MEMORANDUM

Date: October 28, 2014

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator

Re: **Crisis Response Team**

My July 15, 2014 memorandum to the Board of Supervisors delineated the reasons for and the composition of the Crisis Response Team (CRT). From time to time, membership of the CRT may change, and any/all revisions will be provided when the modifications occur. The attached memorandum again summarizes the CRT but removes from the line of succession the position of Chief Deputy County Administrator, as the position no longer exists.

It should be noted that the first page of my July 15 memorandum indicated all three Deputy County Administrators would serve as members of the CRC. The body of the memorandum, however, inadvertently omitted the Deputy County Administrator for Community and Economic Development in the individual listing. This oversight has been corrected in the attached memorandum.

CHH/mjk

Attachment

c: Hank Atha, Deputy County Administrator for Community and Economic Development
John Bernal, Deputy County Administrator for Public Works
Jan Lesher, Deputy County Administrator for Medical and Health Services
Tom Burke, Director, Finance and Risk Management
Allyn Bulzomi, Director, Human Resources
Mike Hein, Director, Office of Emergency Management and Homeland Security
Michael Kirk, Director, Facilities Management
Jeff Nordensson, Director, Communications
Jesse Rodriguez, Chief Information Officer

PIMA COUNTY

EMERGENCY MANAGEMENT

MEMORANDUM

Date: October 28, 2014

To: C.H. Huckelberry
County Administrator

From: Mike Hein, Director
Office of Emergency Management &
Homeland Security

Via : Jan Lesher, Deputy County Administrator
Medical and Health Services

Re: Crisis Response Team - Revised

Given the relocation of the Emergency Operations Center (EOC) and the expansion of Pima County's footprint in regard to operations and real estate holdings, the Office of Emergency Operations and Homeland Security (OEMHS) is taking the opportunity to review the support of decision making during threats and crisis.

For years the County has relied on a Threat Assessment Team (TAT) being called to the EOC. The TAT would assess the situation and make recommendations to the County Administrator. The policies and procedures are outlined in the Pima County Emergency Management Procedures handbook provided to each department and contain checklists for guidance during threats. The threats that are considered are typical and appropriate, but the prescribed responses indicate a centric approach focused on downtown facilities. Further, the County has experienced situations that are not necessarily covered in the conventional paradigm. We also recognize that our ability to communicate with appropriate personnel is insufficient and we have inadequate methods to get information to employee groups that are impacted by incidents.

In the event of a large scale incident in Pima County, OEMHS is well-postured to manage a complex, multi-jurisdictional incident from the Pima Emergency Communications and Operations Center (PECOC). Emergency managers and first-responders from all over the County will converge on the facility to corporately support the incident commander and bring an incident to logical conclusion. The County, however; lacks a comprehensive approach to its leadership's interaction during a situation requiring a coordinated response in smaller events not necessitating the activation of the PECOC. The County must identify a leadership team to be called for guidance during the initial response to an incident. The County should also establish a location, with suitable connectivity for this team to meet and discuss its options. Furthermore, the County should consider a high fidelity line of succession in the event the County Administrator or Chief Deputy is unavailable. Finally, the County should develop processes for guidance dissemination and information fusion.

OEMHS suggests that a Crisis Response Team (CRT) be developed to replace the TAT. This group would be an expansion of the TAT to include department heads and senior executives that will assist with formulation of action and recommendations during events that impact Pima County government. The CRT would respond to building evacuations, bomb threats, transportation disruptions, significant employee events such as severe injury or death, and threats or damage to infrastructure.

Like incident commanders who are guided by processes, procedures, and organizational structures, Pima County should have a process-driven team established to immediately deal with the leadership issues in an incident to support the County Administrator. The following positions are recommended as an initial response team, with their justification:

1. Deputy County Administrator Public Works – provides insight into Public Services requirements and capability within Pima County and knowledge of key staff positions that may be required to provide expertise and insight;

2. Deputy County Administrator Health and Human Services – provides senior leadership for the emergency management processes and direct liaison to community health initiatives;

3. Deputy County Administrator Community & Economic Development – provides insight into Community Services within Pima County and knowledge of key staff positions that may be required to provide expertise and insight;

4. Director of Emergency Management/Homeland Security – provides overall Emergency Management experience and process expertise;

5. Director of Communication – provides expertise for media interaction and will be charged with responsibility of formulating messaging to impacted internal and external audiences;

6. Director of Information Technology – provides connectivity solutions for the team;

7. Director of Finance and Risk Management– provides financial insight for the incident;

8. Director of Facilities Management – provides insight and resources regarding facilities and will most likely be impacted by any major incident;

9. Director of Human Resources – provides insight into personnel related issues.

This team would be assembled to deal with the immediate crisis situation with the Director of Emergency Management facilitating discussion. Members of the CRT should be easily recallable by multiple means of communication. There would be no alternate representative, except at the discretion of the County Administrator.

It is also important to establish a pre-determined meeting location for the CRT in the event of a major incident. In the past, this would be the EOC located in the basement of the Admin building. The location should lend itself to free and open discussion amongst its members and be segregated from the influence of routine office duties and convenient for the group to assemble. The facility should be equipped with a minimum standard of connectivity to ensure smooth information flow to and from all parties involved in the incident. OEMHS has been working closely with the Director of Information and Technology and the Director of Communications and recognizes that space has been identified on the 16th floor of the Bank of America building. The following are some recommended features of the facility:

1. Computer with Microsoft products and internet connection;

2. Wi-Fi for mobile devices;

3. Collaborative software for real time information sharing (Infoworkspace for example);

4. Teleconferencing capability;

5. Data wall (virtual to each computer if possible);

6. Landline telephones;

7. Security during increased risk scenarios;

8. Land mobile radio network (PCWIN) in case traditional communications are unavailable.

The facility would be maintained in a "warm state" (computers and software refreshed and updated, systems current, phone numbers and passwords current and published). Mirroring the concept of the CRT the facility would be appropriately named the Crisis Response Center (CRC).

Succession of leadership is important for control and guidance during an incident. If the County Administrator is unavailable a clear line of succession should be determined and popularly understood by all Pima County employees. The following is a recommended five level line of succession:

1. County Administrator;

2. Chief Deputy County Administrator;

3. Deputy County Administrator for Public Works;

4. Deputy County Administrator for Health and Human Services;

5. Deputy County Administrator for Community and Economic Development.

In succeeding the County Administrator there should be clear communication to the County during any incident to ensure a seamless transition of authority. OEMHS is working to provide a more fully developed Continuity of Government Plan as well as a Continuity of Operations Plan. It is anticipated that these will be submitted for review and approval by the end of 2014.

Finally, there should be firm processes to fuse information and disseminate guidance to entities participating in the incident. This may require a small administrative staff and a few support technicians to aid the process. Processes should be developed to formalize the following:

1. CRT and support notification;

2. Information sharing rules and protocols during an incident;

3. List of critical information items from Pima County agencies;

4. List of critical infrastructure and equipment;

5. CRT activation and deactivation notices.

The Office of Emergency Management and Homeland Security will be the lead agency tasked to develop this concept with support from the Communications Office and the Department of Information and Technology.