



Critical Incident Protocol

A PUBLIC AND PRIVATE PARTNERSHIP

Introduction

- Establishing partnership
- Conducting individual and Joint public/private evaluations of risk factors
- Developing joint public/private sector emergency plans
- Facilitating business resumption
- Developing training exercises
- Incorporating mitigation



Critical Incident Defined

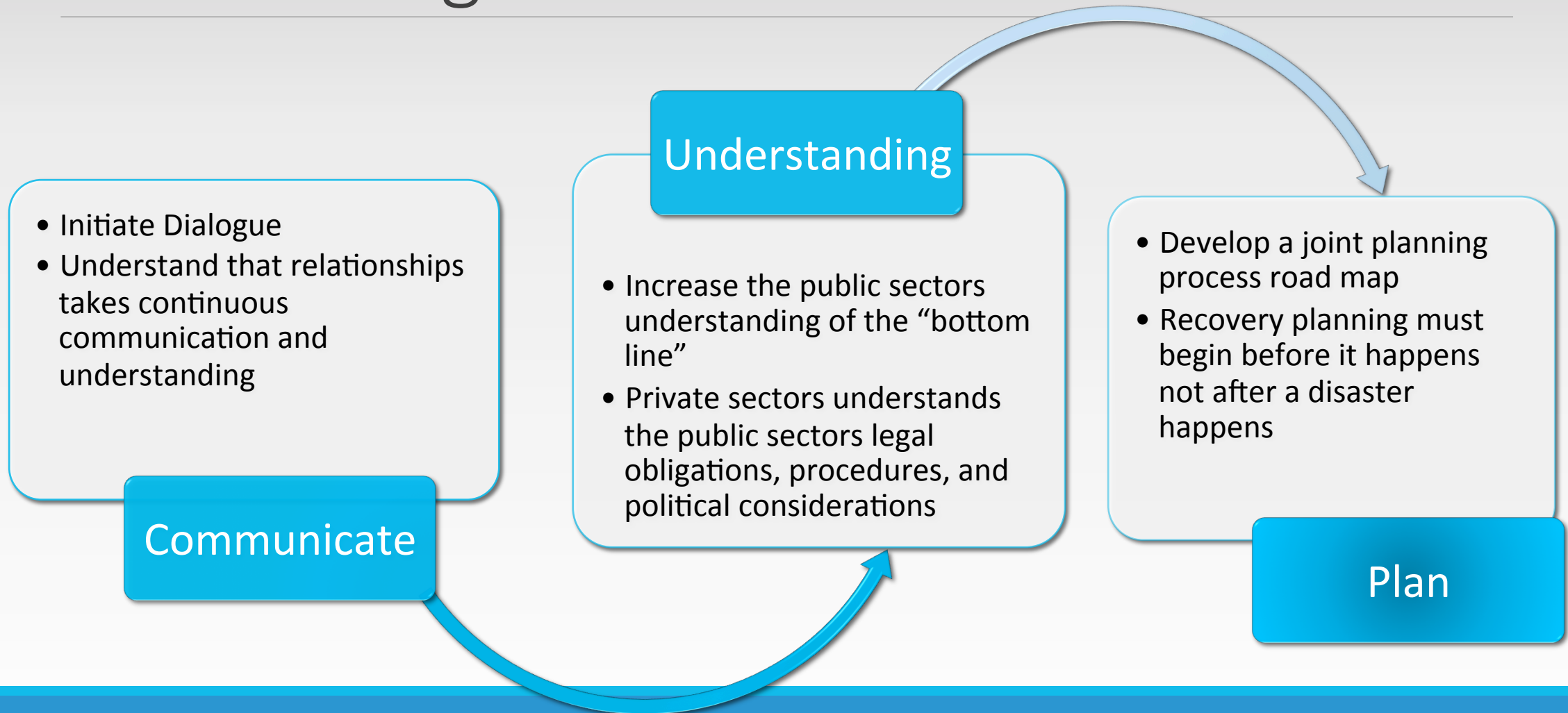
A critical incident is any event or situation that threatens people and/or their homes, businesses, or community. While we often think of floods, tornadoes, hurricane, or armed assailants as posing critical incidents, the true definition of a critical includes any situation requiring swift, decisive action involving multiple components in response to occurring outside of the normal course of routine business activities.



Protocol Objectives

- Create public and private sector understanding of their common goal to protect lives and property while sustaining continuity of community life.
- Encourage the public and private sector entities that may have engaged in the assessment and planning process in isolation to form cooperative partnerships.
- Assist businesses and communities lacking emergency planning experience in the development of a joint emergency planning process.
- Develop an understanding of mutual or respective goals and understand how public and private resources can complement and support each other.
- Serve as a resource for those engaged in the joint planning process.

Overcoming Roadblocks



Mutual Benefits of Joint Planning

- The public and private sectors can develop greater understanding of the value of joint emergency planning.
- The planning process can identify how businesses contribute to the community and develop and understanding of community priorities in time of a disaster.
- Companies want to be involved and be viewed as good community citizens, and communities want to be held in esteem.
- Joint emergency planning will improve quality of life and attract business growth by making the community a safer place to do business.

Why is Joint Planning Important?

PUBLIC SECTOR

- Recognizes that media exposure of critical incidents has developed high public expectations on how emergency response efforts should be handled.
- Assist in understanding private sector requirements and resources.
- Helps obtain the commitment of the private sector to become part of the community emergency response planning process.
- Reduces liability and insurance costs through joint planning with the private sector.

PRIVATE SECTOR

- Provides the sector with community contacts and develops understanding of the support available from the public sector.
- Educates the public sector on why the bottom line is important to the private entity and how it affects the community.
- A understanding of why rapid business resumption is important.
- Develops a cooperative agreement during a critical incident.
- Develops recognition of how the loss of one business may affect and impact other businesses in the community.
- Promotes involvement in the public sectors establishment of priorities



Leadership Begins at the Top

Commitment in both the public and private sectors must be driven from the top down through the entire organization. If this is not the case, there will be no real commitment. Trust must be developed in the beginning and if top management develops trust across sectors, it will trickle down to lower-level employees.

Ultimately, trust must be developed through all levels of the public and private sector.

The Preparedness Process

The ultimate goal of joint planning should be the establishment of an **Integrated Emergency Management System (IEMS)**.

Developing the concept of an IEMS requires the community cooperate to reduce the consequences of natural, technological, and man-made disasters.

Response is the central focus during a disaster, but an integrated approach to planning will initiate mitigation activities to prevent or reduce the degree of risk, and to develop preparedness activities to increase response and recovery capabilities.

Standard Terminology

- **Hazard Mitigation:** Activities to eliminate hazards and lessen their impact if an incident occurs
- **Response:** Reaction to and managing the incident until it is resolved
- **Recovery or business Resumption:** Processes focused on repair of damages, return to normal activities, and recovery of losses.
- **Preparedness:** Actions and initiatives developed prior to an incident and including the following phases of critical incident management:
 - **Risk Assessment**
 - **Response Planning**
 - **Training**
 - **Exercising**



Critical Incident Planning

Emergency planning is decision making prior to an actual crisis or disaster including the consideration of resources required to manage and resolve the event. The plan must be also include the necessary steps during and after the crisis is resolved.

Begin to Develop the Plan

- If a plan doesn't exist, create one.
- If a plan does exist, review it (should be done annually)
- Agree on common terminology, identify acronyms, and discard confusing jargon.
- Keep plans generic and flexible enough to address a variety of events.
- Remember to watch for potential threats to emergency responders.
- Be alert to events happening in other communities by networking with others and being prepared.
- Identify resource gaps and consider mutual aid pacts and contracts.

Understanding the Incident Command System (ICS) and Unified Command (UC)

- Many jurisdictions have adopted the ICS as endorsed by law enforcement and fire services.
- Required by OSHA regulations during incidents
- Establishes an organized and structured approach to taking charge of critical incident
- The private sector should develop a **Incident Management team (IMT)**
 - Responsible for coordinating all private response personnel at the scene
- The IMT is integrated into the public **Incident Command System**
- A **Corporate Crisis Management Team (CMT)** to support the on scene IMT with company resources
- The CMT is the analogous to the **Emergency Operation Center EOC** established by the public sector

Exercise the Plan

- An exercise is a challenge
- Keep exercise scenarios realistic
- Exercises should consist of a generic scenario
- Keep exercise relatively simple
- Focus on one or two key threats
- Begin with table top exercises

Types of Exercises

- **Orientation** – brief training to familiarize participants with team roles, responsibilities, and expectations.
- **Tabletop** – Limited simulation of an emergency situation to evaluate plans, procedures, coordination, and assignment of resources.
- **Functional** – Limited involvement by field operations to test communication, preparedness, and availability/ deployment of operational resources.
- **Full Scale** – Conducted in an environment created to simulate a real-life situation.

Mitigation

- Mitigation include all efforts to eliminate hazards or lessen the impact of an event if it occurs.
- Examples of mitigation:
 - Off site storage for critical information backup
 - Separating redundant or duplicate essential manufacturing process so a fire or explosion will not cause the loss of production
 - Relocating structures from a flood plain to eliminate recurrent losses caused by flooding
- A mitigation process should begin when vulnerabilities are first identified
- During the risk assessment process, vulnerabilities will be identified for each facility or major function



Emergency Response

Coordinating public and private response to an emergency or critical incident is the culmination of all preceding's activities.

DISASTER



Private Sector Response
Private Sector or Incident Management Team

Public Sector Response
Incident Commander

Unified Command System
Incident Management Team (IMT) Incident Command System (ICS)

Crisis Management Team

Emergency Operations Center



Media Relations

Media must be a part of the preparedness process and media involvement in the planning process will help reduce misunderstanding during an incident. Accurate information should be available to the public as soon as possible.

Steps to smooth media coverage:

- Develop a policy who will handle the media
- Determine who will be the lead spokespersons
- Be cooperative but careful in speaking to the media. **Do not speculate.**
- Be honest with the local media and they can be of assistance with the national media.
- Let emergency responders focus on the event.
- Create a community information plan so people can call one number and obtain information on the crisis.

Recovery and Business Resumption

The recovery or business resumption process can begin during the emergency response process, or it may be initiated in stages. The recovery process must factor in the criticality of the business function and the maximum allowable downtime.

- Determine the extent of damage and communicate
- Developing a system to bring in “the right people at the right time” is very important in recovery
- Work with outside resources to support your recovery process
- Develop understanding of the financial impact
- Use all available community resource to assist persons in recovering from traumatic events.

Normal Operations

- **Preparedness**
 - Risk Assessment
 - Critical Incident Planning
 - Training
 - Exercising

Disruption to Normal Operations

- **Emergency Response**
 - Unified Command System (Public/ Private)
 - Supported By
 - **Private Sector** – Crisis Management Team
 - **Public Sector** – Emergency Operation center

Normal Operations

- **Preparedness Process Resumes**

Business Resumption/
Recovery
Process