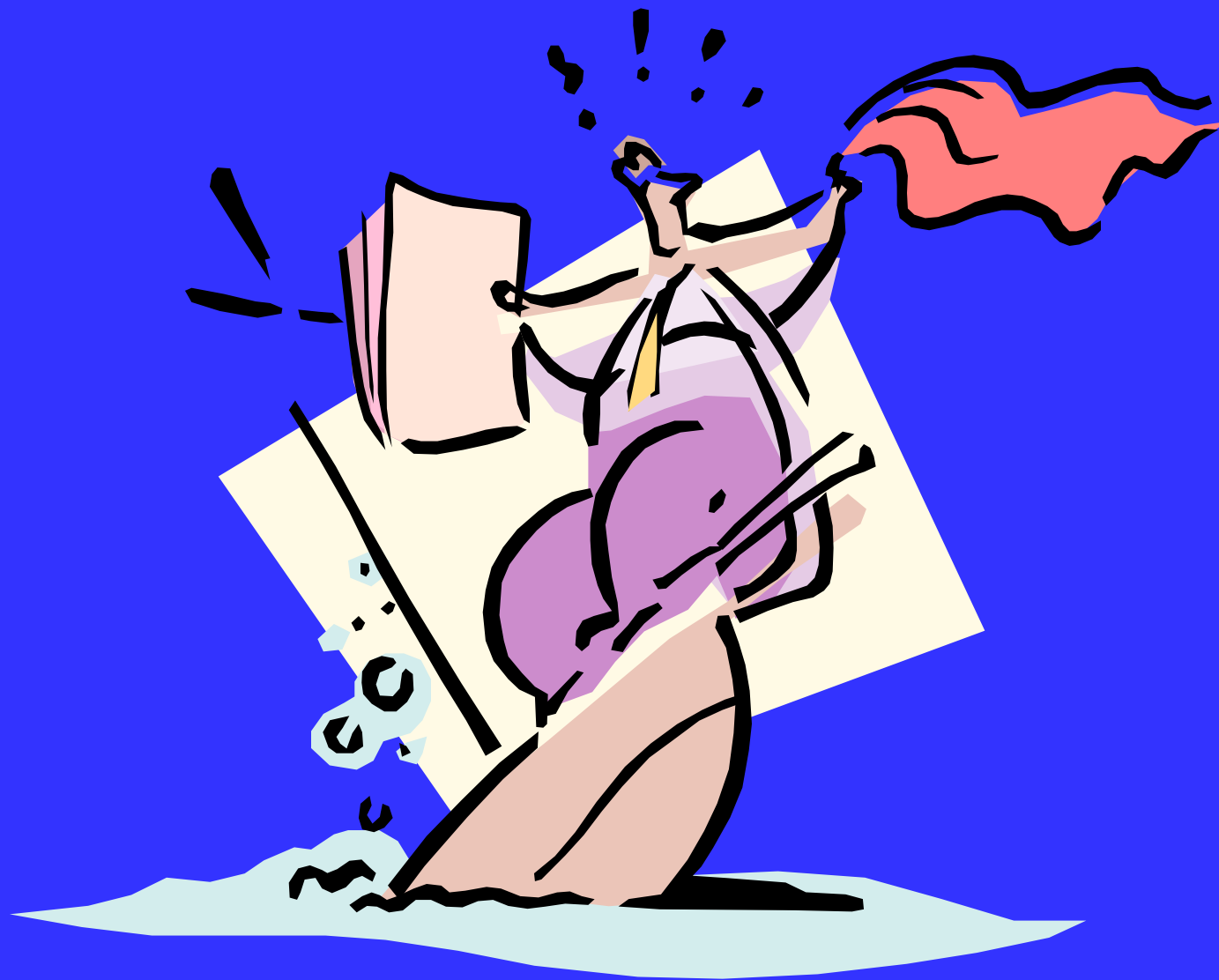


Shared Services

- Business Continuity/Disaster Recovery
 - November 8, 2005





How are we going to manage the
recovery of IT services?

At the time, we probably couldn't have specifically identified what we were looking for:

- How are we going to manage the recovery of IT services?
 - An organizational structure that would support the recovery effort
 - Processes to help us effectively manage the recovery effort

NEMA suggested we review NIMS

NIMS

National Incident Management System

NATIONAL INCIDENT MANAGEMENT SYSTEM
(six components)

Command and Management Component

Incident Command System
(ICS)

ICS Characteristics

- Widely applicable
- Applicable across disciplines
- Used to organize both near-term and long-term field level operations
- From small to complex incidents
- Used by all levels of government – fed, state, local, tribal
- Modular and scalable (top down, as needed)
- Establishes common terminology, standards, procedures

PLEASE NOTE:

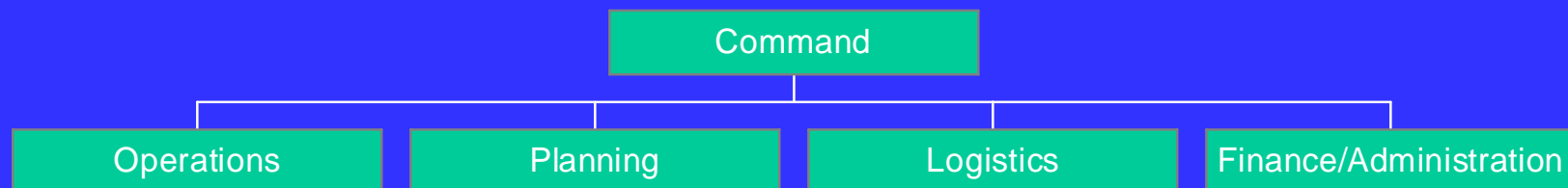
- The following info is a fairly high level presentation regarding ICS
- Presentation based on our current understanding
- NIMS ICS terminology used during presentation - in practice, DAS IT may need to use different terminology
- Most, if not all of presentation info related to NIMS from NATIONAL INCIDENT MANAGEMENT SYSTEM March 1, 2004 reference manual
 - www.dhs.gov/interweb/assetlibrary/NIMS-90-web.pdf

- How are we going to manage the recovery of IT services?
 - An organizational structure that would support the recovery effort
 - Processes to help us effectively manage the recovery effort

ICS

An organizational structure that would support the
recovery effort

Incident Command System Structure



Command Responsibilities

(Incident Commander)

- Overall responsibility for managing incident
 - Personnel assigned by Incident Commander have the authority of their assigned positions, even if it's not the same authority they have in their normal position.
- Make all decisions regarding size of Incident Command Post staff (modular and scalable)
- Provide overall control objectives and strategy
- Ensuring incident safety
- Providing information service – internally and externally
- Establishing and maintaining liaison with other agencies
- Approve completed Incident Action Plan (IAP)
- May have one or more Deputy Incident Commander(s) who have same qualifications as Incident Commander

Operations Section Responsibilities (Operations Section Chief)

- Execute the Incident Action Plan
- For developing and implementing strategies and tactics to carry out the incident objectives (as established by the incident commander and the Planning Section) including:
 - Organizing, assigning and supervising tactical field resources
- Managing all tactical incident activities
- Most incident resources assigned here
- Operations Section Chief is normally the person with the greatest technical and tactical expertise dealing with the problem at hand.

Planning Section Responsibilities

(Planning Section Chief)

- Gathering and analyzing data
- Gathering, analyzing and disseminating of intelligence and information
- Managing the planning process, conducting the planning meeting
- Establish incident planning cycle time frame
- Compiling the Incident Action Plan
- Developing a written Incident Action Plan
- Preparing status reports
- Managing the activities of the Technical Specialists
- Working closely with the Incident Commander and other members of the General Staff to be sure that information is shared effectively and results in an efficient planning process

Logistics Section Responsibilities

(Logistics Section Chief)

- Developing several portions of the written Incident Action Plan
- Providing resources and services required to support incident activities including:
 - Obtaining, maintaining and accounting for essential personnel, equipment and supplies
 - Providing communication planning and resources
 - Setting up food services
 - Setting up and maintaining incident facilities
 - Providing support transportation
 - Providing medical services to incident personnel
- Ensuring incident facilities are adequate
- Ensuring Logistics Section can support IAP

Finance/Administration Responsibilities (Finance/Administration Section Chief)

- Responsible for all financial and cost analysis aspects of the incident including:
 - Cost accounting and reporting
 - Providing cost implications of control objectives, as required
 - Contract negotiation
 - Tracking personnel and equipment time
 - Documenting and processing claims for accidents and injuries occurring at the incident
 - Maintaining a running tally of the cost associated with the incident.
 - Personnel check in and check out

ICS

- An organizational structure that would support the recovery effort
 - Structure
 - Functions

But, there were two things we needed

- An organizational structure that would support the recovery effort
- Processes to help us effectively manage the recovery effort

NIMS ICS Process(es)?

- It depends

Doesn't appear to be a process “cook book”

- NATIONAL INCIDENT MANAGEMENT SYSTEM March 1, 2004
reference manual
 - www.dhs.gov/interweb/assetlibrary/NIMS-90-web.pdf

Process: One Possibility

(At a High Level)

- Incident Commander is notified of incident
- Incident Commander makes decisions regarding:
 - Need to establish Incident Command Post
 - Need to call upon pre-assigned staff to fill roles and responsibilities of ICS General Staff and Command Staff
 - Need to invoke the disaster recovery call list
 - Need to invoke the damage assessment procedure
 - Remember – ICS characteristic - modular and scalable
- Incident Commander establishes incident objectives

Process: One Possibility

(continued)

- Planning Section accepts incident objectives from Incident Commander
- Planning Section gathers all possible information and develops a plan to meet the incident objectives (as established by Incident Commander) and delivers to the Operations Section
 - Includes selecting the DR procedures that must be performed to recover
- Operations Section executes the Incident Action Plan

Process: One Possibility

(continued)

- Logistics Section provides resources and services in support of the recovery
- Finance/Administration Section provides accounting and contract negotiation support
- Planning starts again for next cycle

NIMS ICS → DAS IT

- An organizational structure that would support the recovery effort
- Processes to help us effectively manage the recovery effort



THE

END?

Another Dimension

Use of NIMS in Nebraska State Government

- NEMA web site
 - Lt. Gov letter of NIMS support
 - Governor Executive Order
 - NEMA NIMS Implementation Plan
 - NEMA template for agencies' NIMS implementation plan
- DHS, National Incident Management Systems, March 1, 2004 reference manual
 - Grant funds

NEMA web site

- [Link to FEMA ISP – IS-700 National Incident Management System \(NIMS\), An Introduction](#)
- [Link to FEMA ISP – IS-100 Introduction to the Incident Command Systems for Federal Workers](#)

THE

END?

Why NIMS?

- **HSPD**
 - Homeland Security Presidential Directive 5 – Management of Domestic Incidents
- **Grant funds**
 - “The directive also requires Federal departments and agencies to make adoption of the NIMS by State, tribal and local organizations a condition for Federal preparedness assistance beginning in FY 2005” (text from memorandum from Tom Ridge – then Secretary of Homeland Security – included in the National Incident Management System, March 1, 2004 reference manual)

Why HSPD?

Why grant funds tied to compliance?

- Interoperability
- Better management

Interoperability

- Rand Corporation definition – *Interoperability* - a measure of the degree to which various organizations or individuals are able to operate together to achieve a common goal. From this top-level perspective, interoperability is a good thing, with overtones of standardization, integration, cooperation, and even synergy.
- How can local, city, county, state, region, federal incident teams interact together to recover from an incident.
 - Use of position titles
 - Common roles and responsibilities
 - Common terminology
 - Integrated communications

Better management

- Analysis of past responses indicates that the most common cause of response failure is poor management.
- Greatest contributors to poor response;
 - Confusion about who is in charge of what and when
 - Unclear lines of authority

Said another way (negatively)

- Past experiences indicate there was;
 - Lack of accountability, including unclear chain of command and supervision
 - Poor communication, including system and terminology problems
 - Lack of an orderly, systematic planning process
 - No common, flexible, pre-designed management structure
 - No pre-defined methods to integrate interagency requirements into the management structure and planning process

NIMS

- NIMS conceptually
 - A framework for interoperability and compatibility by balancing flexibility and standardization
 - Facilitates government and private entities working together
 - Standardized org structures, requirements for processes, procedures, and systems designed to improve interoperability
- NIMS is comprised of several components that work together as a system.
 - Scope: NIMS provides a national framework for;
 - Preparing for
 - Preventing
 - Responding to
 - Recovering from Domestic incidents
 - NIMS Components
 - Command and management
 - Preparedness
 - Resource management
 - Communications and information management
 - Supporting technologies
 - Ongoing management and maintenance

Evolving components

- Although these components are evolving, much is in place now.

PLEASE NOTE: NIMS Development

- Has undergone extensive vetting and coordination within Federal family
- Included extensive outreach to State, local and tribal officials: to the emergency response community
- Incorporates best practices in use by incident managers at all levels

A bit of component detail

NIMS Components

- Command and management (ICS)
- Preparedness
- Resource management
- Communications and information management
- Supporting technologies
- Ongoing management and maintenance

Preparedness

- Many preparedness organizations, responsibilities and plans
- Planning, training and exercises
- Personnel qualification and certification standards
- Equipment acquisition and certification standards
- Publication management processes and activities
- Mutual aid agreements and Emergency Management Assistance Compacts (EMACs)
- Preparedness is implemented through a continual cycle of planning, training and equipping, exercising and evaluating, and taking action to correct and mitigate.

Resource management

- When fully implemented, NIMS resource management will define standardized mechanisms and establish requirements for describing, inventorying, mobilizing, dispatching, tracking, and recovering resources over the life cycle of an incident.
- Coordination and oversight of tools, processes, and systems that provide incident managers with timely and appropriate resources during and incident.
 - Providing systems for describing, inventorying, requesting and tracking resources
 - Activating those systems prior to, during and after an incident.
 - Dispatching resources prior to, during and after an incident
 - Deactivating or recalling resources during or after an incident

Communications and Information Management

- Identifies the requirements for a standardized framework for;
 - Communications
 - Information management
 - Information sharing support at all levels
- Incident management organizations must ensure that effective interoperable communications processes, procedures, and systems exist across all agencies and jurisdictions
- Information management systems help ensure that info flows efficiently through a commonly accepted architecture. Effective information management enhances incident management and response by helping to ensure that decision-making is better informed.

Supporting Technologies

- Technology provides supporting capabilities essential to implementing and refining NIMS;
 - Voice and data communications systems
 - Information management systems (record keeping and resource tracking)
 - Data display systems

Ongoing Management and Maintenance

- DHS established the NIMS Integration Center to provide strategic direction and oversight in support of routine review and continual refinement of both NIMS and its components over the long term

NIMS Compliance

- NIMCAST
 - National Incident Management System Capacity Assessment Support Tool – 400 questions
 - A little overwhelming – states have latitude
- ICS implementation will suffice for FY 2005 requirements

What Is an Incident?

- An occurrence, caused by humans or nature, which requires, or may require action by emergency service personnel to prevent or minimize loss of life or damage to property and/or the environment. Examples;
 - Fire, both structural and wildfire
 - Hazardous materials incidents
 - Search and rescue missions
 - Oil spills
 - Natural disasters
 - Terrorist/WMD events
 - Planned events – parades, conventions, political rallies

<http://www.nitc.state.ne.us/>

<http://www.nitc.state.ne.us/sgc/workgroups/sharedservices/index.html>