



**FEMA**

**Public Assistance &  
the Incident Command System (ICS)  
Organizational Structure Samples 1-3**

# ABOUT FEMA PUBLIC ASSISTANCE & the INCIDENT COMMAND SYSTEM (ICS)

## Purpose of ICS Samples 1-3

- ICS Sample 1-3 organization charts were developed to provide one ICS-compliant approach to hypothetical sets of incident action plan objectives at different declaration criteria (below). Samples 1-2 show ICS-compliant Public Assistance (PA) organizational structures at the upper end of the declaration criteria, and Sample 3 uses an exercise scenario for an outlier disaster. Over the last decade, approximately 75% of declared events involving PA have fallen within the Sample 1 declaration criteria.
- The ICS Samples were developed to serve as one reference tool for FEMA PA and are intended to reflect typical ranges of positions mobilized using a multi-hazard approach at differing disaster magnitudes.
- The Samples do not reflect all positions needed for any and all events, and by no means should all the positions identified be deployed except where an incident's objectives call for those tactical resources. Instead, the Samples graphically demonstrate possible PA organizational structures as an aid in building an ICS-compliant staffing plan.

## Sample 1 Declaration Criteria

- **PA Funding:** ≤ \$15M
- **Designated areas:** ≤ 20
- **Applicants/sub-grantees:** ≤ 145
- **Project worksheets:** ≤ 450
- **PA organizational structure:** Functional (scalable)

## Sample 2 Declaration Criteria

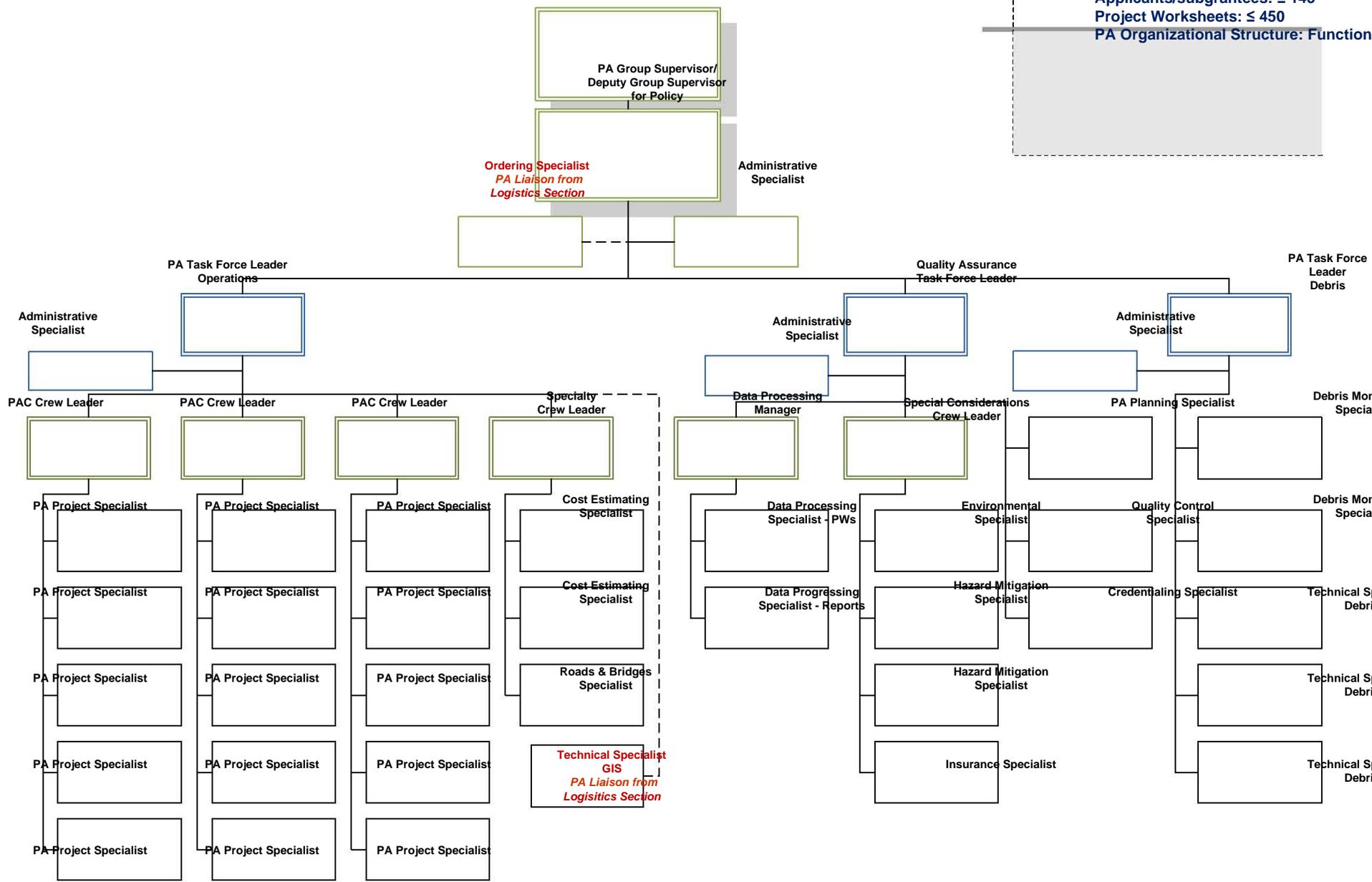
- **PA Funding:** ≤ \$750M
- **Designated areas:** ≤ 130
- **Applicants/sub-grantees:** ≤ 1100
- **Project worksheets:** ≤ 7000
- **PA organizational structure:** Geographic (scalable)

## Sample 3 Declaration Criteria

- **PA Funding:** > \$750M
- **Designated areas:** > 130
- **Applicants/sub-grantees:** > 1100
- **Project worksheets:** > 7000
- **PA organizational structure:** Hybrid Geographic/Functional (scalable)

## Benefits of ICS

- **CUSTOM FIT**  
The ICS organizational structure is developed in relation to the size and complexity of an incident and the specific characteristics/hazards associated in the field.
- **MODULAR**  
ICS expands from the top down and only necessary tactical resources are added to the structure for the duration of time necessary to achieve the objectives. Positions are directly related to functional actions required to manage a disaster effectively.
- **OBJECTIVES FRONT & CENTER**  
ICS uses Management by Objectives and is tied directly to the Incident Action Plan. Once appropriate strategies have been identified to meet the objectives, the ICS organizational structure is built to provide the right resources for the functional demands of the incident as well as to manage and monitor those resources effectively.
- **SAFE & ACCOUNTABLE**  
Manageable span of control (generally falling within 3-7 direct reports) supports safety and accountability.
- **PROVIDES ADEQUATE SUPPORT**  
As the organizational structure expands, the number of management positions also expands, ensuring quality is monitored and staff get the support they need to succeed.
- **FLEXIBLE & RESOURCE EFFICIENT**  
Incident objectives are closely monitored and revised, and because the ICS organizational structure is tied to objectives, it scales up and down – lock step – with evolving conditions. It mobilizes the right resources when they are needed, ensuring efficiency in Public Assistance.
- **MEASUREABLE OUTCOMES**  
The ICS organizational structure directs resources to mission-critical outcomes at the scale and points in time needed to meet incident objectives aggressively. The ICS organizational structure supports an “eye on the prize” philosophy by using a dynamic process.
- **CUSTOMER FOCUSED**  
The ICS organizational structure - at its core - is designed to mobilize PA resources to eligible communities as quickly and as collaboratively as possible within the unified command structure. It eliminates a “one size fits all” approach to hazards and impacted areas, and allows PA to deploy the right program and technical specialists to assess damage and obligate resources so essential infrastructure and critical services – clean water and open schools – can get back on line as quickly as possible.



# Projections for Sample 1 Peak Mobilizations: 23 Minimum, 59 Maximum

## Minimum positions required for Sample 1 declaration criteria

- 1 Infrastructure Branch Director/PA Group Supervisor
- 1 Deputy Group Supervisor - Policy
- 1 PA Administrative Specialist (maximum 4)
- 1 \*Ordering Specialist assigned to PA through Logistics Section (maximum 2)
- 1 PA Task Force Leader - Operations
  - 2 PAC Crew Leaders (maximum 4)
  - 6 PA Project Specialists (maximum 18)
- 1 Special Considerations Task Force Leader or Crew Leader
  - 1 PA Environmental Specialist –(maximum 2)
  - 1 PA Hazard Mitigation Specialist – (maximum 2)
  - 1 PA Insurance Specialist
- 1 Specialty Task Force or Crew Leader
  - 1 Cost Estimating Specialists (maximum 2)
  - 1 \*Technical Specialist – GIS assigned to PA
- 1 PA Data Manager
  - 1 PA Data Processing Specialist – PWs (maximum 3)
  - 1 PA Data Processing Specialist – Reports (maximum 2)
- 1 Planning Specialist
- 1 Credentialing Specialist

## Other Optional Sample 1 Positions

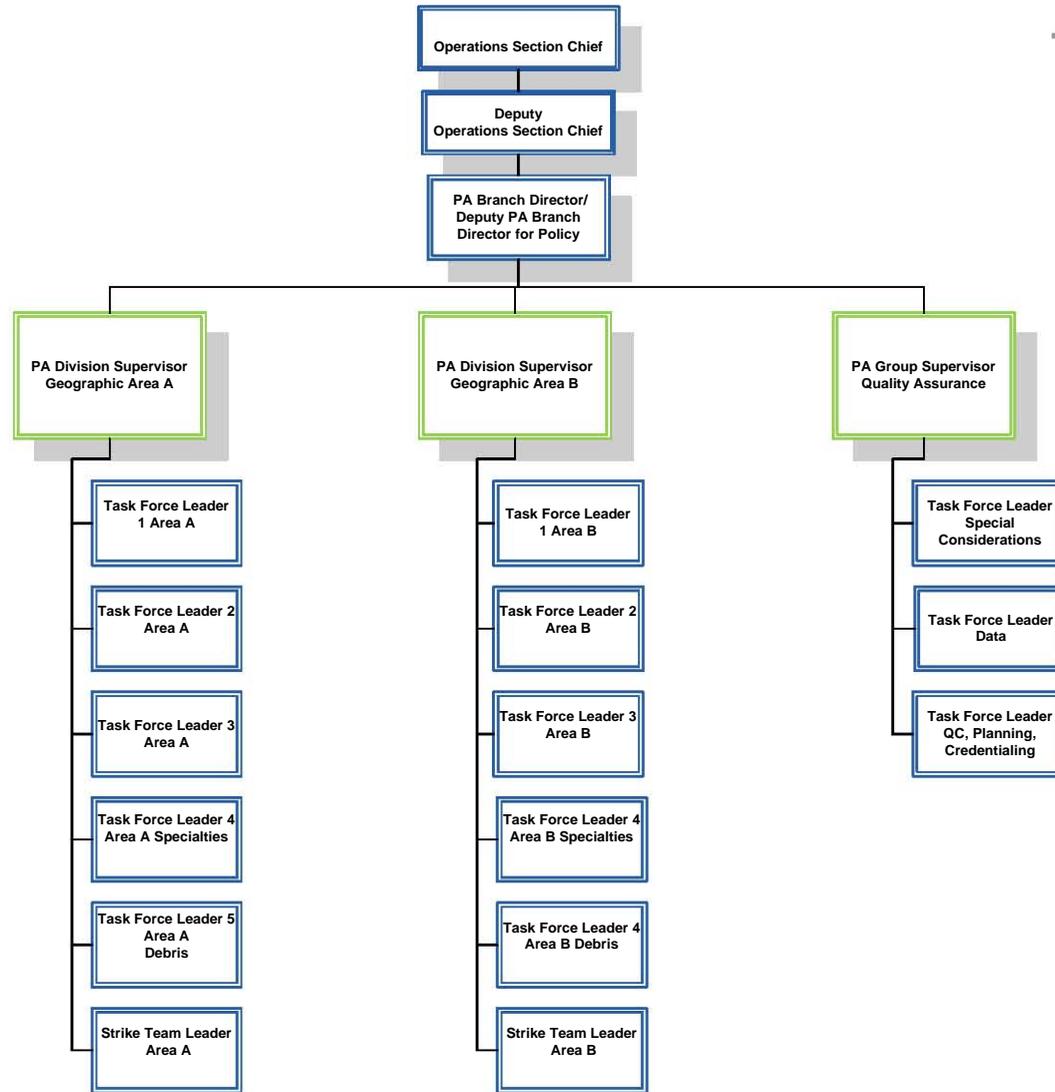
- 1 PA Task Force Leader or Crew Leader - Debris
  - PA Debris Specialists (maximum 5)
  - PA Debris Monitoring Specialists (maximum 2)
- Quality Control Specialists (maximum 2)
- PA Technical Specialists – e.g. Roads and Bridges (maximum 4)
- \*Technology Specialists (IT) assigned to PA through Logistics Section (maximum 2)
- \* Positions assigned to PA by other departments *not included* in staff totals.

## Assumptions about the Organization Chart

- Each supervisor/leader should manage between 3-7 direct reports. Peak staffing is expected to be sustained for 6-18 weeks for Sample 1 declaration criteria.
- Logistics team of 3-6 *additional* PA Ordering Specialists required if AFO temporary housing/office units are stood up for essential staff.
- PA Project Specialists can reasonably be expected to produce 2-4 high-quality project worksheets per week. Factors that inform output include nature of event, magnitude/field conditions, categories of work, complexity of projects, distance from JFO/AFO, preparedness of state/grantee and sub-grantee, and skill/organization of PAC Crew Leaders.

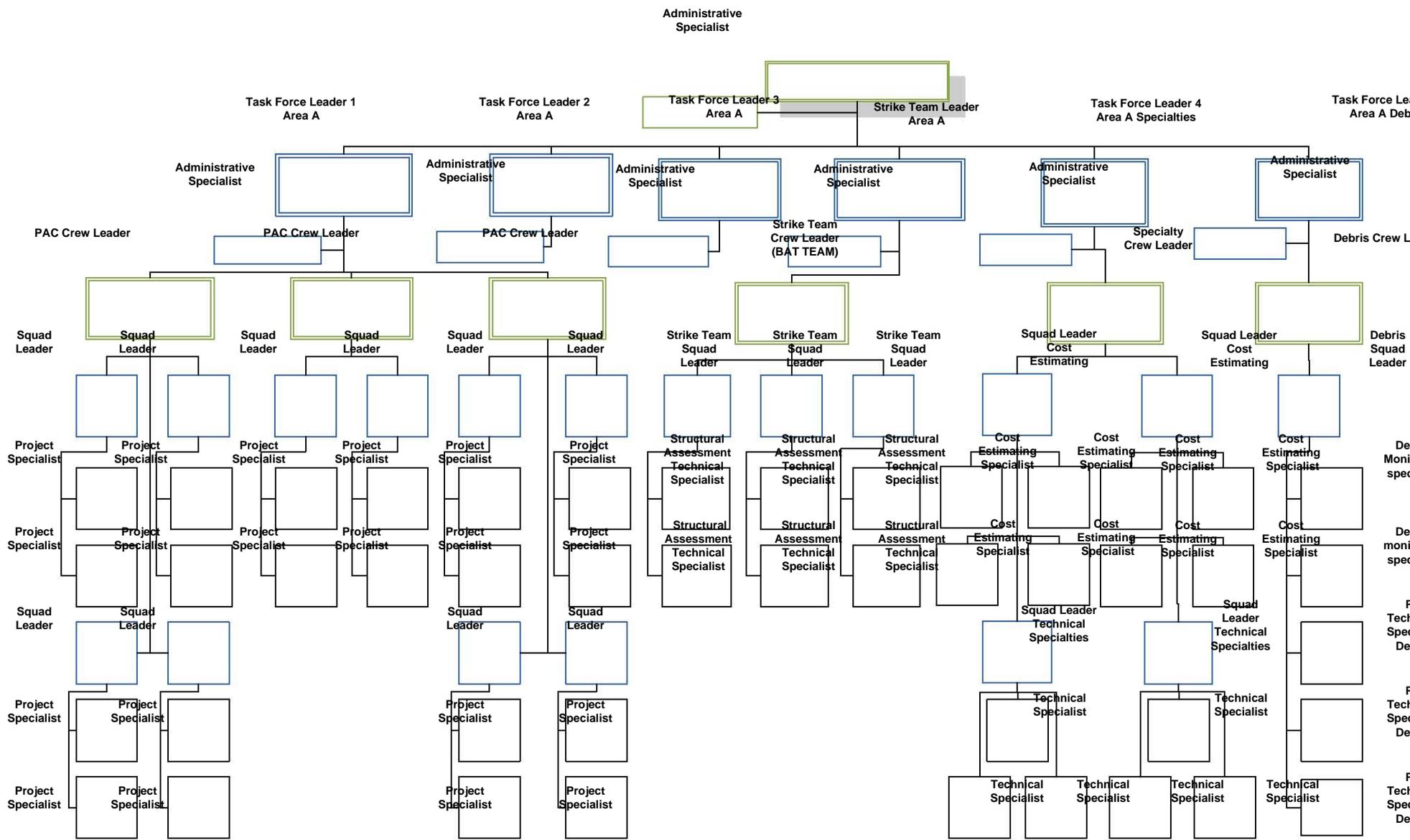
**IMPORTANT NOTE:** The flexible structure of ICS places less emphasis on pre-determined numbers of positions and more emphasis on functional roles required to meet the Incident Action Plan objectives. Levels of support are added to ensure that span of control is properly managed. The deployed staff ranges are estimates.

**SAMPLE 2**  
Obligated Funding: \$750M  
Designated Areas: 130  
Applicants: 1100  
Project Worksheets: 7000



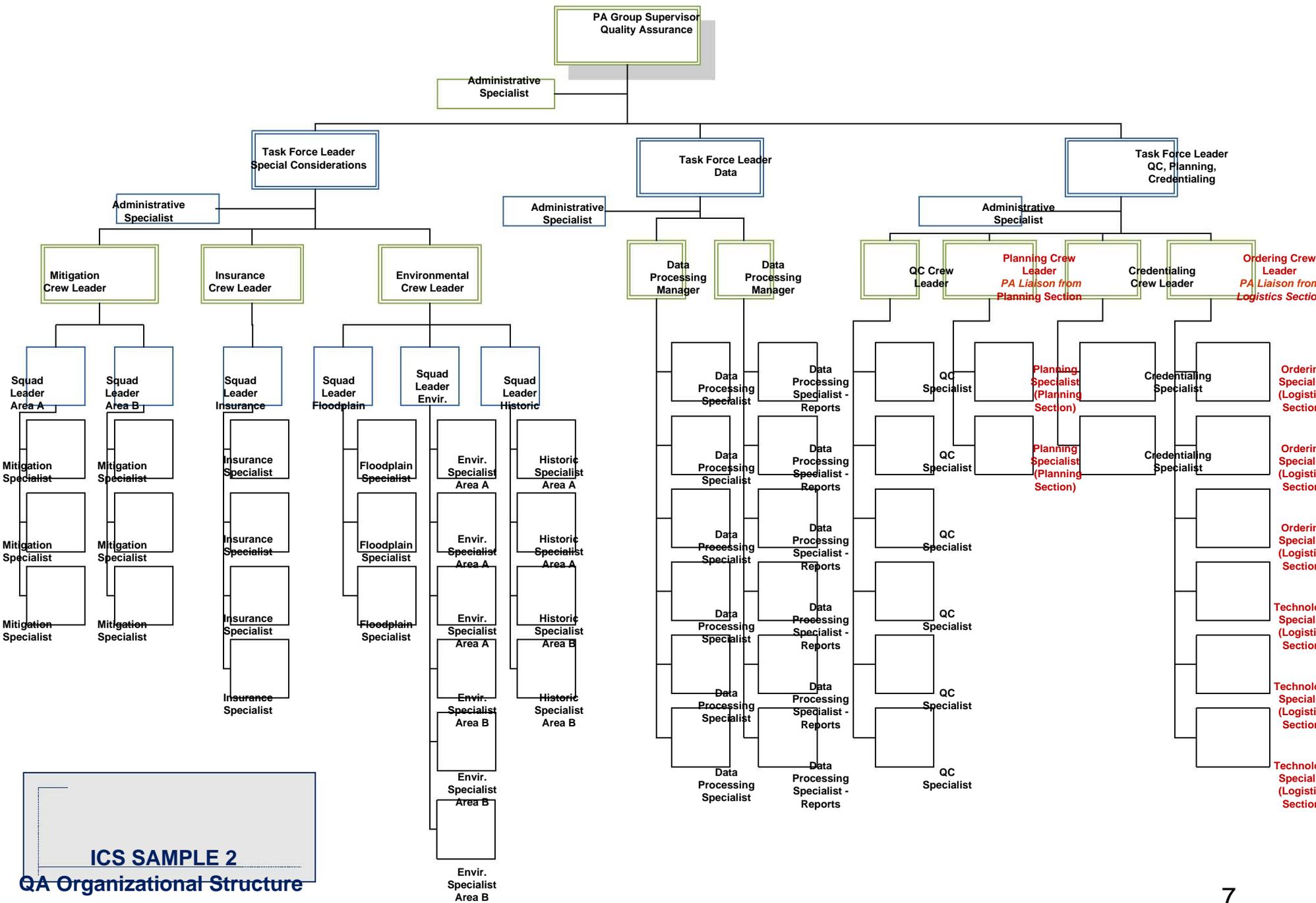
**ICS Sample 2  
Leadership Structure**

**ICS SAMPLE 2**  
Operations Structure



**PA Task Force Staffing**

- PA staffing structures for Area A, Task Forces 2-3, mirror Task Force 1.



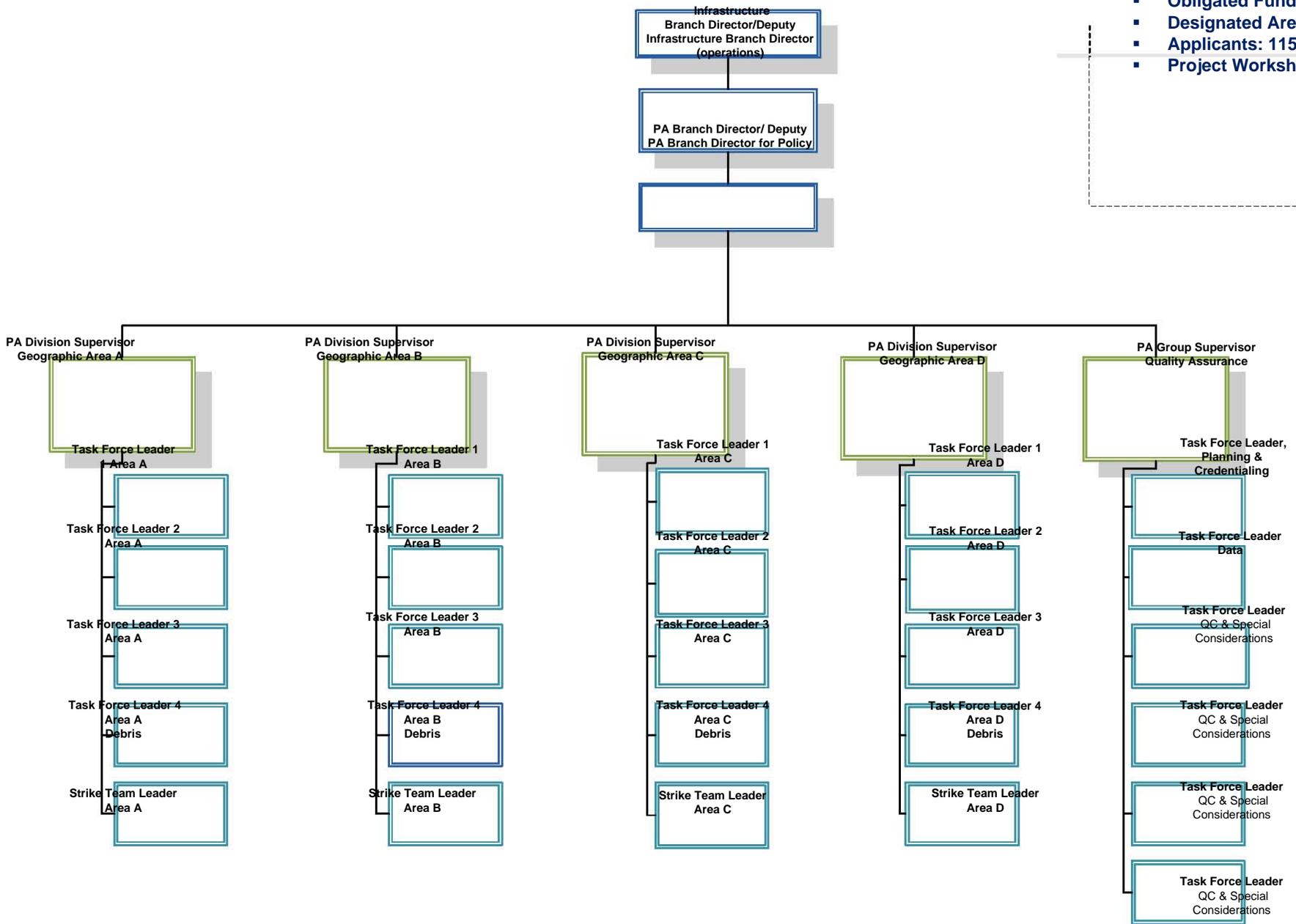
**ICS SAMPLE 2**  
**QA Organizational Structure**

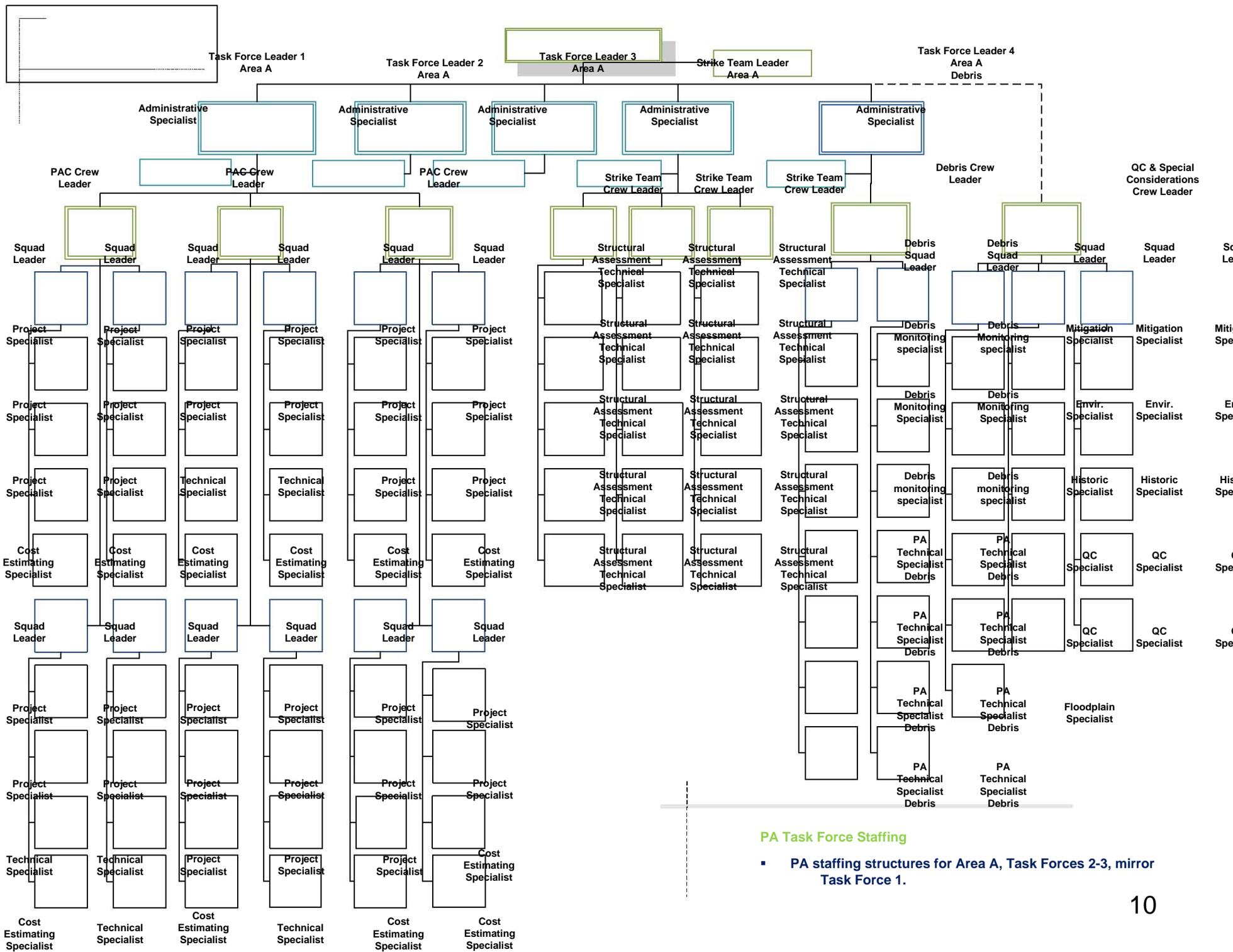
# Projections for Sample 2 Peak Mobilizations: 64 Minimum, 447 Maximum

## Minimum positions required for ICS Sample 2 declaration criteria

- 1 PA Branch Director or PA Group Supervisor
  - 1 Deputy PA Branch Director or Deputy Group Supervisor for Policy
  - 1-2 PA Task Force Leaders and/or 1-2 Division Supervisors for Operations
  - 1 Task Force Leader and/or Group Supervisor for Quality Assurance
  - 4 PA Administrative Specialists (maximum 20)
  - 1 \*Ordering Specialist with other additional Ordering and IT Specialists assigned to support PA by the Logistics Section (maximum 10)
  - 4 PAC Crew Leaders (maximum 24)
  - *Squad Leaders as necessary reporting to PAC Crew Leaders (maximum 48)*
  - *25 PA Project Specialists (maximum 160)*
  - 1 Special Considerations Task Force Leader or Crew Leader
  - *2 PA Technical Specialists – Environmental (maximum 6)*
  - *2 PA Technical Specialists – Hazard Mitigation (maximum 6)*
  - *1 PA Technical Specialists – Historic (maximum 4)*
  - *2 PA Insurance Specialists (maximum 4)*
  - 1 Specialty Crew Leader
  - *2 PA Technical Specialists required by functional needs (e.g. electrical, seismic) (maximum 24)*
  - *2 PA Cost Estimating Specialists (maximum 24)*
  - 1 Quality Control, Planning & Credentialing Task Force Leader or Crew Leader (maximum 3)  
*QC, Planning & Credentialing Squad Leaders as necessary (maximum 3)*
  - *1 Credentialing Specialist (maximum 4)*
  - *1 Planning Specialist (maximum 2)*
  - *3 Quality Control Specialists (maximum 8)*
  - 1 PA Data Manager (maximum 2)
  - *3 PA Data Processing Specialists – PWs (maximum 8)*
  - *1 PA Data Processing Specialists – Reports (maximum 8)*
  - 1 \*Technical Specialist – GIS assigned to PA (maximum 7)
  - *\* These Non-PA positions are not reflected in staff estimates.*
- ### Other Potential Sample 2 Positions
- 1 PA Task Force Leader or Crew Leader Debris (maximum 6)  
*Debris Squad Leaders as necessary (maximum 6)*
  - *4 PA Debris Specialists (maximum 32)*
  - *2 PA Debris Monitoring Specialists (maximum 16)*
  - 1 Strike Team Crew Leader (BAT Team)
  - *Strike Team Squad Leaders as necessary (BAT Team) (maximum 3)*
  - *3 Structural Assessment Technical Specialists (BAT Team) (maximum 12)*
  - 1 Floodplain Specialist (maximum 3)

- Obligated Funding: \$2B
- Designated Areas: 200
- Applicants: 1150
- Project Worksheets: 10,000

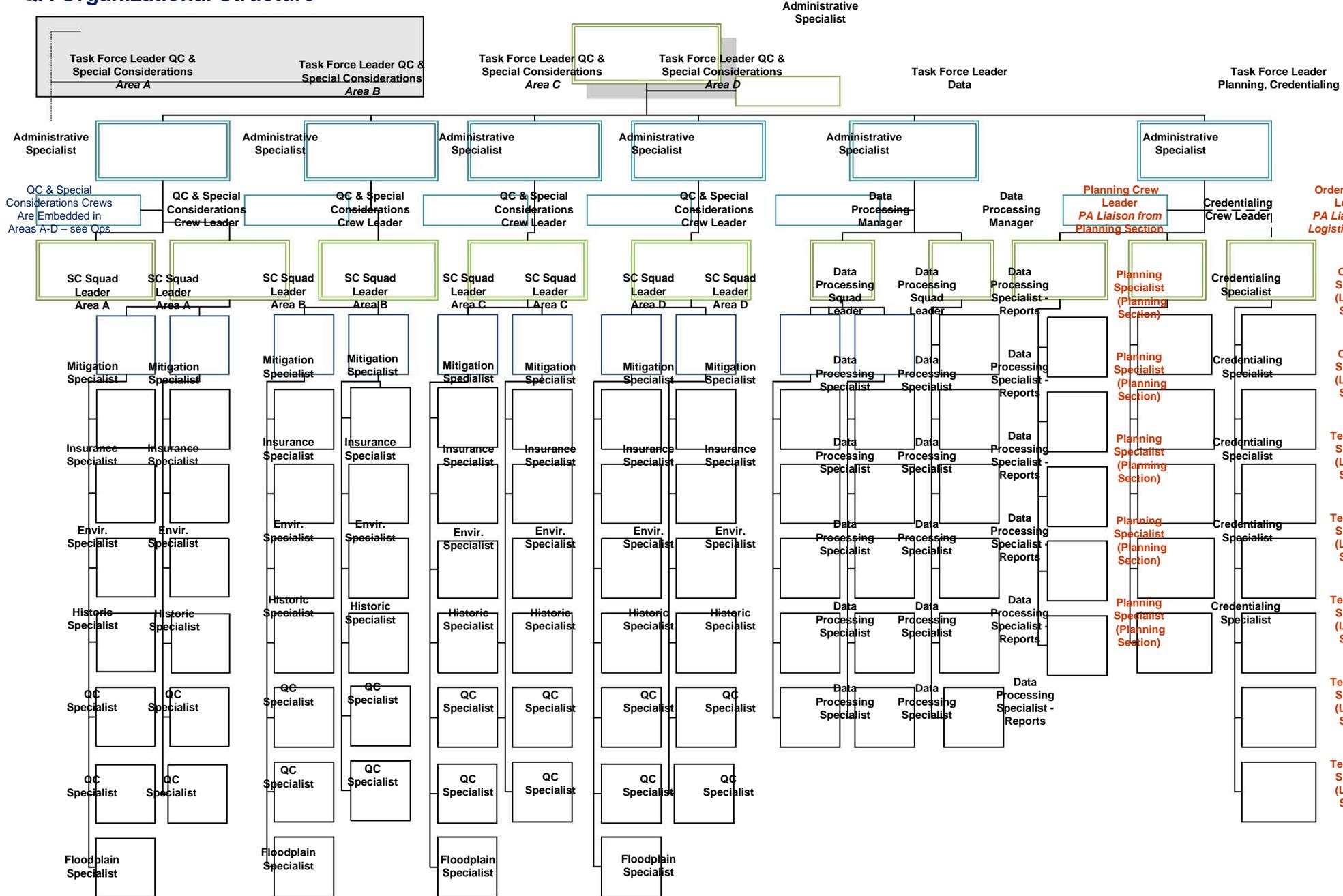




**PA Task Force Staffing**

- PA staffing structures for Area A, Task Forces 2-3, mirror Task Force 1.

# QA Organizational Structure



## QC & Special Considerations

- Each QA Task Force Leader oversees two Crews – one crew stays with the QA Group, and the other acts as its “eyes and ears” embedded in a (geographic) Division.
- This lateral structure supports communication between PA operations and quality assurance, mitigates PW errors, and helps manage the volume of PW reviews required.

## Projections for Sample 3 Peak Mobilizations at Sample 3 Exercise Declaration Criteria: 1125

- 1 Public Assistance Branch Director
  - 1 Deputy Branch Director for Policy
  - 4 Division Supervisors for Operations
  - 12 PA Task Force Leaders for Operations
  - 4 Task Force Leaders for Debris
  - 4 Strike Team Leaders (BAT Team)
  - 1 Group Supervisor for Quality Assurance
  - 4 Task Force Leaders for Quality Control & Special Considerations
  - 1 Task Force Leader for Planning & Credentialing
  - 1 Task Force Leader for Data
  - 36 PAC Crew Leaders
    - 144 PA Squad Leaders
    - 372 PA Project Specialists
    - 72 PA Technical Specialists required by functional needs (e.g. electrical, mechanical engineers)
    - 132 PA Cost Estimating Specialists
  - 4 Debris Crew Leaders
    - 8 Debris Squad Leaders
    - 24 Debris Monitoring Specialists
    - 32 PA Technical Specialists – Debris
  - 4 Strike Team Leaders (BAT TEAM)
    - 12 Strike Team Crew Leaders
    - 60 Structural Assessment Technical Specialists
  - 8 Special Considerations Crew Leaders
    - 16 Special Considerations Squad Leaders
    - 16 PA Technical Specialists – Environmental
    - 16 PA Technical Specialists – Hazard Mitigation
    - 16 PA Technical Specialists – Historic
    - 8 PA Floodplain Specialists
    - 16 PA Insurance Specialists
    - 32 Quality Control (QC) Specialists
  - 2 Planning & Credentialing Crew Leaders
    - 4 Credentialing Specialists
    - 4 Planning Specialists
  - 2 PA Data Managers
    - 10 PA Data Processing Specialists – PWs
    - 6 PA Data Processing Specialists – Reports
  - 33 PA Administrative Specialists
    - 1 \*Ordering Specialist (liaison) with other additional Ordering and IT Specialists assigned to support PA by the Logistics Section
    - 12 \*Technical Specialists – GIS assigned to PA
- \*These Non-PA positions are not reflected in staff estimates*
- Exercise Declaration Criteria Used in Sample 3**
- Obligated Funding: \$2B
  - Designated Areas: 200
  - Applicants: 1150
  - Project Worksheets: 10,000

# ICS SAMPLE 3

## Positions Necessary for Effective Disaster Management at Sample 3 Declaration Criteria

### FEMA Resources

- Office of Chief Counsel representatives
- PA Policy
- PIO to support media and Congressionals
- Correspondence
- Appeals
- Relocations, Alternate and Improved Project
- Mission Assignment Management
- Office of Inspector General Liaison
- Community Disaster Loan Program
- ESF # 14: Long-Term Community Recovery
- Training & Development
- Human Resources
- Equal Rights
- TAC Liaisons
- TAC Coordinators

### Unified Command Partners Supporting PA

- State PA Group Supervisor and deputies
- State Quality Assurance reviewers
- State Public Assistance Coordinators
- State Auditors to release obligated funds and facilitate close-out
- State Appeals Specialists

### General SAMPLE 3 Declaration Criteria

- Obligated Funding: > \$750M
- Designated Areas: > 130
- Applicants: > 1100
- Project Worksheets: > 7000

### SAMPLE 3 Exercise Declaration Criteria *used in this example*

- Obligated Funding: \$2B
- Designated Areas: 200
- Applicants: 1150
- Project Worksheets: 10,000