

## 3. Emergency Organization

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Emergency response to incidents in the Parks is organized and managed under national, state and local systems of emergency management. The systems are based upon plans and procedures formulated over many years of experience. The basic structure of the emergency management system is referred to as an Incident Command System. The system provides a common framework for effectively utilizing the resources of the many public and private organizations and resources available.

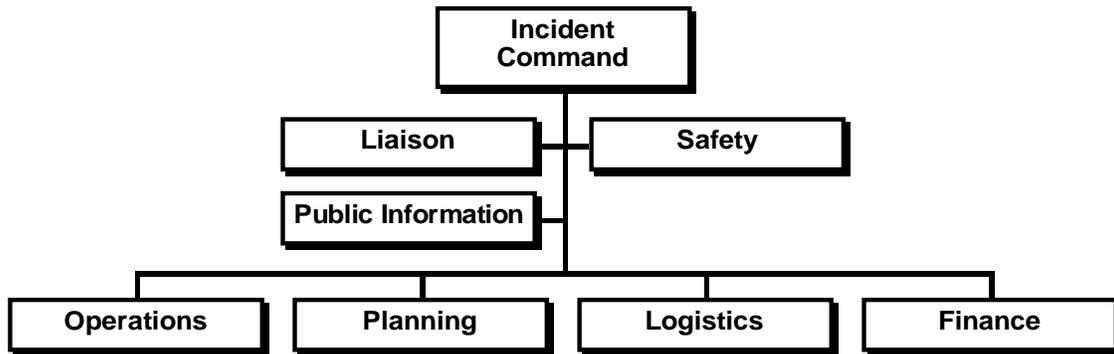
### 3.1 Incident Command System

An Incident Command System (ICS) is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure responsible for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident. Although the system is sometimes modified to meet local needs, the basic structure, as shown in [Figure 3-1](#), can be used to review and critique the primary needs of organizations involved in emergency response. This report is organized to reflect the status of the major elements of an ICS as referenced in Federal and State hazardous materials regulations and the City and County of Honolulu Emergency Operations Plan. The Plan states that the City has adopted the Incident Command System for response to all emergencies and disasters. This section of the Guidebook also provides an analysis of the current level of emergency preparedness available to CIP in the event of an emergency, either caused by a hazardous materials release or a natural disaster.

Businesses are not required by federal and state regulations to develop an ICS unless their personnel are involved with certain kinds of emergency response activities involving hazardous materials. All businesses in CIP and KBP are partially or fully reliant upon government agency response systems and resources in event of an emergency, so it may also be helpful to understand the elements of the agencies' response systems. ICS provides a convenient format for addressing the major elements of any emergency response operation.

The ICS structure has been used by many types of organizations for a large variety of emergencies. It provides a recognized standard for organizing response resources that has been successfully used to integrate resources from multiple locations and organizations. The response capabilities and analysis are based upon established characteristics of emergency response plans and systems as described in nationally recognized publications, regulations and local and state emergency plans. (A complete list of references used in preparation of this document is included in [Appendix A, Bibliography](#).) The objectives are tailored by consideration of conditions and needs of response agencies, businesses and the communities in and around CIP and local response agencies. Additional improvements, not specifically identified in this Guide, may be needed to fully achieve emergency preparedness objectives.

**Figure 3-1: Basic Elements of Incident Command**



The Campbell Industrial Park has numerous small- and medium-sized businesses without sufficient staff, resources and training to fully implement an ICS. Even the largest facilities in CIP rely heavily upon agency personnel for certain critical functions, such as public notification, warning and evacuation. Businesses in CIP and KBP have a critical interest in understanding agency plans for command and control of incidents in the Parks so that they can provide effective assistance to City and County agencies and respond appropriately to situations at neighboring facilities that could affect their own employees.

As described in the City and County of Honolulu Emergency Operations Plan, there is a detailed structure for emergency management among agencies. Section V of the City and County Emergency Operations Plan identifies lines of authority within the State. Succession to authority within the City and County is also detailed. Appendix D of the City and County’s Plan provides the detailed structure of the Emergency Operating Center, which is the heart of the Command and Control system.

The City and County utilizes an organizational model for Command and Control that has been developed with consideration of the Federal Emergency Management System guidance. Agencies within the City and County are charged with forming their own internal Incident Command Structure to establish Command and Control at the field level of agency emergency response efforts.

At the scene of an emergency, the City and County utilizes the Incident Command System for response to all emergencies and disasters. Incident Command, among other requisites, designates public safety officials (Fire, Police, EMS personnel, etc.) who will be responsible, upon their arrival at the incident scene, for the establishment of an Incident Command Post, initial notifications, and the safety, security, control and coordination of all response operations, not only at the scene itself, but also in surrounding areas that might be affected by on-going events. Refer to Table 3-1 for assigned incident commanders.

**Table 3-1: Assigned Responsibilities**

<b>Type of Incident</b>	<b>Incident Commander</b>
Man-made or Natural Emergency or Disaster, including Hazardous Materials Emergencies	Honolulu Fire Department Representative
Terrorist Situations	Honolulu Police Department Representative

For certain emergency operations, such as an oil spill to navigable waters, Incident Command may be relinquished to the appropriate state or federal agency. Until the arrival of the designated Incident Commander, another public safety officer may temporarily assume the duties of the Incident Commander.

A characteristic of Incident Command is establishment of a Unified Command Structure. Unified Command is a method for all agencies, companies or individuals who have jurisdictional responsibility, and in some cases, functional responsibility, to contribute to determining the overall objectives for the incident and selection of a strategy to achieve the objectives.

Businesses may participate in the Command and Control through the Incident Command System as described in the National Response Team’s ‘one plan’ guidance. The ability of a business to effectively participate depends on the level of development of their internal emergency management system. Businesses subject to certain Resource Conservation and Recovery Act (RCRA) regulations, and facilities that develop hazardous materials response capability under HIOSH are required to utilize an ICS for emergency response.

Businesses’ involvement in the Unified Command is determined by the level of development of their internal emergency response organization, the magnitude of the event and the availability of employees or company representatives during an emergency. Some larger businesses in CIP have developed their own internal Incident Command System and have developed plans to participate in Command and Control through the specified Unified Command structure within the ICS. Many smaller CIP and KBP businesses, with only a few employees and without large quantities of hazardous materials may not find it necessary to have trained emergency response personnel and detailed Command and Control assignments. When deciding whether or not a business can effectively participate in the Unified Command structure, the following should be considered:

- ◆ Has the business established an Incident Command System internally that is compatible with the City and County’s Incident Command Structure?
- ◆ Does the business have sufficient knowledge and/or resources to make a significant contribution to the Command and Control effort?

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- ◆ Are the business's ICS representatives trained in ICS terminology and operations?
- ◆ Does the incident involve a potential or actual threat to the business's personnel, equipment or property?
- ◆ Can the logistical needs of the ICS and the business be addressed to efficiently incorporate the business's input given the circumstances of the particular emergency event?

It should also be noted that smaller businesses that do not have sufficient needs to establish an ICS may participate at the request of the Incident Commander in an advisory capacity during an emergency.

Responsibilities for emergency response in federal, state and local governments are identified in detail in emergency operations plans prepared by the U.S. Government, the State of Hawaii, and the City and County of Honolulu. [Table 3-2](#) is a summary of responsibilities of local response groups as detailed in the City and County of Honolulu Emergency Operations Plan. This Plan is enacted whenever disaster strikes the City and County of Honolulu.

Smaller emergencies that happen on a day-to-day basis are handled by City and County agencies without activation of all available response resources. As stated in the City and County Emergency Operations Plan, City agencies are responsible for developing their own operations plans and are to conduct emergency operations under the "Incident Command System." ICS is a method to organize and direct emergency response operations from a single point of command or leadership.

In event of a hazardous materials incident, the Honolulu Fire Department assumes the role of Incident Commander, and is therefore in command and has overall responsibility for all emergency actions during a hazardous materials release.

### 3.2 Facility Emergency Coordinators

All businesses with employees working in CIP and KBP should appoint a Facility Emergency Coordinator (FEC) as defined in the City and County Emergency Operations Plan. The Facility Coordinator is the business's link to emergency response resources provided by the City and County. The principle duties of the Coordinator include the following:

- ◆ Assisting in timely notification of employees and nearby individuals in event of an emergency.
- ◆ Timely reporting of emergencies to the Local Emergency Planning Committee (LEPC), the Hawaii State Emergency Response Commission (HSERC), and the National Response Center (NRC).
- ◆ Initial classification of an emergency to assist in determining appropriate action.
- ◆ Representing the facility in event of a hazardous materials release on or near their facility.

- ◆ Providing follow-up reports to the HSERC and the LEPC on the incident.

Additional information about the role of a Facility Emergency Coordinator is contained in [Section 4, Hazardous Materials Emergencies](#).

Larger industrial facilities with trained and equipped emergency response personnel will often have an internal response organization in addition to a Facility Emergency Coordinator. Under an Incident Command System, the Honolulu Fire Department and the industrial facility may establish a “Unified Command Structure” which may be joined by other response agencies to enlist all available public and private emergency resources.

Smaller businesses typically have plans for evacuation and accounting of all personnel. The Facility Emergency Coordinator will lead these functions and will provide liaison to the Honolulu Fire Department. Schools and other places of assembly should also have emergency plans that provide for evacuation, shelter and care of the groups expected to be present.

All businesses should work with the Honolulu Fire Department and other emergency response agencies to develop a clear understanding of the needs, capabilities and expectations of each organization.

Table 3-2: Responsibilities of Local Emergency Response Agencies

<b>P = Primary</b> <b>S = Support</b>	Transportation	Communication	Public Works	Firefighting	Emergency Management	Mass Care, Housing & Human Services	Resource Support	Public Health & Medical Services	Urban Search & Rescue	Oil & Hazardous Materials Response	Agriculture & Natural Resources	Energy	Public Safety & Security	Long-Term Community Recovery	External Affairs
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Emergency Support Function</b>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
American Red Cross				S	S	P			S					S	S
Budget and Fiscal Services	S	S			S		P							P	
Board of Water Supply			S	S		S		S	S		S	P	S		
Civil Air Patrol															
City Council	S	S	S		S	S	S	S	S			S		S	
Community Services					S	S		S		S	S				
Corporation Counsel					S								S		
Customer Services	S	S	S			S	S	S				S		S	S
Design and Construction	S		P				S								
Emergency Management		P	S	S	P			S	S	S	S			S	P
Emergency Services	S	S		S		S		P	S	S					
Enterprise Services						S	S							S	
Environmental Services	S		S					S		S					
Facility Maintenance	S	S	S	S		S			S	S	S	S	S		
Honolulu Fire Dept.	S	S		P				S	P	P					
Human Resources						S	S	S						S	
Information Technology		S			S										
Managing Director's Office	S		S		S	S		S			S	S	S	S	S
Mayor's Office					S										S
Medical Examiner								S	S						
Neighborhood Commission														S	
Parks and Recreations	S					S	S							S	
Planning and Permitting														S	S
Honolulu Police Dept.	S	S	S	S		S			S	S			P	S	
Prosecuting Attorney													S		
Royal Hawaiian Band															
Transportation Services	P		S			S	S		S					S	
Volunteers, CD District	S	S							S					S	
Radio Amateur		S				S			S						S

### **3.2.1 Command and Control of Hazardous Materials Emergencies**

Analysis of hazardous materials incidents over the past five years indicates that most incidents involved nuisance odors with a negligible potential for long-term adverse health effects. In fact, from an analysis of historical data for Oahu from the EPA and other sources, no off-site fatalities have been associated with the accidental release of hazardous materials at CIP. Large releases of hazardous materials resulting in serious offsite consequences are rare. Emergency response organizations must depend heavily on training, drills and exercises to practice command and control of hazardous materials (HazMat) incidents.

The analysis of vulnerabilities in CIP illustrates that hazardous materials incidents may develop very rapidly, potentially affect large areas, and require a relatively high degree of familiarity with the processes, equipment and circumstances of the release to effectively manage the emergency. Although the type of incidents which would potentially have severe consequences are very unlikely, emergency planning for CIP and KBP should address conservative assumptions of release conditions.

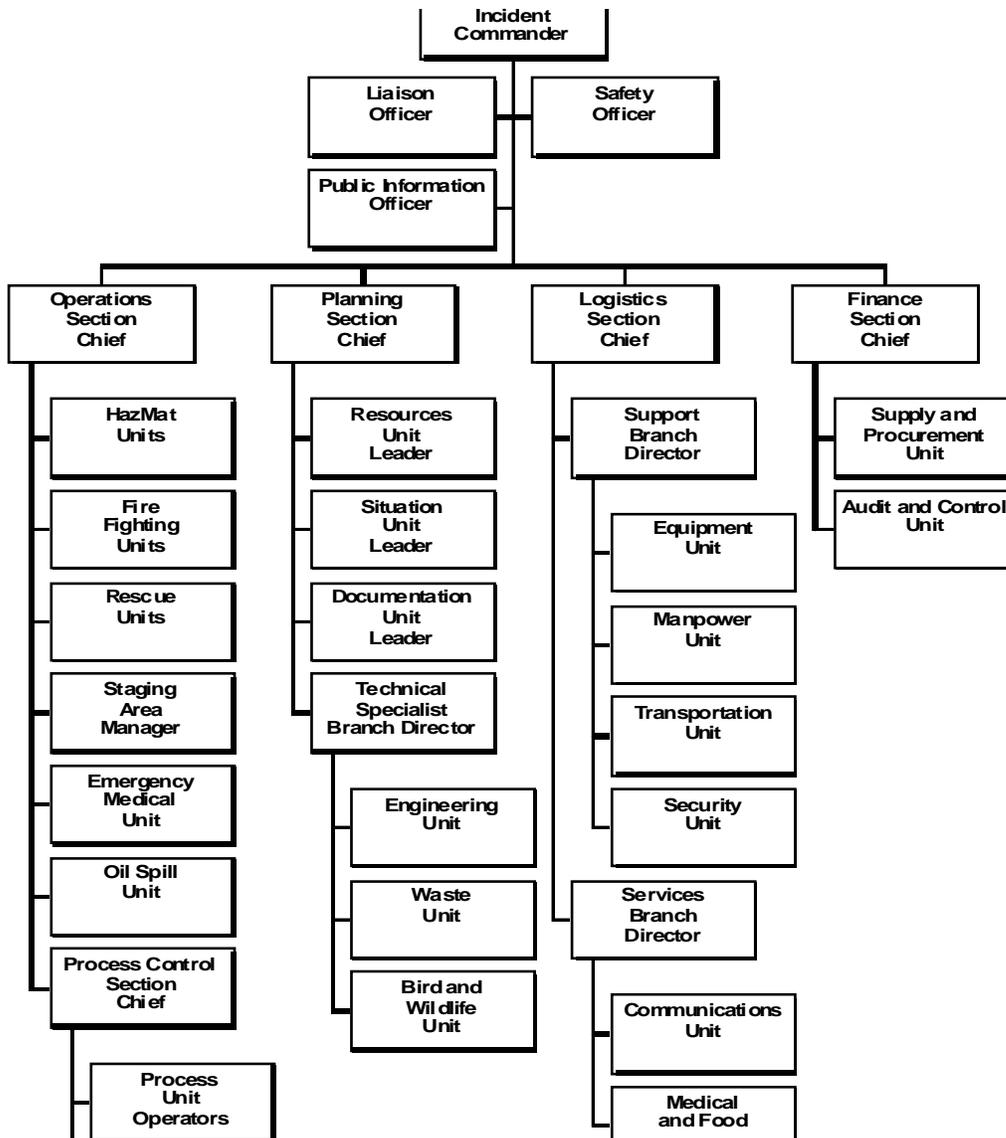
A typical ICS for effectively managing a large hazardous materials event is shown in [Figure 3-2](#). (It is provided for discussion purposes only and would not fit the needs of all HazMat emergencies. It may also need to be modified for consistency with various agency ICS organizations.)

Emergency management agencies in Honolulu are required to follow the latest guidance on emergency planning issued by the Secretary of Homeland Security, through the National Integration Center (NIC), Incident Management Systems Integration (IMSI) Division.

The [National Incident Management System \(NIMS\)](#) provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

NIMS works hand in hand with the [National Response Framework \(NRF\)](#). NIMS provides the template for the management of incidents, while the NRF provides the structure and mechanisms for national-level policy for incident management.

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### 3.3 Liaison

The Liaison position in an ICS is the point of contact for representatives of other agencies. In a large emergency operation or disaster, many agencies may become involved in providing services and assistance. Not all agencies will be familiar with ICS and many will not have the need for a representative in a Unified Command structure. The Liaison Officer provides the necessary contact to agency representatives so that the Incident Commander can focus on the critical tactics and strategies needed for control of the situation. Liaison is specifically addressed as a section in this report because of the importance of establishing communications with all agencies, businesses and community groups who have a role in emergency response.

During a natural emergency, such as a hurricane, the City and County of Honolulu Emergency Operations Center (EOC), located in the basement of the Frank F. Fasi Municipal building located at 650 South King Street, Honolulu, Hawaii is the center for

emergency operations. Representatives from major offices in the City and County Government are present to assist in a Unified Command Structure. Individuals from the Honolulu DEM (Department of Emergency Management) are designated to provide overall coordination of key functions.

### **3.4 Public Information**

Accurate and timely information is among the most critical needs for the effectiveness and safety of response operations. An ICS employs an Information Officer and includes procedures to meet information needs for informing the public of impending or actual emergencies or disasters. An ICS provides guidelines for instructing and advising the public on appropriate actions to take during an emergency. All agencies and businesses involved in emergency response have a critical need for accurate and timely information to protect their employees, property and the environment.

Annex S of the City and County's Emergency Operations Plan contains the Emergency Public Information Plan for the City and County's Emergency Operations Center. The Plan assigns responsibilities for coordination, preparation, and update of hazard-specific public information for the City and County to the Honolulu DEM. The Honolulu DEM is also responsible for providing information to the public and to response agencies before and during an emergency on conditions, protective actions, evacuation, and recovery.

Before an incident, the Honolulu DEM has the primary responsibility for establishing agreements among local and state agencies, the news media, and other organizations on how and when information will be developed and released. The CIP Compliance Coordinator, through the [State Department of Health, Clean Air Branch maintains the CIP Environmental Hotline](#), which can also be used as a media for disseminating public information.

A large amount of technical information has been assembled in the form of emergency plans, brochures and computer databases for the Island of Oahu. Agreements have been reached with the news media and other organizations on the flow of information during an emergency. These are detailed in the City and County of Honolulu Emergency Operations Plan.

### **3.5 Safety in Response Operations**

The work of the ICS Safety Officer is to assess hazardous and unsafe situations and to develop protective measures for assuring personnel safety. As a functional element of emergency planning, the protection of human life should take precedence over all other objectives. In both natural and man-made emergencies, the lives of the emergency response personnel and the public may depend upon the quality of information, the level of planning and education, and the availability of resources.

Numerous safety issues arise in the event of a natural emergency. Downed trees and power lines, washed-out roadways, damaged structures and secondary fires are a few of the potential hazards. In event of a tsunami or hurricane, damage to facilities in CIP and

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KBP may result in release of hazardous materials. The presence of hazardous materials will not be confirmed until the area is entered and inspected after the event. In HazMat events, the ICS has a functional position of Safety Officer as a member of the Incident Commander's staff.

Hazardous materials clean-up operations from natural emergencies may involve spills from more than one source and the exact nature of the hazards will be unknown. Spill clean-up contractors and employees of the businesses involved will need to be properly trained and equipped in order to complete clean-up operations safely.

The key to managing the hazards of emergency response is a well-prepared Site Safety Plan. A Site Safety Plan is required to be in place before any organized response to a hazardous materials incident. Federal and state environmental and safety regulations spell out the requirements for documenting and implementing such plans.

### **3.6 Response Operations**

In ICS, response operations involve the supervision and management of tactical activities involving the actual emergency situation. Only trained and properly equipped response personnel are usually part of response operations. The Operations Chief directly orders functional response units to perform tactical operations. These units may be divided by specific function, geographical area, or other means of identification. For response to emergencies in CIP, these units could include fire suppression, HazMat, search and rescue, emergency medical services, staging area management, or other functions as needed. For larger emergencies, Response operations may be divided into groups such as engine companies, strike teams, divisions, etc.

#### **3.6.1 Fire Response Capabilities**

The Honolulu Fire Department is one of the largest fire departments in the United States.

The Department is divided into five battalions that include:

<u>Type of Resource</u>	<u>Number</u>
Engines	42
Ladders	7
Quints (75 Ft. Aerial)	6
Tower Ladder (Ladder Truck w/basket)	2
Rescue Units	2
HazMat Units	2
Fire Boat	1
Tankers	5
Helicopters	2
Helicopter Tender	2
Brush Truck	2

The Fourth Battalion protects the leeward side of the Island with seven engine companies, 1 HazMat unit, two ladders, three quints, 3 tankers and 1 brush truck. Station 40 is the Fourth Battalion's headquarters and is located at the entrance to CIP. It provides an engine, a ladder and a HazMat company within a few minutes of any Park location.

The capabilities of the Fourth Battalion include first response, incident command, fire fighting, hazardous materials detection and control and salvage. Utilizing the water main system with hydrants located 200 to 300 feet apart throughout most of CIP, the Fourth Battalion can be expected to handle most structural fires and releases of hazardous materials.

Conditions within CIP are generally favorable for structural fire protection. The streets are wide and buildings are generally adequately spaced. Many buildings are of noncombustible construction and some are equipped with sprinkler protection. Bulk quantities of lumber, plastics, dry goods and other materials at some sites do provide fuel sources for severe fires involving combustible materials. In addition to the large quantities of hazardous materials, flammable and combustible liquids and gases are used in small quantities in many CIP businesses. The pre-fire planning activities conducted by the members of the Fourth Battalion provide important information for planning fire responses to structural and combustible material fires.

The potential for fires involving flammable liquids and gases include the scenarios described in the vulnerability analysis and a large number of other smaller scenarios. The worst case scenarios could include LPG vapor cloud releases and scenarios that involve flame impingement on horizontal pressure vessels. Vapor cloud releases would necessitate immediate shutdown of motorized equipment and the immediate evacuation of all CIP residents in and around the release point. For very large vessels, such as spheroids, the evacuation area may include areas up to a mile away. If the incident involves flame impingement onto pressure vessels, cooling water will need to be applied

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as soon as possible (preferably within 10 minutes) to avoid a potential boiling liquid expanding vapor explosion (BLEVE). Fire fighting operations must be pre-planned in order to accomplish these requirements. The refineries in CIP have some of the largest stored quantities of LPG and flammable liquids. Both refineries have a well-trained and equipped fire brigade to immediately respond to such events.

### **3.6.2 HazMat Response Capabilities**

A HazMat Response Unit provides the specialized skills and equipment needed to effectively manage response to a hazardous materials release. The potential for very serious hazardous materials releases does exist in CIP. Most businesses in CIP have the potential for experiencing a hazardous material emergency. Of these, there are only a few businesses with sufficient quantities of hazardous materials to potentially cause a significant hazard beyond park boundaries.

HazMat response capability includes trained and equipped members of HazMat teams from major industrial facilities, such as Tesoro and Chevron, to specialized response personnel who are limited to response to specific product emergencies, such as The Gas Company, Oahu Gas Company and Brewer Industries. Most businesses in CIP do not respond to incidents involving unknown products or other companies' products for which they are not directly responsible.

The Fourth Battalion of the Honolulu Fire Department has a fully operational dedicated HazMat response company. This unit is equipped for detection of chemical hazards as well as leak and spill control. It carries chemical protective equipment for firefighters and an extensive computer database to provide technical information on chemical hazards. Response time to any Park location from Station 40 is approximately 3 minutes. Another HazMat Unit is located at Station 32 under Special Operations Command. Response time from Station 32 would probably be at least 30 minutes unless there are traffic delays or other road hazards.

### **3.6.3 Rescue Operations**

Rescue units may be needed in event of confined-space accidents, trench collapse, building collapse, flooding, release of hazardous materials, vehicle accident or other events where individuals are trapped in a perilous situation. Confined-space incidents and trench collapses are two of the most frequent rescue scenarios related to industry. Rescue from elevations, such as building roofs, may also be required. In events that involve an individual's loss of breathing, there are only a few minutes of opportunity to rescue the victim before death or permanent damage. Some of the larger businesses in CIP have a self-contained breathing apparatus and individuals trained in rescue operations that could be used in performing a rescue at their locations. The Fourth Battalion is equipped with a breathing apparatus and has rescue capability. Rescue companies are also available from First and Second Battalions of the Honolulu Fire Department.

### **3.6.4 Emergency Notification**

The Honolulu DEM has established detailed procedures for notifying the public in event of an emergency. The emergency sirens throughout the Island provide initial warning to the public. Most sirens cannot be individually activated at the present time, so that all sirens on the Island are normally activated simultaneously. The Emergency Alert System (EAS) provides additional information and warning through local radio and television stations. In some areas of CIP, the sirens do not provide a sufficient volume to meet the requirements of Civil Defense. Additional sirens are planned for installation as the State Civil Defense budget allows. [Map number 3-1](#) shows the approximate area of coverage of the siren system.

In a cooperative effort with State Civil Defense and Honolulu DEM, C.L.E.A.N. has purchased and distributed approximately 500 Emergency Alert "Sentinel" to most Campbell Industrial Park businesses and other local establishments. When properly installed and maintained, these radios silently monitor local commercial radio stations for emergency alert broadcasts, warn the user with a tone and broadcast any message sent through the Emergency Alert System. Honolulu DEM and other emergency response agencies can issue special warnings to radio stations to be broadcast on the Emergency Alert Radios. Emergency alerts for hurricanes, tsunami or other emergency that are broadcast over the established radio frequencies will also trigger the Emergency Alert Radios.

The EAS is most effective for emergencies that are island-wide and for those events that have some predictability. HazMat incidents, such as the release of toxic or highly flammable materials in a local area, require an immediate, localized warning. The Emergency Alert Radios provide localized warning to the locations in and around the Park that are most likely affected by a hazardous materials release.

The Early Outdoor Warning System (aka Civil Defense Emergency Warning Sirens) is tested on the first working day of the month at 11:45 AM for 45-seconds.

For the purpose of the test you will hear a 45-second steady tone on all sirens. When you hear the steady tone in circumstances other than a test, turn to any local radio or television station for essential emergency information and instructions.

Residents on Oahu near Campbell Industrial Park, Honokai Hale, Makakilo, Kapolei Regional Park, Kapolei Golf Course, and the Coast Guard Station at Kalaeloa, may also hear a "whooping" tone following the siren test. The "whooping" tone is a test of the Hazardous Materials (HazMat) Incident outdoor siren warning group that will be activated if and when a HazMat incident occurs.

For more information on the outdoor siren warning system and tests, contact the City and County of Honolulu's Department of Emergency Management at (808) 723-8960.

**Siren Malfunction:** If the siren in your community does not sound or does not operate properly please call the Department of Emergency Management at 723-8960 to report it. You can also email the department at [dem@honolulu.gov](mailto:dem@honolulu.gov). With more than 170 outdoor

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warning sirens on Oahu we appreciate the public's assistance in identifying problem units.

Siren Damage or Vandalism: You can help us to safeguard our Outdoor Siren Warning System. Please report any acts of vandalism, damages, or missing sirens or components to the Department of Emergency Management at 723-8960. You can also email the department at [dem@honolulu.gov](mailto:dem@honolulu.gov) and include any images you may have of the siren in question. Any suspicious activity should be reported immediately to the Honolulu Police Department by calling 911.

Residents now have the option of reporting malfunctioning or vandalized sirens on-line. Visit the City's Siren Trouble Report page at <http://www3.honolulu.gov/DEMSiren/> to file your report as well as upload pictures.

Remember, important emergency information including evacuation maps can be found in the Hawaiian Telecom and Paradise Pages telephone directories or on our website at [www.oahuDEM.org](http://www.oahuDEM.org).

In addition all Oahu residents are encouraged to sign-up to receive emergency email and cell phone text messages from the Board of Water Supply, Department of Emergency Management and the Honolulu Police Department by signing up with NIXLE at [www.nixle.com/dem](http://www.nixle.com/dem) Standard text messaging rates may apply depending on your wireless carrier and plan.

### 3.7 Planning

The Planning Function of an ICS is responsible for the collection, evaluation, and dissemination of tactical information about the incident. The Planning Section maintains information on the current and forecast situation, and on the status of resources assigned to the incident. The Planning Section plays a key role in the development of an Incident Action Plan. The Incident Commander and the Operations Section depend upon the ability of the Planning Section to provide accurate and timely information, to develop alternatives for mitigation and control, and to plan actions for future operational periods. Planning Sections in ICS require personnel resources, written reports, reconnaissance, and technical data about the incident. This function performs best in a comfortable and sheltered environment with adequate lighting, computer equipment, data resources, and communications equipment.

Field personnel assigned to the Planning function track resource usage and status, and provide reconnaissance of the incident. A typical function of the Planning Section is to establish a unit responsible for air monitoring and modeling of release conditions. Collecting information about the level of air contaminants provides valuable information to the Incident Command and it often provides peace of mind to the public.

The Honolulu Fire Department Operations Plan identifies a Planning Section as part of its ICS. In recent times, there have been very few hazardous materials incidents, if any,

that have required the development of a fully functional Planning Section. The scenarios mentioned in this report identify the potential need for more extensive development of a Planning Section. A large petroleum storage tank fire, for instance, may require substantial planning activities. There are other potential scenarios throughout CIP that could involve the need for planning during response activities. For natural emergencies, this function is performed at the EOC on Oahu.

### **3.8 Logistics**

The Logistics Section in the ICS details critical services to support emergency response personnel. Logistics would provide the organization, materials and services for communication, medical, food, tools and equipment, fire fighting foam supplies, security, maintenance services and other necessities. This section is also responsible for ordering and delivering supplies and equipment and maintaining records.

Emergency incidents vary widely in the need for logistical support. In the case of a major oil spill that would reach the shoreline, logistical needs may be intense. Many smaller incidents, a fire or hazardous materials release, will not need logistical support outside of the initial response personnel. Logistics planning should be based on a realistic, worst case need for each particular service area. Most Logistics Section planning may never be used, but it should be kept in mind that logistical needs of a very large incident cannot be met without some planning ahead of time.

Logistical planning in the City and County of Honolulu/s Emergency Operations Plan brings the full resources and capabilities of the City and County to service for emergency support. City and County, volunteers, private organizations and federal and state resources may be brought to bear as needed during a major crisis.

#### **3.8.1 Emergency Communications**

Communications systems in an Incident Command System include the components of hardware, communications protocols, and organizational structure. A Communications Unit may be assigned under the Logistics Section of a standard ICS design to facilitate the development of a communications plan and the deployment of hardware or runners for transferring information between and among response groups.

Two-way radios play a very important role in emergency management. They usually provide a reliable means of communication, even if phone lines and power lines are damaged. Radios are usually individually programmed to work on a specific wavelength or frequency. The Federal Communications Commission licenses frequencies, so that the number of individuals trying to communicate on a specific frequency at the same time is limited. Newer radio systems have some very useful features, including the capability to be programmed in the field to various frequencies as needed for a particular emergency. The City and County of Honolulu is currently in the process of converting its existing radio systems to a modern 800 megahertz system. The new system will help ensure the compatibility of radio frequencies between various City and County agencies that are involved in emergency response. Fire, police, and other response units would be able to

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work more efficiently by having direct communications abilities with Incident Command at the scene of an emergency.

Telephone communications may be disrupted during an emergency. Landlines may be downed by high winds and cellular phone call volumes may exceed local capacity.

### **3.9 Finance**

The Finance Section of an Incident Command System plays a very important role in large incidents that involve multiple agencies, contractors and businesses. Emergency management activities may span over weeks or even months. Clean-up activities and large fire-fighting activities may involve large costs. The Finance Section provides a valuable service in establishing cost control guidelines, recordkeeping and accounting functions, billing, auditing, claims management and other financial services.

