

To Improve, Unify, and Strengthen DOE's Emergency Management Enterprise

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29th Annual Meeting • July 6-10, 2015 • Shepherdstown, West Virginia
National Conservation Training Center (NCTC)

To Improve, Unify, and Strengthen The Department's Emergency Management Enterprise

Senior Leaders' Intent:

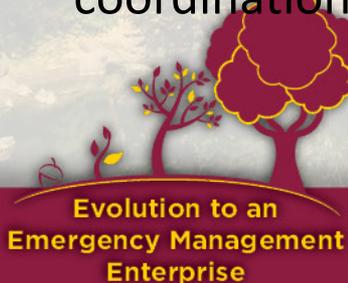
To improve the fundamental attributes of DOE/NNSA emergency preparedness, daily operations and crisis response programs, across the "all-hazards" spectrum, by unifying the present constellation of hazard and site-specific emergency operations centers and programs within a standardized Department-wide Emergency Management Organization.



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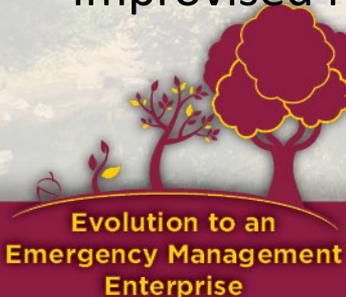
Why Improve the Department's Emergency Management Enterprise?

- Numerous studies and after-action reports from across the Department have confirmed that the Department must enhance its overall emergency management system and also become more prepared to effectively respond to the full range of all-hazards and cascading threats we might encounter across our complex, to the nation's infrastructure, and also in support of regional and nation-wide events.
- This is an exciting opportunity for the Department to resolve many long-standing issues related to our emergency management process and, as such, will require the full support of all Departmental elements, both here at headquarters and at all of our sites, as well as collaboration with The National Laboratory Director's Council, to ensure full cooperation and coordination with our laboratory partners.



What We Mean By An Enterprise-Wide “All-Hazards” Approach

- Energy Sector incidents, including disruptions and threats to our electricity, oil, and/or natural gas infrastructure
- DOE-site security incidents, including violent attacks or civil unrest
- DOE-site hazard releases, including migration/release off-site
- DOE-site personnel health or safety events
- National or International all-hazards threats or incidents
- Cyber attacks on critical infrastructure
- Biological events, including bioterrorism, epidemics, pandemics
- Radiological Dispersal Device threats or detonation
- Improvised Nuclear Device threats or detonation

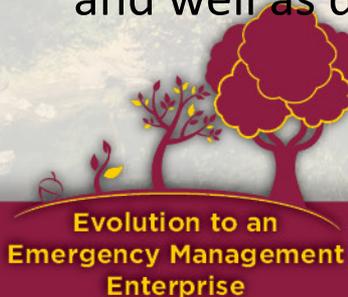


We Are Reorganizing To Reduce Risks

The Emergency Management Enterprise:

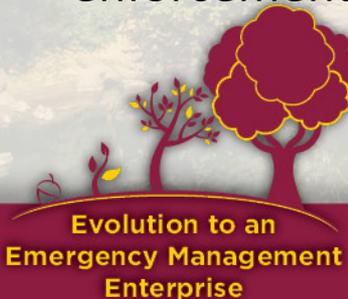
Integrates the Department's emergency operations, preparedness programs, and response capabilities into a comprehensive and coordinated emergency management enterprise, to provide a more effective response to both daily events and major all-hazards disasters

- Inclusive – DOE and NNSA, and both headquarters and sites
- Efficient- Optimizes the functional use of all capabilities
- Resilient- Structured to respond and adapt to multiple events
- Doctrine Supportive – Aligned with DOE 151.1C (and as revised in .1D)
- Mission Agnostic – Organized to manage “all-hazards” on a routine basis, and well as during large-scale crisis operations



We Must Operate the Emergency Management Enterprise Safely, Securely, & Efficiently

- To enhance both worker protection and the public in the event of an emergency
- To improve situational awareness of DOE/NNSA Leadership
- To move from a criticized reactive & fragmented set of emergency operations centers to a proactive and centralized enterprise system
- To standardize emergency management procedures when operating day-to-day, and when standing up for a crisis.
- To respond to lessons-learned, in order to improve both site-level and complex-wide emergency management outcomes
- To address weaknesses in emergency preparedness oversight & enforcement



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The Leadership Role of the Emergency & Incident Management Council (EIMC) over the Enterprise

- The Council will serve as the primary DOE strategic-level leadership coordination, synchronization, and oversight mechanism for senior Department leadership during an emergency of such significance to warrant Council activation, to include those events that might require the coordinated efforts of several sites or programs.
- The Council will convene as required by the Secretary, or Deputy Secretary, or, in the case of an emergency, based on the level of activation of the Department. This includes continuity-of-operations events, national-level exercises, and other significant events, domestic or foreign, where circumstances warrant Council action.

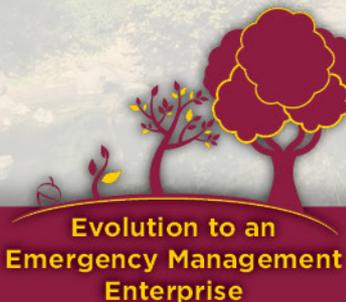


EIMC Membership

- Deputy Secretary (Chair)
- Chief of Staff to the Deputy Secretary
- Under Secretary for Management and Performance
- Under Secretary for Science and Energy
- Under Secretary for Nuclear Security/Administrator, NNSA
- Administrator, Energy Information Administration
- Assistant Secretary for Congressional and Intergovernmental Affairs
- Assistant Secretary for Electricity Delivery and Energy Reliability
- Assistant Secretary for Environmental Management
- Assistant Secretary for Public Affairs
- Associate Under Secretary for Environment, Health, Safety & Security
- Chief Information Officer
- Chief Financial Officer
- Chief Human Capital Officer
- Director, Office of Intelligence and Counterintelligence
- Director, Office of Management
- General Counsel
- Senior Advisor to the Office of the Secretary for Incident Management

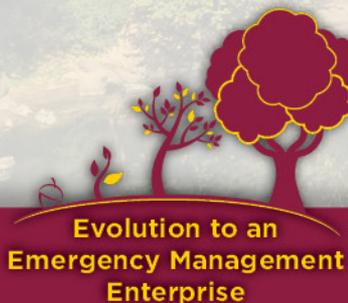
EIMC Direction to Stand-Up a Unified Command Crisis Response Structure

- The Unified Command Group will keep the EIMC informed through situational reporting from the General Staff (Operations, Planning, Logistics, Intel, Administration/Finance sections) and seek strategic guidance. The Unified Command Group will manage or direct Crisis Action Teams according to the Council's strategic guidance or national policy.
- When appropriate, the Chair will activate the Unified Command Structure to coordinate the operational response actions and manage mission support functions (i.e. staffing, facilities, and systems) for DOE at Headquarters. Other DOE offices and functions shall support and respond to tasking's from the Unified Command Group.



DOE's Unified Command Structure Plan of Action *IOC of May, 2016*

- Develop and align policy and authorities to govern this crisis response command structure
- Develop plans and protocols for its operation
- Develop education requirements and implementation processes for both DOE decision makers and command staff
- Develop a training program to integrate Program Offices into this command structure
- Create progressive exercise program to test education, training, plans, and authorities of DOE Unified Command Structure



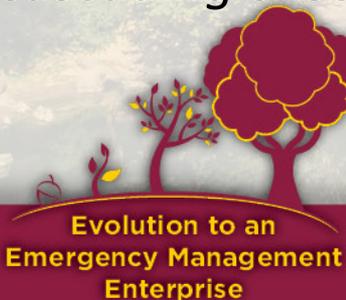
We Are Unifying & Consolidating Emergency Watch and Operational Functions *IOC of November, 2016*

The Consolidated EOC (CEOC) will be the Enterprise's "Situational Awareness and Reporting Hub" - for information, communications, & best-in-class modeling and visualization tools in support of operations

- To both improve our emergency preparedness posture and facilitate comprehensive information sharing and synchronization with HQ.
- To respond more effectively to the full range of hazards and cascading events we might encounter across our complex.
- To leverage our national laboratory systems' technical expertise.
- To engage the assets, resources & skills resident in our workforce

Goal of the Enterprise – with Unified Command and CEOC Operational:

An integrated and scalable capability to successfully coordinate, manage, and respond to both routine events and enduring 24X7 cascading crises.



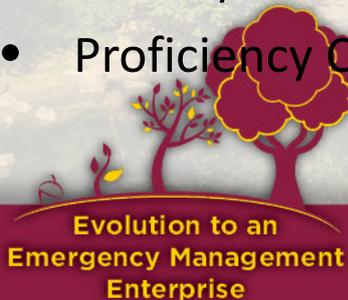
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We Will Lead A Parallel Process To Revise DOE Order 151.1 - To Support the Improved Enterprise

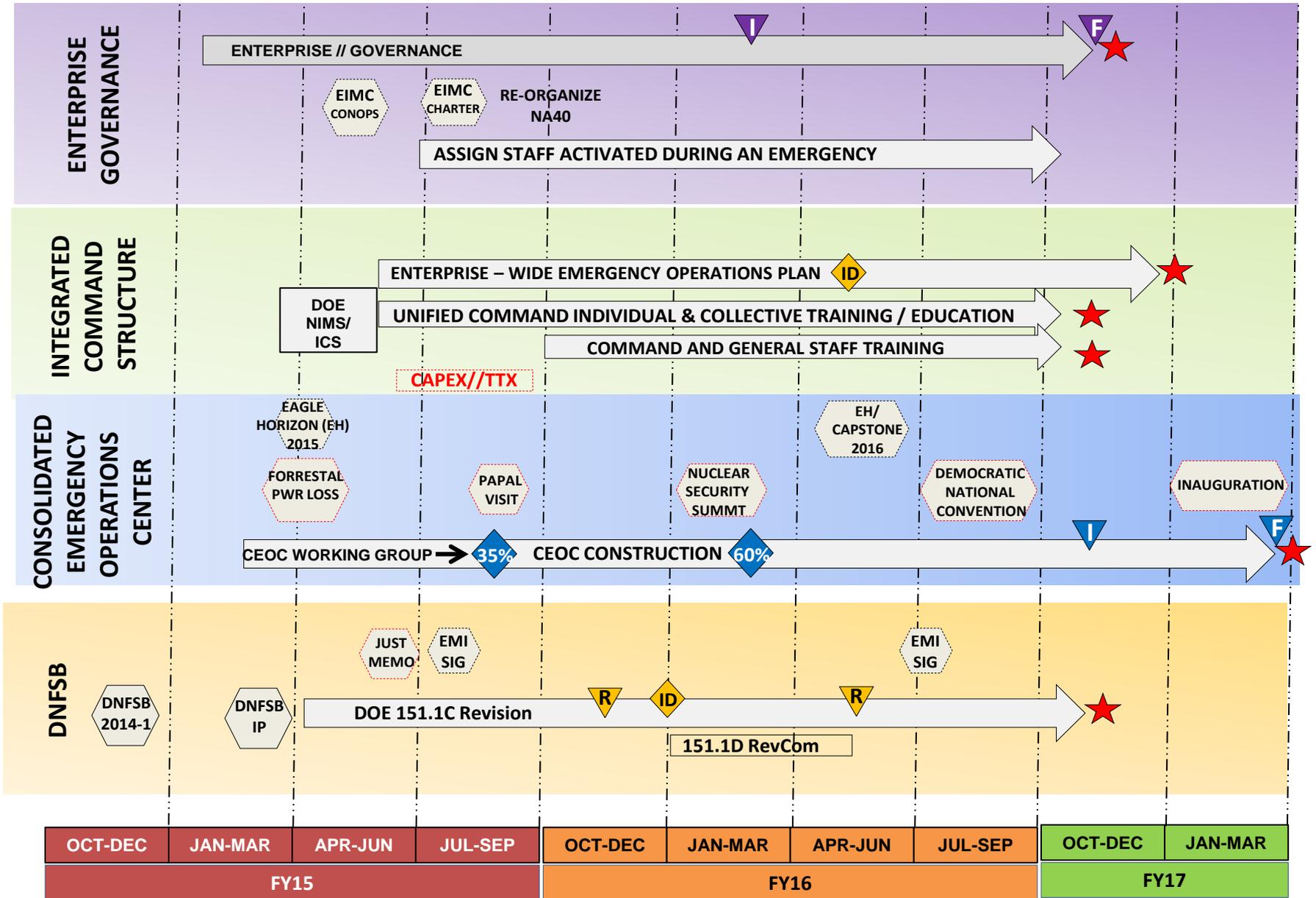
New Revision DOE Order 151.1D will be finalized NLT November, 2016 concurrent with, and supportive of, the overall Emergency Management Enterprise, including the CEOC's IOC & Unified Command response structure

DOE O. 151.1D to include Enterprise/CEOC supportive improvements:

- Management and Oversight Processes
- Independent Assessments
- Corrective Actions and Lessons Learned Processes
- Reporting Process
- Readiness Assurance
- Severe/All Hazards Preparedness
- Proficiency Criteria for Evaluating Training, Drills and Exercises



INTEGRATED SCHEDULE OF EMERGENCY MANAGEMENT INITIATIVES



= Full Operational Capability
 = Initial Operational Capability
 = Report
 = Initial Draft
 = Projected
 = Culminating Objective