

Municipal EM Structures

Incident Command Post (ICP)
versus

Emergency Coordination Centre (ECC)



Municipal EM structure

- Municipalities should be establishing an appropriate ICP to manage incidents
 - This Municipal ICP should encompass all of the Command and General Staff (C&GS) functions necessary to manage the incident
- This Municipal ICP function has in practice often been performed by an EOC/ECC in Alberta
 - Review of Municipal EM structures summer/autumn of 2018 recommended changes to application of ICS and municipal EM structures

Background

- Regional AHIMT initiative collective training has highlighted the confusion that exists between roles and responsibilities between “site” and the “EOC/ECC” in a Type 3 (T3) incident
 - Especially prevalent in operations management, resource tracking, resource ordering, situational awareness and command functions
- Recent deployment experience indicates that these are often the areas where municipalities struggle in a T3 incident
- AEMA intent to legislate municipal use of ICS caused us to take a very hard, first principles look at municipal structures....and we believe they are not ICS compliant

Background

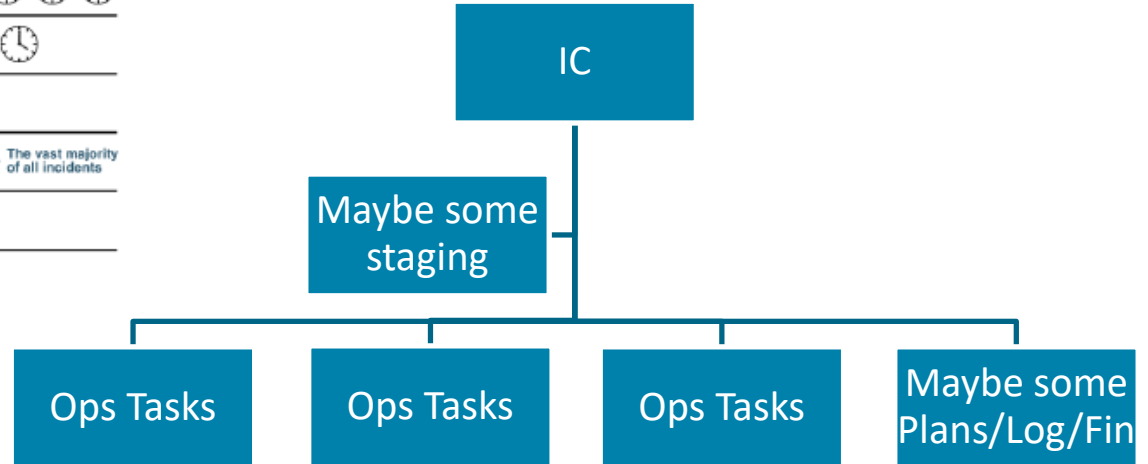
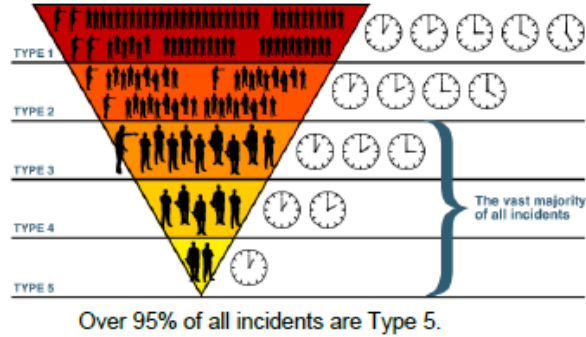
ICS BASIC

1. All incidents have an Incident Commander (IC)
2. All incidents must have an ICP, composition depends on the size of the event
3. At the ICP all functions of ICS must be performed

OUR PROBLEM

1. At a T3 incident and above, an appropriate ICP is not being established.
2. At a T3 incident and above, the ICS ICP functions are being rolled into the “ECC”
3. This creates confusion with respect to roles and responsibilities of each organization. We need to break out ICP and ECC roles
4. An “IC” at site only doing Ops, supported by an “ECC” performing the functions of the ICS ICP is not ICS

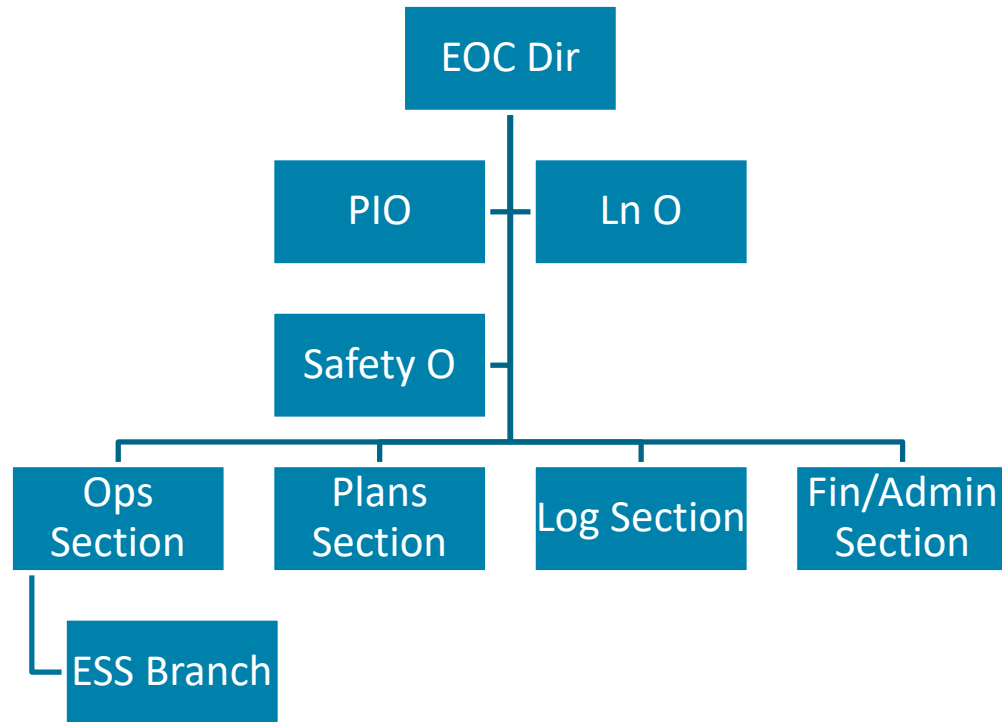
ICP in a T5/T4



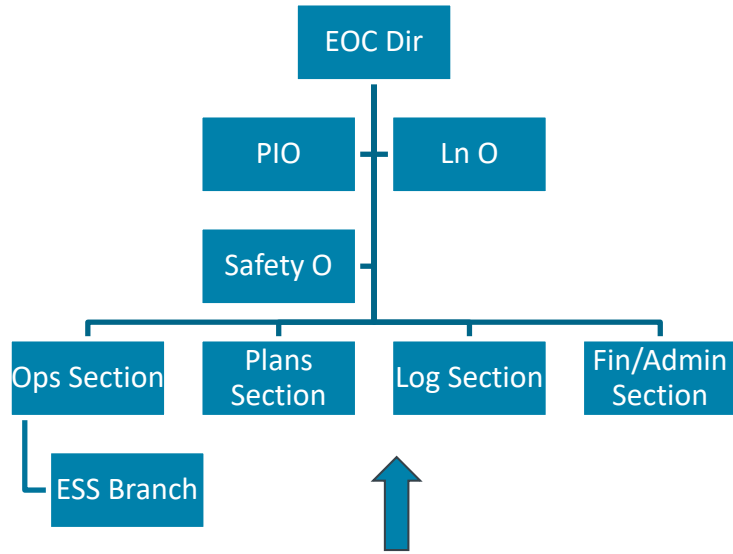
- Hood of the truck
- Most everything other than Ops in IC or Deputy's head

What was happening: Incident goes beyond a T4 to T3 and we stand up an ECC/EOC

- Multiple resources and multiple operational periods
- Beyond the capability of IC to manage off hood of truck
- Most of these functions are not ECC functions, they are ICP functions

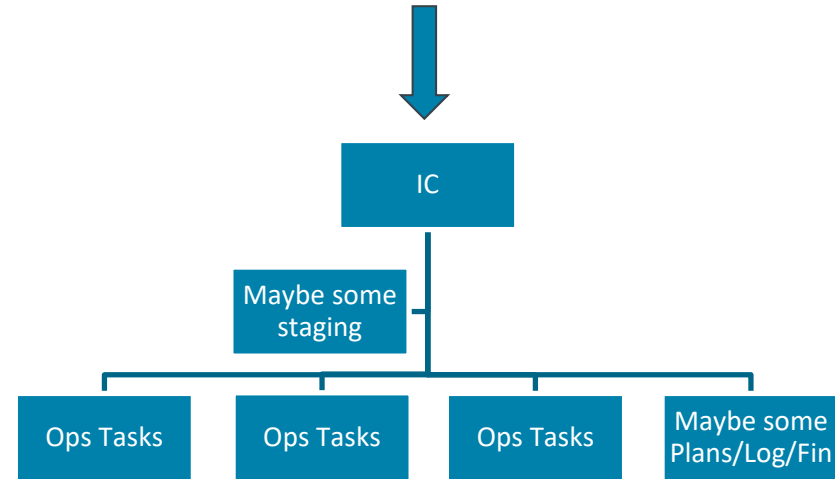


What was happening: So is this really an IC and an ECC? (This is not an ICS solution)



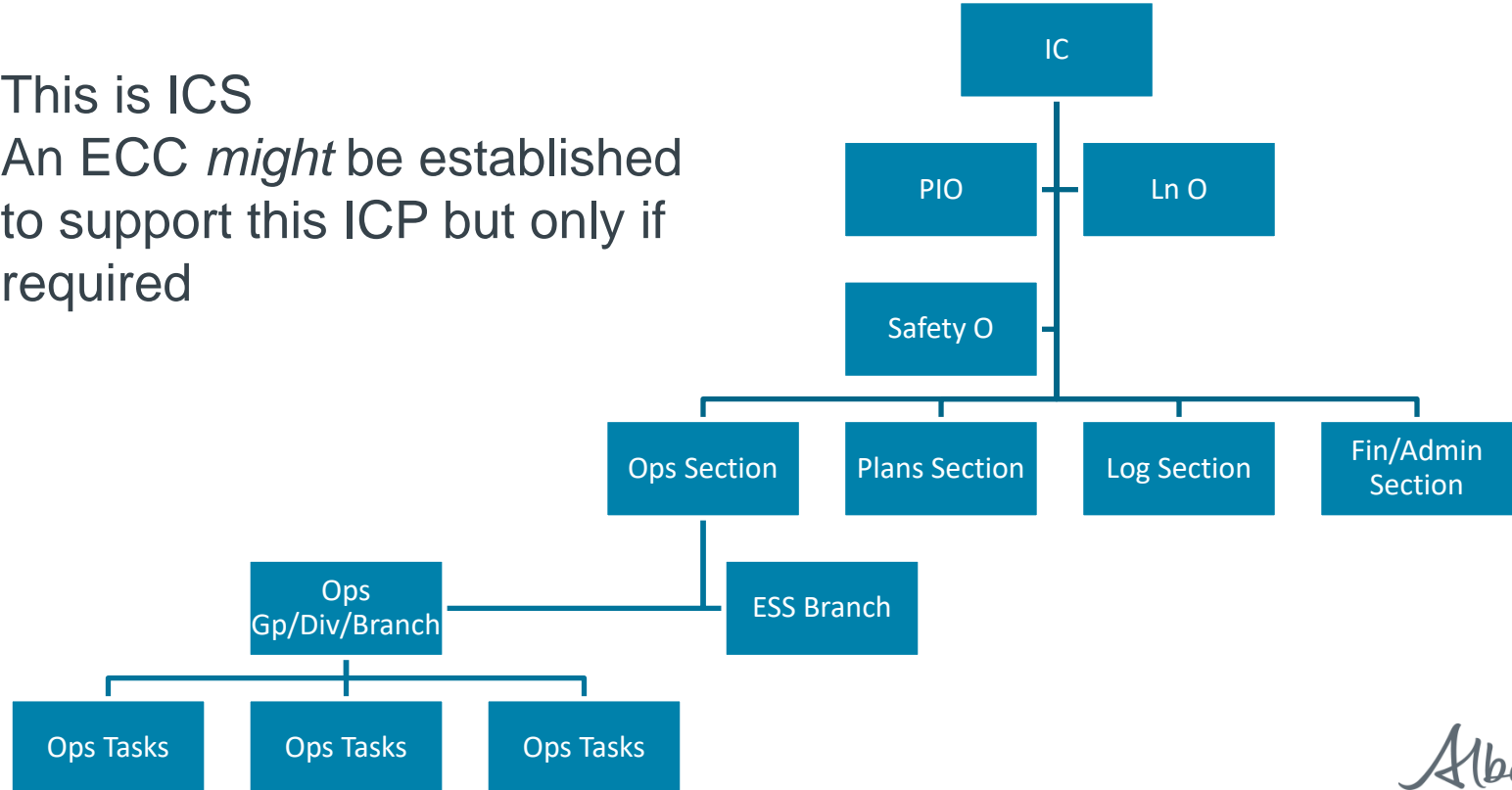
The functions being performed in this “ECC” are in fact the tactical functions of an ICP and should be integrated with the Ops function below

If site IC is not performing all of the ICS functions of an ICP at this point it is no longer the IC and ICP, this “IC” is in fact an Ops element



What should be happening: Or is it an ICP?

- This is ICS
- An ECC *might* be established to support this ICP but only if required



Characteristics of a T3 Incident – ICS 300

- “Resources: When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. Some or all of the Command and General Staff positions may be activated, as well as Division or Group Supervisor and/or Unit Leader level positions”
- The functions described above are ICP functions. However in most municipalities these ICP functions are being bundled into the “ECC” when activated
- Note that it says nothing about establishing an ECC

IC Responsibilities – ICS 300

Incident Commander

The Incident Commander is technically not a part of either the General or Command staff. The Incident Commander is responsible for:

- Ensuring clear authority and knowledge of agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Obtaining a briefing from the prior Incident Commander and/or assessing the situation.
- Establishing immediate priorities.
- Determining incident objectives and strategy(ies) to be followed.
- Establishing the level of organization needed, and continuously monitoring the operation and effectiveness of that organization.
- Planning meetings as required.
- Approving and implementing the Incident Action Plan.
- Coordinating the activities of the Command and General Staff.
- Approving requests for additional resources or for the release of resources.
- Approving the use of students, volunteers, and auxiliary personnel.
- Authorizing the release of information to the newsmedia.
- Ordering demobilization of the incident when appropriate.
- Ensuring incident after action reports are complete.

If you are not establishing the ICP and/or not coordinating the activities of C&GS you are not fulfilling responsibilities of IC

ICP- NIMS and ICS 300

National Incident Management System (FEMA – US)

Incident Command Post

The ICP is the location of the tactical-level, on-scene incident command organization. This location typically houses the Incident Commander or Unified Command and the Command and General Staffs, but may include other designated incident personnel. Typically, the ICP is located near the incident site and is where on-scene tactical command functions are performed. Personnel conduct incident planning at the ICP, and the Incident Commander or Unified Command may establish an incident communications center at this location.

ICS 300 and NIMS

Incident Command Post (ICS): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other facilities

- ICP is the location where Command and functions of C&GS are carried out
- Current structure incorrectly splits this between IC/ICP and ECC
- All incidents must have an ICP, but not necessarily an ECC
- Near is relative. Wildfire ICP often 10-20(+) kms from fire

Potential Issues

- Municipal and First Responder IC discussions
 - Who is IC and why?
 - What is “near” (on-scene, site, field)
- Municipal and Wildfire Unified Command (UC)
 - UC IC “qualifications for Command” vice “authority for Command”
 - UC ICP responsibilities for evacuation planning/conduct
- Municipal “the way we’ve always done it”
 - Requirement for “Typing” (sizing-up the incident)
 - How to transition from T4 to T3

In Summary

1. All incidents have an IC
2. All incidents must have an ICP
3. At the ICP all functions of ICS must be performed
4. At a T3 incident and above, an appropriate ICP is not being established by many municipalities.
EOCs/ECCs are being activated to conduct the majority of the functions of the ICP

Practical Example – Chuckegg Creek Wildfire 2019

- Unified Command Best Practices: Wildland Urban Interface (April 2019)
- Municipal ICP and ECC established to manage T1 incident

Municipal **ICP** Tasks

- Wildfire
- Structural Fire/Protection
- Evacuation Planning and Execution
- Evacuation Security

Municipal **ECC** Tasks

- Emergency Social Services
- Business Continuity
- Re-entry Planning
- Recovery Planning

The Way Ahead

For T3 and above we need to do the following:

1. Establish an ICP that can manage the incident before activating an ECC
2. Determine/confirm who will be the IC given the expanded incident
3. Evaluate the requirement for an ECC once ICP is established

The Way Ahead

How to change the mindset:

1. Educate EM practitioners and municipalities:
 - a. Through Regional AHIMT
 - b. Summit
 - c. Updated courseware
 - d. ECC course becomes Municipal ICP and ECC course
2. Update Alberta Emergency Plan (AEP)
3. Create an Alberta NIMS document (AEP Annex – AIMS?)

Questions?

