

CUMBERLAND COUNTY BOARD OF COMMISSIONERS
OCTOBER 7, 2013 – 10:00 AM
CUMBERLAND COUNTY EMERGENCY COMMUNICATIONS CENTER
LAW ENFORCEMENT CENTER, 131 DICK STREET, FAYETTEVILLE, NC
SPECIAL MEETING
MINUTES

PRESENT: Commissioner Jimmy Keefe, Chairman
Commissioner Jeannette Council, Vice Chair
Commissioner Kenneth Edge
Commissioner Charles Evans (departed at 10:45 am; rejoined at 11:45 am)
Commissioner Marshall Faircloth
Commissioner Ed Melvin
James Martin, County Manager
Amy Cannon, Deputy County Manager
James Lawson, Assistant County Manager
Rick Moorefield, County Attorney
Melissa Cardinali, Finance Officer
Randy Beeman, Emergency Services Director
Tim Mitchell, Emergency Services Deputy Director
Gene Booth, Fire Inspector
Melvin Lewis, Emergency Services Planner
Gloria Simms, Emergency Services Administrative Coordinator
Doug Haas, Area 4 Coordinator, NC Department of Public Safety, Division
of Emergency Management
Sally Shutt, Public Information Director
Candice H. White, Clerk to the Board
Kellie Beam, Deputy Clerk to the Board

ABSENT: Commissioner Billy King

1. WELCOME AND INTRODUCTIONS

Chairman Keefe called the meeting to order. James Martin, County Manager, introduced Randy Beeman, Emergency Services Director, who gave a brief welcome. Mr. Beeman introduced Gene Booth, Fire Inspector, who welcomed everyone in attendance and introduced Mr. Doug Haas, North Carolina Department of Public Safety.

Mr. Haas stated he has been with North Carolina Emergency Management for nearly nineteen (19) years and has responded to a variety of emergencies and planned events, within and outside of North Carolina. Mr. Haas stated he has taught Incident Command System (ICS) courses since 1996 and has seen the courses evolve from “a good idea” to a Presidential mandate. Mr. Haas stated he has taught ICS courses to organizations across the country as an Adjunct Instructor for the National Domestic Preparedness Consortium. Mr. Haas stated he also serves on numerous committees for the North Carolina Division of Emergency Management and the North Carolina Emergency Management Association; and teaches a wide variety of emergency management classes across the state of North Carolina.

2. INCIDENT COMMAND SYSTEM (ICS) 402 – OVERVIEW FOR EXECUTIVES AND SENIOR OFFICIALS

Mr. Haas stated the objectives of (ICS)-402, Overview for Executives and Senior Officials are as follows:

- Describe the Incident Command System (ICS).
- Describe the various ways ICS can be applied.
- Define the role of an Executive/Senior Official relative to the ICS.
- Describe the major responsibilities of an Executive/Senior Official as related to an incident.
- Demonstrate basic familiarity with ICS terminology.

- Describe the basic organization of ICS and know the functional responsibilities of the general staff.
- Describe issues that influence incident complexity and the tools available to analyze complexity.
- Describe the differences between on-incident ICS organizations and activities, and the activities accomplished by Emergency Operations Centers (EOCs), Area Commands and Multiagency Coordination Systems (MACs).
- Explain the administrative, logistical, financial, and reporting implications of large incidents operations.
- Describe the sources of information regarding the incident and how to access them.
- Describe types of agency policies and guidelines that influence management of incident or event activities.

Mr. Haas explained an incident is an occurrence, caused by either human or natural phenomena, that requires response actions to prevent or minimize loss of life, or damage to property and/or the environment. Mr. Haas explained the Incident Command System:

- Is a standardized, on-scene, all-hazards incident management concept.
- Allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

Mr. Haas explained the purposes of the Incident Command System include:

- The safety of responders and others.
- The achievement of tactical objectives.
- The efficient use of resources.

Mr. Haas explained the National Response Framework (NRF):

- Establishes a comprehensive, national, all-hazards approach to domestic incident response.
- Presents an overview of key response principles, roles, and structures that guide the national response.
- Replaces the National Response Plan.

Mr. Haas explained the National Incident Management System (NIMS), provides a consistent nationwide template to enable federal, state, tribal, and local governments, the private sector, and non-governmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location or complexity in order to reduce the loss of life and property, and harm to the environment. Mr. Haas responded to questions.

Mr. Haas explained NIMS is:

- A flexible framework of:
 - Doctrine.
 - Concepts.
 - Principles.
 - Terminology.
 - Organizational processes.
- Applicable to all hazards and jurisdictions.

Mr. Haas explained NIMS is not:

- An operational incident management plan.
- A resource allocation plan.
- A terrorism plan.
- Designed to address international events.

Mr. Haas stated examples of incidents managed using ICS are:

- Fire, both structural and wild land.
- Natural disasters, such as tornadoes, floods, ice storms, or earth quakes.
- Human and animal disease outbreaks.
- Search and rescue missions.
- Hazardous materials incidents.
- Criminal acts and crime scene investigations.

- Terrorist incidents, including the use of weapons of mass destruction.
- National Special Security Events, such as presidential visits or the Super Bowl.
- Other planned events, such as parades or demonstrations.

Mr. Haas explained ICS benefits:

- Meets the needs of incidents of any kind or size.
- Allows personnel from a variety of agencies to meld rapidly into a common management structure.
- Provides logistical and administrative support to operational staff.
- Is cost effective by avoiding duplication of efforts.

Mr. Haas stated ICS organization differs from the day-to-day, administrative organizational structures and positions. Mr. Haas stated unique ICS position titles and organizational structures are designed to avoid confusion during response and that rank may change during deployment. Mr. Haas explained a “chief” may not hold that title when deployed under an ICS structure. Mr. Haas responded to questions.

Mr. Haas stated ICS requires the use of common terminology, which helps define:

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.

Mr. Haas stated upon arriving at an incident, the higher ranking person will either assume command, maintain command as is, or transfer command to a third party. Mr. Haas explained the most qualified person at the scene is designated as the Incident Commander. Mr. Haas stated the Incident Commander’s role is to:

- Provide overall leadership for incident response.
- Take policy direction from the Executive/Senior Official.
- Delegate authority to others.
- Ensure incident safety.
- Provide information to internal and external stakeholders.
- Establish and maintains liaison with other agencies participating in the incident.
- Establish incident objectives.
- Direct the development of the Incident Action Plan.

Mr. Haas stated the Executives’/Senior Officials’ Roles and Responsibilities:

- Provide policy guidance on priorities and objectives based on situational needs and the Emergency Plan.
- Oversee the resource coordination and support to the on-scene command from the Emergency Operations Center (EOC) or through dispatch.

Mr. Haas stated delegation of authority may be in writing (established in advance) or verbal, and include:

- Legal authorities and restrictions.
- Financial authorities and restrictions.
- Reporting requirements.
- Demographic issues.
- Political implications.
- Agency or jurisdictional priorities.
- Plan for public information management.
- Process for communications.
- Plan for ongoing incident evaluation.

Mr. Haas stated the Incident Commander may designate a Command Staff who:

- Provides information, liaison, and safety services for the entire organization.
- Reports directly to the Incident Commander.

Mr. Haas stated as the incident expands in complexity, the Incident Commander may add general staff sections to maintain span of control.

Mr. Haas stated ICS is managed by objectives and objectives are communicated throughout the entire ICS organization. Mr. Haas stated initial decision and objectives are established based on the following priorities:

- #1 – Life Safety.
- #2 – Incident Stabilization.
- #3 – Property/Environmental Conservation.

Mr. Haas stated the Incident Commander creates an Incident Action Plan (IAP) that:

- Specifies the incident objectives.
- States the activities to be completed.
- Covers a specified timeframe, called an operation period.
- May be oral or written – except for hazardous materials incidents, which require a written IAP.
- Takes into account legal and policy considerations and direction.

Mr. Haas stated resource management includes processes for:

- Categorizing resources.
- Ordering resources.
- Dispatching resources.
- Tracking resources.
- Recovering resources.
- Includes processes for reimbursement for resources, as appropriate.

Mr. Haas stated incident communications are facilitated through:

- The development and use of a common communications plan.
- The interoperability of communication equipment, procedures and systems.

Mr. Haas explained before an incident, it is critical to develop an integrated voice and data communications system (equipment, systems and protocols).

Mr. Haas stated as a team effort, unified command allows all agencies with jurisdictional authority or functional responsibility for an incident to jointly provide management direction to the incident. Mr. Haas further stated in unified command, no agency's legal authorities will be compromised or neglected. Mr. Haas responded to questions.

Mr. Haas stated unified command:

- Establishes a common set of incident objectives and strategies.
- Allows Incident Commander's to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee reports to only one supervisor.

Mr. Haas stated "area command" is used to oversee the management of:

- Multiple incidents that are each being handled by an Incident Command System organization.
- A very large incident that has multiple incident management teams assigned to it.

Mr. Haas stated the primary functions of "area command" are:

- Providing agency or jurisdictional authority for assigned incidents.
- Ensuring a clear understanding of agency expectations, intentions, and constraints.
- Establishing critical resource use priorities between various incidents.
- Ensuring that Incident Management Team personnel assignments and organizations are appropriate.
- Maintaining contact with officials in charge, and other agencies and groups.
- Coordinating the demobilization or reassignment of resources between assigned incidents.

Mr. Haas stated multiagency support and coordination provide support and coordination to incident command by:

- Making policy decisions.
- Establishing priorities.
- Resolving critical resource issues.
- Facilitating logistics support and resource tracking.
- Collecting, analyzing and disseminating information.

Mr. Haas stated the Public Information Officer:

- Represents and advises the Incident Commander.
- Manages on-scene media and public inquiries.

Mr. Haas stated the Joint Information Center (JIC) is a physical location used to coordinate:

- Critical emergency information.
- Crisis communications.
- Public affair functions.

Mr. Haas further stated Executives/Senior Officials must coordinate and integrate messages with on-scene Public Information Officers and other agencies. Mr. Haas stated a Joint Information System (established procedures and protocols) is used to help ensure coordination of messages.

Mr. Haas stated assessment is an important leadership responsibility and assessment methods include:

- Corrective action report/after-action review.
- Post-incident analysis.
- Debriefing.
- Post-incident critique.
- Mitigation plans.

Mr. Haas stated you must ensure an after-action review is conducted and answers the following questions:

- What did we set out to do?
- What actually happened?
- Why did it happen?
- What are we going to do differently next time?
- Are there lessons learned that should be shared?
- What follow-up is needed?

Mr. Haas stated it is very important to establish communications and information systems and ask the following questions:

- Do you have protocols and procedures for:
 - Formulating and disseminating indications and warnings?
 - Formulating, executing, and communicating operational decisions?
 - Preparing for potential requirements and requests supporting incident management activities?
 - Developing and maintaining situation awareness?
- Can responders from different agencies (e.g. fire, police, public works) or mutual aid and assistance partners communicate with one another?
- Do you have a plan/budget for maintaining and replacing your emergency communication systems?
- Do you have sufficient qualified personnel to assume ICS command and general staff positions?
- Can you verify that personnel meet established professional standards for:
 - Training?
 - Experience?
 - Performance?
- When was the last tabletop or functional exercise that practiced command and coordination functions conducted? Did you participate in that exercise?

Mr. Haas stated most importantly, Executives/Senior Officials provide leadership and leadership means:

- Motivating and supporting trained, on-scene responders so that they can accomplish difficult tasks under dangerous, stressful circumstances.
- Instilling confidence in the public that the incident is being managed effectively.

3. ADJOURN

Chairman Keefe provided closing remarks.

October 7, 2013 Special Meeting

MEETING ADJOURNED: 12:25 p.m.

Respectfully submitted,

Kellie Beam
Deputy Clerk to the Board