

ADVANCED PLANNING CONCEPTS DEVELOPING INCIDENT ACTION PLANS



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Program of Instruction

Overview

The Blue Cell, LLC proudly presents its flagship course, ADVANCED PLANNING CONCEPTS: DEVELOPING INCIDENT ACTION PLANS (APC). APC is an innovative, exciting, interactive course designed to teach participants the keys to developing a workable, usable incident action plan in a dynamic simulated emergency setting.

The Department of Homeland Security approved this course for inclusion in the state sponsored catalog (NE-001-COMM). APC is a two-day session intended to immerse the participants in the usage and understanding of Incident Command System (ICS) forms, The Advanced Planning process, and several other critical advanced planning

products and techniques. Participants work to develop an accurate, graded, Incident Action Plan and appropriate adjoining products and displays while encountering a variety of stimuli that are consistently experienced on real world incidents. Course scenarios are based on the 15 national planning scenarios and address both targets and tasks as outlined by the Department of Homeland Security. APC will familiarize the participants with the new FEMA all-hazard ICS forms (released December 2010). Participants will also receive a custom Excel workbook of the new forms along with numerous additional job aids.

Since the beginning of 2007, a group of the top Colorado L-449 instructors have been delivering the Incident Command System (ICS) Forms, Plans and Checklist Workshop with great success in Colorado. Participants have ranged from military installation commanders to public health leaders and some of the most progressive first responder leaders from Colorado's largest municipalities. To date, over 1000 students have been trained under this progressive course nationwide, which was initially approved by the Colorado Attorney General's Office, Peace Officers Standards and Training, course number (HS0010).



This workshop allowed participants to work through a single custom all hazards scenario, which was based on the official Department of Homeland Security (DHS) National Planning Scenarios. The workshop immersed the participants in the process of using, communicating and understanding the ICS forms, plans products, position checklists and advanced planning concepts in an all hazards situations. This workshop was also based on and built on the concepts of the National Incident Management System (NIMS) and the April 2008 National All-Hazard curriculum.



Through the use of real case studies and personal experiences managing expanding and complex incidents and using ICS on real teams in Type I, II and III incidents, learning lessons were conveyed.

The workshop addressed some of the critical challenges outlined in the NIMS five year plan. Position specific training and understanding of the ICS Forms and the creation of a professional and accurate written Incident Action Plan (IAP) is truly a missing link in the all-hazards ICS world. The original workshop was designed to fill that gap.

Scope

The scope of this course advances the original premise of the ICS Forms, Plans and Position Checklists workshop and further addresses the appropriate process of developing an Incident Action Plan. The participant's goal, working as a team, is to create a complete Incident Action Plan and appropriate adjoining products that will be critiqued at the end of the course. This course assists with establishing priorities for the National Planning Scenarios, National Preparedness Goals, the Universal Task List and the Target Capabilities List.

National Planning Scenarios

The National Planning Scenarios are a reference to help federal, state, local and tribal entities at all levels of government evaluate and improve their capabilities to perform their assigned missions and tasks in major events. This course gives the participant the tools and knowledge to be successful in organizing and documenting the response to incidents consistent with 14 of the 15 National Planning Scenarios.

Planning Scenarios described in the National Preparedness Goal:

Scenario 1: Nuclear Detonation – 10-Kiloton Improvised Nuclear Device

Scenario 2: Biological Attack – Aerosol Anthrax

Scenario 3: Biological Disease Outbreak – Pandemic Influenza

Scenario 4: Biological Attack – Plague

Scenario 5: Chemical Attack – Blister Agent

Scenario 6: Chemical Attack – Toxic Industrial Chemicals

Scenario 7: Chemical Attack – Nerve Agent

Scenario 8: Chemical Attack – Chlorine Tank Explosion

Scenario 9: Natural Disaster – Major Earthquake

Scenario 10: Natural Disaster – Major Hurricane

Scenario 11: Radiological Attack – Radiological Dispersal Devices

Scenario 12: Explosives Attack – Bombing Using Improvised Explosive Device

Scenario 13: Biological Attack – Food Contamination

Scenario 14: Biological Attack – Foreign Animal Disease (Foot and Mouth Disease)

*The Scenario 15: Cyber Attack does not apply to this course.

Target Capabilities List

The Target Capabilities List (TCL) provides guidance on the specific capabilities and levels of capability that Federal, State, local and tribal entities will be expected to develop and maintain. The current TCL identifies 37 essential capabilities. The following six Common and Response Mission target capabilities are addressed in this course:

Common

- Planning

Respond Mission Area

- Onsite Incident Management
- Emergency Operations Center Management
- Critical Resource Logistics and Distribution
- Responder Safety and Health
- Public Safety and Security Response

Universal Task List

The Universal Task List (UTL) is a menu of tasks from all sources that may be performed in major events such as those illustrated by the National Planning Scenarios. Entities at all levels of government should use the UTL as a reference to help them develop proficiency through

training and exercises to perform their assigned missions and tasks in major events. The UTL defines what tasks need to be performed to prevent, protect against, respond to and recover from major events. The UTL does not address who performs a task or how to perform a task. Those issues are addressed in operational policies, plans and procedures.

Critical Tasks

- Res.B1a 1.1.2 Develop NIMS-compliant plans and standard operating procedures (SOPs) for emergency response operations within the jurisdiction
- Res.B1a 1.1.1 Develop processes to order, track, and assign incident resources
- Res.B1a 1.1.2 Develop systems for tracking on-site incident resources and personnel
- Res.B1a 2.2.1 Exercise personnel in accordance with NIMS typing
- Res.B1a 4.2 Initiate and implement the Incident Command System (ICS)
- Res.B1a 4.2.4 Request additional resources as necessary for operations and on-site incident management
- Res.B1a 5.1.2 Establish the command structure to manage the incident and meet objectives
- Res.B1a 5.1.3 Establish branches, groups, and divisions needed to manage the incident and meet incident objectives, strategies, and tactics
- Res.B1a 4.2.2 Coordinate operations with specialized emergency response teams (e.g. SWAT/tactical, bomb squad/explosives, HAZMAT, Land-based Search and Rescue)
- Res.B1a 5.3.2 Transition from incident command to unified command for incidents involving multiple jurisdictions, a single jurisdiction with multi-agency involvement, or multiple jurisdictions with multi-agency involvement
- Res.B1a 5.2 Implement processes to order, track, and assign incident resources
- Res.B1a 5.2 Implement processes to order, track, assign and release incident resources
- Res.B1a 6.2 Develop the incident action plan (IAP) to establish priorities, procedures, and actions to be accomplished to meet the incident objectives
- Res.B1a 6.2.1.1 Obtain IC/UC approval of IAP
- Res.B1a 7.1.1 Disseminate IAP to other response organization through operational briefing
- Res.B1a 7.3 Direct efforts to meet incident objectives in accordance with current IAP
- Res.B1a 7.5.1 Review progress towards meeting incident objectives
- Res.B1a 7.3.2 Direct efforts to achieve personnel accountability
- Res.B1a 7.3.5 Consider potentially impacted areas
- Res.B1a 7.3.4 Update IAP based on review of resource requirements
- Res.B1a 7.5.1 Evaluate, revise and prioritize tactics to meet incident developments
- Res.B1a 8.1 Implement demobilization plan

- Res.B1a 8.2 Monitor demobilization/transition process

Target Audience

This course is designed for management and planning level (MGT) personnel as designated by the Training and Exercise Integration (TEI) Training Operations (TO) in emergency prevention, protection, response, and recovery personnel, emergency managers and public/elected officials who are responsible for documenting and managing expanding incidents that require a written Incident Action Plan. This course further instructs participants on advanced concepts of the ICS forms most commonly used at the Type II, Type I and Emergency Operation Center Levels.

Course participants includes emergency prevention, protection, response, and recovery personnel, emergency managers and public/elected officials within the following disciplines: fire service, law enforcement, emergency management, emergency medical services, hazardous materials, public works, public health, health care, public safety communications, governmental administrative, and the private sector.

This course is also suitable for public and private school administration, private sector critical infrastructure partners, military installations, volunteer and faith based organizations who may respond to incidents.

Prerequisites

To be eligible to attend, participants must:

- Work in one of the TEI/TO responder disciplines/services
- Have completed ICS training to the *300 Level: Expanding Incidents* and have a strong understanding of ICS at that level from actual contemporary expanding incident experience where ICS was utilized and a planning cycle executed.

Course Length

16 Hours

Cost **300 dollars per participant, 7200 dollars flat for 24 participants**

Resource List for Delivery and Required Materials/Facilities

- Classroom must be able to seat between 16 and 24 participants
- PowerPoint projection capability in the room (room able to be rearranged into grouped areas)
- Participant should also bring any ICS Go-kit items that they would normally bring to an incident
- It is suggested BUT NOT REQUIRED each participant bring a laptop computer.



Testing/Certification

Certification will be through the delivering instruction team and hosting location approval.

Reference List

- The National Incident Management System Integration Center
- The Federal Emergency Management Agency (FEMA) Incident Command System Resource Center—online (<http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm>)
- The National Wildfire Coordinating Group (NWCG)
- Incident Response Pocket Guide, Latest version
- Fireline Handbook 3 March, Latest version
- Fireline Handbook Appendix B Fire Behavior, Latest version
- The US Department of Agriculture, The US Department of Homeland Security, FEMA all hazard ICS curriculum, September latest version
- The WMD Response Guidebook, latest version
- Firescope California Field Operations Guide ICS 420-1, latest version
- Jane's Unconventional Weapons Response Handbook
- Jane's Chem-Bio Handbook
- NIOSH Pocket Guide to Chemical Hazards, latest version
- The First Responders Pocket Guide to Hazardous Materials Emergency Response—second edition
- The FEMA, NIJ, NFA Emergency Response to Terrorism Job Aid, Edition 1.0
- The 2005 Emergency Response Guidebook
- The Federal Acronyms and Term Book (FAAT)

Evaluation Strategy

- ✓ Question and observe participants during lecture and exercise to determine the understanding of the material.
- ✓ Administer a pretest to provide a current baseline for the participant's knowledge of ICS.
- ✓ Participants will complete an Incident Action Plan and have it reviewed for accuracy.

A combination of graded assessment on various products and the ability to convey enough information to the incoming planning section chief are used to convey a pass/fail overall grade.

The following products are quantitatively graded:

- Incident Action Plan (Cover, 202, 203, 204's, 205 and 206)
- ICS 209 (separately)
- Key Decision Log (separately)
- Complexity Analysis (separately)
- Transition Plan (separately)
- Demobilization Plan (separately)
- Situation Status Display (separately)
- Tracking System 219's (separately)

Participants complete this course in one of three categories based on grading and overall performance.

____ Achieved successful completion of this course

____ Conditional completion of this course

____ Not achieve successful completion of this course

Course Structure/Content Outline

Modules	Module #	Time
Overview	1	45 Minutes
Expanding Incident Review	2	45 Minutes
Advanced Planning Process	3	45 Minutes
IAP Components/Development	4	45 Minutes
Advanced Elements	5	45 Minutes
Simulation Part 1	Exercise 1	90 Minutes
Simulation Part 2	Exercise 2	6 Hours
Transition and In Brief to PSC	6	90 Minutes

The above matrix is a guideline and may vary or be adjusted based on the experience level of the participants. In rare instances the advanced nature of this course may cause the course to end at the conclusion of the first day.

Remedial steps instituted over time will be given to the jurisdiction or group prior to proceeding to day two. This action is at the discretion of the lead instructor.

MODULE 1 – Overview

Lesson: Course Introduction and Set up

- Topic 1.1 ICS Position Checklists and other job aids
- Topic 1.2 Usage of the ICS 211 Check-In Form
- Topic 1.3 Usage of the ICS 214 Unit Log
- Topic 1.4 Situation Displays

MODULE 2 – Expanding Incident Review

Lesson: Expanding Incident Characteristics and Pitfalls

- Topic: 2.1 Example Case Study– Alamosa, Colorado Salmonella Outbreak
- Topic: 2.2 Example Case Study– (Optional) Democratic National Convention 2008
- Topic: 2.3 Complexity Analysis Tool

MODULE 3– Advanced Planning Process

Lesson: Advanced Planning “P” Application

Topic: 3.1 Real Timing the Planning P (use of planning wheels and the ICS 230 Daily Meeting Schedule)

Topic: 3.2 Writing S.M.A.R.T. and P.A.C.E. Objectives

Topic: 3.3 Impacts of P.A.C.E. Objectives

Topic: 3.4 Command and General Staff Meeting (Huddle Concept)

Topic: 3.5 Tactics Meeting ICS 215 Operational Planning Worksheet, ICS 215a Incident Action Plan Safety Analysis and ICS 213rr Resource Request Review

Topic: 3.6 Tracking Resources ICS 219 T Card and ICS 210 Status Change Card processes

Topic: 3.7 Incident within an Incident Procedure and Response

MODULE 4– IAP Components/ Development

Lesson: Review the Fully Developed IAP

Topic 4.1 Cover

Topic: 4.2 ICS 202 Incident Objectives

Topic: 4.3 ICS 203 Organizational Assignment Lists

Topic: 4.4 ICS 204(s) Division/Group Assignment Lists

Topic: 4.5 ICS 205 Communication Plan

Topic: 4.6 ICS 206 Medical Plan

Topic: 4.7 Other Items in the IAP

MODULE 5– Advanced Elements

Lesson: Agency Administrator Products

Topic: 5.1 Key Decision Logs and Decision Making Processes

Topic: 5.2 Delegation of Authority Writing

Topic: 5.3 ICS 209 Incident Summary

Topic: 5.4 Transition Plans

Topic: 5.5 Demobilization Plans

Topic: 5.6 Final Documentation Package and Procedures

Topic: 5.7 Final Narrative Development

EXERCISE 1–Simulation Part 1

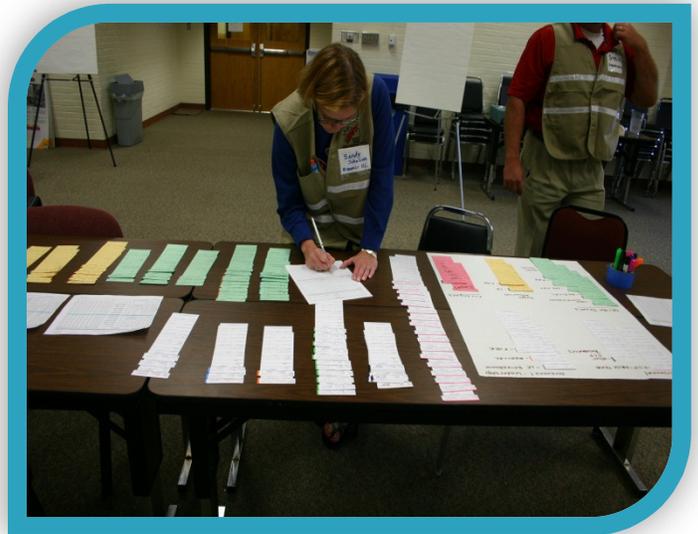
Lesson: ICS 201 Incident Organizer Development

Topic: Working in teams develop an ICS 201 Incident Organizer

EXERCISE 2–Simulation Part 2

Lesson: Complete Planning Package for incoming plans section to include the following:

- ✓ A fully developed Incident Action Plan for the next operational period
- ✓ Create a meeting schedule (ICS 230) and conduct / facilitate the appropriate meetings
- ✓ Create a Key Decision Log
- ✓ Review the Delegation of Authority
- ✓ Create an ICS 209 Incident Summary
- ✓ Create a Situation Display
- ✓ Create a Resource Tracking System
- ✓ Create a Transition Plan
- ✓ Create a Demobilization Plan.



MODULE 6–Transition and In–brief to Incoming Planning Section Chief

Lesson: Conduct an acceptable in brief with the Incoming Planning Section

Topic: 6.1 Products are complete

Topic: 6.2 Conduct a clear and concise in–brief

Topic: 6.3 Debrief the Class (three part After Action Report (AAR) and course evaluations)

Course Design Matrix

Scope Statement

The Advanced Planning Concepts course provides an in depth exposure and understanding of the advanced ICS planning concepts that are currently being used or are contemporarily being developed by the highest level teams in the country.

Terminal Learning Objectives (TLO)

At the end of this course the participant will be able to:

1. Construct an operational planning cycle into real time elements.
2. Understand in greater detail the steps in the planning cycle and the pre steps to each step in the planning cycle.
3. Conduct the appropriate meetings and briefings (with greater emphasis on the tactics meeting and 215/215a process) and customize meeting agendas to meet the needs of the scenario.
4. Produce appropriate situation displays.
5. Produce a fully developed, accurate, incident action plan.
6. Produce an accurate ICS 209 Incident Summary.
7. Account for ordered resources, track resources, status resources and appropriately write resources into an action plan for the next operational period.
8. Utilize an ICS position checklist and its elements.
9. Understand in greater detail advanced planning components: transition plans, key decision logs, final narratives and master filing indexes.
10. Use a complexity analysis (CA) and present developed alternative objectives from the CA.

Enabling Learning Objectives (ELO)

The participant will have a deeper understanding of advanced elements of the planning cycle and will demonstrate through product creation and presentation to a qualified Planning Section Chief a plan and package moving forward at the end of the simulation that the PSC will accept.

Lesson Topics

- Topic: 1.4 Situation Displays
- Topic: 3.6 Tracking Resources (ICS 219)
- Topic: 4.2 ICS 202 Incident Objectives
- Topic: 4.3 ICS 203 Organization Assignment List
- Topic: 4.4 ICS 204(s) Division Assignment List
- Topic: 4.5 ICS 205 Radio Communications Plan
- Topic: 4.6 ICS 206 Medical Plan
- Topic: 5.1 Key Decision Logs
- Topic: 5.2 Delegation of Authority Writing
- Topic: 5.3 ICS 209 Incident Summary
- Topic: 5.4 Transition Plans
- Topic: 5.5 Demobilization Plans

Instructional Strategy

This course will include high intensity lecture, demonstration, case studies, role play, video, actual products from real incidents and interactive simulation with current Incident Management Team (IMT) members that work in an all hazards planning section. This course also utilizes The Blue Cell's Chelsea County Website, a simulated county government website. To further enhance the participant's learning experience, the Command School TTX's diorama training tool is employed.

Assessment Strategy

Participants will complete a performance evaluation on a modified ICS 225 Performance Rating form. The instruction team will perform a three part after action review (sustains, improves, takeaways) as a final demonstration in which the participants will have verbal input.

Practical Exercise (PE) Statement

The exercises in the course are based on the National Planning Scenarios. The participants are placed within the scenario at a given point in time. Their world of artificiality is driven by briefing information and actual documentation from the proceeding timeframe. Primarily driven through paper injects the participants are tasked with assembling and organizing the information into several advanced products in an incident management process. Additional

injections of information is achieved through radio communications, exercise diorama and if infrastructure permits, web based.

Participant to Instructor Ratio and Delivery Team Requirements

The recommended instruction team to deliver this course is four:

- Lead instructor, planning section chief qualified
- Unit instructor, resource unit leader qualified
- Primary role player, operations section chief qualified
- Team support member, documentation unit leader qualified.

All delivery team members must also meet additional requirements such as attending the to be developed train the trainer version of this course

The optimum participant to instructor ratio based on the above delivery team requirement ranging from 1:4 to 1:6 based on a class size of 16 to 24.

Exercises Created in Support of APC

There have been four course simulations created based on four of the National Planning Scenarios. The exercise is an HSEEP consistent functional exercise with accompanying paperwork.

One role player (the operations section chief) will be the primary play actor.

A coach will be provided during the simulation to aid the participants.

The four selected scenarios that have been created are:

- Scenario 3: Biological Disease Outbreak – Pandemic Influenza
- Scenario 8: Chemical Attack – Chlorine Tank Explosion
- Scenario 12: Explosives Attack – Bombing Using Improvised Explosive Device
- Scenario 13: Biological Attack – Food Contamination

A fifth custom simulation has been created for a Natural Disaster (ND).

Course Agenda

Day 1

MODULE 1 – OVERVIEW

Lesson: Course Introduction and Set up – 45 minutes

MODULE 2 – Expanding Incident Review

Lesson: Expanding Incident Characteristics and Pitfalls –45 minutes

MODULE 3 – Advanced Planning Process

Lesson: Advanced Planning “P” Application– 45 minutes

MODULE 4 – IAP Components/ Development

Lesson– Fully Developed IAP – 45 minutes

MODULE 5 – Advanced Elements

Lesson– Agency Administrator Products – 45 minutes

EXERCISE 1 –Simulation Part 1

Lesson– ICS 201 / Incident Organizer Development– 90 minutes

Day 2

EXERCISE 2 –Simulation Part 2

Lesson: Actual Product Development –6 Hours

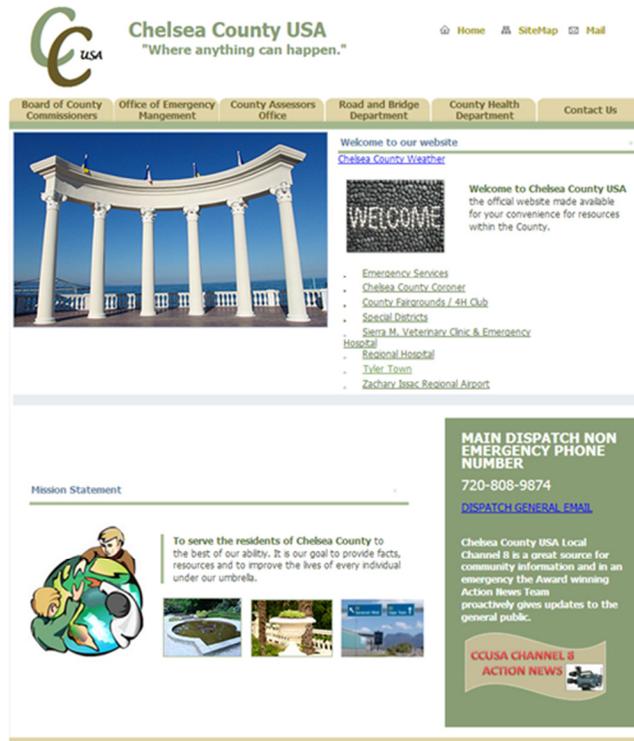
MODULE 6 –Transition and In–brief to Incoming Planning Section Chief

Lesson– In–brief– 60 minutes

Lesson– Debrief Class–30 minutes

CHELSEA COUNTY USA

Integrated into our Advanced Planning Concepts course is The Blue Cell's Chelsea County USA, fully functional web simulation environment offering an enormous variety of possibilities and a realistic response experience for our participants.



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Chelsea County is comprised of three communities that vary in land mass and population. It also includes multiple locations that include fire stations, law enforcement departments, emergency medical service agencies, hospitals, schools, public works departments, operational airports, public health agency, county fairgrounds and much, much more!

All of the information is cross integrated though out the site and is also available in Chelsea County Emergency Operations Plan. The site has maps, addresses, mutual aid agreement, weather forecast and over 700 FEMA typed resources and more information to enhance the participant's learning experience.

MAPS

Map Links

- [Chelsea County - Large Map](#)
- [Chelsea County East Cole City](#)
- [Chelsea County Northwest - Tyler Town](#)
- [Chelsea County Southwest - Blakeville](#)
- [Blakeville](#)
- [Tyler Town - 20 mile Radius](#)
- [Tyler Town City Park](#)

Hot Topic Questions

- How much is my property worth?
- Is the county evaluation the same as market value?
- Who do I contact to contest my evaluation?

Chelsea County Addresses This link provides you a list to the available addresses in Chelsea County.

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Chelsea County USA provides participants real world experience of ordering resources through the county dispatch via a live phone call to dispatch's non-emergency number, via radio or through email right from the site! Participants will also chat and share documents that are critical for information sharing and creates a common operating picture among their team members and the role players using the document sharing platform provided by the Chelsea County Office of Emergency Management

Office of Emergency Management

Home SiteMap Mail

Board of County Commissioners Office of Emergency Management County Assessors Office Road and Bridge Department County Health Department Contact Us

All Hazards, All People, All Day - Emergency Management lives in the Emergency Management cycle: Mitigation, Preparedness, Response, and Recovery. For more on each phase and the activities associated with each, please see the section below.

Emergency Management Cycle and Current Activities

- Mitigation
- Preparedness
- Response
- Recovery

Current Weather

PLANS

[Emergency Operations Plan](#)

Contact our Department

Chelsea County Office of Emergency Management
Chase Marlow, Director
[CLICK HERE TO EMAIL OEM](#)
9195 East Mineral Ave

NEW DHS ADVISORY SYSTEM

IMMINENT THREAT ALERT

Warns of a credible, specific and impending terrorist threat against the United States

ELEVATED THREAT ALERT

Warns of a credible terrorist threat against the United States

Resource Capability List - Click here for a list of available resources from Chelsea County.

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Real time interaction is the key in a simulated environment to providing participants the feeling of urgency in making decisions. Injects and responses and will be delivered to the participants through Chelsea County USA email and the Chelsea County USA Channel 8 Action News Team provides the participants strategic updates during simulation play via live streaming video!



Command School TTX

The third dynamic element of The Blue Cell's APC course is [Command School TTX](#). The participant will be exposed to a table top exercise utilizing a diorama as a training tool to practice tactics and Incident Command.

Spanning the length and width of three folding tables, the simulator features 400 buildings, including a train station, a car dealership, a school, apartments, a fire and a police department, a factory and residential neighborhoods. Die-cast emergency vehicles are also staged to enhance the impression of a real response.

The tabletop exercises are aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and achieving changes in the approach to a particular situation. Participants are encouraged to



discuss issues in depth and develop decisions through slow-paced problem solving, rather than the rapid, spontaneous decision making that occurs under actual or simulated emergency conditions. During the exercise scenarios, participants will use radios and wear identifying vests as they strategize and role-play the response activity.



Contact The Blue Cell

Contact The Blue Cell today to bring Advanced Planning Concepts: Developing Incident Action Plans course to your community.

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Go to our You tube Channel for videos on:

<https://www.youtube.com/user/TheBlueCellLLC>

The Blue Cell Companies
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