Airport Emergency Plan

(AEP)

AC-5200-150-31C Compliance

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Salt Lake City International Airport
Airport Operations Manager - Emergency Programs

AC 150/5200-31C

The sheer size of the Document was intimidating.

- Nearly ***300*** pages verses 150/5200-31B @ 200 pages
- Many terms like ***Should, May, Recommended and Practicable*** were removed.
- These terms were replaced with ***Shall, Will, Must, and Required.***
- ***Some are unfunded mandates for equipment***

•**PRINCIPAL CHANGES.**

1.AC 150/5200-31c, *Airport Emergency Plan,* has incorporated numerous updated referencing documents and specific web site linkage referencing.

2.The application of the National Incident Management System (NIMS) and Incident Command System (ICS) has been institutionalized and incorporated by reference. **

3.Examples of organizational structure are provided. **

4.The scope of functional services and responsibilities have been enhanced and aligned to the requirements of public law, national standards, and recently revised advisory circulars.

5.NIMS and ICS training resources have been added with web site links. **

6.Hazard-specific details were revised to incorporate essential response actions. **

7.Appendix 4, Definitions have been expanded.

8.Appendix 5, Acronyms have incorporated new terms.

9.Appendix 6, Bibliography has been updated and provided with current web site links.

10.Appendix 7, Mutual Aid Agreements have been refined. **

Back into the project

Begin with your current table of content.

Using the principal changes, add the material headings and format revisions that are necessary to produce your compliant product.

Systematic Approach to assembling your AEP

Using Appendix 2 of AC 150/5200-31C (Airport Emergency Plan Review Checklist), build an AC compliant picture (table of content) for your plan.

General Information		
Section Title	**TAB**	**PAGE**
Administrative & Promulgation Statement	1	1
Security and Distribution Statement	1	4
Basic Emergency Plan Summary	2	1
Airport Property	2	1
Authorized Distribution List	2	2
Critical Facilities	2	2
Command Discretion	2	3
FAA Certification	2	3
General	2	4
Levels of Emergencies	2	5
Plan Coordination and Development	2	6
Sections of the AEP	2	6
Vulnerability Analysis	3	1
Functional Sections		
Section Title	**TAB**	**PAGE**
Alert & Warning	4	1
Alert and Warning Systems Summary	4	5
Direction and Control	5	1
Concept of Operations	5	1
EOC Activation / Elements / Facilities / Organization	5	3
Emergency Communications	6	1
Concept of Operations	6	1
Emergency Personnel	7	1
Critical Incident Stress Management	7	3
Emergency Public Information	8	1
Health & Medical	9	1
Concept of Operations	9	3
Assignment of Responsibilities	9	6
Public Protection	10	1
Evacuation Concept of Operations	10	3
Shelter in Place Concept of Operations	10	7
Assignment of Responsibilities	10	8
Hazard Specific Annexes		
Annex Title	**TAB**	**PAGE**
Utility Disruption	11	1
Concept of Operations	11	2
Assignment of Responsibilities	11	5

Administrative Section

- **In your administrative section:**
  - ✓ Place your submission letter to the FAA.
  - ✓ your promulgation statement
  - ✓ AEP revision log.

Rick Schoder
Airport Certification Safety Inspector
Federal Aviation Administration
1601 Lind Ave SW
Renton, WA 98057-3356
(425) 227-2619

February 28th , 2011

Mr. Schoder;

I respectfully submit the enclosed revision to the Salt Lake City International Airport's Emergency Plan. We have reviewed and exercised these protocols and are confident that it is currently the best way for our agency to manage and incident.

I have enclosed a total revision (2 hard copies, 1 electronic) of the AEP as a result of our review and lessons learned from our exercises. If you would please review, stamp a copy and return it to me, I will have it reproduced and place it into circulation.
Sincerely,

Terry R. Craven C.E.M., M.E.P.
Airport Operations Manager - Emergency Programs
Salt Lake City Department of Airports

Salt Lake City Department of Airports

Promulgate - " To make know by open Declaration" Merriam-Webster

Airport Emergency Plan
Promulgation Statement

The Salt Lake City International Airport, A Department of Salt Lake City Corporation, has the authority and responsibility for the direction and control of the resources as set forth in the Airport Emergency Plan (AEP).

Transmitted herewith is the 2011 version of the All Hazard Emergency Operations Plan, hereafter referred to as the AEP, for the Salt Lake City Department of Airports. This plan supersedes any previous version used for this purpose. This plan provides a framework in which the Department of Airports can perform their respective functions during a disaster, accident or other emergency.

This plan is in accordance with existing federal, state and local statutes, regulations and understandings of persons or agencies that have responsibilities under the plan. As required, this plan will be reviewed and revised annually.

Under my hand this _____day of February, 2011, I hereby grant my authority to those who have the responsibility for carrying out this plan and charge them with completing the training, exercising, and continual update of this plan. Due diligence is expected by our city and the traveling public and we must provide nothing less.

Randall D. Berg

Director of Operations – Salt Lake City Department of Airports

Salt Lake City Department of Airports

If your AEP contains SSI, place your distribution letter.

*Include information from the Homeland Security Act of 2002

24 February, 2011

To: All Airport Emergency Plan Recipients (AEP)

From: Airport Operations Manager - Emergency Programs

Subject: Distribution of the AEP

Dear Recipient;

Enclosed please find an electronic copy of the FAA approved Airport Emergency Plan dated March 1st , 2011.

Please be aware that by accepting this official document and signing this receipt you have agreed to the following:

- **To destroy any previous version of this document in your possession to the extent that it will not allow dissemination of the Security Sensitive Information (SSI) contained therein.**
- **You must protect this new version from unauthorized dissemination while insuring that authorized personnel are familiarized with its content.**
- **You must not duplicate or print the document for dissemination outside of your agency or company.**
- **All requests for additional copies will be forwarded to the Salt Lake City Department of Airports, Emergency Program Manager for approval coordination with the Transportation Security Administration under the requirements of the Homeland Security Act of 2002.**
- **You acknowledge that under the provisions of the Homeland Security Act of 2002, there are considerable civil penalties associated with unauthorized dissemination of the SSI information contained in this document. These penalties range from $10,000.00 to $25,000.00 per violation.**

Your signature below indicates your understanding and acceptance of the responsibilities noted above.

Company Name_____ Date _____

Printed Name & Title_____

Signature_____

• If your AEP contains SSI, every page of the document must have the TSA Warning from USC 552 and 49 CFR parts 15 and 1520. Each page must also have a header that Says “Sensitive Security Information”.

<u>This Exact Wording must be used as a footer on each page of the AEP if it includes SSI</u>

Warning: This record contains sensitive security information that is controlled under the provisions of 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a “need to know,” as defined in 49 CFR parts 15 and1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. Government agencies, public disclosure is governed by 5 USC 552 and 49 CFR parts 15 and 1520.

*** NOTE *** **This statement cannot be changed in any way and is to large to place in the footer of an excel spreadsheet.**

•As a final addition to the administrative section, add the statement necessary to institutionalize NIMS and the mandatory use of ICS as your command and control system.

- **Insure that all aspects of Homeland Security Presidential Directive 5 & 8 have been met in accordance with the NIMS requirement schedule.**

Just because you say it, doesn't make it so.

We will revisit this subject later

http://www.fema.gov/emergency/nims/CurrentYearGuidance.shtm#2010

Airport Emergency Plan NIMS & ICS Statement

The Salt Lake City International Airport, A Department of Salt Lake City Corporation, has the authority and responsibility for the direction and control of the resources as set forth in the Airport Emergency Plan (AEP).

Transmitted herewith is the 2011 version of the All Hazard Emergency Operations Plan, hereafter referred to as the AEP, for the Salt Lake City Department of Airports and Salt Lake City International Airport. Throughout this plan references to Incident Command, Unified Command and NIMS compliant terminology is used. With the issuance and the FAA approval of the 2007 version of the AEP, Salt Lake City International Airport has been NIMS compliant and ensures that all Command and General Staff are current in their training. The use of the Incident Command System and use of a Unified Command structure shall be performed in every event or incident within our jurisdiction and is the basis for our Direction and Control. This plan provides a framework from which the Salt Lake City Department of Airports can perform their respective functions during a disaster, accident or other emergency within the scope and purpose of NIMS.

Under my hand this _28th_day of February, 2011, I hereby affirm that the Salt Lake City International Airport is NIMS compliant.

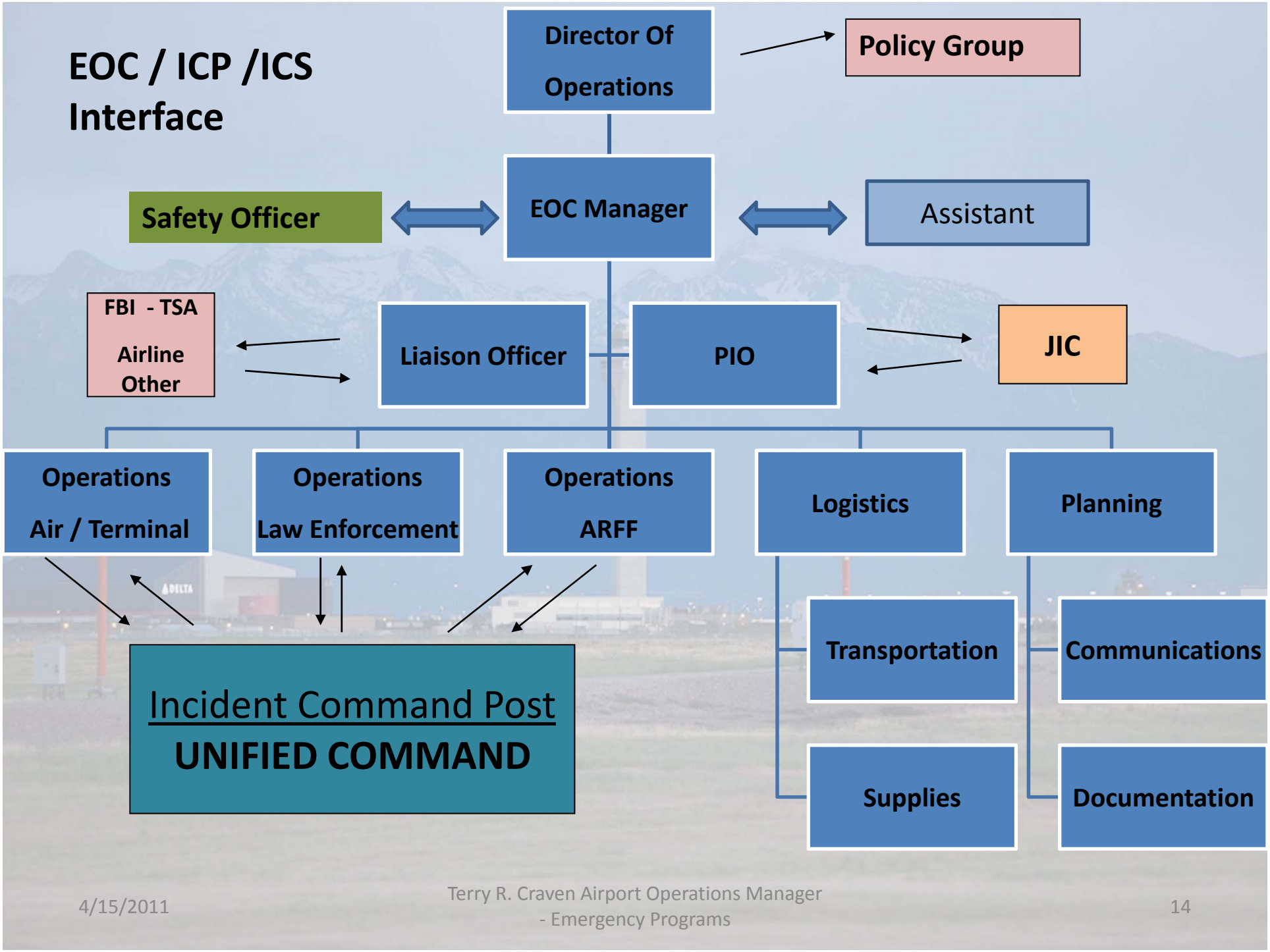
The Principle Changes aren't really that Drastic

Many of the changes, additions and requirements added many pages of explanation, definitions, and acronyms.

There were a few major differences:

- Command and Control organizational structures and communications plan
  - Add to your Direction and Control Functional Section
- Hazard Specific response actions expanded
  - Add specific actions for responders to each Hazard Annex
    - This will probably make your AEP SSI.
- The addition of the Resource Management
  - Determine how you will address this issue

EOC / ICP /ICS Interface



Assignment of Responsibilities for a Flood Event (all functional and specific annexes)

All Personnel

1. Move equipment to higher ground if necessary.
2. Review personnel requirements, and adjust accordingly

Air Traffic Control Facility

1. Restrict aircraft operations on the airport until the runway(s), taxiways, and ramps have been inspected by the Department of Airports.

Airport Fire Department

1. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.

Airport Police Department

1. Provide for overall traffic control, including coordination with mutual aid law enforcement agencies.
2. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.

Airport Operations Manager

1. Conduct airfield inspections, as needed
2. Issue appropriate NOTAM(s) if conditions warrant and permit
3. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation. Consider closing all tunnels as a precaution prior to visible rising water.
4. Coordinate activities with the Air Traffic Control Tower as necessary

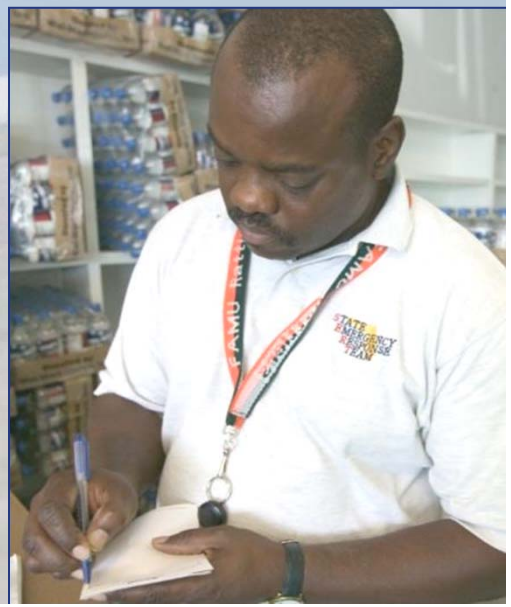
Maintenance

1. Assist / provide critical services, including utility support (activation/cut-off), as needed.
2. Assist in facility restoration, including debris removal.
3. Provide safety inspections, as needed.
4. Provide sanitation support services.
5. Assist in support operations, to include search, inspections, personnel accountability, and protective action implementation.

Establish Resource Management Systems

Do you have established systems for:

- Describing, inventorying, requesting, and tracking resources?
  - » ***EOC Responsibility***
- Activating and dispatching resources?
  - » ***Control Center / Dispatch Responsibility***
- Demobilizing or recalling resources?
  - » ***Division/Section/Agency responsibility***
    (Recovery plan / SOP)
- Financial tracking, reimbursement, and reporting?
  - » ***Finance Section Chief Responsibility***
    Time, Cost, Claims tracking



For the SLC AEP, Resource Management was imbedded into the Sections, Annexes and Checklists.

As much of this function as possible is handled by the EOC. This relieves the IC from secondary resource management.

For field Elements, ICS provides for situation specific resource management with-in the structure as designated by the Incident Commander.

Fire	Police	AOM	Control	Landside	Ops - Airfield	Maintenance	SENSITIVE SECURITY INFORMATION Task
				HIJACKING			
							Establish Unified Command Location
							Conduct Situation Size-Up
							Begin documentation – Use ICS Forms
							Determine the need for the Mobile Command Post.
							Determine the need for EOC activation.
							Request TSA and FBI respond to EOC if activated.
							Notify Dept. of Airports employees (if necessary) using the Airport Alert and radio systems.
							Consider closure of the airport and the activation of alert mechanisms (such as activation of the EAS to notify the public). If already closed, assess length of closure.
							Consider the call out of additional personnel
							Activate the Dialogics Scenario "Hijacking"
				Outbound Hijacking			
							Determine the strategic placement of law enforcement personnel
							Determine the staging areas for off-airport law enforcement personnel
							Consider public protective actions such as evacuation or shelter in place
							Consider closure of the airport and associated alert mechanisms
							Place Stations 11 and 12 on standby
				Inbound Hijacking			
							If an advance warning of 15 minutes or more is provided about an incoming hijacked aircraft, notify the following by telephone: Police Sergeant, Airport Operations Manager, and Fire Captain. If no advance warning is provided, perform the emergency dispatch from the previous section.
							If possible, consider moving the aircraft to the hot spot at the north end of Taxiway G.
							Attempt to keep the aircraft away from the terminals. If necessary to pull the aircraft to a gate, consider using Gate D-2, locking the doors to the concourse, and opening the doors to the Customs Area.
							Consider all actions from the previous section

Major Changes (cont.)

- Addition of Maintenance assignments / actions
  - ✓Imbed Maintenance assignments in Sections Annexes, and Checklists the same as any first responder.

- A large number of pages were added to the AC by including a bibliography and explaining the Incident Command System as it relates to each Functional Section and Hazard Specific Annex.
  - ✓ No real work to do here if you are NIMS compliant.

Major Changes (cont.)

- Mutual Aid agreement templates were added due to the *FAA and FEMAs* initiative to formalize many gentlemen's agreements between jurisdictions.
  - ➢ *The main reason for this is to avoid cost recovery and liability issues that are prevalent in a very large, complex or regional incident.*

✓ **Simply add a section to your AEP where you place all of your MOUs, LOA, and Operational pre-plan agreements.**

Memorandum of Understanding

DATE: **March 30, 2011**
TO: **Terry R. Craven, C.E.M. M.E.P.**
FROM: **Stacy House**
CC: **Brad Wolfe**

SUBJECT: *HMSHost Winter Emergency Plan*

Should a winter storm force the closure of the SLC Airport and strand passengers, HMSHost will alter hours of operations in the following locations to ensure stranded passengers and working airport employees receive at least a modest level of service from our facilities.

- Burger King, Pizza Hut and Starbucks in the T-1 Food Court will remain open until 11pm
- Great American Bagel will remain open 24 hours
- Dick Clark's restaurant will remain open until 12am
- Burger King T-2 will remain open 24 hours
- City Deli top of D will remain open until 12am

In the event of an emergency, the Salt Lake City Department of Airports should contact me, Stacy House, at any of the following numbers:

- Office: 801-575-2609
- Cell: 801-230-4637
- Home: 801-942-1449
- Alternate Cell: 619-708-9139

If I am unreachable, contact Alice Monterroso at 801-558-9225 or 801-965-9499.
HMSHost reserves the right to alter this schedule as business needs and circumstances necessitate.
HMSHost requests financial reimbursement for expenses incurred if asked to provide food and/or beverages gratis on behalf of the SLC Department of Airports.

OPERATIONAL PREPLAN OF THE GREAT SALT LAKE SAR GROUP

Purpose

To have a comprehensive response plan which outlines collaboration and responsibilities of each of the five counties surrounding and responding to the Great Salt Lake in the event of a water incident.

Objectives

To coordinate search and rescue activities around the Great Salt Lake, including but not limited to, the five county sheriffs and State Parks and Recreation. Coordination is to be accomplished by inter-local agreement and a coordinating council comprised of representatives of each jurisdiction. A coordinated training effort is to be directed by the council.

1.0 Emergent Authority

1.1 All SAR efforts or operations are the responsibility of the county sheriff's office with jurisdiction where the incident occurred.

1.2 Due to the location of the State Parks facilities and the availability of park personnel and equipment, the majority of rescue efforts will involve State Parks personnel. Due to their training, expertise and equipment, State Parks' personnel are a vital element of the Great Salt Lake search and rescue efforts. State Parks personnel will have the option of immediate response, if necessary.

1.3 First notice may be received by any of the involved jurisdictions who will be the Incident Commander, until such time as jurisdiction is determined by location of the incident. The Incident Commander will have the responsibility of determining or attempting to determine the location of the incident and notifying that respective sheriff's office of the problem. The Incident Commander will then relinquish command to that jurisdiction. In the event the location of the incident cannot be determined, the jurisdiction of first notification will retain command. The Incident Commander will determine which Unified Command System will be used, which may include park personnel.

2.0 First Notice

2.1 When notified of a missing or overdue boat, person or aircraft, the person taking the report will record immediately the essential information and contact the appropriate sheriff's office (see 1.0 Emergent Authority). Until the designated sheriff's office arrives, State Parks personnel will implement and follow the Great Salt Lake Search and Rescue Operation Plan.

Communications

Number one failure point for any emergency response

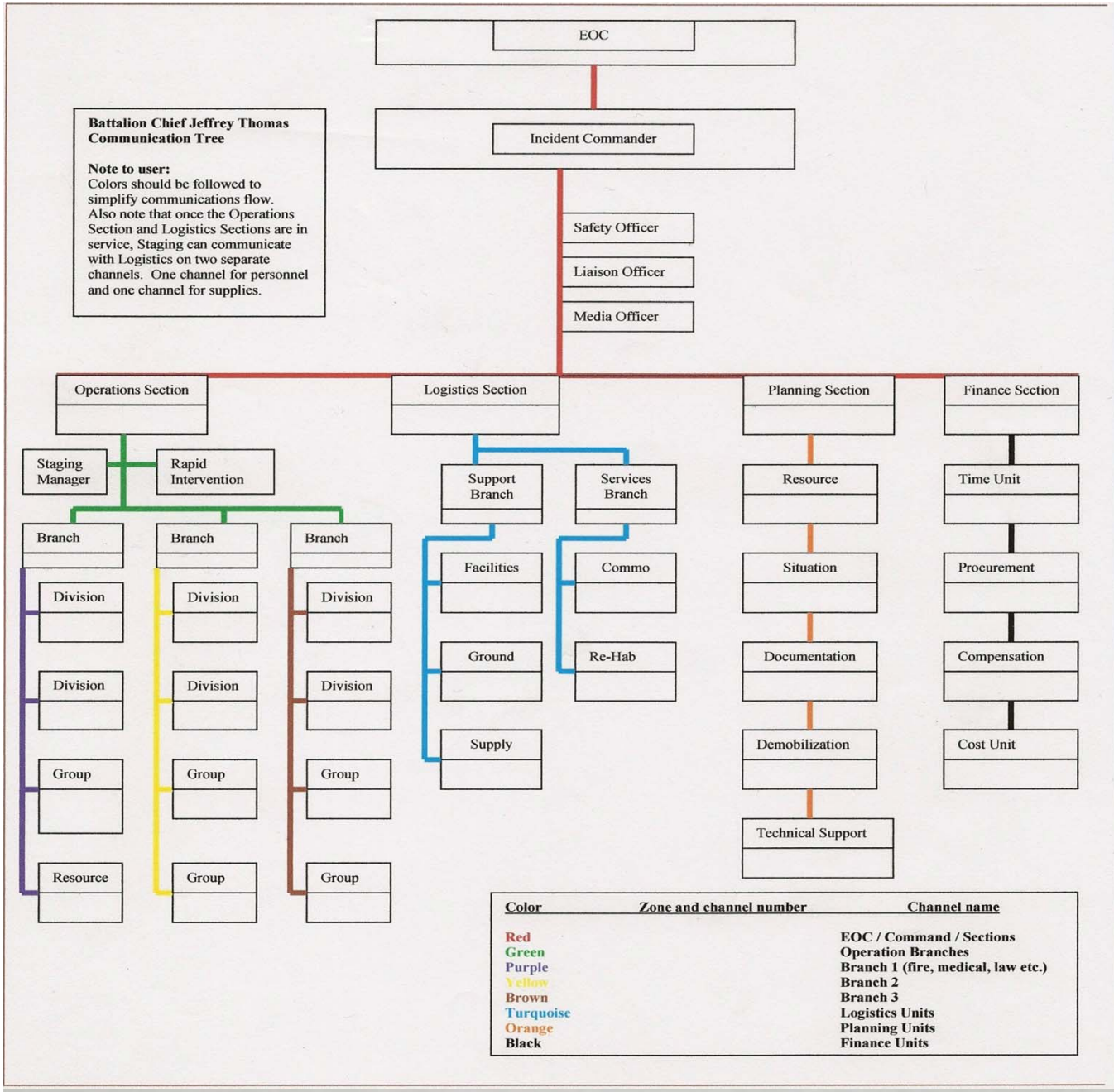
- Jan. 13, 1982: 70 people lost their lives when Air Florida Flight 90 crashed in Washington, DC. Police, fire, and EMS crews responded quickly. Coordination was non-existant because they couldn't talk to each other by radio.

- Sept. 11, 2001: When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. These local response agencies had learned an invaluable lesson from the Air Florida tragedy.

Interoperability makes sense. It's a cost-saver, a resource-saver, and a lifesaver.

Established Communications Systems

- Develop and add to your Emergency Communications Functional Section :
  - ✓ A Communication matrix that depicts how operational groups, divisions, Unified Command and the EOC will communicate.



✓ Develop and insert a flow chart for communications during a single jurisdiction incident with an expanded ICS structure.

✓ In the Emergency Communications Section, explain all communication methods. Include primary, secondary, tertiary and emergency systems

Established Communications Systems

- Develop and add to your Emergency Communications Functional Section :
  - ✓ A ***Tactical*** Communication Plan that will facilitate multiple agency / jurisdiction communication.
  - ✓ Include ***all*** of your mutual aid partners in the development of this interoperable complan.

Interoperable
Tactical Communications Plan
(Complex All Hazard Incidents)

Salt Lake City
Department of Airports

April, 2011

Notice to Reader: This document contains Security Sensitive Information (SSI) and is therefore considered a controlled release item. Please do not disseminate without authorization from the Salt Lake City Department of Airports, Emergency Management Office.

Check your AEP for compliance with, Jurisdictional Policies, Ordinances and Laws

- **Include in your Annual Review:**
  - **Compliance with NIMS and ICS**
  - **Compliance with all hazards methodology?**
    - **Natural**
    - **Technological**
    - **Man Made**
  - **Appropriate delegations of authority?**
  - **Does you AEP compliment your Mutual Aid partner's plan or are some areas contradictory?**

Final Additions to your AEP

- ✓ **Add pertinent charts and matrices**
  - ❑ These should be quick reference documents that are directly related to the functional or Specific annexes.
    - ❑ Modified Mercali Intensity Scale for earthquake prone regions.
    - ❑ FAA Casualty Chart
    - ❑ ATF IED / VBED evacuation distances

Modified Mercali Intensity Scale	
I	Not felt. Marginal and long-period effects of large earthquakes
II	Felt by persons at rest, on upper floors, or favorably placed.
III	Felt indoors. Hanging objects swing. Vibration like passing of light trucks. Duration estimated. May not be recognized as an earthquake.
IV	Hanging objects swing. Vibration like passing heavy trucks; or sensation of a jolt like a heavy ball striking the walls. Standing motor cars rock. Windows, dishes, doors rattle. Glasses clink. Crockery clashes. In the upper range of IV, wooden walls and frames creak.
V	Felt outdoors; direction estimated. Sleepers wakened. Liquids disturbed, some spilled. Small unstable objects displaced or upset. Doors swing, close, open. Shutters, pictures move. Pendulum clocks stop, start, change rate.
VI	Felt by all. Many frightened and run outdoors. Persons walk unsteadily. Windows, dishes, glassware, broken. Knickknacks, books, etc. off shelves. Pictures off walls. Furniture moved or overturned. Weak plaster and masonry D cracked. Small bells ring (church, school). Trees, bushes shaken (visibly, or heard to rustle).
VII	Difficult to stand. Noticed by drivers of motor cars. Hanging objects quiver. Furniture broken. Damage to masonry D, including cracks. Weak chimneys broken at roof line. Fall of plaster, loose bricks, stones, tiles, cornices, (also unbraced parapets and architectural ornaments). Some cracks in masonry C. Waves on ponds; water turbid with mud. Small slides and caving in along sand or gravel banks. Large bells ring. concrete irrigation ditches damaged.
VIII	Steering of motor cars affected. Damage to masonry C; partial collapse. Some damage to masonry B, none to masonry A. Fall of stucco and some masonry walls. Twisting, fall of chimneys, factory stacks, monuments, towers, elevated tanks. Frame houses moved on foundations if not bolted down; loose panel walls thrown out. Decayed piling broken off. Branches broken from trees. Changes in flow or temperature of springs and wells. Cracks in wet ground and on steep slopes.
IX	General panic. Masonry D destroyed; masonry C heavily damaged, sometimes with complete collapse; masonry B seriously damaged. (General damage to foundations). Frame structures, if not bolted, shift off foundations. Frames cracked. Serious damage to reservoirs. Underground pipes broken. Conspicuous cracks in ground. In alluviated areas, sand and mud ejected, earthquake fountains, sand craters.
X	Most masonry and frame structures destroyed with their foundations. Some well-build wooden structures and bridges destroyed. Serious damage to dams, dikes, embankments. Large landslides. Water thrown on banks of canals, rivers, lakes, etc. Sand and mud shifted horizontally on beaches and flat land. Rails bent slightly.
XI	Rails bent greatly. Underground pipelines completely out of service.
XII	Damage nearly total. Large rock masses displaced. Lines of sight and level distorted. Objects thrown into the air.

Definition of Masonry A, B, C, D	
Masonry A	Good workmanship, mortar, and design; reinforced, especially laterally, and bound together by using steel, concrete, etc.; designed to resist lateral forces.
Masonry B	Good workmanship and mortar; reinforced, but not designed in detail to resist lateral forces.
Masonry C	Ordinary workmanship and mortar; no extreme weaknesses like failing to tie-in at corners, but neither reinforced nor designed against horizontal forces.
Masonry D	Weak materials, such as adobe; moor mortar; low standards of workmanship; weak horizontally.

Estimated Casualties
Aircraft Accident

Aircraft Occupants	*Number of Casualties*	*20 % casualties Immediate Care Priority I*	*30 % casualties Delayed Care Priority II*	*50 % casualties Minor Care Priority III*
500	**375**	**75**	**113**	**187**
450	**338**	**68**	**101**	**169**
400	**300**	**60**	**90**	**150**
350	**263**	**53**	**79**	**131**
300	**225**	**45**	**68**	**112**
250	**188**	**38**	**56**	**94**
200	**150**	**30**	**45**	**75**
150	**113**	**23**	**34**	**56**
100	**75**	**15**	**23**	**37**
50	**38**	**8**	**11**	**19**

These figures are based on the assumption that the maximum number of surviving casualties at an aircraft accident occurring on or in the vicinity of the airport is estimated to be about 75 % of the aircraft occupants.

ATF	VEHICLE DESCRIPTION	MAXIMUM EXPLOSIVES CAPACITY	LETHAL AIR BLAST RANGE	MINIMUM EVACUATION DISTANCE	FALLING GLASS HAZARD
	COMPACT SEDAN	500 Pounds 227 Kilos *(In Trunk)*	**100 Feet 30 Meters**	**1,500 Feet 457 Meters**	1,250 Feet 381 Meters
	FULL SIZE SEDAN	1,000 Pounds 455 Kilos *(In Trunk)*	**125 Feet 38 Meters**	**1,750 Feet 534 Meters**	1,750 Feet 534 Meters
	PASSENGER VAN OR CARGO VAN	4,000 Pounds 1,818 Kilos	**200 Feet 61 Meters**	**2,750 Feet 838 Meters**	2,750 Feet 838 Meters
	SMALL BOX VAN *(14 FT BOX)*	10,000 Pounds 4,545 Kilos	**300 Feet 91 Meters**	**3,750 Feet 1,143 Meters**	3,750 Feet 1,143 Meters
	BOX VAN OR WATER/FUEL TRUCK	30,000 Pounds 13,636 Kilos	**450 Feet 137 Meters**	**6,500 Feet 1,982 Meters**	6,500 Feet 1,982 Meters
	SEMI-TRAILER	60,000 Pounds 27,273 Kilos	**600 Feet 183 Meters**	**7,000 Feet 2,134 Meters**	7,000 Feet 2,134 Meters

At this point, the lion's share of the work is complete.

I do not recommend adding all of the URL references provided by the AC to your AEP.

- **They would be more appropriately used in a "Training and Exercise" plan for your airport that is not included in the AEP document.**

Now – Lets revisit NIMS and ICS

- **Why -** *Homeland Security Presidential Directive 5 (HSPD-5) directs that the Secretary of Homeland Security develop and administer a consistent nationwide Incident Management system that would enable all levels of government and the private-sector to work together during domestic incidents.*

- ***What is it?***

NIMS is…

- **Core set of:**
  - **Doctrine**
  - **Concepts**
  - **Principles**
  - **Terminology**
  - **Organizational processes**
- **Applicable to all hazards**

NIMS is <u>not</u>…

- **An operational incident management plan**
- **A resource allocation plan**
- **A terrorism specific plan**
- **A plan to address international events**

National Incident Management System (NIMS) identifies the Incident Command System (ICS) as the method that will be used to manage incidents, events, emergencies and disasters.

Once you learn the concepts and requirements of ***NIMS*** you will begin training to ***ICS*** standards

There are many sources for this training.

It will require considerable resources and time to achieve an acceptable level of competency.

NIMS & Institutionalizing ICS

Governmental / Jurisdiction officials must:

- Adopt the ICS through executive order, proclamation, or legislation as the agency's/jurisdiction's official incident response system.
- Direct that incident managers and response organizations train, exercise, and use the ICS.
- Integrate ICS into daily operations. Insure that all policies, plans, and procedures reflect the use of this management system.
- Conduct ICS training for responders, supervisors, and command-level officers.
- Conduct coordinating ICS-oriented exercises that involve responders from multiple disciplines and jurisdictions.
- ***I suggest that every Airport:***
  - **Have daily (all shifts) ICS meetings to share information between all command personnel. This gives each of the attendees the opportunity to see who they would be working with in the event of an incident.**

ICS Benefits

- ✓ Meets the needs of incidents of any kind or size.
- ✓ Allows personnel from a variety of agencies to meld rapidly into a common management structure.
- ✓ Provides methods of logistical and administrative support to operational staff.
- ✓ Is cost effective by avoiding duplication of efforts.
- ✓ Provides for easy documentation of the event and associated actions.

Airports are a Unique type of Jurisdiction

Many airports have their own Fire and Police Departments.

In most cases, these entities have one function and cannot address FAR specific airfield and airspace issues.

So, add the complexity of FAA regulations, Standard Fire protection procedures, Law Enforcement techniques and procedures and you get a very convoluted command structure.

In an environment with so many regulatory issues, how do you decide who is in charge?

The Incident Command System clearly allows for this complex reality.

Much like the management of a complex incident that crosses jurisdictional lines and has several facets, an airport is the poster child for this type of complexity 24/7.

ICS promotes and requires the use of a **Unified Command** when managing a complex incident.

- Unified Command is a form of Incident Command that joins disciplines at the hip to facilitate well thought out, joint decisions.
- It is however, not a democracy. There will **never be more than one** Incident Commander (IC) and any one time.
- ***If a decision has to be made amidst conflicting recommendations, the Lead in Unified Command (IC) will make the decision.***
- The phase of the incident will dictate who is the IC at any given time. Many Jurisdictions use a command matrix to identify who will be in charge. The FAA recommends that this method be used.
- If you are well trained in the use of ICS this decision tree is not necessary.

Sample Command Matrix

	Police	Fire	Airport/Airfield Operations	Emergency Management	FBI	Haz Mat	Health Department	Maintenance	Dispatch
Communication	p/s	p/s	p/s	s	s	s	s	s	p
Fire and Rescue	s	p	s	s	s	s	s	s	s
Evacuation	p/s	s	p	s	s	s	p/s	s	s
Hijacking	s	s	s	s	p	s	s	s	s
Hostage	p	s	s	s		s	s	s	s
Aircraft Crash	p/s	p/s	p/s	s	s	s	s	s	s
Resource Management	s	s	s	p	s	s	s	p/s	s
Protective Actions	p/s	p/s	p/s	p/s	s	s	s	s	s
Alert and Warning	s	s	s	s	s	s	s	s	p
Direction and Control	p/s	p/s	p/s	s	p/s	p/s	s	s	s
Biological	s	s	s	s	s	s	p	s	s
Hazardous Materials	s	s	s	s	s	p	s	s	s
P = primary			S=Support	P/S = Either					

What will a Unified Command Structure do for you?

- Establishes a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee reports to only one supervisor within their own discipline.
- Allows each phase of the incident response to be managed by the <u>most qualified person</u> within the discipline.

Overall Priorities

Initial decisions and objectives are established based on the following priorities:

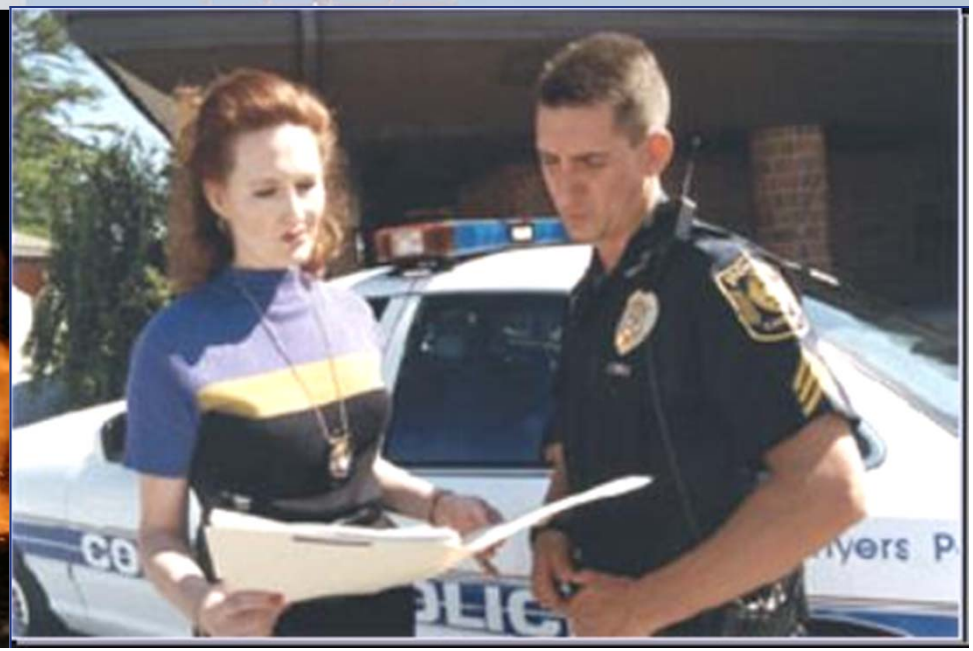
#1: Life Safety

#2: Incident Stabilization

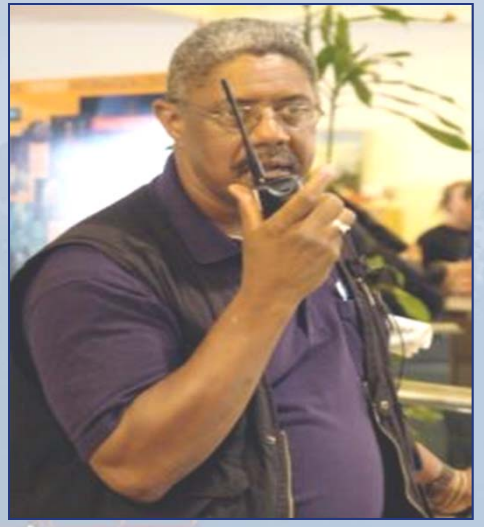
#3: Property/Environmental Conservation

Management by Objectives

- ICS is a Management By Objective System
- Objectives are communicated throughout the organization
- Objectives must be Specific, Measurable, Assignable, Reasonable and Time-specific (S.M.A.R.T.)



Leadership



- Senior Managers provide leadership, assistance and guidance to the Incident Commander. (EOC)
- Leadership means . . .
  - Motivating and supporting trained, on-scene responders so that they can accomplish difficult tasks under dangerous and stressful circumstances.
  - Instill confidence in the public and Elected Officials that the incident is being managed effectively.

Executives'/Senior and Elected Officials' Role & Responsibilities

One of your toughest tasks in becoming NIMS compliant is defining these roles.

- **They provide policy guidance to the EOC on priorities and objectives based on situational needs and the Airport's Emergency Plan.**
- **They provide Legal guidance, coordination and support to the EOC.**
- **They provide emergency resource approval through the EOC or MACC to the on-scene commander.**
- **They review and suspend Labor and procurement rules when necessary for successful incident mitigation.**

They are the:
Policy Group – Not co-located with the Emergency Operations Center

Incident Commander

- Upon arriving at an incident, the highest ranking, qualified person will either assume command, or if already established, maintain command as it is.
- In both field ICS and EOC structures, the highest ranking person should not always be in charge.
- By NIMS/ICS doctrine the MOST QUALIFIED person is in charge.

(This is hard to swallow for some)

The <u>most qualified</u> person at the scene is designated as the Incident Commander.

Examples of Incidents Managed Using ICS

- Fire, both structural and wildland
- Hazardous Material incidents
- Aircraft Incidents / Accidents
- Natural disasters, such as tornadoes, floods, ice storms, or earthquakes
- Human and animal disease outbreaks
- Search and rescue missions
- Hijacking / Hostage situations
- Criminal acts and crime scene investigations
- Terrorist incidents, including the use of weapons of mass destruction
- National Special Security Events, such as Presidential visits, Super Bowl or the Olympics
- Other planned events, such as parades or demonstrations
- Personal use – Vacations and parties

ICS Mandates

- Hazardous Materials Incidents
  - Must be managed by and ICS structure and have a written Incident Action Plan (IAP)
    - **OSHA Rule 29 CFR 1910.120**, effective March 6, 1990, requires all organizations that handle hazardous materials to use ICS.
- Incident / Events of National Significance
- Incidents that last more than one operational period.


What Next – Where to go for Planning, Training and implementation assistance

- Become best friends with your State Emergency Management Training Officer.

- Contact and work with your Local County Emergency Management Agency as well.

These agencies are Federally funded and hold regular training courses at no cost to your organization.

State Emergency Management Agencies – Training Resources

Oregon Emergency Management
Department of State Police
3225 State St
Salem, Oregon 97309-5062
(503) 378-2911
(503) 373-7833 FAX
www.oregon.gov/OMD/OEM/index.shtml

Utah Division of Emergency Services and Homeland Security
1110 State Office Building
P.O. Box 141710
Salt Lake City, Utah 84114-1710
(801) 538-3400
(801) 538-3770 FAX
www.des.utah.gov

Nevada Division of Emergency Management
2478 Fairview Dr
Carson City, Nevada 89701
(775) 687-0300
(775) 687-0330FAX
www.dem.state.nv.us/

Wyoming Office of Homeland Security
Herschler Bldg. 1st Floor East
122 W. 25th Street
Cheyenne, Wyoming 82002
(307) 777-4663
(307) 635-6017 FAX
wyohomelandsecurity.state.wy.us

State Emergency Management Agencies – Training Resources

Montana Division of Disaster & Emergency Services
1956 Mt Majo Street
PO BOX 4789
Fort Harrison, Montana 59636-4789
(406) 841-3911
(406) 841-3965 FAX
www.dma.mt.gov/des/

State of Washington Emergency Management Division
Building 20, M/S: TA-20
Camp Murray, Washington 98430-5122
(253) 512-7000
(800) 562-6108
(253) 512-7200 FAX
www.emd.wa.gov/

Idaho Bureau of Homeland Security
4040 Guard Street, Bldg. 600
Boise, Idaho 83705-5004
(208) 422-3040
(208) 422-3044 FAX
www.bhs.idaho.gov/

Colorado Division of Emergency Management
Department of Local Affairs
9195 East Mineral Avenue
Suite 200
Centennial , Colorado 80112
(720) 852-6600
(720) 852-6750 Fax
www.dola.state.co.us/ or
www.coemergency.com

Federal Emergency Management Agency
FEMA Region VIII
Denver Federal Center
Building 710, Box 25267
Denver, CO 80225-0267

Colorado
Montana
North Dakota
South Dakota
Utah
Wyoming

NIMS Coordinator: Lanney Holmes

Email: Lanney.holmes@dhs.gov

Telephone: 303.235.4629

Fax: 303.235.4857

NIMS Resources web site
http://www.fema.gov/emergency/nims/index.shtm

Emergency Management Institute (EMI) at 301-447-1200 or e-mail:
independent.study@dhs.gov

Federal Emergency Management Agency
FEMA Region X
Federal Regional Center
130 228th Street, S.W.
Bothell, WA 98021-9796

Alaska
Idaho
Oregon
Washington

NIMS Coordinator: Matthew Bernard

Email: Matthew.Bernard1@dhs.gov

Fax: 303.235.4857

NIMS Resources web site
http://www.fema.gov/emergency/nims/index.shtm

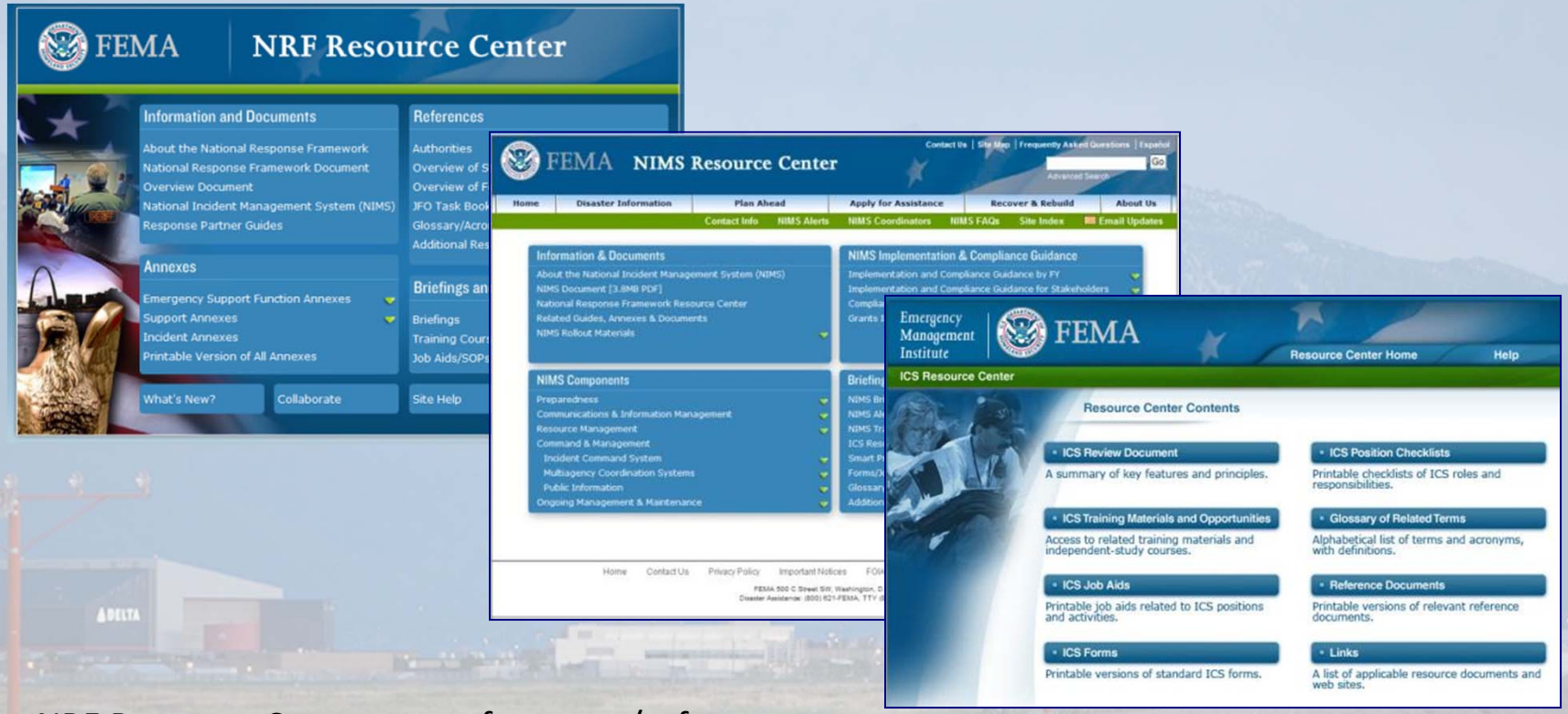
Emergency Management Institute (EMI) at 301-447-1200 or e-mail:
independent.study@dhs.gov

I suggest that you become familiar and/or a part of these organizations:

Metropolitan Medical Response System (MMRS)
Local Emergency Planning Committee (LEPC)
Hospital Emergency Management Committee (HEMC)
Law Enforcement Planning Team (LEPT)
Urban Area Security Initiative (UASI)
Strategic National Stockpile (SNS)
Chemical Stockpile Emergency Preparedness Program (CSEPP)

All of these organizations are Federally funded and allocate considerable resources to training and exercises.

Additional Resources



- NRF Resource Center: www.fema.gov/nrf
- NIMS Resource Center: www.fema.gov/nims
- ICS Resource Center: ww.training.fema.gov/emiweb/IS/ICSResource

The Incident Command System is a valuable planning and management tool. It allows for every possible contingency. Use it to plan everything you do and it will become second nature.

Fail to Plan……

Plan to Fail !

Have a VFR Day!