Incident Command System (ICS) Overview for Senior Leadership & Policy Makers

(Also known as "ICS-402: ICS Overview for Executives and Senior Officials")

About this overview…

This program has been modified locally from its original content to reflect 2017 changes to the National Incident Management System or NIMS.

Objectives (1 of 2)

- Describe the Incident Command System (ICS)
- Describe the ways ICS can be applied
- Define the role of Senior Officials relative to the ICS
- Describe the major responsibilities of Senior Leaders and Policy Makers as related to an incident
- Demonstrate basic familiarity with ICS terminology
- Describe the basic organization of ICS and functional responsibilities of the Command and General Staffs
- Describe issues that influence incident complexity and the tools available to analyze complexity

Objectives (2 of 2)

- Discuss the differences between incident ICS organizations and activities and the support and coordination provided by Emergency Operations Centers (EOCs), Area Commands, and Multiagency Coordination Systems (MAC)

- Understand the administrative, logistical, financial, and reporting implications of large incident operations

- Describe the sources of information regarding the incident and how to access them

- Describe types of agency(ies) policies and guidelines that influence management of incident or event activities

Part 1: NIMS & ICS Fundamentals

National Incident Management System

National Incident
Management System

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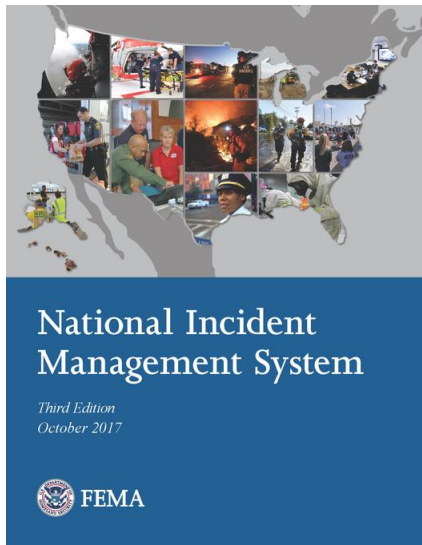
- What? . . . NIMS provides a consistent nationwide template. It is more than just ICS and applies equally from local incident command to the National Response Coordination Center…

- Who? . . . to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .

- How? . . . Through Prevention, Protection, Mitigation, Response and Recovery, we lessen the effects of incidents regardless of cause, size, location, or complexity . . .

- Why? . . . in order to prevent or reduce the loss of life and property, and harm to the environment.

National Preparedness Emphasizes "Whole of Community" Partnerships …

Individuals and Households	Private Sector	Nongovernmental Organizations

Local/County Government

State Government

Federal Government
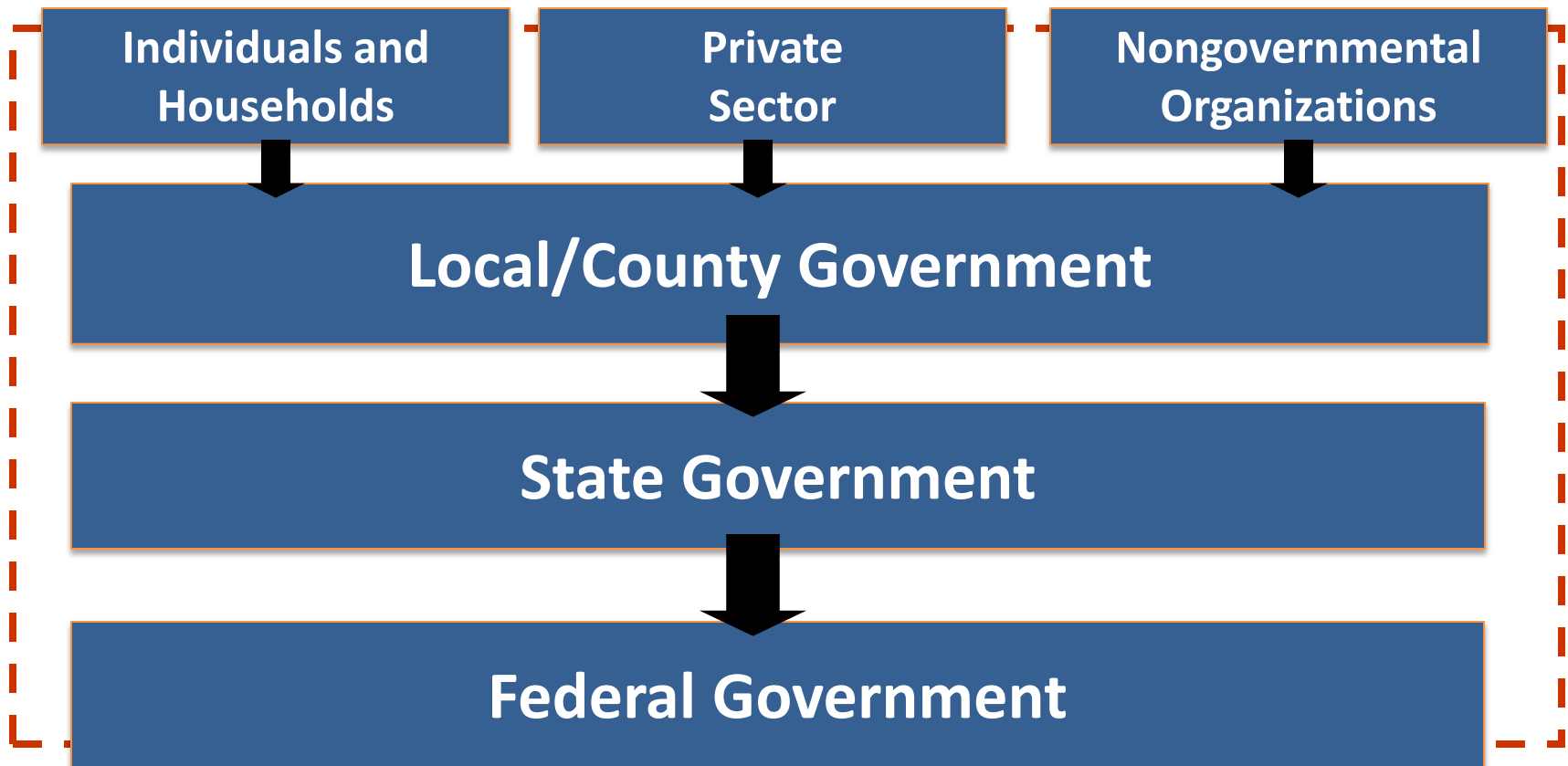
NIMS: What It Is; What It's Not

NIMS is . . .

- A flexible framework of:
    - Doctrine
    - Concepts
    - Principles
    - Terminology
    - Organizational processes…
- Applicable to all hazards and jurisdictions …
- …Which features Unity of Effort

NIMS is not . . .

- An operational incident management plan
- A resource allocation plan
- A terrorism/WMD-specific plan
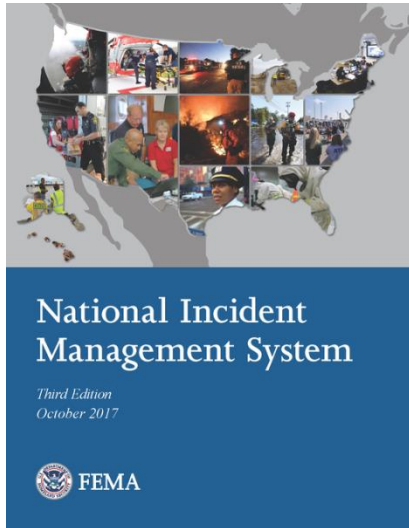- A globally-adopted international standard

Fundamentals and Concepts of NIMS…

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Guiding Principles

- Flexibility

- Standardization

- Unity of Effort- Coordinates activities among organizations to achieve common objectives
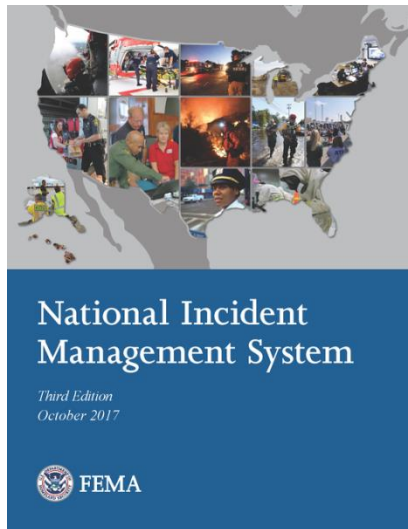
NIMS Components

Fundamentals and Concepts of NIMS

Resource Management

Command and Coordination

Communications and Information Management

Incident Command System (ICS)

Emergency Operations Center (EOC)

Multiagency Coordination (MAC Group)

Joint Information System (JIS)

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Legal Basis for ICS

HSPD-5	**Management of Domestic Incidents**
	A Post-9/11 Bush era policy directive- remains relevant and in force
PPD-8	**National Preparedness***
	Signed by President Obama on March 30, 2011

***** *Elements Include:*

National Preparedness Goal - Strategies developed from risk/threat-based decision making. Requires definitive and measurable objectives to mitigate risk

National Preparedness System - Guidance, Programs and Processes to meet the National Preparedness Goal

What Is an Incident?

An incident is . . .

. . . an occurrence, caused by either human or natural phenomena, that requires response actions to prevent or minimize loss of life, or damage to property and/or the environment….

...*Which can occur over a period of time.*

How long will a incident last?

How long do we need to be self-sufficient?

How will know the incident is over?

...Is there a difference between an Incident and a "Planned Event"?

Examples of Incidents Managed Using ICS

- – Fire: structural and wildland
- – Natural disasters, such as tornadoes, floods, ice storms, or earthquakes
- – Human or animal disease outbreaks
- – Search and rescue missions
- – Hazardous materials incidents
- – Criminal acts and crime scene investigations
- – Terrorist incidents, including the use of weapons of mass destruction
- – Mass gathering regional events such as the Maine Lobster Festival and Vinalhaven 4th of July parade
- – Other planned events

Complexity Analysis Factors

In your town, what factors might affect the complexity of an incident?

What Is ICS?

- **The Incident Command System...**

    ... Is a standardized, on-scene, all-hazards incident management concept

    ... Which allows creation of organizational structure matching the complexities and demands of single or multiple incidents

    ... And is unhindered by jurisdictional boundaries

ICS Purposes

- **Using management best practices, ICS helps to ensure:**

  – *The safety of responders and others*

  – *The achievement of tactical objectives*

  – *The efficient use of resources*

ICS Benefits

- – Meets the needs of incidents of any kind or size

- – Allows personnel from a variety of agencies to meld rapidly into a common management structure

- – Provides logistical and administrative support to operational staff

- – Is cost effective by avoiding duplication of efforts

NIMS & Institutionalizing ICS

- **Governmental officials must:**

  - Adopt the NIMS through executive order, ordinance or other legislation as the agency's/jurisdiction's official incident response system

  - Direct that incident managers and response organizations train, exercise, and use the ICS

  - Integrate ICS into functional and system-wide emergency operations policies, plans, and procedures

  - Conduct ICS training for responders, supervisors, and command-level officers

  - Conduct coordinating ICS-oriented exercises that involve responders from multiple disciplines and jurisdictions

Part 2: ICS Organization & Features

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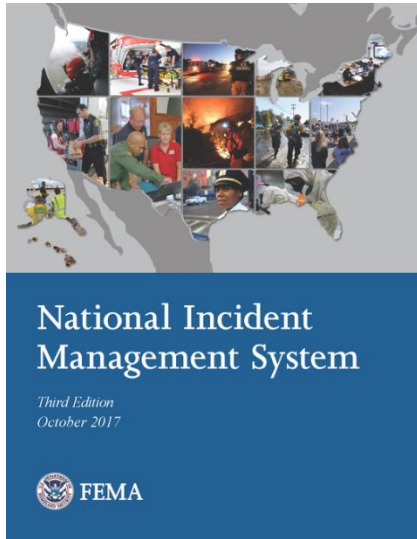
Command: "The act of directing, ordering, or controlling by virtue of _**explicit**_ statutory, regulatory, or delegated authority".

How is _explicit_ authority for the management of incidents and events provided?
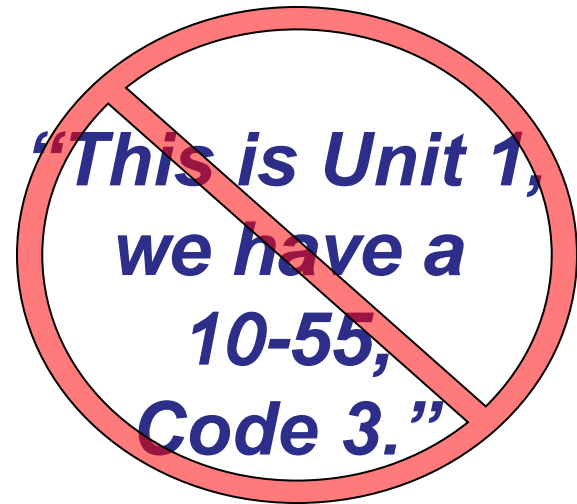
30A § 3153 Fire
30A § 2671 Police

...Requires use of Common Terminology

- *"Speaking the same language"* reduces errors. It also helps define:
  - Organizational functions
  - Incident facilities
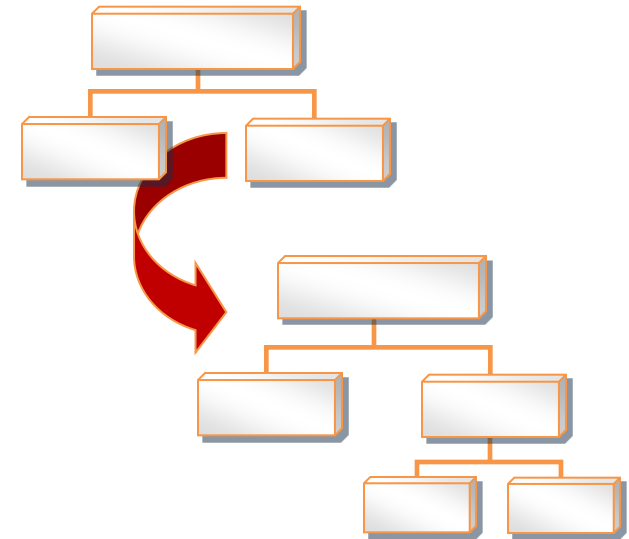 - Resource descriptions
  - Position titles

"This is Unit 1, we have a 10-55, Code 3."

NH- *Robbery in progress*
ME- *Motor Vehicle Accident*

…Modular Organization (1 of 2)

– Develops in a top-down, modular fashion

– Scalable: expands as needed based on the size and complexity of the incident

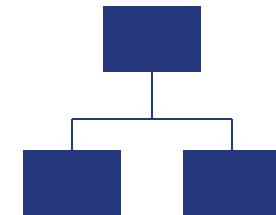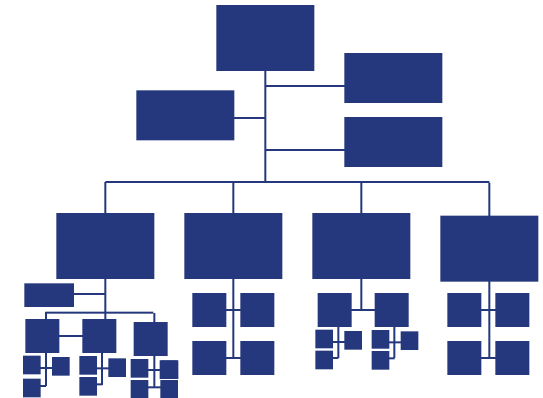– Is based on the hazard environment created by the incident

…Modular Organization (2 of 2)

– Incident objectives determine the organizational size

– Only functions/positions necessary will be filled

– Each element must have person in charge
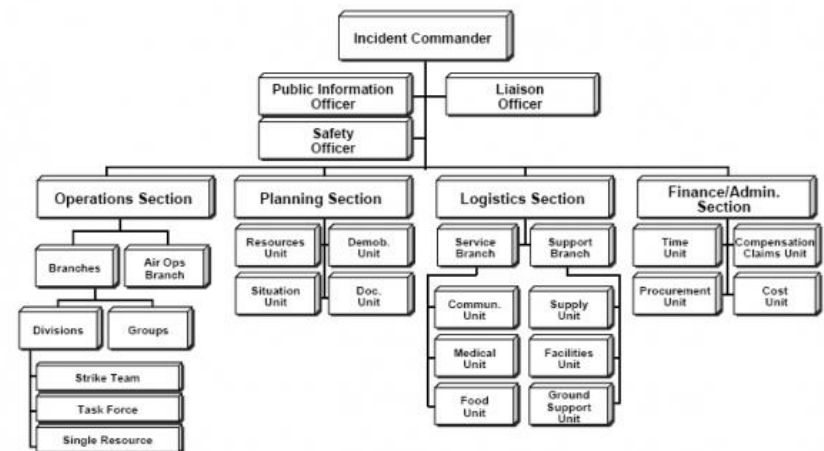
ICS is <u>Scalable</u> to Incident Complexity and Resource Needs

Complexity

Resource and command structure Needs

…Management by Objectives

– ICS is managed by objectives

– Objectives are communicated throughout the entire ICS organization

Overall Priorities

Initial decisions and objectives are established based on simple priorities:

➢ *Insure Unity of Effort for:*

#1: **Life Safety**

#2: **Incident Stabilization**

#3: **Property/Environmental Conservation**

➢ *Recovery and Restoration*

…Reliance on an Incident Action Plan

- The Incident Commander approves an Incident Action Plan (IAP) which:

  - Specifies incident objectives and activities to be completed

  - Covers a specified timeframe, called an operational period

  - Accounts for legal and policy considerations and direction
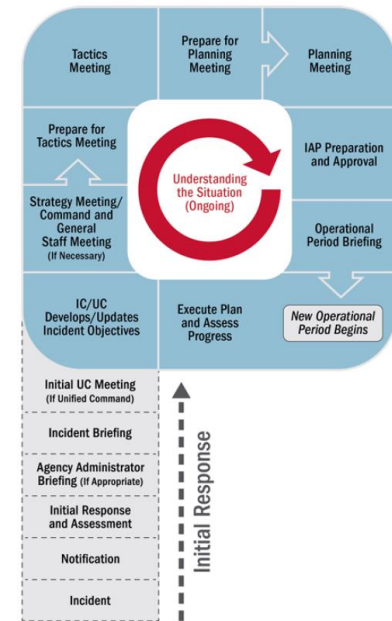
The IAP may be oral or written. "80%'ers" OK!

…Chain of Command

– **Chain of command** is an orderly line of authority through the ranks of the incident management organization

– **Unity of command** means every individual has a designated supervisor to whom he or she reports at the scene of the incident

– **Span of Control** describes optimal number of supervised subordinates
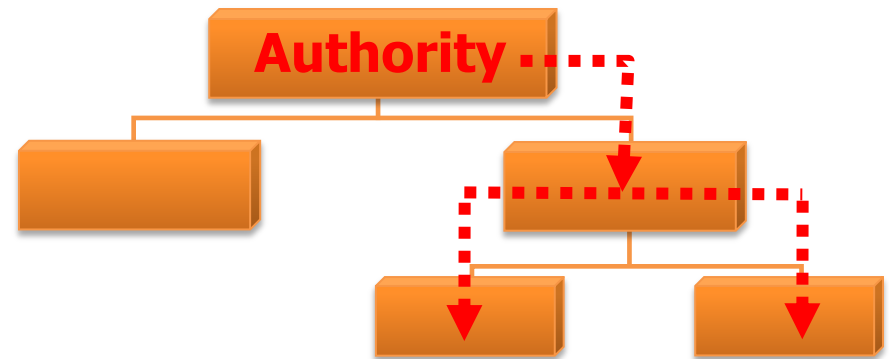
… Integrated Communications

- Incident communications are facilitated through:
  - Use of common plans and protocols
  - Interoperable equipment, procedures, and systems

Key Principles: *Interoperable, Reliable, Scalable/Portable, Resilient/Redundancy, Secure*

NIMS & Resource Management

- **Resource Management:** *Systematically manages resources, before and during incidents to allow organizations to more effectively share resources when needed*

- *Resource Management also includes:*
  - Responder qualification and Credentialing
  - Mutual Aid

Incident Objectives
↓
Strategies
↓
Tactics
↓

IDENTIFY
REQUIREMENTS

ORDER AND
ACQUIRE

REIMBURSE
AND
RESTOCK

Resource
Continuum

MOBILIZE

DEMOBILIZE

TRACK AND
REPORT
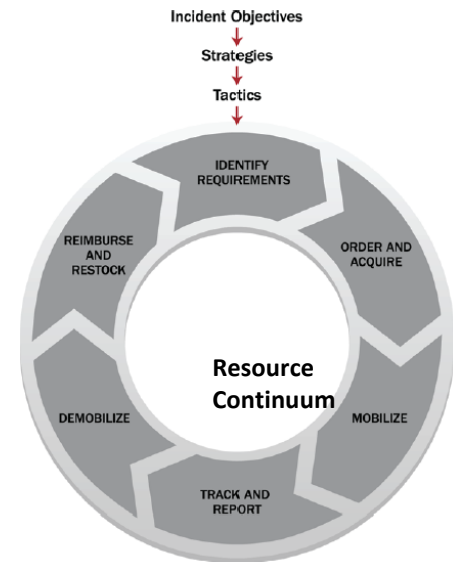
... **Resource Management**

- *Resource management includes processes for:*
  - Categorizing by type
  - Sourcing and Ordering
  - Dispatching/mobilization
  - Tracking
  - Demobilization and recovery

- *...It also addresses resource sharing, Cost accounting and reimbursement, as appropriate*

Mobilization

- At any incident:

  - The situation must be assessed and the response planned

  - Managing resources safely and effectively is the most important consideration

  - Personnel and equipment <u>should not be dispatched unless requested by the on-scene Incident Command</u>

Incident Commander's Role

- **The Incident Commander:**
  - Provides overall leadership for incident response
  - Takes policy direction from the Executive/Senior Official
  - Delegates authority to others
  - Ensures incident safety
  - Provides information to internal and external stakeholders
  - Establishes and maintains liaison with other agencies participating in the incident
  - Establishes incident objectives
  - Directs the development of the Incident Action Plan

Incident Commander: *Who's up first?*

- Upon arriving at an incident, a higher ranking and presumably more experienced responder can assume command, keep command as is, or transfer command to a third party

Generally, the <u>most qualified</u> person at the scene is designated as the Incident Commander.

Contrasting Incident Management Roles

Incident Commander

The Incident Commander:

- Manages the incident at the scene
- Keeps the EOC informed on all important matters pertaining to the incident

Senior Leadership

Officials provide :

- Policy
- Mission
- Strategic direction
- Authority

To maintain unity of command and safety of responders, the chain of command must **NOT** be bypassed.

Senior Leadership may Delegate Command Authority...

- **Senior Leaders delegate authority to the designated Incident Commander for on-scene operations**

- **The Incident Commander has direct tactical and operational responsibility for conducting incident management activities.**

Delegation of Authority

- Delegation of authority may be in writing (established in advance) or verbal, and may include:

  - Legal authorizations and restrictions
  - Financial authorities and restrictions
  - Reporting requirements
  - Demographic issues
  - Political implications
  - Agency or jurisdictional priorities
  - Plan for public information management
  - Process for communications
 - Plan for ongoing incident evaluation

ICS Organization

- Differs from the day-to-day, administrative organizational structures and positions.

  - Unique ICS position titles and organizational structures are designed to avoid confusion during response

  - Rank may change during deployment. A "*Chief*" may not hold that title when deployed under an ICS structure
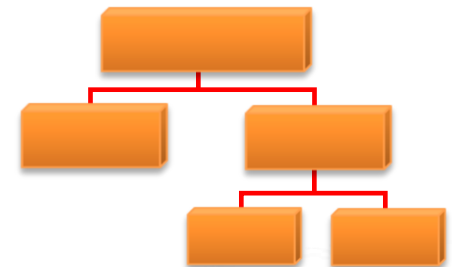
Command Staff

- The Incident Commander <u>may</u> designate a Command Staff who:
  - Provides information, liaison, and safety services for the entire organization
  - Reports directly to the Incident Commander

Incident Commander

Public Information Officer

Liaison Officer

Safety Officer
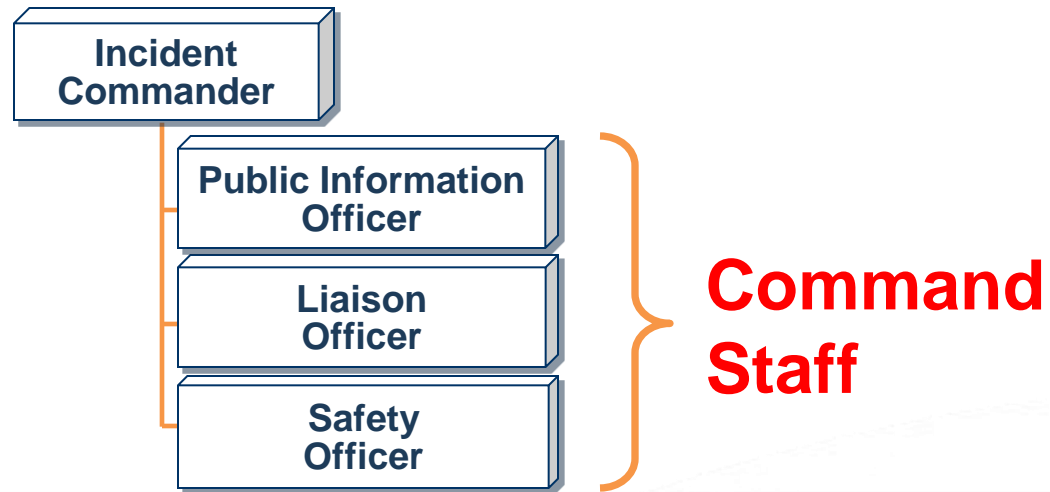
Command Staff

General Staff

- As the incident expands in complexity, the Incident Commander may add General Staff Sections to maintain span of control.

Command Staff

General Staff

Who Does What?

Command: Overall responsibility for the incident. Sets objectives

Finance/Admin: Monitors costs related to the incident. Provides overall fiscal guidance

Incident Commander

Operations Section

Planning Section

Logistics Section

Finance/Admin Section

Operations: Develops the tactical organization and directs all resources to carry out the Incident Action Plan

Planning: Develops the Incident Action Plan to accomplish the objectives

Logistics: Provides resources and all other services needed to support the incident

Simply Stated- Who Does What?

Command: "*In Charge*"

Incident Commander

Operations Section

Planning Section

Logistics Section

Finance/Admin Section

Operations: "*Doers*"

Planning: "*Thinkers*"

Logistics: "*Getters*"

Finance/Admin: "*Payers*"
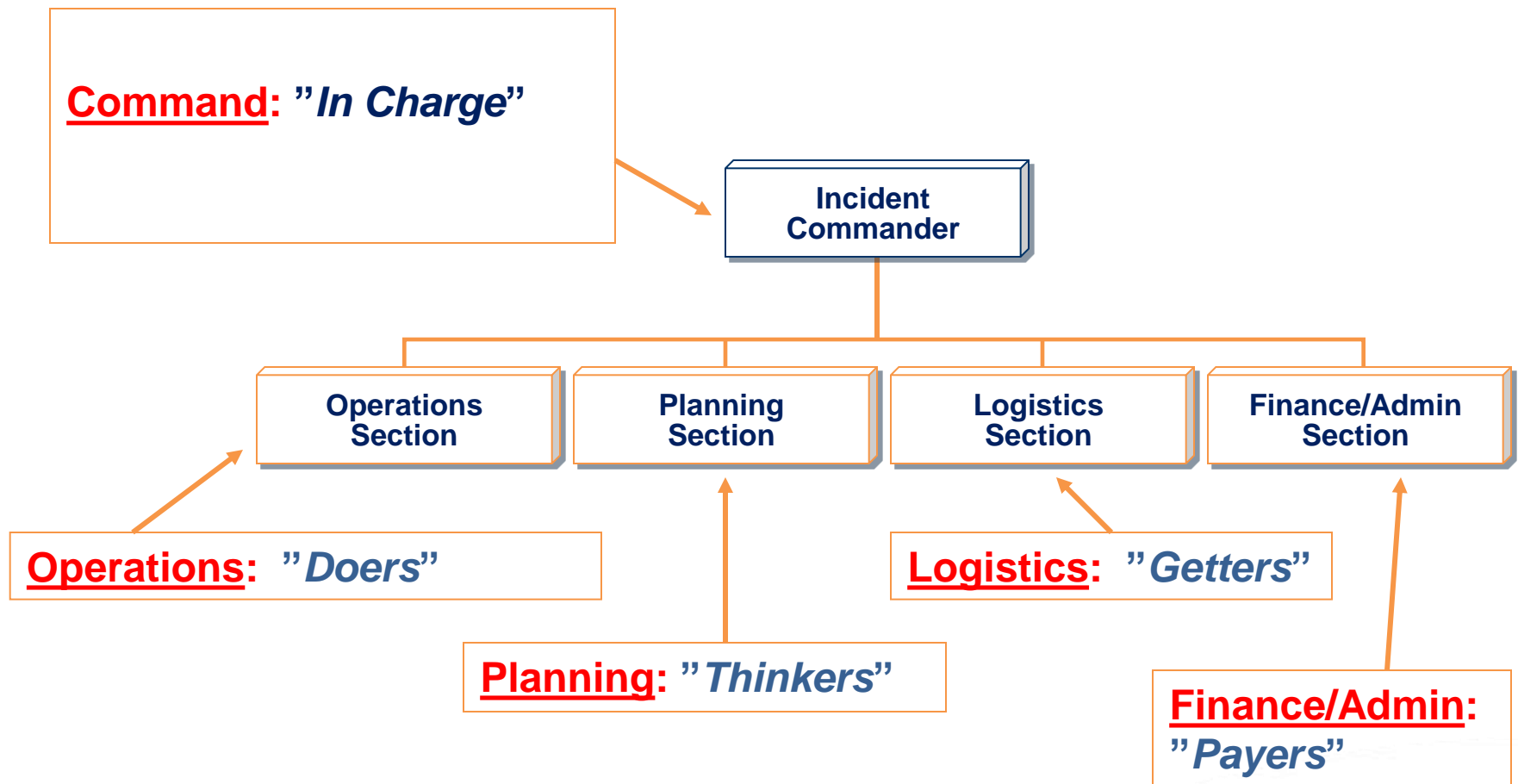
Overview of Senior Official Roles

In most jurisdictions Senior Officials are responsible for:

- Safety of the citizens and protection of property

- Continuity of government

- Activating specific legal authorities (disaster declarations, evacuations, state of emergency, or other protective actions)

- Delegating Authority for Incident Command to an IC/ UC

- Use PIO to keep the media and public informed

- Utilize Emergency Operations Center EOC

- Resolve resource allocation conflicts

- Coordinating with other Sr. Officials & community partners

- Participating in a Multiagency Coordination Group (MAC)

Senior Leadership Responsibilities

- **Senior Officials & Policy Makers provide…**

  …High level strategic policy guidance based on jurisdiction needs and the Emergency Plan

  …Support resource prioritization and allocation for the on-scene command from the Emergency Operations Center (EOC) or through dispatch

Part 3: Unified & Area Command

Unified Command

As a team effort, Unified Command allows all agencies with jurisdictional authority or functional responsibility for an incident to jointly provide management direction to the incident

In Unified Command, no agency's legal authorities will be compromised or neglected

Example: Unified Command

- **A team bus from a visiting school collides with a fuel truck and a passenger car. It overturns blocking access to Rte 17. There are numerous injuries. The car is on fire and fuel oil from the truck is leaking into a nearby stream.**

- *What agencies would likely have statutory responsibility to play an active role in managing this incident?*
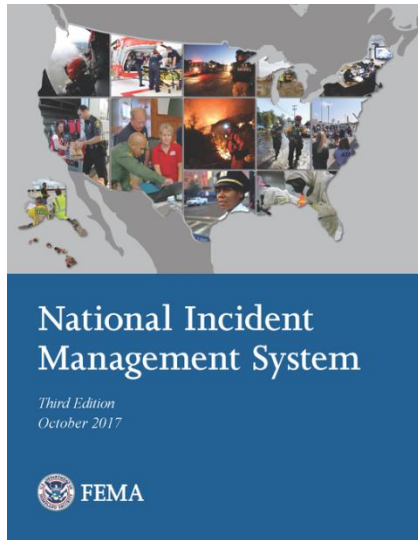
Unified Command…

Unified Command

...Makes joint decisions by establishing a single command structure

...Establishes a common set of incident objectives and strategies

...Maintains unity of command.

..."Speaks" with one voice

Fire   Law Enforcement   Search & Rescue

Operations Section Chief

Resources

Coordination

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Multiagency <u>coordination</u> allows all levels of government and all disciplines to work together more efficiently and effectively

An entity/individual may have "command and control" over resources and policies without being in command of the incident scene.

Definition of Area Command

- Area Command oversees management of:
  - Multiple incidents that are each being handled by an Incident Command System organization; or
  - A very large incident that has multiple incident management teams assigned to it
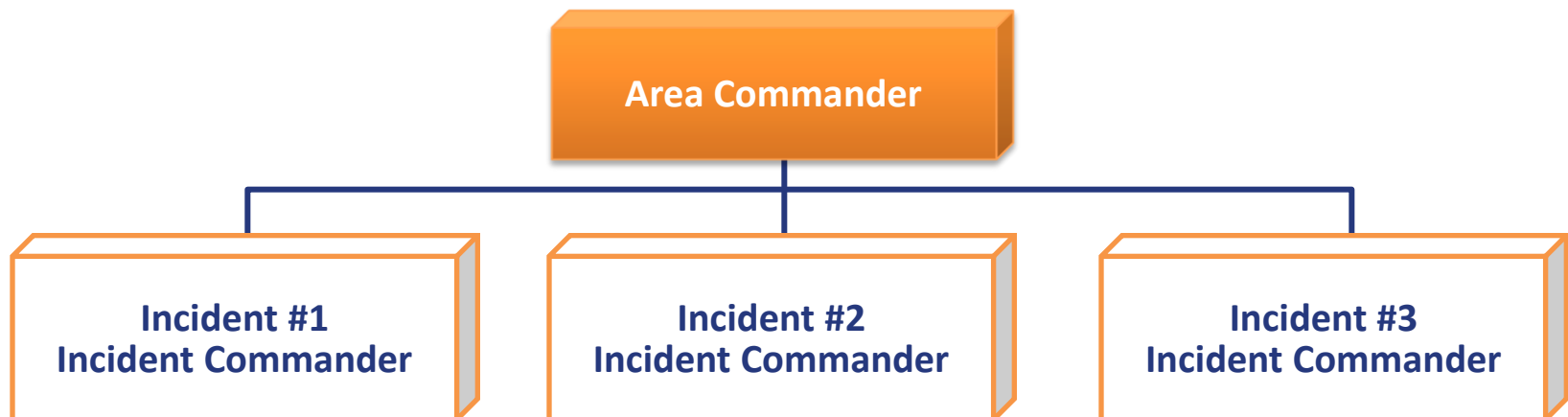
Part 4: Coordination & Incident Management Assessment

Managing Public Information

The **Public Information Officer**:

- ▪ **Represents and advises the Incident Command**

- ▪ **Manages on-scene media and public inquiries**

The **Joint Information Center (JIC)** is a physical location used to coordinate:

- ▪ **Critical emergency information**

- ▪ **Crisis communications**

- ▪ **Public affairs functions**

Speaking With One Voice

– Executives/Senior Officials must coordinate and integrate messages with on-scene Public Information Officers and other agencies

– A Joint Information System (established procedures and protocols) is used to help ensure coordination of messages

Incident Management Assessment

- Assessment is an important leadership responsibility. Assessments include:

    – Debriefing and critique

    – After-action review and incident analysis

    – Corrective action and improvement planning

    – Plan review/revision

After-Action Review & Improvement Planning

- This process when thoughtfully applied, can answer:
  - What did we want to do and what actually happened?
  - Are changes to existing plans needed?
  - Do we have gaps~ *resources/capabilities, training or personnel?*
  - Are there lessons learned that should be shared?
  - What follow up is needed, when and by whom?

Part 5: Readiness for the NIMS

Check Plans, Policies, and Laws

- Do your jurisdiction's emergency plans, policies, and ordinances:
  - ❑ Comply with NIMS, including ICS?
  - ❑ Cover all hazards?
  - ❑ Include delegations of authority (as appropriate)?
  - ❑ Include up-to-date information?

Establish Resource Management Systems

- Do you have established systems for:

  - Describing, inventorying, requesting, and tracking resources?

  - Activating and dispatching resources?

  - Managing volunteers and donations?

  - Demobilizing or recalling resources?

  - Financial tracking, reimbursement, and reporting?

- Do you have mutual aid and assistance agreements for obtaining resources, facilities, services, and other required support during an incident?

Training, Credentialing, and Exercising

- Do you have enough qualified personnel to assume ICS Command and General Staff positions?

- Can you verify personnel meet established professional standards for:
  - Training?
  - Experience?
  - Performance?

- When was your last exercise that practiced command and coordination functions? *Did you participate*?

Provide Leadership

- Most importantly, Senior Officials and Policy Makers provide leadership by:

  – Motivating and supporting trained, on-scene responders so that they can accomplish difficult tasks under dangerous, stressful circumstances

  – Instilling confidence in the public that the incident is being managed effectively

Questions?

For More Information-

- Your Municipal Emergency Management Director

- Knox County Emergency
  Management Agency
  www.knoxcountymaine.gov/ema

NIMS Resource Center Website

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

 Register for NIMS Alerts

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