Incident Management Symposium – Enhance Your Organization’s Response and Recovery

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BREAKING NEWS
POSSIBLE SHOOTING AT TERMINAL 3 AT LAX
National Response Framework
Second Edition
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Homeland Security
NIMS: What is it and What does it mean to you?

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The National Incident Management System

Presentation Outline:

• Current State of Emergency Management

• Overview of NIMS
  
  • Review of the Incident Command System

• Applying NIMS/ICS to your operations and daily life
Current State of Emergency Management

Source: FEMA.gov
Current State of Emergency Management

Source: NOAA.gov
Current State of Emergency Management

Share of Costs for Major Hurricanes

- Insurance, 57%
- Federal aid, 26%
- State and local government, 6%
- Individuals and businesses, 10%
- Charity, 2%

Emergency Planning Checklist

• Find your weakness (review hazards).
• Make sure you are insured.
• Create an emergency plan.
• Reach out to local responders, other businesses, etc.
• Establish an incident response team by leveraging your neighbors, vendors, etc.
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NIMS
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- What is NIMS?
- Goals
  - All Hazards Approach; flexible framework.
  - Improve interagency coordination; standardization.
- History: Developed in the 1970s in California during wildfire season.
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NIMS

• Command & Management
• Preparedness
• Resource Management
• Communications & Supporting Technologies
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NIMS Components:

Command & Management:

Incident Command System (ICS):

- Interagency Incident Management Tool
- Organizational tool applied to 5 major functions
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When is ICS used?

• Mass casualty events: bus crash, aviation incidents, fires, etc.
• Management tool for Emergency Operation Centers (EOC)
  • Multi-agency coordination entity
  • Provides leadership & support to on-scene coordinators
• Private companies use it to better coordinate resources

Why should you know this?

• Common language that all first responders use
• Management structure all ready in use in your day-to-day activities
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ICS Benefits:

Common Terminology and Clear Text
Plain English, no radio codes, jargon, etc.
Defines organizational functions, resource descriptions, incident facilities, and position titles

Modular Organization
Top down, modular fashion based on the size and complexity of an incident—provide for flexibility

Management by Objectives
Clear understanding of functional actions required to manage incident
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ICS Benefits:

Reliance on Incident Action Plans (IAP)

- Oral or written plan containing general objectives reflecting the overall strategy of managing an incident.
- Identifies operational resources and assignments.
- Include measurable strategic operations and the operational period or timeframe.
- IAP typically contains 4 elements:
  - What do we want to do?
  - Who is responsible for doing?
  - How do we communicate with others?
  - What is the procedure if someone is injured?
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ICS Benefits:

Manageable Span of Control:

- Type of incident dictates span of control considerations.
- Effective span of control on incidents may vary from 3 to 7 - a ratio of one supervisor to five reporting elements is recommended.
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ICS Command:

• Sets objectives and priorities
• Handles overall response and responsibility of the incident or event
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ICS Command:

Command carried out in two ways:

**Single Command:** Incident Commander has complete responsibility for incident management.

**Unified Command:** Responding agencies and/or jurisdiction with responsibility for the incident share incident management control.
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Planning/Intelligence:

- Develops Action Plan
- Collects and Evaluates Information
- Maintains Resource Status
- Directs all Resources
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**Operations:**

- Carries out Incident Action Plan (IAP)
- Directs and coordinates response
- Develops tactical objectives
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Logistics:

• Provides support to meet the incident needs
• Provides resources
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Finance/Administration:

• Monitors costs
• Provides accounting, time recording, cost analyses.
Incident Walk Through

- Incident
- Field Response
- Incident Command Post
- Emergency Operation Center
Tabletop Exercises

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Overview of Tabletop Exercises

Source: Federal Emergency Management Agency (FEMA)
Benefits of Tabletop Exercises

• Low cost
• Minimal time involvement (both planning and execution)
• Allows for plan and procedure correction before drills and exercises are conducted
Limitations of Tabletop Exercises

• Participants often jump to resolutions
  – Unrealistic resource allocation (time, money, equipment, etc.)

• Does not allow for functional experience

• Can limit the response focus and hide real world issues

• Pro/con- time frames can be compressed
Constructing Tabletop Exercises

– Develop your session objectives (3-5)
  • SMART Objectives
– Identify a suitable realistic scenario
– Provide relevant background information and materials
– Develop “injects” and probative questions
– At a minimum, assign a scribe to capture key issues for an after action review (AAR)
Today’s Tabletop
Ground Rules

• Open discussion at your tables- share your perspective
• No hidden agenda
• Don’t Fight the Scenario! We will provide information from multiple sources to keep the exercise moving
• Compressed time frames will limit decision making and report-outs.
• Focus will be on decision making during and after an incident occurs.
• THIS IS A NO FAULT EXERCISE: There are no mistakes being made; it’s a pure learning experience!
• Participants at your table are all given specific positions within a fictitious entertainment company.
• These positions form a unified command during emergencies, and represent your company leadership to the local police and fire agencies.
• Duplicate positions exist to help generate discussion and alternate points of view- explore the options.
• Ask questions of the facilitators if clarification or more details are needed.
Objectives

- Participate in a tabletop exercise to better understand how having a Unified Command Team enhances your ability to respond and recover from an incident
- Understand how tabletop exercises can advance your team’s ability to respond as well as identify gaps that need to be addressed
- Experience how not having a cohesive plan can delay a response, create confusion, and lead to a poor overall effort
Background

Happy Fun World
Located in Southern Florida
Operates year round
Employs 150-200 associates
15 Attractions
Food Establishments of all types - sit down, window service, etc.

Doing well. Operated for the past 20 years, and has become a community icon garnering attention from the industry. Quietly, board members have been planning to open a new operation in Southern Texas

Operational issues are considered “standard.” Occasional ride breakdowns, ticket scalping, occasional “Gate Hoppers,” and inebriated park guests occur but are dealt with professionally. On average, emergency responders come to your facility for medical calls once every three weeks.
Pre-Incident

• What responsibilities do you want your Unified Command to have as priorities?
• Who is in charge of your Unified Command and why?
• What are the pros and cons to having your President/CEO be your Incident Commander?
• What factors affect how you might respond to any given situation? What are your response triggers?
Scenario One
You get a call from a good friend that does not work at your park. He indicates that Twitter is on fire with comments that the Falling Star attraction has had a major issue. How do you determine if your Unified Command needs to assemble, and where do you meet?
Initial Response

• What do you need to do immediately?
• Who needs to be notified of what is going on?
• A teenager comes forward claiming to have video of the event. Is this relevant, and if so, why? What do you do with this information?
Your maintenance team indicates the ride is highly unstable and could drastically shift at any moment.
• In this instance, who is in charge of leading your Unified Command Team?
• Who else would be good to have at your command post?
• Where would you like to set up your command post?
  – On stage- how will you deal with bystanders asking questions?
  – Back stage- how will you deal with not having “eyes on” the situation?
• Develop your top three incident objectives.
Several Guests have called 911 and the local police and fire are responding.

• Do you know what to expect in terms of their response?

• Where will they be arriving on your property? Would you direct them where to access your property? What factors would influence you directing them where they can and cannot go?
Your local fire department is setting up for a technical rescue and calling for additional resources. What does that mean?
The media is arriving at your park.

- How do you handle them?
- What do you say?
- What don’t you say?
- Do you have organizational polices about employees talking to the media?
The Fire IC is reporting 4 people severely injured.

• What do you need to do with this information?

• Does this change how you handle the situation at hand? If so, how?
Everyone has been evacuated. What are the next steps?

• Develop a response and recovery strategy for the Falling Star and the park as a whole for the
  • Next day
  • Next week
  • Next month?

• Media scrutiny is heavy after the incident. How do you address this?
Scenario Two
Central Foodservice

• Main prep kitchen serving most of the park, with food prepared here being taken to other restaurants/window service locations
• Moderate sized window service for park Guests
• 20 employees work in this building
• Cooking appliances use gas
• Maintenance has been having issues for the past month, with the facility intermittently not working
Central Foodservice
You get a call from maintenance that there is the smell of smoke in the Central Foodservice Kitchen

• Is this enough for you to act? If not, what would be your triggers / threshold that would cause you to act?

• At what point would you call your Unified Command to come together?
Perform a size up at your table. What are your initial objectives, and what are your concerns? Are there other “experts” you need at your command post?
You hear that two fire extinguishers were used, and were unsuccessful at stopping the fire. The fire is getting larger and 911 has been notified.
• What do you need to do immediately? How is the fire department getting to the fire location?
• Who needs to be notified of what is going on?
• How are you communicating with your teams, both responders and non-responders?
The fire department arrives on scene and sets up several hundred yards away from the structure. What do you do?
You learn that three of your employees that work in the kitchen are unaccounted for. What do you do?
You learn a person has been brought out of the burning building and is unconscious. What / how do you deal with this information?
Your see more fire trucks arriving and there is a sense of urgency amongst the firefighters. This is clearly going to go on for several hours. You already have been at work for 8 hours as you came in early today. Do you stick with it or look to transfer command of leadership? What are the benefits and drawbacks to each?
What are the challenges, concerns, and ramifications to having Sr. Executives at the incident scene?
The Fire Marshall indicates that this is starting to look like arson. How does this change your recovery plan, and what must be done?
• The fire is out. What do you do?
• What are your immediate concerns? What are your next day ramifications? Next week? Next Month?
After Action Review
Objectives

• Participate in a tabletop exercise to better understand how having a Unified Command Team enhances your ability to respond and recover from an incident

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• Experience how not having a cohesive plan can delay a response, create confusion, and lead to a poor overall effort
Lessons Learned

• Relationships matter
• If you don’t have a plan, the responders will make up their own
• Understand your hazards, and meet them head on
• Train and drill to your plan
Key Take Home Points

• Continue to fill out the Emergency Response Plan
  – Conduct a “hazard analysis” to prioritize your efforts
  – Work with your teams to identify gaps
    • Who’s in charge?
    • Who do we need at the Command Post?
Key Take Home Points

• Establish or enhance your partnerships
  – Local police and fire
  – City and/or county Emergency Managers

• Conduct Drills and Exercises to improve responder competency and confidence
Thank you!

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