



Santa Cruz Consolidated Emergency Communications Center

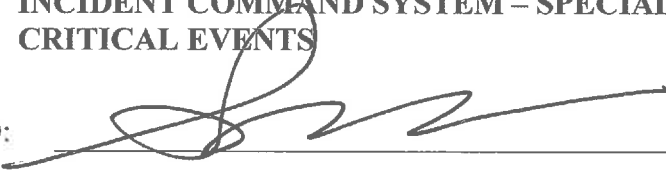
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9-1-1 FIRE
POLICE
MEDICAL



Scotty A. Douglass
General Manager

COMMUNICATIONS OPERATIONS POLICY/PROCEDURE

Policy No. 7730	Date Issued: June 17, 2009
7000 – Operations Policies -	
Section: Miscellaneous	Date Revised: November 9, 2009
	CALEA 2.1.2, 2.2.6, 2.4.10, 3.2.4, 7.1.1, 7.1.2, 7.1.3, 7.1.4,
Accreditation Standards:	7.1.5, 7.1.6, 7.1.7, 7.1.9, 7.1.10, 7.2.1
INCIDENT COMMAND SYSTEM – SPECIAL OPERATIONS –	
SUBJECT: CRITICAL EVENTS	
APPROVED: 	
Scotty A. Douglass, General Manager	

1.0 Purpose

- 1.1 Establish procedures to ensure effective and efficient operations of the Authority during special operations and critical events by following the established Incident Command System (ICS).
- 1.2 The Authority has an obligation to provide call taking and dispatch services in support of law, fire, and EMS agencies it serves. This responsibility does not diminish, but in fact, increases during special operations and critical, unscheduled, events.
- 1.3 All Authority management and unrepresented employees who may have to serve a role in the Authority Incident Command System (ICS) shall have completed ICS 100, 200, and 700 courses.

2.0 Definitions

2.1 Special Operations

For the purpose of this policy, special operations are classified as incident action plans for dispatch management and/or call taking action being altered or effected in support of a prescheduled event.

2.2 Critical Events

For the purpose of this policy, critical events are classified as natural or manmade, sudden or progressive occurrence, which impact the Authority's operations with such severity that the center has to take exceptional measures to function. Examples of this include, but are not limited to, earthquakes, severe storms, flooding, large scale wildland fires, civil unrest, and terrorist attacks. Other situations that may become critical events are related to equipment failures that impact the ability to provide services.

3.0 SPECIAL OPERATIONS

Scheduled event operational plans are provided by the primary agency(s). Examples of these events include, parades, holidays such as Halloween and New Year's Eve, public protests, bike/foot races. Every attempt will be made by Authority management to be included in the planning of these events. Plans shall be forwarded to Operations personnel for implementation.

3.1 The responsible Operations Supervisor shall review all Special Operations plans to ensure their implementation. Copies of Special Operations plans shall be placed on PowerDMS, at all affected dispatch consoles, and on the daily seating chart. Also, the responsible Operations Supervisor will ensure that all personnel are aware of the special operation.

3.2 Affected dispatchers shall inform their Operations Supervisor and/or Lead Dispatcher of any associated problems encountered including requests to utilize more than the allotted radio channels, requests for additional resources (including dispatchers) outside the scope of the plan.

3.3 Affected dispatchers shall be sure personnel relieving them are made aware of the plan and any specific operational situations.

4.0 CRITICAL EVENTS

This policy is a guideline for management of critical events. This plan will follow standard ICS protocols which include functional provisions for command, operations, planning, logistics, liaison, and finance/administration. Each function will share a common focus and point of control.

Activation of this plan shall be performed in accordance with Authority chain of command (Policy No. 280 – *Organization Program Structure*). Any part of this plan may be activated in accordance with the severity of the event and the anticipated rate of escalation. In an incident management organization, the Command Staff consist of Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. Each staff position may have an assistant or assistants as needed.

4.1 COMMAND

The individual responsible for command, also known as the Incident Commander (IC) is responsible for all incident activities. The command function shall specifically oversee the following tasks:

- 4.1.1 Activation of the Authority incident command system as detailed in section 4.0 above.
- 4.1.2 Initiating the notification and/or mobilization of additional Authority staff, placing staff on standby, and activation of the Emergency Response Team in accordance with Policy No. 7505 – *Emergency Response Team*.
- 4.1.3 Obtaining required support from outside agencies (e.g. policy units transporting personnel to the Authority Alternate Site facility).
- 4.1.4 Public Information Officer and media relations. The Authority PIO may work directly with OES staff and/or PIO's of involved agencies. The Authority PIO shall not speak for any User agency or department, but will assist with providing information to the responsible PIO.
 - 4.1.4.1 During large scale events requiring activation of city, county, or state Emergency Operating Centers (EOC), all information is traditionally released through the PIO attached to that EOC.
- 4.1.5 Ensuring overall safety and welfare of all effected personnel, monitoring and assessing safety hazards or unsafe situations in the communications center, equipment rooms, and conference rooms. Primary concern shall be ensuring personnel safety.
- 4.1.6 Preparation of an After Action Report for post incident review. After Action Reports are defined in Section 7.1 of this policy.

4.2 OPERATIONS

The individual responsible for the operations function is responsible for managing tactical activities at an incident based on the Incident Action Plan. Operations shall specifically oversee the following tasks:

- 4.2.1 Conducting evacuations of the communications center as detailed in Policy No. 2110 – *Evacuation of the Communications Center*.
- 4.2.2 Maintaining security. Authority facility security is routinely handled by the local law enforcement agency.

4.3 LIAISON

A liaison officer shall be assigned during those operations that require the use of multi agencies. As a member of Command Staff, the liaison position consists of a single person who acts as the Authority contact point for representatives of assisting agencies assigned to the incident. Other agencies may include governmental, private, and non-governmental organizations providing support. It is not anticipated that routine interactions with the Authority would necessitate the need for a liaison officer; however, the use of multiple agencies may require such a position to be established. The liaison officer shall report directly to Command.

4.4 PLANNING

The planning function is responsible for coordinating resources and activities with the agencies served by the Authority. Coordination includes preparation, response, recovery, and mitigation efforts associated with critical events. Other functions overseen by the planning function consist of:

- 4.4.1 Gathering and disseminating of information and intelligence to include, but not limited to, incident progression, information gained from command and other functions to include field units.
- 4.4.2 Risk and impact assessment on all Authority divisions to include, but not limited to, operations, administration, and technology support staff.
- 4.4.3 Preparation of a specific action plan based on details of the event/activities.
 - 4.4.3.1 Factors to consider before resumption of normal operations shall be inbound calls, telephone and radio traffic as they directly and indirectly relate to the event, staffing levels, and the potential for escalation of the event at a later time.

4.5 LOGISTICS

The logistics function is responsible for overseeing staffing, facilities, services, and materials in support of the event. Other functions overseen by the logistics function consist of:

- 4.5.1 Communication (ensure radios, telephones, etc. are functional) between all elements of the Authority ICS plan as well as communication from any outside established command and/or EOC.
- 4.5.2 Coordination with other department(s) for any transportation request for Authority staff or activity that may occur. A primary reason for a transportation request would be during an evacuation (Policy No. 2110 – *Evacuation of the Communications Center*) of the Center. Factors when considering transportation of personnel should be number of personnel to be transported and destination.
- 4.5.3 Ensure proper medical attention for personnel is provided if needed.
- 4.5.4 Obtain supplies and any other specialized need (e.g., cots, food, etc.) in support of the operations of the SCCECC during the event in accordance to Policy No. 360 – *Petty Cash Fund* and Policy No. 410 – *Purchasing Power and Authority – General Manager*.
 - 4.5.4.1 The Systems Division is responsible for production of situation maps as needed to support Operations.

4.6 FINANCE/ADMINISTRATION

The finance and administration function is responsible for all financial and cost analysis aspects of the incident. This function shall specifically address:

- 4.6.1 Recording personnel time by all Authority staff utilized during the event. Documentation of on-duty dispatchers shall be performed in the normal manner (CAD log-in, seating charts).
- 4.6.2 Procuring additional resources outside the normal scope of the Authority performed in accordance with Policy No. 7480 – *Procuring External Services*.
- 4.6.3 Maintaining expense records as they relate to the event. This task can only be performed with input from all functions.
- 4.6.4 Documenting injuries and liability issues to SCCECC staff during the event.

5.0 PREPARATIONS AND TRAINING

5.1 PREPARATIONS

The Operations Coordinator or their designee shall ensure that all stored equipment and logistical requirements for critical events shall remain in a state of readiness, which is done through routine testing of all equipment and back-up systems. Stored equipment and back-up systems includes the Authority main facility as well as the alternate site facility.

- 5.1.1 Accessibility of other Emergency Plans:
Emergency Operations plans for other agencies are housed in the Authority Emergency binder and on the Intranet. These plans are provided and updated to the center from various city, county, state, and federal departments.

5.2 TRAINING

Training on the Authority's Special Operations, Critical Events, and Evacuation procedures is the responsibility of the Support Services Division Manager.

6.0 MODIFIED RESPONSES

During a critical event which requires an above average number of public safety responders, User supervisors may elect to create a modified response/dispatch of their agency to certain types of incidents. Traditionally this will involve a scaled-down response to incidents which normally require multiple units. These incidents are normally non-life safety related. Requests for agency specific modified response will originate from the agency. Authority managers/supervisors have the ability to modify procedures during a large-scale event or high risk event depending on the specific needs of the operation of the Center at the time. The General Manager will be informed whenever this authority is exercised.

7.0 POST INCIDENT REVIEW

A post incident review, including an After Action Review, shall be coordinated by the General Manager following any activation of the Authority ICS. Multiagency events may require participation by Authority personnel in their After Action Review.