Speaker 1: [00:02](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=2.48) I'm Mark Peterson and this is the FEMA podcast. The National Response Coordination Center, or the NRCC, is the central hub of activities for the federal response to disasters and emergencies. For FEMA, it's our operations center located at FEMA headquarters right in the heart of Washington, D.C. Here we bring in representatives from across the federal government to coordinate the overall federal response and recovery, which includes adjudicating massive resource requests from the field to support our states when they need us most. On this episode, we got a special walking tour of the NRCC from Josh Dozor, the Deputy Assistant Administrator for FEMA’s Response Directorate, just as we stood up in response to the potential effects of Tropical Storm and later Hurricane Dorian.

Speaker 1: [00:57](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=57.76) Okay. So we're here in the National Response Coordination Center with Josh Dozor, longtime friend of the podcast. So it's a great opportunity to talk to you again. By way of introduction, what is your role here for this activation in the National Response Coordination Center versus your normal day-to-day role?

Speaker 2: [01:17](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=77.39) So actually I'm the Deputy Assistant Administrator for Response in FEMA, which includes the operations of National Response Coordination Center, search and rescue, emergency communications. Normally on the Chief in the NRCC during activations. But we have a number of chiefs that rotate in every disaster, every incident. We have a gold and blue team that go on and off. I'm the blue team and today you have the gold team on it.

Speaker 1: [01:41](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=101.49) Great. So I mean, that's a great example. We’re going to talk a little bit about the function of the National Response Coordination Center, how it's set up and things like that. But what you just described it as a great example of how we have our normal job duties that we work in day in and day out. But when we have an activation, we step into a different role for this center.

Speaker 2: [02:03](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=123.64) Right. This National Response Coordination Center relies upon skills and expertise from across all of FEMAs programs, across the entire field of government and our non-governmental partners. We have folks doing situational awareness today who are from Grants, from Hazard Mitigation, who normally during the normal day they're working on Grants or External Affairs or policy issues. And today they're doing Planning. So it's really - in FEMA, a core principle of ours is that every employee is indeed an emergency manager and they pivot. They change their roles. They adjust where they're staying sometimes. They'll actually travel to be here and we'll have a full operational cell here from across all the missions and disciplines that you can imagine.

Speaker 1: [02:48](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=168.85) And in order to do that, they also receive training for those specific roles that are outside of their normal job training. Right?

Speaker 2: [02:55](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=175.89) Yeah. We'll have a whole training and exercises about four times a year. We'll hold a national level exercise, or a tier one exercise, once a year and we'll have a full activation with the day and night shifts for a major incident. This year it was the New Madrid seismic zone earthquake. Next year it’s going to be a cyber incident. The year before this was a hurricane incident. So we're always testing our skills and abilities and we have new technologies that change or our processes are always improving. What's available, our capabilities, are always increasing. You have to be on your toes, understanding what those capabilities are, how to use them, how to apply them. And we have to be sticking with the regions too and in the field. So we'll hold as many exercises as possible with our regional counterparts. So we all know who's doing what and we understand is there's new processes.

Speaker 1: [03:41](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=221.65) So let's talk about why we're here today. So today is August 27th and we've just activated the National Response Coordination Center. Tell me why we're activated. So Tropical Storm Dorian is threatening Puerto Rico and the U.S. Virgin Islands. Because of the distance of the storm and because of the distance of the islands, you need a lot of time to mobilize and deploy resources there. And so when we're five days out, even no matter how risky the forecast is, how uncertain the forecast is, you have to turn on early. You have to start mobilizing early. So we started moving assets as early as the weekend. And now we need to be fully activated here to coordinate across departments and agencies cause we're sending medical teams, we’re sending search and rescue teams, we're sending emergency communications teams and assets and vehicles. We are mobilizing force packages from the Department of Defense right now and you need to coordinate not just their movement and where they're going.

Speaker 2: [04:37](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=277.981) But how you are going to lodge them and feed them and care for them? Where are they going to stay? Are they going to be protected? Do they need any security? Do they need fuel? Do they need housing? The entire suite of wraparound services needs to be cared for. And so you just sent in an opera order to deploy is not enough. You have to coordinate the full scope and full spectrum of wraparound services and you need to be synchronized with the non-governmental partners and the other departments and agencies.

Speaker 1: But the NRCC, the National Response Coordination Center, I'm going to say that a lot. So the NRCC it activates at different levels. So what level are we at now versus what are some of the other levels that we would activate to.

Speaker 2: So right now we call it our Response Operations Cell, which is just under a Level Two activation. Tomorrow we'll be at a Level Two activation. It will be 24-7 operations. What that Response Operations Cell, its element does is we have a number of ESFs here. We have our logistics folks here. We have our movement coordination folks. We have the folks who execute the mission assignments and the finance folks to execute the money to reimburse those mission assignments and directives. We have situation awareness here doing reports and understanding. We have NOAA here doing our analysis of the weather and what those impacts may be. Cause we're not gonna expect the impacts until tomorrow. But all the necessary assets to move and position, there's teams for employment of those operations. Tomorrow is what we have here. We also have a Crisis Action Planning cell looking beyond 72 hours. After the storm passes Puerto Rico, what is the threat to Florida? What is the threat to Georgia, South Carolina, North Carolina? What do we need to mobilize on continent of the United States to be ready for this? There's secondary impacts and to coordinate those efforts as well.

Speaker 1: [06:26](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=386.18) I mean, to call it a cell makes it sound like it's a small group of people. But there is a lot of people here in this room already working. So what does the staffing level look like? How does it look different between a cell versus a Level One activation when everybody is here.

Speaker 2: [06:40](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=400.98) Yeah, it's not a small event. We have about 50 people here today. There's also people upstairs and other floors doing all the other support elements. We have a Joint Information Center, which is External Affairs on the eighth floor. In the sixth floor, we have back reach back logistics support and movement coordination folks and contracting staff up there. We have a large contractor cell on the third floor. So the whole building is being operated, utilized. We might have 50 people here today. Tomorrow you're going to see 120 people in this room and every seat - almost every seat – going to be filled. It'll be buzzing. And we'll actually surge in more staff to fill seats in office rooms upstairs. The whole building’s going to be utilized.

Speaker 1: [07:24](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=444.8) So describe the room for me. We’re standing on sort of the main floor, which kind of seems like the hub of activity but there's other sort of levels. Can you describe the room a little bit for me?

Speaker 2: [07:36](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=456.46) Yeah. Up front you have the Chief and the Chief is making sure that everyone's doing their job and they're doing so in coordination with each other and in coordination with the field. We are here to support the field elements. Our field elements are here to support the state or the Commonwealth. That's a principle that needs to be very rigorous and follow through very well.

Speaker 1: We have to elevate it a little bit.

Speaker 2: Yeah, it's elevated a little bit. So they have full visibility of the whole room. We have TV screens all around. They're showing not just television, but they're showing our GIS systems and boards. We have seven critical lifelines and we have a GIS board that displays the impacts on each lifeline: whether it be food, health and medical issues, search and rescue, power, communications, transportation.

Speaker 2: [08:24](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=504.22) We have GIS and analytics to show those on the boards as well as our operations. Our force laydown. Where are our assets? Where are our resources? What is the weather pattern? What is the storm surge? What are the hurricane tracks? We have these GIS boards all around. Also on the elevated platform you'll have the Chiefs for Situational Awareness and the Chiefs for Resource Support and the Chiefs for our Center Support staff. What situation awareness is doing, which are these blue desks you have in this room? They're collecting data from all sources. All of our department agency partners, what the state has provided us, what the Commonwealth has provided us, what our non-governmental organizations are providing. We're also listening with social media to see what the trend is, what the impacts are, what's the population need, what are the thoughts and feelings on what is being provided. What's not being provided so we can accommodate and adjust those requirements.

Speaker 2: [09:15](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=555.78) Let's go back to the blue desks where our Situation Awareness Section is and specifically the Crowdsourcing unit. This is a very unique new field for us. So we started it a year ago, where we're establishing partnerships with non-government organizations who have data and to proactively reach out to communities to find out what their needs are, what their impacts are and they'll connect those data feeds to us. So we could see specifically what is the trend in shelters, what is the trend in gas availability and fuel distribution. If we don't establish those partnerships with those organizations, sometimes private organizations, we won't have that automatic feed. So they're crowd sourcing and right now it’s establishing those partnerships now and organizing where our priorities for information will be. And while the official reports are still being developed, we'll get immediate reporting from crowdsourced and social media listening to help drive our operations. If we see a shortfall in a capability, we want to pivot and adjust that capability as much as possible.

Speaker 1: [10:20](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=620.81) So we're in the blue section and I'm looking out. We're sort of in the center of the entire room, but as I look out across the rest of the staff here, the thing that I'm struck by is all the colors. Right? So talk to me about the color coding throughout the room.

Speaker 2: So light blue is situational awareness. That's where you're doing information collection.

Speaker 1: These are the major parts of the NRCC. Major sections, right?

Speaker 2: Yes. So light blue was our situational awareness where we're doing data collection, we're doing data analysis. What is the trend? What does it mean? What is the context behind that data? And then we have to do the reporting. We have to report to our bosses. We have to report to the White House. We have to report to the field and what's going on and give them those trends that we have to establish those reports on an operations tempo. We have geospatial information units here and they’re building the maps and providing us with intelligence visually on what is the impact and what is requirements. Dark blue is the Chief staff, where state staff report directly to the Chief, and it includes the attorneys. It includes a lot of our liaisons including a Department of Defense, Joint Staff, NORTHCOM, SOUTHCOM if needed. Transportation Security Agency, Defense Logistics Agency, NOAA, the State Department.

Speaker 1: [11:36](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=696.02) That would sort of like a command staff.

Speaker 2: [11:39](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=699.87) Yeah, and we will pivot and adjust who sits here. Which liaisons we have based upon the type of incident it is. Obviously, if it's a public health incident, we'll have a heavy public health representation. When it was the Haiti earthquake, we had a lot of State Department folks here and we even had native folks here and UN staff here. So we can pivot based upon any incident and the unique requirements to inform the Chief of what he or she needs to do to make the right decision.

Speaker 1: So in some of those exercises you mentioned earlier, the cyber, you would bring in other resources to specifically address that threat?

Speaker 2: Absolutely. In fact, we've activated for a cyber incident in the past and we've had a heavy information technology presence, Cybersecurity Information Infrastructure and Security Administration presence here. And FBI presence here. And we were coordinating that effort that we were tracking not only the impacts of cyber tech, but the success of our patch installations to close those gaps and close those vulnerabilities.

Speaker 1: [12:39](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=759.74) So we have a couple more sections over here.

Speaker 2: Yeah, so let's walk over to the red section. And this is our largest section. This is our Resource Support section or Operation section. In here, in Resource Support, is where we are getting all the requests for assistance. So if there's a request for medical assistance, it's going to come up through our Emergency Support Function Eight desk, which is led by Department Health and Human Services. If there's a need for communications assistance, it'll come up through our Emergency Support Function Two, which is disaster emergency communications. We have all the essential functions - 15 essential functions - represented here by their respective departments and agencies, and their supporting agencies. The requests will come in through the Commonwealth and from our field elements to these desks and they're all going to go into a Resource Capability Coordinator (branch coordinator) and they're going to determine what is the priority for resourcing and how we're going to source it.

Speaker 2: [13:38](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=818.56) For example, there are many different ways you could provide a requirement. You could, if we own the capability to deliver the deploy, we'll just issue an operations order for our own federal capability to deploy. That could be a FEMA capability. It can be an HHS capability, can be a Department of Transportation capability or a Department of Defense capability, whatever it is. Or we can contract for it. We can enter into a contract with a private entity to provide that service. Depending on which path you take, it'll go through a different section of these red rows of seats and our contractors, our acquisition folks, will issue a request for proposals on the street very quickly, very timely. Faster than you've ever seen any contract service done in the federal government to, within hours, provide that service. If it's a federal capability we don't deploy, it'll go to our Mission Assignment desk. And our Mission Assignment desk, we'll task that department agency to deploy that asset.

Speaker 1: Those are sort of those Op orders

Speaker 2: [14:39](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=879.88) Exactly. And that Op order will tell them where to go, when to go, the period of performance, the scope and scale, the capability and which the primary agency that performed that work. Then it'll go back to the department agency. They'll approve it and our finance folks will issue the funding necessary to execute that order. Once you get the asset, once you get the capability, it goes to a room in the very back and let me show you this room at the very back called the Movement Control Center. The Movement Control Center has to figure out how it gets there. If it's a hurricane in the continental United States, it's easy. You could drive there. In fact, most of our assets will drive. We might use rail. We might use some strategic air. This way over here.

Speaker 2: [15:28](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=928.67) But it's generally an easy operation. If it's Puerto Rico or the Virgin Islands or Hawaii or the Pacific territories, the Movement Coordination Center becomes more and more important. We have to figure out the mechanisms of which this asset is going is going to arrive and we have a couple options. We can execute a mission assignment to Department Defense through strategic airlift. There's big C-5 and C-130 airplanes. We could test them to deploy. We could do our own contract air and we have our own contract air services. But a lot of other departments and agencies also have air services. Customs and Border Protection provides a lot of support. U.S. Coast Guard provides a lot of support and we can even go to international firms to provide services if we don't have enough airplanes. But you have to coordinate how it's going to get there. We will also have to decide. Some assets, if not enough strategic air lift is available, we may barge a lot of capabilities. And now it’s slower. It might take seven days to get there, but you can get a greater amount there and it's a higher likelihood of success because air frames breakdown, pilots time out. So you have to always balance the requirements on how you're going to get there. Plus you have to take into consideration the impacts of the ports, the airports and seaports. During Hurricane Maria in 2017, both were down. The airport was only able to receive one airplane at a time. Can you imagine that? And it had to load and offload the airplane on the tarmac cause the debris and the airport was completely destroyed. The tower was down. The radar was down. So you were not able to get a lot of strategic airlift into the island.

Speaker 2: [17:12](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=1032.95) You had to barge a lot. And we had to construct a daisy chain of barges from Philadelphia, Jacksonville, Miami, and Houston. If you could imagine this. Across the ocean, a daisy chain of barges streaming across the Atlantic coming to Puerto Rico. And we had to open up, take measures to open up the seaports and expand the number seaport capabilities on the islands to receive these capabilities. Then you had to task assets to contract for drivers and trucks and k-loaders and forklifts. Forklift operators to manipulate to move the assets once you've got them off the planes and off the barges. So it was a major, major…

Speaker 1: On top of clearing the roadway.

Speaker 2: Clear the roadway. Then you have to power it. You have to generate it. You have to operate it. Install it. So if you could imagine every asset, that every capability needed to move something, everything had to be provided, everything had to be shipped, everything had to be deployed. And that prioritization for what goes, how it goes and when it goes is made in this room.

Speaker 1: [18:15](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=1095.9) So one of the things that I'm struck by, when we come back to the main room is that the National Response Coordination Center is part of an interconnected web. And I know that well from having worked in the field and the regions. Can you talk about how those entities sort of cascade up and then cascade down in terms of our responding to an event?

Speaker 2: [18:35](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=1115.42) Oh sure. So we're obviously a National Response Coordination Center here. We support the field and we support the region. Puerto Rico and Virgin Islands is within the area of responsibility of our Region 2 office based in New York City. They have their own Regional Response Coordination Center, that looks like this but smaller. And they have representations from all of the Emergency Support Functions and they are activated to provide that support. And we have a Regional Administrator who's working with our field elements who are directly engaged with the Commonwealth. Let's talk about what's going on at the level at Puerto Rico and the Virgin Islands. We have a predesignated Federal Coordinating Officer or FCO. That FCO is the coordinator for the federal government and has operational control of all federal assets. It's our FCO who is on point to coordinate with the Commonwealth, with the Governor, with the State Coordinating Officer, to determine what do they need and how we support them most.

Speaker 2: [19:30](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=1170.77) It's the FCO who's directing this operation and driving this operation. If the FCO needs capabilities, that'll come up through the region and to us and we'll support those capabilities. There are some assets that are deployed in shop to the FCO that he or she has complete operational control over. They can move them from division to division based upon a situation. And there are some assets like national search and rescue that are controlled and owned and operated at the national level. We’ll adjust as well. The FCO will have a number of branches and divisions across the islands in different jurisdictional areas, each with their own division supervisor who has point-to-point contact coordination with the municipalities, with the mayors themselves. And they will adjust. The FCO will adjust the resources across the divisions on island depending on where the impacts are and the relative needs of those municipalities.

Speaker 2: [20:26](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=1226.15) Some municipalities have a lot of assets themselves and they need less. Some will need a lot more support. They might need coordination support, they may need communication support, but it's a layered approach and we're supporting down the Federal Coordinating Officer. And as departments and agencies deploy, they fall under the jurisdiction of that Federal Coordinating Officer.

Speaker 1: Can we talk about horizontally from the National Response Coordination Center? I know other agencies around the DC area, maybe if they're headquartered here, have operation centers there. Does the NRCC work horizontally with them and how do they connect?

Speaker 1: Yeah. So depending on the incident, all of their operation centers across departments and agencies will be up and running. Department of Energy. Good example. They have an operation center - Department Energy - and they're coordinating across the sector and across the sub-sectors from electricity to fuel to power to pipeline management. Department of Energy’s operation centers provide all that backreach support to do their own reporting on what's going on with the energy sector.

Speaker 2: [21:30](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=1290.16) They, meanwhile, have a seat here and have liaisons here and are our reach back when a contact to all energy sector requirements sits in this room. But we rely upon the entire Department of Energy to do what they do best for the sector. Department of Transportation has their operations center up and running. Health and Human Services has their operations center. In DOD, the Northern Command is the combatant command with operational responsibility. And in Colorado Springs, they'll have their operation center up and running to deliver and support and to provide the care and feeding for the resources that we mission assign to deploy. They're all operating at this moment.

Speaker 1: I know that you have a very busy several days ahead of you as we are tracking Tropical Storm Dorian, which we expect to turn into a hurricane in the next couple of days, hours. Hours to days. So thank you for your time working with us. And this operation center is up 24-7, right?

Speaker 2: [22:25](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=1345.03) Yeah. We'll be up 24-7 and we have multiple teams. We'll rotate the teams. In 2017, we were activated 24-7 for three months and it was a major effort. And what's unique here is we had to pivot from disaster to disaster. If you remember 2017, we were up 24-7 for Hurricane Harvey and that was a big incident. That was a major, major incident. And then we had to pivot our focus from Harvey to Irma, while still supporting the recovery efforts in Harvey. We had to engage and deploy the response efforts for Irma in the Virgin Islands and then again in Florida. And then we had a pivot again for Hurricane Maria and people forget that even though those are the three major hurricanes. During the same time we had a space weather incident. There were other hurricanes that came through that skimmed across the Atlantic coast and we had to manage those impacts. And then we had the California wildfires right after that. An earthquake could happen at any moment and this operation center is poised to activate within two hours of time. So we’re ready to go. People here love it. Because during this incident you have complete unity of effort across the federal government working in an effective and efficient manner. All of our purposes, all of our missions are streamlined and focused on the same thing, which is what is the best thing for the survivor and that state who we're supporting. And the unity of effort, the coordination you see across the federal government. Here's a model example that we should be proud of.

Speaker 1: [24:09](https://www.temi.com/editor/t/sVmsaMgZPkb91iCNNaGMiXHGXVE-8VHZJo_TWT1V_GILR0SRcSDuPozen9e7Xr5DETaGAZrzLIxKBSP2NUMlCkcQCAA?loadFrom=DocumentDeeplink&ts=1449.94) We welcome your comments and suggestions on this and future episodes. Help us to improve the podcast by rating us and leaving a comment. If you have ideas for future topics, send us an e-mail at fema-podcast@fema.dhs.gov if you'd like to learn more about this episode or other topics, visit fema.gov/podcast.