



A Guidebook for Integrating NIMS for Personnel and Resources at Airports

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AIRPORT COOPERATIVE RESEARCH PROGRAM

ACRP REPORT 103

**A Guidebook for Integrating
NIMS for Personnel
and Resources at Airports**

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AIRPORT COOPERATIVE RESEARCH PROGRAM

Airports are vital national resources. They serve a key role in transportation of people and goods and in regional, national, and international commerce. They are where the nation's aviation system connects with other modes of transportation and where federal responsibility for managing and regulating air traffic operations intersects with the role of state and local governments that own and operate most airports. Research is necessary to solve common operating problems, to adapt appropriate new technologies from other industries, and to introduce innovations into the airport industry. The Airport Cooperative Research Program (ACRP) serves as one of the principal means by which the airport industry can develop innovative near-term solutions to meet demands placed on it.

The need for ACRP was identified in *TRB Special Report 272: Airport Research Needs: Cooperative Solutions* in 2003, based on a study sponsored by the Federal Aviation Administration (FAA). The ACRP carries out applied research on problems that are shared by airport operating agencies and are not being adequately addressed by existing federal research programs. It is modeled after the successful National Cooperative Highway Research Program and Transit Cooperative Research Program. The ACRP undertakes research and other technical activities in a variety of airport subject areas, including design, construction, maintenance, operations, safety, security, policy, planning, human resources, and administration. The ACRP provides a forum where airport operators can cooperatively address common operational problems.

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FOREWORD

By **Marci A. Greenberger**

Staff Officer

Transportation Research Board

ACRP Report 103: A Guidebook for Integrating NIMS for Personnel and Resources at Airports provides guidance for the integration of the National Incident Management System (NIMS) into airport response plans for incidents, accidents, and events. The guidebook discusses common NIMS and incident command terminology; outlines recommended incident command structures for various situations relative to their complexity; and includes sample plans from airports and training outlines. An appendix provides examples of organizational charts. In addition, a matrix of necessary training for airport staff is located on the TRB website (<http://www.trb.org/Main/Blurbs/169840.aspx>).

FAR Part 139 airports are required to integrate the NIMS into their airport emergency plans. This requirement doesn't apply to general aviation airports. However, the NIMS template is valuable for airports of all sizes, for accidents (regardless of size, cause, and complexity) and for the duration of incidents that occur. General aviation airports, as with most airports, rely on their communities, mutual aid partners, and other stakeholders to assist them during these incidents, accidents, and events. Using the NIMS structure helps to integrate all these resources.

It is important that staff is provided the appropriate training, including staff members who typically aren't regarded as having emergency response responsibilities. Depending on the nature of the situation, staff members typically associated with administrative functions may need to provide support. Other airport tenants and mutual aid responders need to be integrated into an airport's NIMS-based plans and response structure.

System Planning Corporation, as part of ACRP Project 10-13, researched the benefits of integrating NIMS into airport emergency response plans, training staff, and how to coordinate with their communities and mutual aid partners. This guidebook will be helpful to airports seeking to understand and integrate NIMS into their emergency response plans.



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Note: Many of the photographs, figures, and tables in this report have been converted from color to grayscale for printing. The electronic version of the report (posted on the Web at www.trb.org) retains the color versions.



Introduction

Many airports are already familiar with the National Incident Management System (NIMS) and the Incident Command System (ICS). The purpose of this publication is to offer suggestions on how to more fully integrate NIMS and ICS into the airport environment for a more effective response to incidents and events. This guidebook is intended to help airport managers develop or improve their strategic relationships and written emergency plans with surrounding jurisdictions, using the common platform, language, and system residing within NIMS/ICS. Successful implementation of these principles will provide a stronger position for airports to manage an effective and safe response in the event of a major incident or event at the airport. The guidebook is intended to help airport managers and their staff gain additional information concerning the value and applications of NIMS and one of its operational components, ICS.

Because airports rely on outside resources during circumstances when an incident or event outstrips their ability to manage it on their own [for smaller Part 139 and small general aviation (GA) airports this is the situation for nearly all incidents], it is important that airports and their regional disaster response partners share a similar preparedness platform. Assets such as hazardous material (HAZMAT) response teams, bomb squads, hostage negotiation units, decontamination units, volunteer organizations, and other sources of aid typically respond from outside the airport. Those assets and others exist within government structures—cities, counties, states, or federal agencies—and those jurisdictions usually follow the NIMS construct, if not by the book then very close to it. However, there are still some smaller communities that may not be as well versed in NIMS/ICS (with the possible exception of local fire departments) and where the airport may be able to use this guidebook to lead the effort to build a common platform compatible to the response goals and procedures of the airport.

In order to facilitate a coordinated response among the critical stakeholders and to more effectively align with neighboring community critical emergency response and health care assets, airports have an interest in integrating their tactical response planning to the plans followed by mutual aid organizations. Additionally, when considering a regional disaster response, such as a natural disaster, the airport serving that region may play a significant role in supporting state, regional and national response assets flowing toward the incident. Even if airports are not centrally managing overall incident response, they should be aware of how arriving response and logistics are being coordinated.

Many airports are using ICS for some types of incidents; others use ICS routinely on all types of irregular operations as well as during major incidents or events. For some airports—for a variety of reasons—NIMS and ICS have yet to be embraced as tools for managing preparedness and response. Wherever your airport falls along this spectrum, this guidebook should facilitate progress in using proven, nationally adopted business models when situations require rapid coordination of a variety of resources to address abnormal conditions that affect airports and/or the surrounding communities.



CHAPTER 1

Making Sense of NIMS and ICS

What is the difference between NIMS and ICS? Those acronyms sometimes are used interchangeably, albeit incorrectly, in part because some of the differences are subtle and some of the management categories are similar. Both systems have been in place and in use for 30 years or more. Both have evolved and expanded since the terror attacks of September 11, 2001 and both have been amended with the benefit of lessons learned from experience using NIMS and ICS.

NIMS is an outgrowth of all-hazards planning as established during the mid 1970s and which led to the creation of FEMA (Federal Emergency Management Agency). That agency produced the Federal Response Plan (FRP). The FRP was the first step in organizing specific Emergency Support Functions (ESFs) and assigning lead and support agencies for each function, such as ESF-1 Transportation, ESF-5 Emergency Management, ESF-8 Public Health and Medical Services and so forth. State and local government departments aligned themselves to their federal counterparts in adopting the FRP for state and local emergency planning. For nearly 10 years the FRP stood as the recommended guidelines. Newer versions of the FRP eventually followed, but the basic plan remains at the core of the later iterations: the National Response Plan (NRP) and what is currently in place, the National Response Framework (NRF) and NIMS.

Also during the last decades of the 20th century, another related system was evolving: ICS. Originating out of the wild land firefighting sector as a solution for better resource management among multiple agencies and across state lines, the ICS is applicable to all manner of incident command situations. ICS essentially is an emergency services personnel management system for on-scene responders and Emergency Operations Centers (EOCs) as well as for such secondary responders as public works, hospitals, and so forth. It is a flexible system that also assigns particular positions to particular functions and can be expanded as needed depending on the demands of the situation.

Differentiating NIMS from ICS

Some of the confusion between NIMS and ICS rests with the fact that they both are used during critical incidents or events, and they both have planning, communications, and financial functions, among other similarities in nomenclature. However, NIMS covers the full range of support and advanced planning activities that link multiple agency and jurisdictional resources to the specific support requirements of responders and of the community at large for the duration of the situation as well as during recovery. As such, it is the blueprint by which an emergency management agency and an EOC function.

Conversely, ICS is a tool used by first and second responder agencies to deploy the right strategic and tactical response to handle immediate circumstances and bring them under control. ICS delineates lines of responsibility and authority, applies common terminology, and

establishes lines of communication and control. Following are some tips for understanding the differences.

NIMS

Key words: resource management, support to incident commanders (IC) and command post(s) (CP), whole community, comprehensive, forward-leaning, state and federal coordination

- Employed when a situation indicates the need for other than regular response (not including standard mutual aid help), including resources from and communication with multiple jurisdictions, the private sector, and, sometimes, other levels of government.
- Utilized to help manage the whole impact of an emergency situation or event on a community and/or region over time.
- Directed by an emergency management official.
- Supports ICS.
- Typically implemented before, during, and after an event or disaster incident.
- Located away from the immediate scene.
- Locus of coordination across broad spectrum of organizations and activities.
- Representatives from key emergency services agencies are present, serving as liaisons to their respective commanders in the field.
- Formalized documentation between affected agency and the federal government for reimbursement and regarding roles and responsibilities.
- Manages all support functions.

ICS

Key words: command, on-scene, immediate, tactical, short-range, common terminology

- Personnel management system used at the incident scene and command post by each of the respective first responder agencies and some secondary responders.
- Establishes single command point and defines responder responsibilities.
- Uses an organization matrix with common terminology and lines of communication and authority.
- Focuses on responding to the immediate situation and bringing it under control.
- Flexible; command lead can shift from one agency to another as the incident progresses through stages.
- Considered the gold standard for IC and control.

For most airports ICS is the primary tool that they will use. NIMS-based, large-scale support nearly always will be managed from a city or county EOC, though a few airports will have the capacity to oversee support to operations from their own EOC. Regardless, airports should be familiar with NIMS and the ESFs through which help will be organized and channeled. In the event of a large-scale incident or event at the airport (or where the airport becomes a resource for the political jurisdiction's emergency response), NIMS will be the system government sets up before, during, and in the immediate aftermath of significant events.

Why NIMS and ICS Are Important

At one time, whether an airport wanted to integrate NIMS into their airport emergency plans (AEP) and ICS into their personnel organizational structure for incidents was optional. Federal Aviation Regulation (FAR) Part 139 certificated airports are no longer in a position to opt out, rather, FAA requires that these airports reflect NIMS in their AEP and pursue some

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NIMS and ICS training for their employees. Compliance with NIMS standards is a requirement for disaster preparedness funding, including any monies sought to support training. Non FAR Part 139 certificated airports also can benefit from an expanded understanding of ICS.

It is difficult to argue against the logic of NIMS and ICS when considering the reality of what happens when a major incident or event occurs. By definition, a significant incident places abnormal demands on a jurisdiction's resources—whether that “jurisdiction” is an airport, a seaport, a city, or a nuclear power plant. Airports may need to draw upon all available resources including employees from airside and landside operations, maintenance, information technology (IT), administrative, property management, and others. If only a few airport management staff members know what ICS means and how it works, coordinating a response utilizing as many available resources as possible ends up being more challenging than it needs to be. Add to that requests for aid outside the airport and a media onslaught to get information and fill the airwaves, and the situation quickly can become untenable.

If, however, an airport creates a team that crosses all divisions, enables NIMS/ICS training for personnel that is pertinent to their individual roles during irregular operations and major incidents, and coordinates plans and procedures with surrounding communities that are following the same NIMS and ICS scripts, then lives and property are better protected and the airport returns more quickly and safely to normal operations.

The following chapters delve more deeply into airport ICS organizational charts, training, and funding. A separate chapter that guides usage of NIMS and ICS specifically for GA airports addresses actions that are reasonable for their circumstances and environment.

Integrating NIMS and ICS at Part 139 Airports

This chapter will help Part 139 airports understand the various roles in an ICS structure and how that structure can be developed—based on airport size and complexity—to help the user and their emergency planning team better understand how ICS can best fit their organization. Chapter 7 covers the same topics for GA airports, but at a level appropriate for their environments and resources.

Integrating NIMS/ICS into airport incident/event response plans and management involves methodically coordinating airport, community, regional, and national response organizations into the framework of an airport. In some cases, particularly with smaller GA airports, outside responders may take the lead for primary incident response.

In larger airports that may have their own on-site emergency responders—law enforcement, emergency medical services (EMS), and aircraft rescue and firefighting (ARFF)—off-airport mutual aid is usually not called upon unless an incident or event outstrips the response capabilities located on-airport. NIMS/ICS provides a framework that all entities can work from using a common blueprint for emergency planning and management with accepted protocols that take the incident or event through all stages: initiation, response, recovery, and return to regular operations. With all stakeholders operating within the construct of NIMS/ICS, the outcome can be more efficient and effective.

Establishing NIMS/ICS at Airports

NIMS/ICS at airports is outlined in the FAA's Advisory Circular 150/5200-31C. Migrating an airport organization to that end requires commitment and direction from the airport manager, with an understanding that with the responsibility comes accountability. (For the purposes of this guidebook, airport manager is used as a generic term for anyone at a high level of responsibility for any given airport.) Developing a robust and capable NIMS/ICS organization is best served by an organized effort that involves all airport stakeholders whereby each understands the roles and responsibilities and is supported by training, certification, and practice.

Management Support

The impetus for driving forward the NIMS/ICS agenda will begin with airport leadership. It is recommended that policies, such as requiring staff training, certification and other requirements set forth for NIMS/ICS roles and qualifications, be placed in writing and distributed by the airport manager. With support and direction from the front office, a NIMS/ICS approach is taken more seriously and accepted throughout the organization. Ultimately, staff will be able to integrate their actions more effectively with their mutual aid partners in response to an incident or event on-airport, or within the region.

Integrating Training and Certification

When considering how to execute the NIMS/ICS integration effort, it is best to start with establishing basic certification standards for staff. Appendix A provides information on how one airport, General Mitchell International Airport (MKE), approaches the alignment of staff positions to NIMS/ICS training and certification based upon assumed airport roles during a major incident or event.

Exercises and ICS Training

A fundamental premise to developing a better operating team is regular training. This effort actually begins with integrated teams of stakeholders from inside and outside the airport who review response plans and identify any procedures that might inadvertently have a negative impact or unnecessarily duplicate each other's respective plans. These discussions also provide an opportunity for each entity to add provisions that would facilitate resource coordination and communications, thereby streamlining coordination.

After the planning comes training, with various scenario-based exercises where all stakeholders can test and validate their plans. Command exercises (or COMEX) and tabletop exercises can take place on-site or can be configured to be executed from remotely connected platforms, thereby allowing outside stakeholders to “play” the problem from their own offices. The culminating exercise is the functional field exercise required for all Part 139 airports, which involves responding to a mock-up incident/event that allows first responders to exercise their response protocols.

Deploying NIMS/ICS in Nonemergency Situations

NIMS and ICS can be followed to great advantage in dealing with situations that are not necessarily emergencies, but that nevertheless require a substantial effort to manage. Non-emergency situations, such as peak travel days during holidays where terminals and roadways can experience choking traffic, can create an irregular operations (IROPS) situation. Should a severe weather event also occur on such a day, thousands of passengers could be stranded in airport terminals and need food and shelter. Having a coordinated team deployed in an EOC to manage the situation can significantly improve management of the event and ultimately normalize operations more quickly.

Activating an airport EOC in advance of weather warnings also can serve to better prepare the airport should it need to respond. Even if the situation does not evolve into a major problem for the airport per se, there remains a possibility that a regional emergency develops where the airport becomes a key asset for incoming resources to serve the whole area.

Using the ICS structure for nonemergency events and incidents enables airport personnel to apply NIMS/ICS principles on a more regular basis so when a major emergency occurs and lives and safety are potentially at stake, operational response and support proceeds relatively smoothly. Deploying a NIMS/ICS approach to managing IROPs, for example, accomplishes a number of key objectives:

- Provides live, real-world training experiences for staff.
- Improves staff familiarity and experience using the ICS model.
- Enables quick deployment and response to incidents/events that may take place.

Figure 1 depicts the full process of integrating NIMS/ICS at airports.

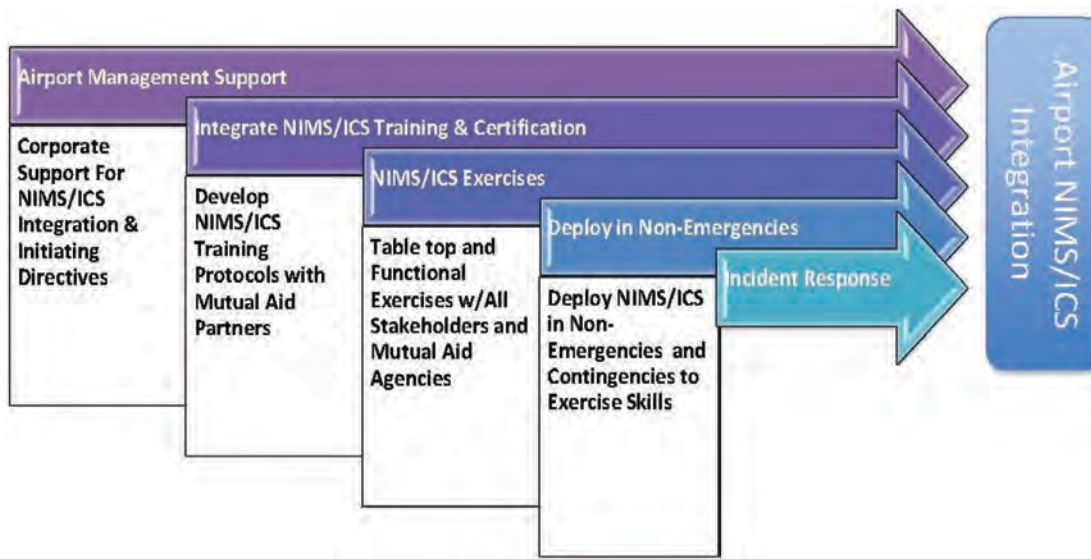


Figure 1. Process for integrating and using NIMS/ICS at airports.

Common Terminology

Since communications is one of the most important parts of response, utilizing the same terminology and communications protocols is critically important. When all concerned can understand each other during chaotic situations, the chances for mistakes are greatly reduced. For example, a lack of common terminology could result in a misappropriation of resources or, worst case, the possibility of a responder becoming part of the problem instead of the solution. An example of how disparate definitions can cause confusion in an incident/event response on-airport is the term “operations” on the radio. At many airports the call sign “operations” refers most commonly to an airfield or landside operations staff member. However, in an ICS environment, “operations” is used for the tactical response personnel associated with the command post (CP) under the operations section chief. Some airports have taken active steps to change call signs on-airport so transitioning from normal operations to emergency response operations does not cause confusion. As an example, they designate airport operations as “airfield IC” or “airfield branch.”

NIMS uses a common set of terms that most responding agencies and mutual aid responders understand and expect to use in emergency situations. These common terms also help to make up the ICS organization configuration. This configuration can be compared to any organization’s structure and the employees of such organizations understand their title, responsibilities, and lines of communication that are communicated through the structure. The same holds true for an ICS configuration: it delineates roles and lines of communication using common terminology during an incident or event.

Differences Between FEMA ICS and ICS at Airports

ICS as a structure and tool kit utilizes the same common terminology and organization flow regardless of what entities are training in it and deploying it. Due to the particular nature of airports, however, some alterations to the ICS model may be in order. Differences between the classic NIMS/ICS models and those that work best at airports are affected by the scope of the response, the scope of the impact, and the associated management structure. Emergencies,

incidents, and events that trigger a response at airports tend to be shorter in duration and generally impact employees, tenants, and travelers as opposed to a permanent residential population in a community of commercial and industrial uses, streets, places of worship and public assembly, and so forth. It is the transient nature of the airport population and the more limited land uses that create the most difference between the airport response environment and that of a community or region. However, the basic ICS construct found in the typical FEMA model, organization and flexibility to expand or shrink as the situation demands, remains the same no matter where ICS is used.

At Part 139 certificated airports, emergency response equipment and personnel are on site at some level as determined by their ARFF index certification. Having these resources immediately at hand enables a nearly instantaneous response. Beyond the obvious desire to save lives and protect property, airports also are focused on keeping the airport operating (or returning it to full capacity as soon as possible), avoiding further disruption to service, and avoiding costs associated with delays. The EOC at an airport may be as simple as a conference room or large office where people are assigned some of the section chief roles and can meet and assist with the field tactical command while also keeping the doors open for continuing airline operations. Most airports, when they deploy ICS for an incident or event, can obtain the needed assets from within the local community, as opposed to a wild land fire where firefighters may come from several states away. An example of this is that airports normally do not utilize base camps because they usually have facilities readily available and nearby, and responders are usually only on scene for a short duration, perhaps a few hours at most. The key difference is the magnitude and duration of a deployment of resources where an airport ICS structure is usually far more scalable and locally contained to handle most incidents, events, and emergencies, since the effort is usually short-lived.

Continuity of Operations

To keep the doors open during any irregular operation, some airports have developed a continuity of operations plan (COOP). This type of plan is in keeping with NIMS best practices. Integrated into the COOP is the deployment of NIMS/ICS to address a given contingency and to allow the airport to be better prepared for responding to such incidents. These contingency plans should include outside stakeholders and particularly mutual aid responders to ensure that the response is coordinated among the players. Examples of situations where COOP plans are likely to be needed are major floods, shelter-in-place, evacuation, and pandemic outbreak. Key factors addressed in a COOP are identifying the most basic and critical operations and the minimum staffing levels needed to maintain those operations. Protecting communications and IT systems is a significant part of COOP as well. An airport's AEP provides high-level guidance, but COOP plans are far more structured and comprehensive in identifying and resolving threats to operations, operational alternatives, and disaster recovery protocols.

Airport CPs

The incident CP is best described as a site close enough to safely lead or manage an incident response. On-site ICS command and general staff usually operate from the CP which can be a mobile platform with support tools, communications, white boards, etc., or can simply be the back of a vehicle like the ARFF chief's vehicle. The CP is generally comprised of the senior responding law enforcement or firefighting officer as the IC (for HAZMAT, fire, aircraft incident, or law enforcement/security incident), with a few supporting officers, and specific airport staff from airport maintenance and airport operations to augment or support the CP. In some airports, especially smaller or GA airports, that first IC may be an airport management person.

The CP usually includes the staff necessary to address the immediate crisis. Which personnel and how many depends on the nature of the emergency or incident, from something with a small footprint to a major crisis. A typical small incident might be an unsafe landing gear alert from an incoming aircraft. The senior fire official is usually the IC for the alert aircraft. There may also be an airport operations person and police standing by and in communication with the IC, or these entities may organize per a unified command (UC) structure, depending on how they train. These incidents usually result in ARFF apparatus following the aircraft to the gate, with an airport operations person conducting a runway inspection after the aircraft has cleared. Conversely, if an aircraft actually has a landing gear malfunction and collapses on a runway, the CP and associated response will expand exponentially, with more robust command and general staffs in the CP to support the response.

Functions like the public information officer (PIO), finance section, administrative support, and planning section typically are handled from an EOC; this is a different model than what is typically found in a FEMA type ICS response (where section chiefs may all be at the field CP). This approach supports incidents that are generally shorter in duration (quickly resolved). Unless the incident is one assessed to potentially downgrade flight operations or is expected to have long lasting negative effects on airport operations in general, the EOC is usually not activated. Notwithstanding, airports should consider practicing setting up and staffing an EOC for small- or medium-sized events to ensure staff is capable of operating in the space, while assuming the various roles they may be assigned. Such practice proves its worth when an airport faces a major incident or event and the EOC must be activated for a real-world issue.

ICS Roles of Airport Staff in the CP

It remains the prerogative of airport management to assign specific individuals to roles in the ICS structure. These assignments may vary based upon necessary subject matter expertise (SME) for specific incidents, but generally the key role assignments are used no matter what type of incident or event. For instance, an airport CP will generally consist of an IC, operations section chief, and a logistics section chief. If the incident is quickly resolved, the IC may not require any additional staff support (such as the planning section chief, liaison officer or safety officer). The IC may elect to retain the functions of a section chief rather than assign it. This depends on the appropriate use of span of control. Airports will seldom have a finance and administrative section chief in the CP, as that role is better served as a function of the EOC where airport administration has easy access. Additionally, the CP operations section chief may also be responsible for planning duties on site, at least in the first hour or so of the response. The individuals assigned these roles should be capable of working across domains, wear multiple hats, and coordinate across agencies in order to accomplish the goal set by the IC.

Some airports may execute a UC structure with airport emergency response staff such as ARFF, police, and airport operations. UC enables leaders from different departments, organizations or jurisdictions to jointly work toward key decisions and response protocols. For some airports, they consistently train internally to unify their command. An example of a UC structure involving outside airport agencies may be when an aircraft accident takes place in an area that straddles a city and an airport jurisdiction. The respective fire commands from both jurisdictions work together to lead the response so a single decision does not duplicate or subvert a response effort. UC also allows SMEs to manage their specific domain while working from the same location where they can communicate directly and coordinate efforts. Usually UC posts are reserved for events that cross multiple jurisdictions. This is an important organizational structure that should be established and communicated as standard operating practice prior to an incident/event to avoid confusion pertaining to roles and authority. Deliberate planning

and prior coordination with the airport and community responders is critically important to successfully implement UC.

Airport CP Organization Chart

The general and command staff sections are located coincident to the IC and are there to focus on the response and facilitate execution of the goals set forth by the IC. If the incident or event is quickly resolved and does not require mutual aid or complicated tactical units, positions such as liaison officer and safety officer may not be necessary. In addition, the logistics section chief and the planning section chief duties may be handled by the IC for a short duration event or assigned to other staff. The flexibility of the NIMS/ICS model allows for establishing a command structure that makes sense to the event at hand. Figure 2 provides one model upon which the airport can build, molding it to the response demands of any given incident or event. In the figure, the planning section chief is grayed to make the distinction that in most cases this position either is absorbed into the operations section or handled entirely in the EOC.

Incident Commander

This role is assigned to the single individual responsible for the immediate tactical response to an incident or event, and is usually reserved for the lead agency on-site commander. An example of key IC duties is listed in Table 1. This does not contravene the earlier discussion of UC, rather it assumes the jurisdictions have agreed upon an IC with the understanding that both interests are

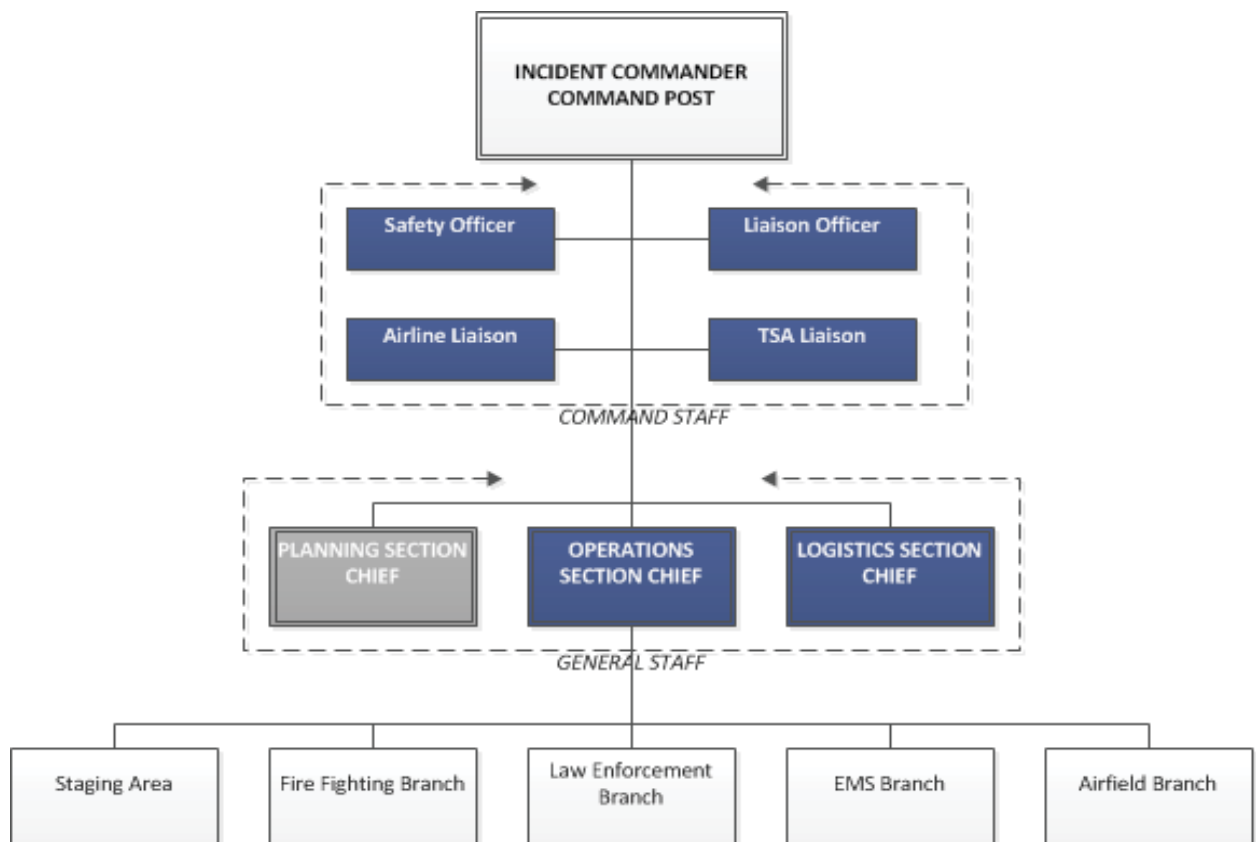


Figure 2. NIMS/ICS structure: command staff and general staff at the CP.¹

Table 1. IC duties.²

Incident Commander or UC	<ul style="list-style-type: none"> • Have clear authority and know agency policy. • Ensure incident safety. • Establish the CP. • Set priorities and determine incident objectives and strategies to be followed. • Establish ICS organization needs to manage the incident. • Approve the IAP. • Coordinate command and general staff activities. • Approve resource requests and use of volunteers and auxiliary personnel. • Order demobilization as needed. • Ensure after-action reports are completed. • Authorize information release to the media.
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served by the single point of contact. The IC is responsible to that specific event/incident while airport management continues to oversee other aspects of airport operations.

Examples of IC assignments:

- Aircraft fire – ARFF chief or senior officer
- Active shooter – police chief or senior LEO
- Snow emergency – maintenance or operations manager
- Power outage – maintenance manager

The IC is responsible for developing and communicating an incident action plan (IAP). The IAP may be either written or verbally communicated to coordinate tactical operations from the CP. The IC may consult with the other members of the command and general staff on actions to be taken and issues that arise. Should the severity of the event need a level of support that usually resides in the EOC, the IC can call for activation of the EOC and look to it for further support to the incident/event response. As well, airport management may feel the IC is in need of support and initiate action to open the EOC in support of the IC’s efforts in the field and to help with continuity of airport operations. There are some events where there is no single dedicated CP for an isolated event in the field and the EOC is the only established post for commanding an incident or event. This could occur for VIP arrivals/departures, floods, shelter-in-place, snow events, and pandemics.

The IC should work with the airport manager or designee to mitigate operational impacts to both continuing airport operations as well as meeting incident or event goals. The IC is always responsible for the tactical operations related to their incident or event. Airport management remains responsible for airport operations outside of the tactical scene and for providing support not resident in the CP. Some airports may choose to unify their command structure in the field (multiple agency/department response), but the authority in charge of initial life safety and rescue is usually the subject matter expert at the CP. When responding to any incident or event, the assignment of IC falls to the pre-established lead agency for that type of incident (fire/EMS, law enforcement, etc.), generally predetermined based upon the type of incident.



Image Source: Mike Cheston, Faith Group, LLC

ICS also operates under a framework where command can be passed from one agency or department to another, given the circumstances of how the incident or event evolves and the stage of response. For example, when responding to an aircraft fire emergency, ARFF has the most pressing mission and logically manages the fire and lifesaving tactical response, with everyone else in support. Once the fire has been safely extinguished and the injured or deceased have been transported from the site, it may make more sense to pass command to someone in airport operations or police to manage investigation, recovery, site cleanup, and so on.

Operations Section Chief

This role, reporting to the IC, is generally responsible for the tactical response to an incident or event and, depending on the scope of the event, may have a number of strike teams or branches reporting to them (see Table 2). Typically the person assigned to this role is a subordinate within the IC’s discipline. For example, if the IC is the ARFF chief the operations section chief is generally an ARFF officer, but not always. The operations section chief’s responsibilities include coordinating all tactical operations at the incident or event site, coordinating with the IC for status updates, processing resource requests, providing updates to the staging area manager (if one is in place), managing the EOC (operations and planning sections), and coordinating air resources on-site. Some of the subordinate staff to the operations section chief may include outside stakeholders, based on the level of their agency involvement and expertise. The operations section chief may also establish branches, strike teams, task forces, or a single resource that will address management of specific incident responder elements:

- Fire branch director – senior fire official
- HAZMAT branch director – airport safety manager
- Medical branch director – senior EMS officer
- Airfield branch director – senior operations officer/manager
- Law enforcement branch director – senior LEO
- Maintenance branch director – senior airport maintenance manager
- Staging area manager – operations, ARFF or law enforcement

Logistics Section Chief

This role is best assigned to an individual who possesses knowledge about all the potential resources available to support an incident or event response and can acquire resources supporting the effort (including those in staging). A maintenance manager or a senior emergency responder can usually marshal resources not organic to the emergency response organization to quickly support the response. Table 3 below offers a template of duties typically handled by the logistics section chief.

Table 2. Operations section chief duties.³

Operations Section Chief	<ul style="list-style-type: none"> • Ensure safety of tactical operations. • Manage tactical operations. • Develop operations portions of the IAP. • Supervise execution of operations portions of the IAP. • Request additional resources to support tactical operations. • Approve release of resources from active operational assignments. • Make or approve expedient changes to the IAP. • Maintain close contact with the IC, subordinate operations personnel, and other agencies involved in the incident.
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Table 3. Logistics section chief duties.⁴

Logistics Section Chief	<ul style="list-style-type: none"> • Provide all facilities, transportation, communications, supplies, equipment maintenance and fueling, food, and medical services for incident personnel, and all off-incident resources. • Manage all incident logistics. • Provide logistics input to the IAP. • Brief logistics staff as needed. • Identify anticipated and known incident service and support requirements. • Request additional resources as needed. • Ensure and oversee development of traffic, medical, and communications plans as required. • Oversee demobilization of logistics section and associated resources.
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Planning Section Chief

The planning section chief is responsible for planning support and response using a horizon of between 12 to 24 hours out from current incident time. This role may be assigned at the CP or the EOC if response is expected to last more than several hours or if the complexity and scope requires planning functional support at the CP. The IC may elect not to assign the role for relatively straight forward incident response, such as fuel spill, aircraft hot brakes, or other responses that terminate shortly after activation. However, if the IC does not assign a planning section they retain responsibility for the tasks under this title such as development of the IAP, situational status reporting, resource status reporting, and demobilization plan, all of which may be less complicated in a small incident response (see Table 4).

Table 4. Planning section chief duties.⁵

Planning Section Chief	<ul style="list-style-type: none"> • Collect and manage all incident-relevant operational data. • Supervise preparation of the IAP. • Provide input to the IC and operations in preparing the IAP. • Incorporate traffic, medical, and communications plans and other supporting material into the IAP. • Conduct/facilitate planning meetings. • Reassign out-of-service personnel within the ICS organization already on scene, as appropriate. • Compile and display incident status information. • Establish information requirements and reporting schedules for units (e.g., resources unit, situation unit). • Determine needs or specialized resources. • Assemble and disassemble task forces and strike teams not assigned to operations. • Establish specialized data collection systems as necessary (e.g., weather). • Assemble information on alternative strategies. • Provide periodic predictions on incident potential. • Report significant changes in incident status. • Oversee preparation of the demobilization plan.
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Table 5. Safety officer duties.⁶

Safety Officer	<ul style="list-style-type: none"> • Identify and mitigate hazardous situation. • Create a safety plan. • Ensure safety messages and briefings are made. • Exercise emergency authority to stop and prevent unsafe acts. • Review the IAP for safety implications. • Assign assistants qualified to evaluate special hazards. • Initiate preliminary investigation of accidents within the incident area. • Review and approve the medical plan. • Participate in planning meetings to address anticipated hazards associated with future operations.
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Safety Officer

This position requires a comprehensive view of the incident or event. The role is responsible for ensuring the safety of all involved (responders, victims, and the public at large). The safety officer has the unique job of viewing the entire response from a holistic point of view and advising the IC of any concerns related to the safe execution of the response. These issues may involve HAZMAT response concerns, hot zone issues, crew rest, or other unsafe actions or environments. If the response is relatively short-lived or simple, the IC may assume the role of safety officer or assign the duties to one of the other subordinates. The key advantage of assigning a safety officer is that recognition of an unsafe condition may be missed by the IC due to that individual's focus on the mission. This is also the only position that may redirect responders or tactical direction from the IC's command if the IC's direction may put people in harm's way. This type of situation has triggered a number of human factors studies around crew resource management (CRM) and other best practices to conduct safer operations. With no other focus but safety, this position brings very high value to the team and should not be overlooked. Duties are highlighted in Table 5.

Liaison Officer

The liaison officer, another key resource for the IC, coordinates with outside agency responders not physically represented in the CP or EOC. This usually takes on the form of coordinating with federal and mutual aid responders which are not at the scene, but may either deploy later as needed, or are providing support or assistance in roles not directly impacting the immediate incident or event scene, i.e., American Red Cross or NTSB. For airports, the liaison officer may have a standing role such as with airlines, military organization (if it is a joint-use airport), TSA, or other tenants involved in coordinating the response and providing key information. A liaison officer usually has direct communication with the IC or manager of the EOC. The duties are listed in Table 6.

EOCs at Airports

Airports generally experience what can be described as routine emergencies on a somewhat regular basis. Small fuel spills, EMS runs to the terminal, or traffic accidents on an airport roadway usually are resolved quickly by the public safety team at the airport without requiring activation of an EOC. However, there can be a breakpoint in emergency response where the

Table 6. Liaison officer duties.⁷

Liaison Officer	<ul style="list-style-type: none"> • Act as a point of contact for agency representatives. • Maintain a list of assisting and cooperating agencies and agency representatives. • Assist in setting up and coordinating interagency contacts. • Monitor incident operations to identify current or potential inter-organizational problems. • Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources. • Provide agency specific demobilization information and requirements.
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incident or event becomes more complex or disrupts operations at the airport for a significant amount of time. Especially during a regional or national event triggering IROPS issues—such as a major natural disaster or Emergency Security Control of Air Traffic (ESCAT) like what was mandated on September 11, 2001—a single IC in the field will find it very difficult to manage from a small CP.

When an incident or event reaches a level of complexity that could out strip the resources of a single IC, or has the potential of reaching a high level of complexity, an EOC should be activated by the airport manager or designee. It is important to note that if an incident triggers a response from off-airport agencies it underscores the importance of understanding and using NIMS/ICS, especially when considering communications across multiple domains.

The IC may also request activation of the EOC through appropriate communication channels established by airport management. Although this is more art than science, experienced and trained professionals can recognize when the situation calls for a more robust management model. Figure 3

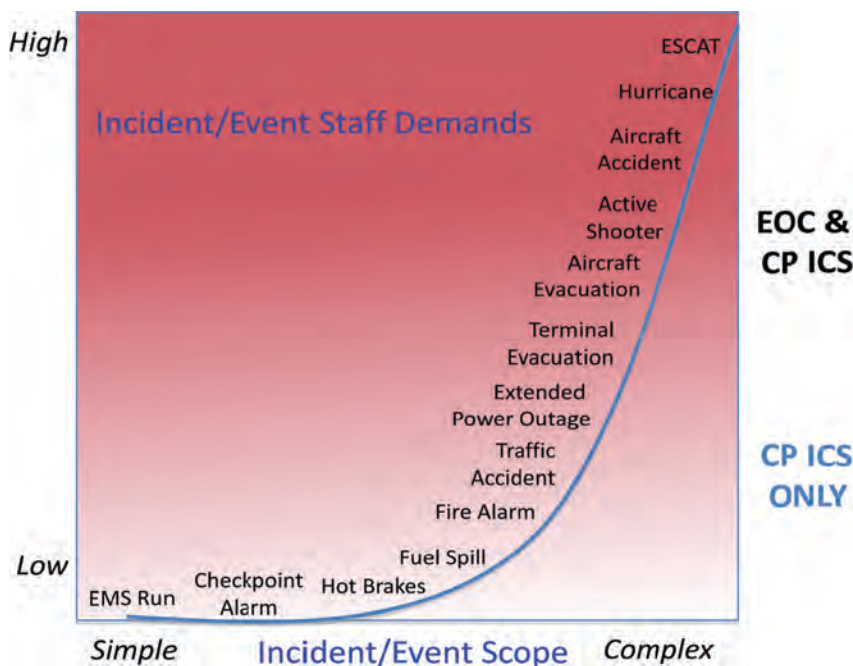


Figure 3. National response level chart—CP only versus CP supported by EOC.

provides a snapshot of the types of incidents that can usually be managed with just a CP and then migrates to those that may require EOC support as well. The figure provides some context into the decision about whether or not it is necessary to activate an EOC. The decision process may not be as linear as depicted in Figure 3, but it can be used as a reference point at times when an EOC is most appropriately activated.

The establishment of an EOC to support the CP in no way diminishes the responsibility of the IC. The IC is still the senior decision maker on scene and as such has the authority to direct the tactical response. While in some cases the EOC manager or designee may hold a position at the airport more “senior” than the IC at the CP, it should be noted that command rests with the IC. The EOC supports the action in the field as necessary while keeping the doors open to the extent possible.

The EOC manager’s responsibility is to run the staff at the EOC and ensure it provides timely and relevant support to the IC, while keeping a big picture management overview on the entire airport operational status. There may also be instances where there is more than one incident in the field requiring more than one IC. This is an ideal situation to utilize an EOC to optimize resource management and ensure airport situational awareness for those in the field. As mentioned previously, the incident or event may not have a single CP in the field whereby all tactical directions then come from the EOC.

Large Airport EOC Considerations

A large hub airport generally has significant resources that can be applied to an emergency on the airport. Seemingly small events (such as heavy holiday travel times) can grow into major IROPS incidents or events if there is an issue with air traffic delays or weather. For example, a large international hub serves many regional and national feeders for the anchor air carrier; when a major storm system impacts flight routes to that hub, it leaves thousands of stranded passengers in its wake.

When considering criteria for location of an EOC, many of the large airports use communication centers collocated with an EOC where the EOC can be activated quickly by communications center staff, and where many of the command, control, communications, and intelligence resources are readily available. For airports that have a central communications center, this kind of collocation serves to allow the EOC to be brought to operational status with better access to situational awareness information (video, data, and voice communications).

Additionally, as mentioned earlier, an EOC may be activated as a precaution for incidents or events. In the case of such a precautionary activation of an EOC, the operation may be managed by a skeletal crew of two or three individuals physically seated in key roles, such as the EOC director airport manager, operations chief, and planning chief. A skeletal crew could be part of the demobilization plan where the airport is returning to normal operations, but may still need some support, such as during the recovery phase of an accident. Precautionary or precontingency activation of an airport EOC may take place for incidents or events (such as a regional flood warning or other major weather threat) where the airport may have to deal with shelter-in-place issues that may create an IROPS situation or where the airport may become a resource for a regional response.

The airport should work within its organizational structure to assign roles in the EOC. This guide provides some best practices for EOC assignments based upon airport size and structure, from large hub, medium hub and small non-hub Part 139 airports. The organizational chart offered in Figure 4 is a typical structure in airport EOCs.

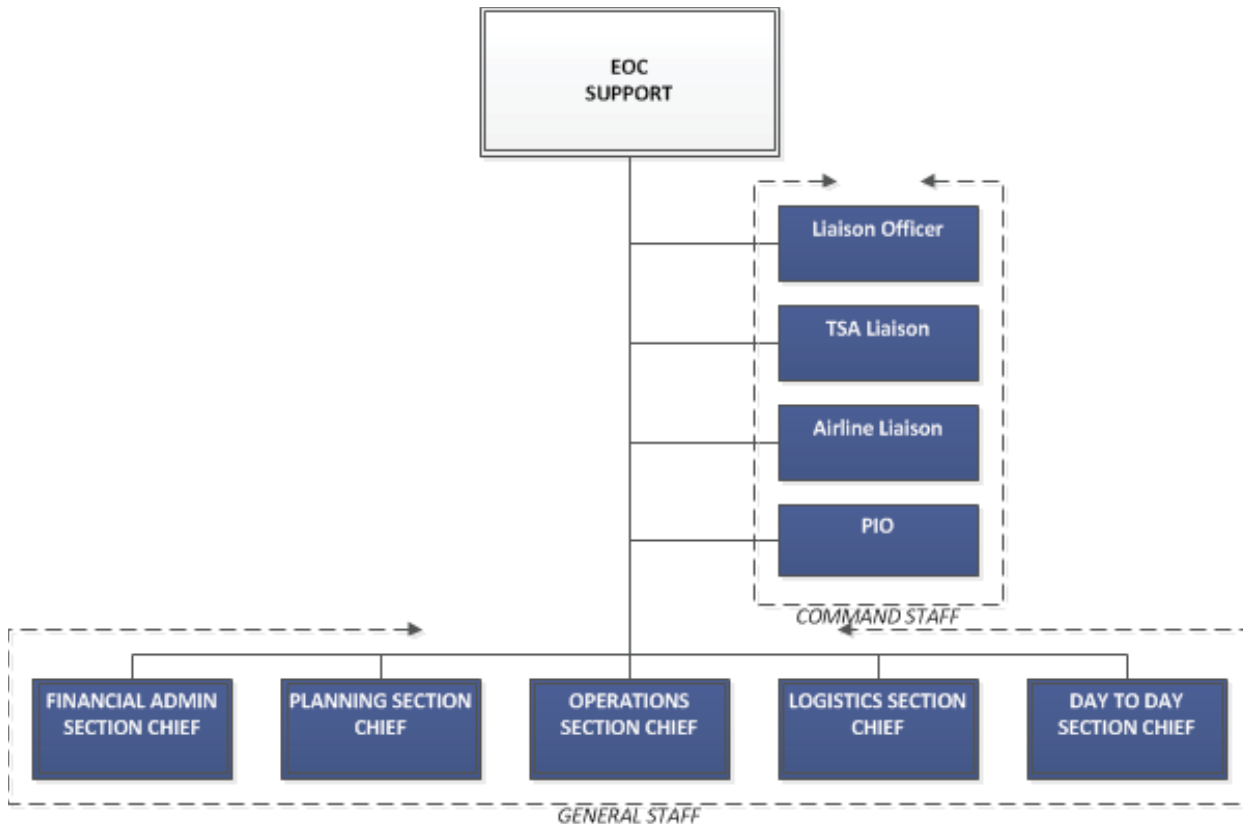


Figure 4. NIMS/ICS command structure used in EOC.⁸

Large Hub Part 139 EOC Assignments

Large airports have larger administrative and operational staff to support emergency response, and may find it easier to physically staff many of the NIMS/ICS positions in an EOC. Here are some recommendations for key assignments.

EOC Manager

The director of public safety, airport operations director, chief operations officer or other senior management positions reporting to the airport manager is generally assigned to this role. This role is for a senior individual with a strong comprehensive understanding of the airport and its operations, manages support to the response, activates additional incident/event response as necessary, and provides direction on measures to continue operations on the unaffected portions of the airport. The IC has a direct access to the EOC manager. The EOC manager generally has a natural reporting relationship directly with the airport manager, unless the airport manager is assuming that role, in which case the position administratively reports to the governing body.

Operations Section Chief

Typically the airport operations manager, emergency manager, subject matter expert such as an ARFF chief, police captain or other senior-level manager with a background in airport operations and emergency response wears this hat. This position monitors the incident or event response via the CP operations section chief (if assigned) or directly with the IC in order to coordinate any operational requirements that may have an effect on other parts of the airport

operation in support of the event or incident response. This is strictly a support role; the individual reports directly to the EOC manager and provides a line of communication between the tactical field CP and the EOC.

Logistics Section Chief

This may be staffed by the airport maintenance director or manager of the airport. The logistics section chief marshals the outside resources that the operations and planning sections indicate are needed, while also responding to requirements from the Logistics Chief in the CP, if there is one designated. This does not include call-out of additional automatic fire fighting, EMS, or law enforcement personnel that is managed by the 911 Call Center or other public safety communications system. The request for such resources beyond those triggered by an automatic call-out would come from the IC or the operations section chief. Additionally, the logistics section chief works in close coordination with the EOC planning section, and may be tasked to procure or otherwise marshal additional resources to the airport for the following day, including fresh staff and mutual aid responders. This takes on a potentially complex nature when planning the delivery of materiel, staff, equipment, as well as the care and feeding of those responding. It is the logistics section that monitors staffing, headcount, and accountability, closely coordinated with the CP.

Planning Section Chief

This position is staffed by a senior manager who is well versed in most aspects of airport management and operations, with a small staff of SMEs as needed to represent the multiple disciplines across the airport and potentially mutual aid responders. The primary mission is to look beyond the planning horizon of the CP, generally more than 24 hours ahead of the incident or event, and plan for logistic and staff support, airport closures, potential ancillary impacts to the airport, and other hazards that might affect the response. The planning chief reports back to the EOC manager regarding any proposed plan who ensures that the IC approves of any actions that would affect emergency services response in the field.

Finance and Administration Section Chief

A senior manager of finance is best suited for this position, with additional support staff as needed. The purpose of the EOC finance and administration section is to support the event or incident IC and associated staff. This position represents as much of a process as it does a person. The processes should be coordinated ahead of any event and include access to forms and an accounting system to track costs relative to the event. This tracking could be set up in the airport's financial system or even an Excel or Access database format. This section is responsible for tracking the incident or event in terms of procurements, use of resources from a human resource standpoint, staff costs and other outside support costs that may evolve. This position is ultimately responsible for appropriate documentation in order to process claims or reimbursements from federal or state coffers. This manager will provide advice on financial issues that may arise from the incident or event and approve final resolutions on compensation and claims cases.

Day-to-Day Section Chief

This position is unique to airport incidents or events and is not part of the formal FEMA ICS nomenclature. This chief is responsible for managing the *other* aspects of keeping the airport open and operating during an event. Resources are needed for both the day-to-day management and the event management, and are best coordinated in the EOC. This person is usually an airport operations staff or similar employee. The duties revolve around monitoring and managing

nonincident or event responses to other issues besides the tactical CP effort at hand, and ensuring to the extent possible that normal operations are not affected.

Liaison Officer

This staff officer has the mission to coordinate with agency leads and tenants not directly involved in the response. In many cases, the EOC will have seats for mutual aid responding agencies and other stakeholders not involved in the direct tactical effort, to enable coordination of support to the IC. This coordination can be as simple as updates, or by direction of the EOC Manager, to marshal further resources in support of the incident or event.

PIO

This is a key role in any incident or event. In the absence of a trained staff person who manages public relations (PR) on a daily basis, senior management should be trained how to conduct media briefings. Tasked with managing press releases, setting up briefings and coordinating information releases, this person must obtain approval from the IC before releasing any information to the public. In the case of a joint information center (JIC) supporting a regional incident or event, the PIO will further coordinate with other agencies on information releases. Again, those agencies are likely to be following NIMS/ICS best practices as well. The PIO will also designate a media area, briefing times, and format for dissemination.

Safety Officer

During a single incident or event response, and if there is no Safety Officer at the CP, or if there are multiple incidents/CPs, this position will execute the same safety responsibilities described above in the CP section. The safety officer needs to be someone who is trained and qualified in specific life safety responses. However, if there is more than one incident or event at the airport, the EOC will have a single safety officer to oversee and support the safety operations in the field, using a more global view of the airport operation, while providing input and support to the IC as well as the EOC operation section chief.

Medium Hub/Small Hub/Non-Hub EOC Assignments

The key roles in the EOC should follow the same pattern in terms of placing individuals who can best function in a particular role, which is the point of integrating NIMS/ICS—everyone enters the situation with a common understanding of how things are managed. For smaller airports, there may be situations where specific individuals actually manage more than one role in the NIMS/ICS structure due solely to small staff size. For example, if there are only two staff persons available one may retain the EOC manager as well as the operations section chief and finance section chief while the other manages logistics, planning and the media. *Each role in the ICS structure should be looked upon as a role or responsibility, not necessarily as an individual person.* The most common aspect of NIMS/ICS experienced at airports is that the IC is usually in charge of the tactical response, while the EOC manager and staff normally support the IC and all those responding.

ICS Organization Chart Templates for All Contingencies

Now that the most common positions and roles have been identified and discussed, it is appropriate to examine how an airport might organize their personnel during a major incident or event and define the reporting and communications relationships among all key stakeholders.

The manner in which personnel resources are best organized and visualized in organization charts will vary depending on whether the airport is dealing with an aircraft crash, loss of power supplying movement area lighting, a tornado, or other significant event. A collection of separate ICS organization chart templates is provided in Appendix B as guidance for airports. The templates depict ICS positions and communications pathways at the airport CP and at the airport EOC and correlate to the types of incidents that Part 139 airports address in their AEP.

The templates cover:

1. General set up for managing an incident or event *without* using an EOC
2. General set up for managing an incident *with* the EOC activated
- 3–5. Aircraft accident: Phases I, II, and III
6. Crowd control
7. HAZMATs incident
8. Power outage–movement area lighting
9. Sabotage and bomb threat response
- 10–12. Structure or fuel farm fire: Phases I, II, and III
13. Terrorism incident response
14. Tornado
15. Flood

GA airports, though not required by the FAA to comply with the AEP AC 150/5200-31C, can benefit from deploying an ICS system to manage incidents or events. Becoming familiar with those templates that pertain to the risks and threats they may face could help GA airports restore normal operations quickly and limit the loss of life and property. Airports can utilize these templates in tabletop training and exercises, and review with stakeholders so all have an opportunity to determine whether any changes to the organizational matrices are needed to reflect the realities of their particular airport and mutual aid community.

Involving On- and Off-Airport Stakeholders in Planning and the AEP

During a response to an incident or event, there will be a number of outside stakeholders responding to the airport to assist. Some will simply provide additional resources already resident on-airport, such as fire fighters, EMS, and law enforcement. Others have a specific mission and capability that is not organically resident on-airport, such as the American Red Cross, NTSB, state coroner, and/or state or federal health departments [FAA, TSA, Federal Bureau of Investigation (FBI), and so forth]. It is expected that these stakeholders will have rehearsed response protocols with the airport before an incident or event occurs. The airport will most likely be leading the coordination and direction when they arrive. To the extent these stakeholders can be woven into the fabric of the EOC and the overall response, integration amongst all responders will likely improve. For small airports, the need to preplan with mutual aid agencies is even more important as smaller airports often are limited in their resources and can quickly become overwhelmed in a large-scale incident or event. The development of the AEP and incorporating a fully involved ICS structure for response should include a broad spectrum of stakeholders and mutual aid responders to ensure key issues are not inadvertently neglected. Stakeholders and mutual aid organizations should be identified by agency name and contact phone number and not be attached to a personal name. Included in the AEP should be the following:

- Airfield access familiarization/maps (grid ideally)
- Staging areas
- Updated contact lists
- Credentialing to allow access through barricaded areas

- Logistical resources such as mobile command vehicle access, HAZMAT trailer, decontamination, and triage trailers
- Communications protocols
- EOC response requests
- ICS organization chart templates for field and EOC staff
- ICS checklists per role for field and EOC staff

The AEP planning should cover these incidents and events within the structure of an ICS deployment:

- Aircraft accident
- Terrorism incidents
- Structure and fuel farm fires
- Natural disasters
- HAZMATs
- Sabotage
- Power failure for airfield lighting
- Water rescue (if applicable)
- Crowd control

Airports may also want to consider including response plans for other specific events such as:

- Pandemic
- Active shooter
- Regional grid power loss
- Weapons of mass destruction attack (WMD)
- Other events/incidents the region is vulnerable to

Representatives from the following should be considered and their existing response plans should be known and referenced when creating and updating AEPs. Mutual aid responders should be aware of how the airport will structure incident or event management using ICS both during a precontingency situation and while responding and returning to normal operations. This is especially important to make sure off-airport responders do not assume they will respond in a particular ICS role that is not compatible with the airport's plan. This is especially sensitive with the role of IC. Furthermore, the off-airport stakeholders can use the opportunity to update their respective emergency plans for various contingencies. Where a given stakeholder has its own response plans, it is critical that there not be any conflict between their blueprint for action and the airport's. A list of stakeholders to consider includes the following at a minimum:

- Airport manager
- Airport public safety (police/fire/ARFF)
- Airport operations
- Airport maintenance and support
- Local/state law enforcement/fire/EMS
- Coroner's office
- American Red Cross
- State agencies
- Federal agencies (FBI, ATE, TSA, CBP, and others)
- Local emergency management
- Airport tenants
- Local hospitals
- Department of health
- Local utility support organizations

Helpful Action Checklists by ICS Position

FEMA provides a comprehensive list of NIMS/ICS checklists that cover a broad spectrum of incident sizes. For those who may not regularly initiate an ICS-guided response, it is good practice to have checklists on hand. Checklists are used throughout the aviation industry. Even the so-called “experienced hands” who have emergency response experience on a weekly basis usually refer to checklists, if for no other reason than to double check their deployment. In the heat of the moment, in a high-stress, high-impact response situation, it is easy to miss something that otherwise could have been caught by simply scanning the checklist.

To download the checklists of greatest interest to your airport, go to: <http://www.training.fema.gov/EMIWeb/IS/ICSResource/index.htm>. Airports then can use these as a basis for developing their own checklists for positions they are likely to staff, and have them as part of the incident deployment package. Additionally these checklists should be designed and tested during training to vet their utility and appropriateness, and be flexible enough to allow for changes to be made as needed. Checklists should be readily available and laminated to sustain a number of events. It is best to keep these checklists readily available in a form other than simply electronic to allow for use should data systems fail. Depending on the airport, copies of these checklists could be located in the EOC, operations vehicles, police vehicle, ARFF vehicles, and elsewhere as deemed necessary.

Building and Better Defining the List of Resources Internal and External to the Airport

When planning for incident response and mitigation, airports should consider the resources they have on site that can be deployed to the scene. This is also important to consider with mutual aid agencies while coordinating contingency plans as previously discussed as well as resources from local community or state agencies. In most cases, the airport will not require all the resources listed, but having a quick list of names, numbers and, in some cases, a pre-approved contractual arrangement for emergency procurement can help to obtain those resources in a more timely fashion. Examples include things like pre-approved local hotel room banks for crew rest requirements, portable generators, light plants, cranes, tow trucks or dump trucks; this is especially useful in snow emergencies or other emergencies where the region is impacted and competition for resources can cause a delay in the response or recovery of an incident or event at the airport. There are many resources not normally organic to the airport organization that may be required in emergencies, and this list is best developed through a working group process using SMEs on staff and from stakeholders.

NIMS Training

Basic NIMS/ICS courses should be taken by airport personnel so they understand the NIMS/ICS model. These courses include ICS 100, 200, 300, 400, 700, and 800 (see Table 7), depending on the staff member's position and responsibilities at an airport CP or EOC. First responders usually will have already been certified in some or all of these courses. Training is available online through the Emergency Management Institute and some courses are available via CD from state emergency management training offices. As mentioned earlier, smaller and rural community organizations may not be as well versed in NIMS/ICS, with the exception of their fire departments. The airport may want to lead an effort to encourage them to train online and/or with the airport to help them understand roles and responsibilities of NIMS/ICS.

Airport staff can tailor the training requirements for specific incident roles and can expand the course requirement to suit the size and complexity of the airport. For instance, a small Part 139, Index A airport that depends on significant mutual aid response may only require ICS 100, 200, and 700, while a major hub, Index E airport may add 701, 702 and others.

The following matrix in Figure 5 shows the recommended NIMS/ICS courses by staff positions and roles. The blacked out blocks indicate the recommended course completion for that airport position, and the incident position they would fill during a response. This figure was created in an Excel spreadsheet and is available electronically as part of the guidebook so that it can be customized by airports and tailored to their organization. The spreadsheet can be used to track individual certifications of staff members to determine where gaps may exist for NIMS/ICS role assignments in the CP and EOC.

NIMS Training Sources

Airports are encouraged to establish a training program that works best for their situation and staff complement. Training choices range from:

- Taking basic online training offered by FEMA⁹
- Participating in regional training opportunities (state and local)
- Developing their own training in-house
- Hiring an outside source to produce the requisite training

There is no magic to developing a NIMS/ICS training program and if the airport has the resources, developing in-house programs with the help and collaboration of stakeholders and mutual aid responders can yield excellent results.

There are a number of training resources available to airport emergency responders, including those offered online at no charge by FEMA and the Emergency Management Institute

Table 7. Recommended basic NIMS/ICS courses.

Number	Course Title
IS-100.b	Introduction to IC System
IS-200.b	ICS for Single Resource and Initial Action Plans
G-300	ICS for Public Safety (Available at State Emergency Management Training Office)
G-400	General & Command Staff (Available at State Emergency Management Training Office)
IS-700.a	NIMS, An Introduction
IS-800.b	National Response Framework, An Introduction

Independent Study program. State emergency management agencies and state fire training facilities also offer scheduled NIMS/ICS courses. A list of state agencies is provided in Appendix C.

Local training and certification tracking can be developed using simple spreadsheets to ensure the airport staff is prepared to step up to managing incidents and emergencies. Once an airport sets a standard of training and NIMS/ICS awareness, it will be important for them to track the certification and training for each individual involved.

Frequency of training should be developed individually by the airport based on their needs. If an airport is deploying ICS on a regular basis that will count towards refresher training. This guidebook recommends refresher/review courses be completed no later than three years from initial training and ideally prior to the required full-scale triennial drill for Part 139 airports.

Tabletop and Functional Exercises

Exercises are the essential key to testing plans and maintaining response capabilities. When considering how often to hold exercises, the issue of time and resources truly comes into play. The optimal schedule should be worked out with the various mutual aid responders and other stakeholders to ensure the schedule addresses their requirements as well as the airport's. These details usually can be decided during planning meetings with the various stakeholders.

Process Initiation

Designating someone to be in charge of the planning and execution of training and exercises is part of chartering the team. The airport manager assigns the task, outlines high-level goals for the exercise, assigns lines of authority for various approvals (exercise scenario, resource usage, cost and schedule), and clearly directs the effort in writing.

Planning

With the process underway, the exercise planning lead then acquires support from key stakeholders, such as in-house representatives from public safety and operations, public information (where applicable), administration, and so on. In addition to in-house resources, solicitation of representatives from key mutual aid responders is critical to the success of planning an exercise. The involvement of mutual aid partners allows for their total buy-in and support, and can also reduce the financial burden borne by the airport for an exercise where other regional agencies

POSITIONS AT AIRPORTS	NAME	100 b/LEB INTRODUCTION TO ICS	200 b ICS FOR SINGLE RESOURCE & INCIDENT ACTION PLANS	300 APPROPRIATE SERIES BASED ON THREAT	400 GENERAL & COMMAND STAFF	547.a CONTINUITY OF OPERATIONS PLAN	700.a NIMS/ICS INTRODUCTION	701.a MULTIAGENCY COORDINATION SERIES	702.a NIMS PUBLIC INFORMATION SYSTEM	703.a RESOURCE MANAGEMENT	704 COMMUNICATIONS & INFORMATION MANAGEMENT	908 EMERGENCY MANAGEMENT FOR EXECUTIVES	Local Certification	CERTIFICATION COMPLETION DATE
Airport Chief Executive		DATE	DATE	DATE	DATE		DATE	DATE				DATE	IC/EOC Mgr	
Airport Opns Mgr		DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE		IC/EOC Mgr	
Airport PD Chief		DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE		IC/EOC Mgr	
Airport Landside Mgt		DATE	DATE				DATE	DATE					IC/EOC Mgr	
Airport ARFF Chief		DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE		IC/EOC Mgr	
Airport Chief Engineer		DATE	DATE	DATE			DATE	DATE	DATE	DATE	DATE		IC/EOC Mgr	
Airport Opns		DATE	DATE	DATE		DATE	DATE						Staff/Sec Chief	
Airport Police		DATE	DATE	DATE			DATE	DATE					Staff/Sec Chief	
Airport Maint		DATE	DATE			DATE	DATE	DATE		DATE			Staff/Sec Chief	
Airport Security Coord		DATE	DATE	DATE			DATE	DATE					Staff	
Airport Finance		DATE	DATE			DATE	DATE	DATE					Staff	
Engineering		DATE	DATE			DATE	DATE	DATE		DATE			Staff	
ARFF		DATE	DATE	DATE			DATE	DATE					Staff	
Airport GT Mgr		DATE	DATE	DATE			DATE	DATE					Staff	
Airport Landside Sup		DATE	DATE			DATE	DATE	DATE		DATE			Staff	
Airport PIO		DATE	DATE				DATE	DATE	DATE		DATE		Staff	
Airline Mgr		DATE	DATE	DATE		DATE	DATE	DATE	DATE				Staff/Sec Chief	
F&B Mgr		DATE				DATE	DATE	DATE					Staff	
Gift Shop Mgr		DATE					DATE	DATE					Staff	
Refueling Mgr		DATE		DATE		DATE	DATE	DATE					Staff	
Ground Handling Mgr		DATE					DATE	DATE					Staff	
Red Cross Volunteers		DATE					DATE	DATE	DATE		DATE		Staff	
TSA		DATE	DATE	DATE		DATE	DATE	DATE			DATE		Staff/Sec Chief	

TRACKING PROCESS:

1. ENTER STAFF NAMES NEXT TO THEIR GENERAL POSITION DESCRIPTION
2. ENTER DATE WHEN VARIOUS TRAINING PACKAGES ARE COMPLETED ONCE ALL COURSES FOR CERTIFICATE LEVEL ARE VERIFIED COMPLETED
3. MAINTAIN COPY OF COURSE COMPLETION CERTIFICATES AND LOCAL CERTIFICATION LEVEL IN PERSONNEL TRAINING JACKET

Legend:

	Optional Courses
	Recommended Courses

Figure 5. Matrix of recommended NIMS/ICS training by staff position and ICS role.¹⁰

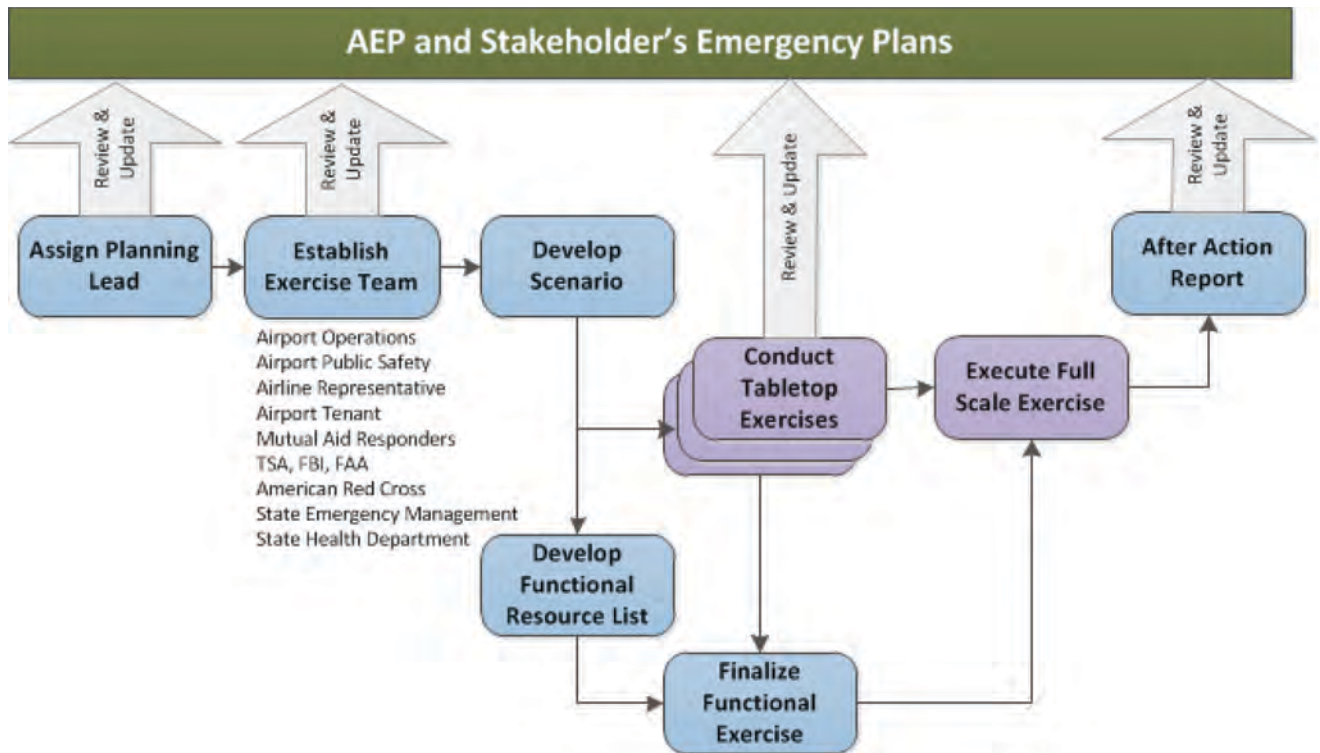


Figure 6. Exercise planning and feedback to emergency plans.

benefit from the training. Figure 6 depicts the steps for planning and scheduling exercises, and how the experience gained from such drills feeds back to everyone's emergency plans. The development of these exercises and the vetting of the AEP support the deployment of NIMS/ICS as a means to better manage response strategies.

Updating Plans

After assigning the team and throughout the planning and exercise development process, the team should review and update any response plans and checklists based on discussions and findings resulting from the exercises. The team can further develop the scenarios and set objectives for preliminary tabletop exercises where command assumptions can be tested, response protocols can be virtually exercised, and key decision makers can experience working face-to-face to address an incident.

Flow of Exercises

The exercise team can collaborate to develop a schedule of exercise and training opportunities that accomplish the agreed-to goals and objectives. Typically, once an acceptable scenario is developed, one or a series of tabletop exercises are scheduled and deployed, including injects to test the responders. These exercises help refine planning for a full-scale exercise and help to ensure the best training benefit is garnered from the effort. It is also of great benefit to plan and deploy multiple small-scale exercises with only one or two goals to be tested, such as radio communications or phone tree deployment. These smaller exercises usually exact the goal and tend not to overwhelm players. They are attainable "wins" for the planning and response teams.

Tabletop Exercises

Tabletop exercises provide an opportunity to interact across agency lines in a low-stress, low-impact environment. Tabletops can be planned in short periods of time and usually only require participation of responders from two (2) to four (4) hours. Tabletop exercises allow decision-making roles to be vetted, checklists to be employed, and exercise assumptions to be tested. The airport and associated stakeholders may find that more than one or a series of tabletop exercises are beneficial in preparing the emergency management team. Finally, the real value of tabletop exercises, indeed all exercises where cross agency representatives are able to work collaboratively, helps establish professional relationships and trust among the responders and the airport.

Functional Exercises

Airports, especially Part 139 certified airports are accustomed to the triennial full-scale disaster exercise, and the resources, time, and effort that goes into planning and executing them. Most triennial drill commitments are a full 12 months of planning regardless the size airport. These types of exercises are usually developed from preliminary meetings of responders and tabletop exercises leading up to the full-scale exercise and sometimes referred to as “drills.” NIMS/ICS are the framework for these exercises.



Image Source: Mike Cheston, Faith Group, LLC

Hot Wash

A meeting immediately following the conclusion of the functional exercise is an opportunity to collect some of the most valuable input from the players. These meetings should be held either on-site before the exercise players leave or within a few days of the exercise. Much beyond that and memories start to fade. It is also strongly recommended that these meetings be crisp, brief, and controlled. That is, the information and input from the players should be candid with a non-threatening atmosphere encouraging open discussion. The briefings should not dismiss deficiencies but should focus on what went well. Deficiencies can be briefly mentioned and then discussed more at length during a full after-action review.

These exercises are a lot of work, before and during the drills, and planners and stakeholders need to be commended for their involvement. This is important since the exercise team will be fatigued from the drill, and nerves may be on edge if something did not go as expected.

The hot wash should not take more than 60 to 90 minutes. The lead planner of the exercise should moderate the meeting. Set a limit for comment time per person, set a limit on who can actually comment (team leads/agency leads), and set the stage on the types of comments: did we meet the objectives set forth, what was not tested that should have been, what support could have been improved, and what, if any, elements of the exercise seemed inappropriate. Expect that communications will always be a topic of discussion.

After-Action Reviews

It is customary that the exercise players be given several days to collate findings and recommendations for improvements to the process, from plan initiation to exercise execution. Lessons-learned meetings or after-action reviews are important for successfully developing the professional competence of the responder and management team.

After-action reviews take on a more formal atmosphere and allow a more comprehensive approach to covering all aspects of the exercise than a hot wash. These meetings generally include the primary representatives from each responding agency and can take on a more comprehensive view of the exercise. The tone in these meetings should always be one where the team wants to gain value in the learning experience, find ways to improve for the next exercise or real-world response, and walk away with a commitment to work together toward that goal. Important for this meeting is the documentation and assignment of after-action items to address deficiencies. Items should be clearly assigned with an expected date back to the planning team for resolution. A most common deficiency with after-action reviews is lack of follow-up on assignments. If these deficits are not addressed, they will most assuredly reappear during the next drill or, worse yet, real-world incident.

Covering the Costs of Training

In order to learn the underpinnings of NIMS/ICS it is helpful to complete at least some basic training courses. Chapter 3 discussed which NIMS/ICS courses are most relevant for airports, given the role that airport stakeholders are assigned during incidents or events. This chapter explains what funding might be available to cover the costs of training in courses that are not already free and easily accessible through the online courses offered by the FEMA.

The official training curricula for the various levels of the NIMS/ICS are generated from FEMA and the Department of Homeland Security (DHS). The courses then are offered to relevant government and community entities that are involved in emergency preparedness and disaster response and recovery. The courses are taught at federal, state, and local training facilities and many are available online. The federal government pays for course development and materials and trains and certifies trainers who teach the courses at the Emergency Management Institute in Emmitsburg, MD, and elsewhere under contract. FEMA also sets up the online courses. Most states also maintain a cadre of NIMS/ICS certified trainers.

It has been established that most of the NIMS/ICS courses airport staff and other airport-related personnel would want to take are available without charge and can be completed individually as convenient. While FEMA's NIMS training online is convenient and adequate for the lower-level courses, the higher-level courses are generally offered in a classroom setting with an instructor. In this way students can become engaged in the interactive, practical applications of NIMS and ICS and tabletop exercises with colleagues, and learn through class discussions.

Are there sources of funding that airports can tap to cover the costs of higher-level courses—those requiring classroom participation and a more extensive time commitment? What about paying for coverage or overtime so staff can attend the training during regular work-week hours or on weekends? Unfortunately, the U.S. DOT and the FAA do not provide grant funds to airports for NIMS/ICS training, nor coverage for labor hours spent in the pursuit of training. However, training *is* an eligible activity under some of the grant programs funded by DHS.

Before an airport pursues any DHS grant possibilities for training, they should consider what other alternatives might be possible to support training. Grant recipients often do not count on the level of effort that goes along with government-funded programs, which come with their own set of required reports, certifications, and justifications. Managing the paperwork and ensuring that all criteria are met can demand more staff time than is apparent at the outset and that has to be factored into the cost.

It is important to discern first what the true cost of training will be and then whether government grants are necessary or whether the costs could be covered in other ways. Some issues to consider are:

- How expensive is the training? How many staff members need to be trained overall and how many need to take the higher-level courses?

- Does the airport want to create an NIMS/ICS training program customized to the airport environment and the specific stakeholders at the airport and resources in the community, or would the airport prefer to use the standard curricula and make internal adjustments as necessary?
- What is the difference in costs between the above two alternatives?
- Are there other entities (local government emergency response or emergency management departments, for example) that offer the training and would allow the airport to participate? Is this a faster, simpler solution?
- Are there other relevant entities with which the airport could share the work of grant applications and the implementation of training, e.g. airlines, mutual aid partners, or the Red Cross?
- Is there other, nearby critical infrastructure such as a port, a nuclear power plant, a dam, or a train station with which the airport could share NIMS/ICS training costs?
- Are there major industrial, manufacturing, or commercial employers in the area that would be interested in emergency awareness training and would sponsor or co-sponsor a couple of the courses?
- Is it possible to have a few individuals trained in a “train-the-trainer” fashion at the airport to better manage an internal training program?

Many airports have been joining their local government emergency services agencies in NIMS/ICS training courses that are sponsored and financially supported by the local government entity. Costs to the airport typically would be minimal and there is the additional benefit of jointly training with other stakeholders in the community. State emergency management and fire training centers also provide NIMS/ICS training. Airports may find many advantages in working with their neighboring mutual aid agencies or registering for classes offered by one of the state agencies.

With few exceptions, airport personnel can find NIMS training nearby; travel to distant locations typically is not required. Nearly all of the NIMS/ICS courses that are appropriate for airport personnel are free and available online from the FEMA. Table 8 compares the costs and course fees among the previously described options of training supported by federal, state, and local government and by hiring a trainer to lead the courses.

Possible DHS Grant Programs

DHS enhances the ability of states, local, and tribal jurisdictions, and other regional authorities to prepare for, prevent, and respond to terrorist attacks and other disasters. DHS grant funds are distributed to state governments, which then make funding awards statewide to successful public sector applicants, typically, cities, counties, and regional coalitions. Grant monies can be used to meet planning, equipment, training and exercise needs. Publicly owned and operated airports could possibly qualify for certain types of homeland security grant awards, though to be competitive and to meet the government’s strategic goals for these grants, the airport should be part of a regional solution, as interagency integration and impact are key for scoring well in the grant programs.

If an airport determines it is in its best interests to pursue DHS funding to enable NIMS/ICS training, it is helpful to know which of the different types of grant programs are more likely to support training. Each program serves a different purpose and has different characteristics, and finding the best fit among the options can be frustrating. There are two main grant programs that airports could examine for possible training support: 1) the Homeland Security Grant Program (HSGP) (which has three sub-components) and 2) the Port Security Grant Program (PSGP). Keep in mind that the federal grant dollars flow to the states (the state administrative agencies or SAAs) and from there to local governments, including the 31 designated urban area strategic

Table 8. Comparison of NIMS/ICS training course costs by type of resource.

Course	Location	Fee, Lodging, and Meals	Participants
Federal: National Emergency Training Center and National Fire Academy			
Incident Command System (ICS-100, -200, -300, -400)	Online	None	Federal, state, and local agencies and private companies
NIMS (IS-700)			
National Response Framework (IS-800)			
NIMS, ICS All-Hazards Position-Specific	On-site at EMI or off-site	No fee. \$25 per night and up to \$15 per meal	
NIMS, ICS All-Hazards Position-Specific Train-the-Trainer			
State Example: Maryland Fire and Rescue Institute			
Incident Command System (ICS-100, -200, -300, -400)	On-site at training facilities in Maryland	None	MD emergency services personnel
State Example: Oklahoma Fire Service Training			
Incident Command System (ICS-300, -400)	On-site at training facilities in Oklahoma	None	OK emergency services responders
NIMS, ICS All-Hazards L-950			
State Example: TEEX, Emergency Services Training Institute			
Incident Command System (ICS-100, -200, -300*, -400*)	On-site at client location	Approx. \$250-\$500 per student depending on course, size of class, and location.	Federal, state, and local agencies and private companies
NIMS (IS-700)			
National Response Framework (IS-800)			
Private ICS Training Company			
Incident Command System (ICS-100, -200, -300, -400)	On-site at client location	\$25 – 50K depending on course(s) and size of class.	Federal, state, and local agencies and private companies
NIMS (IS-700)			
National Response Framework (IS-800)			
Private Training Instructor			
Incident Command System (ICS-100, -200, -300, -400)	On-site at client location	\$1,500-\$4,000 per course depending on course and size of audience	Federal, state, and local agencies and private companies
NIMS (IS-700)			
National Response Framework (IS-800)			

* TEEX offers classes to enhance the skills learned in these courses. Classes include hands-on training at TEEX's training facility where students apply the skills learned in ICS-300 and -400. Classes range from \$200k-\$250k for 50 students and include training, lodging, and meals.

initiative areas (UASIs). Airports will need to be part of local government, work with their local government, or work with a regional emergency management/homeland security governmental consortium. Funding will not come directly to an airport from the federal government.

Homeland Security Grant Program

Table 9 describes each HSGP program component. More information is available at: <https://portal.fema.gov>.

Port Security Grant Program

PSGP focuses on transportation infrastructure security activities to implement area maritime transportation security plans and facility security plans. It also supports increased portwide risk management; enhanced domain awareness; training and exercises; expansion of port recovery and resiliency capabilities; and further capabilities to prevent, detect, respond to, and recover from attacks involving improvised explosive devices (IED) and other nonconventional weapons. While at first glance it might not appear as though this source is a logical one for airports, it very well can be for those airports located next to or near a port and where there would be shared risk. Since it is a competitive grant program, seaports might find it advantageous to include airports in any grant applications that cover training and exercises as this would indicate a “bigger bang for the buck” and intermodal integration. Ports are organized into three groups based on risk level with Group 1 (seven port areas) being the highest. There are 48 and 35 port areas, respectively, in Groups II and III.

Table 9. Description of HSGP grant components.

Name of HSGP Grant Component	Description	Eligible Recipients
State Homeland Security Program	Helps support state and local government emergency management agencies.	All 50 states, the District of Columbia, Puerto Rico, American Samoa, Guam, Northern Mariana Islands, and the U.S. Virgin Islands. Local governments receive funds through the SAAs.
UASIs	Addresses the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assists them in building an enhanced and sustainable capacity to prevent, protect against, mitigate, respond to, and recover from acts of terrorism.	The 31 highest risk urban areas and the states in which they are located.
Operation Stone Garden	Intended to enhance cooperation and coordination among local, tribal, territorial, state, and federal law enforcement agencies in a joint mission to secure the United States’ borders along routes of ingress from international borders to include travel corridors in states bordering Mexico and Canada, as well as states and territories with international water borders.	Local units of government at the county level and federally recognized tribal governments in the states bordering Canada (including Alaska), southern states bordering Mexico and states and territories with International water borders may apply through their SAAs.

Best Practices and Successful Approaches Using NIMS and ICS

This chapter discusses some of the lessons learned and commendable practices that five airports shared with the research team during site visits to gather this information. Table 10 identifies the airports that contributed to the collection of best practices using NIMS/ICS.

The practices have been organized into four categories covering: planning, training and evaluation, response, and communication. An example of best practices training from MSP can be found in Appendix D.

Planning

Local/State/Federal Coordination

- Develop an AEP that includes mutual aid responders. Response assignments are specified for air traffic control, the fire department, airport management, airport police, EMS and hospitals, the county office of emergency management, local police agencies, the state highway patrol, airline carriers and operators, airport tenants, and the FAA.
- Develop a thorough AEP including ICS organization charts and checklists.
- Assist the airlines if there is a need to establish a family assistance/reunification center due to an aircraft accident. Understand that the airline would be responsible to establish this service, but that the airport has a role to play as well, especially during initial setup.
- Invite federal agencies to participate and use the airport as a site to exercise tabletop and functional drills.

Community Resources

- Meet with and share key elements of the AEP with local stakeholders on a routine basis, including airline management staff.
- Utilize local certified emergency response teams (CERT), or establish your own airport CERT team using guidance from FEMA. Team members can assist in filling out forms and paperwork, off-loading supplies such as food and water that may be arriving at the airport, managing crowds, and so forth.
- Organize the airport tenants and train supervisors to assist with evacuation/shelter-in-place procedures in the event either becomes necessary. Managers and supervisors from various airport tenants can function as airport CERT team members and be used to help with evacuation and other support duties when a major incident occurs.
- Review what other major facilities, such as shopping malls, have set up with their merchants for emergency preparedness. For example, one of the airports studied what the Mall of America has in place to efficiently communicate with merchants and move the general public to safety.

Table 10. Case study airports.

Name of Airport	City, State	Airport Size/Type
Spirit of St. Louis Airport (SUS)	St. Louis, MO	GA
Cheyenne Regional Airport (CYS)	Cheyenne, WY	Regional
Jackson-Evers International Airport (JAN)	Jackson, MS	Small
General Mitchell International Airport (MKE)	Milwaukee, WI	Medium
Minneapolis-Saint Paul International Airport (MSP)	Minneapolis, MN	Large Hub

Training and Evaluation

- Conduct training with mutual aid agencies, even if it is simply familiarization. Bringing people into the airport—land side and airside—is an important part of training that helps responders understand the layout of the airport and where resources are located.
- Consider exercising critical incident stress (CIS) responses by airport first responders and using trained de-briefers.
- Capitalize on or promote law enforcement’s growing awareness of the need for following NIMS during multiple agency responses to major incidents or events.
- Use ICS for snow, flood, tornados, and other weather-related events your airport is vulnerable to.
- Involve mutual aid responders on every drill.
- Develop a good working relationship with any relevant joint-use military guard base that can bring a large number of resources and NIMS/ICS training opportunities to the airport.
- Encourage participation from all stakeholders during tabletop exercises and encourage challenging discussions, specifically, “Who is in charge?” and when and how information and response takes place.
- Update the AEP and document after-action reviews following an exercise.
- Assign a staff person to manage emergency response coordination and training.
- Consider using videos of major weather events as part of training. One airport created and produced a severe weather video that primarily covers sheltering for tornadoes, but also addresses thunderstorms.
- Coordinate a number of tabletops annually and practice with stakeholders and mutual aid agencies.

Response

- UC principles are followed by all mutual aid responders, so everyone is on the same page working an event.
- Develop checklists for first responders.
- Develop checklists for the EOC staff.
- Establish a friends and family center that any airline could occupy if needed.
- Automatic responses are coordinated with mutual aid when they respond to the airport.

Communication

- Keep the AEP current and communicate with airport stakeholders and mutual aid responders in developing updates.
- Initiate close communication and coordination with the on-airport Air National Guard during irregular operations.

- Investigate use of a pre-assigned medical dispatch and response system to facilitate regional and statewide communication such as the Mutual Aid Box Alarm System (MABAS) applied in Illinois and Minnesota.
- Consider conducting regular conference calls with any major air carriers at your airport to discuss any regular and irregular operations expected.
- Invest in a robust event notification system (ENS).
- Utilize a web-based resource in the EOC for coordinating with various state agencies and organizations.

Among the case study, several excellent tools were discovered that could be used by other airports as models or to generate the development of similar tools. Of particular value is the MSP's NIMS and ICS PowerPoint™ training course (Appendix D) that were developed and offered not just to employees but to other airport stakeholders, and MSP's Aviation Disaster Plan for Friends and Relatives Center (Appendix E). MKE personnel shared their training checklist and matrix (Appendix A) as well as their own EOC incident management system (IMS) (Appendix F).



CHAPTER 6

Sustaining Involvement and Interest

Throughout this guidebook are frequent references to stakeholders, coordination, mutual aid and community resources. Considered in the broad sense, these are indicative of multiple resources combining skills and working together to plan and respond to an incident or event that affects the airport. Whether the people involved are fulfilling the responsibilities of their jobs or are volunteering their time and expertise, creating and maintaining a sense of team is important to the success of the mission. Once each person knows his or her role and responsibilities and has access to appropriate training, the challenge becomes how to maintain interest, especially if few incidents ever occur. This aspect often is overlooked. If the cooperation and goodwill that is established by integrating NIMS/ICS and integrating first and second responders into plans, training, and incident response is to be sustained, attention must be paid to keeping the level of readiness alive and nurturing the working relationships. Retaining the quality of integration can be challenging, but is essential so that the investments all parties have made will pay off and need not be reconstructed in the future.

To accomplish a positive, on-going relationship among the stakeholders, airport managers can increase the chances of success in a number of ways. First and foremost is holding periodic tabletop exercises or other training. At Part 139 airports, stakeholders already meet once a year (per the FAR Part 139 annual AEP tabletop review requirement) to practice and update procedures. It is encouraged that airports go above and beyond the minimum and meet a few times a year so that off-airport responders will gain a better understanding of their role during various incidents or events. After an incident in Minneapolis when a major bridge collapsed over a multi-lane highway into the Mississippi River, one of the ICs was asked what made the most difference in their successful response to this disaster. “Relationships” was the answer. The years of training and working together on smaller incidents and events enabled responders and community resources to know each other and build trust. So when the bridge collapsed, coordination proceeded with few problems.

Some of the individuals who will be part of the airport’s team may be volunteers. Keeping them engaged is important as well. Organizations like AmeriCorps work diligently to maintain volunteer enthusiasm as do volunteer fire departments, civic organizations, amateur radio operators, and the like. Every airport will have its own best solutions for keeping stakeholder involvement alive, but the following guidelines can help lay the groundwork. In part, success depends on understanding and applying the lessons of basic group dynamics. These guidelines work for all groups and are not limited to volunteers.

Recognize the Reasons for Involvement

What motivates individuals to want to work cooperatively and to be part of the team? What do stakeholders hope to achieve or gain? What needs to be in place to promote high levels of performance and to satisfy the reasons for their involvement?

Some people just want to do their job and be done with it, but others want to be challenged, want to feel needed, want to improve the status quo, want to test their skills, or want to feel valued. Many find enjoyment in facing a challenge and helping to solve it. Whether leader or follower, peoples' motivations vary and should be understood by leadership to optimize results. For example, a semi-retired, public relations professional volunteers to be part of an airport CERT. Assigning that individual to help direct traffic or stock supplies of water to meet the needs of detained travelers during an irregular operations situation might discourage them from any future involvement. If instead they are assigned to help support the airport's PIO, that volunteer will feel needed and useful; they will know that their expertise is respected and their potential for contributing is understood. As another example, a sheriff's deputy discovers some procedures in the airport's evacuation plans and assumptions that conflict with the county's plan. When this information is acknowledged and acted upon, the deputy has helped avoid a potential problem and made an important difference.

Clarify the Goals and What is Expected

There will be many activities that are necessary to integrate NIMS/ICS at the airport. Engaging in those activities and setting priorities bring together a wide array of expertise, viewpoints, mandates, and regulations—some of which probably will conflict at points along the way. For each work group (e.g., ICS organizational component) that is established, whether large or small, the purpose should be made clear. When groups are convened to review procedures or solve problems, group leaders should clarify the goals, the timetable for achieving the goals, and what each member is expected to contribute. The assignments should be meaningful.

Respect Everyone's Time

Since everyone is busy, avoid unnecessary meetings and red tape. Utilize action plans and work out the best path forward to avoid wasting time or heading down the wrong path. Set and keep the advertised meeting times (e.g., if a meeting is scheduled to last an hour, do not let it go for two). One of the most common reasons for losing interest is too many meetings or meetings that last too long or do not have clear goals. By recognizing that everyone's time is valuable, participants in a process or members of a group will be more willing to stay engaged in the work and do their best, even when the tasks seem burdensome.

All Should Be Heard

Rare is the group where all assembled are equally comfortable speaking up and voicing their opinions. But if one or two extroverts with strong views are permitted to dominate a discussion, or there is a wide range of rank in the group, many members will sit quietly, and the value of their input will be lost. Meetings, teleconferences, and video conferences should be conducted in a way that guarantees everyone has an opportunity to contribute. When people feel their input is valued and useful they feel more motivated to remain in the group.

Add Some Fun and Reward Involvement

It is a fact: planning and rehearsing for incidents and events that may or may not happen ranks pretty low on the scale of exciting. This work can be tedious and trying. For these reasons, and more, generating and maintaining involvement is no small task. Adding some fun—some rewards—is practically a necessity.

Food is always a welcome addition to any meeting. An annual dinner where all stakeholders are thanked for their cooperation testifies to how much individuals and organizations are appreciated. This is the chance to distribute awards for contributions that are above and beyond the norm as well. Make sure the media is invited, too. Consider building in some competition to drills and exercises (that is sure to spark interest among airline tenants or between law enforcement and fire and rescue, for example); it will make the activity far more interesting. Ask stakeholders for their ideas. Get creative. Use your public relations group (where applicable) to generate ideas and to capture media coverage.

Allow for Some Failures

Finally, it is helpful to have a plan in mind for handling those initiatives that cannot seem to get off the ground. Some plans and groups work well and some fail to produce the desired results. Be aware of situations that get bogged down, whether for political reasons, funding reasons, or others. Sometimes the timing is wrong. Sometimes the activity is right but the people who have been assigned to make it happen are wrong. It is far better to disengage from a goal and move on to others, or to make necessary changes to the goal and the plan for reaching it than to allow frustration to build unchecked. When that happens, negativity can grow and begin extending into other efforts. And if this is a problem within a homogeneous group over which a manager has control, consider how much more problematic it can be when one is dealing with disparate organizations under different commands.

Recognize that building and improving working relationships and training among airport personnel, tenants, mutual aid providers, federal agencies, and community resources—and doing that in the context of NIMS/ICS—are bound to encounter a few roadblocks. Those do not need to define the overall outcome. Conduct an honest assessment of the situation, decide if it can be fixed, and if not, move ahead on other goals. The effort will be worth it.

GA Airports

This chapter has been developed expressly to serve GA airports in recognition of the different needs and resources that exist at this classification of airport. The information herein will help GA airports and their emergency planning team better understand how ICS can fit their organization.

Integrating NIMS/ICS into GA airport incident and event response plans and management introduces a methodical way to coordinate the airport, community, regional and (possibly) state response organizations into the framework of the airport. GA airports can range in size and complexity, and many of the larger operations can be as complex as Part 139 airports. The smaller and midsized GA airports tend to have fewer personnel, fewer tenants, and—at rural airports—a different level of community stakeholders. In many cases, particularly in the smaller GA airports, off-airport responders take the lead for primary incident response. The larger GA airports may have ARFF vehicles on the field with a fire staff or responders who will utilize the equipment once on scene. Some GA airports will have a maintenance or commercial drivers licensed (CDL) operator take the ARFF vehicle to the scene and begin to deploy agent or water until fire department personnel are on scene. Most fire responders will be familiar with and will be using ICS from the CP and NIMS from the area's EOC if that is activated. NIMS/ICS provides a framework that all entities can work from using a common blueprint for emergency planning and management, with accepted protocols that take the incident or event through all stages: initiation, response, recovery, and return to regular operations.

Establishing NIMS/ICS at GA Airports

GA airports are not held to the same requirements for emergency planning as FAR Part 139 airports. However, the importance of a GA airport's maintaining operational capability can be critical to any region, and therefore emergency planning is just as important for GA airports as it is for Part 139 airports. Moreover, GA airports often serve as a reliever to larger Part 139 airports. If the regional GA reliever is shut due to an incident or accident, a regional Part 139 airport may be impacted by having to accept additional GA aircraft operations. This could be especially critical in crowded airports and airspaces such as the Washington, DC to Boston areas, Atlanta, Chicago, southern California, and San Francisco areas. In other cases, the GA airport may be the most active and only available regional transportation option in a rural area, making that airport a critical infrastructure for the community. A GA airport may also be the geographic best choice for managing relief efforts and resources to the region during a major disaster, required to accept fly-in logistical and operational support for such things as Disaster Medical Assistance Teams (DMAT), Strategic National Stockpile (SNS) of pharmaceuticals, Disaster Mortuary Response Teams (DMORT), and others.

GA airports can help their region and local community by developing a robust and capable NIMS/ICS program that involves airport management, first responder organizations, and

volunteer stakeholders whereby each understands the roles and responsibilities, supported by training, certification, and practice.

Management Support

The impetus for driving forward the NIMS/ICS agenda will begin with airport leadership. It is recommended that policies—such as requiring staff training, certification, and other requirements set forth for NIMS/ICS roles and qualifications—be placed in writing from the most senior manager and/or the governing body staff. Once management communicates that they are invested in the structure of NIMS/ICS, others will more willingly participate in the planning and training necessary to integrate these systems into airport operations and security.

Integrating Training and Certification

When considering a NIMS/ICS integration effort, it is best to start with establishing what courses staff should take, depending on their roles during an incident or event. Because GA airport staff resources are usually limited (and in some cases may include only one or two employees), it is recommended that the manager and first report level staff take ICS 100, 200, 300, 400, 700, and 800 courses (see Table 11). For any other staff or airport stakeholder volunteers, ICS 100 and 200 are recommended at a minimum.

Exercises and Training

A fundamental step to establishing a better operating team is training. Training should include integrated teams of stakeholders, internal and external to the airport, who meet to review response plans and identify any procedures that might inadvertently create a negative impact or unnecessarily duplicate each other's plans. These discussions also provide an opportunity for each stakeholder organization to add provisions that would facilitate resource interaction and communications, thereby streamlining coordination. Integrating the operational model outlined in the NIMS/ICS program will facilitate a close coordination of resources among all the stakeholders.

After reviewing the various response plans, the next step is to test the plans using scenario-based exercises whereby all stakeholders can practice and validate their plans. Exercises can be tabletop exercises run from a single office where all participants meet, or configured to be executed from remotely connected platforms, thereby allowing outside stakeholders to play the problem from their own office. GA airports may want to conduct a field exercise to test response and coordination within the airport fence line. Airport management and stakeholders

Table 11. Recommended NIMS/ICS courses.

Number	Course Title
IS-100.b	Introduction to IC System
IS-200.b	ICS for Single Resource and Initial Action Plans
G-300	ICS for Public Safety (Available at State Emergency Management Training Office)
G-400	General and Command Staff (Available at State Emergency Management Training Office)
IS-700.a	NIMS, An Introduction
IS-800.b	National Response Framework, An Introduction

may also want to identify and participate in exercises being coordinated by other agencies that understand the value of the GA airport and want to include the airport in training exercises.

Deploying NIMS/ICS in Nonemergency Situations

NIMS and ICS can be highly advantageous in dealing with situations that are not necessarily emergencies, but which nevertheless require a substantial effort to manage. Even nonemergency situations, such as air shows where there is an increase in traffic and complexity of operations along with a higher risk of incidents and accidents, would benefit from preparedness planning that is organized using the NIMS/ICS construct. Usually there are many mutual aid agencies participating in the planning and execution of air shows, and these agencies are likely to have an ICS structure in place.

It is a good idea to designate an area or a room where operations among airport stakeholders can be coordinated during incidents and events. Many GA airports may not think of this as being an EOC, but it is the function that matters. As long as the room is large enough to hold those players who contribute to the coordination of an incident or event—a space where face-to-face planning and shared information can take place—then that space becomes the EOC. GA airports may also be able to utilize a city or county EOC and should discuss and plan with those agencies accordingly.

Figure 7 depicts the full process of integrating NIMS/ICS at airports.

Common Terminology

Since communications is one of the single most important aspects of response, using the same terminology is critically important. When all concerned can understand each other during chaotic situations, the chances for mistakes are greatly reduced. For example, a lack of common terminology could result in a misappropriation of resources, or, worst case, the possibility of a responder becoming part of the problem instead of the solution. An example of how disparate definitions can cause confusion during an incident or event response on-airport is the term operations on the radio. At many airports the call sign operations refers most commonly to an airfield operations staff member. However, in an ICS environment, operations is used for the tactical response personnel associated with the operations section in the CP.

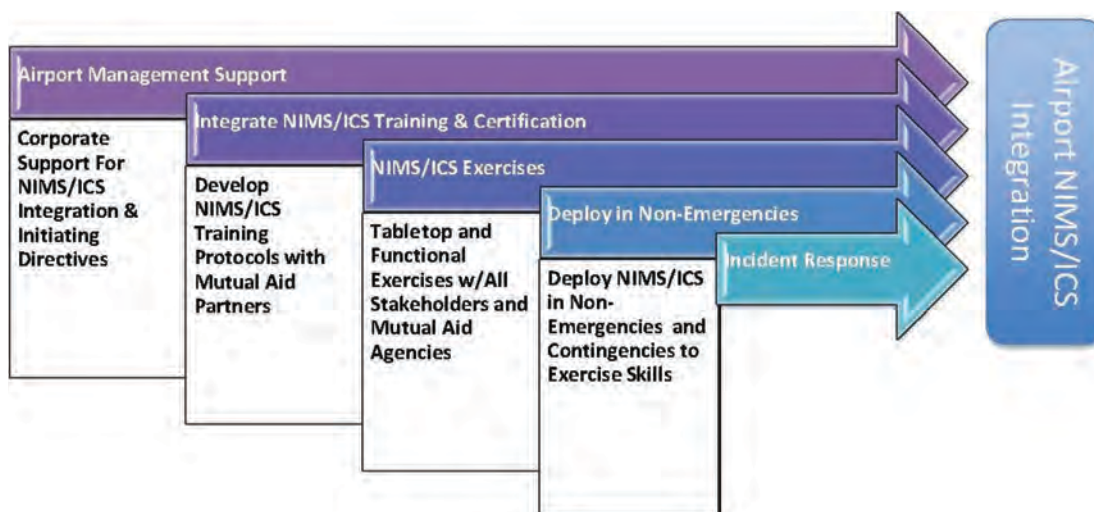


Figure 7. Process for integrating and using NIMS/ICS at airports.

Some airports have taken active steps to change call signs on-airport so transitioning from normal operations to emergency response operations does not cause confusion. As an example, they designate airport operations as Airfield IC or Airfield Branch. Airport managers should establish day-to-day titles as well as who should play what role in the ICS organization and communicate clearly to all staff personnel who may be assigned.

NIMS uses a common set of terms that most responding agencies and mutual aid responders understand and expect to use in emergency situations. These common terms also help to make up the ICS organization configuration. This configuration can be compared to any organization's structure and the employees of such organizations understand their title, responsibilities, and lines of communication and authority that are delineated through the structure. The same holds true for an ICS configuration; it delineates roles and lines of communication using common terminology during an incident/event.

Differences Between FEMA's ICS and ICS at GA Airports

ICS, as a structure and tool kit, utilizes the same common terminology and organization flow regardless of the entities training in it and deploying it. However GA airports may utilize an ICS model slightly different from ICS as used by local, state, and federal government agencies. Incidents or events that trigger a response at GA airports tend to be shorter in duration, and generally impact employees, tenants, and transient aircraft operations as opposed to a permanent residential population or a full-scale community environment that encompasses many commercial and industrial uses, street networks, residences, and so forth. It is the transient nature of the GA airport population and the size of the jurisdiction that create the most difference between the airport response environment and that of a community or region. However, the basic ICS construct found in the typical FEMA model, organization and flexibility to expand or shrink as the situation demands, remains the same no matter where you implement ICS. Another difference may be found in the ICS structure at an airport where it is recommended the IC maintain a day-to-day staff section that monitors and otherwise resolves conflicts with ongoing operations at the airfield during an incident or event.

Other differences include the use of an EOC that is usually located in some pre-established facility or room. As noted, the EOC for a GA airport is most likely to be as simple as a conference room or large office where people are assigned some of the section chief roles and can meet and assist with the field tactical command while also keeping the doors open for continuing aircraft operations. Airports normally do not utilize base camps because they usually have facilities readily available or nearby and responders are usually only on scene for a short duration, perhaps a few hours at most. The key difference is the magnitude and duration of a deployment of resources and an airport ICS structure is usually far more scalable to handle the events as well as incidents or emergencies.

Airport Command Posts

The incident CP is best described as a site close enough to safely lead or manage an incident response. The DHS NIMS/ICS manual provides an ICS organization chart that organizes human resources for extended time periods. In most cases at an airport, however, there will not be a long-term response, though recovery may extend for several days, depending on the incident.

The on-site ICS command and general staff from the emergency services agencies usually operate from the CP. This can be a mobile platform with support tools, communications, white boards, etc. or it can simply be the back of a vehicle like the fire chief's vehicle. In either case,

the general and command staff sections are located near the IC and are there to focus on the response.

At many GA airports, senior responding management, law enforcement, or firefighting officers may initially fill the role of the IC, assisted by other resources. Within the airport specific staff from airport maintenance and airport operations may be present to augment and support the response and recovery. Based on the severity and duration of the situation, airport management generally will take on the role of PIO, finance, administrative support, and planning if those positions are necessary. GA airport managers usually have limited staff resources and will likely wear many of the command staff hats to support the IC in the field.

CP Assignments and Operations

At GA airports, IC will often be handled by the first responder, senior management, or the agency appropriate to the type of event, threat, or hazard that is involved. That manager or agency will lead their resources from the CP, using their personnel in accordance with the ICS structure. If additional responders are needed, the CP expands to a UC post (UPC) whereby all trained responders coordinate tactical response and develop IAPs. The following pages and tables contain information that describes the responsibilities of each ICS position at the general CP and in the field and its location on the organizational chart.

It is not suggested that GA airport managers (or managers at any airport for that matter) would be responsible for covering all these positions with airport personnel or for overseeing what is actually the role of the IC and emergency services agencies. The information is provided here so that GA managers and key staff are familiar with how arriving resources may be organized and managed during the situation. That said, there may be some positions for airport staff to fill, at the discretion of the manager and per the IC's needs.

It is generally up to the IC if the situation demands a liaison officer or a safety officer. If the incident or event is quickly resolved, and does not require complicated tactical deployments, neither position may be necessary. In addition, the logistics section chief position and the planning section chief position may be handled by the IC if it is a short duration event, or maybe assigned as a collateral duty to other staff. The flexibility of the NIMS/ICS model allows for establishing a command structure that makes sense for the event at hand.

Figure 8 depicts an example of an organization chart that could work should a small single-engine aircraft accident occur at a GA airport. If there are no fatalities, the airport most likely would not need to organize in an EOC. The CP could probably handle the event. Airport managers could choose to continue in an ICS organization during transfer of command after response and investigation thru recovery, or elect to hand-off command to an appropriate entity, such as NTSB during the investigation. If the airport manager or designee decide to maintain command, they could establish a UC structure with maintenance personnel and/or contractors handling recovery and restoration of operations.

IC in the Field

This role is assigned to the lead response agency's IC who is responsible for the immediate tactical response. The IC is responsible for that specific incident or event while airport management continues to oversee other aspects of airport operations. The role of the tactical IC may transition from fire or police to the airport manager during the recovery phase. In some cases, airport management establishes command and remains the IC throughout the response. Either scenario works, but it is best that these protocols be discussed and vetted with mutual aid agencies.

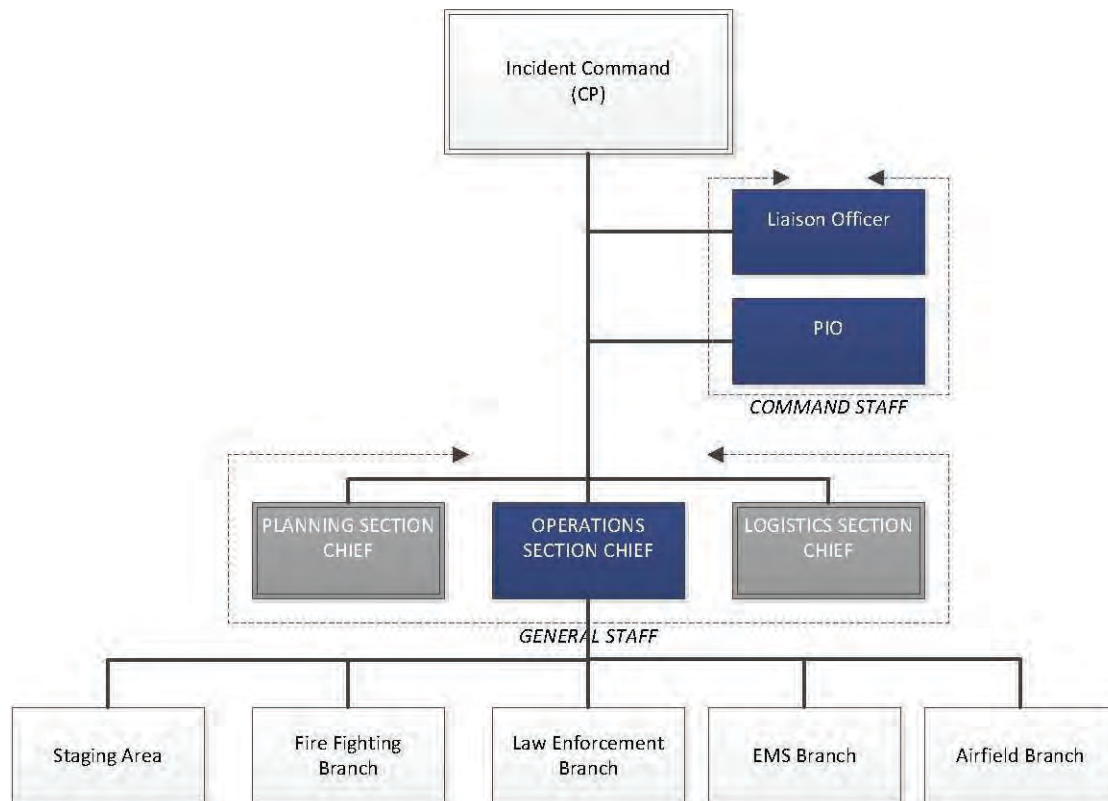


Figure 8. NIMS/ICS structure: command staff and general staff.¹¹

Examples of typical IC assignments:

- Aircraft fire – fire chief or senior officer
- Air show – airport manager
- Natural disaster flood or snow emergency – maintenance or airport manager

The IC is responsible for developing and communicating an IAP. The IAP may be either written or verbally communicated, but should be a crisp, clear, and brief overview of the mission, mission execution, and critical success factors. The IC will consult with the other members of the command and general staff on actions to be taken to address issues that arise, in concert with other stakeholder responders. Should the severity of the event demand support from an EOC, the IC can call for activation of an EOC for further support to the incident or event. Conversely, an airport manager or designee may feel the IC needs support and elect to activate an EOC and communicate to the IC that additional support is available to them. Table 12 lists the duties of the IC.

As noted before, the assignment of IC normally falls to the pre-established lead agency for that type of incident (for instance, fire/EMS, law enforcement, operations, etc.). As the situation progresses, the lead agency assignment can be transitioned depending on the goals for that particular period of time in the event. For example, when responding to an aircraft fire emergency, the local fire department has the most pressing mission and logically manages the fire/lifesaving tactical response, with everyone else in support. Once the fire has been safely extinguished and the injured or deceased have been evacuated from the site, it may make more sense to pass command to a police agency to manage investigation and then finally back to the airport manager or designee for recovery, site cleanup, and management.

Table 12. IC duties.¹²

Incident Commander or UC	<ul style="list-style-type: none"> • Have clear authority and know agency policy. • Ensure incident safety. • Establish the CP. • Set priorities and determine incident objectives and strategies to be followed. • Establish ICS organization needed to manage the incident. • Approve the IAP. • Coordinate command and general staff activities. • Approve resource requests and use of volunteers and auxiliary personnel. • Order demobilization as needed. • Ensure after-action reports are completed. • Authorize information release to the media.
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Operations Section Chief

This role, reporting to the IC, is generally responsible for the immediate tactical response to an incident or event and, depending on the scope of the event, may have a number of strike teams or branches reporting to them. The operations section chief’s responsibilities (see Table 13) include coordination of all tactical operations at the incident or event site, coordinating with the IC for status updates, processing resource requests, providing updates to/from the staging area manager (if in place), overseeing the logistics and planning sections, and coordinating air resources on site. Some of the subordinate staff to the operations section chief may include outside stakeholders depending on the incident and their expertise, and their agency’s level of involvement. The operations section chief can establish branches, strike teams, task forces, or a single resource to manage specific elements:

- Fire branch director – senior fire official
- HAZMAT branch director – HAZMAT fire team
- Medical branch director – senior EMS officer
- Airfield branch director – airport manager or designee



Image Source: Mike Cheston, Faith Group, LLC

Table 13. Operations section chief duties.¹³

Operations Section Chief	<ul style="list-style-type: none"> • Ensure safety of tactical operations. • Manage tactical operations. • Develop operations portions of the IAP. • Supervise execution of operations portions of the IAP. • Request additional resources to support tactical operations. • Approve release of resources from active operational assignments. • Make or approve expedient changes to the IAP. • Maintain close contact with the IC, subordinate operations personnel, and other agencies involved in the incident.
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- Law enforcement branch director – senior law enforcement official
- Maintenance branch director – senior airport maintenance manager
- Staging area manager – ARFF or law enforcement

Logistics Section Chief

It has been found that this role is best assigned to an individual who possesses knowledge about all the potential resources available to support an incident/event response, and can acquire resources supporting the effort (including those in a staging). A maintenance manager or a senior emergency responder can usually marshal resources not organic to the emergency response organization to quickly support the response. Key duties are shown in Table 14.

Planning Section Chief

This person is responsible for planning support and response using a planning horizon of 12 to 24 hours out from current incident time. This role may be assigned at the CP or the EOC if response is expected to last more than several hours or if the complexity and scope requires planning functional support at the CP. The IC may elect not to assign the role for relatively straightforward incident response, such as fuel spill, aircraft hot brakes, or other responses that terminate shortly after activation. In general, the CP planning section is focused on the immediate response, through about 24 hours. However, if the IC does not assign a planning section, the IC retains responsibility for the tasks under this title, as appropriate for the scale and impact of the situation. Table 15 presents this position’s duties.

For a GA airport, the airport manager may retain the role(s) of EOC manager, planning, logistics, and finance section chief.

Safety Officer

This position is responsible for ensuring the safety of all involved (responders, victims and the public at large). The safety officer has the unique job of viewing the entire response from a holistic point of view and advising the IC of any concerns related to the safe execution of the response, such as HAZMAT response concerns, hot zone issues, crew rest or other unsafe actions or environments. Again, if the response is relatively short-lived or simple, the IC may assume the role of safety officer or assign the duties as a collateral duty to a subordinate. The key advantage of assigning a safety officer is that recognition of an unsafe condition may

Table 14. Logistics section chief duties.¹⁴

Logistics Section Chief	<ul style="list-style-type: none"> • Provide all facilities, transportation, communications, supplies, equipment maintenance and fueling, food, and medical services for incident personnel and all off-incident resources. • Manage all incident logistics. • Provide logistics input to the IAP. • Brief Logistics staff as needed. • Identify anticipated and known incident service and support requirements. • Request additional resources as needed. • Ensure and oversee development of traffic, medical, and communications plans as required. • Oversee demobilization of logistics section and associated resources.
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Table 15. Planning section chief duties.¹⁵

Planning Section Chief	<ul style="list-style-type: none"> • Collect and manage all incident-relevant operational data. • Supervise preparation of the IAP. • Provide input to the IC and operations in preparing the IAP. • Incorporate traffic, medical, and communications plans and other supporting material into the IAP. • Conduct/facilitate planning meetings. • Reassign out-of-service personnel within the ICS organization already on scene, as appropriate. • Compile and display incident status information. • Establish information requirements and reporting schedules for units (e.g., resources unit, situation unit). • Determine needs or specialized resources. • Assemble and disassemble task forces and strike teams not assigned to operations. • Establish specialized data collection systems as necessary (e.g., weather). • Assemble information on alternative strategies. • Provide periodic predictions on incident potential. • Report significant changes in incident status. • Oversee preparation of the demobilization plan.
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be missed by the IC due to that individual's focus on the mission. This is also the only position that may redirect responders or tactical direction from the IC's command in the event that the IC's direction may put persons in harm's way. This type of situation has triggered a number of human factors studies around CRM and other best practices to conduct safer operations. With no other focus but safety, this position brings very high value to the team and should not be overlooked. See Table 16 for a specific list of duties.

Liaison Officer

The liaison officer is a key resource for the IC who coordinates with outside agency responders not physically represented in the CP or the EOC. This usually takes on the form of coordinating with federal and mutual aid responders not at the scene, but may either deploy later as

Table 16. Safety officer duties.¹⁶

Safety Officer	<ul style="list-style-type: none"> • Identify and mitigate hazardous situation. • Create a safety plan. • Ensure safety messages and briefings are made. • Exercise emergency authority to stop and prevent unsafe acts. • Review the IAP for safety implications. • Assign assistants qualified to evaluate special hazards. • Initiate preliminary investigation of accidents within the incident area. • Review and approve the medical plan. • Participate in planning meetings to address anticipated hazards associated with future operations.
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Table 17. Liaison officer duties.¹⁷

Liaison Officer	<ul style="list-style-type: none"> • Act as a point of contact for agency representatives. • Maintain a list of assisting and cooperating agencies and agency representatives. • Assist in setting up and coordinating interagency contacts. • Monitor incident operations to identify current or potential inter-organizational problems. • Participate in planning meetings and provide current resource status, including limitations and capabilities of agency resources. • Provide agency-specific demobilization information and requirements.
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needed or provide support or assistance in roles not directly impacting the incident or event scene (i.e., American Red Cross or NTSB). Other liaison roles at airports may include tenants and—if it is a joint-use airport—the military. Federal liaisons such as TSA and other tenants involved in coordinating the response and providing key information should have plans to assign a liaison. Rather than report to a liaison officer they usually will have direct communication with the IC or manager of the EOC. Table 17 shows the duties of this position.

Possible Roles of Airport Staff at the CP

It remains the prerogative of airport management to assign specific individuals to roles in the ICS structure. These assignments may vary widely (based upon necessary SME for specific incidents), but generally the key role assignments are used no matter the type of incident or event.

EOCs at GA Airports

Should an incident or event take place on an airport that extends beyond what is customary for most airport issues, the airport can activate an EOC, usually located on-airport. The EOC provides timely, relevant support to the IC and is a home base for managing support resources. In lieu of their own EOC, a GA airport may coordinate with a local emergency management agency to utilize their EOC and/or mobile command vehicles for incidents or events that may last more than 24 hours.

GA airports should consider activating an EOC when the incident or event becomes more complex or disrupts operations at the airport for a significant amount of time, particularly when the situation requires multiple agency response coordination. The EOC can then support the IC and accommodate the overall requirements for the impacted area. Practice using the EOC for various-sized events to ensure staff is comfortable operating in the space and assuming the various roles to which they may be assigned.

The EOC could be activated by the airport manager or designee or the IC. Although this is more art than science, experienced and trained professionals can recognize when the situation calls for a more robust management model. The establishment of an EOC to support the CP in no way diminishes the responsibility of the IC. The IC is still the senior decision maker on scene and has the authority to direct the tactical response. The EOC manager's responsibility is to run the staff at the EOC and ensure it provides timely and relevant support to the IC while keeping a big picture on the entire airport/regional operational status. Figure 9 depicts the EOC command structure.

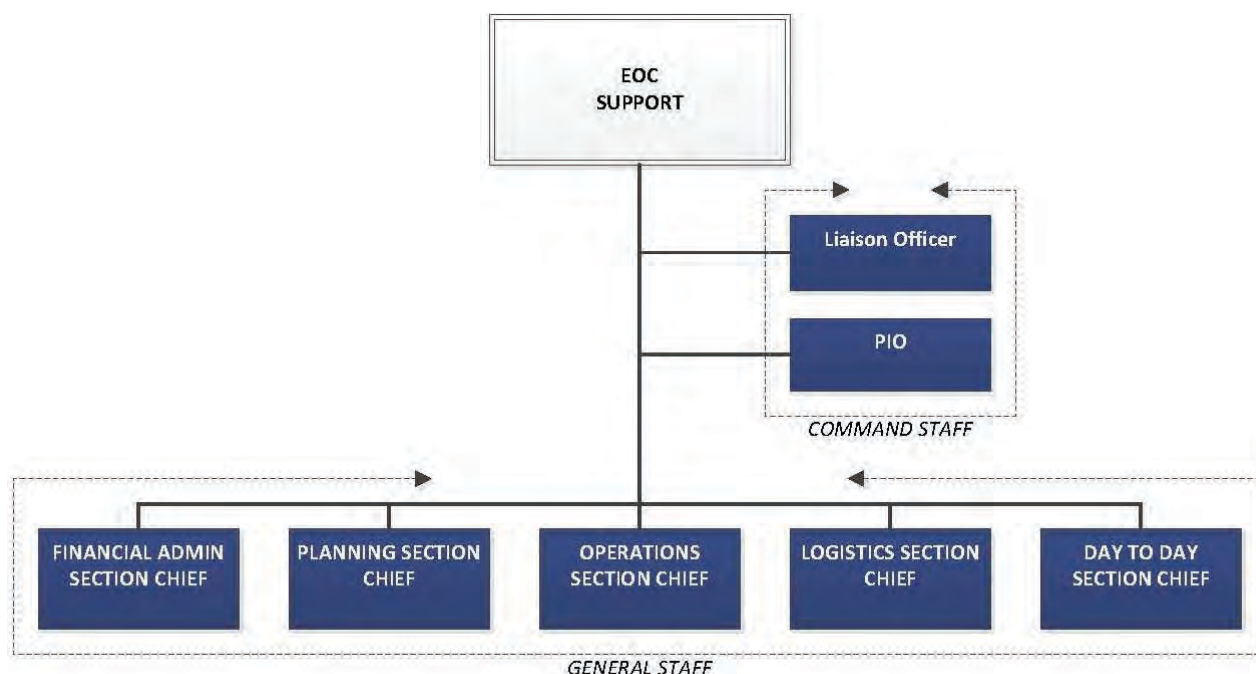


Figure 9. NIMS/ICS command structure used in EOC.¹⁸

GA Airport ICS Assignments

GA airports may experience three common incidents or events: an aircraft accident, air show type event, and a natural disaster/weather event. For the purpose of this manual, here are three examples of how a GA airport may function in an NIMS/ICS mode during the following:

- Aircraft accident – fire chief or senior officer as IC
- Air show – airport manager as IC/EOC manager
- Natural disaster (flood) – airport manager as IC/EOC manager

Aircraft Accident

The size of the aircraft and number of occupants/injuries/fatalities will change the type of response.

Small, Single-Engine Aircraft Single Occupant Serious Injury

This type of accident would require a single ambulance response, minor HAZMAT cleanup, and minor restoration of the airfield back to normal operations. In this case, it is likely a senior fire responder will be the IC and may or may not assign an operations section chief. Planning and finance sections would probably be retained by the IC. An airport manager or designee could respond to the CP if requested and assist with logistics by coordinating resources and making notifications. One law enforcement officer may be needed to preserve the scene for investigation and EMS would be covered between the responding fire agency and ambulance response. The airport manager may also choose to take the role as the PIO for managing media. The incident may be resolved in a few hours after investigation and restoration of the airfield is complete. The ICS structure would be as shown in Figure 10.

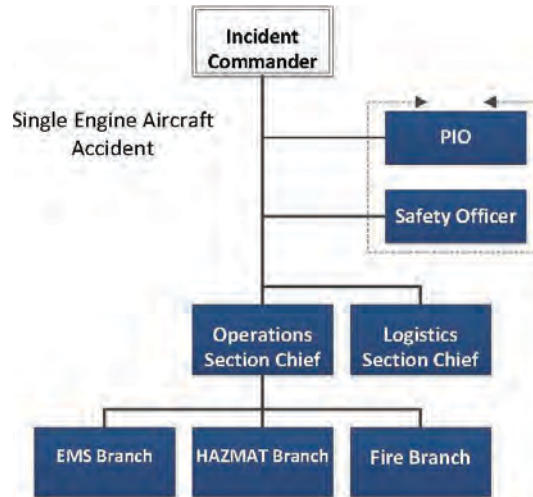


Figure 10. ICS structure for single-engine aircraft accident.

Large Corporate Jet Multiple Injuries and Fatalities

In the case of a large corporate jet accident with as many as five to 10 persons on board, the situation may require a mass casualty response with a much longer investigation and recovery period. In this type of accident, the airport may consider opening up an EOC to support a longer term operation in the field (see Figure 11 for the ICS structure). The CP would still have the

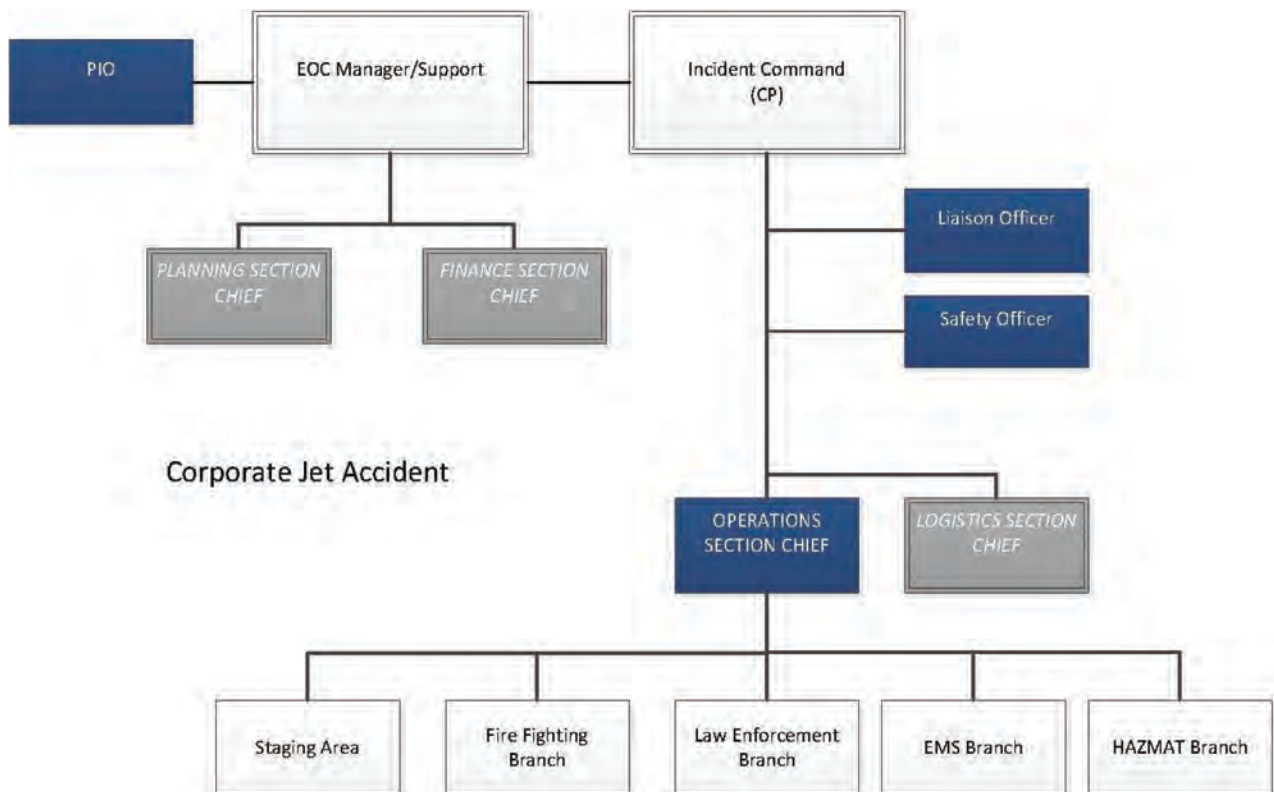


Figure 11. ICS structure for mass casualty incident.

initial senior fire staff as IC who may likely add an operations section chief and logistics section assignments as well as multiple branches including EMS, HAZMAT and law enforcement to secure the site. An EOC may need to be considered as this could be a longer-term investigation and recovery of both aircraft and airfield.

Air Show

In the event of an air show, the airport manager is likely already working with many mutual aid responders and community members. Air shows tend to draw large crowds, bringing the potential of a number of situations, such as roadway congestion and parking issues; EMS responses for heat exhaustion and accidents; pre-staged treatment tents; and a significant law enforcement footprint for security purposes. There is also the coordination of the logistics of the event itself, such as parking aircraft that is arriving to be displayed or just to attend the show. There are a number of vendors that will need to be coordinated as well as a financial oversight for expenditures. An air show is a perfect event scenario to activate an EOC as a central coordination point. Figure 12 provides a sample ICS structure for an air show.

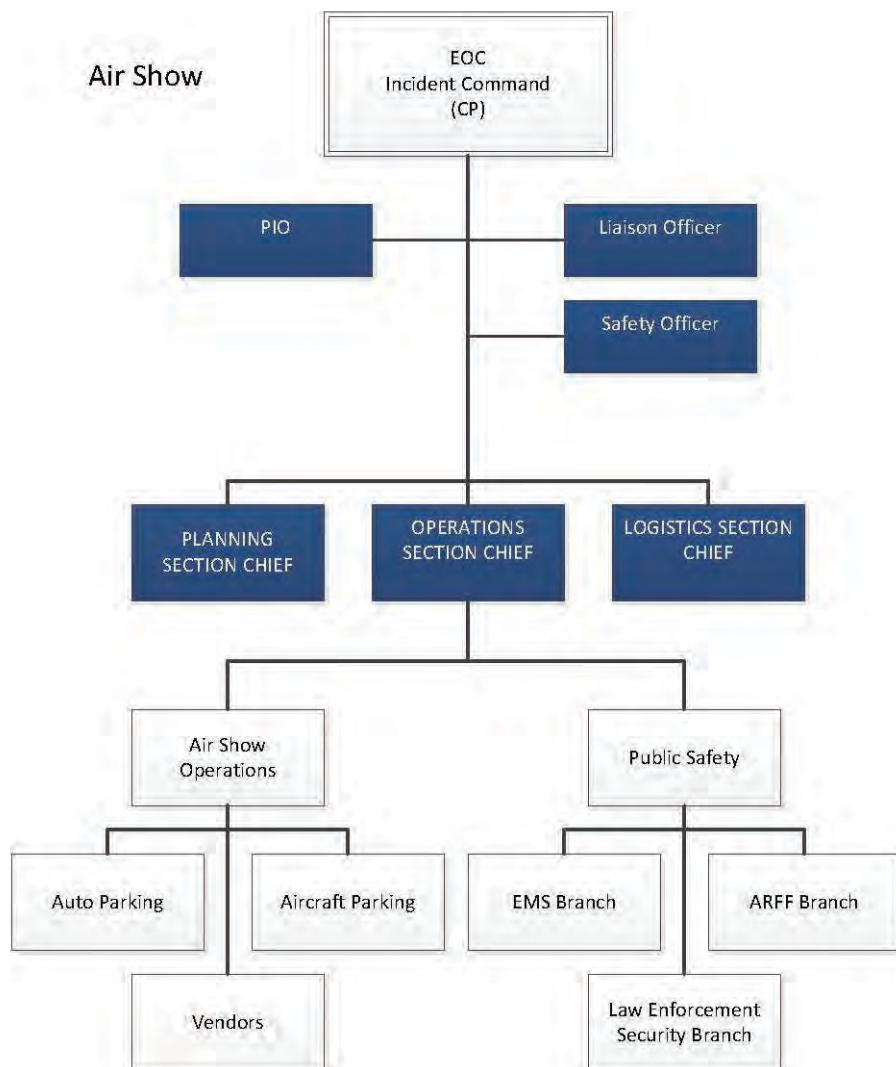


Figure 12. ICS structure for air show event.

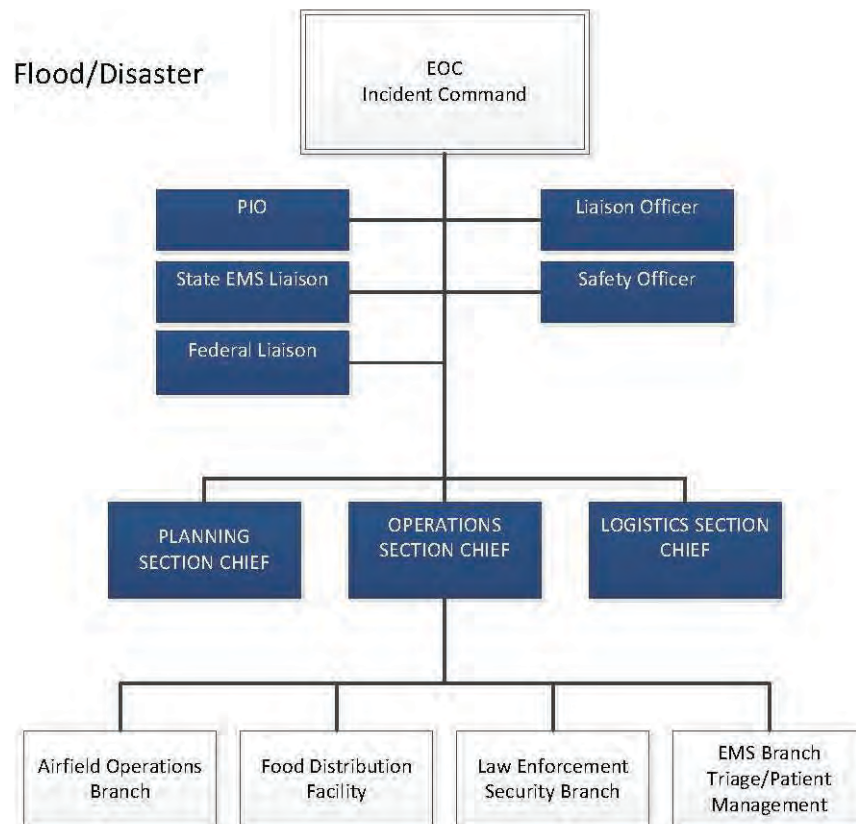


Figure 13. ICS structure for flood (airport in support role to community).

Natural Disaster (Flood)

In the event of a natural disaster such as a flood that is affecting the region, a GA airport that is not under water may be the only source for transportation of people and goods. In this case the airport manager should activate an EOC to support government agencies and manage communications with them, potentially setting up a coordination center such as a hangar or maintenance facility for food and goods to be brought in and distributed and the transport of sick and/or injured persons. Figure 13 indicates how ICS could be organized for this situation.

Involving On- and Off-Airport Stakeholders in Planning

During a response to an incident or event, there will be a number of outside stakeholders responding to the airport to assist such as firefighters, EMS, and law enforcement. Others may have less familiarity with the airport such as the American Red Cross, NTSB, local coroner, and local emergency management organizations. It is expected that these stakeholders will have rehearsed response protocols within their agencies, but may not be coordinated with airport personnel. To the extent these outside responders can be woven into the fabric of the EOC and the overall response, the integration can be successful. For GA airports the need to preplan with mutual aid agencies is extremely important as GA airports often are limited in their resources and will need to rely on outside help, especially when facing a large-scale incident or event.

Coordinated response plans are best developed in advance of an incident or event so all respondents have a common starting point when they arrive on scene. Plans should include

a broad spectrum of stakeholders and mutual aid responders to ensure key issues are not inadvertently neglected. Stakeholders and mutual aid organizations should be identified by agency name and contact phone number and not be attached to a personal name.

The incidents or events for which response protocols should be reviewed among stakeholders include, but are not limited to, aircraft accidents and natural weather disasters to which the region is vulnerable. The key topics to cover include:

- Airfield access familiarization/map (grid ideally) areas
- Updated contact lists
- Logistical resources such as mobile command vehicle access, HAZMAT trailer, decontamination unit, triage trailers, or a bomb disposal unit.
- Communications protocols.

Representatives from the following resources should be considered for participation in any multi-agency response planning group, and their existing response plans should be known and referenced when creating and updating AEP. Mutual aid responders should be aware of how the airport will structure incident or event management using ICS, both before a warned or planned situation and then while responding and returning to normal operations. Whereas a given stakeholder has its own response plans, it is critical that there not be any conflict between their blueprint for action and the airport's. A list of stakeholders to consider includes the following at a minimum:

- Airport management
- Local fire
- Local EMS
- Local law enforcement
- Coroner's office
- American Red Cross
- Local volunteer emergency response
- Local emergency management departments
- Airport tenants
- Hospitals

Continuity of Operations

Many GA airport operators choose to let mutual aid agencies manage the overall event and will wait until the area is clear before taking over the recovery stage. However, if the airport is not involved in the incident management strategy early on, it may cost the owner/operator more in terms of lost revenue due to operational impacts. Lost revenues are not just airport generated but also tenant generated, such as lost charter service, flight school, or maintenance businesses. It is in the airport's best interest to maintain oversight of the activities during an incident or event and restore the airport to normal operations as soon as possible to limit financial and/or reputational impacts.

Beyond the obvious desire to save lives and protect property, GA airports are particularly motivated to keep the airport operating (or returning it to full capacity) as soon as possible, avoiding further disruption to service. To achieve this, it is valuable to review the elements of a COOP and prepare one to cover contingencies under which the airport could suffer a reduction in operations and limited access. COOPs are different from AEPs and are not the topic of this guidebook. Nevertheless, a COOP is part of the family of incident and event plans at an airport, and therefore is mentioned here. The focus of an airport COOP will be on protecting and restoring efficient operations, not on specifically how to eliminate the danger (put out the fire,

take the criminal into custody, rescue people at an aircraft crash, etc.), but on the functionality of the airport.

GA airports often have stiff competition for attracting and retaining tenants and transient pilots. For many GA airports, much of the competition is in the price of fuel or services offered on the airfield, be it mechanical, radio/avionics, or even a nice restaurant at the airport. If these revenue sources are negatively impacted, it could damage a GA airport's budget. Knowing that an airport is prepared and well equipped to handle emergencies—whether that means equipment to help an aircraft off the runway with a flat tire or a good emergency response plan where pilots feel safer operating in case they would encounter a problem at take-off or landing—could make the difference in the choice of an airport by a pilot as either a tenant or a transient customer.



Endnotes

1. Adapted from the *National Incident Management System*, DHS, December 2008, p. 52.
2. *National Incident Management System*, U.S. Department of Homeland Security, November 2008, p. 131.
3. *National Incident Management System*, U.S. Department of Homeland Security, November 2008, p. 132.
4. *National Incident Management System*, U.S. Department of Homeland Security, November 2008, p. 133.
5. *National Incident Management System*, U.S. Department of Homeland Security, November 2008, p. 133.
6. *National Incident Management System*, U.S. Department of Homeland Security, November 2008, p. 133.
7. *National Incident Management System*, U.S. Department of Homeland Security, November 2008, p. 133.
8. *National Incident Management System*, U.S. Department of Homeland Security, December 2008, p. 52.
9. Online Training from the Emergency Management Institute is available at <http://training.fema.gov/IS/NIMS.aspx>.
10. Locally developed spreadsheet for tracking certification requirements.
11. Adapted from the *National Incident Management System*, DHS, December 2008, p. 52.
12. *National Incident Management System*, U.S. Department of Homeland Security, November 2008, p. 131.
13. *National Incident Management System*, U.S. Department of Homeland Security, November 2008, p. 132.
14. *National Incident Management System*, U.S. Department of Homeland Security, November 2008, p. 133.
15. *National Incident Management System*, U.S. Department of Homeland Security, November 2008, p. 133.
16. *National Incident Management System*, U.S. Department of Homeland Security, November 2008, p. 133.
17. *National Incident Management System*, U.S. Department of Homeland Security, November 2008, p. 133.
18. *National Incident Management System*, U.S. Department of Homeland Security, December 2008, p. 52.



APPENDIX A

General Mitchell International Airport Training Checklist and Matrix

(GMIA) National Incident Management System (NIMS) Compliance

1. **Complete FEMA IS- Courses:** NIMS, are available on-line on the EMI web page at:
 < <http://training.fema.gov/is/nims.asp>> *Note: ICS-100 courses are discipline specific for Fire/Law Enforcement and Public Works.
2. **Formally recognize the NIMS and adopting the NIMS principles and policies.** Local government entities should formally adopt the NIMS.
3. **Establish a NIMS baseline.** County Emergency Management will complete NIMCAST (a web-based self-assessment system) to evaluate the county's incident response and management capabilities. They will ask local agencies and departments to complete a survey.
4. **Establish a timeframe/strategy for full NIMS implementation.**
 Local government units and agencies/departments must develop a strategy and timeline for NIMS implementation.
5. **Institutionalizing the use of the Incident Command System (ICS)**
 All local government units and agencies/departments will be required to adopt and implement the use of ICS in order to be compliant with NIMS. Below is a summary of recommended ICS training requirements:

**ICS and IS extended courses for
 Basic, Specialized, and Advanced**
Blue – Required Red-Recommended

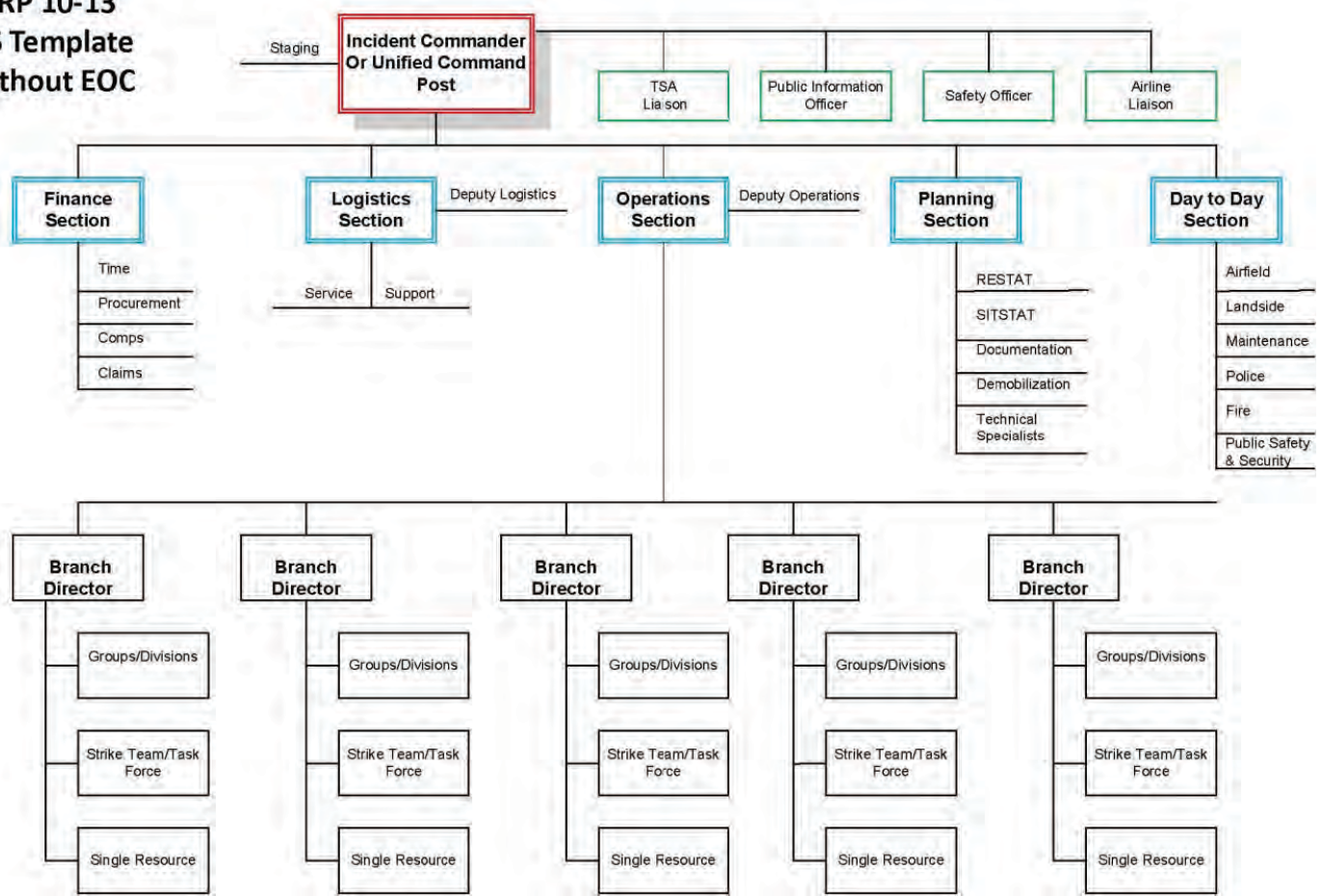
PERSONNEL	TRAINING
BASIC:	
<ul style="list-style-type: none"> • ALL EOC Members 	<ul style="list-style-type: none"> • ICS-100: Introduction to ICS or equivalent • ICS-200: Basic ICS or equivalent • IS-700: National Incident Management System (NIMS) • IS-800b: National Response Framework (NRF)
SPECIALIZED:	
Group 1 <ul style="list-style-type: none"> • Information Management • Technology • Control Center Operators 	<ul style="list-style-type: none"> • IS-704 Communication & Information Management
Group 2 <ul style="list-style-type: none"> • Public Information 	<ul style="list-style-type: none"> • IS-702a: Public Information Systems
Group 3 <ul style="list-style-type: none"> • Airline Liaisons • Safety • Security • TSA 	<ul style="list-style-type: none"> • IS-701a: Multiagency Coordination System
ADVANCED:	
Group 1 <ul style="list-style-type: none"> • EOC Commander • Operations Section Chief • Planning Section Chief 	<ul style="list-style-type: none"> • ICS-300: Intermediate ICS or equivalent • ICS-400: Advanced ICS or equivalent
Group 2 <ul style="list-style-type: none"> • Logistics Section Chief 	<ul style="list-style-type: none"> • IS-703a: Resource Management • IS-707: Resource Typing
Group 3 <ul style="list-style-type: none"> • Finance and Administration 	<ul style="list-style-type: none"> • IS-703a: Resource Management • IS-707: Resource Typing



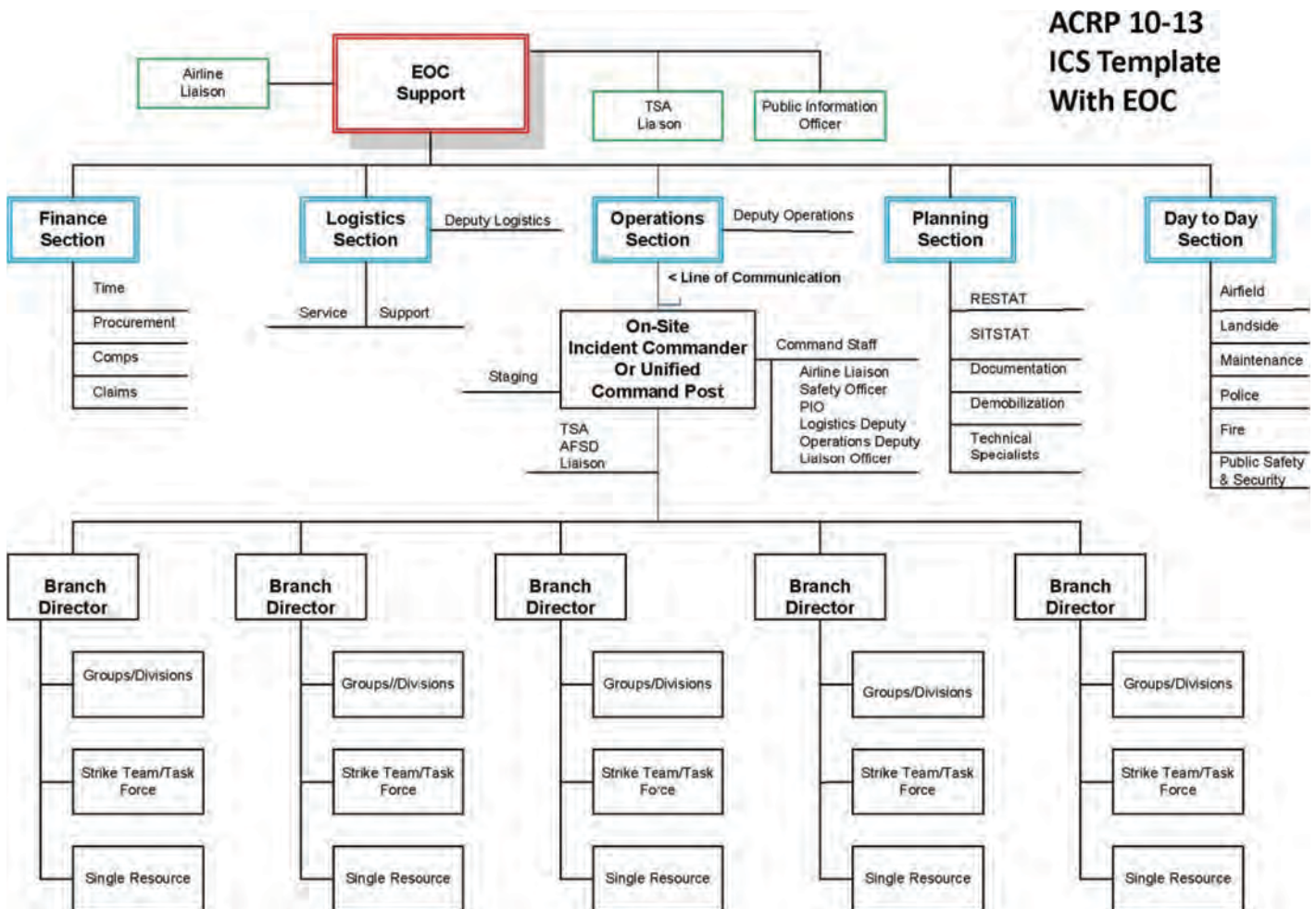
APPENDIX B

ICS Organization Templates by Type of Incident

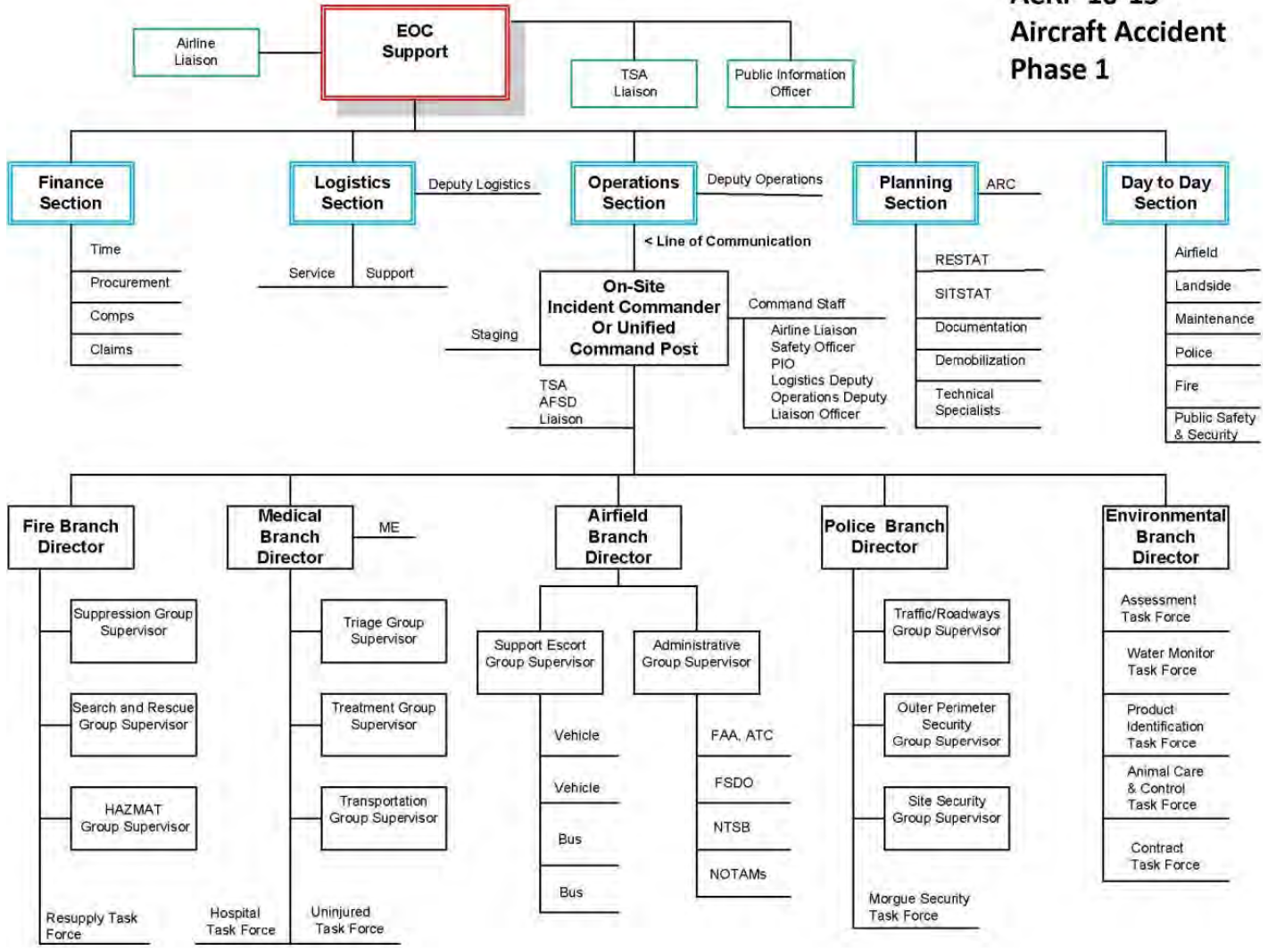
**ACRP 10-13
ICS Template
Without EOC**



B-2 A Guidebook for Integrating NIMS for Personnel and Resources at Airports

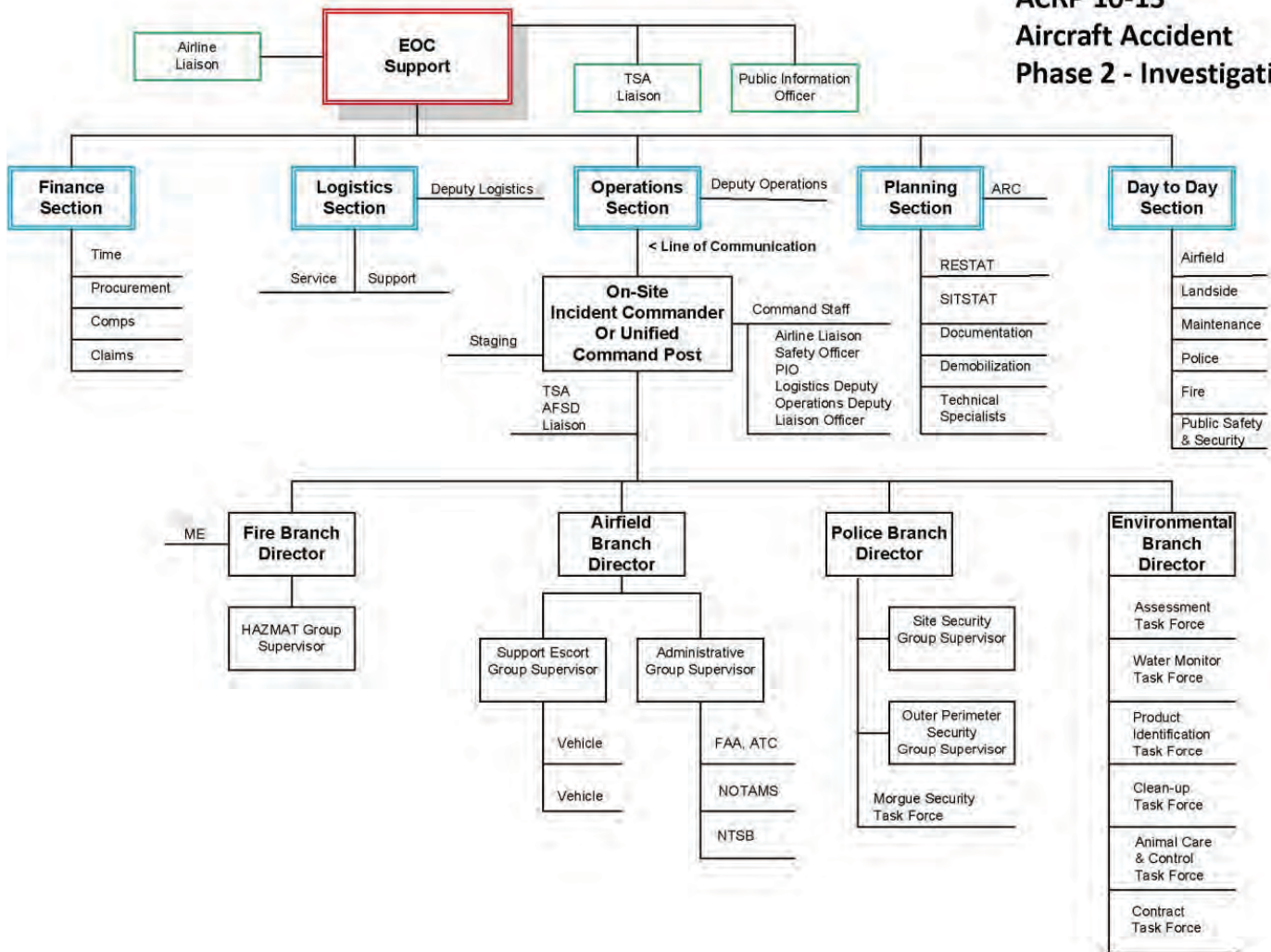


**ACRP 10-13
Aircraft Accident
Phase 1**

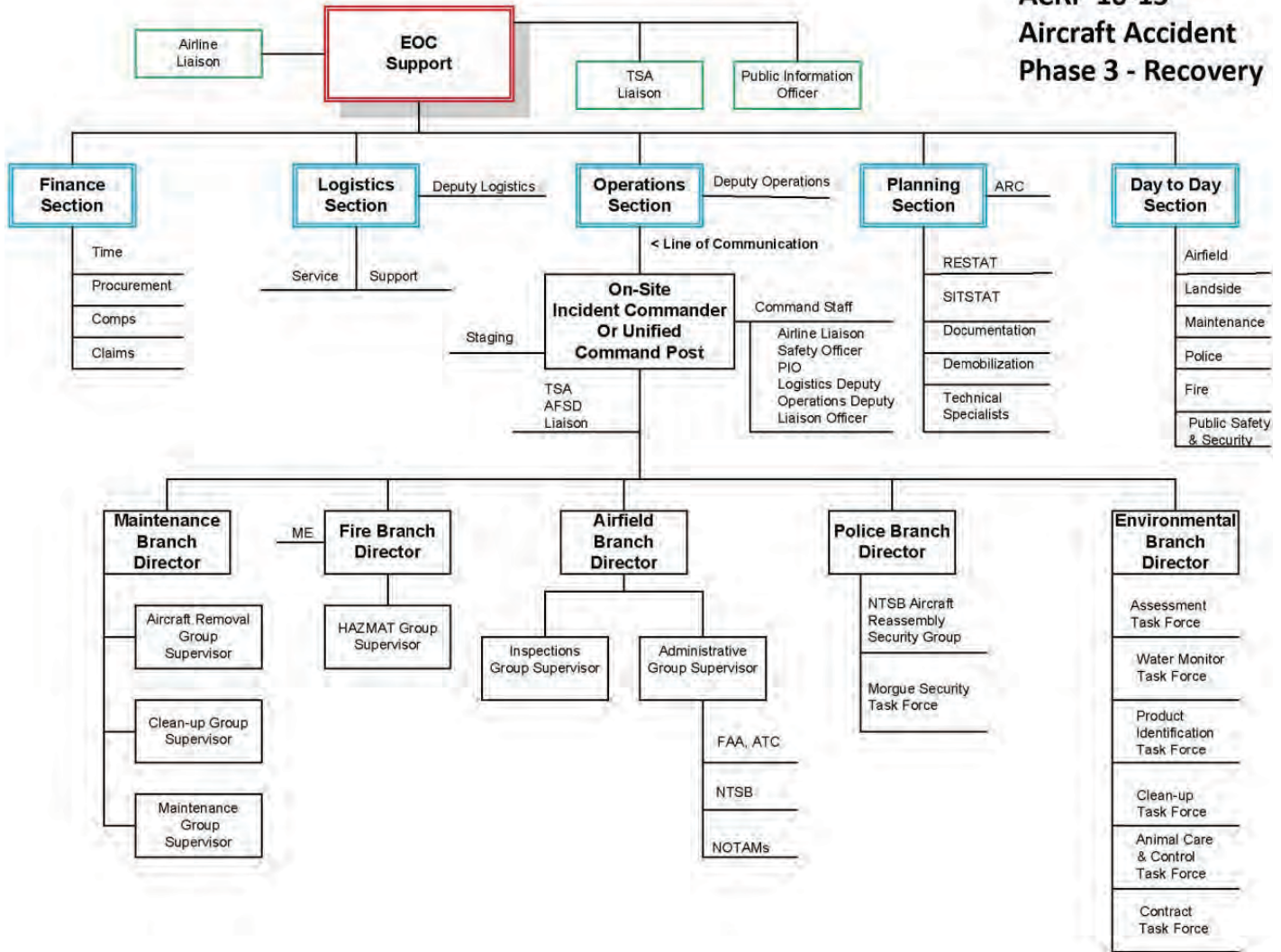


B-4 A Guidebook for Integrating NIMS for Personnel and Resources at Airports

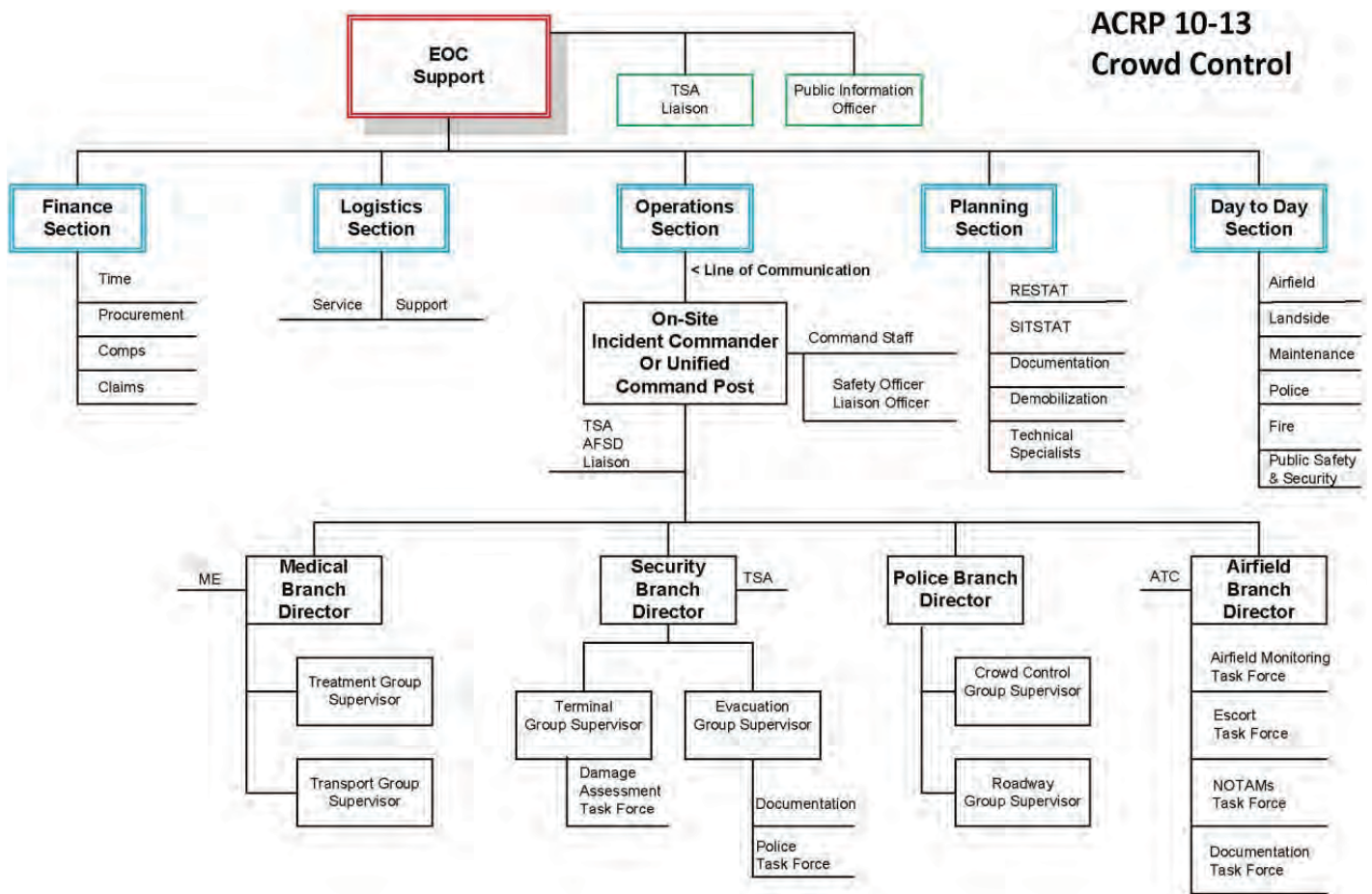
**ACRP 10-13
Aircraft Accident
Phase 2 - Investigation**



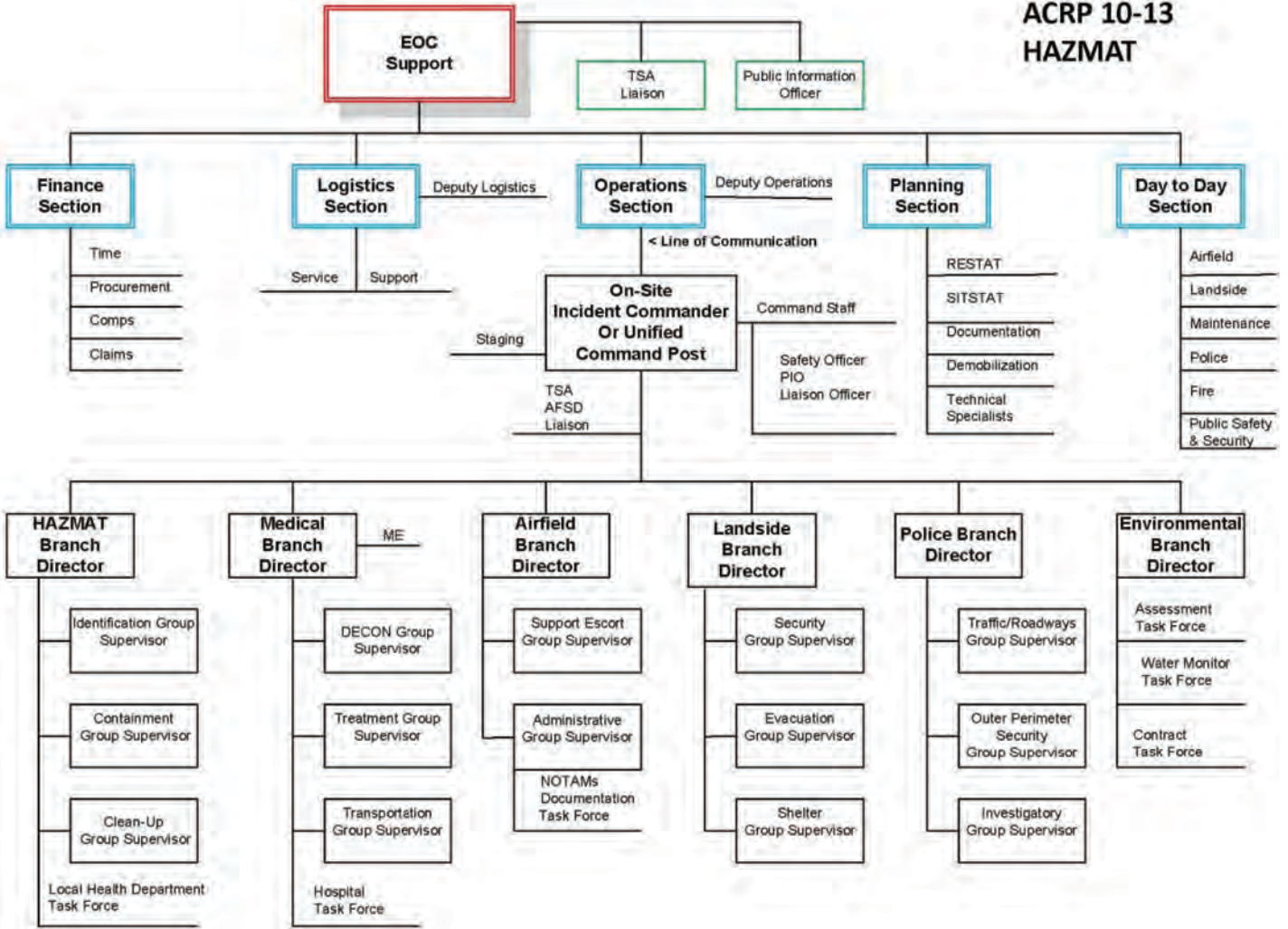
**ACRP 10-13
Aircraft Accident
Phase 3 - Recovery**



B-6 A Guidebook for Integrating NIMS for Personnel and Resources at Airports

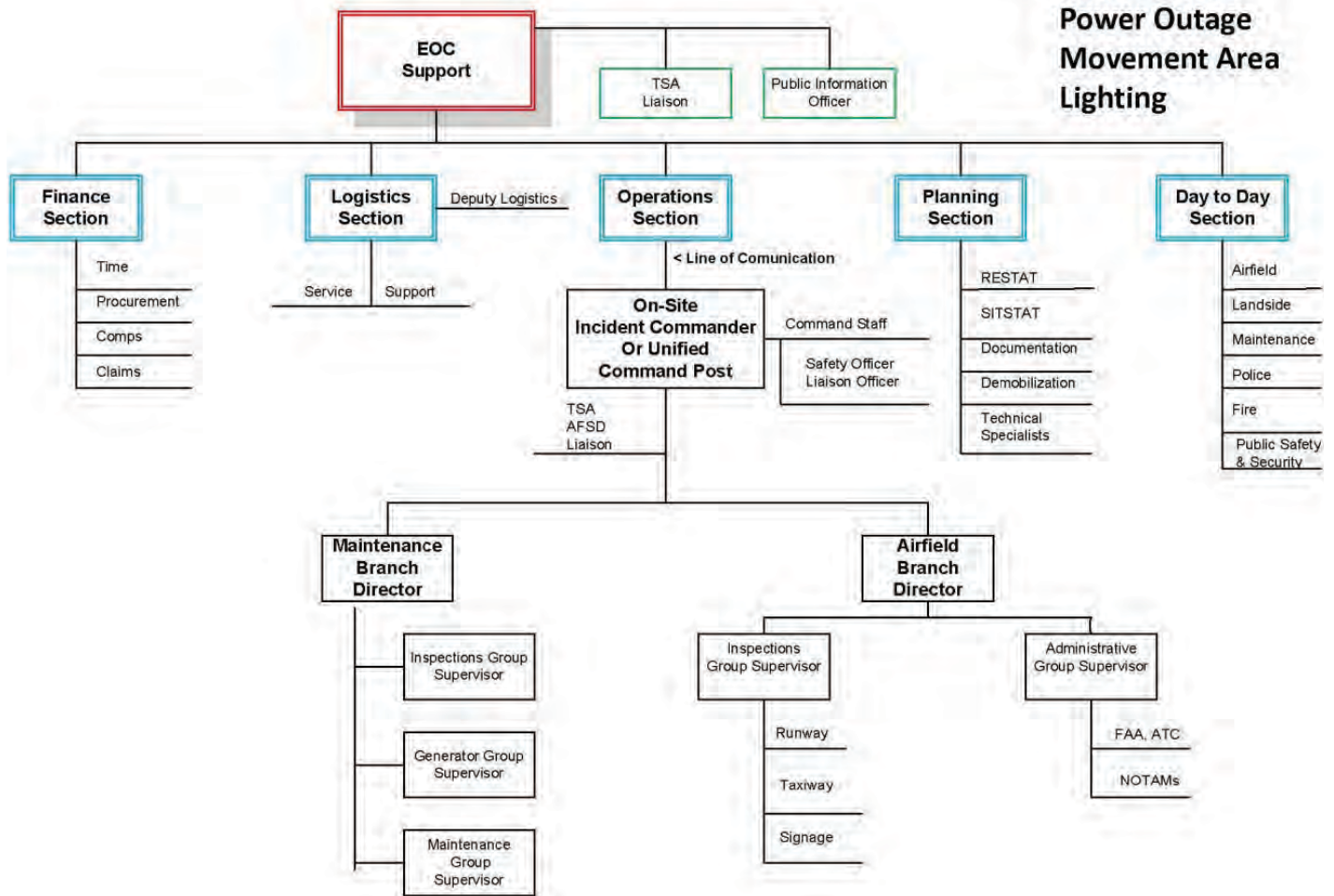


**ACRP 10-13
HAZMAT**

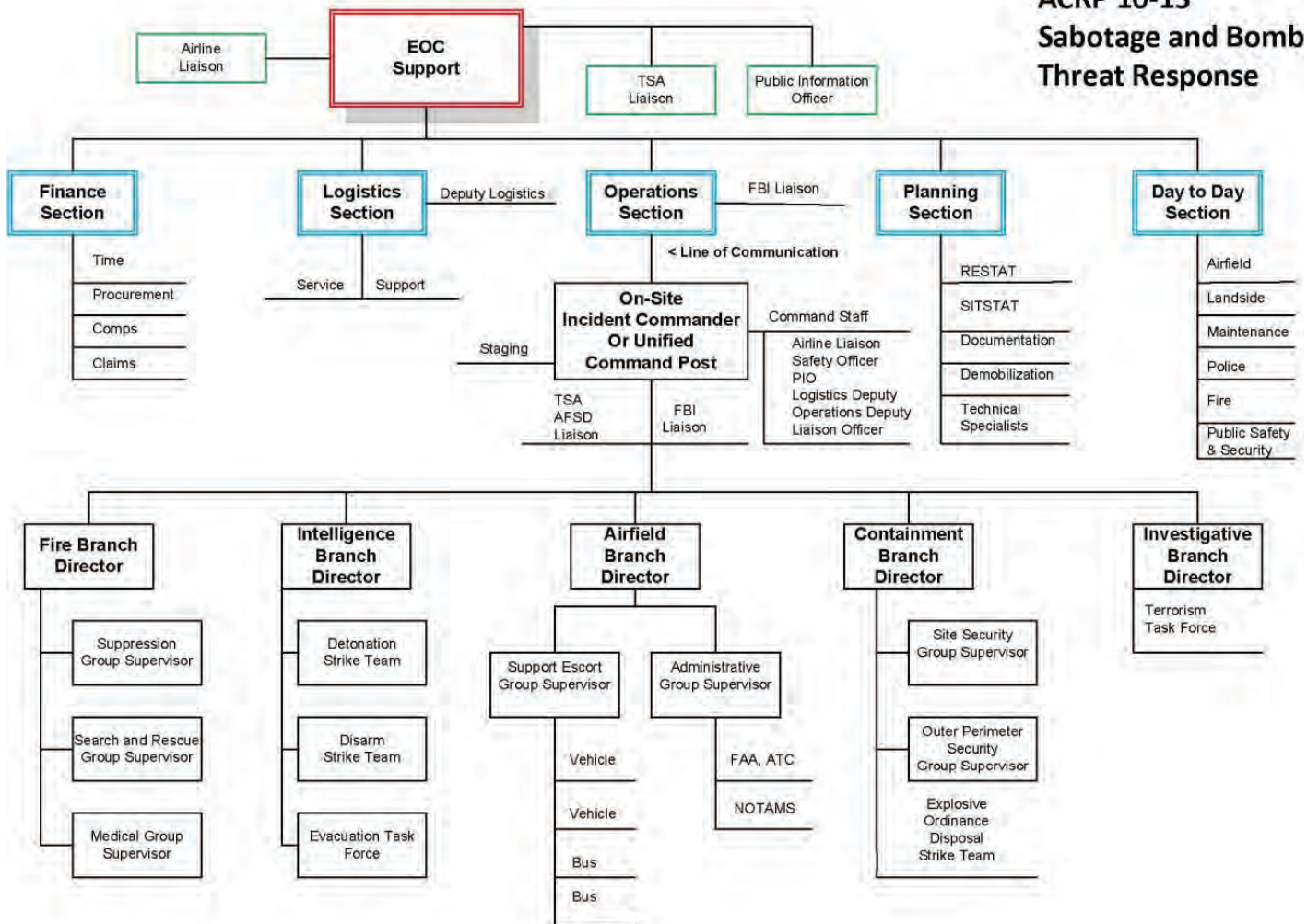


B-8 A Guidebook for Integrating NIMS for Personnel and Resources at Airports

**ACRP 10-13
Power Outage
Movement Area
Lighting**

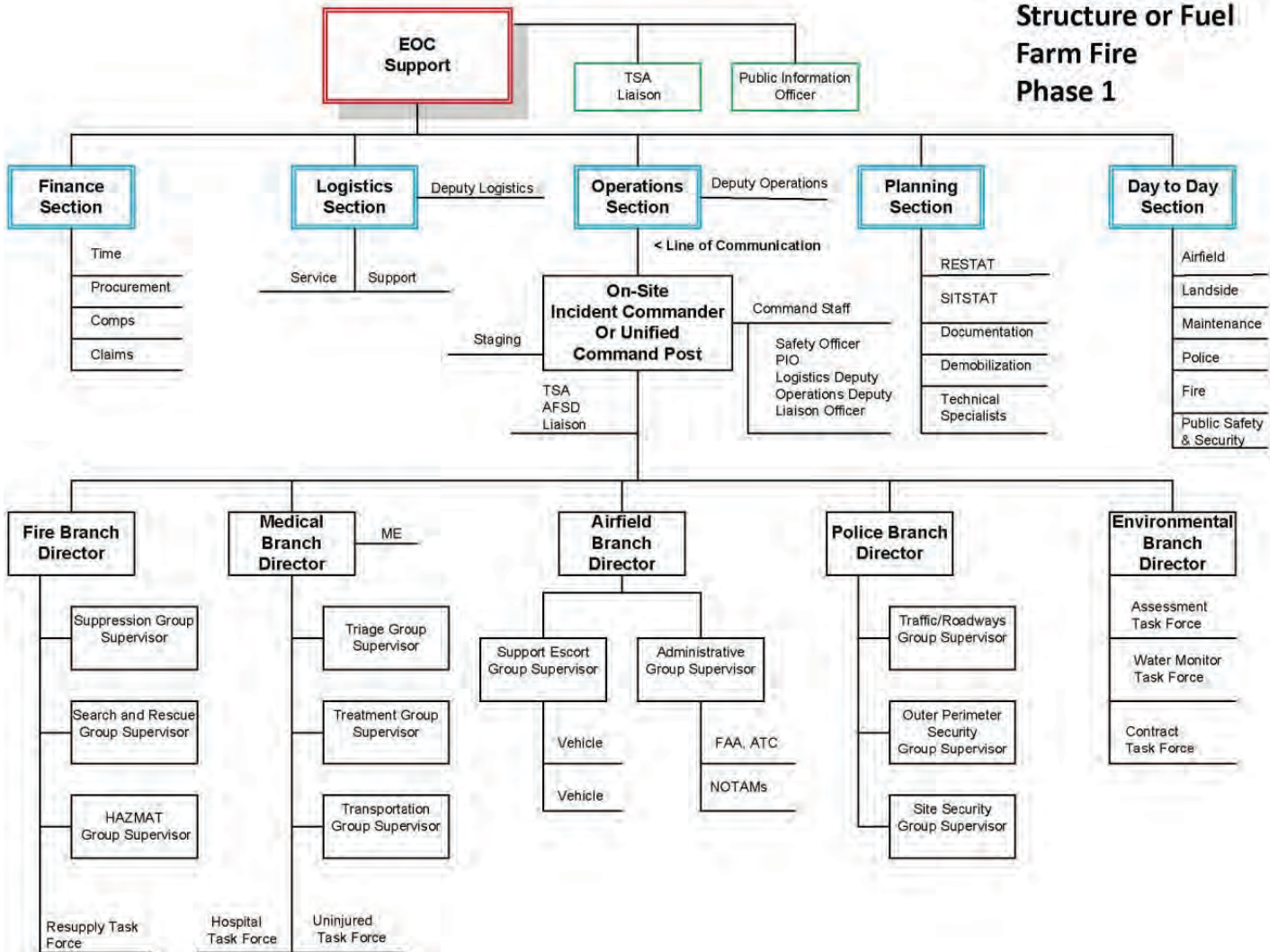


**ACRP 10-13
Sabotage and Bomb
Threat Response**

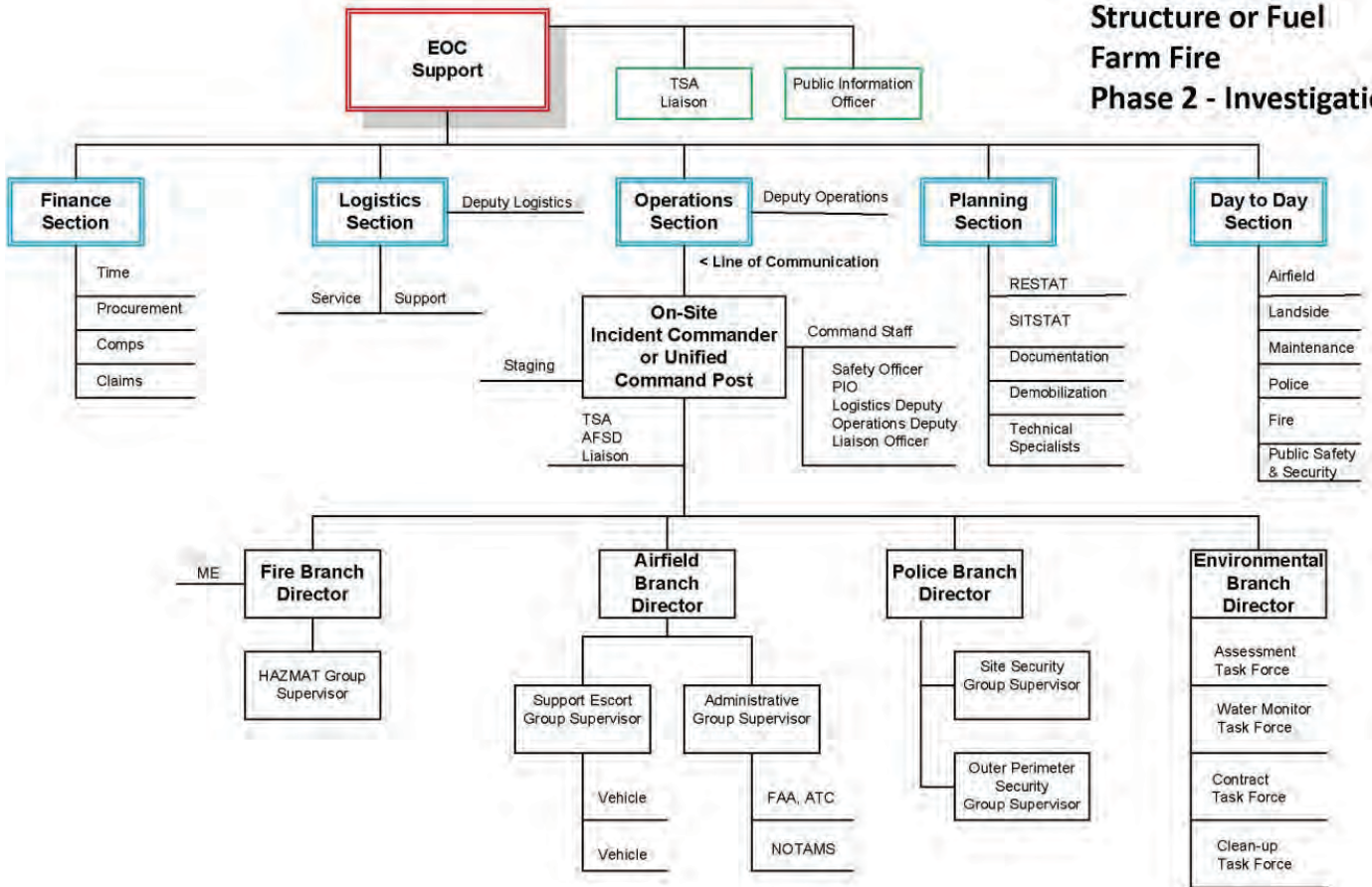


B-10 A Guidebook for Integrating NIMS for Personnel and Resources at Airports

**ACRP 10-13
Structure of Fuel
Farm Fire
Phase 1**

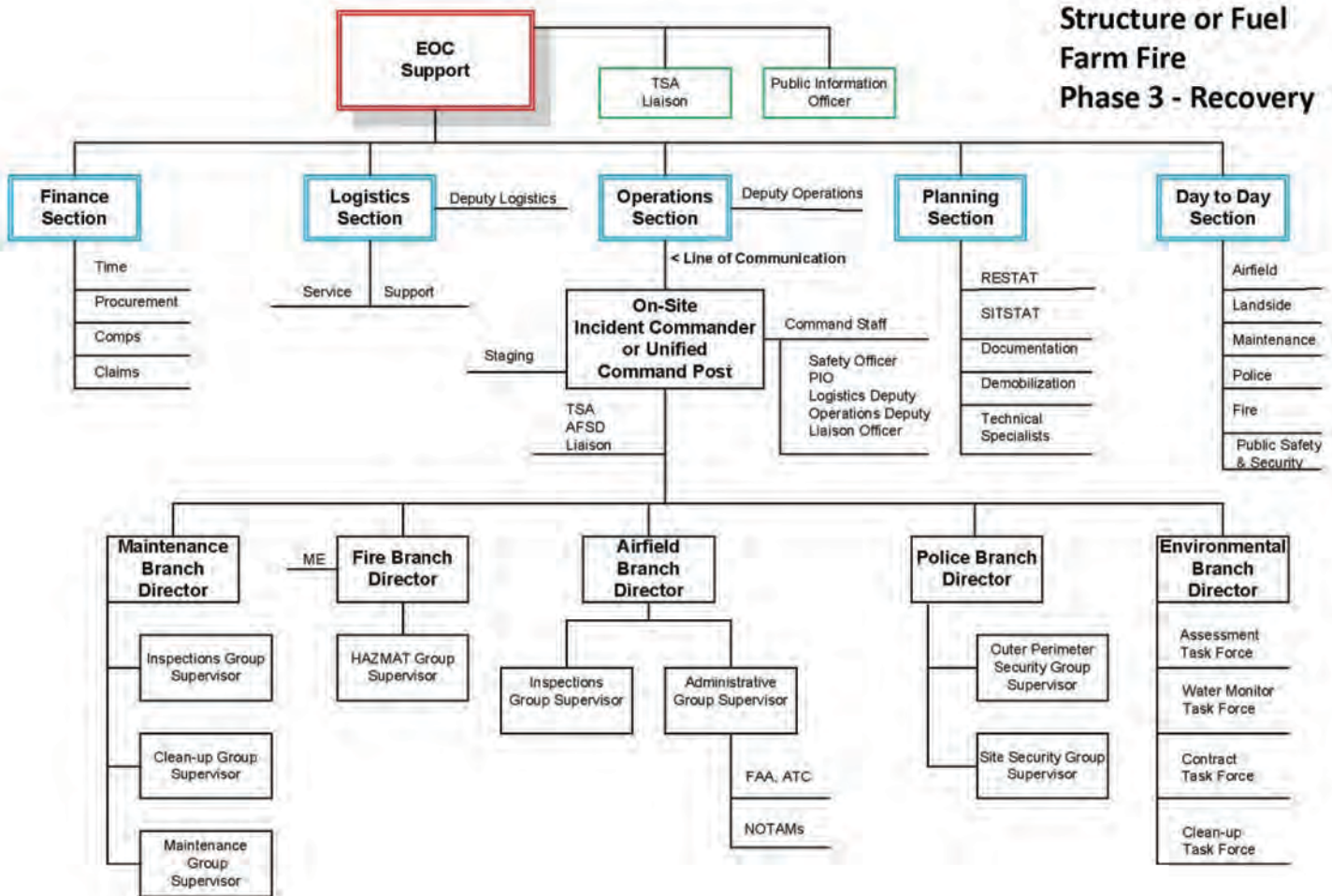


**ACRP 10-13
Structure of Fuel
Farm Fire
Phase 2 - Investigation**

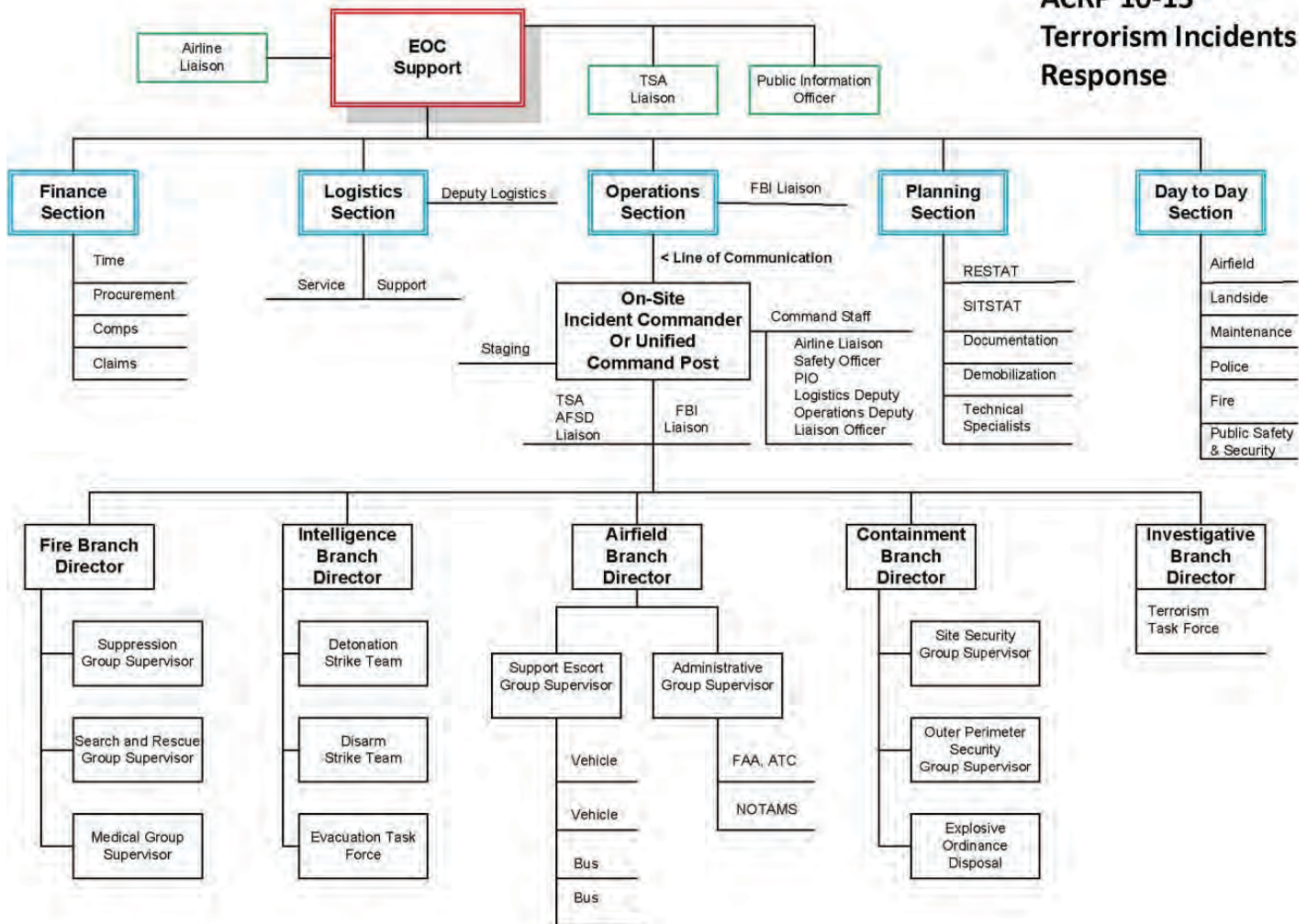


B-12 A Guidebook for Integrating NIMS for Personnel and Resources at Airports

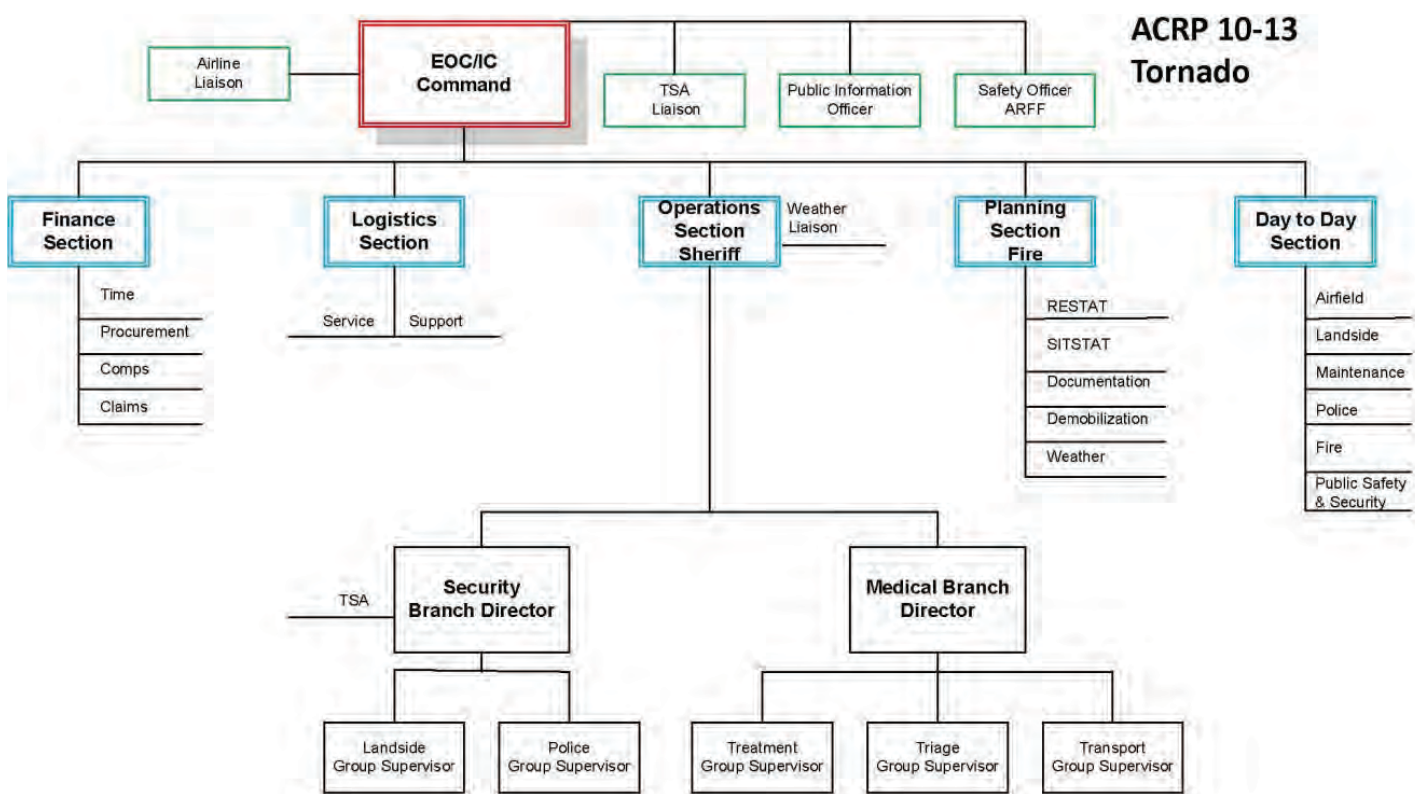
**ACRP 10-13
Structure of Fuel
Farm Fire
Phase 3 - Recovery**

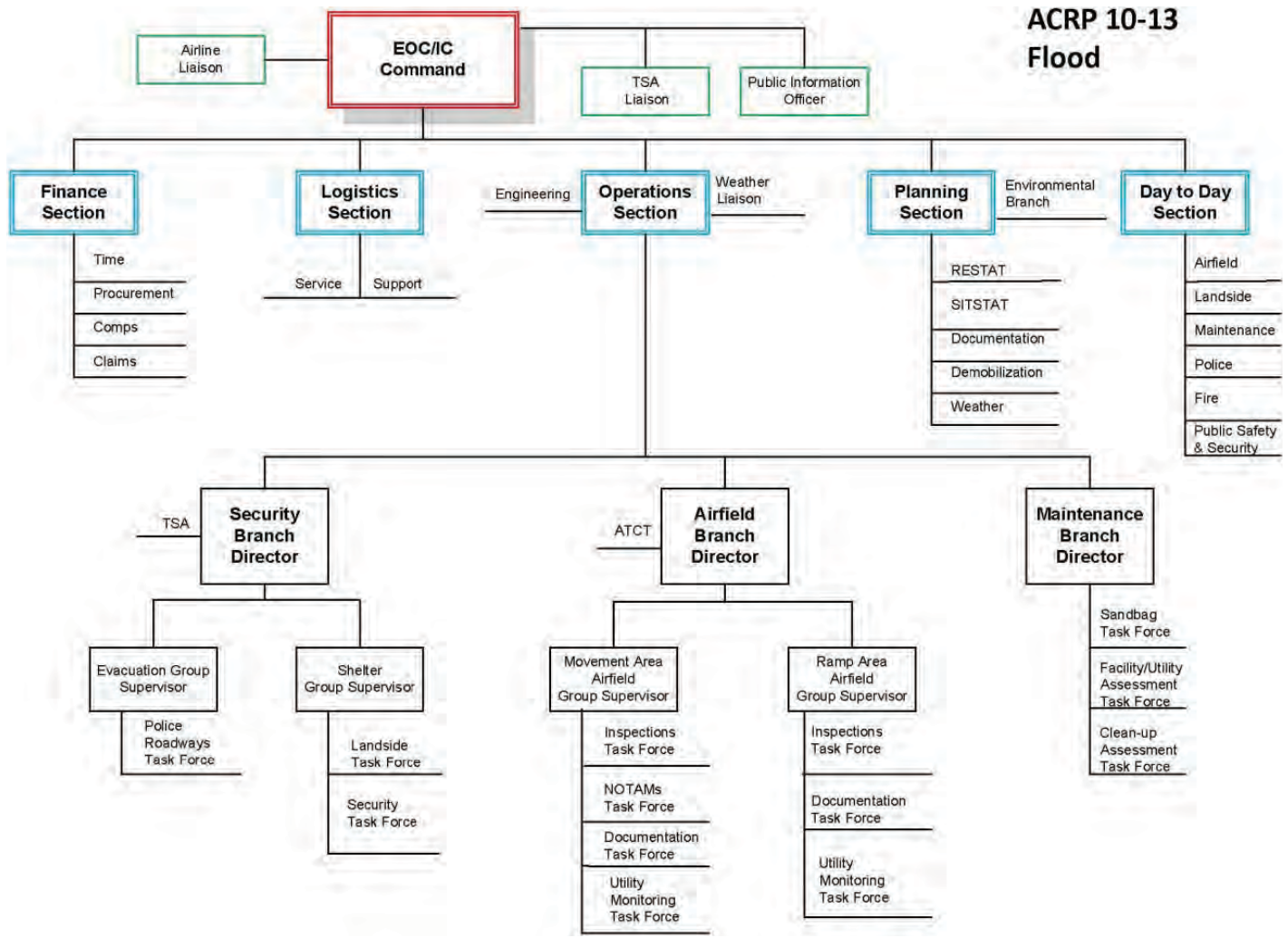


ACRP 10-13 Terrorism Incidents Response



B-14 A Guidebook for Integrating NIMS for Personnel and Resources at Airports






 APPENDIX C

NIMS Training and Education Resource Contacts by State

State	State Emergency Management Agency	State Fire Training Division
Alabama	Alabama Emergency Management Agency 5898 County Road 41 PO Drawer 2160 Clanton, AL 35046-2160 (205) 280-2200 (205) 280-2495 Fax ema.alabama.gov/	Alabama Fire College and Personnel Standards Commission 2501 Phoenix Drive Tuscaloosa, AL 35405 (800) 241-2467
Alaska	Alaska Division of Homeland Security and Emergency Management PO Box 5750 Fort Richardson, AK 99505-5750 (907) 428-7000 (907) 428-7009 Fax www.ak-prepared.com	Alaska Department of Public Safety Division of Fire and Life Safety Training and Education Bureau 1140 Airport Heights Drive Anchorage, AK 99508 (907) 269-5789
Arizona	Arizona Division of Emergency Management 5636 E. McDowell Road Phoenix, AZ 85008-3495 (800) 411-2336, (602) 244-0504 (602) 464-6356 Fax www.dem.azdema.gov	Arizona Center for Fire Service Excellence PO Box 132 Avondale, AZ 85323 (623) 333-6500
Arkansas	Arkansas Department of Emergency Management Building # 9501 North Little Rock, AR 72199-9600 (501) 683-6700 (501) 683-7890 Fax www.adem.arkansas.gov/	Arkansas Fire Training Academy PO Box 3499 Camden, AR 71711 (870) 574-1521
California	California Emergency Management Agency 3650 Schriever Avenue Mather, CA 95655 (916) 845-8506 (916) 845-8511 Fax www.calema.ca.gov	California Department of Forestry and Fire Protection Office of State Fire Marshal, State Fire Training 1131 "S" Street Sacramento, CA 95811 (530) 894-6802 Regional Training Coordinator / Regulations
Colorado	Colorado Division of Emergency Management Department of Local Affairs 9195 East Mineral Avenue, Suite 200 Centennial, CO 80112 (720) 852-6600 (720) 852-6750 Fax www.dola.state.co.us/ or www.coemergency.com	Colorado Department of Public Safety Division of Fire Safety 690 Kipling Street, Suite 2000 Lakewood, CO 80215 (303) 239-4600

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State	State Emergency Management Agency	State Fire Training Division
Connecticut	Connecticut Office of Emergency Management Department of Emergency Management and Homeland Security 25 Sigourney Street, 6th floor Hartford, CT 06106-5042 http://www.ct.gov/demhs/site/default.asp	Connecticut Fire Academy 34 Perimeter Road Windsor Locks, CT 06096-1069 (860) 627-6363
Delaware	Delaware Emergency Management Agency 165 Brick Store Landing Road Smyrna, DE 19977 (302) 659-3362 (302) 659-6855 Fax www.dema.delaware.gov	Delaware State Fire School 1461 Chestnut Grove Rd Dover, DE 19904 (302) 739-4773
District of Columbia	District of Columbia Emergency Management Agency 2720 Martin Luther King, Jr. Avenue, SE Washington, DC 20032 (202) 727-6161 (202) 673-2290 Fax dcema.dc.gov	Washington, DC Fire and EMS Department Fire & EMS Training Academy 4600 Shepard Parkway, SW Washington, DC 20032 (202) 673-3245
Florida	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, FL 32399-2100 (850) 413-9969 (850) 488-1016 Fax floridadisaster.org	Division of State Fire Marshal Bureau of Fire Standards and Training at The Florida State Fire College 11655 NW Gainesville Road Ocala, FL 34482-1486
Georgia	Georgia Emergency Management Agency 935 East Confederate Avenue, SE PO Box 18055 Atlanta, GA 30316-0055 (404) 635-7000 (404) 635-7205 Fax www.gema.state.ga.us	Georgia Public Safety Training Center Georgia Fire Academy 1000 Indian Springs Drive, Forsyth, GA 31029 (478) 993-4670 NIMS Training Coordinator
Hawaii	Hawaii State Civil Defense 3949 Diamond Head Road Honolulu, HI 96816-4495 (808) 733-4300 (808) 733-4287 Fax www.scd.hawaii.gov	No state division, but referred to local universities and colleges: University of Hawaii at Hilo Honolulu Community College Kapiolani Community College Hawaii Medical Training Center Kauai Fire Department
Idaho	Idaho Bureau of Homeland Security 4040 Guard Street, Building 600 Boise, ID 83705-5004 (208) 422-3040 (208) 422-3044 Fax www.bhs.idaho.gov/	Fire Service Technology Idaho Division of Professional-Technical Education Len B. Jordan Building, Room 324 650 West State Street PO Box 83720 Boise, ID 83720-0095 (208) 334-3216
Illinois	Illinois Emergency Management Agency 2200 S. Dirksen Parkway Springfield, IL 62703 (217) 782-2700 or (217) 782-2700 (217) 557-1978 Fax www.state.il.us/iema	Illinois Fire Service Institute 11 Gerty Drive Champaign, IL 61820 (217) 333-3800

State	State Emergency Management Agency	State Fire Training Division
Indiana	<p>Indiana Department of Homeland Security Indiana Government Center South 302 West Washington Street, Room E208 Indianapolis, IN 46204-2767 (317) 232-3986</p> <p>Indiana State Emergency Management Agency 302 West Washington Street, Room E-208 A Indianapolis, IN 46204-2767 (317) 232-3986</p>	<p>Indiana Firefighter Training Section Indiana Department of Homeland Security 302 W. Washington Street, Room E-208 Indianapolis, IN 46204 (317) 233-0498</p>
Iowa	<p>Iowa Homeland Security & Emergency Management Division 7105 NW 70th Avenue, Camp Dodge, Building W-4 Johnston, IA 50131 (515) 725-3231 (515) 281-3260 Fax www.iowahomelandsecurity.org</p>	<p>Iowa Department of Public Safety State Fire Marshal Division Fire Service Training Bureau 3100 Fire Service Road (Haber Road) Ames, IA 50011-3100 (888) 469-2374 or 515-294-6817</p>
Kansas	<p>Kansas Division of Emergency Management 2800 S.W. Topeka Boulevard Topeka, KS 66611-1287 (785) 274-1409 (785) 274-1426 Fax www.kansastag.gov/kdem_default.asp</p>	<p>Kansas Fire & Rescue Training Institute The University of Kansas, KU Continuing Education 1515 Saint Andrews Drive Lawrence, KS 66047-1619 (785) 864-5823</p>
Kentucky	<p>Kentucky Emergency Management EOC Building 100 Minuteman Parkway, Building 100 Frankfort, KY 40601-6168 (502) 607-1682 or (800) 255-2587 (502) 607-1614 Fax www.kyem.ky.gov/</p>	<p>Kentucky Fire Commission State Fire Rescue Training 300 North Main Street Versailles, KY 40383 (800) 782-6823</p>
Louisiana	<p>Louisiana Office of Emergency Preparedness 7667 Independence Boulevard Baton Rouge, LA 70806 (225) 925-7500 (225) 925-7501 Fax http://www.gohsep.la.gov/</p>	<p>Louisiana State University Herring Fire and Emergency Training Institute 6868 Nicholson Drive Baton Rouge, LA 70820 (225) 334-6300</p>
Maine	<p>Maine Emergency Management Agency #72 State House Station 45 Commerce Drive, Suite #2 Augusta, ME 04333-0072 (207) 624-4400 (207) 287-3180 (FAX) www.maine.gov/mema</p>	<p>Maine Fire Service Institute 19 Sewall Street Brunswick, ME 04011 (207) 844-2070</p>
Maryland	<p>Maryland Emergency Management Agency Camp Fretterd Military Reservation 5401 Rue Saint Lo Drive Reisterstown, MD 21136 (410) 517-3600 or (877) 636-2872 (410) 517-3610 Fax www.mema.state.md.us/</p>	<p>Maryland Fire and Rescue Institute 4500 Paint Branch Parkway College Park, MD 20742 (800) ASK-MFRI</p>

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State	State Emergency Management Agency	State Fire Training Division
Massachusetts	Massachusetts Emergency Management Agency 400 Worcester Road Framingham, MA 01702-5399 (508) 820-2000 (508) 820-2030 Fax www.state.ma.us/mema	Massachusetts Firefighting Academy Department of Public Safety One Ashburton Place 13th Floor, Room 1301 Boston, MA 02108 (617) 727-3200
Michigan	Michigan State Police, Emergency Management & Homeland Security Division Michigan Department of State Police 4000 Collins Road Lansing, MI 48909-8136 (517) 333-5042 (517) 333-4987 Fax www.michigan.gov/emhsd	Michigan Department of Licensing and Regulatory Affairs Office of Fire Fighter Training Bureau of Fire Services/OFFT PO Box 30700 Lansing, MI 48909 (517) 241-8847
Minnesota	Minnesota Homeland Security and Emergency Management Division Minnesota Department of Public Safety 444 Cedar Street, Suite 223 Saint Paul, MN 55101-6223 (651) 201-7400 (651) 296-0459 Fax www.hsem.state.mn.us	Minnesota Board of Firefighter Training & Education 445 Minnesota Street, Suite 146 Saint Paul, MN 55101 (651) 201-7257
Mississippi	Mississippi Emergency Management Agency PO Box 5644 Pearl, MS 39288-5644 (601) 933-6362 or (800) 442-6362 (601) 933-6800 Fax www.msema.org	Mississippi Fire Academy, a Division of the Mississippi Insurance Department #1 Fire Academy USA Jackson, MS 39208 (601) 932-2444
Missouri	Missouri Emergency Management Agency 2302 Militia Drive PO Box 116 Jefferson City, MO 65102 (573) 526-9100 (573) 634-7966 Fax sema.dps.mo.gov	Missouri Division of Fire Safety Training Unit PO Box 844, 205 Jefferson Street, 13th Floor Jefferson City, MO 65102 (573) 522-2426 (573) 751-1744 Fax
Montana	JFHQ-MT, Montana Division of Disaster & Emergency Services 1956 Mt Majo Street PO BOX 4789 Fort Harrison, MT 59636-4789 (406) 841-3911 (406) 841-3965 Fax www.dma.mt.gov/des/	Montana State University's Fire Services Training School 750 6th Street, SW, Suite 205 Great Falls, MT 59404 (406) 761-7558
Nebraska	Nebraska Emergency Management Agency 1300 Military Road Lincoln, NE 68508-1090 (402) 471-7421 (402) 471-7433 Fax www.nema.ne.gov	Nebraska State Fire Marshal Training Division 2410 North Wheeler Avenue, Suite 112 Grand Island, NE 68801 (308) 385-6893 Training Manager
Nevada	Nevada Division of Emergency Management Training & NIMS Compliance Support 2478 Fairview Drive Carson City, NV 89701 (775) 687-0374 http://dem.nv.gov/Home/DEM_Home/	Nevada Department of Public Safety State Fire Marshal, Fire Service Training (775) 684-7520 (775) 684-7507 Fax

State	State Emergency Management Agency	State Fire Training Division
New Hampshire	Governor's Office of Emergency Management State Office Park South 33 Hazen Drive Concord, NH 03305 (603) 271-2231 (603) 271-3609 Fax www.nh.gov/safety/divisions/bem	New Hampshire Department of Safety Division of Fire Standards & Training and Emergency Medical Services Richard M. Flynn Fire Academy 33 Hazen Drive Concord, NH 03305 (603) 223-4200
New Jersey	New Jersey State Police New Jersey Office of Emergency Management PO Box 7068, River Road West Trenton, NJ 08628-0068 (609) 882-2000 ext. 2700	State of New Jersey Department of Community Affairs Division of Fire Safety, Bureau of Fire Department Services Division of Fire Safety PO Box 809 Trenton, NJ 08625
New Mexico	New Mexico Department of Homeland Security and Emergency Management 13 Bataan Boulevard PO Box 27111 Santa Fe, NM 87502 (505) 476-9600 (505) 476-9695 Fax www.nmdhsem.org/	New Mexico Public Regulation Commission State Fire Marshal Division 1120 Paseo De Peralta PO Box 1269 Santa Fe, NM 87504 (800) 244-6702 (505) 476-0100 Fax Deputy Fire Marshal, New Mexico Firefighters Training Academy 600 Aspen Road PO Box 239 Socorro, NM 87801 (575) 835-7500 or (800) 734-6553 (575) 835-7506 Fax
New York	New York State Emergency Management Office 1220 Washington Avenue Building 22, Suite 101 Albany, NY 12226-2251 (518) 292-2275 (518) 322-4978 Fax www.semo.state.ny.us/	OFPC Main Office One Commerce Plaza 99 Washington Avenue, Suite 500 Albany, NY 12210-2833 (518) 474-6746
North Carolina	North Carolina Division of Emergency Management 4713 Mail Service Center Raleigh, NC 27699-4713 (919) 733-3867 (919) 733-5406 Fax www.nd.gov/des	North Carolina Department of Insurance Office of State Fire Marshal Fire and Rescue Training (919) 661-5880
North Dakota	North Dakota Department of Emergency Services PO Box 5511 Bismarck, ND 58506-5511 (701) 328-8100 (701) 328-8181 Fax www.nd.gov/des	Fire Service Academy of North Dakota 101 3rd Avenue, NW Medina, ND 58467 (701) 486-3264 North Dakota Fireman's Association 6909 Aurora Loop Bismarck, ND 58506 (701) 222-2799 North Dakota State Wildfire Training 916 East Interstate Avenue Bismarck, ND 58503 (701) 328-9946

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State	State Emergency Management Agency	State Fire Training Division
Ohio	Ohio Emergency Management Agency 2855 West Dublin-Granville Road Columbus, OH 43235-2206 (614) 889-7150 (614) 889-7183 Fax http://ema.ohio.gov/	Ohio Department of Commerce Division of State Fire Marshal, Ohio Fire Academy 8895 East Main Street Reynoldsburg, OH 43068 (614) 752-7196
Oklahoma	Oklahoma Department of Emergency Management 2401 Lincoln Boulevard, Suite C51 Oklahoma City, OK 73105 (405) 521-2481 (405) 521-4053 Fax http://www.ok.gov/OEM/	Oklahoma Fire Service Training Fire Service Training Stillwater, OK 74078 (405) 744-5727
Oregon	Oregon Emergency Management Department of State Police 3225 State Street Salem, OR 97309-5062 (503) 378-2911 (503) 373-7833 Fax www.oregon.gov/OMD/OEM/index.shtml	Oregon Department of Public Safety Standards and Training 4190 Aumsville Highway Salem, OR 97317 (503) 378-2100
Pennsylvania	Pennsylvania Emergency Management Agency 2605 Interstate Drive Harrisburg, PA 17110 (717) 651-2201	Pennsylvania Office of the State Fire Commissioner State Fire Academy 1150 Riverside Drive Lewistown, PA 17044 (717) 248-1115
Rhode Island	Rhode Island Emergency Management Agency 645 New London Avenue Cranston, RI 02920-3003 (401) 946-9996 (401) 944-1891 Fax www.riema.ri.gov	Rhode Island Office of the State Fire Marshal Fire Academy 118 Parade Street Providence, RI 02909 (401) 462-4200
South Carolina	South Carolina Emergency Management Division 2779 Fish Hatchery Road West Columbia, SC 29172 (803) 737-8500 (803) 737-8570 Fax www.scemd.org/	South Carolina Fire Academy LLR - Division of Fire & Life Safety 141 Monticello Trail Columbia, SC 29203 (803) 896-9800
South Dakota	South Dakota Division of Emergency Management 118 West Capitol Pierre, SD 57501 (605) 773-3231 (605) 773-3580 Fax www.oem.sd.gov	South Dakota Department of Public Safety State Fire Marshal 118 West Capitol Avenue Pierre, SD 57501 (605) 773-3562
Tennessee	Tennessee Emergency Management Agency 3041 Sidco Drive Nashville, TN 37204 (615) 741-0001 (615) 242-9635 Fax http://www.tnema.org/	Tennessee Fire Service and Codes Enforcement Academy 2161 Unionville-Deason Road Bell Buckle, TN 37020 (800) 747-8868

State	State Emergency Management Agency	State Fire Training Division
Texas	Texas Division of Emergency Management 5805 N. Lamar PO BOX 4087 Austin, TX 78773-0220 (512) 424-2138 (512) 424-2444 or 7160 Fax www.txdps.state.tx.us/dem/	Texas Commission on Fire Protection 1701 North Congress, Suite 105 Austin, TX 78701 (512) 936-3844 Texas A&M Engineering Extension Service Emergency Services Training Institute 200 Technology Way College Station, TX 77845-3424 (866) 878-8900
Utah	Utah Division of Emergency Services and Homeland Security 1110 State Office Building PO Box 141710 Salt Lake City, UT 84114-1710 (801) 538-3400 (801) 538-3770 Fax www.des.utah.gov	Utah Fire and Rescue Academy 3131 Mike Jense Parkway Provo, UT 84601 (888) 548-7816
Vermont	Vermont Emergency Management Agency Department of Public Safety Waterbury State Complex 103 South Main Street Waterbury, VT 05671-2101 (802) 244-8721 or (800) 347-0488 (802) 244-8655 Fax www.dps.state.vt.us/vem/	Vermont Division of Fire Safety Fire Academy 1311 US Route 302 – Berlin, Suite 600 Barre, VT 05641-2351 (802) 479-7561
Virginia	Virginia Department of Emergency Management 10501 Trade Court Richmond, VA 23236-3713 (804) 897-6500 (804) 897-6556 Fax	Virginia Department of Fire Programs 1005 Technology Park Drive Glen Allen, VA 23059-4500 (804) 371-0220
Washington	State of Washington Emergency Management Division Building 20, M/S TA-20 Camp Murray, WA 98430-5122 (253) 512-7000 or (800) 562-6108 (253) 512-7200 Fax www.emd.wa.gov/	Washington State Patrol Office of the State Fire Marshal Fire Training Academy 50810 SE Grouse Ridge Road PO Box 1273 North Bend, WA 98045 (425) 453-3000
West Virginia	West Virginia Office of Emergency Services Building 1, Room EB-80 1900 Kanawha Boulevard, East Charleston, WV 25305-0360 (304) 558-5380 (304) 344-4538 Fax http://www.dhsem.wv.gov/	West Virginia University State Fire Academy 2600 Old Mill Road Weston, WV 26452 (304) 269-0875
Wisconsin	Wisconsin Emergency Management 2400 Wright Street PO Box 7865 Madison, WI 53707-7865 (608) 242-3232 (608) 242-3247 Fax emergencymanagement.wi.gov/	Wisconsin Technical College System 4622 University Avenue PO Box 7874 Madison, WI 53707-7874 (608) 266-7289
Wyoming	Wyoming Homeland Security Training Program 1556 Riverbend Drive Douglas WY 82633 (307) 358-1920 (307) 358-0994 Fax wyohomelandsecurity.state.wy.us	Wyoming State Fire Marshal Division of Fire Service Training (307) 777-7288 or (307) 856-8190



APPENDIX D

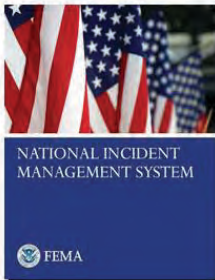
Minneapolis-Saint Paul International Airport NIMS and ICS PowerPoint™ Training Course

Introduction to Incident Command System (ICS) and National Incident Management System (NIMS)



1

NIMS



What ? . . . NIMS provides a consistent nationwide template . . .

Who? . . . to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .

How? . . . to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity . . .

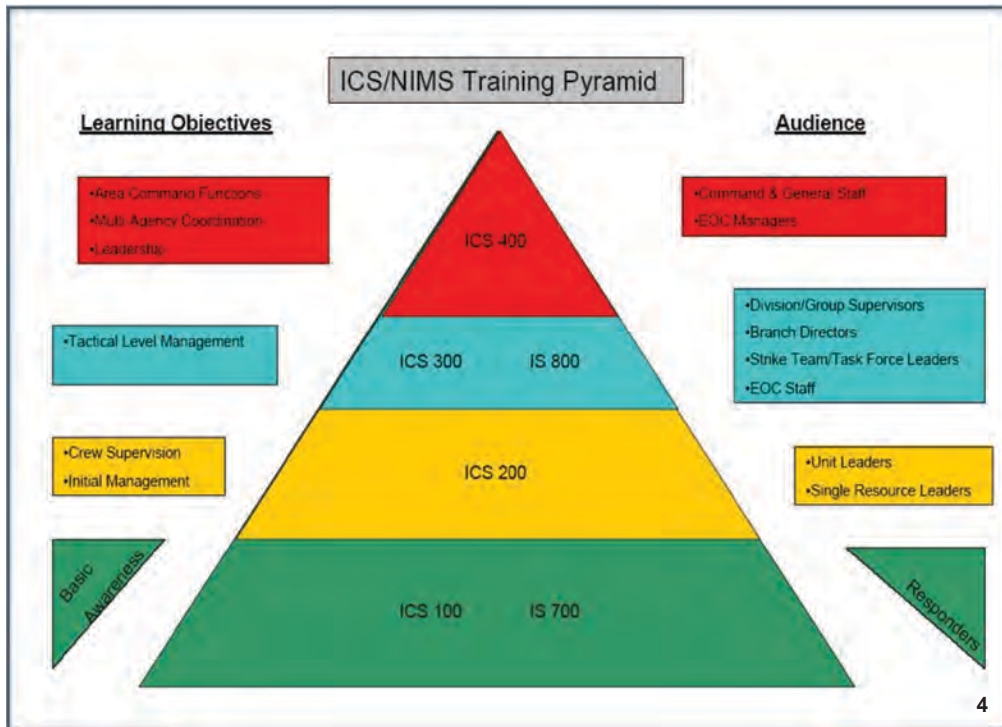
Why? . . . in order to reduce the loss of life and property, and harm to the environment.

2

What Is ICS?

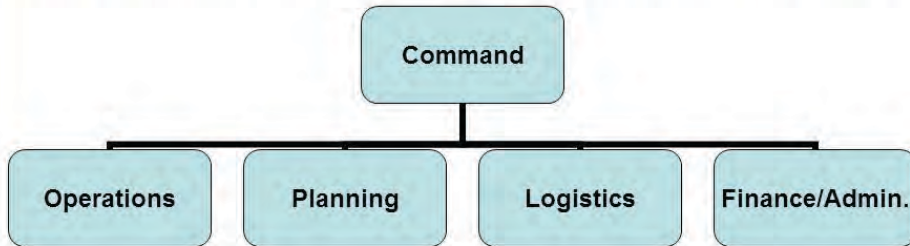
- **Standardized management tool for meeting the demands of small or large emergency or non-emergency situations.**
- **Represents “best practices” and has become the standard for emergency preparedness across the country.**
- **May be used for planned events, natural disasters, and acts of terrorism.**
- **Is a key feature of the National Incident Management System (NIMS).**

3



Basic Incident Command Structure

C-FLOP: Command, Finance, Logistics, Operations, Planning



5

Incident Commander

Upon arriving at an incident, the higher ranking person will either assume command, maintain command as is, or transfer command to a third party.

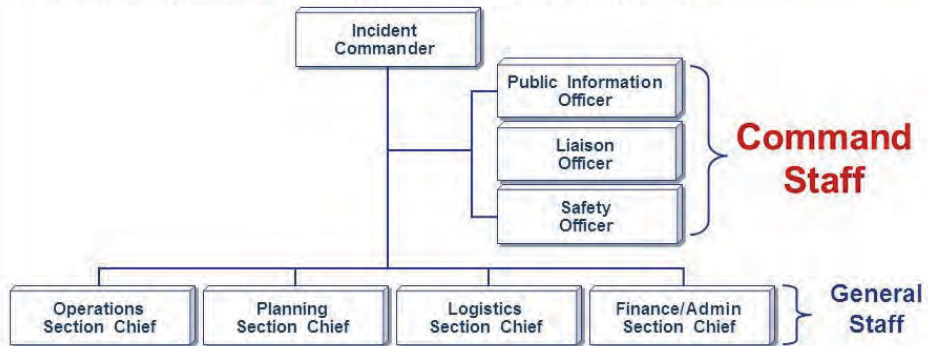


In some situations or agencies, a **lower ranking but more qualified person** may be designated as the Incident Commander.

6

Incident Commander

The Incident Commander performs all major ICS command and staff responsibilities unless the ICS functions are delegated and assigned.



7

Incident Commander Responsibilities

The Incident Commander is specifically responsible for:

- Ensuring incident safety.
- Providing information services to internal and external stakeholders.
- Establishing and maintaining liaison with other agencies participating in the incident.



8

Incident Commander Role

The Incident Commander:

- **Provides overall leadership for incident response.**
- **Delegates authority to others.**
- **Takes general direction from agency administrator/official.**



9

Operations Section Chief

The Operations Section Chief:

- **Develops and implements strategy and tactics to carry out the incident objectives.**
- **Organizes, assigns, and supervises the tactical field resources.**
- **Oversees resources in the Staging Area and makes requests for additional resources**



10

Planning Section Chief



The Planning Section Chief:

- Gathers, analyzes, and disseminates information and intelligence.
- Manages the planning process.
- Compiles the Incident Action Plan.
- Manages Technical Specialists.

11

Logistics Section Chief



The Logistics Section Chief:

- Provides resources and services required to support incident activities.
- Develops portions of Incident Action Plan and forwards them to Planning Section.
- Contracts for and purchases goods and services needed at the incident.

12

Finance/Administration Section Chief

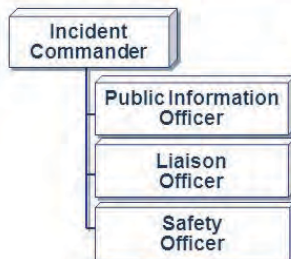


The Finance/Admin Section Chief:

- Is responsible for financial and cost analysis.
- Oversees contract negotiations.
- Tracks personnel and equipment time.
- Processes claims for accidents and injuries.
- Works with Logistics to ensure resources are procured.

13

Command Staff

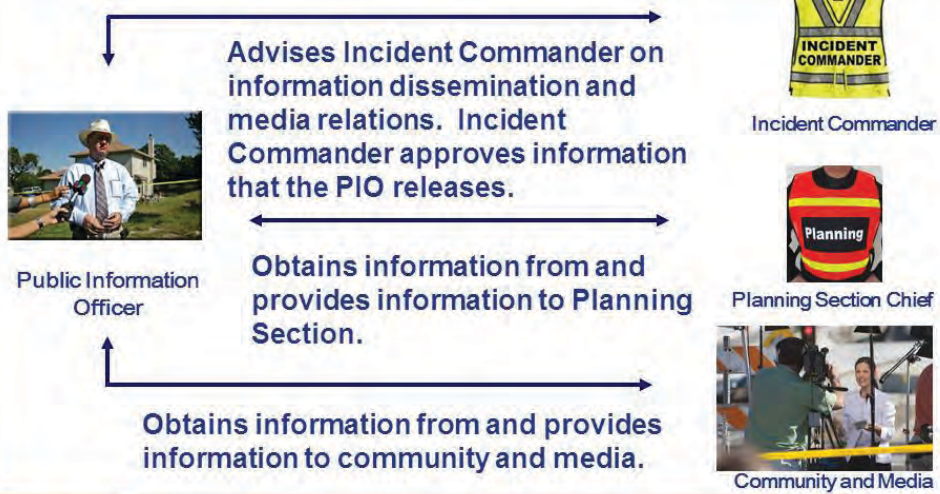


It may be necessary for the Incident Commander to designate a Command Staff who:

- Provide information, liaison, and safety services for the entire organization.
- Report directly to the Incident Commander.

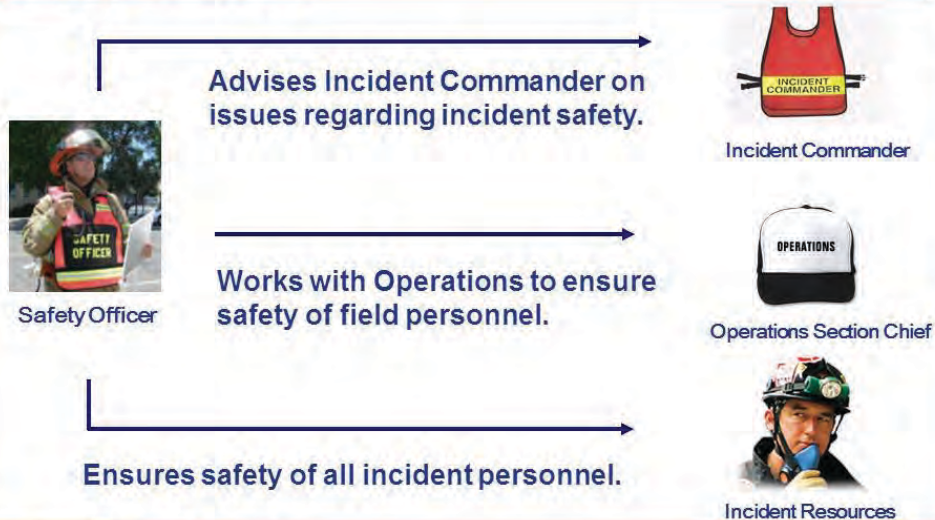
14

Public Information Officer (PIO)



15

Safety Officer



16

Liaison Officer



The diagram illustrates the Liaison Officer role. On the left is an image of a blue and white shirt with "LIAISON OFFICER" printed on it, labeled "Liaison Officer". On the right is an image of a red and yellow vest with "INCIDENT COMMAND" printed on it, labeled "Incident Commander". A horizontal arrow points from the Liaison Officer to the Incident Commander. Below this arrow is the text: "Assists Incident Commander by serving as point of contact for agency representatives who are helping to support the operation." Below the Liaison Officer image is another horizontal arrow pointing to the right, labeled "Agency Representative". Below this arrow is the text: "Provides briefings to and answers questions from supporting agencies." To the right of this arrow is an image of a man wearing a yellow hard hat with "FEMA" on it, sunglasses, and a dark jacket, talking on a mobile phone, labeled "Agency Representative".

Assists Incident Commander by serving as point of contact for agency representatives who are helping to support the operation.

Incident Commander

Liaison Officer

Provides briefings to and answers questions from supporting agencies.

Agency Representative




17


Overall Priorities

Incident objectives are established based on the following priorities:

- #1: Life Safety
- #2: Incident Stabilization
- #3: Property Preservation



A photograph showing an emergency scene with several firefighters in yellow gear and hard hats working around a damaged vehicle. Debris is scattered on the ground, and a green structure is visible in the foreground.



18

Incident Action Plan

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

- Specifies the incident objectives.
- States the activities to be completed.
- Covers a specified timeframe, called an operational period.
- May be oral or written—except for hazardous materials incidents, which require a written IAP.

Incident
Action Plan

19

Unity of Command

Under unity of command, personnel:

- Report to only one supervisor.
- Receive work assignments only from their supervisors.



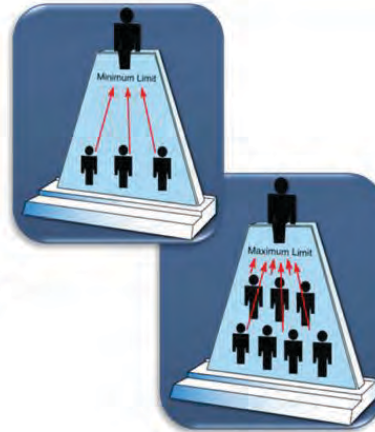
Don't confuse unity of command
with Unified Command!

20

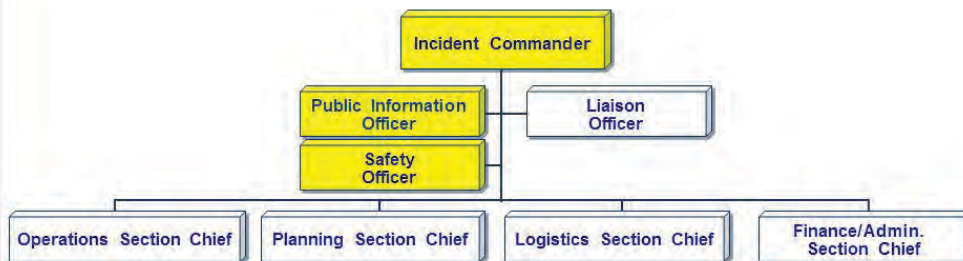
ICS Management: Span of Control

ICS span of control for any supervisor:

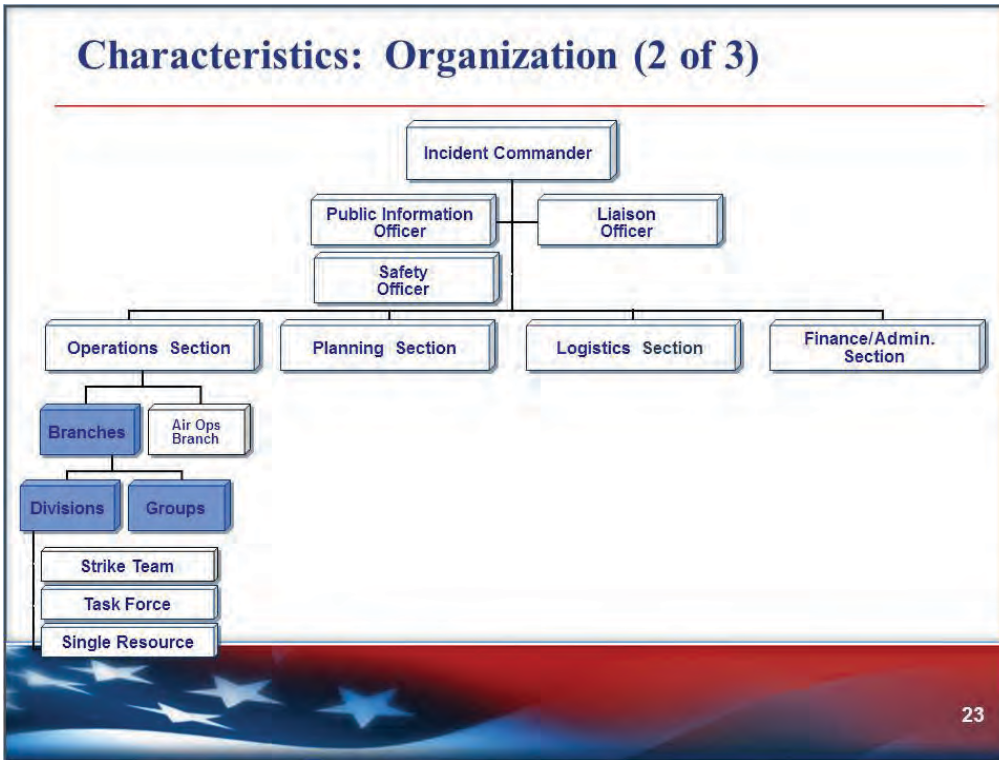
- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.



Characteristics: Organization (1 of 3)

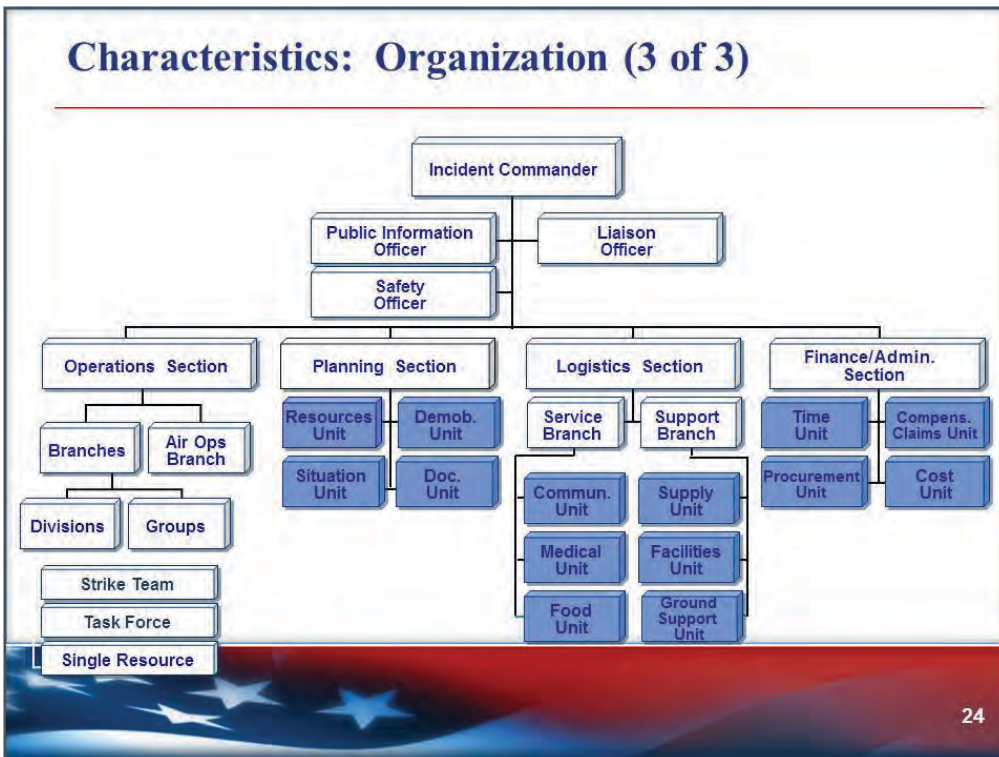


Characteristics: Organization (2 of 3)



23

Characteristics: Organization (3 of 3)



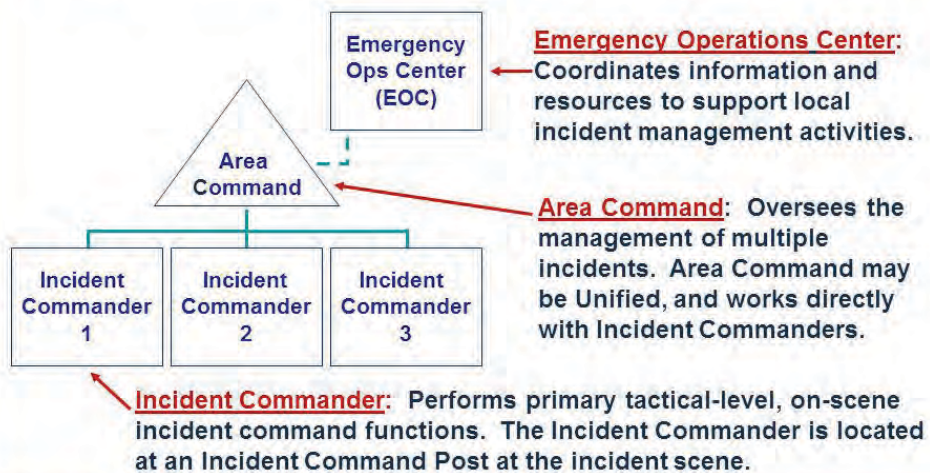
24

Unified Command

- Unified Command organization consists of the Incident Commanders from the various jurisdictions or agencies operating together to form a single command structure.
- Provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.
- Provides a common system or organizational framework for all agencies with jurisdictional authority or functional responsibility.

25

Large Incident w/Multiple ICS Organizations



26

Multiagency Coordination (MAC) System



National Response Framework

Mandate - Homeland Security Presidential Directive-5 (HSPD-5) directed that a new National Response Plan be developed to:

- Align Federal coordinating structures, capabilities, and resources
- Ensure an all-discipline and all-hazards approach to domestic incident management



Major disasters, emergencies, and terrorist incidents including threats



Other events requiring Department of Homeland Security (DHS) assistance

NIMS Training

**Emergency Management Institute
FEMA Independent Study Program**

<http://training.fema.gov/IS/>

IS-700 National Incident Management System (NIMS), An Introduction

IS-100 Introduction to Incident Command System

IS-200 ICS for Single Resources and Initial Action Incidents

IS-800 National Response Framework, An Introduction

29

Questions

30



APPENDIX E

Minneapolis-Saint Paul Airport Aviation Disaster Plan for Friends and Relatives Center

E-2 A Guidebook for Integrating NIMS for Personnel and Resources at Airports

**MSP's
Aviation Disaster Plan for
Friends & Relatives Center**



Minneapolis-St. Paul International Airport

FRC Plan – Friends & Relatives (FRC)
Annex 11 – MSP International Airport Emergency Plan
Original Date: April 1, 2000 Revised: 3/14/2013
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4.	Roles & Responsibilities	4
5.	Attachments	
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	2. T1-Lindbergh Terminal Center Layout	
	3. T2-Humphrey Facility Amenities	
	4. T2-Humphrey Terminal Center Layout	

Standard Operating Procedures - Family Reception Area (FRA)
Annex 11
Original Date: April 1, 2000 Revised: 08/16/10

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E-4 A Guidebook for Integrating NIMS for Personnel and Resources at Airports

1. **Overview:** In the event of a mass casualty incident involving the Minneapolis-St. Paul International Airport (MSP), the Metropolitan Airports Commission (MAC) will provide an on-site location where people can gather to receive information and assistance. This area would be known as the Friends & Relatives Center (FRC) and would serve as an immediate and interim gather area for family and friends until arrangements can be made for a long-term location.

The FRC will be staffed by MAC personnel, airline personnel and support agencies. Amenities would include food/beverage service, telephones, internet access, meeting rooms, etc. The FRC will become an immediate "secured area" under Airport Police personnel control. Credentials will be required. No media will be allowed in this area.

The MAC contact for the FRC is Shelly Lopez 612-726-5239 and/or Kristi Rollwagen 612-725-6148.
2. **Activation:** Identified MAC staff and supportive outside agencies will be activated to begin setup of FRC. This will be done according to the MAC Airport Emergency Plan call-out procedures.
3. **Locations & Services:** Depending upon the airline and which terminal they operate out of, MSP has 2 possible locations: The first location is in the Lindbergh Terminal at the Airport Conference Center; the second location is the third floor conference rooms of the Humphrey Terminal. Both facilities have similar amenities - are equipped with various size rooms, restrooms, TV's, telephones, internet access, food & beverage service, etc. Included in the FRC location would be the following areas:
 - a. **Joint Family Support Operations Center (JFSOC):** Serving as a point of contact for the FRC, the JFSOC is in continual contact with the Emergency Operations Center (EOC) at the MAC General Offices. This staff provides leadership and informational updates to the Friends & Relatives, the Center staff (MAC, airline, Red Cross and various communication points throughout the airport) as necessary. This area will also work with the Survivor Center to reconnect possible Survivors with Friends & Relatives and track locations of the injured.
 - b. **Friends & Family Gathering Area:** MAC staff will provide a room for friends & family members to wait for updated information and fill out necessary paperwork. Mental health and chaplains will be available.
 - c. **Check-in Areas:** There will be two check-in areas. One would track Center staff/employees and the other is to track Friends & Relatives.

Standard Operating Procedures - Family Reception Area (FRA)
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- d. **Survivor Center:** MAC will provide an area, if requested by the airline, to bring the survivors. At this location the survivors will be possibly interviewed by Airport Police personnel. Once information is gathered, personnel would work to either reunite survivors with friends & relatives or get them on their way.

4. **Roles & Responsibilities** - There would be a joint effort with MAC personnel, the airline, the American Red Cross, Amateur Radio Operators, Spiritual Care, Traveler's Assistance, janitorial service, food/beverage concessionaire, and paramedic providers. Specific responsibilities are outlined in the following pages.

- a. **Airline** - The passage of the Aviation Disaster Family Assistance Act of 1996 gave the responsibility of consoling and informing family/friends of aviation disaster victims to the airlines. Air carriers certified by U.S. Department of Transportation file with the National Transportation Safety Board a plan for addressing the needs of the families of passengers involved in an aircraft accident resulting in a major loss of life. Therefore the airline has the fundamental responsibility to the victims and their families affected by an aviation crash.
- b. **Airport** - The MAC will provide an on-site area where family/friends can gather receive information and assistance during a mass casualty incident at MSP. As part of the overall Airport Emergency Plan, designated MAC personnel are trained to respond to the FRA. Activation and setup of the Center is the responsibility of MAC staff. Additional support may come from outside volunteer organizations and designated airline/tenants.
 - i. **Briefer** - The FRC Briefer serves as the representative for the MAC by providing updates, information and announcements to the Friends & Relatives, Airline and Red Cross personnel as information becomes available. The Briefer works closely with JFSOC Coordinator to obtain information and distribute as necessary.
 - ii. **FRC Coordinator** - The FRC Coordinator serves as the point of contact for the staff. The Coordinator will ensure adequate staffing, provide continuing support to the team, serve as the liaison to the airline, the TSA, and volunteer organizations for the FRC operations. This position will address facility issues and concerns.

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- iii. **JFSOC Coordinator (s)** - The Coordinator will be in the JFSOC and will be responsible for initiating contact with the MAC Emergency Operations Center (EOC) to establish communication and acquire/ensure correct information and distribute the information to the correct agencies. This position will also work to track Survivors and Friends & Relative locations.
- iv. **Staffing Coordinator** - The Staffing Coordinator will track all FRC responders (MAC Volunteers, Red Cross, chaplains, Medical Reserve). If an airline is involved, the airline will be responsible to check-in its own personnel. Once IDs are verified, a vest will be distributed. The Staffing Coordinator will provide personnel with informational updates as they become available. This position will also be the point of contact with non-badged personnel security pass issues.
- v. **Set-up/Logistics** - This position is responsible for the procurement and setup of the FRC equipment, supplies, and services. Once the initial setup is completed, staff will report to the Staffing Coordinator to receive further instructions. Serving as support on an as-needed basis to all responding agencies.
- vi. **Intake** - Responsible to assist Friends & Relatives in filling out necessary paperwork.
- vii. **Gatekeepers/Security Runners** - Responsible for keeping the main access point of the FRC secure. Will check credentials/passes of all parties wanting access to the FRC (will work closely with Airport Police personnel). May be asked to assist airline with escorting Friends & Relatives from security to the FRC.
- viii. **FRC Security Pass Checks** - Registration will be the responsibility of the airline, however, the airline may request assistance from MAC personnel. The Friends & Relatives will be asked to show an ID and sign-in. Names will be checked off security lists and a nametag will be issued. Once, the security check process is complete, the Friend or Relative will be given a form to fill out and will be brought in to the FRC Gathering area.

Standard Operating Procedures - Family Reception Area (FRA)
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Attachment 1. T1-Lindbergh Facility Amenities

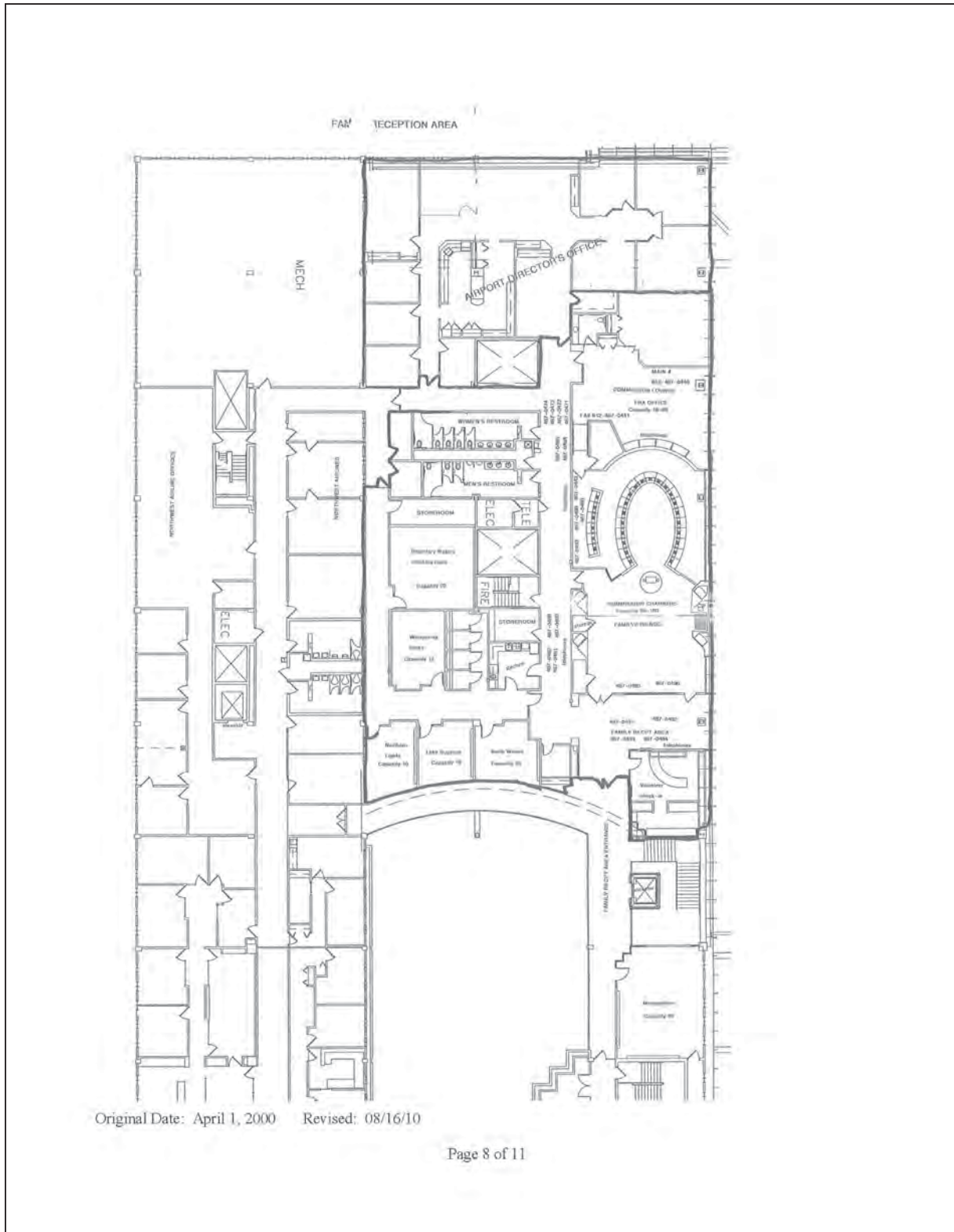
- Telephones are being placed in the hallway outside of this room. Dial "9" to get an outside line.
- There is beverage/food service in this room. If there is something else you would like, please let me know and we will do my best to make arrangements.
- If you need a quiet place, please contact airport staff.
- If you wish to smoke, contact one of the airport staff and they will escort you to a smoking location.
- The restrooms are down the hallway on the left.
- There are crayons/coloring books, playing cards, etc in the closet for children.
- Identifying Staff:
 1. Airline personnel will be wearing their airline uniform as well as airline ID's
 - The Airline will provide updates about the incident as information becomes available.
 2. Red Cross will have Red Cross vests on
 - The Red Cross will assist you with health and spiritual matters
 3. Airport volunteers are wearing yellow vests
 - Airport personnel can assist you with phones, food/beverage, quiet area, validate parking, etc.
- Someone may approach you shortly with forms to fill out.

As soon as any information becomes available, we will inform you.

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Attachment 3. T2-Humphrey Facility Amenities

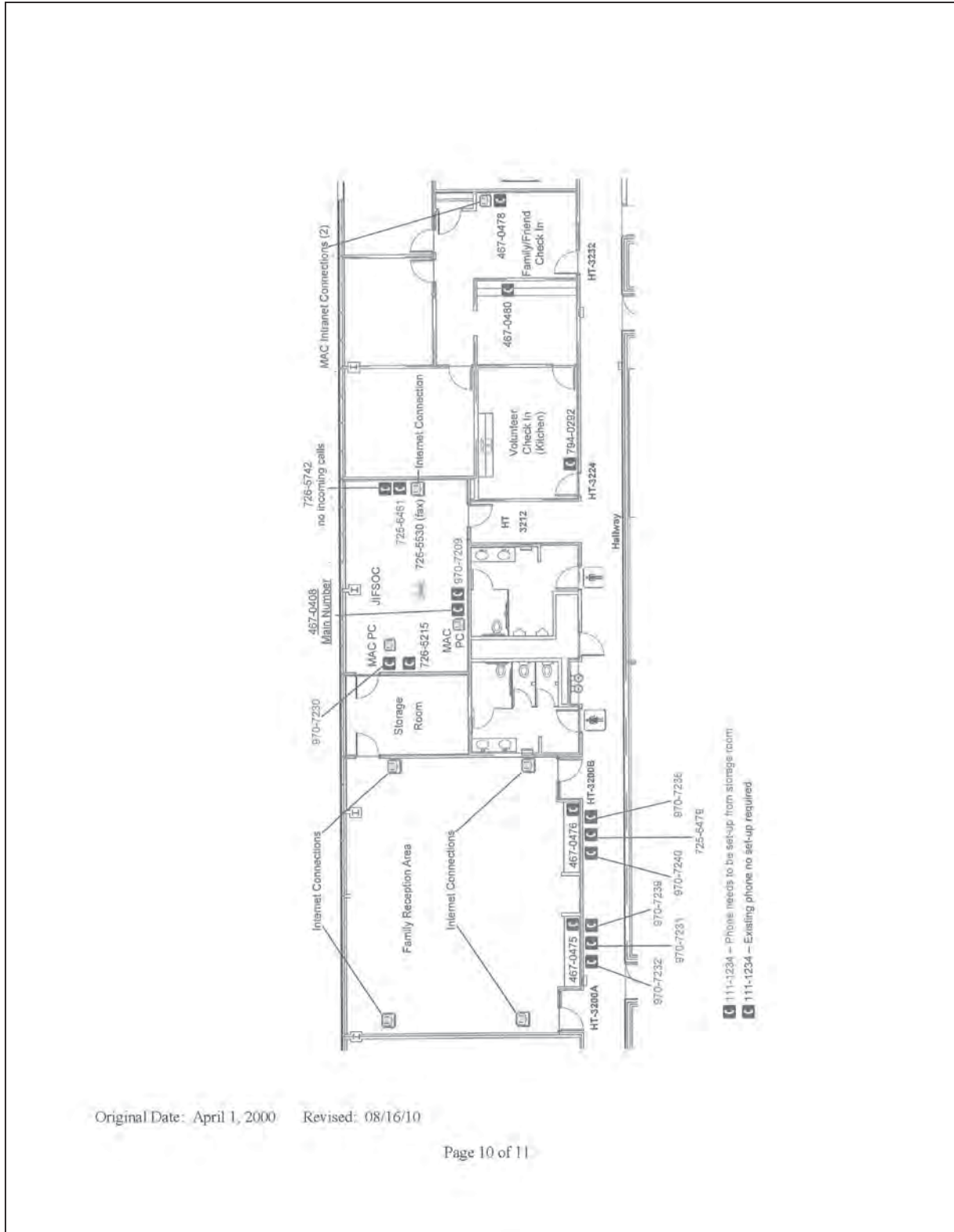
- Telephones are being placed in the hallway outside of this room. Dial "9" to get an outside line.
- There is beverage/food service in this room. If there is something else you would like, please let me know and we will do my best to make arrangements.
- If you need a quiet place, please contact airport staff.
- If you wish to smoke, contact one of the airport staff and they will escort you to a smoking location.
- The restrooms are down the hallway on the left.
- There are crayons/coloring books, playing cards, etc in the closet for children
- Identifying Staff:
 4. Airline personnel will be wearing their airline uniform as well as airline ID's
 - The Airline will provide updates about the incident as information becomes available.
 5. Red Cross will have Red Cross vests on
 - The Red Cross will assist you with health and spiritual matters
 6. Airport volunteers are wearing yellow vests
 - Airport personnel can assist you with phones, food/beverage, quiet area, validate parking, etc.
- Someone may approach you shortly with forms to fill out.

As soon as any information becomes available, we will inform you.

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E-10 A Guidebook for Integrating NIMS for Personnel and Resources at Airports





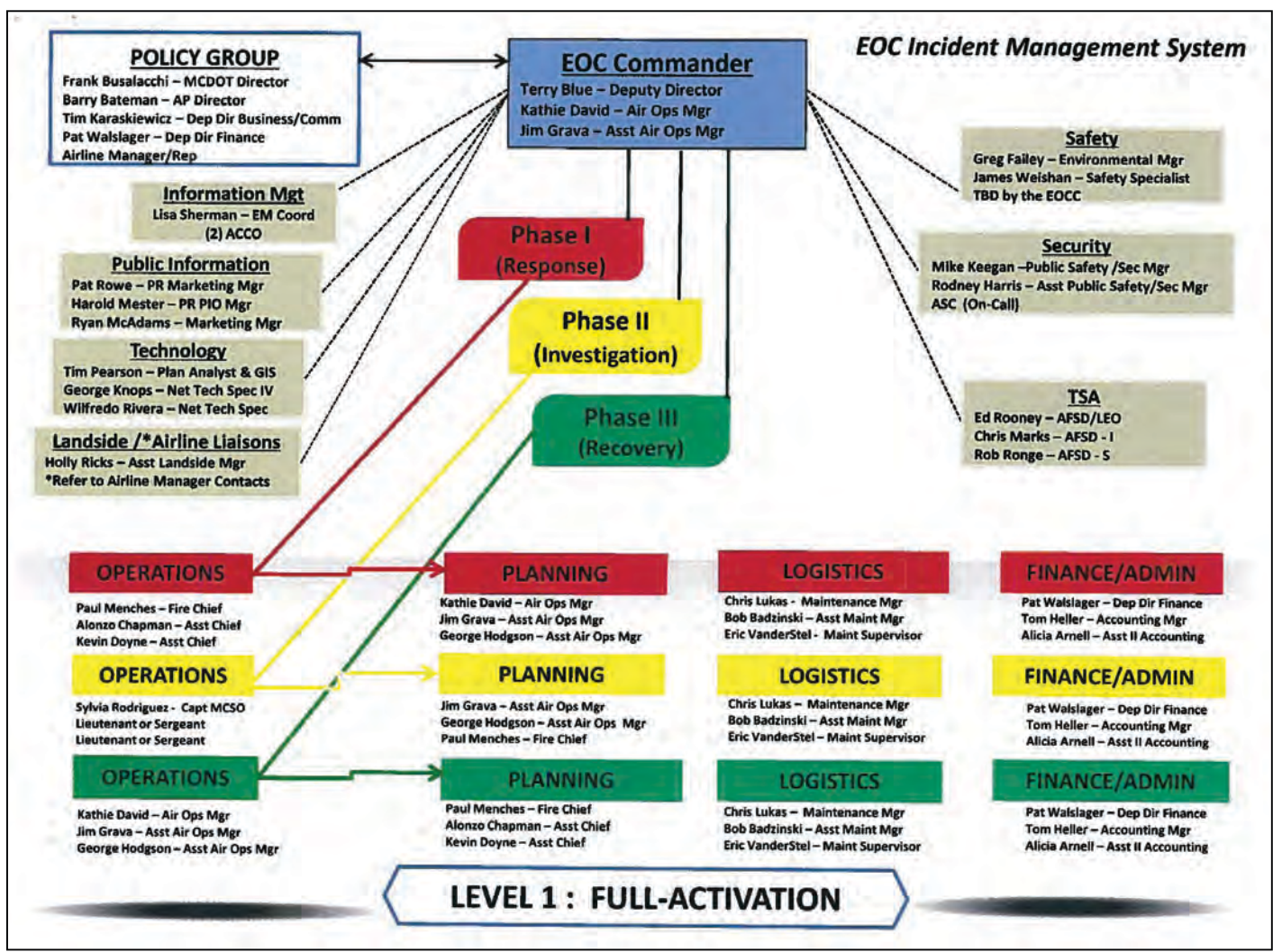
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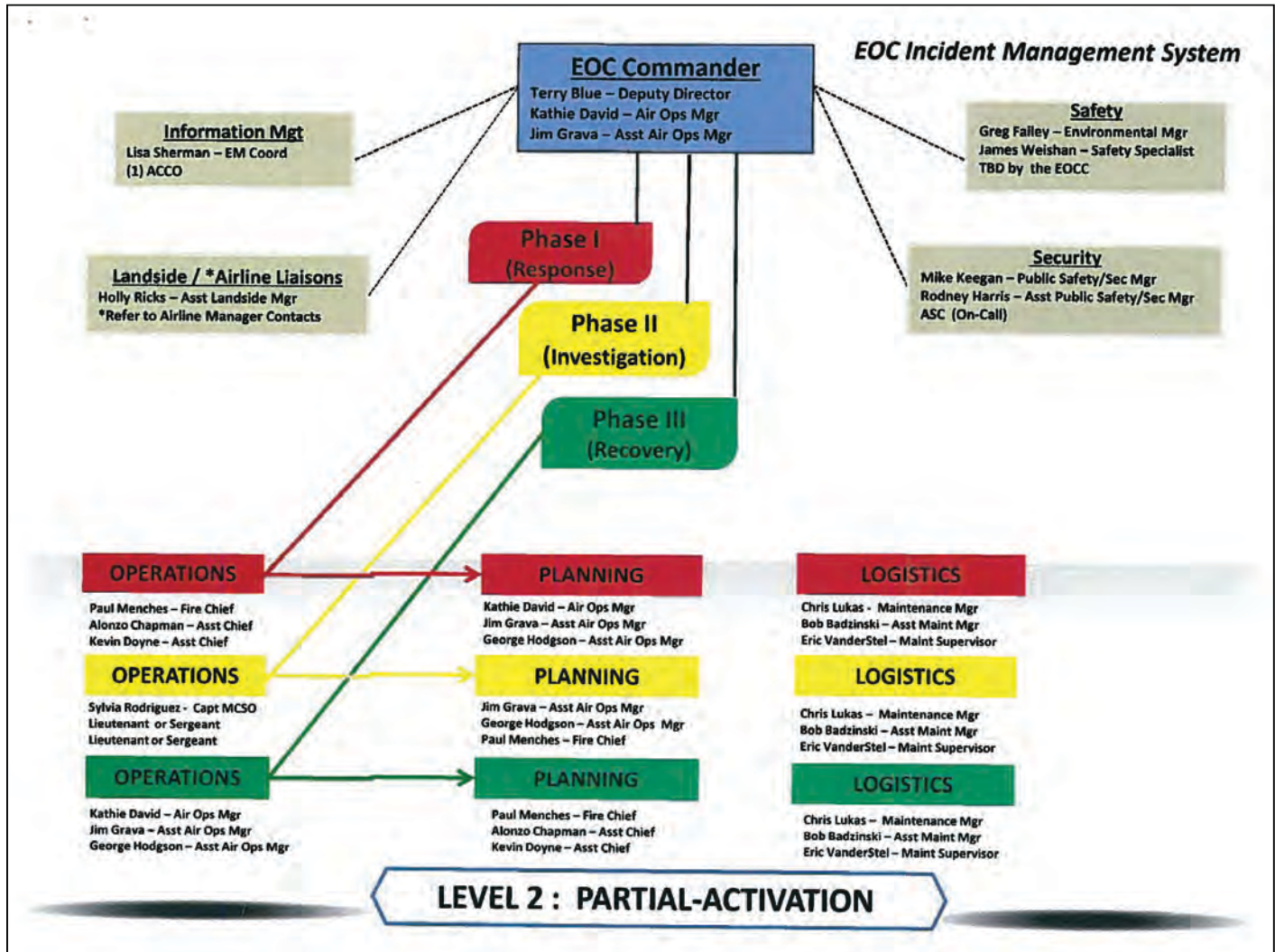


APPENDIX F

General Mitchell International Airport EOC Incident Management System



F-2 A Guidebook for Integrating NIMS for Personnel and Resources at Airports



Sample ICS Training Course Outline—A 2-Day Course for Airports

The following training outline is an example of a template for a two-day “ICS for Airports” course. The following is a description of recommended course components and student milestones.

The class should initially be broken up into groups (teams) comprised of various disciplines. The purpose of this is to maximize cross-pollination of expertise and experience. In other words, avoid having fire personnel only sitting with fire personnel or police with police, etc. Team building is heavily stressed during training. This type of training allows students to share information about roles and responsibilities in a calm environment, as opposed to being in the middle of an incident.

MODULE 1: INTRODUCTION TO THE COURSE

- A. Course design (recognize the importance of ICS)
- B. Course logistics (agenda, restroom, breaks, etc.)
- C. Course goals (basic concepts of ICS at airports)
- D. Performance objectives (tests)
- E. Understanding ICS
 - Mission
 - Strategy
 - Tactics
 - Team
- F. Flexibility (the tool box)
- G. Command
 - Assess
 - Prioritize
 - Monitor/modify
- H. Resource Control
 - Elements
 - Objectives
- I. Communication
- J. Exercise

The students may be given a complex mass casualty incident to be handled within each group. The purpose of this exercise is to take the student out of their comfort zone, and have them brainstorm all of the various components that would need to be addressed. It will also show the need for a management system to help with command, control, and understanding assignments.

G-2 A Guidebook for Integrating NIMS for Personnel and Resources at Airports

At the completion of Module 1, the students should start to correlate the mission, to a strategy to supporting tactics. This is a logical methodology used to determine the need for management and clearly communicate what exactly is to be done.

MODULE 2: INTRODUCTION TO ICS

- A. NIMS/ICS overview
 - Development
 - Design criteria
 - History
- B. Regulatory requirements
 - FEMA
 - OSHA
 - SARA
 - Conflagration Act
 - FAA AC 150/5200-31C
 - ICAO
- C. Major functional areas of structure
 - Command
 - Command staff
 - Functional areas
- D. Primary objective of ICS
- E. Primary functions of ICS
- F. ICS components
 - Common terminology
 - Modular organization
 - Communications
 - Unified command
 - Consolidated action plans
 - Span of control
 - Incident facilities
 - Resource management
- G. ICS Organization (the tool box)
 - Incident commander
 - Section chiefs
 - Branch directors
 - Group/division supervisors
 - Strike team/task force
 - Single resource

At the completion of this module, the students will be given a fairly simple exercise, such as a fuel spill, to complete as a team. They should be able to apply appropriate pieces of the ICS structure and staff accordingly to the incident. During de-brief they should be able to explain the positions they staffed and what the overall strategy and supporting tactics are.

MODULE 3A: COMMAND

- A. ICS command functions
 - Responsibilities
 - Assess priorities
 - Determine strategic goals and tactics
 - Incident action plan
- B. Developing the organization structure (span of control)
- C. Procure and manage resources
- D. Coordinate overall activities
- E. Characteristics of an effective IC
- F. Types of command functions
 - Single
 - Unified
- G. Dividing the incident
 - Single resource
 - Strike team/task force
 - Groups/divisions
 - Branches
- H. Resource status condition
 - Assigned
 - Staging
 - Unavailable

At the completion of this module the students will be given an exercise with an appropriate increase in complexity. The scenario should be airport/aviation related. The students should be able to work as a team and develop a structure with a span of control and understanding of the roles they have assigned. The roles assigned should be in direct relation to the strategy and supporting tactics as explained by the group during the de-brief.

MODULE 3B: COMMAND POST, EOC AND STAGING

- A. Command Post
 - What it should provide
 - Where it should be
 - Who should be there
- B. EOC
 - When is it staffed
 - Who is it staffed with
 - Integration with field command
- C. Staging Areas
 - Considerations
 - The need for/purpose/benefits
 - Staging area manager

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At the completion of this module, the students will be given another exercise that should be airport/aviation related, elevated in greater complexity and size. The exercise will focus on an incident that is expected to last 24 hours or more. The purpose is to keep the students thinking of long-term solutions and staff options to manage keeping the doors open while hampered with an operational impact. The students should be able to effectively apply command post and EOC staff positions, utilize appropriate span of control, and integrate the EOC.

MODULE 4: ICS COMMAND AND GENERAL STAFF
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- A. ICS command and general staff
 - EOC manager (overall airport management/support IC)
 - Incident commander (field, incident specific)
 - Unified command
 - Section chiefs
 - Safety officer
 - Liaison officer
 - Public information officer (PIO)
- B. General staff positions in detail
 - Organization charts

At the completion of this module, the students will have an in-depth knowledge of the staff positions and their roles and responsibilities. The students will be able to appropriately apply staff positions to meet incident needs. The exercise that supports this last module should be a large, complex airport incident lasting more than 24 hours, whereby each of the students will have the opportunity to play a particular role in the ICS structure. The role should be as closely related to their expertise position as practical. The students will benefit by having a better understanding of what their future roles could be within the ICS structure. The organization will also benefit by having numerous people with the knowledge to fulfill a position within ICS that is not necessarily discipline trained specific. This helps the organization in greater flexibility of cross-trained staff.

During the course of the training, the instructors should offer information over and above printed materials including:

- Real ICS application at other airports
- Real incident experience
- EOC factors and design ideas
- Critical incident stress management (CISM)
- Creating the team
- Emergency program development

Glossary of Acronyms

ACM	Airport Certification Manual
AEP	Airport Emergency Plan
ARFF	Aircraft Rescue and Fire Fighting
CDL	Commercial Driver's License
CERT	Certified Emergency Response Team
CIS	Critical Incident Stress
COMEX	Command Exercise (aka Tabletop)
COOP	Continuity of Operations Plan
CP	Command Post
CRM	Crew Resource Management
DHS	Department of Homeland Security
DMAT	Disaster Medical Assist Teams
DMORT	Disaster Mortuary Teams
EMS	Emergency Medical Services
ENS	Event Notification System
EOC	Emergency Operations Center
ESCAT	Emergency Security Control of Air Traffic
ESF	Emergency Support Functions
FAA	Federal Aviation Administration
FAR	Federal Aviation Regulation
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FRP	Federal Response Plan
GA	General Aviation
HAZMAT	Hazardous Material
HSGP	Homeland Security Grant Program
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IED	Improvised Explosive Device
IMS	Incident Management System
IROPS	Irregular Operations
IT	Information Technology
JIC	Joint Information Center
MABAS	Mutual Aid Box Alarm System
MKE	General Mitchell International Airport
NIMS	National Incident Management System
NRP	National Response Plan

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NRS	National Response Structure
NTSB	National Transportation Safety Board
PIO	Public Information Officer
PR	Public Relations
PSGP	Port Security Grant Program
SAA	State Administrative Agencies
SME	Subject Matter Expert
SNS	Strategic National Stockpile
TSA	Transportation Security Administration
UASI	Urban Area Strategic Initiative
UC	Unified Command
UCP	Unified Command Post
VIP	Very Important Person(s)
WMD	Weapons of Mass Destruction

Abbreviations and acronyms used without definitions in TRB publications:

A4A	Airlines for America
AAAAE	American Association of Airport Executives
AASHO	American Association of State Highway Officials
AASHTO	American Association of State Highway and Transportation Officials
ACI-NA	Airports Council International-North America
ACRP	Airport Cooperative Research Program
ADA	Americans with Disabilities Act
APTA	American Public Transportation Association
ASCE	American Society of Civil Engineers
ASME	American Society of Mechanical Engineers
ASTM	American Society for Testing and Materials
ATA	American Trucking Associations
CTAA	Community Transportation Association of America
CTBSSP	Commercial Truck and Bus Safety Synthesis Program
DHS	Department of Homeland Security
DOE	Department of Energy
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FHWA	Federal Highway Administration
FMCSA	Federal Motor Carrier Safety Administration
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
HMCRP	Hazardous Materials Cooperative Research Program
IEEE	Institute of Electrical and Electronics Engineers
ISTEA	Intermodal Surface Transportation Efficiency Act of 1991
ITE	Institute of Transportation Engineers
MAP-21	Moving Ahead for Progress in the 21st Century Act (2012)
NASA	National Aeronautics and Space Administration
NASAO	National Association of State Aviation Officials
NCFRP	National Cooperative Freight Research Program
NCHRP	National Cooperative Highway Research Program
NHTSA	National Highway Traffic Safety Administration
NTSB	National Transportation Safety Board
PHMSA	Pipeline and Hazardous Materials Safety Administration
RITA	Research and Innovative Technology Administration
SAE	Society of Automotive Engineers
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (2005)
TCRP	Transit Cooperative Research Program
TEA-21	Transportation Equity Act for the 21st Century (1998)
TRB	Transportation Research Board
TSA	Transportation Security Administration
U.S.DOT	United States Department of Transportation