Incident Command for Community Based Organizations

Making it practical, fun and useful!

Managing Unusual Events
Class Objectives for TTT

- Learn how to sell ICS to non-government agencies
- Learn how to adapt the program to the audience
- Learn how to hook the audience in the principals of ICS
- Learn how to incorporate fun into the program
- Learn how to incorporate tabletop exercises throughout the class to reinforce key concepts
Class Objectives

- Class participants will be able to identify the components of the Incident Command System (ICS).
- Class participants will be able to apply the Incident Command System to a table top scenario.
- Class participants will understand how to use ICS to plan for non-emergency events.
Paramilitary –vs- Non-Paramilitary

- ICS is paramilitary in nature
- Most schools and CBO’s aren’t paramilitary
- Make the case for ICS
Benefits – Why should you use ICS?

- Learning the best practices for incident management.
- Allows you to work with responders who do use the incident command system.
- Increases efficiency – even under the most stressful conditions.

In other words:
- You don’t have to make the same mistakes that others have.
- Communication & Respect
- Allows you to focus on identifying problems, prioritizing and efficiently solving those problems.
Basic Business Management Principles

**Basic ICS Principles**
- Planning
- Organizing
- Communicating
- Evaluating
- Directing
- Coordinating
- Delegating

**Goal: Build Confidence**
- Help the audience see they already do these tasks every day.
- They already have the skills, and use these skills daily.
Developing a Response System for:

- Fire
- Bomb Threat or Explosion
- Hazardous Materials Release
- Hostile Intruder
- Severe Weather
- Earthquake
- Other events that may draw media attention??

ICS is “one size fits all”!
What a great efficiency!
Let’s plan a High Risk, Semi-frequent Event!

- Something that everyone can relate to
- Starts the program off with a bit of humor!
Typical Emergency Response Shortcomings

- Breakdown in the decision-making process
- Failure to delegate
- Inadequate coordination—internally and w/ other agencies
- Unanticipated media engagements
- Poor use of special resources

- Help them avoid the mistakes that others have made
- Shows why ICS is designed the way it is!
Response to emergencies requires:

- Certain emergency functions be carried out
- One person is in charge
- Personnel must:
  - Handle one task at a time
  - Report to only one person
- No one person should be in charge of more than 7 others

- Pre-assigned functions means better efficiency
- Avoid one of the typical shortcomings
- Multitasking in stressful and unusual situations not effective – Shift into response mode
- Explain span of control
  - Maximum = 7 to 1
  - Minimum = 3 to 1
  - Best = 5 to 1
Concepts of ICS

- Modular/expandable organization
- Easy to use command structure
- Comprehensive resource management
- Strategic action plans
- Manageable span of control
- Common terminology

Interpret what this means to the audience
Use their common language
Give examples when possible!
Common Terminology for:

- **Organizational Elements** - response teams
- **Position Titles** - incident commander, general staff, team leaders
- **Facilities** - incident command post, resting area, first aid treatment area, assembly area
- **Resources** - communications gear, personnel, team equipment
- **Communications** - common language in radio transmissions
Basic ICS Organization Chart

- Incident commander
  - Operations
  - Logistics
  - Planning/Intelligence
  - Administration/Finance
Major Management Activities

- **Incident Command (In Charge)**
  - Overall responsibility
  - Set and adjust objectives and priorities

- **Operations (Doers)**
  - Response Activities
  - Directs resources

- **Logistics (Supports Operations)**
  - Provide facilities, equipment and supplies for response teams
  - Provides support for incident—*may* manage food, shelter, sanitation, communications
Major Management Activities (cont.)

- **Planning (tracks everything and looks ahead for future issues)**
  - Collects, posts and evaluates information
  - Develops and maintains the incident action plan

- **Administration / Finance (Monitors financial transactions)**
  - Documents purchasing of supplies, equipment, etc.
  - Monitors and documents hours worked and related costs for employees and volunteers
Five Primary Emergency Functions

- Operations: “Do Stuff”
- Logistics: “Get Stuff”
- Planning: “Plan Stuff”
- Finance/Admin.: “Buy Stuff”

Command
Scenario: Water Main Break

- You just received a message from SPU that a nearby water main is broken. You will be without water for the next 6 hours.
- You have a very important, catered fundraising luncheon scheduled for 150 people. The event starts at noon. There is a senior community center 2 miles away that is not impacted and has offered the use of their site, however they might not have enough tables and chairs.
- The show must go on! You are moving the event to the Senior Center.
- Brainstorm problems you may have to overcome.
- Identify the which of the Incident command functions would you engage to solve the problems.
- SPU will be coming by to ask if you need anything specific to get through this problem.
Incident Commander’s Duties (before)

- Clarify relevant policy issues
  - *Who has to come in during an off-hours emergency*
  - *Is overtime or comp time approved*
  - *Chain of command if IC isn’t available*
- Approve and distribute emergency plans that support ICS
- Pre-assign key functional roles (w/ line of succession that is 3-4 people deep)
- Conduct training to familiarize staff with the plan
- Conduct exercises to test the plan
Incident Commander Duties (during)

- **Responsible for ALL emergency functions until delegated!!!!!**
- Set incident/event objectives
- Assigns human and other resources
- Monitor and respond to challenges of the event
- Support and supervise command staff and general staff
- Represent organization on policy decisions
Positions that Support the IC

- There are three positions that support the Incident Commander
  - Public Information Officer
  - Safety Officer
  - Liaison Officer

- These positions are delegated as needed. If not delegated, the IC is responsible for the tasks associated with these positions.
Public Information Officer

Role:
Release information regarding the status of the individual organization or International District Emergency Coalition:
- Clearly
- Concisely
- In a timely manner

Responsibilities:
- Maintains current knowledge of the emergency plan and staff roles
- Provides single point of information for media and parents.
- Clears all information through Incident Commander
- Represents the organization or coalition on matters of preparedness to the community
Safety Officer

- Monitor and assess hazards and unsafe situations.
- Develop measures for ensuring personnel safety.
- Identify safety problems and implement solutions to minimize risks.
- Keep IC informed of present problems and potential hazards.
Incident Commander & Command Staff

Incident Commander

Information Officer

Safety Officer

Operations

Logistics

Planning

Finance/Admin

General Staff

“Command Staff”
Liaison Officer

- Serve as a point of contact for assisting or coordinating agencies.
- Work with private contractors to make sure they understand the mission, establish radio communications and supervise.
- Facilitate any requests that coordinating agencies may have.

*Explain what that means: Fire event – liaison with fire department; School shooting – liaison with police department; etc.*
Incident Commander & Command Staff

- Incident Commander
  - Information Officer
  - Safety Officer
  - Liaison

- Operations
- Logistics
- Planning
- Finance/Admin

- General Staff

“Command Staff”
Bake Sale

**Scenario:** One week during the month of April has been designated as *Emergency Preparedness Week* in the City. Several organizations are having a fundraising event. The Department of Neighborhoods has agreed to match any funds raised during that week, up to $10,000.00.

Your organization has decided to have a 2-day bake sale on Thursday and Friday of emergency preparedness week.

**Mission:** Plan, organize and promote a fundraising bake sale for Emergency Preparedness Week.

**Assignment:** What responsibilities would the command functions Liaison, Safety and PIO have in successfully completing your mission.
Site Organization Chart

Incident Commander
  - PIO
  - Liaison
  - Safety
  - Operations
    - First Aid
    - shelter
    - Utility Control
  - Logistics
    - Supplies
    - Staff/volunteers
    - Facilities
  - Planning
    - Long Range
    - Current Situation
  - Finance/Admin
    - Time Keeping
    - Purchasing
Activity Pattern of an Incident
Command Post Activities

- Direction and control
- Situation and priority assessment
- Resource management and coordination
- Planning
- Inter-agency communication
Guidelines for the Incident Commander.

- Establish a command post
- Develop the initial organization
- Delegate when necessary
- Monitor and maintain a good span of control
- Adapt to the situation
- Adjust to the priorities
- Plan for transfer of Incident Command
- Breathe often; Breathe deeply
Transfer of Command Checklist

When transferring command, the outgoing IC must brief the incoming IC to provide:

- The incident conditions (e.g., objectives, hazards, priorities, etc.)
- The incident action plan and current status.
- Safety considerations and concerns.
- Deployment and assignments of personnel.

Be sure to advise other agencies, internal and external customers involved of the command change.
Before the wedding

- Bride
- Mother of the Bride
- Groom
- Wedding Planner - consultant
- Father of the Bride
Day of the wedding – Transfer of command

- Mother of the Bride
- Wedding Planner
- Best Man
- Wedding Planner - consultant
- Father of the Bride
“See, I told you ICS would work for planning our wedding”

“And it was so romantic!!”

Back to the Wedding!!
Earthquake!

A major earthquake has shaken Seattle. The International District has had some building damage, utilities are interrupted until further notice. There are injuries, mostly treatable with basic first aid. No one is trapped. It will be at least 3 days before outside help can get set up and providing any services. The newer buildings in the ID have come through the event with little damage and are structurally sound. According to USGS, this type of earthquake will have little or no aftershocks.

**Assignment:**

- Determine the ICS structure to accomplish the evacuation.
- Identify 3 – 4 problems that you deem most important to solve
- Use ICS structure to break down the problem and steps to take
- Identify the roles that Incident Commander; Safety; Liaison; PIO; Operations; Logistics; Planning; Finance/Admin would have in solving the problems.
- Report out
Why use Incident Command System in your emergency plan?

- Function-based emergency plans allow a diverse organization to instantly work as a cohesive team. The integration of all efforts under one structure allows for coordinated and effective response operations.
Extra Tabletop Exercises

Food Lifeline
Food banks
Extra Tabletop Scenario – food bank
Earthquake!

Scenario:
A major earthquake has shaken Seattle. At numerous food bank sites, there has been some building damage (nothing structural) and utilities are interrupted until further notice. There are injuries, mostly treatable with basic first aid. No one is trapped. It will be at least 3 days before outside help can get set up and providing any services. Transportation is a mess with major freeways closed at this time and transportation being routed to surface streets. Fremont Bridge and University are the only bridges structurally evaluated and cleared for normal traffic across the Ship Canal. According to USGS, this type of earthquake will have little or no aftershocks.
Assignment:

- This has happened at a time when your refrigerators are full and distribution centers have food to be delivered. Some trucks are already on the road. Using your individual site plans and Food Lifeline Response Plan, Identify 3 – 4 problems that you deem most important to solve (Objectives to accomplish)

- Identify the ICS structure (Incident Commander; Safety; Liaison; PIO; Operations; Logistics; Planning; Finance/Admin)

- In the next few days, you can anticipate that the City will call to ask for help in managing donated food goods that are being sent from around the country to help the victims of the disaster. How will your group transition into helping with this mission?

- Report out
Headlines: Cruise Ship Cancellation Causes a Food Windfall for Food Lifeline

Scenario: Three Holland America cruise ships came into port last night. Passengers were off loaded and the ships were reloaded and fully stocked for 10 day cruises that begins today. During the night, a Security Alert was given for all outgoing vessels, requiring all cruise schedules to be cancelled for the next week.

Holland America has decided to donate all the food on the ships to Food Lifeline. This is an enormous amount of meat, dairy and produce that must be taken by truck from the Port and distributed. Some of the products have a very short shelf life and most needs refrigeration.
Cruise Line Scenario continued:

- **Mission**: Move the food from two sites – the Port in the Duwamish and downtown Seattle through your distribution sites and out to the food banks.

- **Assignment**:
  - How could the positions of Liaison, Safety, and PIO be used in successfully completing your mission?
  - List the responsibilities of the IC, Operations, Logistics, and Finance for this mission?
If you forget everything I’ve said and have questions next month.....

JoAnn Jordan
Education Coordinator
Seattle Office of Emergency Management
Joann.jordan@seattle.gov