Emergency Management Integrating Reality Into Planning

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Organization Fundamentals

- **The organization must be scalable to be relevant**
- **EM's focus too much on response**
- **There are lots of assumptions prior to an incident**
- **Daylight-only coverage is insufficient**
- **Without consistent training people become hyper- responsive to the wrong things**

EM is Not a Task Oriented Discipline

▶ **Military style "No Think" checklists to assess readiness and performance are obsolete**

▶ **We should assess degree of readiness based on resources, procedures and competencies**

▶ **We need to prepare for roles in community emergencies and natural disasters regardless of funding**

▶ **Preparation can suffer due to lack of emphasis on correct staffing, cooperation, process and consensus**

We Need to do Reality Planning

▶ **THE MOST VALUABLE PLANNING is scenario based and involves ICS**

▶ **Mature planning requires integration of COOP**

▶ **Plans written/approved by committees absent of "Buck Stops Here" managers are really just procedures or "Should-Work Plans" at best**

Just Do the Right Thing – Really?

- Why did they not respond or have approval to act?
- Why didn't they have a procedure?
- Why didn't they have the proper equipment?
- Why didn't they call a contractor?
- Why didn't they convey the proper message?
- Who is the Public Health Resource?
- Who is in charge?

Let's Prioritize

- **Internal functions should include adequate staffing and ancillary assignments to handle CEND incidents**

- **Establish COOP within scenario examples**

- **Plan for engagement of your own resources under various scenarios. BE DETAILED AND DESCRIPTIVE.**

- **Establish MOU / Cooperative Agreements**

- **Assemble outside resource lists with emergency contact information and reference agreements**

The Focus is on Planning

- **Planning should focus on incident roles when there are many players, pieces, expectations, direct and indirect consequences**

- **Focus on resources, procedures and competencies**

- **Who are the primary and secondary stakeholders?**

- **Integrate scenario-based planning into ICS?**

- **Why is the plan not relevant? Identify the limitations.**

Assessing Readiness

▶ Government checklists are inappropriate but most often used

▶ Checklists are based on presence vs. absence model

▶ In a transparent and repercussion-free organization/environment, utilize the "confidence question" format

▶ Answers to confidence questions based on resources, procedures and competencies should be scaled from 0 to 100%

▶ The product of all questions reveals an overall Readiness Rating of the organization. The goal is score improvement not perfection

▶ Best to do: Pre-survey then TTX then Post-survey

Insufficiencies and Gaps

- You can start with reverse planning which is the opposite of scenario based planning

- Reverse planning is where you plan based on the insufficiencies that result from the adverse effects, outcomes and consequences

- Scenario planning is where you plan based on the progression of threats, causes and vulnerabilities

- Most all gaps result from issues related to insufficient: information, policy, agreement, procedure, personnel/training, equipment, function/capability, infrastructure, communication/IT or engagement

Lets Take Notice

- ▶ **The number of plans does not increase your readiness rating**

- ▶ **A very quick way to increase your readiness is to utilize the power of 1**

- ▶ **1 TTX or Info-session of 1 scenario for 1 hour maximum at once per month**

- ▶ **The most important plan is your Empowerment Plan.**

- ▶ **Plan ahead for what departments will and will not do, can and can not do and what is to be contracted out**

Communication During the Emergency

- During an emergency, communication by non-supervisory personnel only occurs when:
- \- There is a previously established relationship,
- \- A subservient role exists, or
- \- When it is mandated in writing
- Communication does not occur simply because it is the right thing to do

Key Features

▸ **Each organization should define and design their community emergency roles with local Emergency Management**

▸ **A critical goal of EM should be to preserve and protect the ICS**

▸ **When the command structure makes a mistake as viewed by upper management, gap analysis usually reveals the lack of involvement in the planning and exercise process by upper management**

Last Minute Details

- **Just prior to an eminent incident is not the time to wish that things were discussed, agreed upon, fixed, trained, in place or available**

- **During an incident, take notes of potential gaps and near- miss situations**

- **These near-misses include**: Mis-**information**, Mis-**communication** and Mis-**calculation.**

Thank you

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