

# Emergency Management Program

## Pipeline Safety Conference

*Aaron Kantor*



# All Hazards Approach

## All Hazards Approach

Capabilities needed regardless of incident type:

### Incident Command System

- Crisis Communications
- Emergency Levels and Escalation
- Incident Action Planning
- Emergency Notifications
- Interagency Coordination
- Continuity of Operations
- Resource Management



# Emergency Management Planning Framework

## Applying the National Incident Management System (NIMS)

Program Documents	Emergency Management Policy	Establishes NIMS compliant program
	Emergency Management Strategy	Establishes standards, strategic direction and core capability goals

## Applying the Incident Command System (ICS)

Company Wide Plans	All Hazards Emergency Operations Plan (EOP)	How we <b>respond</b> to emergencies
	Crisis Communications Plan	How we <b>communicate</b> during emergencies
	Master Business Continuity Plan	How we <b>continue business</b> during emergencies

## Aligning Organizations with the EOP

Organization Emergency Response Plans	Electric	Business Services	Generation	IT	Gas
Hazard Specific Annexes	<ul style="list-style-type: none"> <li>Severe Weather</li> <li>Flooding</li> <li>Load Shed</li> </ul>	<ul style="list-style-type: none"> <li>Severe Weather</li> <li>Evacuations</li> <li>Medical Emergency</li> </ul>	<ul style="list-style-type: none"> <li>Bunker Fire</li> <li>Spill Response</li> <li>Pipeline Rupture</li> </ul>	<ul style="list-style-type: none"> <li>IT System Failure</li> <li>Disaster Recovery</li> <li>Cyber Incident</li> </ul>	<ul style="list-style-type: none"> <li>MAOP Exceeded</li> <li>Curtailment</li> <li>Flooding</li> </ul>

Increased Program Maturity

Integrating ICS and procedures into critical annexes drives a component of maturity

# ICS Roles and Responsibilities

## Consistent Response Organization and Process

### 1. Commander

- Assume Command
- Set Incident Objectives
- Assign Roles As Needed

Repeat  
until resolved

Command

Operations

Planning

Logistics

Finance &  
Admin

### 2. Operations

- Develop strategies
- Identify resource needs
- Oversee work

### 3. Planning

- Develop plan
- Request & track resources
- Produce status reports

### 4. Logistics

- Provides services, supplies & personnel
- Anticipate support needs

### 5. Finance & Admin

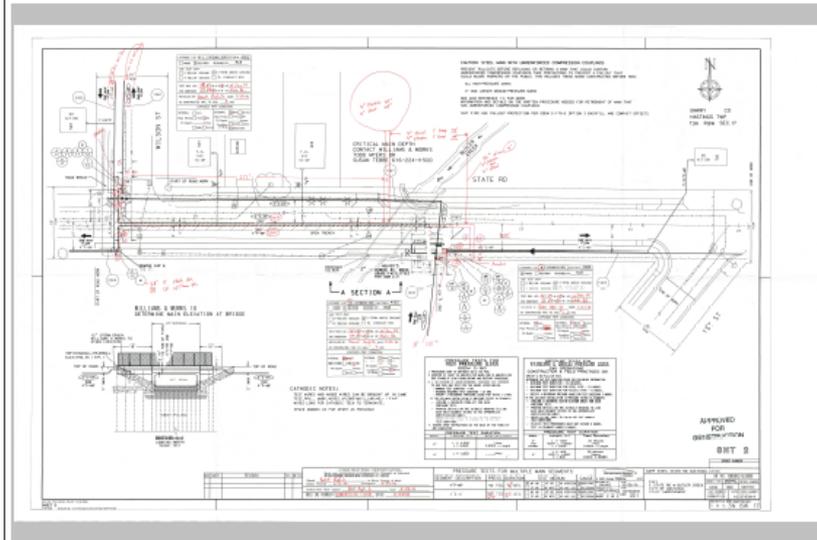
- Cost tracking & analysis
- Pays for resources

ICS is much more than an organizational chart!

# Incident Action Plan

<b>1. Incident Name:</b> 609 State Street Bridge - Pre-Planning	<b>2. Incident Number:</b> N/A	<b>3. Date/Time Initiated:</b> Date: 07/18/16 Time: 8:30 am
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**4. Map/Sketch:** Include a map or sketch of the area that has been impacted, any incident related facilities (e.g. Command Post or Staging Areas), operational assignment areas, or other graphics depicting the situational status and resource assignment.



**5. Situation Summary & Safety Briefing:** Include more specific incident information to include Incident type and impact. Recognize safety hazards that may be encountered and the necessary mitigation strategies to protect response personnel from those hazards

Construction is performing bridge restoration over Butler Creek and has suspended our 4" High Pressure main in the air with a I-beam. The gas main is a one way feed supporting 1500+ customers on the northern side of the city of Hastings. Construction has expressed concern over possibly damaging this main during their construction work. There is a home adjacent to the bridge (address is 609 State St) which is occupied by an elderly handicapped couple. If a damage were to occur to the main, this couple would like evacuation support.

Safety Briefing - No immediate safety concerns as gas main has not been damaged. Proper support of the main must

<b>6. Prepared by:</b>	<b>Position/Title:</b> Planning Section Chief	<b>Signature:</b>
<b>Approved by:</b>	<b>Position/Title:</b> On Scene Commander	<b>Signature:</b>
<b>ICS 201, Page 1</b>	<b>Approved Date:</b>	<b>Approved Time:</b>

06:2016

## INCIDENT BRIEFING (ICS 201)



<b>1. Incident Name:</b> 609 State Street Bridge - Pre-Planning	<b>2. Incident Number:</b> N/A	<b>3. Date/Time Initiated:</b> Date: 07/18/16 Time: 8:30 am
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**7. Current and Planned Objectives:** Include SMART incident objectives that are specific, measurable, attainable, realistic, and time-bound. Incident objectives should be high level and prioritized based on life safety, incident stabilization & restoration, and property preservation.

- Objective # 1 - Keep the public and our OM&C safe for duration of construction work
- Objective # 2 - Develop a course of action to ensure immediate life safety should damage occur to gas main (prompting need to squeeze off gas) by end of day, 7/18/16
- Objective # 3 - Complete proactive outreach with County Emergency Manager and applicable Fire Chief by end of day, 7/18/16
- Objective # 4 - Engage CAM group for communications with Hastings officials by end of day, 7/18/16

**8. Current and Planned Actions, Strategies & Tactics:** Identify specific actions that must be taken to meet the identified incident objectives and the time they may or did occur.

TIME:	ACTIONS:	
	<p><b>Objective # 1 - Keep the public and our OM&amp;C safe for duration of construction work by end of day, 7/18/16 - STATUS (IN PROGRESS)</b>                      **Review safety protocols with Construction to ensure understanding of safe digging practices and reporting of damage</p> <p><b>Objective # 2 - Develop a course of action (plan) to ensure immediate life safety should damage occur to gas main by 7/18/16 - STATUS (IN PROGRESS)</b>                      **Choose course of action based upon circumstances (either shut down gas supply/install Plidco over damage/perform gas bypass)  <b>For shut down of gas supply - Due to safety needs, the tactics are as follows:</b>                      ****Identify ICS structure should damage occur                      ****Ensure notifications are completed per matrix are completed for major gas leak/loss of customers                      ****Obtain confirmation from Gas Control to shut off valve (V18)                      ****Operate shut off valve (V18) inside the station at the corner of Center Street and East Street                      ****Begin repair efforts  <b>For Plidco repair objective (should it be needed)</b>                      ****Ensure notifications are completed per matrix are completed for major gas leak                      ****Ensure Plidco fitting is available, should this course of action be needed.  <b>For gas by-pass objective (should it be needed)</b>                      ****Use gas by-pass procedures to resolve issue partnering with Engineering (----- Planning Section Chief)</p> <p><b>Objective # 3 - Complete proactive outreach with County Emergency Manager and applicable Fire Chief by end of day- STATUS (COMPLETE BUT ON GOING)</b>                      **Liaison Officer ----- to proactively contact ----- (EM) and ----- Fire Chief to make them aware of pre-planning for their awareness and inform them of issue with residence at 609 State Street. Communicate contact information should questions arise.                      **Communicate point of contact information for Liaison Officer should questions arise.</p> <p><b>Objective # 4 - Engage CAM group for communications with Hastings officials by end of day - STATUS (COMPLETE, BUT ON GOING)</b>                      **Engage ----- (CAM group) to communicate with ----- on CE planning efforts.</p> <p><u>Possibly timeline for response should damage occur to main.</u>                      0 minutes Trevor (916-521-8718) the bridge construction manager notifies 911 &amp; CE 1-800 number. Also calls Ricardo Maldonado (269-303-8202) of the gas main rupture.</p>	
<b>6. Prepared by:</b>	<b>Position/Title:</b> Planning Section Chief	<b>Signature:</b>
<b>ICS 201, Page 2</b>	<b>Date:</b>	<b>Time:</b>

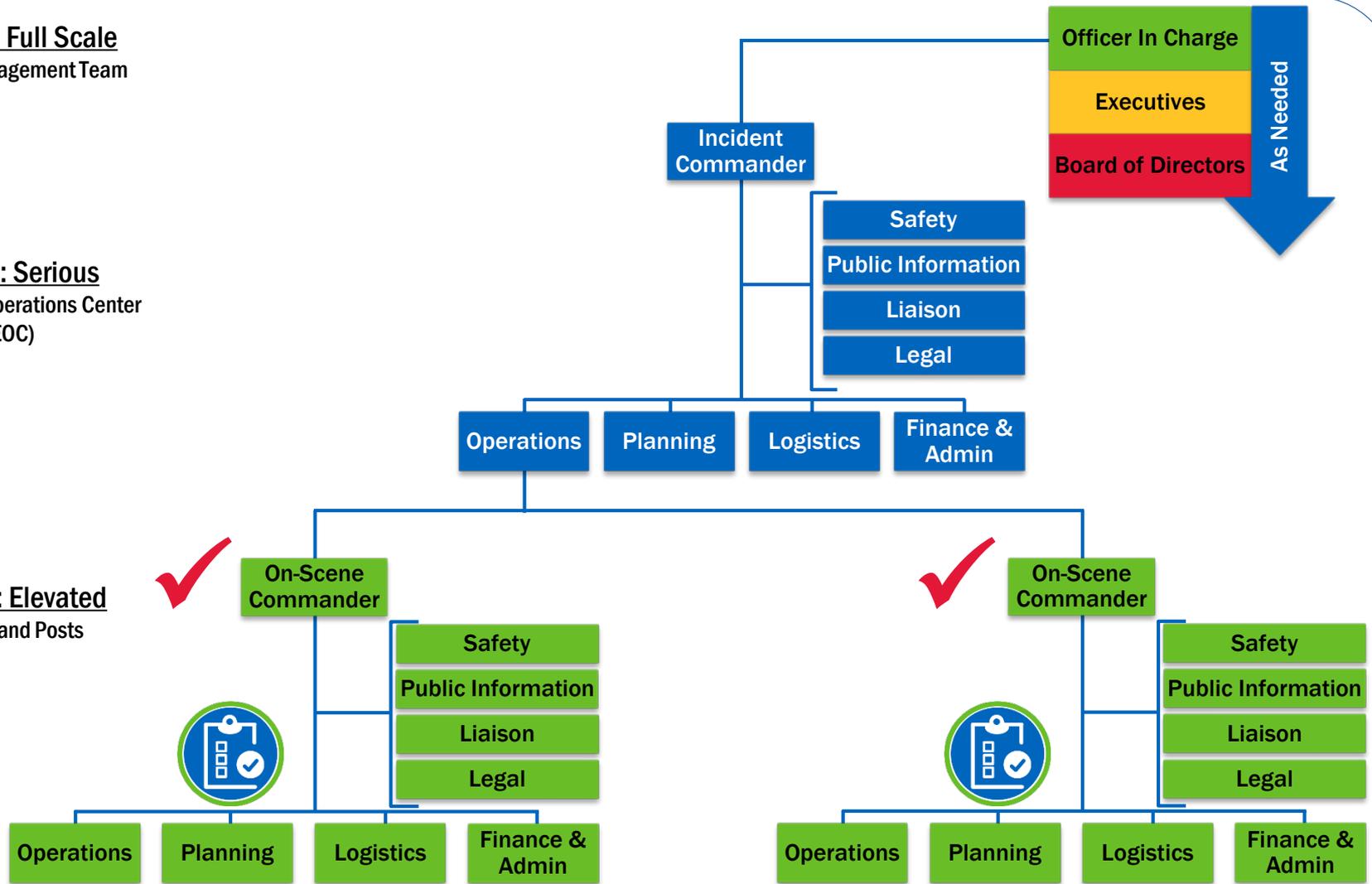
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# Incident Action Planning

**Level 3: Full Scale**  
Crisis Management Team

**Level 2: Serious**  
Emergency Operations Center (EOC)

**Level 1: Elevated**  
Command Posts



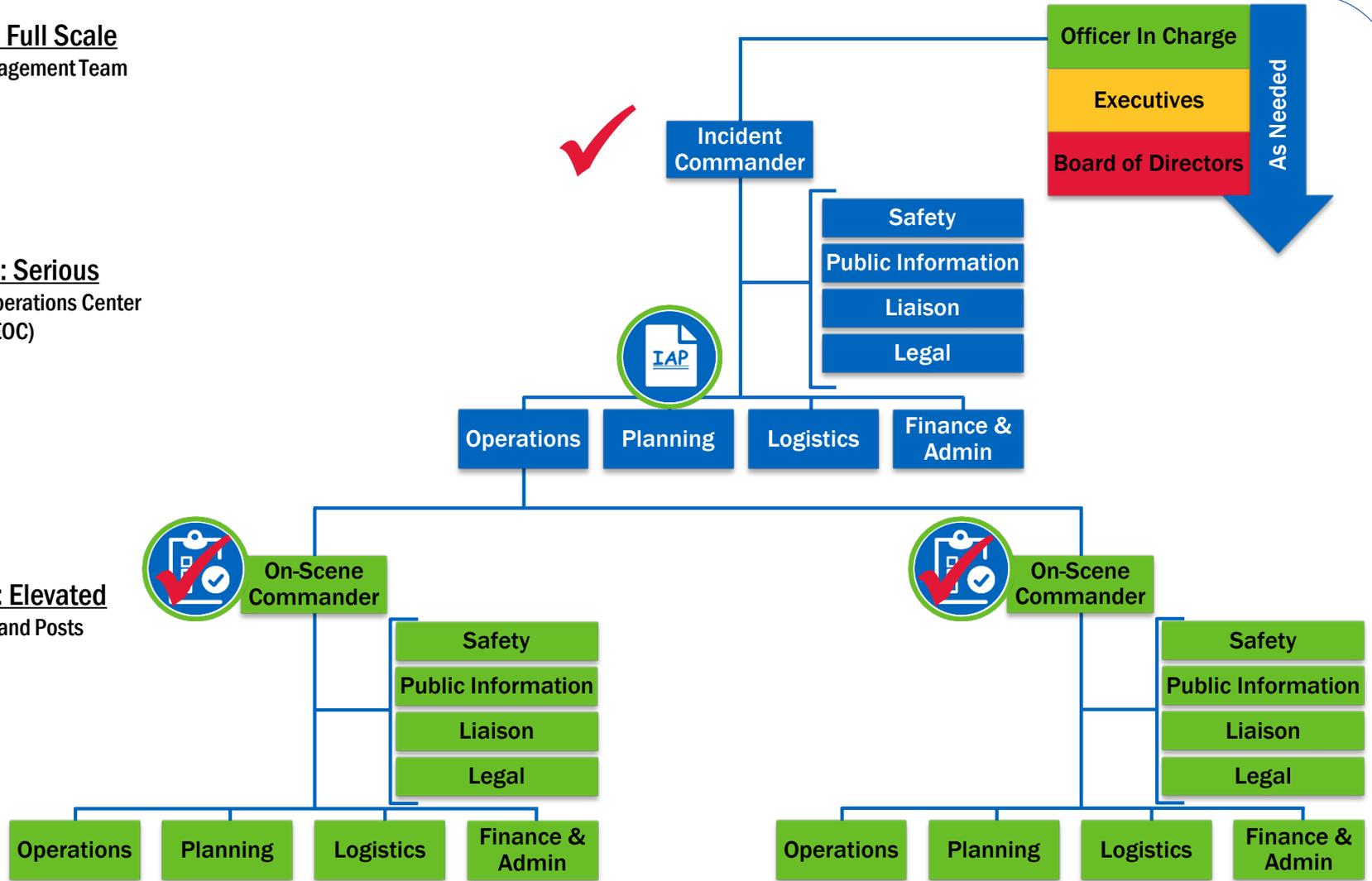
Consistency in Incident Action Plan development

# Incident Action Planning

**Level 3: Full Scale**  
Crisis Management Team

**Level 2: Serious**  
Emergency Operations Center  
(EOC)

**Level 1: Elevated**  
Command Posts



Maintaining Common Operating Picture during incident response

# YTD Initiatives – ERP Linkage to Online Manual

- Integrated Gas Emergency Response Plan (ERP) into online Gas Operations Manual
  - Previous ERP was stand alone document with limited visibility...

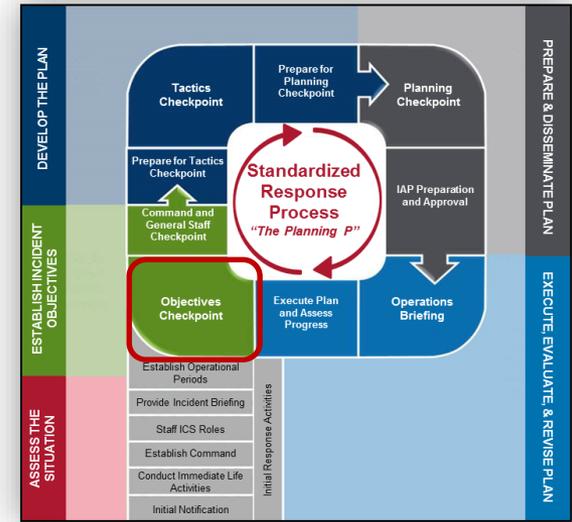
The screenshot displays the 'FIELD MANUALS & RESOURCES' interface, organized into three main sections: OPERATIONS, SAFETY, and REFERENCE. The 'OPERATIONS' section includes links for Gas Operations Manual, Safety Practices, Welding Procedures, Service Manual, Field Leader Guide, Flat Rate Manual, Construction Practices, Instrument Mechanics, and Operating Schedules. The 'SAFETY' section features Gas Emergency Resources (highlighted with a red border), Distribution Emergency Plans, Compressor Station Procedures, Corporate Safety Manual, M&R Operating Schematics, and Traffic Control Manual. The 'REFERENCE' section includes Change Reque, Community FAQ/Troubles, and Manual Revisio. A prominent orange banner labeled 'Gas Emergency Resources' is overlaid on the interface, containing several key links: ICS (Gas Operations Emergency Response Plan), TES (Transmission Emergency Schematics), GIR On-Call (Gas Incident Reporting On-Call Guide), ICS On-Call List (Management On-call), and Incident Notification Matrix (Reportable Incidents & Required Notifications). Below this banner is an 'Action Plans' section with buttons for Natural Disaster, MAOP Exceedance, Vehicle Accident, and a 'See All' button with a right-pointing arrow. A yellow arrow points from the 'Gas Emergency Resources' banner to the 'ICS' link.

# Annex Concept

*What if ICS & Incident Action Planning were already integrated into our plans?*

1. Select Hazard Type
2. Follow the steps in “Planning P” as outlined in the Annex
3. Take action on the appropriate steps
4. Document it in the Incident Action Plan

- Explosions
- Blowing Gas
- Environmental Spills
- Exceeding MAOP
- Excessive Leak(s)
- Excessive Leak Calls
- Explosion/Gas Fueled Fire
- Flooding
- Lightning & High Voltage Damage
- Loss of Customer Services
- Pipeline Rupture (20% SMYS & below)
- Significant Broken Main or Service



**8. OBJECTIVES CHECKPOINT**

Incident Objectives are high level statements of what the ICS response organization needs to do in order to resolve the incident. All incident objectives should be prioritized based on the life safety, incident stabilization & restoration of service, and property preservation. The following incident objectives are standard for a MAOP Exceedance; however, only the applicable incident objectives should be incorporated into the Incident Action Plan.

- 1) Evacuate areas in which MAOP has been exceeded by ( \_%\_ )
- 2) Return the system to a safe operating pressure by ( \_date/time\_ )
- 3) Develop a safety plan for operational work by ( \_date/time\_ )
- 4) Establish a staging area at ( \_location\_ ) by ( \_date/time\_ )
- 5) Perform ( # ) Walking Leak Survey within (hours or days) (GSM 6-12)
- 6) Perform ( # ) miles of Mobile Leak Survey within ( \_hours/days\_ ) (GDM 3-120)
- 7) Check customer fuel lines and appliance pressures within ( \_hours/ days\_ ) (GSM 3-170)
- 8) Classify and schedule all identified leaks within ( \_hours/days\_ )
- 9) Demobilize operational resources within ( \_hours/days\_ )

**Instructions**

- 1) Select the incident objectives that apply to the situation.
- 2) Document the planned incident objectives on the ICS 201 Form (Section 6).

**INCIDENT BRIEFING (ICS 201)**

1. Incident Name: \_\_\_\_\_ 2. Incident Number: \_\_\_\_\_ 3. Date/Time Incident Began: \_\_\_\_\_

4. General and Personal Signatures: \_\_\_\_\_

5. Current and Planned Address, Streetlight and Station: \_\_\_\_\_

6. Prepared by: \_\_\_\_\_ Position/Title: \_\_\_\_\_ Expires: \_\_\_\_\_

ICS 201, Page 2

# YTD Initiatives – ICS Packets

- **Provided to key leadership**

- Incident Commanders
- All other ICS Positions

- **ICS Packet Content**

- ICS Roles Overview
- Job Aids
  - All ICS Positions
  - WebEOC Access
- Notification Matrix
- ICS 201 Note Pads
- ICS Guides

**EMERGENCY OPERATIONS CENTER: ICS ROLES & RESPONSIBILITIES**

On-Call Mid-Management is the first point of contact in an escalating incident and is responsible for coordinating activities needed to support local operations, such as making incident notifications per the matrix, coordinating with the On-Call Commander (Field Leader in charge) for guidance and support as requested, engaging the Operations Section Chief (if technical support is needed), or escalating to the Incident Commander. Courtesy: notifications should be made to the

**ICS Incident Escalation Process**

All Incidents (Level 0) Incident

Call Center Gas Control

Dispatch Field Leader

At each "Escalation Step" an incident can either be resolved or escalated to the next level.

Most common incidents are resolved at this level, such as GSW meter on a gas

**JOB AID: PLANNING SECTION CHIEF**

**POSITION DESCRIPTION**

The Planning Section Chief is responsible for managing all information relevant to an incident. The Planning Section collects, evaluates, processes, and disseminates information for use by the response organization. Dissemination can be in the form of the written Incident Action Plan (IAP), forms, or verbal communication. The Planning Section Chief also performs the following functions:

**ROLE IN THE INCIDENT**

The Planning Section Chief is responsible for the following tasks:

- Establish the Incident Action Plan (IAP)
- Identify resources and assign tasks
- Monitor the progress of operations
- Communicate with other sections
- Report to the Incident Commander

**GAS INCIDENT REPORT**

INVOLVING GAS DISTRIBUTION OR TRANSMISSION SYSTEM OR NON-COMpany PROPERTY

**INCIDENT BRIEFING (Incident Command System - ICS 201)**

1. Incident Name: \_\_\_\_\_ 2. Incident Number: \_\_\_\_\_ 3. Date/Time Initiated: \_\_\_\_\_

4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overhead results, exposures, impacted shippers, or other graphics depicting situations status and resource assignment):

5. Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident health and safety hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from these hazards.

6. Prepared by: \_\_\_\_\_ Position/Title: \_\_\_\_\_ Signature: \_\_\_\_\_

Approved by: \_\_\_\_\_ Position/Title: \_\_\_\_\_ Signature: \_\_\_\_\_

ICS 201, Page 1 Approved Date: \_\_\_\_\_ Approved Time: \_\_\_\_\_

**READY TO RESPOND: INCIDENT COMMAND SYSTEM GUIDE**

WORKING TOGETHER FOR SAFER COMMUNITIES. THAT'S OUR PROMISE TO MICHIGAN.

Consumers Energy  
Count on Us

# YTD Initiatives - Mobile Command Centers

- **Mobile Command Vehicles**

- Unit 1 (Jackson SC)
- Unit 2 (Macomb)
  
- **Select Unit Features**
  - 5 laptops
  - Plotter & printer
  - Outside monitor & speakers
  - 800 MHz radio
  - Hand held radios
  - Redundant communication capabilities (satellite)
  - Generator & shore power



# YTD Initiatives – ICS Training Rollout

- **2016 (All Field Leadership) 96%**
  - Gas Emergency Response Plan
- **2016 (Key ICS Leadership) 94%**
  - Operations Section Chief
  - Planning Section Chief
  - Logistics Section Chief
  - Finance/Admin Section Chief
  - Incident Action Planning

- **Features of CBTs**
  - 25-40 minutes per course
  - Self-enrollment in eLearning
  - Just-in-time training



# ICS Training – Engaged Leadership

Business Area	# of Employees Engaged in ICS Training
Gas	136 <i>(Priority 40: Mid Management On Call)</i>
Generation	152 <i>(Includes 30 Compression and Storage Leadership)</i>
Shared Services (Safety/Security/Facilities/Fleet)	69
Governmental and Public Affairs	32
Regulatory Compliance (Regulatory Services/PSO)	17

# YTD Initiatives – Gas Exercises

- **5 Tabletop Exercises with Core 40** ✓
  - Capabilities tested:
    - Incident Command System
    - Incident Action Planning
    - Concept of Annexes
- **1 Large Tabletop – 12/16**
  - Capabilities to Test:
    - Incident Command System
    - Incident Action Planning
    - Emergency Levels
    - Crisis Communications



Exercising – Validating plans, resources and training are effective

# HSEEP Exercise Program

What do we want to do?	How do we do it?	Did we do it?	Do we need to do something about it?
Target Capability	Critical Tasks	Completed (Y/N)?	Observations
<b>Incident Action Planning</b>  The Command Post is able to utilize the ICS 201 Form to capture official incident status, objectives, and resource requirements.	ICS 201 Situation summary is developed to capture initial information & safety concerns	Yes	
	ICS 201 Current and Planned Objectives are developed and prioritized	Yes	
	Actions/strategies are assigned to individuals	Yes	
	The time actions are completed is captured	Yes	
	Required resources are identified and documented	Yes	
	Resource Requests that can be filled locally are assigned to the Logistics Section	Yes	
	Resource Requests that cannot be filled locally are communicated to the Incident Commander	No	The Logistics Section Chief directed operations to obtain their resources at a nearby service center.

Objective evaluations that drive Improvement Actions.

# HSEEP Exercise Program

What we want	What did we want to do?	What happened?	How do we fix it?	Who's going to fix it?	When will it be fixed?
Target	Target Capability	Observation	Corrective Action	Responsible Entity	Date
<b>Incident Action Planning</b>  The Command Post is able to utilize the ICS 201 Form to capture official incident status, objectives, and resource requirements.	<b>Incident Action Planning</b> The Logistics Section Chief directed operations to obtain their resources at a nearby service center.	Provide Incident Action Planning and Logistics Section Chief refresher training	Ashley Meschke	February 19 <sup>th</sup> 2015	
	are developed and prioritized	yes			
	Actions/strategies are assigned to individuals	Yes			
	The time actions are completed is captured	Yes			
	Required resources are identified and documented	Yes			
	Resource Requests that can be filled locally are assigned to the Logistics Section	Yes			
Resource Requests that cannot be filled locally are communicated to the Incident Commander	No	The Logistics Section Chief directed operations to obtain their resources at a nearby service center.			

# Exercise Results

- 10 different ICS teams participated
  - Major Strengths
    - ICS roles and responsibilities
    - SMART objectives
    - Resource Management

Gas Operations - ICS Tabletop Exercise Evaluation Guide (EEG) 6/2016													
Core Capabilities, Target Capabilities, & Critical Tasks													
Target Capability: All assigned positions understand their assigned ICS role & responsibilities		T1		T2		T3		T4		T5			
Core Capability: Incident Command System	Incident Commander		M	O	M	O	M	O	M	O	M	O	
	<input type="checkbox"/>	Establish SMART incident objectives with the Operations & Planning Section Chiefs	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	<input type="checkbox"/>	Communicate the status of the incident to Command & General Staff	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	<input type="checkbox"/>	Approve the proposed Incident Action Plan	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	Operations Section Chief												
	<input type="checkbox"/>	Determine the strategies that will be used to meet incident objectives	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	<input type="checkbox"/>	Recommend how resources should be grouped in the Operations Section	Y	Y	Y	Y	P	P	Y	P	Y	Y	Y
	<input type="checkbox"/>	Communicate the resources that will be needed to perform the work	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	Planning Section Chief												
	<input type="checkbox"/>	Determine the resources that are available to support response	Y	Y	Y	Y	Y	P	Y	Y	Y	Y	Y
	<input type="checkbox"/>	Determine outstanding resource that need to be procured by quantity and type	Y	Y	Y	Y	Y	P	Y	Y	Y	Y	Y
	<input type="checkbox"/>	Document the ICS 201 Incident Briefing Form	P	Y	Y	Y	Y	Y	Y	Y	Y	Y	P
	Logistics Section Chief												
	<input type="checkbox"/>	Provides options for acquiring necessary resources	Y	NA	Y	Y	Y	Y	Y	Y	Y	Y	Y
	<input type="checkbox"/>	Anticipated additional resource needs (e.g. tools/ field devices for field resources)	Y	NA	Y	Y	Y	Y	Y	Y	Y	Y	Y

# Exercise Results

- Opportunities for Improvement
  - Incident Commander Involved in Tactical Planning
  - “Planning P” and ICS 201 form familiarity

Gas Operations - ICS Tabletop Exercise Evaluation Guide (EEG) 6/2016																					
Core Capabilities, Target Capabilities, & Critical Tasks																					
Target Capability: The correct ICS positions facilitated & attended each checkpoint of the Planning P		T1		T2		T3		T4		T5											
Objectives Checkpoint		M	O	M	O	M	O	M	O	M	O										
Core Capability: Incident Action Planning	<input type="checkbox"/>	The checkpoint was facilitated by the Incident Commander										Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	<input type="checkbox"/>	The Incident Commander attended the checkpoint										Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	<input type="checkbox"/>	The Operations Section Chief attended the checkpoint										Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	<input type="checkbox"/>	The Planning Section Chief attended the checkpoint										Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	Command & General Staff Checkpoint																				
	<input type="checkbox"/>	The checkpoint was facilitated by the Incident Commander										Y	P	Y	Y	Y	Y	Y	Y	Y	Y
	<input type="checkbox"/>	All Command & General Staff attended the checkpoint										Y	Y	Y	Y	Y	Y	Y	Y	P	Y
	Tactics Checkpoint																				
	<input type="checkbox"/>	The checkpoint was facilitated by the Operations Section Chief										Y	Y	Y	P	Y	P	P	P	P	P
	<input type="checkbox"/>	The Operations Section Chief attended the checkpoint										Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	<input type="checkbox"/>	The Planning Section Chief attended the checkpoint										Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	<input type="checkbox"/>	The Logistics Section Chief attended the checkpoint										Y	NA	Y	Y	Y	Y	Y	Y	Y	P
	Planning Checkpoint																				
	<input type="checkbox"/>	The checkpoint was facilitated by the Planning Section Chief										P	Y	Y	P	Y	Y	P	P	P	P
	<input type="checkbox"/>	All Command & General Staff attended the checkpoint										Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

# Current Maturity Model (Draft)

Maturity Levels	Specific Criteria
Level 1: Introductory (Learning)	<ul style="list-style-type: none"><li>• <u>Planning</u>: Gas ERP in place;</li><li>• <u>Equipping</u>: Resource guides distributed;</li><li>• <u>Training</u>: All field leadership trained (ICS 100 and ICS 200);</li><li>• <u>Exercising</u>: Workshops conducted with key leadership*;</li><li>• <u>Evaluating/Corrective Actions</u>: Workshop learnings identified and tracked</li></ul>

*Maturity model built off of FEMA Preparedness Cycle...*



Measurable criteria driving continuous improvement....

# Maturity Model 2016 – Continuous Improvement

Maturity Levels	Specific Criteria
Level 2: Applying (Internalizing)	<ul style="list-style-type: none"><li>• <u>Planning</u>: Gas ERP in place;</li><li>• <u>Equipping</u>: Resource guides distributed; Local command posts equipped with ICS resources;</li><li>• <u>Training</u>: Key leadership* trained in advanced ICS modules;</li><li>• <u>Exercising</u>: Scored exercises conducted with key leadership*</li><li>• <u>Evaluating/Corrective Actions</u>: Exercise learnings identified and tracked</li></ul>

*Maturity model built off of FEMA Preparedness Cycle...*



Measurable criteria driving continuous improvement....

# Maturity Model 2017 – Continuous Improvement

## Maturity Levels

## Specific Criteria

Level 3: Intermediate  
(Continuous Improvement)

- Planning: Gas ERP in place; Hazard Annex documentation completed
- Equipping: Resource guides; Local command posts equipped; Web EOC familiarity with key leadership\*, Emergency Notification System mechanism in place for ICS team structure;
- Training: *All field leadership* complete ICS related training modules or have “tested out”;
- Exercising: *All field leadership* have participated in scored exercise; includes Business Continuity exercises leveraging ICS structure; Includes external stakeholder participation
- Evaluating/Corrective Actions: Exercise learnings identified and tracked; Program deliverables tracked within business BPD/A3 process



Measurable criteria driving continuous improvement....

# Future Maturity Model – Continuous Improvement

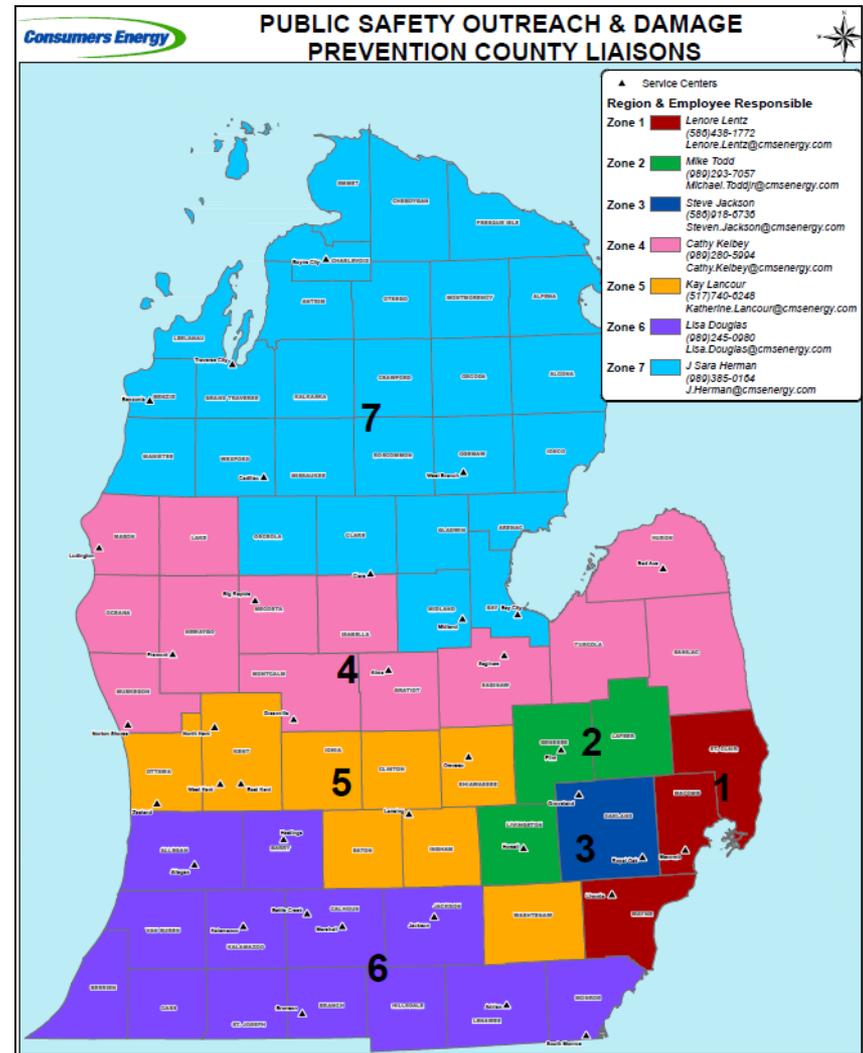
Maturity Levels	Specific Criteria
Level 4: Advanced (Sustainability)	<ul style="list-style-type: none"><li>• <u>Planning</u>: Gas ERP in place; Site specific plans aligned with ICS; Hazard Annex documentation completed</li><li>• <u>Equipping</u>: Resource guides; Local command posts equipped; Web EOC familiarity with key leadership*, Emergency Notification System mechanism in place for ICS team structure;</li><li>• <u>Training</u>: Annual competency “test out” ICS related training modules for all field leadership;</li><li>• <u>Exercising</u>: Business facilitated exercises with all field leadership, with annual validation “test” facilitated by Emergency Management; Regular external engagement during exercises</li><li>• <u>Evaluating/Corrective Actions</u>: Exercise learnings identified and tracked</li></ul>



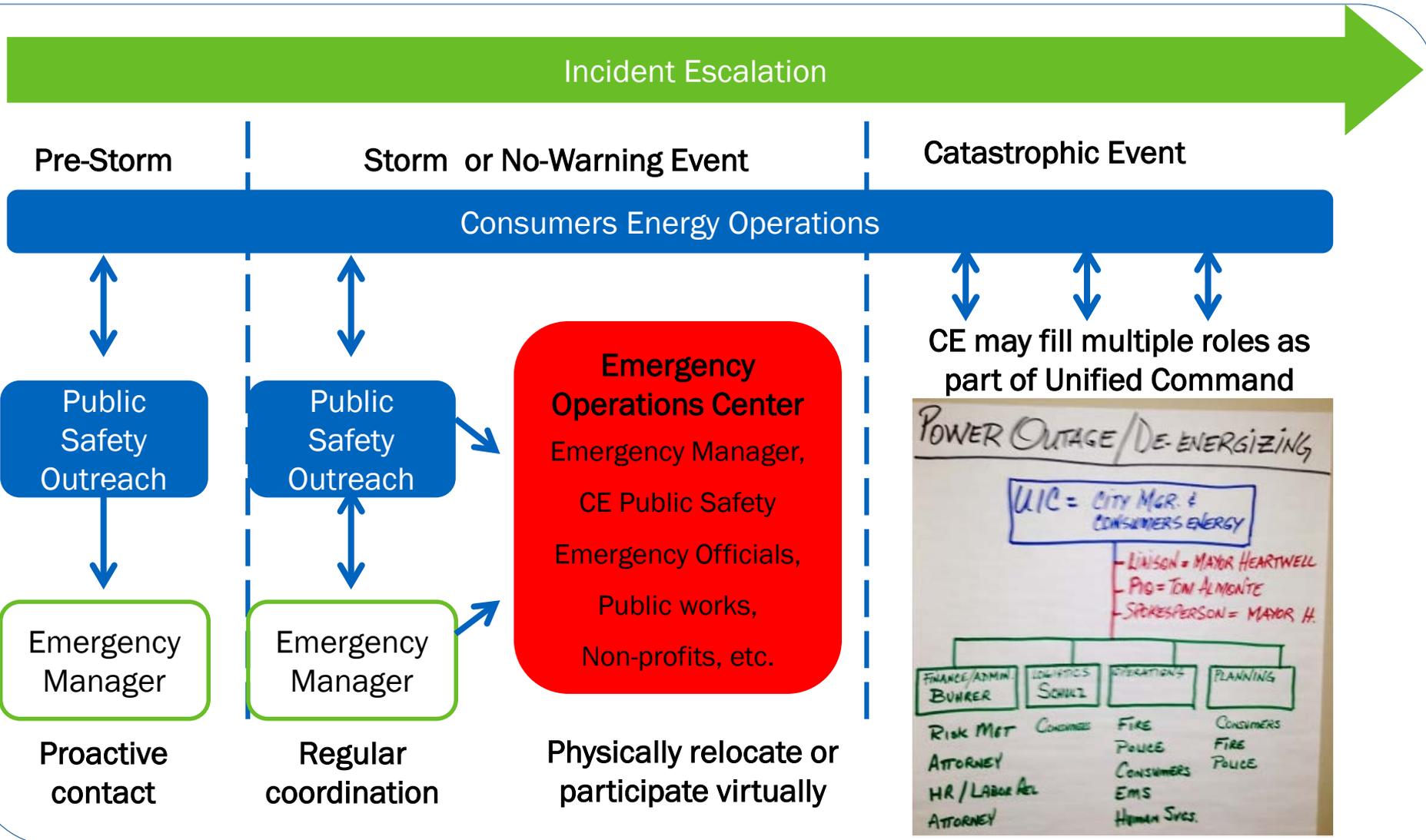
ICS (and other core capabilities) fully integrated into Company culture

# Public Safety Outreach Team

- **Dedicated team with responsibilities in:**
  - Damage prevention
  - Public Safety Outreach
    - Liaison Officer role during ICS activations
- **Regular interface with key public sector first responders/stakeholders**



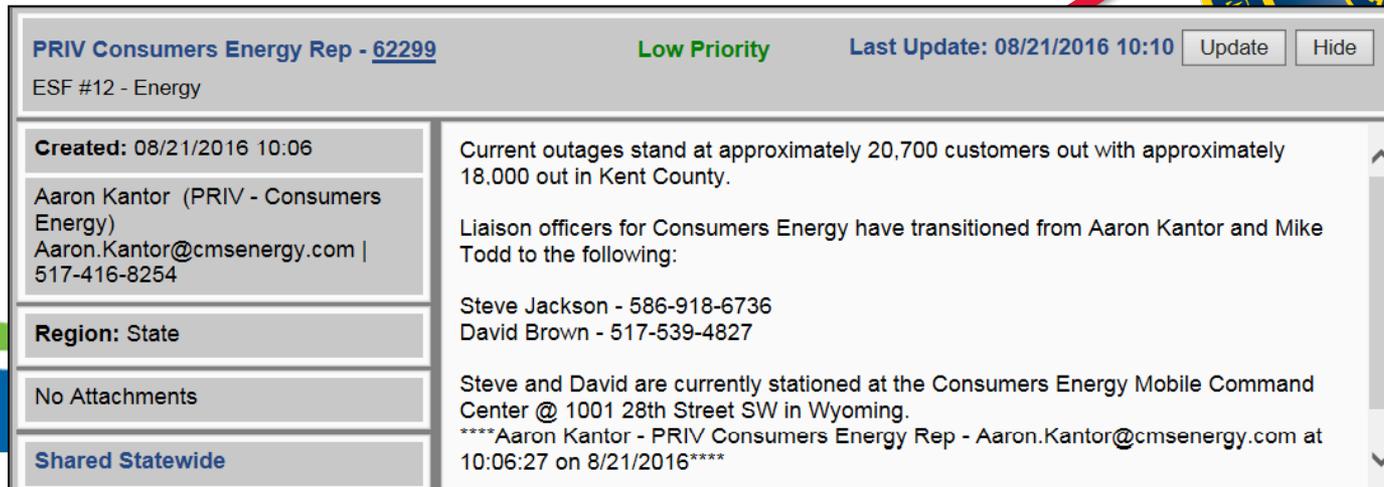
# Public Safety Outreach - Real-Time Coordination



# State Emergency Operations Center Coordination

- Coordination with the SEOC through WebEOC

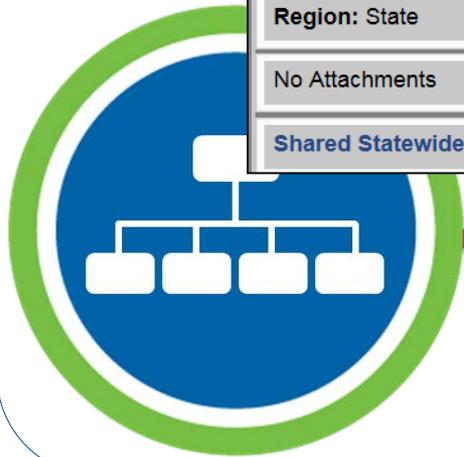
- Virtual coordination – Local & State
- Document Management – Transparency & Efficiency
- Situational Awareness / EM Program Status



PRIV Consumers Energy Rep - [62299](#) Low Priority Last Update: 08/21/2016 10:10

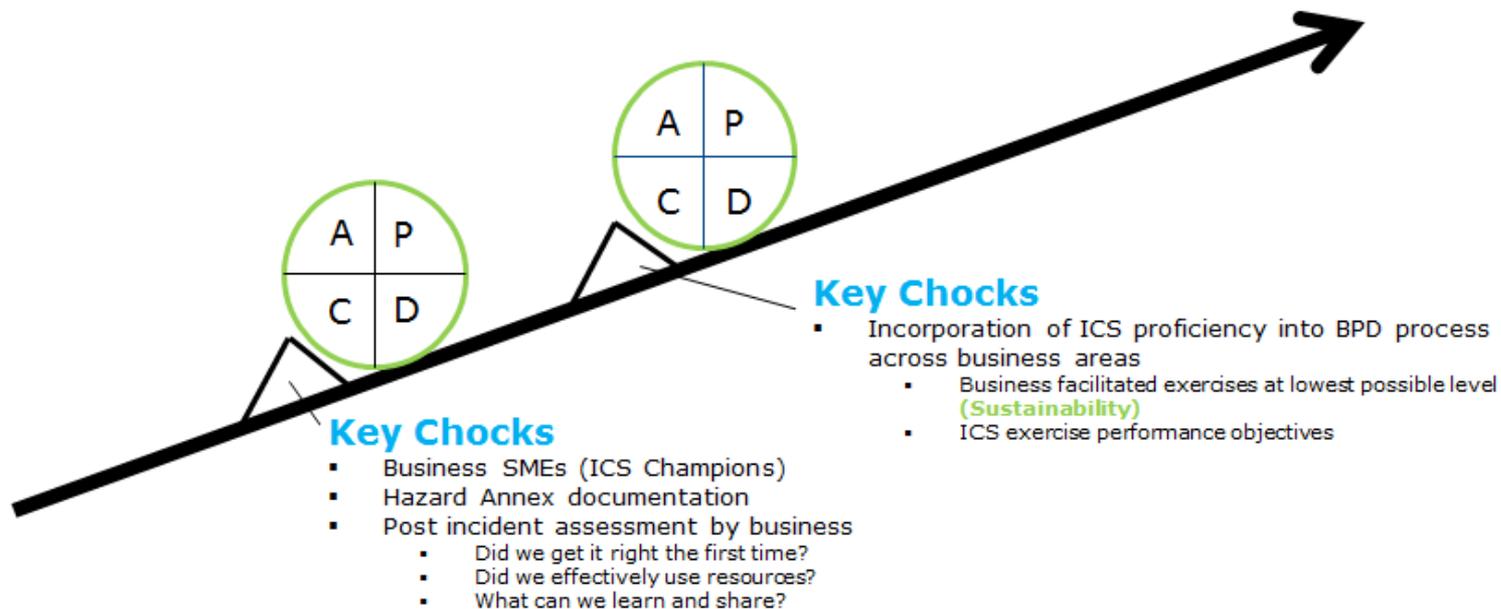
ESF #12 - Energy

<b>Created:</b> 08/21/2016 10:06	Current outages stand at approximately 20,700 customers out with approximately 18,000 out in Kent County.
Aaron Kantor (PRIV - Consumers Energy) Aaron.Kantor@cmsenergy.com   517-416-8254	Liaison officers for Consumers Energy have transitioned from Aaron Kantor and Mike Todd to the following:
<b>Region:</b> State	Steve Jackson - 586-918-6736 David Brown - 517-539-4827
No Attachments	Steve and David are currently stationed at the Consumers Energy Mobile Command Center @ 1001 28th Street SW in Wyoming.
<b>Shared Statewide</b>	****Aaron Kantor - PRIV Consumers Energy Rep - Aaron.Kantor@cmsenergy.com at 10:06:27 on 8/21/2016****



# Next Steps - Sustainment Strategy

- ICS utilization not yet fully standardized across all business areas.
  - “Perishable” skillset if not standardized and measured



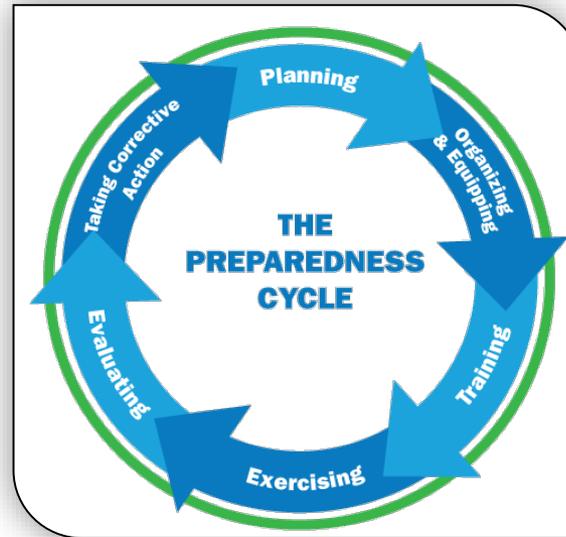
▪ Visual configuration from Quality System 201 slide deck

# ICS & Quality

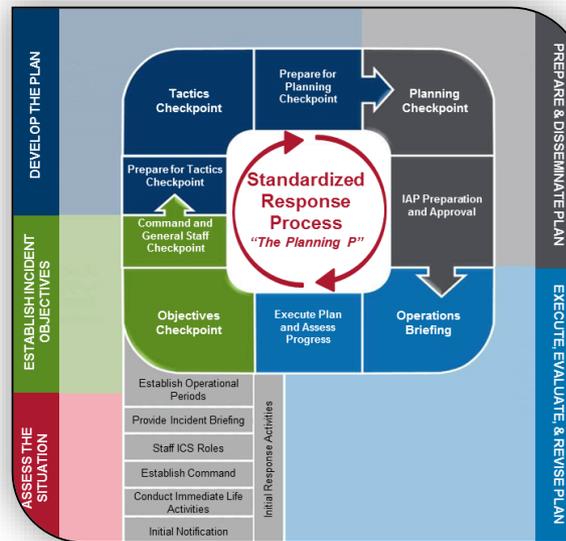
## Quality Systems applied to emergent work response

- Standardized response organization
- Consistent response process
- Lean management principles
- Resource management
- Management by objectives
- Clear line of sight
- Continuous improvement

*Responding to every emergency the same way, every time*



*Preparedness Cycle  
Standardized Process  
to preparedness  
activities before and  
after emergencies*



*The Planning P  
Standardized Process  
for responding to all  
hazards impacting  
facilities & operations*