

Incident and Event Management

Incident Action Planning for Routine Events

How do I get buy-in in my community?



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Texas 2016 IMT Conference



So people ask: How did you go from one to another?



In mastery of your skills you right wrongs and help others, through repeated incompetence you must be taught the lessons of loss.

Unit Objectives

- Identify requirement of use of NIMS
- Identify the components of the Operational Period Planning Cycle
- Identify the components of an IAP.
- Demonstrate assembly and use of an IAP.
- Identify opportunities to use the process in communities.

NIMS

The force which gives one his power. It's an energy field created by all living things. It surrounds us, and penetrates us. It binds the galaxy together. Used for good it can save the galaxy....but the Dark side is strong and can only be resisted by concentration and training. *(slightly paraphrased)*

Resistance is of
course.....

Futile

So why do we keep having resistance?



Common statements heard

- We are not required to do that ICS stuff?
- It does not apply to anything but huge incidents!
- As long as my EMC is trained we are compliant! Right?
- Nobody really cares anyhow!
- We have immunity from that tort stuff!
- What do you mean the lawyers want a copy of our plan?

**So here is your one free lesson from
your friendly Sith Lord!**



When you look at the dark side,
careful you must be... for the dark side looks back.

Common things attorneys like to hear in any liability case.

- There is a federal directive to do it.
- There is a state directive to do it.
- There is a local directive to do it.
- It is a standard.
- It is a best practice.
- It saves lives.
- It is the right thing to do.
- They were trained to do it.
- A Consultant say: Your honor I have no clue as to why they did what they did!

Why NIMS? -

- The National Incident Management System (NIMS) is described in **Homeland Security Directive #5** which was signed into existence on March 1, 2004. It is applicable to Federal, State, tribal and local governments, non-governmental organizations, and the private sector.
- **HSPD 5** required the Department of Homeland Security (DHS) to establish a mechanism for ongoing coordination, strategies and oversight of **NIMS**. Thus NIMS was adopted with applicability throughout the United States.

Why NIMS? -

- **HSPD-8** directed DHS to lead a national initiative to develop a National Preparedness System—a common, unified approach to “strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies. And thus the NIMS guidance document, training requirements and curriculum were born.
- The **National Planning System** (Feb 2016) discusses how planning should be conducted including the development of IAP’s (Incident Action Plans).

Who does it apply to? -

- Applicability to local government is noted as
- As defined in the Homeland Security Act of 2002, section 2(10), the term “local government” means “(A) **a county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments..., regional or interstate government entity**, or agency or instrumentality of a local government; (B) an **Indian tribe** or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; and (C) **a rural community, unincorporated town or village, or other public entity.**” 6 U.S.C. 101(10)
- So who does it not apply to? Good question!

In the Republic of Texas? -



- On 2/23/2005 Imperial Leader Rick Perry signed **Executive Order RP-40** which adopted NIMS as Texas' statewide standard for incident management and outlines the use of the system.
- Also included in the 2015-2020 Texas Homeland Security Strategic Plan, signed by Governor Abbott is;
 - **Objective 4.7.** *Texas will follow national standards for emergency response training and preparedness, ensuring that designated individuals complete required coursework to maintain certifications in order for local jurisdictions to receive grant funding.*

Not in my county, city or district though? -

- On, 7/1/2004 xxxx County adopted and implemented the Incident Management System Operations Plan.
- On 07/30/2004 xxxx signed memo indicating that we would comply with the components of NIMS. This document is perpetual with annual reassurances on compliance each year through the NIMSCAST or other applicable tracking tool.

More Proof ! - ICS 300b Course

- *As stated in NIMS, “The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to enable effective and efficient domestic incident management. A basic premise of ICS is that it is **widely applicable**.*
- *It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. **ICS is used by all levels of government—Federal, State, local, and tribal—as well as by many private-sector and nongovernmental organizations.** ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.”*

Nobody told me it applies to Planned Events!

- ICS 100 Course – Visual 1.7

Define “Event”

- Glossary (pg. 16)
- ***“Planned Event: A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).”***

When Is ICS Used?

ICS can be used to manage:

- Natural hazards.
- Technological hazards.
- Human-caused hazards.
- Planned events.



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Visual 1.7
Course Overview

Nobody told me it applies to Planned Events?

- **ICS- 300b Intermediate ICS for Expanding Incidents**
- Unit 2: ICS Fundamentals Review

Defining ICS

“Incident Command System (ICS)

The Incident Command System:

- *Is a standardized management tool for meeting the demands of small or large emergency or **nonemergency situations**.*
 - *Represents "**best practices**" and has become **the standard** for emergency management across the country.*
 - *May be used for **planned events**, natural disasters, and acts of terrorism.*

Hey I don't remember that slide?

- ICS 700 Course – Visual 6.8

- **Key Points**

- Answer the following discussion questions:

- **What are examples of incidents or planned events where you have used ICS?**

- **What were the benefits of using ICS?**

Discussion Questions

What are examples of incidents or planned events where you have used ICS?

What were the benefits of using ICS?

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NIMS Command and Management
IS-0700.A - October 2014
Visual 6.8

Remember you typed some answer in a text box on-line that the government has record of!

Or that one either!

- **ICS 700 Course** – Visual 3.19

- **Key Points**

- Training should allow practitioners to:
- Use the concepts and principles of NIMS in exercises, **planned events**, and actual incidents.

Training

Training should allow practitioners to:

- Use the concepts and principles of NIMS in exercises, planned events, and actual incidents.
- Become more comfortable using NIMS, including the Incident Command System.



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NIMS Preparedness
IS-0700.A – October 2014
Visual 3.19

But I was not required to take that advanced stuff like 700a!

Course #	Course Title	# of Hours	Online?	General Personnel	Command Staff	Incident Managers	Executive Leaders
IS-700.a	NIMS, An Introduction	2-3 hours	Yes	X	X	X	X
IS-100.HE	Introduction to ICS for Higher Education	2-3 hours	Yes	X	X	X	
IS-200.b	ICS for Single Resources and Initial Action Incidents	2-3 hours	Yes		X	X	
IS-800.b	National Response Framework , An Introduction	2-3 hours	Yes		X	X	
ICS-300	Intermediate ICS for Expanding Incidents	24 hours	No			X	
ICS-400	Advanced Incident Command	16 hours	No			X	

Where does it require an IAP?

- **ICS – 100b Introduction to Incident Command Visual 3.20**
- **ICS 700a Visual 4.15**

Incident Information

Information may provide for:

- Development of incident objectives and Incident Action Plan (IAP)
- Identification of safety hazards
- Determination of resource needs
- Formulation of public information messages
- Analysis of incident cost



NIMS Communications and Information Management
IS-0700.A – October 2014
Visual 4.15

Incident Action Planning

Every incident must have an Incident Action Plan (IAP) that:

- Specifies the incident objectives.
- States the activities.
- Covers a specified timeframe, called an operational period.
- May be oral or written.

Incident
Action
Plan



Visual 3.20
ICS Features and Principles

See, I knew we didn't have to right this stuff down!

So maybe we should rethink
that


and have clear instructions
in writing

that might not be
misunderstood.

Why do it though?

- **ICS 200b – ICS for Single Resources and Initial Action Plans**
- **Unit 1 – Course Overview**
Visual 1.8
- **“Key Points:**
 - ***ICS works! It saves lives! Life safety is the top priority for ICS response.***
 - ***The use of ICS is mandated by Homeland Security Presidential Directives (HSPDs) 5 and 8 and the National Incident Management System (NIMS).”***

Why Use ICS?



1. It Works!

2. Mandates

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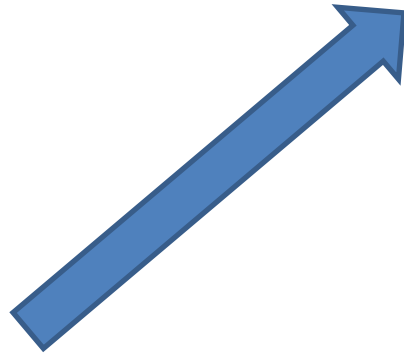
Visual 1.8
Course Overview

What needs to be in this IAP thing?

- **ICS 200b – ICS for Single Resources and Initial Action Plans**

- **Unit 3 – Management by Objectives**

Visual 3.20



Elements of an Incident Action Plan

Every IAP must have four elements:

- **What do we want to do?**
- **Who is responsible for doing it?**
- **How do we communicate with each other?**
- **What is the procedure if someone is injured?**



So where to I start in my town?

CITY OF ORANGE BOAT RAMP

SHOOTOUT ON THE SABINE

FREE ADMISSION & PARKING
NO PETS • NO COOLERS

TITLE SPONSOR IS CECIL ATKISSON MOTORS

DSRA
DEEP SOUTH RACING ASSOCIATION

MAY 30-31, 2015
BOAT RACES 11AM - 6PM

KREE HARRISON • SATURDAY 8:30PM • RIVERFRONT PAVILION



UNDEFEATED 72 80 91 84 89 91 93

MOJO NATIONAL CHAMPIONS 89

HOME OF THE PERMIAN PANTHERS

STATE CHAMPIONS 5A FOOTBALL 65 72 80 84 89 91



When could we use a plan?

- Sporting events
- Band events
- Graduations
- Field Trips
- Parades
- County fairs
- Drills
- Incidents



Did any of these start out as an incident?



But those things aren't government stuff!

- Questions to ask.
 - Is it on government or public property?
 - Is it sanctioned or supported by government?
 - Are you there to support it?
 - Will your boss be there?
 - Are your local friends and families attending?
 - Will it make you look bad if something happens?
 - Is it just the right thing to do?

Typical Community Event in Texas

- You have a routine Friday night football game
- You need law enforcement
- You hire some off-duty cops
- What exactly did you tell them to do?
- Did you tell them what you expect of them and how to act?

Remember this?

- Approved LE tactics?



Remember Setting Objectives?

- Set by the IC (or UC if Unified Command)
- Follows the **SMART** format
 - **S**pecific—Is the wording precise and unambiguous?
 - **M**easurable—How will achievements be measured?
 - **A**ction-oriented—Is an action verb used to describe expected accomplishments?
 - **R**ealistic—Is the outcome achievable with given available resources?
 - **T**ime-sensitive—What is the timeframe? (if applicable)
- **Why is this part so important?**

So a pretty common case example for Texas.

Setting Objectives

School versus Law Enforcement

SMART Objectives Example (1 of 3)

You said: “Keep the situation under control.”

- Is this statement
 - **S**pecific?
 - **M**easurable?
 - **A**ction-oriented?
 - **R**ealistic?
 - **T**ime-sensitive?

Cops think – “Can you believe they are paying us to stand around here and eat corndogs?”

SMART Objectives Example (2 of 3)

You said: “Establish a law enforcement perimeter during the event and maintain this perimeter until one hour after the event ends.”

- Is this statement
 - **S**pecific?
 - **M**easurable?
 - **A**ction-oriented?
 - **R**ealistic?
 - **T**ime-sensitive?

Cops think – “What do you mean I have to face the stands....this is a good game?”



SMART Objectives Example (3 of 3)

You said: “Establish a traffic control plan for ingress and egress for the event and ensure that traffic is returned to normal operations no later than one hour after the event ends.”

- Is this statement
 - **S**pecific?
 - **M**easurable?
 - **A**ction-oriented?
 - **R**ealistic?
 - **T**ime-sensitive?

Cops think – “Wow...can you believe these folks have their act together? Glad, since my kid goes here!”

Tactics Meeting – So how do we make it work?

-  OSC completes the ICS 215: Operational Planning Worksheet
 -  SOFR completes the ICS 215A: Incident Action Plan Safety Analysis
-
- Say what? What's a 215? I didn't pay that close of attention in 305? In fact they don't even offer that course anywhere!
 - So what needs to go on in this discussion?

Typical Scenario – On Clarity

- **School says:**
 - Under no circumstances will anyone be allowed on the field after the game!
 - Yes...**nobody**...are we clear!
- **Cop says:**
 - Ok...this means nobody, right?
 - Yes Sir!
 -
 - Check,
 - Pepper spray
 - Baton
 - Extra rounds
 - Chuck Norris manual





Want to discuss this again?



So just maybe we should talk about a few things

- Who is in charge?
- Who is in charge of what?
- What are we supposed to do?
- What are the rules or expectations?
- Just how much force can we use?
- What happens if a news crew rolls up?
- When's dinner?
- Where's my post?
- Where's my relief?
- When does this end?
- What should I bring?
- Is it gonna rain?
- How do I get paid?

Planning Meeting – Actions

-  PSC presents ICS Forms 215 and 215A
- Team develops alternative plans if necessary
- Team members indicate support of the plan
-  IC approves the plan

- **Did you actually walk through this for your event?**

Forms and Supporting Documents: Overview



Additional Supporting Documents



- Safety messages
- Detailed weather forecasts
- Incident traffic plan
- Other important information for operational supervisors

Preparation and Approval of the IAP



- The Planning Section assembles written IAP for Operational Period Briefing
- **PSC** PSC determines what time components are due
- **IC** IC reviews and signs the IAP

Operational Period Briefing – Purpose



Command and General Staff communicate details of plans to Tactical Supervisors and representatives of supporting and cooperating agencies

Remember the cheesy DVD?



Operational Period Briefing – Actions

- Each member of the Command and General Staff present plan to Tactical Supervisors
- Should be short—it's called a “briefing” for a reason!

- **Remember, if you don't share your plan, it is worthless.**

Remember the Planning Process

- There are six steps in the common planning process:
 - 1. Form a **Collaborative Planning Team**
 - 2. Understand the Situation
 - 3. Determine Goals and Objectives
 - 4. Plan Development
 - 5. Plan Preparation, Review, and Approval
 - 6. Plan Implementation and Maintenance

So any of that look like an opportunity for your IMT folks to get engaged?

- Let's see
 - Planning – we never do that!
 - Assigning roles – nope!
 - Situational awareness – who would do that?
 - A written plan – huh?
 - Review and approval – what?
 - Implement something – wow!

So interesting new stuff – must only apply to the feds since they put it out - wrong!

But we were waiting on TFS to activate us since nothing ever happens around here.

Really...nothing ever happens where you are?

Objectives Review – Did we?

- Identify requirement of use of NIMS
- Identify the components of the Operational Period Planning Cycle
- Identify the components of an IAP.
- Demonstrate need for assembly of an IAP.
- Identify the Planning Process steps in accordance with national guidance
- Discuss applicability in your community

Credits

FEMA – 100,200,700a,300,305 and 400 Course Curriculum

TSSC – Advanced Planning for Schools

COA – SxSw

Georgetown ISD

George Lucas

Houston Astros

If people don't fully understand something, they're more likely to fear it.

Fear is the path to the dark side.

Fear leads to anger,
anger leads to hate,
hate leads to suffering

[pinterest/meschka](https://www.pinterest.com/meschka)



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