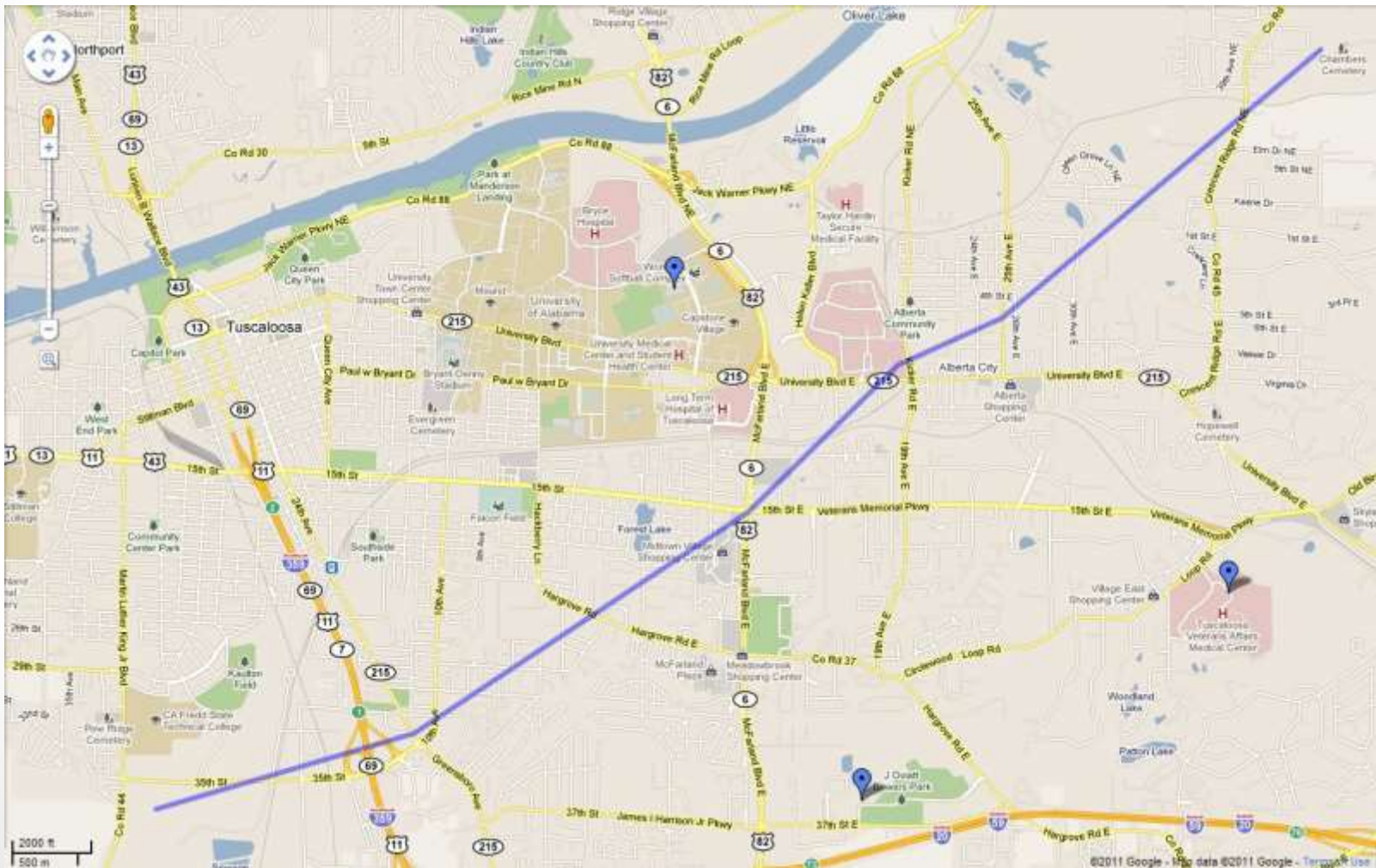


# An IMT's Roadmap to working with the DDC

Presented by

Major Tim C. Smith, Operations Section Coordinator, TDEM

# The starting point...



# DDC/SOC Review

## **The Emergency Management Council**

The state Emergency Management Council, which is composed of 32 state agencies, the American Red Cross (ARC), and the Salvation Army (TSA), is established by state law to advise and assist the Governor in all matters relating to disaster mitigation, emergency preparedness, disaster response, and recovery.

# DDC/SOC Review

During major emergencies, Council representatives convene at the State Operations Center (SOC) to provide advice on and assistance with response operations and coordinate the activation and deployment of state resources to respond to the emergency. Generally, state resources are deployed to assist local governments that have requested assistance because their own resources are inadequate to deal with an emergency. The Council is organized by emergency support function (ESF) -- groupings of agencies that have legal responsibility, expertise, or resources needed for a specific emergency response function.

# DDC/SOC Review

- **Emergency Management Council**
- Adjutant General's Department (AGD)
- American Red Cross (ARC) \*
- Department of Information Resources (DIR)
- General Land Office (GLO)
- State Auditor's Office (SAO)
- State Comptroller of Public Accounts (CPA)
- Texas AgriLife Extension Service (formerly TX Cooperative Extension Service)
- Texas Animal Health Commission (TAHC)
- Texas Attorney General's Office (OAG)
- Texas Commission on Environmental Quality (TCEQ)

# DDC/SOC Review

- Texas Commission on Fire Protection (TCFP)
- Texas Department Assistive & Rehabilitative Services (DARS)
- Texas Department of Aging and Disability Services (DADS)
- Texas Department of Agriculture (TDA)
- Texas Department of Criminal Justice (TDCJ)
- Texas Department of Family Protective Services (DFPS)
- Texas Department of Housing and Community Affairs (TDHCA)
- Texas Department of Insurance (TDI)
- Texas Department of Public Safety (TXDPS)
- Texas Department of State Health Services (DSHS)
- Texas Department of Transportation (TXDOT)
- Texas Division of Emergency Management (TDEM)
- Texas Education Agency (TEA)
- Texas Engineering Extension Service (TEEX)

# DDC/SOC Review

- Texas Forest Service (TFS)
- Texas Health & Human Services Commission (HHSC)
- Texas Office of Court Administration (Texas Supreme Court) (new member, 81st Leg)
- Texas Parks and Wildlife Department (TPWD)
- Texas Procurement and Support Services (TPASS) (formerly TBPC) (CPA)
- Texas Public Utility Commission (PUC)
- Texas Railroad Commission (RRC)
- Texas Workforce Commission (TWC)
- The Salvation Army (TSA) \*
- \* **Note:** The American Red Cross and the Salvation Army are not state agencies.

# DDC/SOC Review

## **The State Operations Center (SOC)**

The SOC is operated by the Texas Division of Emergency Management (TDEM) and serves as the state warning point. It uses an extensive suite of communications to receive and disseminate warning of threats to regional warning points and to state and local officials; monitors emergency situations throughout the state and provides information on these events to federal state, and local officials; and coordinates state assistance to local governments that are dealing with emergencies. The SOC coordinates 3,000 to 4,000 incidents per year. As noted above, the state Emergency Management Council is convened at the SOC to carry out state response activities for major emergencies and disasters.



# DDC/SOC Review

## **Disaster Districts**

Disaster Districts are the State's regional emergency management organizations that serve as the initial source of state emergency assistance for local governments. A Chairman, who is the local Texas Highway Patrol commander, directs each District. Disaster District Committees, consisting of state agencies and volunteer groups that have resources within the District's area of responsibility, assist the Disaster District Chair in identifying, mobilizing, and deploying personnel, equipment, supplies, and technical support to respond to requests for emergency assistance from local governments and state agencies. Disaster District chairs may activate and commit all state resources in their area of responsibility to aid requesters, except that activation of the National Guard or State Guard requires prior approval by the Governor.

# DDC/SOC Review

If the resources of a Disaster District are inadequate to provide the type or quantity of assistance that has been requested, the request for assistance is forwarded to the State Operations Center for state-level action.

State resources committed to assist local governments normally work under the general direction of the Disaster District Chair and take their specific task assignments from the local Incident Commander.

# The stipulations...

- Some things we will stipulate as we start the discussion...
- Your Regional IMT is co-located within a specific geographic boundary area known as the DDC (Disaster District Committee) area which follows the same boundary line as your local Council of Government.
- Your Regional IMT is made up of members from various jurisdictions and various disciplines.
- Your Regional IMT follows the ICS structure with each of your components identified. (Team Structure). Some members may be cross trained to better adapt to the needs of a local jurisdiction or request.

# The stipulations...

- Each member has their own unique traits and characteristics that can enhance or retract from the overall goals and objectives of the group.
- In some instances, the experience level of the team varies. Some have a vast amount of knowledge in dealing with major incidents. Some may have minimal knowledge concerning the handling of issues outside of their discipline or field of work.
- Regardless of the tenure or experience level, the most successful IMT's are those that respond as one group under the direction of the IC and have formed their own group cohesion prior to deployment.

# Right Way...Wrong Way

Getting Started...

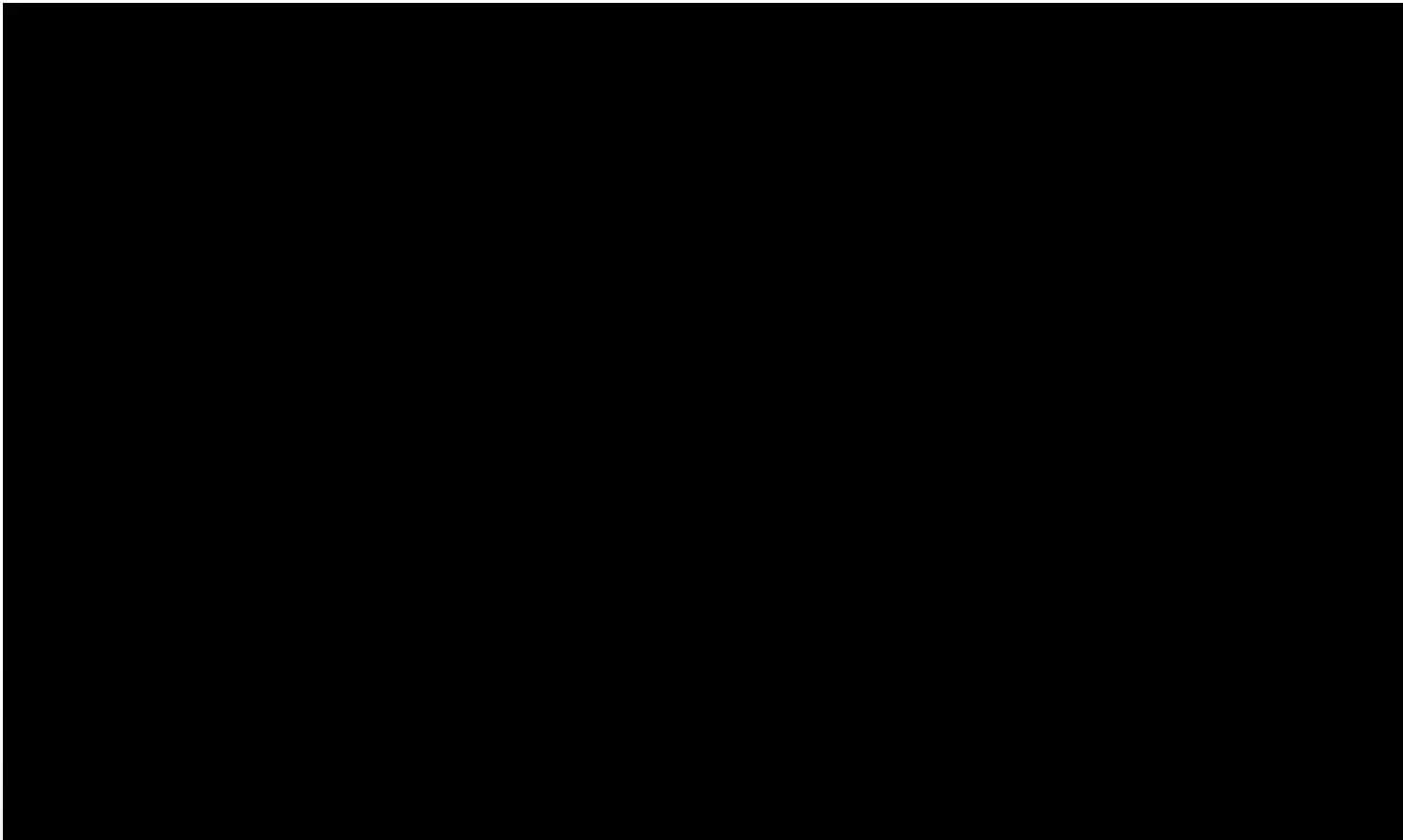


Arrange for a meeting between the Team IC and local DDC Captain at your earliest convenience. This alleviates the first meeting having to occur during a deployment and allows the opportunity for direct communication to air out any concerns or apprehensions that either may have concerning each one's role during a major incident.

During the meeting, be open in regards to any concerns that the other may have regarding the teams capabilities, experience level, and suitability for major incidents that may arise at the Regional level. Do your homework!

# Right Way...Wrong Way

Working with the DDC...Does the IC know what's in the total package when it concerns their team?



# Right Way...Wrong Way

For example...

Sell your team!

(RIGHT) As part of our recruitment effort, we reached out to our jurisdictions and have developed a multi-disciplined team ranging from members with a financial background from the private sector to members from Fire, LE, and EMS. One member retired from the DFW airport and has an extensive background in dealing with hazardous materials incidents.

(WRONG) By promoting the capabilities of your group, you offer the DDC Chair the opportunity to “know” your capabilities and limitations prior to a response. Never embellish or sell “ocean front property in Arizona” so to speak. Be honest and upfront as you discuss your team make-up and the direction you’d like to steer them towards usefulness within the Region and potential future deployment within the State.



# Right Way...Wrong Way

(RIGHT) After your initial meeting, keep your DDC Chair informed of recent activities or events occurring that the team is participating in or is on your groups calendar. Meetings or training opportunities are an example where the DDC Chair may decide to show up. Ask the Chair for their input in regards to how much or little they wish to be contacted regarding this task. If it's a training class, they may want to send some of their personnel as well. Keep in mind this is at the local level. Depending on the location, there may be multiple teams residing in the DDC boundary line for your group.

(WRONG) After the initial meet and great, no other communication or exchanges of information occur between the team and their local DDC. In effect, the team becomes a silo. This will not only occur between the DDC and team but maybe the team and their participating jurisdictions and officials.



# Right Way...Wrong Way



We've met with our local DDC...now we're ready to conquer the next big event! Super Heroes coming to a disaster near you! Definitely this mindset is a recipe for disaster and the wrong attitude for a successful working environment as it concerns our Type III Response Teams.

# Right Way...Wrong Way



Ask yourself this question...

Most often times, it is after demobilization that the wealth of a team or its members materialize. As I compiled this presentation, I observed one of our members that's no longer with us. A true team player that integrated himself well into the role of a responding member of an IMT while balancing his responsibilities within the scope of the many personalities that exist during deployment. He always was able to leave his ego at the door...will you? What will your teams appearance be defined as once you leave...Super Heroes or Lone Star IMT?

Taking it to the next level...



# Taking it to the next level..."Deployment"!

Is this reminiscent of your teams capabilities and attitude?



# Taking it to the next level...



Have bags will travel. By now, Boo has made the call to the team IC and everyone on your IMT is ready to respond across the state to an incident. As you prepare for deployment, here are some things to consider...

- Are you deploying as an entire regional team or as an individual resource?
- Do you have any contact with the team co-located within that DDC area whether or not you're replacing a team or deploying as the initial team?
- Who has been identified as your team Recon member?
- Has the team IC reached out to the local DDC Captain or Texas A&M Chief of Party to determine any information that would prove to be useful or helpful during the deployment? Remember establishing good relationships with the local DDC Chair prior to deployment?

# Taking it to the next level...

Here are some details that might prove useful during pre-deployment...

- Do you know your destination and what capabilities are present for you to work with?
- Are you responding in support of the DDC or local jurisdiction?
- If responding to the DDC, what past experience does the Chair have with working with our Type III Teams?
- Have there been any issues that have developed with an IMT team during past deployments?
- The above questions could be applied to the local jurisdiction including the local EMC and/or County Judge.
- Deployment does not just involve physically preparing for response, it also involves being mentally prepared for the challenges you'll face as individuals and as a team.

# Taking it to the next level...

Qualifying and vetting your team Recon member(s)!\*\*\*Bonus Feature



# Taking it to the next level...

This happened to me...Recon 101 by an IMT member

Upon their initial arrival at the West incident, I was met by one of the team members (presumably) the unofficial team Recon member of the Capitol Area IMT. During the visit, it was apparent as he spoke that he had already visited with someone outside of the event concerning my likes, dislikes, hobbies, etc. Let's just put it this way...I could tell he already knew a lot about me and we had never met.

During the conversation, I finally made the statement in regards to him having done his homework on me. His response was priceless, "I'm a cop". One of the most memorable moments during that event.



# Taking it to the next level...

## **Delegation of Authority or Letter of Expectations**

A Delegation of Authority is only used when an AHIMT is being asked to take over management of the incident. A Letter of Expectations shall be used when an IMT is in a supporting role to a local jurisdiction or DDC.

The Texas A&M Forest Service Chief of Party will determine if the AHIMT needs to develop a Delegation of Authority or a Letter of Expectations. The Chief of Party with the AHIMT Team Leaders will cooperatively develop and submit for signature to the local Agency Representative a written Delegation of Authority (DOA) or Letter of Expectations (LOE). The DOA or LOE is required to assure that there is a complete understanding by all parties of the scope, nature, and requirements of the assignment. A written DOA or LOE is preferred, but at the very least an oral agreement must be made as to the expectations by all parties involved.

See Appendix F – Sample Delegation of Authority and Letter of Expectations

# Taking it to the next level...

Letter of Expectation

DPS Disaster District \_\_\_\_\_

I \_\_\_\_\_ have met with Team Leader \_\_\_\_\_ of the \_\_\_\_\_ Type 3 All-Hazards Incident Management Team and expect the following actions to be accomplished by the Team using resources assigned to the District.

1. Provide for responder and public safety.
2. Establish staging and resource check in for Disaster District \_\_\_\_\_.
3. Provide all planning operations for Disaster District \_\_\_\_\_ to include developing all Incident Action Plans (IAP) and conducting all operational period briefings
4. Perform all resource ordering operations for Disaster District \_\_\_\_\_.
5. Manage the all activities in a cost-effective and efficient manner.
6. Manage all activities in accordance to National Incident Management System (NIMS).
7. Establish and manage a Resource Staging Area (RSA) in or near the impacted area.
8. Provide support to \_\_\_\_\_ County Emergency Operations Center as Directed by the \_\_\_\_\_ County Judge or \_\_\_\_\_ County Emergency Management Director.
9. Provide management support to the Points of Distribution (PODS) established in \_\_\_\_\_ County.

DDC Signature (Date)

\_\_\_\_\_

# Final Destination...Engaged in the AOR

Right Way...Wrong Way



# Final Destination...Engaged in the AOR

Right Way...Wrong Way



# Final Destination...Engaged in the AOR

Right Way...Wrong Way



# Engaged...Working with the DDC

Appropriate meeting and clear guidance has been given in regards to the expectations of your teams involvement with the incident. Here are some things that have worked well during past deployments.

- Ask clarifying questions if uncertain as to how to proceed with a given task.
- Share information in a timely manner. A good rule of thumb to live by is will the issue or situation raise an eyebrow? Keep the DDC Chair up to date on hiccups or snags as they occur. Having eyes on problems is the desire of most DDC's.
- Handle conflicts as they arise during a response. Do not sit on a potential problem that's only going to worsen as time drags on.

# Engaged...Working with the DDC

- Understand that the DDC Chair has to answer for the entire incident which includes the response, recovery, and responders. The success or failure of one component could lead to ill feelings held by the local jurisdictions after your team has demobilized.
- As the IC, it is your responsibility to monitor your teams progress and development and identify any potential issues or shortcomings as they arise. Responding teams should, in essence, police themselves. How many times have you heard of an incident within an incident? Handling these types of situations will lead to a better working environment with the local partners.

# Engaged...Working with the DDC

- During past best practices learned, the most successful teams are those that can integrate their own unique team personalities with the local partners in an “atmosphere” of trust, cooperation, and display a unique ability to make quick decisive adjustments when required.





# Engaged...Working with the DDC

Behavior that can get you demobed quicker than the blink of an eye. What not to do during a deployment.

- The IC attempting to challenge the authority of the DDC Chair in a group setting by trying to compare qualifications.
- Team members using profane language directed at support staff.
- Using your position as a team member to allow unauthorized access to your friends and family within the AOR.
- Not living up to the expectation level of your qualifications for a specific position. Do not confuse this with shadowing opportunities.
- Not following the terms of the agreement established upon transition.

# Engaged...Working with the DDC

- Failed attempts of self-control over emotions.
- Becoming a repeated part of any given problem rather than a part of the solution.
- Without warning, displacing other support agency members and equipment from “your” trailer because you think you can.
- Not following the communication network of notification of certain information vital to the operation.
- Rigidity vs. Flexibility (My Team Concept by an IC).
- Inability to integrate successfully on assigned tasks.
- Last but not least...when an IMT team or member drives my blood pressure up higher than that of an event itself...Houston, we have a problem!

# You've arrived at the destination!

Contact Information

Tim C. Smith, Major

Operations Section Coordinator-SMT

TDEM

512-424-7149 (office)

254-366-9871 (cell)

