

**TEHACHAPI VALLEY HEALTHCARE DISTRICT  
STRATEGIC PLANNING COMMITTEE**

**AGENDA**

**May 12, 2022**

**Tehachapi CA 93561**

**12:30 pm**

**116 W E Street**

**Tehachapi, CA 93561**

**I. CALL TO ORDER**

**II. PUBLIC COMMENTS ON ITEMS NOT APPEARING ON THE AGENDA**

This portion of the meeting is reserved for persons desiring to address the Committee on any matter not on the agenda over which the District has jurisdiction. You may state your name and address for the record. Time is limited to 3 minutes per speaker. The Committee can take no action on your presentation, but can seek clarification to points made in your presentation or comments. Additionally, members can ask staff for factual information, refer the item to staff and/or calendar the item on a future agenda. Any person desiring to speak on an agenda item will be given an opportunity to do so prior to the Committee taking action on the item.

**III. APPROVAL OF MINUTES**

A. April 14, 2022

**IV. OLD BUSINESS**

A. Strategic Plan FY23

B. DMV Grant Update

C. Generator Plan

**NEW BUSINESS**

None

**VI. REPORTS**

None

**VII. BOARD COMMENTS ON BUSINESS NOT APPEARING ON THE AGENDA**

**VIII. ADJOURNMENT**

TEHACHAPI VALLEY HEALTHCARE DISTRICT  
STRATEGIC PLANNING  
MINUTES  
April 14, 2022  
12:30 pm

**Board Members Present:** Christine Sherrill, Mike Nixon

**Staff Present:** Caroline Wasielewski, CEO, Lisa Hughes, Business Manager

**Guest Present:** Jay Schlosser, City of Tehachapi

**Transcribed by:** Recorded and Transcribed by Caroline Wasielewski, CEO

**Approval:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Mike Nixon, Chair

**COMMITTEE ACTIONS AND DIRECTION SHOWN IN CAPS AND BOLD**

- I. **CALL TO ORDER**
- II. **PUBLIC COMMENTS ON ITEMS NOT APPEARING ON THE AGENDA**  
None
- III. **APPROVAL OF MINUTES**
  - A. March 10, 2022  
**APPROVED by committee; SHERRILL/WASIELEWSKI**
- IV. **OLD BUSINESS**
  - A. Strategic Plan FY23  
CEO Wasielewski distributed a draft of SWOT analysis and goals to accomplish for FY23. Committee and staff will review, complete and return for May meeting. Focusing on key actions for each goal.
  - B. Engineer Update
  - C. Policies
- V. **NEW BUSINESS**
  - A. Lot Sale
- VI. **REPORTS**  
None
- VII. **BOARD COMMENTS ON BUSINESS NOT APPEARING ON THE AGENDA**  
None

VIII. **Adjournment**  
The meeting adjourned at 1:00 pm

## Tehachapi Valley Healthcare District

4/14/22

5/12/22 Rev

### Mission Statement:

To promote and improve the quality of life and healthcare services to our community.

### SWOT

#### Strengths

1. Tax revenue provides a dependable source of income
2. District 'partnership' opportunities to working with community groups and agencies is well received.
3. Ownership of prime downtown lot.

#### Weaknesses

1. District's small staff size limits our opportunity to thoroughly develop relationships with strategic partners such as other funders and program experts.
2. Tax revenue is only form of revenue

#### Opportunities

1. There continues to be significant unmet needs in our community

#### Threats

1. Unmet community healthcare needs will continue to outweigh our funding capacity.
2. Increase in business venues, competition for tenants

Goal 1 – Assure the prudent oversight and management of District assets.

1. Staff will prepare an annual income and expense budget for Board approval. Staff will provide income and expenses every month. Staff will not overspend expense budget unless approved by the Board. Budget will be listed on website.
2. District will contract for an annual audit and report findings to the Board. The audit will be listed on the website.
3. Staff will provide the Board with a copy of the monthly check register and provide detail when asked.
4. District CEO will review all invoices and approve before payments are made.

Goal 2 – To be a leader in bringing organizations together to support good ideas that benefit and educate our residents.

1. District representatives will play an active role in community collaboratives.
2. Attend GTEDC meetings.
3. Complete Community Resource Center

Goal 3 – Create and manage our own programs and services to complement what is offered by other community-based organization or to fill gaps if such services are not adequately offered.

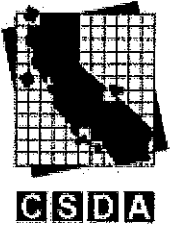
1. Community Resource Center

Goal 4 – Communicate with District residents through a wide approach to communications including an active website, public presentations and periodic local news articles.

1. Email addresses will be gathered from residents so that reports and other communications can be sent electronically.
2. Staff will seek opportunities to make presentations to community groups
3. Staff will assure that our website is regularly updated and current.

Goal 5 – To be transparent and informative of District Activities

1. Conform to all guidelines outlined in the CSDA certification process
2. Review other websites to look for ideas that can be added.
3. Post minutes of our Board meetings to the website.



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# Disaster Strikes: The Importance of Incident Command

By Kristin Withrow posted 04-07-2022 03:11 PM

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*Co-authored by Chelsey Perkins, Planning Specialist, Connect Consulting Services; and Erik Angle RN, MICN, MEP, NHDP, Emergency Preparedness Coordinator, Sutter Roseville Medical Center*

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It could be a day just like any other day. Then the world around you can change forever. From natural disasters (such as wildfires, earthquakes, tornadoes, and hurricanes) to human-caused disasters (such as terrorism, active shooters, hazardous materials spills) disasters will happen. Knowing the risks, planning for the risks, and understanding actions to perform when they do happen can be critical for your safety and safety of your personnel, your business, and your customers. The use of the Incident Command System (ICS) is one of the key actions that can be used for successful response to all-hazard disaster incidents. Below you will find a how-to-guide to operationalize ICS within your organization.

ICS is a vetted concept and has been around more than 30 years. Through two separate incidents, wildfires in 1970 and the 9/11/2001 terrorist attacks, the system evolved and has been adopted by a wide variety of local, state, and national emergency management and law enforcement organizations due to its many documented successes. Today, it serves as a model all-risk, all-agency emergency management system.

ICS is a system, not a policy, used to direct, control, and coordinate the efforts of individual agencies as they work towards the common goal of stabilizing an all-hazard incident to protect life, property, and the environment. The “all-hazard” concept means that aspects of ICS can be used for any type of disaster, from natural (Wildfire or Severe Weather Responses) to human-caused (such as 9/11 or the Las Vegas Harvest Festival Active Shooter Incident) ICS uses principles and best practices that have been proven repeatedly to improve safety, efficiency, and effectiveness and applies these principles to emergency response. During all-hazard emergencies, problems and challenges often occur because leadership and management systems that work well on a day-to-day basis cannot effectively meet the additional needs during a disaster. Key benefits for using ICS include:

- Establishes a predictable Chain of Command, no confusion on who would be in charge (i.e., Incident Commander)
- Provides a manageable span of control, limiting the number of personnel being managed under a leader and providing ability to add other leadership roles to supervise (i.e., Section Chiefs, Branch Directors)
- Clearly delineates roles and responsibilities with titles and Job Action Sheets
- Uses standard or common terminology to ensure clear communication (i.e., no codes, no jargon) through a common communication plan

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ICS divides an emergency response into five manageable functions essential for safe emergency response operations.

These Include:

- **Command Section** sets the priorities and objectives for overall command and response to the incident. This section includes the key roles:
  - The **Incident Commander** is responsible for the overall management of the incident and is always activated in response
  - The **Public Information Officer** reports to the Incident Commander and is responsible for the development and release of information about the incident.
  - The **Safety Officer** is responsible for monitoring and assessing hazardous and unsafe situations as well as developing measures for assuring personnel and responder safety.
  - The **Liaison Officer** serves as the point of contact for assisting and coordinating activities between the facility and other responders and agencies.
- **Operations Section** has responsibility for tactical “boots on the ground” operations to carry out objectives for incident response
- **Planning Section** is responsible for collection, evaluation, and dissemination of information and intelligence related to the incident and provide documentation of incident response
- **Logistics Section** is responsible for providing the necessary resources and support to meet incident response needs
- **Finance and Administration Section** is responsible for monitoring and documenting all costs, including additional staffing costs and workers compensation if injuries occur during the response as well as provides the necessary financial support related to the incident

The basic structure of ICS is the same regardless of the type of emergency, is scalable for response, and will reflect the magnitude of the incident. Not all positions and roles need to be filled but only activated as needed.

To create a culture of preparedness for your agency, it can be done by a process:

- Establish a Team or key individual at your agency to be a designated Subject Matter Expert and oversee developing an emergency preparedness/response plan. This would include development of an ICS structure and training.

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- Know your capabilities and risks. Conduct a risk assessment regarding hazards your agency and region may face and your current ability to address those. This will help develop mitigation steps needed for response, including training, role designation of personnel in ICS and response.
- Use the risk assessment to help develop your emergency plan(s) and program. This may include response to specific hazards, communication, command and control structure in ICS, leadership orders of succession and even identified training needed. This should be done annually as a best practice.
- Approve and implement the plan(s). Make it a “living document” and useful, not something that just gathers dust and is outdated the minute it gets approved. Update the plan on a as needed basis and routinely review for accuracy and applicability. Practice the plan, use lessons learned in drills/exercises and actual incidents to streamline your plan, and train your ICS staff for their roles (as a common issue identified in poor incident response is lack of trained personnel holding key ICS positions).

In conclusion, ICS is a tried and true is the system used to command, control, and coordinate the response efforts of individual agencies as they work towards the common goal of stabilizing an emergency to protect life, and property. It is tried and true system based on best-practices and lessons learned from disaster incident response. When disaster strikes, from natural or human-caused, knowledge and use of ICS can be a crucial tool to have for safe all-hazard response.

This article was created in conjunction with the 2022 Emergency Preparedness Summit combining industry experts and USC faculty to bridge the gap between theoretical learning and real experience. The Summit is available at [csda.net](https://www.csda.net) under the Learn tab.

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<https://www.csda.net/blogs/kristin-withrow1/2022/04/07/the-importance-of-incident-command>

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