ORGANIZING FOR A DISASTER – USING THE NIMS/ICS COMMAND STRUCTURE

PAUL KAMIKAWA CBCP
OSHKOSH CORPORATION
PRINCIPAL TECHNICAL ANALYST – DISASTER RECOVERY

5/30/2018
Paul Kamikawa CBCP
BRPASW 2018
AGENDA

ICS – NIMS – National Incident Management System/ICS – Incident Management System - What is it?

ICS Command Structure

- ICS Attributes
- ICS Organization
- ICS Functions

ICS and Crisis Management

ICS Other examples

Position Expectations

Incorporating the structure in your plans

Summary
WHAT IS THE INCIDENT COMMAND SYSTEM - ICS?

ICS:

• Is a standardized, on-scene, all-hazards incident management concept.
• Enables a coordinated response among various jurisdictions and agencies.
• Establishes common processes for planning and management of resources.
• Allows for integration within a common organizational structure.

Source: FEMA ICS 100 Course
WHY ICS?

In the early 1970s, ICS was developed to manage rapidly moving wildfires and to address the following problems:

Too many people reporting to one supervisor;
Different emergency response organizational structures;
Lack of reliable incident information;
Inadequate and incompatible communications;
Lack of structure for coordinated planning among agencies;
Unclear lines of authority;
Terminology differences among agencies; and Unclear or unspecified incident objectives.
WHEN IS ICS USED?

ICS can be used to manage:
- Natural hazards.
- Technological hazards.
- Human-caused hazards/Terrorist Attacks/Active Shooter
- Planned events.
- Business Crises

Source FEMA ICS 100 Course
WHY USE ICS?

1. It Works!

2. Mandates

Source FEMA ICS 100 Course

Paul Kamikawa CBCP
BRPW 2018
NIMS Components

- Fundamentals and Concepts of NIMS
- Resource Management
- Command and Coordination
- Communications and Information Management

Additional Information: https://www.fema.gov/national-incident-management-system

Source FEMA ICS 100 Course

Paul Kamikawa CBCP
BRPW 2018
Using common terminology helps define:

• Organizational functions.
• Incident facilities.
• Resource descriptions.
• Position titles.
**Command: Definition**

**Command**: The act of directing, ordering, or controlling, by virtue of **explicit** statutory, regulatory, or delegated authority.

At an incident scene, the Incident Commander has the authority to assume command!

*Source: FEMA ICS 100 Course*
ICS ORGANIZATION

Differs from day-to-day organizational structures and positions by:

- Using unique ICS position titles and organizational structures.
- Assigning personnel based on expertise, not rank. For example, a director may not hold that title when deployed under an ICS structure.

Source: FEMA ICS 100 Course
CHAIN OF COMMAND

Chain of command:

• Is an orderly line of authority within the response organization.

• Allows incident managers to direct and control the actions of all personnel under their supervision.

• Avoids confusion by requiring that orders/information flow from supervisors.

• *Does not prevent personnel from sharing information.*

Source: FEMA ICS 100 Course

Paul Kamikawa CBCP
BRPW 2018
UNITY OF COMMAND

Under unity of command, personnel:

• Report to only **one** incident supervisor.
• Receive work assignments only from the assigned supervisor.
• **Does not prevent personnel from sharing information**

Source: FEMA ICS 100 Course

Paul Kamikawa CBCP
BRPW 2018
MANAGEABLE SPAN OF CONTROL

Span of control:

- Pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.
- Is key to effective and efficient incident management.
- ICS span of control for any supervisor is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.

Source: FEMA ICS 100 Course

Paul Kamikawa CBCP
BRPW 2018
## MANAGEMENT FUNCTION DESCRIPTIONS

<table>
<thead>
<tr>
<th>Function</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Command</td>
<td>• Establishes incident objectives, strategies, and priorities.</td>
</tr>
<tr>
<td></td>
<td>• Assume overall responsibility for the incident.</td>
</tr>
<tr>
<td>Operations</td>
<td>• Determines tactics and resources for achieving objectives.</td>
</tr>
<tr>
<td></td>
<td>• Directs the tactical response.</td>
</tr>
<tr>
<td>Planning</td>
<td>• Collects and analyzes information.</td>
</tr>
<tr>
<td></td>
<td>• Tracks resources.</td>
</tr>
<tr>
<td></td>
<td>• Maintains documentation.</td>
</tr>
<tr>
<td>Logistics</td>
<td>• Provides resources and needed services.</td>
</tr>
<tr>
<td>Finance/Administration</td>
<td>• Accounts for expenditures, claims, and compensation.</td>
</tr>
<tr>
<td></td>
<td>• Procurers needed resources.</td>
</tr>
</tbody>
</table>

*Source FEMA ICS 100 Course*
INCIDENT COMMANDER RESPONSIBILITIES

The Incident Commander is responsible for:

• Ensuring incident safety.
• Providing information to internal and external stakeholders.
• Establishing and maintaining liaison with other agencies participating in the incident.

Source FEMA ICS 100 Course

Paul Kamikawa CBCP
BRPW 2018
EXPANDING THE ORGANIZATION

Command Staff:
Provide information, safety, and liaison services for the entire organization.

General Staff:
Delegated functional responsibilities.

Source: FEMA ICS 100 Course
The Liaison Officer:

- Assists the Incident Commander by serving as point of contact for representatives from other response organizations.
- Provides briefings to and answers questions from supporting organizations.
GENERAL STAFF OVERVIEW

Directs all response/tactical actions to achieve the incident objectives.

Activated, as needed, to support the incident response directed by the Operations Section or Incident Command.

Source: FEMA ICS 100 Course
OPERATIONS SECTION: MAJOR ACTIVITIES

• Directs and coordinates all incident tactical operations.
• Is typically one of the first organizations to be assigned to the incident.
• Expands from the bottom up.
• Has the most incident resources.
• May have Staging Areas and special organizations.

Source FEMA ICS 100 Course
PLANNING SECTION: MAJOR ACTIVITIES

- Collecting, evaluating, and displaying incident intelligence and information.
- Preparing and documenting Incident Action Plans.
- Tracking resources assigned to the incident.
- Maintaining incident documentation.
- Developing plans for demobilization.

Source: FEMA ICS 100 Course
LOGISTICS SECTION: MAJOR ACTIVITIES

- Ordering, obtaining, maintaining, and accounting for essential personnel, equipment, and supplies.
- Providing communication planning and resources.
- Setting up food services for responders.
- Setting up and maintaining incident facilities.
- Providing support transportation.
- Providing medical services for injured personnel.

Source: FEMA ICS 100 Course
FINANCE/ADMINISTRATION SECTION: MAJOR ACTIVITIES

The Finance/Administration Section is responsible for:

- Contract negotiation and monitoring.
- Timekeeping.
- Cost analysis.
- Compensation for injury or damage to property.
- Documentation for reimbursement (e.g., under MOUs).

Source: FEMA ICS 100 Course
CRISIS PHASES

- **Minutes-Hours**: Emergency Response
- **Hours - Days**: Crisis Management
- **Days-Weeks**: Process and Systems Recovery

Return to Normal
ICS Characteristics
- At an incident scene, the Incident Commander has the authority to assume command
- Chain of command
- Unity of Command
- Span of control
CRISIS MANAGEMENT COMMAND STRUCTURE

Incident Commander
  - Operations Section
  - Planning Section
  - Logistics Section
  - Finance/Admin Section

Command Staff

Incident Commander
  - Safety
  - Communications / Public Info
  - Liaison

General Staff

Emergency Operations
  - Evacuation
  - Security
  - Facilities
  - Health Services
  - Environmental

Business Operations
  - IT Disaster Recovery
  - Business Recovery Plan Team Leaders
  - Records Management

Logistics
  - Material Management
  - Quality
  - Meeting & Travel

Finance / Admin
  - Administration
  - Human Resources
  - Legal
  - Risk Management

Paul Kamikawa CBCP
BRPW 2018
EMERGENCY RESPONSE

Initial Incident Commander

Emergency Operations

Security
- Physical Security
  - Access Control
- DAST

Facilities
- Building Services
  - Electrical Operations
  - Gas & Water Operations
  - General Building Operations

Evacuation
- Rally Point Supervisor
  - Evacuation Wardens

Medical
- Rally Point Supervisor
  - Evacuation Warden

Environmental
- 1st Shift ERT
  - 2nd Shift ERT
  - 3rd Shift ERT

Paul Kamikawa CBCP
BRPW 2018
EMERGENCY RESPONSE - TRANSITION

Emergency Operations
- Security
  - Physical Security
  - Access Control
- Facilities
  - DAST
- Evacuation
  - Building Services
  - General Building Operations
  - Electrical Operations
  - Gas & Water Operations
- Evacuation Wardens
- Rally Point Supervisor
- Medical
  - 1st Shift ERT
  - 2nd Shift ERT
  - 3rd Shift ERT
- Environmental
- Business Operations
- Logistics
- Finance & Administration

Incident Commander
- Safety Officer
- Public Information Officer
- Liaison Officer
EXPAND THE USE - ORGANIZE THE IT WAR ROOM

IT Recovery Organization

- **Incident Commander**
  The Incident Commander oversees the overall Disaster Recovery and Business Continuity effort and maintains communications with the EOC and Crisis Management Team.

- **IT Liaison**
  Interfaces directly with the Crisis Management Organization for status in the overall crisis.

- **IT Finance Officer**
  Will approve any necessary IT expenditures made for the resumption of services. Reports to EOC Finance Officer.

- **Planning Section Chief**
  The Planning Section Chief - (PSC), is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and the status of resources.

- **Logistics Section Chief**
  The Logistics Section Chief is responsible for damage assessment, salvage activities, overall security issues and handling shipments of backup materials, equipment and furnishings.

- **Operations Section Chief**
  The Operations Section Chief oversees the resumption of Data Center and IT functions.

- **Administration Section Chief**
  The Administrative Section Chief will provide clerical and administrative support to the recovery efforts.

Paul Kamikawa CBCP
BRPW 2018
DECENTRALIZED DR RESPONSE ORGANIZATION
CRISIS MANAGEMENT EXPECTATIONS

Expectations - Command Staff

- Perform Transfer of Command from Emergency Response to Crisis Management
- Incident Commander leads the crisis or exercise
- Utilize notification and communication tools to assemble team and provide status
- Develop Initial Status Report from summaries collected from the General Staff leads
- Assemble and dispatch the Damage Assessment Team
- Act on the Damage Assessment Team report
- Develop a status report and recommendations for the Senior Executives
- Know the internal and external communications procedures
- Know the status of employees and visitors throughout the crisis
- Keep in contact with outside agencies (fire and police) and report status
- Status meetings are scheduled and held at regular intervals
- Establish the location for the Emergency Operations Center
- Address Safety concerns
**Expectations - Emergency Operations**

- Effective Transfer of Command from ER to CM
- Use the CMT Forms for reporting and documentation
- Conduct Damage Assessment
- Work within the command structure to gather information pertaining to your area
- Emergency Operations Team Leader gathers information from the team and reports to Incident Commander
- Damage Assessment reports status of the area with outage estimate and recommends a plan of action to the Incident Commander
- Notifications are made to restoration vendors
- Security addresses access to the facility and affected areas and oversees the areas where employees are present
- Environmental concerns are addressed and action plans are developed
- Health services works with HR to continue to monitor the overall health of the employee's affected
**Expectations - Business Operations**

- Determine the impact to the business short term and long term
- Be familiar with the business and IT DR recovery strategies
- Work within the command structure to gather information pertaining to your area
- Use the CMT Forms for reporting and documentation
- Business Operations Team Leader gathers information from the team and reports to the Incident Commander
- Keep Business Recovery Plan Team Leaders informed of status
- Know where to access the IT DR and Business recovery plans
- Determine short term and long term strategies from the business areas and provide recommendations to the Incident Commander
- Determine the availability of the facility from Emergency Operations
- Notify Records Management so mitigation and recovery processes are initiated
**GENERAL STAFF – LOGISTICS –**
**DEVELOP AND MANAGES LOGISTICAL SITUATIONS WITH MATERIALS AND PEOPLE MOVING IN AND OUT OF THE CRISIS AREA**

**Expectations - Logistics**
- Use the CMT Forms for reporting and documentation
- Provide strategy for transportation of materials in and out of location
- Logistics Team Leader gathers information from the team and reports to the Crisis Incident Commander
- Work within the command structure to gather information pertaining to your area
- Logistic issues are addressed
- Quality oversees the recovery operations
- Employee transportation needs are addressed
GENERAL STAFF - FINANCE/ADMINISTRATION – HR ISSUES, FINANCING THE CRISIS, ADDRESS RISK, INSURANCE AND LEGAL ISSUES

Expectations – Finance/Administration

• Use the CMT Forms for reporting and documentation
• Work within the command structure to gather information pertaining to your area
• Log key activities
• Work within the contractual agreements for represented workers
• Finance/Admin Team Leader gathers information from the team and reports to the Crisis Incident Commander
• Crisis forms and documentation is collected and recorded
• HR develops situational policies and action plan to address the situation - including pay, benefits, trauma, injuries and death
• Finance establishes a cost center for the crisis and monitors expenses
• Work with risk and legal to address issues
## Table of Contents

- Crisis Management: 5
- Crisis Level Determination - Escalation Procedures: 6
- Emergency Operations Center (EOC) Locations: 7
- Crisis Management Response Flow Diagram: 8
- Crisis Response Flow Diagram Level 1: 8
- Crisis Response Flow Diagram Level 2 & 3: 8
- Crisis Management Team (CMT): 9
- Corporate CMT Contacts: 10
  - Senior Executive Crisis Management Team List: 11
  - Corporate Communications: 11
- Corporate Business Continuity Management: 12
- Corporate GIS: 12
- Corporate Records Management: 13
- Corporate Traffic Operations: 13
- Corporate Travel: 14
- Corporate Human Resources: 15
- Corporate Legal: 15
- Corporate Risk Management: 15
- Site Crisis Management Incident Commanders: 15
- Site Emergency Response Incident Commanders: 15
- Automated Call Software: 16
- Automated Call Software Sign In Web Address: 16
- Automated Call Software Lists: 16
- Automated Call Software message number: 16
- Automated Call Software Dial In Number: 16
- Crisis Management Conference Calls: 17
- Crisis Management Organization: 18
- General Procedures: 18
- Crisis Management Team Member Quick Reference Checklists: 18
  - Emails: 19
  - Contact Numbers/Contact Information: 19
  - Teams: 19
  - Damage Assessment and Salvage Team (DAST): 19
  - Business Operations: 19
  - IT Disaster Recovery: 20
  - Business Recovery Plan Team Leaders: 20
  - Records Management: 20
- Logistics: 20
- Supplies: 20
- Travel and Mileage: 20
- Finance & Administration: 20
- Human Resources: 20
- Legal: 20
- Site Management: 21

## Task List

### CMT Response Tasks

The Crisis Management Team will consult and/or use the following tasks during a business interruption or disaster.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.a</td>
<td>Activate Identify appropriate Emergency Operations Center (EOC) location. If EOC is located in an alternate facility, bring Satellite Box.</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>1.b</td>
<td>Activate Contact Crisis Management Team (CMT) via Automated Call Software. If communications personnel are not on site, arrange to get a communication resource available immediately. The message Automated Call Software message should include: 1. Crisis Level - 1, 2, or 3 2. Brief description and status of the situation 3. Location of the Emergency Operation Center or meeting place 4. If the conference line is available 5. The time when the next status meeting will be 6. The name of the person initiating the call</td>
<td>Incident Commander Communications Security</td>
</tr>
<tr>
<td>1.c</td>
<td>Activate Initiate open site conference call number to EOC. 888-279-9936 Access Code 9936</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>1.d</td>
<td>Activate Initiate CMT and CMI incident logs. Reference Appendix - Incident Log</td>
<td>Administration</td>
</tr>
<tr>
<td>1.e</td>
<td>Activate Verify physical security assets have been deployed around affected areas.</td>
<td>Security</td>
</tr>
<tr>
<td>1.f</td>
<td>Activate Limit access to members of the CMT, Damage Assessment and Salvage Team (DAST) and recovery teams. A member of the CMT should approve exceptions. Provide Credentials for CMT Members if necessary. Adhere to same level of security when compared to normal operations</td>
<td>Security</td>
</tr>
<tr>
<td>1.g</td>
<td>Activate Conduct initial situation briefing and provide future CMT decisions. Include the Senior Executive Crisis Management Team Reference Appendix Initial Situation Briefing Agenda</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>1.h</td>
<td>Activate Work with telephone company/service provider(s)/vendor(s) to direct incoming calls to recovery location and/or EOC site.</td>
<td>GICS</td>
</tr>
<tr>
<td>1.i</td>
<td>Activate Contact additional CMT personnel as EOC if needed. Reference Appendix - Public Relations and Crisis Communications Communications Plan</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>1.j</td>
<td>Activate Adhere to the procedures in the Communications Plan Reference Appendix - Public Relations and Crisis Communications Communications Plan</td>
<td>Communications</td>
</tr>
<tr>
<td>2.a</td>
<td>Assess Deploy DAST team. The DAST is responsible for: 1. Conducting the initial assessment of the damage to facilities and equipment 2. Gathering the information regarding the damage 3. Providing an estimate of length of downtime 4. Recommending a reconfiguration to the Incident Commander to declare or not declare a disaster</td>
<td>DAST</td>
</tr>
<tr>
<td>2.b</td>
<td>Assess If applicable, conduct an environmental assessment to determine the amount of toxic materials released in the air, water or spilled on the ground.</td>
<td>Environmental</td>
</tr>
<tr>
<td>2.c</td>
<td>Assess Evaluate business issues which are critical, based on the timing and impact of the business interruption. Reference Appendix - Process Recovery Time Objectives.</td>
<td>Business Operations</td>
</tr>
<tr>
<td>2.d</td>
<td>Assess Consult with Security and regarding building access and length of time access to building is prohibited. Contact local, regional, state and national emergency response agencies as appropriate for additional</td>
<td>Security</td>
</tr>
</tbody>
</table>
SUMMARY

Why use ICS?

• It is how Public Sector/Emergency Response is structured
• At an incident scene, the Incident Commander has the authority to assume command
• Chain of command
• Unity of command
• Span of control
• It’s flexible
• It Works!
FEMA COURSE ICS - 100

- Free – Access on the web
- Independent Study or can be taught by an instructor
- Instruction Materials are available on the Web
- Certificate of Achievement awarded upon successful completion

https://training.fema.gov/is/courseoverview.aspx?code=IS-100.b

Paul Kamikawa CBCP
BRPW 2018