

# **OREGON EMPLOYMENT DEPARTMENT INCIDENT MANAGEMENT TEAM STRUCTURE**

Oregon Employment Department (OED) Central Office implemented an Emergency Response Team and a Medical Response Team in 2003. This paper will provide an overview of the system which can be easily customized to meet the needs of your business or agency. This more elaborate system is used by OED in the Central Office which houses approximately 550 employees on five floors.

## **Emergency Response System Overview**

### **Two Teams**

Within the OED Central Office (CO), there are two separate emergency teams which share a common communication system. The two teams are the Emergency Response Team (ERT) which has a major responsibility for safe and orderly evacuation of people from the building.

The second team is the Medical Response Team (MRT) which has the responsibility of responding to a medical emergency while Salem Fire Emergency Medical Services (EMS) is in route. The MRT provides emergency medical care until EMS arrives on the scene.

### **Emergency Communication System**

The OED emergency communication system utilizes Motorola DTR 650 portable radios for inter-team communication in and around the Central Office Building. Command radios instructions to Lead Emergency Coordinators (LEC), Medical Response Team Members (MRT), Traffic Control Personnel (TC), and receives information from the same.

As opposed to land lines or cell phones, the DTR system is expected to continue functioning during a full-scale emergency where cell phones become overloaded. This system has both individual ("private" channels) and group ("open") channels. Both options are utilized.

In the case of a bomb threat, radio transmission is not to be used. To accommodate this limitation, a system of "runners" has yet to be developed.

### **Emergency Response Team**

The primary purpose of the ERT is to help Central Office employees safely evacuate the building while ensuring that no one is left behind. OED's ERT is structured on the National Incident Management System (NIMS) used by professional emergency responders throughout the United States. OED's system also adopts some positional language used by DAS/RM and the other agencies on the Capitol Mall in Salem, Oregon. Utilizing the NIMS structure, the organizational chart for the ERT is as follows:

Each position within the ERT structure has a particular function. Emergency response professionals recommend that for the greatest efficiency under stressful emergency conditions, each position should have only one primary job.

### **Command**

#### **Identifier: White Hat, Yellow Vest**

- The Command position has the primary job of receiving radio information from the Lead Emergency Coordinators (LECs) and processing that information for the purpose of making life-saving decisions and instructing the ERT to carry out those decisions. Decision-making is based on established protocol.

For example, during a building evacuation the Emergency Coordinators (EC) “sweep” their area to ensure no one is left behind. As they leave their area, the EC on each floor tells the LEC their floor is clear of employees and the LEC radios that information to Command.

When the Fire Department Command arrives on scene, they contact OED Command to receive information. The first thing Fire Command wants to know is that all employees have evacuated the building. If someone has not evacuated the building, Fire will want to know their location and condition and will attempt to rescue before beginning other firefighting activities. Fire Command may have OED Command radio instructions to LECs who are still in the building.

Another example of OED Command decision-making in the case of a building fire, might involve Command receiving a radio call from a floor LEC stating that one of the normal routes of exit is blocked by fire. Command would radio all LECs with that info and designate a safe alternative exit. A similar scenario might occur in an earthquake evacuation.

### **Command Assist**

#### **Identifier: White Hat**

- Because it is difficult to manage the radio traffic under stress, Command is helped by an assistant who takes notes and sometimes handles the radio communication. Command Assist is stationed next to Command at the Command Post.

### **Lead Emergency Coordinator (LEC)**

#### **Identifier: Red Hat, Blue Vest**

- The individual in this position acts as a “lead” for the ECs and PAs. LECs coordinate the response on their assigned floors.

The LECs are responsible for ensuring that each floor of the building has been “swept” after the ECs have evacuated the occupants. The LEC will communicate the “all clear” information to Command.

At Central Office, there is one LEC for the Basement, First Floor, Second Floor, Third Floor, and Fourth Floor (see IMS organization chart). Each LEC is equipped with a radio by which communication is maintained with Command and other radio-equipped ERT personnel.

During an emergency the LEC will receive information from their ECs, provide information to Command, and will receive information from Command.

- At all times, LECs serve as supervisors of their EC floor teams and have the responsibility of maintaining a full team and ensuring their team is properly trained.

### **Emergency Coordinator (EC)**

#### **Identifier: Blue Hat, Blue Vest**

- Emergency Coordinators are responsible for their section within the building. In an emergency of any size, the LEC will contact the EC and provide instruction.

If a building evacuation is ordered, the EC is responsible for ensuring all occupants in their section are evacuated. The EC notifies the LEC when their area is “clear.” The EC ensures occupants from their area are assembled and accounted for in the designated assembly area. ECs are not equipped with radio communication. They communicate face-to-face with their coworkers and with their LEC.

**Personnel Assistant (PA)**

**Identifier: Pre-assigned and known by persons requesting assistance.**

- If a building evacuation is ordered, the PA is responsible for helping occupants who cannot evacuate on their own.

The PA ensures the occupant is evacuated to a designated shelter-in-place location (Rescue Area). Personnel Assistants are expected to assist their assigned staff member to the Rescue Area and then exit the building and report to their designated location in the Assembly Area. Those persons remaining in the Rescue Areas are the first priority of the Fire Department. The PA interfaces with the LEC, staff and other members of the Emergency Response Team.

**Elevator and Lobby Control (ELC)**

**Identifier: Blue Vests**

- ELCs are responsible for directing building occupants to the exits and holding exit doors open. ELCs are responsible for directing outside emergency responders into the building.
- For example, when 911 is called, ELCs will dispatch to the street to hail the ambulance. These individuals are responsible for capturing the elevator and parking it on the first floor to take emergency responders to the appropriate floor.

Without this assistance, emergency responders can waste valuable time attempting to locate their patient or other point of emergency need. Elevator and Lobby Control personnel interface with Command, local emergency responders, staff, and other members of the Emergency Response Team.

**Traffic Control (TC)**

**Identifier: Orange Hat**

- Traffic Control personnel are responsible for executing the OED emergency traffic plan to allow the safe crossing of Union street by all OED staff in the event of a building evacuation.

Traffic Control uses hand-held stop signs to close Union Street between Summer and Winter streets. The TCs direct evacuating personnel to the designated assembly area in the green parking lot. The “Lead TC” interfaces with OED Command, local emergency responders, staff and other members of the Emergency Response Team and leads the entire TC Team. The Lead TC is part of the OED emergency radio communication system.

**Emergency Response Team: Step-by-Step**

The following provides an outline example of how the ERT, the MRT and the communication system functions in an earthquake scenario. In September 2006, OED conducted an earthquake drill in conjunction with Salem Fire Department. In this section,

the “planned” drill will be outlined. In the following section, the “failure points” will be described and discussed in the context of the planned drill.

- **Command:** Broadcasts to all LECs that an earthquake drill is starting and commands LECs to order their section personnel to “Drop, Cover, and Hold” until further notice.
- **LECs receive** command broadcast, blow whistle in their area and order personnel to “Drop, Cover and Hold.”
- **Lobby Control** receives command broadcast, Drops, Covers and Holds until the shaking stops and then “runs” the East stairwell to check for earthquake damage, determine if the stairs are safe for evacuation and radios information to Command.
- **Stair Runner** receives command broadcast, Drops, Covers and Holds until the shaking stops and then “runs” the West stairwell to check for earthquake damage, determine if the stairs are safe for evacuation and radios information to Command.
- **Traffic Control** receives command broadcast, performs Duck, Cover and Hold.
- **Lobby Control** completes run and examination of East stairwell and radios Command that East stairwell is safe to use for evacuation.
- **Stair Runner** completes run and examination of West stairwell and radios Command that East stairwell is safe to use for evacuation.
- **Command** broadcasts and orders Traffic Control deploy to the street.
- **Traffic Control** deploys to the street and stops traffic from entering Union Street between Summer and Winter streets.
- **Command** then broadcasts to all LECs and orders all employees to begin an orderly evacuation of the building and to report to their designated assembly areas in the Green Lot.
- **LECs** receive broadcast, blow whistle and order personnel to begin an orderly evacuation of the building and to report to their designated assembly areas in the Green Lot.
- **Command** is now positioned at the Command Post adjacent to the Green Lot. Salem Fire Department Command approaches and posts with OED Command.
- **ECs** “sweep” their assigned areas to ensure no one is left behind.
- **PAs** assist their assigned person to the “Rescue Area” and then join the evacuation.
- **ECs** report to their LECs as they leave their floor. LECs report that their area is clear, or that someone remains in the area or in the Rescue Area.
- **LECs** radio their individual floor information to Command.
- **Command** compiles LEC information and communicates face-to-face with Fire Department Command.
- **Fire Department Command** may ask Command specific questions like “what is the medical condition of the person left in the Rescue Area on the third floor? OED Command may then radio the LEC on the third floor and inquire of the medial condition of the employee in question.

- **ECs** join their floor/section group in their designated area in the Green Lot Assembly Area.
- **LECs** join their floor/section group in their designated area in the Green Lot Assemble Area.
- **Fire Command** reviews all information, concludes that there is no danger to life safety and gives the order to OED Command to reenter the building
- **Command** broadcasts to all LECs directing them to begin an orderly reentry into the building.
- **Command** directs all LECs and other radio accessed ERT personnel to proceed to the debrief session with Salem Department where drill performance will be critiqued.

## **Medical Response Team**

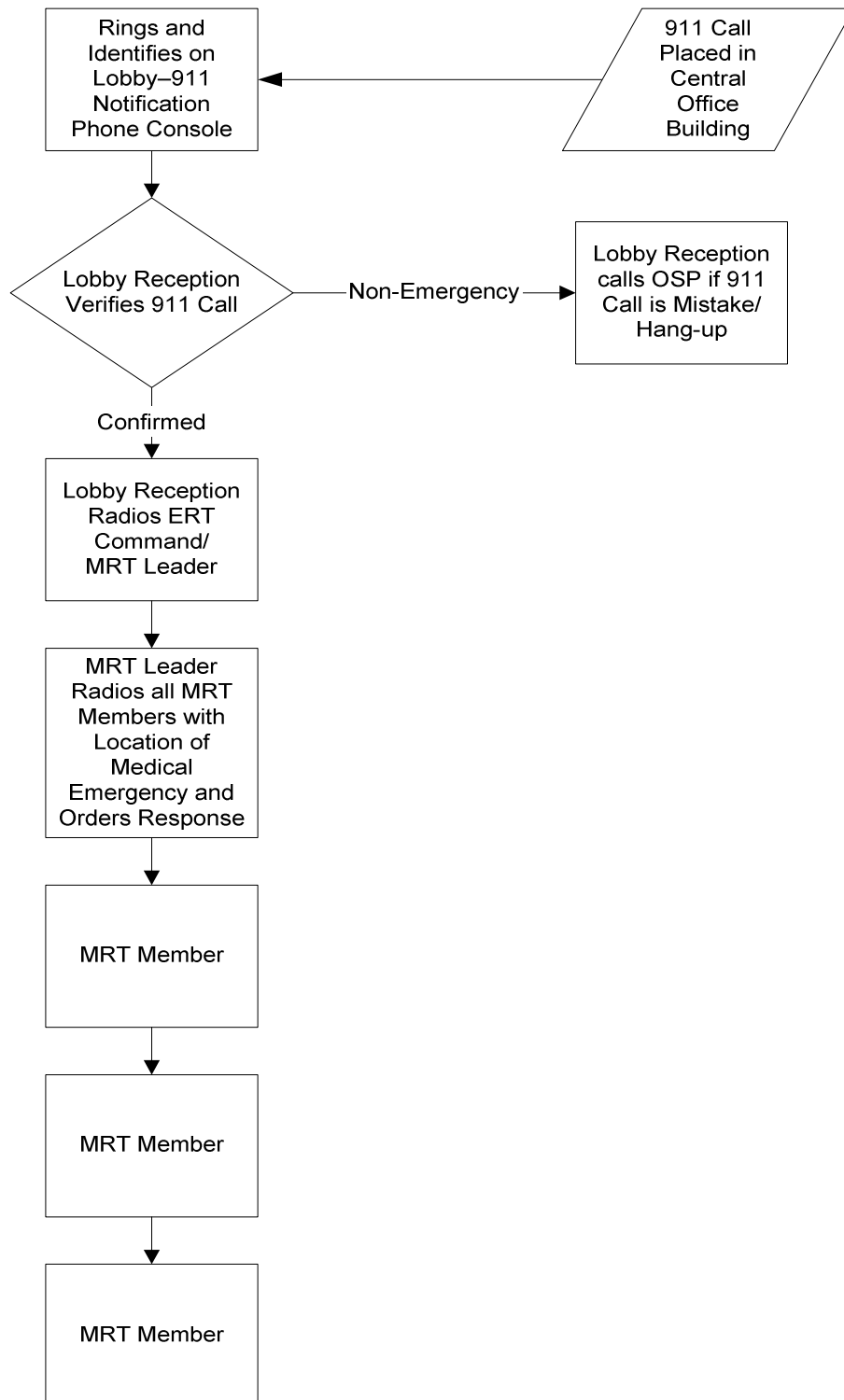
### **The Medical Response Team (MRT)**

The Medical Response Team is an emergency management system designed to respond and mitigate medical emergencies that may occur in the Central Office of the Employment Department or State Lands building. The system makes use of specially trained staff, qualified to recognize life-threatening conditions and sustain life until advanced help arrives. Members are equipped and certified to perform Automatic External Defibrillation

MRT Members are OED co-workers. They have made a commitment to help in a medical emergency or to help everyone in the building in the event of a large-scale emergency. Members have received a *minimum* of 16 hours of intensive training through the American Heart Association. Once their initial training is completed they continue to receive on-going training updates and skills practice during ten sessions scheduled throughout the year. MRT members communicate through the OED emergency radio system.

As noted earlier, the function of the Medical Response Team (MRT) is to provide interim emergency medical care until Salem EMS arrives. MRT members are trained in basic

first aid and in CPR and Automatic External Defibrillation (AED). A major focus of the MRT is the ability to quickly respond to a cardiac arrest where every second is important. When the heart stops the brain is deprived of oxygen. Immediate CPR and AED can mean the difference between life and death and the difference between good and poor quality of life. A five or six minute EMS response to the OED Central Office is a reasonable expectation under normal conditions. Brain damage as a function of oxygen starvation can begin in a matter of a few minutes. That is why every second is so important in responding to a cardiac emergency. The OED Medical Response Team was designed in conjunction with local Emergency Medical Services to provide interim emergency medical care and to utilize ERT personnel to quicken the Salem Fire response time. The Employment Department's Medical Response Team utilizes the parts of the ERT in a medical emergency. The following flow chart depicts how a 911 call placed from the Central Office Building activates the MRT.





**Medical Response Team: Step-by-Step**

The following provides an outline example of how the MRT and the communication system functions in a medical emergency. In CO, an emergency 911 notification has been installed in the phone system. When a 911 call is placed from any phone in the building, a phone console in the Lobby Reception area rings and identifies the phone from which the 911 call was made.

**911 Call Placed from Central Office Telephone:** The 911 call connects to 911 Emergency Dispatch, rings the phone console in Lobby Reception and identifies the phone from which the 911 call was placed.

**Lobby Receptionist:** Calls the number from which 911 was dialed to verify the intent of the 911 call. It should be noted that approximately 2% of occurring 911 calls in the Central Office are in fact intentional. When an unintentional 911 call has been dialed and when the caller hangs up on 911 Dispatch, Oregon State Police are immediately notified and respond to the location where the call originated. When Lobby Reception verifies that the call was unintentional they immediately call OSP Capitol Mall Patrol Office and inform.

**Lobby Receptionist:** When the 911 call is verified as intentional, Lobby Reception radios the ERT Command and/or MRT Team Leader that there is a medical emergency and gives the building location.

**MRT Leader:** Radios all MRT members with location of medical emergency and orders response.

**MRT Members:** MRT members take their emergency medical pack and radios and proceed to the designated area. The MRT member stationed in the Director's Office carries the AED/Medical Equipment Box to the patient area.

**MRT Members:** MRT members provide appropriate emergency care and document care given until Salem EMS arrives on scene. When Salem EMS arrives, MRT members turn over patient care to EMS unless asked to continue or to participate with EMS. MRT turns over all patient info they have received to EMS. If patient is transported to hospital, MRT notifies OHR so that patient's emergency contact can be notified.