

City of
Winston-Salem
Leadership,
2019

Crisis Management Overview

A cartoon illustration of a stone castle under attack. A king in a red tunic and crown is shouting from the battlements. A speech bubble on the left contains the text "QUICK! FORM A COMMITTEE!!". The sky is filled with a dense rain of arrows flying towards the castle. Several soldiers are visible on the walls, some holding spears. The scene is set against a blue sky.

QUICK!
FORM A
COMMITTEE!!

CRISIS
MANAGEMENT

Emergency Management Overview



No one wakes up and says, "Today is going to be a disaster"



In fact, disasters are typically unexpected; they overwhelm first responders; and lives, health and the environment are often endangered



At a very minimum, emergencies and disasters are disruptive to the community and often occur at the most inopportune times

Emergency Management Overview

- Each county in North Carolina is required to have an emergency management program
- Structure of these programs may vary by county but all counties have the same roles and responsibilities
- Winston-Salem/Forsyth County is fortunate to have a supported and developed Emergency Management program - **TOOL IN TOOLBOX**
- Have the ability to bring together a broad and diverse group of people and agencies to focus on the emergency or disaster

Mission Statement

The Mission of the Winston-Salem/Forsyth County Office of Emergency Management is to aid the community before, during and after unusual events and major disasters through credible educational services, open communications and cooperative efforts

ULTIMATE GOAL – “TO RETURN TO NORMAL”

Emergency Management Basics

- Emergency Management (OEM) is the combined efforts of local, state, and federal governments to protect the citizens from the effects of disasters, both natural and man made
- Effort includes governmental, non-profit, non-governmental organizations and private business & industry partners
- Coordinate activities within the city & county that contribute to the mitigation, preparedness, response, and recovery of disasters and major incidents
- **Our ultimate goal is to return life back to normal as soon and as safe as possible**

Emergency Management Basics

- Includes a 24/7/365 Duty-Officer responding across the county to incidents, planned events and available for consultation
- OEM is on the frontlines of developing disaster plans; coordinating training, drills and exercises; and educating the public about disasters
- Most emergency management offices in North Carolina are small; and, because disasters are not a daily or even a monthly occurrence, they often go unnoticed--that is, until something happens

Emergency Management Basics



All disasters are local



Regional, state and federal agencies support local operations when local resources are exhausted



The public expects elected officials to be at the forefront of response and recovery efforts



They look to elected officials for direction and reassurance



One way to ensure that happens is to understand the system and work within the system

Elected Officials Support



Depending on the incident, recovery may be long term



Clean-up and debris removal could take weeks, if not months



In the midst of disasters, typical functions like garbage pick-up, street repairs, etc., are often delayed because those workers are reassigned to disaster response



Depending on the size and type of the disaster, departments such as Human Services, Planning and Development, Purchasing and Finance could also be involved, in addition to Law Enforcement, Fire, Public Works, and Emergency Management

Elected Officials Support



While the public will be extremely patient during the initial few days of an emergency, if they are not directly affected, they expect that government will also provide the same general services that it did prior to the disaster



Poses challenges because staff is usually stretched thin responding to and then recovering from the disaster or incident



Learning to balance long-term recovery with the day to day expectations of a community is essential



Get accurate public information out early and often within the system

ONE MESSAGE – WITHIN THE SYSTEM



Communicate to the public the nature of event, status of community response, and what individuals should do within the system



Understand the incident objectives, provide visible leadership and set policy within the system



Work with the Long Term Recovery Committees to address long term needs for survivors within the system



SAFETY, SAFETY, SAFETY – Turn Around Don't Drown, Don't Use Grills for Heat, Stay off Streets, Don't Come to the Location, etc., etc.

Elected Officials Support

FBI wanted to take control of communications after the mass shooting at the Pulse nightclub, but the city stood strong, knowing that the people of Orlando needed to hear from people that they knew and trusted



In Baytown, Texas, the mayor recorded the automated calls to residents during flooding. It was important for people to hear the reassuring voice of the mayor; it brought calm to the community and showed that the city cared. Frequent updates were provided this way and seemed appreciated by the community



In Alvin, Texas, some of the council members worked in the shelters during serious flooding. Sometimes they would provide comfort and support. In other cases, with proper training they could help staff the shelter as any other volunteer

Crisis Management Program

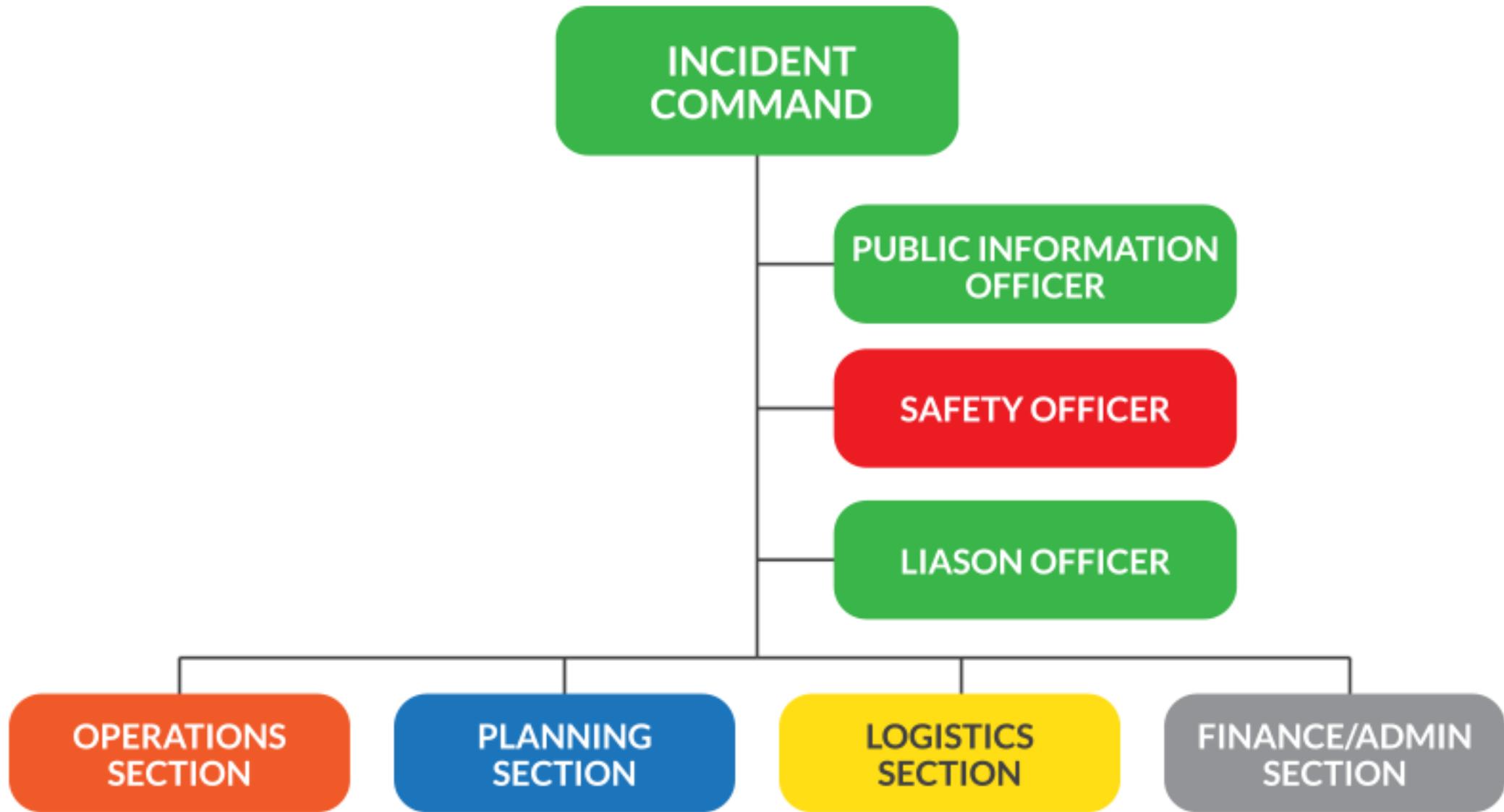
Four Components

Crisis Management Team (CMT)

Hazard Vulnerability Assessment (HVA)

All-Hazards Emergency Operations Plan (EOP)

Emergency Operations Center (EOC)





Crisis Management



Decisions must be made within a narrow time constraint



The decisions may be irreversible



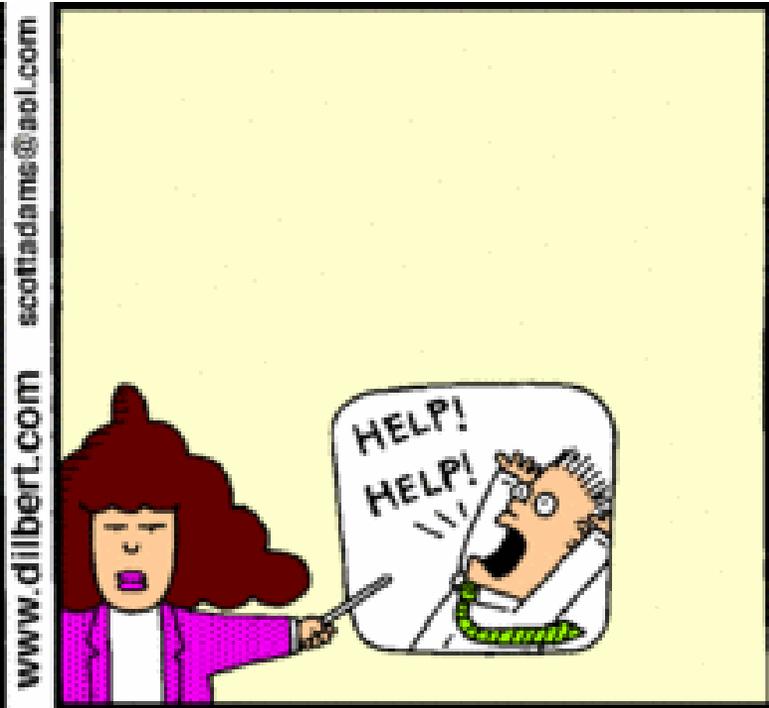
The outcome of the decisions may be uncertain



Decisions may need to be made with imperfect or incomplete information



No decision will satisfy all stakeholders (**Closed, Delay or GO**)



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Crisis Planning 101

- Managing a crisis can be far different than normal decision making
- Institutional decision making is sometimes a committee-based decision cultures that require extensive deliberation and consensus building
- The bottom line is that crises are inevitable, but outcomes can be changed through planning, preparation and sound emergency management practices

Emergency Management Structure

Policy Decision Team (PDT)

- -Executive level policy group
- -Strategic decision-making

EOC Team (EOC)

- -Multi-disciplinary, multi-agency coordination team
- -Planning, resources, and communications during event

Incident Command Post (ICP)

- -Response/tactical level decision making
- -First responders and street personnel **(DAILY)**

Emergency Operations Center (EOC)

- Resources required beyond local capabilities
- The crisis/emergency is of long duration
- Multiple department/agency/jurisdictional
- 911 Centers reach saturation
- Unique or emerging problem(s) may require policy decisions
- City, county or state declares a “state of emergency” or a “disaster declaration”
- Large-scale or high-profile planned events
- **Can be “situational dependent”**

Emergency Operations Center (EOC)

- Information gathering and management
 - collection, evaluation, display, documentation
- Emergency operational or policy-making
- Operations management / action planning
 - Communications and warning
- Coordination / support of resources
- Public information coordination
- Hosting key visitors
- **Managing the response, not the incidents**

EOC Activations

- Command Post (Incident/Special Events)
- City/County EOC
- Can set up in municipality
- WSSU, UNCSA, WFU EOC's
- Hospital EOC's
- Surrounding Jurisdictions EOC's
- State Div. Emergency Management EOC (Raleigh)
- **Situation Dependent**

Emergency Operations Center (EOC) Personnel

- Officials
- Fire Services
- Law Enforcement
- Emergency Medical Services
- Public Works
- Utilities
- Public Information
- Inspections
- MapForsyth
- NCDOT
- Social Services
- Public Health
- Animal Control
- Hospitals
- Finance
- American Red Cross
- Salvation Army
- United Way
- Transit Authority
- Specialized Resources

Why Multi-Dept./Jurisdiction/Agency Coordination?

- Establish and clarify objectives and/or policy
- Establish a common operating picture
- Set priorities among incidents and resolve critical resource issues
- Facilitate logistics support and resource tracking
- Synchronize messaging to ensure that we are speaking with one voice
- STREAMLINE**
- Timely**
- Perception**

Emergency Operations Plan (EOP)

- Current EOP for Winston-Salem and Forsyth County was adopted by the county and all municipal boards in 2011
- Approved by State of North Carolina in 2011
- Purpose is to help prevent, prepare for, respond to, and recover from natural or man-made disasters that may threaten our city/county, and ensure a coordinated and organized response to those hazards
- Coordination with the national and state plans, our local EOP is consistent with the National Incident Management System (NIMS) requirements, state general statutes, and local ordinances for emergency management

Emergency Operations Plan (EOP)

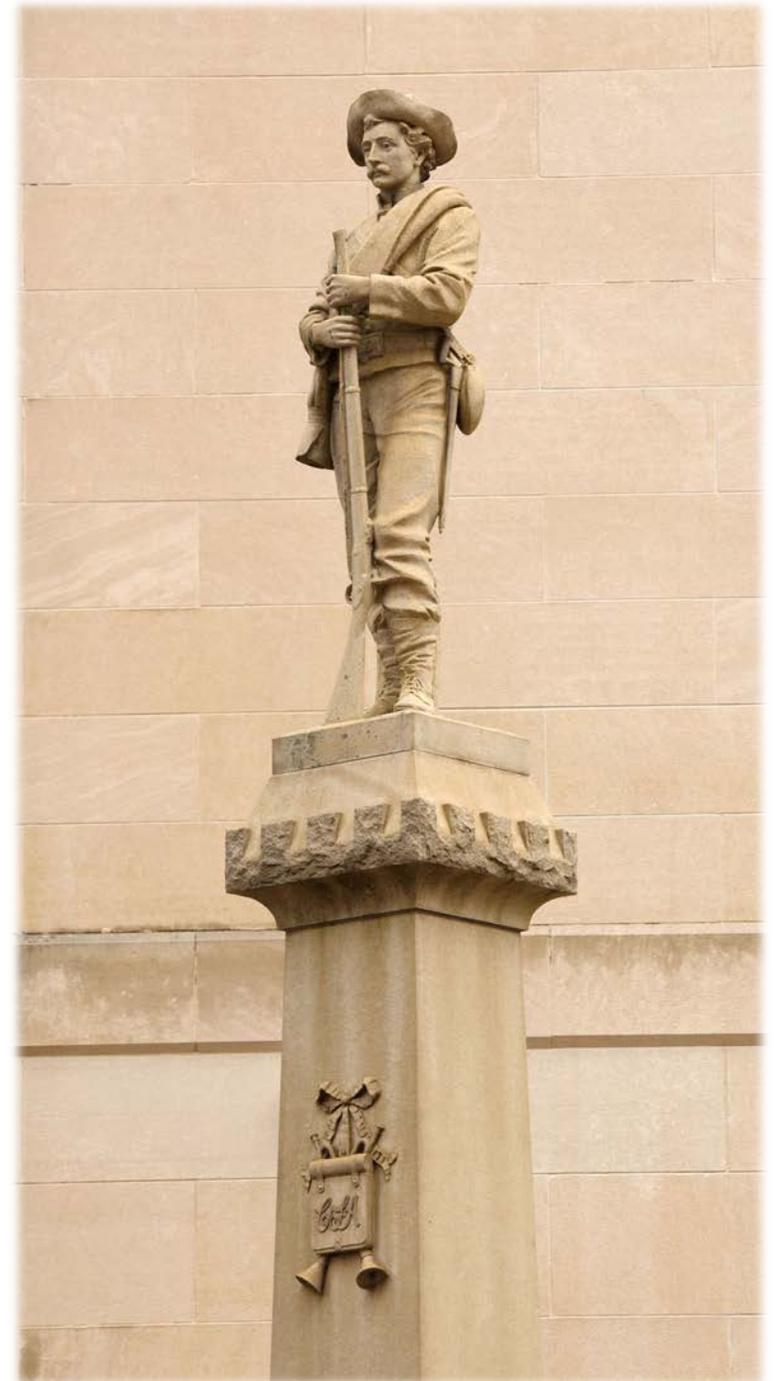
- Plan identifies over 80 different agencies, departments and organizations
- Plan is going through a major update/revision and should be complete in fall of 2020
- Plan will require new signature of mayor and resolution by council





Evaluating the Threat

Focus on	Focus on previous incidents •-History repeats itself
Review	Review current national incidents and overlay on your community
Plan and train	Plan and train for what is most likely to happen
Discuss	When incidents happen, discuss it with our leadership teams – these are valuable conversations



Natural Events

- Tornado
- Heavy Rains/Flooding
- Extreme Cold
- Heat Wave
- Ice Storm
- Heavy Snow
- Hurricane
- Drought
- Pandemic
- Earthquake/Tremors



Technological Hazards

- Widespread/Long-Term Power Outages
- Laboratory Accidents
- Building Fires
- Loss of Water
- Boiler Plant Failures
- Chilled Water Plant Failures
- Gas Leaks
- Hazmat Incidents



IT/IS Hazards

- Fire in Data Centers/Closets
- Floods in Date Centers/Closets
- Loss of Heating/Cooling in Date Centers/Closets
- Cyber Attacks
- Loss of Network
- Loss of Telecom
- Data Breach or Theft
- Loss of Cloud Provider
- Loss of Data

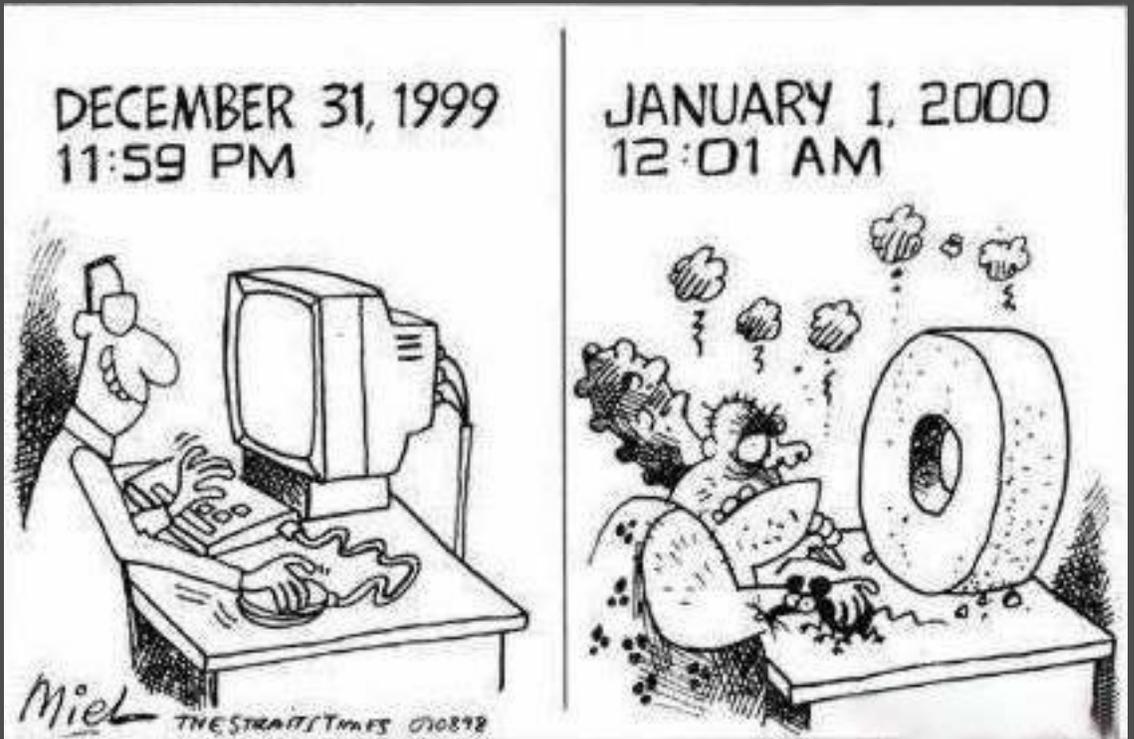


REMEMBER

Turn your computer off
before midnight on

12/31/99.

**BEST
BUY**





Human Related Hazards

- Active Shooter/Active Assailants
- Workplace Violence Attacks
- Explosives
- Bomb Threats
- Social Media Threats
- Civil Unrest/Violent Protest

Horizon Scanning – 12 Months

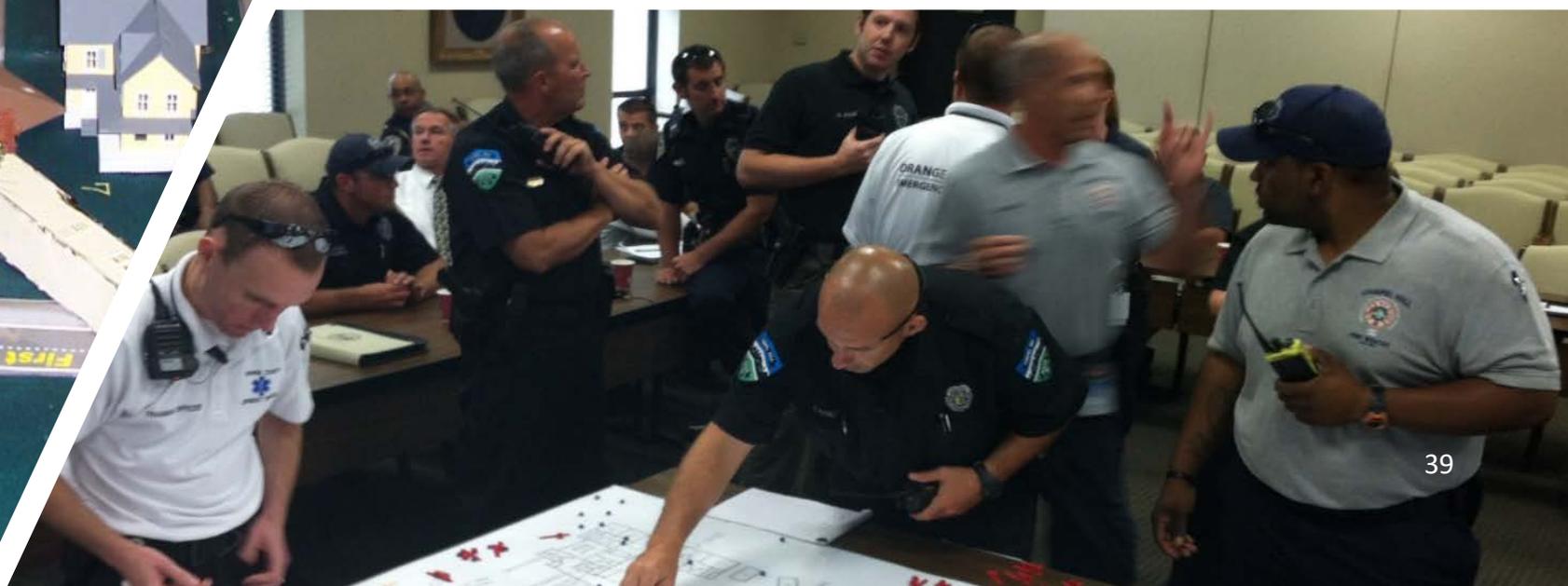
- Hurricane Florence
 - Coastal Mega Shelter – LJVM
 - Tropical Storm Michael (**Storm Fatigue – NEED HELP**)
 - Billy Joel Concert
 - Business 40 Shutdown
 - 14 Inches of Snow (24 Hours)
- Fast Moving Ice Storm
 - Polar Storm – Extreme Temps
 - Confederate Memorial Statue Removal
 - Hurricane Dorian
 - **WHAT NEXT??**

2020 Republican National Convention (RNC)



- Charlotte, NC
- Spectrum Center and different locations
- Held from August 24 to 27, 2020





Social media: “the speed of tweet”



U·S AIRWAYS



“The Speed of Tweet”

- When Captain Sully Sullenberger successfully crash-landed his plane in the Hudson, a single tweet relayed the first news of it within one minute
- Media followed so quickly, within 15 minutes, that the accident was known nationwide and internationally while US Airways was still validating whether an aircraft was missing
- Flash communications of the East Coast earthquake. When tremors struck at 1:51pm, people near the Virginia epicenter reacted at the rate of 5500 tweets per second. *Tweets reached New York City 40 seconds before the shockwaves*

LEPC

Local Emergency Planning Committee

Statutorily Mandated in **Every County**

- Every Emergency Response Agency and Hospital in the County
- Local Business Partners
- Public at Large
- Training, Planning and Networking

Crisis Management Program

Four Components

- Crisis Management Team (CMT)
- Hazard Vulnerability Assessment (HVA)
- All-Hazards Emergency Operations Plan (EOP)
- Emergency Operations Center (EOC)

What next?

EOP Major Update in 2019-2020

<http://www.readyforsyth.org/>

Local Emergency Planning Committee (LEPC)

ICS Training & Exercises

April 1st and April 2nd, 2020

Strong team is better than the best written plans!!

Continue discussions!!

**ARE YOU
PREPARED?**

www.ReadyForsyth.org

ReadyFORSYTH



Road Conditions



Power Outages



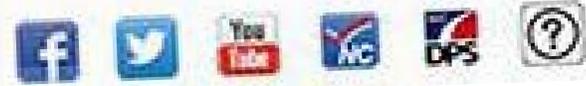
Open Shelters



ReadyNC.org

Prepare. Plan. Stay Informed.

- Local Weather
- Road Conditions
- Power Outages
- Open Shelters
- Evacuations
- NC Hazards
- Emergency Plan / Kit
- Flood Gauges
- Disaster Assistance



NC Hazards



Emergency Plan/Kit



Flood Gauges



Are *YOU* Ready??!!

- Make a PLAN for what you will do in the case of an emergency!!
- Make an EMERGENCY KIT that will last for **at least 3 days**!!
- Stay INFORMED on what may happen!!





RUN/ESCAPE

IF POSSIBLE



HIDE

IF ESCAPE IS
NOT POSSIBLE



FIGHT

ONLY AS A
LAST RESORT



**ANY
QUESTIONS?**

THANK YOU!



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