

Intermediate Emergency Operations Centre (EOC) Management

This intermediate level builds upon Introduction to EOC Management Course, where participants are taken through the essentials of managing an Emergency Operations Centre (EOC) in a time of crisis. Where possible, a crisis communications module (Public Information Officer) is introduced to add the current challenges presented by traditional and citizen (social) media to the course.



The Intermediate Emergency Operations Center Management course is designed to provide next level experience on the role of PIO as it relates to Crisis Communications, Planning Process, Emergency Support functions, how to manage resources Pre and Post EOC activation and demobilization, how to carefully assess various risks etc. This course would also provide a holistic comprehensive understanding on Business Continuity and Program Management in times of crisis as an EOC Manager. As Canada works to standardize the EOC education curriculum, ESI welcomes leaders to review this course with leaders to review this course with a view towards improvement and standardization with existing community programs.

Table-top Drills for On Site Command and the Emergency Operations Centre

With a view toward validating emergency planning documents and competencies of role players within the EOC and On-Site Command, realistic tabletop exercises are used to reinforce the teachings of the course curriculum. Utilizing digital simulation as a medium for realism, customized tabletops are designed to challenge emergency management practitioners.

Course Objectives

At the completion of this course, participants will be able to:

- Describe the role EOCs play in overall multiagency coordination.
- Perform necessary actions for Crisis Communication (PIO role).
- Carry out efficiently and effectively The Planning Process.
- Explain and Conduct Emergency Support Functions.
- Perform proper Resource Management
- Conduct Incident Risk Assessments as part of the EOC Management Function.
- Provide relevant support for overall Business Continuity
- Given a scenario-based incident, utilize key EOC concepts to successfully complete group scenarios.

Duration

1 day

Pre-requisites

Introduction to Emergency Operations Center Management Course. While not required, ICS I-100, Introduction to the Incident Command System or I-402, ICS for Executives are recommended to take as pre-requisites.



About ESI

The primary mission of Emergency Solutions International (ESI) is to support partners from all levels of government, First Nations and private sector in the validation process of their “All Hazard” risk management programs, emergency planning, preparedness, and “brand” preservation. Programmatic validation is linked back to standards like the Canadian Standards Association best practice for Emergency Management and Business Continuity. As part of a comprehensive approach to risk management, ESI encourages the use of the Capability Based Planning (CBP) methodology. The foundation for implementing CBP is the accurate assessment of risk and the creation of Target Capabilities, which supports a process of accountability through the use of defined measures and metrics. Further, ESI assists clients to develop an annual cyclical Emergency Risk Management process to ensure that all efforts are sustainable and measured. Within this process clients are guided through a comprehensive cyclical methodology of Planning, Training Exercise and Evaluation/Strategic Visioning.

As it relates to security requirements of critical infrastructure, ESI has designed and conducted hundreds of validation drills and exercises that simultaneously satisfied Regulator requirements, while permitting participants the opportunity to practice their roles in a non-threatening manner. ESI has experience in critical infrastructure including secured marine facilities, liquefied natural gas, nuclear and power utilities and has partnered with regulators like Transport Canada, CBSA, DFO and Defence Research and Development Canada for their own training and/or program validation.

With real life expertise in site Incident Management and Emergency Operations Centre (EOC) management, ESI can provide experts to assist with in-depth preparedness programs. To promote organizational resiliency, ESI can train and mentor key staff members, preparing them to be an organization’s “boots on the ground” crisis managers. To support a truly sustainable effort under CSA or NFPA 1600, regular exercising and evaluation of Emergency Response Plans may also be conducted under ESI’s guidance. Evaluation services have been provided at the tactical level to support security of emergency response teams and at the strategic or executive level for critical infrastructure on behalf of their Federal Regulators.

To support clients to prepare for validation exercises, ESI offers a full range of training services and certification in the ICS Canada Incident Command System courses. These courses may be delivered in-person or through a real-time virtual session.

Through their years of validation work that ESI has conducted for Critical Infrastructure, a key gap noted in relation to the management of cyber security incidents is a siloed approach where the preparedness and response program is not connected to the All Hazard and Business Continuity programs. ESI assists corporate leadership to prepare for cyber attacks by ensuring unified command within the crisis management framework. Further, the all hazard principles of crisis management are utilized to prepare the corporation to organize its response and defend its brand.

ESI has assisted municipal governments and First Nation communities with multiple projects. ESI leads projects in the areas of Community Risk Assessment, Fire Smart Risk Assessment, Evacuation Planning, and Emergency Management and Business Continuity Program creation.

ESI is well-positioned to provide strategic advice and design programs to protect against the emerging threats on our supply chain resiliency. Through a 10-year partnership with DRDC, ESI has created supply chain resiliency solutions. The E-Manifest and Target Hazard IQ applications serve to create interoperability while

protecting workers and first responders and are a foundation piece for situational awareness, a common operating picture, and increased supply chain resiliency.

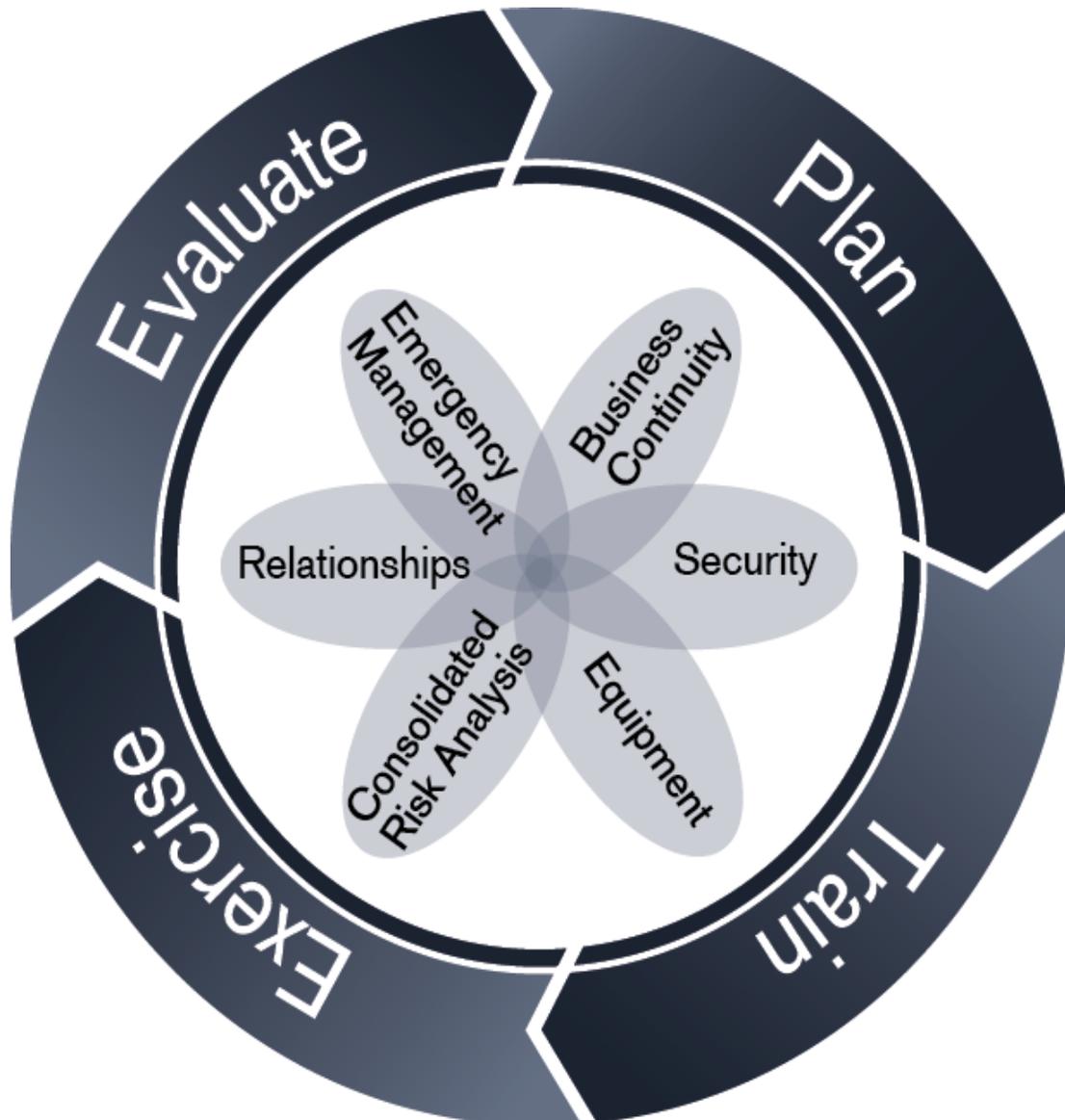
ESI was incorporated in 2009 and works with clients in the public sector and industry, including Defense Research & Development Canada-Canadian Safety and Security Program, Canaport-LNG, Port Saint John, Saint John Energy, Point Lepreau Nuclear Generating Station, NB Power, RCMP, PreparedEx, Atlantic Potash Millstream Corporation, Mosaic Corporation, Parkland Refining, Transport Canada, Department of Fisheries and Oceans, the Governments of Prince Edward Island and New Brunswick, and First Nation communities represented by the North Shore Micmac District Council, Independent First Nations Alliance and Grand Council Treaty 3.

ESI provides expertise in the following areas:

- Risk Assessment
- Exercise & Evaluation Services
- Emergency Management & Business Continuity Program Development
- Emergency Plan Review, Gap Analysis & Development
- Cyber Incident Crisis Leadership
- Supply Chain Resiliency
- Liaison between Industry, Community Stakeholders & Responders
- Security Program Validation
- Threat, Risk, Vulnerability Assessments
- Inspection services, including CPTED standard
- Fire Service Review
- Web-based Incident Management Systems and Software Solutions
- Training
 - Leadership in Crisis for Executives
 - Incident Command System Canada (ICS) certification and Incident Management Team (IMT)
 - Emergency Operations Centre (EOC)
 - Scribing for Emergency Management
 - Hazardous Materials Technician Program Validation
 - Crisis Communications
 - Customized Leadership and Skills Validation using Digital Simulation
 - Customized Organizational Security
 - Leadership and Team Building through Risk Scenario Tabletop Exercises
 - Tactical Fire courses including Save Our Own, Rapid Intervention Teams, Fire Ground May Day Management, SCBA Confidence

RESILIENCY MANAGEMENT PROCESS

Exercising as Part of an Ongoing Annual Regimen



Globally ESI guides many organizations through a regular cyclical process to practice and validate plans and training. Beyond Mosaic North America, examples of other organizations who perform annual exercises are Port Saint John, Saint John Airport, Repsol, Saint John LNG, Point Lepreau Nuclear Generating Station, Parkland Refinery, Government of Canada and Saint John Energy. Below is an illustration of ESI's approach to continuous improvement of emergency management capabilities.

EMERGENCY SOLUTIONS INTERNATIONAL TEAM



Mark Gillan, BBA, CFO, MIFireE

NFPA Level III Instructor- Lead Instructor - Facilitator

Canadian Security Clearance: Level III Top Secret

As Director of Emergency Solutions International, Mark leads ESI associates in conducting risk assessments, training, emergency plan reviews, exercise scenario development, digital simulation, exercise facilitation and evaluation as well as compiling final After Action Review documentation and recommendations. Service has been provided for various critical infrastructure, such as Port Saint John, Point Lepreau Generating Station, Saint John Liquefied Natural Gas, Saint John Energy, as well as corporations like Atlantic Lottery Corporation and Mead Johnson Nutrition.

Mark has conducted over 200 industrial exercises and evaluations in Canada, the United States and India. As lead evaluator, Mark has authored reports on behalf of clients for the Canadian Nuclear Safety Commission and Transport Canada. In 2014, Mark authored the International Hazardous Materials Operations Plan under the International Emergency Management Assistance Compact (IEMAC) on behalf of Defense Research and Development Canada and International Emergency Management Group (IEMG) members. Prior to founding Emergency Solutions International, Mark served the City of Saint John Fire Department as an active fire fighter, Hazardous Materials/CBRN-E technician and member of the rescue squad. Mark finished his 26-year career with the Fire Service in the position of Deputy Chief and Acting Fire Chief of the department.

During his tenure in the Fire Service, Mark worked for over 8 years on the Rescue Squad. The focus of this team at fires was search and rescue of trapped persons. He was accommodated 5 times for civilian rescues. As a Hazardous Materials Technician, he was chosen as one of the first firefighters in Canada to attend the country's counter-terrorism program. As Divisional Chief in charge of Training, Mark was instrumental in designing and implementing the Saint John fire Department's "Save Our Own" program and Incident Command System.

Mark has served as Incident Commander, Safety Officer and Emergency Site Manager at a number of serious incidents. On several activations of the Saint John Emergency Management Organization, Mark has fulfilled the roles of Fire Services Representative and Manager of the EOC. In the final year of service with the City of Saint John, he was the Director of Saint John Emergency Management Organization.

In relation to our nation's preparedness: Mark has completed advanced training at CFB Suffield and has served through the Centre for Security Science as a Senior Special Advisor in the area of Chemical, Biological, Radiological, Nuclear and Explosive response. In this role Mark has successfully completed projects related to implementing Capability Based Planning within the public sector; specifically, in the areas of conducting Consolidated Risk Assessments through identification of Full Spectrum Threat Scenarios. Further to the Consolidated Risk Assessments, Mark has facilitated and produced Capability Analysis/Gap Analysis within the provinces of Nova Scotia, Newfoundland & Labrador and Prince Edward Island.

Mark obtained his Bachelor of Business degree in 1998 from the University of New Brunswick and has completed the Dalhousie University, Certificate in Incident Command, the Canadian Association of Fire Chief's "Chief Fire Officer" designation (CFO), and the British: Institute of Fire Engineer's "Member's Level" designation (MIFireE) award. Mark has completed LNG Suppression Training at Texas A&M, has studied Incident Command at the U.S. National Fire Academy and also the Leadership in Crisis program at Harvard University.



Troy McQuinn, B.A. ,CEM, ABCP, PCP

Since Troy began his career as a paramedic over 25 years ago, he has worked in many facets of emergency services. His career has extended from work as a front-line Paramedic to his current role as Manager, Emergency Preparedness & Business Continuity for the provincial ambulance system in New Brunswick.

Troy has managed the emergency preparedness program for Medavie Health Services New Brunswick (MHSNB) from the commencement of the provincial ambulance service in 2007. Troy has developed Extra-Mural/Ambulance New Brunswick's emergency plans to enable strong linkages within the public safety and healthcare communities for emergency responses to both planned and unplanned events.

Some major events Troy has coordinated while with MHSNB include:

- Multiple major music concert and mass gathering events,
- Multiple Saint John River system flood events,
- Ebola preparedness activities,
- Tropical Storm Arthur 2014 response,
- Ice Storm January 2017 response,
- Provincial Nuclear Exercise Series - Intrepid 2012/2015 and Synergy Challenge 2018 and,
- COVID-19 Pandemic.

Troy has received the follow awards and professional designations:

- 2012 Motorola Award of Excellence in Emergency Preparedness.
- 2013 Governor General's EMS Exemplary Service Award.
- 2013 Certified Emergency Manager with the International Association of Emergency Managers (certified to 2024).
- 2015 Associate Business Continuity Practitioner with DRI Canada.
- 2016 ICS Lead Instructor status through NB-EMO.

Troy has many other skills, qualifications, and experiences that he brings to his classroom sessions. Highlights include collaboration with government departments, operational management experience, and providing advice and recommendations to anyone seeking expertise on matters of emergency management, business continuity, risk management, and special events planning.



Jonathan Gillan, BBA, MFSO

**Canadian Security Clearance: Level II Secret
Logistics and Analysis**

After graduating with high honours from Saint John High School, Jonathan completed a degree in Business Administration at the University of New Brunswick Saint John campus, with a dual focus in Marketing and Human Resource Management. Jonathan has a keen interest in the emergency response field and is preparing to begin a master's level study in Emergency Management. In his role with ESI, Jonathan undertakes exercise design and logistics management. Jonathan is a certified Marine Facility Security Officer, Medical First Responder, and also works on special projects including marketing, social media management, and new business unit expansion.



Gary MacDonald

Gary has 30-years' experience in broadcast journalism including coverage of significant weather events, fires and explosions, chemical leaks, power blackouts, and municipal water system failures. He has worked with Saint John Emergency Management officials providing feedback on media needs and expectations. In 2007, Gary was recognized by the Saint John Emergency Management Organization for "his commitment to SJEMO - its agencies - and the citizens of Saint John." He has also served on the former Kennebecasis Valley Fire Commission, the Rothesay Regional Police Commission, and as Chairman of the former Kennebecasis Valley Ambulance Commission.



Md Abed Hossain, MBA, B.Sc. (EEE) **Manager - IT & PMO**

Abed is a seasoned professional with a technical background and a post graduate business degree. As the IT and Virtual Product Delivery Coordinator for Emergency Solutions International, Abed brings a wealth of experience, both local and international. Abed graduated with a Bachelor of Science in Electrical and Electronics Engineering from East West University, Dhaka, Bangladesh in 2012. As a young Engineer he started his career with Chevron Bangladesh and worked in various projects at Bibiyana Gas Field as a Project Engineer, Project Team Leader, and Project Supervisor from 2012 to 2015.

While working in a variety of supervisory roles at Chevron Bangladesh, Abed, completed his first Masters of Business Administration (MBA), majoring in Human Resource Management. In 2016, he switched his career to gain experience in the NGO Sector and joined BRAC Bangladesh as a Deputy Program Manager of the BRAC Road Safety Program. At BRAC Bangladesh, Abed concentrated in project development, analysis, and implementation of many community road safety projects while managing BRAC Driving School.

Aspiring further studies in Business Administration, Abed received a scholarship at the University of New Brunswick Saint John Campus (UNBSJ), for his second MBA, majoring in Project Management. Through the UNBSJ MBA Program Abed had a rewarding internship working as a Business Consultant at the Saint John Women's Empowerment Network, a non-profit organization.

Upon graduation from UNBSJ, Abed served as a Technical Support Specialist at Xplornet Communications Inc., troubleshooting internet connectivity and resolving other technical issues for hundreds and thousands of rural Canadians. Through Xplornet, Abed gained extensive knowledge and expertise on troubleshooting various Satellite platforms and LTE technologies.

Emergency Solutions International is extending its organizational capacity and embracing the technological changes of the emerging dynamic business environment. Abed lends his technical expertise in leading the technological transformation of ESI along with providing necessary support for smooth operations, IT management, program management, organizational transformation and resiliency, and agility to respond to the current business environment