

Emergency Services Volunteers

2012 Restructuring & Kick Off

Preparing Our Community
Working Together



Palo Alto Neighborhoods

Presented by:
Kenneth Dueker, J.D.
Director of Emergency Services



AGENDA

- ❑ New OES
- ❑ All Hazards Planning
- ❑ Emergency Services Volunteers
- ❑ Volunteer Roles / New Opportunities
- ❑ Damage Assessment (smart phone app)

- Per consultants' recommendations, OES is now an Executive Leadership function, coordinated with Public Safety, as well as all other City departments.
- Restructuring to best practices: TOTAL = whole community & all hazards.

T**eam**: Develop relationships and trust among the various stakeholders, supported by training and working events together.

O**rganization**: Define and optimize organizational structures to integrate the whole community. Put authority for problem solving at the lowest possible level (neighborhood).

T**echnology**: Utilize radio and data communications; new tools.

A**wareness**: Foster a culture of resilience through cognizance of risks.

L**ogistics**: Make sure each group has what it needs to sustain core operations.

The mission of the new OES is to prevent, prepare for and mitigate, respond to, and recover from all hazards.



All Hazards Threat Matrix



- To comply with NIMS, we will include the National Planning Scenarios* (all hazards):
- Natural Disasters
- Infrastructure Failure
- Riots, Civil Unrest, Terrorism
- Pandemic
- Chemical, Biological, Radiological, Nuclear (CBRN) attack

Action Item:

**Prepare at work
and at home.**

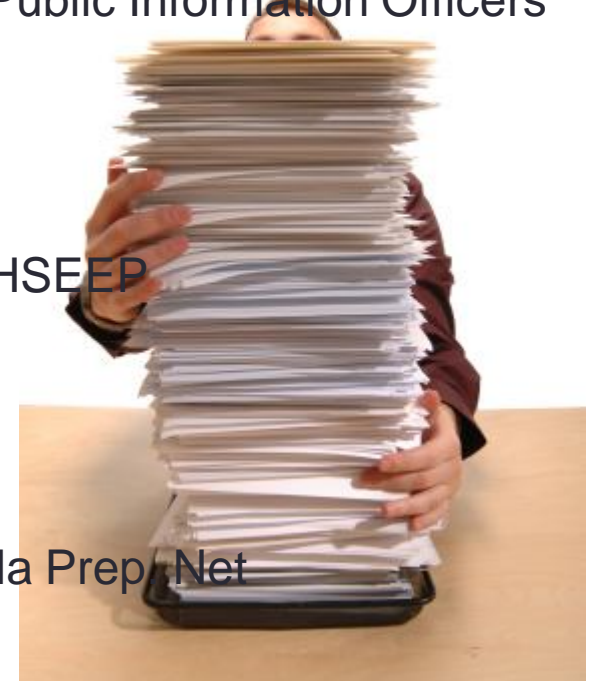
Prepare your neighbors.

For 7 days (not 72 hours)!

EVERYONE has a role to play in improving our ability to sustain key operations in the face of such possibilities.

* http://www.fema.gov/pdf/media/factsheets/2009/npd_natl_plan_scenario.pdf

- **Operational Readiness:** Emergency Operations Center (EOC)/MEOC; staff training; supplies; NIMS; compliance
- **Threat and Hazard Identification and Risk Assessment (THIRA):** Hazard Vulnerability Assessment (HVA); Critical Infrastructure/Key Resources (CI/KR) study/inventory; Local Hazard Mitigation Plan (LHMP)
- **Policy & Plans:** Emergency Operations Plan, Continuity of Operations Plan (COOP), Foothills Emergency Plan, etc.
- **Situational Awareness:** Intelligence; Special Events, Dignitary Visits, etc.
- **Emergency Public Information:** alert, warning, Public Information Officers
- **Volunteers**
- **Citizen Corps Council (CCC)**
- **Training & Exercise Design Team (TEDT):** HSEEP
- **Grants, Funding**
- **Technology; Communications; Maps/GIS**
- **Regionalization:** Stanford University, UASI, Peninsula Prep, Net



- Volunteers will only be effective if integrated into emergency services through the Incident Command System (ICS).
Autonomy is required & possible with pre-planning. This is a work-in-process: incident action plans and more will be part of our new, pending **Policy Manual**.) We will *experiment*.



- In a major disaster, we'll be working with various stakeholders such as Stanford University, Stanford Hospital, PAMF, businesses, and other local groups.
- That's where the **Palo Alto/Stanford Citizen Corps Council (CCC)** comes in ... to represent the Whole Community.

Palo Alto/Stanford Citizen Corps Council (CCC)

- Steering Committee is board of directors; management-level members to represent Stakeholder Sectors:

- City: CM, OES, Public Safety, Public Works, CPAU
- Stanford University
- Neighborhoods
- Business
- Medical (Sand Hill Corridor)
- Stanford Shopping Center
- Stanford Industrial Park
- Volunteers
- Youth & Schools
- Seniors



www.cityofpaloalto.org/ccc

- **Self-Care:** Prepare the population to be resilient (best done *before* the disaster). Promote neighbors-helping-neighbors and community-building (information sharing, social). Provide **neighborhoods with their own, local resources**.
- **Eyes and Ears:** Incident reporting & Damage Assessment. We need data in the EOC via communications **technology** and skilled volunteers.
- **Additional Essential Functions:** Security (Neighborhood Watch), Search & Rescue, Medical Triage, Fire Suppression, **Mass Care** (Shelters, Human Services), **assisting** certain **City departments** with field and fixed-location assignments.

There are roles for volunteers in all phases of emergency management ...

Current Volunteer “Silos” & Roles

CERT

- Disaster Medical (Triage)
- Light Search & Rescue
- Damage Assessment
- Fire Suppression
- CERT Trailers, Logistics

NPCs/BPCs

- Eyes and Ears function:
 - Social
 - Information Sharing
 - Crime Watch (Neighborhood Watch)
 - Damage Assessment
- Public Education / Prep.
- NPC sets up Neighborhood IC

ARES/RACES

- Communications
- Shadow Role
- Net Control
- Mutual Aid Communicators (MACs)

In this new fiscal environment, volunteer programs must have a clear value proposition.

Path to Sustainability:

1. Build a unified emergency volunteer structure
2. Develop mission, written policies & self-management
3. Show value to and build relationships with “served clients” (the community & the City gov’t) through joint training and supporting special events

- OES has listened to the input of the leadership of the existing volunteer programs, has studied other cities' programs, and is moving to make prudent but substantial changes.
- Maintain existing core functions, while adding more opportunities (specialization).
- Increase efficiency and clarity of mission tasking.
- Change geographic focus to neighborhoods, while adding certain city-wide capabilities.
- Gain economies of scale (training, drills, logistics).
- Improve utilization of volunteers.

Emergency Services Volunteers

ARES/RACES

BPC/NPC

CERT

Emergency Services Volunteer



Sidney

ESPINOSA

Expires: 12/18/2014



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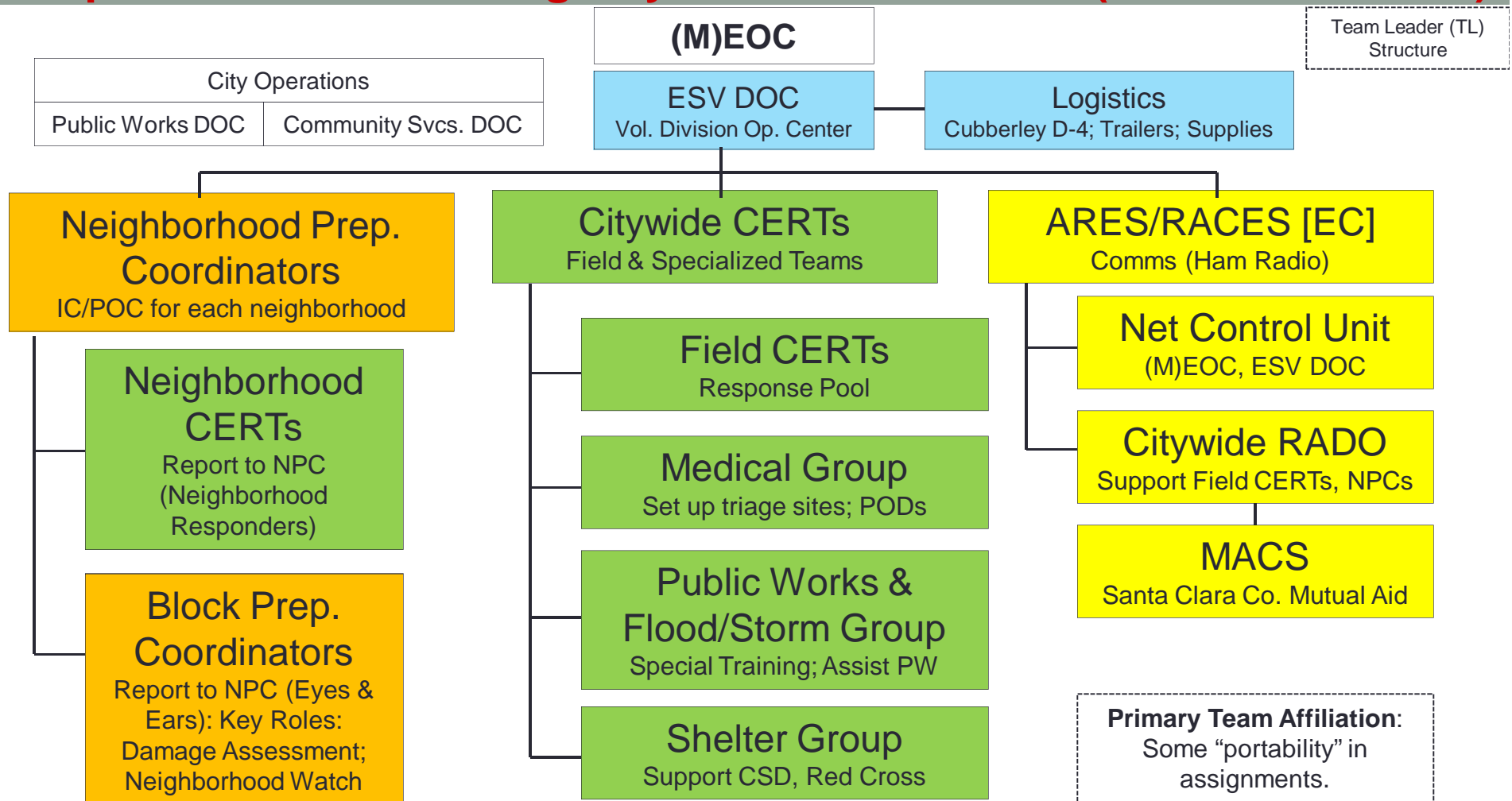
Obverse

Classifications/Certifications:

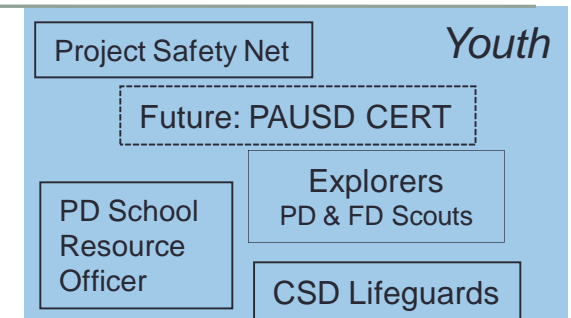
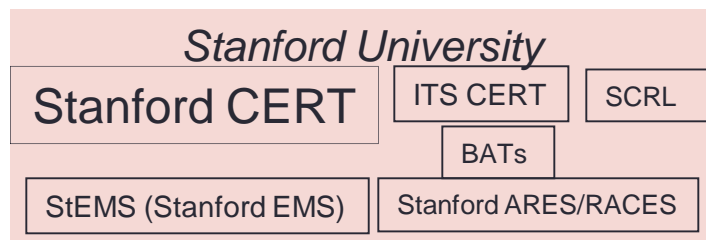
- | | |
|---|---|
| <input type="checkbox"/> ARES/RACES/ACS (Comms) | <input type="checkbox"/> Shelter, Human Svcs. |
| <input type="checkbox"/> CERT | <input type="checkbox"/> Medical |
| <input type="checkbox"/> Block Prep. Coordinator (BPC, NPC) | <input type="checkbox"/> EOC Authorized |
| <input type="checkbox"/> Public Works; Flood/Storm | <input type="checkbox"/> Animal Services |
| <input type="checkbox"/> Traffic Control | <input type="checkbox"/> Logistics |
| <input type="checkbox"/> Disaster Service Worker (DSW) | <input type="checkbox"/> Neighborhood Watch |
| <input type="checkbox"/> Background Check | <input type="checkbox"/> Bldg. Assessment |
| | <input type="checkbox"/> Drive City Vehicles |

If found, please return to Palo Alto OES: 275 Forest Ave., Palo Alto, CA 94301

Response Structure: Emergency Services Volunteers (Unified Command)



This section shows other elements for future collaboration.



Restructuring Concept: Neighborhood-Centric Structure

Clarify Roles and Functions

- **Neighborhood Preparedness Coordinators (NPC):** Neighborhood Command Post; comms with EOC via MURS (or ham)
- **Block Preparedness Coordinators (BPC):** Damage Assessment; Security (Neighborhood Watch); FRS radio to NPC
-  ➤ **Neighborhood CERT:** Local responder teams (stay local): Muster in neighborhood (can be released); FRS radio to NPC



This is a best practice adopted by Mountain View & many other jurisdictions:

http://www.ci.mtnview.ca.us/city_hall/fire/programs_n_services/cert_neighborhood_groups.asp

New CERT Field Teams

- **Medical (MRC):** Establish triage sites; PODs
- **Shelter & Human Services:** Work with Community Services Dept. & Red Cross
- **Public Works & Flood/Storm:**
 - Deployable City-Wide
 - Assists Public Works
 - Special Training
- We will also look at other specialized teams/roles.

Trailers = Logistics Hubs



“Districts” are replaced with the above. Former “District IC” is now Logistics. Logistics will support Field Teams and Neighborhood CERTs w/ Trailer Team and new decentralized supplies (neighborhood caches, arks, etc.). Cubberley D-4 = Logistics Center.

New Emergency Services Volunteers (ESV) Roles

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	ARES/RACES	BPC/NPC	CERT
Preparation & Mitigation Phases	Maintain radio nets, equipment, training.	Prepare and educate neighbors on EPREP & Crime Prevention. Neighborhood Watch. Social. Info sharing.	Maintain skills, equipment. Support BPC/NPC with public education.
Response Phase	<p><i>New teams:</i> <u>Net Control:</u> Provide radio comms at key locations.</p> <p><u>Citywide RADO:</u> Assist NPCs and field CERTs, as needed. May be sent out on DA or other field observation missions. Shadow and MACs, per OES.</p>	<p><u>BPCs & NPCs:</u> Follow existing protocol. Damage Assessment (DA) priority.</p> <p><i>New team:</i> <u>Neighborhood CERT:</u> SAR, medical, fire. DA. Resource controlled by NPC.</p>	<p><i>New teams:</i> <u>Citywide Field Team:</u> SAR, medical, fire. DA.</p> <p><u>Public Works:</u> Flood/storm; PW DOC</p> <p><u>Medical:</u> Triage center(s)</p> <p><u>Shelter:</u> Support CSD & Red Cross</p>
Recovery Phase	Deployment as needed.	Neighborhood security.	Deployment as needed.

This will not all happen at once. We have to do exercises to iterate and “fine tune” protocols, etc.

New Management Structure (ICS)

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Evolve “District Coordinator” and PAN EPREP groups; form combined work groups (ESV Team Leaders).

Coordination with Stanford pending (Stanford DPS & EH&S).

OES
Command

Operations / Logistics

ESV DOC

ARES/RACES
Team Leader (EC, AEC)

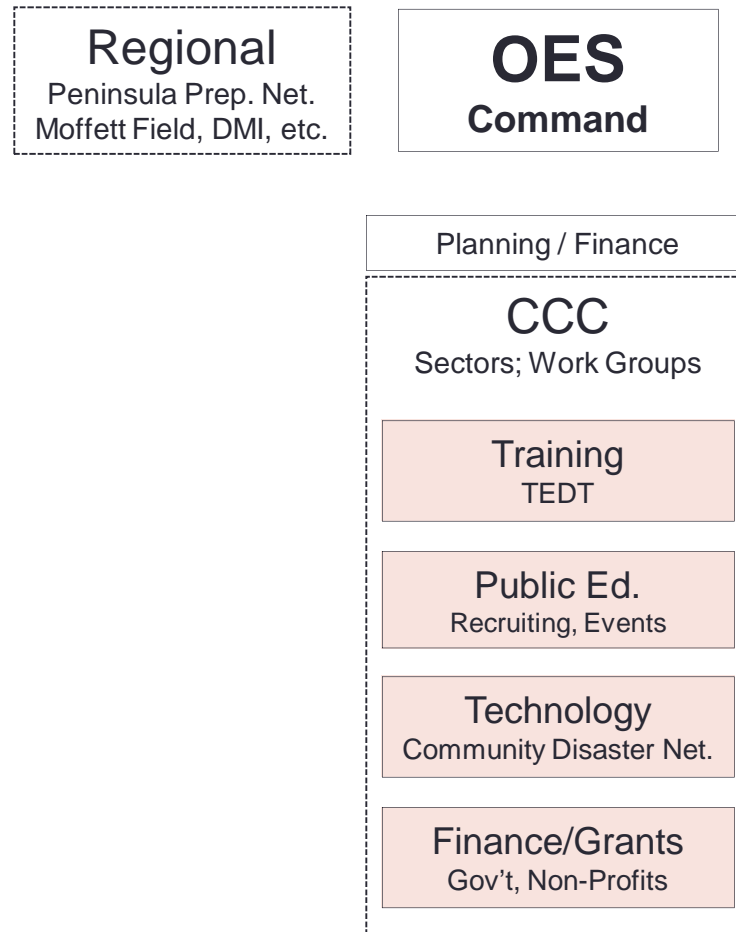
BPC/NPC
Team Leader

CERT
Team Leader: Citywide, Spec. Groups

Logistics
Team Leader

- These 8 TLs (OPS/LOGS) form the ESV DOC during activation. Supported by sufficient radio operators, scribes, etc. (ESV DOC Team).
- Continuity: The same 8 TLs are the day-to-day team, working with OES.
- OES has very limited staff time to support ESV. OES will 1) provide the overall structure, 2) provide or source supplies and training, and 3) facilitate self-management.
- **Planning and Finance functions for ESV become shared functions of the CCC (see next page).**

- This new structure is subject to ongoing revision and development. We need leaders who are able to thrive in this environment.
- OES will be selecting ESV Team Leaders (2 for each Team type).
- Send nominations/input to ccc@cityofpaloalto.org



- The above are too large to be handled only by City staff or by volunteers.
- Instead, we seek to include a larger pool of resources (i.e., Stanford, the business sector, etc.) and attain economies of scale.

Training and Exercise Design Team; Public Education

Instructor & Speakers' Bureau
PD, FD, Volunteers & others

To Do:

- Identify training needs; match opportunities, sources
- Some training outsourced or regionalized
- Publish 2012 Calendar

Core Curriculum (Basic Certification Courses)

CERT

BPC

Personal Eprep & Crime/NHW

Public Safety Academy

Refresher Courses & Ongoing Drills and Exercises

Radio
Comms

CERT Skills
SAR, Triage, Fire

Neighborhood
Drills

Quarterly Drills:
Radio Nets, CDN

Quakeville /
Annual

Regional:
Golden Guardian
Urban Shield
County-level, etc.

Damage Assessment; App

Weekly SPECS Net

ShakeOut

Advanced/Specialized Courses; Events

Seniors; Functional Needs

Traffic Control

Medical

Shelter

Foothills Fire/Emerg.

Animals in Disasters

ATC-20

Public Works, Flood

EVC

Hazard Assessment

Special Events

Public Ed. & Recruiting

Staff booths at events; develop marketing

Stanford Hosp. Active Shooter

4th of July Fire Watch

CCC Safety Fair(e)

4th of July Chili Cookoff

Airport Day

May Fete Parade

Stanford Football

Gamble Gardens

Neighborhood Mtgs.

Annual CCC Mtg.

Sand Hill Corr. Exercise

9/11 Ceremony

ESV Activation Procedures

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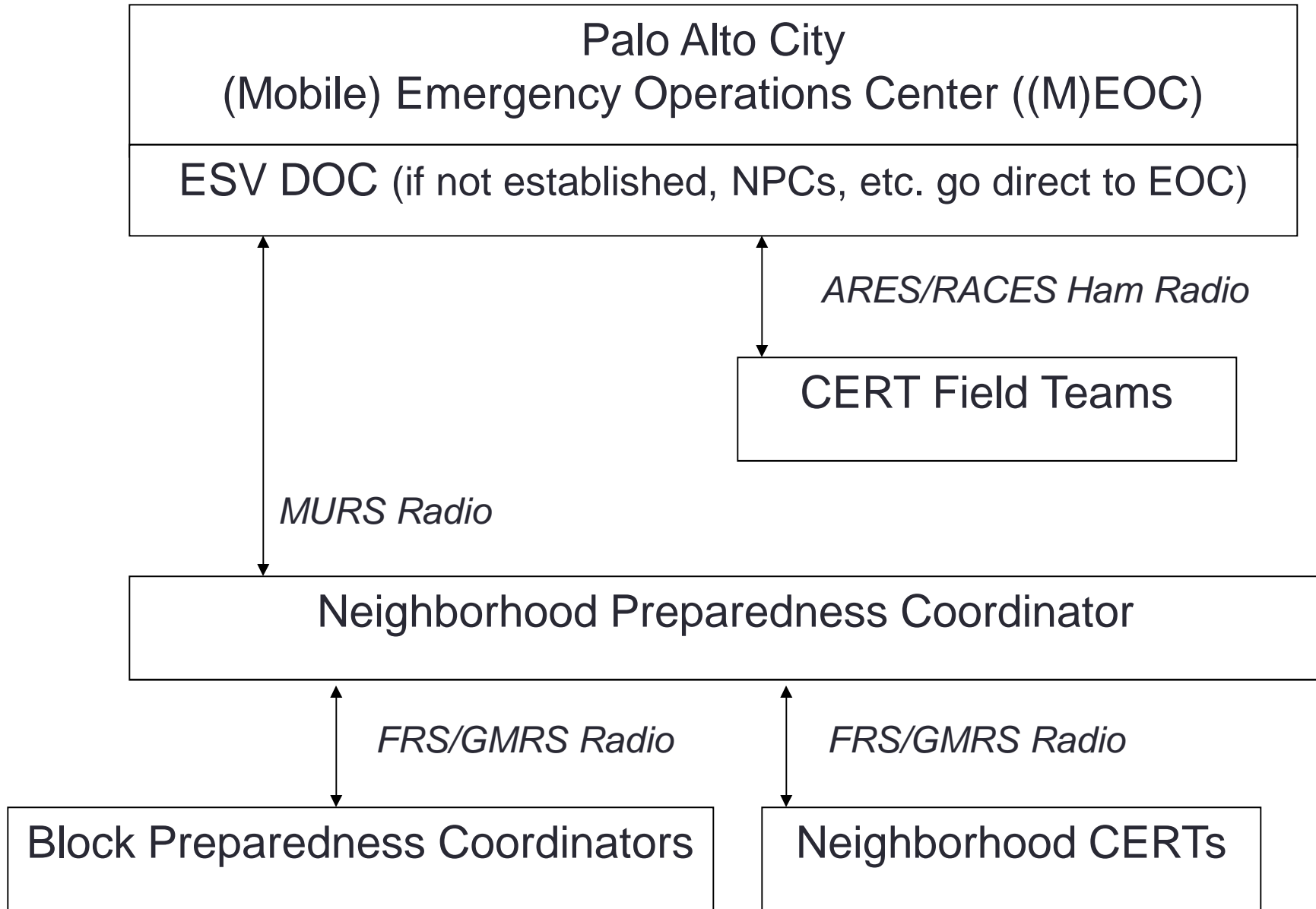
There will be a new ESV Policy Manual

For now, here's the plan:

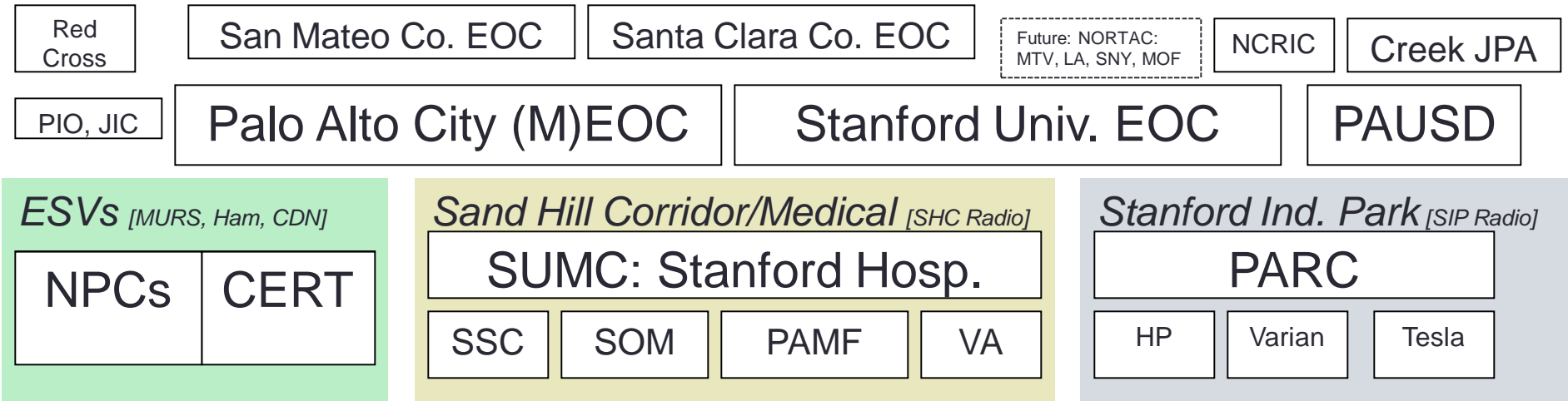
	ARES/RACES [EC] EOC & other comm teams	BPC/NPC Local IC, Neighborhood CERT	CERT Citywide, Medical, Shelter, PW
Alert	Phone call and/or e-mail to EC, AECs. Monitor 147.540 MHz PL 100; monitor County Nets.	Phone call and/or e-mail to NPCs. NPCs: Monitor MURS 4; establish your FRS/GMRS BPC nets.	Phone call and/or e-mail to Team Leaders. Monitor 147.540 MHz PL 100
Activation	Net Control Unit: Report to D-4. Establish net on 147.540 MHz PL 100 & MURS 4. Tactical Call Sign: "ESV DOC." Check in to County Nets.	Follow existing protocol. <i>Neighborhood CERT formation pending.</i>	ESV DOC Team: report to D-4. Others: await instructions.
Self-Notifying Event	" "	Follow existing protocol.	ESV DOC Team: report to D-4. If you cannot reach D-4 by radio or phone, contact your NPC.

- ESVs obey orders of OES and on scene police or fire personnel.
- All ESVs should monitor KZSU 90.1 FM.
- We plan to 1) form a unified ESV database and 2) load into AlertSCC.com

Communications Links



“Full” EOC Liaison & Comms Chart

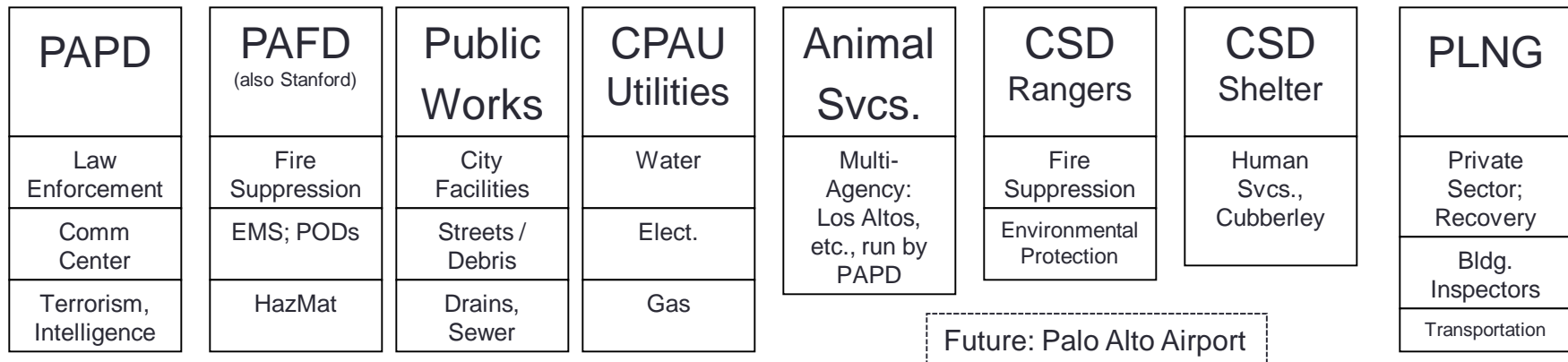


Senior Centers (Channing House, Lytton Gardens, etc.) part of BPC Program. Certain businesses, faith based entities, private schools are also part of BPC.

PAPD Communications provides 911 PSAP and dispatch for Palo Alto & Stanford:



City EOC OPS Field Teams & Department Operations Centers (DOCs):



Post-Event Size Up

- Palo Alto has over 30,000 parcels and other items of Critical Infrastructure/Key Resources (CI/KR).
- Infrastructure Management System (IMS) proposed, but certain information now resides in existing GIS and our Computer Aided Dispatch (CAD).*
- As quickly as possible, we need Sit/Stat data (from trusted sources) regarding:



- Initial Damage
- Transportation/Roads
- Significant Incidents (Immediate Threat to Life)
- Utilities; Telecoms
- Resources

Emergency Services Volunteers (ESVs) = Eyes & Ears

* See also "Essential Element of Information".

Manual Method

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Palo Alto Neighborhoods



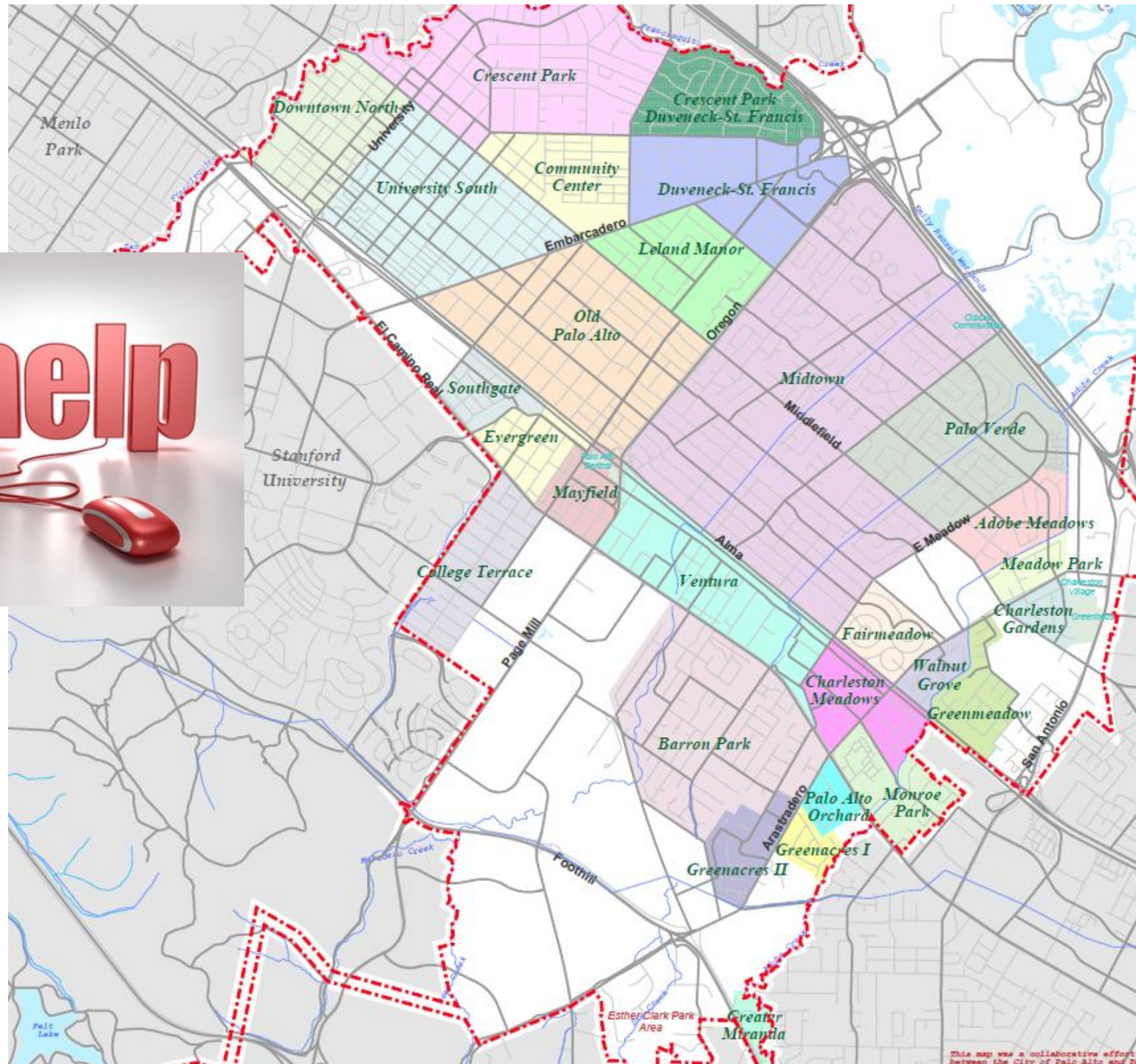


- Radio Skills are perishable.
- Voice Radio is very slow; packet radio is finicky.
- How long would it take to send 30,000 voice messages?
(Sure, some would be via runners ...)
- These messages would then need to be transcribed
(sometimes, more than once).

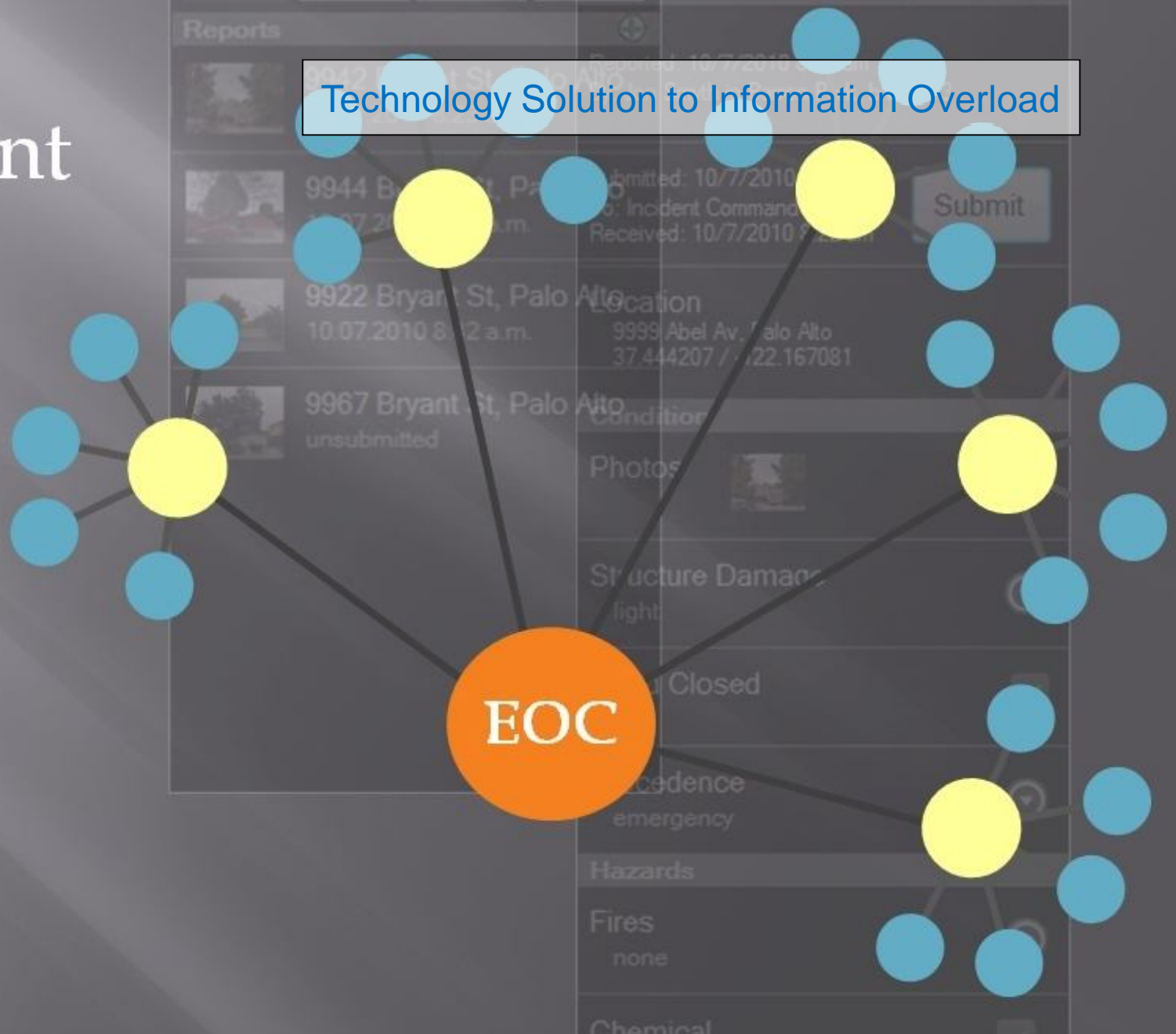
help



Foothills;
Los Trancos



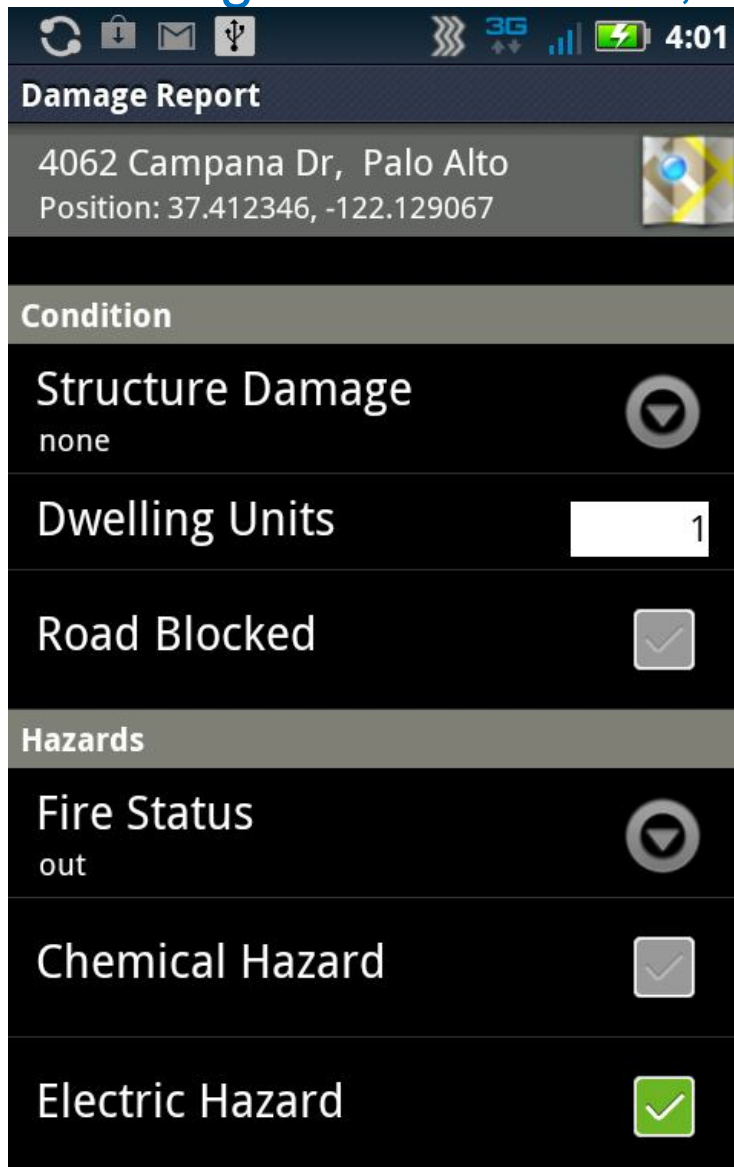
Damage Assessment



- Allow ESVs to transmit DA info to EOC
- Facilitate COP among EOCs, field responders, ICPs ... later, other jurisdictions
- Automate process for event reporting (much like “trouble ticket” in customer service s/w)
- Event recording, tracking, routing
- Standardize data set (future data mining, reporting)
- Geocode event information
- Cell phone camera integration
- Scalable for future add-ons (non-emergency, community data inputs)
- Beta testing

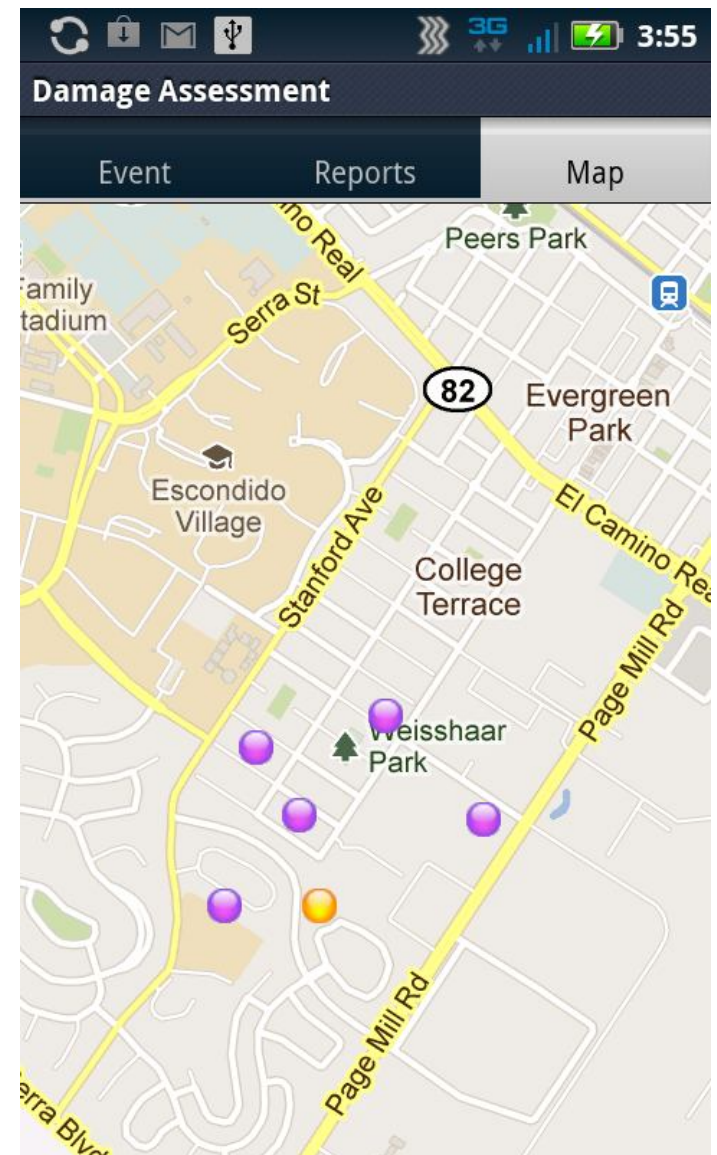


- Automates relay and visualization of DA
- Starting with Droid first, but iPhone will come, later



Works when cell network down (data caching).

We will be working on solar-powered WiFi (CDN).



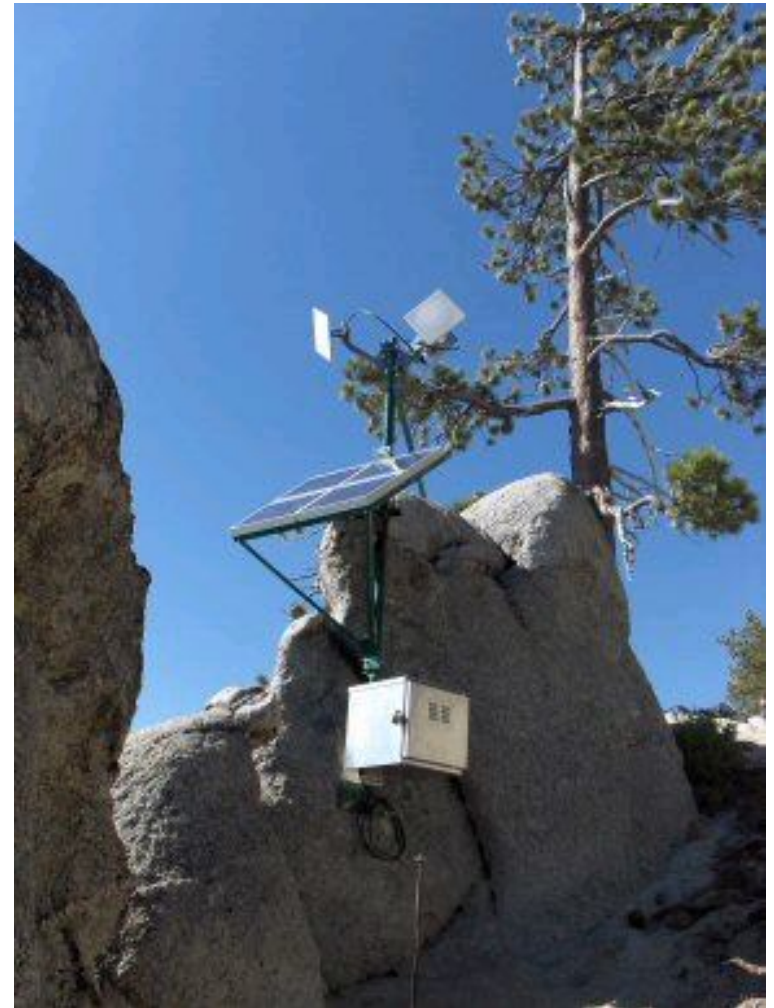
- Sensors
- Telemetry
- Video
- Data Interoperability
- Common Op. Picture



- Multi-Modal Data Aggregation: first pass: aircraft, satellite, sensors; followed up by reports on the ground (CERT); followed up by experts (building inspectors, P.E.s)
- Data visualization: rules based systems (AI), simulcasting layers to Google MyPlaces (PIO)

Community Disaster Network

- **Community Disaster Network (CDN):** solar-powered, grid-independent WiFi for first responders and CCC members; see: <http://www.cmu.edu/silicon-valley/dmi/workshop/community-disaster-network-white-paper.pdf>



Regional Planning & Cooperation:

- Urban Area Security Initiative (UASI)
- Santa Clara County Operational Area and neighbors
- Palo Alto/Stanford Citizens Corps Council (CCC)*



Trends in Technology:

- Social Media / Crowd Sourcing
- Common Operating Picture
- Integration with CAD



* www.cityofpaloalto.org/ccc

Mobile Emergency Operations Center (MEOC)



We have taken a substantial step forward in improving our operational readiness through the acquisition of the MEOC. However, human resources – YOU – are the key to our success.

Questions?

ccc@cityofpalto.org

**Together
We Prepare**

**Engaging the Whole Community
in Emergency Planning**