


Emergency Operations Center: Preparing City Staff

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Certification Statement

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used language, ideas, expressions or writings of another.

Signed:  _____

Date: April 30, 2019.

Abstract

The problem was that Monrovia Fire & Rescue did not know what Emergency Operations Center (EOC) training should be provided to new and current city employees. The purpose of this applied research project (ARP) was to determine what EOC training should be incorporated into the new employee on-boarding process and what recurring training should be provided to existing employees. Descriptive methodology was used to answer the following research questions: (a) What EOC training, if any, is required for municipal employees? (b) What method and level of training should be provided to new employees? (c) What type and frequency of training do emergency management experts recommend to improve proficiency of city staff assigned to the EOC? (d) Does city staff currently feel adequately trained and knowledgeable regarding their responsibilities in the EOC? The procedures included two interviews and an online survey. The results revealed that municipalities are required to provide disaster planning and all Monrovia's full-time employees are classified as Disaster Service Workers with certain responsibilities. Employees are required to complete NIMS online classes in order for the city to be eligible for the Federal Emergency Management Agency (FEMA) Public Assistance program. The recommendations include having Monrovia's leadership team take ownership in disaster planning and employee training programs as they relate to the EOC and DSW responsibilities.

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Monrovia is a full-service city, providing police, fire, public works, library, parks and recreation along with other municipal services to the community. These services are provided by primarily full-time city staff, with relatively few positions being outsourced. Each of city's seven divisions are responsible for providing the EOC with employees during a disaster, large scale emergency or even in the case of large planned events. It is vital that these employees are properly trained in EOC functions in order to document, coordinate, and support incident operations and recovery efforts.

Monrovia's fire department has the responsibility to train staff in EOC functions. The primary responsibility falls to a shift division chief who oversees the training, drills and exercises. Unless they have chosen to take classes on their own, there isn't any specific training these chiefs receive prior to being assigned as the city's quasi emergency manager/EOC coordinator. This arrangement has resulted in practices and methods that have varied widely over the years depending on who was the division chief at the time.

The problem was that Monrovia Fire & Rescue did not know what emergency operations center (EOC) training should be provided to new and current city employees. The purpose of this research was to determine what EOC training should be incorporated into the new employee on boarding process and what recurring training should be provided to existing employees.

Descriptive methodology guided the following research questions: (a) What EOC training, if any, is required for municipal employees? (b) What method and level of training should be provided to new employees? (c) What type and frequency of training do emergency management experts recommend to improve proficiency of city staff assigned to the EOC? (d) Does city staff currently feel adequately trained and knowledgeable regarding their responsibilities in the EOC?

Background and Significance

Compared to many of the cities in the metropolitan Los Angeles area, Monrovia is relatively small, encompassing just under fourteen square miles with a resident population of 38,514 (USA.com, 2017). Monrovia is nestled at the base of the San Gabriel Mountain range, which is located 20 miles northeast of downtown Los Angeles. The city is active and vibrant, with both cultural and economic diversity. The median age is 39 and ethnically distributed as follows: 38% Caucasian, 37% Hispanic, 14% Asian, 7% Afro-American and 4% other (USA.com, 2017). Monrovia's tax base is supported through a strong retail corridor, automobile dealerships, manufacturing, light industrial, and a wide range of companies that employ thousands of office workers. According to Data USA (2017), these diverse companies account for a local workforce of 19,407.

Like most cities, Monrovia has exposure to significant incidents that include: (a) hazardous materials spills, (b) commuter railway accidents, (c) multi-casualty incidents, (d) fires, flooding and windstorms. However, the two threats with the potential to create citywide devastation are wildfires and earthquakes. The entire northern boundary of Monrovia abuts the San Gabriel Mountain range, which spans 970 square miles and is part of the Angeles National Forest (The American Southwest, n.d.). As shown in Figure 1 (Monrovia community wildfire protection plan, 2014, p. 3.24), wildfires have repeatedly burned in the foothills above Monrovia for over a century. Much of the city's wildland interface areas, where the brush and homes converge, have burned as many as five times in the past 100 years. Areas surrounding Monrovia have burned as many as eight times which poses a major threat to all of the foothill cities that abut the national forest.

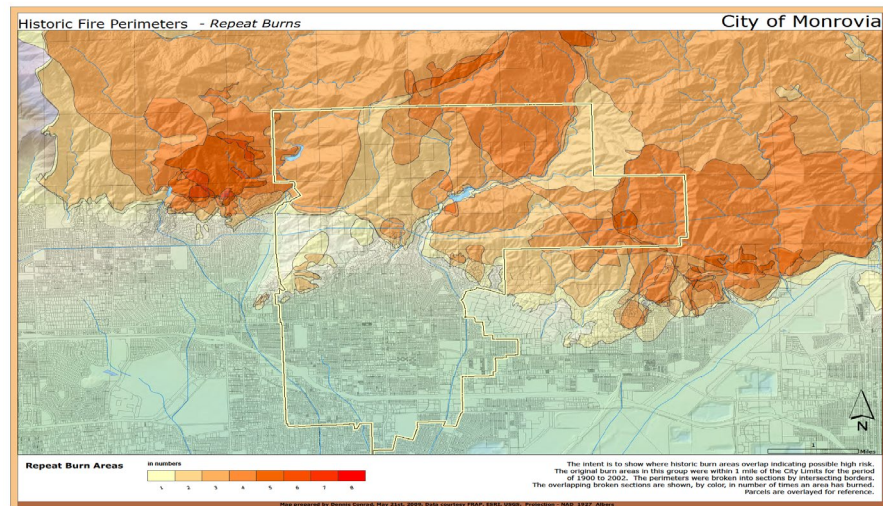


Figure 1. Historic Fire Perimeters-Repeat Burns.
(Monrovia community wildfire protection plan, 2014, p. 3.24)

The second major threat comes from earthquakes, which are common in Southern California. A large magnitude earthquake will impact not only Monrovia, but will also have long term regional impacts. Figure 2 (Cal-Tech seismic hazards map, 2013) is an earthquake predicative map, highlighting areas where seismic activity has occurred or is expected to occur with enough force to cause significant damage to older buildings. The map only reflects earthquakes of magnitude 7.0 or greater (Cal-Tech, 2013). Monrovia lies within the

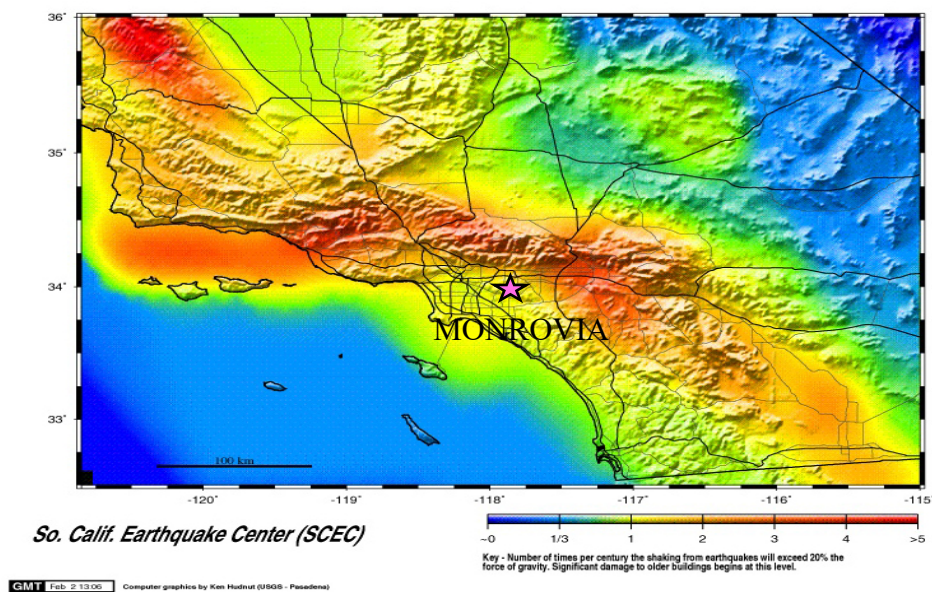


Figure 2. Seismic Hazards Map for Southern California (1994-2024).
(Cal-Tech Southern California earthquake center, 2013)

Sierra Madre Fault zone, which is approximately 75km long and is capable of producing up to a magnitude 7.0 earthquake (Cal-Tech, 2013). As such an old city, many of the residential and commercial structures were built prior to building codes that included seismic standards. The city has 10,829 separate properties containing 14,221 structures, which on average, were constructed 68 years ago in 1951 (Tidemark, 2019).

Monrovia's fire department transitioned from volunteer to a paid/career department in 1910 after several fires destroyed local businesses, including a prominent hotel and an influential businessman's livery stable. Much of the blame was placed on the volunteers, as the department was more of a "social club" than an organized firefighting contingent (City of Monrovia n.d.a.). The organization has continued to grow alongside the community, and is now an "all-hazard" agency. This means, response is provided regardless of the nature of the incident. In 2018, the department responded to 4,364 calls for service. This included 607 fire calls, 3513 EMS calls and 244 service responses (Firehouse, 2019). The city has two firehouses, staffed daily with 14 personnel. The crews are divided among: (a) two engine companies, (b) one ladder truck, (c) two ALS paramedic squads, and (d) one command vehicle staffed by a division chief.

In the past, Monrovia's EOC has been activated at varying levels for: (a) wildfires, (b) earthquakes, (c) windstorms, (d) rainstorms, and (e) debris flows. The EOC was last activated on January 9, 2018, and incident monitoring lasted for three days. The activation was due to a period of heavy and extended rainfall. The EOC was activated to a level two, which according to the city EOC manual, consists of "potential for problems" (City of Monrovia, n.d.b.). In this particular case, several key individuals were tasked with monitoring incident activities and had the EOC in warm status. This means transition to full activation is able to happen quickly if needed. Beyond monitoring, the EOC personnel were tasked with documenting activities and costs. Tracking activities allowed for reimbursements through FEMA's Public Assistance program (Federal Emergency Management Agency (FEMA), 2018).

Monrovia Municipal Code (1983) (MMC) Section 2.44, *Emergency Organization and Functions*, designates the mayor, city manager and fire chief as a disaster council. The council has the authority and responsibility to manage disaster planning, response and recovery. The remaining department heads form a policy group in the Multi-Hazard Function Emergency Plan. By forming a disaster council, every full-time employee is designated as a disaster service worker (DSW) and may have additional duties, such as responding to the EOC when activated (Monrovia Municipal Code (MMC) § 2.44.60 (4), 1983).

The role of the fire chief on the disaster council is assistant director of emergency services. One of the responsibilities of this position is to “...develop emergency plans and manage the emergency programs of this city” (MMC § 2.44.60 (C) (1983) p. 49). These duties have historically been delegated to a division chief who is tasked with disaster preparedness and more recently community risk reduction.

Review of the most recent Fire Division Chief Job Recruitment flyer dated January 13, 2019, (Appendix A) reflects the absence of any required certifications or degrees in emergency management, disaster preparedness, or EOC Coordination. However, the flyer states “each Division Chief will be assigned to develop, oversee, and implement projects and programs throughout the year which may include community outreach, training, disaster preparedness or others, as assigned” (Appendix A). Currently, the department does not have a professional development program or standardized method to consistently develop these chiefs once promoted.

Since the division chiefs are not required to have any background in emergency management, once promoted they often times attend local classes or training programs to bolster their knowledge. A lack of emergency management experience combined with their own unique classroom and training experiences has led to variations in how they have carried out their duties. There have been numerous changes to the frequency and methods used to train city staff over the

years. This is usually due to a division chief trying something new or being unfamiliar with what was done before. Specific job positions, procedures and physical layout are provided in manuals kept in the EOC. However, there are no written guidelines for how a division chief should train city staff or operate as the emergency manager/EOC coordinator.

The fire department has three division chiefs, each assigned to a 24-hour platoon commonly referred to as A, B or C shifts. These chiefs are tasked with operational and administrative duties, as well as day-to-day personnel supervision. They rotate shift assignments and administrative responsibilities every two to three years. The rotations act as a double-edged sword for the department and city. Every two to three years each chief has to familiarize themselves with new administrative duties, and sometimes, this comes at the cost of experience and even expertise in each of the divisional assignments. However, the rotations also bring new ideas and energy into each of the divisions.

Another challenge has been the division chiefs' lack of consistent engagement with city staff and regional partners. Since they are assigned to a rotating work schedule, it has proven challenging for them to connect with individuals and groups that work a typical 40-hour week. The lack of engagement has been evident as there has not been any EOC training or exercises since the "Monrovia Earthquake" functional exercise was conducted on July 11, 2016 (Veoci, 2016).

Since the fire department is tasked with disaster planning, most of the effort to prepare, train or exercise EOC scenarios is initiated by the fire department. This has led to friction between divisions since EOC training is viewed as a fire department responsibility. However, when a large emergency or disaster strikes, on-duty fire department personnel are in the field working and often the last to get pulled into the EOC. It is vital to have city staff properly trained so they are proficient at their duties. There should not be reliance on the fire department, as personnel may be delayed in reporting to the EOC.

The Executive Analysis of Fire Service Operations in Emergency Management (EAFSOEM) course has definitive linkage to the content of this research. Specifically, the course description states “...designed for third-year EFO students to better prepare their communities for large scale, multiagency, all-hazard incidents” (United States Fire Administration, Student Manual, 2016, p. 1). Additionally, the student manual outlines important aspects of EOC operations such as: (a) differences in design and function, (b) NIMS training, (c) Stafford Act, Multi-Agency Coordination System (MACS), (d) Public Assistance, and (e) the National Response Framework (USFA SM, 2016, pp.2-3).

The United States Fire Administration (USFA) strategic plan outlines goals and priorities for fiscal years 2014-2018. The USFA has five major goals, and goal two specifically addresses elements of this research. Goal two states: “promote response, local planning and preparedness for all-hazards” (USFA, 2014, p. 11). Five specific project areas support this particular goal. The first project area links to this ARP by seeking to “...improve capabilities through training, education, exercise and evaluation (USFA, 2014, p 9).

Without changes to disaster preparedness planning, EOC management and employee training, Monrovia will continue to be ill prepared for the next disaster or large-scale emergency. This could impact the lives of those that work, live, or visit Monrovia, as well as effect first responder safety. By not properly training staff, Monrovia is at risk of losing of state and federal reimbursements through Public Assistance programs. This would be financially devastating to the city, inhibit recovery efforts, and lead to negative impacts potentially lasting for years.

Literature Review

Literature review for this ARP began at the National Fire Academy’s Learning Resource Center. Most information on EOC’s was found to be integrated into larger documents such as local, state, or national/federal preparedness manuals or guidelines. Professional journals

containing articles that addressed specific aspects of EOC's were also utilized. Books on the subject were scarce, so the research depended heavily on governmental guidelines, manuals, training curriculum, and scholarly articles.

The fire service has become adept at managing day-to-day incidents within the framework of the Incident Command System (ICS). However, when an incident grows beyond jurisdictional capabilities or is extended in duration, an EOC needs to be activated. The EOC takes on the role of a multi-agency coordinating system which is based on the National Response Framework (Moeller, 2014). An EOC uses a "layer-cake" approach where one level of government relies on, or builds upon, another (Moeller, 2014). When city leaders or emergency managers recognize that local resources are inadequate to fully meet the community's needs, requests are channeled through an EOC, seeking regional, state and then federal assistance.

The National Response Framework (NRF) (FEMA, 2016) and National Incident Management System (NIMS) are closely aligned and form the basis for how a municipality incorporates the principles of emergency management into their communities (FEMA, 2017). The NRF focuses on "...a holistic approach to response... and emphasizes the need for the involvement of the whole community" (FEMA, 2016, p. 3). The framework focuses on five mission areas: (a) prevention, (b) protection, (c) mitigation, (d) response, and (e) recovery. The components of NIMS, which includes: (a) preparedness, (b) communications, (c) information management, (d) resource management, and (e) command and management, support the NRF (FEMA, 2016, p.20). Beginning at the local level, communities such as Monrovia, use these two national plans as the framework by which they incorporate emergency management and oversight of the EOC.

The National Incident Management System provides the foundational template communities across the United States need to follow (Appendix B). The Department of Homeland Security first published NIMS in 2004 . It has gone through two additional revisions,

in 2008 and again in 2017 (FEMA, 2017). The United States Homeland Security Acting Secretary Elaine Duke said “in order to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, and complexity...NIMS must remain nimble, accurate, and up-to-date in order to stay relevant” (FEMA, 2017, p. 1). This national system guides all levels of government, nongovernmental organizations, and the private sector in a community- wide approach to saving lives, stabilizing incidents, and protecting property and the environment (FEMA, 2017).

According to NIMS, EOC’s are locations where staff comes together to address threats and hazards and to provide coordinated support to incident command personnel and other EOC’s. They may be fixed locations, temporary facilities, or virtual structures with staff participating remotely. EOC teams consolidate and exchange information, support decision-making and coordinate resources. EOC’s may also be activated to support prevention activities and for large event coordination (NIMS, 2017).

The Federal Emergency Management Agency provides credentialing guidelines, which is an important component in ensuring EOC staff have standardized training, exercises, experiences and mental and physical fitness (FEMA, 2011). The credentialing system isn’t a requirement, but rather a standardized set of guidelines, position specific skills, and standardized terminology. The credentialing system can be utilized as the framework for a training program due to its specificity regarding the roles and responsibilities of each position. Credentialing also establishes qualifications, which according to the NIMS Guideline for Credentialing Personnel (FEMA, 2011, p. 8) is defined as “...education, training, experience and certification/licensure that are position specific.” The guideline continues by adding “departments, agencies, and authorities having jurisdiction over positions are responsible for determining position requirements through a job-task analysis” (FEMA, 2011, p. 8).

The National Incident Management System provides for flexibility in how an EOC is structured. For example, NIMS provides guidelines for jurisdictions that wish to use their daily departmental structure to organize their EOC (FEMA, 2011). The incident management system also provides guidelines for three levels of activation. Level one is a full activation, level two is a partial activation and level three is a normal state for routine activities. The City of Monrovia provides orientation training to new division managers that outlines five incident types based on severity, and three EOC activation levels. The training document states a type one is the most severe and type five is the least severe. Conversely, the document states a level one EOC activation is the least severe, while level three is the most severe (City of Monrovia, n.d.b.). These severity levels are in contrast to the incident type severity and NIMS guidelines (FEMA, 2017).

Very few requirements exist regarding mandatory training for new employees and recurring training for current employees. According to NIMS, local governmental employees are required to complete IS100 *Introduction to ICS* and IS700 *Introduction to NIMS*. This training is required under Homeland Security Presidential Directive (HSPD-5) in order to receive federal funding, grants, training, and reimbursement of disaster recovery costs (Appendix B). For first line supervisors IS200, *ICS for single resources and initial action incidents* is also required. For mid-level management ICS300, and IS800 *Introduction to the NRF* are also required. For Command Staff, EOC managers and department heads with management responsibilities ICS 400, *Advanced ICS* is required. Additional training recommendations are provided by FEMA based on an individual's level of responsibility and position in the EOC (Appendix B). Governors, county executives, mayors, agency administrators, city managers, and other elected officials who have jurisdictional authority or oversight during an emergency have training recommendations, but no requirements (Appendix B).

All of Monrovia full-time employees are classified as Disaster Service Workers (DSW's). Directed by California Title 19, Division 2, public agencies, such as Monrovia, are empowered as disaster councils. The authority granted as a disaster council is completed through local ordinance. This was completed in 1983 in Monrovia and is outlined in the MMC, Section 2.44 (MMC, 1983). The *Disaster Service Worker Volunteer Program Guidance* booklet defines disaster service as “activities performed to mitigate an imminent threat of extreme peril to life, property and resources” (Cal-OES, 2016, pp. 10-11). As DSW's, public employees are sworn-in when first hired and “may be activated by their supervisor to perform disaster services” (Cal-OES, 2016, p. 10). Public employees are required to subscribe to the oath in order to be officially registered and be eligible for worker's compensation benefits (Gov. Code, §3102(a)) (Cal-OES, 2016). This oath is taken before an officer with oath administration authority, such as a city clerk, elected official, or notary public. Disaster service is not intended for day-to-day activities or emergencies, but rather those overwhelming events that go beyond jurisdictional capabilities (Cal-OES, 2016).

According to the DSW Program Guidance (Cal-OES, 2016), training is recommended and should be commensurate to the DSW classification. There are thirteen classifications and number four is EOC/Incident Command. Training recommendations include: (a) exercises, (b) drills, (c) classroom instruction, (d) equipment training, (e) communications training, and (f) physical fitness testing. There aren't any requirements, but it is suggested that DSW's have knowledge of basic first-aid, incident command system, standardized emergency management system (SEMS), NIMS, and other emergency management training (Cal-OES, 2016).

A document that was prepared by Keith Harrison, former Acting Administrator of Los Angeles County Emergency Management, provides mandates for municipalities in California (Appendix C). Emergency planning in California is found in Title 19 (Cal-OES, 2016), and requires that public agencies have certain plans in place, such as an emergency operation plan

and hazard mitigation plan. The planning requirement includes training employees, exercises, drills etc. The document addresses employees and only recommends training that enhances operational capacity to respond to and recover from an emergency. There aren't any requirements for specific types of employee training or frequency (Appendix C).

Los Angeles County Office of Emergency Management provides guidelines on preparedness drills, exercises and trainings utilizing a variety of scenarios. These guidelines serve to test plans, reinforce response and recovery, identify areas of strength and improvement and promote collaboration (County of Los Angeles, 2019). They incorporate all of these elements into their preparedness training program. They utilize exercises to test plans, procedures, equipment, facilities, and training. The exercises are evaluated to see what went well and what did not, and they develop an action plan to improve. They list three types of exercises: (a) tabletop, (b) functional, and (c) full-scale.

The tabletop exercises are intended to facilitate an employee learning environment where departments can come together and talk through scenarios. A functional exercise is designed to test and evaluate emergency functions and various levels of government in a simulated emergency environment. A full-scale exercise includes all components of the functional exercise plus activation of an incident command post and response personnel (County of Los Angeles, 2019).

The FEMA EOC Management and Operations course provides a standardized format to improve preparedness (FEMA, 2012). It's called the Homeland Security Exercise and Evaluation Program (HSEEP) and provides a national standard for all levels of government to use as a consistent platform that promotes skill development, exercise advancements, improved planning and program evaluation (FEMA, 2012).

EOC Management and Operations uses a capabilities based approach to training and exercising at the EOC. According to the student manual, there are three overarching benefits to a

capabilities based exercise program. Personnel have an opportunity to practice their roles and responsibilities and improve. Jurisdictions can measure their actual capabilities in specified areas and can improve their emergency management systems (FEMA, 2012).

Effective training and exercise programs share several common attributes in that they provide the right kind of training for EOC personnel. The right kind of training provides the knowledge and skills required to perform the assigned functions. This allows EOC personnel to apply these skills, as well as demonstrate the knowledge they have gained through training. An effective program also provides meaningful opportunities for teamwork, confidence and accomplishment. The goal of the program should be mission readiness which means the program is comprehensive, reflects lessons learned from previous training or actual events and focuses on common goals (FEMA, 2012).

According the EOC Management and Operations student manual (FEMA, 2012) there are two broad categories of exercises; discussion based and operations based. Discussion based incorporates seminars, workshops, tabletops and games. Operations based exercises include drills, functional and full-scale. Each of these methods provides personnel with specific learning opportunities. In addition to the categories of exercises, retention by personnel can be improved by using a combination of teaching methods.

In the late 1960's Dr. Edgar Dale (1969) developed the Cone of Learning, which measures retention based on the method of instruction. Students were exposed to auditory, visual or participative inputs and retention was measured after two weeks. Students retained 10% of what they read and 20% of what they heard. These are a form of verbal receiving and account for the lowest retention of any of the inputs. At the lowest level of visual receiving, students retained 30% of what had been seen, but that improved to 50% if something was both seen and heard. When the nature of involvement included receiving (inputs), and participating, such engagement in discussion or giving a talk, retention increased to 70%. This is where the learning

environment becomes active compared to passive. When students gave a dramatic presentation, simulated a real experience, or participated in doing the real thing, retention rose to 90% (Dale, 1969, p.108).

Just as method of instruction is a valid factor in measuring retention, so is frequency of training or practice. A recent study aimed to determine the most effective frequency of CPR training sessions to improve provider skills. Participants were randomized to one-month, three-month, six-month and 12-month CPR training intervals over the course of one year. A total of 167 participants were included in the analysis and all were verbally and visually coached until they met pre-specified techniques considered “excellent” in performing CPR. The participants that were engaged monthly in “short-duration, distributed CPR training on a manikin with real-time visual feedback” performed the best. The participants that trained monthly had an “excellent” CPR rate of (58%) compared to the three-month group (26%), six-month group (21%) and one-year group (15%) (Anderson, Sebaltd, Lin, & Cheng, 2018, p. 156).

“The Impact of Practice and Frequency on Retention” looked at the spacing and massing of practice on learning and retention. It was found that spacing, or the frequency of training and practice, significantly impacts improvements in accuracy, problem-solving and skill acquisition. In particular, the more frequent the practice the better individuals performed and the quicker tasks were completed. Where negative impacts in retention were seen was in massing of practice. It was shown that when too many things were added to training or practice sessions, retention dropped, regardless of the frequency (Tenison & Anderson, 2016).

In summary, there are relatively few disaster preparedness requirements for municipalities or public employees. However, the requirements that do exist do need to be strictly followed, or consequences for not complying are very high. Industry experts agree on the importance of incorporating training or exposure to the DSW program and EOC position training into on-boarding and recurring employee development programs. Review of local, state and

federal guidelines provided a specific framework to follow which includes requirements, recommendations and best practices. Several studies are in agreement with the industry experts on learning and retention. Keep the training short, specific and frequent to maximize skill acquisition and retention.

Procedures

Descriptive methodology research for this project began at the National Fire Academy's Learning Resource Center, Emmitsburg, MD. The procedures included three data gathering instruments. This included an online city staff survey, interviews with city department heads, and interviews with emergency management experts.

Five emergency management experts were interviewed via phone between March 5-22, 2019. One interview consisted of two emergency management experts, so four separate interviews took place. Each expert was asked 11 questions regarding their knowledge, qualifications, current/past roles, EOC training requirements, best practices and recommendations (Appendix F). The interviews had been prearranged and each lasted approximately 45 minutes.

The interviews were conducted with John Pinedo (personal communication, March 19, 2019) (Appendix F) and Diana Malzano (personal communication, March 20, 2019) (Appendix F), both who are Los Angeles County Disaster Management Coordinators. A third interview was conducted with Jordon Villwock (personal communication, March 5, 2019), Emergency Management Administrator with the City of Laguna Beach (Appendix F). The final interview was conducted with Leslie Luke, (personal communication March 22, 2019) Deputy Director of Los Angeles County Office of Emergency Management (Appendix F). Assistant Director Bennett Cummings (personal communication, March 22, 2019) (Appendix F) also sat in on the interview.

Interview questions one to five were focused on the backgrounds of the emergency management experts and their current title/role (Appendix F). The questions were intended to establish previous emergency management roles, education and experience, current title and duties, thus qualifying them as industry experts. Question numbers two and three “What method and level of training should be provided to new employees” and “What type and frequency of training do emergency management experts recommend to improve proficiency of city staff assigned to the EOC” were both best answered during the emergency management expert interviews, review of student manuals, and research studies on student instruction and retention. The fourth question “Does city staff currently feel adequately trained and knowledgeable regarding their responsibilities in the EOC” was answered by the employee survey.

On January 14, 2019, the city email network was used to send an online survey (Appendix D) to all full-time employees. An email group named “Full-Time-Employees” was verified and found to contain email addresses of former employees as well as elected officials. These individuals were excluded as well as department heads, who were interviewed separately. The email contained completion instructions and a link to the survey titled “City of Monrovia Emergency Operations (EOC) Survey” (Appendix D). The employee survey was created on the Survey Monkey® platform, which allows users to build, distribute and collect data for their surveys. Participants were provided two weeks for completion and all results were collected anonymously (Appendix D).

The book *Practical Research Planning and Design* provides research and data collection guidelines. Descriptive research falls under the broad heading of quantitative research that describes an observed phenomenon or examines a situation as it currently exists (Leedy & Ormrod, 2013, pp. 184-225). Monrovia’s current fiscal year budget authorizes 249.75 fulltime positions according to R.A. Bowman (personal communication, January 16, 2019) (Appendix G), however, staff vacancies and inaccuracies in the email group list reduced the pool of survey

participants to 181. Due to the ease of email and data collection, the entire population was provided a link to the survey. In smaller groups, 100 or fewer, there is little point in sampling, and the entire population should be surveyed. In larger populations, such as 500, the sampling size can be dropped to 50%. The percentage of the population sampled continues to drop as the population gets larger (Leedy & Ormrod, 2013, pp. 215-216). It was decided to include the entire population in order to receive the most responses possible. Fifty-four respondents (29.8%) completed the survey, which is consistent among emailed surveys (Leedy & Ormrod, 2013, p. 202). Response rates are generally low with both mailed and emailed surveys, under 50% for mailed and oftentimes lower than 20% for emailed surveys (Leedy & Ormrod, 2013, p. 202).

In person interviews were conducted with the city manager, department heads and city clerk between January 16 and February 5, 2019 (Appendix E). The department heads were advised of the purpose of the interview and calendars were blocked to ensure adequate time for dialogue. Each interview averaged 30 minutes in length.

The first department head to be interviewed was Director of Finance, Buffy Bullis (personal communication, January 16, 2019) (Appendix E). Community Development Director Craig Jimenez (personal communication, January 29, 2019), and Community Service Director Tina Cherry (personal communication, January 29, 2019), were both interviewed next (Appendix E). Following, were interviews with Oliver Chi, City Manager (personal communication, January 30, 2019) and Alice Atkins, City Clerk (personal communication, January 30, 2019) (Appendix E). Finally, Alan Sanvictores, Chief of Police (personal communication, February 5, 2019) was interviewed (Appendix E).

Several key limitations have been noted for this research. First, the subject area of EOC training programs and requirements was very narrowly focused, limiting the number of research materials available. Finding books and scholarly articles on adult training and retention specific

to emergency management/EOC was limited. The researcher had to use comparative findings from studies with aspects or conditions similar to EOC duties and responsibilities.

The interviews provided excellent information, however, they were challenging to schedule and time consuming to complete. This was found to be a limitation more specific to the emergency management expert interviews. Conducting interviews with experts at the state and federal levels was desirable, however, scheduling conflicts prevented these from occurring. The online survey response rate was consistent with data published by Leddy and Ormrod (2013), although, many perspectives were lost by the low response rate.

Results

Descriptive research methodology guided four research questions. The first research question asked: (a) What EOC training, if any, is required for municipal employees? According to emergency management expert John Pinedo (personal communication, March 19, 2019), the only requirement in California is to conduct emergency/disaster planning, which includes employee training (Appendix F). This was verified through a document titled *Mandates for Emergency Planning in California* that Pinedo provided via email (personal communication, March 21, 2019) after the interview (Appendix C). Every emergency expert identified emergency planning activities as part of training. For example, Pinedo (personal communication, March 19, 2019), stated planning exercises are part effective training and Diana Malzano identified position credentialing training as part of the planning process (personal communication, March 20, 2019) (Appendix F).

Monrovia Municipal Code (MMC) Section 2.44, *Emergency Organization and Functions* (MMC, 1983, p. 50) designates every Monrovia employee as a disaster service worker (DSW). According to Leslie Luke (personal communication, March 22, 2019), while there isn't any specific training requirements for DSW's, the state emergency management system (SEMS) course G-606 is strongly recommended and an excellent training program to provide to all new

employees (Appendix F). Malzano (personal communication, March 20, 2019), said several local cities require their employees to participate in DSW training as a best practice, although it is not a state or federal mandate (Appendix F).

Every emergency management expert that was interviewed said NIMS training is required if a municipality wishes to receive federal Public Assistance program funding (Appendix F). All staff that have positions in the EOC must be trained in IS100 and IS700. For supervisors and mid-level management, ICS300 and IS800 are also required (Appendix B). The City of Monrovia has received federal funding in the past and may do so again in future. Therefore, NIMS essentially becomes a requirement for city staff. These are the only requirements for the city and the employees.

The second research question asked: (b) What method and level of training should be provided to new employees? Malzano (personal communication, March 20, 2019) suggests a disaster academy which is a short exposure to the DSW purpose, responsibilities and EOC functions (Appendix F). Villwock (personal communication, March 5, 2019) provides DSW training and has all full-time employees complete NIMS. For employees with a position in the EOC, they continue on to more extensive training that is position specific (Appendix F). Pinedo (personal communication, March 19, 2019) said to incorporate DSW training into the on-boarding process and indicated that a number of cities, big and small, are already doing it and have a training framework that can be borrowed or followed (Appendix F). Leslie Luke (personal communication, March, 22, 2019) also said to provide new employees with something they can take with them, such as a frequently asked questions sheet (FAQ), so they have reference material if needed. He said the purpose of exposing new employees to disaster planning/training is to plant seeds (Appendix F).

Police Chief Alan Sanvictores (personal communication, February 5, 2019) stated that it is critically important that staff understand their roles in the EOC (Appendix E). Further

elaborating, he said tenured staff in the police department are comfortable in their roles, while newer employees have not been properly trained. He said that real experience, on-the-job training and job specific training for new employees will help. Tina Cherry (personal communication, January 29, 2019) and City Manager Oliver Chi (personal communication, January 30, 2019), both feel that as leaders they need to make it a priority to prepare all employees for their roles as DSW's and in the EOC (Appendix E). They both stated that not all staff have been trained and there is a lot of room for improvement. They both added that small manageable training sessions with the addition of online NIMS classes is important (Appendix E).

Questions two, three and nine of the employee online survey sought to determine if gaps exist in EOC or preparedness training for new employees (Appendix D). The three questions were answered by all 54 survey respondents. Question two asked employees if they had received any EOC training when first hired. Thirteen replied "Yes" (24.07%), while 39 replied "No" (72.22%) and two were "Unsure" (3.70%) (Appendix D). Question nine asked employees if they had responsibilities in the EOC. Twenty-two (40.74%) said "Yes" they do have a role while 12 (22.22%) replied "No" they don't have a role and 20 (37.04%) are "Unsure" whether or not they have responsibilities in the EOC. Question three asked if subsequent training was provided and thirty (55.56%) answered "Yes" they had received EOC training while 23 (42.59%) replied they had not had any EOC training (Appendix D).

The third research question asked: (c) What type and frequency of training do emergency management experts recommend to improve proficiency of city staff assigned to the EOC? According to Pinedo (personal communication, March 19, 2019) , Malzano (personal communication, March 20, 2019), and Villwock (personal communication, March 5, 2019) (Appendix F), start small, keep the training relevant and simple, be position specific, and make the employees feel comfortable. Villwock stated he uses a "lunch and learn" approach where

once per month EOC staff gets together for a discussion while they eat. Leslie Luke (personal communication, March 22, 2019) added the training should be position specific and include smaller tabletop exercises more often than larger more formalized functional or full-scale exercises (Appendix F).

Villwock (personal communication, March 5, 2019), also suggests ensuring all staff have their requisite NIMS courses and he uses job-aids to improve task and responsibility comfort levels. Luke (personal communication, March 22, 2019) suggests quarterly training that focuses on drills and tabletops while Pinedo (personal communication, March 19, 2019), stated position training is a must and suggested reaching out to regional partners to assist with larger annual trainings. Pinedo also suggested all staff, including newly on-boarded employees, receive DSW training (Appendix F).

According to Craig Jimenez, (personal communication, January 29, 2019), focused training is extremely important. He said people revert to what they know, so getting specific and providing employees with the most pertinent information is vital. He went on to add that tabletop exercise are also very effective (Appendix E). Tina Cherry (personal communication, January 29, 2019) said employees need to understand their roles as a DSW's. She added that simple things, such as discussing city plans, is an effective way to give exposure to staff (Appendix E).

Specific to frequency of training, Jordon Villwock (personal communication, March, 5, 2019) said EOC staff should have quick monthly reviews of job-aids and specific tasks (Appendix F). He said annual exercises are also important to put into practice the specific training that occurred throughout the year. Diana Malzano (personal communication, March, 20, 2019) said to start small, at least quarterly, and get everyone comfortable before beginning any larger exercises which she suggests holding annually. Similar to the other emergency management experts, John Pinedo (personal communication, March, 19, 2019) suggests small duration, 20-30 minute trainings, followed by quarterly drills and annual exercises (Appendix F).

The employee survey asked what type of training they feel is most effective (Appendix D). Thirty-five respondents answered the question and 19 skipped. Eight respondents (22.85%) replied that full-scale exercises were the most effective and seven (20%) believe tabletop exercise were the most effective. Five (14.29%) replied discussion based and 4 (11.43%) replied functional exercises. Three (8.57%) individuals thought drills were the most effective while two individuals (5.71%) thought independent study/online courses were the most effective. Other respondents replied they felt they needed to be more prepared before going into large EOC exercises and one replied “N/A” while one other stated they did not have anything to compare their one experience with (Appendix D).

The employee survey asked what frequency of EOC training was necessary to develop and maintain proficient skills. All 54 respondents answered the question and they were allowed to select “Monthly, Quarterly, Semi-annually, Annually, or Unsure.” No respondents selected monthly; 29 (53.7%) selected quarterly; 13 (24.07%) selected semi-annually; 10 (18.52%) selected annually and two (3.70%) were unsure (Appendix D).

The fourth research question asked: (d) Does city staff currently feel adequately trained and knowledgeable regarding their responsibilities in the EOC? Question #11 on the employee survey was answered by 51 of the 54 respondents and asked how confidently employees felt about performing their job functions in the EOC. A Likert type scale was used, and provided a range from 0 to 100. Zero represented not confident at all and one hundred represented extremely confident. As an aggregate, the respondents felt somewhat confident in their abilities with a combined ranking of 59.7 (Appendix D). Question #12 was answered by all 54 survey respondents and asked employees if they felt there was sufficiently trained staff to work in the EOC on extended incidents. Fifteen (27.78%) replied “Yes” they have sufficient staff trained, while 25 (46.30%) replied “No” and do not believe their department has sufficiently trained staff. Fourteen (25.93%) are “Unsure” if they have properly trained staff.

The department heads were asked if they felt adequately prepared to operate in the EOC and if their staff was adequately prepared. Community Development Director Craig Jimenez (personal communication, January 29, 2019) said he does not feel adequately prepared for his role in the EOC. He stated he could provide general leadership, but isn't familiar with the specific roles of those that work in Planning with him in the EOC (Appendix E). He went on to say that none of his new employees have been trained in their EOC roles and Community Development has seen a lot of turnover. This equates to a significant number of employees that have not been trained. Tina Cherry (personal communication, January 29, 2019) feels prepared in some areas but not others (Appendix E). The remaining department heads, city manager and city clerk all feel they are prepared to perform their duties in the EOC (Appendix E).

The department heads, city manager and city clerk were asked about the level of preparedness of their staff. Alice Atkins (personal communication, January 30, 2019) does not supervise employees in the EOC. Buffy Bullis feels that her staff has adequate training for the most part, however, none of her new staff have had any training. Craig Jimenez (personal communication, January 29, 2019), and Oliver Chi (personal communications, January 29, 2019), both stated their staff is not adequately trained. Tina Cherry (personal communication, January 29, 2019) and Alan Sanvictores (personal communication, February 5, 2019) both believe their managers, mid-managers and older staff are adequately trained, but new staff has not been (Appendix E).

Results from the two interviews (Appendix E) and (Appendix F), and online survey (Appendix D) provided answers to all four of the original research questions. Furthermore, the results directly address the problem in Monrovia while supporting the purpose of this research project. Emergency management experts were able to provide best practices and industry specific guidelines on training, exercises and planning. The department heads and city staff understand very well what has and hasn't been working and identified areas of deficiency.

Discussion

The data used for this paper revealed that Monrovia has not adequately trained new employees or current employees in their EOC duties or as disaster service workers (DSW's). The study results show that 72.2% of employees never received any EOC training when hired, and only 55.6% have received any subsequent training (Appendix D). Interviews with the department heads, city manager and city clerk shows that at least two of them, Craig Jimenez (personal communication, January 29, 2019) and Tina Cherry, (personal communication, January 29, 2019) don't feel completely comfortable in their roles (Appendix E). Each of these leaders said their departments have seen a lot of employee turnover, and they all have new employees that have not been properly trained (Appendix E).

The NIMS guidelines require all employees working for municipalities to complete certain courses in order to qualify for federal reimbursements (Appendix B). Emergency Management expert Jordan Villwock (personal communication, March 5, 2019) confirmed these requirements need to be met, and provided ideas of how to implement the training (Appendix F). Emergency Operations Center position specific requirements are provided in the Guideline for Credentialing of Personnel (FEMA, 2011). According to Diana Malzano, these guidelines are an effective method of providing standardized training for EOC staff (personal communication, March, 20, 2019) (Appendix F). Results of the employee survey show that gaps exist in these areas and many employees have never had NIMS or EOC training (Appendix D).

John Pinedo (personal communication, March 19, 2019) (Appendix F) discussed the requirement for California cities to plan, which includes training. Pinedo provided a document "*Mandates for Emergency Planning in California*" (personal communication, March 21, 2019), and explained disaster preparedness requirements and recommendations in California (Appendix C). The requirement doesn't specify the type, duration or frequency of planning, just simply that municipalities must plan. Monrovia meets this mandate, but has not conducted any disaster

preparedness training since July, 2016, when staff conducted the “Monrovia Earthquake” EOC exercise (Veoci, 2016). This frequency is not in line with recommendations provided by emergency management experts (Appendix F) or results found in the study “*The Impact of Practice and Frequency on retention*” (Tenison & Anderson, 2016). The study found spacing, or frequency, to be a significant factor in accuracy, problem-solving and skill-acquisition. Specifically, the more frequent the training or practice, the better individuals performed.

It was discovered that Monrovia Municipal Code Section 2.44, “*Emergency Organization and Functions*” creates a disaster council which in turn has the authority to activate employees as DSW’s (MMC, 1983). Every emergency management expert confirmed that all of Monrovia’s employees are DSW’s (Appendix F). Diana Malzano (personal communication, March 20, 2019) added that some level of training and explanation of what their roles and responsibilities are during a disaster should be standard for all employees (Appendix F). The data supports this position and the new employee on-boarding process should include an overview of the roles and responsibilities of DSW’s. Employees are sworn-in during this phase and they need to have an understanding of why they are taking an oath as it relates to their duties in a disaster.

An excellent resource to draw from for establishing a training plan for new employees is the *Disaster Service Worker Volunteer Program Guidance* booklet (Cal-OES, 2016, pp.10-11). According to Leslie Luke (personal communication, March 22, 2019) , the California SEMS introductory class titled G-606 for DSW’s is an excellent place to start since every employee is a DSW. Villwock (personal communication, March 5, 2019) explained that in Laguna Beach where he works, employees with responsibilities in the EOC participate in several extra days of training, which includes the NIMS online classes (Appendix F).

It was learned from both literature review and the data gathering instruments that type, frequency, and duration are key elements of a successful training program. A recent CPR study

reinforced research findings used in this paper that show short duration, regular frequency practice dramatically improves retention (Anderson, Sebaldt, Lin, & Cheng, 2018, p. 156). The work done by Dr. Edgar Dale (1969), who developed the Cone of Learning, is also an extremely important consideration when developing a training plan that seeks to improve retention. His work delineates retention rates based on method of instruction.

Interviews with Diana Malzano (personal communication, March 20, 2019) and Jordon Villwock (personal communication, March 5, 2019) support the literary findings. They both said that for training to be effective it needs to be in short durations, such as the “lunch and learn,” and practiced at regular intervals (Appendix F). Community Development Director Craig Jimenez (personal communication, January 29, 2019) said that focused quarterly training for 30 minutes to an hour with one large annual drill is the most effective (Appendix E). On the survey, over 50% of the employees responded that quarterly training is the most effective (Appendix D).

The data indicates that Monrovia is currently at a time when a number of employees have not been properly trained as DSW’s or in their EOC roles. Emergency management expert responses (Appendix F) combined with literature review findings showed small manageable trainings can be highly effective. These are the building blocks to developing a proficient group of employees that are capable of functioning as DSW’s and in the EOC. If nothing changes, history will repeat itself when disaster strikes and the employees and city leaders will be scrambling to figure it out, yet once again.

Recommendations

The following recommendations will be presented to the city manager and department heads, as it is imperative they understand the NIMS and DSW requirements and best practices related to training. If approved by the city manager, the findings will be presented to the City Council.

The first recommendation is that DSW training becomes incorporated into the new employee on-boarding process. Currently, new employees are sworn in by the city clerk, and at that time they should be told why they are being sworn in as it relates to their obligations as DSW's. California's SEMS class G-606 is a relevant introductory course and is recommended as companion training to the DSW introduction.

The second recommendation is that all employees complete NIMS IS100 and IS700 within the first six months of employment. Currently, Human Resources conducts a six-month follow-up with new employees to see how they are acclimating to their new positions. This would be a good time to ensure the NIMS requirements are completed. This recommendation needs the support of the department heads since the employees would have to commit work hours in order to complete the two classes.

The third recommendation is to identify citywide staff that have positions in the EOC and provide recurring training at regular intervals with those individuals. When employee turnover occurs and staff members are hired that will have EOC roles, introductory training should be provided for them as well. In order to be effective, the approach needs to be deliberate and consistent. For newly hired supervisors or management positions, the higher level NIMS classes should also be completed in the first six months. Human Resources can also capture this information when they conduct their follow-up with new employees.

The fourth recommendation has two components, both regarding the division chief in charge of emergency management/disaster preparedness. The first recommendation is to incorporate a task book into the probationary period. The fire department has task books for new captains and they have been effective at closing skill and knowledge gaps. This is a way to ensure each division chief has the same exposure to disaster preparedness and EOC management. The second recommendation is to develop training guidelines for these chiefs to follow. In turn, this will allow the same methods, frequency, type and duration of training to occur regardless of

who is running the programs. This will add long term consistency to the DSW and EOC programs.

The final recommendation is to create a training framework for current employees. This is based on the literature, results of the interviews, and the online survey. Short duration, position specific training should occur with identified staff that have an EOC role. Every year staff should exercise at the tabletop level and functional level every other year. This recommendation also includes leaning on regional partners, such as Los Angeles County Office of Emergency Management for training assistance and local participation in full-scale EOC exercises. These exercises are beyond the scope and capabilities of Monrovia's internal staff. Individuals that will serve as backups should be identified. If an extended incident occurs, having back-up staff trained will ensure there is enough depth to provide sustained staffing. Finally, a tracking system should be developed whereby DSW, NIMS and EOC training records are kept.

For future readers that may be considering improving DSW, EOC or disaster planning training, it is vital to understand what in your organization is working and what is not. Emergency experts were pivotal in providing industry best practices and what requirements need to be followed. Just as important is obtaining the opinions of employees because they understand where training gaps exist. When the industry best practices are used to address the employee identified gaps, an effective training framework can be established.

In summary, the City of Monrovia's leaders must improve employee emergency management training. If this fails to happen, then no improvements will be made to help employees understand their roles and responsibilities when a disaster strikes. This will lead to a chaotic response and potentially cost the city reimbursements from Public Assistance programs. Having the department heads take ownership of disaster preparedness, and by incorporating guidelines and procedures, consistency and participation will improve. This will begin the transition to a well-trained and capable group of municipal employees for the foreseeable future.

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Appendix A

Fire Division Chief In-House Promotional



The City of Monrovia invites your application for the position of...

FIRE DIVISION CHIEF (IN-HOUSE/PROMOTIONAL) MONROVIA FIRE AND RESCUE

The City of Monrovia is engaged in an exciting process of renewal to enhance its position as one of the premier municipalities in the nation. We are looking for a unique individual to join our team as a Fire Division Chief for Monrovia Fire and Rescue. The ideal candidate is anything but ordinary – in fact, we are looking for the extraordinary! Ask yourself this...

- Does the idea of changing the world that is Monrovia for the better intrigue you?
- Do you have a passion for excellence, a commitment to best practices, and a desire to join a fast-paced and dynamic full-service organization?
- Are you a highly energetic, motivated, creative, outside-the-box thinker who gets excited at the thought of continual improvement?
- Do you want to be a part of a flexible, innovative, and results-oriented organization?
- Are you someone who strives for excellence and desires to be part of a team looking to create an enduringly great municipal organization?
- Are you willing to put the greatness of the Monrovia organization ahead of your own personal ambitions?
- Are you someone who believes in treating people the right way and doing things the right way and doing the right thing right all the time?
- If you answered **YES** to the questions above, then you will want to consider this outstanding opportunity to work for the City of Monrovia!

THE CITY OF MONROVIA

Located 20 miles northeast of Los Angeles and nestled at the base of the San Gabriel Mountains, Monrovia is home to nearly 40,000 active and engaged residents who enjoy a premier quality of life in a dynamic City that blends small-town charm with big-city amenities. Monrovia's California heritage can be seen in its tree-lined streets, historic buildings and award-winning downtown, all of which are balanced by a vibrant high-tech/manufacturing economy, outstanding recreation options, superb schools, tremendous shopping and dining options, and

Job Recruitment Flyer

Position: Fire Division Chief

Filing Deadline: January 13, 2019

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first-class cultural opportunities. These factors combine to make Monrovia an **extraordinary** place.

THE CITY ORGANIZATION

Monrovia is a general-law city operating under the Council-Manager form of government. The five-member City Council appoints the City Manager who is responsible for the strategic direction and day-to-day operations of the City organization. The City Manager leads a full-time staff of 250 and a part-time staff of 100 employees while administering a Fiscal Year 2018-19 budget of \$135 million.

Monrovia is a full-service municipality that coordinates its operations through six departments: the City Manager's Office, Administrative Services Department, Public Services Department, Community Development Department, Police Department and Fire Department. Unique among California cities its size, Monrovia operates its own water system and library.

MONROVIA FIRE AND RESCUE

Monrovia Fire and Rescue is a full-service fire and life safety organization. The Department provides Fire Suppression, Emergency Medical Services, Fire Prevention, Public Education, Hazardous Materials Response, and Disaster Preparedness. Monrovia Fire and Rescue is committed to helping anyone in need, with pride, through quality life safety services and rapid response, focusing on operational readiness, departmental unity and professionalism. The Department's slogan is and always will be "helping anyone in need." Our Firefighters take pride in maintaining exceptional fire and life safety service and continually seek innovative practices to enhance our premier community.

THE POSITION

The City of Monrovia is looking for an energetic, motivated, and outside-the-box thinker to serve as our next Fire Division Chief. The Fire Department is seeking a problem-solver, with good people skills; someone who will humbly enforce regulations while providing exceptional service to the community. This individual should be someone who is inspired by the challenges and opportunities presented in working with an engaged and active community.

In Monrovia, we believe that the way in which we approach our work is just as important as the end result. An individual who is committed to serving with **humility** and who can demonstrate high emotional intelligence will be successful in the role. Competitive candidates will have a **hunger** to continually search for better ways of doing things as a way of demonstrating their **loyalty** to the organization and community. The selected individual will be a **smart**, creative, and intuitive thinker and decision maker.

Monrovia Fire & Rescue has three Division Chiefs, each who oversee a shift team which include Captains, Engineers, Firefighter/Paramedics, and Firefighters. As shift leaders, the DC is responsible for:

- Leadership that fosters cohesive team dynamics and draws on the strengths of individuals to promote collaboration and professional development.
- Training, mentoring, coaching, and evaluating members of their shift team
- Developing rapport and unified approach within units
- Coordinating station inspections and other station operations

Job Recruitment Flyer

Position: Fire Division Chief

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- Planning, organizing and coordinating the City's fire suppression, prevention, emergency medical services, hazardous waste programs, and much more
 - Leading multi-jurisdictional strike teams on large-scale emergencies throughout California

Additionally, each Division Chief will be assigned to develop, oversee, and implement projects and programs throughout the year which may include community outreach, training, disaster preparedness or others, as assigned.

QUALIFICATIONS

Any combination of education and experience that would provide the required knowledge, abilities and skills is qualifying. A typical way to obtain the qualifications would be:

BA/BS in fire science, public administration, or related field and six (6) years of municipal firefighting experience, including two (2) years in a supervisory capacity. MA/MS highly desirable.

LICENSE OR CERTIFICATE

Valid Class A, B or Firefighter's Class C California Driver's License and good driving record; EMT-I and CPR certification; State Certification as a Chief Officer or completion of all required classes in the Chief Fire Officers curriculum per the California State Fire Marshal's Office.

SELECTION PROCEDURE

Applications will be reviewed and those candidates whose applications indicate that are most qualified will be invited to continue in the examination process: The selection process may consist of: Application Evaluation (Qualifying), Written Assignment (20%), Qualifications Appraisal Interview (30%), Presentation (20%), and Simulator (30%).


BENEFITS

The City provides a generous benefit package, including:

- Retirement
CalPERS 3.0% @ 50 (Classic Members) or CalPERS 2.7% @ 57 (new members). The employee pays the full employee portion of the retirement contribution and the City does not participate in Social Security.
- Health, Welfare, & Savings
Cafeteria benefit allowance of \$1,060 / month for use towards enrolling in any of the City offered health, dental, and vision plans. Any unused remainder may be taken as cash, or be used towards any additional City sponsored insurance programs.
- Long Term Disability
60% of base salary for a minimum of 2 years if not fully disabled; to age 65 if fully disabled
- Short Term Disability
60% of base salary to a maximum of \$1,250 per week for a maximum of four months

Appendix B

National Incident Management System Training Guidelines

	National Incident Management System Required and Recommended Training
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NIMS training is required under Homeland Security Presidential Directive (HSPD-5) to receive federal funding, grants, training, and reimbursement of disaster recovery costs. Personnel must attend training based on their ICS role. For details, visit: <http://www.fema.gov/emergency/nims>

FEMA's Emergency Management Institute offers free on-line NIMS-compliant training ranging from 1 to 3 hours in length. For a course list, visit: <http://training.fema.gov/IS/crslist.asp>
The ICS-300 and ICS-400 courses must be taught in classroom by certified NIMS Instructors.

FEDERAL/STATE/LOCAL/PRIVATE SECTOR & NON-GOVERNMENTAL ORGANIZATION PERSONNEL:	REQUIRED TRAINING: (listed in order to be completed)	RECOMMENDED TRAINING: (listed in order to be completed)
Entry-level first responders and disaster workers who respond or support: <ul style="list-style-type: none"> Emergency Medical Services Firefighting Healthcare/Hospitals Law Enforcement Public Health Public Information (JIC) Public Works/Utilities Schools Other emergency management, response, support, and volunteer personnel at all levels 	<ul style="list-style-type: none"> IS-700a: NIMS, An Introduction IS-100a: Introduction to ICS <p>Customized versions of IS-100a are available for personnel from:</p> <ul style="list-style-type: none"> Healthcare/Hospitals Law Enforcement Public Works Schools 	As appropriate to assigned role: <ul style="list-style-type: none"> IS-702 (JIC Staff)
First-line supervisors including Single Resource Leaders, Field Supervisors, and other emergency management/response personnel who supervise planning, response or recovery operations.	<ul style="list-style-type: none"> IS-700a: NIMS, An Introduction IS-100a: Introduction to ICS IS-200a: ICS for Single Resources & Initial Action Incidents 	
<p><u>Required:</u> Mid-level management including Unit Leaders, Division/Group Supervisors, Branch Directors, Strike Team Leaders, and Task Force Leaders who manage supervisors and/or staff during planning, response or recovery operations.</p> <p><u>Recommended:</u> Emergency Operations Center (EOC) or Multi-Agency Coordination System (MACS) staff</p>	<ul style="list-style-type: none"> IS-700a: NIMS, An Introduction IS-100a: Introduction to ICS IS-200a: ICS for Single Resources & Initial Action Incidents ICS-300: (classroom only) Intermediate ICS IS-800b: Intro to the National Response Framework 	As appropriate to assigned role: <ul style="list-style-type: none"> IS-701: Multi-Agency Coordination Systems IS-702: Public Information Systems IS-703: Resource Management

Appendix C

Mandates for Emergency Planning in California

The Master Mutual Aid Agreement requires mobilization plans for public and private resources

GC 8607 SEMS and SEMS Regulations Title 19 incorporated MMA into the ESA and requires emergency planning

GC 8610 If you have a local disaster council accredited by the state (all cities in LA and all counties do), it shall develop emergency plans.

GC 8560 defines emergency plans

GC 8568 State Emergency Plan in effect everywhere and local governing bodies shall implement the provisions of the State Emergency Plan. The following is the mandate from the state emergency plan regarding emergency plans. Please note cities and Counties are political subdivisions and under SEMS have responsibilities under the State Emergency Plan

GC 8569 gives the Governor the authority and responsibility to ensure all emergency plans are coordinated GC 8589.5 Specifically requires dam evacuation plans

GC 8614 requires all political subdivisions and local employees to carry out the provisions of the Emergency Services Act which includes all of the above and below.

9. Emergency Preparedness Preparedness involves activities undertaken in advance of an emergency to develop and enhance operational capacity to respond and recover from an emergency. As part of a comprehensive preparedness program, the emergency management community should develop plans and procedures, maintain prevention programs, manage resources, establish mutual aid agreements, train personnel and educate the public.

9.1. Preparedness Planning The state and its political subdivisions assigned emergency responsibilities in this plan will prepare appropriate supporting plans and related standard operating procedures that describe how emergency operations will be carried out.

- SEMS and NIMS Elements: Plans and procedures should address all applicable SEMS and NIMS requirements. At a minimum, plans should contain a list of stakeholders, preparedness actions, how mutual aid will be coordinated, how people with special needs will be addressed, an outline of response actions and the process for incorporating corrective actions.

- Local Planning Guidance: All local governments with a certified disaster council are required to develop Emergency Operation Plans (EOPs) for their jurisdiction that meet state and federal requirements and are in accordance with *CalEMA Local Planning Guidance*.
- Hazard-Specific Planning: Local, state and federal regulations frequently require hazards specific plans. For example, nuclear power plant emergency plans are required under federal regulation 44CFR350. Hazardous materials area plans are required under the California Health and Safety Code Section 25503. Dam emergency plans and procedures for the evacuation and control of populated areas below dams may be adopted by local governments in accordance with California Government Code 8589.5.

- o Nuclear Power Plant Emergency Plans: Local and State jurisdictions within the federally-defined emergency planning zones established around operating nuclear power plants are required to develop and exercise plans designed to protect the public in the event of an emergency.

- o Hazardous Materials Area Plans: Administering agencies are required to establish area plans for emergency response to a release or threatened release of a hazardous material within its jurisdiction.

o Dam Emergency Plans: Dam owners are required to produce an inundation map sufficient to conduct emergency planning and produced according to CCR Title 19, Div. 2, Chap. 2, Subchapter 4. (Unless waived from the mapping requirement). Local governments should inventory high and significant hazard dams within their areas of responsibility and develop evacuations plans for a dam failure, which as a minimum, should comply with the emergency procedures as described in Government Code § 8589.5(b)(2). To assure effective communication and coordination with dam owners; jurisdictions should encourage dam owners to prepare an emergency action plan consistent with FEMA publication 64 and provide for drills and exercise of such plans.

- Regional Planning: Where multiple jurisdictions share similar and concurrent hazards this plan recommends the establishment of interagency or inter-jurisdictional planning committees. Such planning committees can enhance regional planning by coordinating their response efforts and sharing information on resources and capabilities.

- Public-Private Partnerships: Emergency managers should establish public-private partnerships where appropriate to gain a better perspective on available emergency resources to meet the public need.

- Recovery Planning: Local governments and other agencies are encouraged to develop recovery plans prior to the occurrence of a disaster. Such a plan should establish mechanisms for recovery decision-making and identify key participants in the recovery organization, including non-governmental and private sector entities. The plan should also identify processes and procedures for requesting state and federal recovery assistance and ensuring that recovery activities are carried out in accordance with the requirements of these programs. CalEMA provides information and guidance on recovery activities in the *Disaster Recovery and Mitigation Handbook*.

Keith Harrison
Acting Administrator
Los Angeles County Office of Emergency Management
323-980-2261

Appendix D

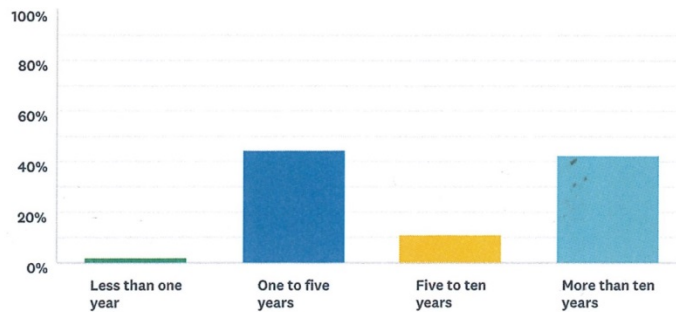
City Staff Emergency Operations Center Survey

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q1 How long have you worked full-time for the City of Monrovia?

Answered: 54 Skipped: 0



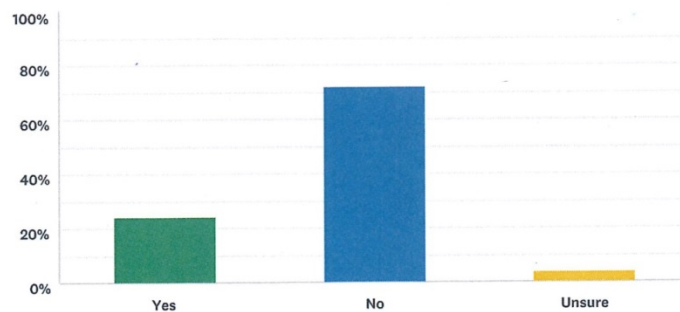
ANSWER CHOICES	RESPONSES	
Less than one year	1.85%	1
One to five years	44.44%	24
Five to ten years	11.11%	6
More than ten years	42.59%	23
TOTAL		54

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q2 When first hired, were you provided with EOC training?

Answered: 54 Skipped: 0



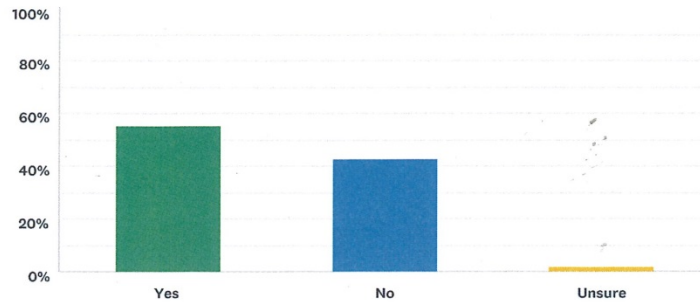
ANSWER CHOICES	RESPONSES	
Yes	24.07%	13
No	72.22%	39
Unsure	3.70%	2
TOTAL		54

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q3 Since being hired, have you participated in any subsequent EOC training?

Answered: 54 Skipped: 0



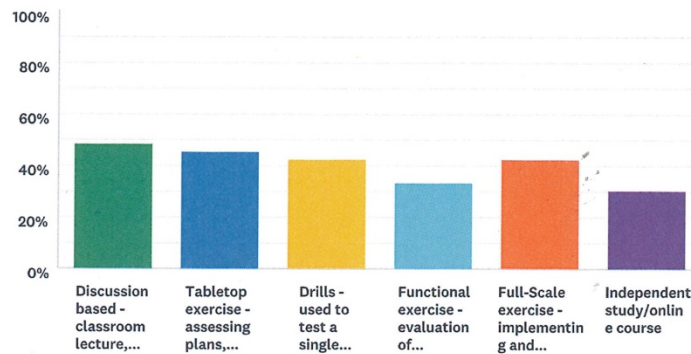
ANSWER CHOICES	RESPONSES	
Yes	55.56%	30
No	42.59%	23
Unsure	1.85%	1
TOTAL		54

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q4 If you answered yes to the previous question, what type of training did you participate in? (select all that apply)

Answered: 33 Skipped: 21



ANSWER CHOICES	RESPONSES	
Discussion based - classroom lecture, seminar or workshop	48.48%	16
Tabletop exercise - assessing plans, policies, procedures and concepts	45.45%	15
Drills - used to test a single operation or function	42.42%	14
Functional exercise - evaluation of capabilities, functions, plans and staff in real-time	33.33%	11
Full-Scale exercise - implementing and analyzing plans, policies and cooperative agreements, involvement from multiple stakeholder groups	42.42%	14
Independent study/online course	30.30%	10
Total Respondents: 33		

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q5 Of the training and exercises listed above, which do you feel was the most effective and why?

Answered: 35 Skipped: 19

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q6 Of the training and exercises listed above, which do you feel was the least effective and why?

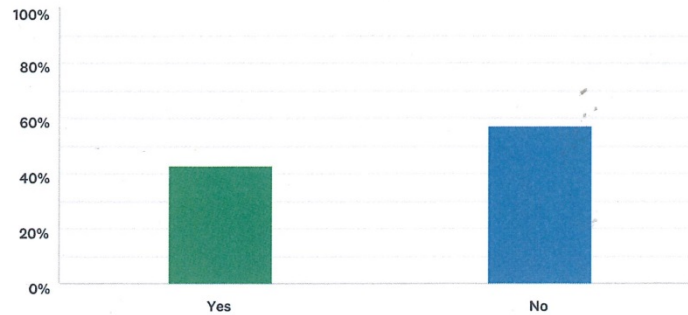
Answered: 34 Skipped: 20

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q7 Have you ever been involved in an actual EOC activation in Monrovia or any other jurisdiction? This includes emergencies/disasters and planned events.

Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	42.59%	23
No	57.41%	31
TOTAL		54

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q8 If you answered yes to the previous question, please list any deficiencies you observed that could be addressed through training or operational exercises.

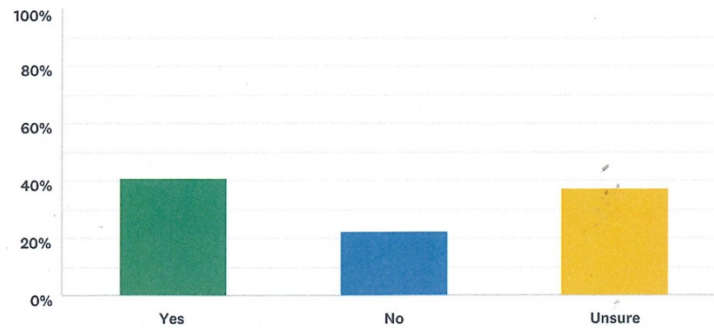
Answered: 32 Skipped: 22

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q9 When activated, do you have a role in the EOC?

Answered: 54 Skipped: 0



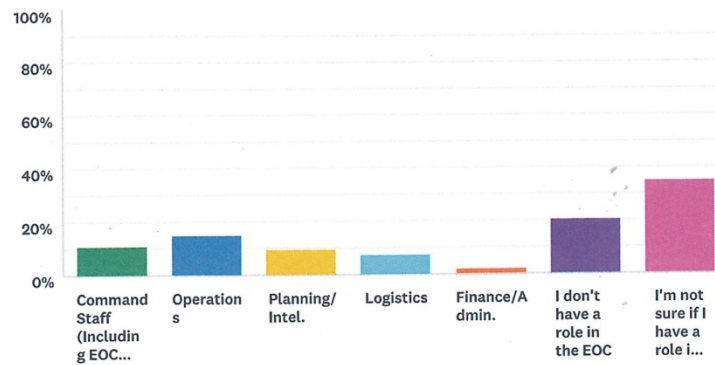
ANSWER CHOICES	RESPONSES	
Yes	40.74%	22
No	22.22%	12
Unsure	37.04%	20
TOTAL		54

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q10 What section are you assigned to in the EOC?

Answered: 54 Skipped: 0



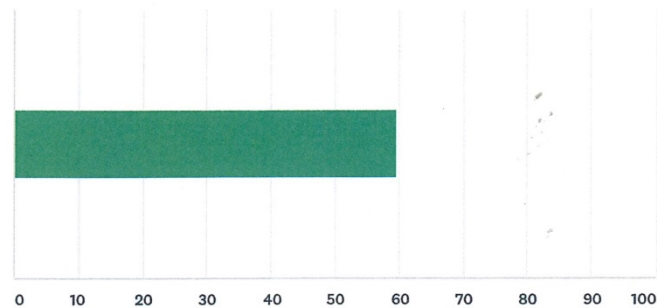
ANSWER CHOICES	RESPONSES	
Command Staff (Including EOC Director, PIO, Liaison, Safety Officer, HR)	11.11%	6
Operations	14.81%	8
Planning/Intel.	9.26%	5
Logistics	7.41%	4
Finance/Admin.	1.85%	1
I don't have a role in the EOC	20.37%	11
I'm not sure if I have a role in the EOC	35.19%	19
TOTAL		54

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q11 If the EOC becomes activated for a large scale emergency or disaster, how confidently do you feel about performing your essential job functions?

Answered: 51 Skipped: 3



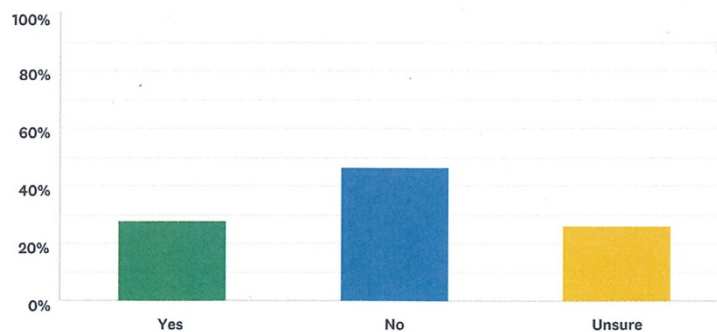
ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	60	3,044	51
Total Respondents: 51			

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q12 Do you believe your department has sufficiently trained staff to perform essential EOC job functions for an incident lasting multiple days?

Answered: 54 Skipped: 0



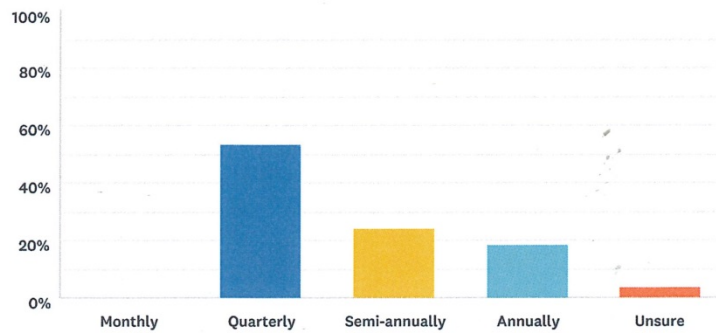
ANSWER CHOICES	RESPONSES	
Yes	27.78%	15
No	46.30%	25
Unsure	25.93%	14
TOTAL		54

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q13 What training frequency do you believe is required to develop and maintain the skills necessary to effectively perform EOC job functions?

Answered: 54 Skipped: 0



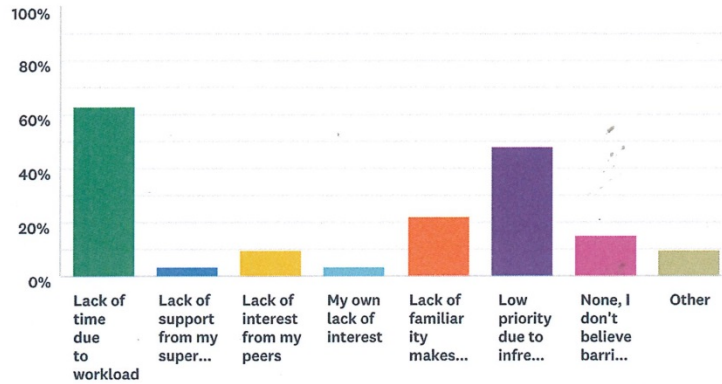
ANSWER CHOICES	RESPONSES	
Monthly	0.00%	0
Quarterly	53.70%	29
Semi-annually	24.07%	13
Annually	18.52%	10
Unsure	3.70%	2
TOTAL		54

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q14 What barriers, if any, do you believe exist that prevent consistent training from occurring? (select all that apply)

Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Lack of time due to workload	62.96%	34
Lack of support from my supervisor	3.70%	2
Lack of interest from my peers	9.26%	5
My own lack of interest	3.70%	2
Lack of familiarity makes training intimidating	22.22%	12
Low priority due to infrequency of large emergencies/disasters	48.15%	26
None, I don't believe barriers exist	14.81%	8
Other	9.26%	5
Total Respondents: 54		

City of Monrovia Emergency Operations Center (EOC) Survey

SurveyMonkey

Q15 Any additional comments:

Answered: 25 Skipped: 29

Appendix E

Department Head Interviews

City of Monrovia Department Head Questionnaire

Emergency Operations Center Survey

Name and Title: ANCE ATKINS, DEPUTY MUNICIPAL CLERK Date: 1/30/19 Time: 11am

- When the EOC becomes activated, what is your position and primary responsibility?
NOT SURE OF TITLE - FROM DEPT. PROCESSES - PROCEDURAL - DUTIES - DECLARATIONS, NOT SURE OF EXACT PROCEDURES. WORKS WITH EXECUTIVE STAFF. HAS CLERK IN A BOX.
- Do you feel adequately prepared to perform the primary functions associated with your position?
FROM THE DECLARATIONS YES - IF OTHER DUTIES NO, NOT SURE WHAT THEY ARE
- If not, what would help you become better prepared? If so, what background, training or experiences helped you prepare?
KNOWING WHAT OTHER DUTIES ARE, IF ANY.
- Do you feel adequately prepared to supervise and lead your staff in their EOC positions?
DON'T HAVE STAFFING - THEY MAY BE IN A DIFF. LOCATION, BUT DOING ROUTINE DUTIES & FEELS CONFIDENTIAL SUPERVISING
- Do you feel your staff has been adequately trained and is prepared to perform tasks related to their positions?
YES, OFFICIAL DUTIES ARE SIMILAR TO DAY-TO-DAY FUNCTIONS
- If not, what would help your staff become better prepared? If so, what background, training or experiences do you believe helped them prepare?
N/A
- How important do you feel it is for you and your staff to be proficient at their assigned EOC duties?
 - Critically Important
 - ☒ Important
 - Somewhat Important
 - Not very important
- What barriers exist, if any, to participating in regular training and exercises?
NONE
- Referring to question #8, if you feel barriers exist, what suggestions do you have to overcome them?

City of Monrovia Department Head Questionnaire

N/A

- Based on your background and experience, what frequency and type of training/exercises do feel would be most beneficial to preparing staff for their positions in the EOC?
EVERY YEAR OR TWO - KEEPS IT FRESH
- Do you have identified individuals in your department that have specific roles in the EOC? If so, are those individuals aware of their responsibilities and have they received training?
ONLY A BACKUP TO HER POSITION. NO - SOME INFORMATION HAS BEEN PASSED ON. NO FORMALIZED TRAINING
- Which of the following best describes the current preparedness and position proficiency of city staff as it relates to the EOC?
 - ☒ Extremely well prepared
 - Adequately prepared
 - Somewhat prepared
 - Completely unprepared
- Any additional comments?
NO

City of Monrovia Department Head Questionnaire

Emergency Operations Center Survey

Name and Title: BUFFY BILLS, DIRECTOR OF FINANCE Date: 1/16/2019 Time: 11am

- When the EOC becomes activated, what is your position and primary responsibility?
FINANCE & ADMIN - PRIMARY - ASST STAFF, PROCURE SUPPLIES SERVICES.
- Do you feel adequately prepared to perform the primary functions associated with your position?
YES, BUT ONGOING REFRESHED TRAINING IS HELPFUL
- If not, what would help you become better prepared? If so, what background, training or experiences helped you prepare?
ONLINE - GAVE TERMINOLOGY / PROCESSES & MOST HELPFUL HAVE BEEN THE MOST EFFECTIVE - WORKING WITH OTHER GROUPS
- Do you feel adequately prepared to supervise and lead your staff in their EOC positions?
YES
- Do you feel your staff has been adequately trained and is prepared to perform tasks related to their positions?
FOR THE MOST PART YES, BUT WITH TURNOVER SOME STAFF UNAWARE / UNTRAINED
- If not, what would help your staff become better prepared? If so, what background, training or experiences do you believe helped them prepare?
EXERCISES, HANDS ON - AREA CLASSES ARE GOOD - BUT HARD TO COMMIT TIME
- How important do you feel it is for you and your staff to be proficient at their assigned EOC duties?
 - ☒ Critically Important
 - Important
 - Somewhat Important
 - Not very important
- What barriers exist, if any, to participating in regular training and exercises?
COMMUNITY WIDE TRAINING ISN'T SPECIFIC ENOUGH FOR STAFF NEEDS TO BE MORE FOCUSED. TOO MUCH TIME AWAY FOR STAFF WHEN THEY ARE NEEDED AT WORK
- Referring to question #8, if you feel barriers exist, what suggestions do you have to overcome them?
↑

City of Monrovia Department Head Questionnaire

WEBINARS, MORE FOCUSED TRAINING, MANUAL - GUIDELINES AVAILABLE FOR SPECIFIC DEPTS TO REVIEW w/ STAFF

- Based on your background and experience, what frequency and type of training/exercises do feel would be most beneficial to preparing staff for their positions in the EOC?
HANDS-ON, SPECIFIC POSITION TRAINING
- Do you have identified individuals in your department that have specific roles in the EOC? If so, are those individuals aware of their responsibilities and have they received training?
WITH TRANSITION OF STAFF NOT MANY ARE AWARE OF RESPONSIBILITIES, THEY WILL HAVE SPECIFIC ROLES THEIR
- Which of the following best describes the current preparedness and position proficiency of city staff as it relates to the EOC?
 - Extremely well prepared
 - ☒ Adequately prepared
 - Somewhat prepared
 - Completely unprepared
- Any additional comments?
NONE

City of Monrovia Department Head Questionnaire

Emergency Operations Center Survey

Name and Title: CRIST JIMENEZ, AD DIR. Date: JAN 29 Time: 1530

1. When the EOC becomes activated, what is your position and primary responsibility?

PLANNING CHIEF - MONITORING CENTRALIZED DATA
GATHERING STAFFS OF EVENTS, PUTTING TOGETHER MAP

2. Do you feel adequately prepared to perform the primary functions associated with your position?

NO

3. If not, what would help you become better prepared? If so, what background, training or experiences helped you prepare?

TABLE TOP EXERCISES, CHAIN OF COMMAND - TRAINING BACKUPS
KNOW WHAT TO DO, ROLES HAVE ELIMINATED BUT STAFF REVERTS
TO WHAT THEY ARE COMFORTABLE WITH. FOCUSED TRAINING

4. Do you feel adequately prepared to supervise and lead your staff in their EOC positions?

GENERALLY YES, BUT DETAILS NO - NOT SPECIFIC

5. Do you feel your staff has been adequately trained and is prepared to perform tasks related to their positions?

NO

6. If not, what would help your staff become better prepared? If so, what background, training or experiences do you believe helped them prepare?

SAME AS #3.

7. How important do you feel it is for you and your staff to be proficient at their assigned EOC duties?

- a. Critically Important
- ☒ b. Important
- c. Somewhat Important
- d. Not very important

8. What barriers exist, if any, to participating in regular training and exercises?

PUTTING ASIDE THE TIME

9. Referring to question #8, if you feel barriers exist, what suggestions do you have to overcome them?

City of Monrovia Department Head Questionnaire

HAVE SCHEDULED (CALENDAR) ITEMS ON AARP

10. Based on your background and experience, what frequency and type of training/exercises do feel would be most beneficial to preparing staff for their positions in the EOC?

ANNUAL BIG DRILL, QUARTERLY FOCUSED 1/2HR - 1HR
TRAINING (BOTH TRAIN + EXERCISE)

11. Do you have identified individuals in your department that have specific roles in the EOC? If so, are those individuals aware of their responsibilities and have they received training?

YES - SOME DO (LONG TERM EMPLOYEES) NEW
EMPLOYEES NO; HAVEN'T BEEN TRAINED.

12. Which of the following best describes the current preparedness and position proficiency of city staff as it relates to the EOC?

- a. Extremely well prepared
- b. Adequately prepared
- ☒ c. Somewhat prepared
- d. Completely unprepared

13. Any additional comments?

HAPPY TO SEE WE ARE TALKING ABOUT THIS.

City of Monrovia Department Head Questionnaire

Emergency Operations Center Survey

Name and Title: CHUCK WIL, CITY MANAGER Date: 1/30/19 Time: 9AM

1. When the EOC becomes activated, what is your position and primary responsibility?

EXEC. DIRECTOR - COORDINATE EXEC STAFF
MAKING SURE GET COUNCIL TOGETHER, MAKE SURE POLICY DECISIONS, REMEMBER
GET HANDLED, PUBLIC COMMUNICATION

2. Do you feel adequately prepared to perform the primary functions associated with your position?

YES

3. If not, what would help you become better prepared? If so, what background, training or experiences helped you prepare?

NOT - WORK LONG ACADEMY, WEBINAR CLASSES, NIMS/GENS
TABLE EXERCISES

4. Do you feel adequately prepared to supervise and lead your staff in their EOC positions?

YES

5. Do you feel your staff has been adequately trained and is prepared to perform tasks related to their positions?

NO

6. If not, what would help your staff become better prepared? If so, what background, training or experiences do you believe helped them prepare?

TEACHING IT, BECOME MORE FAMILIARITY, PREP MORE
OPTIM.

7. How important do you feel it is for you and your staff to be proficient at their assigned EOC duties?

- a. Critically Important
- ☒ b. Important
- c. Somewhat Important
- d. Not very important

8. What barriers exist, if any, to participating in regular training and exercises?

RESOURCES } TIME. ALOT GOING ON, IF ITS NOT
A PROBLEM IT DOESN'T HAPPEN
MAKING IT TOO COMPLEX

9. Referring to question #8, if you feel barriers exist, what suggestions do you have to overcome them?

City of Monrovia Department Head Questionnaire

KEEPING EXERCISES SIMPLE. COORDINATED, PLANNING
TIME & STAFF TO COORDINATE

10. Based on your background and experience, what frequency and type of training/exercises do feel would be most beneficial to preparing staff for their positions in the EOC?

QUARTLY TOUCHIT, TABLE TOP, ANNUAL EXERCISE.

11. Do you have identified individuals in your department that have specific roles in the EOC? If so, are those individuals aware of their responsibilities and have they received training?

YES, NOT ALL OF THEM.

12. Which of the following best describes the current preparedness and position proficiency of city staff as it relates to the EOC?

- a. Extremely well prepared
- ☒ b. Adequately prepared - CAN FIGURE IT OUT.
- c. Somewhat prepared
- d. Completely unprepared

13. Any additional comments?

NOT REALLY

City of Monrovia Department Head Questionnaire

Emergency Operations Center Survey

Name and Title: TINA CHERYL, PUBLIC SVCS. DEPT. HEAD Date: 1/29/19 Time: 1500

- When the EOC becomes activated, what is your position and primary responsibility?
EVACUATION CENTER, WINDSHIELD SURVIVALS (FIELD SURVIVALS)
CHECK/MAINTAIN SAFE WATER SUPPLY
- Do you feel adequately prepared to perform the primary functions associated with your position?
IN SOME AREAS - FEEL PREPARED TO MAKE DECISIONS -
NOT SURE PROCEDURES, WHAT NEEDS TO BE DONE, UNKNOWN
STAFF WORKSTANDARDS RESPONSIBILITIES. UNFAMILIAR WITH
FIELD STAFF
- If not, what would help you become better prepared? If so, what background, training or experiences helped you prepare?
REGULAR EXERCISES KEEPS EMPLOYEES THINKING ABOUT IT, SEVERAL
TYPE EXPERIENCES GIVE EXPOSURE TO STAFF. HELPS LOOK @ PLANS
SO FAMILIARITY - DEBRIS MANAGEMENT ETC
- Do you feel adequately prepared to supervise and lead your staff in their EOC positions?
YES
- Do you feel your staff has been adequately trained and is prepared to perform tasks related to their positions?
MANAGEMENT & MIDMANAGEMENT YES - FRONT
LINE STAFF NO
- If not, what would help your staff become better prepared? If so, what background, training or experiences do you believe helped them prepare?
THEY NEED TO UNDERSTAND THEIR ROLE AS A
MANAGED REPORTER. DOW. P.T. STAFF ONCE A YEAR
SHOULD HAVE EMERG. PREP TRAINING AT THAT TIME
- How important do you feel it is for you and your staff to be proficient at their assigned EOC duties?
 - Critically Important
 - ☒ Important
 - Somewhat Important
 - Not very important
- What barriers exist, if any, to participating in regular training and exercises?
TIME - GETS SET ASIDE, GETS FORGOTTEN OTHERWISE.
- Referring to question #8, if you feel barriers exist, what suggestions do you have to overcome them?

City of Monrovia Department Head Questionnaire

LEADERS MAKING IT A PRIORITY. NOT WAITING FOR ED.
TO APPROACH - THEY NEED TO BE PROACTIVE IN RESPONSIBILITIES.

- Based on your background and experience, what frequency and type of training/exercises do feel would be most beneficial to preparing staff for their positions in the EOC?
1-2X A YEAR - ASSESSING INVENTORY, LOOKING
AT BMP'S
- Do you have identified individuals in your department that have specific roles in the EOC? If so, are those individuals aware of their responsibilities and have they received training?
SOME HAVE, SOME HAVE NOT - ALOT OF ROOM
FOR IMPROVEMENT, UNDERSTANDING LOCAL NEEDS
- Which of the following best describes the current preparedness and position proficiency of city staff as it relates to the EOC?
 - Extremely well prepared
 - ☒ Adequately prepared
 - Somewhat prepared
 - Completely unprepared
- Any additional comments?
MAKE IT FUN, CREATE RELATIONSHIPS? WE CAN
BE MORE ENGAGED. AS LEADERS WE NEED TO BE
ENGAGED.

City of Monrovia Department Head Questionnaire

Emergency Operations Center Survey

Name and Title: ALAN SAN VICENTE, CHIEF OF POLICE Date: 2/5/19 Time: 2000

- When the EOC becomes activated, what is your position and primary responsibility?
OPERATIONS - OVERSEEING EOC STAFF, FIELD STAFF
INCIDENTS
- Do you feel adequately prepared to perform the primary functions associated with your position?
YES
- If not, what would help you become better prepared? If so, what background, training or experiences helped you prepare?
ON THE JOB TRAINING, PREVIOUS EOC ACTIVATIONS
- Do you feel adequately prepared to supervise and lead your staff in their EOC positions?
YES
- Do you feel your staff has been adequately trained and is prepared to perform tasks related to their positions?
OLDER STAFF YES - NEW STAFF NO
- If not, what would help your staff become better prepared? If so, what background, training or experiences do you believe helped them prepare?
EOC DRILLS, TRAINING. ACTUAL EXPERIENCE
- How important do you feel it is for you and your staff to be proficient at their assigned EOC duties?
 - ☒ Critically Important
 - Important
 - Somewhat Important
 - Not very important
- What barriers exist, if any, to participating in regular training and exercises?
SCHEDULING ISSUES
- Referring to question #8, if you feel barriers exist, what suggestions do you have to overcome them?

City of Monrovia Department Head Questionnaire

PLANNING - PROPOSED TRAINING SCHEDULE

- Based on your background and experience, what frequency and type of training/exercises do feel would be most beneficial to preparing staff for their positions in the EOC?
2X A YEAR.
FULL SCALE EXERCISES
- Do you have identified individuals in your department that have specific roles in the EOC? If so, are those individuals aware of their responsibilities and have they received training?
YES, HAVE SPECIFIED STAFF - HAVE A BASIC
IDEA OF WHAT TO DO, NEED SPECIFIC TRAINING
- Which of the following best describes the current preparedness and position proficiency of city staff as it relates to the EOC?
 - Extremely well prepared
 - ☒ Adequately prepared
 - Somewhat prepared
 - Completely unprepared
- Any additional comments?
N/A

Appendix F

Industry Expert Interviews

Industry Expert Questionnaire

Emergency Operations Center Survey

Name: JOHN PINEDO Date: 3-19-2019 Time: 12 pm

1. What is your current title and what are the duties associated with your position?
DISASTER MANAGEMENT AREA COORDINATOR -
BUT A SPA-10 CITIES, LA & BOARD OF SUPERVISORS - 1 SUPPORTS CITY EMERGENCY MANAGERS
& COUNTY AREA COORDINATOR - HELPS PLANNING, RESPONSE, - ADVISES ASSIST. DEPT. AGENT
2. What is your background as it relates to emergency management and specifically in the realm of EOC's?
FORMER FIRE CHIEF, CLASSES, MEETINGS. - EOC IS STRICTLY BASED ON WARNING
PARTICIPATING IN EOC ACTIVATIONS, EXERCISES, MAJOR FIRES, MACRO PD FOR
COORDINATION CENTER.
3. In the event of a large scale event or disaster, do you have a role in the EOC? If so, what EOC are you assigned to and what are your primary responsibilities?
IF ONE OR 2 IN HIS AREA - YES, ROLE IS AGENCY REP - COMMUNICATES
FACILITATES CALLS. IF MORE THAN 2 - GOES TO EOC TO LIAISON.
4. Do you feel adequately trained in your role and do you have a solid understanding of functions of the EOC?
NOT WHEN HE TOOK JOB. DOES NOW - 8+ YEARS - ATTENDS
EVERY CLASS & GOES TO EVERY ACTIVATIONS & EXERCISES HE CAN
ITEMS - (AAR)
5. What background, education or experience has best prepared you for your current role and your ability to perform effectively in an EOC?
EVERYTHING FROM THOSE ANSWERS & HIS FIRE SERVICE EXPERIENCE
MILITARY ETC. - ALL HAS CONTRIBUTED.
6. What training requirements, if any, do municipalities have to adhere to? (type, frequency, etc.)
HOT ONLY ONE REQUIREMENT IN LAW - MUST PLAN! TRAINING!
EXERCISES ARE PART OF PLANNING. WHAT COMPOSES A COMMUNITY IS STANDARD
CARE - THERE IS A STANDARD FOR EOC STAFF. NEED TO GET THEM TRAINED. GET DOWN TRAINING (CITY STAFF)
DO STABLE UP DURING EXP.
7. Preparing staff can be achieved through drills, training, and exercises. What frequency and/or combination of methods best strengthens city staff or a municipalities ability to effectively function in the EOC? Frequency - FAR EASIER TO GET IN SMALL CHANGES. TOO MUCH BECOMES ADVERSE
SUSTAINED - QUARTERLY 2-3 HR EVENT - DUE DETER INTO SOMETHING MORE PROGRESS OF
AN ENTIRE SCENARIO. RECORD THEM
8. Monrovia is a small city of 40,000 residents and fulltime staff of 250. When the EOC becomes activated, some of the employees are required to report to the EOC and fill positions. EOC activations are infrequent and staff members have stated they don't feel adequately prepared for their role in the EOC. What suggestions do you have for developing a training plan for city staff?
DSN TRAINING - ALL STAFF * REVIEW STATE LAW - ALL CAN BE
RECALLED - CAN BE 12 HR. MAY BE A DIFF. JOB THAN NORMAL
- THEN GIVE SPECIFIC TRAINING FOR EOC POSITIONS
- LA COUNTY WILL PROVIDE ONCE A YEAR
- ENSURE.

Industry Expert Questionnaire

9. EOC training and oversight is the responsibility of the fire department. Specifically the CRR/Disaster Preparedness Division Chief. One of many of his/her ancillary duties. There seems to be a challenge with consistency and also getting buy in from the other divisions of the city. There are a lot of challenges - no time, employee turnover, DC changes, coordinating schedules, cost etc. Have you seen this type of structure before? Do you have any suggestions for improvements?
THAT IS A NATIONWIDE CHALLENGE. TAKES EXECUTIVE
LEADERSHIP. CM OR COUNCIL - DHS WILL LISTEN & IT SAYS
TRACON. IS IT A PRIORITY? IF NOT KEEP AS IS.
* LISA - PASADENA - CM SIGNATURE ASSIGNED TO EMO
10. New employees spend an entire day on-boarding. What suggestions do you have for integrating some level of exposure to the EOC and their responsibilities during a large-scale emergency or disaster?
POUSE RAY MOSAK ALHAMBRA - DSN TRAINING - KEITH HARRISON LAWS
ORIENTATION TO BASIC'S - RECURRING -
11. Any other comments or suggestions?

DMACS HAVE AN ENTIRE TRAINING PROGRESSION
SEMS/NIMS/ICS - COMBO COURSE.
NIMS: REQ FOR EOC.
REMO

Industry Expert Questionnaire

Emergency Operations Center Survey

Name: DIANA MALZANO Date: 3-20-19 Time: 10:00 AM

1. What is your current title and what are the duties associated with your position?
DMAC - LIAISON BETWEEN 23 CITIES & LA COUNTY OCM - ASSIST CITIES
W/ DUTY RESPONSE, EOC TRAINING, CERT TRAINING, RESPONSE RECOVERY
MITIGATION.
2. What is your background as it relates to emergency management and specifically in the realm of EOC's?
EMER. MGR IN HEALTH CARE - EXERCISES ETC., PLANS (HICS) TRAINED
STAFF - SIMILAR TO LOCAL GOVT - 10ST KATANA DRIVEN.
3. In the event of a large scale event or disaster, do you have a role in the EOC? If so, what EOC are you assigned to and what are your primary responsibilities?
C. EOC - (2 CENTS) - ASSIST 23 CITIES W/ RESPONSIBILITIES. RES. STAFF
MOUNT, SIT STAFF.
4. Do you feel adequately trained in your role and do you have a solid understanding of functions of the EOC?
YES - BASED ON PREV EXPERIENCES IN HEALTH CARE.
5. What background, education or experience has best prepared you for your current role and your ability to perform effectively in an EOC?
EOC TRAININGS, TABLE TOPS, CITY INTERACTIONS -
FORMAL EDUCATION, ACTUAL EXPERIENCE
6. What training requirements, if any, do municipalities have to adhere to? (type, frequency, etc.)
NO REQUIREMENTS. ITS VOLUNTARY. - ID* EOC STAFF = 100, 700 - ARE FOR
HAVE TO HAVE SPECIFIC TRAINING FOR POST DISASTER FUNDING
CLASSES - EVERY TWO YEARS - A TURNOVER IN STAFF - DIRCLE OF TRAINING.
7. Preparing staff can be achieved through drills, training, and exercises. What frequency and/or combination of methods best strengthens city staff or a municipalities ability to effectively function in the EOC?
START SMALL - SIMPLE - TABLE TOP EXERCISES, THEN TO A TABLE TOP IN
EOC - SO THEY KNOW WHERE THEY'LL SIT, FEEL CONFIDENCE
8. Monrovia is a small city of 40,000 residents and fulltime staff of 250. When the EOC becomes activated, some of the employees are required to report to the EOC and fill positions. EOC activations are infrequent and staff members have stated they don't feel adequately prepared for their role in the EOC. What suggestions do you have for developing a training plan for city staff?

TYPE I:
ANY EOC
II - MANGER
III - SINGLE
POSITION
COSTS
BREATHTAKING
STATE CHARGES FOR
SPECIFIC EOC
POSITIONS. HELPS IN
SUPPORTING
KATANA

Industry Expert Questionnaire

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23 CITY OVERSIGHT - GOING TO BE PUB SAFETY, PD, FD -
- GETTING DEPT'S PREPARED TO RESPOND TO EOC. PD & FD MAY
BE IN FIELD.
BUY IN FROM - CM & CITY COUNCIL. (HOUR 3 - WILL UNDERSTAND
WHAT FIELD NEEDS)
10. New employees spend an entire day on-boarding. What suggestions do you have for integrating some level of exposure to the EOC and their responsibilities during a large-scale emergency or disaster?
DISASTER ACADEMY (CHRIS WOLF) - ALL NEW EMPLOYEES GO
TO TRAINING. (POS 1-100, 1-700) REQ FOR DISASTER SVC. WORKING.
* Pamphlet - LEVEL I, II, III - EOC POSITIONS - * ADD TO TRAINING
11. Any other comments or suggestions?
EXERCISE, DEVELOPMENT.

* Get CHRIS WOLF INFORMATION

* John Pinedo - New Employees Training

Industry Expert Questionnaire

Emergency Operations Center Survey

Name: Jordan Villwock Date: 3/5/2019 Time: 1500

1. What is your current title and what are the duties associated with your position?
EMERGENCY MANAGEMENT ADMINISTRATOR - EXECUTIVES, POLICE, DEVELOPMENT, H.M. PLAN, CERT VOLUNTEERS, GRANT ADMINISTRATOR, MASS NOTIFICATION SYSTEM
2. What is your background as it relates to emergency management and specifically in the realm of EOC?
PUBLIC SAFETY - AS DISPATCHER SUPERVISOR (PO/FIRE) - AMERICAN DUTIES, EDUCATION PERSONAL EMERGENCY MANAGEMENT
3. In the event of a large scale event or disaster, do you have a role in the EOC? If so, what EOC are you assigned to and what are your primary responsibilities?
YES, EMERGENCY MANAGER COORDINATOR - REPORTS TO DIRECTOR OF EMERGENCY MANAGEMENT M.S.
4. Do you feel adequately trained in your role and do you have a solid understanding of functions of the EOC?
YES, BUT THEIR CITY OPERATES LIKE MANY SMALL CITIES, TRIED A "ONE SIZE FITS ALL" - UNDERSTANDS ITS STRUCTURE. ONLY HAD 1-2 OP PERIOD ACTIVATIONS *USE JOB AIDES
5. What background, education or experience has best prepared you for your current role and your ability to perform effectively in an EOC?
EXPERIENCE IN WORKING IN A CITY THAT IS PROGRESSING IN EMERG. MANAGEMENT - THINKS FORMAL EDUCATION IS GOOD, TOO MANY COURSES - DON'T MEAN MUCH - EXERCISE TRAINING. SEEN LIKE WHAT TRAINING REQUIREMENTS, IF ANY, DO MUNICIPALITIES HAVE TO ADHERE TO? (type, frequency, etc.) ACTIVATIONS DEPENDS - O.A.(O.C.) GETS GRANTS (EPA) TO EXERCISE ANNUALLY - O.C. HAS COUNTYWIDE EXERCISE EVERY YEAR. NOT NECESSARILY REQUIRED. - NCA FORTNIGHT TRAINING - TESTED THEN COMBINATION OF METHODS BEST STRENGTHENS CITY STAFF OR A MUNICIPALITIES ABILITY TO EFFECTIVELY FUNCTION IN THE EOC. AAR
6. Preparing staff can be achieved through drills, training, and exercises. What frequency and/or combination of methods best strengthens city staff or a municipalities ability to effectively function in the EOC?
IN A PERFECT WORLD - BREAKDOWN SESSIONS - "LUNCH & LEARN" ANNUALLY (BEFORE FUNCTIONAL EXERCISE) HIGH LEVEL SINGLE DIVISION JOB AID REVIEW
8. Monrovia is a small city of 40,000 residents and fulltime staff of 250. When the EOC becomes activated, some of the employees are required to report to the EOC and fill positions. EOC activations are infrequent and staff members have stated they don't feel adequately prepared for their role in the EOC. What suggestions do you have for developing a training plan for city staff?
TAKE 16 CLASSES 1-100, 1-200, GET TEAMS ALL - HAZARD GRANT FUNDS YEARLY - JOB AIDES ARE HUGE. REQUIRED

Industry Expert Questionnaire

Emergency Operations Center Survey

Name: LESLIE LIKE Date: 3-22-19 Time: 3pm

1. What is your current title and what are the duties associated with your position?
Deputy Director OCM - ON RECOVERY, WOLSEY FIRE, ASSISTANCE - WILL 5 PEOPLE IN RECOVERY SECTION
2. What is your background as it relates to emergency management and specifically in the realm of EOC?
10 YRS S.D. Co ECF - EMERG. MANAGER P EOC - OPERATIONAL AREA COORD. EOC DIRECTOR, OPS CHIEF
3. In the event of a large scale event or disaster, do you have a role in the EOC? If so, what EOC are you assigned to and what are your primary responsibilities?
* 7 NEW STAFF - HAVE EOC ROLES - PIO, IEP, - NOT A SET FULL TEAM. 2 SEATS (EOC MGR & EOC COORDINATOR) - MGR - LIKE AN OPS CHIEF - ACTIVATED 14 DAYS WOLSEY.
4. Do you feel adequately trained in your role and do you have a solid understanding of functions of the EOC?
5. What background, education or experience has best prepared you for your current role and your ability to perform effectively in an EOC?
5 YRS IN MARINE CORPS - PINK SHE - MS HOMELAND SECURITY - NUMBER OF ROLES - * GO TO ACTUAL EOC ACTIVATIONS - EMERG. MGMT DEBATES, CONT. EDUCATION, STATE'S FEMA T.R., ACTUAL INCIDENT
6. What training requirements, if any, do municipalities have to adhere to? (type, frequency, etc.)
NIMS - DON'T HAVE TO FOLLOW SEWS - * HAVE TO FOR FUNDING. * STATE HAS
7. Preparing staff can be achieved through drills, training, and exercises. What frequency and/or combination of methods best strengthens city staff or a municipalities ability to effectively function in the EOC?
* STATE STRONGLY RECOMMENDS, HAS CERTIFICATION TRACKS. CATERING TO BE ABLE TO APPLY - 1 POSITION SPECIFIC EXERCISE * SPECIFIC BASED ON HAZARDS - FULL SCALE - NICE BUT HARD TO FUND - * BANG FOR THE BUCK * TABLE TOPS
8. Monrovia is a small city of 40,000 residents and fulltime staff of 250. When the EOC becomes activated, some of the employees are required to report to the EOC and fill positions. EOC activations are infrequent and staff members have stated they don't feel adequately prepared for their role in the EOC. What suggestions do you have for developing a training plan for city staff?
* SPECIFIC SKILL SETS DRILLS

MORE ON OPERATIONAL QUANTITY - PAGES

Industry Expert Questionnaire

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NEED AN EMERGENCY MANAGER POSITION. SOMEONE TO FOCUS ON PROBLEM EMERG. MANAGEMENT COMMITTEE - ONE FROM EACH DEPT.
10. New employees spend an entire day on-boarding. What suggestions do you have for integrating some level of exposure to the EOC and their responsibilities during a large-scale emergency or disaster?
ORIENTATION WEEK IN LAGUNA BEACH ALL EMPLOYEES GO THRU 100, 200 REC FOR EVERY EMPLOYEE - DSW RESP. 10 MIN DISCUSSING
11. Any other comments or suggestions?
HIS POSITION MORE THAN WORK DAYS FOR ITSELF EACH YEAR THROUGH GRANTS - 150 CITY SPECIFIC SUPPLIES/INFORMATION WITH INFORMATION * - HAVE B.P. CHECK INTO THAT! * - PLANS - EXERCISE

* SELF PROPA DNESS MOST IN A DISASTER FOR Residents - TEACHING Before A disaster.

Industry Expert Questionnaire

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BUT ON AGENDA - HAVE 5 MIN CONVERSATIONS - 3 QUESTIONS - THROW A FEW QUESTIONS OUT TO THEM - * BUT LITTLE QUESTIONS IN HEAD - * LEADERSHIP SETS PRIORITY
10. New employees spend an entire day on-boarding. What suggestions do you have for integrating some level of exposure to the EOC and their responsibilities during a large-scale emergency or disaster?
* WEBSITE LA CITY, S.F. - HAS NEW EMPLOYEE ONBOARDING - TAKE SOMETHING WITH THEM. MAKE A DSW FAQ - PLANT SEEDS.
11. Any other comments or suggestions?
LOOK @ NEEDS FROM WITHIN CITY - WHO HAS A ROLE, WHO IS AVAILABLE, SEND TO SHADOW, ADD DEPTH IN EOC. * * *

Appendix G

Personal Communication

*Personal Communication*

Date: January 16, 2019
Name: Rae Bowman
Title: Budget Analyst
Phone: 626-932-5588
Email: rbowman@ci.monrovia.ca.us

I spoke with Budget Analyst Rae Bowman regarding full time staff. She stated for FY18/19 the full-time employee position authorization is 249.75. She also stated there are currently 238 active employees. The City of Monrovia uses Munis financial software, which is where she obtained the data.