



Emergency Management vs. Project Management

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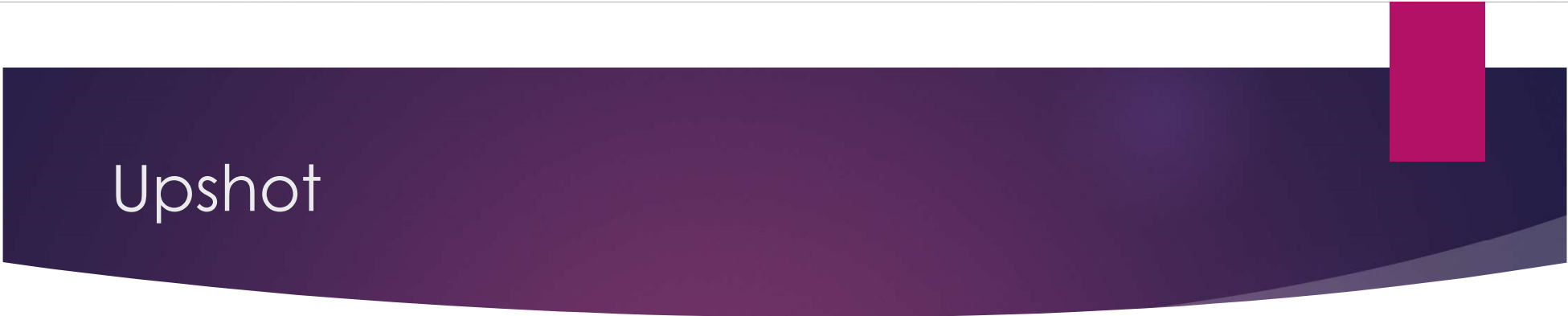
Agenda

- ▶ Introduction
- ▶ Upshot
- ▶ Overview of EM
- ▶ A Brief History of ICS
- ▶ PM vs. EM
- ▶ Lessons Learned (so far) from COVID-19
- ▶ Upshot - Reprise



Introduction

- ▶ Director of Emergency Management at Pasco Sheriff's Office
- ▶ Coast Guard Officer
- ▶ Avid wearer of rose colored glasses
- ▶ Personal Goal: To save the world



Upshot

- ▶ Emergency Management is a subset of Project Management
 - ▶ Easier to teach EM to PMs, than it is to teach PM to EMs
- ▶ Emergency Management is *mostly* project management
- ▶ Project Managers bring an invaluable perspective and skill set to EM



Overview of EM

- ▶ Emergency Management vs. Emergency Response
- ▶ Planning and Preparedness
 - ▶ Prevention and Mitigation
- ▶ Response
- ▶ Recovery

Example: Flooding

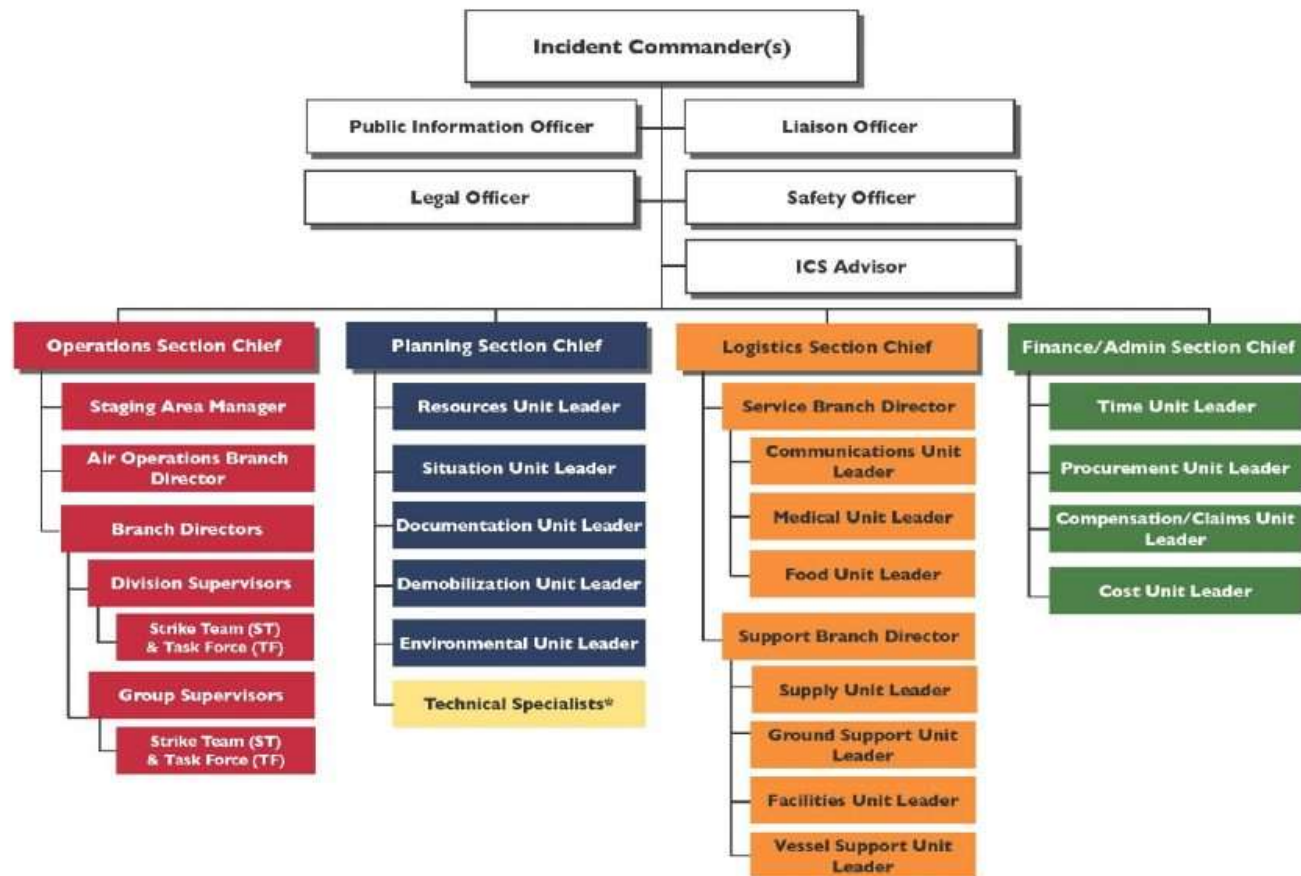


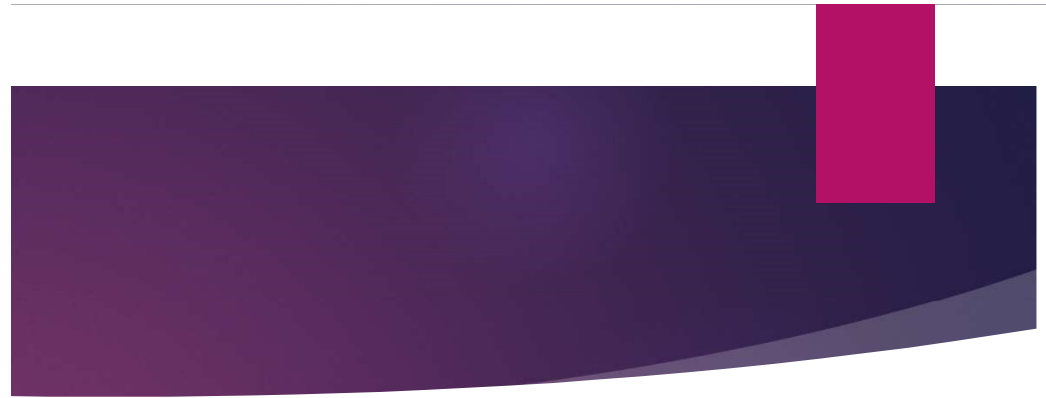
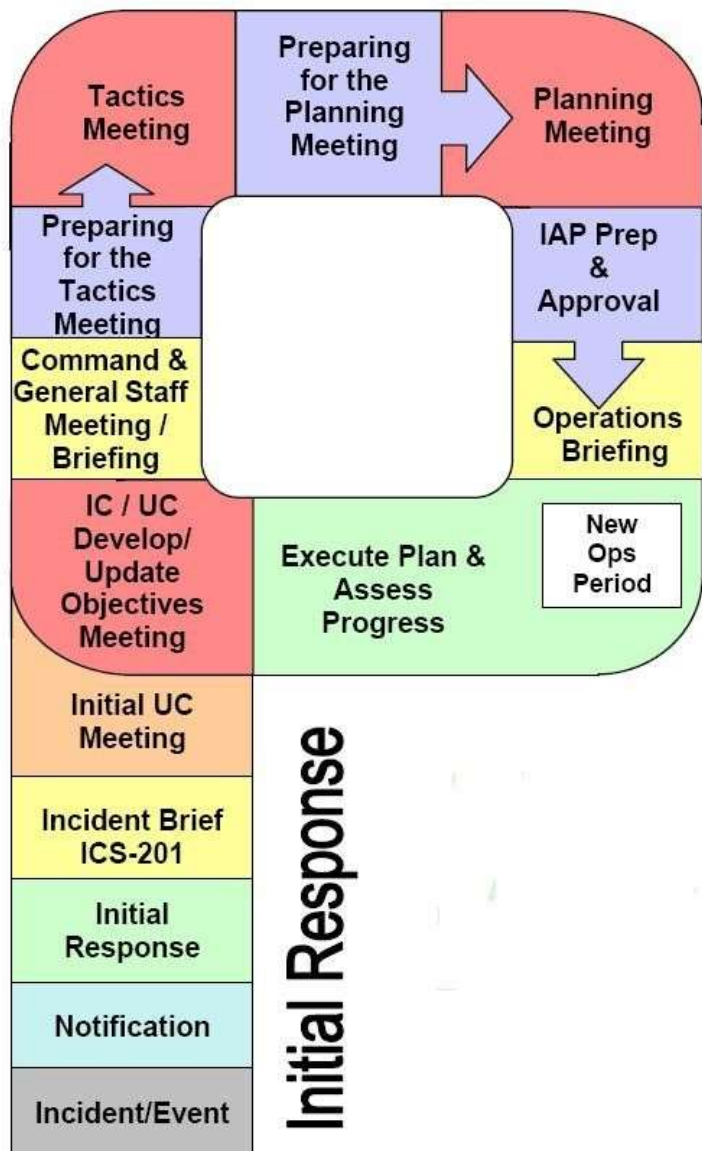
A Brief History of ICS

- ▶ Incident Command System
- ▶ Developed in the 70s in California by the Fire Service
 - ▶ Common Terminology
 - ▶ Area Command Structure
- ▶ Management by Objectives
- ▶ Span of Control
- ▶ All-Risk, All-Hazard
 - ▶ All Events!
- ▶ Goal: To bring order to chaos!

<http://www.emsics.com/history-of-ics/>

Incident Command System Organization Chart





The Planning “P”

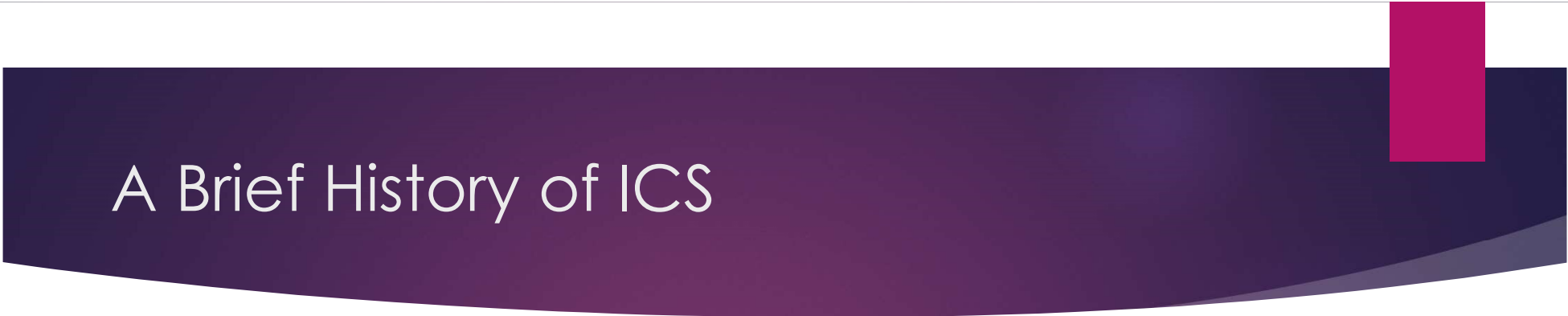
Classic – but not ideal!





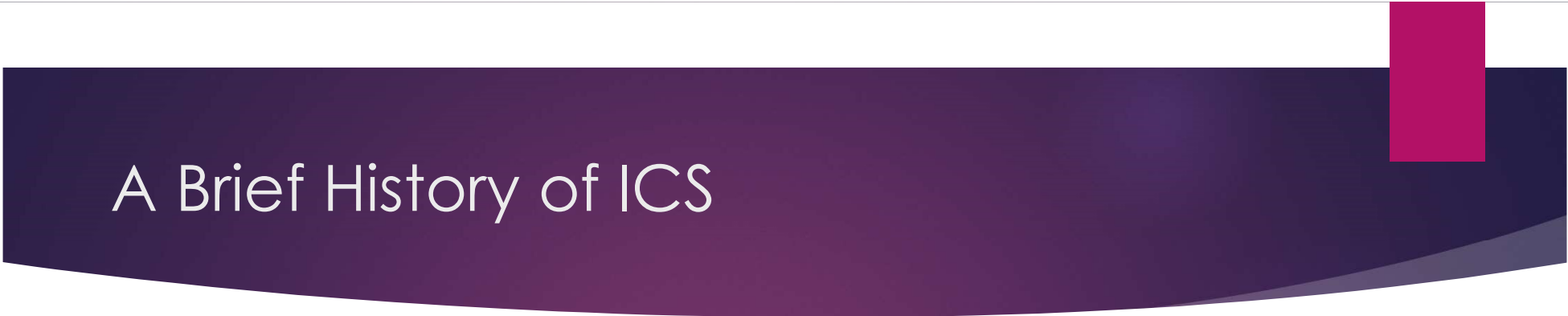
A Brief History of ICS

- ▶ The 80s were great!
- ▶ National Wildfire Coordinating Group adopted CA's system
 - ▶ Added a qualification / training requirement
- ▶ 1983 – FEMA added ICS to their curriculum
- ▶ 1986 – EPCRA / SARA III: required “methods and procedures to be followed by facility owners and operators and local emergency and medical personnel to respond to any release of” hazardous materials (US Code, Title 42).
- ▶ 1989 – FEMA started USAR and included ICS
- ▶ 1992 – ICS was first used during a hurricane response (Andrew and Iniki)



A Brief History of ICS

- ▶ U.S. Coast Guard - Post EXXON VALDEZ
- ▶ USCG vs. NWCG
 - ▶ Multiple agencies involved
 - ▶ In need of a coordinated operational planning and tactical response management
 - ▶ In need of a way to manage the status and activities of hundreds to thousands of resources from all over the country
 - ▶ In need of a way to manage information in a coordinated way
 - ▶ In need of a consistent, repeatable system
- ▶ Vessel collisions, oil spills, hurricanes, etc.

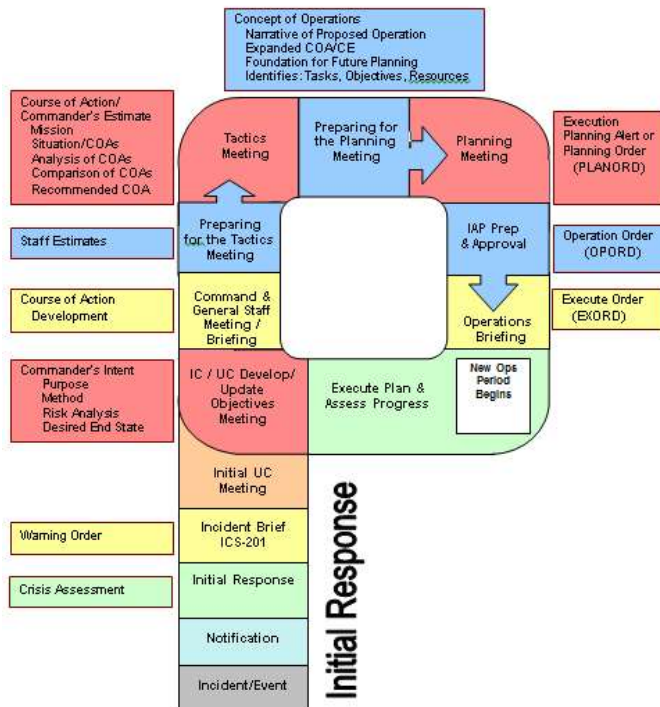


A Brief History of ICS

- ▶ September 11, 2001
- ▶ HSPD-5
 - ▶ President Bush
 - ▶ Directed the development of a single, national incident management system
- ▶ And the National Incident Management System was born!

PM vs. EM

JOPP & ICS INTERACTION





PM vs. EM

- ▶ Emergency managers start in RESPONSE
 - ▶ Don't have the chance to learn about the rest – or don't want to
- ▶ Response is sexy and **fun** and gets you on the cover of the newspaper!
- ▶ But it isn't the overall picture of emergency management

PM vs. EM

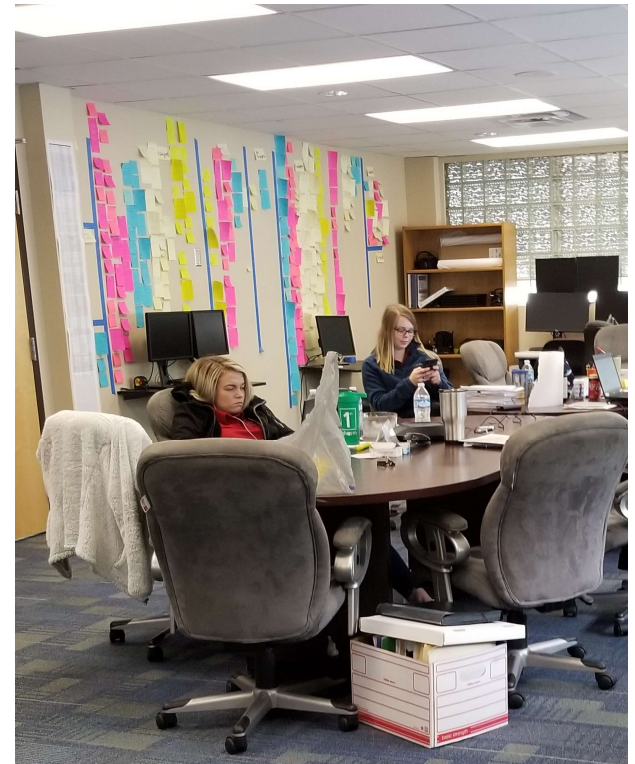
- ▶ A Project is “a temporary activity designed to produce a unique product, service or result.”
 - ▶ Ex: putting out a fire, rescuing a sinking boat, finding a missing person
- ▶ Compare and Contrast
 - ▶ Project Manager vs. Incident Commander
 - ▶ Project Plan vs. Incident Action Plan
- ▶ Gantt Charts
 - ▶ Tasking in sequence or simultaneous
 - ▶ Overall progress
- ▶ Field Observers
 - ▶ Key position in the Planning Section
 - ▶ On-site monitoring, real-time reporting

PM vs. EM

- ▶ Agile Emergency Management (<http://www.novaces.com/emergency-management.php>)
 - ▶ “Each step has specific planning cycles and resource assignment requirements within the ICS protocol. The protocol, however, does not address supply chain management, resource leveling or scope management and control in traditional project management fashion.”
- ▶ Paradigm Shift – from one scope of work for the entire project, to potentially different scopes of work for each Planning Cycle.
- ▶ Project Management puts a lot of importance on supply chain management.
 - ▶ In ICS, the Logistics Section provides this essential function, but it is invariably confused, difficult to track, unique and specific to agencies / companies and inconsistent.

Lessons Learned (so far) from COVID-19

- ▶ Better use of ICS
 - ▶ Understanding how your decisions affect others
 - ▶ In an absence of information, people MSU.
 - ▶ Coordinating information requests
- ▶ Role of the Liaison Officer
 - ▶ All parties need to be able to understand each other
- ▶ Logistics Management
 - ▶ Random cancelations
 - ▶ Sticky notes!
- ▶ Proactive vs. Reactive
 - ▶ Ex: How to re-open the county?





Upshot - Reprise

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