabilities Assessment Project

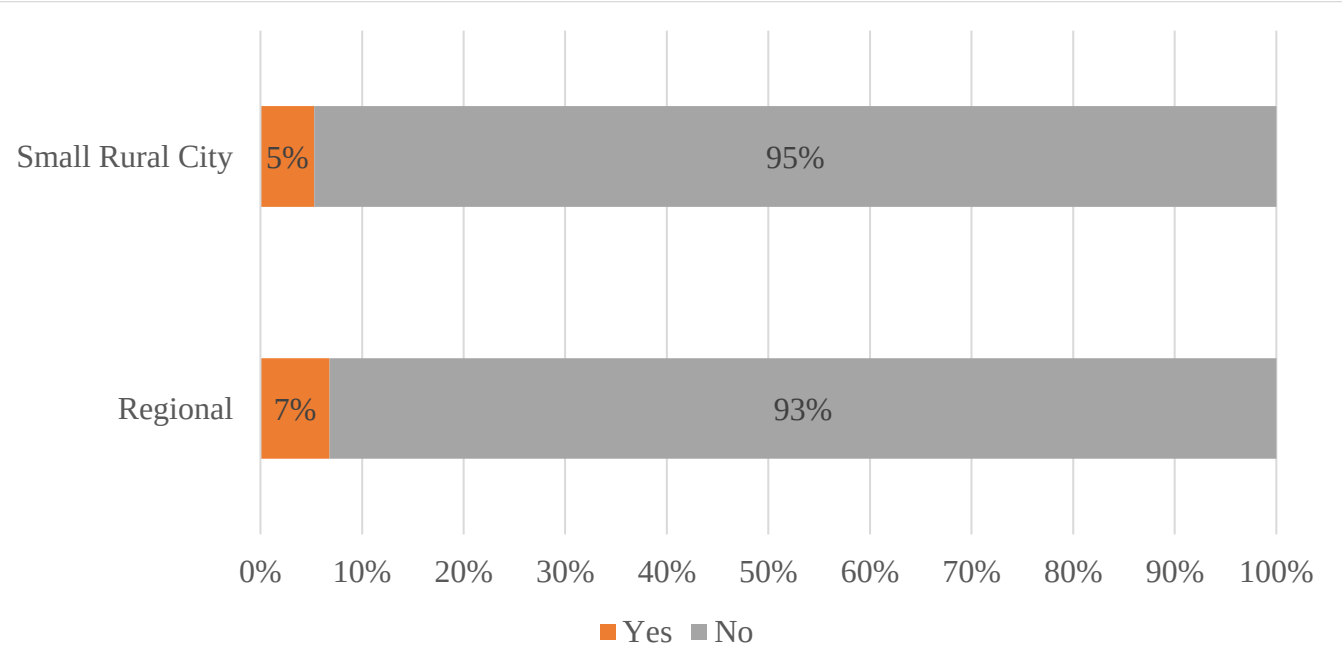


Introduction Questions

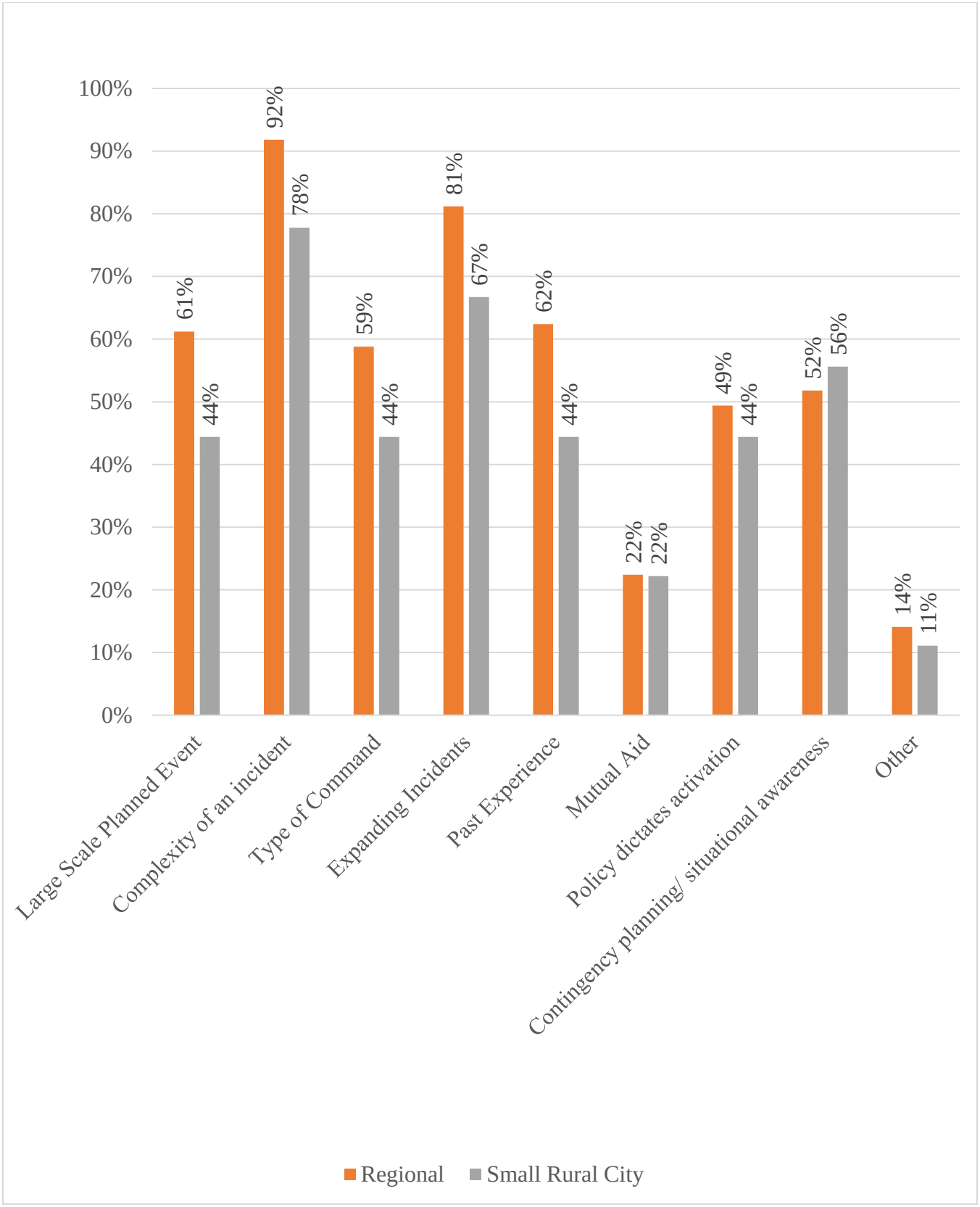
1. Does your jurisdiction operate an EOC?



1.1 Do any other jurisdictions use your facility as their primary EOC?



2. Of the incidents/events below, which would trigger an EOC activation in your jurisdiction?



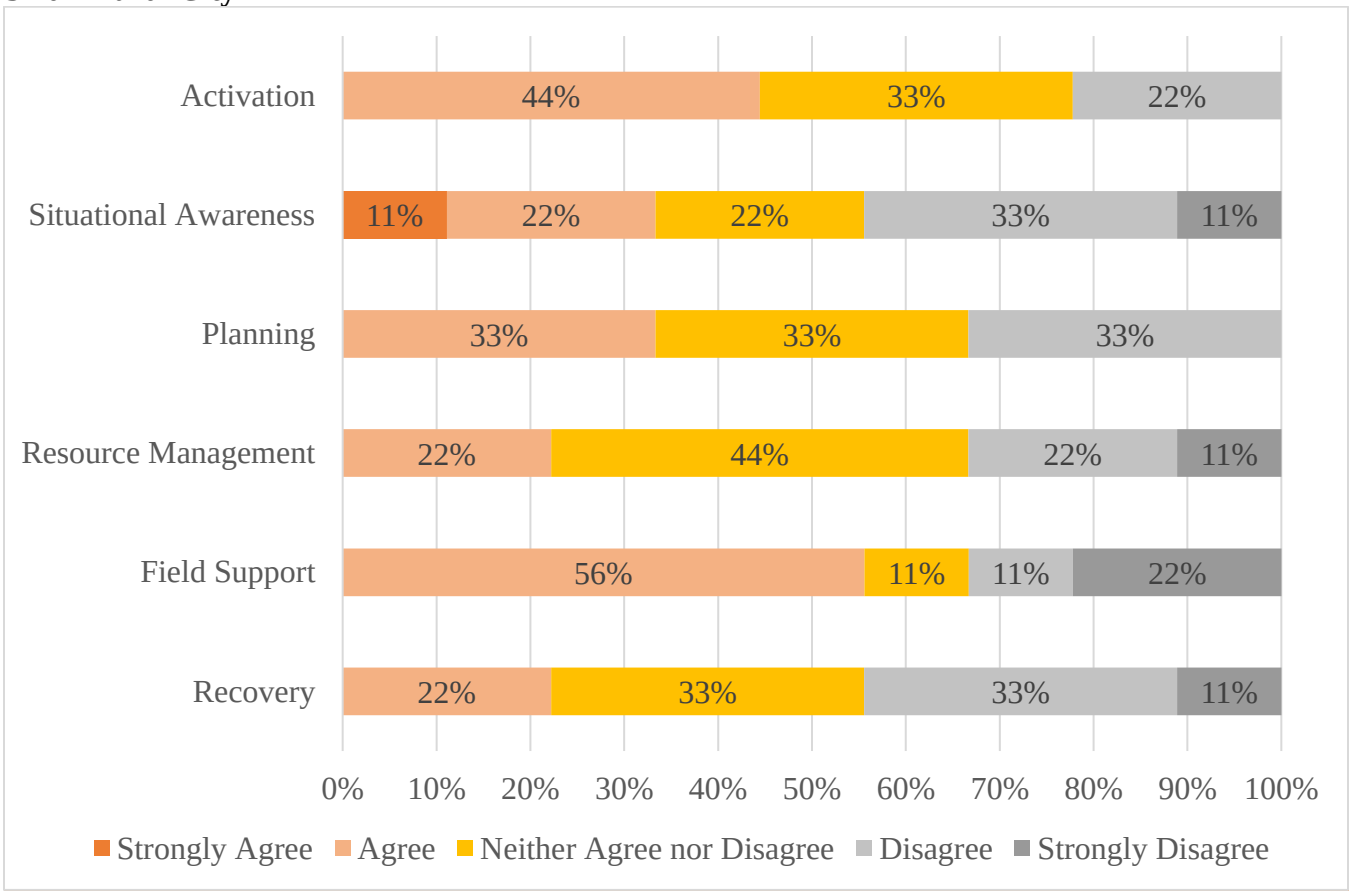
3. What functions/activities do you believe are most critical to a successful EOC response?

	High Importance		Normal Importance		Low Importance	
	Regional	Small Rural City	Regional	Small Rural City	Regional	Small Rural City
Activation	71.6%	77.8%	25.9%	22.2%	2.5%	0%
Situational Awareness	73.8%	44.4%	22.5%	33.3%	3.8%	22.2%
Planning	44.9%	22.2%	50.0%	77.8%	5.1%	0%
Resource Management	50.0%	50%	43.4%	25%	6.6%	25%
Field Support	52.6%	37.5%	43.4%	62.5%	3.9%	0%
Recovery	28.0%	0%	46.7%	37.5%	25.3%	62.5%

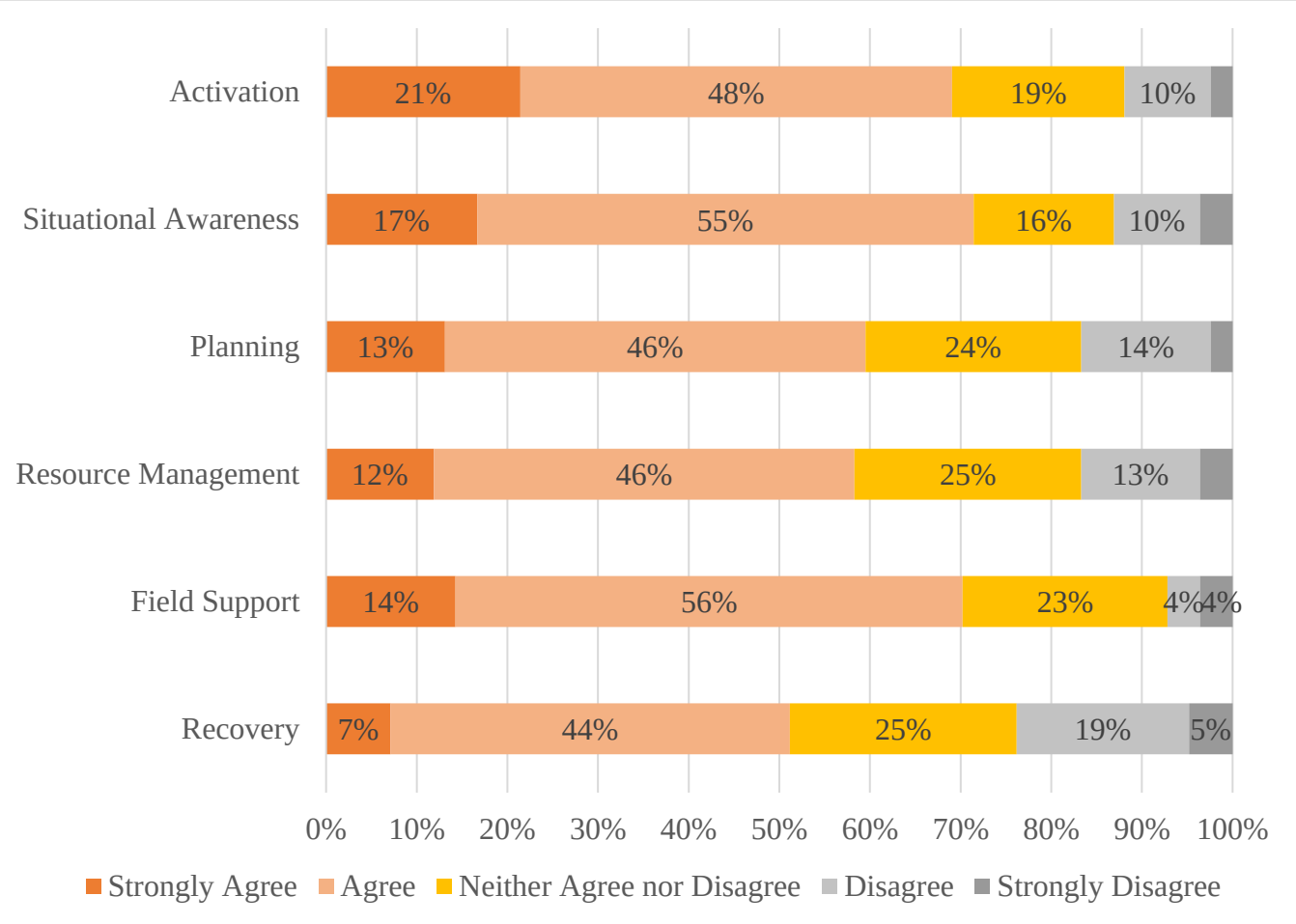
4. To identify gaps in functional activities throughout the region, to what extent do you believe your EOC can perform the following functions/activities, relying on your own local resources?

- *My EOC is able to fulfill all ACTIVATION activities necessary for a successful operation (ex. alerting and mobilizing EOC personnel, EOC set up, EOC staffing, etc.)*
- *My EOC is able to fulfill all SITUATIONAL AWARENESS activities necessary for a successful operation (ex. creating & distributing situation reports, maintaining a common operating picture, managing and sharing information with responders, agency representatives, media and the public, etc.)*
- *My EOC is able to fulfill all PLANNING activities necessary for a successful operation (ex. creating Incident Action Plan or EOC Action Plan, ensuring documentation and record keeping, operation of EOC displays and room/facility management, etc.)*
- *My EOC is able to fulfill all RESOURCE MANAGEMENT activities necessary for a successful operation (ex. resource requests, resource tracking, emergency procurements, etc.)*
- *My EOC is able to fulfill all FIELD SUPPORT activities necessary for a successful operation (ex. support field operations and field personnel, anticipating future needs, providing strategic guidance, etc.)*
- *My EOC is able to fulfill all RECOVERY activities necessary for a successful operation (ex. completing/submitting State & Federal disaster forms, large-scale debris management efforts, engaging/managing VOADs and coordinating survivor assistance efforts, Preliminary Damage Assessments, etc.)*

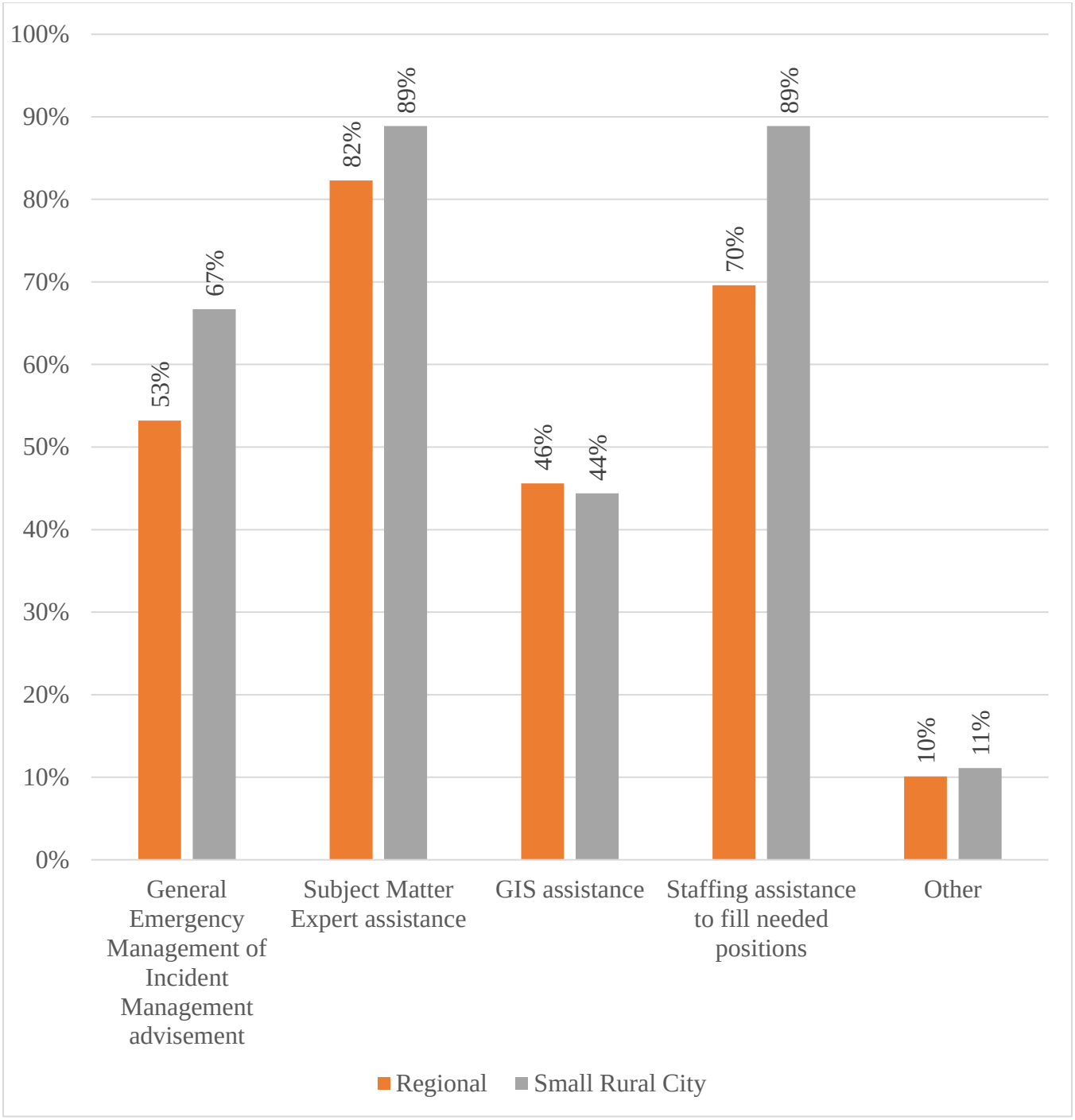
Small Rural City



Regional

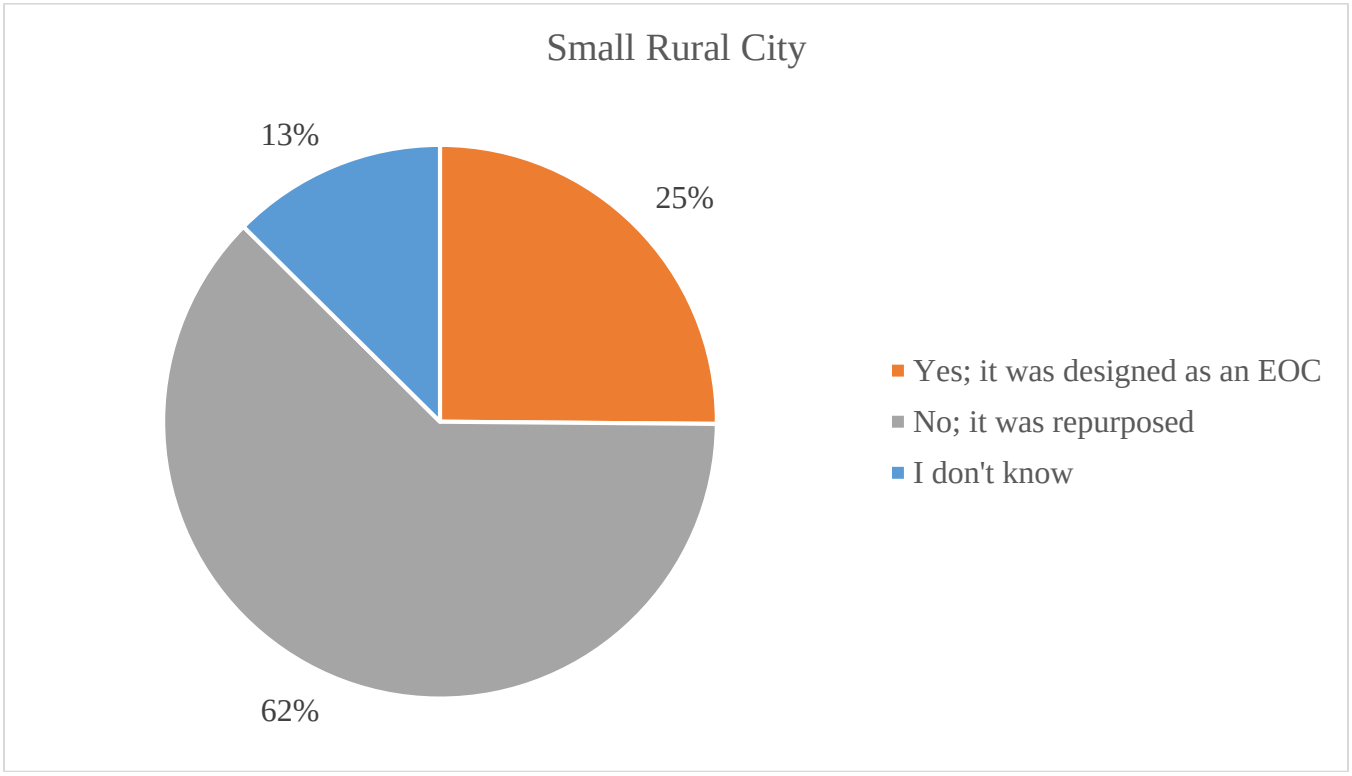

Activation
21%
48%
19%
10%
Situational Awareness
17%
55%
16%
10%
Planning
13%
46%
24%
14%
Resource Management
12%
46%
25%
13%
Field Support
14%
56%
23%
4%
4%
Recovery
7%
44%
25%
19%
5%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

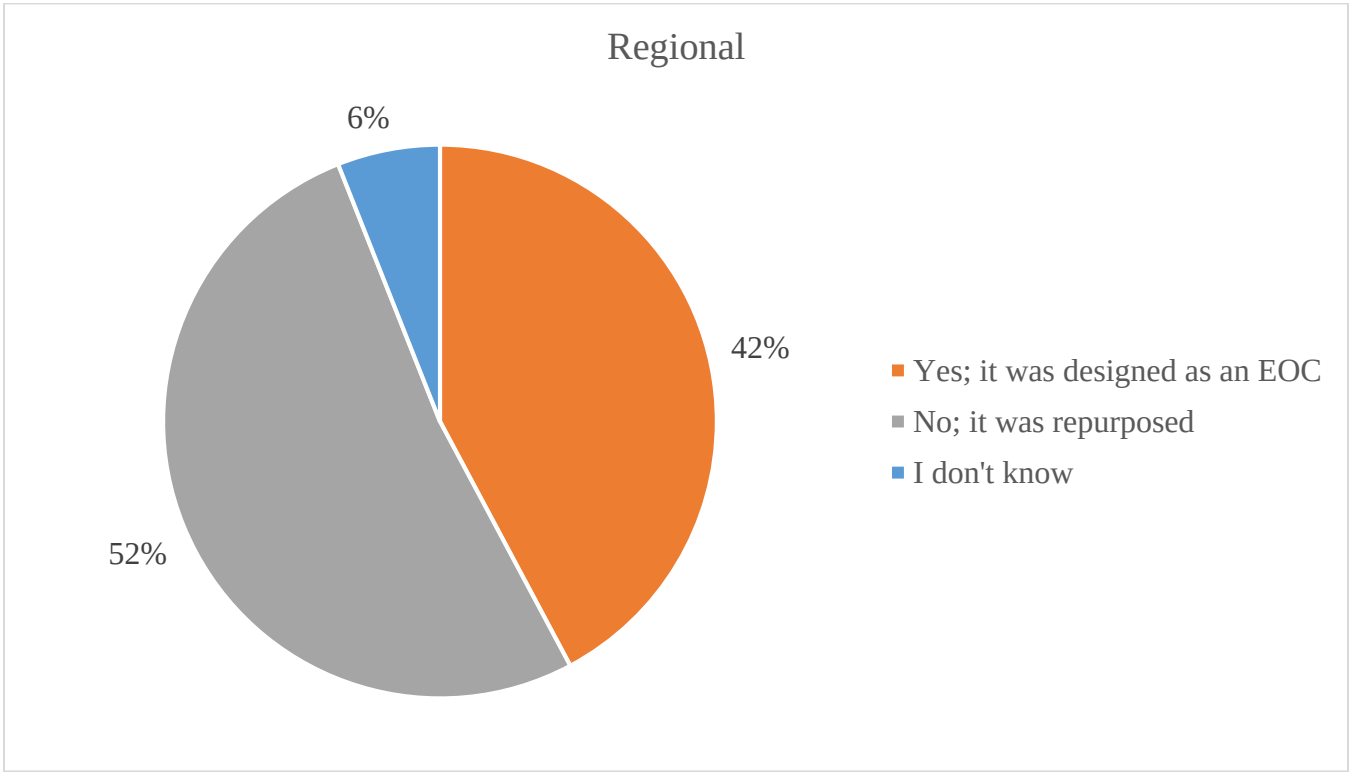
5. What functions or activities, if any, would your EOC like additional assistance to fulfill? Please select all that apply.



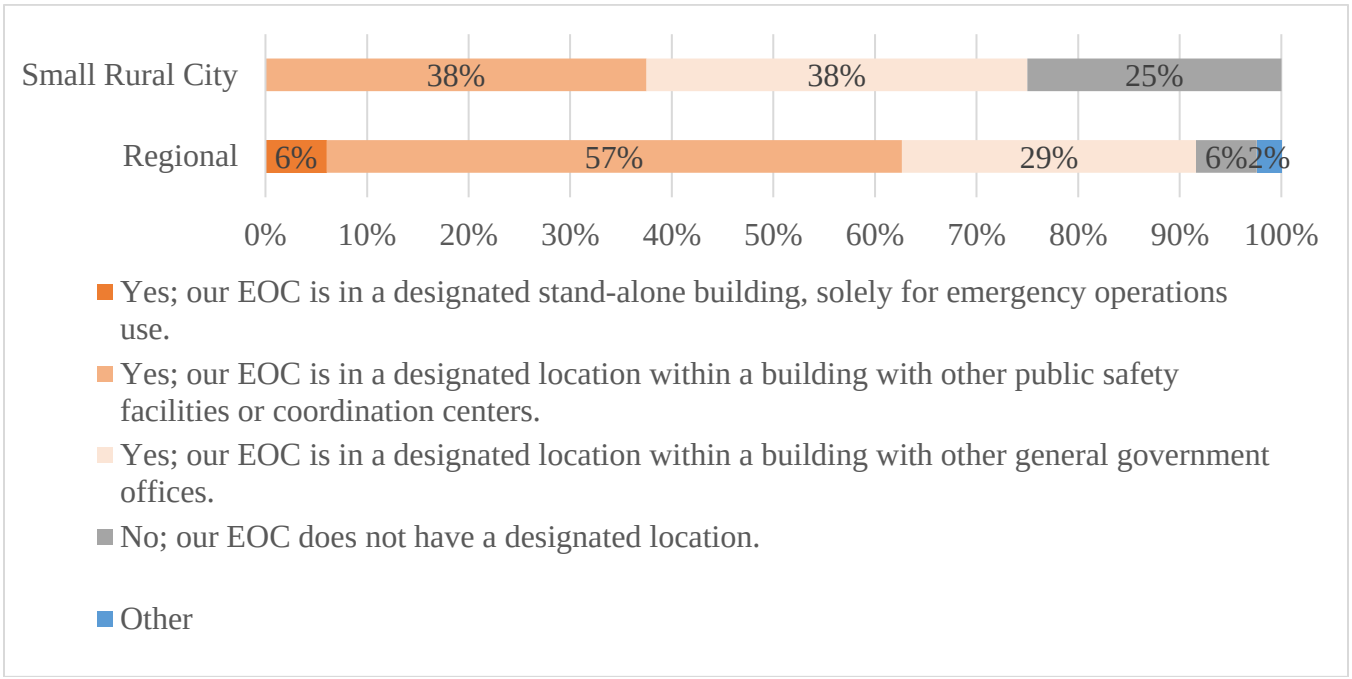
EOC Overview

6. Was your EOC designed to operate as an EOC?

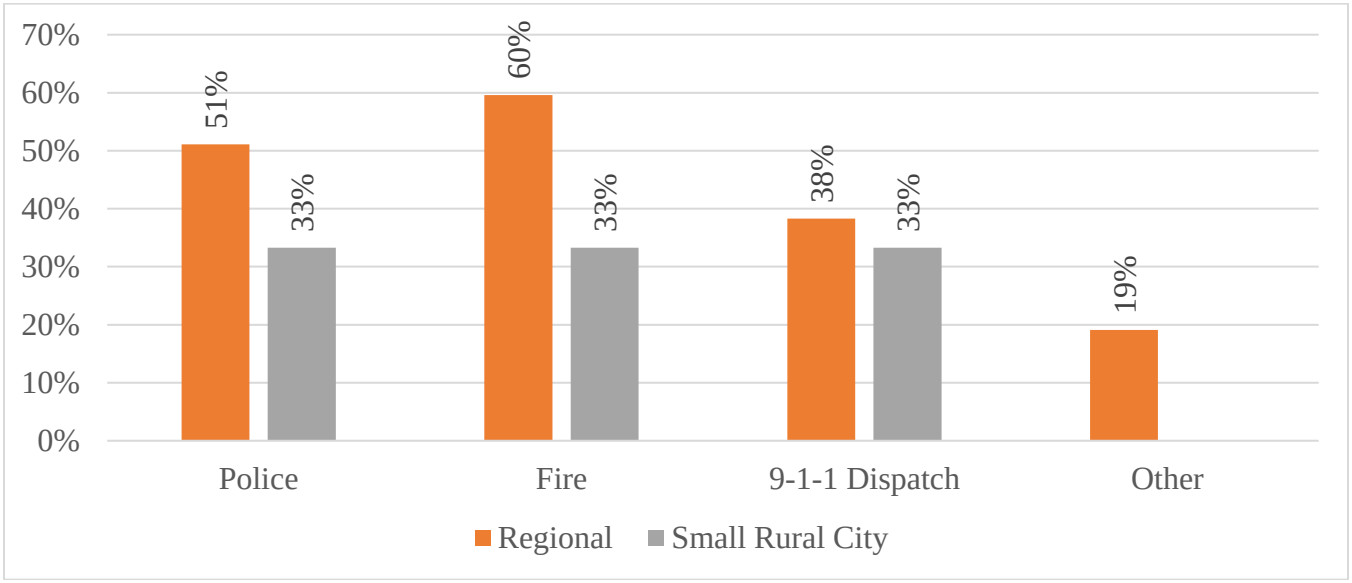




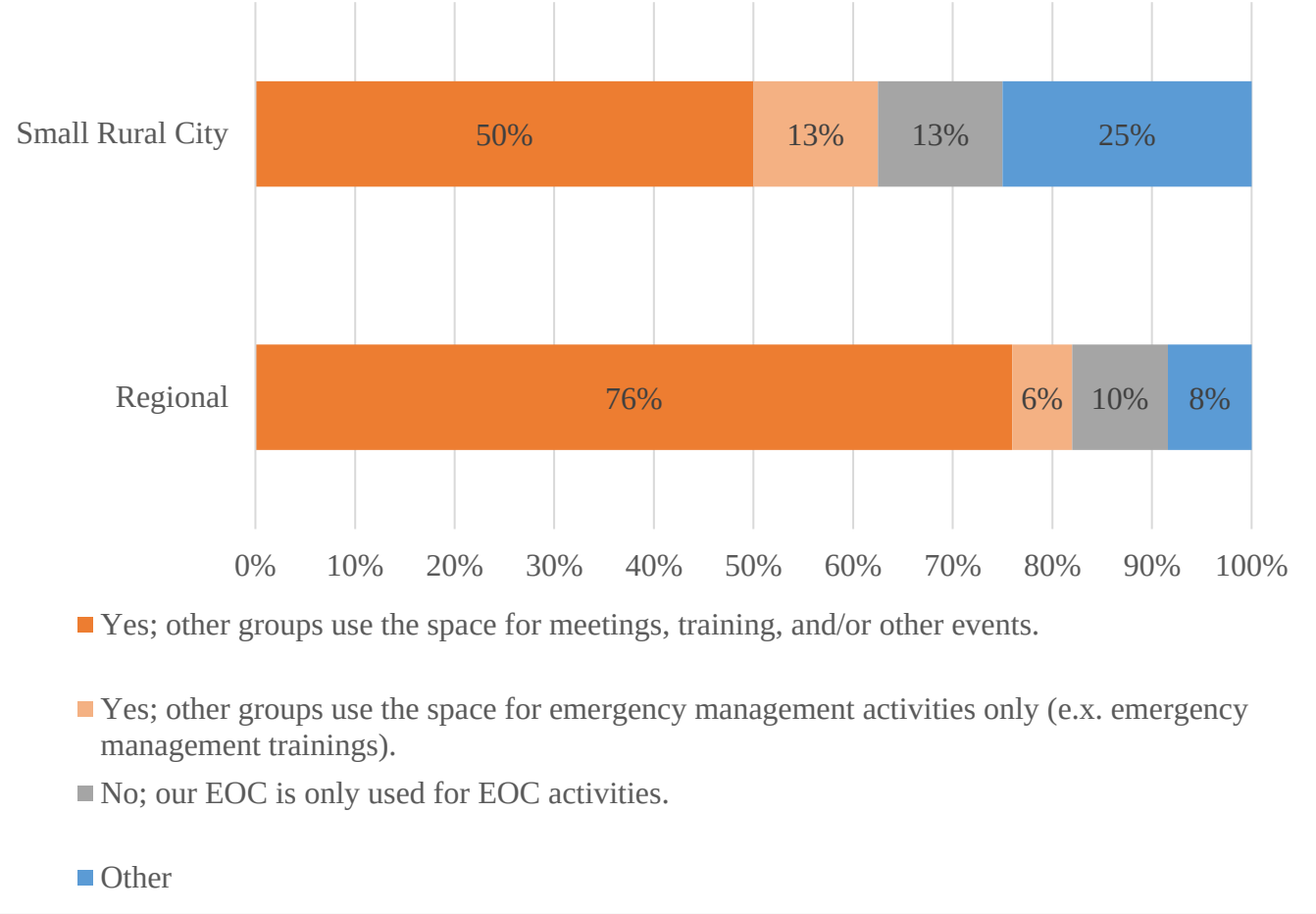
7. Do you have a designated location for your EOC?



7.1 Of those who share their EOC building with other public safety facilities or coordination centers, what other functions are performed in the building? Please select all that apply.

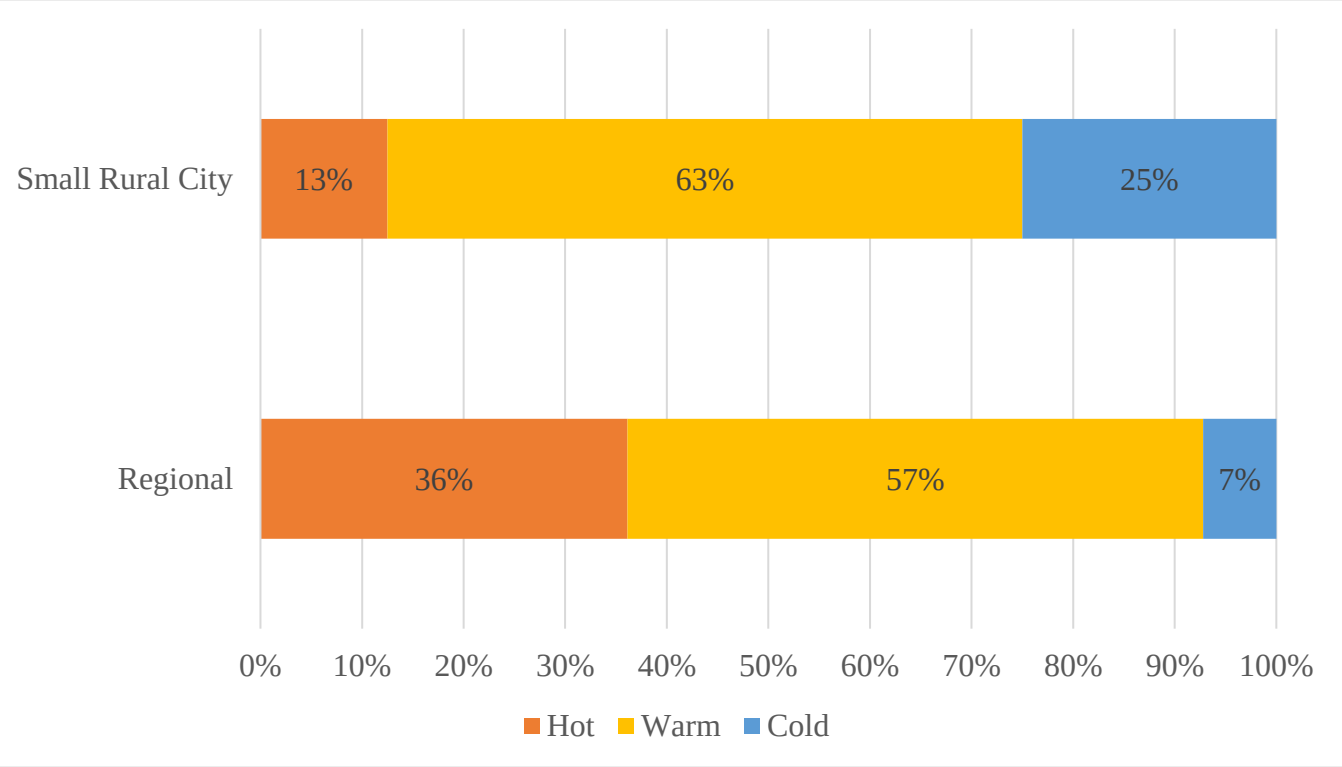


8. Is your EOC a multi-purpose location?

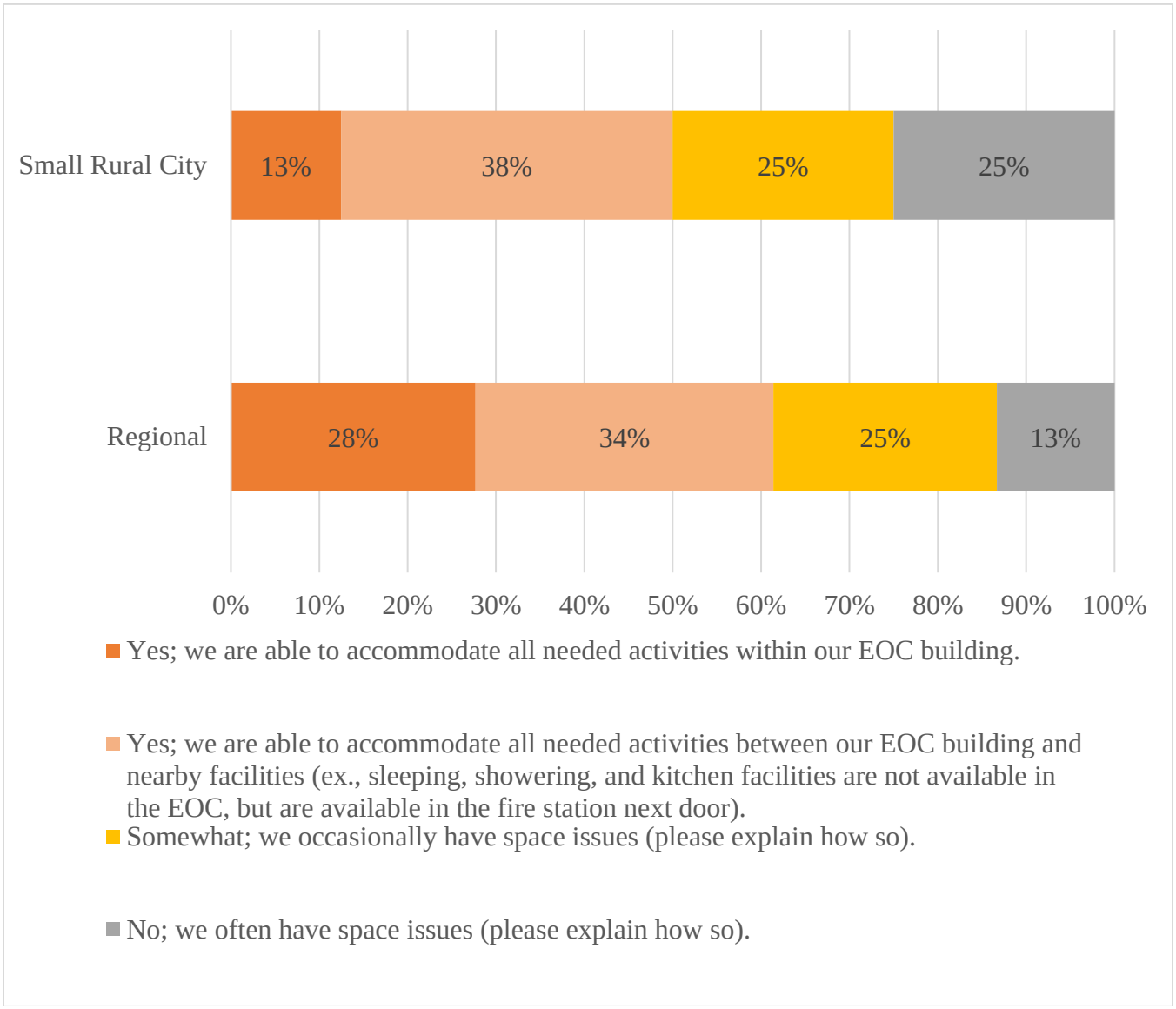


9. Is your primary EOC:

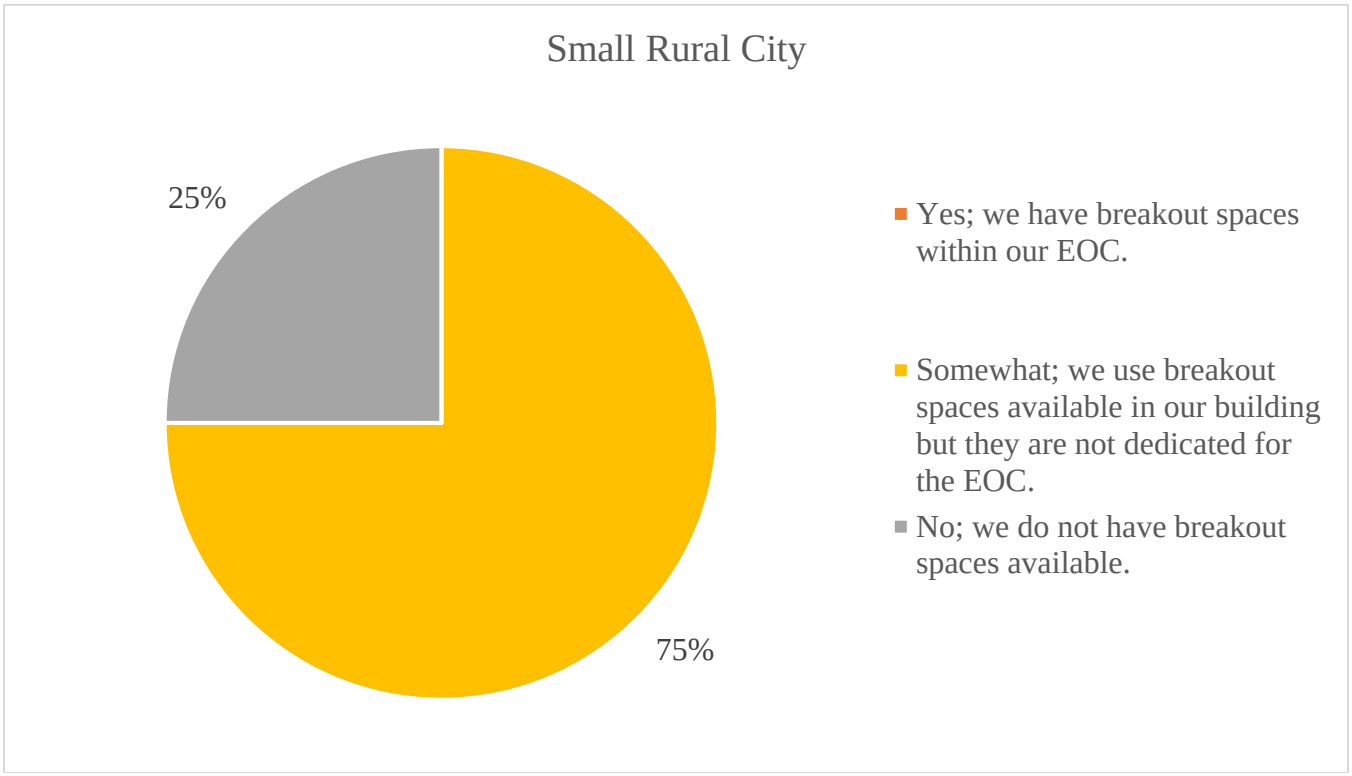
- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*

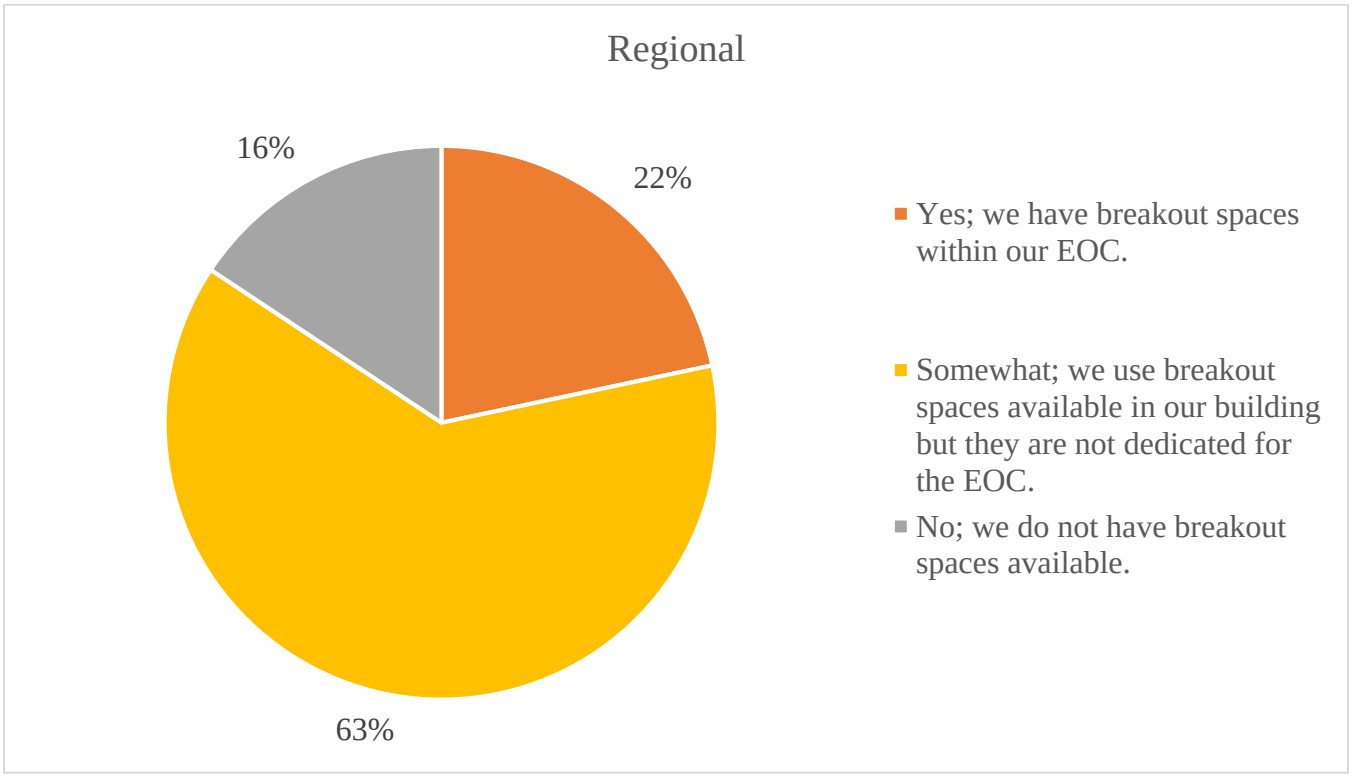


10. Is your EOC large enough to facilitate needed activities?

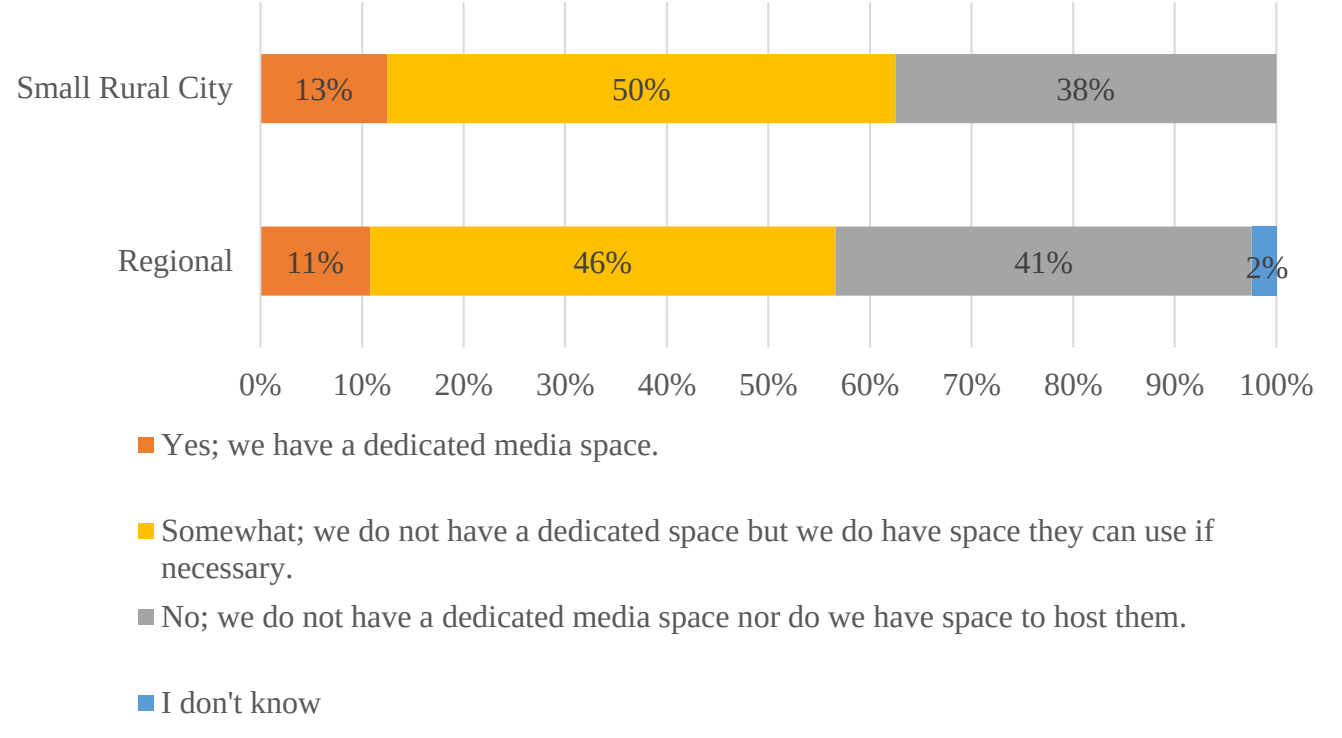


11. Does your EOC have individual/separate meeting or breakout spaces?

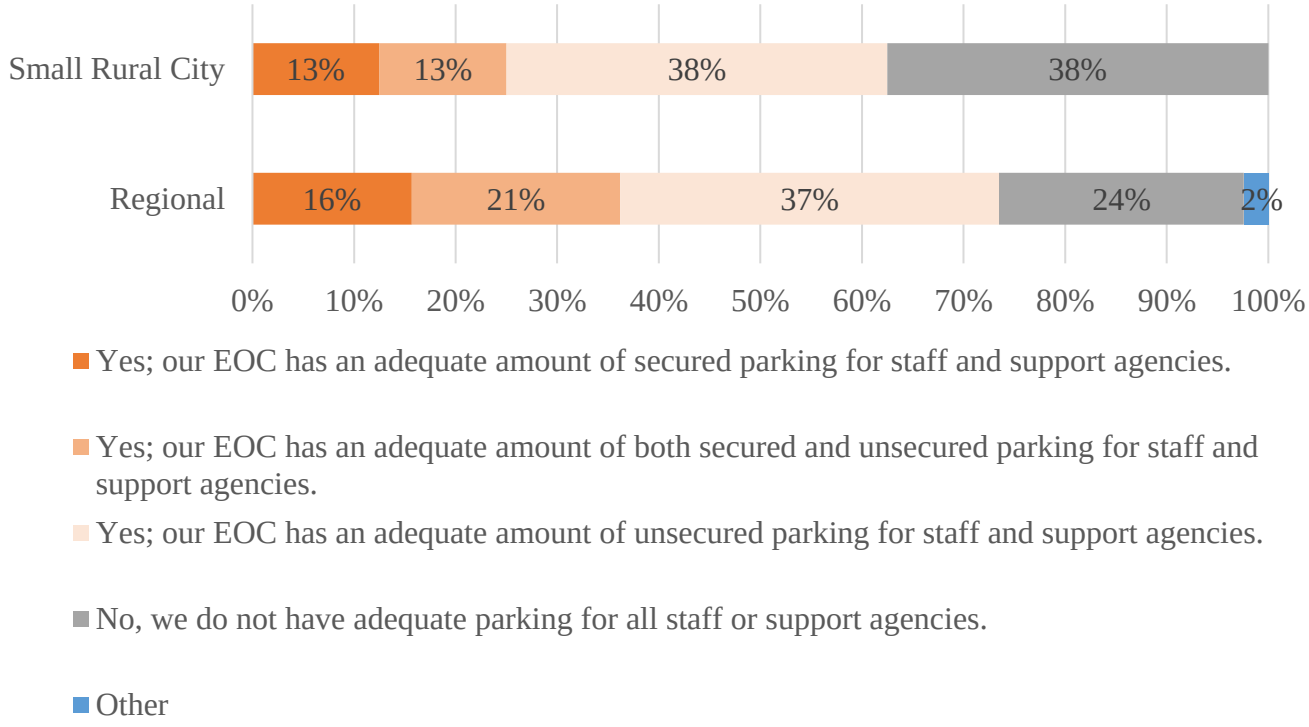




12. Do you plan to host the media at your EOC?

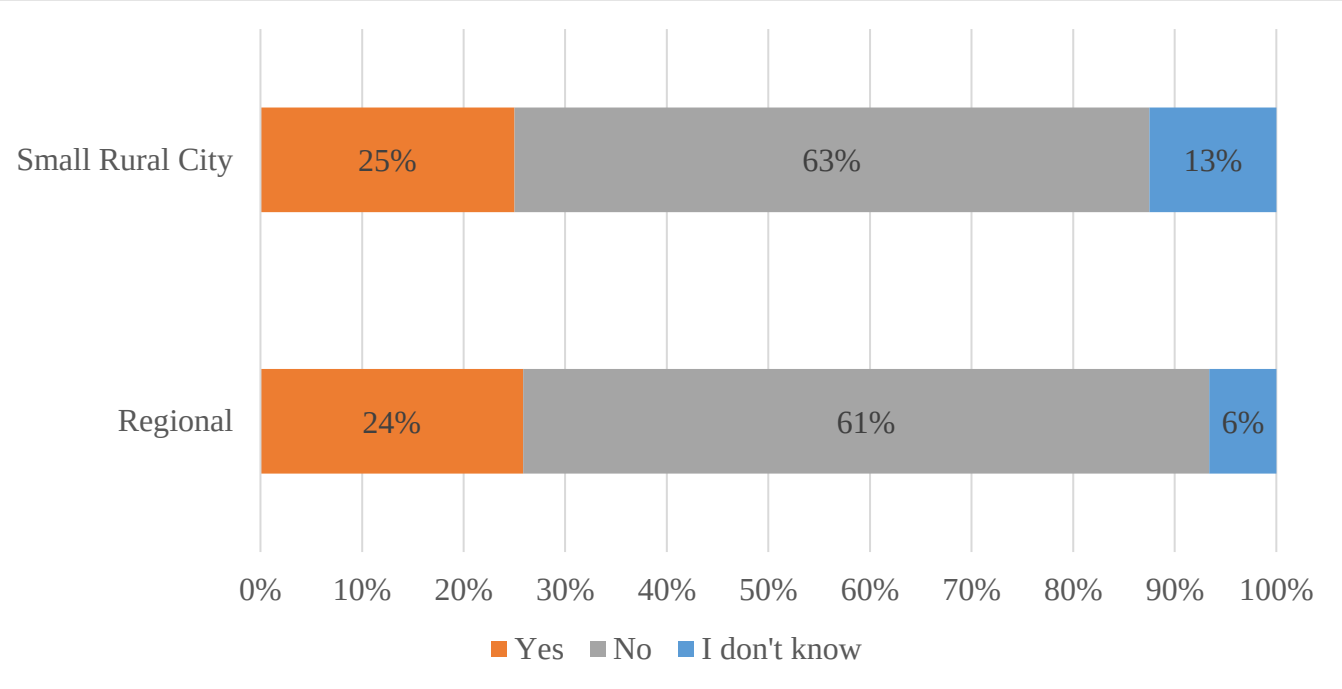


13. Does your EOC have adequate parking for staff and support agencies during full scale operations?

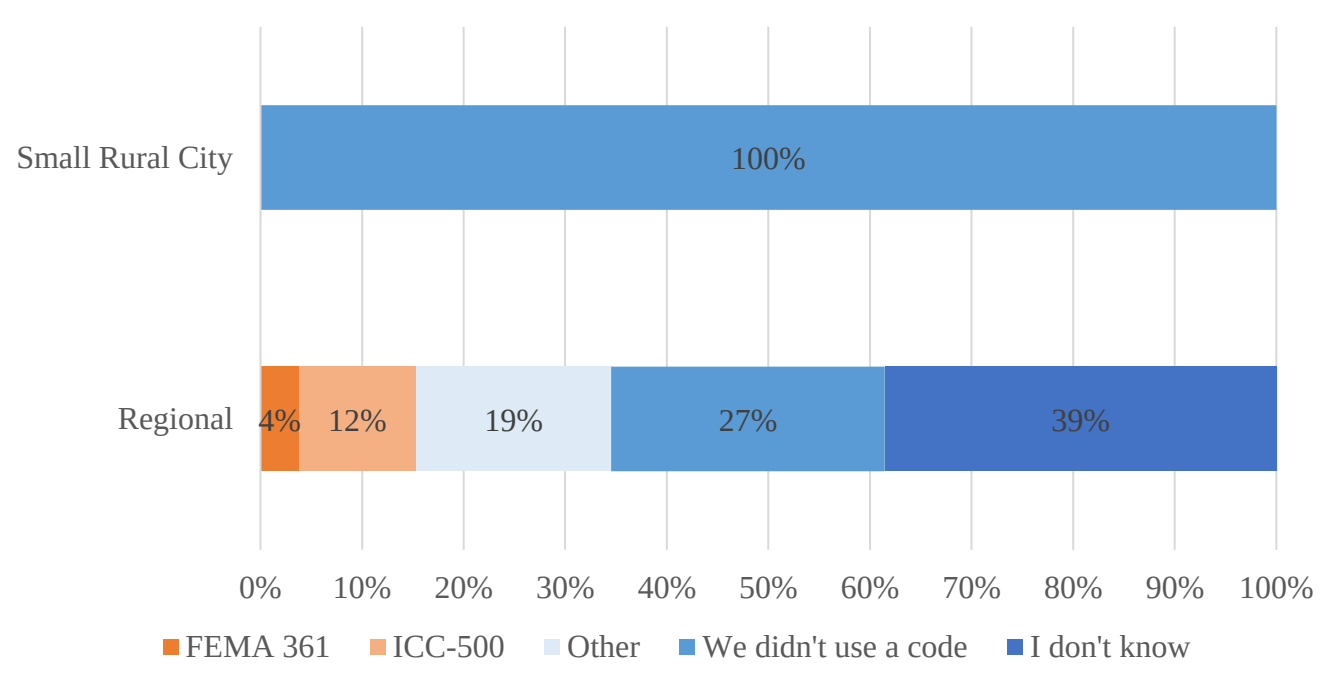


Survivability

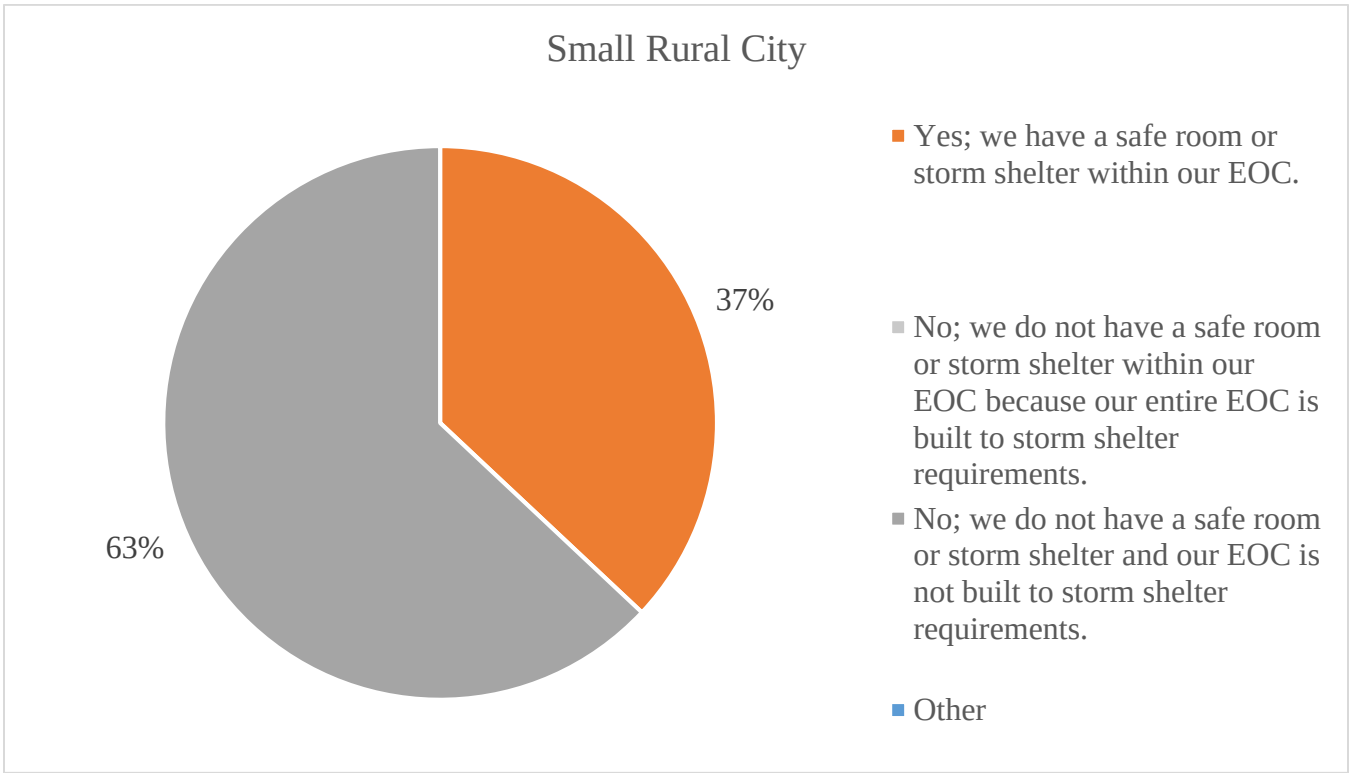
14. Is your EOC hardened (including but not limited to reinforced walls, window storm shutters, and other physical hardening measures)?

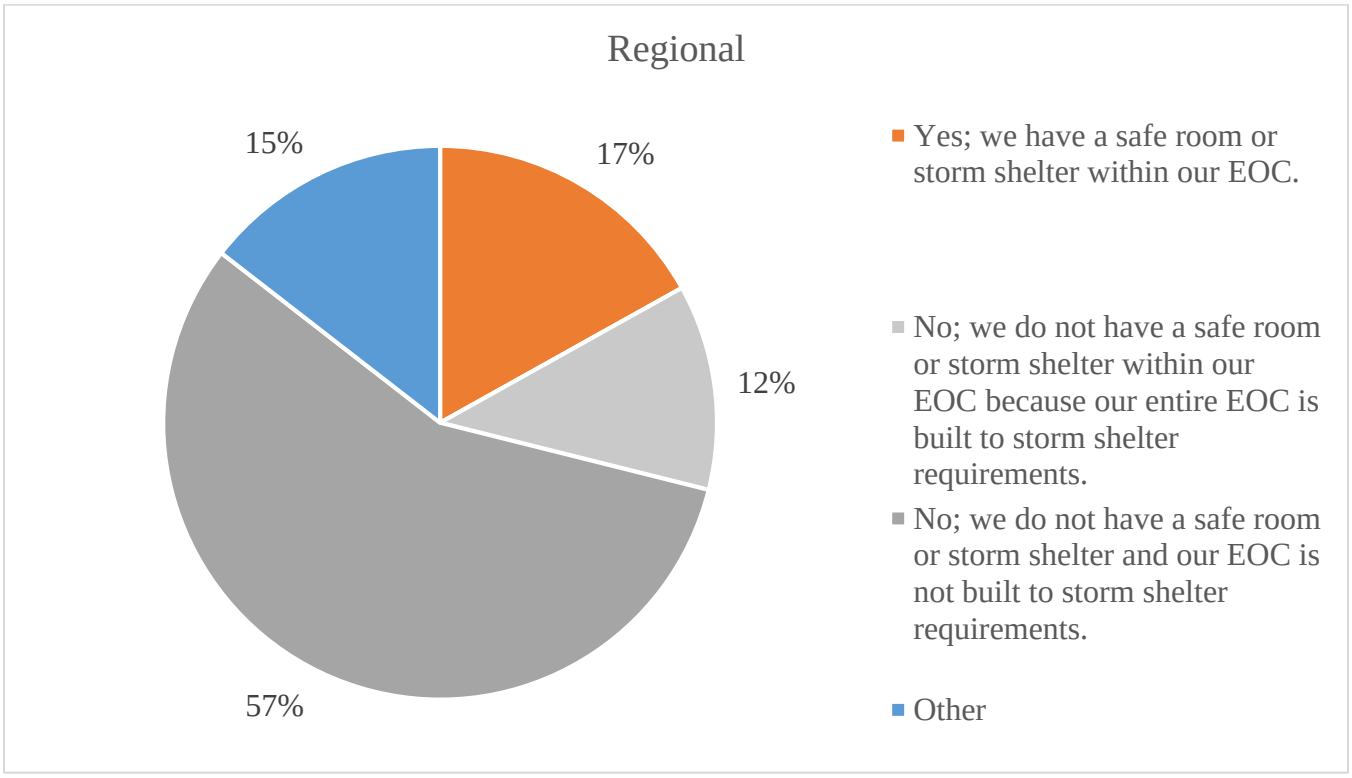


14.1 Of those who hardened their EOC, what construction code, standard, or guideline was used?

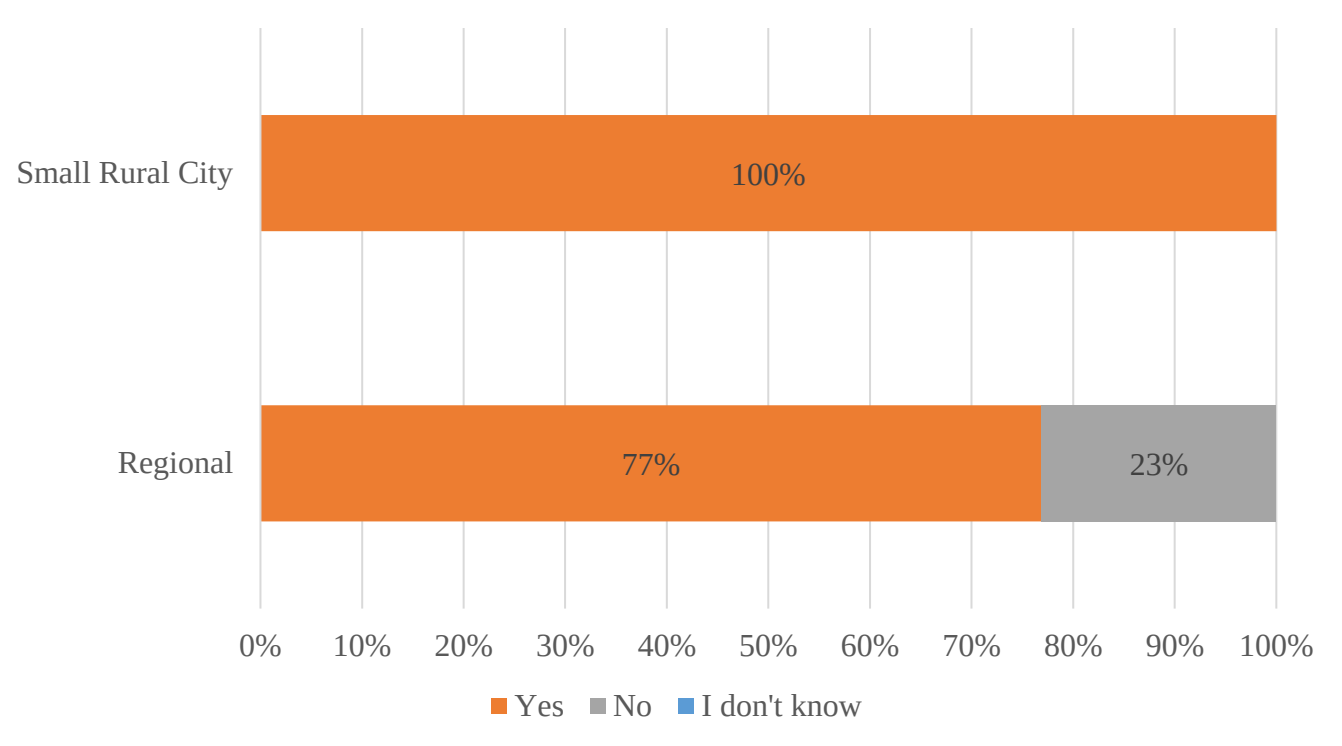


15. Does your EOC have a safe room or storm shelter for severe weather?

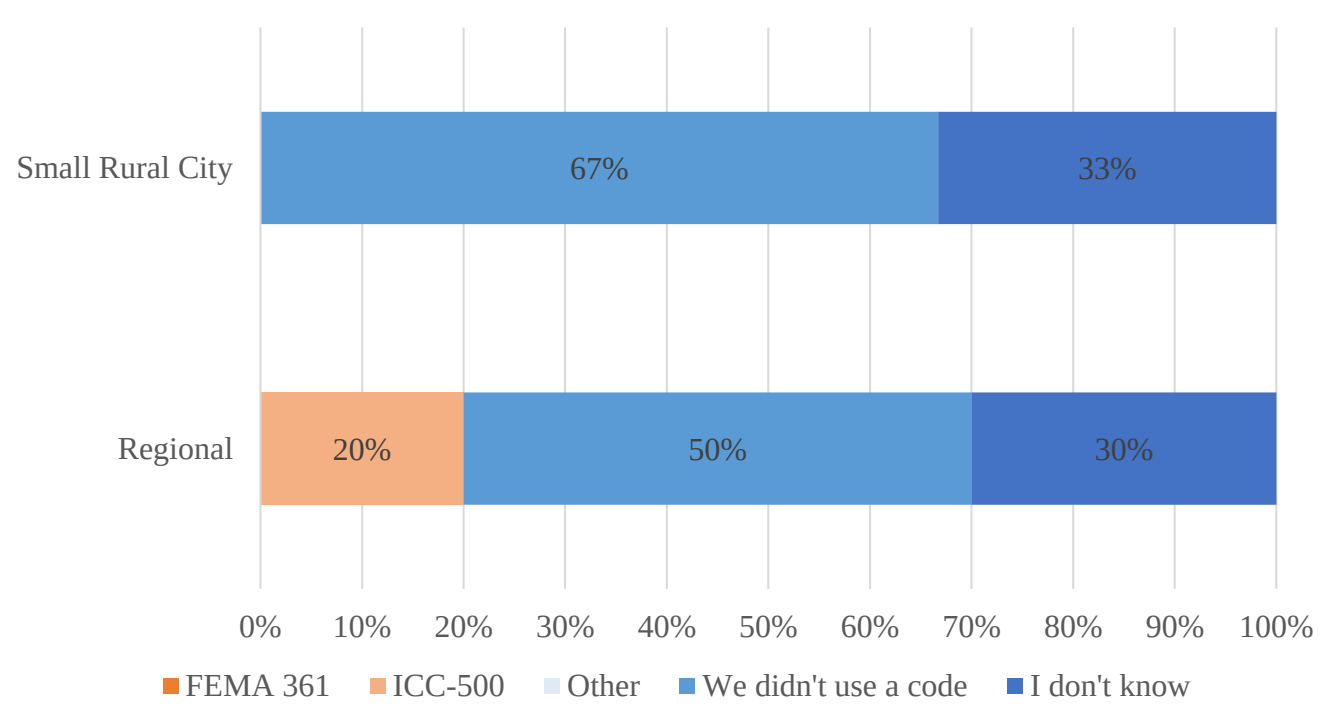




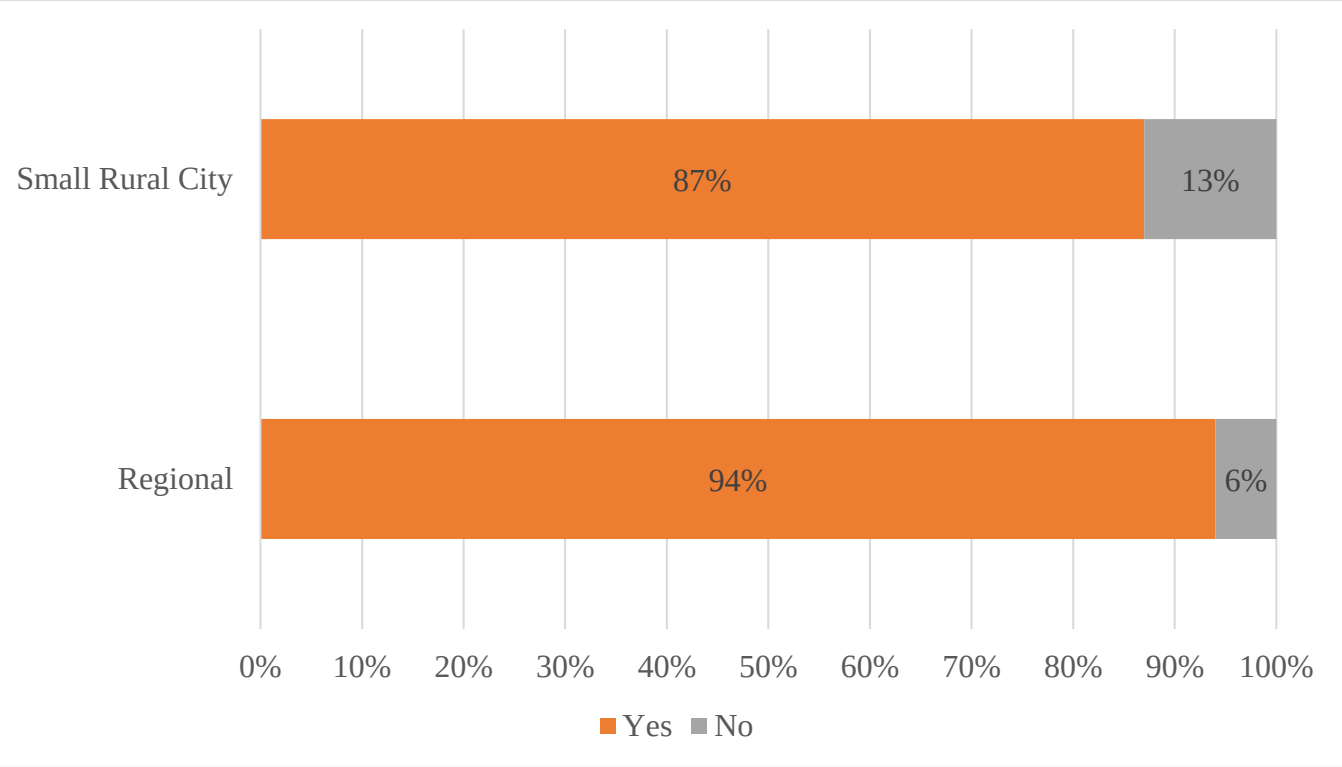
15.1 Of those who hardened have a safe room, is it hardened? *(Answers only apply to those who have a safe room)*



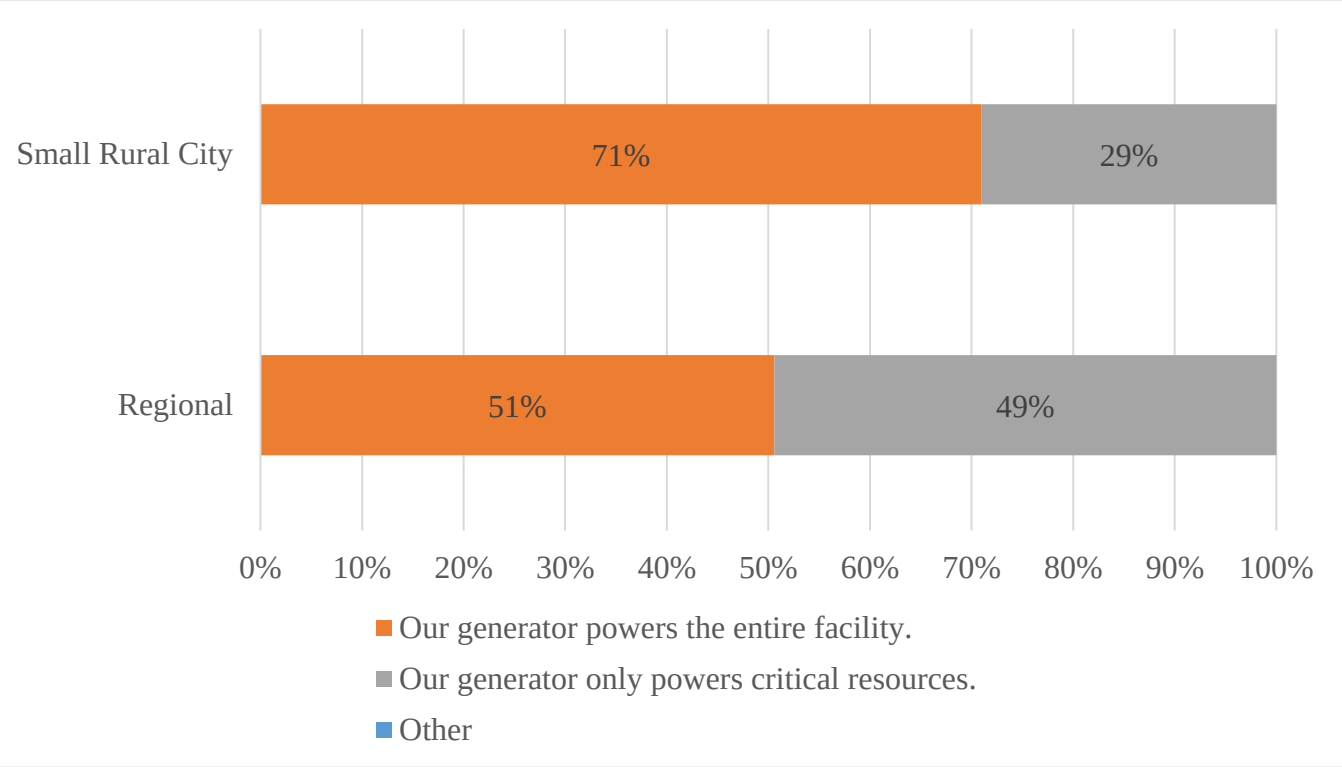
15.2 Of those who hardened have a hardened safe room, what code, standard, or guideline did you use? *(Answers only apply to those who indicated they have a hardened safe room)*



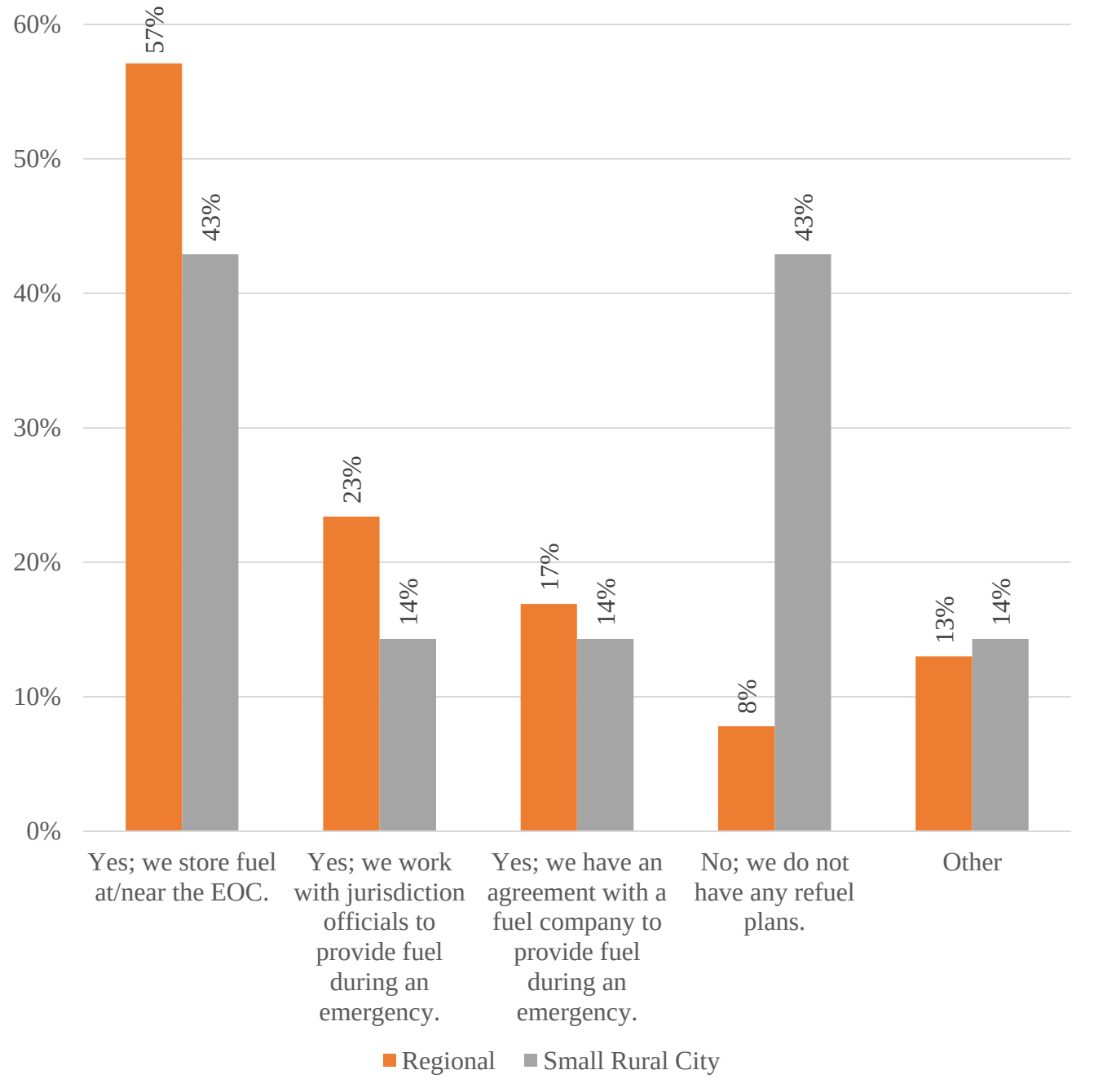
16. Does your EOC have backup generators?



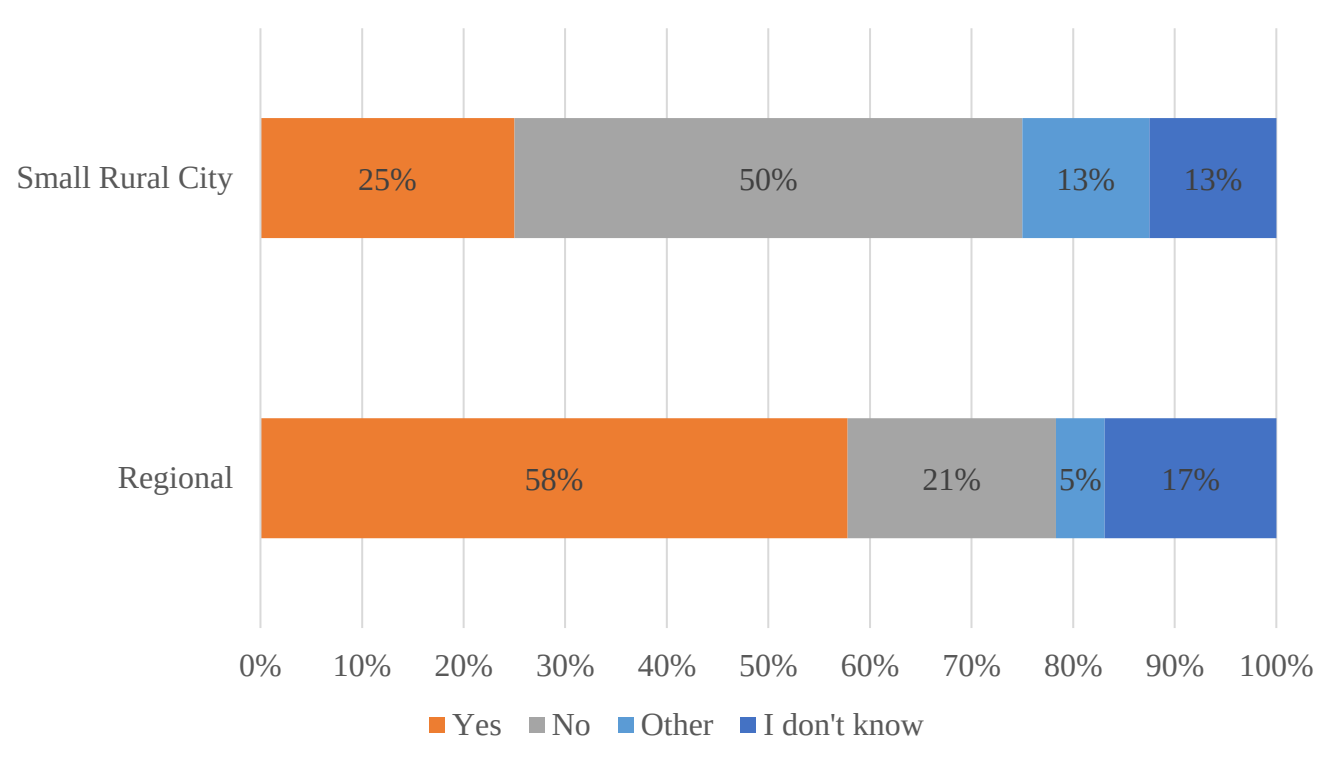
16.1 Of those who have backup generators, does the generator power the whole facility or just critical resources?



16.2 Of those who have backup generators, is your fuel source readily available (pre-stored or direct feed)?



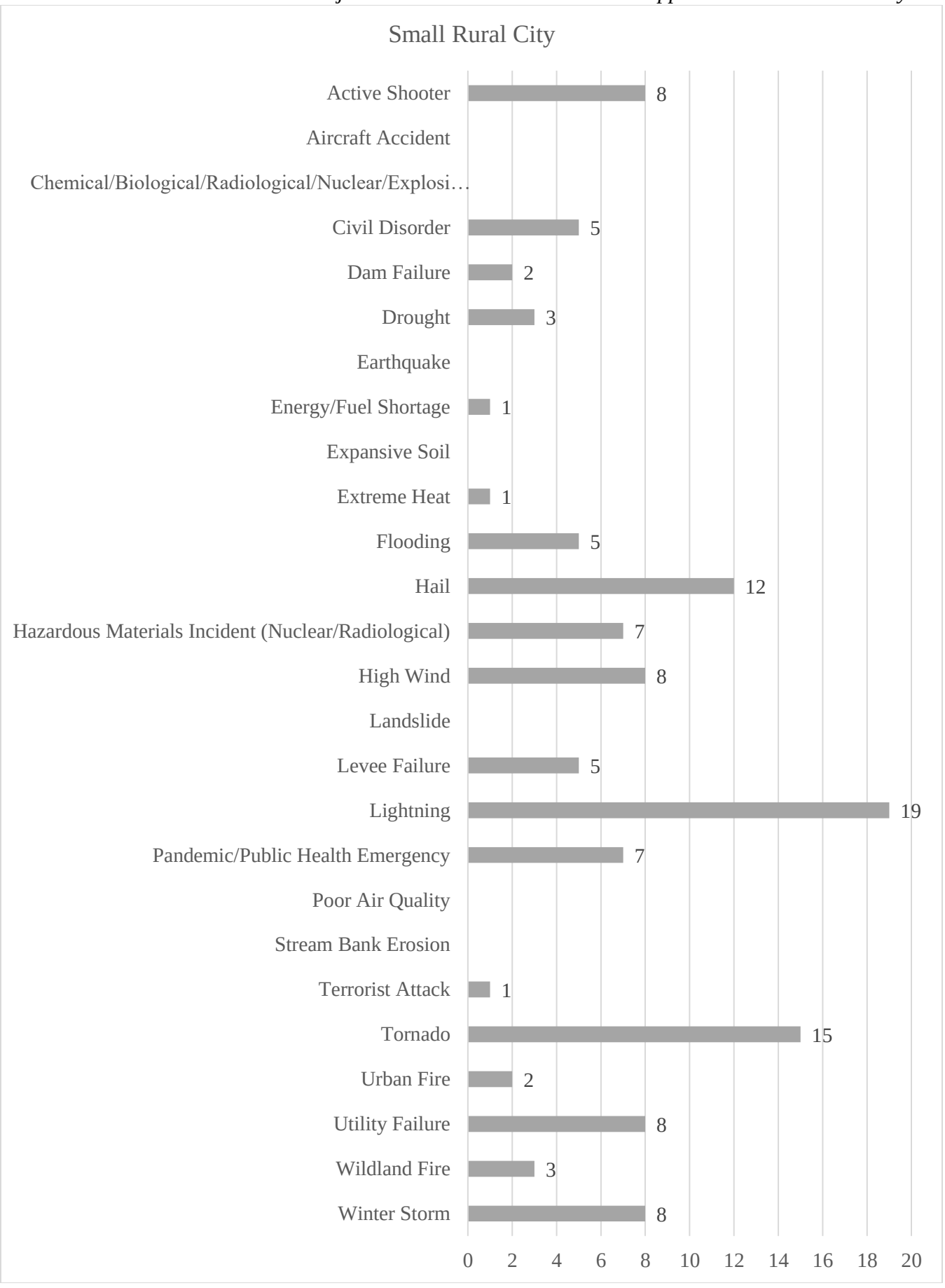
17. Are your telephone and communications lines into the EOC protected under ground?

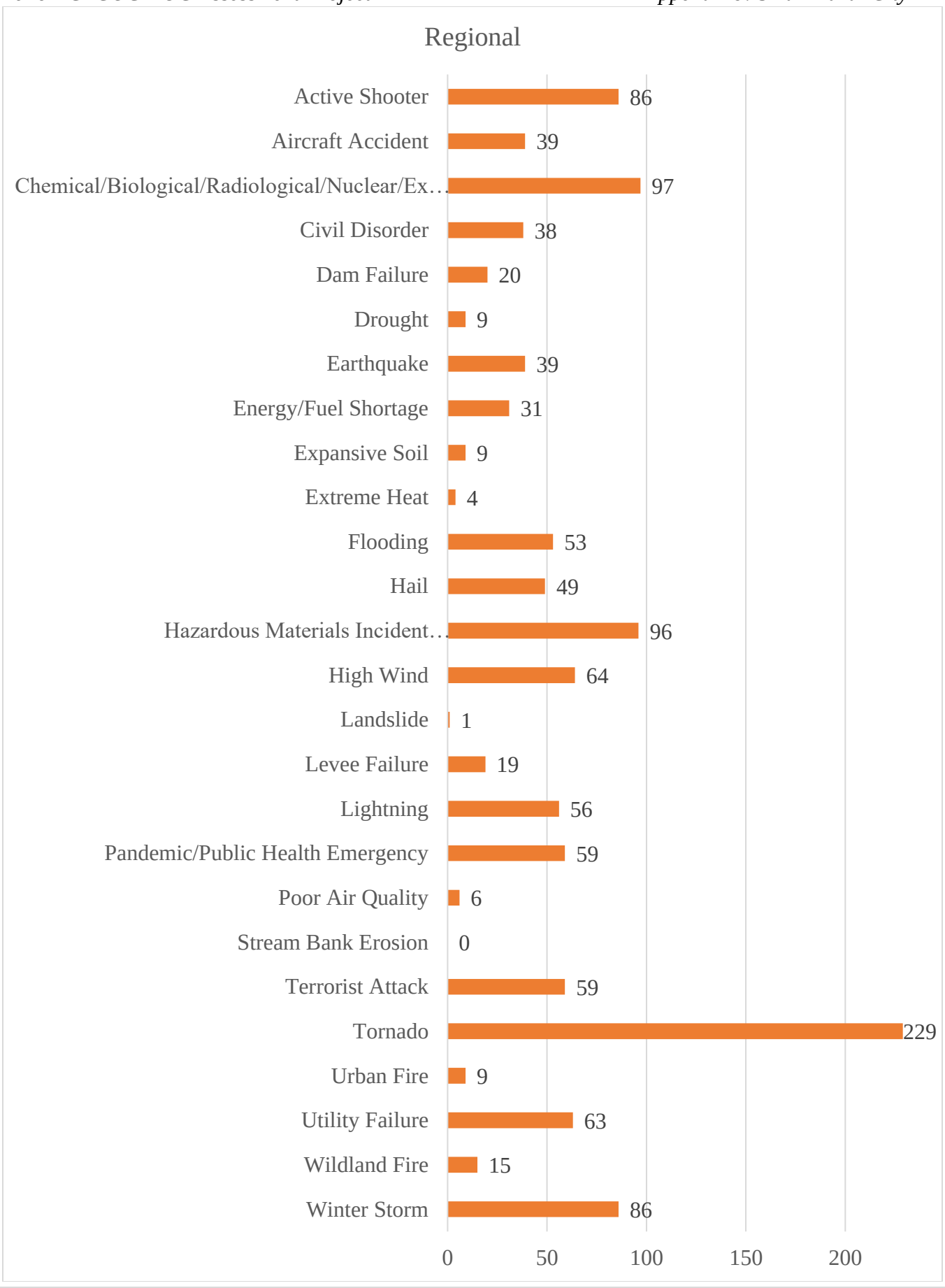


Security

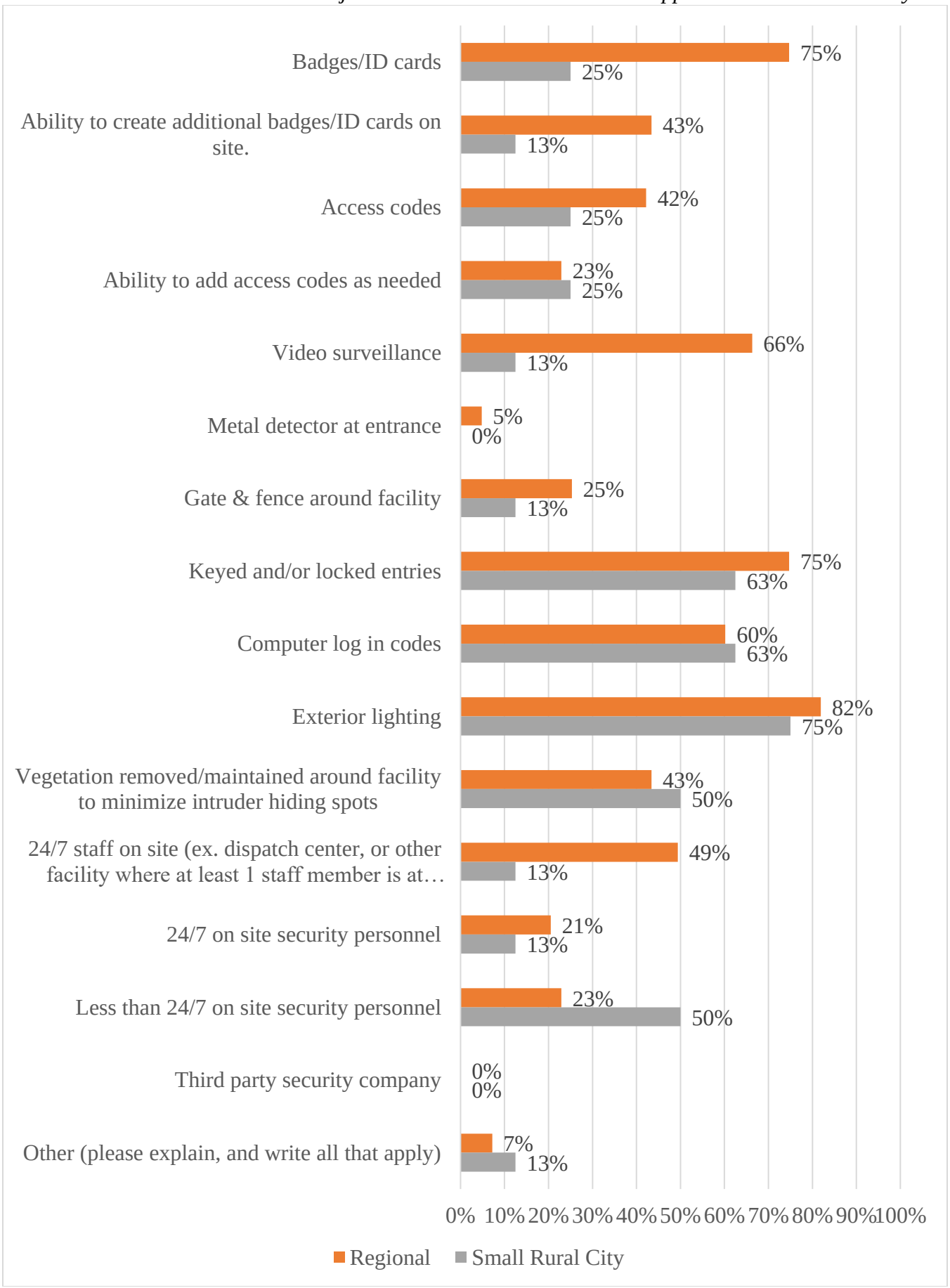
18. Of the hazards listed below, which pose the greatest unmitigated risk to your EOC facility?

Please select and rank your top 5 unmitigated hazards. The purpose of this question is to determine the top 5 hazards posing unmitigated risks to EOC facilities across our region. This data could help identify and prioritize future mitigation efforts. *(Answers ranked by assigning values to each answer based on its priority and summing the total priority votes. Top priority hazards were assigned a value of 5, second priority a value of 4, third priority a value of 3, fourth priority a value of 2, and fifth priority a value of 1.)*


Small Rural City
Active Shooter 8
Aircraft Accident
Chemical/Biological/Radiological/Nuclear/Explosi…
Civil Disorder 5
Dam Failure 2
Drought 3
Earthquake
Energy/Fuel Shortage 1
Expansive Soil
Extreme Heat 1
Flooding 5
Hail 12
Hazardous Materials Incident (Nuclear/Radiological) 7
High Wind 8
Landslide
Levee Failure 5
Lightning 19
Pandemic/Public Health Emergency 7
Poor Air Quality
Stream Bank Erosion
Terrorist Attack 1
Tornado 15
Urban Fire 2
Utility Failure 8
Wildland Fire 3
Winter Storm 8
0 2 4 6 8 10 12 14 16 18 20


Regional
Active Shooter 86
Aircraft Accident 39
Chemical/Biological/Radiological/Nuclear/Ex… 97
Civil Disorder 38
Dam Failure 20
Drought 9
Earthquake 39
Energy/Fuel Shortage 31
Expansive Soil 9
Extreme Heat 4
Flooding 53
Hail 49
Hazardous Materials Incident… 96
High Wind 64
Landslide 1
Levee Failure 19
Lightning 56
Pandemic/Public Health Emergency 59
Poor Air Quality 6
Stream Bank Erosion 0
Terrorist Attack 59
Tornado 229
Urban Fire 9
Utility Failure 63
Wildland Fire 15
Winter Storm 86
0 50 100 150 200

19. What types of site security and access control features are in place at the EOC? Please select all that apply.

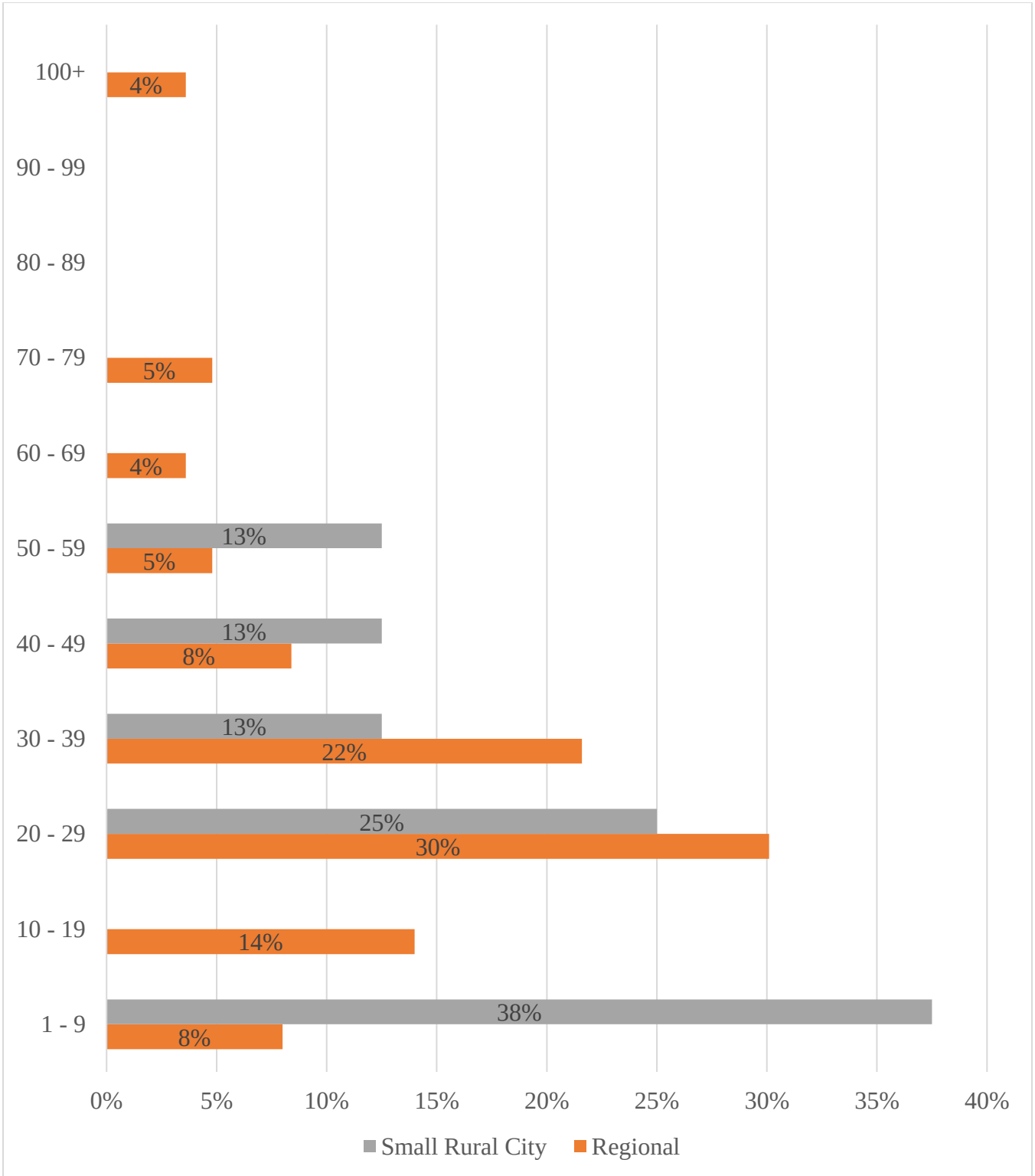

Badges/ID cards
75%
25%
Ability to create additional badges/ID cards on site.
43%
13%
Access codes
42%
25%
Ability to add access codes as needed
23%
25%
Video surveillance
66%
13%
Metal detector at entrance
5%
0%
Gate & fence around facility
25%
13%
Keyed and/or locked entries
75%
63%
Computer log in codes
60%
63%
Exterior lighting
82%
75%
Vegetation removed/maintained around facility to minimize intruder hiding spots
43%
50%
24/7 staff on site (ex. dispatch center, or other facility where at least 1 staff member is at…
49%
13%
24/7 on site security personnel
21%
13%
Less than 24/7 on site security personnel
23%
50%
Third party security company
0%
0%
Other (please explain, and write all that apply)
7%
13%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Regional
Small Rural City

Sustainability, Interoperability, and Flexibility

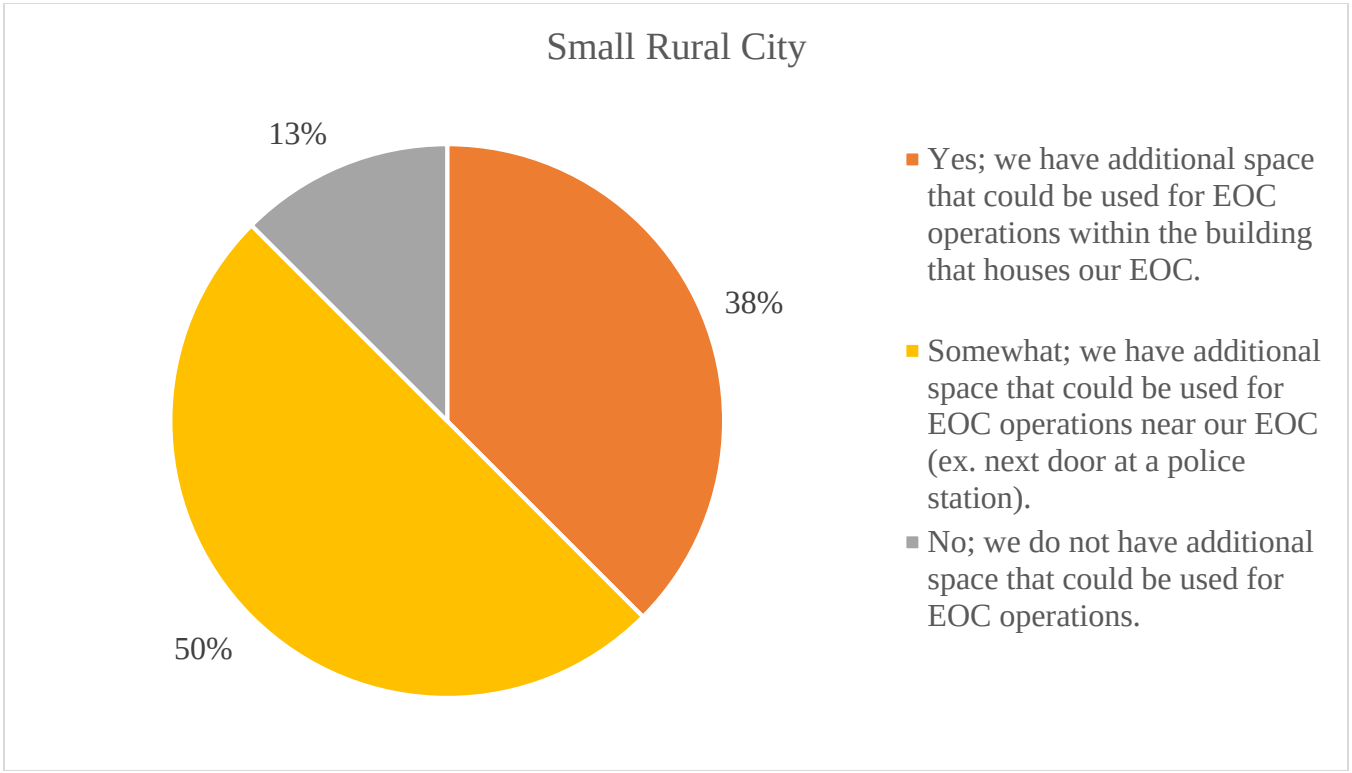
20. Please select the most appropriate answer for each facility feature based on its availability.

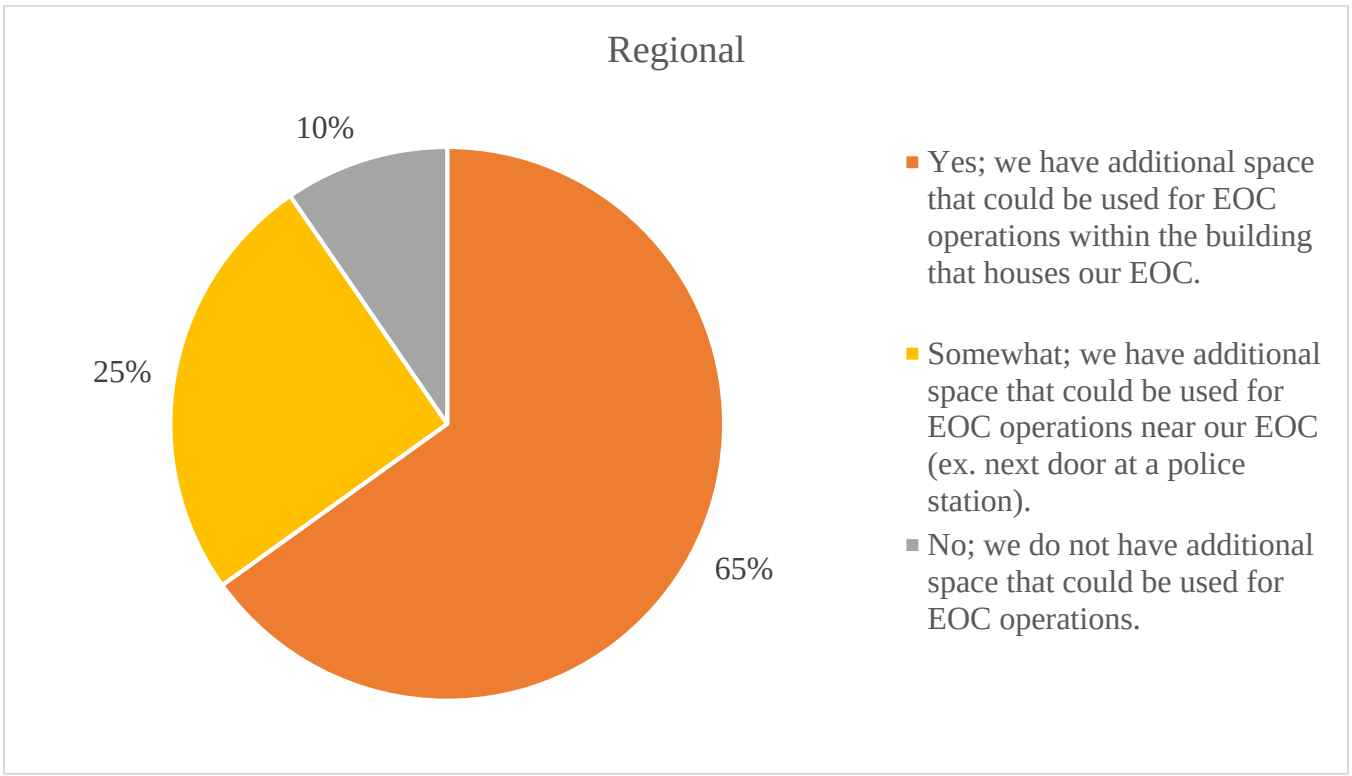
	Available in EOC		Available Near EOC		Not Available in EOC		Other	
	Regional	Small Rural City	Regional	Small Rural City	Regional	Small Rural City	Regional	Small Rural City
Sleeping quarters for staff	20.5%	12.5%	43.4%	50%	34.9%	37.5%	1.2%	0%
Showers for staff	37.3%	25%	49.4%	37.5%	13.3%	37.5%	0%	0%
Sufficient restrooms for staff	77.1%	62.5%	21.7%	25%	1.2%	12.5%	0%	0%
Full size kitchen	33.7%	37.5%	39.8%	25%	22.9%	37.5%	3.6%	4%
Breakroom/Less than full size kitchen	66.7%	50%	27.2%	12.5%	6.2%	37.5%	0%	0%

21. How many people can your EOC comfortably accommodate for a full scale response?

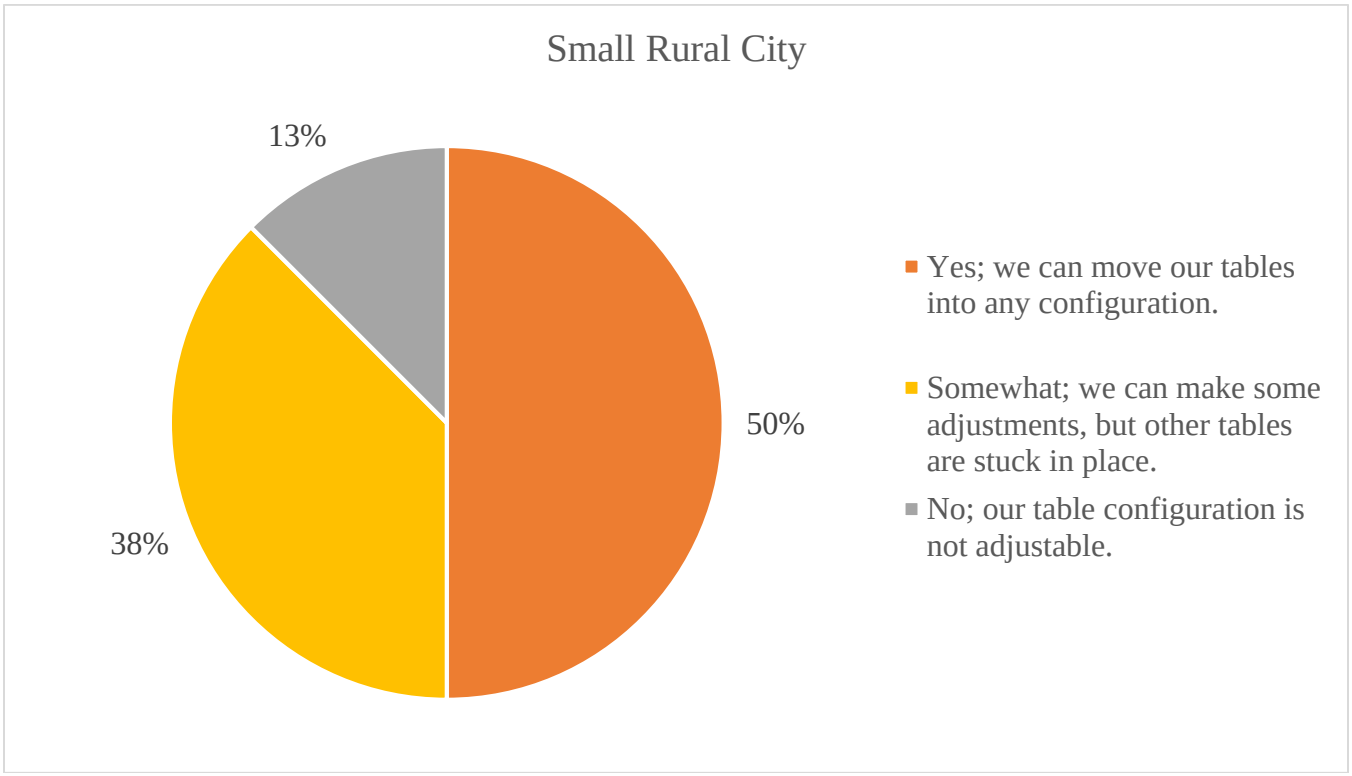


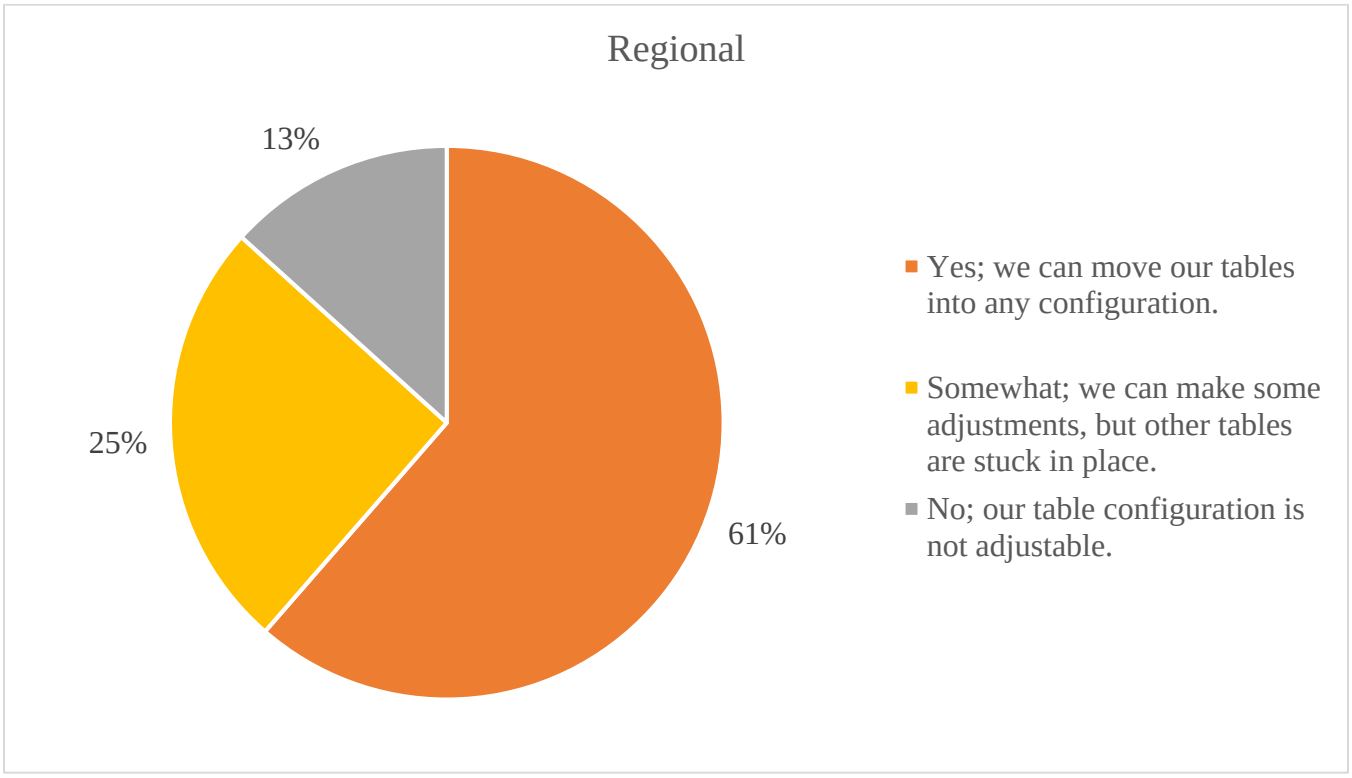
22. Is your EOC expandable, allowing for adding more personnel beyond the main room and utilizing ancillary rooms/ break-out rooms in the same building?



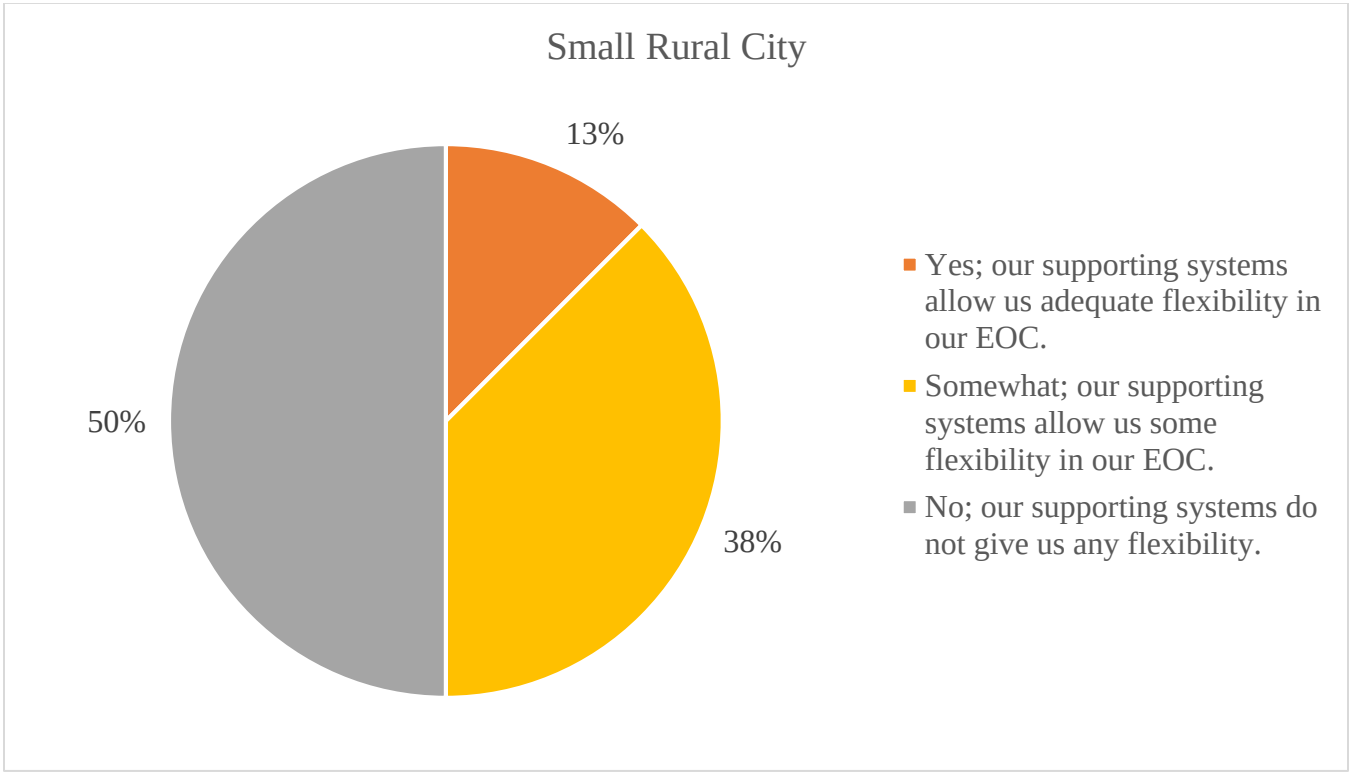


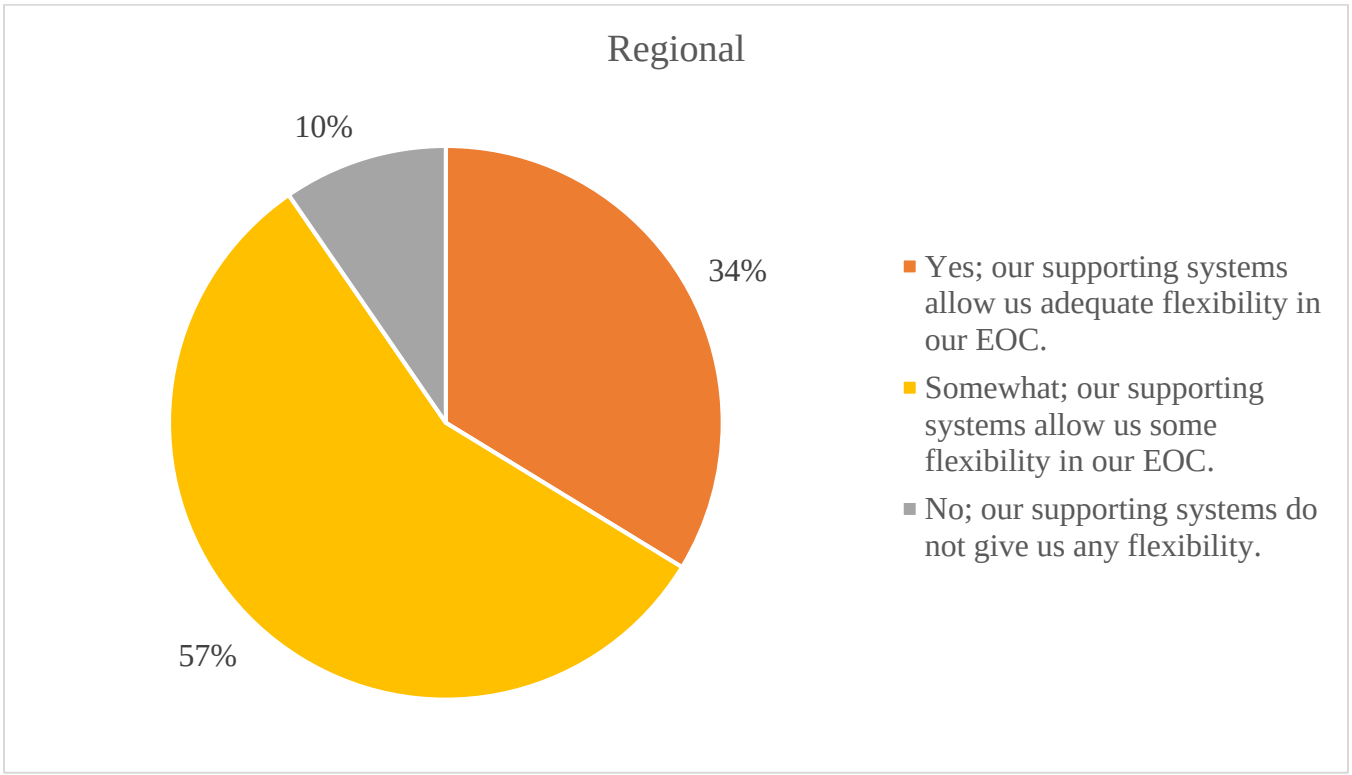
23. Are you able to adjust the table configuration in your EOC?



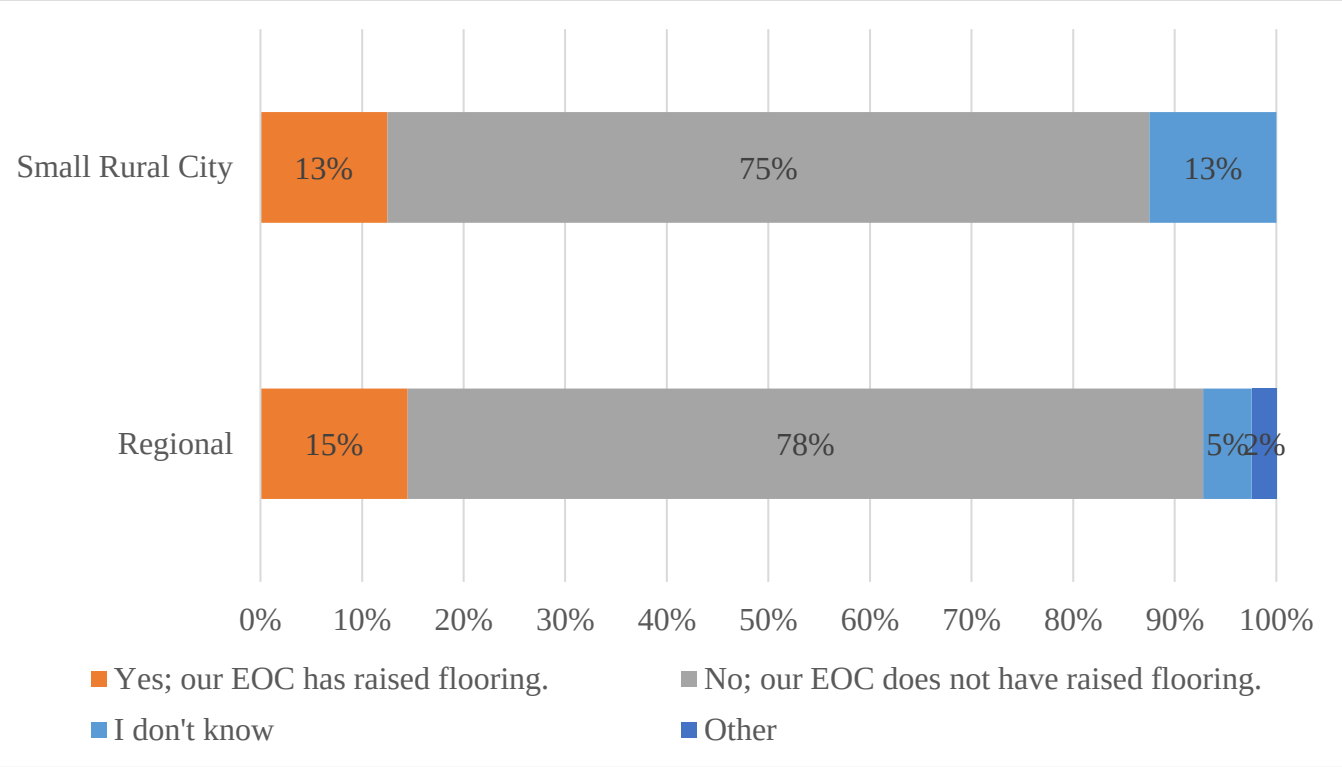


24. Do the supporting systems in your EOC allow you the flexibility you need in your EOC (i.e., power outlets, phone lines, etc.)?





25. Does your EOC feature raised flooring?

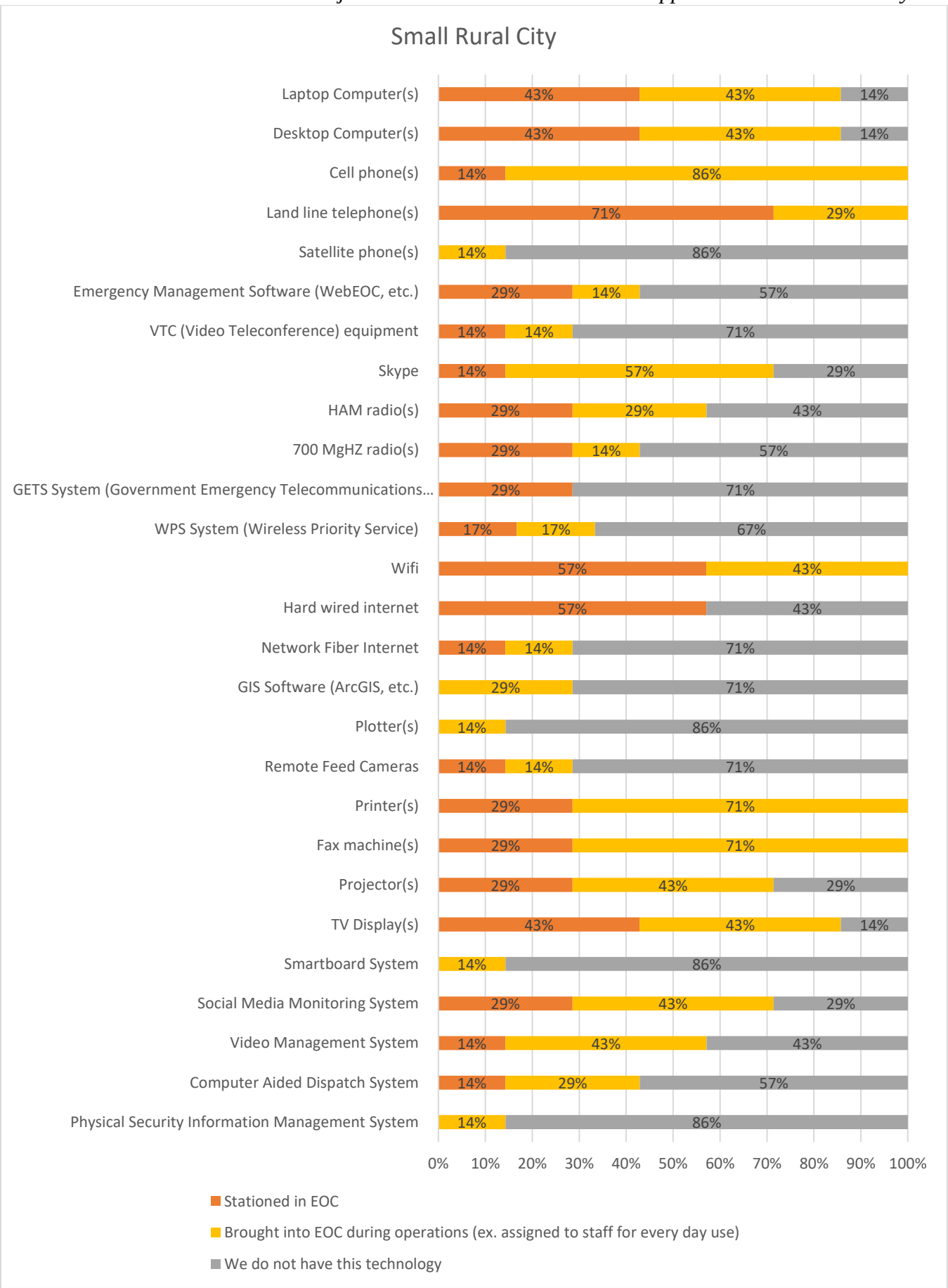


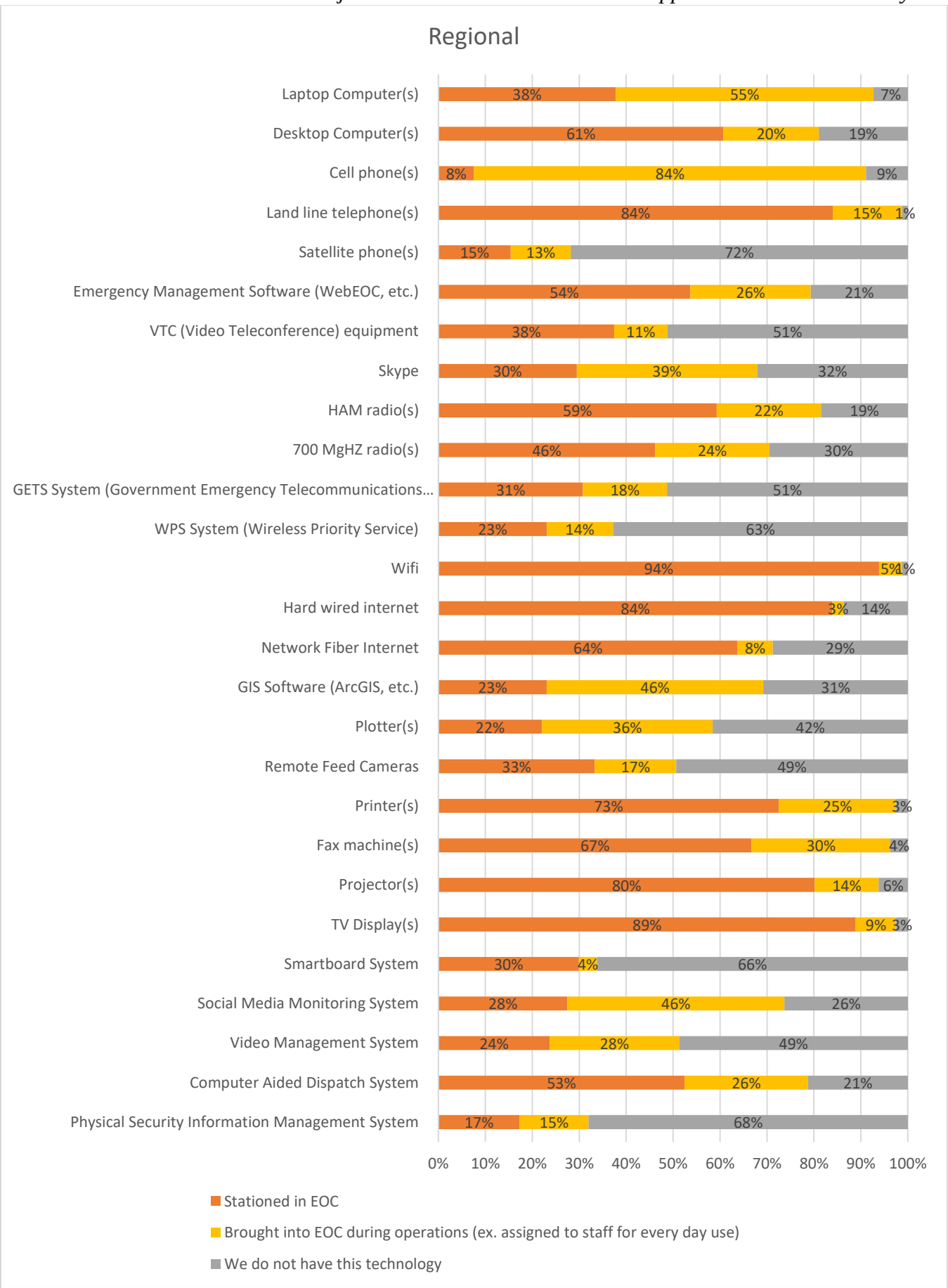
26. What single physical improvement would most benefit your EOC?

Open Response

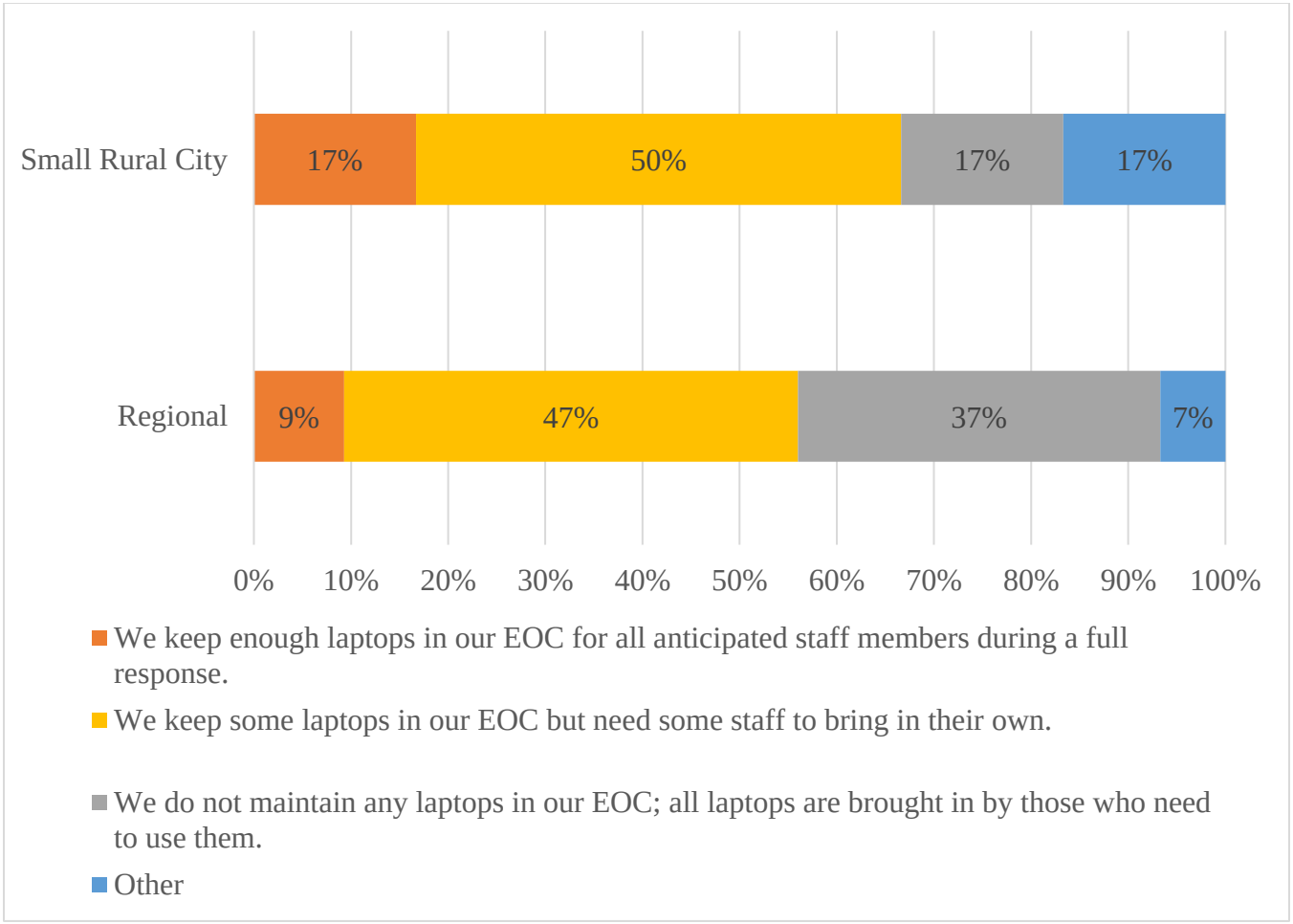
Equipment

27. Please select each of the following technologies that are used in your EOC based on whether they are permanently stationed in your EOC or are brought in when needed.

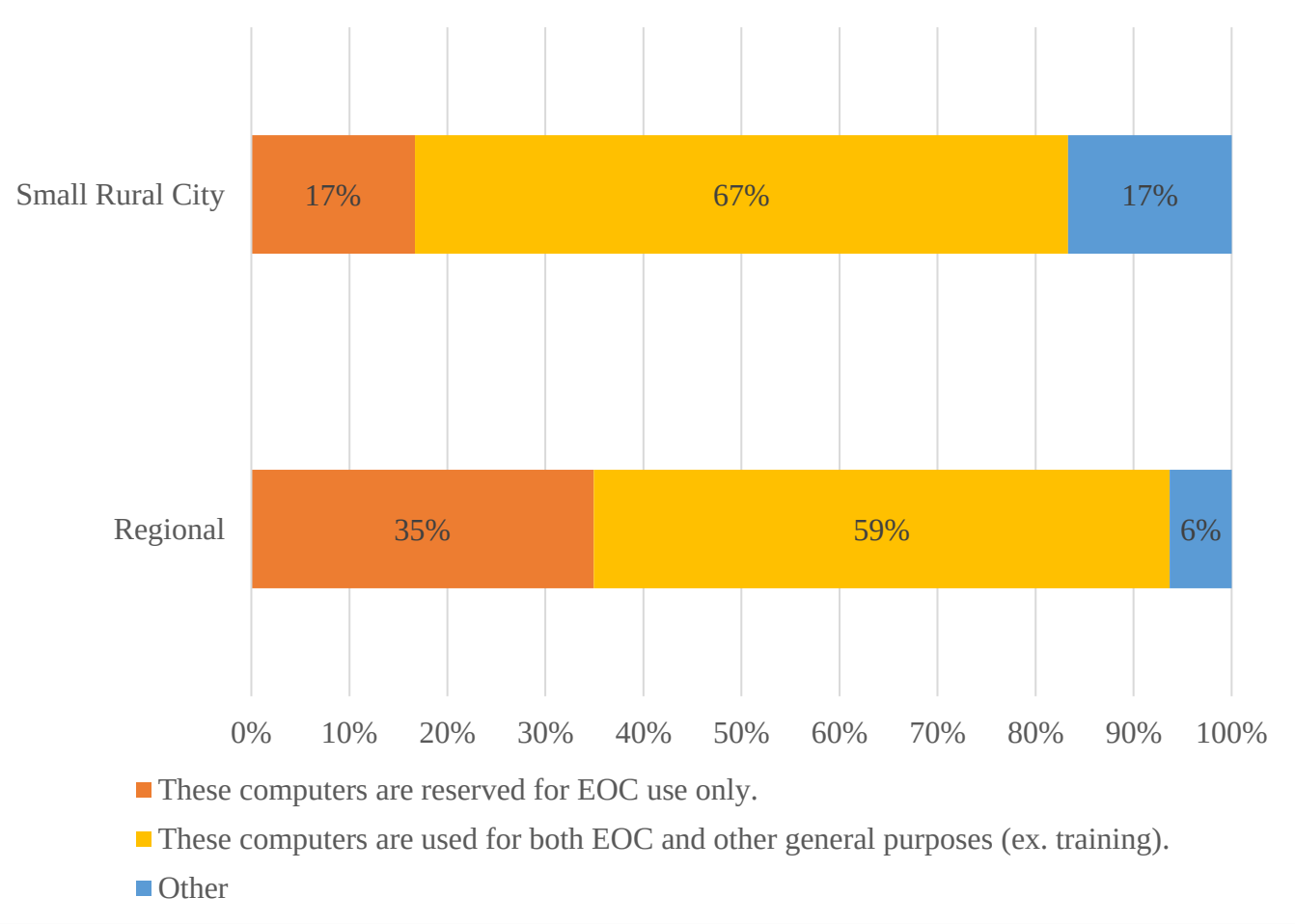

Small Rural City
Laptop Computer(s) 43% 43% 14%
Desktop Computer(s) 43% 43% 14%
Cell phone(s) 14% 86%
Land line telephone(s) 71% 29%
Satellite phone(s) 14% 86%
Emergency Management Software (WebEOC, etc.) 29% 14% 57%
VTC (Video Teleconference) equipment 14% 14% 71%
Skype 14% 57% 29%
HAM radio(s) 29% 29% 43%
700 MgHZ radio(s) 29% 14% 57%
GETS System (Government Emergency Telecommunications... 29% 71%
WPS System (Wireless Priority Service) 17% 17% 67%
Wifi 57% 43%
Hard wired internet 57% 43%
Network Fiber Internet 14% 14% 71%
GIS Software (ArcGIS, etc.) 29% 71%
Plotter(s) 14% 86%
Remote Feed Cameras 14% 14% 71%
Printer(s) 29% 71%
Fax machine(s) 29% 71%
Projector(s) 29% 43% 29%
TV Display(s) 43% 43% 14%
Smartboard System 14% 86%
Social Media Monitoring System 29% 43% 29%
Video Management System 14% 43% 43%
Computer Aided Dispatch System 14% 29% 57%
Physical Security Information Management System 14% 86%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology


Regional
Laptop Computer(s) 38% 55% 7%
Desktop Computer(s) 61% 20% 19%
Cell phone(s) 8% 84% 9%
Land line telephone(s) 84% 15% 1%
Satellite phone(s) 15% 13% 72%
Emergency Management Software (WebEOC, etc.) 54% 26% 21%
VTC (Video Teleconference) equipment 38% 11% 51%
Skype 30% 39% 32%
HAM radio(s) 59% 22% 19%
700 MgHZ radio(s) 46% 24% 30%
GETS System (Government Emergency Telecommunications... 31% 18% 51%
WPS System (Wireless Priority Service) 23% 14% 63%
Wifi 94% 5% 1%
Hard wired internet 84% 3% 14%
Network Fiber Internet 64% 8% 29%
GIS Software (ArcGIS, etc.) 23% 46% 31%
Plotter(s) 22% 36% 42%
Remote Feed Cameras 33% 17% 49%
Printer(s) 73% 25% 3%
Fax machine(s) 67% 30% 4%
Projector(s) 80% 14% 6%
TV Display(s) 89% 9% 3%
Smartboard System 30% 4% 66%
Social Media Monitoring System 28% 46% 26%
Video Management System 24% 28% 49%
Computer Aided Dispatch System 53% 26% 21%
Physical Security Information Management System 17% 15% 68%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Stationed in EOC
Brought into EOC during operations (ex. assigned to staff for every day use)
We do not have this technology

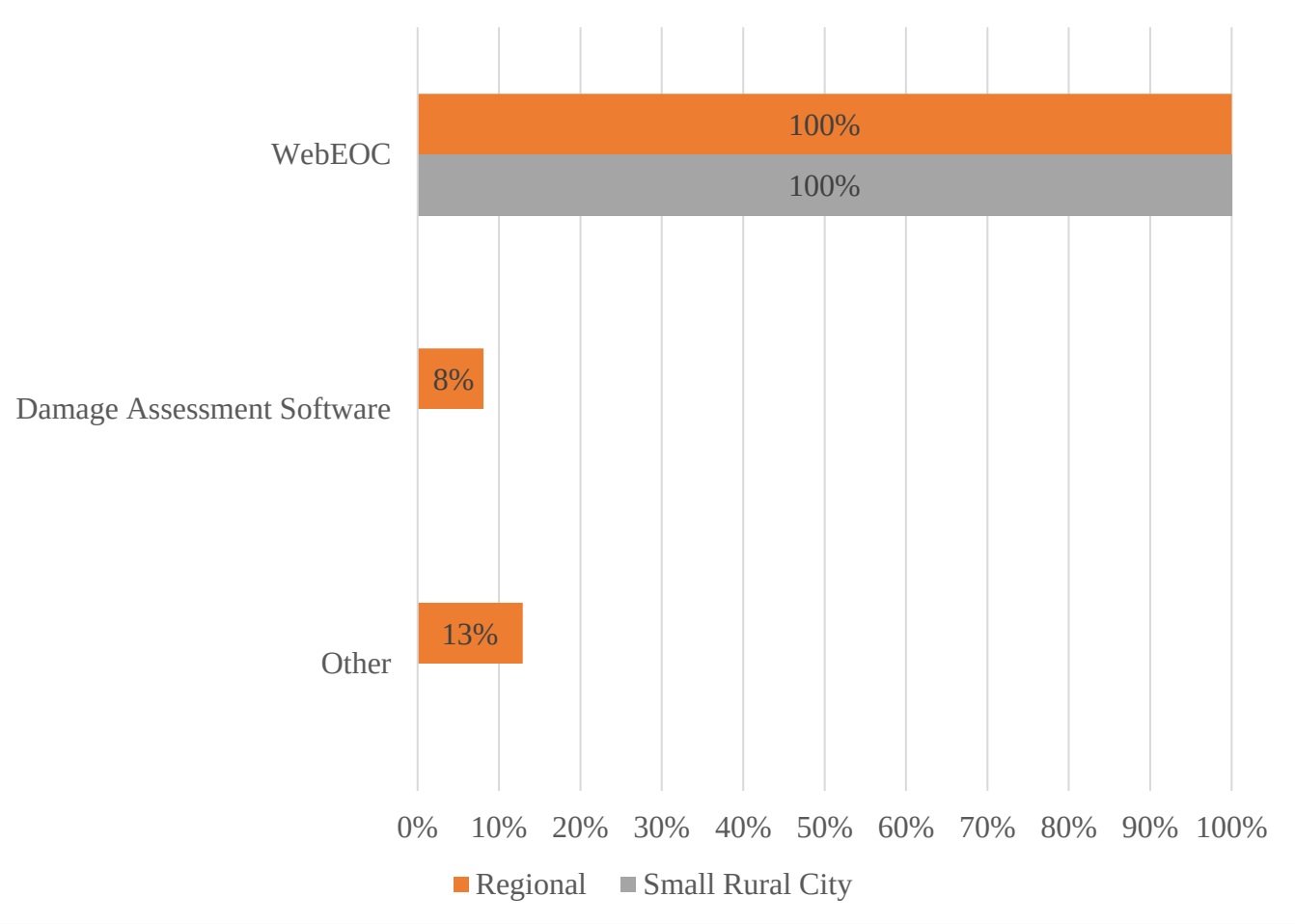
28. Please select the best representation of how laptops are used in your EOC.



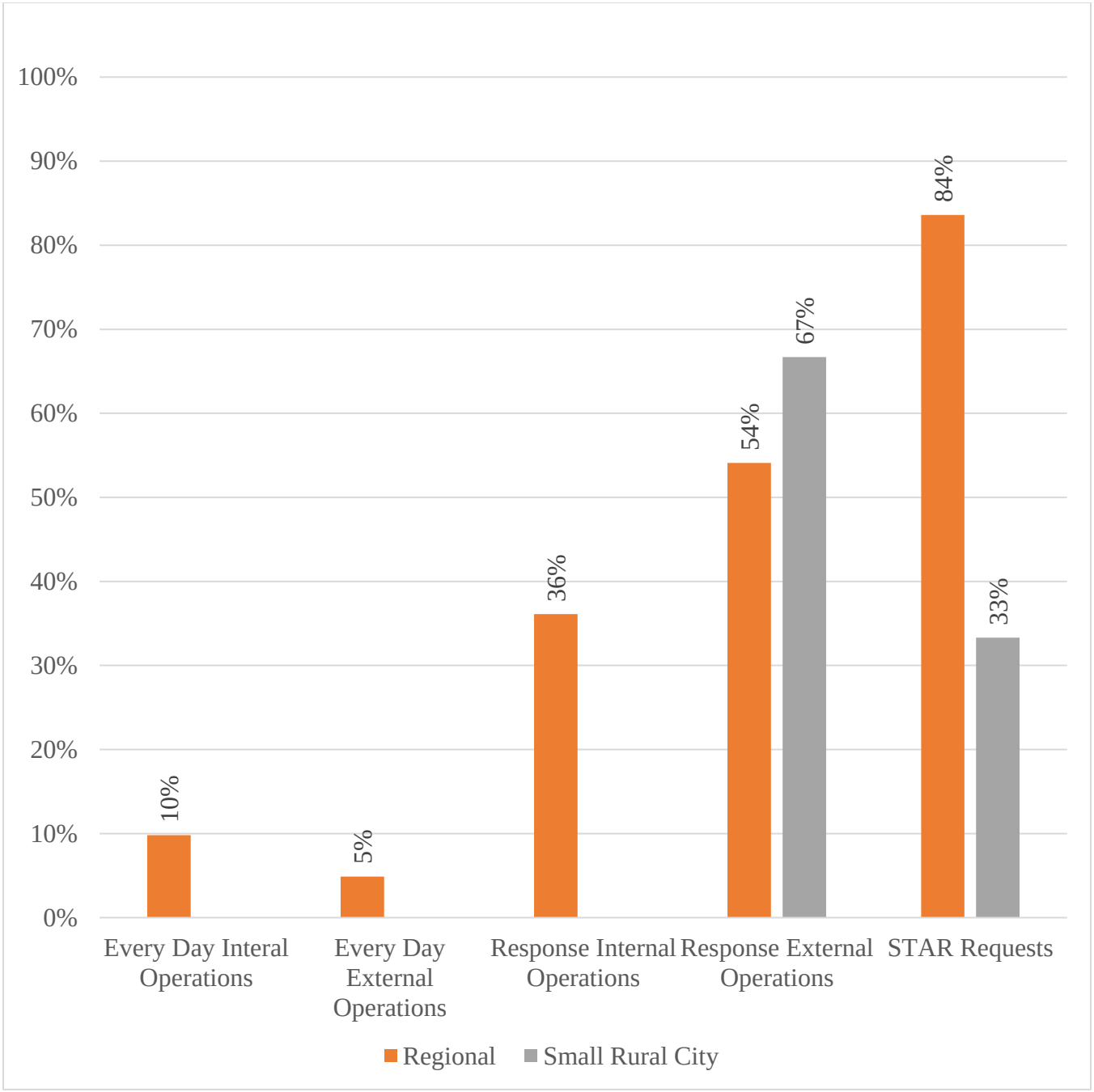
29. Please select the best representation of how desktop computer(s) are used in your EOC.



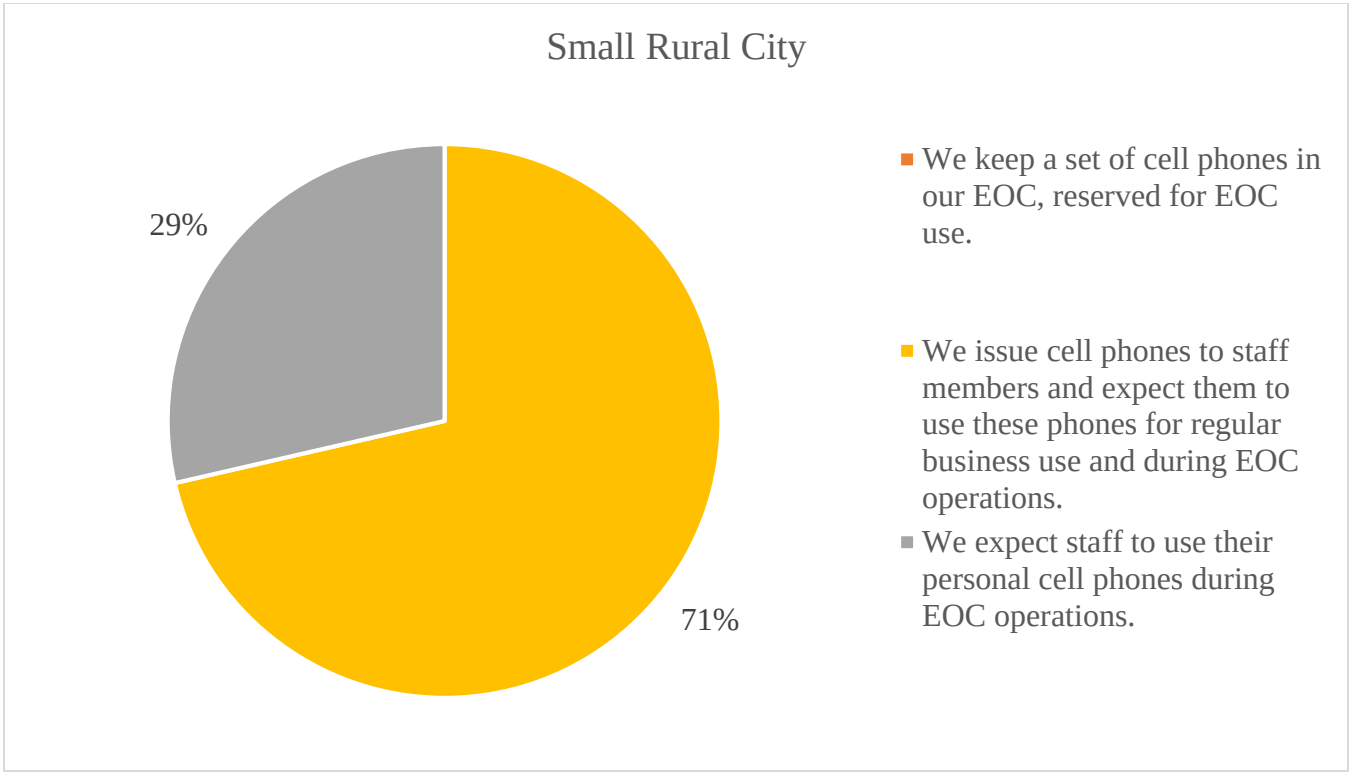
30. What emergency management software do you have? Please select all that apply.

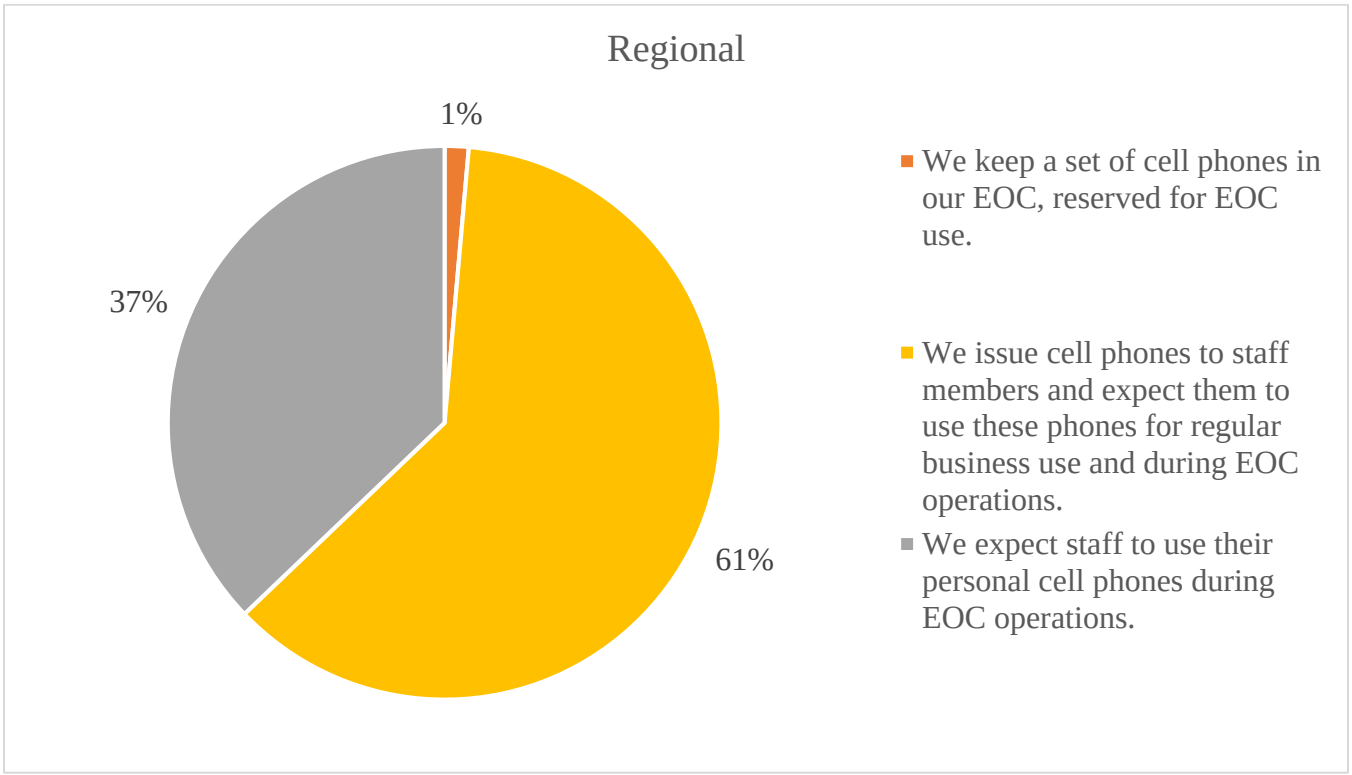


31. How do you use your Emergency Management software? Please select all that apply.

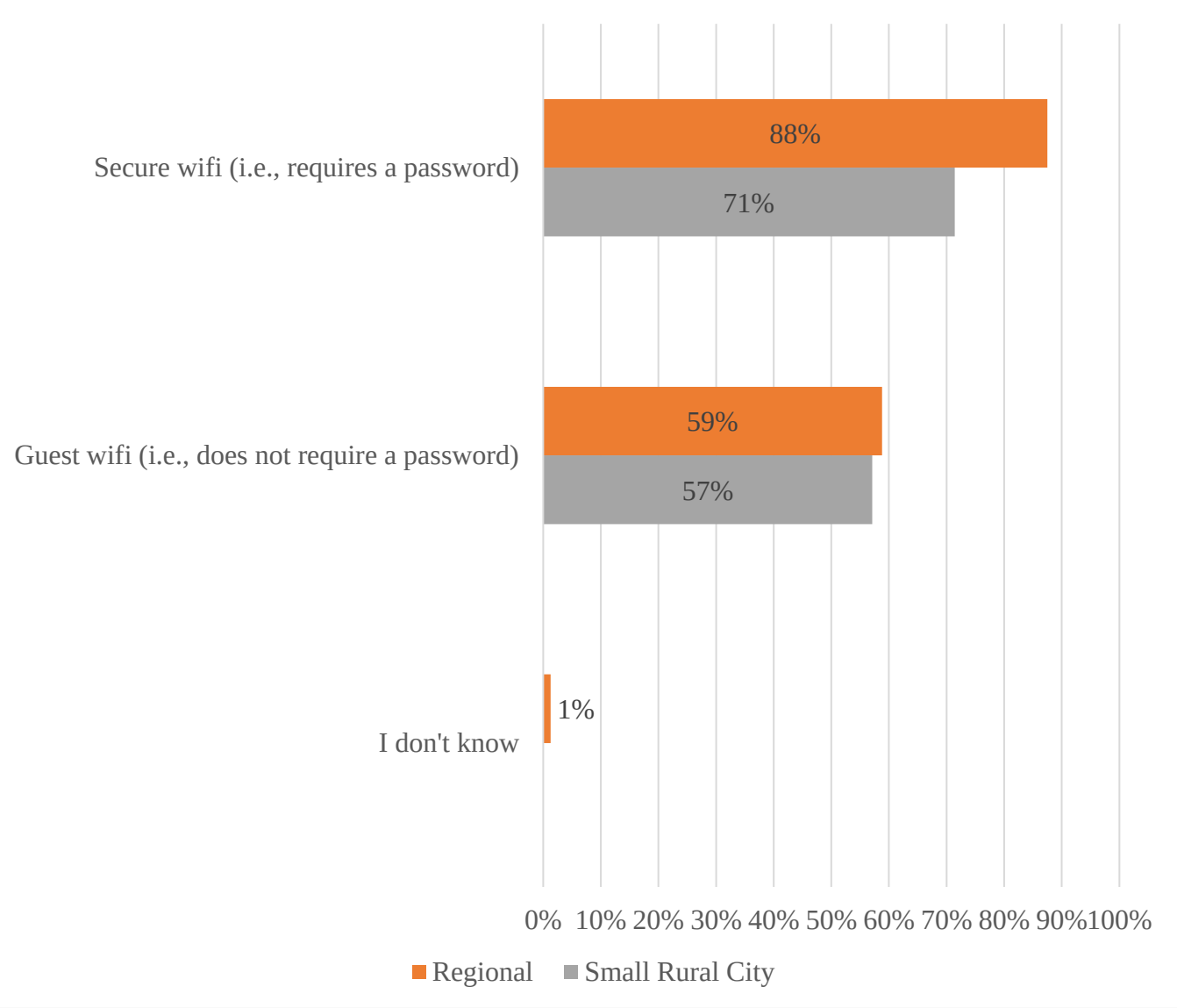


32. Please select the best representation of how cell phones are used in your EOC.



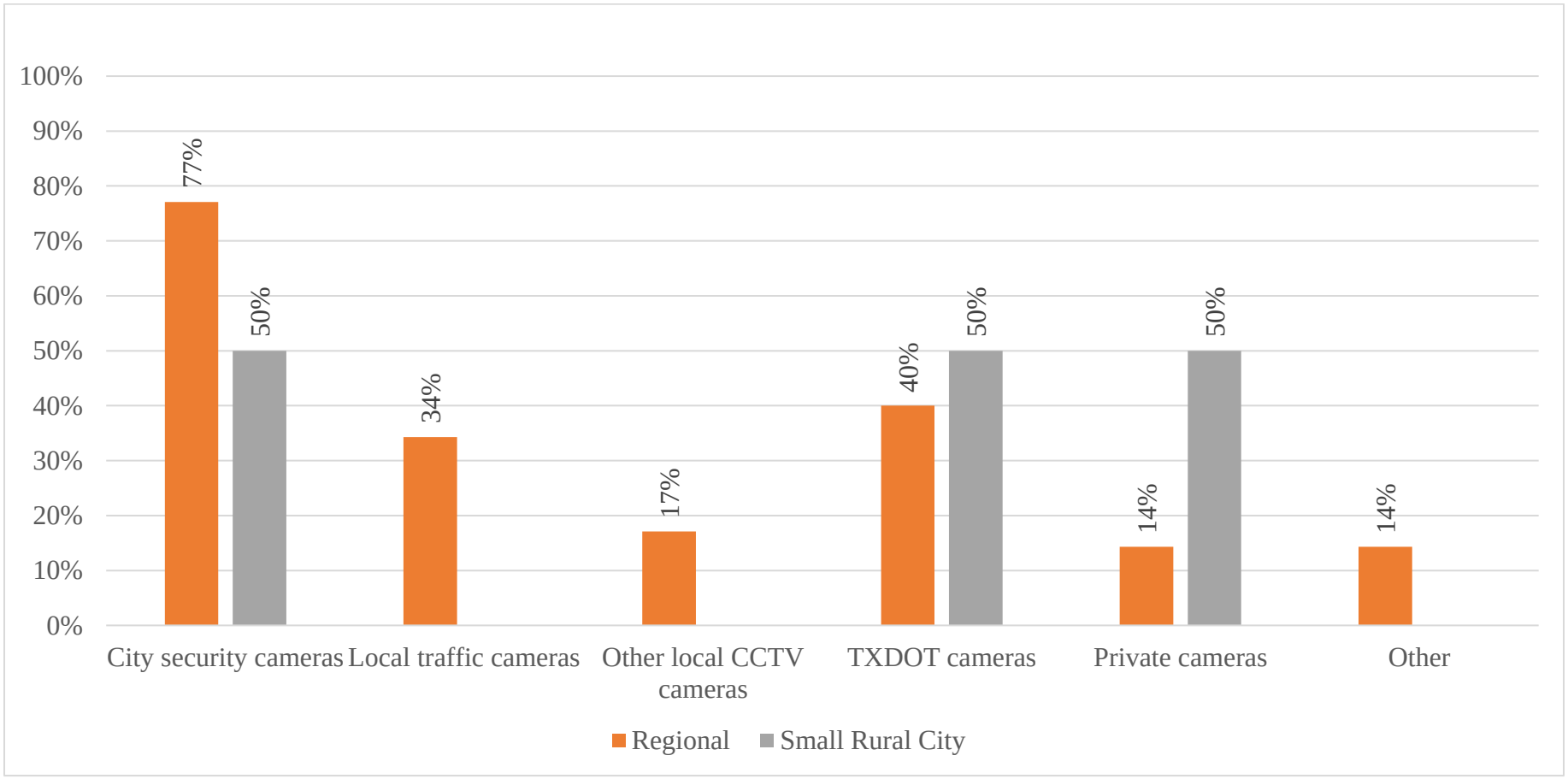


33. What types of Wi-Fi access do you have? Please select all that apply.

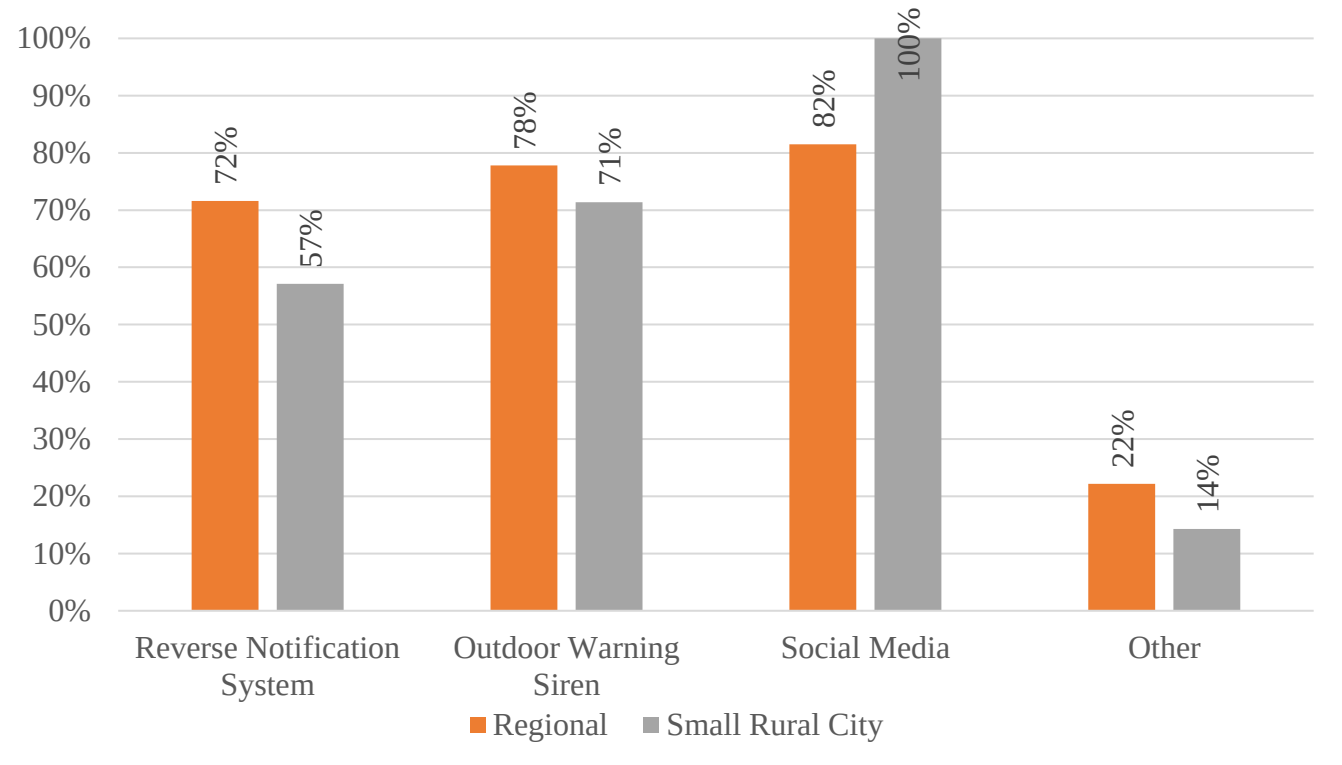


34. What live camera feeds do you have access to?

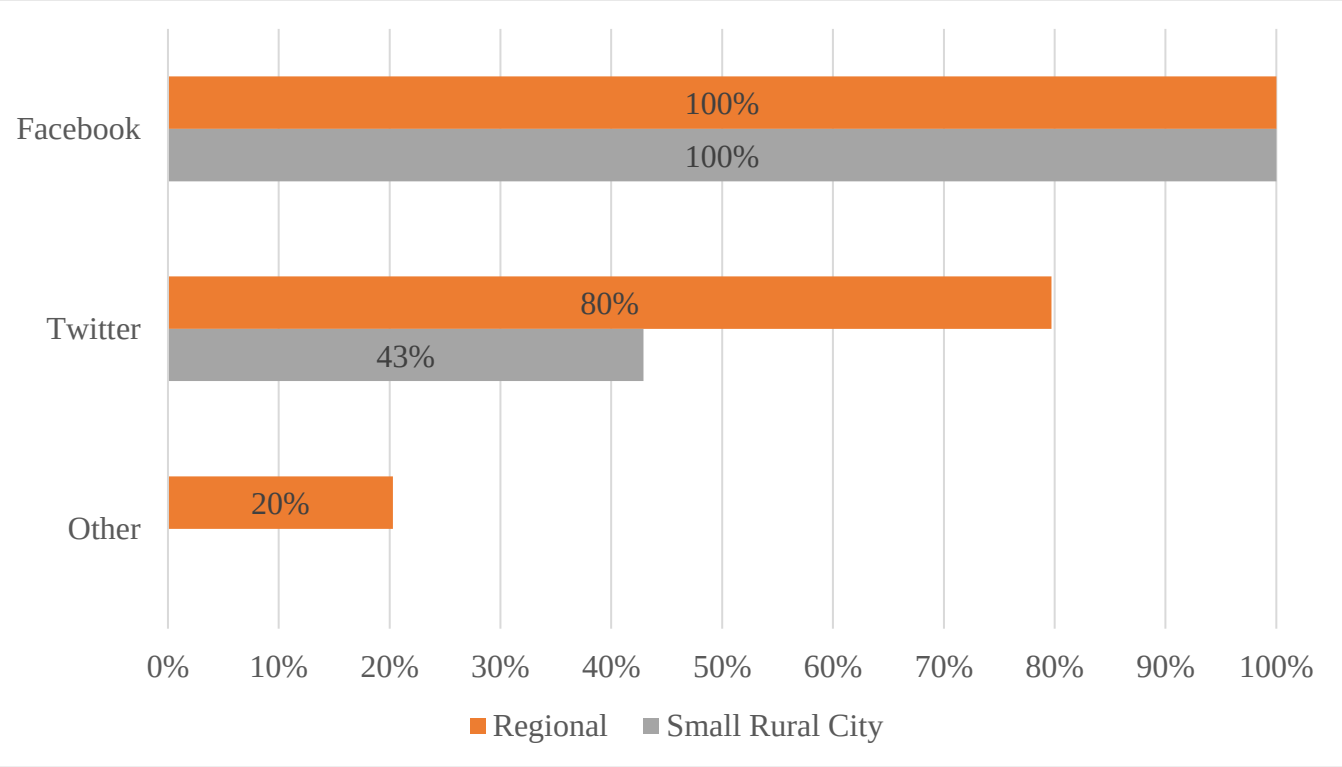
The chart below only accounts for jurisdictions who have access to cameras (ex. 100% of jurisdictions who have access to live camera feeds have access to xyz cameras).



35. Please select all of the following technologies used to alert the public in your EOC.



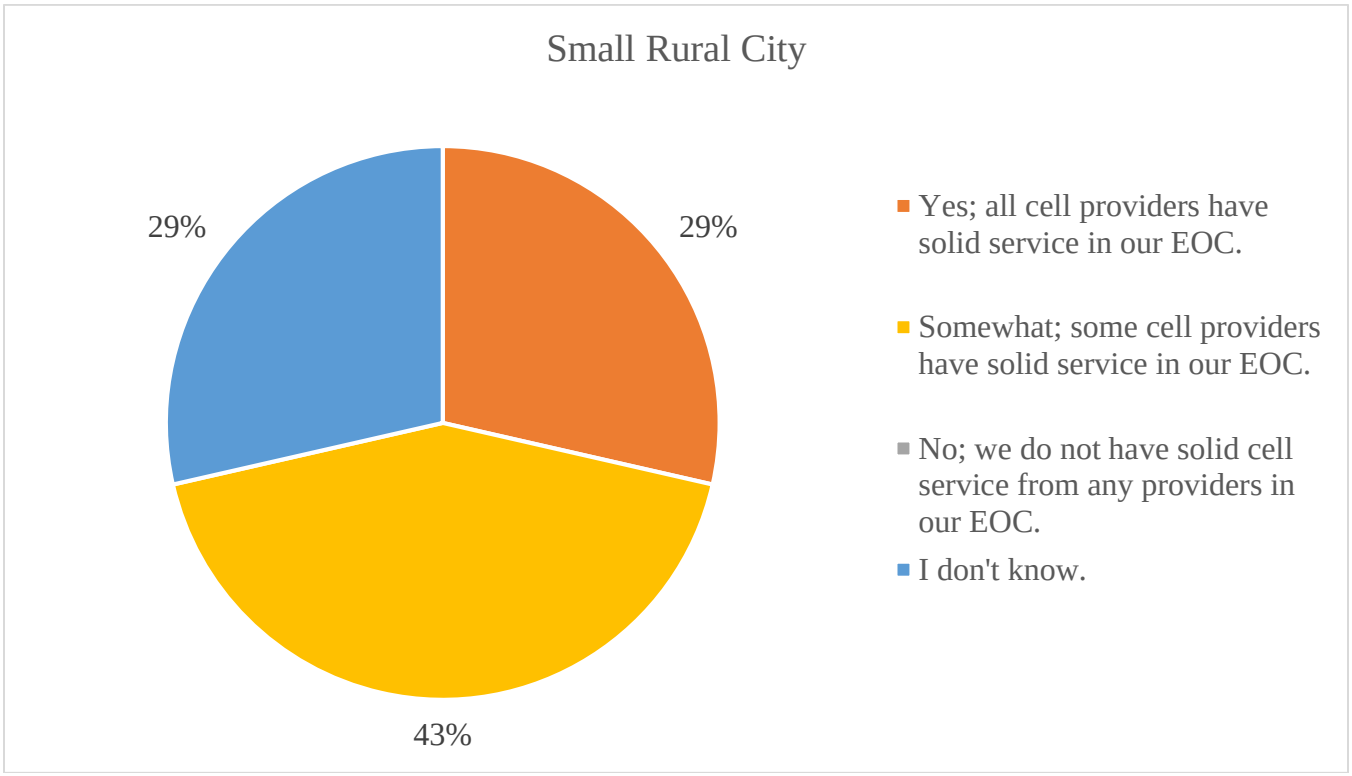
35.1 If you use Social Media, what platforms do you send alerts on?

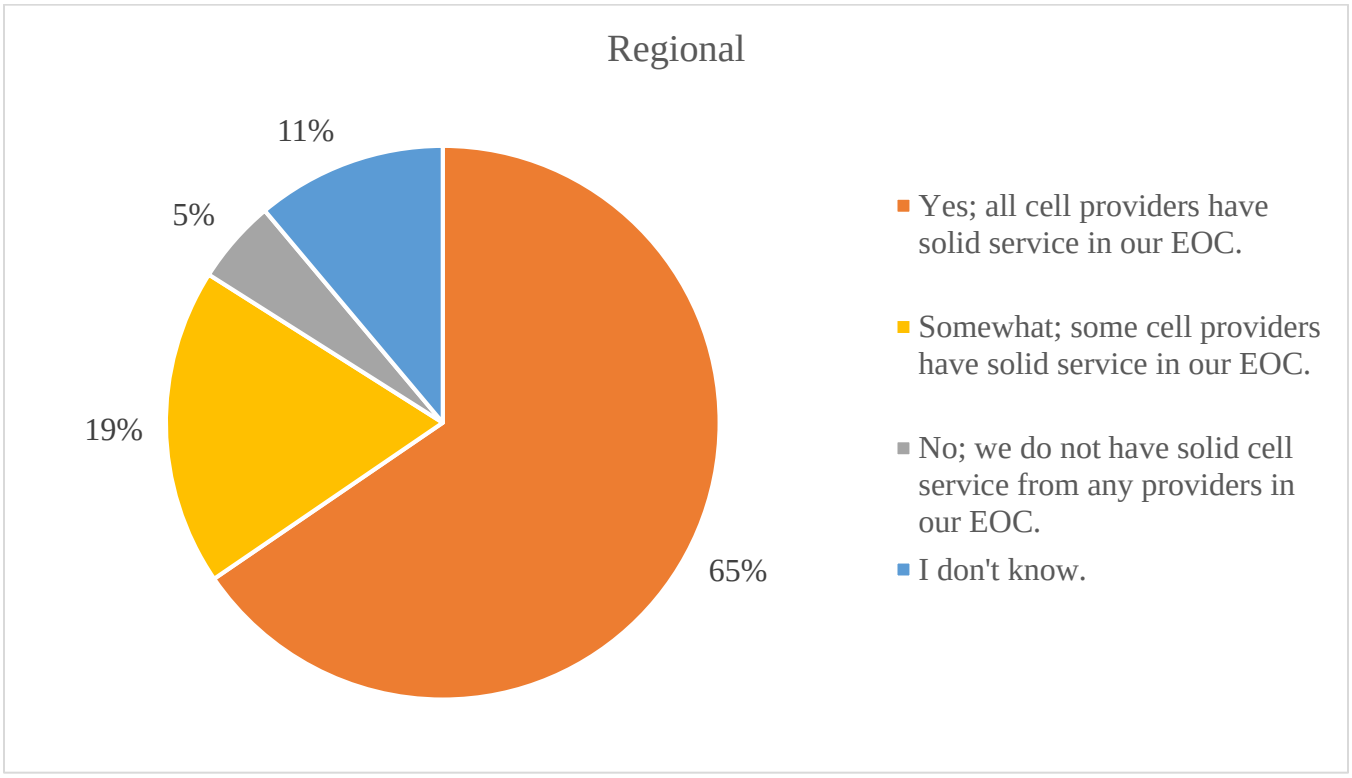


36. Please rank the following communication technologies in order of your EOC's preference of use. *(Rank calculated by the sum of all answer values)*

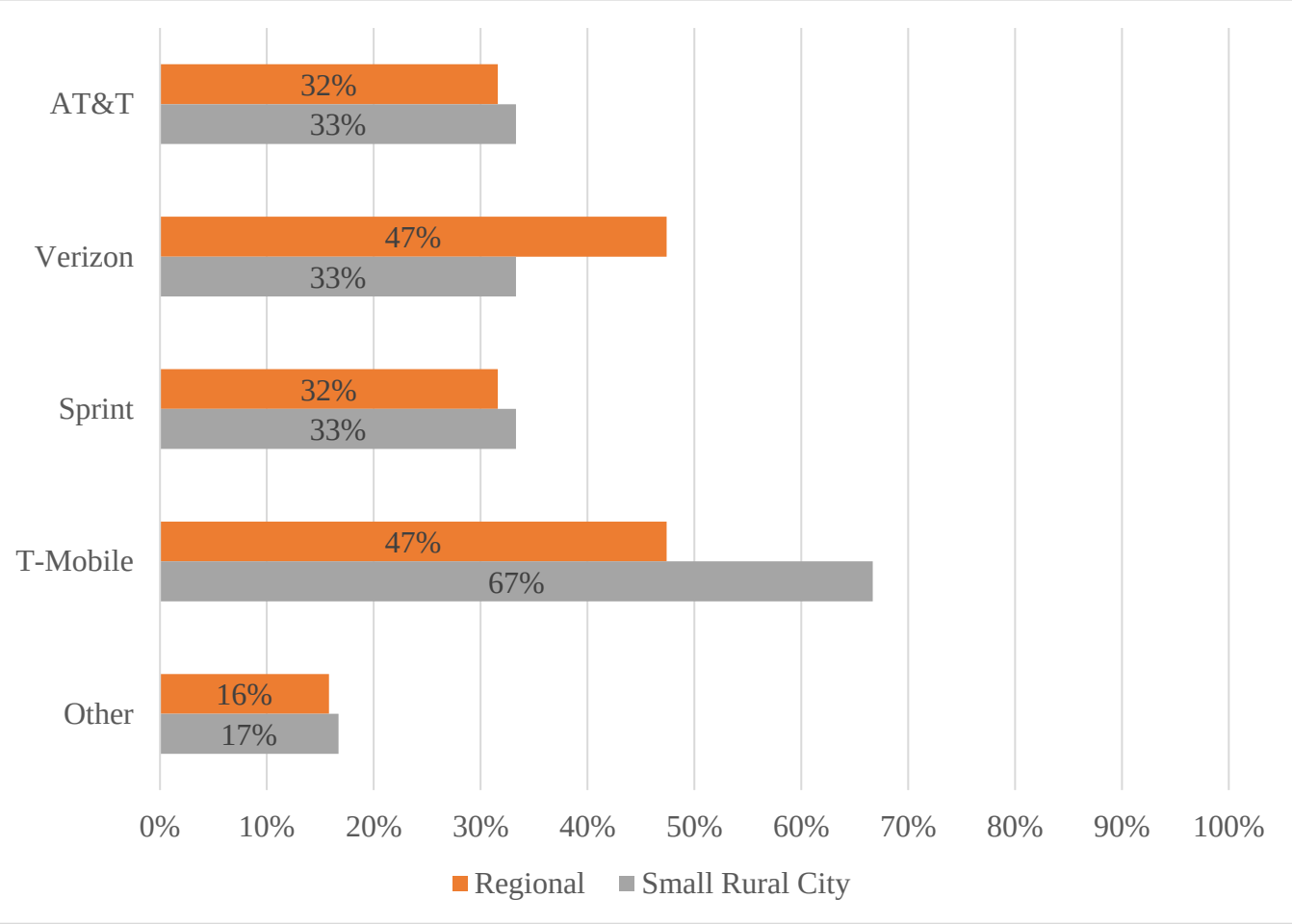
Order of Preference	Regional	Small Rural City
1	Cell Phone	Cell Phone
2	Landline Phone	Landline Phone
3	Email	Email
4	Conference Calls	Conference Calls
5	700 MgHz Radio	700 MgHz Radio
6	HAM Radio	VOIP (like Skype, etc.)
7	VOIP (like Skype, etc.)	Webinars
8	Webinars	Satellite Phone
9	VTC (Video Teleconferencing)	VTC (Video Teleconferencing)
10	Satellite Phone	HAM Radio

37. Does your EOC have adequate cell service?

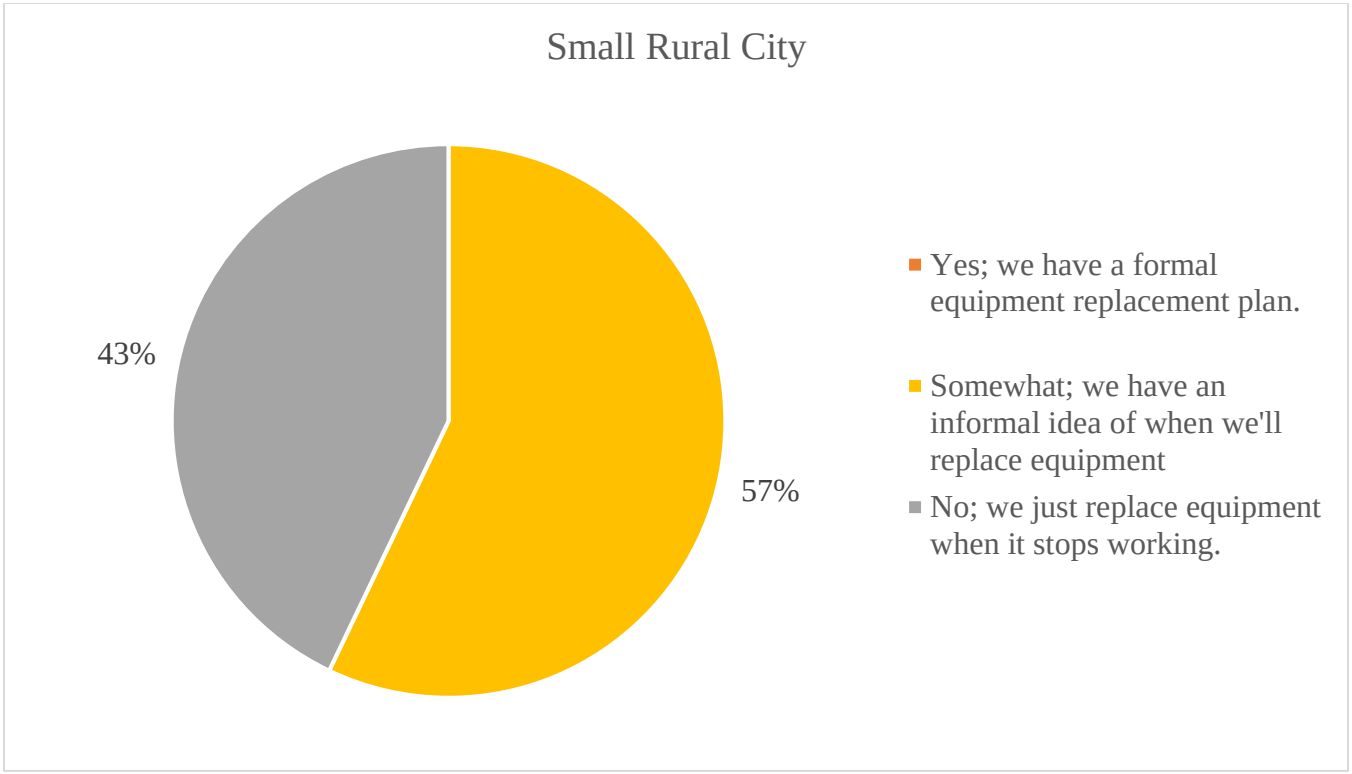


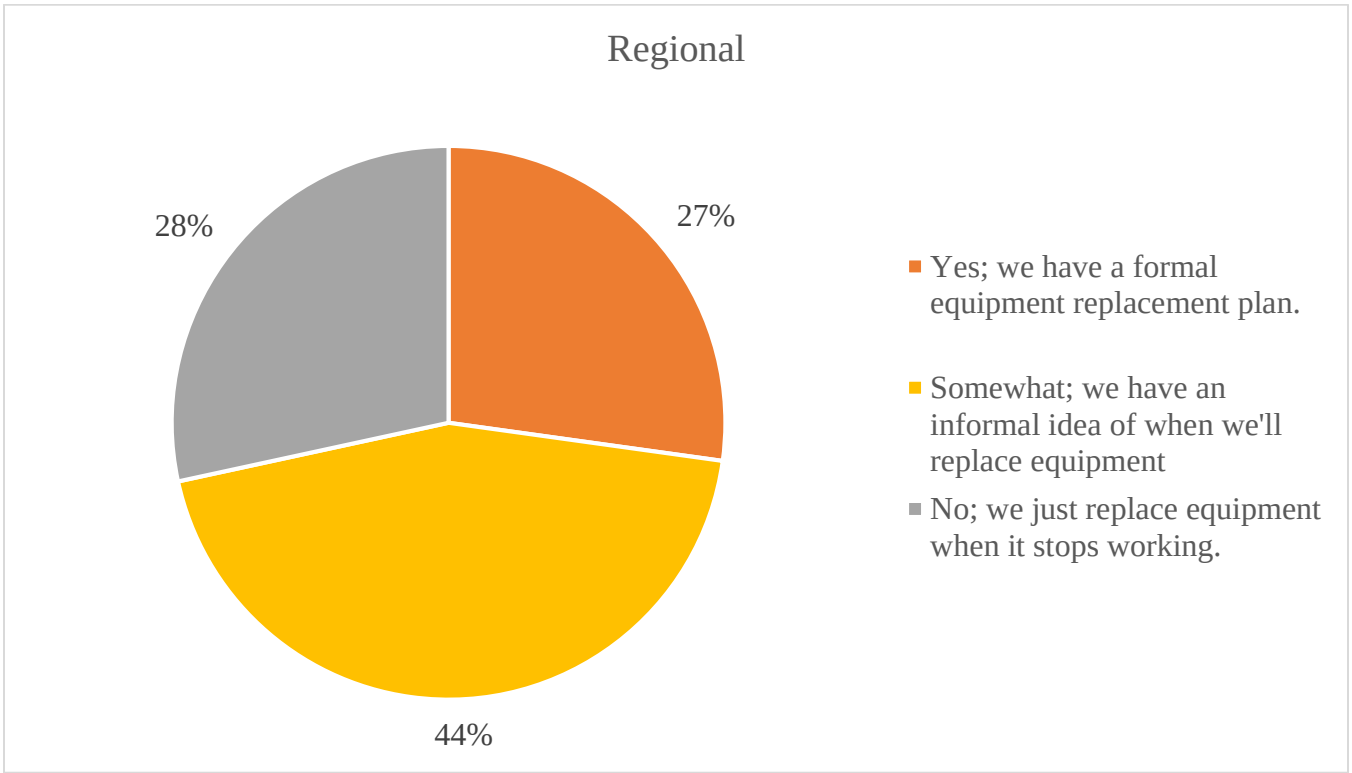


37.1 If your EOC does not have adequate cell service in your EOC, which providers do not have good cell service in your EOC? *(Answers only include those who selected that they either have only somewhat or no solid service)*

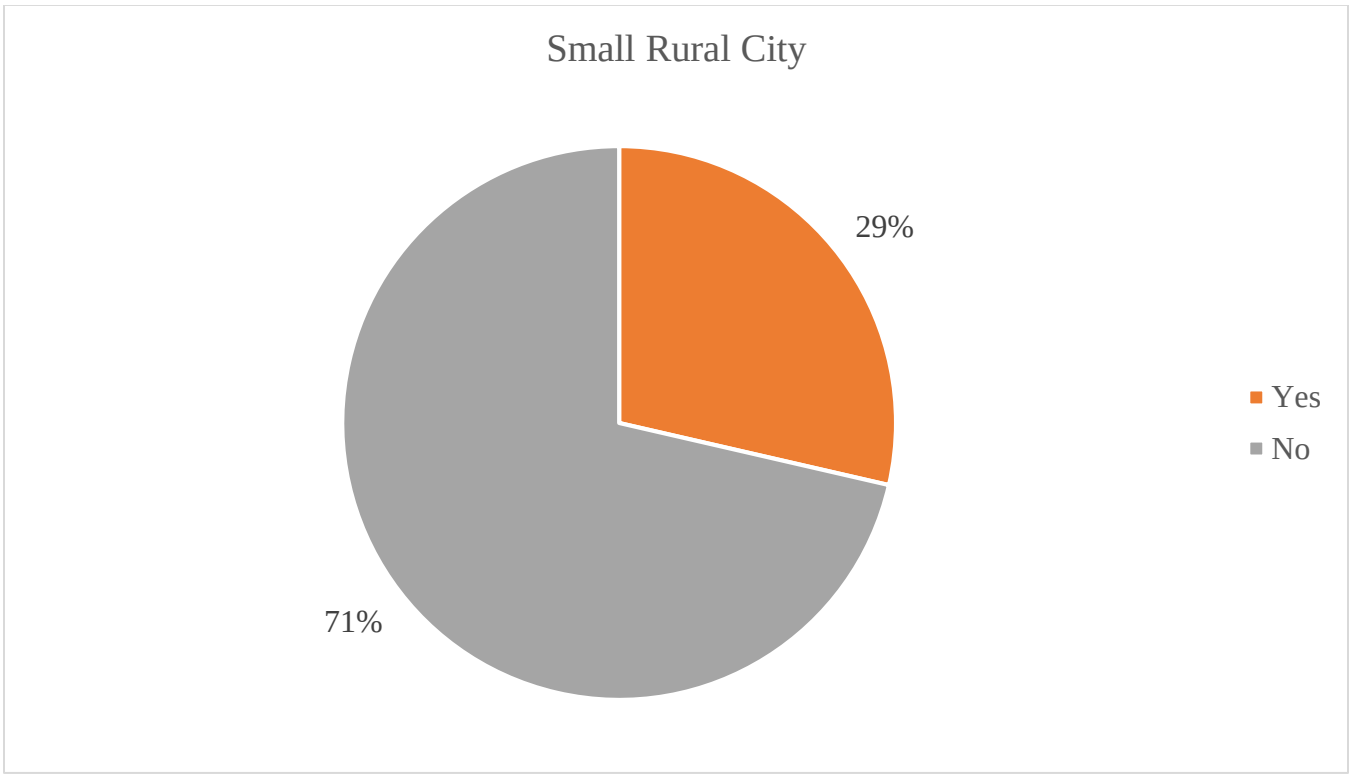


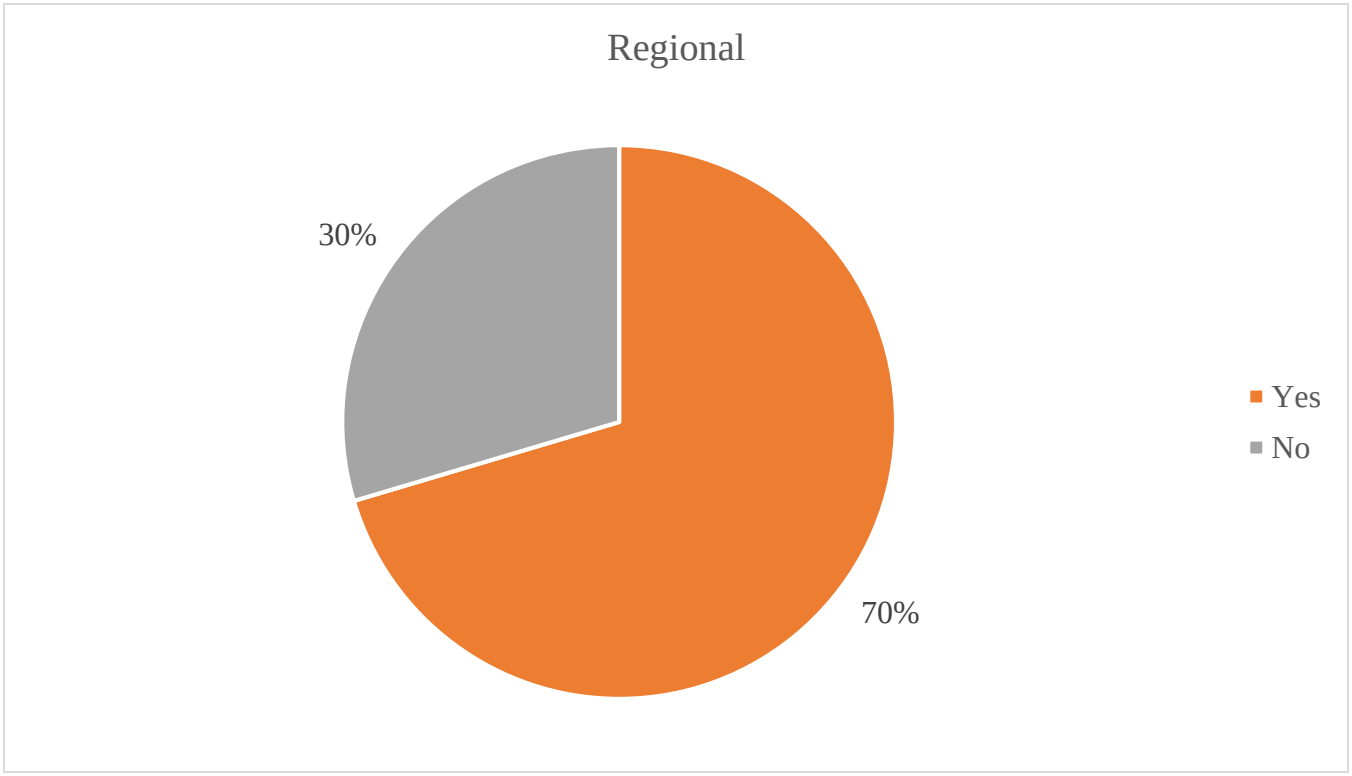
38. Does your EOC have an equipment replacement plan to ensure that all technology is up to date?





39. Does the EOC have the capability to monitor "real time" CAD activities throughout the jurisdiction?





40. What single equipment improvement would most benefit your EOC?

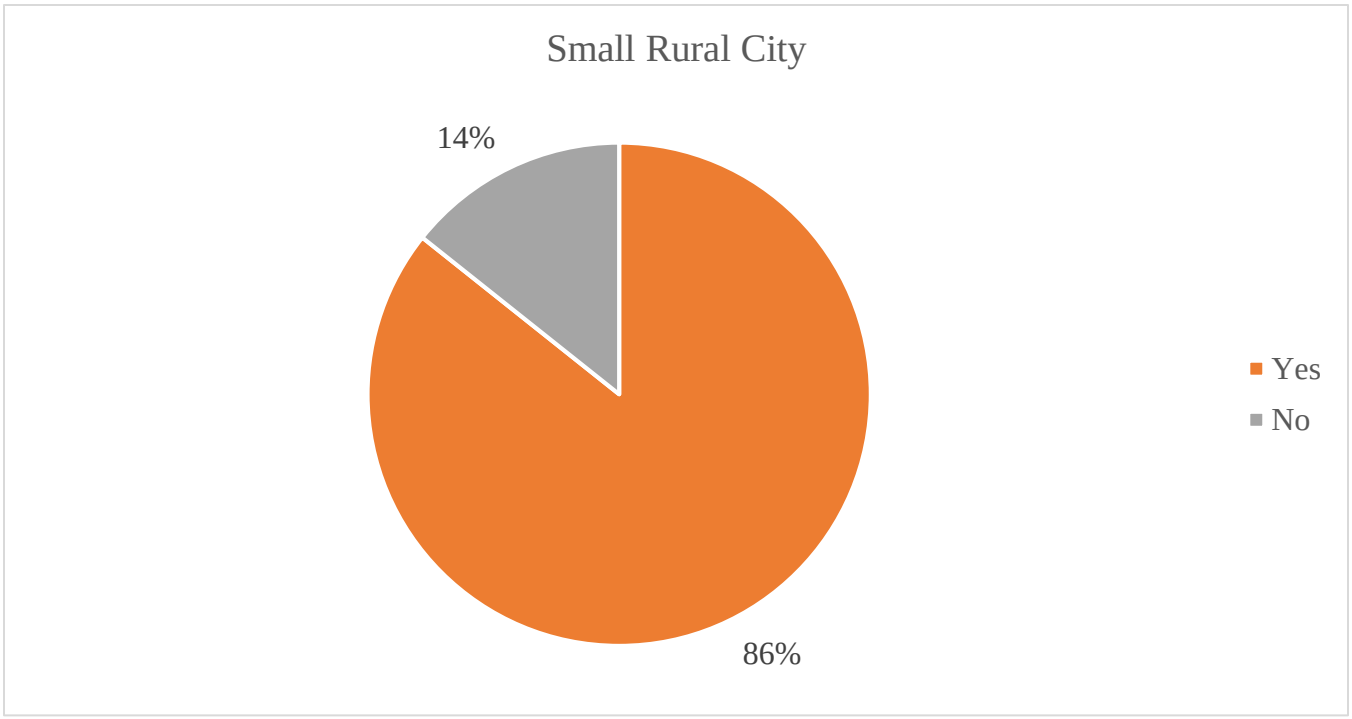
Open Response

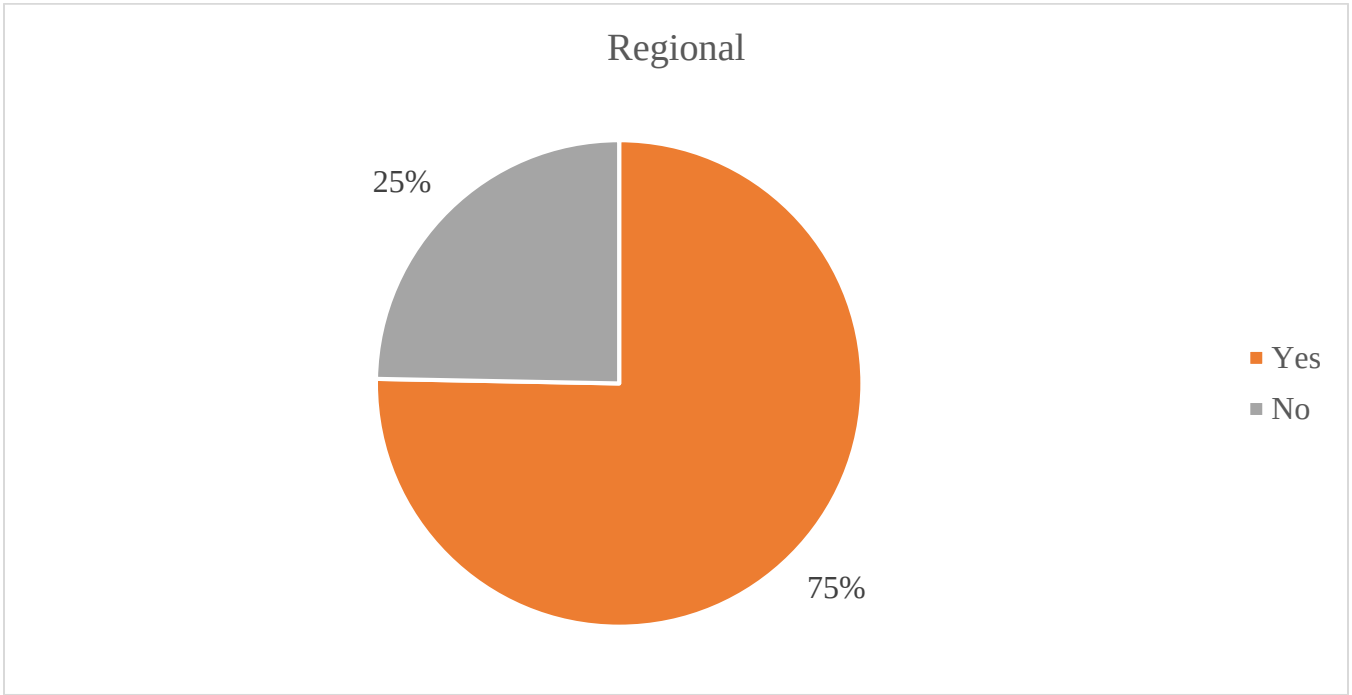
41. Is there anything else you would like to share about your EOC?

Open Response

Alternate EOC

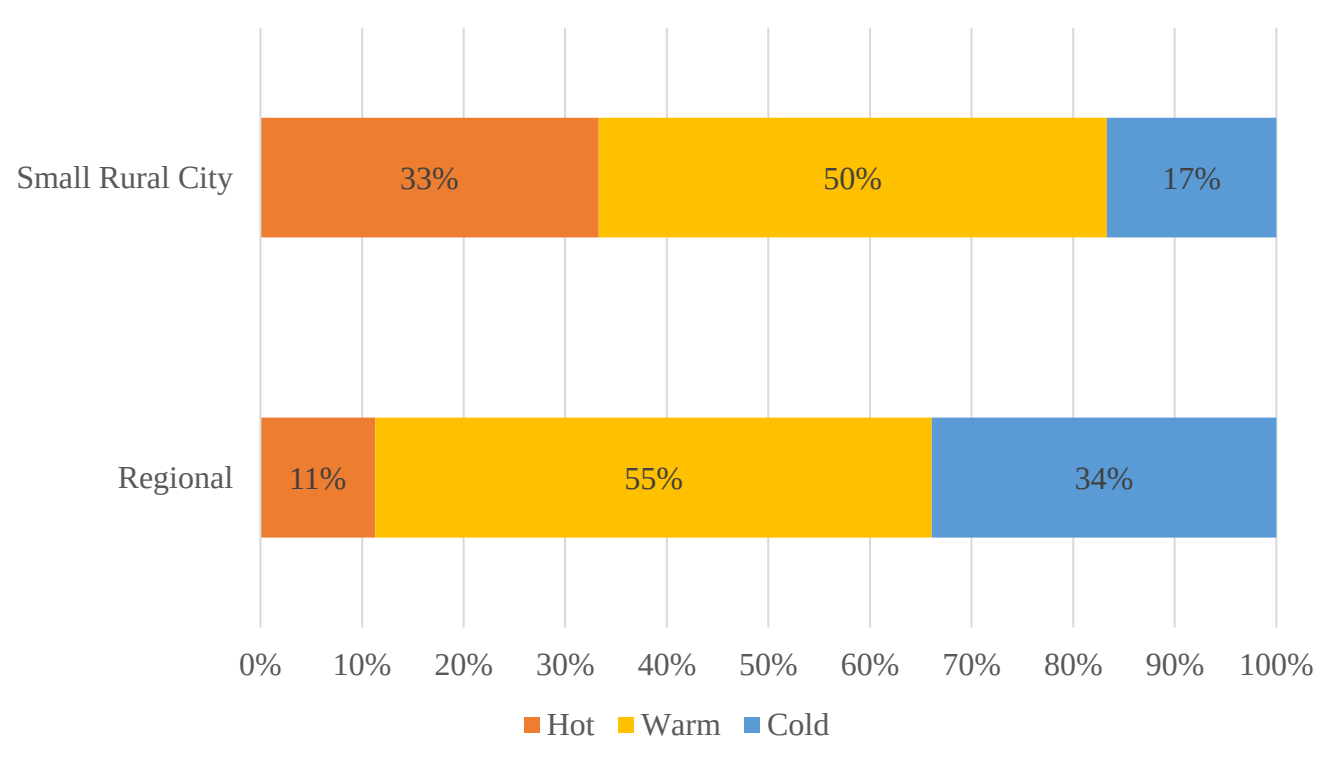
42. Do you have an alternate EOC?



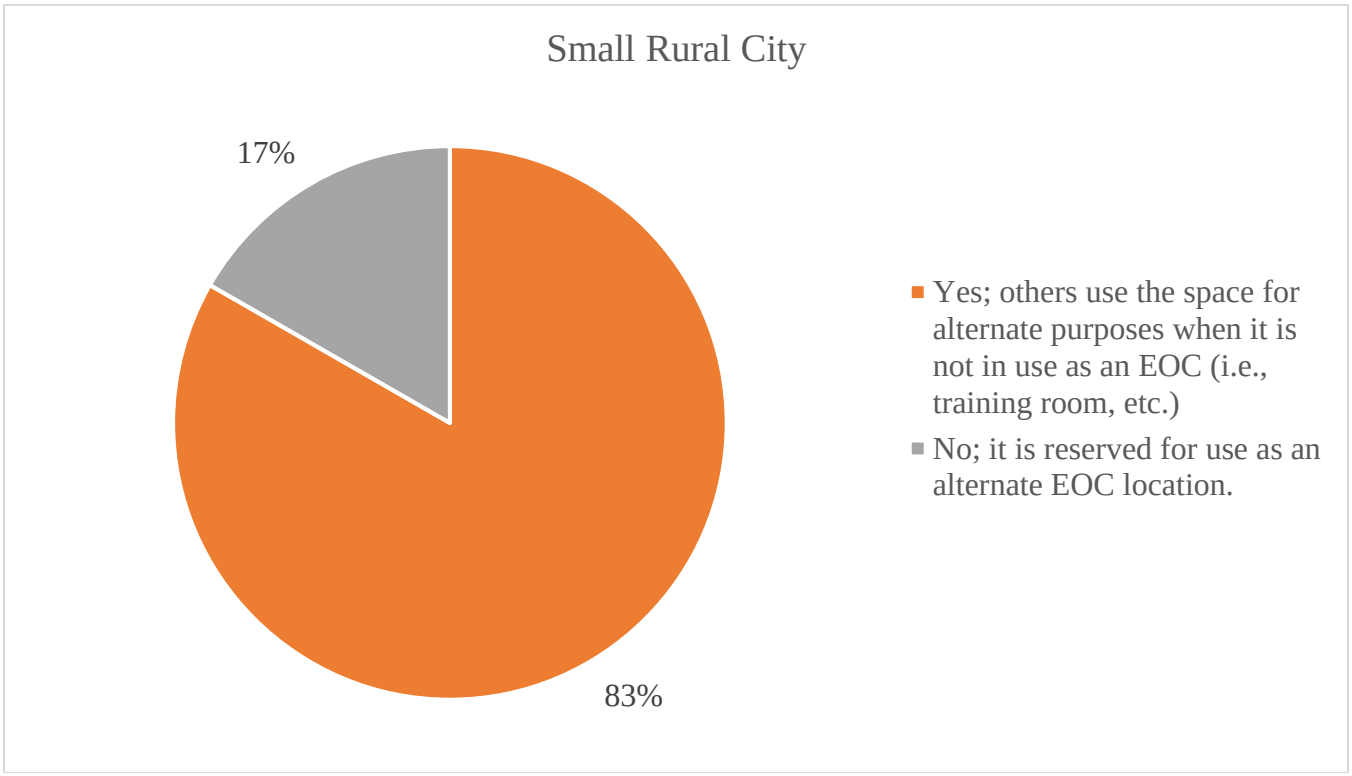


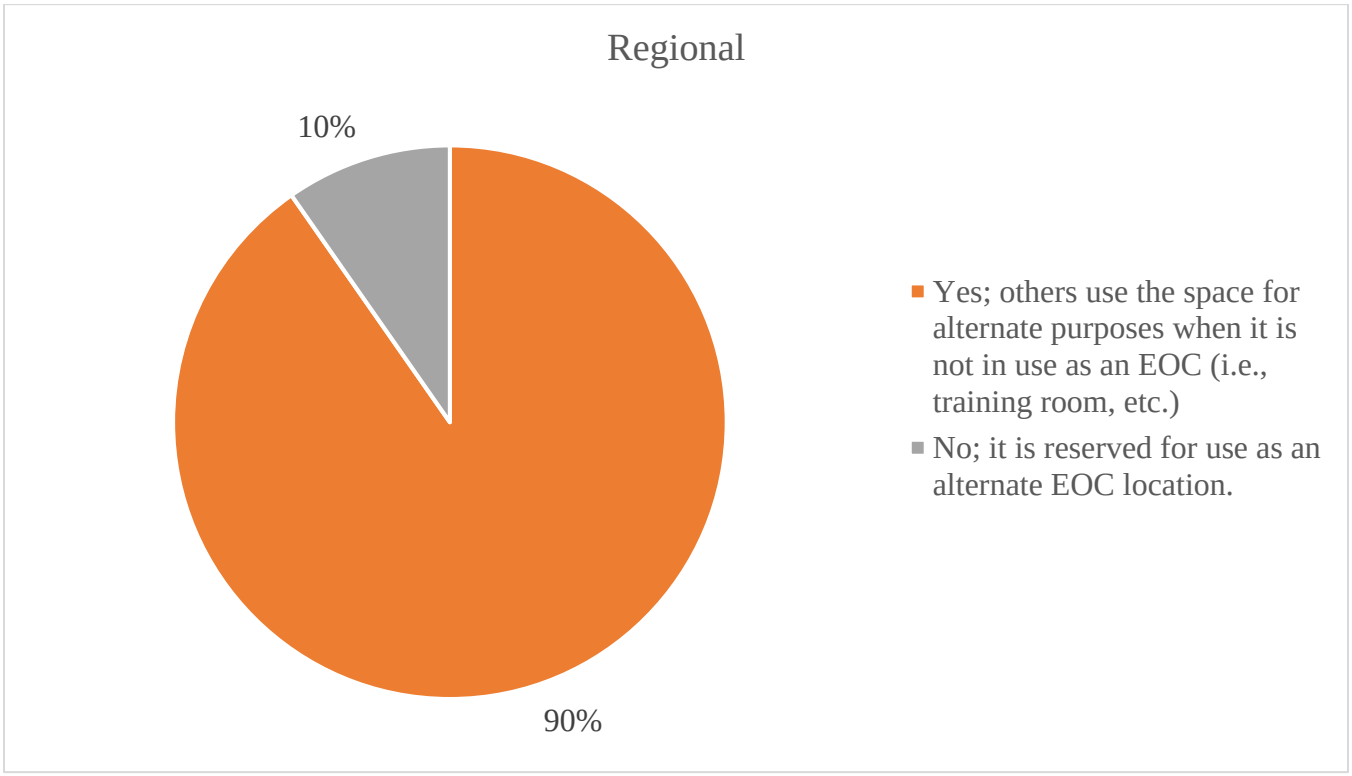
42.1 Is your alternate EOC:

- *Hot (The EOC is a "turn-key operation." Any set up would be less than 15 minutes and restricted to small needs, such as moving EOC dedicated laptops from a closet to the table)?*
- *Warm (Some EOC features are in place, but others would require additional time to set up or retrieve, such as bringing in needed equipment from other buildings or departments)?*
- *Cold (The EOC is basically an empty shell. There are no systems or equipment in place, such as telephones or computers/laptops.)?*



42.2 Is your alternate EOC dual purpose?

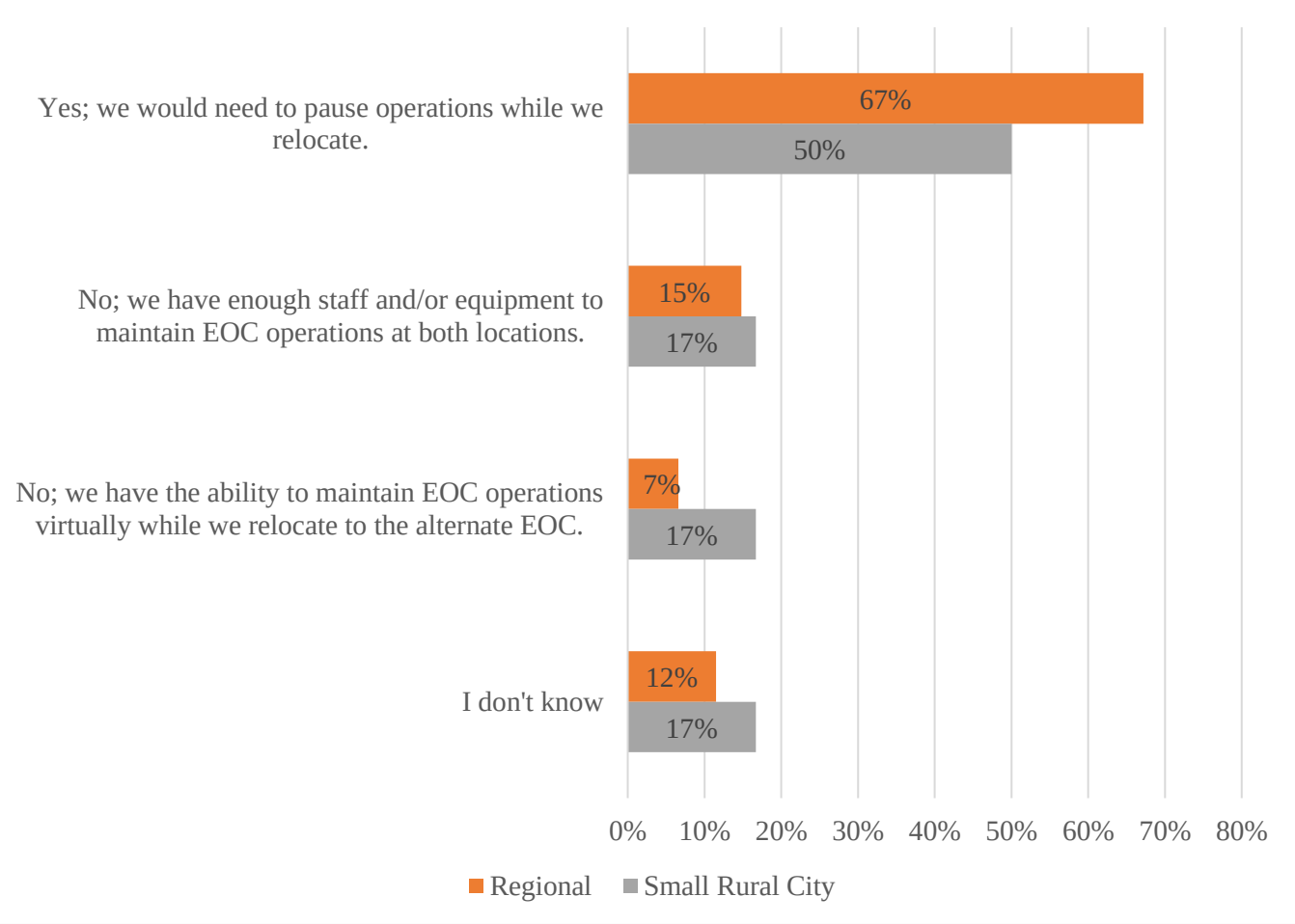
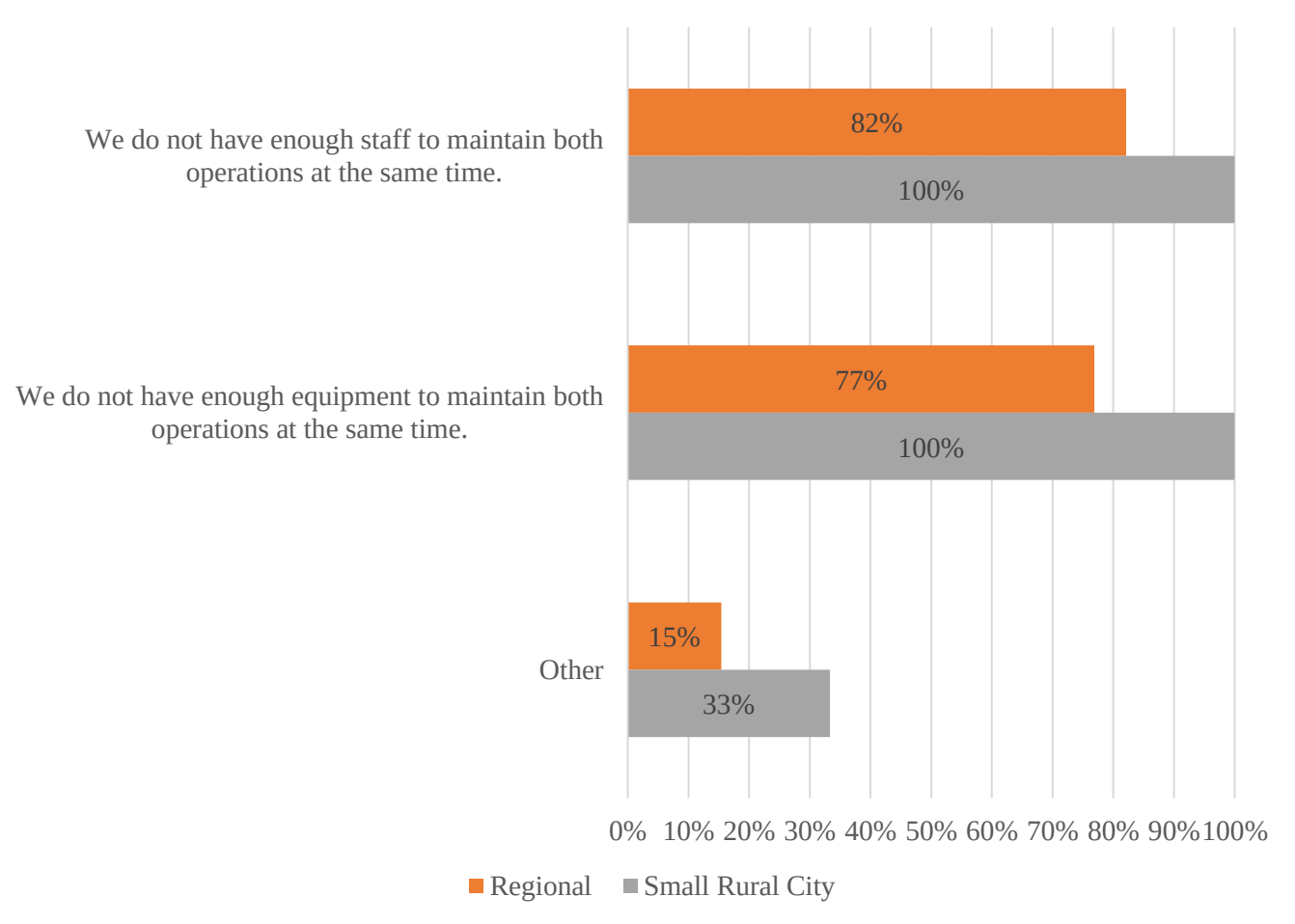




42.3 What challenges do you face at your alternate EOC compared to your regular EOC? Please select all that apply.

	Regional	Small Rural City
Space Restrictions	60.7%	50%
Lack of familiarity with the location (i.e., staff getting lost in transit)	32.8%	33.3%
Lack of familiarity within the building (i.e., don't know where everything is)	39.3%	33.3%
No Backup Generator	23.0%	66.7%
No Kitchen	21.3%	16.7%
Kitchen Facilities with Fewer Amenities	19.7%	33.3%
Lack of Security	29.5%	33.3%
No Phones	24.6%	33.3%
No Computers/Laptops	37.7%	50%
Need to set up utilities (power, internet, water, HVAC, etc.)	3.3%	0%
Lack of Parking	26.2%	33.3%
Items from original EOC must be brought to alternate EOC	47.5%	33.3%
Other	13.1%	33.3%

42.4 Would moving from your primary EOC to your alternate EOC cause a disruption in the EOC operation?



42.4.1 What would be a concern when moving to your alternate EOC for your jurisdiction? Please select all that apply.