Running Emergency Operations Centers

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Speakers:

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SDG&E – What have we learned?

- Things have changed!
  - What is normal in EOC operations?
  - Change Management is constant
- Stakeholder engagement and communications is everything!
  - Outreach is critical to successful EOC outcomes
- Planning, training and exercising is crucial to success.
- EOC responders need the right technology/tools.
- Flexibility and Adaptability are essential.
- We learn from others.
- Need to be open to constant improvement.
Planning & Change Management

- BRP Gap Analysis
- Training & Exercise process
- EOC Escalation
- Safety Considerations
- EOC Staffing
- Equipment and Screen Real Estate
- EOC Floorplan with social distancing
- Virtual EOC MS Teams Structure
- MS Teams Training
In anticipation of the COVID-19 response SDG&E Emergency Management conducted a gap analysis of the 56 BRP documents:

• Gap analysis of all BRP documents
• Developed a COOP template to address identified gaps
• Developed 37 COOP documents to ensure comprehensive plans
All exercises are designed for a complex virtual response to a multiple incident scenario with coordination between the EOC and all other operations (PSPS/Wildfire with COVID-19 conditions)

- PIO Training
- IT equipment gap analysis
- Procure and install necessary equipment
- Quarterly UIC Training

- Begin focused facilitated discussions and mini-tests of section specific processes, protocols, & procedures
- Additional IC Training
- Full IT Equipment test exercise 7/22

- Full Tabletop Exercise – Internal Staff 8/7
- Full Tabletop Exercise – External partners 9/22

Between each step, lessons learned will be applied to the following step toward building an effective Virtual EOC plan, an effective communications system, and a confident and competent response team
EOC Escalation

**Stage 1**
- 100% virtual response

**Stage 2**
- Individuals who have connectivity issues report to a “safe haven”

**Stage 3**
- Tier 1 staff respond to the EOC with social distancing
- Tier 2 staff remain virtual
• The City of Santa Clarita’s EOC uses the National Incident Management System (NIMS)
  • NIMS is an internationally recognized model for responding to emergencies – this helps to better manage and coordinate emergency response among all participating agencies
• The City of Santa Clarita has two EOCs
  • Primary: City Hall
  • Secondary: Transit Maintenance Facility

<table>
<thead>
<tr>
<th>EOC Activation Levels</th>
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<td>Level</td>
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| 3 (Monitor) | Small incident or event  
One site  
Two or more agencies involved  
Potential threat of:  
- Flood  
- Severe storm  
- Interface fire  
- Escalating incident | - EOC Manager  
- Public Information Officer  
- Liaison Officer  
- Operations Section Chief |
| 2 (Partial) | Moderate event  
Two or more sites  
Several agencies involved  
Major scheduled event (e.g., conference or sporting event)  
Limited evacuations  
Resource support required | - EOC Manager  
- Public Information Officer  
- Liaison Officer  
- Section Chiefs (as required)  
- Limited activation of other EOC staff (as required) |
| 1 (Full) | Major event  
Multiple sites  
Regional disaster  
Multiple agencies involved  
Extensive evacuations  
Resource support required | - EOC Manager  
- Policy Group  
- All EOC functions and positions (as required) |
City of Santa Clarita - EOC Objectives

- Manage and coordinate the overall emergency response and recovery activities
- Implement local emergency plans and procedures
- Support field level activity
- Same objectives for virtual EOC
SDG&E EOC Staffing

**Team Composition – Tier 1**
- Utility Commander
- Deputy Utility Commander
- EM Advisor
- Safety Officer
- Liaison Officer
- PIO
- Legal Officer
- Electric Commodity Liaison
- Customer Service Section Chief
- Logistics Section Chief
- Planning Section Chief
- EOC Tech Unit
- Meteorology Unit

**Tier 2 – all other Situation Room positions**

**Pre-event planning team**
- 96 hrs to EOC Activation

**First Shift**
- Will be more than 12 hour op period

**Second Shift**

**Third Shift**

**Fourth Shift**

Rotate
Every team works every other day
SDG&E Tier 1 IT Gap Analysis Equipment

**Required:**
- Dual or large monitor
- External keyboard and mouse
- Docking station
- VOIP desk phone
- Cellular hotspot
- Backup laptop
- UPS – for Router/Modem
- Cell Phone
- Adobe Pro

**Position Dependent**
- Satellite phone
- 800/900 MHz radio

**Optional:**
- Headset
- External speaker

**Access to internal situational awareness tools:**
- Dashboards
- Mapping system
- 4-up browser

**Miscellaneous:**
- > 20mps minimum download ISP speed (speed test by OOKLA)
- Safe haven – nearest SDG&E facility
- If they live in PSPS prone area – do they have back-up power source
SDG&E Tier 2 IT Gap Analysis Equipment

- **Required:**
  - Dual or large monitor
  - External keyboard and mouse
  - Docking station

- **Position Dependent**
  - Satellite phone
  - 800/900 MHz radio

- **Optional:**
  - Headset
  - External speaker

- **Access to internal situational awareness tools:**
  - Dashboards
  - Mapping system
  - 4-up browser

- **Miscellaneous:**
  - > 20mps minimum download ISP speed (speed test by Ookla)
  - Safe haven – nearest SDG&E facility
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SDG&E 4-Up Browser:

One screen that can be customized with 4 situational awareness tools.
SDG&E Facility Issues

- Cleaning
  - Workstations to be cleaned between shifts
  - Increased cleaning of common areas and restrooms
- Signage
  - Symbology markings on the floor to indicate 6 ft distance
  - Reminder signs for using PPE, Don’t touch your face, etc.
  - Signs on the workstations indicated team assignments
  - Signs on door for “Entrance” & “Exit” only
    - Will keep doors open and assign one for entrance and one for exit
  - Signs for safety to indicate people on-shift only allowed in the EOC areas
- Logistics
  - UV Filters if possible
  - Hand sanitizer available throughout the facility
  - UV phone sanitizers throughout the facility
- Food
  - Meals and snacks need to be individually wrapped meals vs buffet style
  - Coffee and water stations – need to wear gloves to dispense items that require shared serving

The triggers for activating stage 3 include:
- 4 people have gone to a safe haven site
- Wildfire incident occurs during a PSPS event
- Communications have deteriorated, and responders are reliant on cell phones only
- At the discretion of the Utility Incident Commander
SDG&E Health Screenings & Social Distancing

**Health screenings**
- Self-attestation using the mobile app at home prior to the shift
- The operational period will be 5:00 a.m. – 5:00 p.m. (note - screeners would have to be in place during the shift changes)
- Health screenings to take place in CP 6 Seminar Rooms
- Antibody Testing in September

**Social Distancing**
- Seating:
  - The following positions will be sitting in the Policy Room and Weather Center:
    - Utility Incident Commander
    - Deputy Utility Incident Commander (if necessary)
    - EM Advisor
    - Meteorology Unit
    - Electric Commodity Liaison
  - Vests for all positions will be assigned by team and will be laundered between shifts
  - Face shields will be used in lieu of face masks (provided by EOC)
    - More comfortable for 12-hour shift
    - Less of a barrier for conference call effectiveness
- Plexiglass between workstations
• Social distancing floor plan / more tables
• PPE at each section table
• Food accommodations (prepackaged)
• More technology required
  • Additional laptops
  • Zoom licenses
  • Webcams
  • Removing bandwidth restrictions on WiFi
* General Channel:
Intent – Links to various resources used during an event. Maybe event specific information on the event including name, scope, and other defined event level information.

** Training Channel:
Intent – Training Videos, Support Questions, Documentation and Information regarding the activations and the use of Teams.

Additional Channels can be created as needed following the above logic and implementation.

# To reach all staff there will be a need to use all tags or ensure that users are have set Channel Notifications are set to “All new posts” and “Channel mentions” = Banner and feed.
**Training:**

- EOC Training session per section with hands-on component using MS Teams
- EOC Activation Quick Guide
- Recommend sections use the EOC MS Teams environment for staff meetings, etc. between now and fire season to gain familiarity with the tools
Keys to a Successful Outcome

• Change Management
• Detailed and Strategic Planning
• Consistency in EOC Management
• Flexibility and Adaptability
• Comprehensive After Action Reviews
Join Us Next Week!

Resources for Financial Assistance and Recovery after a Wildfire

August 5, 2020
10:00 – 11:00 am

Register at www.cacities.org/events