



MURRAY CITY MUNICIPAL COUNCIL EMERGENCY TRAINING WORKSHOP

The Murray City Municipal Council met for a Workshop on Tuesday, October 25, 2016, at the Murray City Center, 5025 South State Street, Conference Room #107, Murray, Utah.

Council Members in Attendance:

Blair Camp, Chair	Council Member, District #2
Diane Turner, Vice-Chair	Council Member, District #4
Dave Nicponski	Council Member, District #1
Jim Brass	Council Member, District #3

Council Members in Excused:

Brett Hales	Council Member, District #5
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Others in Attendance:

Jon Harris	Deputy Fire Chief	Janet Towers	Chief Administrative Officer
Janet M. Lopez	Council Administrator	Thomas R. Miller	SL Co Emergency Management
Wade Watkins	SL Co Emergency Management	Aaron Nelson	SL Co Emergency Management

Chairman Camp called the Council Emergency Training Workshop to order and welcomed those in attendance. He noted that Brett Hales was excused.

Emergency Training - Jon Harris, Murray City Deputy Fire Chief

The Chief commented that this meeting was a follow-up to an earlier workshop on emergency management, to go into more detail for elected officials. He noted that after the ICS-402 training, the Safe Neighborhood program would be presented.

Mr. Watkins introduced himself and stated that he is a trained instructor for the ICS – 402 Incident Command System Training for Executives and Senior Officials. It is unnecessary to have the 100, 200, or 300 classes. This will provide the whole package so that council members will have an understanding of the response system and know their responsibilities during and after an emergency. Each participant will receive a certificate of completion for this course.

Part 1 – The ICS is a system that can fit in all hazard environments, including terrorism and cyber terrorism. It can be adapted to any incident or event to coordinate response. The number one priority is

to ensure the safety of all responders, achieving tactical objectives and efficient use of resources. Fire departments utilize this every day.

Mr. Watkins referenced pre-911 and post-911 emergency response explaining that post-911 everything was consolidated into the National Response Framework so that all agencies follow the same system throughout the nation.

Mr. Watkins described that every incident goes from the local level, to the county, state and national response. Command is first in the hands of the first responder until someone more qualified or with more authority arrives and if several agencies are involved there is a natural flow of power with everyone using the same terminology. Federal, state and tribal agencies use the same incident command system. NIMS is the National Incident Management System and federal dollars are tied to this system to get grant money. This is a flexible system that works well within our jurisdiction. These principles are used on every call whether for a fire, vehicle accident or hazardous material spill. Public works and health care is also involved in the same ICS. The Chief mentioned that Murray uses this throughout all departments for the Fun Days event.

Common terminology helps define the organizational functions, incident facilities, resource descriptions and position titles. This system should be able to eliminate the duplication of efforts. Common terminology is used so that, for example, if someone asks for a water tanker, they know that is an aerial tanker with about a \$5000 cost.

The chain of command is an orderly line of authority and the unity of command means that every individual has a designated direct supervisor to whom they report at the scene of the incident. The higher ranking person will assume command at some point. During the ICS anyone can be reassigned to any position where their capabilities may be best used. The incident commander's role is to provide leadership, direction and safety. That person also directs the development of the Incident Action Plan.

Senior officials guide policy, oversee resource coordination and support to the on-scene command. A big part of coordination will see that agencies work well together and delegate authority. The Incident Commander's scope of authority is derived from existing laws and agency policies and procedures.

Chief Harris said that he feels the elected official's major role would be to set up a policy group with the Mayor. There will be a time when they are called to the EOC to make decisions. They probably should not run to the scene of the accident.

Mr. Watkins noted the difference between command and coordinating is that those coordinating are working on support activities and command has the explicit statutory, regulatory or delegated authority. Multi-agency coordination is the process of all disciplines working together more efficiently and effectively. You see that a lot of collaboration during forest fire situations so that there is not duplication of efforts. The command staff gets together two to three a day for updates.

Chief Harris mentioned that the Murray EOC is an example of the smallest level of a MAC (multi-agency coordination group) with a few fire fighters, police, and public works all sharing information on management activities.

When an incident reaches a certain level authority is handed off to a special team to coordinate that incident. At that point the city council fills out the Delegation of Authority in writing establishing a formal scope of work to hand over authority. Machine gun fire is a good example of that with many

issues to be addressed. The senior official's role is to provide policy, mission, strategic direction and authority. The chain of command must not be bypassed.

The command staff will include the incident commander, public information officer (PIO), liaison officer and safety officer to support the commander. Below that there will be someone over operations, planning, logistics and finance to have a more robust staff. The Murray EOC has the same titles. The PIO puts out the information from the policy group on what you want people to do, driven by the elected officials. Do you want people to evacuate, stay in their homes or other action. This example is the basic Type 3 incident management team. There is a guide for what each person on the team does.

For example, the finance manager would be giving daily updates and planning for the future steps of the incident. Justin Zollinger already has provisions at the EOC for credit cards and cash ready to go. It would also be important to know how much can be spent before the city council is called in.

You don't build out an incident management team unless it is needed. Mr. Watkins gave the example of a missing seven year old child and the incident command team would consist of emergency medical, a search group and an investigation group. Each one would have a supervisor reporting to the commander. The span of control is seven to five people to manage. With hundreds of responders support of section chiefs is key.

Chief Harris added that if he is in command and has no PIO, then he is it. He has to fill those gaps.

As the complexity of an incident goes up the ICS structure goes out. A Type 5 incident is the lowest, for example, a vehicle hits a telephone pole. It will be cleaned up with maybe one person transported to a hospital.

Going up, a building explosion will be a Type 1. A good example was 911, which was a Type 1 incident. The complexity of the incident, impacts to life, flooding and weather involves more agencies. If the roads are closed it is more complex. Murray has a great record of working with the other agencies in the valley.

Objectives are shared throughout the incident. Everyone should know what the objectives are for each 12 hour period. Putting out the fire and getting people to safety are first, then it may be getting businesses operational again, then getting the clean-up taken care of, for example.

Overall priorities for all incidents are:

1. Life safety must be addressed first.
2. Incident stabilization.
3. Property and environmental conservation.

Resource management includes processes for:

1. Categorizing resources.
2. Ordering resources.
3. Dispatching resources.
4. Tracking resources.
5. Recovering resources.

Once the incident exceeds 24 hours, you would expect some reimbursement for resources, Mr. Watkins said. Chief Harris added the faster we can assess the resource needs the better so that we don't miss out when other agencies are also requesting help.

Part 2 - Tommy Miller addressed how the integrated communications works with other agencies. In 1982 when Air Florida crashed in Washington D.C., it was difficult to communicate during an incident, however, by 2001, when American Airlines flight 77 crashed into the Pentagon there were 900 different workers from 50 different agencies able to communicate with one another. Responders were mobilized to assess the situation before arrival. That morning the captain of the fire unit called in sick and a firefighter started the ICS structure and it worked very well. Through training and interaction we have learned to communicate very well. VECC works well. The ICS model has helped improve that.

Be sure to give a heads up to other agencies dispatched to the scene. Don't dispatch unless requested.

The unified command allows all agencies with jurisdictional authority or functional responsibility for an incident to jointly provide management direction to the incident. This is important as many incidents cross jurisdictional boundaries or the limits of an individual agency's functions.

Unified command enables all responsible agencies to manage an incident together by establishing a common set of objectives and strategies. For example, if there was a flood in Murray and three homes were affected, each home would have a unified commander and over all three would be an area command delegating authority and resources. If there are different kinds of incidents or they cover a large geographic area, each would be managed as separate incidents. In large incidents you may see a command sitting on resources and they must justify that.

The EOC (emergency operations center) is a key term that is also referred to as ECC (emergency coordination center). The incident commander is primarily a tactical commander and the area commander oversees multiple incidents.

Multi-agency support and coordination provides assistance in making policy decisions, establishing priorities, resolving critical resource issues, facilitates logistics and disseminating information. With social media today, many times an incident is on Twitter to the public before the PIO has an opportunity to report. It is important to monitor that as inaccurate information travels fast.

Murray's Power Department does have methods of reaching the public. The county has a joint information center that is very good at monitoring social media. There is a vast amount of information, as even the Murray Fire Department has seven different Face Book accounts, Chief Harris mentioned.

What we really need is an official Murray City site for the public to know where to go for official information, rather than several sites set up by fire fighter spouses, for example. A phone message could be set up for Murray City residents to call in for emergency information. There is also a Murray radio station that could be utilized.

Speaking with one voice is important so that messages are coordinated, consistent and timely.

Wide area search has its own set of issues that cover areas shown on maps with multiple agencies, including National Park Service, fire and rescue, state parks department, National Guard, and volunteer groups.

After-action review is important to assess what happened, the responses and what lessons were learned for a future situation. Mitigation is discussed, and also, if there is follow-up that is covered, as well.

Mr. Miller stated that preparedness is key in effective response. Policies and procedures are important to have in place and compliance with the NIMS guidelines. Authority can be delegated in advance and all information should be updated and complete. Establish resource management systems before an incident and have mutual aid agreements in place for support. Government contracts should be set-up in advance for ordering supplies and tracking measures developed.

Salt Lake County keeps an inventory of all equipment and machinery, so that if you need a backhoe the county can let you know where that is available. For the recent vehicle accident on the highway, with hazardous materials present, truckloads of sand were delivered right away. These things are tracked for safety and cost recovery. There is everything from hoses, to chain saws, porta potties and snow plows.

Communications, training, credentialing and emergency exercises were discussed. Trained and qualified responders are important to have. Drills help with credentialing and practice.

Most importantly, executives and senior officials provide leadership, motivating and supporting on-scene responders, and instilling confidence in the public that the incident is being managed effectively.

Aaron Nelson addressed the topic of SAFE Neighborhoods. This is an acronym for *Schools Aid Families in Emergencies*.

The program instructs residents to utilize local elementary schools as close, convenient centers for immediate evacuation and to obtain information, help and instruction. Murray schools are already on-board and it is not a burden on schools. Every jurisdiction in the county has agreed to help with this effort. Every neighborhood has an elementary school within walking distance and the elementary is not used for other purposes during a catastrophic disaster. High schools and junior highs with kitchens, locker rooms and gymnasiums are used for emergency housing. Kids' safety is the first priority and families will stay outside until kids are dispersed or isolated. This program started in Salt Lake City and other cities and states and the Red Cross are inquiring to incorporate it into their emergency plans.

Considering 50,000 residents in Murray, with 18 firefighters on a given shift, the pool of emergency staff could be low during a large scale episode. Emergency responders who live outside of Murray may not be able to get in to Murray after an incidence, either due to road damage or because they are addressing their own family's needs. The fire department under normal day to day operations, with only three ambulances, is already stretched to the limit. During a catastrophic situation residents should know the ambulance is not coming immediately to assist and could take up to 72 hours for the fire department to respond or for help to come from outside the state. This program is designed to help people until these responders arrive. Residents should be prepared to care for themselves and man the shelter as best as they can by sharing skills with mechanics, nurses, doctors, carpenters, and welders to provide teamwork for self-rescue and recovery.

As a basic plan, go to the elementary school and resources will be deployed to these schools. The tag line is: *Grab your kit and walk to school*. The kit is the 96 hour emergency kit (raised from 72 hour kit) for each person in the house. This is the recommendation. The foundation of the program is neighbor helping neighbor until emergency help arrives.

There was an example provided of a 7.0 earthquake in the Salt Lake area. It is anticipated that 350,000 people would be displaced from their homes with utility and economic damage in varying degrees.

A slide depicted the liquefaction zones with the worst areas near the Jordan River and Great Salt Lake. If the ground shakes the dirt and sand goes to the bottom with water on top. Worst flooding will be in the middle of the valley. The Christ Church earthquake involves an area similar to Salt Lake and will give you an idea of what would happen here. Videos can be found on You Tube.

The University of Utah and the US Geological Survey estimates a 90% chance that Salt Lake valley will have a 6.0 earthquake in the next 50 years. There is a 2% chance of a 7.0 in the next 50 years. The difference between a 6.0 and 7.0 is 10 times the destructive.

Objectives of the plan include making a family plan first, creating your 96 hour emergency kit. Personal preparedness and being informed is the inner ring. Make sure your family knows what to do and where to go. The outer ring involves the SAFE neighborhood program for shelter and human needs for the neighborhood. Next level is the valley wide coordination. The idea is not to interfere with other organized plans held by businesses and churches but add to teamwork. If you are at your church, let someone at the elementary school know.

There is a transportation component to have buses drive a circuit around the schools to help people get around the city, if necessary. Those paths will be cleared first to get people home. Providing resources is also part of the program.

Just in Time Kits are prepared for each school with paperwork and documents to explain what people need to do once at the school. The 142 kits are being assembled now and should be out by the end of the year. It is a 50 gallon wheeled box with all types of supplies inside. Assessments can also be made by volunteers at the school. Operations, shelter manager and a support section are all included in the kit. There are checklists to complete with each job. There will be a sticker on four school windows to tell where to find the *Just in Time Kit*.

When people ask you what to do – tell them to grab their 96 hour kit and go to the elementary school.

Public service announcements and billboards will be put out to notify people that this is what they should do. Some details are still in progress. Some legislation had to be passed last session in order to allow this program. All school principals will be informed soon.

Mr. Nelson said he would be happy to conduct a drill anytime we would like to do so. He needs about 30 people for a successful drill.

Mr. Watkins said that concluded the training and stated that each person would receive a certificate of completion for the class.

Council members expressed their thanks for conducting the class and mentioned how helpful it had been.

The training class adjourned at 6:00 p.m.

Janet M. Lopez
Council Administrator