



Homeland Security

Office of Grants and Training

Presentation Objectives

- Plan to prepare – reinforcing the value of the plan
- Standard Operating Procedures and NIMS / ICS – train as you plan, plan as you train
- Training and exercise – use it or lose it
- Keys to success - today and tomorrow



Post Katrina

“I don't know how to emphasize more the criticality of planning, training and exercising in preparation for an event. You absolutely have to plan for the worst. Fatigue brought on by long work hours and sleep deprivation impact your folks physically and mentally and the only way to overcome that is through planning and preparation.....”

F.G. Dowden

Office of the Mayor

Office of Homeland Security

New Orleans, LA



**Homeland
Security**

*Office of State and Local Government Coordination and
Preparedness*

Plan for Disruption

- **Progressive loss of routine systems**
 - **Plan for overload and disruptions.** Have a 'emergency traffic' only plan. Move localized operations off the system.
 - **Plan for site trunking and conventional operations for systems normally trunked**
 - **Plan for a single channel agency-wide.** For what? Dispatch, intelligence, logistics support, cross-incident command coordination?
 - **Plan for ad hoc communications.** Direct, analog simplex is the most basic, resilient form of radio communications. Katrina showed that agencies without plans to revert to direct communications lost a lot more than their infrastructure. The amateur radio service is a broad, pliable resource that can be leveraged more than it is in most jurisdictions. "At the end of the world, cockroaches and hams will be left."



Planning

- Three of the seven national priorities articulated in the *National Preparedness Goal* (NPG) (HSPD-8) are particularly relevant here:
- Implementation of NIMS
- Strengthening of information-sharing and collaboration capabilities
- Strengthening communications interoperability

The NPG relies on an approach called *Capabilities-based Planning* to reach the goal, with 15 standardized *National Planning Scenarios*, a *Universal Task List* to reference tasks performed by all levels of government and different disciplines during incidents, and a *Target Capabilities List* identifying capabilities needed to perform the tasks.



Standard Operating Procedures



- Adoption and incorporation of NIMS and capabilities listed in the Target Capabilities List will lead to advanced interagency communications supporting common response processes.
- Emergency operations plans are to be built upon SOPs consistent with NIMS.
- Specific information on the National Response Plan tasks and capabilities can be found in the DHS Lessons Learned Information Sharing Website



**Homeland
Security**

*Office of State and Local Government Coordination and
Preparedness*

Training

- Poor communications can certainly disable an incident response, but no amount of communications can enable a weak command system.



Training and Exercises

- People perform as trained – for better and worse
- Tactics and tools used daily will be most reliable during unusual emergencies.
- During the stress of emergencies, responders will most reliably perform the tactics they have learned, exercised, and used daily. Interagency communications procedures are only effective if used. They are most likely to be used if they are part of daily or, at least, very regular practice.
- Lay the groundwork for automatic behaviors during emergencies by establishing routine interagency procedures. Make the less common ones memorable by making them simple, by creating “cheat sheets” for easy reference, and by practicing them during exercises.



Keys to Success

- Keys to successful interoperability today and tomorrow
 - Executive support and sponsorship
 - Educated executives
 - \$\$\$ Fiscal commitment and support \$\$\$
 - Effective planning
 - Risk management
 - Communication plans / TICP
 - Continuity of Operations
 - Integration of NIMS / ICS
 - Training and exercises
 - At all levels: Executive, Command, Supervisors, First responders



In conclusion

“You can be prepared but you can never be ready.”

Captain Al Haynes, United Flight 232, crashed and survived
Sioux City, Iowa, July 19, 1989



**Homeland
Security**

*Office of State and Local Government Coordination and
Preparedness*

QUESTIONS???????



Homeland
Security