

Leader Development in Emergency Operations Exercises

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Overview

- Define who the leaders are that we as emergency managers need to develop.
- Identify the skills and experience we as emergency managers need in order to help develop those leaders.
- Maximizing our activations (exercises or real-world) to support this development.
- Looking at the whole picture and sharing lessons.



Who are the Leaders?

- Incident Commanders and Section Chiefs
 - Typically the selectee will be a well developed, formally trained and experienced emergency manager or (at least) emergency responder.
- Elected Officials (our focus)
 - Typically lack backgrounds in emergencies.
 - Pulled lots of different directions.
 - Varied in interest and willingness to perform roles.
 - Thinks they're in charge, even when they may not be.

Do we always speak the same language and have the same priorities?



Priorities

Emergency Managers

- Life (top priority)
 - Rescues
 - Feeding/Sheltering
- Property
- Infrastructure
- Environment
- COOP Needs
- Rehab Needs
- Mitigation Efforts

Priorities

Political Leadership

- Life
- Economic Concerns
 - Cost
- Flight of Resident Concerns
- Political Concerns
 - Public perception of response
 - Re-election considerations
- Restoration of Normalcy



Initial Engagement Phase

- Introductions
 - Who we are
 - What we do
 - Why we're important
- Communication
 - How local EM talks to State EOC (and other critical agencies)
 - Officials need to stay out of the way of the IC communication to SEOC
 - How elected and appointed officials' office and EM talk
 - Are there known barriers to information flow between them?



“Basic Training” Phase

- ICS-100 type knowledge (PDS)
 - Do they need 100/200/700/800? What about 300/400?
- Tours of EOC, explain it
 - How we set it up, where we set it up, who staffs it
- Intro to jurisdiction EOP, COOP etc.
 - Do we have plans? What is their update schedule?
- Intro to resources
 - Fire, Police, DOT/PW, other stuff
 - What you own, even the odds and ends stuff.
 - MOU/MOA resources
 - Officials’ role in helping facilitate cross-jurisdictional/inter-organizational coordination
- Intro to role of the elected official
 - Do roles/responsibilities change over time as new people take office?
 - Do elected officials in your jurisdiction get to dictate some of their role?
 - Do you have effective messaging to give to officials to push out for you?
 - Family and community preparedness, emergency kits, etc.



Advanced Training Options

- Legal authorities and basis
 - Local law, Alaska Statute, Federal Law, Federal Code
 - What are *they* required to do?
 - What are *you* required to do that they let you?
- More advanced ICS knowledge
 - Do they have a role other than elected official (are they an IC? Are they a VFD Chief? etc)?
 - Public Information Officer? (is your politician your public face?)
 - Coordinating the message between Incident and City Hall to avoid stepping on one another.
- Disaster funding options
 - Local disaster funds available immediately
 - What amount can local EM spend right now?
 - Local disaster fund emergency allocations
 - What is the process for securing emergency funding when the immediate funds are exhausted? Does the official have a role in that approval, and if so, what?
 - State/Federal funding if needed
 - Role of the disaster declaration and how it's approved by local leaders.
- Who's In Charge Training Opportunities – DHSEM



Exercises

- Exercise participation
 - What does your jurisdiction have on the horizon?
 - Do you want elected or appointed officials to participate or observe?
 - What are the differences between TTX, FSE, CPX and facilitated discussions for officials who participate
 - What is the benefit to those officials of participating?
 - Sell the elected official on why exercises are good. Sell them on why it's good *for them* in their job.
 - The importance of and how to write elected officials a piece in your exercises
- After Action Report/Improvement Plan introductions and why/how we use them
 - Using AAR/IP to apply for grant funding (SHSP, EMPG etc)
 - Validating processes, finding gaps and making revisions
 - Avoiding Katrina-moments on television.



Role in Revisions Process

- Update approval process
 - Signing/approving new plan revisions
- Legal changes
 - Do local laws or statutes need changing to allow us to act or react to a situation?
 - How do we make legal changes?
- Budgetary role in staff and equipment
 - Can we budget more staff?
 - Can we budget for equipment that we don't have grants for?
 - Do we need budget matches for grant programs?



Story Time

- What experiences have you, the audience, had with educating your elected or appointed officials, good or bad?
- Any best practices or approaches you want to share?
- Questions for us or others in the room?

