



Placer County ARES

Meeting Presentation

Incident Command System (ICS) in the EOC
A Practitioner's Perspective

September 9, 2017 09:00 - 10:30
Auburn Veterans Hall
100 East St., Auburn, CA

Background - Who am I?

Bob Fields, MPA, Lifetime CEM[®]

38+ Years Experience in EM / COG / COOP / CM

22+ Years Private Sector Management Experience

40+ Years Search & Rescue Operations

Former ANG Avionics Technician



KD6QVD

Purpose

- Share with colleagues a time-tested and proven training tool that has worked in the past to modify (improve) behavior in Emergency Operations Center (EOC) management.
- Provide insight on how to quickly prepare, conduct, and present an EOC Action Plan.

Are We Ready For Anything?

A significant majority of CEOs say that their organization's disaster response plans are inadequate to handle the myriad issues arising from a major disruptive, or worse, an unanticipated event.



Today's Presentation . . .

Presents ICS as an outcome based process

Demystifies the ICS methodology

Is not a substitute for Katie Couric's "*Now I get it!*"

Emergency Operations Center

Disaster Response Coordination

(Asset deployment conflict resolution)

The EOC Director



During crisis management / disaster response operations in the EOC:

- (1) Assumes ultimate responsibility for managing the disaster response
- (2) Resolves conflicts in operational priorities
- (3) Is the conduit to higher management

The EOC is the only place that can truly:

- Acquire, assemble and respond to the “Big Picture”
- Prioritize response goals and “rules of engagement”
- Develop and disseminate a consolidated action plan
- Monitor performance and make necessary adjustments
- Ensure a one plan, one page, one voice outcome

Evolution of disaster response chaos

- ☹️ *failure to realize the magnitude of the situation*
- ↪ *failure to activate quickly enough*
- ↪ *failure to staff to a high enough level*
- ↪ *failure to delegate effectively*
- ↪ *leads to unclear lines of authority*
- ↪ *leads to unclear goals and objectives*
- ↪ *leads to poor inter-player coordination*
- ↪  ***Pixelated micro-management*** 

Disaster response & recovery tools

- *Emergency & Disaster Preparedness*
- *Emergency Response Management*
- *Crisis Management*
- *Continuity of Government Ops Planning*
- *NIMS / SEMS / ICS*
- *Incident Command System*

Disaster Response & ICS

- State law specifies state agencies shall use the National Incident Management System (NIMS) and the California Standard Emergency Management System (SEMS) to manage disaster response operations.
- Today we are going to briefly examine and discuss disaster threat assessment and response prioritization.
- And we are going to review an EOC ICS Action Planning tool as a convenient way to communicate the intended response outcome to affected stakeholders.

The Incident Command System

The Incident Command System (ICS) is a management tool used in organizing and conducting emergency response and recovery operations. It is designed to be flexible and adaptable to manage single agency responses and/or large multi-jurisdictional operations and uses a modular building block organization to achieve this purpose.

The main benefit of ICS is that, regardless of incident size, it allows for one person to be in charge; assess the situation, develop and implement response plans; monitor progress and adjust operations as necessary to keep operations on track to meet mission goals.

ICS accomplishes its mission by being organized into five functional groups. Not all groups are necessary for all types of responses and may be expanded or deleted as the situation demands.

The five functional groups in ICS are:

Command in charge of overall success, usually sets policy affecting response.

Operations controls and supports the tactical field response activities.

Logistics facilitates and provides resources to support operations.

Planning monitors progress and anticipates effect of current operations.

Finance keeps track of costs, records, pays vendor services, etc.

ICS utilizes eight principles to assure success in managing emergency response. They all interrelate to join the five functions and are:

1. Unified command structure leading to a
2. Manageable span of control by using a
3. Modular organization and
4. Common terminology to ensure
5. Integrated communications and a
6. Consolidated action plan supported by
7. Designated incident facilities resulting in
8. Comprehensive emergency resource management.

Business Continuity

- Business Continuity **strategic** planning is preparing for all-hazards disruptive events that impact normal business activities.
- It focuses on developing the strategies, priorities, staff, and resources needed to sustain or restore essential services until normal operations resume.

Business Continuity is Essential for Mission Success

Crisis Management

- Crisis Management **operational / tactical** planning is preparing for all-hazards disruptive events to prevent further loss of life and property and to restore essential life safety services.
- It focuses on developing the strategies, priorities, staff, and resources needed to conduct effective emergency response intervention activities. *Crisis Management activates and operates the Emergency Operations Center (EOC).*

Crisis Management is Essential for Life Safety

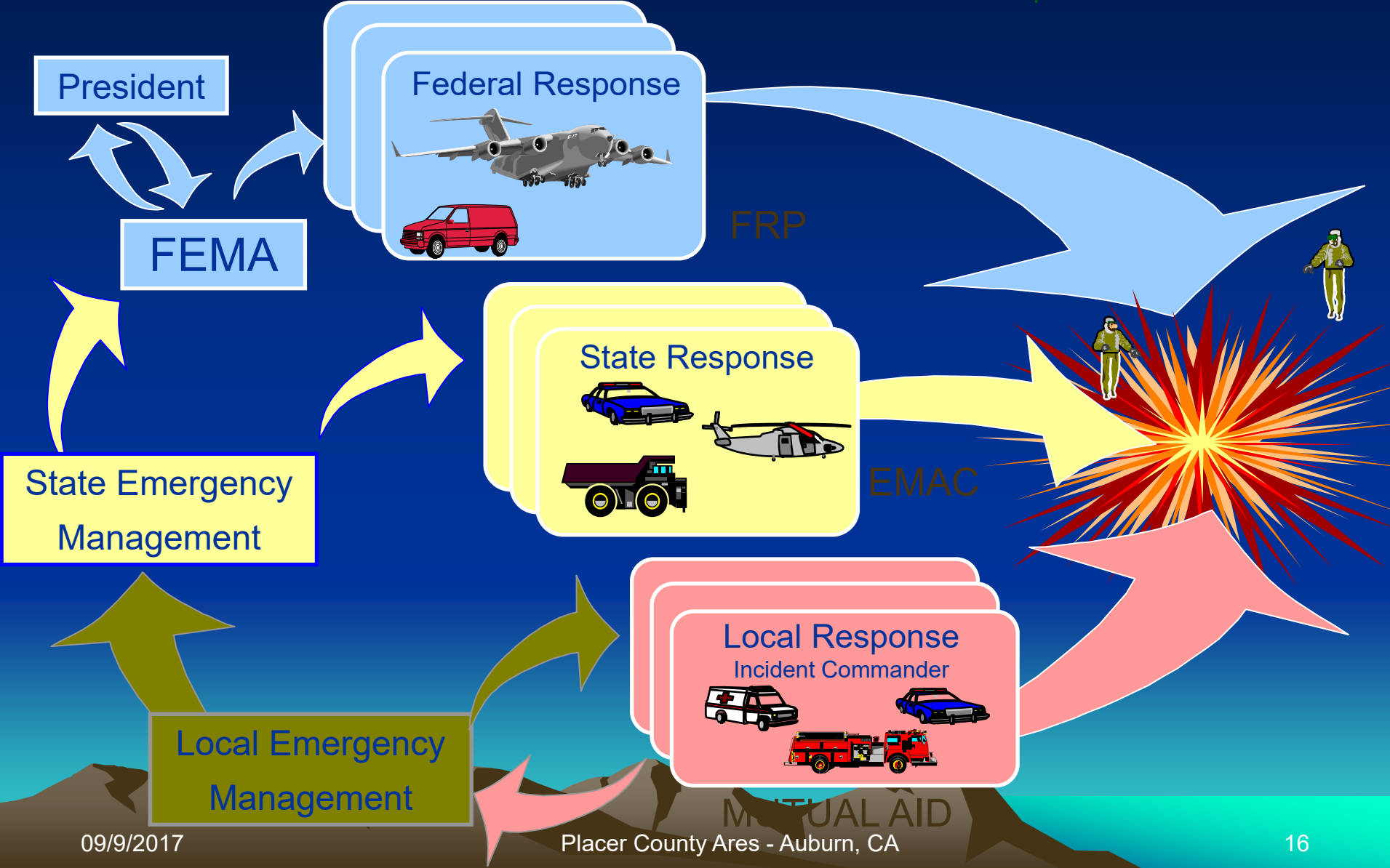
Emergency Response, Continuity of Operations, Recovery Relationship Table

Bob Fields, CEM – July 9, 2012

	Entrance Criteria	Exit Criteria	Who?
Emergency Response	Call to 911 or other dispatch center.	Intervention is stabilized / complete -or- Escalate control to Crisis Management	First Responder or Incident Commander
*Crisis Management (*Manages EOC)	Situational Awareness Level for a Major (1) Life Safety or (2) Mission Success impact, event, or threat thereof as declared by site executive or designee.	Stabilization of crisis. Command and control moves to another area. No more imminent loss. The elements that made it a crisis have gone away. Recovery is initiated (hand off).	Trigger; Site executive or designee, Security, Finance, HR, Operations, Production, Legal, Communications, COOP manager. *EOC
¹ Pandemic Response	Awareness of Pandemic – response level is declared by senior executive or site executive with input from HR / Medical if present.	Stabilization of crisis. Command and control moves to another area. No more imminent loss. The elements that made it a crisis have gone away. Recovery is initiated (hand off).	Trigger; executive in charge of response coordination. *EOC
Continuity of Operations (Business Continuity)	Any change in mission essential functions, programs, facilities, priorities, long range plan.	Dynamic activity – does not expire!	Department / program COOP / Business Continuity coordinators.
Disaster Recovery	Upon crisis declaration and occurs in background of Crisis Management until all life and safety facilities are secured.	Return to normalcy	All stakeholders. *EOC

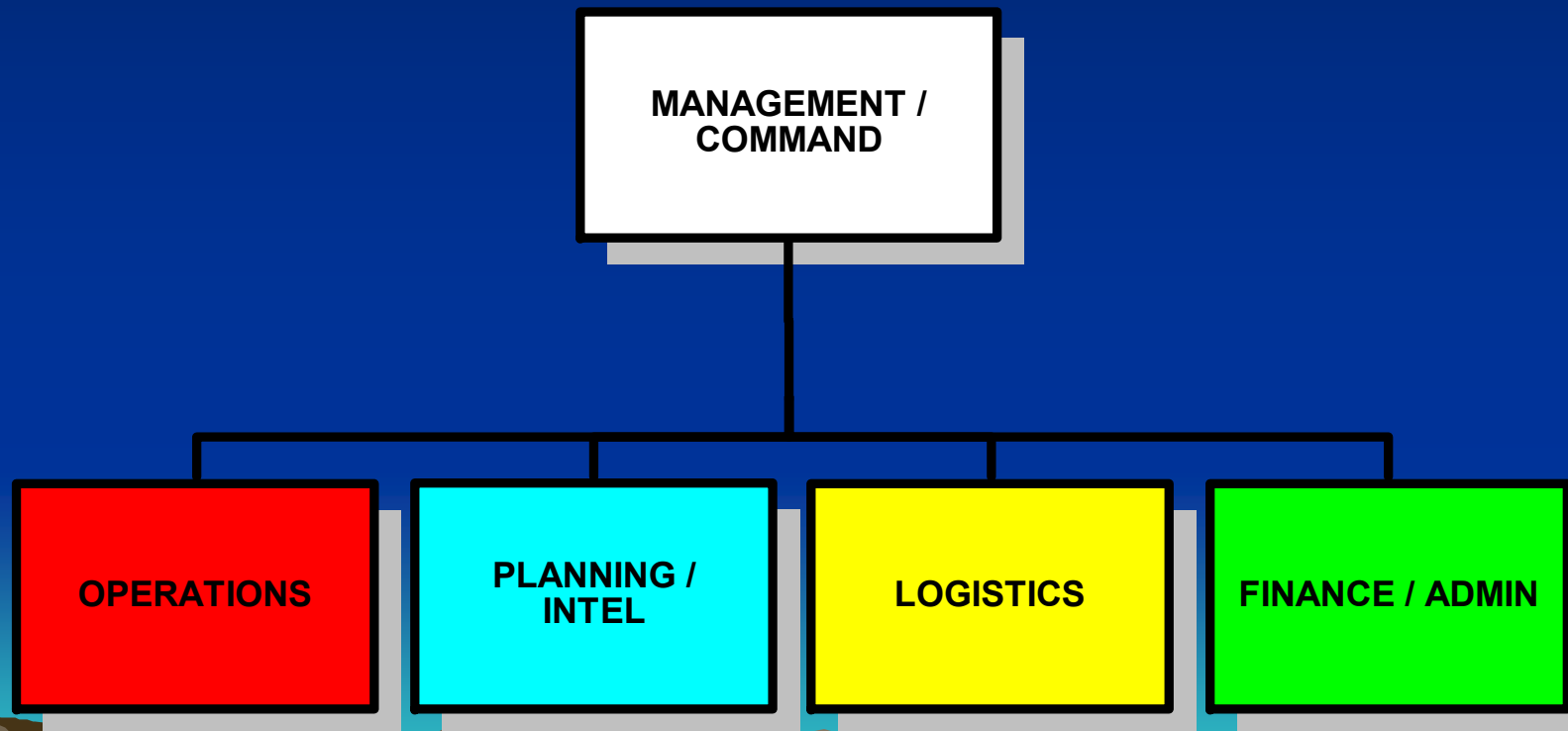
¹ Although Pandemics should be considered as a component in an all-hazards approach to disaster planning, response, and recovery. However, it is depicted here because a significant number of organizations have, for alleged political reasons, segregated it into a separate domain.

NIMS



Incident Command System

The Five ICS Functions



Managing the activated EOC Mission





THE EOC

is a place where uncomfortable officials meet in unaccustomed surroundings to play unfamiliar roles making unpopular decisions based on inadequate information in much too little time.

Art Botterell

The Mission of the EOC

- (1) Prevent further loss of life & injury.*
- (2) Sustain Continuity Of Government Operations*
- (3) Recover from the disaster.*

EOC Mission Accomplishment

- (1) Assess the situation and prioritize threats.*
- (2) Apply resources to mitigate threats.*
- (3) Re-assess situation and prioritize threats.*

The EOC Mission Accomplishment Cycle

(1) Prevent further loss of life & injury.

- (1) Assess the situation and prioritize the threats*
- (2) Apply resources to mitigate threats*
- (3) Re-assess the situation and prioritize threats*

(2) Sustain Mission Continuity.

- (1) Assess the situation and prioritize threats*
- (2) Apply resources to mitigate threats*
- (3) Re-assess situation and prioritize threats*

(3) Recover from the disaster.

- (1) Assess the situation and prioritize threats*
- (2) Apply resources to mitigate threats*
- (3) Re-assess situation and prioritize threats*

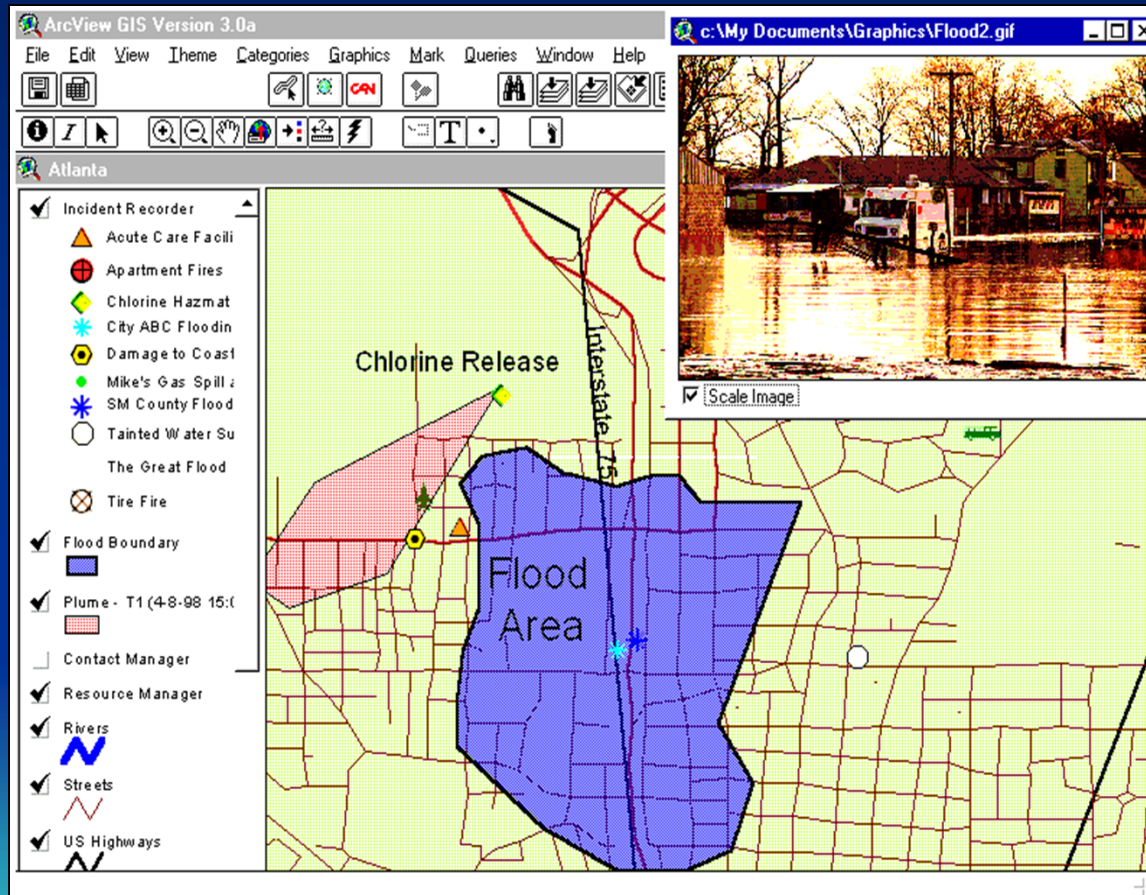
EOC Action Planning

(AKA The Decision Briefing)

Basis for Action Planning

- Management by Objectives = *Clear goals*
- Clear time frames to achieve goals

Why? To understand and respond to the true situation.



EOC Information Management

- *It's not about information sharing.....*
- *It's about information integration !!!*
- *One voice, one plan, one outcome....*

In EOC Action Planning

ALL key players collaborate in:

- *assessing and prioritizing threats*
- *determining overall response objectives*
- *selecting and adopting strategies*
- *establishing response priorities*
- *ensuring efficient use of resources*

Purpose of EOC Action Planning:

Enables the EOC Director to make policy decisions regarding:

- *The application of scarce resources*
- *The next operational period*
- *On declaring an emergency*
- *Decisions on call backs, contracting or otherwise enhancing available response resources.*

Benefits of EOC Action Planning

- Focuses discussion on decision making, not war stories!
- Information provided is limited to details essential to support decision-making.
- Increases the time Section Chiefs are available to EOC staff.
- Minimizes the impacts of style, personal power or political position on the outcome of the resource allocation process.

EOC Action Planning Outcomes

- Published EOC Priorities
- Organized EOC field support
- Documented EOC Actions
- Moves EOC from Reactive to Proactive

What does a real event Action Plan look like?

SCVWD 5/20/2000 Lead Contamination EOC Action Plan

- Real event; trigger event that happened on a weekend
- EOC Action Plan discussion, preparation, adoption and dissemination took one hour and 15 minutes to complete.

California Standardized Emergency Management System EOC Action Plan

ACTION PLAN FOR: <i>SANTA CLARA VALLEY WATER DISTRICT</i>		EVENT NAME: MAY 22, 2000 LEAD CONTAMINATION
CURRENT OPERATIONAL PERIOD: FROM: HRS: 05/22/2000 1700 TO: HRS: 05/23/2000 1700		PLAN PREPARED BY: <i>EMERGENCY SERVICES CHIEF: Bob Fields</i> PLAN APPROVED BY: <i>EOC DIRECTOR (MANAGER): Walt Wadlow</i>
MAJOR INCIDENTS/EVENTS IN PROGRESS: SCVWD Lead Exposure and /or contamination		
SITUATION: (TYPE OF INCIDENT / EVENT)	LOCATION: SITE / BUILDING / FACILITY	EOC SUPPORT REQUESTED: (YES/NO - MUTUAL AID ?)
150-250 Employees exposed to lead & possible contamination; undetermined number of former employees; retirees, & visitors (vendors, contractors, consultants)	District wide	Yes Mutual aid assistance undetermined.
Lead contamination	Penitencia, Santa Teresa, Rinconada WTP; Vasona & Pacheco pumping stations; Winfield Warehouse & Corp Yard.	Yes Mutual aid assistance undetermined.
Sustained operation of water treatment facilities beyond 30 days threatened because of suspended and/or reduced preventive / corrective equipment maintenance at contaminated sites (Rinconada, Penitencia, & Santa Teresa WTPs; Vasona & Pacheco pumping stations; & corporation yard and Winfield warehouse.)	Affected sites	Yes Mutual aid assistance undetermined.
Potential employee morale / labor relations internal communications impact.	District wide	Yes Mutual aid assistance undetermined.
Potential external communications impact when news becomes public.	Media organizations; water retailers; vendors; consultants; contractors	Yes Mutual aid assistance undetermined.

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5/20/2000

Lead Contamination EOC Action Plan

OVERALL EOC GOALS: (OPERATIONAL PRIORITIES FOR THE EOC)

The District's operational priorities associated with lead exposure and / or contamination are:

- Limiting, to the greatest degree possible, the loss of life, injury and/or property that could result from District impaired functions or services affected by lead exposure and/or contamination.
- Sustain water supply and quality within published District standards.

MANAGEMENT OBJECTIVES:

- Assess and prioritize the lead exposure / contamination threats to the District's mission(s), facilities, and people.
- Mitigate prioritized threats by preparing, adopting, and implementing an Operational Period EOC Action Plan.
- Establish and maintain a disaster intelligence and resource management information sharing and liaison network with involved local, state, and federal emergency response and recovery agencies.
- Establish and maintain an effective emergency public information communications and liaison capability with media representatives, clients, vendors, employees, and the general public.
 - (1) Develop and implement an internal communications plan to address:
 - (A) Preliminary statement to employees
 - (B) Explain need for lead exposure / contamination laboratory testing
 - (C) Interpretation and explanation of laboratory test results
 - (D) Action(s) taken by district to remedy situation and prevent future occurrences.
 - (2) Prepare and implement an external communications plan to address media and other third party inquiries and interests.
- Provide the General Manager and/or the Board of Directors timely briefings on emergency response and recovery operations.
- Evaluate need to declare a Level One Emergency to ensure resource access and utilization.

PLANNING/INTELLIGENCE OBJECTIVES:

- Implement a lead exposure / contamination testing plan to determine size & scope of problem.
- Monitor and assess District operations and functionality.
- Review and compare emergency operations effectiveness to EOC Action Plan operational priorities expectations.

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5/20/2000

Lead Contamination EOC Action Plan

OPERATIONS OBJECTIVES:

- Sustain water supply and quality within published District standards.
- Maintain a standby workforce capability to implement emergency maintenance and/or repairs as needed.
- Develop operations plans and procedures to:
 - (A) Restrict / control access to lead contaminated sites.
 - (B) Plan & implement a schedule to ensure protective gear qualified staff are available to perform essential / emergency maintenance operations.
 - (C) Provide alternate work sites for employees displaced from controlled / restricted work sites.
 - (D) Prepare and recommend a site cleanup plan.
 - (E) Train additional district staff in protective gear use to augment / ensure maintenance crew availability.

LOGISTICS OBJECTIVES:

- Stand-by to mobilize resource procurement as needed to meet operational priorities.

FINANCE/ADMINISTRATION OBJECTIVES:

- Stand-by to enable financial resources as needed to meet operational priorities.

(EOC ORGANIZATION CHART)

EXTERNAL AGENCY LIAISON IN THE EOC

AGENCY:

As needed

SEMS ASSIGNMENT:

EXTERNAL AGENCY LIAISON IN THE EOC

AGENCY:

As needed

SEMS ASSIGNMENT:

EXTERNAL AGENCY LIAISON IN THE EOC

AGENCY:

As needed

SEMS ASSIGNMENT:

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SCVWD – 4 EOC Activity

EOC MANAGEMENT MEETING OF May 20, 2000

ACTION PLAN MEETING MINUTES

All EOC Action Plan Minutes and Agendas are filed by date on the "X" drive, under "Emergencies\Lead Contamination"

SITUATION INTELLIGENCE SECTION: CURRENT THREAT STATUS	
ISSUES	OUTCOMES / NEW ACTION ITEMS
Current Status of situation monitoring:	<p>(1) Unknown lead exposure / contamination health threat affecting 150 - 200 employees and an undetermined number of former employees, retirees, and visitors (vendors, etc)</p> <p>(2) Potential employee morale / labor relations internal communications impact.</p> <p>(3) Sustained operation of water treatment facilities beyond 30 days threatened because of suspended and/or reduced preventive / corrective equipment maintenance at contaminated sites (Rinconada, Penitencia, & Santa Teresa WTPs; Vasona & Pacheco pumping stations; & corporation yard and Winfield warehouse.)</p> <p>(4) Potential external communications impact when news becomes public.</p>
Prognosis for the next period:	If situation not remedied, potential impact on district's ability to sustain water supply operations.
Critical issue(s) requiring management intervention to resolve conflict and/or provide resources:	None at this time. Possible declaration of Level One emergency to accelerate site contamination operations
Activity Report:	No previous EOC activity. - First EOC planning meeting

SCVWD – 5 EOC Activity

SITUATION INTELLIGENCE SECTION: CURRENT THREAT STATUS	
ISSUES	OUTCOMES / NEW ACTION ITEMS
Outcomes from this week's Technical Meeting: None reported.	

OUTSTANDING SITUATION INTELLIGENCE SECTION ACTION ITEMS				
#	WHAT	WHO	WHEN	REMARKS / STATUS
1	Develop a list of names of persons needing to be tested for lead exposure / contamination	Nai Hsueh	by 10 AM Monday 5/22	Determine size & scope of situation; involves current employees; former employees; retirees, and visitors (vendors, contractors, consultants)
2				

SCVWD – 6 EOC Activity

PLANNING SECTION: EMERGENCY RESPONSE	
ISSUES	OUTCOMES / NEW ACTION ITEMS
<p>Critical issue(s) requiring management intervention to resolve conflict and/or provide resources:</p> <p>Planning issues:</p> <p>(Note: numbered items correspond to threats / impacts identified in situation intelligence section)</p>	<p>None reported at this time.</p> <p>(1) Implement a lead exposure / contamination testing plan to determine size & scope of problem.</p> <p>(2) Develop and implement an internal communications plan to address:</p> <ul style="list-style-type: none"> (A) Preliminary statement to employees (B) Explain need for lead exposure / contamination laboratory testing (C) Interpretation and explanation of laboratory test results (D) Action(s) taken by district to remedy situation and prevent future occurrences. <p>(3) Develop operations plans and procedures to:</p> <ul style="list-style-type: none"> (A) Restrict / control access to lead contaminated sites. (B) Plan & implement a schedule to ensure protective gear qualified staff are available to perform essential / emergency maintenance operations. (C) Provide alternate work sites for employees displaced from controlled / restricted work sites. (D) Prepare and recommend a site cleanup plan. (E) Train additional district staff in protective gear use to augment / ensure maintenance crew availability. <p>(4) Prepare and implement an external communications plan to address media and other third party inquiries and interests.</p>
<p>Outcomes from this week's Technical Meeting: None reported.</p>	

SCVWD – 7 EOC Activity

OUTSTANDING PLANNING SECTION ACTION ITEMS				
#	WHAT	WHO	WHEN	REMARKS
1	Develop a preliminary lead exposure / contamination testing plan	Olga Martin Steel	by 12:00 PM on Monday, 5/22	
2	Verify that the mobile lab is certified to test for lead exposure / contamination	Olga Martin Steel	Monday, 5/22	
3	Clarify with the lab what specific tests we need to have completed	Olga Martin Steel	Monday, 5/22	
4	Provide employees with information if they want to use their own doctors	Olga Martin Steel / PIO	Monday, 5/22	
5	Prepare an internal communications plan including preliminary statement for employees	PIO	Sunday, 5/21	For review by Olga Martin Steel & Legal Counsel
6	Work with Industrial Hygienist regarding notifying regulatory agencies of situation	Olga Martin Steel	Sunday, 5/21	
7	Prioritize sequence of site cleanup and site restoration to service.	Frank Maitski	Sunday, 5/21	
8	Prepare a risk assessment analysis of key maintenance items affecting sustained plant operations	Frank Maitski / Mike Hamer	Tuesday, 5/23	
9	Develop a cleanup plan including facility, prioritization, timing, and regulatory notifications	Beau Goldie / Brett Calhoun	Sunday, 5/21	

SCVWD – 8 EOC Activity

OUTSTANDING MANAGEMENT SECTION ACTION ITEMS				
#	WHAT	WHO	WHEN	REMARKS
3	Contact Eric Simons regarding participation in Sunday's EOC meeting	Olga Martin Steele	Sunday, 5/21	

MISCELLANEOUS				
Present: Brett Calhoun, Bob Fields, Marsha Garcia, Beau Goldie, Michael Hamer, Nai Hsueh, Patty LaFleur, Frank Maitski, Ron Whipp				
Absent: PIO				
Via Conference Call: Olga Martin-Steele				

NEXT EOC MANAGEMENT MEETING:

Sunday, May 21, 2000, 5:00 p.m.

Auditor: Satish Jain

Dates: June 12, 2003 September 4, 2003, 2003 **ISO 14001 GAP ASSESSMENT REPORT**

SUMMARY EVALUATION BY CLAUSE

REF. CLAUSE	CLAUSE DESCRIPTION	QUALITY SYSTEM RATINGS			
		NO SYS	WEAK 1-4	GOOD 5-8	EXC. 9-10
4.1	General Requirements			X	
4.2	Environmental Policy		X		
4.3	Planning				
4.3.1	Environmental Aspects	X			
4.3.2	Legal and Other Requirements			X	
4.3.3	Objectives and Targets		X		
4.3.4	Environmental Management Program(s)			X	
4.4	Implementation and Operation				
4.4.1	Structure and Responsibility			X	
4.4.2	Training, Awareness and Competence			X	
4.4.3	Communication		X		
4.4.4	Environmental Management System Documentation		X		
4.4.5	Document Control		X		
4.4.6	Operational Control			X	
4.4.7	Emergency Preparedness and Response				X
4.5	Checking and Corrective Action				
4.5.1	Monitoring and Measurement			X	
4.5.2	Nonconformance and Corrective and Preventive Action			X	
4.5.3	Records			X	
4.5.4	Environmental Management System Audit	X			
4.6	Management Review	X			
Overall EMS Rating				X	

In summary

- *Develop and practice proficiency in selling your proposed EOC Operational Period Action Plan at the highest level possible.*
- *Elevate your language to reflect the outcomes, not the mechanics, in what you propose to do.*
- *Always be ready with an outcome-based explanation to justify your request for assets.*

**The only thing worse
than not having an
emergency plan is
having two
conflicting ones.**

**ACTION
WITHOUT
VISION IS A
NIGHTMARE**



Questions?

Answers, maybe.....

Please complete an evaluation form.



We need and appreciate your feedback!