Incident Command System (ICS) Principles

Objectives:
• Discuss emergency management in Michigan
• Review types of emergencies and responses
• Describe triggers for activating ICS
• Describe how ICS has helped in responses
Michigan’s Emergency Management Act
Public Act 390 of 1976

Local emergencies
Regional emergencies- mutual aid

State emergencies
Emergency Management Assistance Compact – state to state

Federal Emergencies
Emergency Response
The Big Picture

Federal Emergencies
- Unified Command with FEMA/FDA/USDA

State Emergencies
- State Agencies; MDARD Sample Team; Emergency Management Assistance Compact

Local Emergencies
- Regional Emergencies/Local Health & Emergency Mgmt; Multi-Divisional
Local Events

- Incident Type: routine
- Response Structure: single agency field staff only
- Guidance: routine procedures and chain of command
- Eg.: inspections, complaints, sampling

Expanded Local Event

- Incident Type: beyond routine (intra-state).
- Response Structure: informal, though apparent
- Team members: State field staff from a single administrative region + Con Hall technical specialists as needed
- Federal partner typically informed if interstate commerce is involved
- Guidance: Routine procedures + food / feed; animal / plant emergency response procedures (appropriate portions)
- Eg.: localized foodborne illness investigation; local, limited disaster response; recall audits; specific action requests

Joint State / Federal Led Response

- Incident Type: Statewide significance
- Response Structure: Activation - Unified Command
- Team members: State and Federal staff in IMT and Field
- Guidance: State Plans
- Eg. Multi-state foodborne illness; extensive infrastructure impact due to natural or man-made disaster; livestock or plant disease

State-led Incident

- Incident Type: Multiple administrative regions and/or expanded scope
- Response Structure: State led ICS IMT. Con Hall staff often provide leadership if scope involves multiple administrative regions.
- Team members: Predominantly state with federal staff as needed
- Federal partners informed +/- staff engaged in response activities
- Guidance: Subject area emergency response plans and procedures
- Eg. Expansive localized foodborne illness; disease outbreak; Food/Feed interactions; Wide scale local disaster emergency

Theoretical Number of Responses Per Year:
- Level 1 << 1
- Level 2 < 1
- Level 3 ~ 1-2
- Level 4 ~ 10-30
- Level 5 ~ 100

Most Responses

Nationally-Led Response With Active State/Federal Involvement

- Incident type: National significance
- Response Structure: Unified Command
- Team Members: State and Federal with all Command and General Staff positions allocated.
- Structure may include: Joint Command and Area Command
- Guidance: State Plan, MEMP, subject area + national plans & procedures
- Eg. Large scale outbreaks, recalls, contamination events requiring extensive response resources.
Emergency Response
The Big Picture

• Michigan’s Emergency Management Act – Public Act 390 of 1976

• Governor may:
  • Declare State of Emergency
  • Suspend regulatory statutes or rules
  • Compel evacuation
  • Control access to or within an area
  • Commandeer private property (with compensation)
  • Direct state assets, including personnel and property
Emergency Response
The Big Picture

State Agency Role - State Emergency Operations Center

• Speak for/bind/commit Department resources
  • Issue Advisories and Orders
• Help address local resource requests
• Liaison role - to everyone
• MDARD: Relay food & agriculture sector issues and concerns
Emergency Response
The Big Picture

• Department Emergency Management Coordinator Role—Planning, Training, Exercises, Responses
  • Planning—National Infrastructure Protection Plan / Homeland Security Directives
    • Michigan Emergency Management Plan
      • MDARD Emergency Plan
        • Food/Feed/Avian Influenza/Asian Longhorned Beetle, etc. Response Plans
  • Training—ICS & subject matter expertise
  • Exercises and real world events—demonstrate, test, and document capabilities
  • Support responses / activations
  • After action reports & improvement plans—lessons learned
What is ICS?

- ICS is a system to enable effective and efficient incident management by integrating facilities, equipment, personnel, procedures, and communications within a common organizational structure

Basic concepts and principles

- Local response with additional resources and authority as needed
- Standards for organization, doctrine, procedures, terminology
- Least possible disruption on existing systems and processes
- User friendly and widely applicable
- Modular and scalable—ICS Compressed
History

• Dates back to major wildfires in 1970’s
• Problems:
  • Terminology varied
  • Lack of consolidated action plans
  • Unable to efficiently expand/contract response

Basic concepts and principles

• Common terminology
• Modular organization structure
• Unity of command
• Manageable Span of Control
• Comprehensive Resource Management
What ICS Is Designed To Do

• Interdisciplinary and organizationally flexible
• Incidents of any kind or size
• Routine or planned events or large and complex emergency incidents
• Variety of agencies to meld rapidly into a common management structure
• Be cost effective by avoiding duplication of efforts
Incident Management Team (IMT) Roles and Responsibilities

- Incident Commander is in charge
- Operations does the work
- Planning gets and gives info
- Logistics gets equipment and people
- Finance pays for it all
BASIC COMPONENTS OF ICS ORGANIZATION

- Incident Commander
  - Unified Incident Command
- Public Information
  - Liaison
  - Safety
- Planning Section Chief
- Operations Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief
BASIC COMPONENTS OF ICS ORGANIZATION

AGENCY ADMINISTRATOR

Incident Commander
Unified Incident Command

Public Information
Liaison
Safety

Planning Section Chief
Operations Section Chief
Logistics Section Chief
Finance and Administration Section Chief
Operations Section Example

Green boxes represent positions in the field
Logistic Section Example

- **Logistics Section Chief**
  - Deputy Logistics Section Chief
  - Communications Unit Leader
    - Food Unit Leader
    - Facilities Unit Leader
    - Medical Unit Leader
The Planning “P”
The Planning “P”
ICS Compressed

The Recovery “R”
## Activating Incident Command

### Factors:
- Field request
- Response complexity, severity, size
- Communication issues
- Special Circumstances

### Authority:
- Who activates?
- Delegation
- Agency administrator awareness

### Staffing IMT:
- Availability
- Skills/abilities
- Communicate details to routine supervisors
- Duration
IMT Roles and Responsibilities

Person(s) In Charge

• Create assignments
• Planning cycle participation
• Contribute to the incident action plan
• After action debriefs and reports
• Follow chain of command

Operational Team
(Field Work)

• Attend briefings
• Complete assignments
• Complete field reports
• Provide situational reports
• Participate in after action debriefs
• Follow chain of command
IMT Considerations

Prioritization of workload

- IMT takes precedence over routine work
- Deployment effects routine workload
- Expected duration-Overtime, Comp Time?

Communication

- Formal vs. informal
- Internal vs. external
- Legal and Media

Demobilization
IMT Lessons Learned

BRIEF-ings

Focused Decision Making

Limited Decision Makers

Sharing the Work
IMT Lessons Learned

BRIEF-ings

Incident Action Plan Timeline

Operational Period

Staying In Your Lane
Debrief – Hotwash – After Action

Scalable – Including Multi-Agency
Legal Requirements & Sensitivities
Continuous Improvement
MDARD IMT Responses

- Lasalocid in Feed: Yes
- Avian Influenza: Yes
- E. coli in artisan cheese: Partial
- Sampling Team: Yes
- Intentional contamination in grocery: No
- Flint water response: Yes
- Lead in Spices: Yes
- Salmonella St. Paul: Yes, Unified Command
Conclusion

• Michigan has multiple experiences with scalable responses
• ICS can help provide structure, improve response, and ‘bring order out of chaos’
• Practice, Practice, Practice!