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National Incident Response System and Incident Management Teams

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Emergency Incident Management

- **What makes a disaster?**

Generally measured in human impact (lives, property, long-term damage….)

Lives, homes, property … lost to wildfire

December 27th Black Tuesday – 154 homes lost

Kenneda

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Rural Road - Red River County 26DEC00
12 26 '00


CROWLEY
CROWLEY

NIMS INCIDENT MANAGEMENT

Incident Typing

- Incidents are categorized by five types based on complexity
- Type 5 incidents are simple while Type 1 are the most complex

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NIMS INCIDENT MANAGEMENT

- **Type 5 Incident**: Initial response, requires only 1 – 2 resources and a few hours to resolve

- **Type 4 Incident**: Initial response, requires multiple resources and is usually resolved in one operational period

NIMS INCIDENT MANAGEMENT

- **Type 3 Incident**: Extended response, initial actions may fail, requires multiple resources, may require multiple operational periods to resolve, and some or all of the command and general staff may be activated

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NIMS INCIDENT MANAGEMENT

- **Type 2 Incident**: Extended response, complex incident requiring most or all of the command and general staff along with their functional staffs

The incident extends into multiple operational periods requiring written action plans, planning meetings and briefings

Operational personnel should not exceed 200 per operational period and total personnel should not exceed 500

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NIMS INCIDENT MANAGEMENT

- **Type 1 Incident**: The most complex of incidents requiring all of the command and general staff to be activated along with their functional staffs

Management of the incident is often subject to great public and political scrutiny

Operational personnel often exceed 500 per operational period and total personnel usually exceed 1,000

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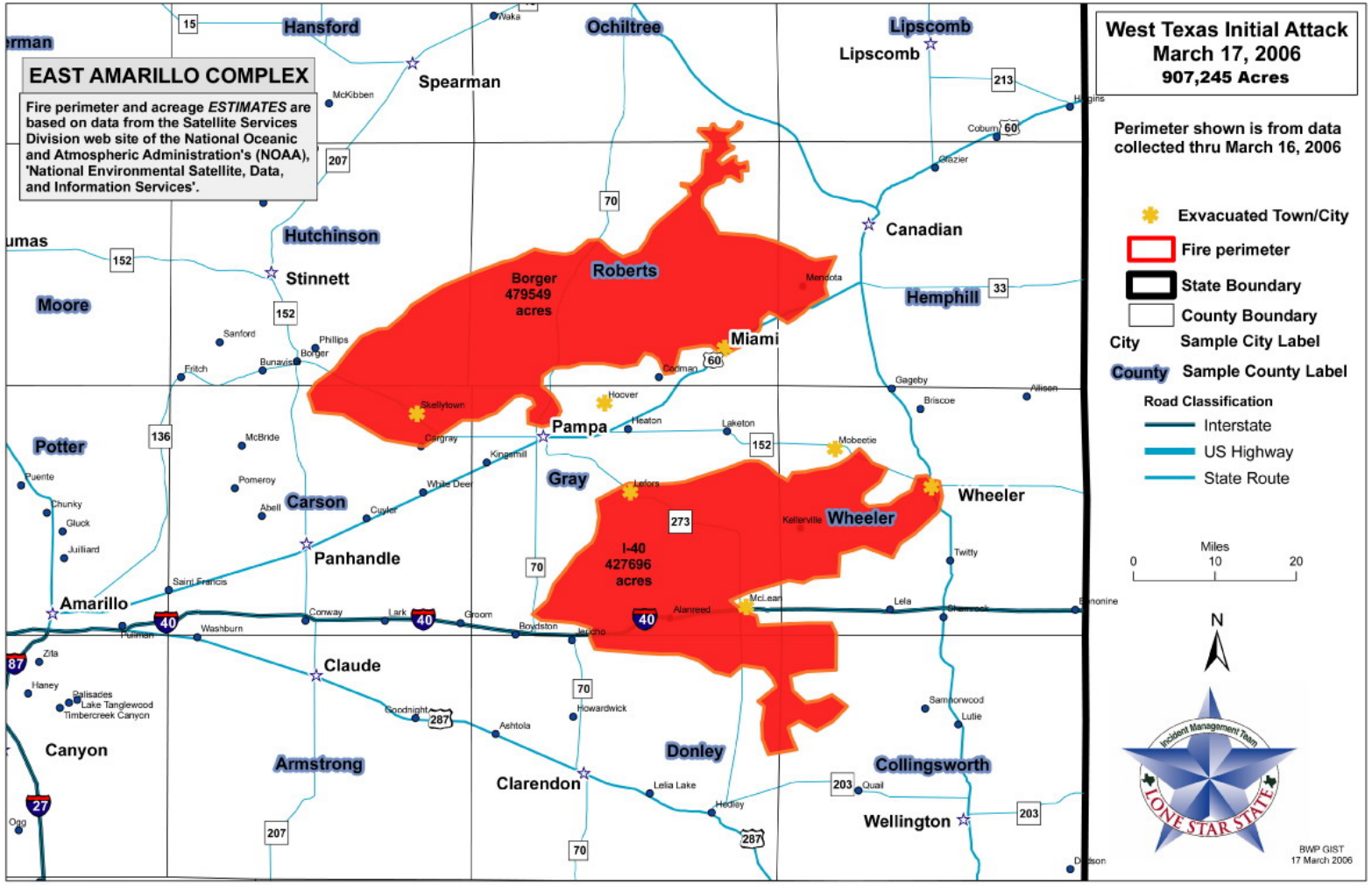
Panhandle, March 12-17
Amarillo East Complex - 907,245 acres



Emergency Incident Management

- By their nature, disasters are large, complex, multi-jurisdictional events.

"Most emergency response is a sprint, large-scale incidents (disasters) are a marathon."

TFS – Legislative Mandate

- Established in 1915
- Education Code, Chapter 88, Subchapter B.
  - 88.102, General Duties
    - Take any action deemed necessary … to prevent and extinguish forest fires;
  - 88.118, Statewide Fire Coordination Center, **Added 1993**
    - Coordination of the response to each major or potentially major wildland fire in the state…

TEXAS WILDFIRE PROTECTION PLAN

- ✪ Assessment (Predictive Services)
- ✪ Prevention and Mitigation
- ✪ Planning and Preparedness
- ✪ Local Capacity Building
- ✪ Rapid Initial Response

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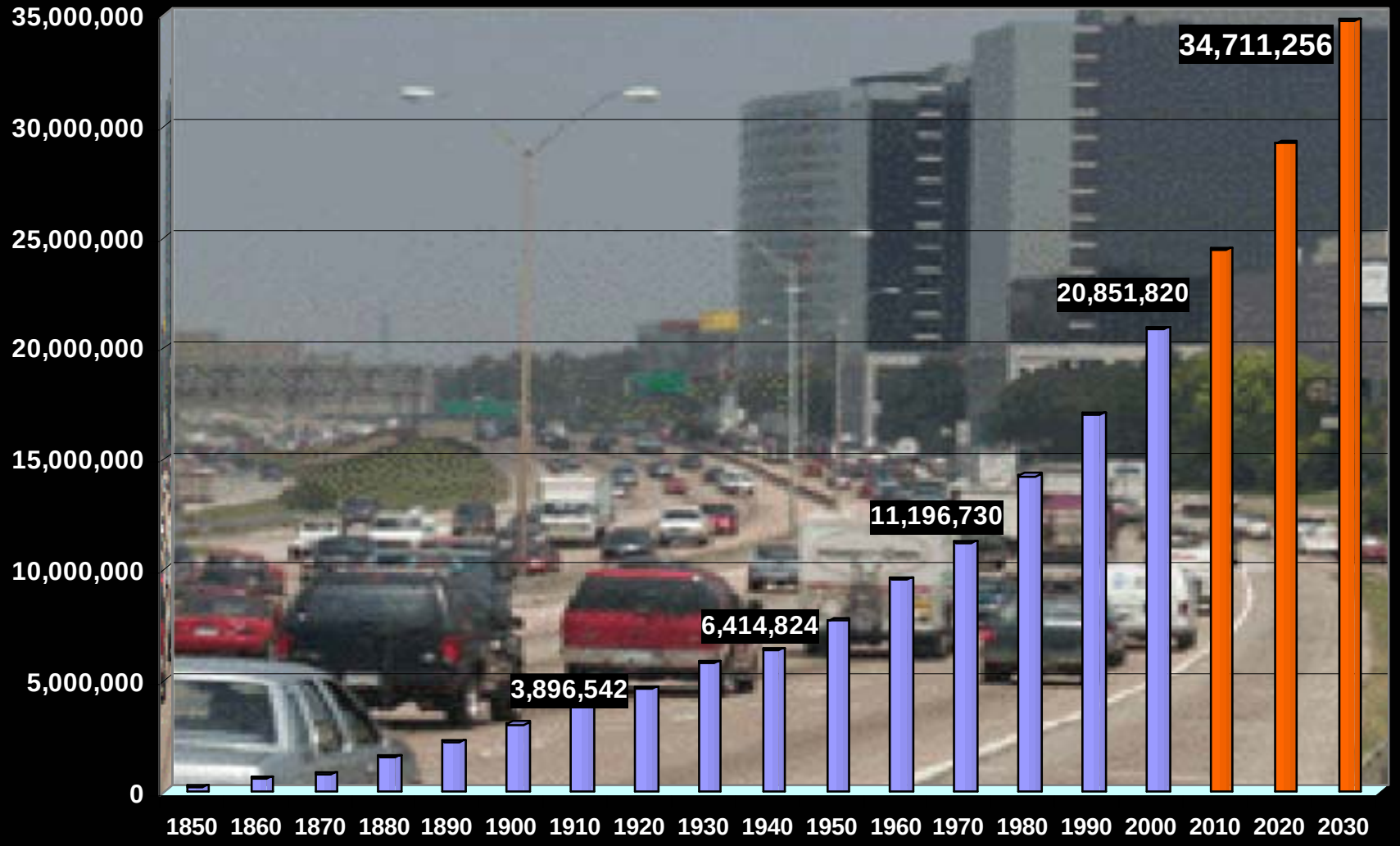
Texas Population Trends



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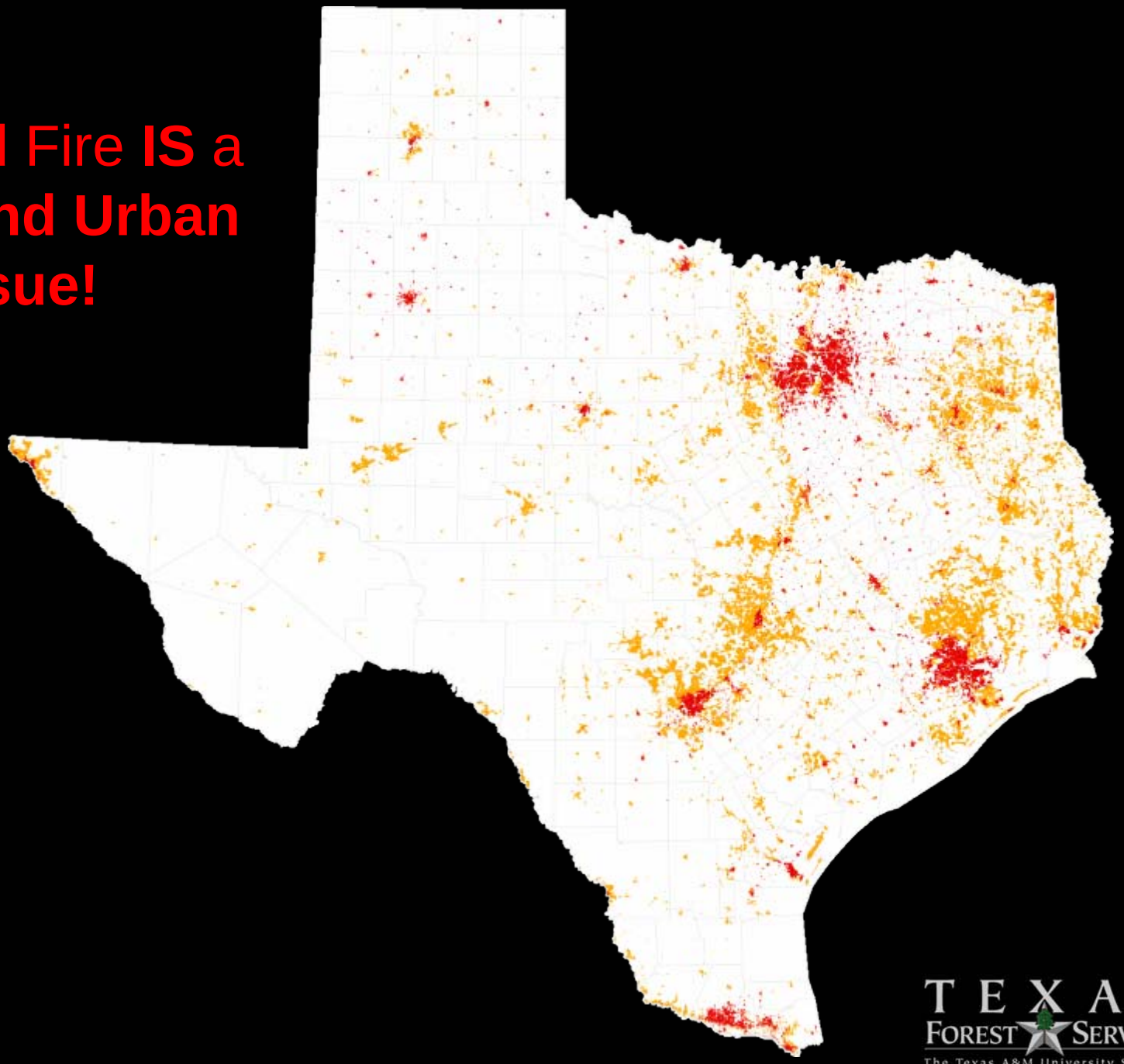
Wildland Fire **IS** a **Rural and Urban Issue!**



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Wildland Fire **IS** a **Rural and Urban Issue!**

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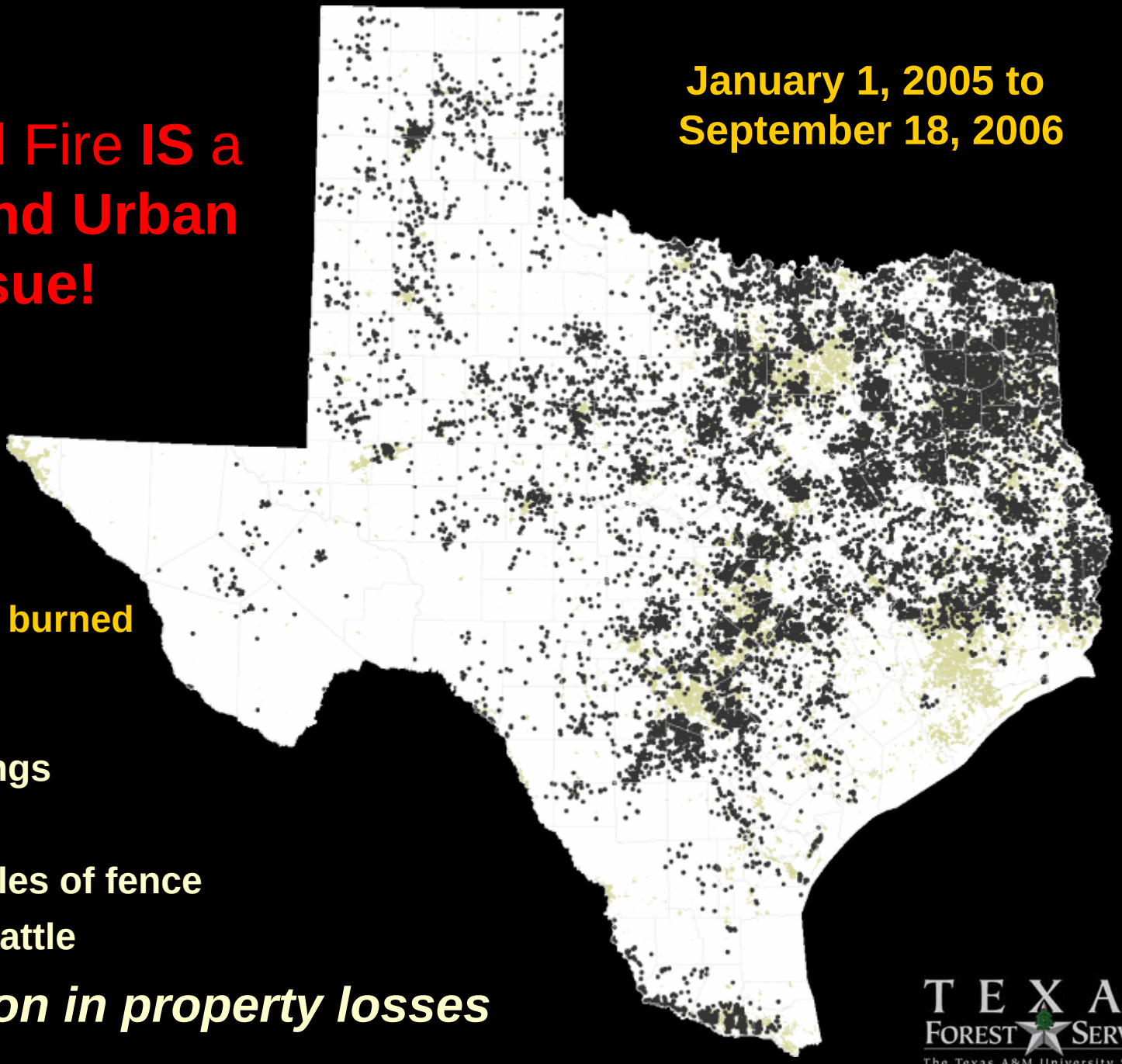
Wildland Fire **IS** a **Rural and Urban Issue!**

January 1, 2005 to September 18, 2006



29,141 fires

2,260,240 acres burned

734 homes

1,320 outbuildings

168 vehicles

Hundreds of miles of fence

Thousands of cattle

$628.1 million in property losses

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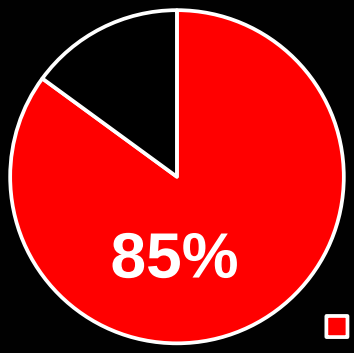
Wildland Fire **IS** a **Rural and Urban Issue!**

January 1, 2005 to September 18, 2006



- Less than 2 Miles from a Community
- Greater than 2 Miles from a Community

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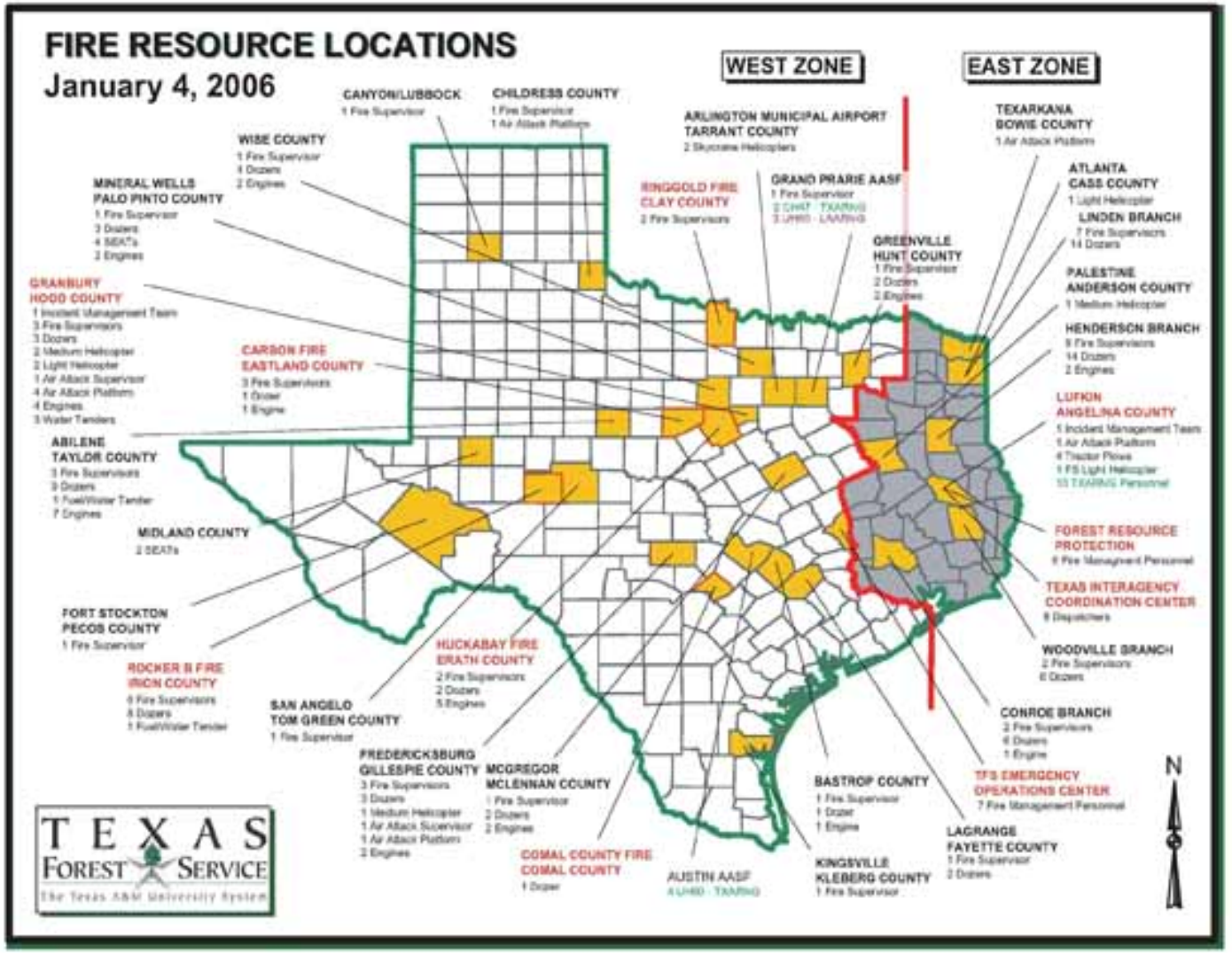
TFS Resources

57 dozers

162 firefighters

Mobilized Fire Resources

Temporary Initial Attack Offices



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All-Risk Incident Management

- Texas Forest Service designated lead agency for incident management in Texas
- TFS tasked with developing regional incident management teams
- Under the State Emergency Management Plan, teams can be requested through the Department of Public Safety and the Governor's Division of Emergency Management

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TFS All-Risk Incident Management

All-Risk Response

- Republic of Texas Standoff – 1997
- Del Rio Flood – 1998
- Northeast Texas Ice Storm – 2000/2001
- Houston Medical Center – 2001
- Columbia Shuttle Recovery – 2003
- Newcastle Disease (El Paso) – 2003
- Hurricane Claudette – 2003
- Hurricane Ivan (Florida) – 2004
- Hurricane Katrina (Louisiana) – 2005
- Hurricane Rita (Texas) – 2005
- El Paso Flooding - 2006
- Numerous Flood/Tornado/Storm Responses

All Risk Incident Management

Exotic Newcastle

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All Risk Incident Management

Houston Flood

Hurricane Ivan (Florida)

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All Risk Incident Management

Hurricane Katrina - Louisiana

- Distribution of water, ice and food
- 2.2 million gallons of water
- 13.6 million pounds of ice
- 6.3 million MRE's
- 300,000 cars, 24,000 walk-ins
- In excess of 1 million people assisted

Incident Management Team
LONE STAR STATE

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All Risk Incident Management

Hurricane Rita - Texas

- Distribution of water, ice and food
  - 2.1 million gallons of water
  - 17.2 million pounds of ice
  - 3.7 million MRE's
- Infrastructure recovery
- Planning and tracking
- Damage assessment

Incident Management Team
LONE STAR STATE

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National Interagency Incident Management System (NIIMS)

Included five components

- Incident Command System (ICS)
- Standardized training (90 courses)
- National qualifications and certifications (100 distinct positions)
- Publications management
- Supporting technology

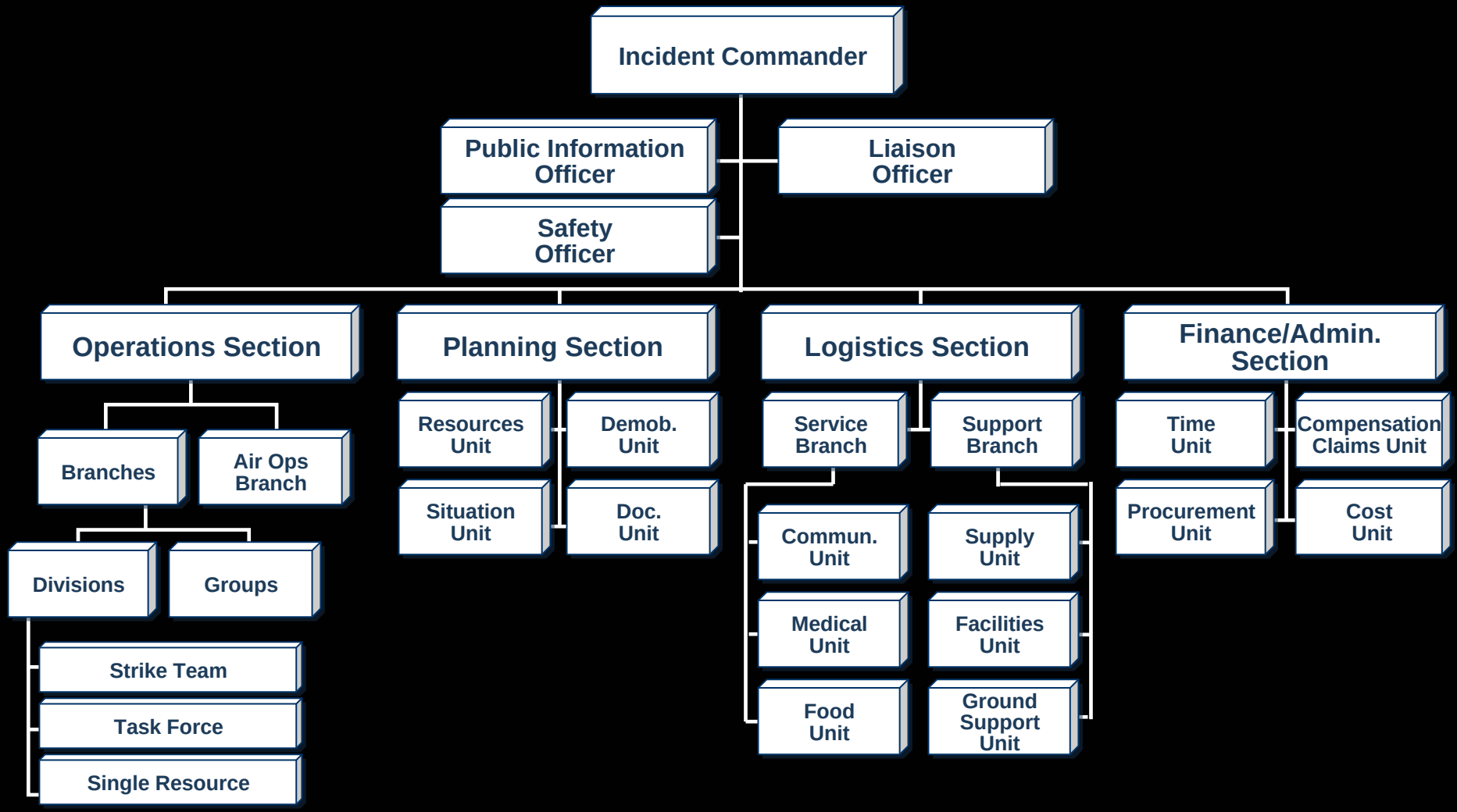
Under National Wildfire Coordinating Group (NWCG)

Precursor to NIMS

National Incident Management System (NIMS)

- Homeland Security Presidential Directive (HSPD) 5 requires all federal agencies to adopt NIMS.
- HSPD 5 requires federal agencies to make adoption of NIMS by state and local governments a condition of federal preparedness assistance beginning in FY 05.
- Final version of NIMS was released on March 1, 2004.
- Major components are:
  - Command and Management
  - Preparedness
  - Resource Management
  - Communications and Information Management
  - Supporting Technologies
  - Ongoing Management and Maintenance
- NIMS ICS is very similar to traditional ICS.
- NIMS ICS has added an intelligence capability.
- NIMS provides a tiered approach to incident management
- NIMS can provide a seamless response involving local, state, and federal resources.

NIMS ICS Organization



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NIMS ICS Features

- Common terminology
- Modular organization
- Objective-based response
- Manageable span of control
- Unified command/multi-agency response
- Incident Action Plan (IAP)
- Predefined roles and responsibilities
- Resource management and tracking
- Information and intelligence management
- Integrated communications
- Accountability
- Transfer of command

NIMS INCIDENT MANAGEMENT

Incident Typing

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NIMS INCIDENT MANAGEMENT

Incident Typing and Incident Management Teams

- Incident Management Teams (IMT) are typed to correspond with incident complexity
- There are organized Type III, Type II and Type I IMTs

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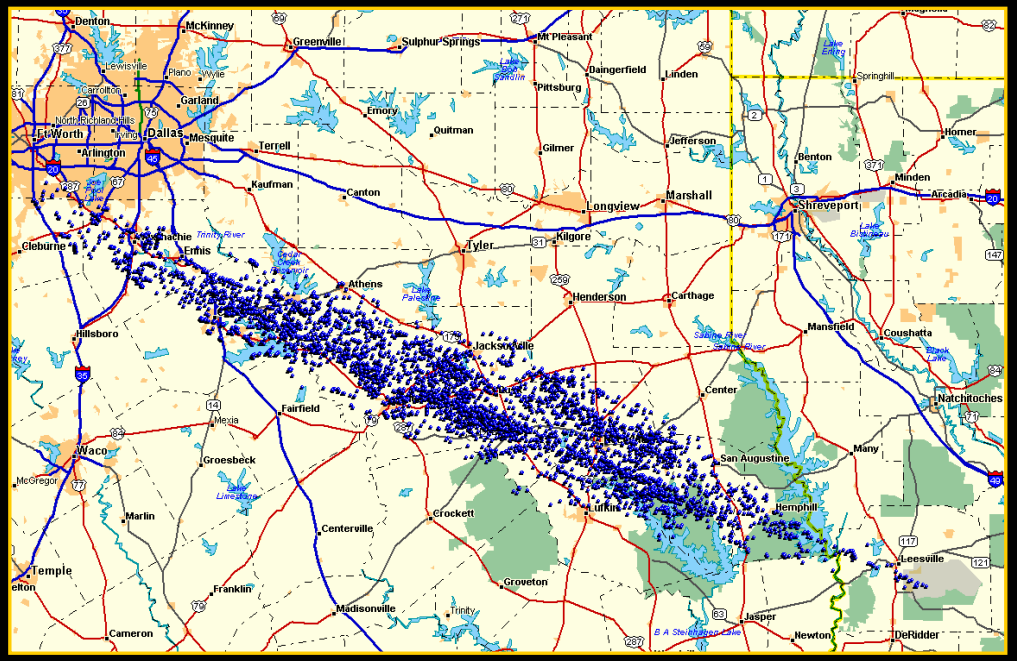
NIMS INCIDENT MANAGEMENT

- **Type 1 Incident Management Teams**:

Teams are national assets – there are 16 in 9 regions across the US

Teams are interagency with approximately 60 federal, state, and local responders

All command and general staff must successfully complete advanced incident management training



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NIMS INCIDENT MANAGEMENT

- **Type 2 Incident Management Teams**:

Teams are state and regional assets – there are over 50 across the US

There are state and regional interagency teams that respond with 10 – 60 personnel, based on the incident

Teams may be interagency with federal, state, and local responders

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NIMS INCIDENT MANAGEMENT

- **Type 3 Incident Management Teams**:

Teams are local and state assets

Composition of teams currently determined locally

No national standard for staffing

US Fire Administration has developed a curriculum for local interdisciplinary and multi-jurisdictional Type 3 IMT's

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Why use NIMS, IMT's or ICS?

- No one entity can staff for the worse case scenario (the bar has been raised)
- Cooperative response, mutual aid and unified operations are necessary
- Good planning is essential, but you also have to have the ability to implement
- You are never as prepared as you think you are

Key Factors in Long Duration Incidents

- Maintain span of control as incident complexities increase by expanding the management organization and dividing responsibilities
- Establish and maintain good situational awareness
- Establish and maintain a system to determine resource needs with sufficient time to acquire
- Establish and maintain systems to acquire, support and demobilize personnel, equipment and supplies
- Establish and maintain a mechanism to safely implement and support operations
- Meet the informational needs of the public, media, agency administrators and elected officials
- Develop an organization that respects multi-jurisdictional and multi-disciplinary responsibilities and authorities
- Provide for accountability
- Rapid establishment of a seamless command structure

Lessons

- Most emergency response is a sprint, large-scale incidents are a marathon. Early on, you must establish a process for looking (3 to 5 days) ahead. (swimming to stay afloat vs. swimming for shore)
- Incident personnel want leadership – incidents will not tolerate a vacuum in command (you can set the tone or you can react to it)
- Be flexible and responsive to changing demands
- Stay focused on the mission – take the high road
- Exercise and defend your state's (or jurisdiction's) authority
- Let ICS work for you – do not be an ICS purist
- Use deputy IC's to divide responsibilities – interagency relations, contact for elected officials, administration….
- Place someone on your command staff from a federal agency with command experience

Lessons

- Incorporate actions to build cohesion between the responding entities – multi-agency IAP's, planning meetings,….
- Expect resource shortages and be ready to prioritize response activities
- Prepare an "Incident within an Incident" plan
- Do not expect agencies unfamiliar with ICS to recognize the value of the system – it's your job to make ICS work for them while bringing the agencies on board.
- Form a Training Branch
- Recognize that you are supporting a national incident – determine early on the issues that are nonnegotiable and those that allow for flexibility
- Try not to get too emotionally involved

Lessons

- Maintain the same personnel in the command structure for as long as possible – corporate knowledge becomes important as the incident progresses
- Recognize that interagency and governmental politics are a priority – this responsibility is best handled by one person - if you don't work these issues, they will work you
- Long duration incidents require much effort to maintain interest from responders, home units and dispatch centers
- Don't burn bridges – the incident will end and you will return to your normal duties – you will probably work with these agencies and individuals again

Lessons

- Consider using a written Delegation of Authority with IMT's
- Do not let inexperienced safety officers from other agencies impede your operations
- Recognize that there may be regional differences in IMT's
- Do not be intimidated by IMT's, they work for you
- Not all IMT's will be as concerned about cost containment as you are
- Consider having IMT's implement contracts with local physician assistants to visit camps and treat responders
- Take an active role in transition between teams

Lessons

- In potential environments where extreme hardships are in place that affect the general population, clear rules of disengagement for emergency responders need to be assigned
- Security for facilities and sites must be established and maintained
- Operating PODs, RSAs and, R&Ds, are extremely labor intensive anticipate resource staffing needs quickly and order according.
- Operating PODs, RSAs and R&Ds, requires large numbers of personnel, anticipate safety/accident situations until crews and the general public become aware/familiar with the process. Each POD should have a SOF. An adequate number of Field Medics assigned to the MEDL need to be put in place. After hours demand for medic attention is high and requires an adequate medical facility that is capable of examining responders and treating (minor issues).

Lessons

- Placing a local agency representative at the PODs, RSAs and R&D greatly enhances their operation and ability to provide useful feedback.
- In large Type 1 incidents, displacing hundreds of thousands of people, RSAs (base camps) become magnets for citizens to obtain direction and assistance. Utilize local resources to serve as public liaisons. PODs need to have important information/contact telephone numbers available to the general public handed out by staff (do not let the public out of the vehicle).
- Mobile distribution methods need to put in place to reach areas affected by the storm or to reach people who do not have transportation to get to the POD. This is particularly the case for the elderly residing in economically depressed neighborhoods.

Lessons

- Standardized constant operating hours for the PODS are essential. All the PODS need to be open and closed at the same times to avoid confusion and eliminate operational/planning issues.
- When operating R&D from a warehouse, be ready for requests from all types of agencies and faith-based groups to store commodities at the R&D site (Remember, you must be able to manage and sustain every mission you start or take over).
- Each day critical items will need to be identified and resolved to maintain operations. They are not always that oblivious (fuel for refrigerated trucks/forklifts, traffic cones, port-a-potty service, etc.) You must be able to recognize and respond to these or they will bring you to a halt.

Lessons

- Be more concerned about doing the right thing than about not being wrong

Questions?

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