

# Vermont State Emergency Management Plan

RESPONSE MISSION AREA PLAN

**STATE OF VERMONT  
EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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## Table of Contents

### Section I: General Considerations

1.1. Introduction .....	3
1.2. Purpose .....	3
1.3. Scope .....	4

### Section II: Concept of Operations

2.1. Alert and Warning .....	5
2.2. Activating the SEOC .....	5
2.3. Activation Levels .....	6

### Section III: Roles, Responsibilities, and Coordination Structures

3.1. Local Emergency/Disaster Response .....	8
3.2. Local-State Coordination .....	9
3.3. State Coordination .....	9
3.4. State-Federal Coordination .....	11

### Section IV: State Emergency Operations Center

#### Section V: Incident Support and Coordination

5.1. SEOC Command Staff .....	15
5.2. SEOC General Staff .....	16
5.3. SEOC Staffing .....	25

#### Section VI: SEOC Information Collection, Analysis, and Dissemination

6.1. Essential elements of information .....	26
6.2. SEOC Information Flow .....	26

#### Section VII: Transition from Response to Recovery

7.1. Markers of the Transition from Response to Recovery .....	27
7.2. Deactivating the SEOC .....	28

#### Section VIII: Plan Maintenance

#### Section IX: Attachments

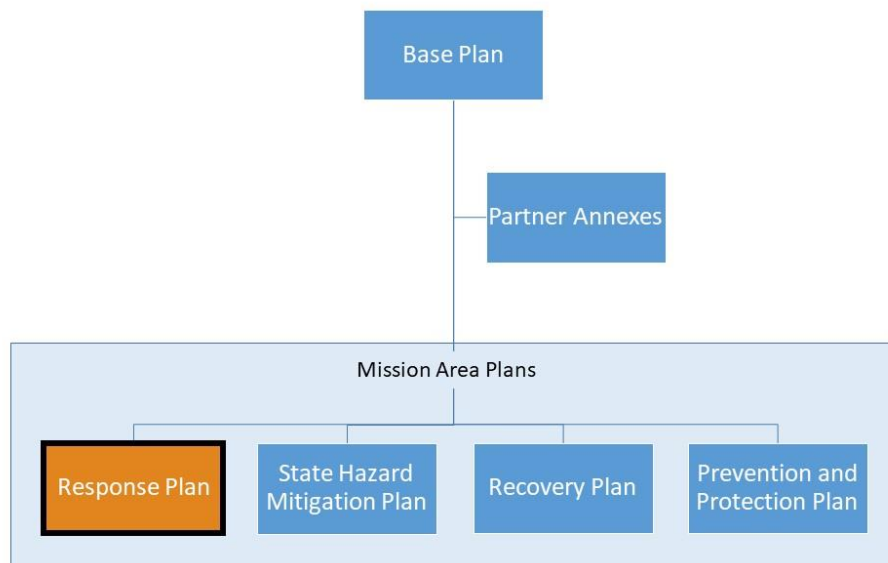
Attachment 1: Response Mission Area Core Capabilities and Preliminary Targets .....	29
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## Section I: General Considerations

### 1.1. Introduction

As part of the Vermont State Emergency Management Plan (SEMP), the Response Mission Area Plan provides an overview of how Vermont responds to disasters and emergencies. As defined in the National Preparedness Goal (Second Edition, September 2015), the five mission areas (Prevention, Protection, Mitigation, Response, and Recovery) serve as an aid in organizing our national preparedness activities and enabling integration and coordination across core capabilities. The Response Mission Area houses the capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. The Response Mission Area Plan describes the actions and coordinating structures for implementing the core capabilities required to respond to an incident, as well as how response transitions to recovery.

**Figure 1: Location of the Response Mission Area Plan within the Overall SEMP Framework**



### 1.2. Purpose

This plan provides state and local emergency management personnel with an overview of how the emergency management program is structured to effectively and efficiently coordinate support for incidents, particularly through the State Emergency Operations Center (SEOC). The plan is intended to provide an overview of the roles and responsibilities of the SEOC and how coordination and information flow occurs among stakeholders during a response. The plan is intended for Vermont Emergency Management (VEM) and partner personnel that may serve in the SEOC and local authorities that may request state support. The plan is not intended to provide a detailed account of all potential activities

## **STATE OF VERMONT EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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that may occur during a response, but rather the framework that forms the basis for state-level support during responses.

### 1.3. Scope

The scope of this plan is limited to the response mission area and all core capabilities associated with this mission area.

#### **Mission Area: Response**

Response emphasizes saving and sustaining lives, stabilizing the incident, rapidly meeting basic human needs, restoring basic services and technologies, restoring community functionality, providing universal accessibility, establishing a safe and secure environment, and supporting the transition to recovery. It is focused on ensuring that the State of Vermont is able to effectively respond to any threat or hazard, ranging from those that are adequately handled with local assets to those of catastrophic proportions, including threats and hazards with cascading effects.

While the scope of this plan is largely focused on state-based support during responses, communities regularly deal with and manage local emergencies and disasters that do not rise to the level of a state response. Community involvement is a vital link for providing additional support to response personnel and often constitutes the primary source of manpower in the first hours and days after an incident. Due to this, community members are encouraged to train, exercise, and partner with emergency management officials.

#### **Core Capabilities: Response**

The response core capabilities are the activities that generally must be accomplished in incident response regardless of which levels of government are involved. For instance, local authorities would accomplish these capabilities for emergencies that do not rise to the level of a state response. The Response Mission Area includes 15 core capabilities—planning; public information and warning; operational coordination; critical transportation; environmental response/health and safety; facility management services; fire management and suppression; infrastructure systems; logistics and supply chain management; mass care services; mass search and rescue operations; on-scene security, protection, and law enforcement; operational communications; public health, healthcare, and emergency medical services; and situational assessment. Additional information on the core capabilities and associated preliminary targets is located on pages 29 to 32 of this plan.

## Section II: Concept of Operations<sup>1</sup>

### Implementation of the Plan

The framework for response and response support established in this document is always in effect. This plan can be used at any time before, during, or after an emergency or disaster.

The first indication of an emergency situation that could affect Vermont might come without warning—a terrorist attack, flash flooding, or a hazardous materials spill. In other cases, the State might receive warning from sources such as law enforcement agencies, the National Weather Service (NWS), or the U.S. Geological Survey. In a sudden onset disaster, responders will likely have little notice of the emergency and will need to assemble resources quickly to aid in the response. In slow onset disasters, there is often more time to coordinate efforts to prevent or mitigate potential impacts and prepare to respond or implement protective action measures, should the incident occur.

In emergency situations affecting limited areas or populations, local government officials must coordinate the first response in their jurisdictions. These officials may request a local emergency declaration if an incident exceeds the local capacity to manage the disaster.

#### 2.1. Alert and Warning

The State of Vermont has several mechanisms for providing notifications and alerts to residents and partner agencies. These alert and warning systems include a combination of the Emergency Alert System (EAS), the VT-Alert mass notification system, the media, personal notifications, and alert sirens. Some or all methods may or may not be available in all communities. A warning does not always mean an emergency is imminent, but it usually indicates a need to be prepared for the possibility of an emergency or disaster.

VT-Alert is a public safety mass notification system VEM uses to generate EAS/alerts to the general public, as well as to send out notifications to internal, private notification groups. VEM also allows towns, state, and federal government agencies and select non-profit organizations to adopt the use of the VT-Alert system to issue alerts and notifications. VT-Alert is a web-based notification system, and the distribution channels available for disseminating the alert are email, phone, fax, pager, cell phone, SMS texting, E911 (Reverse 911), the Federal Integrated Public Alert and Warning System (IPAWS) EAS and IPAWS Wireless Emergency Alerts (WEA), and posting to the vendor application.

#### 2.2. Activating the SEOC

There are two SEOC activation levels in response to incidents—Partial Activation and Full Activation—depending on the scope and scale of the event. However, VEM is always monitoring activity in the state.

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<sup>1</sup> Please refer to the SEMP Base Plan for a list of planning assumptions.

## **STATE OF VERMONT EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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The Watch Officer provides this function on a 24/7 basis. Small or isolated incidents, such as a chemical spill, might not require the activation of the SEOC, when handled by the VEM Watch Officer. Prior to activation, conference calls may be held with relevant parties to discuss pre-activation. During imminent or ongoing emergencies, as well as for planned events, the VEM Director may take steps to activate the SEOC. Activation may be required quickly or may be delayed dependent on the event. During the decision-making process, information is collected from sources and partners, such as the VEM Watch Officer, the NWS, affected communities, parties requesting activation, SEOC partners, and other governmental entities.

The activation level (Partial or Full) will be determined by the VEM Director's Office and communicated to all potential SEOC staff and partners (see Activation Levels below). The VEM Director has the ability to change the activation level if the situation warrants adjustments.

The decision to activate the SEOC is made by the VEM Director or the Deputy Director in her/his absence under the authority granted in 20 V.S.A. § 3. The Commissioner and Deputy Commissioner of Public Safety will be notified of the need to activate the SEOC and will be provided with the activation level and plan for activation.

### **Staff Activation Notification**

The method and process for alerting SEOC staff of an impending or immediate activation is outlined in the SEOC Activation Procedure. In summary, VT-Alert is used to issue a notification and activation alert and a conference call is initiated. During the call, a briefing is provided, availability of staff is determined, and SEOC roles are assigned. During business hours, staff on premise may also have the opportunity to meet in the SEOC to participate in the call.

For planned events or when time allows, the VEM Director's Office may request that an availability poll be issued prior to a notification and activation alert. The VEM Watch Officer will work with the VEM Planning Section Chief to send out a staffing poll to all potential SEOC staff and partners. Once the poll is completed with potential shifts, SEOC staffing is devised by the VEM Planning Section Chief.<sup>2</sup> The VEM Watch Officer sends out the poll to SEOC partners with the staffing assignments.

## 2.3. Activation Levels

### **Monitoring**

When operating at the Monitoring Level, the SEOC has not been activated. The VEM Watch Officer provides emergency assistance and support to local emergency management personnel, state office staff, and citizens, visitors, and travelers in Vermont. The VEM Watch Officer is on standby 24/7/365. The Watch Officer provides situational awareness to VEM leadership on unfolding events and coordinates the state-level response in support of local incidents.

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<sup>2</sup> Note: Subsequent SEOC staffing rosters will be compiled by the SEOC Planning Section Chief.

## **STATE OF VERMONT EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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If a local fire chief/incident commander (IC) requests assistance beyond the resources of his/her town or requests resources not available by mutual-aid assistance (such as the State's Hazardous Materials Team or the Swift Water Rescue/Wilderness Search and Rescue Team), the local fire chief may contact the Watch Officer. The Watch Officer contacts and connects the specialized resource to the incident scene in coordination with the local IC. A heating oil spill in a town is an example of an incident addressed within the monitoring level.

### **Partial Activation**

Partial Activation of the SEOC occurs when staff assemble to provide more support than one or two Watch Officers can provide at the Monitoring Level. Select partners and/or VEM personnel provide the majority of SEOC staffing. At this level, the VEM Watch Officer continues their responsibilities processing Watch Officer calls, while SEOC staff focus on the larger incident. Support can be minimal—only requiring a few partners—or may involve a more substantial number of partners, depending on the situation. When operating at a Partial Activation Level, the SEOC is activated.

The SEOC may open to a Partial Activation for:

- Multiple or simultaneous events/incidents; or
- Events/incidents requiring expanded coordination or response with multiple state partners; or
- Incidents affecting multiple jurisdictions; or
- Incidents requiring multiple operational periods; or
- Incidents requiring response of multiple functional areas.

An example of an incident requiring Partial Activation might be a passenger train derailment. This type of incident could require several mutual-aid resources beyond what neighboring municipalities can provide or may include a request for state-owned special response assets loaned to the local response.

### **Full Activation**

During an incident requiring significant state assistance, the SEOC will be activated in support of local IC(s) to include significant representation of all SEOC partners, Federal Emergency Management Agency (FEMA) personnel, and potential assistance from external resources.

The State activates the SEOC to a Full Activation when:

- There is an escalation of event(s) or coordination efforts beyond Partial that requires activation of all partners;
- Significant state resources are activated and deployed;
- Significant damage is expected to occur or has occurred;
- There is warning or anticipation of a terrorist incident;
- Federal representation is likely.

A well-known example of a Full Activation of the SEOC was Tropical Storm Irene in 2011. Incidents requiring a Full Activation of the SEOC are typically large, long-lasting, damaging, and expensive. These events require a great deal of resource support, coordination effort, and can require assistance from outside of Vermont.

## Section III: Roles, Responsibilities, and Coordination Structures

Government coordination during emergency responses varies based on the scale and complexity of the event. While some incidents may be effectively managed at the local level, as the number of locations affected and the complexity of the event increases, additional resources may be required from the state and federal government. This section provides an overview of the types of response activities and coordination that may occur depending on the resources an incident requires and the stakeholders involved.

### 3.1. Local Emergency/Disaster Response

Local government is the first line of responsibility for typical emergency responses. Most emergency personnel responding to disaster situations in Vermont come from local fire, police, or rescue/ambulance services using locally available resources. In locations with no local police presence, first response law enforcement coverage can also come from the State Police and/or Sheriff. These are cadres of trained personnel that are the first responders in any incident.

Local governments are responsible for providing overall life safety, incident stabilization, and property and environmental protection for their residents in the event of emergency or a disaster. Chief executives or their designee—the IC—from the local government takes direct control of the emergency operations of all government and non-government resources that by law are subject to their authority.

The IC operates through a local Incident Command Post (ICP) and may interface through a local Emergency Operations Center (EOC). The Incident Command System (ICS) is routinely used by first responders, particularly in fire and hazardous materials incidents. A local IC may establish a staging area for personnel, supplies, and equipment awaiting assignment. Staging areas may also include temporary feeding, fueling, and sanitation services. The IC typically assigns a manager for each staging area to log all incoming resources, dispatch resources upon request, and request logistical support for resources, as necessary.

Local municipal response efforts may require varied types of equipment in emergency or disaster situations. State, municipal, and privately-owned equipment can be used when the magnitude of the disaster warrants. Local ICs first rely on their local resources. Once these resources are exhausted, local ICs should request mutual aid resources or work with privately owned equipment companies to hire or lease the needed resources to augment or supplement local needs (this coordination should already have occurred beforehand). State equipment may be requested by local ICs if local or mutual aid resources are unavailable or insufficient to meet the need. Local governments are responsible for maintaining resource inventories as part of their Local Emergency Management Plans (LEMPs).



**STATE OF VERMONT**  
**EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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### 3.2. Local-State Coordination

In emergency situations, local government officials coordinate the first response in their jurisdictions. They may request a local emergency declaration if an incident exceeds the local capacity to manage the incident. The authority for undertaking action is vested in the chief executive of the jurisdiction (mayor or chair of the council or board) or other person (town manager, etc.) designated by the local government. The request for resource assistance is forwarded through the SEOC.

State resources can supplement those of the local government if:

- The needs generated by an incident exceed the response capability of the local government and mutual aid resources;
- The state has a specialized resource needed by the local government;
- The scope of the event is widespread and the need for a centralized incident management and resource allocation process is evident.

A local EOC is responsible for assisting in the coordination of local responders to ensure internal cooperation and functional teamwork in support of the IC. A local EOC is also responsible for arranging outside assistance through mutual aid or through a unified command, the area command structure, or the SEOC when the need arises and when requested by the IC.

### 3.3. State Coordination

The Governor has the duty to oversee the general direction and control of state emergency management and the state government to respond to emergencies (20 V.S.A., Chapter 1, subsection 8).

If a state-level response is required, the Commissioner of the Department of Public Safety and the Governor (or his/her designee) are advised by VEM leadership of the situation, and appropriate state partners and organizations are notified that assistance will be needed. At such time, VEM will coordinate the activities of all emergency management organizations within the state (20 V.S.A., Chapter 1, subsection 3 (b)(1)). State agencies often self-activate under existing statutory authority before receiving notification from the VEM Director or receiving direction from the Governor.

#### **Department Operations Centers**

Department Operations Centers (DOCs), such as the Transportation Management Center (TMC), Joint Operations Center (JOC), Division of Fire Safety Operations Center, and Health Operations Center (HOC), may be activated in response to an emergency. These DOCs serve in a support function for their primary state responsibilities at the SEOC and support the SEOC by providing expertise within the partner organizations' field of knowledge. While seating and logistics in the SEOC do not allow a large number of agency and departmental staff, space located at a department provides a centralized location for knowledgeable staff to support state partners serving in the SEOC. Along with staff, the DOC may have specialized equipment or capabilities that facilitate more efficient problem-solving to support the SEOC. One of the primary goals of the DOC is more effective information sharing for associated partners to expedite mission execution.

## **STATE OF VERMONT EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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Individual DOCs may be activated independently of the SEOC. A DOC will activate if the particular incident has a major focus on the agency or department's functional area and can be managed without additional external agency support, but requires a significant internal appropriation of man-power and coordination. For example, the Vermont Department of Health (VDH) may activate the HOC to monitor flu outbreaks. The TMC also routinely activates during snowstorms to coordinate and monitor plowing operations. When a disaster strikes and a particular partner's support activities are needed beyond the capability of the partner in the SEOC, the SEOC may request appropriate DOC(s) to activate.

### **Joint Information Center**

To ensure coordination of public information during incidents that involve multiple agencies, the SEOC Manager may stand up a Joint Information Center (JIC) to support the gathering, verification, and dissemination of accurate, accessible, and timely information. When a JIC is activated, all incident-related public information flows through it. The JIC is comprised of public information personnel from across state government, led by the SEOC or VEM Public Information Officer (PIO).

### **Multi-Agency Coordination Group**

The State's leadership overseeing the SEOC works as a Multi-Agency Coordination Group (MAC Group) consistent with the National Incident Management System (NIMS). A MAC Group is a policy setting entity comprised of agency administrators/executives or their designees who are authorized to commit agency resources and funds. The MAC Group can provide coordinated decision-making and resource allocation among cooperating agencies and may establish priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. The extent and involvement of this leadership element will vary depending on need.

The membership of the MAC Group, includes but is not limited to:

- The Governor, or designated representative/s, and appropriate staff
- The Secretary of Transportation, or designated representative
- The Secretary of the Agency of Digital Services, or designated representative
- The Commissioner of Public Safety, or designated representative
- The Secretary of Natural Resources, or designated representative
- The Secretary of Human Services, or designated representative
- The Commissioner of Buildings and General Services, or designated representative
- The Commissioner of Health, or designated representative
- The Secretary of Agriculture, Food and Markets, or designated representative
- The Commissioner of Public Service, or designated representative
- The Adjutant General, or designated representative
- The Director of VEM

### 3.4. State-Federal Coordination

As described in the SEMP Base Plan, the State Liaison Officer (SLO) is an individual within FEMA Region 1 that is the initial point of contact for the state with FEMA Region 1 for mission and resource support. Depending on the type of incident, the SLO may deploy at the request of the state as the first federal representative on scene to act as a liaison and provide support for mission and resource requests between the state and region.

Depending on the scale of the incident, an Incident Management Assistance Team (IMAT) can also be deployed to provide a forward federal presence to facilitate the management of the national response to incidents. IMATs consist of experts in operations, logistics, planning, and recovery and are a rapidly deployable asset to anywhere in the region or country to support states and territories in their emergency response efforts. During a major response, FEMA Region 1 may also convene a Regional Unified Area Coordinating Group (RUACG), including the VEM Director or State Coordinating Officer (SCO), as applicable, to set a region-wide response strategy and allocate and sequence the delivery of resources in the case of shortfalls. Federal equipment becomes available under specific conditions when federal agencies are activated to assist in response and recovery.<sup>3</sup>

## Section IV: State Emergency Operations Center (SEOC)

There are numerous federal, state, local, and non-governmental organizations that respond to incidents in Vermont. The Vermont SEMP outlines the responsibilities of organizations across all five mission areas. The SEMP, including this Mission Area Plan, is always in effect.

While every emergency or disaster begins locally, as it expands, it may become necessary to activate the SEOC to more efficiently support local incident management activities. The SEOC is responsible for providing state-level coordination and assistance exceeding local and mutual-aid resources. The Vermont SEOC is one way in which the SEMP is operationalized; it is the state-level entity in the Multi-Agency Coordination System (MACS) responsible for coordinating resources in a multi-agency or multi-jurisdictional environment.

The SEOC has two primary functions:

#### 1. INCIDENT SUPPORT AND COORDINATION

Facilitate coordination between all stakeholders and provide the architecture to support incident prioritization, critical resource allocation, and information coordination.

- Maintain 24-hour EOC coordination, as needed.
- Maintain the day-to-day capability of the SEOC to address the consequence(s) of natural, technological, or human-caused events, such as but not limited to: floods, rainstorms, wind, hazardous materials events, acts of terrorism, or other weather extremes.

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<sup>3</sup> For more information on federal coordination, facilities, and resources, please refer to the SEMP Base Plan.

## STATE OF VERMONT EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN

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- Provide centralized coordination of state or federal resources, including through the Emergency Management Assistance Compact (EMAC), during any event that may adversely affect Vermont or those states or Canadian provinces on Vermont's borders.
- Support operations at local incident command posts or EOCs. At times, the VEM Watch Officer or the SEOC may receive a request from a municipality to have a VEM staff member deployed to coordinate activities between the local municipality (either ICP or local EOC) and the SEOC.
- Act as the state's primary point of contact for local governments and institutions requesting state or federal assistance or reporting incident-related problems.
- Identify needs and develop planning strategies to successfully prioritize and meet those needs.
- Document expenses associated with response and recovery efforts.

### 2. INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

Situational awareness is a standard set of relevant, usable information that enables incident leadership, supporting partners, and the public to make effective, consistent, coordinated, and timely decisions.

- Collect and maintain information on local incident statuses.
- Maintain statuses of deployable state assets (including external assets that are deployed to Vermont).
- Collect and analyze available information concerning developing or ongoing incidents and provide information to state and local decision-makers, supporting agencies, and appropriate federal agencies, as needed.
- Provide a reliable source of public information.
- Provide timely communication and information to elected officials and administrators.

Included in information collection and analysis is also critical infrastructure monitoring. Infrastructure protection and resilience building is a continuous process with multiple intersecting elements and interdependencies that cross jurisdictional and natural boundaries. The SEOC and supporting sector-specific information-sharing protocols bring together the efforts of all levels of public and private sector organizations. Together they provide the mechanism for identifying critical assets, understanding and analyzing threats, assessing vulnerabilities, and defining consequences. This allows the SEOC to prioritize protection initiatives, enhance information sharing efforts, and apply protective measures within and across sectors.

## Section V: Incident Support and Coordination

The Vermont SEOC structures staffing and workflow utilizing the Incident Support Model (ISM). The ISM organizational structure is well-suited to the SEOC's role in the coordination of mission and resource requests and the production of an authoritative state-wide common operational picture. The ISM organizational structure was first introduced in the 2017 NIMS revision. Vermont adopted NIMS in Executive Order No. 30-05.

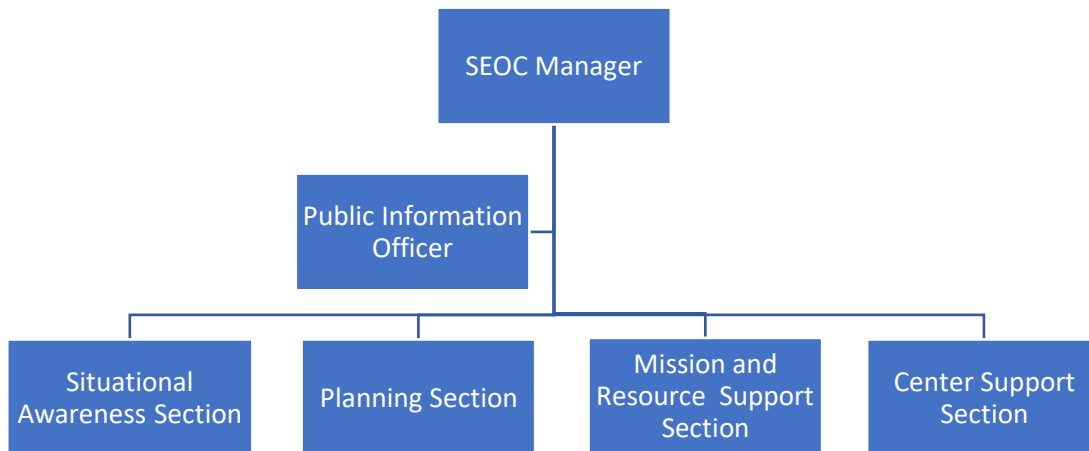
This organization places the SEOC Manager in direct contact with SEOC personnel focused on situational awareness/information management and streamlines resource sourcing, ordering, and tracking. Similar

**STATE OF VERMONT  
EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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to other models, this structure is scalable, flexible, and adaptable and can be expanded in a modular fashion based on an incident’s size, complexity, and hazard environment. As a result, not all units will be stood up for every incident. Under this modular organizational structure, leaders are responsible for functions of subordinate positions that are not staffed.

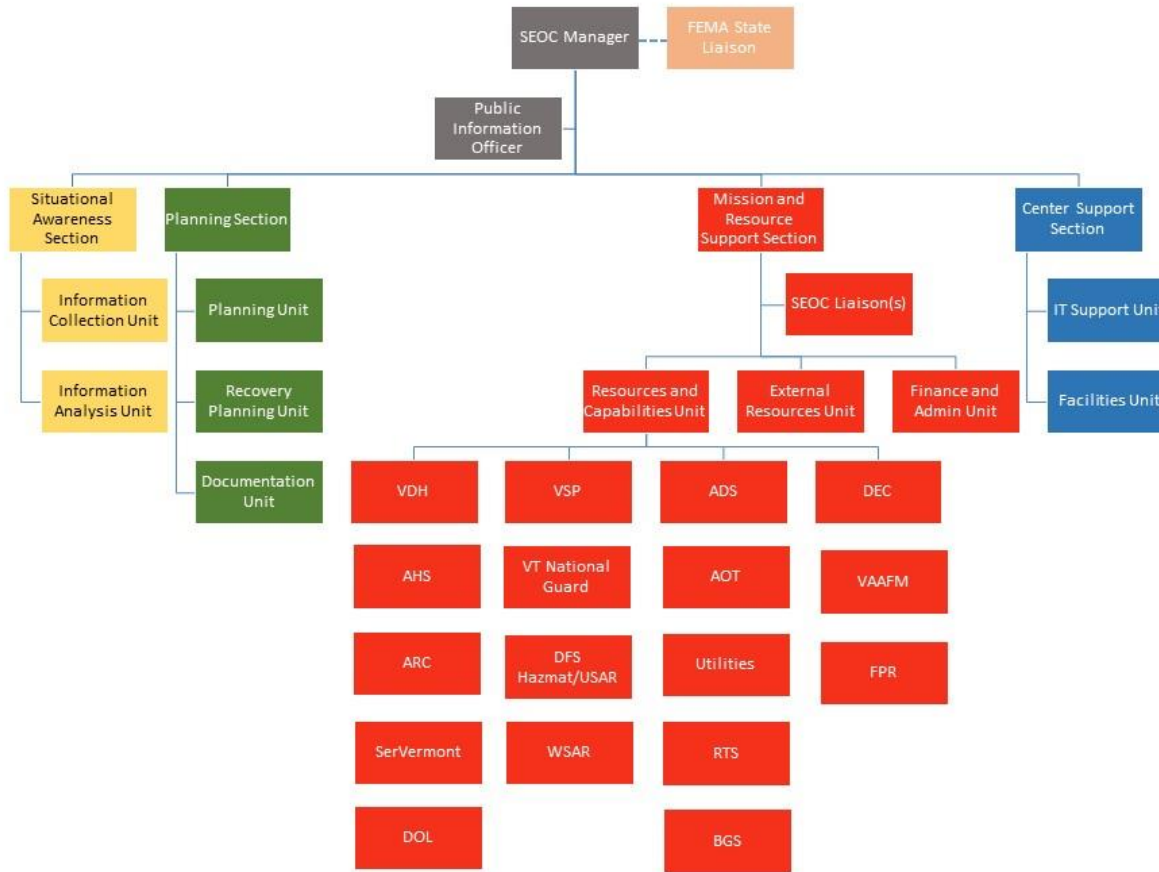
**Figure 2: Vermont SEOC Basic Organizational Structure**



During partial activations, the SEOC may only include the SEOC Manager, PIO, and Section Chiefs. As the scale and complexity of the incident increases, additional units and positions can be added to ensure effective and efficient management of the incident (Figure 3). Responsibility for establishing and expanding the SEOC ultimately rests with the SEOC Manager. Responsibility for functions that subordinates perform defaults to the next higher supervisory position until the supervisor delegates those responsibilities.

**STATE OF VERMONT  
EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

Figure 3: SEOC Structure during a Large-Scale or Complex Response

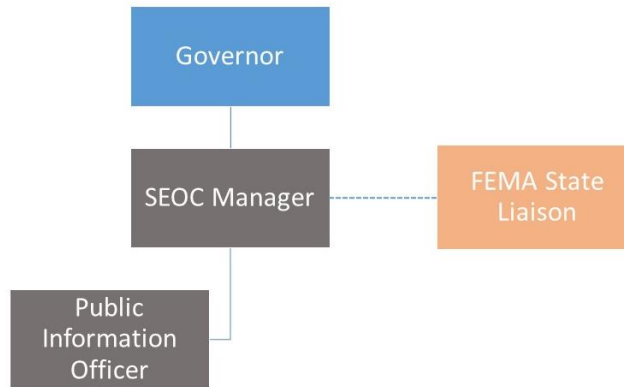


**STATE OF VERMONT  
EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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5.1. SEOC Command Staff

SEOC leadership includes the SEOC Manager, who guides and oversees SEOC staff and activities, as well as the PIO. Depending on the type of incident, a FEMA SLO may deploy at the request of the state as the first federal representative on scene to act as a liaison and provide support for mission and resource requests between the state and FEMA Region 1.



**SEOC Manager**

The SEOC Manager coordinates actions with local and federal jurisdictions and is the conduit between the SEOC and the MAC Group and the Governor’s Office. The SEOC Manager approves the SEOC Incident Action Plan (IAP), which includes the objectives of the SEOC, and works with senior officials to facilitate the overall policy direction of the SEOC. The SEOC Manager ensures the dissemination of timely, accurate, and accessible information to the public in coordination with the PIO and other SEOC sections.

**Public Information Officer**

The SEOC PIO is a member of the JIC and is the spokesperson for the SEOC. The purpose of the PIO and the JIC is to provide a consistent, coordinated, and accurate message to the public and staff involved in the incident response. The JIC often works with local municipalities, the NWS, and the news media. The PIO also drafts public alert and notification messages sent via VT-Alert in coordination with the IT Support Unit in the Center Support Section.

**FEMA State Liaison Officer**

As described earlier, the FEMA SLO provides one point of contact between FEMA Region 1 and Vermont. As a standard procedure, FEMA and the SLO are given notification of the incident situation. The SLO provides an efficient means to coordinate with the federal government.

**STATE OF VERMONT  
EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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5.2. SEOC General Staff

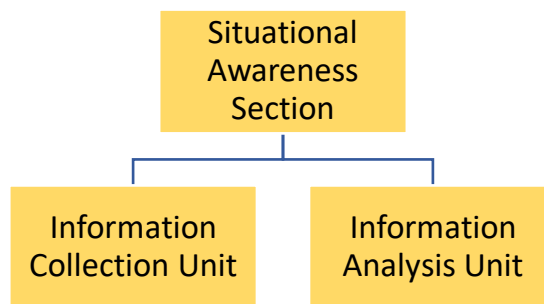
A. SITUATION AWARENESS SECTION (SAS)

Information collection and analysis is an important function of the SEOC. The Situational Awareness Section has the overall responsibility for producing a common operating picture and situational awareness for the SEOC. The Situational Awareness Section oversees the collection, analysis, and dissemination of current situational information to identify actual or potential trends that could affect response capabilities. The Situational Awareness Section works closely with the Planning Section, as well as other sections and positions within the SEOC. When possible, the Watch Officer may also work with the Situational Awareness Section to provide context and situational background during the first operational period.

The staff in this section create a variety of products for SEOC leadership and other internal and external stakeholders. Two of the major outputs of this section are the SEOC Status Board and the SEOC Situation Report—a key tool that enables the SEOC to provide situational awareness for the state. The Situation Report is a standardized reporting document that compiles and summarizes the SEOC’s level of activation, operational status, ongoing issues, documentation of needs or requests, and anticipated issues and needs. The Status Board is a tracker for key incident information that is restricted to responders and state leaders. The actual format or system may change, but conceptually, it provides a summary of the statewide situation in near-real time. The staff in this section also process requests for information, perform quality control of information in the SEOC’s DisasterLAN system, develop briefings and presentation products, and integrate geospatial and technical information into information products, depending on the requirements of the SEOC.

Based on the incident, the Situational Awareness Section Chief will determine appropriate staffing for the section, with possible units noted below.<sup>4</sup>

**Figure 4: Possible Units within the Situational Awareness Section**



**Information Collection Unit**

The Information Collection Unit gathers information and disseminates it to various partners. Roles and responsibilities of the Information Collection Unit include:

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<sup>4</sup> More detail on roles and responsibilities of each specific position will be provided through job aides.



## **STATE OF VERMONT EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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- Ensuring the collection and distribution of accurate information to appropriate organizations and/or individuals, including information gathered through the Regional Planning Commission (RPC) Local Liaison process, when activated (see page 27 for additional information on the Local Liaison process).
- This unit is responsible for compiling the SEOC Situation Report. This involves significant coordination with other SEOC sections and units to ensure that the most up-to-date and accurate information is captured.
- Knowing how to properly direct incoming calls requires an overall knowledge of the entire SEOC. In the 2018 SEOC structure revision, call takers have been placed within the Information Collection Unit not only because of their role in receiving key information through phone calls, but also to enable them to tap into the overall knowledge of the SEOC maintained within the Information Collection Unit.
- Social media continues to play an increasing role in enabling individuals and agencies to provide information on rapidly evolving situations or needs. The Information Collection Unit is responsible for reviewing media sites, as well as social media platforms that may be sources of post-disaster information in close coordination with the PIO.

### **Information Analysis Unit**

The Information Analysis Unit conducts in-depth analysis of how information trends, such as potential resource requests, could impact the SEOC and the broader incident. The goal of this analysis is to enable leadership, both within the SEOC and external to the SEOC, to make decisions based on predictive analytics. This unit works closely with the Information Collection Unit and the Recovery Planning Unit of the Planning Section.

- The Information Analysis Unit has the responsibility for ensuring that information collected in the Information Collection Unit is synthesized, analyzed, and evaluated to identify broader themes, issues, challenges, or requirements. The Information Analysis Unit also works with the Information Collection Unit to identify potential gaps in information, including in DisasterLAN.
- The Information Analysis Unit works closely with the Recovery Planning Unit to identify and provide information on broader trends and/or anticipated issues and needs.
- The unit also provides trend analysis, such as forecasting resource or mission support needs, and produces decision-support products.
- Translating information and analysis into easily understandable formats is an important part of situational awareness. The Information Analysis Unit is also responsible for ensuring that information is presented in a clear manner and in a way that is readily accessible to the SEOC, including by updating the SEOC Status Board. This unit ensures that all displays are kept current and information is presented clearly, including through use of maps or other visuals.

### **B. PLANNING SECTION (PS)**

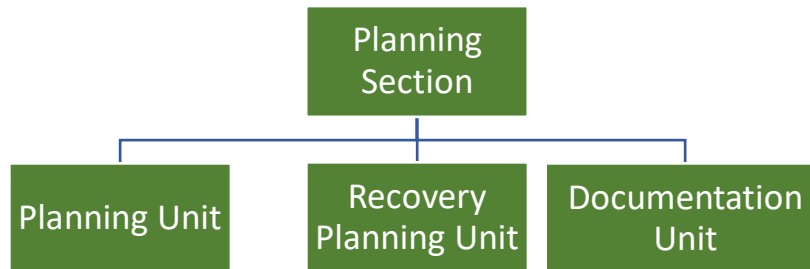
The Planning Section provides a range of current and future planning services that may include developing contingency, demobilization, and recovery plans. Staff in the Planning Section assist in developing and executing the shared goals of multiple jurisdictions and organizations involved in managing an incident and coordinate a standard planning process to achieve the objectives of SEOC leadership and foster unity of effort among all organizations represented in the SEOC. The Planning Section works closely with other sections, particularly the Situational Awareness Section, to determine potential, developing, or ongoing situations that may require current or future response and oversee the development of plans to support these efforts. Staff within this section provide strategic guidance on planning and support the analysis of current and future resource

**STATE OF VERMONT  
EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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requirements and programmatic decisions, maintain SEOC incident files, and identify areas for process improvements.

**Figure 5: Possible Units within the Planning Section**



**Planning Unit**

The Planning Unit oversees current planning product development, analysis, and support to provide strategic guidance and recommendations to SEOC staff regarding current and short-term situations and impacts. The Planning Unit facilitates the development of the IAP for the next operational period, to include initiating and supporting efforts to determine initial incident objectives. The Planning Unit incorporates the analysis of vetted situational awareness information received from the Situational Awareness Section into planning products to highlight actual or potential issues that may affect SEOC response capabilities. The Planning Unit maintains, publishes, and disseminates the operations tempo to facilitate an effective meeting schedule.

The Planning Unit supports the development of products and analysis that provide guidance to SEOC staff on the current and short-term incident situation and impacts. This support includes but is not limited to:

- Working with SEOC leadership to develop the incident objectives and writing the IAP.
- Incorporating and monitoring information produced by the Situational Awareness Section to highlight actual or potential issues that could affect response capabilities and resources and to ensure the most relevant information is used in current planning products.
- Informing partners of the status and timelines of assigned Requests for Information (RFIs).
- Identifying areas for process improvements within the SEOC.
- Updating the SEOC staffing roster in coordination with other SEOC sections.

**Recovery Planning Unit**

The Recovery Planning Unit provides strategic guidance and recommendations to SEOC staff regarding recovery, identifies and makes recommendations for intermediate and long-term objectives for the IAP, and oversees the development of the Demobilization Plan, if required. The Recovery Planning Unit develops a process to anticipate future disaster response and recovery requirements and issues by considering:

- Cascading effects and collateral damage
- Impacts to national resource supplies and programs
- Potential for additional or exacerbated incidents
- Data collection needs related to the preparation of federal disaster assistance requests

## **STATE OF VERMONT EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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The Recovery Planning Unit analyzes situational awareness information to determine future complex operational requirements that will benefit from the facilitation of crisis action planning.

Recovery Planning Unit staff support the development of products and analyses that provide guidance to SEOC staff on recovery. This support includes but is not limited to:

- Making recommendations to the SEOC Manager regarding recovery tasks that need to take place.
- Planning and coordinating the transition to recovery. The Recovery Planning Unit is responsible for beginning the process of liaising with local authorities to start the documentation process for recovery, if applicable.
- Developing Crisis Action Plans as directed.
- Developing and implementing the Demobilization Plan, as required.
- Working with the Information Analysis Unit to analyze damage information collected through the Local Liaisons, Agency of Transportation district personnel, Division of Fire Safety, public utilities, American Red Cross, and other state partners to validate damage cost estimates to determine whether thresholds for a Presidential Disaster Declaration request have potentially been met.
- Assisting in development of recovery-focused incident objectives to be included in the IAP.
- Maintaining communication with recovery partners that are not located in the SEOC to ensure effective activation of Recovery Support Functions, if needed.

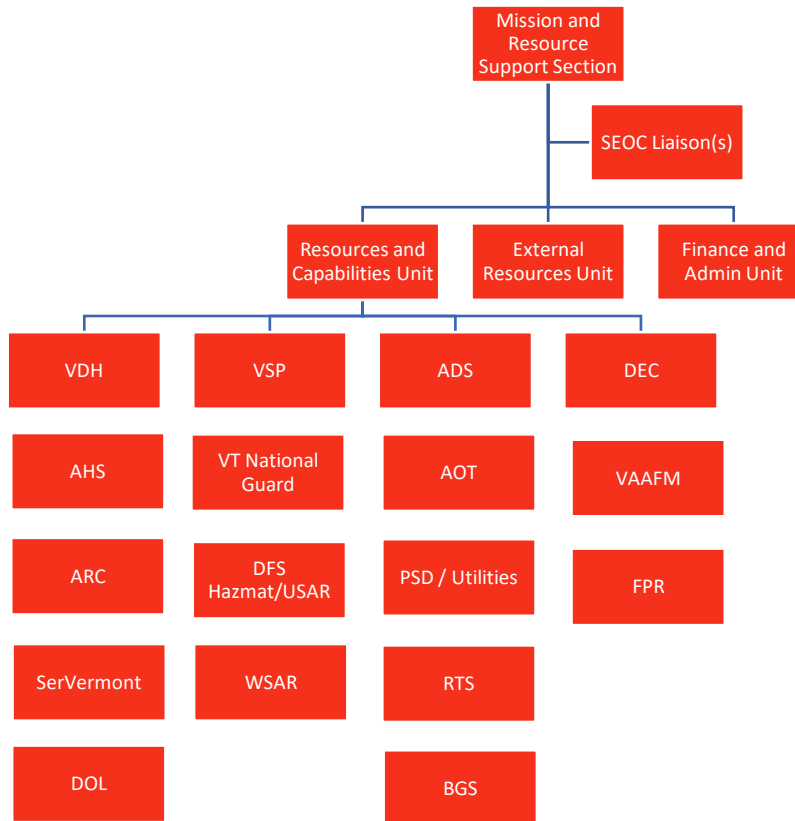
### **Documentation Unit**

The Documentation Unit has the overall responsibility for maintaining accurate, complete, and up-to-date incident files on all SEOC activities. This includes SEOC position logs, situation analysis reports, IAPs, and any other related information. The Documentation Unit is also responsible for the maintenance of materials and documents necessary to provide accurate records and documentation for recovery purposes, if required.

### **C. MISSION AND RESOURCE SUPPORT (MARS) SECTION**

The Mission and Resource Support (MARS) Section works to ensure that resources and operational support needed for an incident are provided in an effective and efficient manner. Staff in the MARS Section monitor statewide Critical Infrastructure sectors and source, request/order, and track all resources. This includes supplies, equipment, and personnel from other departments and agencies represented in the SEOC, other organizations, mutual aid/ EMAC sources, or non-governmental partners. This is normally the largest and one of the busiest sections within the SEOC, and as such, the MARS Section Chief may have one or more deputies. In the Vermont SEOC, three units, as well as SEOC Liaisons, can be activated under MARS to support these roles and responsibilities.

**Figure 6: Possible Units within the Mission and Resource Support Section**



**SEOC Liaison(s)**

In response to local requests for support, the SEOC can place staff in local-level EOCs and/or ICPs as liaisons. These SEOC Liaisons establish linkages between local ICs/EOCs and the SEOC, improving information flow, communication, and coordination. Depending on the scale of the incident, the SEOC Liaison(s) can assist local authorities with the development of IAPs or other forms, route requests for resources to the SEOC, provide communication between the incident commander/EOC and the SEOC, and improve information sharing and analysis.

**Resources and Capabilities Unit**

A primary mission of the SEOC is to coordinate the provision of requested resources to local municipalities. The majority of subject matter expertise is obtained through state partners, agencies, departments, and divisions that staff the SEOC with representatives who are knowledgeable of resources and capabilities. While the state may not have all requested resources in its inventory, it can nonetheless coordinate the provision of resources.

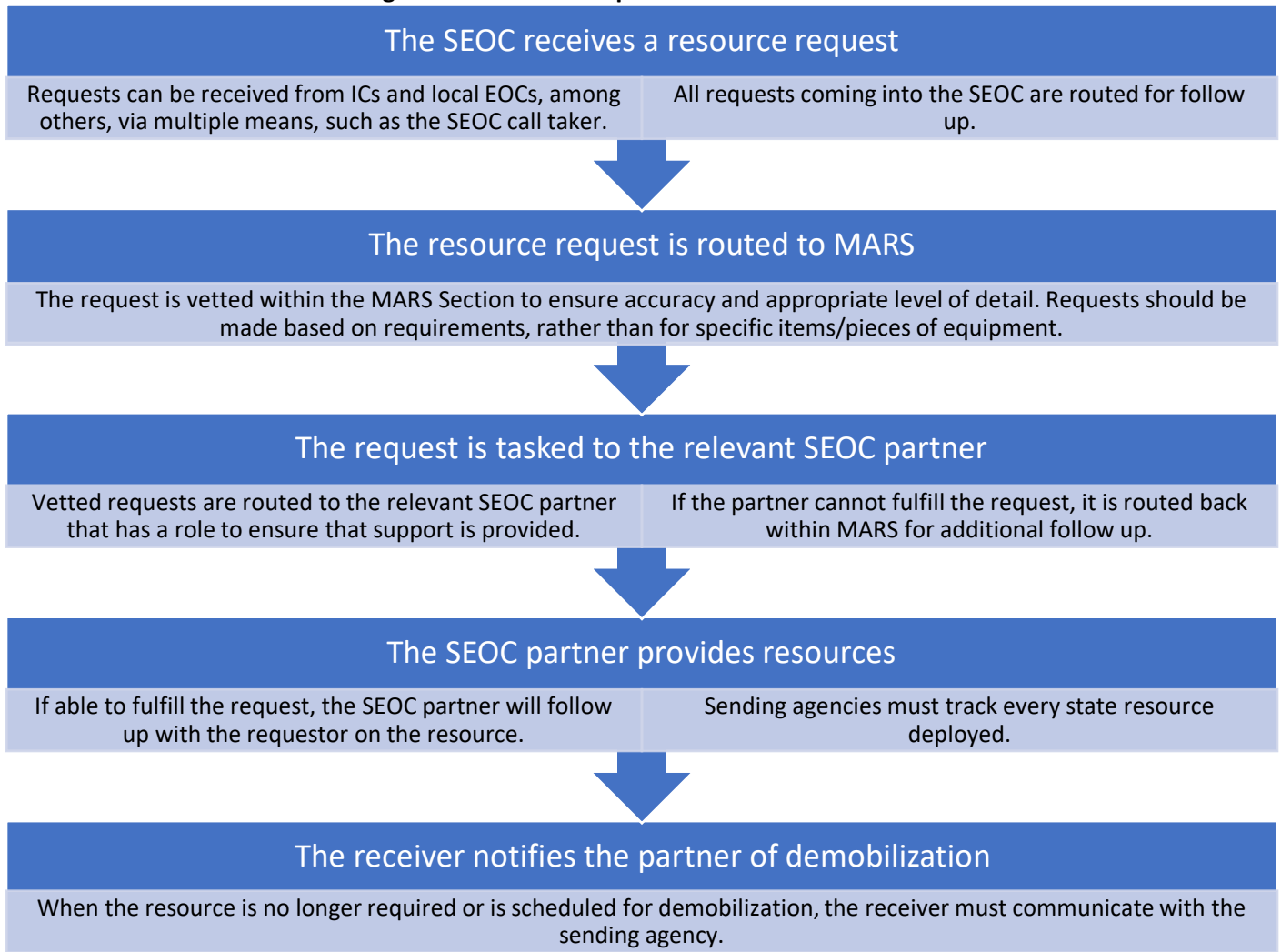
Resource requests coming into the SEOC are channeled to the appropriate state partner to fulfill. Resources not obtainable through the state may be obtained from mutual aid, private contractors, or other sources. The state partner coordinates with the local EOC or IC to specify the need, timeframe, and location for the resources.

**STATE OF VERMONT  
EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

---

When the resource is on-scene, the local jurisdiction is responsible for the command and control of that resource. As an associated responsibility for local municipalities, it is highly encouraged that they track their costs for future disaster declarations in order to recoup expenditures. Once the municipality no longer needs the resource, it is returned to its owner through coordination with the state partner.

**Figure 7: Resource Request Flow in the SEOC**



Examples of requests may include:

- Swift water rescue capabilities
- Hazardous materials response capabilities
- National Guard resources

## **STATE OF VERMONT EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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### **Functional Groups**

Partners that make up the Resources and Capabilities Unit fall within functional groups based on their roles and responsibilities during disaster responses. These interdependent groups are made up from partners who often coordinate with each other during their normal work. An example might be the coordination of police, fire, and medical crews. Working within functional groups provides:

- More efficient coordination for supporting resources to local municipalities.
- Faster and more accurate situational awareness and information dissemination.
- Additional resource and knowledge expertise by functional discipline.

The composition of the groups will vary depending on the type of incident, as many partners have more than one functional area. Additionally, grouping by all functional areas may not be required during a response, though in a full SEOC activation this can occur.

Examples of functional groups include: emergency services, infrastructure, health and welfare, the environment and agriculture, and volunteer and donations management. Depending on the requirements of the incident, other groups may be created and/or activated.

The Emergency Services Group may include, but is not limited to:

- Vermont State Police (VSP)
- Vermont National Guard
- Division of Fire Safety (DFS) Hazardous Materials (HAZMAT) and Urban Search and Rescue (USAR)
- Department of Public Safety (DPS) Wilderness Search and Rescue (WSAR)

The Infrastructure Group may include, but is not limited to:

- Agency of Digital Services (ADS)
- Agency of Transportation (AOT)
- Vermont Electric Power Company (VELCO) or other utilities providers
- Department of Public Service (PSD)
- DPS Radio Technology Services Division (RTS)
- Department of Buildings and General Service (BGS)

The Health and Welfare Group may include, but is not limited to:

- Vermont Department of Health (VDH)
- Agency of Human Services (AHS)
- American Red Cross (ARC)
- Department of Labor (DOL)
- SerVermont

The Environment and Agriculture Group may include, but is not limited to:

- Department of Environmental Conservation (DEC)
- Vermont Agency of Agriculture, Food, and Markets (VAAFAM)
- Department of Forests, Parks, and Recreation (FPR)

## **STATE OF VERMONT EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

---

The Volunteer and Donations Management Group may include, but is not limited to:

- Department of Buildings and General Service (BGS)
- SerVermont

### **SEOC Partnerships**

Other non-governmental organizations, volunteers, and private companies also provide expertise to the overall emergency management effort. These organizations supplement the above-mentioned groups, facilitating enhanced partnerships within the SEOC and providing subject matter expertise. Volunteer/non-governmental groups can also mobilize individuals to provide assistance during response to or recovery from an incident. Depending on the factors that make up an emergency or disaster, the SEOC can incorporate specific, relevant non-state partners. These partners would fall within the overall SEOC coordination structure and are organized under the appropriate functional group noted above. For instance, VELCO would likely fall under the Infrastructure Group. VELCO also routinely facilitates statewide communication and coordination with the utilities in preparation for potential storms that may affect the power and communications sector. The SEOC, if activated, is a partner for these coordination efforts.

### **External Resources Unit**

If or when state resources and capabilities are exhausted, additional resources may be available through EMAC, the International Emergency Management Assistance Compact (IEMAC), and other regional compacts. The External Resources Unit is responsible for requesting and tracking external resources for the SEOC. In the event that these resources are required, the EMAC—or IEMAC—A-Team would be located within the External Resources Unit. An A-Team deploys at the request of the affected state and coordinates resource requests on behalf of the affected state, serving as a liaison between the impacted state and other EMAC member states.

### **Finance and Administration Unit**

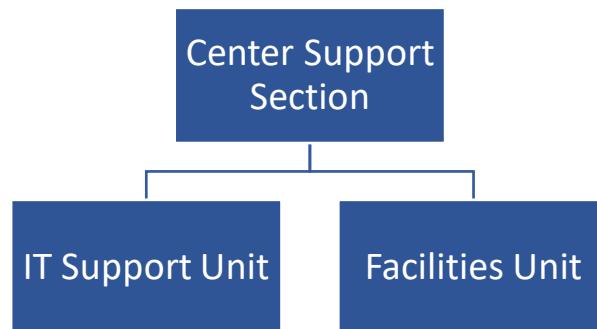
The Finance and Administration Unit includes personnel responsible for tracking expenditures, making purchases, and providing input on potential financial issues. This unit develops, evaluates, and implements courses of action for resource fulfillment. Within this unit, staff would also be responsible for tracking state-wide expenditures, including relevant labor costs, and overseeing SEOC personnel and human resources issues.

### **D. CENTER SUPPORT SECTION (CSS)**

In order for SEOC staff to accomplish their responsibilities, the SEOC needs to be able to operate effectively and efficiently without interruption. The Center Support Section provides all of the support capabilities necessary for the SEOC to function—from the facility where the SEOC is located to radio communications and computer support to SEOC staff safety.

The Center Support Section has the overall responsibility for coordinating the provision of safety, security, communications, IT, and facilities support to ensure efficient SEOC operations, as well as anticipate SEOC requirements and communicate recommendations to SEOC leadership. Depending on the incident, the Center Support Section may include two units.

**Figure 8: Possible Units within the Center Support Section**



**IT Support Unit**

The IT Support Unit provides all IT, communications, and other technology support to the SEOC. This includes telephone access and redundant communications capabilities in the form of radios, access to the network, and assistance with other SEOC technological systems and equipment, such as DisasterLAN and VT-Alert, among others. SEOC communication capabilities are designed to be redundant, flexible, and able to converse with various state, local, and federal partners. The IT Unit has the overall responsibility for ensuring that these capabilities and equipment are fully operational at all times and that needs within the SEOC are met in a timely manner.

All computer infrastructure support for the State of Vermont Government, including the SEOC, is the sole responsibility of ADS and its staff. Although ADS has a coordination responsibility within the Resources and Capabilities Branch, the responsibilities and focus with this unit is quite different. This unit utilizes separate ADS staff that are available 24/7 to ensure the IT and network operations of the SEOC are functioning.

**Facilities Unit**

The Facilities Unit provides the safety, security, facility, and resources for SEOC staff to do their job 24 hours a day for numerous consecutive days. The responsibility for many of these actions falls to BGS, as it has the primary responsibility for state security, facilities, and facility support. BGS monitors and supports the infrastructure of the building and associated rooms to include the heating, ventilation, and air conditioning system; water; electric (including generator support); transportation; emergency equipment; and supply purchasing and maintenance. The Facilities Unit also has the responsibility for provision of meals for the staff in the SEOC. Food is provided to members of the SEOC when activated through a state government-contracted vendor and is coordinated within the Center Support Section.

The safety and health of the SEOC staff is monitored by the Vermont Occupational Safety and Health Administration. This area of center support becomes very important as SEOC coordination ramps up, the tempo accelerates, and the number of staff in the SEOC increases. The Facilities Unit works with SEOC leadership to address any potentially harmful situations.



**STATE OF VERMONT  
EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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5.3. SEOC Staffing

SEOC partners provide resources and expertise as a part of the overall structure. Partner activities and involvement vary throughout an incident from high-visibility, high-intensity activities during early response, to recovery assistance and management during recovery, and demobilization as a partner. State agencies involved in the response to an emergency or disaster maintain a documented record of their activities, including disaster-related expenditures. Specific state organization responses are described in the SEMP Partner Annexes.

**Staffing Roles and Responsibilities**

Acting as an extension of their regular duties, or by predetermined emergency assignments, state employees from various state entities are the basic source of the SEOC’s emergency personnel pool. Other SEOC positions are made up from resources outside of state government, such as from the RPCs, local municipal staff, representatives from private companies, and volunteers. As noted above, the Planning Section, working with other SEOC Sections to identify their staffing requirements, has the overall responsibility for developing the staffing roster.

**State Partners**

Any of the SEOC partners may request assistance from support partners as needed. Supporting partner information is identified and maintained within the SEMP Partner Annexes. This assistance may require representation in the SEOC or may be accomplished remotely. Requested notifications will be coordinated through the specific partner or through the SEOC. In limited emergency situations, certain SEOC partners may not be required or may operate from their respective department or agency locations.

**Regional Planning Commissions**

Staff from RPCs around the state may serve different roles in the SEOC. A primary responsibility of RPCs is as a Local Liaison. Through the Local Liaison program, RPCs play a key role in the collection of local situational reports from the municipalities in their region for the SEOC. These reports also provide an important source of analysis for state leadership to determine whether damages exceed relevant Public Assistance and/or Individual Assistance thresholds under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (Public Law 100-707).<sup>5</sup> RPC members also staff numerous other positions on the SEOC.

**Private Company Representatives**

Unique to most areas of the United States, most electrical customers in Vermont are served by private power utility companies. Power outages are unfortunately a common occurrence and these outages can be detrimental to critical facilities. As previously noted, the SEOC works closely with the various utilities in Vermont, especially with VELCO and Green Mountain Power, for situational awareness, coordination, and to assist the private utilities if and when requested. Other state partners work closely with other vendors in the telecommunications field, the transportation industry, and the farming industry, among others.

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<sup>5</sup> Please refer to the Recovery Mission Area Plan for additional information.

### **Military Disaster Support for Civil Authorities**

The Vermont National Guard becomes available only through communications with the SEOC following a declaration of a State of Emergency by the Governor. Military resources employed in support of emergency operations stay under military control at all times. If called to active duty, the National Guard is federalized and under military orders from the United States Army and/or Air Force. If already on federal orders for training, such as with a required 15-day annual training period, soldiers and airmen can have their effort redirected in response to a state support request. The Adjutant General, under his or her own existing authority, can order this change in mission.

The National Guard has a Dual-Status Commander (DSC) whereby National Guard Generals, nominated by their Governors, are appointed as Dual Status Commanders for a specific event by the Secretary of Defense. The Dual Status Commander has a dual chain of command. On one side, the DSC reports up through the State Adjutant General to the Governor, on the other side the DSC reports up through U.S. Northern Command to the President. Until Super Storm Sandy, all of these previous Dual Status Commanders were appointed and exercised control of Title 10 and 32 forces in pre-planned events. In November 2012 with Super Storm Sandy, Dual Status Commanders were stood up for the first time for a real world, unplanned emergency and actually took command of federal personnel.

## **Section VI: SEOC Information Collection, Analysis, and Dissemination**

One of the overall goals of the SEOC is to produce relevant, usable, and actionable information to enable incident leadership, supporting partners, and the public to make effective, consistent, coordinated, and timely decisions. This goal is achieved through effective collection, analysis, utilization, and dissemination of information both within the SEOC and to relevant stakeholders and the public.

### **6.1. Essential Elements of information (EEI)**

Essential Elements of Information (EIs) are critical pieces of information required for informed decision-making. EIs are built around Critical Infrastructure sectors and include information and data points that the SEOC deems important for response and recovery. Predesignated EIs are assigned to each partner in the SEOC pertinent to their respective area of responsibility. Partners are required to report on the EIs to the Situation Awareness Section for inclusion in the SEOC Situation Report and other decision-support products. Reports on EIs should be measurable and convey impacts. Information on partner-specific EIs is located the Partner Annexes. While all EIs are important, the SEOC Manager may identify which EIs are key for a given incident.

### **6.2. SEOC Information Flow**

Information flow into the SEOC can occur through multiple avenues—such as phone calls, emails, and DisasterLAN tickets—and be received by various members of the SEOC—including call takers, partner representatives, and staff within the Situational Awareness Section, among others. Directing incoming information to the appropriate SEOC section or partner in a timely manner is crucial to ensure that decision-

## **STATE OF VERMONT EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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makers have accurate and up-to-date information. To ensure that the information coming into the SEOC is routed and received appropriately, SEOC staff must be familiar with other SEOC positions and areas of responsibility.

The Vermont SEOC utilizes a standardized yet flexible process to receive and route information. One of the key components in this process is DisasterLAN—a web-based incident management system<sup>6</sup>. The Vermont SEOC uses DisasterLAN to serve as a repository of incident information, documentation, and activity. Through DisasterLAN, the SEOC can track and document all requests, offers, and reports coming into the SEOC through a common system. It is important that all SEOC staff know the standard process for this information flow so that incoming information can be injected into the system and appropriately forwarded.

An additional important component of information collection and flow occurs through the RPC Local Liaison program. Through this program, RPC personnel reach out to their contacts to collect reports of damages. This network of RPC representatives allows for another avenue for information and resource requests from local municipalities, as well as capabilities for situational awareness. This data collection process is one of the primary methods to quantify impacts at the ground level. As an added benefit, the information may be used to confirm the situation and resource shortfalls reported from other incoming sources.<sup>7</sup>

Dissemination of information both within the SEOC and outside of the SEOC to decision-makers and the public also occurs through multiple tools and includes the involvement of various SEOC positions. Within the SEOC, DisasterLAN, the Status Board, maps, displays, situation reports, and SEOC briefings, among others, are used as key ways of disseminating information. Outside of the SEOC, situation reports; social media; standing and/or incident-specific websites, where appropriate; press conferences; and media interviews provide key methods for disseminating information.

## **Section VII: Transition from Response to Recovery**

### **7.1. Markers of the Transition from Response to Recovery**

During the response phase, planning for recovery operations is done in the Recovery Planning Unit of the Planning Section. For larger and more complex incidents, incident stabilization takes multiple operation periods and the Recovery Planning Unit in the Planning Section transitions to the MARS Section as the Recovery Unit. As an incident transitions from response to recovery, the direction and control of the incident is transferred from the SEOC Manager to a State Recovery Officer (SRO) during events for which an SRO has been designated. After a catastrophic incident/disaster has been stabilized, the role of the Recovery Unit/SRO transitions and assumes responsibility for the ongoing work of the Recovery Multi-Agency Coordination Group. For smaller incidents, the recovery responsibilities typically transition to the VEM Recovery and Mitigation Section when the SEOC returns to monitoring status.

This progression recognizes that the role of the SRO evolves during the incident. This progression starts early in response, with recovery work done under the Planning Section, and then moving into MARS Section once

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<sup>6</sup> For more information on DLAN, refer to the Help system within DLAN.

<sup>7</sup> For additional information on Local Liaisons, please see the SEMP Recovery Mission Area Plan.

## **STATE OF VERMONT EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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Recovery Task Forces have been activated. Please see the Recovery Mission Area Plan for additional information.

For all incidents, recovery begins as stabilization is underway. Markers of stabilization include:

- Provision of essential health and safety services;
- Congregate sheltering or other temporary sheltering is in place, if needed;
- Food, water, and other essential commodities are provided to those displaced;
- Disability-related assistance/functional needs support services are in place including basic psychological support and crisis counseling;
- Community-wide debris removal, including clearing of primary transportation routes is underway.<sup>8</sup>
- Restoration efforts are underway for all critical infrastructure lifeline sectors;
- Family reunification is occurring;
- Individual case management assessments are underway;
- Security and law enforcement functions have been reestablished;
- Assessment of damage to natural and cultural resources are underway.

### 7.2. Deactivating the SEOC

Deactivating the SEOC may occur at different times during the life of the incident and is dictated by the SEOC Manager based on joint discussions with key agency personnel and jurisdiction leaders. As no two incidents are the same, the magnitude of the event and incident stabilization play a large determinant in when and how the SEOC deactivates. Reducing staff and resources once they are no longer required is important, particularly in situations where the provision of assistance to impacted local municipalities may continue for a long time. These factors all contribute to the deactivation of the SEOC.

## Section VIII: Plan Maintenance

This Mission Area Plan should be reviewed annually or after any incident in which it is used. The review is performed to ensure compatibility and compliance among the concepts and commitments. Items requiring correction will be handled during the next scheduled revision (every five years) or immediately, depending on the seriousness of the item.

Plan revisions may be made at any time to correct deficiencies identified during the review cycle or during training, exercises, or real events. Revised pages are to be dated and the text marked to show where changes have been made. VEM has the overall responsibility for emergency planning and coordination of state resources in emergency operations. The Director of VEM will ensure appropriate distribution of the Response Mission Area Plan and any changes thereto.

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<sup>8</sup> For more information on debris management, please see the Debris Management Annex.

## Section IX: Attachments

### Attachment 1: Response Mission Area Core Capabilities and Preliminary Targets

<b>Response Mission Area Core Capabilities and Preliminary Targets</b>	
<b>Planning</b>	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
	1. Develop operational plans that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.
<b>Public Information &amp; Warning</b>	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
	1. Inform all affected segments of society by all means necessary, including accessible tools, of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public to take protective actions. 2. Deliver credible and actionable messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the transition to recovery.
<b>Operational Coordination</b>	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
	1. Mobilize all critical resources and establish command, control, and coordination structures within the affected community and other coordinating bodies in surrounding communities and across the Nation and maintain as needed throughout the duration of an incident. 2. Enhance and maintain command, control, and coordination structures, consistent with the National Incident Management System (NIMS), to meet basic human needs, stabilize the incident, and transition to recovery.
<b>Critical Transportation</b>	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
	1. Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors. 2. Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality. 3. Clear debris from any route type, (i.e., road, rail, airfield, port facility, waterway) to facilitate response operations.
<b>Environmental Response/Health and Safety</b>	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.
	1. Identify, assess, and mitigate worker health and safety hazards and disseminate health and safety guidance and resources to response and recovery workers.

**STATE OF VERMONT  
EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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<ol style="list-style-type: none"> <li>2. Minimize public exposure to environmental hazards through assessment of the hazards and implementation of public protective actions.</li> <li>3. Detect, assess, stabilize, and clean up releases of oil and hazardous materials into the environment, including buildings/structures, and properly manage waste.</li> <li>4. Identify, evaluate, and implement measures to prevent and minimize impacts to the environment, natural and cultural resources, and historic properties from all-hazard emergencies and response operations.</li> </ol>	
<b>Fatality Management Services</b>	<p>Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.</p>
<ol style="list-style-type: none"> <li>1. Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area.</li> </ol>	
<b>Fire Management and Suppression</b>	<p>Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.</p>
<ol style="list-style-type: none"> <li>1. Provide traditional first response or initial attack firefighting services.</li> <li>2. Conduct expanded or extended attack firefighting and support operations through coordinated response of fire management and specialized fire suppression resources.</li> <li>3. Ensure the coordinated deployment of appropriate local, regional, national, and international fire management and fire suppression resources to reinforce firefighting efforts and maintain an appropriate level of protection for subsequent fires.</li> </ol>	
<b>Infrastructure Systems</b>	<p>Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.</p>
<ol style="list-style-type: none"> <li>1. Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily-damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.</li> <li>2. Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.</li> <li>3. Provide for the clearance, removal, and disposal of debris.</li> <li>4. Formalize partnerships with governmental and private sector cyber incident or emergency response teams to accept, triage, and collaboratively respond to cascading impacts in an efficient manner.</li> </ol>	
<b>Logistics and Supply Chain Management</b>	<p>Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.</p>
<ol style="list-style-type: none"> <li>1. Mobilize and deliver governmental, nongovernmental, and private sector resources to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.</li> <li>2. Enhance public and private resource and services support for an affected area.</li> </ol>	
<b>Mass Care Services</b>	<p>Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.</p>

**STATE OF VERMONT  
EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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<ol style="list-style-type: none"> <li>1. Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.</li> <li>2. Establish, staff, and equip emergency shelters and other temporary housing options (including accessible housing) for the affected population.</li> <li>3. Move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.</li> </ol>	
Mass Search and Rescue Operations	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
<ol style="list-style-type: none"> <li>1. Conduct search and rescue operations to locate and rescue persons in distress.</li> <li>2. Initiate community-based search and rescue support operations across a wide geographically dispersed area.</li> <li>3. Ensure the synchronized deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts and transition to recovery.</li> </ol>	
On-scene Security, Protection, and Law Enforcement	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.
<ol style="list-style-type: none"> <li>1. Establish a safe and secure environment in an affected area.</li> <li>2. Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.</li> </ol>	
Operational Communications	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
<ol style="list-style-type: none"> <li>1. Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, tribal, state, and local first responders.</li> <li>2. Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.</li> <li>3. Re-establish critical information networks, including cybersecurity information sharing networks, in order to inform situational awareness, enable incident response, and support the resiliency of key systems.</li> </ol>	
Public Health, Healthcare, and Emergency Medical Services	Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.
<ol style="list-style-type: none"> <li>1. Deliver medical countermeasures to exposed populations.</li> <li>2. Complete triage and initial stabilization of casualties and begin definitive care for those likely to survive their injuries and illness.</li> <li>3. Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.</li> </ol>	
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
<ol style="list-style-type: none"> <li>1. Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.</li> </ol>	

**STATE OF VERMONT**  
**EMERGENCY MANAGEMENT PLAN: RESPONSE PLAN**

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2. Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.