U. S. EPA

ICS-300: Intermediate ICS for Expanding Incidents

Student Manual
December 2011

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Purpose

This course provides training on and resources for personnel who require advanced application of the Incident Command System (ICS).

Who Should Attend

The target audience for this course is individuals who may assume a supervisory role in expanding incidents or Type 3 incidents. Note: During a Type 3 incident, some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. These incidents may extend into multiple operational periods. Specifically, the target audience for this course is On Scene Coordinators (OSCs), members of EPA Special Teams, and Response Support Corps (RSC) Members.

This course expands upon information covered in the ICS-100 and ICS-200 courses. These earlier courses are prerequisites for ICS-300.

This course is an enhancement of the generic course developed most recently updated by the Emergency Management Institute (EMI) and the U.S. Fire Administration (USFA), i.e. September 2011. It continues to meet all of the original objectives and standards of that course, but adds elements to make it more applicable to an EPA audience. This course meets all of the DHS/NIC requirements for an ICS 300 course, i.e. NIMS Training Program (September 2011) and is consistent with ICS objectives prescribed by the National Integration Center (NIC).

Course Objectives

The course objectives are as follows:

- Describe how the NIMS Command and Management component supports the management of expanding incidents.
- Describe the incident/event management process for supervisors and expanding incidents as prescribed by the Incident Command System (ICS).
- Implement the incident management process on a simulated expanding incident.
- Develop an Incident Action Plan for a simulated incident.

Training Content

The training is comprised of the following lessons:

- Unit 1: Course Overview
- Unit 2: ICS Fundamentals Review
- Unit 3: Unified Command
- Unit 4: Incident/Event Assessment and Agency Guidance in Establishing Incident Objectives
- Unit 5: Planning Process
- Unit 6: Incident Resource Management
- Unit 7: Demobilization, Transfer of Command, and Closeout
- Unit 8: Course Summary

The table on the next page presents the recommended training agenda.

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Unit 1: Course Overview

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Topic	Course Welcome

Visual 1.1

Visual Description: Course Introduction

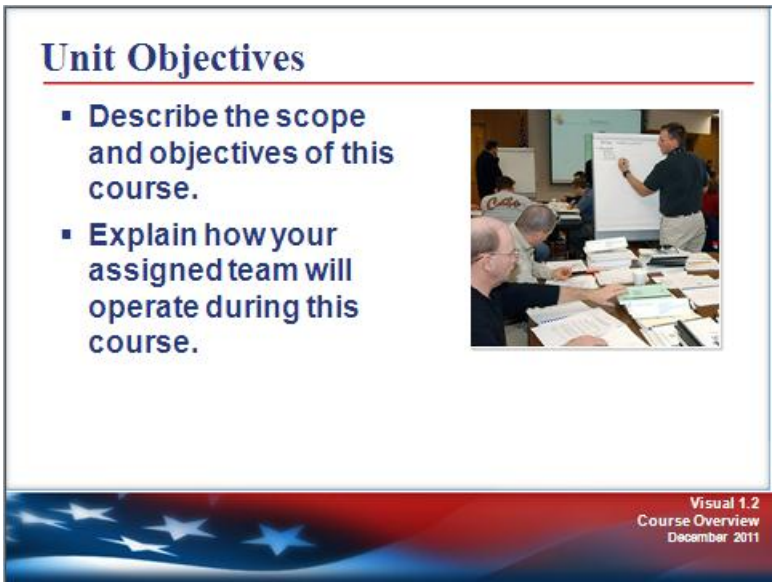
Key Points

Welcome to the ICS-300 course. This course focuses on ICS for supervisors in expanding incidents. This course builds on the ICS-100 and ICS-200 courses. Note that this course is an enhancement of the FEMA EMI/USFA Course (September 2011). Point out that this course has been enhanced to make it more applicable to EPA employees, but still meets all DHS requirements for ICS 300 training as outlined in the NIMS Integration Center (NIC) NIMS Training Program (September 2011).

Your instructors will provide information about their background and experience with the Incident Command System (ICS).

Topic	Unit Objectives

Visual 1.2



Visual Description: Unit Objectives

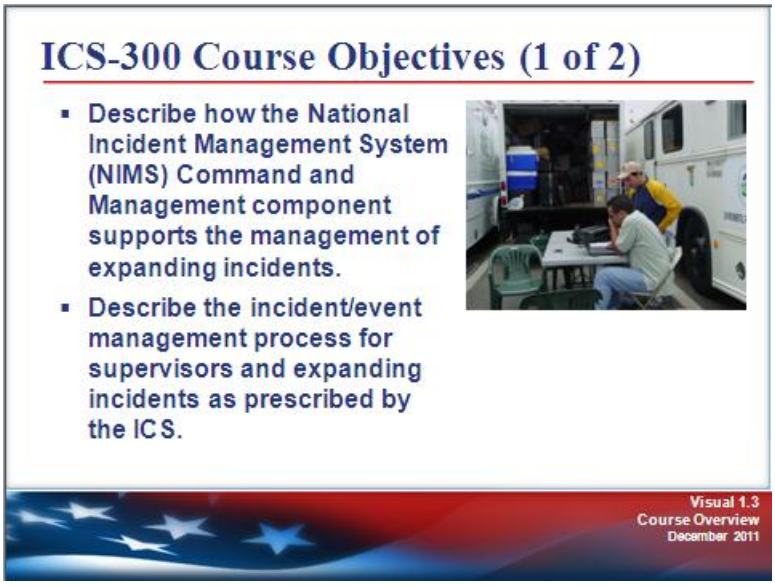
Key Points

By the end of this unit, you should be able to:

- Describe the scope and objectives of this course.
- Explain how their assigned team will operate during this course.

Topic	Course Objectives

Visual 1.3



Visual Description: ICS-300 Course Objectives (1 of 2)

Key Points

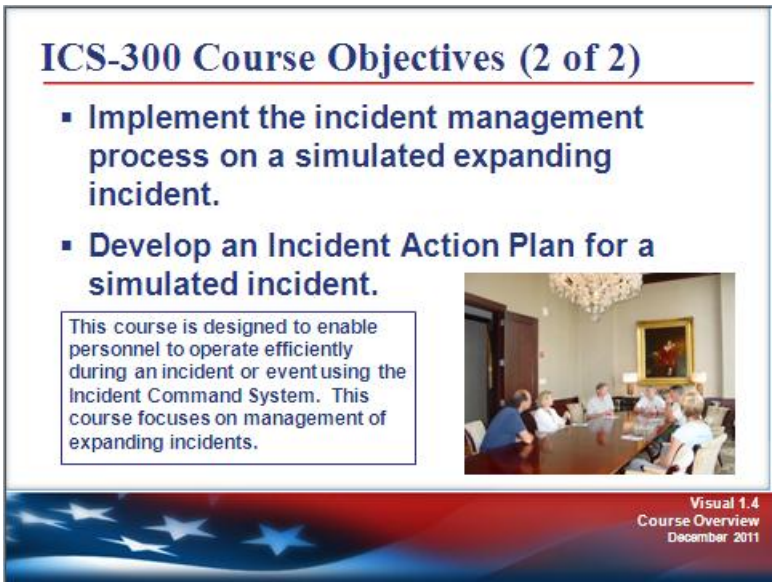
This course is designed to provide overall incident management skills rather than tactical expertise. Additional courses are available on developing and implementing incident tactics.

By the end of this course, you should be able to:

- Describe how the National Incident Management System (NIMS) Command and Management component supports the management of expanding incidents.
- Describe the incident/event management process for supervisors and expanding incidents as prescribed by the Incident Command System (ICS).

Topic	Course Objectives

Visual 1.4



Visual Description: ICS-300 Course Objectives (2 of 2)

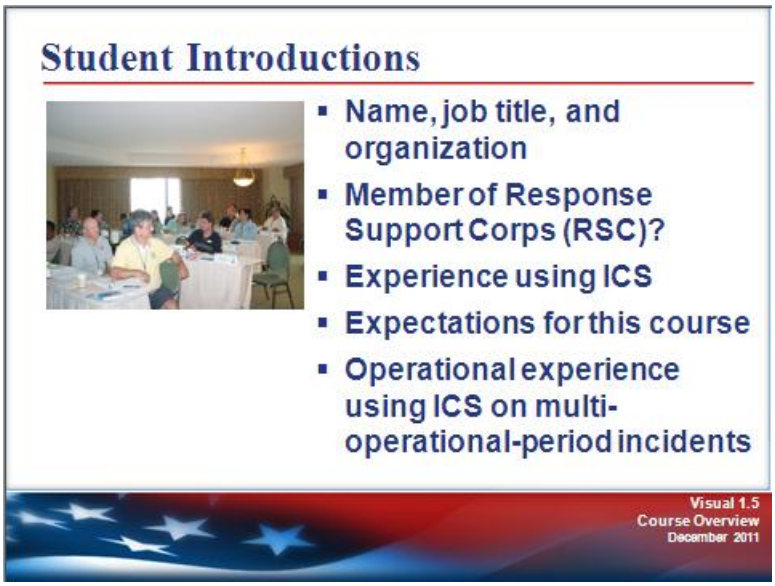
Key Points

By the end of this course, you should be able to:

- Implement the incident management process on a simulated expanding incident.
- Develop an Incident Action Plan for a simulated incident.

Topic	Student Introductions and Expectations

Visual 1.5



Visual Description: Student Introductions

Key Points

Present your:

- Name, job title, and organization.
- Are you a member of the Response Support Corps (RSC)?
- Experience using ICS.
- Expectations for this course.
- Operational experience using ICS on multioperational-period incidents.

Please mention one thing you hope to learn in this course.

Topic	Instructor Expectations

Visual 1.6

Visual Description: Instructor Expectations

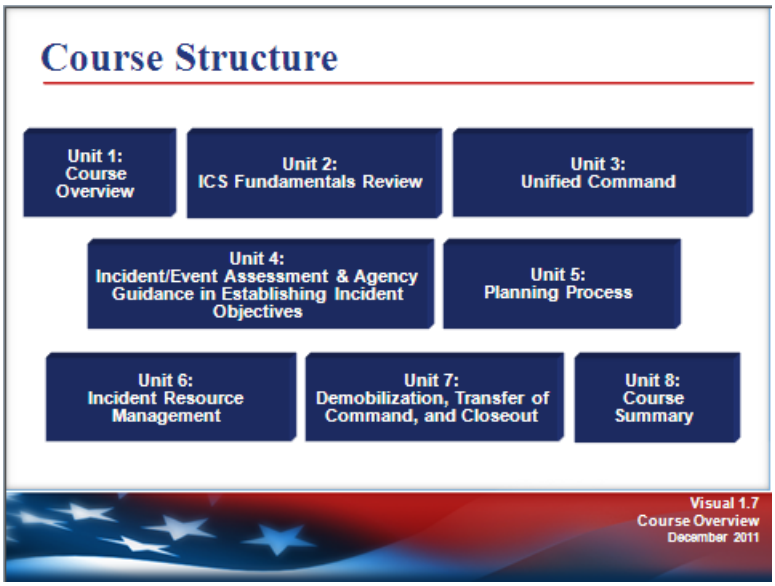
Key Points

During this course, you will be expected to:

- Cooperate with the group.
- Be open minded to new ideas.
- Show respect for fellow students and instructors.
- Use what they learn in the course to perform effectively within an ICS organization.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.

Topic: Course Structure

Visual 1.7



Visual Description: Course Structure

Key Points

This course includes the following eight lessons:

- Unit 1: Course Overview (Current lesson)
- Unit 2: ICS Fundamentals Review
- Unit 3: Unified Command
- Unit 4: Incident/Event Assessment and Agency Guidance in Establishing Incident Objectives
- Unit 5: Planning Process
- Unit 6: Incident Resource Management
- Unit 7: Demobilization, Transfer of Command, and Closeout
- Unit 8: Course Summary

Topic	Course Logistics

Visual 1.8

Visual Description: Course Logistics

Key Points

Course logistics include:

- Sign-in sheet
- Housekeeping issues:
  - Breaks, including lunch breaks
  - Message and telephone location
  - Cell phone policy, including instructions on turning cell phones to “meeting” or “vibrate” during class times
  - Facilities
  - Emergency procedures, including alarm modes, evacuation routes and assembly area location
  - Other concerns

Topic	Successful Course Completion

Visual 1.9

Visual Description: Successful Course Completion

Key Points

Successful course completion requires that you:

- Participate in unit activities/exercises.
- Achieve 70% or higher on the final exam.
- Complete daily unit log: ICS Form 214 – EPA version
- Complete the end-of-course evaluation.

Refer to the ICS Form 214 – EPA version that appears on the next page. This unit log has been adapted for use during this course. You are required to complete this log by the end of each day of training.

1. Incident Name:	2. Operational Period (Date / Time)	ACTIVITY LOG ICS 214 - EPA
	From: To:	
4. Unit Name/Designators:	5. Unit Leader: Name/Position:	

7. Personnel Roster Assigned:

Name	ICS Position	Home Base

8. Activity Log:

Time	Notable Activities

Prepared by:		(Date / Time)
Name/Position:	Signature:	

ACTIVITY LOG
ICS 214 – EPA *(Rev 02/10)*

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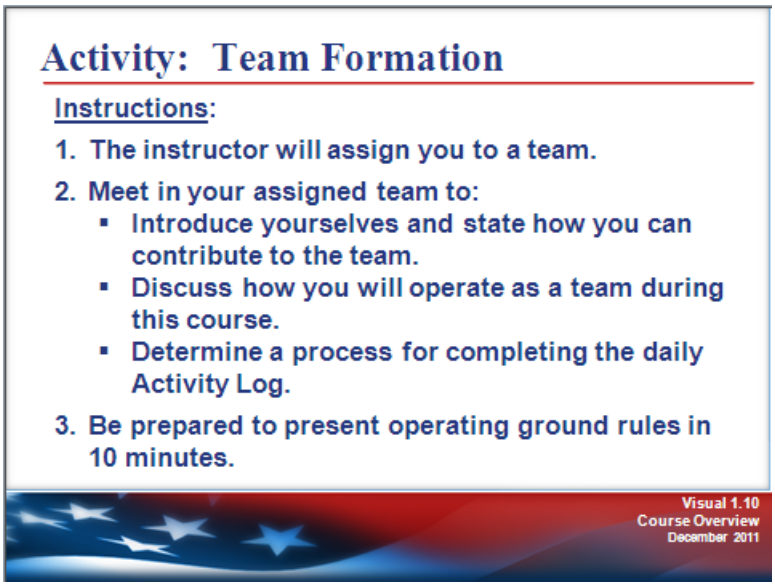
Topic	Activity: Team Formation

Visual 1.10



Visual Description: Activity: Team Formation

Key Points

Purpose: The purpose of this activity is to establish teams for the training session and to provide the opportunity for you and your team members to become acquainted, decide how to operate during activities and exercises throughout the course, and determine a process for completing the daily unit log.

Instructions:

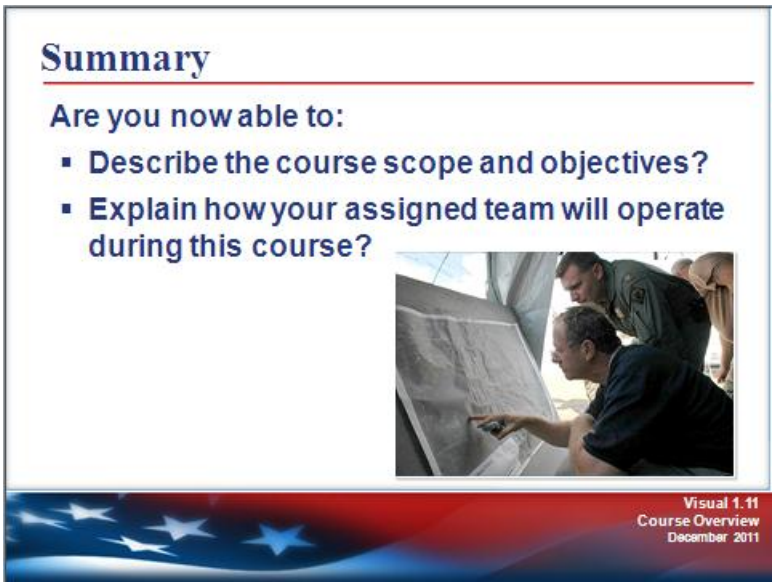
1. You will be assigned to a team.

2. Meet in your assigned team to:
   - Introduce yourselves and state how you can contribute to the team (e.g., summarize team discussions on easel charts for presentation to the class, serve as a spokesperson for the team when needed, actively participate in team discussions).
   - Discuss how you will operate as a team during activities, exercises, and other assignments throughout this course.
   - Determine a process for completing the daily unit log.

3. Be prepared to present your operating ground rules in 10 minutes.

Topic	Summary

Visual 1.11



Visual Description: Summary

Key Points

Are you now able to:

- Describe the course scope and objectives?
- Explain how your assigned team will operate during this course?

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

Acquisition Procedures: Used to obtain resources to support operational requirements.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction, having full authority for making decisions, and providing direction to the management organization for an incident.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency or private organization that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Allocated Resources: Resources dispatched to an incident.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decisionmaking.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Badging: Based on credentialing and resource ordering, provides incident-specific credentials and can be used to limit access to various incident sites.

Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Certifying Personnel: Process that entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: Process in which all responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: Offers an overview of an incident thereby providing incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Common Terminology: Normally used words and phrases-avoids the use of different words/phrases for same concepts, consistency.

Communications: Process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatcher centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility

and staff that handles emergency calls from the public and communication with emergency management/response personnel. Center can serve as a primary coordination and support element of the multiagency coordination system (MACS) for an incident until other elements of MACS are formally established.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Continuity of Government (COG): Activities that address the continuance of constitutional governance. COG planning aims to preserve and/or reconstitute the institution of government and ensure that a department or agency's constitutional, legislative, and/or administrative responsibilities are maintained. This is accomplished through succession of leadership, the predelegation of emergency authority, and active command and control during response and recovery operations.

Continuity of Operations (COOP) Plans: Planning should be instituted (including all levels of government) across the private sector and nongovernmental organizations, as appropriate, to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Corrective Actions: Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

Credentialing: Providing documentation that can authenticate and verify the certification and identity of designated incident managers and emergency responders.

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents. Same as the Letter of Expectation.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An emergency operations center (EOC) specific to a single department or agency. Its focus is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

DHS: Department of Homeland Security

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A Division is located within the Incident Command System organization between the Branch and resources in the Operations Section.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, substate regional, and local governments, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as emergency responders.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or some combination thereof.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: See Planned Event.

Federal: Of or pertaining to the Federal Government of the United States of America.

FEMA: Federal Emergency Management Agency

Field Operations Guide: Durable pocket or desk guide that contains essential information required to perform specific assignments or functions.

Finance/Administration Section: The Section responsible for all administrative and financial considerations surrounding an incident.

Function: Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between Branches and resources in the Operations Section. See Division.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Homeland Security Exercise and Evaluation Program (HSEEP): A capabilities- and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

HSPD-5: Homeland Security Presidential Directive 5, "Management of Domestic Incidents"

HSPD-7: Homeland Security Presidential Directive 7, "Critical Infrastructure, Identification, Prioritization, and Protection"

HSPD-8: Homeland Security Presidential Directive 8, "National Preparedness"

Identification and Authentication: For security purposes, process required for individuals and organizations that access the NIMS information management system and, in particular, those that contribute information to the system (e.g., situation reports).

Incident: An occurrence or event, natural or manmade, which requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources

and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline or large jurisdiction-specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Initial Actions: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence/Investigations: Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/ Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or

information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Interoperability: The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Field Office (JFO): A temporary Federal facility established locally to provide a central point for Federal, State, tribal, and local executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, and local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

Letter of Expectation: See Delegation of Authority.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized

tribal entity, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management.

Logistics Section: The Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incidents objectives; developing strategies based on overarching incidents objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Managers: Individuals within Incident Command System organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Metrics: Measurable standards that are useful in describing a resource's capability.

Mitigation: Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Mobilization: The process and procedures used by all organizations-Federal, State, tribal, and local-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination (MAC) Group: Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the system. It can provide coordinated decisionmaking and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination System(s) (MACS): Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are emergency operations centers and MAC Groups. These systems assist agencies and organizations responding to an incident.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National: Of a nationwide character, including the Federal, State, tribal, and local aspects of governance and policy.

National Incident Management System (NIMS): Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Infrastructure Protection Plan (NIPP): Provides a coordinated approach to critical infrastructure and key resources protection roles and responsibilities for Federal, State, tribal, local, and private-sector security partners. The NIPP sets national priorities, goals, and requirements for effective distribution of funding and resources that will help ensure that our government, economy, and public services continue in the event of a terrorist attack or other disaster.

National Integration Center (NIC) Incident Management Systems Integration Division: Established by the Secretary of Homeland Security to provide strategic direction for and oversight of NIMS by supporting both routine maintenance and the continuous refinement of the system and its components over the long term. The Center oversees all aspects of NIMS including the development of compliance criteria and implementation activities at Federal, State, and local levels. It provides guidance and support to jurisdictions and incident management and responder organizations as they adopt the system.

National Planning Scenarios: Planning tools that represent a minimum number of credible scenarios depicting the range of potential terrorist attacks and natural disasters and related impacts facing our Nation. They form a basis for coordinated Federal planning, training, and exercises.

National Preparedness Guidelines: Guidance that establishes a vision for national preparedness and provides a systematic approach for prioritizing preparedness efforts across the Nation. These Guidelines focus policy, planning, and investments at all levels of government and the private sector. The Guidelines replace the Interim National Preparedness Goal and integrate recent lessons learned.

National Preparedness Vision: Provides a concise statement of the core preparedness goal for the Nation.

National Response Framework (NRF): Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decisionmakers, and supporting entities to provide a unified national response.

NFPA: National Fire Protection Association

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Officer: The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

Operations Section: The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

Personal Responsibility: All responders are expected to use good judgment and be accountable for their actions.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purposes of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Pre-Positioned Resources: Resources moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

Preparedness Organizations: The groups that provide coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, and Critical Infrastructure Sector Coordinating Councils).

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Publications Management: Subsystem used to manage the development, publication control, publication supply, and distribution of NIMS materials.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; postincident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed to restore the affected area or community.

Reimbursement: Mechanism used to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

Response: Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

Retrograde: To return resources back to their original location.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section: The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

Single Resource: Individual personnel, supplies, and equipment items, and the operators associated with them.

Situation Report: Document that often contains confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Special Needs Population: A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Substate Region: A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

Supporting Technology: Any technology that may be used to support NIMS. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications.

System: An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Tactics: Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

Target Capabilities List: Defines specific capabilities that all levels of government should possess in order to respond effectively to incidents.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, tribal, and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design or hazardous material assessments).

Technical Specialist: Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technology Standards: Standards for key systems may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

Technology Support: Facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tracking and Reporting Resources: A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

Tribal: Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

Typing Resources: Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Unified Approach: A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

Unified Area Command: Command system established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Universal Task List: A menu of unique tasks that link strategies to prevention, protection, response, and recovery tasks for the major events represented by the National Planning Scenarios. It provides a common vocabulary of critical tasks that support development of essential capabilities among organizations at all levels. The List was used to assist in creating the Target Capabilities List.

Unit: The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are preestablished within ICS (e.g., Base Camp Manager), but many others will be assigned as Technical Specialists.

Unity of Command: Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the Government and those affected by Government activities (legal and financial rights records).

Volunteer: For the purposes of NIMS, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101.

Your Notes:

Unit 2: ICS Fundamentals Review

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Objectives

At the end of this unit, you should be able to:

- Describe how ICS fits into the Command and Management component of NIMS.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
- Describe reporting relationships and information flow within the organization.
- Match responsibility statements to each ICS organizational element.
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities.
- Describe differences between Deputies and Assistants.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level.
- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
- Describe the importance of establishing proper span of control for aviation resources and facilities.

Scope

- Unit Introduction and Objectives
- Applying ICS
  - ICS Review Materials: ICS History and Features
- Mandates
- Command Principles
  - ICS Review Materials: Command
- Incident Management Roles
- Communication Principles
- Organizational Structure
  - ICS Review Materials: Incident Complexity
  - ICS Review Materials: Organizational Elements
  - ICS Review Materials: Deputies, Assistants, Technical Specialists, and Agency Representatives
- Resource Needs
- ICS Key Concepts Applied Exercise
- Summary

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Topic	Unit Introduction

Visual 2.1

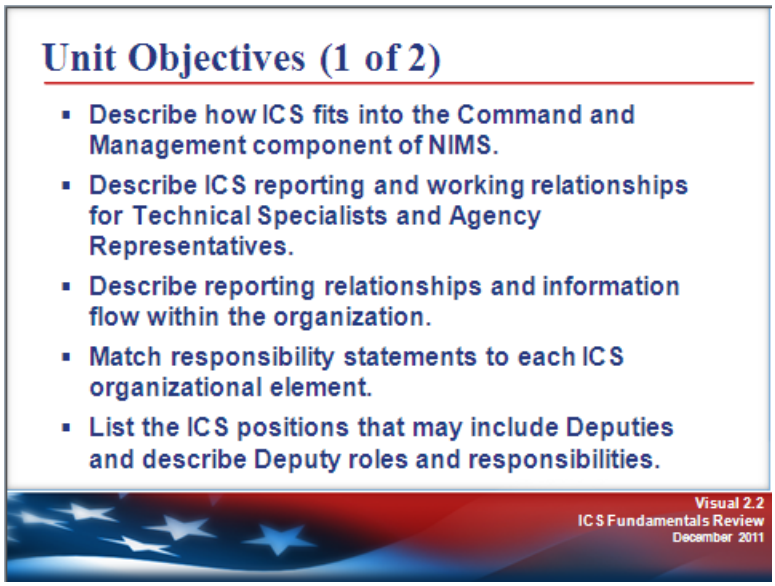
Visual Description: Unit Introduction

Key Points

Unit 2 is a review of the fundamental ICS principles learned in prerequisite courses. This unit provides a review of basic ICS organizational and staffing concepts.

Topic: Unit Objectives

Visual 2.2



Visual Description: Unit Objectives (1 of 2)

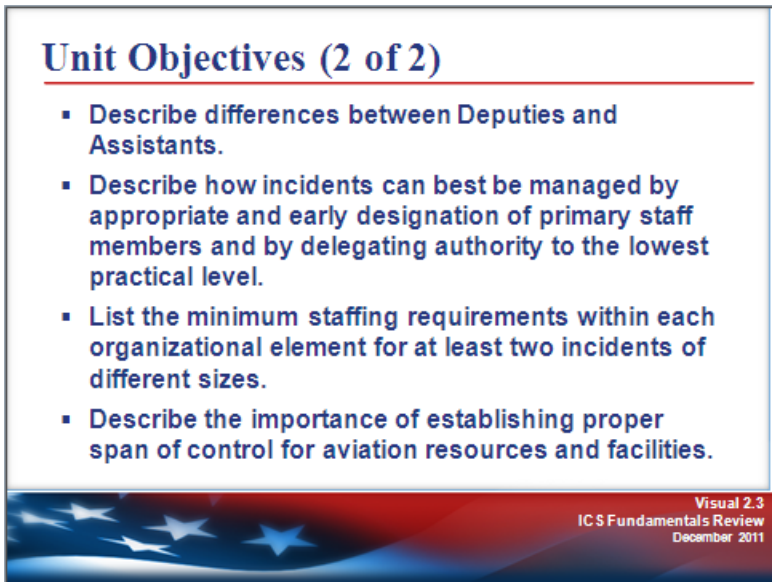
Key Points

By the end of this unit, you should be able to:

- Describe how ICS fits into the Command and Management component of NIMS.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
- Describe reporting relationships and information flow within the organization.
- Match responsibility statements to each ICS organizational element.
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities.

Topic: Unit Objectives

Visual 2.3



Visual Description: Unit Objectives (2 of 2)

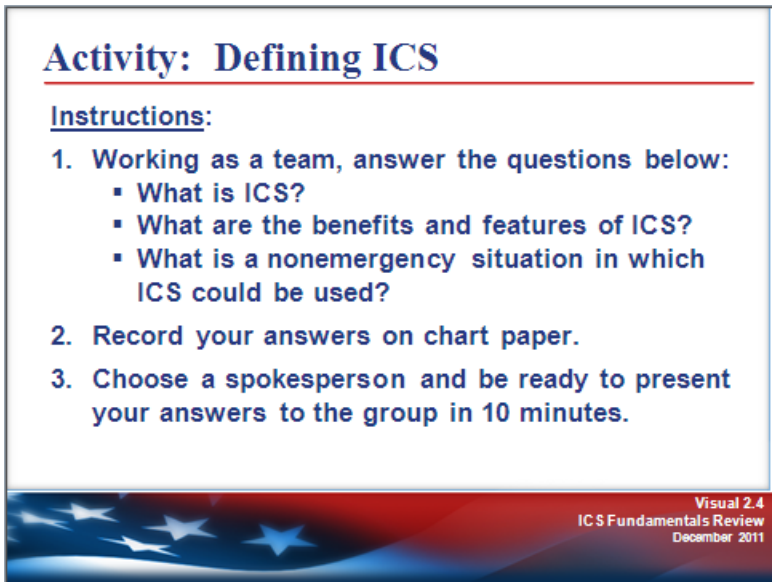
Key Points

By the end of this unit, you should be able to:

- Describe differences between Deputies and Assistants.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level.
- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
- Describe the importance of establishing proper span of control for aviation resources and facilities.

Topic	Applying ICS

Visual 2.4



Visual Description: Activity: Defining ICS

Key Points

Instructions:

1. Working in your teams, answer the questions below:
   - What is ICS?
   - What are the benefits and features of ICS?
   - What is an example of a nonemergency situation in which ICS could be used?

   You should refer to the review materials on the next several pages to help you formulate your answers.

2. Record your answers on chart paper.

3. Choose a spokesperson and be ready to present your answers to the group in 10 minutes.

ICS Review Materials: ICS History and Features

Incident Command System (ICS)

ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

The Incident Command System:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices" and has become the standard for emergency management 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).

As stated in NIMS, “The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to enable effective and efficient domestic incident management. A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government—Federal, State, local, and tribal—as well as by many private-sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.”

ICS Review Materials: ICS History and Features

ICS Features

The 14 essential ICS features are listed below:

- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.

- **Modular Organization:** The Incident Command organizational structure develops in a modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.

- **Management by Objectives:** Includes establishing overarching objectives; developing strategies based on incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

- **Incident Action Planning:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities.

- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.

- **Incident Locations and Facilities:** Various types of operational support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical designated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.

- **Comprehensive Resource Management:** Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.

- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.

- **Establishment and Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

(Continued on the next page.)

ICS Review Materials: ICS History and Features

ICS Features (Continued)

- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

- **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:

  - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
  - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
  - **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
  - **Personal Responsibility:** All responders are expected to use good judgment and be accountable for their actions.
  - **Span of Control:** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
  - **Resource Tracking:** Supervisors must record and report resource status changes as they occur.

- **Dispatch/Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, analyzing, sharing, and managing incident-related information and intelligence.

Topic: Mandates

Visual 2.5

Visual Description: Homeland Security Presidential Directives (HSPDs)

Key Points

Complex 21st century threats demand that all Americans share responsibility for homeland security. All levels of government, the private sector, and nongovernmental agencies must be prepared to prevent, protect against, respond to, and recover from a wide spectrum of major events that exceed the capabilities of any single entity. These hazards require a unified and coordinated national approach to planning and to domestic incident management. To address this need, Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5) and Homeland Security Presidential Directive 8: National Preparedness (HSPD-8) establish the following national initiatives that develop a common approach to preparedness and response.

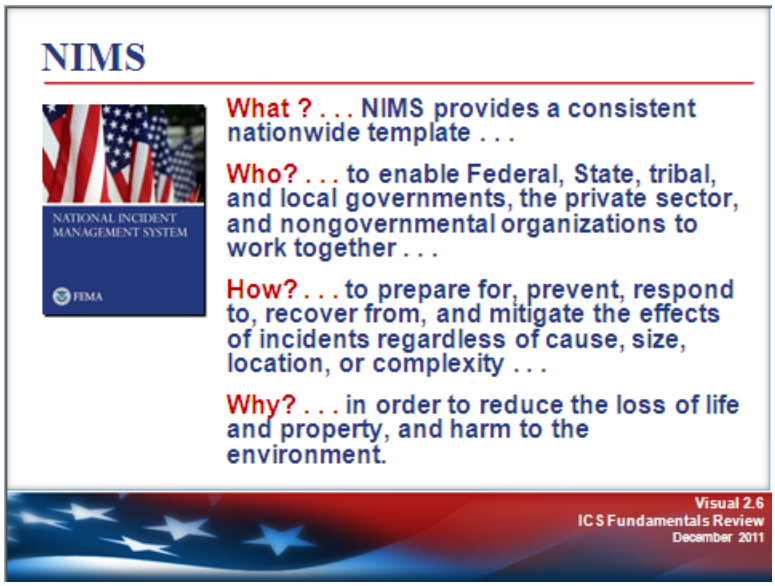
- **HSPD-5** identifies steps for improved coordination in response to incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Incident Management System (NIMS).

- **HSPD-8** describes the way Federal departments and agencies will prepare. It requires DHS to coordinate with other Federal departments and agencies and State, local, and tribal governments to develop national preparedness guidelines.

NIMS defines what needs to be done to prevent, protect against, respond to, and recover from a major event, how it needs to be done, and how well it needs to be done. Together, these related efforts align Federal, State, local, tribal, private sector, and nongovernmental preparedness, incident management, and emergency response plans into an effective and efficient national structure.

Topic: Mandates

Visual 2.6



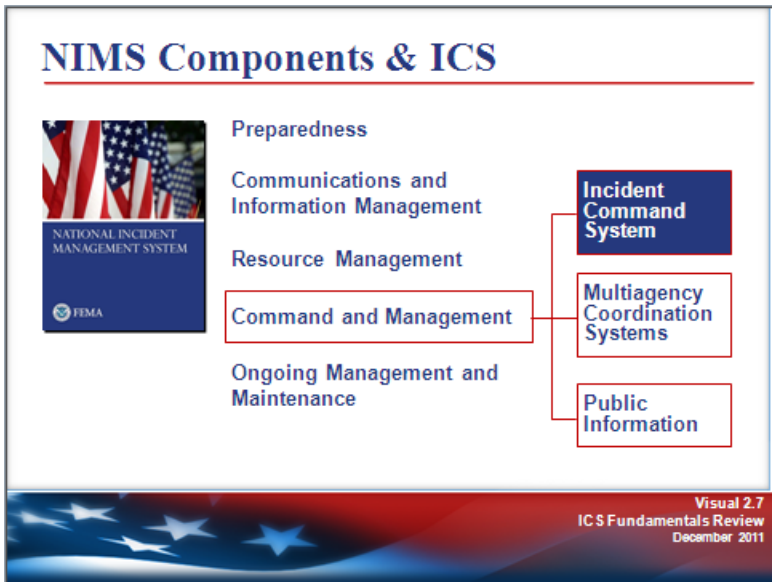
Visual Description: NIMS

Key Points

The NIMS provides a systematic, proactive approach guiding departments and agencies at all levels of government, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property, and harm to the environment.

Topic: Mandates

Visual 2.7



Visual Description: NIMS Components & ICS

Key Points

ICS is only one facet of NIMS. NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context.

Following is a synopsis of each major component of NIMS.

- **Preparedness.** Effective incident management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of any potential incident. Preparedness involves an integrated combination of planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.

- **Communications and Information Management.** Emergency management and incident response activities rely on communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. NIMS is based on the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communication and information systems.

(Continued on the next page.)

Topic: Mandates

- **Resource Management.** Resources (such as personnel, equipment, and/or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to: identify requirements, order and acquire, mobilize, track and report, recover and demobilize, reimburse, and inventory resources.

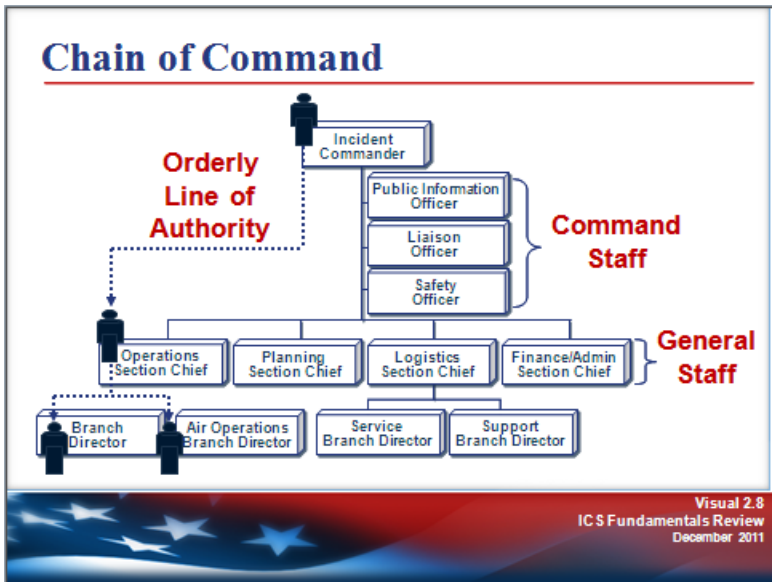
- **Command and Management.** The Command and Management component within NIMS is designed to enable effective and efficient incident management and coordination by providing flexible, standardized incident management structures. The structure is based on three key organizational constructs: the Incident Command System (ICS), Multiagency Coordination Systems, and Public Information.

- **Ongoing Management and Maintenance.** DHS/FEMA manages the development and maintenance of NIMS. This includes developing NIMS programs and processes as well as keeping the NIMS document current.

Additional information: www.fema.gov/emergency/nims

Topic: Command Principles

Visual 2.8



Visual Description: Chain of Command

Key Points

Within the ICS,

- Chain of command means that there is an orderly line of authority and reporting relationships within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.
- Chain of command is used to communicate direction and maintain management control. Chain of command, however, does not apply to the exchange of information. Although orders must flow through the chain of command, members of the organization may directly communicate with each other to ask for or share information.

ICS team members work within the ICS position descriptions and follow the designated reporting relationships, regardless of their nonemergency positions or everyday administrative chain of command.

Topic	Command Principles

Visual 2.9

Visual Description: Unity of Command

Key Points

The concept of Unity of Command means that personnel:

- Report to only one supervisor.
- Maintain formal communication relationships only with that supervisor.

Don't confuse **unity of command** with **Unified Command**.

Unified Command will be covered in the next unit.

Topic	Command Principles

Visual 2.10

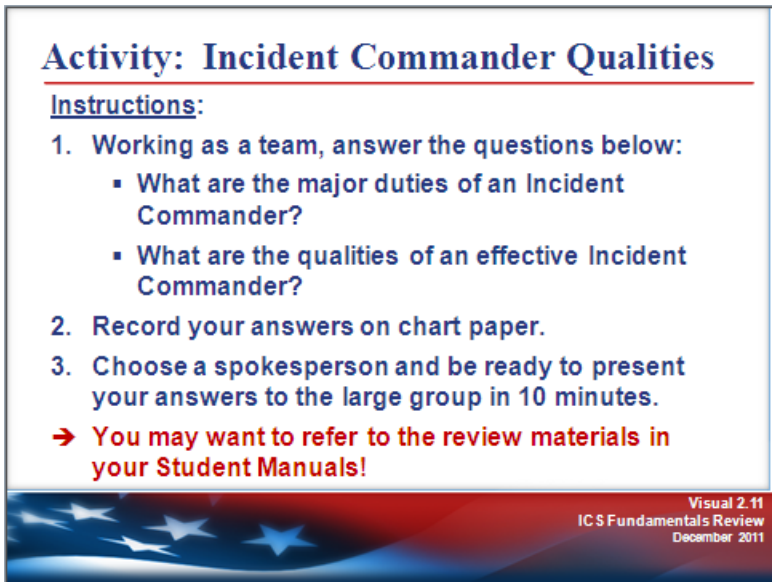
Visual Description: "Unity" vs. "Unified." What's the difference between unity of command and Unified Command?

Key Points

What's the difference between unity of command and Unified Command?

Topic	Command Principles

Visual 2.11



Visual Description: Activity: Incident Commander Qualities

Key Points

Instructions:

1. Working in your teams, answer the questions below:
   - What are the major duties of an Incident Commander?
   - What are the qualities of an effective Incident Commander?

2. Record your answers on chart paper.

3. Choose a spokesperson and be ready to present your answers to the large group in 10 minutes.

You may refer to the review materials on incident command on the next page.

Overall Organizational Functions

ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents. Analyses of incident reports and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.

As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus in ICS, and especially in larger incidents, the Incident Commander manages the *organization* that manages the incident, not the incident directly.

In addition to the Command function, other desired functions and activities were to:

- Delegate authority and provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.
- Provide logistical support to the incident organization.
- Provide planning services for both current and future activities.
- Provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.
- Promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.
- Provide a safe operating environment within all parts of the incident organization.
- Ensure that assisting and cooperating agencies' needs are met, and to see that they are used in an effective manner.

Incident Commander

The Incident Commander is technically not a part of either the General or Command Staff. The Incident Commander is responsible for:

- Having clear authority and knowing agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Setting priorities, and determining incident objectives and strategies to be followed.
- Establishing the ICS organization needed to manage the incident.
- Approving the Incident Action Plan.
- Coordinating Command and General Staff activities.
- Approving resource requests and use of volunteers and auxiliary personnel.
- Ordering demobilization as needed.
- Ensuring after-action reports are completed.
- Authorizing information release to the media.

Topic | **Incident Management Roles**

Visual 2.12

Visual Description: Incident Management Roles

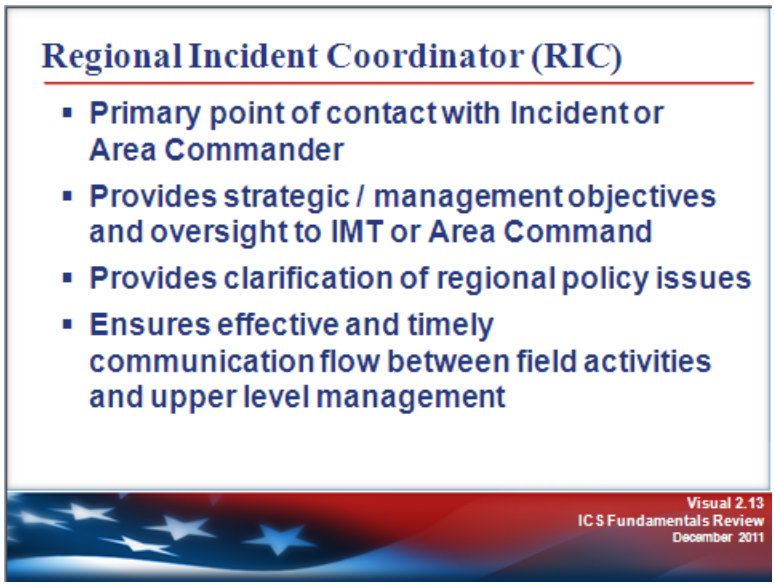
Key Points

The Incident Commander is the primary person in charge at the incident. In addition to managing the incident scene, he or she is trained to keep the Agency Executives/Senior Officials informed and up to date on all important matters pertaining to the incident.

The Agency Executives/Senior Officials set policy, establish the mission to be accomplished, shape the overall strategic direction, and give the trained responders the authority to accomplish the incident objectives. **Providing policy direction does not mean that these officials direct incident objectives or tactics.**

Topic | **Incident Management Roles**

Visual 2.13



Visual Description: Regional Incident Coordinator (RIC)

Key Points

The RIC is:

- The primary point of contact between EPA Regional Agency Executives and the incident (or Area) Commander.
- Provides strategic/management objectives and oversight of the Incident Management Team (IMT) or Area Command.
- Provides clarification of regional policy issues
- Ensures effective and timely communication flow (coordination) between field activities and upper level management.

Topic	Communication Principles

Visual 2.14

Visual Description: Common Terminology

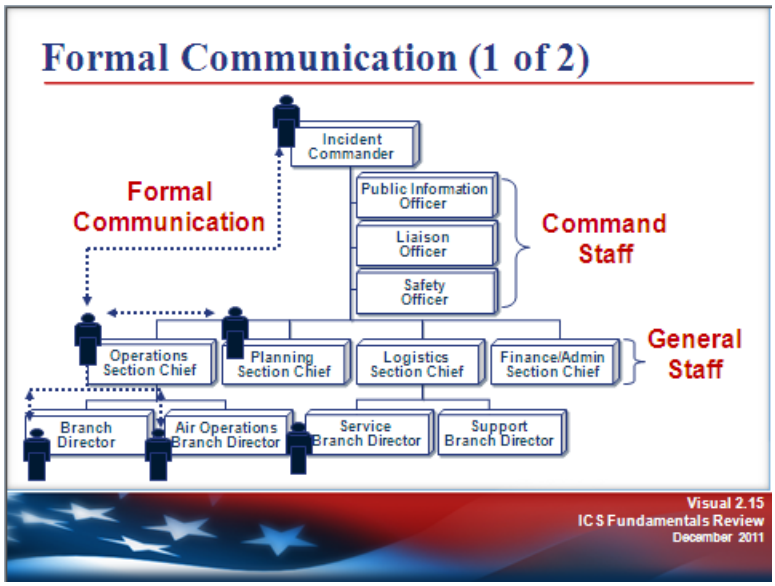
Key Points

This unit will cover each of the basic features of ICS. Remember: Using common terminology helps to define:

- Organizational functions.
- Incident facilities.
  - **Incident Command Post** – The field location at which the primary tactical-level, on-scene incident command functions are performed.
  - **Staging Area** – The location where resources can be placed while awaiting a tactical assignment.
  - **Base** – The location where primary logistics functions are coordinated. There is only one Base per incident. The Incident Command Post may be collocated with the Base.
  - **Camp** – A location where food, water, rest, and sanitary services are provided to incident personnel.
- Resource descriptions.
- Position titles.

Topic: Communication Principles

Visual 2.15



Visual Description: Formal Communication (1 of 2)

Key Points

As the incident organization grows to meet the needs of the incident, care must be taken to ensure that information transfer is handled effectively.

Formal communication requires that orders, directives, resource requests, and status changes must follow the hierarchy of command unless otherwise directed.

Topic | **Communication Principles**

Visual 2.16

Visual Description: Formal Communication (2 of 2)

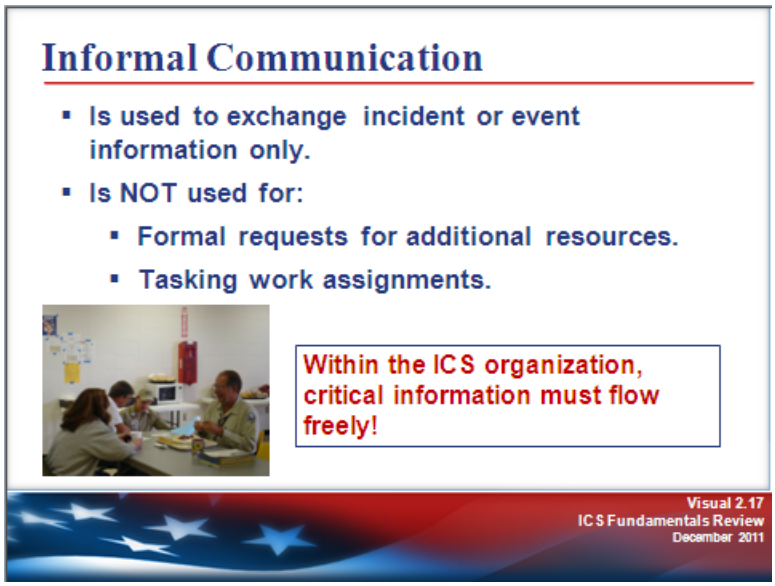
Key Points

Formal communication is used when:

- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.

Topic **Communication Principles**

Visual 2.17



Visual Description: Informal Communication

Key Points

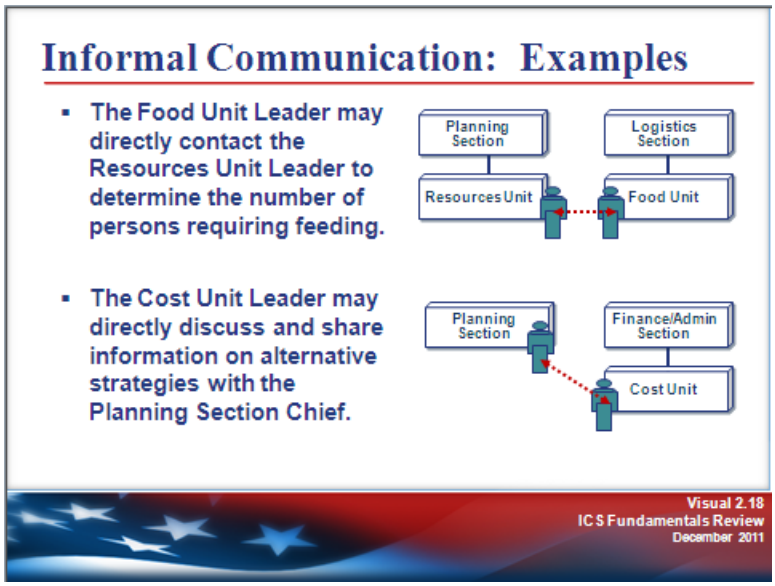
Informal communication:

- Is used to exchange incident or event information.
- Is not used for formal requests for additional resources or for tasking working assignments.

There is complete freedom within the organization to exchange information among and between personnel.

Topic: Communication Principles

Visual 2.18



Visual Description: Informal Communication: Examples

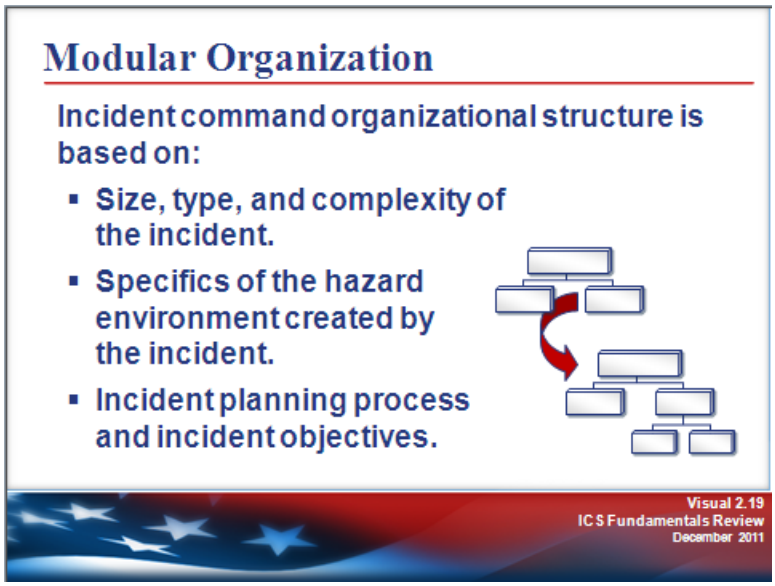
Key Points

The following are examples of informal communication:

- The Food Unit Leader may directly contact the Resources Unit Leader to determine the number of persons requiring feeding.
- The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.

Topic | **Organizational Structure**

Visual 2.19



Visual Description: Modular Organization

Key Points

As incidents expand, the ICS organization can also expand as necessary for the type, size, scope, and complexity of the incident.

The ICS organization builds from the top down. When needed, Sections can be added to this organization, and each Section may have subordinate Units.

This modular concept is based on the following considerations:

- The organization matches the function or task to be performed;
- Staffing is made only for those functional elements required to perform the task;
- Span of control guidelines are maintained;
- The function of any non-activated organizational element is performed at the next highest level; and
- Organizational elements are deactivated if they are no longer required.

Refer to the review materials on incident complexity on the following page.

ICS Review Materials: Incident Complexity

Incident Complexity

"Incident complexity" is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy.

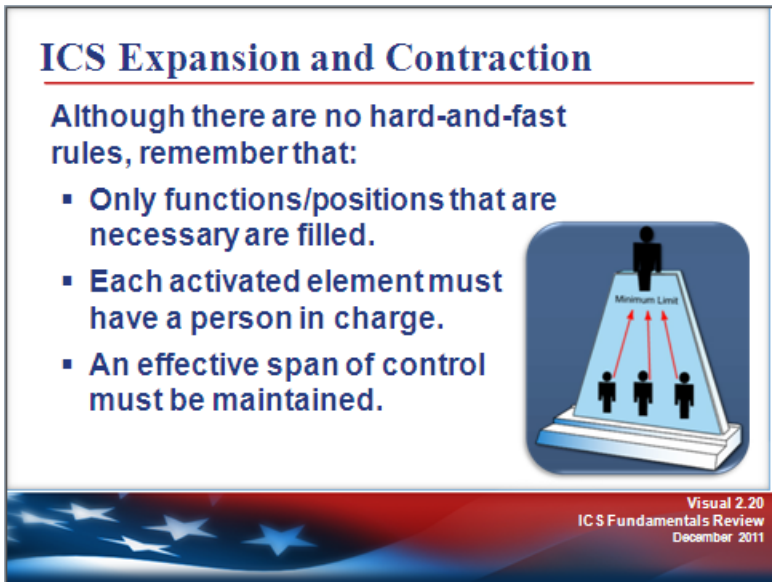
Incident complexity is considered when making incident management level, staffing, and safety decisions.

Various analysis tools have been developed to assist consideration of important factors involved in incident complexity. Listed below are the factors that may be considered in analyzing incident complexity:

- Community and responder safety
- Impacts to life, property, and the economy
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources
- Potential to extend multiple operation periods

Topic | **Organizational Structure**

Visual 2.20



Visual Description: ICS Expansion and Contraction

Key Points

Although there are no hard-and-fast rules, it is important to remember that:

- Only functions/positions that are necessary are filled.
- Each activated element must have a person in charge.
- An effective span of control must be maintained.

In addition, resources should match the incident complexity (type). For more information on resource typing, refer the NIC Web site.

Topic | **Organizational Structure**

Visual 2.21

Visual Description: Delegation

Key Points

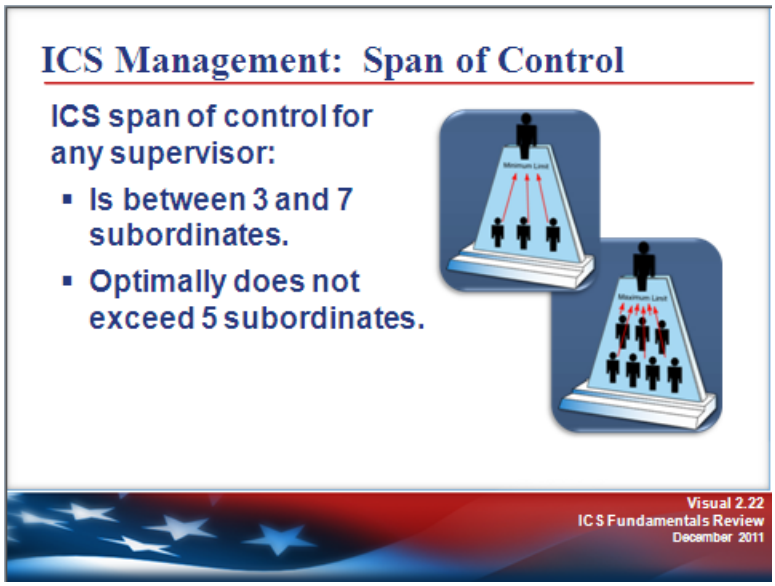
Why is it important to delegate authority to the lowest practical level?

The ICS organization may be expanded easily from a very small operation for routine incidents into a larger organization capable of handling catastrophic events.

A basic ICS operating guideline is that the person at the top of the organization is responsible for a task until that responsibility is delegated to a subordinate position.

Topic	Organizational Structure

Visual 2.22



Visual Description: ICS Management: Span of Control

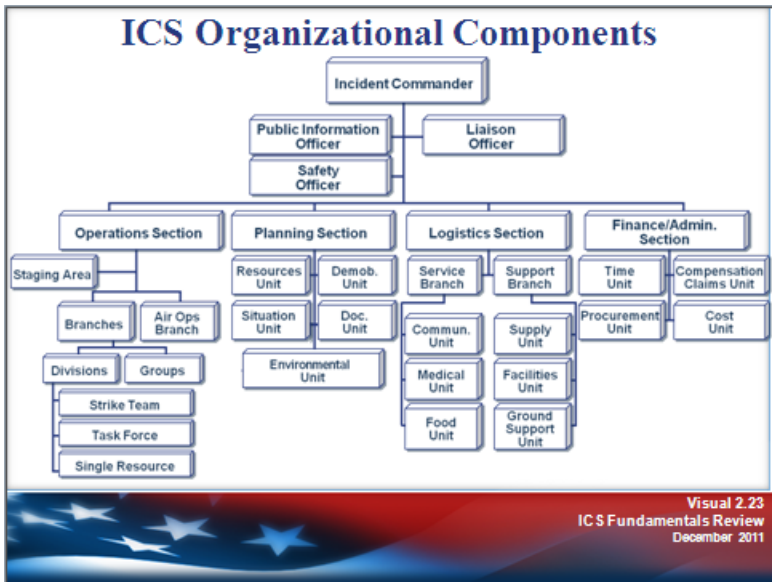
Key Points

Span of control is an ICS concept that describes the ratio of individuals supervised to the number of supervisors. Span of control is accomplished by organizing resources into Teams, Divisions, Groups, Branches, or Sections.

Under NIMS, an appropriate span of control is a ratio between 3:1 and 7:1 (between 3 and 7 individuals supervised to one supervisor).

Topic: Organizational Structure

Visual 2.23



Visual Description: ICS Organizational Components (Organizational chart showing all Command and General Staff positions)

Key Points

The next section of this unit reviews the ICS organization. The ICS organization:

- Is typically structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.
- Is adaptable to any emergency or incident to which domestic incident management agencies would be expected to respond.
- Has a scalable organizational structure that is based on the size and complexity of the incident. However, this flexibility does **NOT** allow for the modification of the standard, common language used to refer to organizational components or positions.

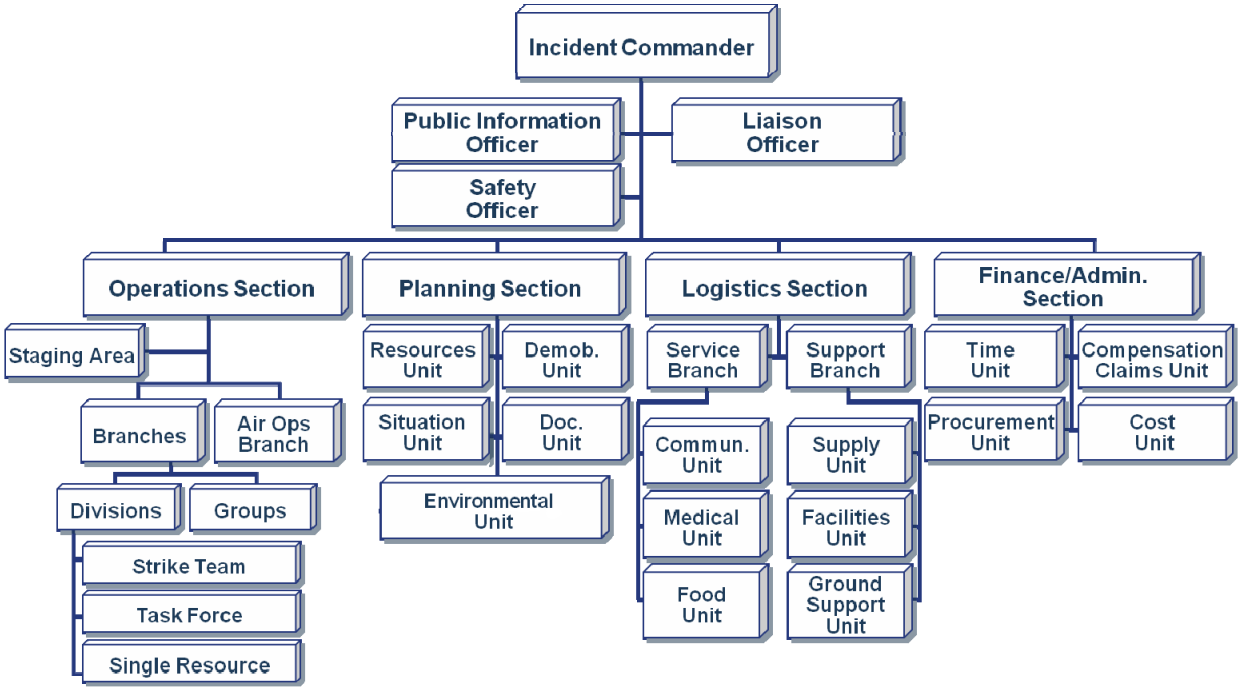
An Incident Management Team (IMT) is comprised of the Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining “type,” or level, of IMT.

Take some time to look over the next several pages of review materials. Later in this lesson, an activity will assess how well you understand this information.

Note: A larger version of the ICS organization chart and caption appears on the next page.

ICS Review Materials: Organizational Elements

Organizational Structure



- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.
- **Section:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, and Finance/Administration). The Section level is organizationally between Branch and Incident Commander.
- **Branch:** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or by jurisdictional name.
- **Division:** That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- **Group:** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- **Unit:** That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.
- **Task Force:** A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.
- **Strike Team:** Specified combinations of the same kind and type of resources, with common communications and a leader.
- **Single Resource:** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

ICS Review Materials: Organizational Elements

Incident Management Team

An Incident Management Team (IMT) is comprised of the Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining “type,” or level, of IMT.

Command Staff

The Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer (PIO), Safety Officer (SO), and Liaison Officer (LNO), in addition to various others, as required and assigned by the Incident Commander. For example, the Scientific Support Coordinator is a technical specialist position, defined in the National Contingency Plan, which may be added to Command Staff to provide advice to the Incident Commander for scientific issues.

The table on the following page summarizes the responsibilities of the Command Staff.

General Staff

The General Staff represents and is responsible for the functional aspects of the Incident Command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections.

General guidelines related to General Staff positions include the following:

- Only one person will be designated to lead each General Staff position.
- General Staff positions may be filled by qualified persons from any agency or jurisdiction.
- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.
- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.
- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.
- General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section," it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

Following the first table is a table that summarizes the responsibilities of the General Staff.

Command Staff	Responsibilities
Public Information Officer	▪ Determine, according to direction from the IC, any limits on information release. ▪ Develop accurate, accessible, and timely information for use in press/media briefings. ▪ Obtain IC's approval of news releases. ▪ Conduct periodic media briefings. ▪ Arrange for tours and other interviews or briefings that may be required. ▪ Monitor and forward media information that may be useful to incident planning. ▪ Maintain current information, summaries, and/or displays on the incident. ▪ Make information about the incident available to incident personnel. ▪ Participate in the planning meeting.
Safety Officer	▪ Identify and mitigate hazardous situations. ▪ Ensure safety messages and briefings are made. ▪ Exercise emergency authority to stop and prevent unsafe acts. ▪ Review the Incident Action Plan 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.
Liaison Officer	▪ 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 interorganizational problems. ▪ Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources. ▪ Provide agency-specific demobilization information and requirements.
Assistants	In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.
Additional Command Staff	Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.

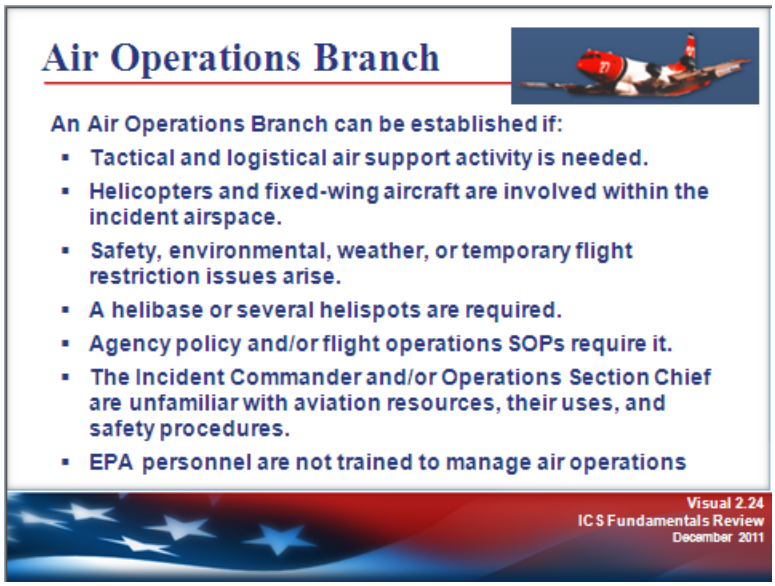
Source: NIMS

General Staff	Responsibilities
Operations Section Chief	The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan (IAP) provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations. Major responsibilities of the Operations Section Chief are to: ▪ Assure safety of tactical operations. ▪ Manage tactical operations. ▪ Develop the operations portion 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 IC, subordinate Operations personnel, and other agencies involved in the incident.
Planning Section Chief	The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the IAP, in formal briefings, or through map and status board displays. Major responsibilities of the Planning Section Chief are to: ▪ 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 materials into the IAP. ▪ Conduct and facilitate planning meetings. ▪ Reassign personnel within the ICS organization. ▪ Compile and display incident status information. ▪ Establish information requirements and reporting schedules for units (e.g., Resources, Situation Units). ▪ Determine need for 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.

General Staff	Responsibilities
Logistics Section Chief	The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing: ▪ Facilities. ▪ Transportation. ▪ Communications. ▪ Supplies. ▪ Equipment maintenance and fueling. ▪ Food services (for responders). ▪ Medical services (for responders). ▪ All off-incident resources. Major responsibilities of the Logistics Section Chief are to: ▪ 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 logistical 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 the development of the Communications, Medical, and Traffic Plans as required. ▪ Oversee demobilization of the Logistics Section and associated resources.
Finance/ Administration Section Chief	The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated. Major responsibilities of the Finance/Administration Section Chief are to: ▪ Manage all financial aspects of an incident. ▪ Provide financial and cost analysis information as requested. ▪ Ensure compensation and claims functions are being addressed relative to the incident. ▪ Gather pertinent information from briefings with responsible agencies. ▪ Develop an operating plan for the Finance/Administration Section and fill Section supply and support needs. ▪ Determine the need to set up and operate an incident commissary. ▪ Meet with assisting and cooperating agency representatives as needed. ▪ Maintain daily contact with agency(s) headquarters on finance matters. ▪ Ensure that personnel time records are completed accurately and transmitted to home agencies. ▪ Ensure that all obligation documents initiated at the incident are properly prepared and completed. ▪ Brief agency administrative personnel on all incident-related financial issues needing attention or followup. ▪ Provide input to the IAP.

Topic **Organizational Structure**

Visual 2.24



Visual Description: Air Operations Branch

Key Points

As the incident grows in complexity, additional "layers" of supervision and coordination may be required to support effective and safe air operations. It is important to recognize that in Air Operations, like any other part of the ICS organization, it is only necessary to activate those parts of the organization that are required.

When activated, the Air Operations Branch is responsible for managing all air operations at an incident. This includes both tactical and logistical operations. Prior to activation of the Air Operations Branch, management of aviation operations (including the use of aircraft for logistical support) is the responsibility of the Operations Section Chief or Incident Commander if the Operations Section Chief position has not been activated.

It is not necessary to activate Air Operations positions if the function can be adequately managed at the Operations Section Chief level.

An Air Operations Branch can be established if:

- Tactical and logistical air support activity is needed at the incident.
- Helicopters and fixed-wing aircraft are involved within the incident airspace.
- Safety, environmental, weather, or temporary flight restriction issues become apparent.
- A helibase or several helispots are required to support incident operations.
- Agency policy and/or flight operations SOPs require it.
- The Incident Commander and/or Operations Section Chief are unfamiliar with aviation resources, their uses, and safety protocols.

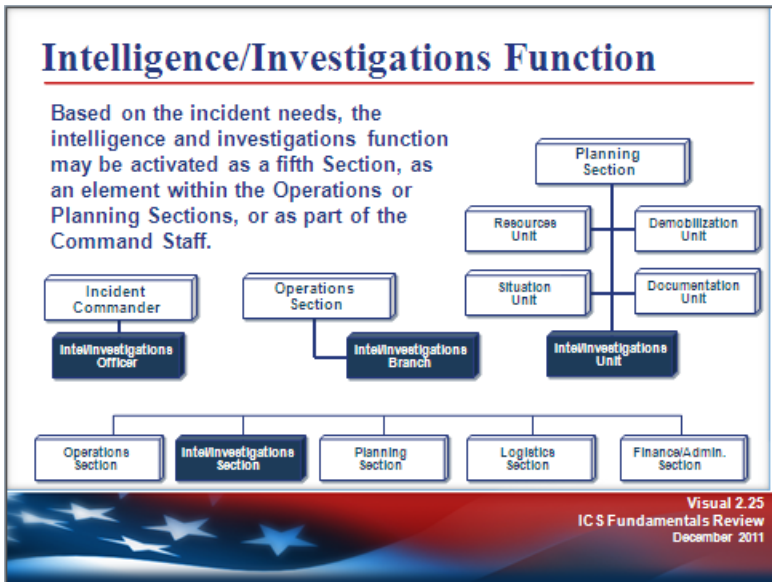
Refer to the next page for additional information on Air Operations.

Topic	Organizational Structure

Aviation Operations	
Fire Control	Fixed-wing and helicopters for water and retardant drops, use of helicopters for transporting personnel to and from tactical assignments, for reconnaissance, and for logistical support.
Forest and Other Land Management Programs	Pest control programs.
Maritime Incidents	Hazardous materials spills, accidents, and searches.
Other Applications	Communications relay airborne command and control, photo mapping, etc.
Search and Rescue	Fixed-wing and helicopters for flying ground and water search patterns, medical evacuations, and logistical support.
Medical Evacuation	Transportation of injured victims and personnel.
Earthquakes, Floods, etc.	Reconnaissance, situation and damage assessment, rescue, logistical support, etc.
Law Enforcement	Reconnaissance, surveillance, direction, control, and transportation security.

Topic | **Organizational Structure**

Visual 2.25



Visual Description: Intelligence/Investigations Function

Key Points

The collection, analysis, and sharing of incident-related intelligence are important elements of ICS.

- Typically, operational information and situational intelligence are management functions located in the Planning Section, with a focus on three incident intelligence areas: situation status, resource status, and anticipated incident status or escalation (e.g., weather forecasts, location of supplies, etc.).
- This information and intelligence is utilized for incident management decisionmaking. In addition, Technical Specialists may be utilized in the Planning Section to provide specific information that may support tactical decisions on an incident.

Incident management organizations must also establish a system for the collection, analysis, and sharing, as possible, of information developed during intelligence/investigations efforts.

- Some incidents require the utilization of intelligence and investigative information to support the process. Intelligence and investigative information is defined as information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individuals(s) involved), including terrorist incidents, or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Topic | Organizational Structure

ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure:

- **Within the Planning Section.** This is the traditional placement for this function and is appropriate for incidents with little or no investigative information requirements, nor a significant amount of specialized information.
- **As a Separate General Staff Section.** This option may be appropriate when there is an intelligence/investigative component to the incident or when multiple investigative agencies are part of the investigative process and/or there is a need for classified intelligence.
- **Within the Operations Section.** This option may be appropriate for incidents that require a high degree of linkage and coordination between the investigative information and the operational tactics that are being employed.
- **Within the Command Staff.** This option may be appropriate for incidents with little need for tactical information or classified intelligence and where supporting Agency Representatives are providing the real-time information to the Command Element.

The mission of the Intelligence/Investigations Function is to ensure that all investigative and intelligence operations, functions, and activities within the incident response are properly managed, coordinated, and directed in order to:

- Prevent/deter additional activity, incidents, and/or attacks.
- Collect, process, analyze, and appropriately disseminate intelligence information.
- Conduct a thorough and comprehensive investigation.
- Identify, process, collect, create a chain of custody for, safeguard, examine/analyze, and store all situational intelligence and/or probative evidence.

The Intelligence/Investigations Function has responsibilities that cross all departments' interests involved during an incident, but there are functions that remain specific to law enforcement response and/or mission areas. Two examples of these are expeditious identification and apprehension of all perpetrators, and successful prosecution of all defendants.

Regardless of how the Intelligence/Investigations Function is organized, a close liaison will be maintained and information will be transmitted to Command, Operations, and Planning. However, classified information requiring a security clearance, sensitive information, or specific investigative tactics that would compromise the investigation will be shared only with those who have the appropriate security clearance and/or need to know.

Topic	Organizational Structure

Visual 2.26

Visual Description: Organizational Review Questions

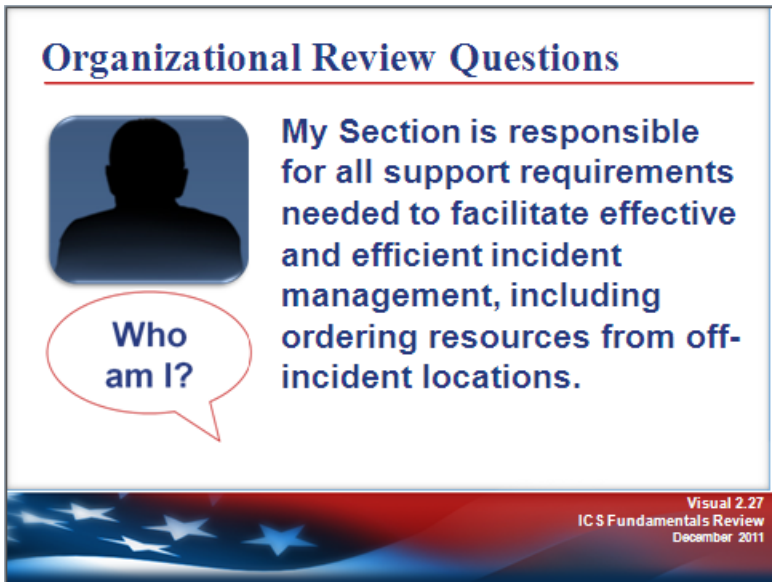
Key Points

I serve as the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.

Who am I?

Topic	Organizational Structure

Visual 2.27



Visual Description: Organizational Review Questions

Key Points

My Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations.

Who am I?

Topic	Organizational Structure

Visual 2.28

Visual Description: Organizational Review Questions

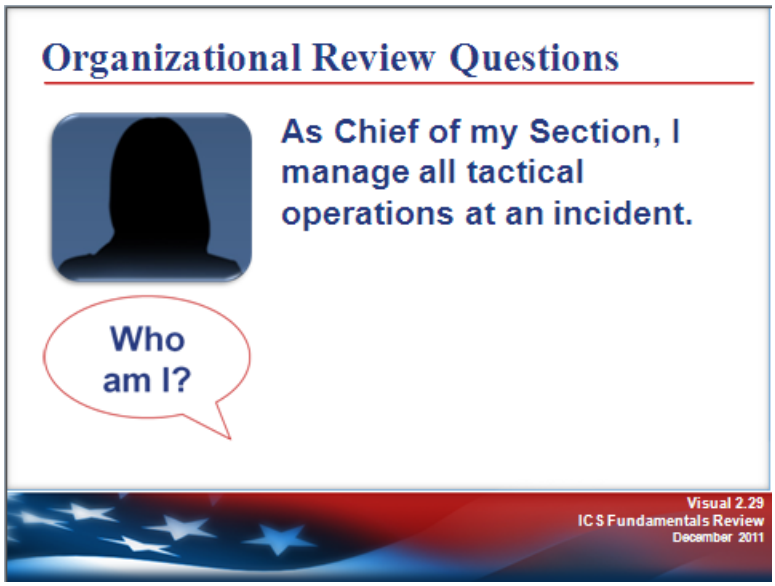
Key Points

I monitor incident operations and advise the Incident Commander on all matters relating to the health and safety of emergency responder personnel.

Who am I?

Topic	Organizational Structure

Visual 2.29



Visual Description: Organizational Review Questions

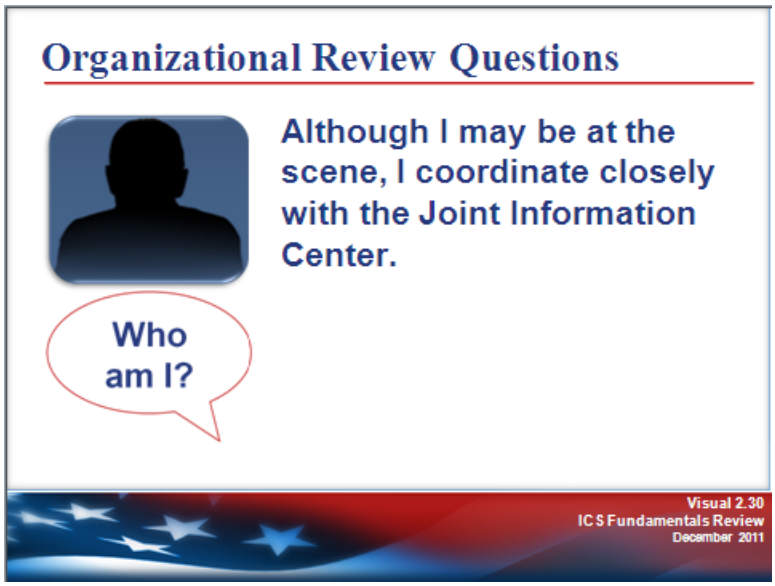
Key Points

As Chief of my Section, I manage all tactical operations at an incident.

Who am I?

Topic	Organizational Structure

Visual 2.30



Visual Description: Organizational Review Questions

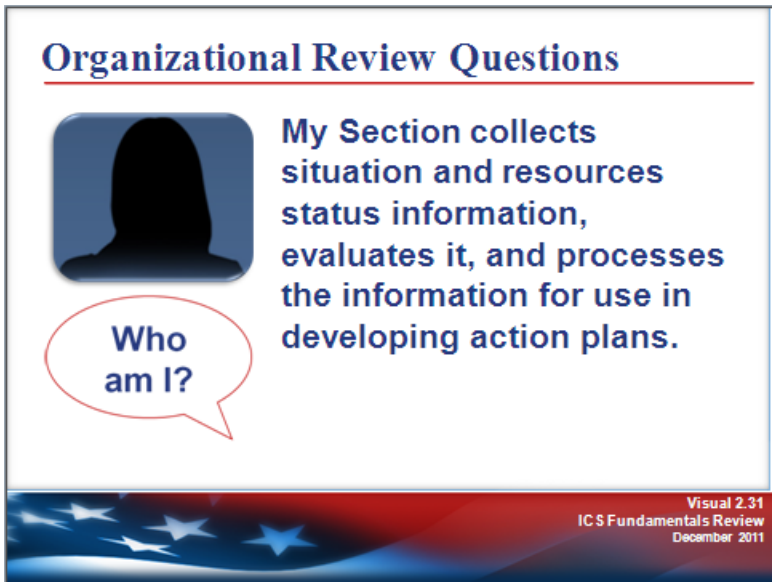
Key Points

Although I may be at the scene, I coordinate closely with the Joint Information Center.

Who am I?

Topic	Organizational Structure

Visual 2.31



Visual Description: Organizational Review Questions

Key Points

My Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans.

Who am I?

Topic | **Organizational Structure**

Visual 2.32

Visual Description: ICS Supervisory Position Titles

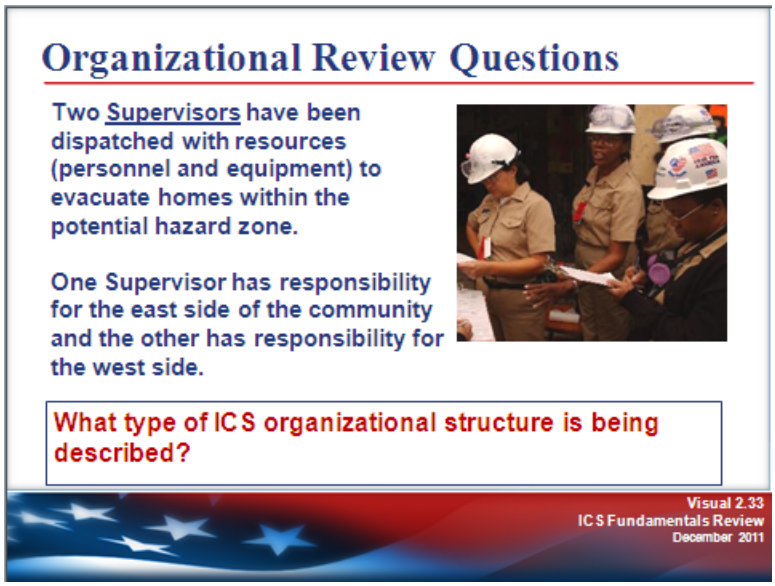
Key Points

The following chart lists each organizational level or element with the corresponding supervisor title and support position title.

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

Topic | **Organizational Structure**

Visual 2.33



Visual Description: Organizational Review Questions

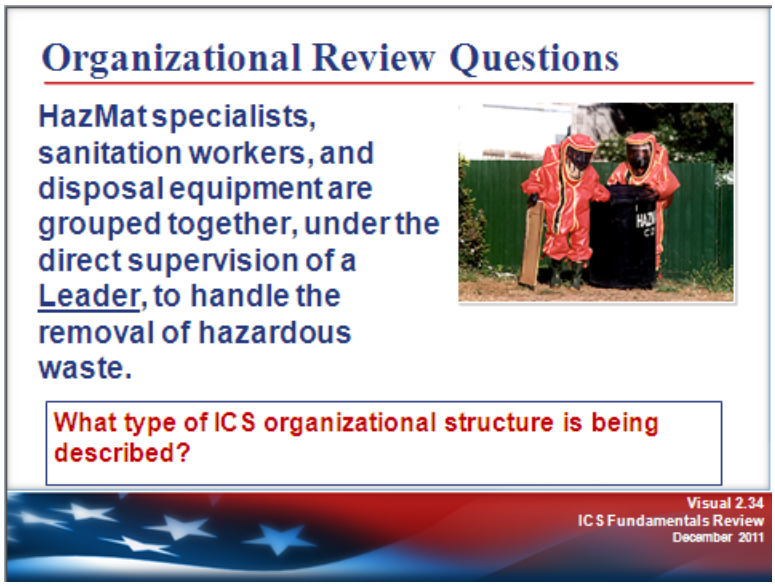
Key Points

Two Supervisors have been dispatched with resources (personnel and equipment) to evacuate homes within the potential hazard zone. One Supervisor has responsibility for the east side of the community and the other has responsibility for the west side.

What type of ICS organizational structure is being described?

Topic	Organizational Structure

Visual 2.34



Visual Description: Organizational Review Questions

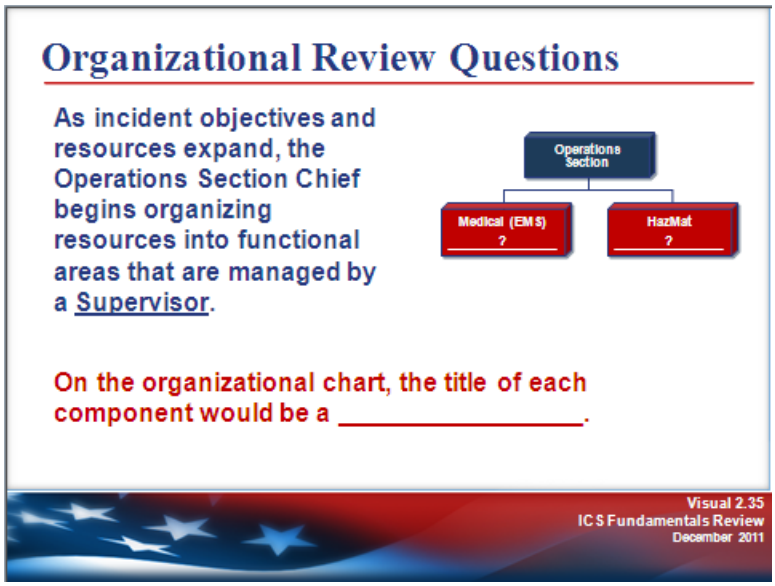
Key Points

HazMat specialists, sanitation workers, and disposal equipment are grouped together, under the direct supervision of a Leader, to handle the removal of hazardous waste.

What type of ICS organizational structure is being described?

Topic | **Organizational Structure**

Visual 2.35

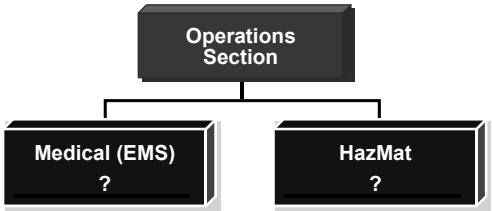


Visual Description: Organizational Review Questions

Key Points

As incident objectives and resources expand, the Operations Section Chief begins organizing resources into functional areas that are managed by a Supervisor.

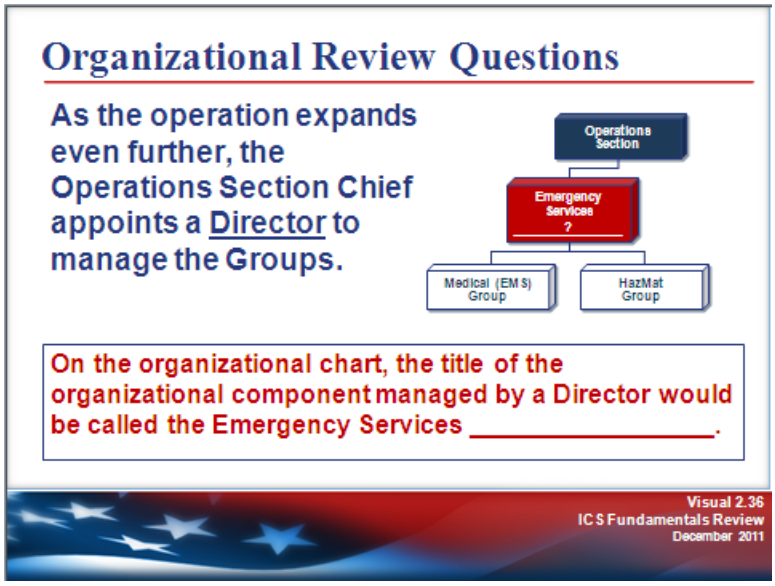
On the organizational chart, the title of each component would be a _____.



Caption: Organizational chart showing Operations Section and below it two components titled "Medical (EMS)" and "HazMat."

Topic | **Organizational Structure**

Visual 2.36

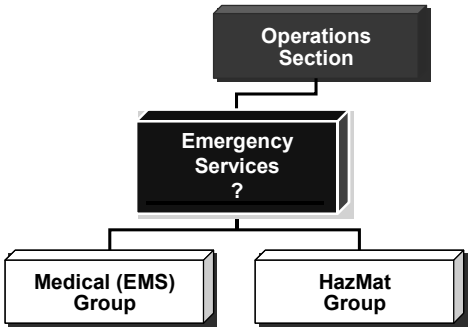


Visual Description: Organizational Review Questions

Key Points

As the operation expands even further, the Operations Section Chief appoints a Director to manage the Groups.

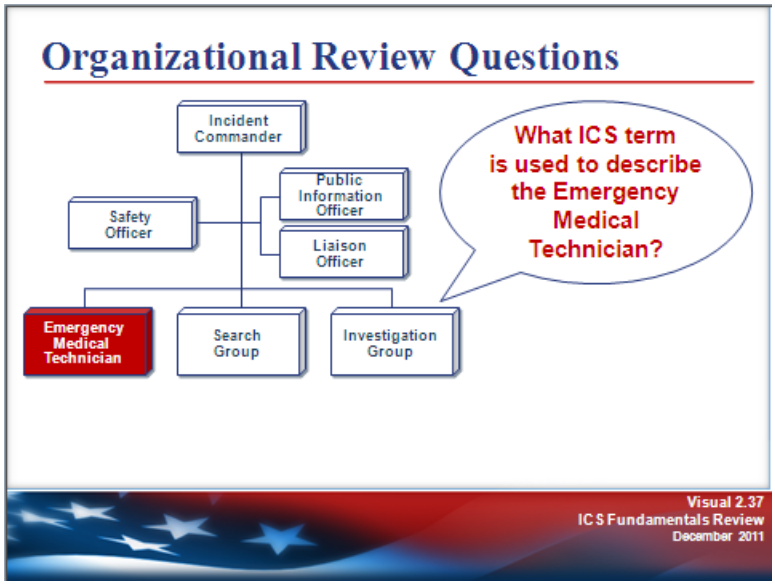
On the organizational chart, the title of the organizational component managed by a Director would be called the Emergency Services _____.



Caption: Organizational chart showing Operations Section and below it a component titled “Emergency Services.” Under that are two components titled "Medical (EMS) Group" and “HazMat Group.”

Topic — Organizational Structure

Visual 2.37



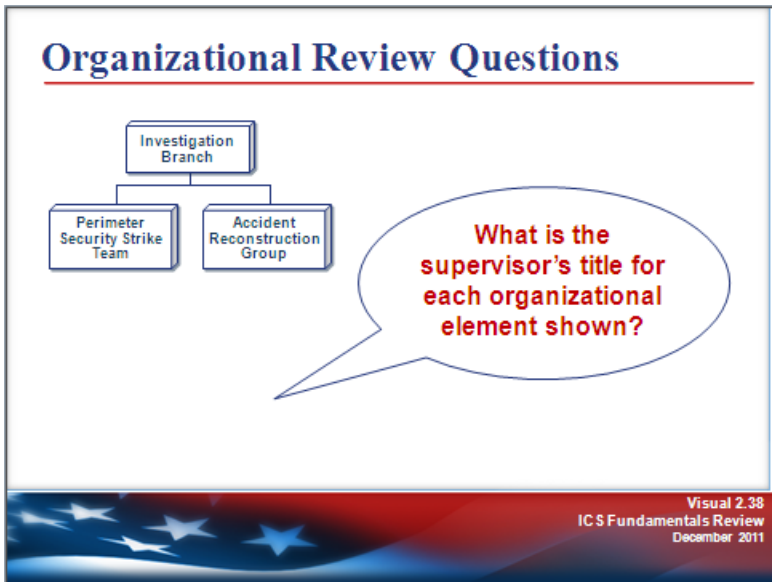
Visual Description: Organization chart with Incident Commander at the top, with Command Staff, Emergency Medical Technician, Search Group, and Investigation Group boxes. What ICS term is used to describe the Emergency Medical Technician?

Key Points

What ICS term is used to describe the Emergency Medical Technician?

Topic	Organizational Structure

Visual 2.38



Visual Description: Investigation Branch Chart with Perimeter Security Strike Team and Accident Reconstruction Group. Also included is following question: What is the supervisor's title for each organizational element shown?

Key Points

What is the supervisor's title for each organizational element shown?

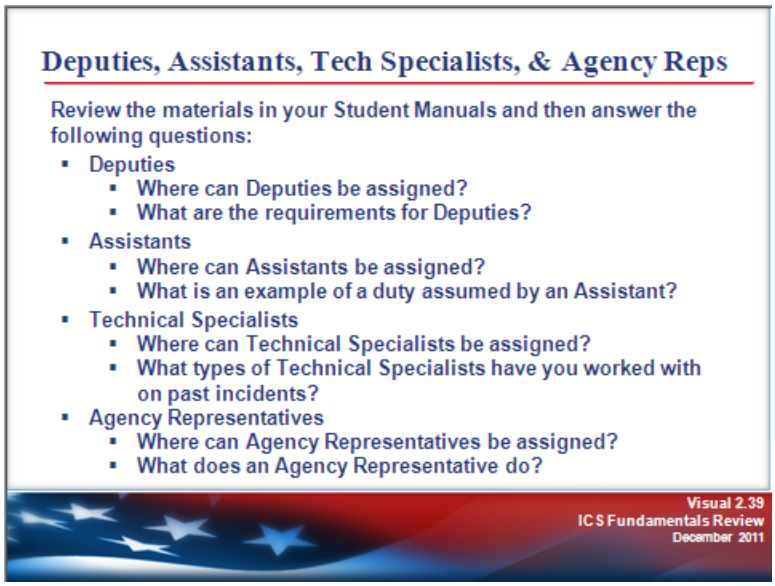
Investigation Branch _____

Perimeter Security Strike Team _____

Accident Reconstruction Group _____

Topic: Organizational Structure

Visual 2.39



Visual Description: Deputies, Assistants, Technical Specialists, and Agency Representatives

Key Points

Read the materials in your Student Manuals and then answer the questions on the following pages.

Topic	Organizational Structure

Deputies	
Where can Deputies be assigned?	
What are the requirements for Deputies?	

Assistants	
Where can Assistants be assigned?	
What is an example of a duty assumed by an Assistant? **Note:** The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.	

Technical Specialists	
Where can Technical Specialists be assigned?	
What types of Technical Specialists have you worked with on past incidents?	

Agency Representatives	
Where can Agency Representatives be assigned?	
What does an Agency Representative do?	

ICS Review Materials: Deputies, Assistants, Technical Specialists, and Agency Representatives

Deputies

The Incident Commander may have one or more Deputies. An individual assuming a Deputy role must be equally capable of assuming the primary role. Therefore, a Deputy Incident Commander must be able to assume the Incident Commander's role.

Following are three reasons to designate Deputies:

- To perform specific tasks as requested by the Incident Commander.
- To perform the Incident Command function in a relief capacity (e.g., to take over the next operational period).
- To represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

The Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief, and Branch Directors may also have one or more Deputies.

An individual assuming a Deputy role must be equally capable of assuming the primary role. Therefore, the Deputy Incident Commander must be able to assume the Incident Commander’s role.

Assistants

The Public Information Officer, Safety Officer, and Liaison Officer may have Assistants, as necessary. The Assistants may represent assisting agencies or jurisdictions, or simply assist in managing the workload associated with the position.

- Assistant Public Information Officers may be assigned to the field or Joint Information Center or assigned to handle internal information.
- Assistant Safety Officers may have specific responsibilities, such as aviation, hazardous materials, etc.
- Assistant Liaison Officers may coordinate with specific agency representatives or groups of representatives.

The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.

ICS Review Materials: Deputies, Assistants, Technical Specialists, and Agency Representatives

Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required.

While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are:

- Meteorologists.
- Environmental Impact Specialists.
- Flood Control Specialists.
- Water Use Specialists.
- Fuels and Flammable Materials Specialists.
- Hazardous Substance Specialists.
- Fire Behavior Specialists.
- Structural Engineers.
- Training Specialists.

Agency Representatives

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.

Major responsibilities of the Agency Representative are to:

- Ensure that all of their agency resources have completed check-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform their agency personnel on the incident that the Agency Representative position has been filled.
- Attend planning meetings as required.
- Provide input to the planning process on the use of agency resources unless resource Technical Specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the Command and General Staff on the agency's involvement at the incident.
- Oversee the well-being and safety of agency personnel assigned to the incident.
- Advise the Liaison Officer of any special agency needs, requirements, or agency restrictions.
- Report to agency dispatch or headquarters on a prearranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports, and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

Topic: Resource Needs

Visual 2.40

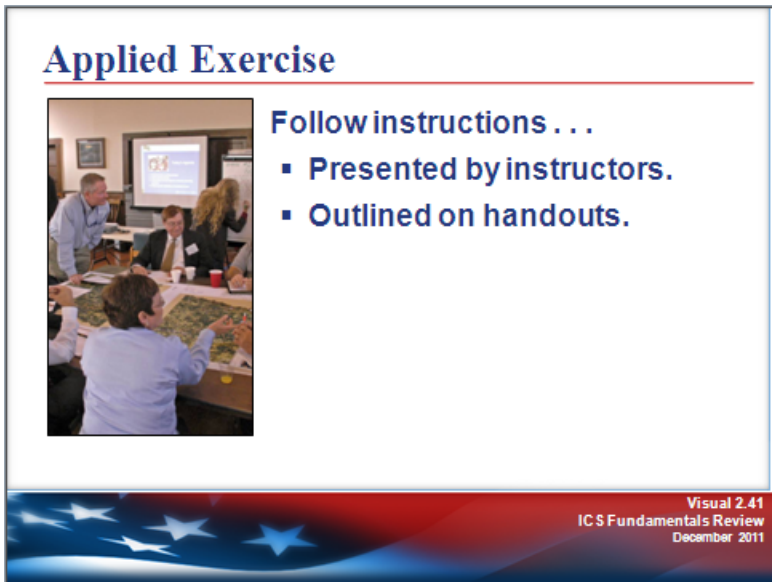
Visual Description: Incident Complexity and Resource Needs

Key Points

As complexity increases, resources must increase, requiring an organization with additional levels of supervision. In addition, resources should match the incident complexity (type). The visual shows how guidelines can be used to establish minimum staffing levels. For more information on resource typing, refer the NIC Web site.

Topic: ICS Key Concepts Applied Exercise

Visual 2.41



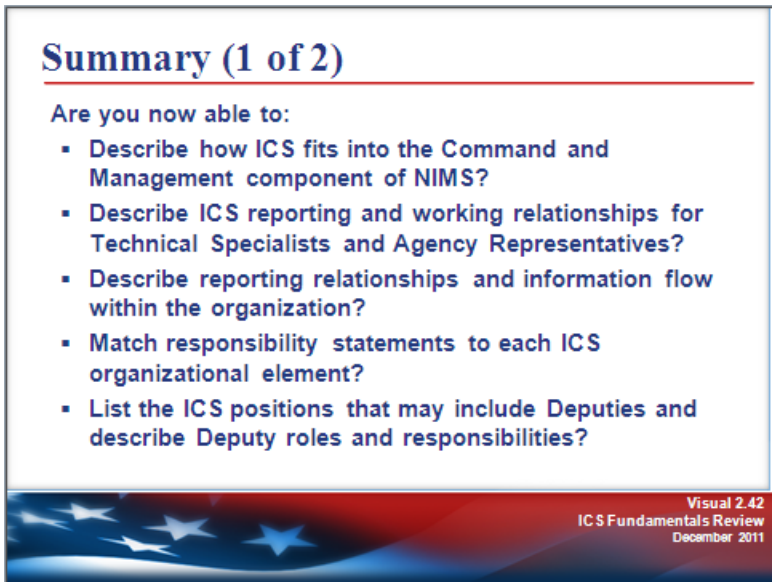
Visual Description: Exercise: Applying ICS Concepts (1 of 2)

Key Points

You'll now participate in an exercise to apply key ICS concepts. Follow the instructions presented by your instructors and outlined on the handouts.

Topic | **Summary**

Visual 2.42



Visual Description: Summary (1 of 2)

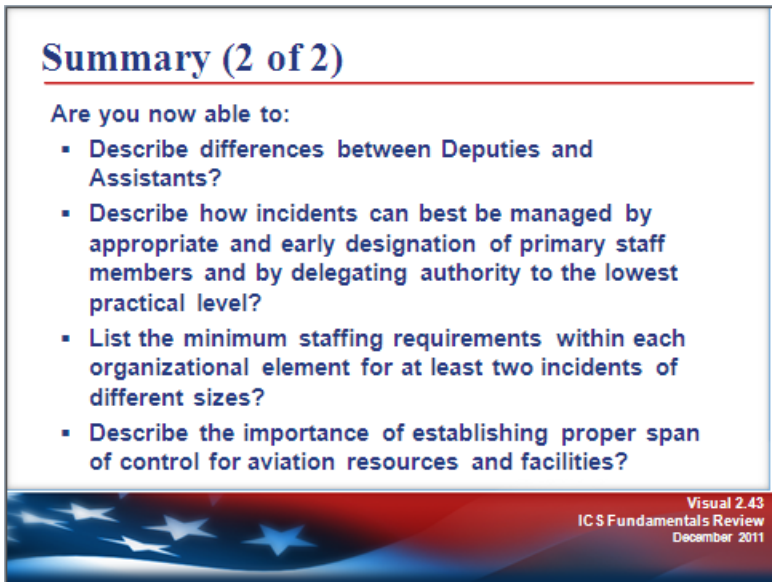
Key Points

Are you now able to:

- Describe how ICS fits into the Command and Management component of NIMS?
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives?
- Describe reporting relationships and information flow within the organization?
- Match responsibility statements to each ICS organizational element?
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities?

Topic | **Summary**

Visual 2.43



Visual Description: Summary (2 of 2)

Key Points

Are you now able to:

- Describe differences between Deputies and Assistants?
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level?
- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes?
- Describe the importance of establishing proper span of control for aviation resources and facilities?

Unit 3 will cover Unified Command.

Your Notes:

Unit 3: Unified Command

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Unit Objectives

At the end of this unit, the participants should be able to:

- Define and identify the primary features of Unified Command.
- Describe how Unified Command functions on a multijurisdiction or multiagency incident.
- List the advantages of Unified Command.
- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdiction conditions.

Scope

- Unit Introduction and Objectives
- Background on Unified Command
- Applying Unified Command
- Unified Command Elements
- Unified Command Features
- Incident Commander Responsibilities
- Spokesperson Designation
- Unified Command and Preparedness
- Advantages of Unified Command
- School Bus Accident Applied Exercise
- Summary

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Topic: Unit Introduction

Visual 3.1

Visual Description: Unit Introduction

Key Points

Unified Command involves applying ICS in incidents involving multiple jurisdictions or multiple agencies.

Topic: Unit Objectives

Visual 3.2

Visual Description: Unit Objectives

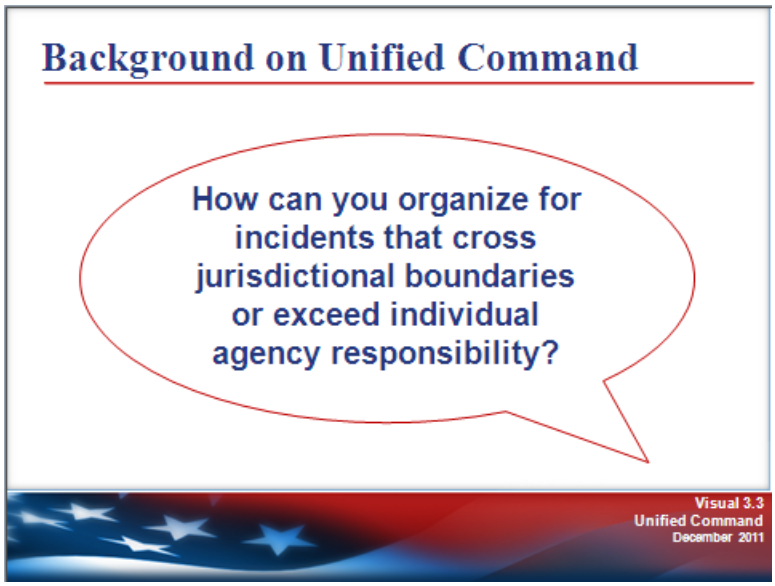
Key Points

By the end of this unit, you should be able to:

- Define and identify the primary features of Unified Command.
- Describe how Unified Command functions on a multijurisdiction or multiagency incident.
- List the advantages of Unified Command.
- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdiction conditions.

Topic: Background on Unified Command

Visual 3.3



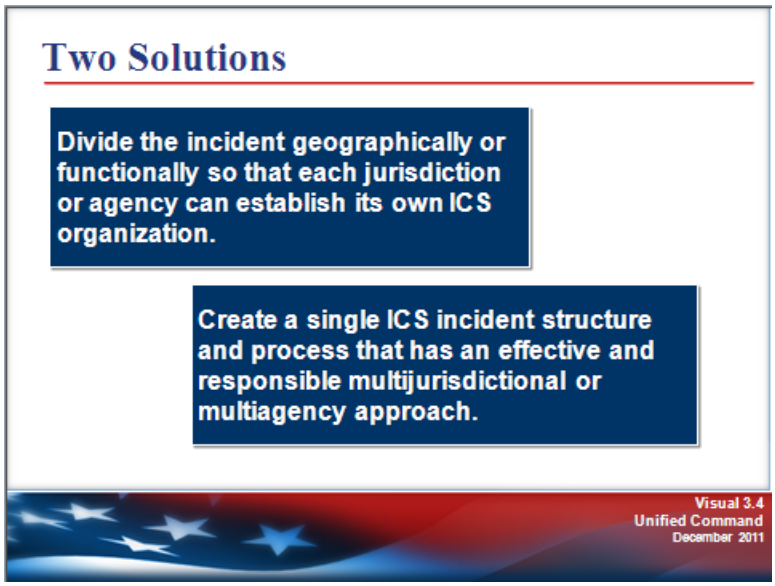
Visual Description: Background on Unified Command

Key Points

Early in the development of ICS, it was recognized that many incidents crossed jurisdictional boundaries or the limits of individual agency functional responsibility.

Topic: Background on Unified Command

Visual 3.4



Visual Description: Two Solutions

Key Points

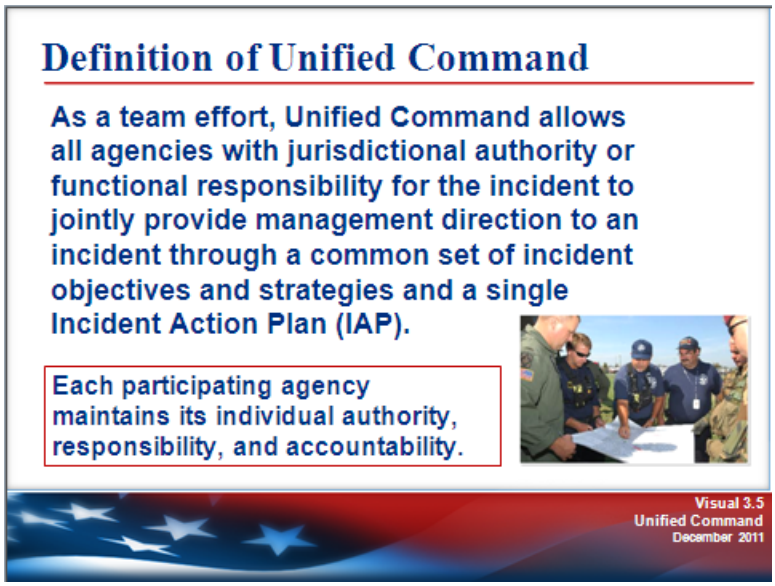
Two solutions were considered for this problem:

1. Divide the incident either geographically or functionally so that each jurisdiction or agency could establish its own ICS organization in a well-defined geographical or functional area of responsibility. This was the simplest political solution, but there were cost and effectiveness reasons why this solution was unacceptable.

2. Create a single ICS incident structure with a built-in process for an effective and responsible multijurisdictional or multiagency approach. This solution became Unified Command.

Topic: Background on Unified Command

Visual 3.5



Visual Description: Definition of Unified Command

Key Points

Unified Command:

- Is an important element in multijurisdictional or multiagency incident management.
- Provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.

As a team effort, Unified Command allows all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction to an incident through a common set of incident objectives and strategies and a single Incident Action Plan (IAP).

Each participating agency maintains its individual **authority, responsibility, and accountability.**

Source: NIMS

Topic: Applying Unified Command

Visual 3.6

Visual Description: Unified Command

Key Points

The Unified Command organization consists of the Incident Commanders from the various jurisdictions or agencies operating together to form a single command structure. Remember that Unified Command:

- Enables all agencies with responsibility to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee reports to only one supervisor.

The term "agency" is used to describe organizations that have a legal and functional responsibility at an incident. Agencies may be from the same jurisdiction or from other jurisdictions or tribal entities, or may represent functional governmental authorities that do not necessarily have a geographical influence. Agencies can also represent industrial and commercial organizations from the private sector. Examples of agencies include the coroner's office, the FAA, the XYZ Chemical Corporation, etc.

The term "jurisdictional" describes an authority or responsibility, and can also mean a geographic area, e.g., a city, county, State, Federal lands, etc.

(Continued on the next page.)

Topic | Applying Unified Command

The primary differences between the single command structure and the Unified Command structure are that:

- In a single command structure, the Incident Commander is solely responsible (within the confines of his or her authority) for establishing incident management objectives and strategies. The Incident Commander is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.
- In a Unified Command structure, the individuals designated by their jurisdictional authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.

Comparison of a single Incident Commander and Unified Command

Single Incident Commander	Unified Command
The Incident Commander is solely responsible (within the confines of his or her authority) for establishing incident objectives and strategies. The Incident Commander is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.	The individuals designated by their jurisdictional or organizational authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, resource allocations, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.

Source: NIMS

Topic: Applying Unified Command

Visual 3.7

Visual Description: Unified Command: Multiple Jurisdictions

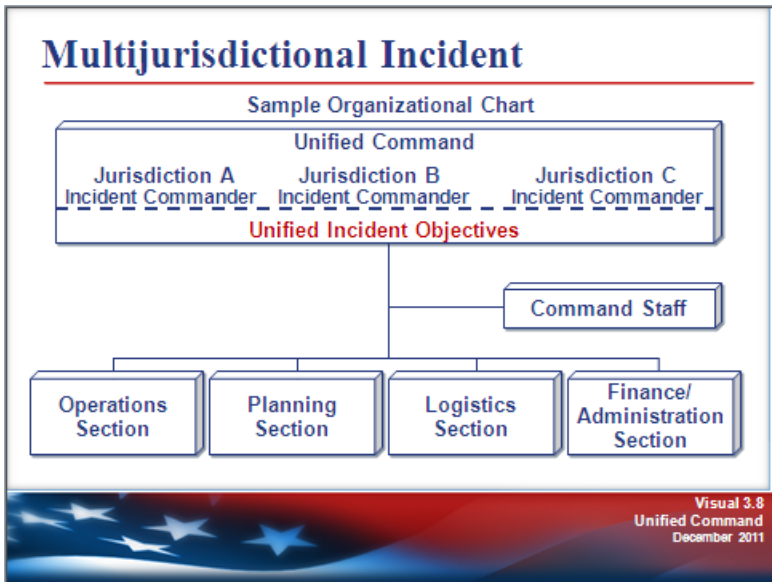
Key Points

Unified Command may be used when incidents impact more than one political jurisdiction.

An example is an oil spill on a river that starts in one jurisdiction and flows downstream into another jurisdiction. Responding agencies from each jurisdiction have the same mission (emergency response and recovery), and it is the political and/or geographical boundaries that mandate multiagency cooperation and involvement.

Topic: Applying Unified Command

Visual 3.8



Visual Description: Multijurisdictional Incident

Key Points

This visual presents an example of a Unified Command organization chart for a multijurisdictional incident. The chart includes the following elements:

- **Unified Command:** The Unified Command is composed of the Incident Commanders from the three jurisdictions. The Unified Command establishes a single set of unified objectives.
- **Integrated Command and General Staff:** The organization has integrated Command Staff and Operations, Planning, Logistics, and Finance/Administration Sections.

Topic: Applying Unified Command

Visual 3.9

Visual Description: Unified Command: Multiple Agencies/Single Jurisdiction

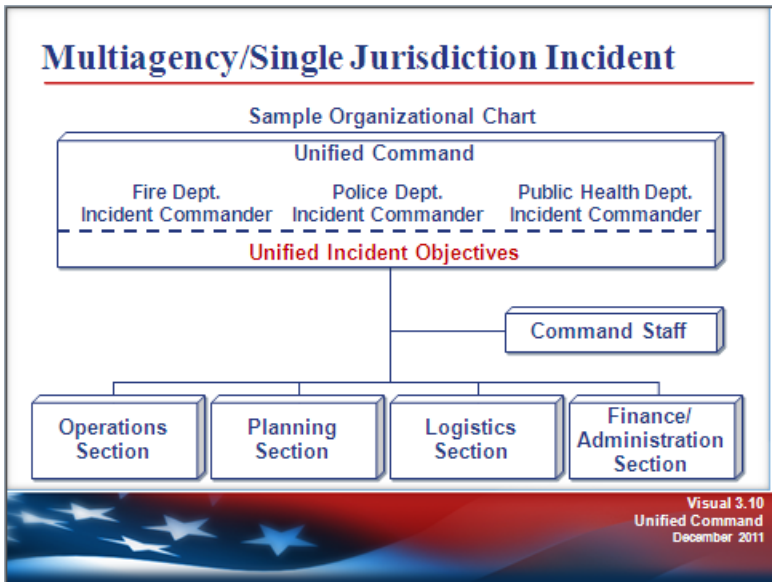
Key Points

Unified Command may also be used when incidents involve multiple agencies or departments within the same political jurisdiction.

An example is a hazardous materials incident in which the fire department has responsibility for fire suppression and rescue, the police department has responsibility for evacuation and area security, and the public health agencies and others have responsibility for site cleanup.

Topic: Applying Unified Command

Visual 3.10



Visual Description: Multiagency/Single Jurisdiction Incident

Key Points

This visual presents an example of a Unified Command organization chart for a Multiagency/Single Jurisdiction incident. The chart includes the following elements:

- **Unified Command:** The Unified Command is composed of the Incident Commanders from the three departments of the single jurisdiction (fire department, police department, and public health agency). The Unified Command establishes a single set of unified objectives.
- **Integrated Command and General Staff:** The organization has integrated Command Staff and Operations, Planning, Logistics, and Finance/Administration Sections.

Topic: Applying Unified Command

Visual 3.11

Visual Description: Unified Command: Multiagency/Multijurisdiction

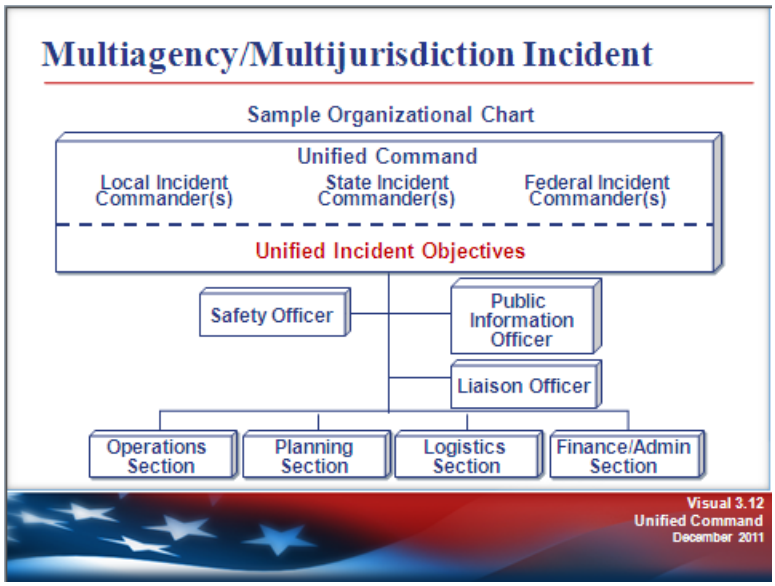
Key Points

A third instance in which Unified Command may be used involves incidents that impact on or involve several political and functional agencies.

Examples are severe weather, earthquakes, wildland fires, some special events, and terrorist threats that involve large numbers of local, State, and Federal agencies. These incidents cross political boundaries and involve multiple functional authorities.

Topic: Applying Unified Command

Visual 3.12



Visual Description: Multiagency/Multijurisdiction Incident

Key Points

This visual presents an example of a Unified Command organization chart for a multiagency/multijurisdiction incident. The chart includes the following elements:

- **Unified Command:** Incident Commanders from local, State, and Federal agencies comprise the Unified Command and share responsibility for incident management.
- **Integrated Command and General Staff:** The organization has integrated Command Staff (including Safety, Public Information, and Liaison functions) and Operations, Planning, Logistics, and Finance/Administration Sections.

This type of Unified Command would be established for complex incidents where the State and Federal government agencies have jurisdiction.

Topic: Unified Command Elements

Visual 3.13

Visual Description: Unified Command Elements (1 of 2)

Key Points

There are four elements to consider when applying Unified Command:

- Policies, Objectives, and Strategies
- Organization
- Resources
- Operations

Policies, objectives, and strategies are established jointly by each jurisdiction/agency authority in advance of tactical operations.

Organization consists of the various jurisdictional or agency on-scene senior representatives (agency Incident Commanders) operating within a Unified Command structure.

Resources are supplied by the jurisdictions and agencies that have functional or jurisdictional, legal, and financial responsibility.

(Continued on the next visual.)

Topic: Unified Command Elements

Visual 3.14

Visual Description: Unified Command Elements (2 of 2)

Key Points

In a Unified Command only one person, the Operations Section Chief, controls tactical resources and directs incident operations. Within the operations there is unity of command.

Resources (personnel and equipment) stay under the administrative and policy control of their agencies. Operationally, personnel respond to tactical assignments under the coordination and direction of the Operations Section Chief.

An example of administrative and policy control may be agreements with a union that could affect overtime, compensable breaks, time in pay status, etc.

Topic: Unified Command Features

Visual 3.15

Visual Description: Unified Command Features: Overview

Key Points

There are five primary features of a Unified Command Organization:

- A Single Integrated Incident Organization
- Collocated (Shared) Facilities
- One set of incident objectives, single planning process, and Incident Action Plan (IAP)
- Shared Operations, Planning, Logistics, and Finance/Administration Sections
- A Coordinated Process for Resource Ordering

Topic: Unified Command Features

Visual 3.16

Visual Description: Single Integrated Incident Organization

Key Points

The first primary feature of Unified Command is a single integrated incident organization:

- Under Unified Command, the various jurisdictions and/or agencies are blended together into an integrated, unified team.
- The resulting organization may be a mix of personnel from several jurisdictions or agencies, each performing functions as appropriate and working toward a common set of objectives.
- The proper mix of participants may depend on:
  - Location of the incident, which often determines the jurisdictions that must be involved.
  - Kind of incident, which dictates the functional agencies of the involved jurisdictions, as well as other agencies that may be involved. In a multijurisdictional situation, a Unified Command structure could consist of one responsible official from each jurisdiction. In other cases, Unified Command may consist of several functional department managers or assigned representatives from within a single political jurisdiction.
- Because of common ICS organization and terminology, personnel from other jurisdictions or agencies can easily be integrated into a single organization.

Topic | **Unified Command Features**

Visual 3.17

Visual Description: Building Teamwork

Key Points

How can you build the teamwork necessary for Unified Command?

Topic | **Unified Command Features**

Visual 3.18

Visual Description: Collocated (Shared) Facilities

Key Points

The second feature of Unified Command is collocated, or shared, facilities.

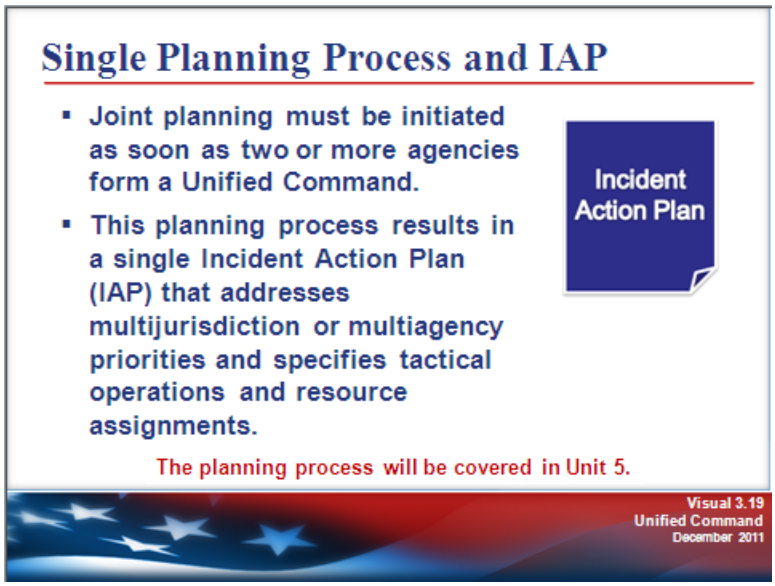
Bringing the responsible officials, Command Staffs, and planning elements together in a single Incident Command Post can promote coordination.

Establishing one Base can serve the needs of multiple agencies.

Using one Staging Area can be more efficient.

Topic: Unified Command Features

Visual 3.19



Visual Description: Single Planning Process and IAP

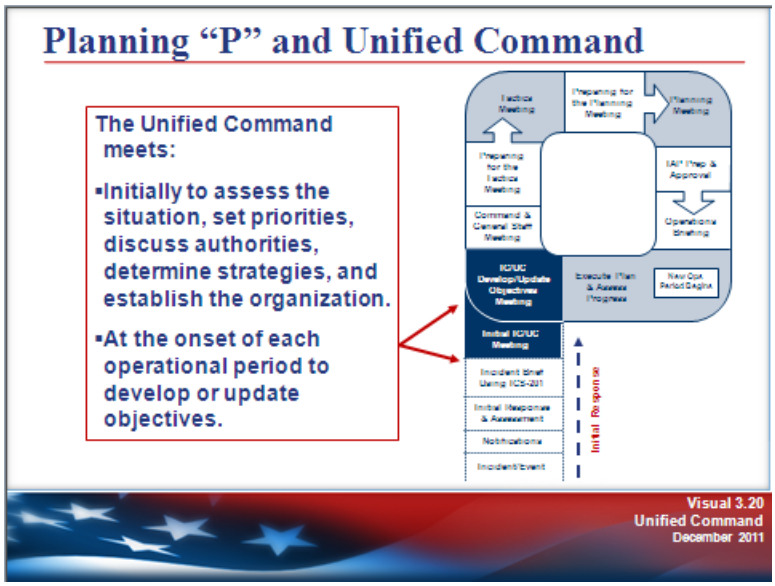
Key Points

The third feature of Unified Command is a single planning process and Incident Action Plan (IAP).

The planning process for Unified Command is similar to that used on a single jurisdiction or agency incident.

Topic: Unified Command Features

Visual 3.20



Visual Description: Planning "P" and Unified Command

Key Points

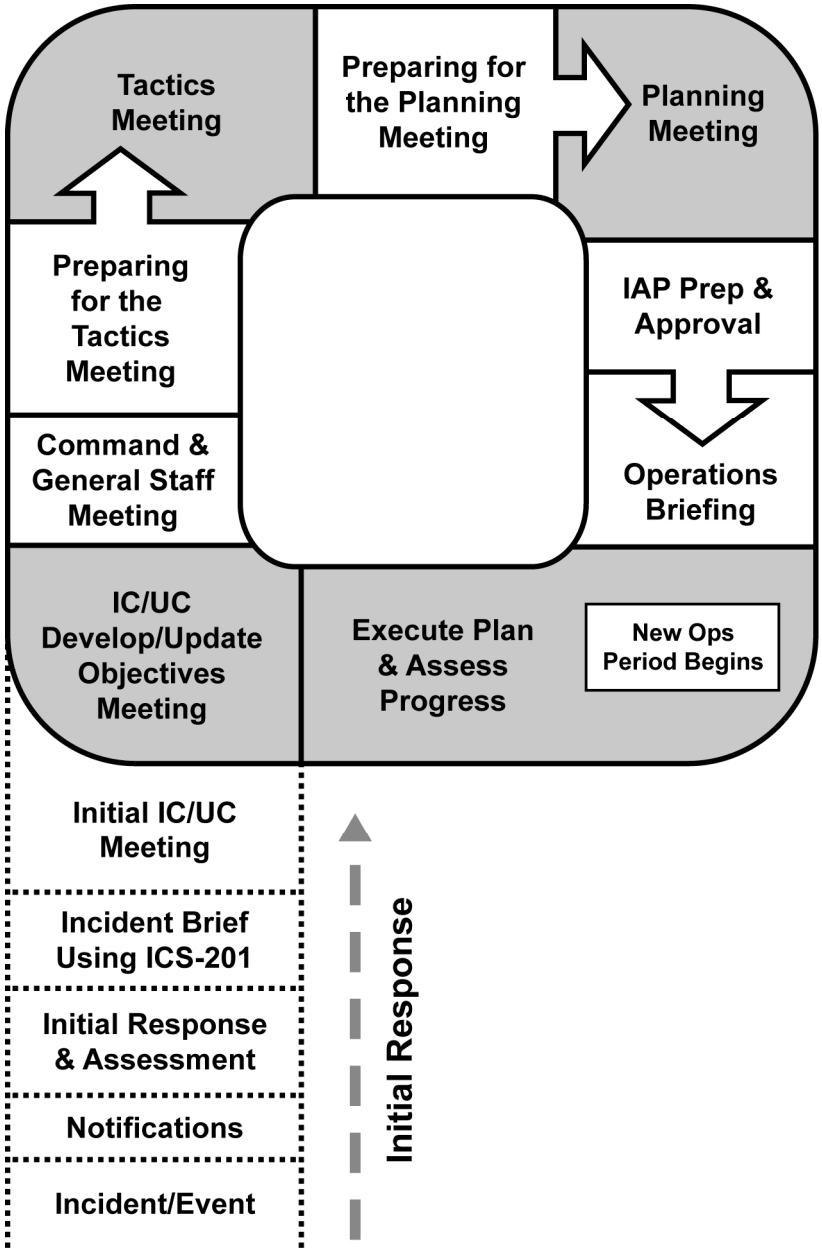
The Planning "P" is a guide to the process and steps involved in planning for an incident, from the onset of the incident (shown in the "leg" of the "P") through preparations for the first operational period (shown in the "top" of the "P"). In later units, each step of the Planning "P" will be described. In complex incidents, a formal planning process as illustrated in the visual is used. In less complex incidents or during the initial response, the planning steps are completed in a more flexible manner.

The planning cycle then continues for each successive operational period, as shown in the circular part of the "P".

As illustrated on the visual the Unified Command conducts an initial Unified Command meeting early in the incident response. Then the Unified Commanders jointly establish objectives for each operational period.

Source: The Planning "P" model is from the NIMS document Tab 8.

Topic | **Unified Command Features**



- The leg of the "P" describes the initial response period: Once the incident/event begins, the steps are Notification, Initial Response & Assessment, Incident Briefing using ICS-201 and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the "P" is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.

Topic: Unified Command Features

Visual 3.21

Visual Description: Initial Unified Command Meeting

Key Points

An important aspect of planning under Unified Command is the need for all jurisdictional or functional agency Incident Commanders to participate in a command meeting early in the incident response.

The command meeting provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident planning.

Requirements for the command meeting include:

- The command meeting should include only agency Incident Commanders.
- The meeting should be brief, and important points should be documented.
- Prior to the meeting, the respective responsible officials should have reviewed the purposes and agenda items and be prepared to discuss them.

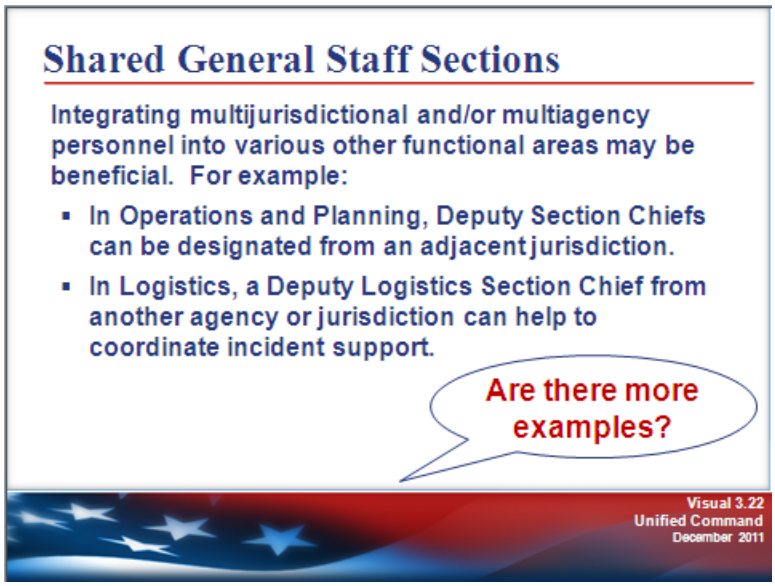
Please review the sample Initial Unified Command Meeting Agenda on the next page.

Initial Unified Command Meeting Agenda

- Statement of specific jurisdictional/agency goals, based on the following overarching priorities:
  - #1: Life Safety
  - #2: Incident Stabilization
  - #3: Property Preservation
- Presentation of jurisdictional limitations, concerns, and restrictions
- Development of a collective set of incident objectives
- Establishment of and agreement on acceptable priorities
- Adoption of an overall strategy or strategies to accomplish objectives
- Agreement on the basic organization structure
- Designation of the best qualified and acceptable Operations Section Chief
- Agreement on General Staff personnel designations
- Agreement on planning, logistical, and finance agreements and procedures
- Agreement on the resource ordering process to be followed
- Agreement on cost-sharing procedures
- Agreement on informational matters
- Designation of one agency official to act as the Unified Command spokesperson

Topic | **Unified Command Features**

Visual 3.22



Visual Description: Shared General Staff Sections

Key Points

The fourth feature of Unified Command is shared Operations, Planning, Logistics, and Finance/Administration Sections.

Benefits of sharing these General Staff components include:

- The Unified Command incident organization can benefit by integrating multijurisdictional and/or multiagency personnel into various other functional areas.
- Integrating other agency personnel into an organization can be equally beneficial in a single incident command situation.

  Examples:

  - In Operations and Planning, Deputy Section Chiefs can be designated from an adjacent jurisdiction, which may in future operational periods have the primary responsibility for these functions. By placing other agencies' personnel in the Planning Section's Situation, Resources, and Demobilization Units, there can be significant savings in personnel, and increased communication and information sharing.
  - In Logistics, a Deputy Logistics Section Chief from another agency or jurisdiction can help to coordinate incident support as well as facilitate resource ordering activities. Placing other agencies' personnel into the Communications Unit helps in developing a single incident-wide Communications Plan.

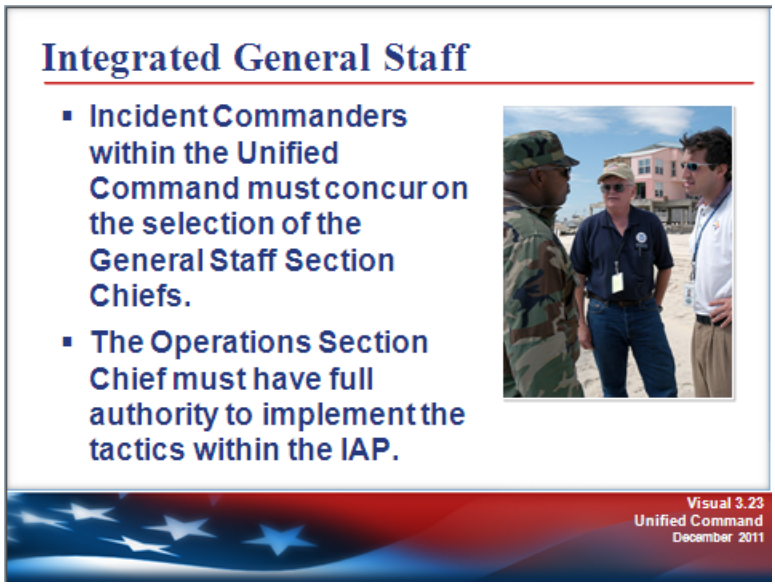
(Continued on the next page.)

Topic Unified Command Features

- Although the Finance/Administration Section often has detailed agency-specific procedures to follow, cost savings may be realized through agreements on cost sharing for essential services. For example, one agency might provide food services, another fuel, another security, etc.

Topic | **Unified Command Features**

Visual 3.23



Visual Description: Integrated General Staff

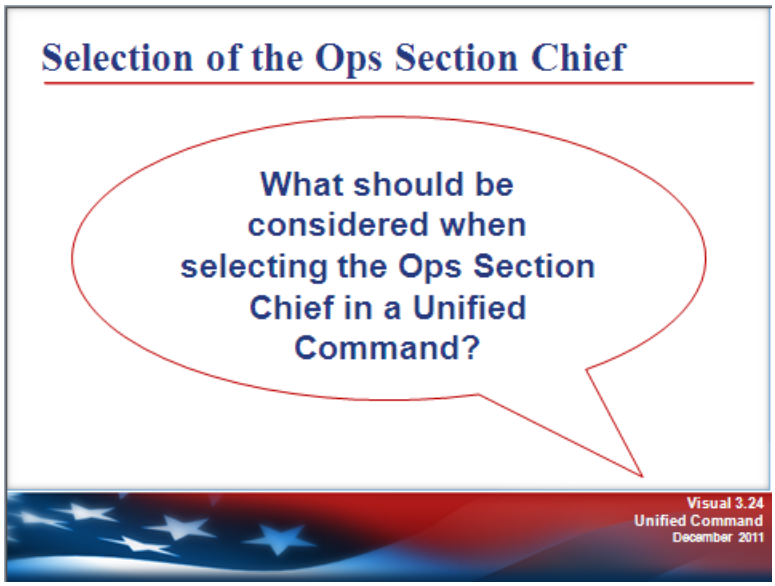
Key Points

Additional considerations for having an integrated General Staff include:

- Incident Commanders within the Unified Command must concur on the selection of the General Staff Section Chiefs.
- The Operations Section Chief must have full authority to implement the tactics within the Incident Action Plan (IAP).

Topic | **Unified Command Features**

Visual 3.24



Visual Description: Selection of the Operations Section Chief

Key Points

What should be considered when selecting the Operations Section Chief in a Unified Command?

Topic | **Unified Command Features**

Visual 3.25

Visual Description: Coordinated Resource Ordering

Key Points

The fifth feature of Unified Command is coordinated resource ordering.

- An important advantage of Unified Command is advance establishment of resource ordering procedures. These decisions are made during the command meeting.
- The planning meeting will determine resource requirements for all levels of the organization. However, the nature and location of the incident will, to some extent, dictate the most effective off-incident resource ordering process.
- The resource requirements established at the planning meeting are given to the Logistics Section, which then creates a resource order that is transmitted to one agency's dispatch center to be filled.
- Some situations may require resource orders to be made to different agencies from the incident. Multiple resource orders are generally less desirable than the use of a single resource order, and should be avoided when possible.
- If the incident is operating under Unified Command, specific kinds and types of resources to be supplied by certain jurisdictions or agencies may be predesignated as a part of the resource order. This will depend upon the prior commitments of the responsible agency officials in the Unified Command meeting. If this information is not known in advance, then it will be up to the individual agency dispatch center receiving the resource order to fill the order based on closest available resources.

Topic: Incident Commander Responsibilities

Visual 3.26

Visual Description: Incident Commander Responsibilities

Key Points

Individually and collectively, the designated agency Incident Commanders functioning in a Unified Command must:

- Be clear on their jurisdictional or agency limitations. Any legal, political, jurisdictional, or safety restrictions must be identified and made known to all.

- Be authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent. These actions could include:

  - Ordering of additional resources in support of the Incident Action Plan.
  - The possible loaning or sharing of resources to other jurisdictions.
  - Agreeing to financial cost-sharing arrangements with participating agencies.

The Unified Command has the responsibility to manage the incident to the best of its abilities. These responsibilities include:

- Working closely with the other Incident Commanders in the Unified Command.
- Providing sufficient qualified staff and resources.
- Anticipating and resolving problems.
- Delegating authority as needed.
- Inspecting and evaluating performance.
- Communicating with their own agency on priorities, plans, problems, and progress.

(Continued on next page.)

Topic Incident Commander Responsibilities

- The members of the Unified Command must function together as a team. They must ensure that effective coordination takes place. In many ways, this is the most important function they perform in Unified Command. There are two distinct levels of coordination:
  - Coordination with other members of the Unified Command team. It is essential that all participants be kept mutually informed, involved, and consulted.
  - Coordination with higher authorities, agency executive or administrators, etc. It is important to keep their respective authorities well informed and confident that the incident is being competently managed.

Topic: Spokesperson Designation

Visual 3.27

Visual Description: Spokesperson Designation

Key Points

One of the Incident Commanders may be designated as the spokesperson. Remember that this was one of the items included in the agenda for the command meeting.

The spokesperson:

- Serves as a designated channel of communications from Command and General Staff members into the Unified Command.
- Does not make independent command decisions, but does provide a point of contact as necessary for the Command and General Staffs.

Topic: Unified Command and Preparedness

Visual 3.28

Visual Description: Unified Command and Preparedness

Key Points

In order for Unified Command to be used successfully, it is important that agencies and jurisdictions prepare to use it. Preparation can be achieved in the following ways:

- Include Unified Command in local operations plans. It is recommended that Unified Command structures and agency responsibilities in local areas be included in local emergency operations plans and interagency mutual aid agreements.

- Train often as a team. It is important to routinely conduct training and exercises in Unified Command with adjacent jurisdictions and functional agencies. Incident Commanders who work and train together in all types of situations will better adapt to incidents managed under Unified Command, thus helping to ensure a successful outcome.

  Training includes being knowledgeable about ICS and Unified Command. It is essential to understand how ICS Unified Command functions. Knowledge of ICS principles and structure will enable managers to accept and easily adapt to a Unified Command mode of operation when it is required. Lack of knowledge about ICS can limit the willingness of some jurisdictions or agencies to participate in a Unified Command incident organization. It is impossible to implement Unified Command unless agencies have agreed to participate in the process.

Topic: Advantages of Unified Command

Visual 3.29

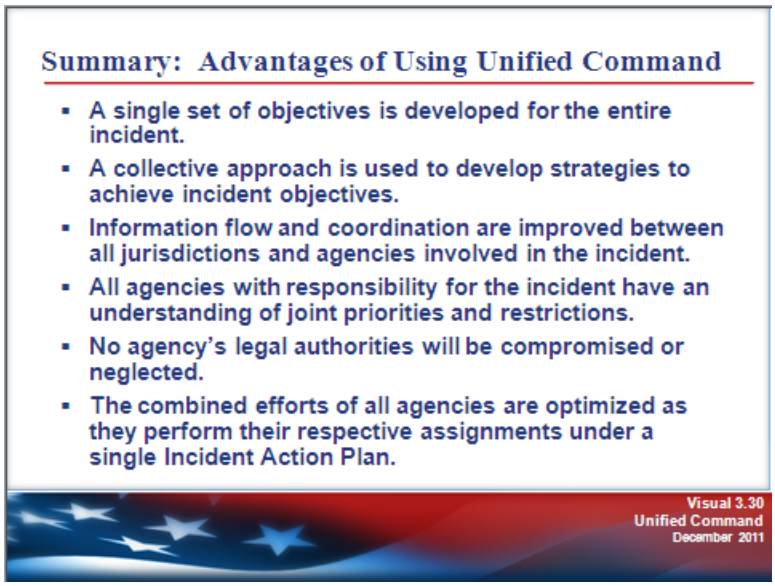
Visual Description: Advantages of Unified Command

Key Points

What are the advantages of using Unified Command?

Topic: Advantages of Unified Command

Visual 3.30



Visual Description: Summary: Advantages of Using Unified Command

Key Points

The designated agency officials participating in the Unified Command represent different legal authorities and functional areas of responsibility and use a collaborative process to establish, identify, and rank incident priorities and determine appropriate objectives consistent with the priorities.

Agencies that are heavily involved in the incident but lack jurisdictional responsibility are defined as supporting and/or assisting agencies. They are represented to the command structure and effect coordination on behalf of their parent agency through the Liaison Officer. Jurisdictional responsibilities of multiple incident management officials are consolidated into a single planning process, including the following:

- Responsibilities for incident management;
- Incident objectives;
- Resource availability and capabilities;
- Limitations; and
- Areas of agreement and disagreement between agency officials.

The exact composition of the Unified Command structure will depend on the location(s) of the incident (i.e., which geographical jurisdictions or organizations are involved) and the type of incident (i.e., which functional agencies of the involved jurisdiction(s) or organization(s) are required). If planned for in advance (e.g., for planned events), the designation of a single Incident Command for some multijurisdictional incidents may be considered in an effort to promote greater unity of effort and efficiency.

Topic: Advantages of Unified Command

Incidents are managed under a single collaborative approach, including the following:

- Common organizational structure;
- Single Incident Command Post;
- Unified planning process; and
- Unified resource management.

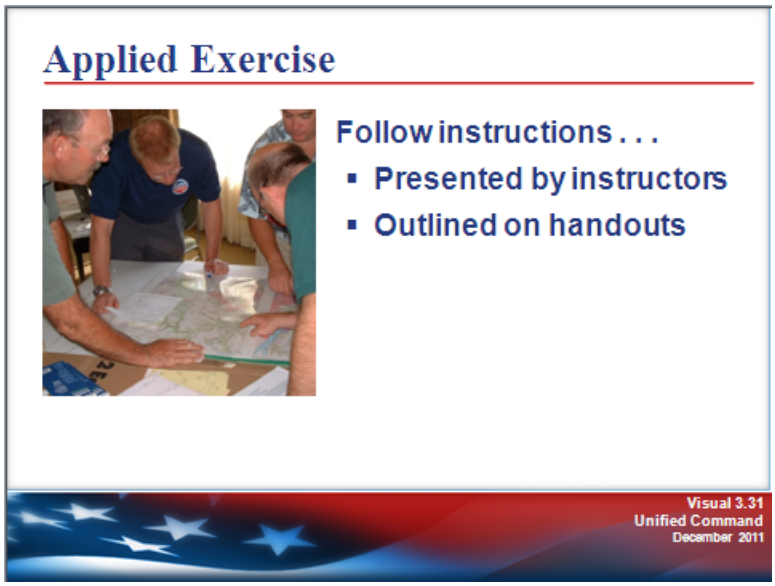
Under Unified Command, the Incident Action Plan (IAP) is assembled by the Planning Section and is approved by the Unified Command (UC). A single individual, the Operations Section Chief, directs the tactical implementation of the IAP. The Operations Section Chief will normally come from the organization with the greatest jurisdictional involvement.

Unified Command works best when the participating members of the Unified Command collocate at the ICP and observe the following practices:

- Select an Operations Section Chief for each operational period;
- Keep each other informed of specific requirements;
- Establish consolidated incident objectives, priorities, and strategies;
- Establish a single system for ordering resources;
- Develop a consolidated written or oral IAP to be evaluated and updated at regular intervals; and
- Establish procedures for joint decisionmaking and documentation.

Topic: School Bus Accident Applied Exercise

Visual 3.31



Visual Description: Exercise Instructions

Key Points

You'll now continue the exercise selected in the previous unit to apply key ICS concepts. Follow the instructions presented by your instructors and outlined on the handouts.

Topic: Summary

Visual 3.32

Visual Description: Summary

Key Points

Are you now able to:

- Define and identify the primary features of Unified Command?
- Describe how Unified Command functions on a multijurisdiction or multiagency incident?
- List the advantages of Unified Command?
- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdiction conditions?

Unit 4: Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

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Objectives

At the end of this unit, you should be able to:

- Describe methods and tools used to assess incident/event complexity.
- Describe types of agency(s) policies and guidelines that influence management of incident or event activities.
- Describe the process for developing incident objectives, strategies, and tactics.
- Describe the steps in transferring and assuming incident command.
- As part of an exercise, develop incident objectives for a simulated incident.

Scope

- Unit Introduction and Objectives
- Activity: Incidents vs. Events
- Planning: Overview
- Initial Response Actions
- Incident Assessment
- Agency Policies and Guidance
- Initial Incident Objectives
- Incident Briefing
- Transfer of Command
- Applied Exercise
- Summary

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Topic: Unit Introduction

Visual 4.1

Visual Description: Unit Introduction

Key Points

Unit 4 focuses on the assessment of incidents/events and on developing incident objectives. The unit includes a discussion of steps in the planning process that are completed as the assessment is done and initial incident objectives are established.

Topic: Unit Objectives

Visual 4.2

Visual Description: Unit Objectives

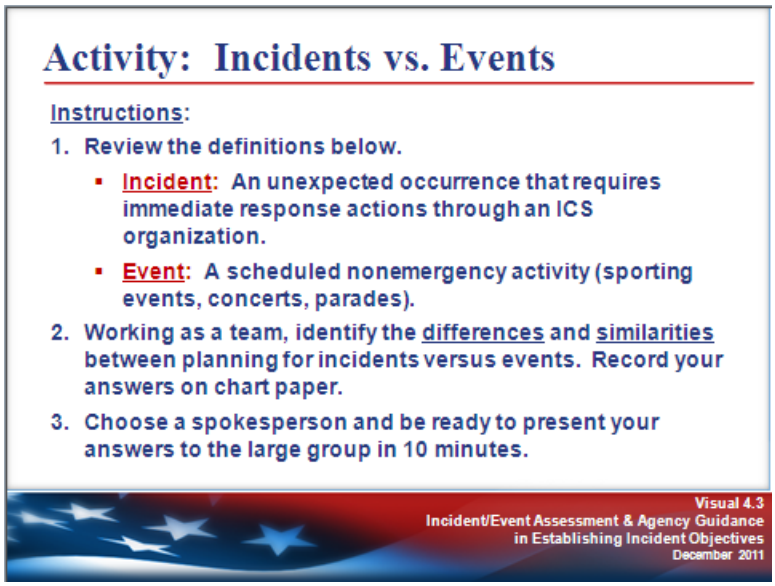
Key Points

By the end of this unit, you be able to:

- Describe methods and tools used to assess incident/event complexity.
- Describe types of agency(s) policies and guidelines that influence management of incident or event activities.
- Describe the process for developing incident objectives, strategies, and tactics.
- Describe the steps in transferring and assuming incident command.
- As part of an exercise, develop incident objectives for a simulated incident.

Topic | **Activity: Incidents vs. Events**

Visual 4.3



Visual Description: Activity: Incidents vs. Events

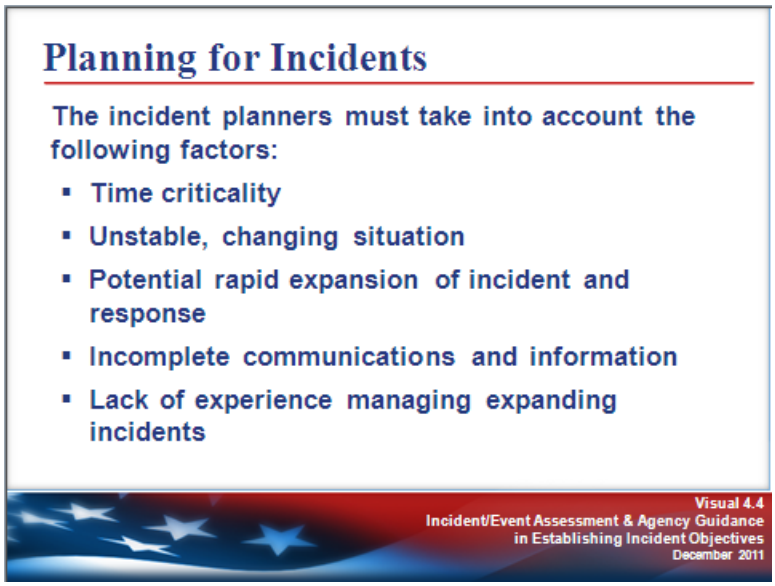
Key Points

Instructions:

1. Review the definitions below.
   - Incident: An occurrence, natural or manmade, that requires an ICS response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
   - Event: A scheduled nonemergency activity (sporting events, concerts, parades).
2. Working as a team, identify the differences and similarities between planning for incidents versus events. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answer to the large group in 10 minutes.

Topic: Planning: Overview

Visual 4.4



Visual Description: Planning for Incidents

Key Points

Unplanned incidents are by far more common than events. Incidents are often characterized by several important factors that need to be considered when planning for the incident:

- Time is of the essence (time criticality).
- The situation is unstable.
- The incident has the potential to expand rapidly.
- Communications and information may be incomplete.
- Staff on scene may be experienced in control measures, but are usually junior in the organization and not necessarily experienced in managing expanding incidents.

This kind of situation requires immediate organizing actions that must be taken to ensure effective incident management and control. It is obvious, but too often overlooked, that the number of considerations will increase as the situation deteriorates and the incident grows.

The first responding units to the incident must take the initial steps to provide organization for the incident. While that may appear obvious, the longer term importance of these initial decisions is often overlooked.

Topic: Planning: Overview

Visual 4.5

Visual Description: Planning for Events

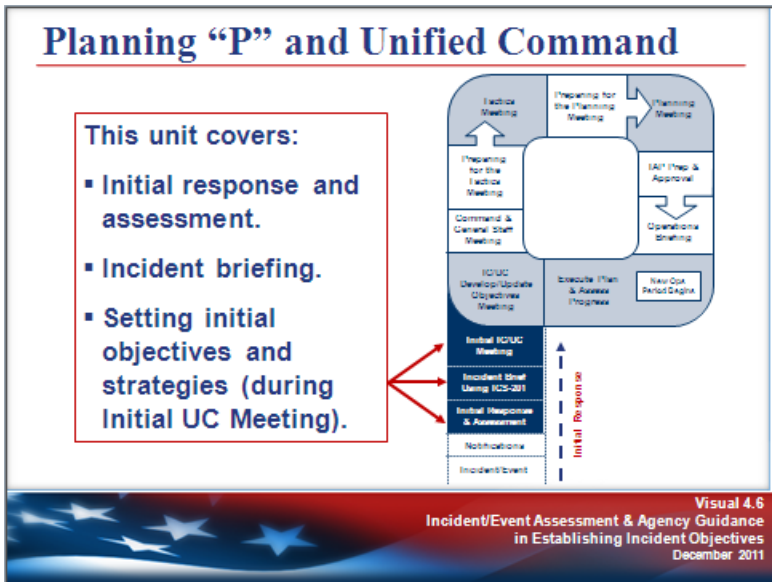
Key Points

The planners of an event should know the following:

- Type of event
- Location, size, expected duration, history, and potential in order to project incident objectives
- Number of agencies involved
- Single or multijurisdiction
- Command Staff needs (public information, safety, and liaison)
- Kind, type, and number of resources required
- Projected aviation operations
- Staging Areas required
- Other facilities required
- Kind and type of logistical support needs (e.g., communications, food, medical)
- Financial considerations
- Known limitations or restrictions
- Available communications

Topic: Planning: Overview

Visual 4.6



Visual Description: The Planning "P" and Unified Command

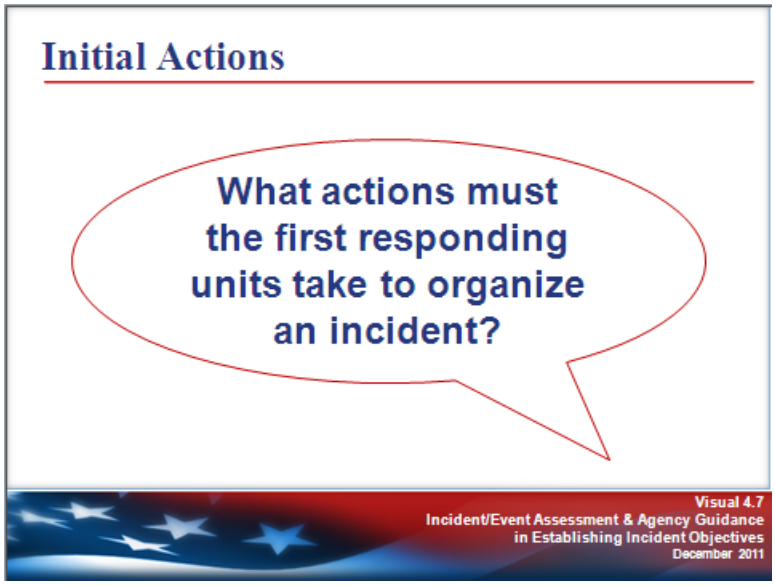
Key Points

Remember that the Planning "P" is a guide to the process and steps involved in planning for an incident.

This unit involves the initial response, assessment, agency guidance, incident briefing, and setting of initial incident objectives and strategies.

Topic **Initial Response Actions**

Visual 4.7



Visual Description: Initial Actions

Key Points

What actions must the first responding units take to organize an incident?

Work in their assigned teams to do the following:

- Discuss the question within the team and develop a list of response actions.
- Record the list on an easel pad.
- Select a spokesperson to present the team's list.
- Be prepared to present to the large group in 10 minutes.

Topic | **Initial Response Actions**

Visual 4.8

Visual Description: Overall Priorities

Key Points

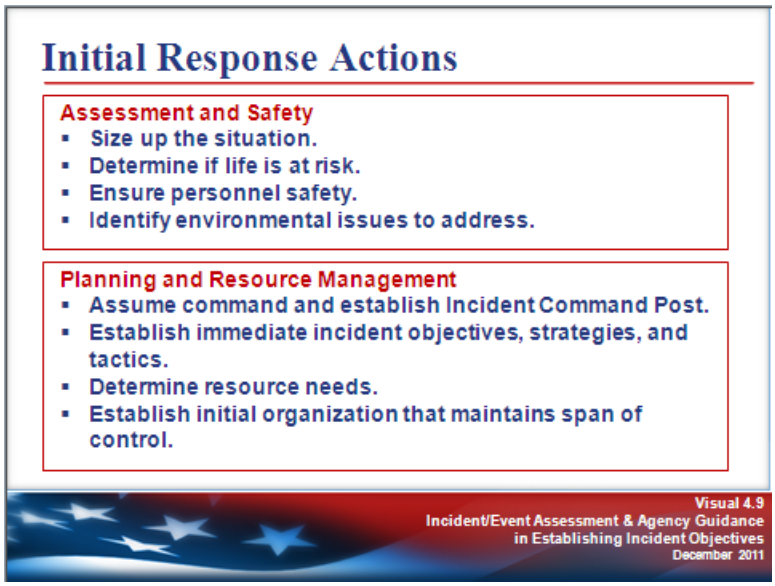
Initial decisions and objectives are established based on the following priorities:

- **First Priority:** Life Safety – The Incident Commanders' first priority is always the life safety of the emergency responders and the public.
- **Second Priority:** Incident Stabilization – The Incident Commanders are responsible for determining the strategy that will **minimize** the effect that the incident will have on the surrounding area and **maximize** the effectiveness of the response effort while using resources efficiently.
- **Third Priority:** Property Conservation – The Incident Commanders are responsible for minimizing damage to property while achieving the incident objectives.

What is an example of each type of priority?

Topic: Initial Response Actions

Visual 4.9



Visual Description: Initial Response Actions

Key Points

Emergencies such as fires, searches, law enforcement operations, hazardous materials incidents, and emergency medical situations have different characteristics and require specially trained personnel. However, they are quite similar in how they are approached from an incident management standpoint.

For any incident, the person currently in charge (Incident Commander) must do at least the following:

- Size up the situation. A thorough sizeup will provide the Incident Commander with the information needed to make initial management decisions.
- Determine if life is at immediate risk.
- Ensure that personnel safety factors are taken into account.
- Determine if there are any environmental issues that need to be addressed. For example, will a hazardous materials spill affect a nearby lake or stream? Is there a toxic plume that requires evacuation?
- Determine evidence preservation requirements, e.g. for criminal or civil investigation and litigation purposes.

(Continued on next page.)

Topic: Initial Response Actions

- **Assume command and establish the Incident Command Post.**

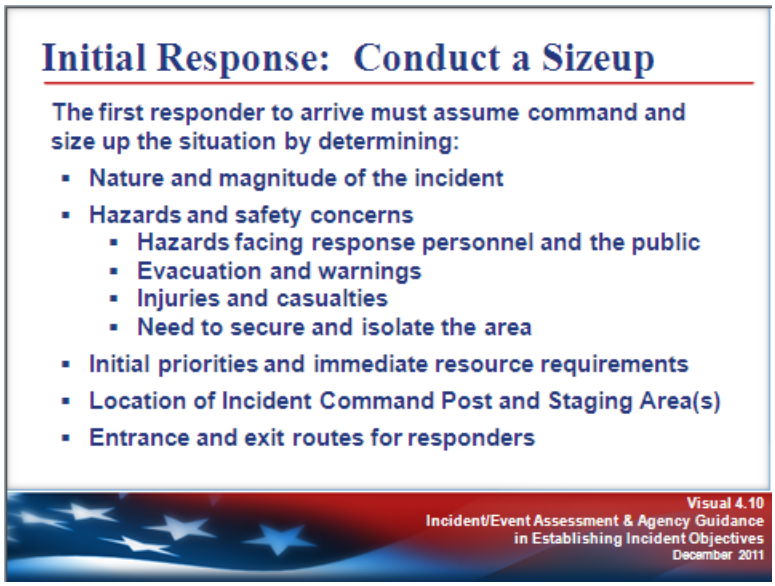
- **Establish immediate incident objectives, strategies, and tactics.** The sizeup should provide information about what needs to be done first to prevent loss of life or injury and to stabilize the situation. For small incidents, the initial Incident Action Plan (IAP) may be verbal and may cover the entire incident. For larger, more complex incidents, the initial IAP may cover the initial operating period. A written IAP will then be developed.

- **Determine if there are enough resources of the right kind and type on scene or ordered.** The incident objectives will drive resource requirements. What resources are required to accomplish the immediate incident objectives? If the right kind and type of resources are not on scene, the Incident Commander must order them immediately.

- **Establish the initial organization that maintains span of control.** At this point, the Incident Commander should ask: What organization will be required to execute the IAP and achieve the objectives? He or she should establish that organization, always keeping in mind safety and span-of-control concerns. Consider if span of control is or will soon approach practical limits. The span of control range of three to seven is to ensure safe and efficient utilization of resources.

Topic | **Initial Response Actions**

Visual 4.10



Visual Description: Initial Response: Conduct a Sizeup

Key Points

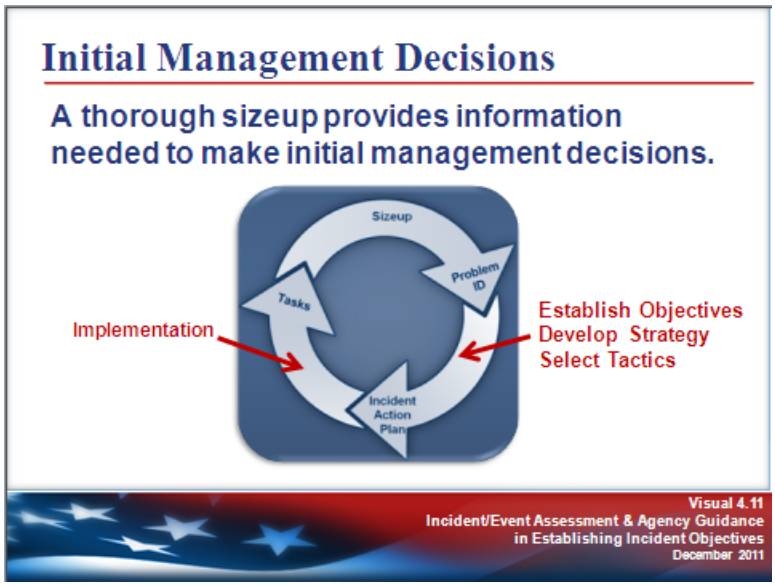
In an initial incident, a sizeup is done to set the immediate incident objectives.

The first responder to arrive must assume command and size up the situation by determining:

- Nature and magnitude of the incident
- Hazards and safety concerns
  - Hazards facing response personnel and the public
  - Evacuation and warnings
  - Injuries and casualties
  - Need to secure and isolate the area
- Initial priorities and immediate resource requirements
- Location of Incident Command Post and Staging Area(s)
- Entrance and exit routes for responders

Topic: Incident Assessment

Visual 4.11



Visual Description: Initial Management Decisions

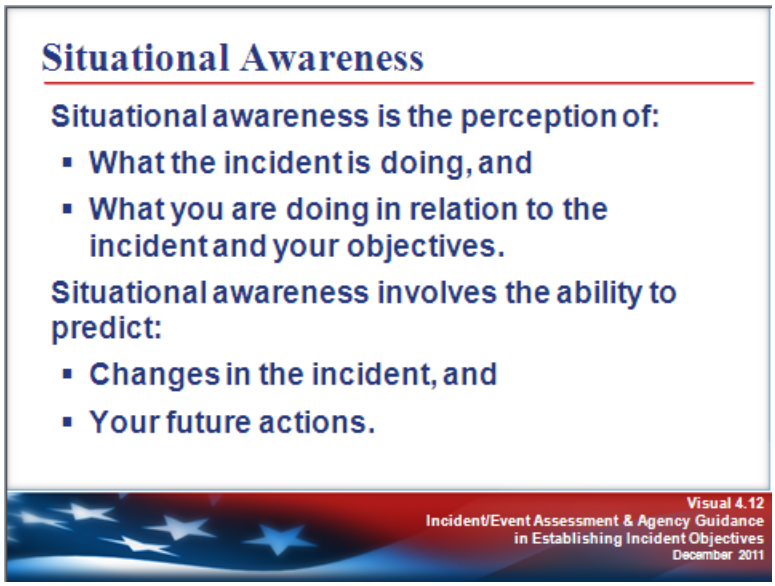
Key Points

A sizeup, or a clear understanding of an incident or event, is critical to determining incident objectives and strategies and applying tactics.

Many factors must be considered when performing this assessment, but the most important and all-encompassing factors are “situational awareness” and “incident complexity.”

Topic | **Incident Assessment**

Visual 4.12



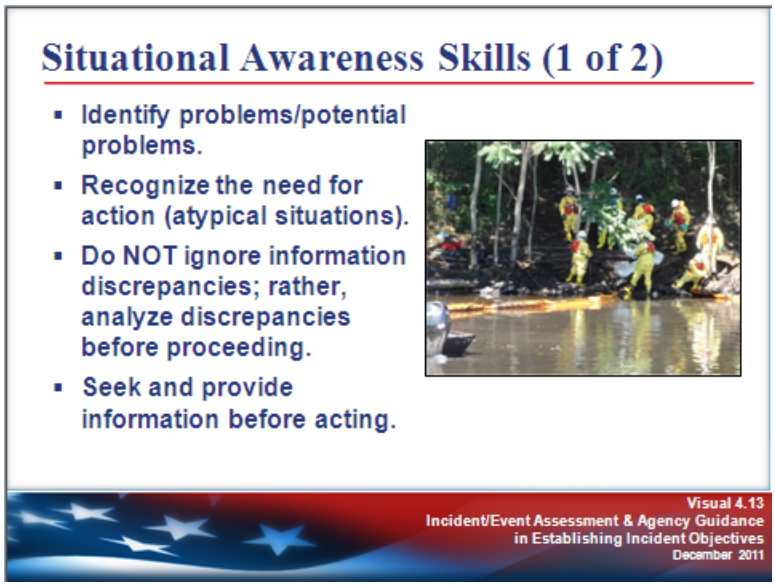
Visual Description: Situational Awareness

Key Points

"Situational awareness" is the perception of what the incident is doing and what you are doing in relation to the incident and your objectives. It involves an awareness of potential incident behavior and the ability to predict where the incident, and you, will be in the future.

Topic | **Incident Assessment**

Visual 4.13



Visual Description: Situational Awareness Skills (1 of 2)

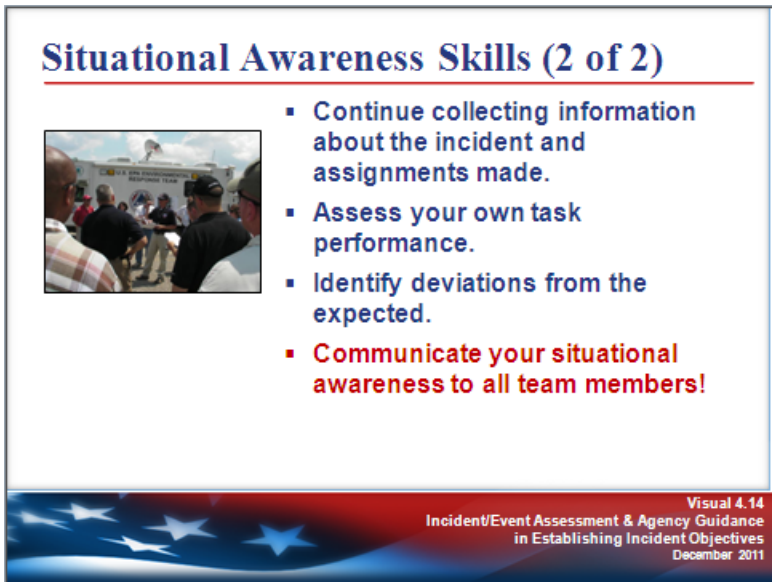
Key Points

Situational awareness depends both on individual perception and sharing it with the rest of the team, and involves these actions:

- Identify problems or potential problems.
- Recognize the need for action (atypical situations).
- Do not ignore information discrepancies; rather, analyze discrepancies before proceeding.
- Seek and provide information before acting.

Topic | **Incident Assessment**

Visual 4.14



Visual Description: Situational Awareness Skills (2 of 2)

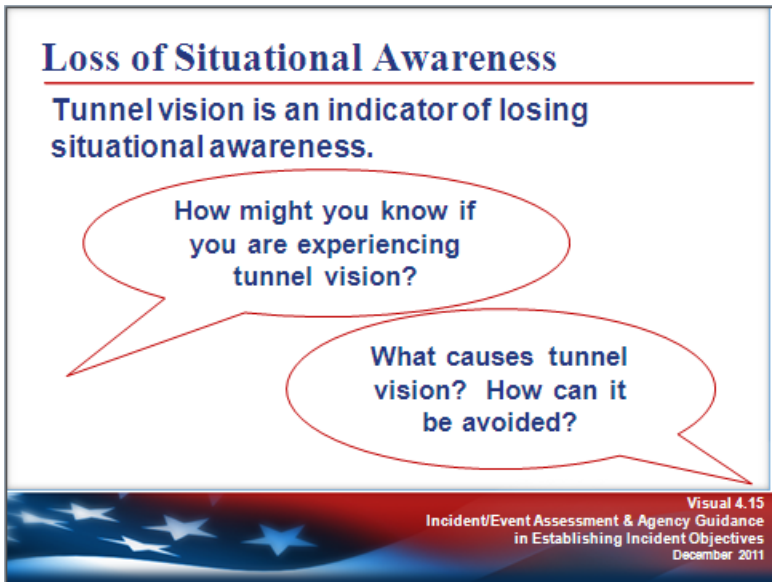
Key Points

Other situational awareness actions:

- Continue collecting information about the incident and assignments made.
- Assess your own task performance.
- Identify deviations from the expected.
- Communicate your situational awareness to all team members!

Topic | **Incident Assessment**

Visual 4.15



Visual Description: Loss of Situational Awareness

Key Points

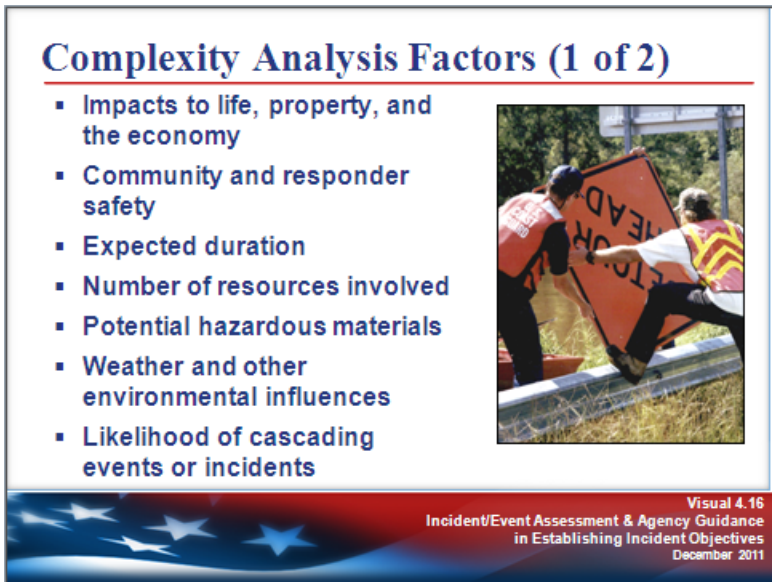
When under stress, adrenaline in the body may shut down or reduce some body functions to be able to enhance others. Tunnel vision can occur on both physiological and psychological levels. Hearing and vision may become narrow to focus on the most immediate physical setting or needs. As one's ability to take in new information decreases, it can cause a decisionmaker to lose the "big picture" and miss important factors.

How might you know if you are experiencing tunnel vision?

What causes tunnel vision? How can it be avoided?

Topic | **Incident Assessment**

Visual 4.16



Visual Description: Complexity Analysis Factors (1 of 2)

Key Points

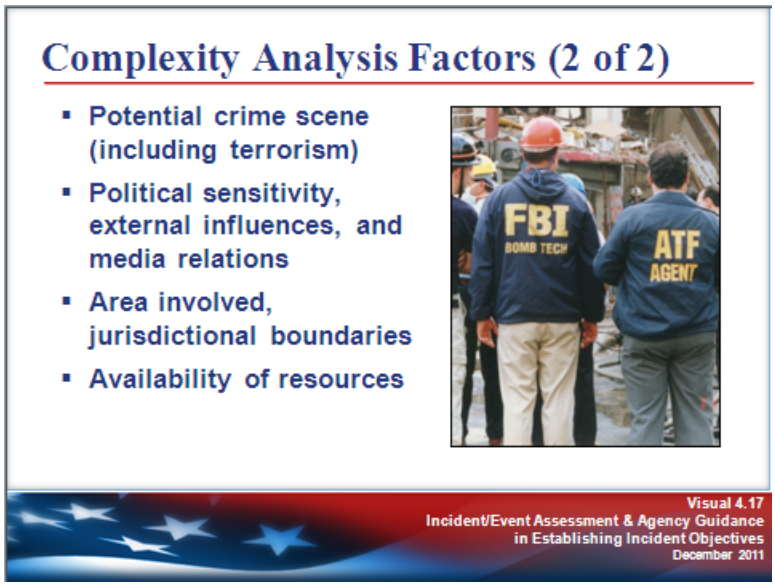
Complexity analysis is that combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including:

- Impacts to life, property, and the economy.
- Community and responder safety.
- Expected duration.
- Number of resources involved
- Potential hazardous materials.
- Weather and other environmental influences.
- Likelihood of cascading events.

Note: Cascading events or incidents occur as a direct or indirect result of an initial event or incident. For example, a neighborhood must be evacuated and a local stream is contaminated as a result of a hazardous materials spill. Taken together, the effect of cascading events or incidents can be crippling to a community.

Topic | **Incident Assessment**

Visual 4.17



Visual Description: Complexity Analysis Factors (2 of 2)

Key Points

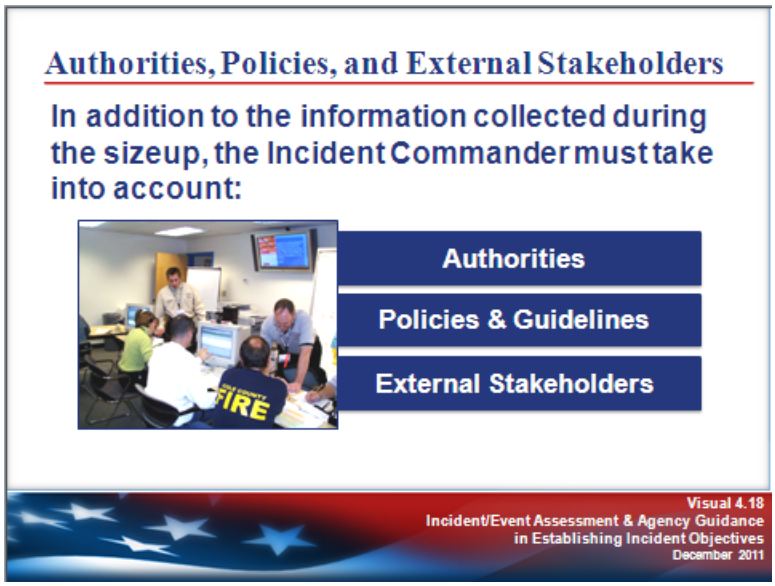
Other factors that affect incident complexity:

- Potential crime scene (including terrorism).
- Political sensitivity, external influences, and media relations.
- Area involved and jurisdictional boundaries.
- Availability of resources.

Remember that information on incident complexity was summarized in Unit 2.

Topic: Incident Assessment

Visual 4.18



Visual Description: Authorities, Policies, and External Stakeholders

Key Points

The Incident Commander must also be aware of authorities, policies, and external stakeholders as part of the incident sizeup.

Agency policy can affect the establishment of incident objectives. All agencies develop policies and guidelines for accomplishing their responsibilities. The Incident Commander must be fully aware of agency policy including any limits of authority.

On the majority of incidents, agency policy is known by the Incident Commander because the incident occurs in his/her jurisdiction. These guidelines and policies may be for routine activities or for emergency activities, or both. All or some of these policies and guidelines may come to bear in the management of an incident or a planned event based upon the jurisdiction of an agency. Some agencies will require agency policies in writing on large incidents; others do not.

These policies, guidelines, and authorities may give direction on the following:

- Safety
- Control objectives
- Cleanup and rehabilitation guidelines
- Spending
- Resource sharing

(Continued on the next page.)

Topic: Incident Assessment

External stakeholders are those parties not directly affected by the incident who, nonetheless, could be affected by decisions that are made in conjunction with the incident. External stakeholders can usually be identified when the question is asked, “Who else could be affected by this decision?”

Topic: Agency Policies and Guidelines

Visual 4.19

Visual Description: Policies and Guidelines: Examples

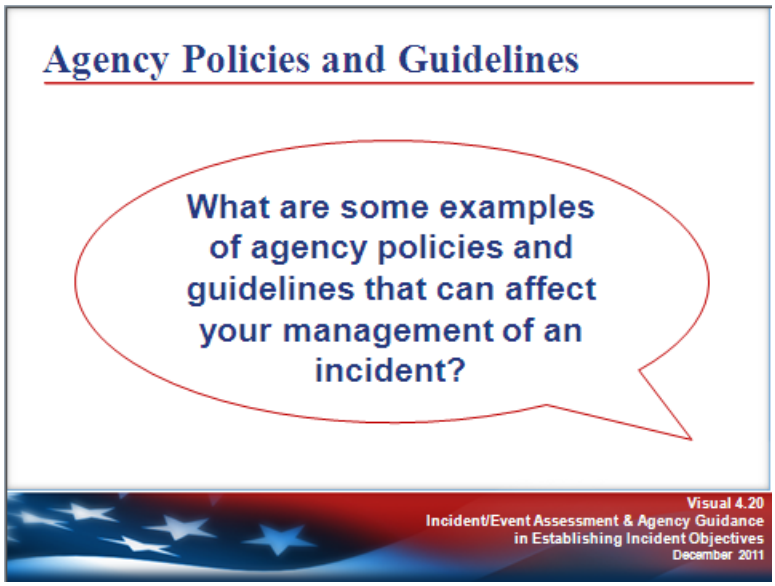
Key Points

The following are examples of agency policies and guidelines that can affect management of an incident:

- Pre-incident plans
- Standard operating procedures
- Emergency operations plans
- Continuity of operations plans
- Community preparedness plans
- Mutual aid and assistance agreements
- Wildland Fire Situation Analysis (WFSA)
- Wildland Fire Implementation Plan (WFIP)
- Corrective action plans
- Mitigation plans
- Recovery plans
- Tribal, State, regional, and national mobilization guides
- Field operations guides
- Delegations of authority

Topic: Agency Policies and Guidelines

Visual 4.20

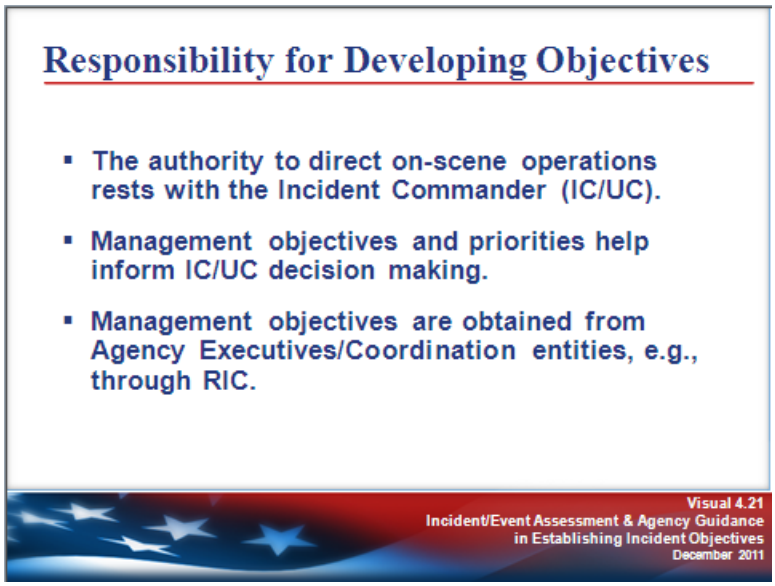


Visual Description: Agency Policies and Guidelines

Key Points

What are some examples of agency policies and guidelines that can affect your management of an incident?

Visual 4.21



Visual Description: Responsibility for Developing Objectives

- Under ICS the authority to direct on-scene operations rests with the incident commander. This authority may be inherent, e.g. by statute, or may be delegated to the Incident Commander by an Agency Executive or Coordination Entity that has jurisdiction.

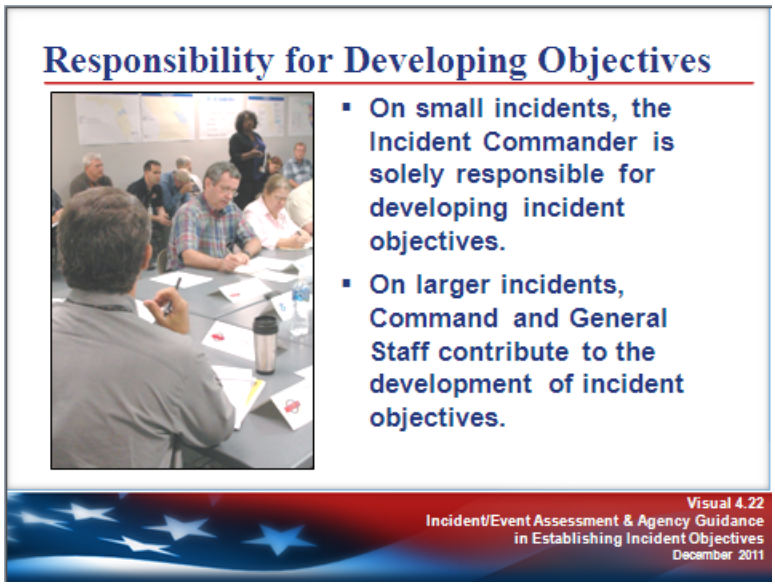
  In either case, an Incident Commander is accountable to his or her agency and the agency, in turn is accountable to the public they serve

- Management objectives and priorities, obtained from the Agency Executive or Multiagency Coordination Entity, provide guidance and direction that help inform the Incident Commander's decisionmaking.

Note: The RIC, Regional Incident Coordinator, is an EPA official that has been delegated the role of Agency Executive and will serve as the primary contact with the IC.
(EPA IMH pp. 2-4 & 2-5)

Topic | **Initial Incident Objectives**

Visual 4.22



Visual Description: Responsibility for Developing Objectives

Key Points

On small incidents, the Incident Commander is solely responsible for developing incident objectives.

On larger incidents, Command and General Staff contribute to the development of incident objectives.

Under all circumstances, the IC/UC retain responsibility for establishing incident objectives.

Topic: Initial Incident Objectives

Visual 4.23

Visual Description: Objectives, Strategies, and Tactics

Key Points

Incident managers first develop:

- **Incident objectives,** then
- **Strategies,** then
- **Tactics.**

The relationship between incident objectives, strategies, and tactics is summarized in the following points:

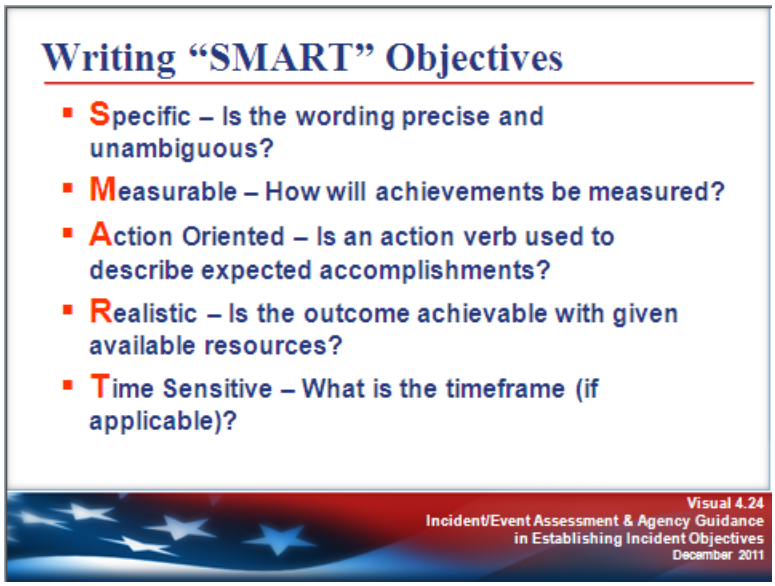
- Incident objectives state what will be accomplished.
- Strategies establish the general plan or direction for accomplishing the incident objectives.
- Tactics specify how the strategies will be executed.

Remember that life safety is the first priority followed by incident stabilization and property conservation.

Note: This discussion is focused on developing incident objectives. Strategies and tactics will be discussed in Unit 5.

Topic | **Initial Incident Objectives**

Visual 4.24



Visual Description: Writing "SMART" Objectives

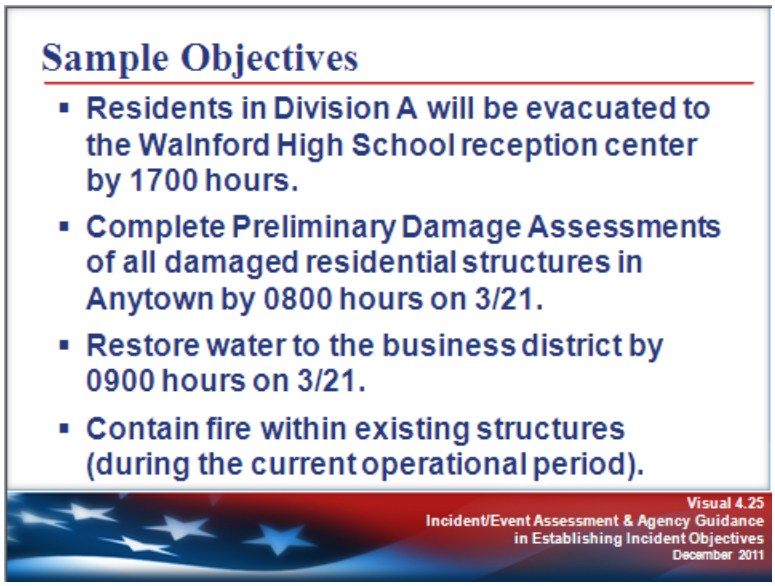
Key Points

Incident objectives should have the following **SMART** characteristics:

1. **Specific** – The wording must be precise and unambiguous in describing the objective.
2. **Measurable** – The design and statement of objectives should make it possible to conduct a final accounting as to whether objectives were achieved.
3. **Action Oriented** – The objective must have an action verb that describes the expected accomplishments.
4. **Realistic** – Objectives must be achievable with the resources that the agency (and assisting agencies) can allocate to the incident, even though it may take several operational periods to accomplish them.
5. **Time Sensitive** – The timeframe should be specified (if applicable).

Topic | **Initial Incident Objectives**

Visual 4.25



Visual Description: Sample Objectives

Key Points

Review the following objectives:

- Residents in Division A will be evacuated to the Walnford High School reception center by 1700 hours.
- Complete Preliminary Damage Assessments of all damaged residential structures in Anytown by 0800 hours on 3/21.
- Restore water to the business district by 0900 hours on 3/21.
- Contain fire within existing structures (during the current operational period).

Do these objectives meet the SMART guidelines?

Topic | **Initial Incident Objectives**

Visual 4.26

Visual Description: Activity: SMART Objectives (1 of 2) Is this objective SMART?

Key Points

Review the following situation and incident objective:

Situation: It's midnight and heavy rains have caused localized flooding. In one neighborhood, residents are becoming trapped in their homes.

Incident Objective: As needed, provide assistance to those who might have localized flooding problems.

Is this objective SMART?

Topic | **Initial Incident Objectives**

Visual 4.27

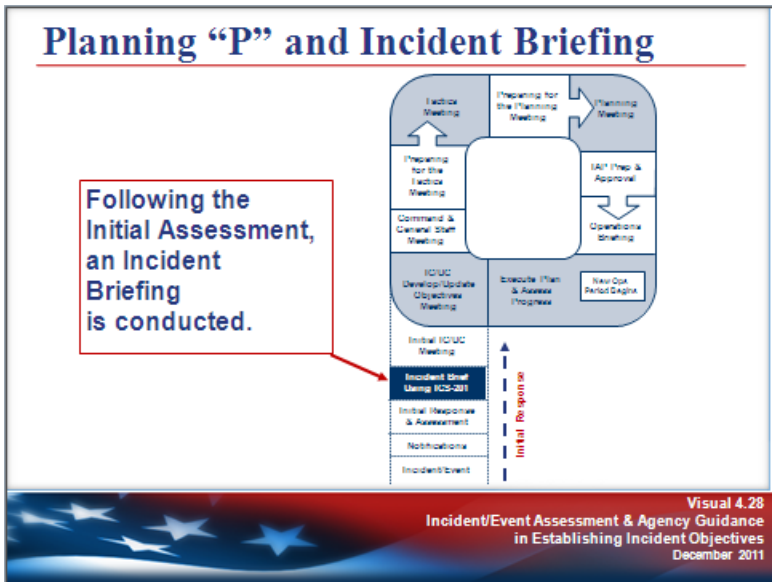
Visual Description: Activity: SMART Objectives (2 of 2) How would you improve this objective?

Key Points

How would you improve this objective?

Topic: Incident Briefing

Visual 4.28



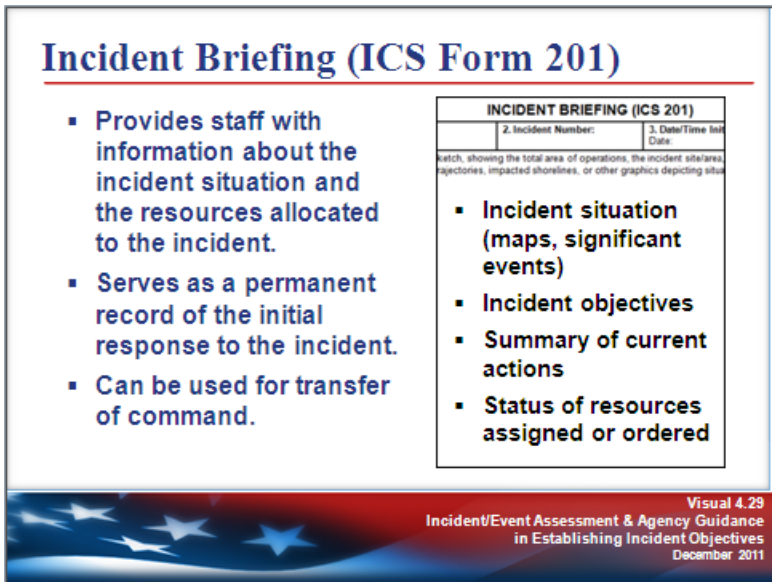
Visual Description: Planning "P" and Incident Briefing

Key Points

Remember that the Planning "P" is a guide to the incident planning cycle. Following the Initial Assessment, an Incident Briefing is conducted, using ICS Form 201, the Incident Briefing form.

Topic: Incident Briefing

Visual 4.29



Visual Description: Incident Briefing (ICS Form 201)

Key Points

The ICS Form 201 Incident Briefing form:

- Provides staff with information about the incident situation and the resources allocated to the incident.
- Serves as a permanent record of the initial response to the incident.
- Can be used for transfer of command.

A copy of the ICS Form 201 is shown in your Student Manuals as part of the upcoming applied exercise.

Topic | **Transfer of Command**

Visual 4.30

Visual Description: Transfer of Command: What steps must occur before command is transferred?

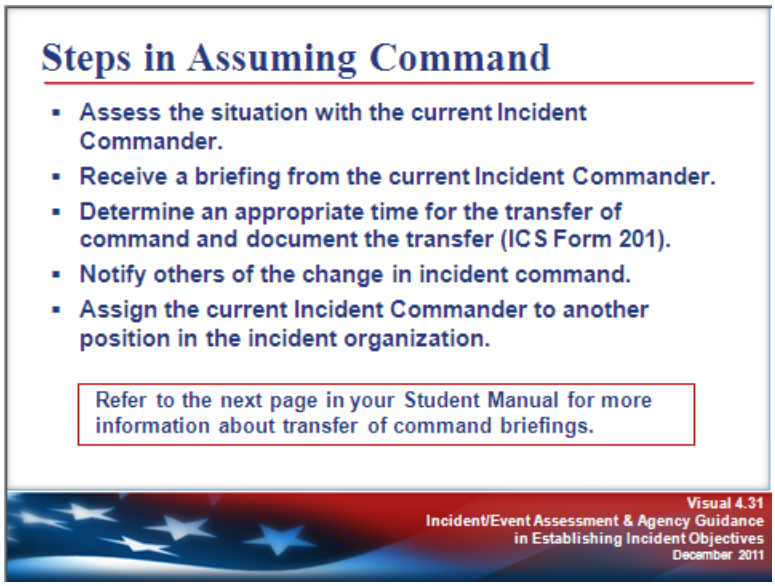
Key Points

You have been serving as the initial Incident Commander. A more qualified staff member has just arrived at the scene and will assume command of the incident.

What steps must occur before command is transferred?

Topic: Transfer of Command

Visual 4.31



Visual Description: Steps in Assuming Command

Key Points

The person assuming command should do the following:

- Assess the situation with the current Incident Commander.
- Receive a briefing from the current Incident Commander.
- Determine an appropriate time for transfer of command and document the transfer (ICS Form 201).
- Notify others of the change in incident command.
- Assign the current Incident Commander to another position in the incident organization.

Transfer of command on an expanding incident is to be expected. Changing command does not reflect on the competency of the current Incident Commander. Remember that using the steps outlined above will help ensure a smooth transition.

Refer to the table on the following page that lists the guidelines for transfer of command briefings.

Topic | **Transfer of Command**

Transfer of Command Briefings
A transfer of command briefing must be held by the current Incident Commander, and take place face to face if possible. The briefing must cover the following: ▪ Incident history (what has happened) ▪ Priorities and objectives ▪ Current plan ▪ Resource assignments ▪ Incident organization ▪ Resources ordered/needed ▪ Facilities established ▪ Status of communications ▪ Any constraints or limitations as directed by policies and guidelines ▪ Incident potential ▪ Status of Delegation of Authority, inherent or specific The incoming Incident Commander must ensure that he or she understands the responsible agencies' policies and Agency Administrator / Regional Incident Coordinator's direction as discussed earlier in this unit. This may be inherent based on the person's employment or rank, or may be provided by the Agency Administrator / Regional Incident Coordinator.

Changing Incident Objectives

The incoming Incident Commander, because of depth of experience or a change in incident-related conditions, will desire to modify incident objectives upon transition of command. Changes could be required for the following reasons:

- Change in Agency Administrator / Regional Incident Coordinator goals
- Change in available resources – kinds or types
- Failure or unexpected success of tactical efforts
- Improved intelligence
- Cost factors
- Political considerations
- Environmental considerations

(Continued on the next page.)

Topic: Transfer of Command

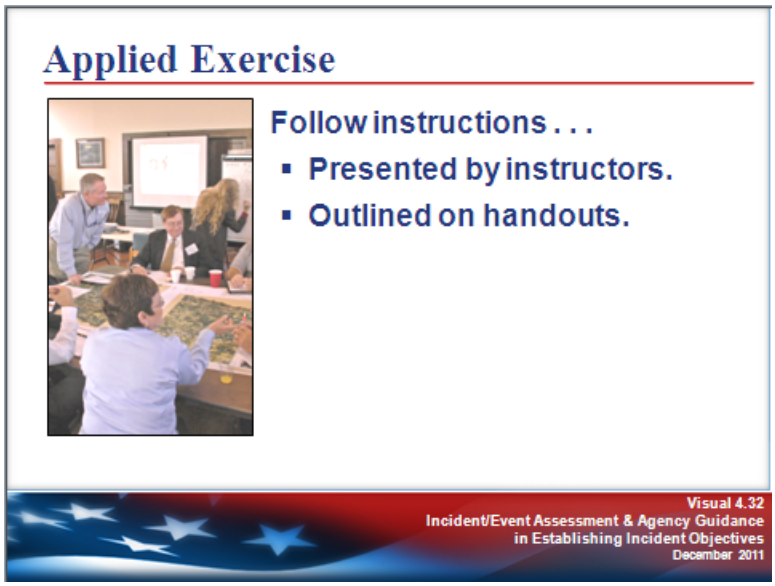
Critical changes should be made immediately, rather than allowing the existing plan to proceed. Delayed changes may result in additional control problems, greater loss, and increased expense and risk. However, changes can cause disruptions. When possible, less time-sensitive changes should be implemented at the start of the next operational period.

Making a change does not imply that previous decisions and actions were wrong. Many things can influence the need for change. The Incident Commander must be assertive but also aware of potential risk and safety considerations involved in changes. Four guidelines to changes are:

- Implement appropriate safety procedures for all changes. Before implementing changes, the Incident Commander must consider the impact on the safety of responders. If a change in the IAP places responders at greater risk, safety procedures must be changed as well.
- Make changes only if you must. Do not make unnecessary changes to incident objectives or the IAP.
- Make changes sooner rather than later. Evaluate the impact of any changes on overall operations. Do not wait beyond the beginning of the next operational period to make changes. If changes are critical, make them immediately.
- Ensure that the changes are communicated clearly throughout the organization. Poor communication of changed objectives will reduce the efficiency of the response. It could also increase costs and put responders at greater risk.

Topic: Applied Exercise

Visual 4.32



Visual Description: Applied Exercise

Key Points

You'll now continue the exercise you selected in the previous unit to apply key ICS concepts. Follow the instructions presented by your instructors and outlined on the handouts.

Topic Summary

Visual 4.33

Visual Description: Summary

Key Points

Are you now able to:

- Describe methods and tools used to assess incident/event complexity?
- Describe types of agency(s) policies and guidelines that influence management of incident or event activities?
- Describe the process for developing incident objectives, strategies, and tactics?
- Describe the steps in transferring and assuming incident command?
- As part of an exercise, develop incident objectives for a simulated incident?

Your Notes

Unit 5: Planning Process

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Unit Objectives

At the end of this unit, you should be able to:

- Identify the importance of planning for incidents/events.
- Explain the differences between planning for incidents and events.
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.
- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.
- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario.
- Describe how ICS 215A, Safety Analysis, is used with ICS 215 to mitigate hazards in tactical operations.
- Recognize agency-specific aviation policies and procedures as they relate to safety.
- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials.
- Using the IAP, conduct an operational period briefing.

Scope

- Unit Introduction and Objectives
- The Planning Process
- Starting Each Planning Cycle: Assessing Incident Objectives
- Determining Tactics
- Preparing for the Planning Meeting
- Conducting the Planning Meeting
- IAP Preparation and Approval
- Activity: Analyzing an IAP
- Conducting the Operations Briefing
- Executing the Plan and Assessing Progress
- Applied Exercise: Planning Process
- Summary

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Topic: Unit Introduction

Visual 5.1

Visual Description: Unit Introduction

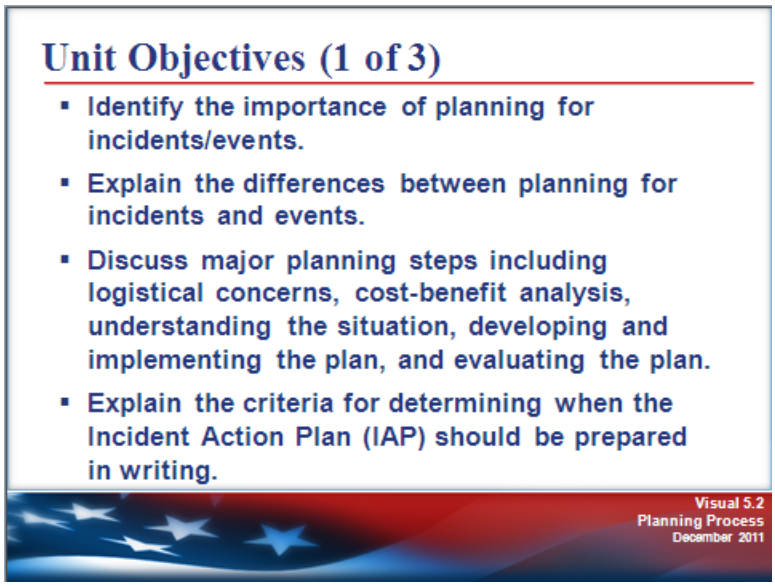
Key Points

Remember that ICS emphasizes orderly and systematic planning. The incident planning process allows the organization to divide incident objectives into tactical assignments for specific operational periods.

The Incident Action Plan (IAP) is the central tool for planning during a response. This unit will cover the planning process and the IAP.

Topic: Unit Objectives

Visual 5.2



Visual Description: Unit Objectives (1 of 3)

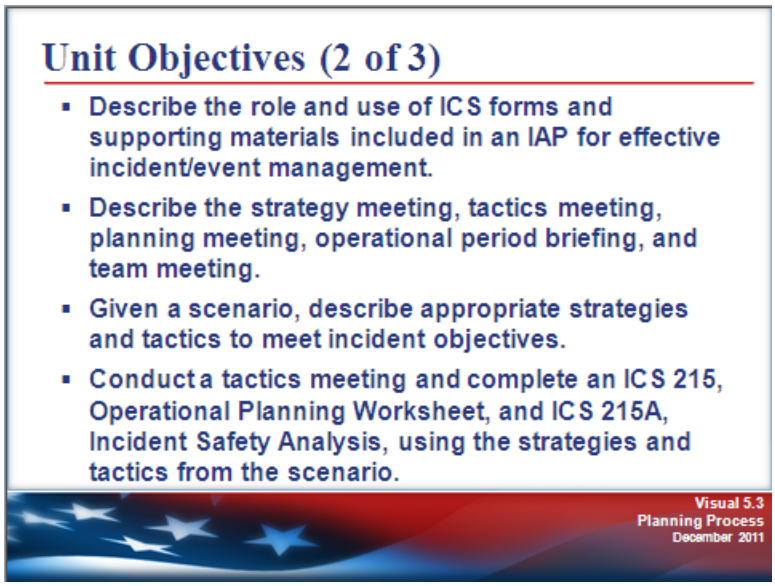
Key Points

By the end of this unit, you should be able to:

- Identify the importance of planning for incidents/events.
- Explain the differences between planning for incidents and events.
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.

Topic: Unit Objectives

Visual 5.3



Visual Description: Unit Objectives (2 of 3)

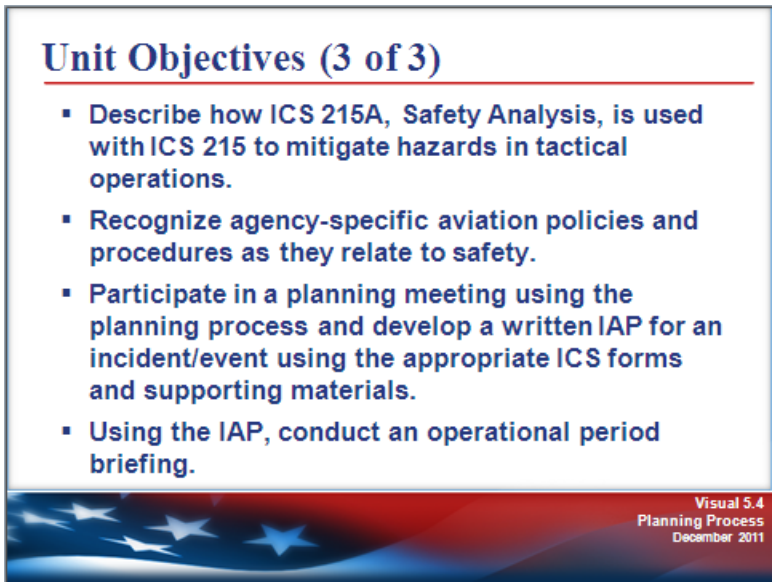
Key Points

By the end of this unit, you should be able to::

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.
- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario.

Topic: Unit Objectives

Visual 5.4



Visual Description: Unit Objectives (3 of 3)

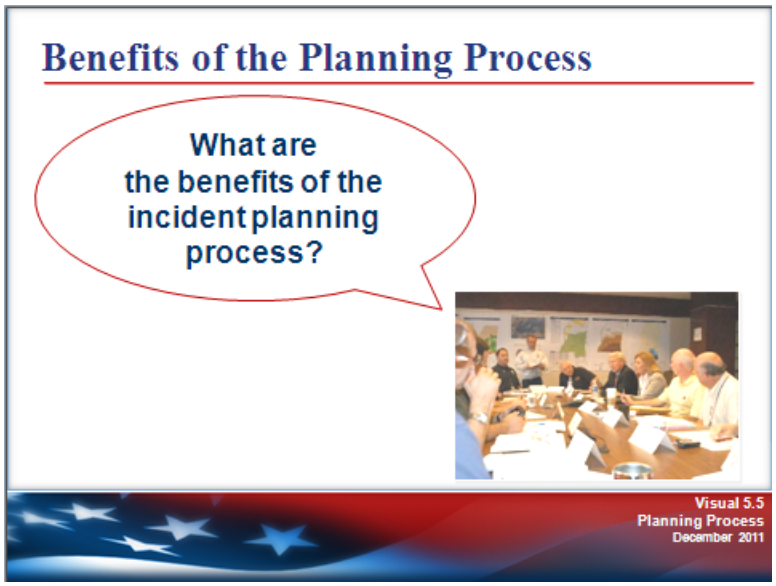
Key Points

By the end of this unit, you should be able to:

- Describe how ICS 215A, Safety Analysis, is used with ICS 215 to mitigate hazards in tactical operations.
- Recognize agency-specific aviation policies and procedures as they relate to safety.
- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials.
- Using the IAP, conduct an operational period briefing.

Topic: The Planning Process

Visual 5.5



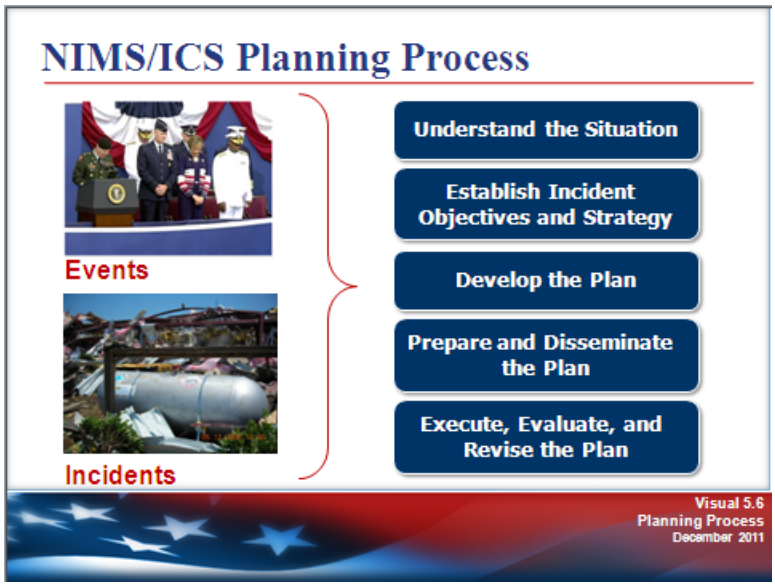
Visual Description: What are the benefits of the incident planning process?

Key Points

What are the benefits of the incident planning process?

Topic: The Planning Process

Visual 5.6



Visual Description: NIMS/ICS Planning Process

Key Points

Sound, timely planning provides the foundation for effective incident management and is applicable to both events and incidents. The NIMS/ICS planning process represents a template for strategic, operational, and tactical planning that includes all steps that an Incident Commander and other members of the Command and General Staffs should take to develop and disseminate an IAP. The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and the staffing required to develop a written IAP.

- The planning process should provide the following:
  - Current information that accurately describes the incident situation and resource status;
  - Predictions of the probable course of events;
  - Alternative strategies to attain critical incident objectives; and
  - An accurate, realistic IAP for the next operational period.

- During the initial stages of incident management, planners should develop a simple plan that can be communicated through concise oral briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident management effort evolves over time, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and "lessons learned." The five primary phases in the planning process are:

Topic | The Planning Process

1. **Understand the Situation:** The first phase includes gathering, recording, analyzing, and displaying situation, resource, and incident potential information in a manner that will facilitate:
   - Increased situational awareness of the magnitude, complexity, and potential impact of the incident; and
   - The ability to determine the resources required to develop and implement an effective IAP.

2. **Establish Incident Objectives and Strategy:** The second phase includes formulating and prioritizing measurable incident objectives and identifying an appropriate strategy. The incident objectives and strategy must conform to the legal obligations and management objectives of all affected agencies. These may also need to include specific issues relevant to critical infrastructure.

   Reasonable alternative strategies that will accomplish overall incident objectives are identified, analyzed, and evaluated to determine the most appropriate strategy for the situation at hand. Evaluation criteria include public health and safety factors; estimated costs; and various environmental, legal, and political considerations.

3. **Develop the Plan:** The third phase involves determining the tactical direction and the specific resource, reserves, and support requirements for implementing the selected strategies and tactics for the operational period.

   Before the formal planning meetings, each member of the Command and General Staffs is responsible for gathering certain information to support the proposed plan.

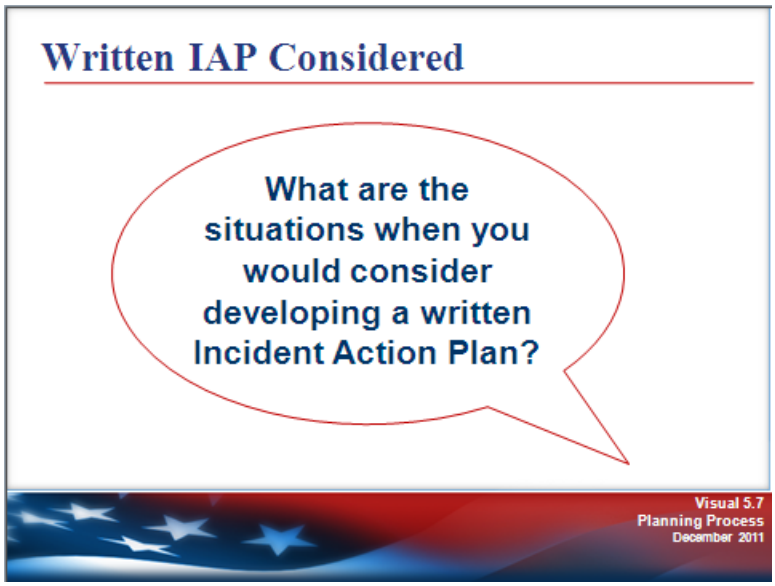
4. **Prepare and Disseminate the Plan:** The fourth phase involves preparing the plan in a format that is appropriate for the level of complexity of the incident. For the initial response, the format is a well-prepared outline for an oral briefing. For most incidents that will span multiple operational periods, the plan will be developed in writing according to ICS procedures.

5. **Execute, Evaluate, and Revise the Plan:** The planning process includes the requirement to execute and evaluate planned activities and check the accuracy of information to be used in planning for subsequent operational periods. The General Staff should regularly compare planned progress with actual progress. When deviations occur and when new information emerges, that information should be included in the first step of the process used for modifying the current plan or developing the plan for the subsequent operational period.

Source: NIMS Document Tab 8 - The Planning Process

Topic: The Planning Process

Visual 5.7



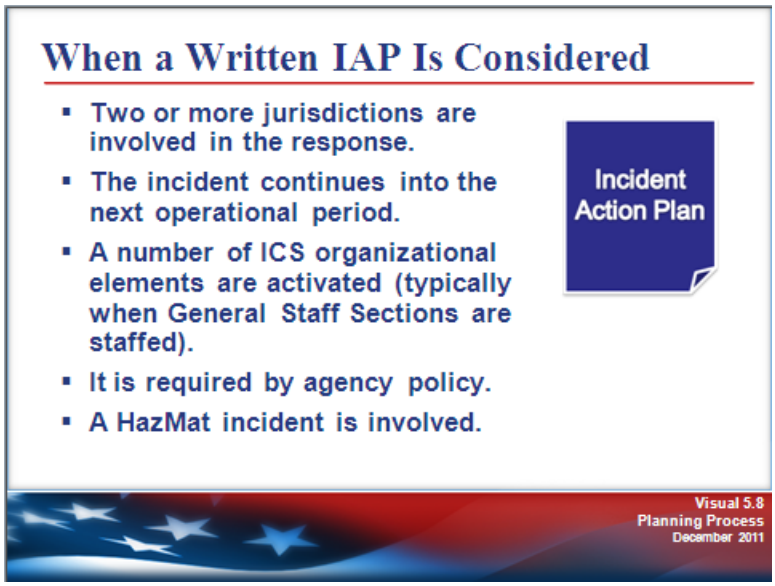
Visual Description: Written IAP Considered: What are the situations when you would consider developing a written Incident Action Plan?

Key Points

What are the situations when you would consider developing a written Incident Action Plan?

Topic: The Planning Process

Visual 5.8



Visual Description: When a Written IAP Is Considered

Key Points

For simple incidents of short duration, the IAP most likely will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity does not warrant a formal planning meeting process as highlighted above.

Certain conditions may warrant a more formal process. A **written IAP should be considered** whenever:

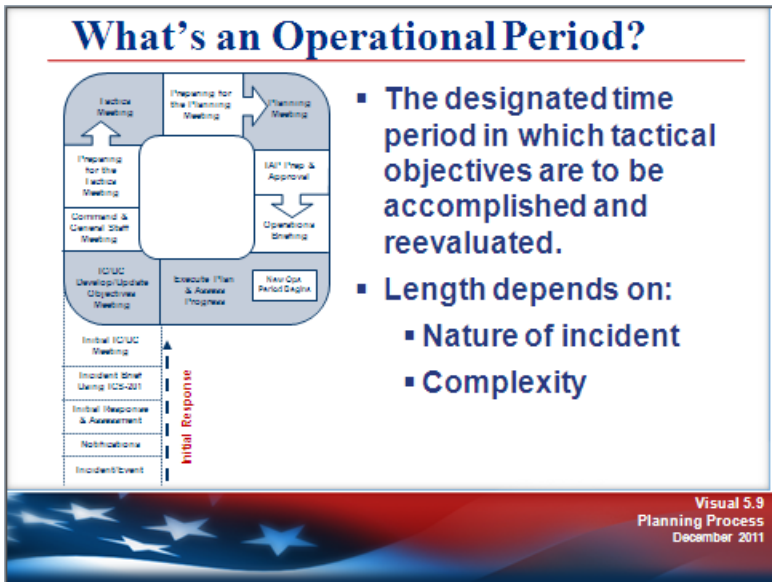
- Two or more jurisdictions are involved in the response.
- The incident continues into the next operational period.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- It is required by agency policy.
- A HazMat incident is involved. (Required by the OSHA HAZWOPER regulation, 29 CFR 1910.120)
    - HazMat operations will typically require that both an IAP and a site specific safety and health plan, a.k.a. HASP, be prepared. A standard IAP typically meets the OSHA requirement for a comprehensive work plan, 29 CFR 1910.120(b)(1)(ii)(B) and 29 CFR 1910.120(b)(3), but does not typically contain all the elements required of a HASP, 29 CFR 1910.120(b)(1)(ii)(C) and 29 CFR 1910.120(b)(4). .

A written IAP provides:

- A clear statement of objectives and actions.
- A basis for measuring work effectiveness and cost effectiveness.
- A basis for measuring work progress and providing accountability.
- Documentation for post-incident fiscal and legal activities.

Topic: The Planning Process

Visual 5.9



Visual Description: What's an Operational Period?

Key Points

An important concept to be discussed in regards to this planning process is the operational period concept. **All ICS planning is designed around identifying accomplishments expected over a set period of time called the operational period**.

The specific length of time of the operational period varies based on a list of factors. These factors are:

- Safety conditions – Safety of responders, victims, and others is always the first priority on any response.
- Condition of resources – Planning must be done far enough in advance to ensure that additional resources needed for the next operational period are available.
- The length of time necessary or available to achieve the tactical assignments.
- Availability of fresh resources.
- Future involvement of additional jurisdictions or agencies.
- Environmental conditions – Factors such as the amount of daylight remaining and weather and wind conditions can affect decisions about the length of the operational period.

(Continued on the next page.)

Topic | The Planning Process

The Incident Commander will determine the length of the operational period with input from staff. In some cases, the operational period length may change from day to day based on operational and incident needs.

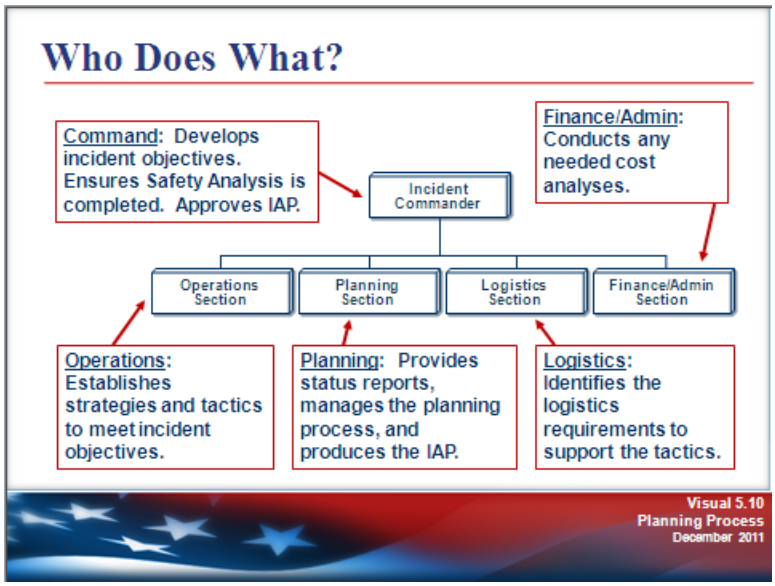
The length of an operational period depends on the nature and complexity of the incident. Common lengths of operational periods are:

- 4, 8, 12, or 24 hours depending on the nature and complexity of the incident.
- 2 to 4 hours for hazardous materials incidents.
- Multiple days for relatively stable situations and recovery actions such as debris removal.

Often, during the initial strategy meeting, the start times and end times for the operational period are established. As an example, for 12-hour periods, it may be 0600-1800. For some incidents, the starting time and duration of the operational period may have to be established at the planning meeting. There may be a need to fully integrate the results of the previous operational period before the next planning cycle can be established. This delay in establishing the operational period might be seen during the initial stages of an incident involving a hazardous materials release, where the results of the first entry might alter the approaches or need for subsequent entries.

Topic: The Planning Process

Visual 5.10



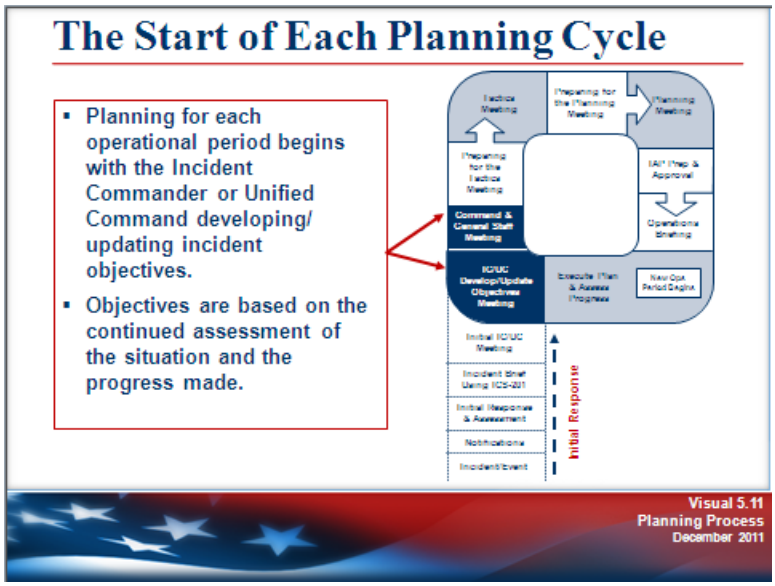
Visual Description: Who Does What?

Key Points

Incident Commander	▪ Provides overall incident objectives and strategy. ▪ Establishes procedures for incident resource ordering. ▪ Establishes procedures for resource activation, mobilization, and employment. ▪ Approves completed IAP by signature. With Safety Officer: ▪ Reviews hazards associated with the incident and proposed tactical assignments. Assists in developing safe tactics. ▪ Develops safety message(s).
Operations Section Chief	▪ Assists in identifying strategies. ▪ Determines tactics to achieve incident objectives. ▪ Determines work assignments and resource requirements.
Planning Section Chief	▪ Conducts the planning meeting. ▪ Coordinates preparation and documentation of the IAP.
Logistics Section Chief	▪ Ensures that resource ordering procedures are communicated to appropriate agency ordering points. ▪ Develops a transportation system to support operational needs. ▪ Ensures that the Logistics Section can support the IAP. ▪ Completes assigned portions of the written IAP. ▪ Places order(s) for resources.
Finance/Admin. Section Chief	▪ Provides cost implications of incident objectives, as required. ▪ Ensures that the IAP is within the financial limits established by the Incident Commander. ▪ Evaluates facilities, transportation assets, and other contracted services to determine if any special contract arrangements are needed.

Topic: Starting Each Planning Cycle: Assessing Incident Objectives

Visual 5.11



Visual Description: The Start of Each Planning Cycle

Key Points

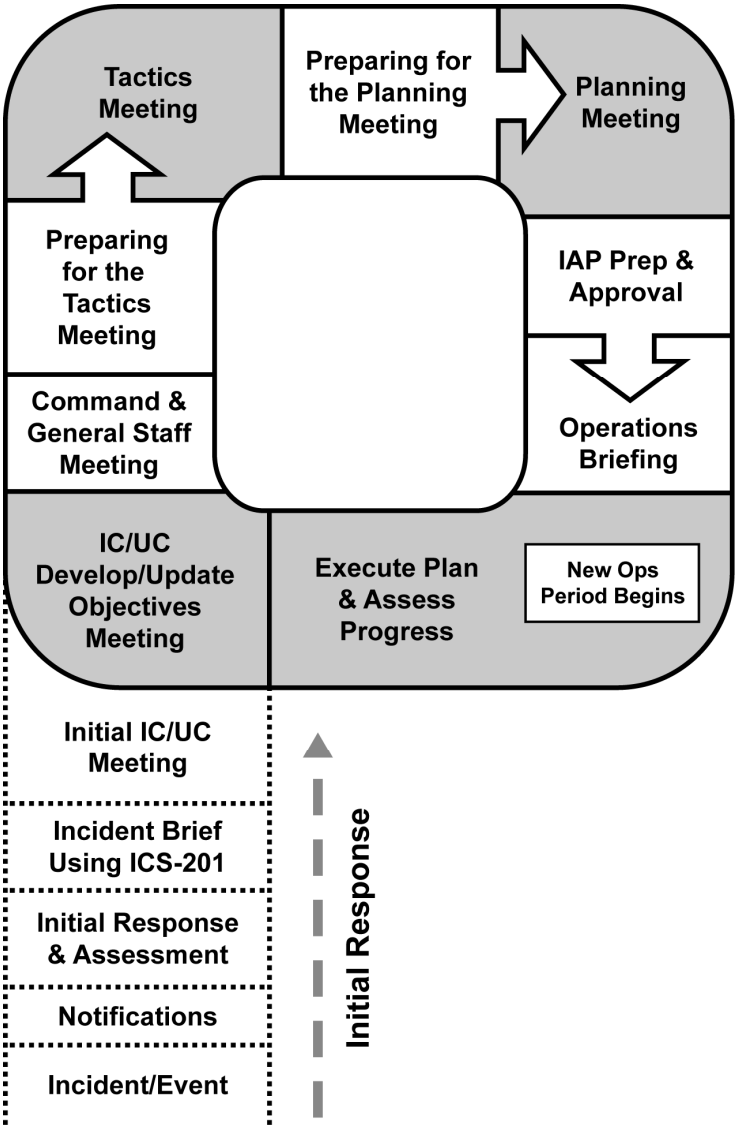
IC/UC Objectives Meeting: The Incident Command/Unified Command establish incident objectives that cover the entire course of the incident. For complex incidents, it may take more than one operational period to accomplish the incident objectives.

The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is important that this initial overall approach to establishing incident objectives establish the course of the incident, rather than having incident objectives only address a single operational period.

Command and General Staff Meeting: The Incident Command/Unified Command may meet with the Command and General Staff to gather input or to provide immediate direction that cannot wait until the planning process is completed. This meeting occurs as needed and should be as brief as possible.

Refer to the large version of the Planning "P" on the next page.

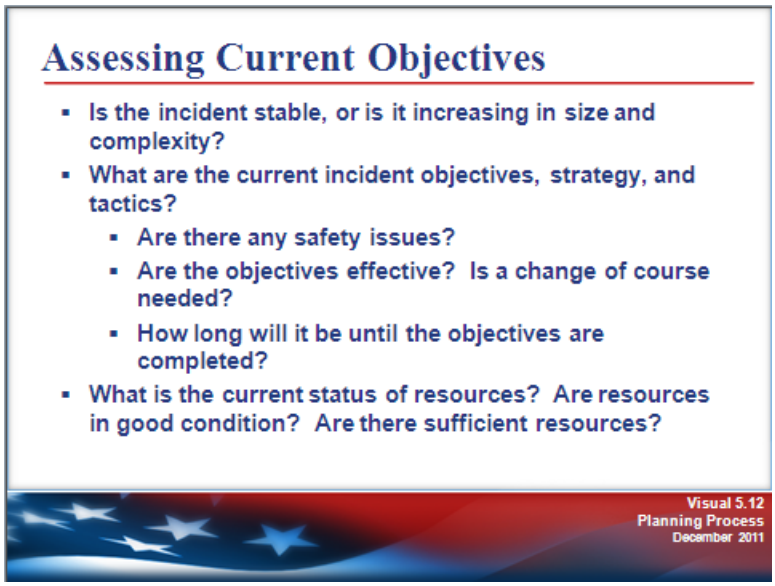
Topic: Starting Each Planning Cycle: Assessing Incident Objectives



- The leg of the "P" describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the "P" is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.

Topic: Starting Each Planning Cycle: Assessing Incident Objectives

Visual 5.12



Visual Description: Assessing Current Objectives

Key Points

Before each operational period begins, the incident objectives must be assessed and updated as needed.

Refer to the following questions that appear on the visual:

- Is the incident stable, or is it increasing in size and complexity?
- What are the current incident objectives, strategy, and tactics?
  - Are there any safety issues?
  - Are the objectives effective? Is a change of course needed?
  - How long will it be until the objectives are completed?
- What is the current status of resources? Are resources in good condition? Are there sufficient resources?

When immediate action is required, changes may be implemented prior to the issuance of the next written IAP.

Topic | **Starting Each Planning Cycle: Assessing Incident Objectives**

Visual 5.13

Visual Description: The Tactics Meeting: Overview

Key Points

The purpose of the tactics meeting is to review the strategy and tactics developed by the Operations Section Chief. This includes:

- Determining how the selected strategy or strategies will be accomplished in order to achieve the incident objectives.
- Assigning resources to implement the tactics.
- Identifying methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).

The Operations Section Chief, Safety Officer, Planning Section Chief, Logistics Section Chief, and Resources Unit Leader attend the tactics meeting. Prior to this meeting, the General Staff take all needed steps to prepare by assessing current tactics and resources.

The Operations Section Chief leads the tactics meeting. The ICS Form 215, Operational Planning Worksheet, and the ICS Form 215A, Safety Analysis, are used to document the tactics meeting. If the Operation Section Chief so desires, the Planning Section Chief may facilitate the tactics meeting.

Topic: Determining Tactics

Visual 5.14

Visual Description: Objectives, Strategies, and Tactics

Key Points

The following points summarize the relationship between incident objectives, strategies, and tactics:

- **Incident objectives** state what is to be accomplished in the operational period.
- **Strategies** establish the general plan or direction for accomplishing the incident objectives.
- **Tactics** specify how the strategies will be executed.

The incident objectives can be found on the ICS Form 201 or ICS Form 202. The Incident Command/Unified Command establish the incident objectives and overall strategies.

The Operations Section Chief translates the objectives and strategies into tactics.

Topic: Determining Tactics

Visual 5.15

Visual Description: Developing Appropriate Strategy

Key Points

First, the Operations Section Chief generates alternative strategies to meet the incident objectives.

Next, the Operations Section Chief selects a strategy (or strategies) that:

- Is within acceptable safety norms.
- Makes good sense (is feasible, practical, and suitable).
- Is cost effective.
- Is consistent with sound environmental practices.
- Meets political considerations.

Topic: Determining Tactics

Visual 5.16

Visual Description: Executing Tactical Direction

Key Points

Tactical direction describes what must be accomplished within the selected strategy or strategies in order to achieve the incident objectives. Tactical direction is the responsibility of the Incident Commander or the Operations Section Chief, if that position has been assigned.

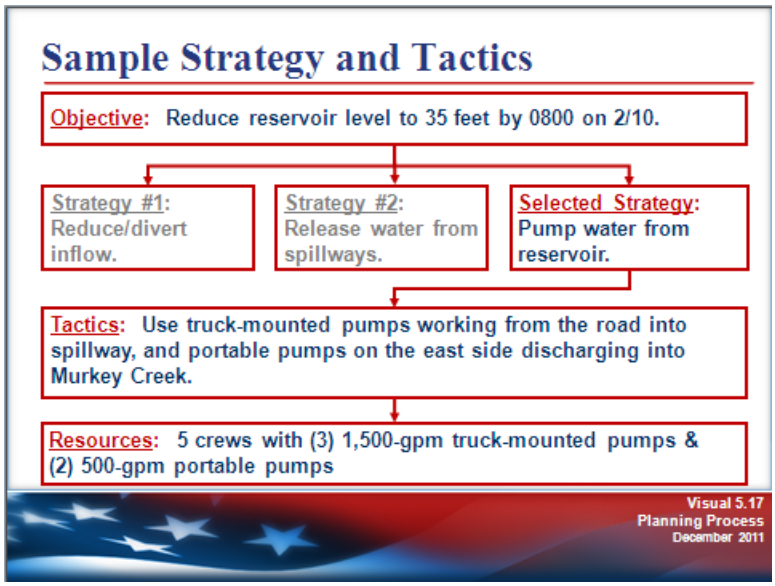
The Incident Commander or the Operations Section Chief gathers input from the Branch Directors and Division and/or Group Supervisors on alternative tactics. Gathering input is particularly important when the incident involves personnel from multiple disciplines. Jointly developed tactics can ensure understanding and enhance commitment.

Tactical direction consists of the following steps:

- **Establish Tactics:** Determine the tactics needed to implement the selected strategy. Typically, tactics are to be accomplished within an operational period. During more complex incidents tactical direction should be stated in terms of accomplishments that can realistically be achieved within the timeframe currently being planned.
- **Assign Resources:** Determine and assign the kind of resources appropriate for the selected tactics. Resource assignments will consist of the kind and numbers of resources available and needed to achieve the tactical operations desired for the operational period.
- **Monitor Performance:** Performance monitoring will determine if the tactics and resources selected for the various strategies are both valid and adequate.

Topic: Determining Tactics

Visual 5.17



Visual Description: Sample Strategy and Tactics

Key Points

The **objective** is: Reduce reservoir level to 35 feet by 0800 on 2/10.

Three possible **strategies** are identified and one is selected: Pump water from reservoir.

The **tactics** for the selected strategy are: Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.

Topic: Determining Tactics

Visual 5.18

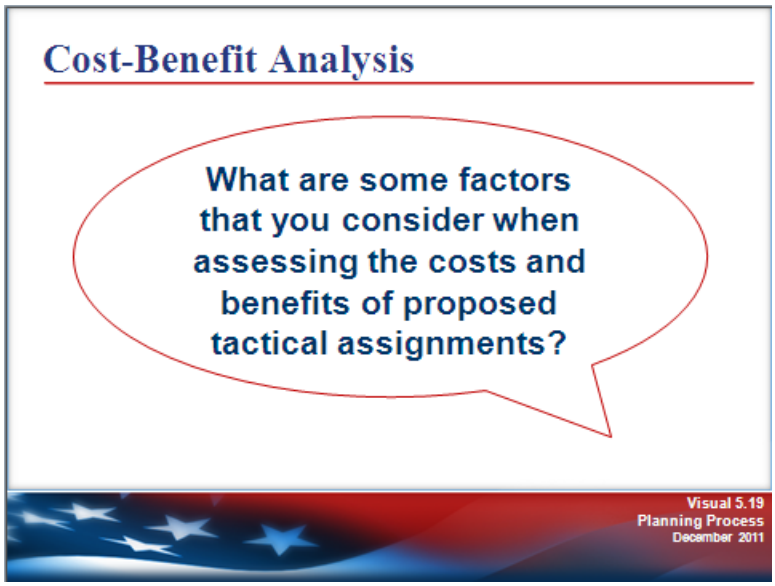
Visual Description: Logistic Support Factors - Discussion Question: Why must personnel and logistical support factors be considered in determining tactical operations?

Key Points

Why must personnel and logistical support factors be considered in determining tactical operations?

Topic: Determining Tactics

Visual 5.19



Visual Description: Cost-Benefit Analysis - Discussion Question: What are some factors that you consider when assessing the costs and benefits of proposed tactical assignments?

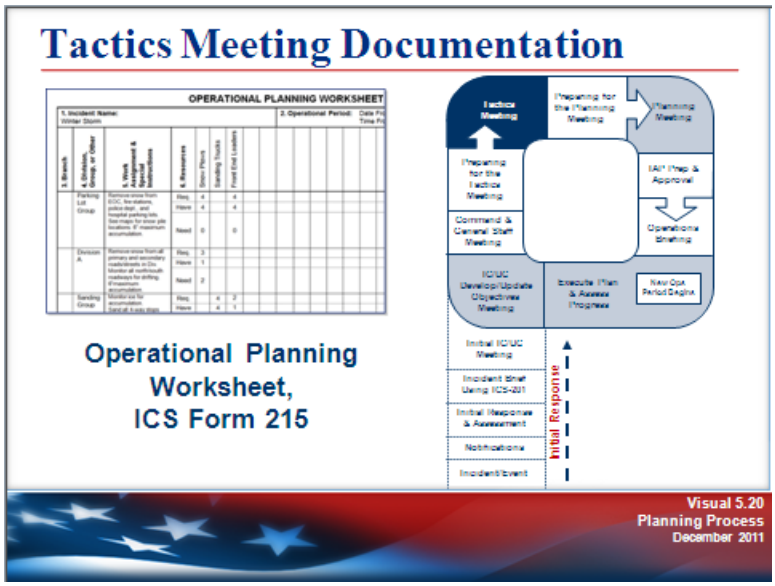
Key Points

The Cost Unit within the Finance/Administration Section provides all cost analysis, including cost-benefit analysis, for the organization.

What are some factors that you consider when assessing the costs and benefits of proposed tactical assignments?

Topic: Determining Tactics

Visual 5.20



Visual Description: Tactics Meeting Documentation

Key Points

The Operational Planning Worksheet is designed to document the results of the tactics meeting.

Refer to the sample ICS 215 on the next page.

Sample Operational Planning Worksheet, ICS 215

1. Incident Name: Winter Storm

2. Operational Period: Date From: 2/10 Date To: 2/11
Time From: 1800 Time To: 0600

3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources	Snow Plows	Sanding Trucks	Front End Loaders										7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
	Parking Lot Group	Remove snow from EOC, fire stations, police dept., and hospital parking lots. See maps for snow pile locations. 6" maximum accumulation.	Req.	4		4												Public Works Shop	1700
			Have	4		4													
			Need	0		0													
	Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drifting. 6"maximum accumulation.	Req.	3														Public Works Shop	1700
			Have	1															
			Need	2															
	Sanding Group	Monitor ice for accumulation. Sand all 4-way stops and lighted intersections. Sand available at County Sand and Gravel storage.	Req.		4	2												Public Works Shop	1700
			Have		4	1													
			Need		0	1													
			Have																
			Need																
		11. Total Resources Required		7	4	6													
		12. Total Resources Have on Hand		5	4	5													
		13. Total Resources Need To Order		2	0	1													

14. Prepared by:

Name: Sandy Miller

Position/Title: Resources UL

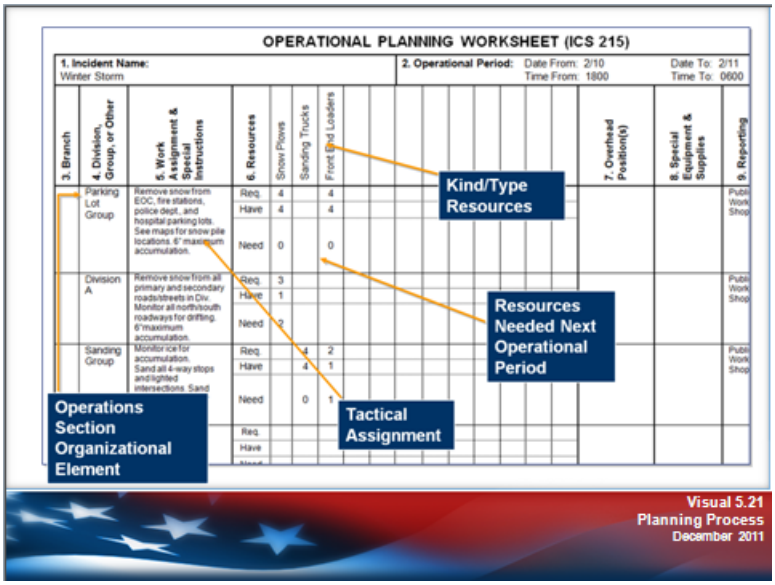
Signature Sandy Miller

Date/Time: Feb. 10/1100

ICS 215

Topic: Determining Tactics

Visual 5.21



Visual Description: Operational Planning Worksheet, ICS Form 215 (1 of 2)

Key Points

The ICS Form 215, Operational Planning Worksheet:

- Is a planning tool used to assist in establishing resource needs for an operational period.
- Communicates the decisions made during the tactics meeting concerning resource assignments to the Resources Unit. The Resources Unit uses the worksheet to complete Assignment Lists (ICS Form 204s) and the Logistics Section Chief uses the worksheet for ordering resources for the incident.
- Is initiated prior to the planning meeting by the Incident Commander or the Operations Section Chief who uses the worksheet to plan resource requirements for the next operational period.
- Reflects resources available for assignment during the next operational period (information provided by Resources Unit in Planning Section).
- Is used as a display during the Planning Meeting where it is finalized based on contributions from the Command and General Staff. The ICS Form 215G is generic and the ICS Form 215W is preprinted with kinds of wildland fire resources listed.
- Provides information on:
  - Incident work location.
  - Work assignments.
  - Kind of resources needed.
  - Current availability of incident resources.
  - Reporting location.
  - Requested arrival time for additional resources.
  - Total number of resources that need to be ordered for the next operational period.

(Continued on the next page.)

Topic: Determining Tactics

By using the worksheet, planners can:

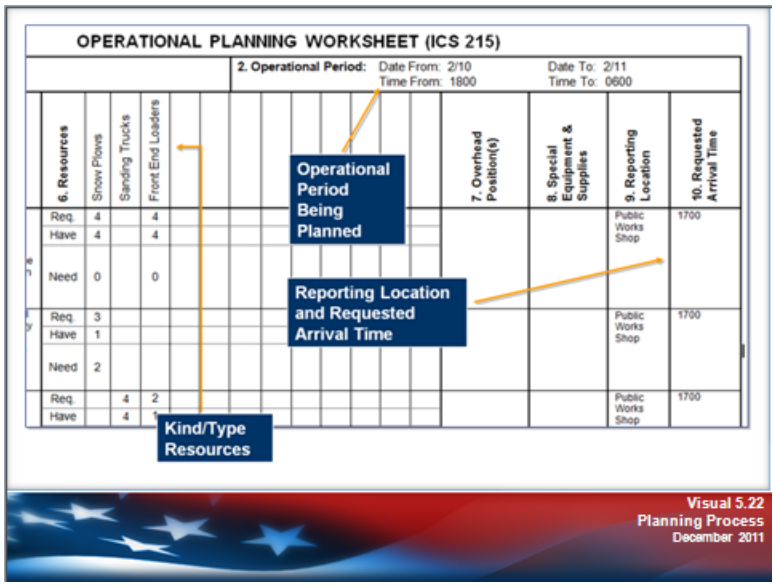
- Determine total resources required (for example: 25 personnel).
- Subtract the number on hand (for example: -12).
- Determine additional resources needed (for example: 13).

The ICS Form 215 can show graphically that span of control is within guidelines or has been exceeded as well as quickly help to identify surplus resources that may be released. Some agencies that regularly use the Planning Worksheet have prepared it in a larger format on various sizes of whiteboard. This makes the worksheet visible to a larger audience at planning meetings.

On larger incidents, the ICS Form 215 should always be used to determine what tactical resources are needed.

Topic: Determining Tactics

Visual 5.22



Visual Description: Operational Planning Worksheet, ICS Form 215 (3 of 3)

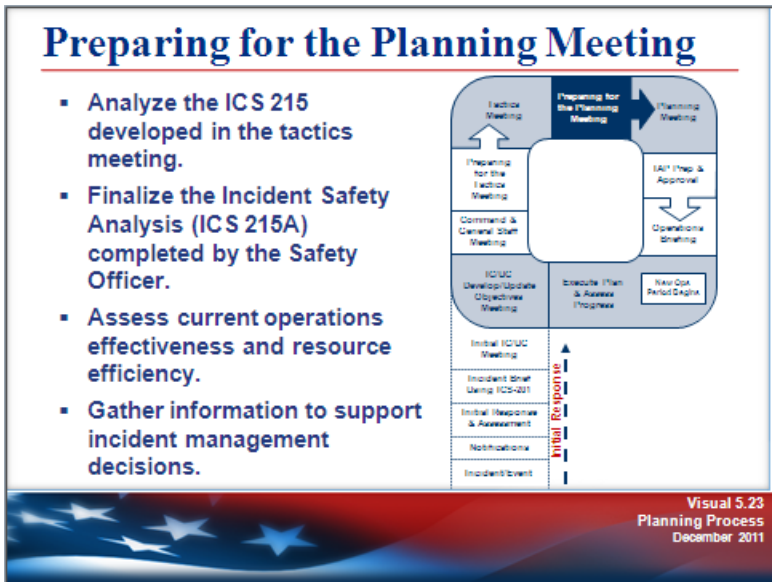
Key Points

The ICS Form 215 worksheet provides an area to indicate:

- Operational period being planned.
- Kind of resources.
- Reporting location for resources.
- Requested arrival time of resources.

Topic: Preparing for the Planning Meeting

Visual 5.23



Visual Description: Preparing for the Planning Meeting

Key Points

The next step in the process is to prepare for the planning meeting.

The Planning Section coordinates preparations for the planning meeting, following the tactics meeting. These preparations include the following activities:

- Analyze the ICS 215 developed in the tactics meeting.
- Finalize an ICS 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS 215.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.

Refer to the next page for a summary of responsibilities for preparing for the planning meeting.

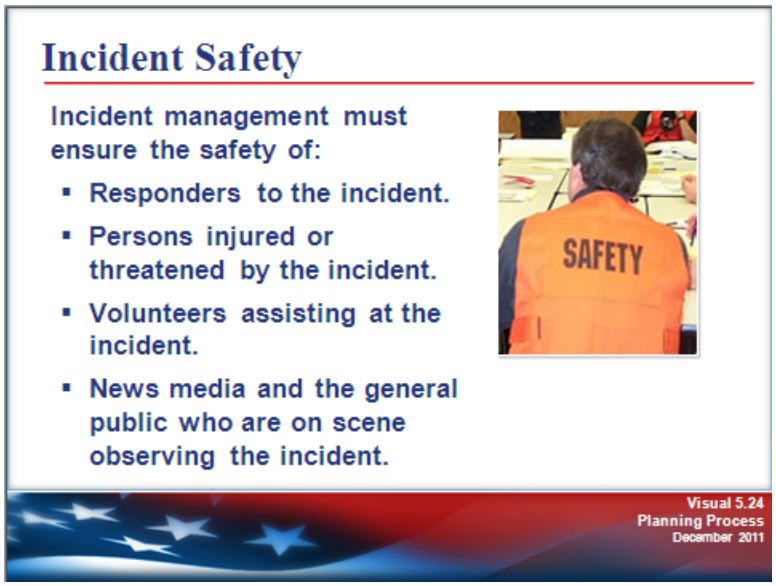
Note: It is very important to complete the ICS 215A after the ICS 215 so that any safety concerns that are identified can be successfully mitigated.

Topic	Preparing for the Planning Meeting

Preparing for the Planning Meeting: Responsibilities	
Incident Commander	▪ Gives direction. ▪ Communicates. ▪ Manages. ▪ Does not get involved in details
Safety Officer	▪ Identifies incident risks and hazards. ▪ Completes ICS Form 215A developed at the tactics meeting. ▪ Works with the Operations Section Chief on tactical safety issues. ▪ Identifies safety issues associated with incident facilities and nontactical activities, such as transportation and food service.
Liaison Officer	▪ Identifies cooperating and assisting agencies. ▪ Identifies special agency needs. ▪ Determines capabilities of cooperating and assisting agencies. ▪ Determines restrictions on participation of cooperating and assisting agencies. ▪ Confirms name and contact location of agency representatives.
Public Information Officer	▪ Assesses general media coverage to date. ▪ Identifies incident-related information issues that need to be explained or corrected with the media. ▪ Determines what Joint Information System (JIS) elements and procedures are in place. ▪ Determines process for development and approval of media releases and visits.
Operations Section Chief	▪ Continues to obtain good incident resource and status information. ▪ Communicates current information. ▪ Considers alternate strategies and determines probable tactics. ▪ Calculates resource requirements. ▪ Works with the Safety Officer and Planning Section staff to complete ICS Forms 215 and 215A developed at the tactics meeting.
Planning Section Chief	▪ Prepares incident maps and displays, as necessary. ▪ Develops information for the IAP. ▪ Develops situation status and predictions. ▪ Acquires information and ICS Forms for the IAP.
Logistics Section Chief	▪ Determines service and support needs for the incident. ▪ Determines responder medical and rehabilitation needs. ▪ Determines incident communications needs. ▪ Confirms resource ordering process.
Finance/ Administration Section Chief	▪ Collects information on rental agreements and contracts. ▪ Determines potential and actual claims. ▪ Calculates incident costs to date. ▪ Develops cost-benefit analyses as requested.

Topic: Preparing for the Planning Meeting

Visual 5.24



Visual Description: Incident Safety

Key Points

What are the most common hazards that responders face in the incidents you manage?

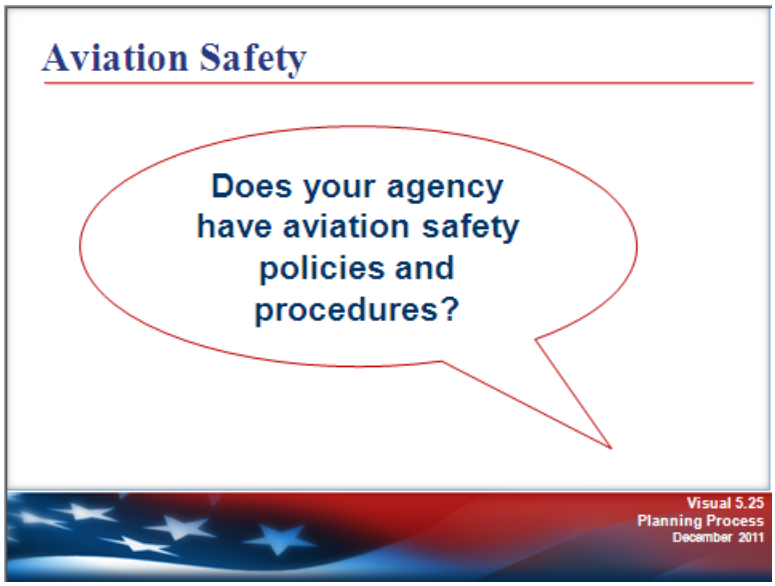
Incident management must ensure the safety of the following:

- Responders to the incident.
- Persons injured or threatened by the incident.
- Volunteers assisting at the incident.
- News media and the general public who are on the scene.

Before the planning meeting, either the Safety Officer or Incident Commander must complete an analysis of the safety concerns related to the tactics and resources being deployed.

Topic	Preparing for the Planning Meeting

Visual 5.25



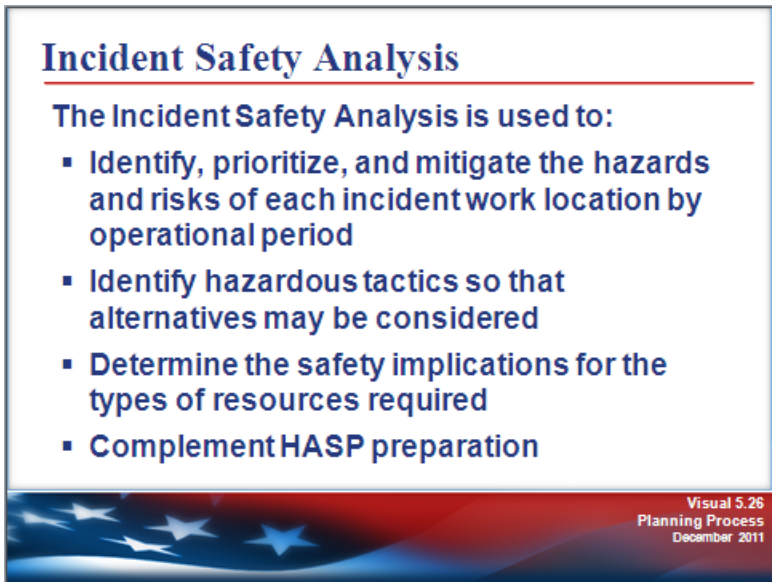
Visual Description: Aviation Safety – Discussion Question: Does your agency have aviation safety policies and procedures?

Key Points

Does your agency have aviation safety policies and procedures?

Topic | **Preparing for the Planning Meeting**

Visual 5.26



Visual Description: Incident Safety Analysis

Key Points

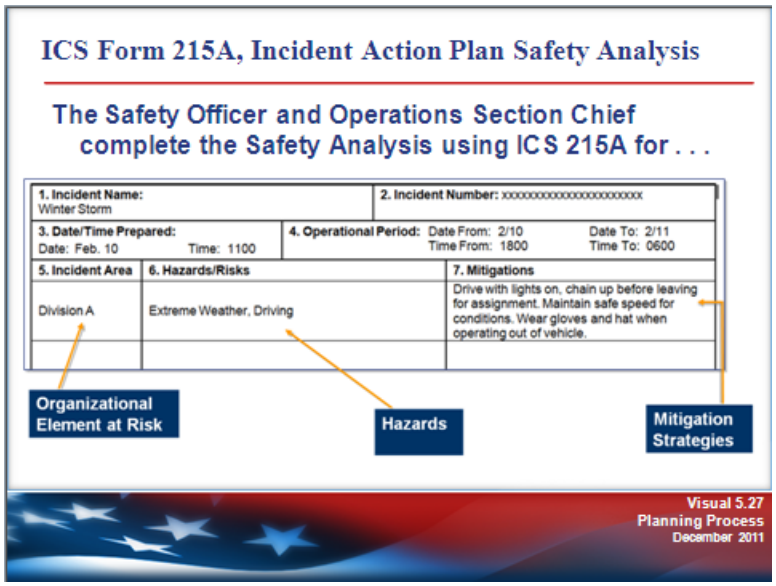
What steps would you use to identify potential incident safety concerns?

The Incident Safety Analysis is used to:

- Identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period.
- Identify hazardous tactics so that alternatives may be considered.
- Determine the safety implications for the types of resources required.

Topic: Preparing for the Planning Meeting

Visual 5.27



Visual Description: ICS Form 215A, Safety Analysis

Key Points

A sample ICS Form 215A can be found on the next page.

The ICS Form 215A, Incident Safety Analysis, is a tool used by the Safety Officer as a concise way of identifying hazards and risks present in different areas of the incident and specific ways of mitigating those issues during an operational period. The form provides information on:

- Incident work location.
- Risks such as weather, biohazard, hazardous materials, communications, flooding, special hazard areas, fatigue, driving hazards, dehydration, and critical incident stress.
- Mitigation measures. The mitigation measures identified may have implications for the resources entered on the ICS 215.
- Other logistical information such as date and time of the operational period, incident name, and the name and position of the person(s) preparing the form.

The objective of the Incident Safety Analysis is to identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period. The mitigation methods selected may affect the resources required for the incident work location. The Safety Analysis may also reveal that the proposed tactic is too hazardous to attempt and another tactic must be developed. The completed ICS 215A is displayed during the planning meeting.

Sample Incident Action Plan Safety & Risk Analysis Form, ICS 215A

1. Incident Name: Winter Storm	**2. Incident Number:** xxxxxxxxxxxxxxxxxxxxxx
3. Date/Time Prepared: Date: Feb. 10 Time: 1100	**4. Operational Period:** Date From: 2/10 Date To: 2/11 Time From: 1800 Time To: 0600

5. Incident Area	6. Hazards/Risks	7. Mitigations
Division A	Extreme Weather, Driving	Drive with lights on, chain up before leaving for assignment. Maintain safe speed for conditions. Wear gloves and hat when working outside.

8. Prepared by (Safety Officer)**:** Name: Pam Alice Signature: PAlice

Prepared by (Operations Section Chief)**:** Name: Dan Campbell Signature: DCampbell

ICS 215A Date/Time: Feb. 10/1100

Topic: Preparing for the Planning Meeting

ICS Form 215A, Incident Safety Analysis

The Safety Officer or the Incident Commander should coordinate, develop, and approve an ICS Form 215AW Incident Safety Analysis (LCES) or ICS Form 215AG Incident Safety Analysis (Generic) for each operational period with the Operations Section Chief.

The ICS Form 215A, Incident Safety Analysis, is a tool used by the Safety Officer as a concise way of identifying hazards and risks present in different areas of the incident and specific ways of mitigating those issues during an operational period.

The objective of the Incident Safety Analysis is to identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period. The mitigation methods selected may affect the resources required for the incident work location. The Safety Analysis may also reveal that the proposed tactic is too hazardous to attempt and another tactic must be developed.

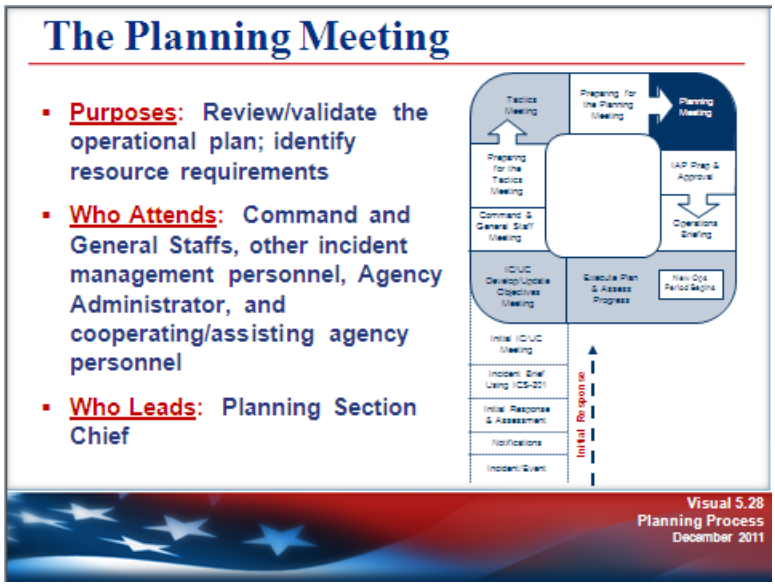
The ICS Form 215A, Incident Safety Analysis Worksheet, is used as a display during the Planning Meeting. It provides information on:

- Incident work location
- Tactical analysis elements
- LCES mitigations
- Other risk analysis elements
- Other risk mitigations
- Date (daily) prepared by Operation Sections/Safety Officer and approved by Safety Officer

Techniques for Identifying Hazards	Types of Risks
▪ Personal observation and/or experience ▪ Checklist ▪ Communication with incident personnel ▪ Trends ▪ Local personnel	▪ Traffic ▪ Confined space ▪ Hazardous materials ▪ Air operations ▪ Radiation hazard ▪ Slip, trip, & fall ▪ Weather
Locations	**Mitigation of Hazards**
▪ Divisions ▪ Groups ▪ Helibase ▪ Staging Area ▪ Others	▪ Use of personal protective equipment (PPE) ▪ Proper clothing for inclement weather ▪ Reflective clothing and lights for nighttime or low-light operations ▪ Maintain awareness of landing zones

Topic: Conducting the Planning Meeting

Visual 5.28



Visual Description: The Planning Meeting

Key Points

The planning meeting is the next step in the incident planning process.

- The planning meeting provides the opportunity for the Command and General Staffs, as well as other incident management personnel, agency officials, and cooperating/assisting agencies and organizations, to review and validate the operational plan as proposed by the Operations Section Chief.
- The Planning Chief leads the meeting following a fixed agenda to ensure that the meeting is efficient while allowing each organizational element represented to assess and acknowledge the plan.
- The Operations Section Chief delineates the amount and type of resources he or she will need to accomplish the plan. The Planning Section's Resources Unit will have to work with the Logistics Section to fulfill the resource needs.
- At the conclusion of the meeting, the Planning Section Staff indicates when all elements of the plan and support documents must be submitted so the plan can be collated, duplicated, and made ready for the Operations Briefing.

Topic: Conducting the Planning Meeting

Visual 5.29

Planning Meeting Activities	Responsibility
Give situation & resources briefing; conduct planning meeting	Planning Section Chief
State incident objectives & policy issues	Incident Commander
State primary & alternative strategies to meet objectives	Operations Section Chief; Planning/Logistics Section Chiefs contribute
Specify reporting locations & additional facilities needed	Operations Section Chief; Logistics Section Chief assists
Develop the resources, support, & overhead orders	Planning/Logistics Section Chiefs; Logistics Section Chief places orders
Consider additional support requirements needed because of communications, traffic, safety, medical, etc.	Logistics Section Chief; Operations and Planning Section Chiefs and Safety Officer contribute
Finalize, approve, & implement the IAP	Planning Section Chief finalizes IAP; Incident Commander approves IAP; General Staff implements IAP

Visual Description: Planning Meeting Activities and Responsibilities

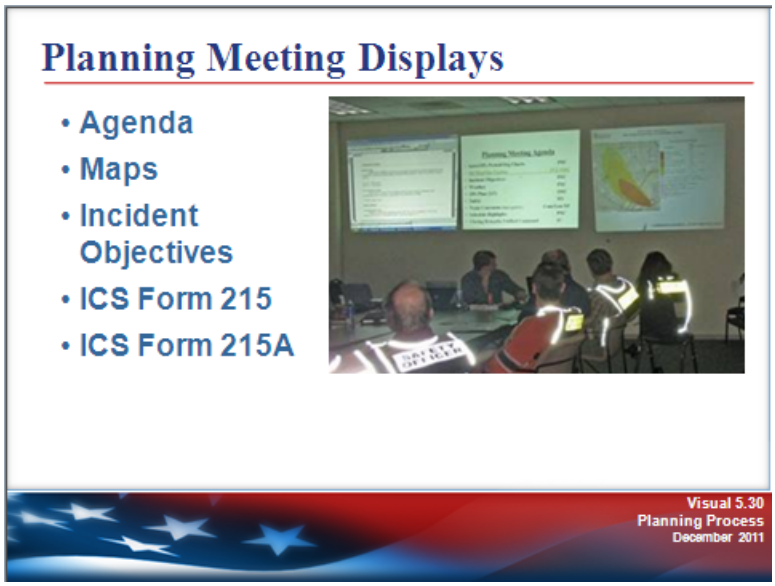
Key Points

The major planning meeting activities:

- The **Planning Section Chief** gives the situation and resources briefing and conducts the planning meeting.
- The **Incident Commander** states the incident objectives and policy issues.
- The **Operations Section Chief** states the primary and alternative strategies to meet the objectives, with contributions made by the Planning and Logistics Section Chiefs.
- The **Operations Section Chief** specifies reporting locations and additional facilities needed, with contributions from the Logistics Section Chief.
- The **Planning and Logistics Section Chiefs** develop the resources, support, and overhead orders. The Logistics Section Chief places the orders.
- The **Logistics Section Chief** considers additional support requirements needed for communications, traffic, safety, medical, etc., with contributions from the Operations and Planning Section Chiefs and the Safety Officer.
- The **Planning Section Chief** finalizes the IAP, the Incident Commander approves the IAP, and the General Staff implements the IAP.

Topic: Conducting the Planning Meeting

Visual 5.30



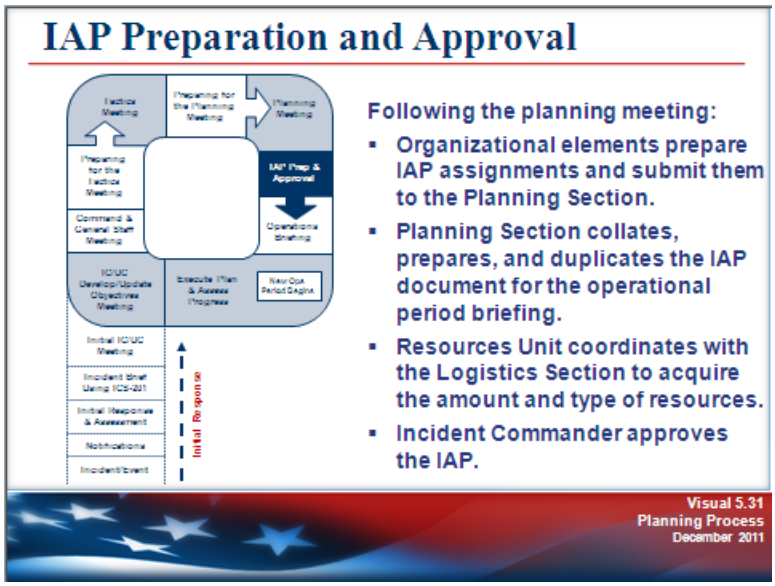
Visual Description: Planning Meeting Displays

Key Points

Appropriate displays can play a significant role in conducting an effective planning meeting. Displays should include the planning meeting agenda, large versions of the ICS Forms 215 and 215A, maps, the schedule for forms submission and additional meetings, and any other props needed to illustrate the IAP.

Topic: IAP Preparation and Approval

Visual 5.31



Visual Description: IAP Preparation and Approval

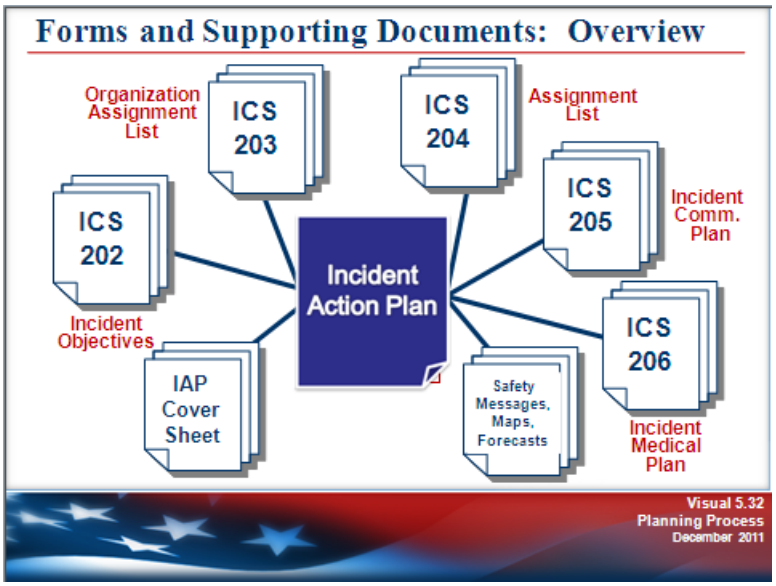
Key Points

After the planning meeting is held, the following actions are taken to prepare the IAP:

- Organizational elements prepare IAP assignments and submit them to the Planning Section.
- The **Planning Section** collates, prepares, and duplicates the IAP document for the Operations Briefing. The Planning Section will:
  - Set the deadline for completing IAP attachments.
  - Obtain plan attachments and review them for completeness and approvals.
  - Determine the number of IAPs required.
  - Arrange with the Documentation Unit to reproduce the IAP.
  - Review the IAP to ensure it is up to date and complete prior to the Operations Briefing and plan distribution.
  - Provide the IAP briefing plan, as required, and distribute the plan prior to the beginning of the new operational period.
- The **Resources Unit** coordinates with the Logistics Section to acquire the amount and type of resources needed.
- The **Incident Commander** reviews and approves the IAP.

Topic: IAP Preparation and Approval

Visual 5.32



Visual Description: Forms and Supporting Documents: Overview

Key Points

The written IAP is a series of standard forms and supporting documents that convey the Incident Commander's and the Operations Section's directions for the accomplishment of the plan for that operational period.

In some cases, the IAP includes a cover sheet to indicate which forms and supporting documents are included. The IAP Cover Sheet is not an ICS form; however, it is sometimes used to provide a quick overview of the contents of the IAP. The cover sheet may also serve as a checklist to indicate which forms and supporting documents are enclosed as part of the IAP.

The job aid on the next pages summarizes the purpose of the ICS forms and supporting documents including:

- IAP Cover Sheet (not an ICS form).
- ICS 202, Incident Objectives.
- ICS 203, Organization Assignment List.
- ICS 204, Assignment List.
- ICS 205, Incident Communications Plan.
- ICS 206, Incident Medical Plan.
- Safety Messages, Maps, Forecasts (not ICS forms).

The following visuals provide a more detailed explanation of these forms and supporting documents.

ICS Forms

The ICS uses a series of standard forms and supporting documents that convey directions for the accomplishment of the objectives and distributing information. Listed below are the standard ICS form titles and descriptions of each form:

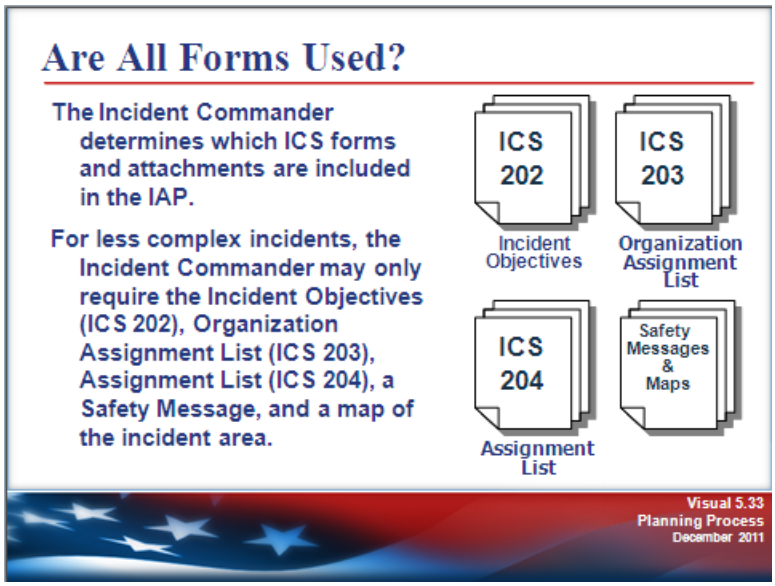
Standard Form Title	Description
Incident Action Plan Cover Page ICS 200	Indicates the incident name, plan operational period, date prepared, approvals, and attachments (resources, organization, Communications Plan, Medical Plan, and other appropriate information).
Incident Briefing ICS 201	Provides the Incident Command/Unified Command and General Staffs with basic information regarding the incident situation and the resources allocated to the incident. This form also serves as a permanent record of the initial response to the incident.
Incident Objectives ICS 202	Describes the basic strategy and objectives for use during each operational period.
Organization Assignment List ICS 203	Provides information on the response organization and personnel staffing.
Field Assignment ICS 204	Used to inform personnel of assignments. After Incident Command/Unified Command approve the objectives, staff members receive the assignment information contained in this form.
Incident Communications Plan ICS 205	Provides, in one location, information on the assignments for all communications equipment for each operational period. The plan is a summary of information. Information from the Incident Communications Plan on frequency assignments can be placed on the appropriate Assignment form (ICS Form 204).
Medical Plan ICS 206	Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
Incident Status Summary ICS 209	Summarizes incident information for staff members and external parties, and provides information to the Public Information Officer for preparation of media releases.
Check-In/Out List ICS 211	Used to check in personnel and equipment arriving at or departing from the incident. Check-in/out consists of reporting specific information that is recorded on the form.
General Message ICS 213	Used by: ▪ Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. ▪ EOC and other incident personnel to transmit messages via radio or telephone to the addressee. ▪ Incident personnel to send any message or notification that requires hard-copy delivery to other incident personnel.

ICS Forms (Continued)

Standard Form Title	Description
Unit Log ICS 214	Provides a record of unit activities. Unit Logs can provide a basic reference from which to extract information for inclusion in any after-action report.
Operational Planning Worksheet ICS 215	Documents decisions made concerning resource needs for the next operational period. The Planning Section uses this Worksheet to complete Assignment Lists, and the Logistics Section uses it for ordering resources for the incident. This form may be used as a source document for updating resource information on other ICS forms such as the ICS 209.
Incident Action Plan Safety Analysis ICS 215A	Communicates to the Operations and Planning Section Chiefs safety and health issues identified by the Safety Officer.
Air Operations Summary ICS 220	Provides information on air operations including the number, type, location, and specific assignments of helicopters and fixed-wing aircraft.
Demobilization Check-Out ICS 221	Ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident.

Topic | **IAP Preparation and Approval**

Visual 5.33



Visual Description: Are All Forms Used?

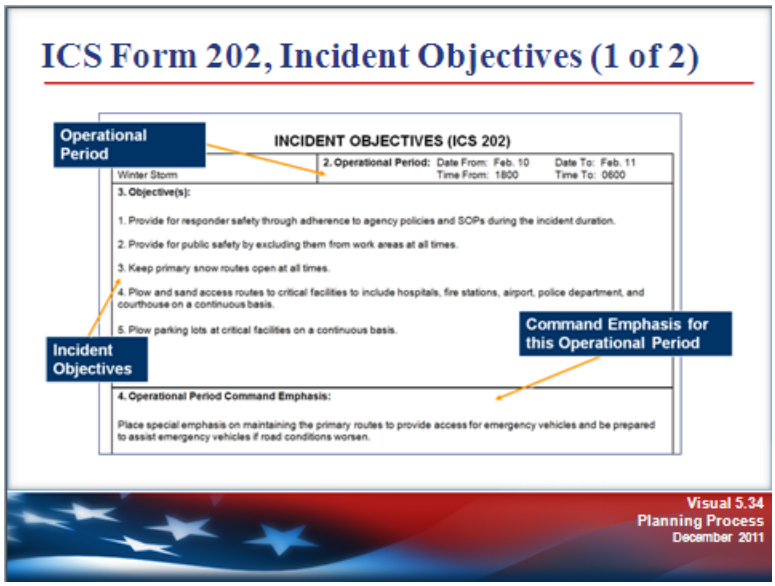
Key Points

The Incident Commander makes the final determination regarding which ICS forms, documents, and attachments will be included in the IAP.

On less complex incidents, the Incident Commander may only require the Incident Objectives (ICS 202), Organization Assignment List (ICS 203), Assignment List (ICS 204), a Safety Message, and a map of the incident area.

Topic: IAP Preparation and Approval

Visual 5.34



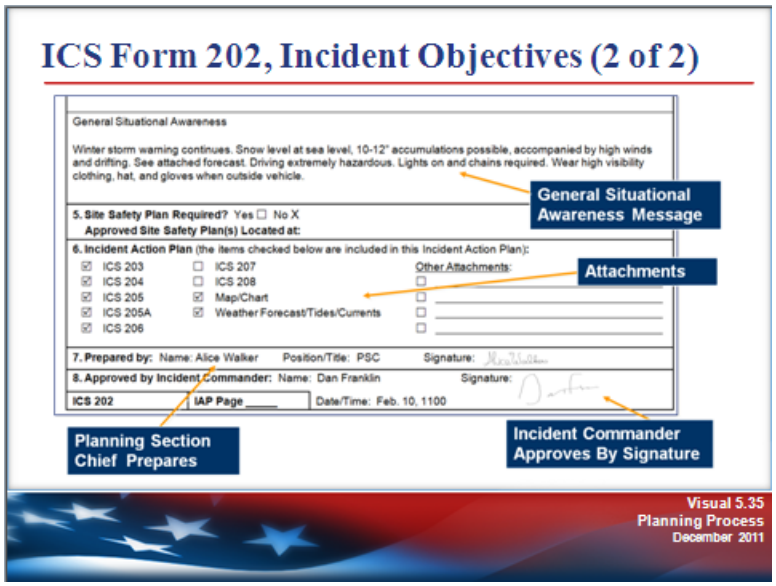
Visual Description: Incident Objectives, ICS Form 202 (1 of 2)

Key Points

The **Incident Objectives, ICS Form 202,** includes incident information, a listing of the incident objectives for the operational period, pertinent weather information, a general safety message, and a table of contents for the plan.

Topic: IAP Preparation and Approval

Visual 5.35



Visual Description: Incident Objectives, ICS Form 202 (2 of 2)

Key Points

Note the following information on the Incident Objectives, ICS Form 202:

- A safety message is included.
- Both the Planning Section Chief and Incident Commander indicate approval with their signatures.
- A list of attachments is included.

Sample Incident Objectives, ICS Form 202

INCIDENT OBJECTIVES	1. INCIDENT NAME	2. DATE	3. TIME
	Winter Storm	Feb. 10	1100

4. OPERATIONAL PERIOD (DATE/TIME)

Feb. 10 1800 to Feb. 11 0600

5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)

1. Provide for responder safety through adherence to agency policies and SOPs during the incident duration.
2. Provide for public safety by excluding them from work areas at all times.
3. Keep primary snow routes open at all times.
4. Plow and sand access routes to critical facilities to include hospitals, fire stations, airport, police department, and courthouse on a continuous basis.
5. Plow parking lots at critical facilities on a continuous basis.

6. WEATHER FORECAST FOR OPERATIONAL PERIOD

Winter storm warning continues. Snow level at sea level, 10-12" accumulations possible, accompanied by high winds and drifting. See attached forecast.

7. GENERAL SAFETY MESSAGE

Driving extremely hazardous. Lights on and chains required. Wear high visibility clothing, hat, and gloves when outside vehicle.

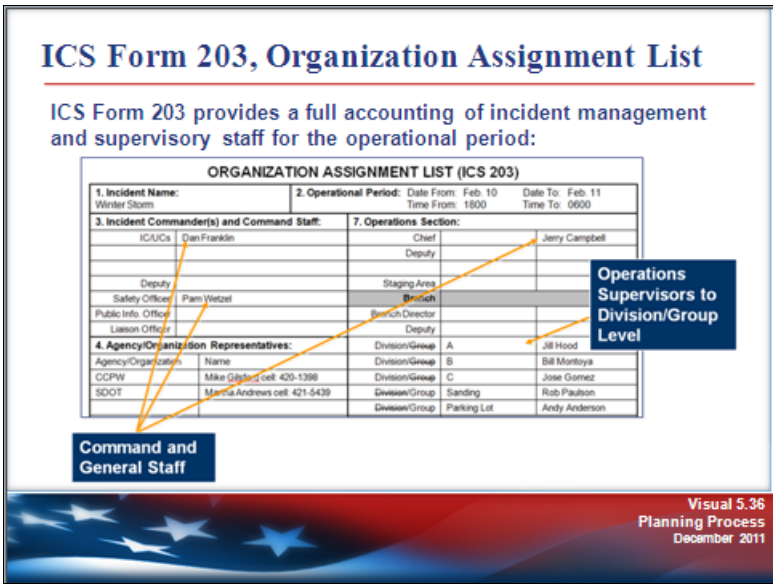
8. Attachments (☑ if attached)

☑ Organization List (ICS 203)	☑ Medical Plan (ICS 206)	☑ Weather Forecast
☑ Assignment List (ICS 204)	☑ Incident Map	☐
☑ Communications Plan (ICS 205)	☐ Traffic Plan	☐

9. PREPARED BY (PLANNING SECTION CHIEF)	10. APPROVED BY (INCIDENT COMMANDER)
Alice Walker	Dan Franklin

Topic: IAP Preparation and Approval

Visual 5.36



Visual Description: Organization Assignment List, ICS Form 203

Key Points

The Organization Assignment List, ICS Form 203, provides a full accounting of incident **management and supervisory staff** for that operational period.

Why is it important to have a list of management and supervisory staff on one single form?

Refer to the sample Organization Assignment List on the next page.

Sample Organization Assignment List, ICS Form 203

ORGANIZATION ASSIGMENT LIST

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
Winter Storm	Feb. 10	1300

4. OPERATIONAL PERIOD (DATE/TIME)
Feb. 10 1800 to Feb. 11 0600

POSITION	NAME
5. INCIDENT COMMAND AND STAFF	
INCIDENT COMMANDER	Dan Franklin
DEPUTY	
SAFETY OFFICER	Pam Wetzel
INFORMATION OFFICER	
LIAISON OFFICER	

6. AGENCY REPRESENTATIVES

AGENCY	NAME
CCPW	Mike Gilsford cell: 420-1398
SDOT	Martha Andrews cell: 421-5439

7. PLANNING SECTION	
CHIEF	Alice Walker
DEPUTY	
RESOURCES UNIT	Tom Fry
SITUATION UNIT	Karen Wilson
DOCUMENTATION UNIT	Linda Parks
DEMOBILIZATION UNIT	
TECHNICAL SPECIALISTS	
NOAA Weather	-378-

8. LOGISTICS SECTION	
CHIEF	John Hilman
DEPUTY	
a. SUPPORT BRANCH	
DIRECTOR	
SUPPLY UNIT	Joe Carter
FACILITIES UNIT	
GROUND SUPPORT UNIT	Jesus Martinez
b. SERVICE BRANCH	
DIRECTOR	
COMMUNICATIONS UNIT	Mike Walters
MEDICAL UNIT	
FOOD UNIT	

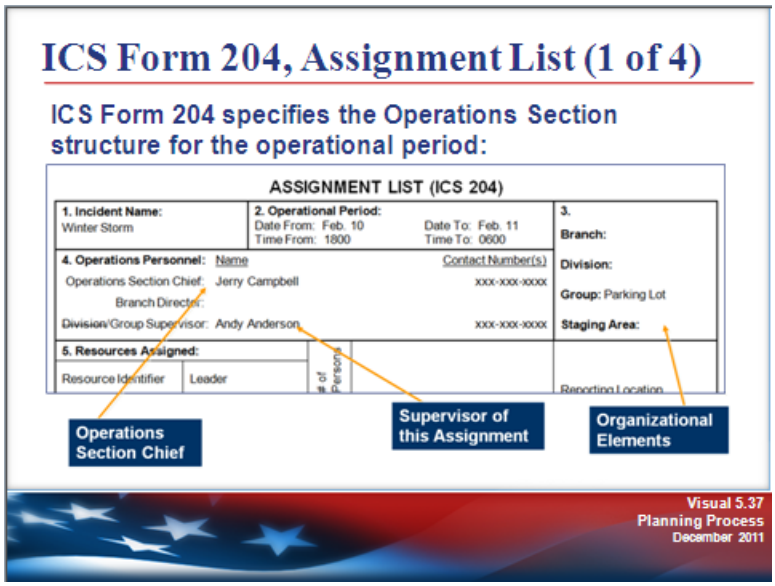
9. OPERATIONS SECTION		
CHIEF		Jim Mills
DEPUTY		
a. BRANCH I- DIVISION/GROUPS		
BRANCH DIRECTOR		
DEPUTY		
DIVISION/~~GROUP~~	A	Jill Hood
DIVISION/~~GROUP~~	B	Bill Montoya
DIVISION/~~GROUP~~	C	Jose Gomez
~~DIVISION~~/GROUP	Sanding	Rob Paulson
~~DIVISION~~ /GROUP	Parking Lot	Andy Anderson
b. BRANCH II- DIVISIONS/GROUPS		
BRANCH DIRECTOR		
DEPUTY		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
c. BRANCH III- DIVISIONS/GROUPS		
BRANCH DIRECTOR		
DEPUTY		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
d. AIR OPERATIONS BRANCH		
AIR OPERATIONS BR. DIR.		
AIR TACTICAL GROUP SUP.		
AIR SUPPORT GROUP SUP.		
HELICOPTER COORDINATOR		
AIR TANKER/FIXED WING CRD.		

10. FINANCE/ADMINISTRATION SECTION	
CHIEF	Carol White
DEPUTY	
TIME UNIT	
PROCUREMENT UNIT	Sara Thomas
COMPENSATION/CLAIMS UNIT	
COST UNIT	

PREPARED BY (RESOURCES UNIT)
Tom Fry

Topic: IAP Preparation and Approval

Visual 5.37



Visual Description: Assignment List, ICS Form 204 (1 of 4)

Key Points

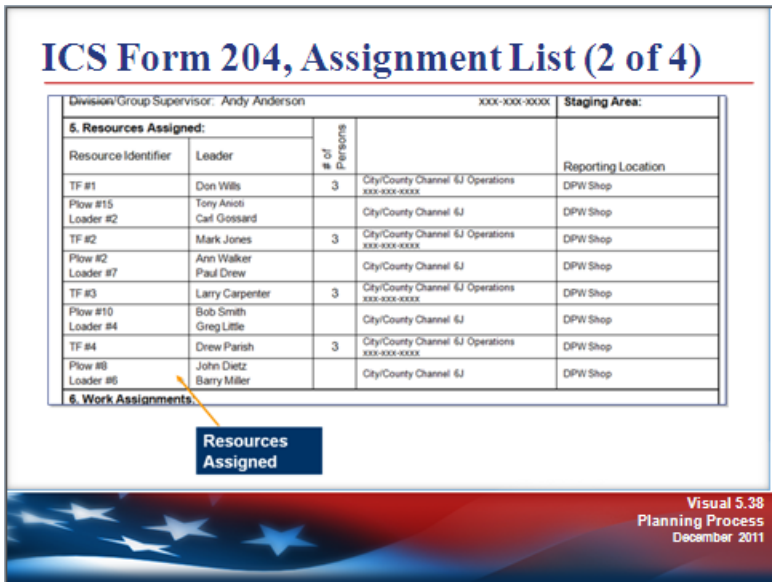
The Assignment List, ICS Form 204, is based on the organizational structure of the Operations Section for the operational period.

Each Division or Group will have its own page. This page will list who is supervising the Division or Group, to include Branch Director if assigned.

(Continue to the next page.)

Topic: IAP Preparation and Approval

Visual 5.38



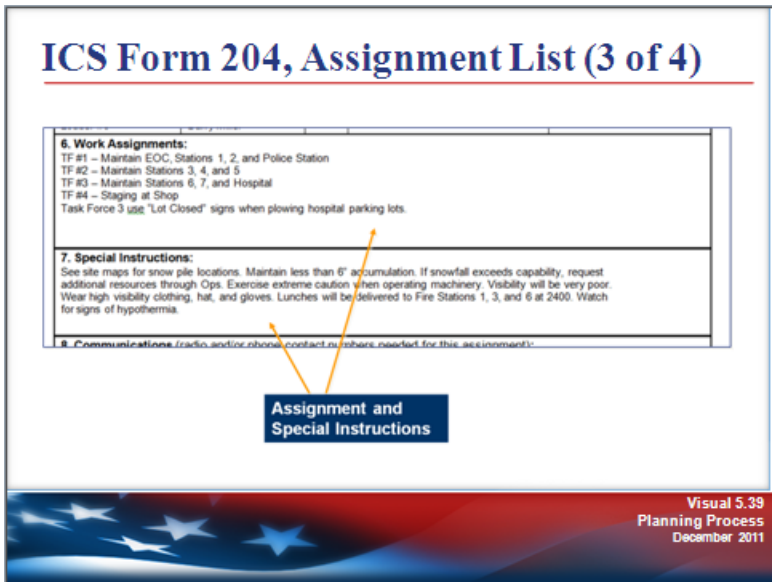
Visual Description: Assignment List, ICS Form 204 (2 of 4)

Key Points

The Assignment List, ICS Form 204, includes specific assigned resources with leader name and number of personnel assigned to each resource.

Topic: IAP Preparation and Approval

Visual 5.39



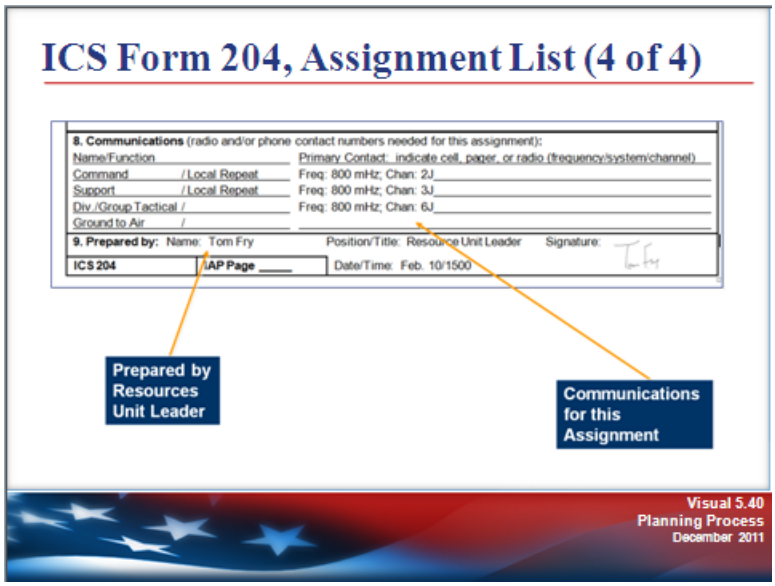
Visual Description: Assignment List, ICS Form 204 (3 of 4)

Key Points

The Assignment List describes in detail the specific actions that the Division or Group will be taking in support of the overall incident objectives. Any special instructions will be included as well as the elements of the Communications Plan that apply to that Division or Group.

Topic: IAP Preparation and Approval

Visual 5.40



Visual Description: Assignment List, ICS Form 204 (4 of 4)

Key Points

Communications assignments are specified on the Assignment List. Information from several forms is integrated on the Assignment List in order to inform members of the Operations Section about assignments, instructions, and communication protocol/frequencies.

How would you communicate these same elements if an ICS Form 204 were not used?

Refer to the sample Assignment List on the next page.

Sample Assignment List, ICS Form 204

1. BRANCH	2. ~~DIVISION~~/GROUP Parking Lot	ASSIGNMENT LIST

3. INCIDENT NAME	4. OPERATIONAL PERIOD
Winter Storm	DATE Feb. 10-11 TIME 1800-0600

5. OPERATIONAL PERSONNEL

OPERATIONS CHIEF	Jim Mills	~~DIVISION~~/GROUP SUPERVISOR	Andy Anderson
BRANCH DIRECTOR		AIR TACTICAL GROUP SUPERVISOR	

6. RESOURCES ASSIGNED TO THIS PERIOD

STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICKUP PT./TIME	DROP OFF PT./TIME
TF #1		Don Wills	3	No	Shop 1700	Shop 0530
Plow #15 Loader #2		Tony Anioti Carl Gossard				
TF #2		Mark Jones	3	No	Shop 1700	Shop 0530
Plow #2 Loader #7		Ann Walker Paul Drew				
TF #3		Larry Carpenter	3	No	Shop 1700	Shop 0530
Plow #10 Loader #4		Bob Smith Greg Little				
TF #4		Drew Parish	3	No	Shop 1700	Shop 0530
Plow #8 Loader #6		John Dietz Barry Miller				

7. CONTROL OPERATIONS

TF #1 – Maintain EOC, Stations 1, 2, and Police Station
TF #2 – Maintain Stations 3, 4, and 5
TF #3 – Maintain Stations 6, 7, and Hospital
TF #4 – Staging at Shop
Task Force 3 use "Lot Closed" signs when plowing hospital parking lots.

8. SPECIAL INSTRUCTIONS

See site maps for snow pile locations. Maintain less than 6" accumulation. If snowfall exceeds capability, request additional resources through Ops. Exercise extreme caution when operating machinery. Visibility will be very poor. Wear high visibility clothing, hat, and gloves. Lunches will be delivered to Fire Stations 1, 3, and 6 at 2400. Watch for signs of hypothermia.

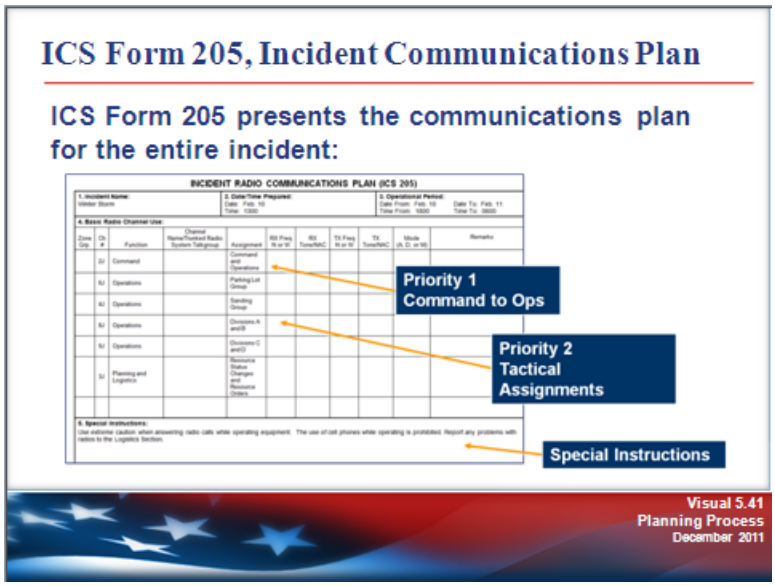
9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL	800 mHz		2J	SUPPORT	LOCAL	800 mHz		3J
	REPEAT					REPEAT			
DIV./GROUP TACTICAL		800 mHz		6J	GROUND TO AIR				

PREPARED BY (RESOURCE UNIT LEADER)	APPROVED BY (PLANNING SECT. CH.)	DATE	TIME
Tom Fry	Alice Walker	Feb. 10	1500

Topic: IAP Preparation and Approval

Visual 5.41



Visual Description: Incident Communications Plan, ICS Form 205

Key Points

The Incident Communications Plan, ICS Form 205, summarizes the Communications Plan for the entire incident.

Why is a Communications Plan important?

While it is beyond the scope of this course to provide detailed training on communications planning, a quick and easy planning process includes the following steps:

1. First provide communications between the Incident Commander and the Operations Section Chief.

2. Next, provide communications starting with the Division, Group, or resource with the most hazardous tactical operation. Then work through the Operations Section until you have ensured that all tactical resources have needed communications.

3. After meeting the tactical communications needs, ensure that the Planning Section (resource status function) and Logistics (resource ordering function) have communications.

4. Depending on the availability of communications assets, supply additional support personnel with cell phones or other nontactical radio communications.

Refer to the sample Communications Plan on the next page.

Sample Incident Communications Plan, ICS Form 205

INCIDENT RADIO COMMUNICATIONS PLAN	1. Incident Name	2. Date/Time Prepared	3. Operational Period Date/Time
	Winter Storm	Feb. 10 1300	Feb. 10 1800 to Feb. 11 0600

4. Basic Radio Channel Utilization

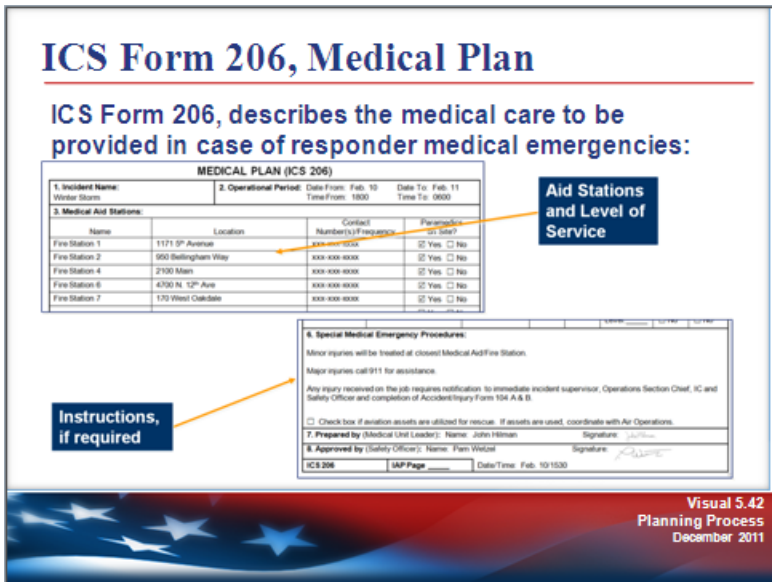
System/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks
City/County	2J	Command		Command and Operations	
City/County	6J	Operations		Parking Lot Group	
City/County	4J	Operations		Sanding Group	
City/County	8J	Operations		Divisions A and B	
City/County	9J	Operations		Divisions C and D	
City/County	3J	Planning and Logistics		Resource Status Changes and Resource Orders	

5. Prepared by (Communications Unit)

Mike Walters

Topic: IAP Preparation and Approval

Visual 5.42



Visual Description: Medical Plan, ICS Form 206

Key Points

The Medical Plan, ICS Form 206, presents the plan for providing care in the case of responder medical emergencies.

Refer to the sample Medical Plan on the next page.

Sample Medical Plan, ICS Form 206

MEDICAL PLAN	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD
	Winter Storm	2-10	1530	2-10 1800 to 2-11 0600

5. INCIDENT MEDICAL AID STATIONS

MEDICAL AID STATIONS	LOCATIONS	PARAMEDICS	
		YES	NO
Fire Station 1	1171 5th Avenue	✓	
Fire Station 2	950 Bellingham Way	✓	
Fire Station 4	2100 Main	✓	
Fire Station 6	4700 N. 12th Ave	✓	
Fire Station 7	170 West Oakdale	✓	

6. TRANSPORTATION

A. AMBULANCE SERVICES

NAME	ADDRESS	PHONE	PARAMEDICS	
			YES	NO

SEE ABOVE

B. INCIDENT AMBULANCES

NAME	LOCATION	PARAMEDICS	
		YES	NO

SEE ABOVE

7. HOSPITALS

NAME	ADDRESS	TRAVEL TIME		PHONE	HELIPAD		BURN CENTER	
		AIR	GRND		YES	NO	YES	NO
Meridian	500 W. Oakdale	15	45	XXX-378-2100	✓		✓	

8. MEDICAL EMERGENCY PROCEDURES

Minor injuries will be treated at closest Medical Aid/Fire Station.

Major injuries call 911 for assistance.

Any injury received on the job requires notification to immediate incident supervisor, Operations Section Chief, IC and Safety Officer and completion of Accident/Injury Form 104 A & B.

206 ICS 8/78	PREPARED BY (MEDICAL UNIT LEADER) LSC John Hilman	10. REVIEWED BY (SAFETY OFFICER) Pam Wetzel

Topic | **IAP Preparation and Approval**

Visual 5.43

Visual Description: Additional Supporting Documents

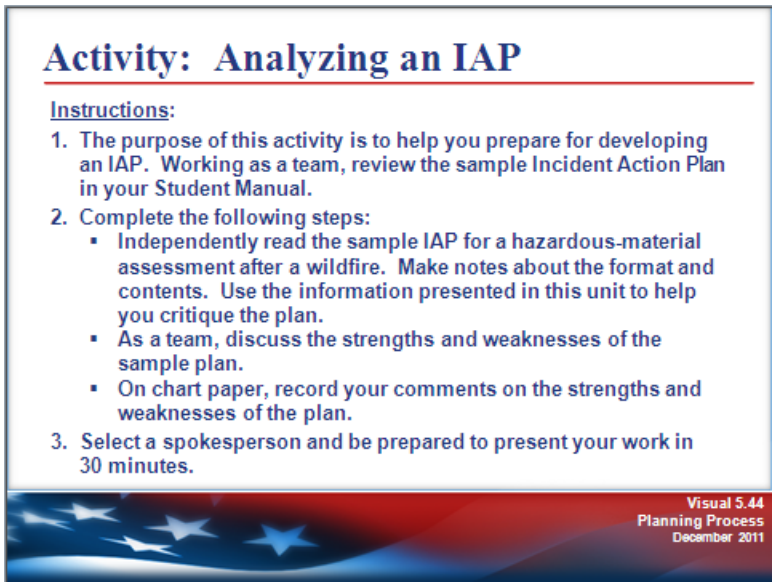
Key Points

Additional supporting documents include the following:

- Safety messages
- Detailed weather forecasts
- Other important information for operational supervisors

Topic: Activity: Analyzing an IAP

Visual 5.44



Visual Description: Activity: Analyzing an IAP

Key Points

Instructions:

1. The purpose of this activity is to help you prepare for developing an IAP. Working as a team, review the sample Incident Action Plan in your Student Manual.
2. Complete the following steps:
   - Independently read the sample IAP for a hazardous-material assessment after a wildfire. Make notes about the format and contents, using the information provided in this unit to help you critique the plan.
   - As a team, discuss the strengths and weaknesses of the sample plan.
   - On chart paper, record your comments on the strengths and weaknesses of the plan.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

Sample IAP (Page 1 of 9)

SoCal Wildfires 2007

Incident Action Plan (IAP)

Operational Period: November 13 & 14

Starting: 0600 2007/11/13
Ending: 1900 2007/11/14

United States Environmental Protection Agency
"...to protect human health and to safeguard the natural environment..."

1. Incident Name	2. Operational Period	ICS 202-EPA INCIDENT OBJECTIVES
R9 2007 SoCal Wildfires	November 13 & 14	

3. Incident Objectives:

- Respond to the needs of San Diego County, San Bernardino County, and Tribal Nations as outlined in the Mission Assignments and Tasking Orders.
- Ensure the health and safety of all personnel.
- Manage a coordinated response effort.
- Track incident finances accurately and timely.
- Keep Stakeholders Informed of Activities at the ICP.
- Coordinate and liase with local agency partners, and tribal partners to stay aware of their needs.
- Maintain a list of resources, and update daily by 1200 to facilitate the planning process.
- Use established ICS processes including use of all necessary ISC Forms.
- Maintain close coordination between ICP and field deployed Division Supervisors
- Coordinate closely with tribes, field crew and ICP on possible demob planning for the Tribal Division.
- Ensure all activities performed are limited to the scope of the tech assist Tribal Mission Assignment.

4. Operational Period Command Emphasis:

5. Prepared by: (Planning Section Chief)	Date / Time
William Sonoma (EPA)	11/12/2007 /
6. Approved by: (Incident Commander)	Date / Time
Steve Austin (EPA)	11/12/2007 /

INCIDENT OBJECTIVES **ICS 202-EPA**

WebEOC dataid: 814

Incident Name: SoCal Wildfires 2007	**Operational Period:** November 13 & 14 (2007/11/13 to 2007/11/14)	**ICS 203-EPA Organizational Assignment List**	
1. COM IC		LOGS Facilities Unit Ldr	
COM IC	Steve Austin (EPA)	LOGS Ground Support Unit Leader	
COM Deputy IC		LOGS IT Support	
COM Safety Officer	Manny Hats (EPA)	4. FIN Section	
COM Assistant Safety Officer		FIN Section Chief	Sharon Knight (EPA)
COM Information Officer		FIN Deputy Section Chief	
COM Liason Officer		FIN Time Unit Ldr	
COM Liaison Agency Representative	Oliver Howard (State)	FIN Procurement Unit Ldr	
COM Liaison Agency Representative	Larry Rubenstein (SD County)	FIN Compensation/Claims Unit Ldr	
COM CISM		FIN Cost Unit Ldr	
2. PLAN Section		FIN ERRS Field Cost Admn	Lori Young (ERRS)
PLAN Section Chief	William Sonoma (EPA)	FIN ERRS Field Cost Admn	Richard Novick (ERRS)
PLAN Deputy Section Chief		5. OPS Section	
PLAN Resources Unit Ldr	Suzanne Carr (EPA)	OPS Section Chief	Dan Carr (EPA)
PLAN Sit Unit Ldr	Sharlene Howard (START)	OPS Deputy Section Chief	
PLAN Documentation Unit Ldr	Ruth Cook (START)	OPS Staging Area Manager	
PLAN Demob Unit Ldr		OPS Staging Area Resource	
PLAN Tech Spec	Alex Heise (ERRS)	OPS ASPECT Crew	
PLAN Env Unit Ldr		OPS ASPECT Crew Chief	
3. LOGS Section		OPS MCP Crew	
LOGS Section Chief	Kevin Micke (EPA)	OPS Taga Crew Chief	
LOGS Deputy Section Chief		OPS Taga Crew	
LOGS Comm Unit Ldr			OPS Tribal Branch
LOGS Medical Unit Ldr		OPS Tribal Branch Director	
LOGS Food Unit Food Unit Leader		OPS Tribal Division Supr	Brian Andrews (EPA)
LOGS Supply Unit Ldr		OPS Tribal Division Supr	Tony Dorian (EPA)

	OPS San Diego A Branch		
OPS San Diego A Branch Director			
OPS San Diego A Division Supr	Manny Hats (EPA)		
	OPS San Bernardino Branch		
OPS San Bernardino Branch Director			
OPS San Bernardino Division Supr	Carol King (EPA)		
	OPS San Diego B Branch		
OPS San Diego B Branch Director			
OPS San Diego B Division Supr	Manny Hats (EPA)		
	OPS San Diego C Branch		
OPS San Diego C Branch Director			
OPS San Diego C Division Supr	Roberto Gomez (EPA		
OPS Technical Specialist	Joe Dixon (START)		
COM EOC Manager			
Prepared By: *(Resource Unit Leader)*		**Date/Time:** 11/12/2007 7:49 PM	

ICS 204-EPA DIVISION ASSIGNMENT LIST	1. Branch	2. Division/Group
	OPS Tribal Branch	OPS Tribal Division

3. Incident Name	4. Operational Period
SoCal Wildfires 2007	November 13 & 14

5. Operations Personnel

Operations Chief	Dan Carr (EPA)	**Division/Group Supervisor**	Brian Andrews (EPA) / Tony Dorian (EPA)
Branch Director			

6. Resources Assigned

Strike Team/Task Force/ Resource Designator	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	204a Attached
OPS Tribal Strike Force			2		

7. Work Assignments

Liaise with Tribal entities to determine needs and provide general technical assistance as requested.

8. Special Instructions

Martin Powel will demob on November 13

9. Communications (radio and/or phone contact numbers needed for this assignment)

Use cell phones

Prepared by (Resource Unit Ldr.)	Approved by (Planning Sect. Ch.)	Date	Time
Suzanne Carr (EPA)	William Sonoma (EPA)	2007/11/12	

WebEOC dataid: 2763

ICS 204-EPA DIVISION ASSIGNMENT LIST	1. Branch	2. Division/Group
	OPS San Diego A Branch	OPS San Diego A Division

3. Incident Name	4. Operational Period
SoCal Wildfires 2007	November 13 & 14

5. Operations Personnel

Operations Chief	Dan Carr (EPA)	**Division/Group Supervisor**	Manny Hats (EPA)
Branch Director			

6. Resources Assigned

Strike Team/Task Force/ Resource Designator	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	204a Attached
OPS San Diego A Strike Force	Don Myers (ERRS) / Earl Miller (START)	/	16		

7. Work Assignments

Assist the County of San Diego by conducting assessments of fire impacted properties/structures to identify and stage HHW for collection and disposal.

8. Special Instructions

START/PST to perform H&S monitoring, survey property and fill out field checklist, and report information to county. START Team Leader to coordinate work assignments with county and report on ICS 214, along with number of properties completed that operational period.

ERRS to retrieve unmanaged HHW in containers and stage for DTSC contractor pick-up for transport to collection facility. Empty HHW containers to be marked with green paint as" MT". ERRS drivers to carry a copy of DOT SP 14606.

9. Communications (radio and/or phone contact numbers needed for this assignment)

Use Cell Phones

Prepared by (Resource Unit Ldr.)	Approved by (Planning Sect. Ch.)	Date	Time
Suzanne Carr (EPA)	William Sonoma (EPA)	2007/11/12	

WebEOC dataid: 2764

ICS 204-EPA DIVISION ASSIGNMENT LIST	1. Branch	2. Division/Group
	OPS San Diego B Branch	OPS San Diego B Division

3. Incident Name	4. Operational Period
SoCal Wildfires 2007	November 13 & 14

5. Operations Personnel

Operations Chief	Dan Carr (EPA)	**Division/Group Supervisor**	Manny Hats(EPA)
Branch Director			

6. Resources Assigned

Strike Team/Task Force/ Resource Designator	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	204a Attached
OPS San Diego B Strike Force	Henry Nied (START) / Gary Hudson (ERRS)	/	21		

7. Work Assignments

Assist the County of San Diego by conducting assessments of fire impacted properties/structures to identify and stage HHW for collection and disposal.

8. Special Instructions

START/PST to perform H&S monitoring, survey property and fill out field checklist, and report information to county. START Team Leader to coordinate work assignments with county and report on ICS 214, along with number of properties completed that operational period.

ERRS to retrieve unmanaged HHW in containers and stage for DTSC contractor pick-up for transport to collection facility. Empty HHW containers to be marked with green paint as" MT". ERRS drivers to carry a copy of DOT SP 14606.

9. Communications (radio and/or phone contact numbers needed for this assignment)

Prepared by (Resource Unit Ldr.)	Approved by (Planning Sect. Ch.)	Date	Time
Suzanne Carr (EPA)	William Sonoma (EPA)	2007/11/12	

WebEOC dataid: 2765

ICS 204-EPA DIVISION ASSIGNMENT LIST	1. Branch	2. Division/Group
	OPS San Bernardino Branch	OPS San Bernardino Division

3. Incident Name	4. Operational Period
SoCal Wildfires 2007	November 13 & 14

5. Operations Personnel

Operations Chief	Dan Carr (EPA)	**Division/Group Supervisor**	Carol King (EPA)
Branch Director			

6. Resources Assigned

Strike Team/Task Force/ Resource Designator	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	204a Attached
OPS San Bernardino Strike Force	Lucy Van Pelt (START) / Ricky Ricardo (ERRS)	/	18		

7. Work Assignments

Assist the County of San Bernardino by conducting assessments of fire impacted properties/structures to identify and stage HHW for collection and disposal.

8. Special Instructions

START/PST to perform H&S monitoring, survey property and fill out field checklist, and report information to county. START Team Leader to coordinate work assignments with county and report on ICS 214, along with number of properties completed that operational period.

ERRS to retrieve unmanaged HHW in containers and stage for DTSC contractor pick-up for transport to collection facility. Empty HHW containers to be marked with green paint as" MT". ERRS drivers to carry a copy of DOT SP 14606.

Staging area is at the San Bernardino County Fire Marshalls' office. County contacts are Doug Snyder (909) 208-9646 and Joe Ashbaker (909) 208-9586

9. Communications (radio and/or phone contact numbers needed for this assignment)

Use cell phones

Prepared by (Resource Unit Ldr.)	Approved by (Planning Sect. Ch.)	Date	Time
Suzanne Carr (EPA)	William Sonoma (EPA)	2007/11/12	

WebEOC dataid: 2766

ICS 204-EPA DIVISION ASSIGNMENT LIST	1. Branch	2. Division/Group
	OPS San Diego C Branch	OPS San Diego C Division

3. Incident Name	4. Operational Period
SoCal Wildfires 2007	November 13 & 14

5. Operations Personnel

Operations Chief	Dan Carr (EPA)	**Division/Group Supervisor**	Roberto Gomez (EPA)
Branch Director			

6. Resources Assigned

Strike Team/Task Force/ Resource Designator	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	204a Attached
OPS San Diego C Strike Force	Heather O'Riely (START)		19		

7. Work Assignments

Assist the County of San Diego by conducting assessments of fire impacted properties/structures to identify and stage HHW for collection and disposal.

8. Special Instructions

START/PST to perform H&S monitoring, survey property and fill out field checklist, and report information to county. START Team Leader to coordinate work assignments with county and report on ICS 214, along with number of properties completed that operational period.

ERRS to retrieve unmanaged HHW in containers and stage for DTSC contractor pick-up for transport to collection facility. Empty HHW containers to be marked with green paint as" MT". ERRS drivers to carry a copy of DOT SP 14606.

9. Communications (radio and/or phone contact numbers needed for this assignment)

Use Cell Phones

Prepared by (Resource Unit Ldr.)	Approved by (Planning Sect. Ch.)	Date	Time
Suzanne Carr (EPA)	William Sonoma (EPA)	2007/11/12	

WebEOC dataid: 2767

Incident Name	Operational Period (Date / Time)	ICS 205-EPA Incident Radio Communications Plan
SoCal Wildfires 2007	From: November 13 & 14	

Basic Radio Channel Utilization

Radio Type / Cache	Channel	Function	Frequency / Tone	Assignment	Remarks
					Cell Phones - See IAP for phone list

Prepared by: (Communications Unit)
Ruth Cook

Incident Radio Communications Plan **ICS 205-EPA**

WebEOC dataid: 341

1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period	ICS 206-EPA
SoCal Wildfires 2007	11/11/2007	19:00:00	November 13 & 14	MEDICAL PLAN

5. Incident Medical Aid Station

Medical Aid Stations	Location	Paramedics

6. Transportation

Name	Address	Phone	Paramedics
		911	

B. Incident Ambulances

Name	Location	Paramedics

7. Hospitals

Name	Address	Travel Time		Phone	Helipad	Burn Center
		Air	Grnd			
Fallbrook Hospital	624 E Elder St, Fallbrook, CA			(760) 728-xxxx		
Palomar Medical Center	555 E Valley Pkwy, Escondido, CA			(760) 739-xxxx		
Paradise Valley Hospital	2400 E 4th St, National City, CA			(619) 470-xxxx		
Long Beach Community Hospital	1720 Terimino Ave, Long Beach, CA			(323) 775-xxxx		
San Bernardino Community Hospital	1805 Medical Center Dr, San Bernardino, CA			(909) 887-xxxx		

8. Medical Emergency Procedures

Call 911

Call ICP

9. Prepared by (Medical Unit Leader)	10. Reviewed by (Safety Officer)

WebEOC dataid: 599

1. Incident Name R9 2007 SoCal Wildfires	2. Operational Period (Date/Time) November 13 & 14	ICS 230-EPA Daily Meeting Schedule

3. Meeting Schedule (Commonly-held meetings are included)

Date/Time	Meeting Name	Purpose	Attendees	Location
November 14, 2007/0900	Command & General Staff	Priotities and functional assignemnts	IMT	ICP
November 13, 2007/0900	Command & General Staff	Develop 215/approve plan	IMTand Ops	ICP
November 14, 2007/1600	Tactics/Planning	Develop 215/approve plan	IMT & Ops	ICP

WebEOC dataid: 368

ICS 205a-EPA Phone List

Position	Agency	Name	Site #	Cell #	Work #
COM IC	EPA	Steve Austin		(562)889-xxxx	
COM Liaison Agency Representative	State	Oliver Howard		916-798-xxxx	
COM Safety Officer	EPA	Manny Hats		562-889-xxxx	
COM Liaison Agency Representative	SD County	Larry Rubenstein		619-778-xxxx	
PLAN Section					
PLAN Section Chief	EPA	William Sonoma		702-682-xxxx	
PLAN Resources Unit Ldr	EPA	Suzanne Carr		415-595-xxxx	
PLAN Sit Unit Ldr	START	Sharlene Howard		415652xxxx	
PLAN Documentation Unit Ldr	EPA - Contractor	Ruth Cook		(310)894-xxxx	
PLAN Tech Spec	ERRS	Alex Heise		206-276-xxxx	
LOGS Section					
LOGS Section Chief	EPA	Kevin Micke		415-939-xxxx	415-972-xxxx
FIN Section					
FIN Section Chief	EPA	Sharon Knight		415-595-xxxx	
FIN ERRS Field Cost Admn	ERRS	Lori Young		425-478-xxxx	
FIN ERRS Field Cost Admn	ERRS	Richard Novick		206-795-xxxx	
OPS Section					
OPS Section Chief	EPA	Dan Carr		(213)479-xxxx	
OPS Deputy Section					
OPS Tribal Division Supr	EPA	Brian Andrews		415-816-xxxx	
OPS Tribal Division Supr	EPA	Tony Dorian		775-721-xxxx	

ICS 205a-EPA Phone List

Position	Agency	Name	Site #	Cell #	Work #
OPS Tribal Field Team	START	Adam Edwards		415-828-xxxx	
OPS Tribal Field Team	START	Mike Paulson		415-828-xxxx	
OPS San Diego A Branch					
OPS San Diego A Division Supr	EPA	Manny Hats		562-889-xxxx	
OPS San Diego A Strike Force Ldr	ERRS	Don Myers		415-793-xxxx	
OPS San Diego A Strike Force Ldr	START	Earl Miller		337-288-xxxx	
OPS San Diego A Field Team	ERRS	Jeffery Giraffe		480-529-xxxx	
OPS San Diego A Field Team	ERRS	Michael Afton		303-725-xxxx	
OPS San Diego A Field Team	ERRS	Lyle Wagner		208-731-xxxx	
OPS San Diego A Field Team	START	Ron Murphy		312-296-xxxx	
OPS San Diego A Field Team	START	Galen Sanders		805-452-xxxx	
OPS San Diego A Field Team	START	Howard Thompson		415-828-xxxx	
OPS San Diego A Field Team	PST	Bridget Bardoe		415-720-xxxx	
OPS San Diego A Field Team	PST	Tony Rameriz		415-798-xxxx	
OPS San Diego A Field Team	PST	Chris Ventura		415-720-xxxx	
OPS San Diego A Field Team	ERRS	Jordan Apple		206.755.xxxx	
OPS San Diego A Field Team	ERRS	Rich E. Rich		971-563-xxxx	
OPS San Diego A Field Team	ERRS	Caleb Miller		360-649-xxxx	
OPS San Diego A Field Team	ERRS	John Roberts			
OPS San Diego A Field Team	ERRS	Ed Edwards			
OPS San Bernardino Branch					
OPS San Bernardino Division Supr	EPA	Carol King		(415) 309-xxxx	
OPS San Bernardino Strike Force Ldr	START	Lucy Van Pelt		415-652-xxxx	
OPS San Bernardino Strike Force Ldr	ERRS	Ricky Ricardo		303-503-xxxx	
OPS San Bernardino Field Team	ERRS	Ken Burns		626-384-xxxx	

ICS 205a-EPA Phone List

Position	Agency	Name	Site #	Cell #	Work #
OPS San Bernardino Field Team	ERRS	Brent Martin		208-756-xxxx	
OPS San Bernardino Field Team	ERRS	Ray Zowe		210-722-xxxx	
OPS San Bernardino Field Team	ERRS	Jed Washington			
OPS San Bernardino Field Team	START	Marianne Adams		415-652-xxxx	
OPS San Bernardino Field Team	START	Patrick Jefferson		415-828-xxxx	
OPS San Bernardino Field Team	START	Zoe Madison			
OPS San Bernardino Field Team	START	Kim Monroe			
OPS San Bernardino Field Team	ERRS	Eric Jackson			
OPS San Bernardino Field Team	ERRS	Jorge Tyler			
OPS San Bernardino Field Team	ERRS	Dioniccio Hayes			
OPS San Bernardino Field Team	ERRS	Eric Lincoln			
OPS San Bernardino Field Team	ERRS	Frank Johnson			
OPS San Bernardino Field Team	ERRS	Jeremy Grant			
OPS San Bernardino Field Team	ERRS	Ray McKinley			
OPS San Bernardino Field Team	START	Shelley Coolidge		415-828-xxxx	
OPS San Diego B Branch					
OPS San Diego B Division Supr	EPA	Manny Hats		562-889-xxxx	
OPS San Diego B Stike Force Ldr	START	Henry Nied		805-441-xxxx	
OPS San Diego B Stike Force Ldr	ERRS	Gary Hudson		530-409-xxxx	
OPS San Diego B Field Team	ERRS	Charlie Brown		208-598-xxxx	
OPS San Diego B Field Team	ERRS	Hi Lois		720-206-xxxx	
OPS San Diego B Field Team	ERRS	Bea Bailey		406-980-xxxx	
OPS San Diego B Field Team	START	Kat Garfield		415-828-xxxx	
OPS San Diego B Field Team	START	Doug Odie		206-218-xxxx	
OPS San Diego B Field Team	START	Hagar Vicking		858-531-xxxx	

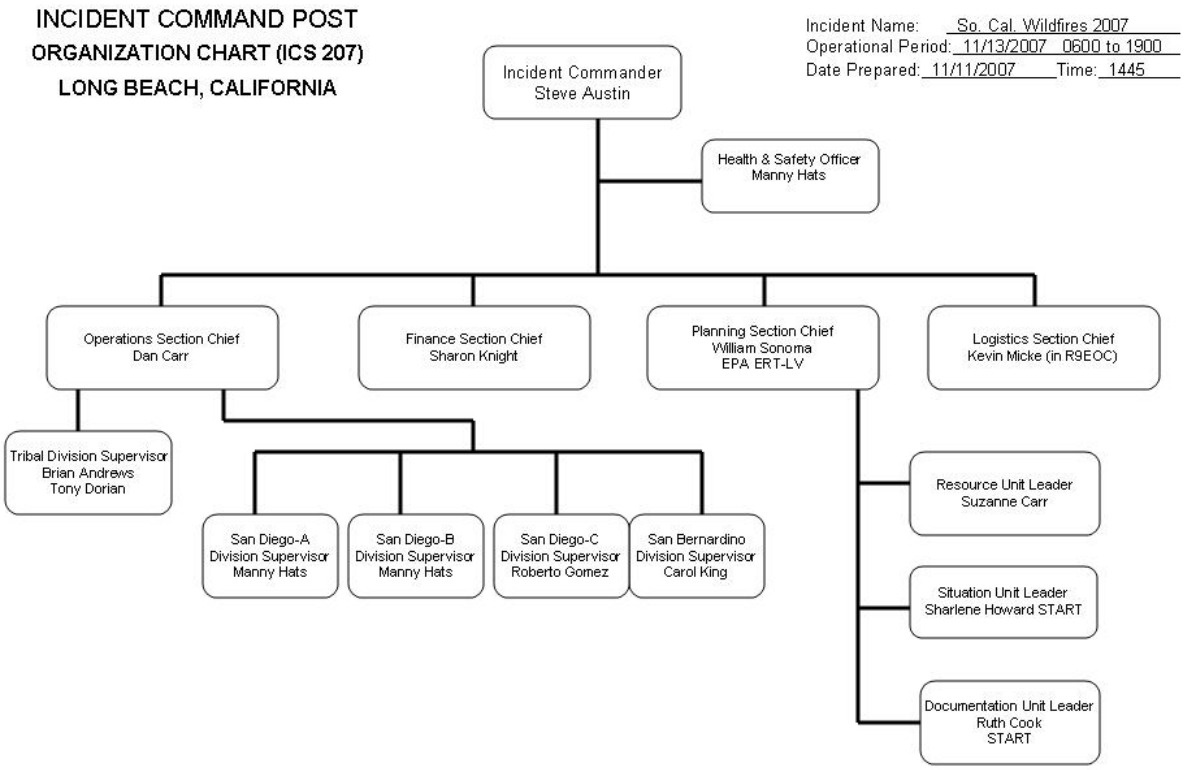
ICS 205a-EPA Phone List

Position	Agency	Name	Site #	Cell #	Work #
OPS San Diego B Field Team	ERRS	Wally Cleaver			
OPS San Diego B Field Team	ERRS	Herman Munster		360-355-xxxx	
OPS San Diego B Field Team	ERRS	Manyard Gibbs			
OPS San Diego B Field Team	ERRS	Thurston Howell			
OPS San Diego B Field Team	ERRS	Gomez Adams		562-243-xxxx	
OPS San Diego B Field Team	ERRS	Dan Every			
OPS San Diego B Field Team	ERRS	Jack Hunter			
OPS San Diego B Field Team	ERRS	Mary Goode		562-243-xxxx	
OPS San Diego B Field Team	PST	Sam Hood		510-388-xxxx	
OPS San Diego B Field Team	PST	Norman Weden		415-798-xxxx	
OPS San Diego B Field Team	PST	Jim Peadbody		415-798-xxxx	
OPS San Diego B Field Team	ERRS	Walt Sanders			
OPS San Diego B Field Team	ERRS	Flo Waters			
OPS San Diego C Division Sup	EPA	Roberto Gomez		415-971-xxxx	
OPS San Diego C Strike Force Ldr	START	Heather O'Riely			
OPS San Diego C Field Team	START	Christine Todd		443-254-xxxx	
OPS San Diego C Field Team	START	Carl Mason		415-336-xxxx	
OPS San Diego C Field Team	START	Jerry Johnson			
OPS Technical Specialist					
OPS Technical Specialist	START	Joe Dixon		415-828-xxxx	

San Diego:
Tuesday: Sunny, with a high near 72. Calm wind becoming west between 5 and 10 mph.
Wednesday: Sunny, with a high near 71. Calm wind becoming west between 5 and 10 mph.

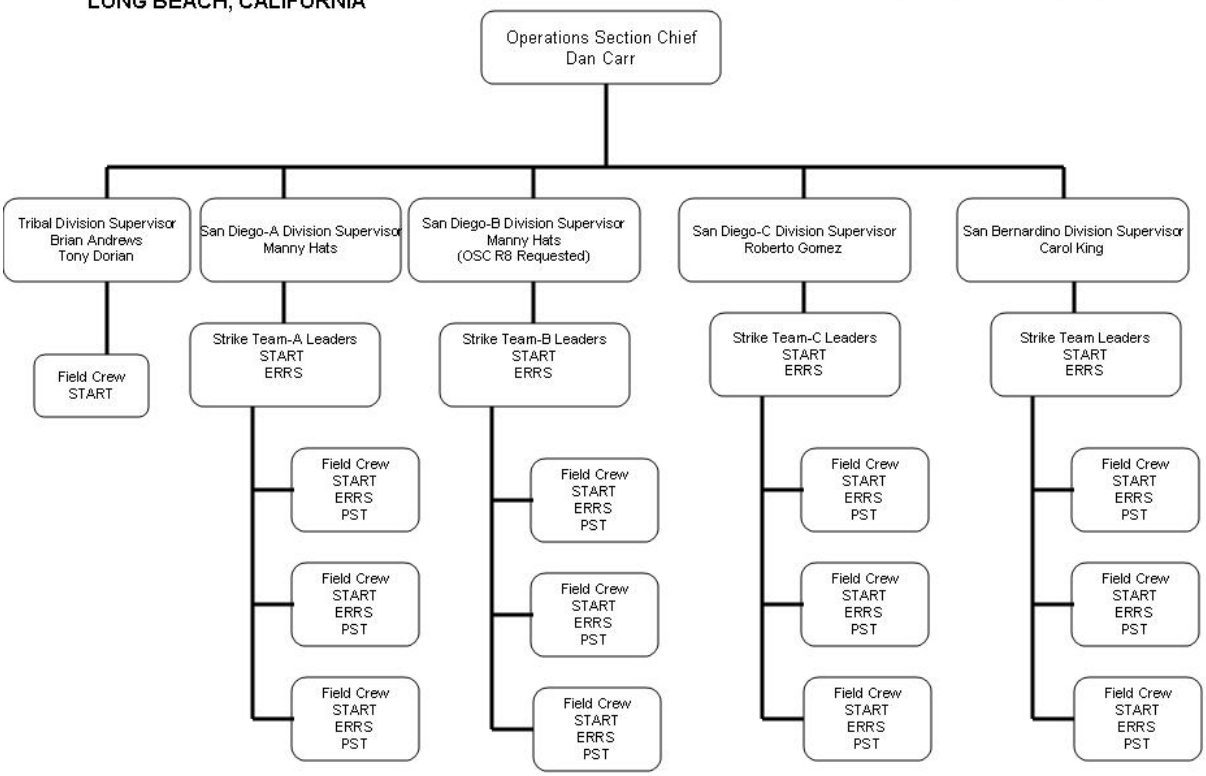
San Bernardino:
Tuesday: Sunny, with a high near 80. North wind between 5 and 10 mph.

Wednesday: Sunny, with a high near 83. Northwest wind between 5 and 10 mph becoming calm.


INCIDENT COMMAND POST
ORGANIZATION CHART (ICS 207)
LONG BEACH, CALIFORNIA
Incident Name: So. Cal. Wildfires 2007
Operational Period: 11/13/2007 0600 to 1900
Date Prepared: 11/11/2007 Time: 1445
Incident Commander
Steve Austin
Health & Safety Officer
Manny Hats
Operations Section Chief
Dan Carr
Finance Section Chief
Sharon Knight
Planning Section Chief
William Sonoma
EPA ERT-LV
Logistics Section Chief
Kevin Micke (in R9EOC)
Tribal Division Supervisor
Brian Andrews
Tony Dorian
San Diego-A
Division Supervisor
Manny Hats
San Diego-B
Division Supervisor
Manny Hats
San Diego-C
Division Supervisor
Roberto Gomez
San Bernardino
Division Supervisor
Carol King
Resource Unit Leader
Suzanne Carr
Situation Unit Leader
Sharlene Howard START
Documentation Unit Leader
Ruth Cook
START

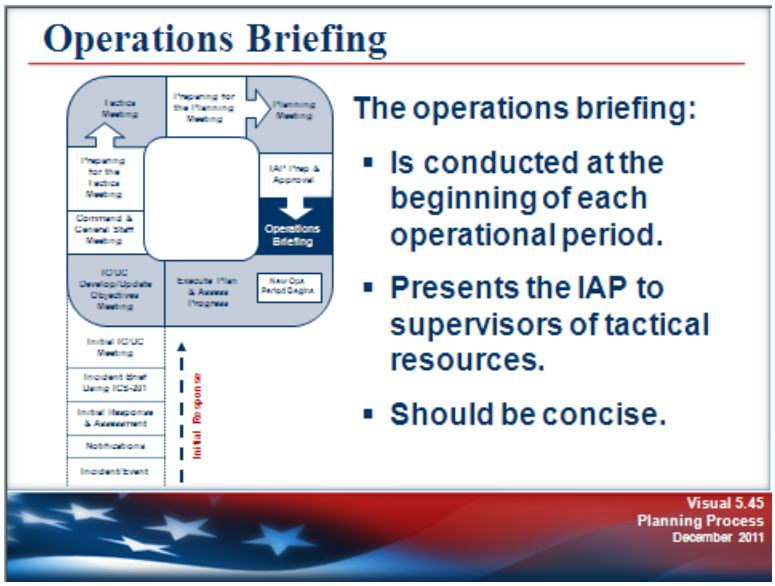
OPERATIONS
ORGANIZATION CHART (ICS 207a)
LONG BEACH, CALIFORNIA

Incident Name: So. Cal. Wildfires 2007
Operational Period: 11/13/2007 0600 to 1900
Date Prepared: 11/11/2007 Time: 1645



Topic: Conducting the Operations Briefing

Visual 5.45



Visual Description: Operations Briefing

Key Points

The operations briefing (also known as the shift briefing) is the next step in the incident planning process.

The operations briefing:

- Is conducted at the beginning of each operational period. Immediately prior to the start of the new operational period, all of the supervisors of the tactical resources to be employed during that period should attend an operations briefing. In some cases, all of the tactical personnel should attend if they can be accommodated.

- Presents the IAP to supervisors of tactical resources. The main purpose is to present the IAP to these individuals. Staff members will be briefed on the operational elements of the plan to ensure they are aware of whom they will work for, and what it is that must be accomplished. In addition, staff members will have a chance to ask questions regarding the plan, be briefed on any critical safety issues, and be informed regarding specific logistical information.

- Should be concise. The Planning Section Chief facilitates the briefing following a concise agenda.

Following the operations briefing, supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.

Topic: Conducting the Operations Briefing

Visual 5.46

Visual Description: Sample Operations Briefing Agenda (1 of 2)

Key Points

1. **Planning Section Chief** performs introductions, welcomes, and reviews agenda. The Planning Section Chief facilitates the meeting.

2. **Incident Commander** (or the Planning Section Chief) reviews the Incident Objectives.

3. **Operations Section Chief** provides an overview of current incident status and the progress toward achieving incident objectives and tactical assignments.

4. **Technical Specialists** speak as necessary. Input depends on the nature of the incident. Hazardous materials incidents may have presentations by Hazmat or Weather Technical Specialists; wildland fires may have presentations by Fire Behavior Technical Specialists, etc.

5. **Operations Section Chief** indicates incident boundaries, Branch/Division locations, and describes Group assignments.

Topic: Conducting the Operations Briefing

Visual 5.47

Sample Operations Briefing Agenda (2 of 2)

Agenda Item	Who
5. Review of Division/Group Assignments (ICS 204)	Operations Section Chief
6. Review of Safety Issues, Safety Message	Safety Officer
7. Logistics (Communications and Medical Plans)	Logistics Section Chief (Communications Unit Leader/Medical Unit Leader)
8. Closing Remarks	Incident Commander
9. Conclusion	Planning Section Chief

Visual 5.47
Planning Process
December 2011

Visual Description: Sample Operations Briefing Agenda (2 of 2)

Key Points

6. The **Operations Section Chief** reviews all Division/Group Assignments (ICS Form 204), ensuring that the Division and Group Supervisors thoroughly understand the tactical assignment, resources, communications, special instructions, and safety issues associated with the Division or Group. It is not unusual for incident conditions to have changed between the time the IAP is duplicated and the Operations Briefing. The Operations Section Chief may dictate last-minute changes to the IAP. This is the primary focus of the meeting.
7. **Safety Officer** discusses safety issues such as accidents and injuries to date, continuing and new hazards, and mitigation efforts. Reviews Safety Message.
8. **Logistics Section Chief** covers supply, transportation, food, and facilities-related issues. The Logistics Section Chief will also cover (or may have staff discuss) the following:
   - Medical Unit Leader discusses the Medical Plan (ICS Form 206), ensuring that all supervisors understand the procedures to follow if a responder is injured on the incident.
   - Communications Unit Leader reviews the overall Incident Communications Plan (ICS Form 205).
9. **Other Personnel** may review additional IAP elements as needed. These may include:
   - Air Operations Summary – Air Operations Branch Director
   - Fiscal or Compensation/Claims issues – Finance/Administration Section Chief
   - Issues associated with cooperating or assisting agencies – Liaison Officer
   - Media and incident information issues – Public Information Officer
   - Other issues (may include presentations by Training Specialist, the Demobilization Unit Leader, etc.)
10. **Incident Commander** provides closing remarks.
11. **Planning Section Chief** provides housekeeping information such as times of next meetings, etc., and concludes the meeting.

Sample Operations Briefing Agenda

A sample operations briefing agenda is included below. Use this sample agenda as a guide for the operations briefing (also known as the shift briefing).

1. Situation Update	
	The Planning Section Chief provides an update of the incident, including the: ▪ Status of current tactical assignments. ▪ Response issues. ▪ New tactical assignments. ▪ Projections that may impact the next operational period.
2. Plan Review	
	The plan review may include last-minute "pencil" changes to the IAP and will include a discussion of each Division/Group Assignment Sheet and potential contingency plans. Each Division or Group Supervisor will have an opportunity to ask questions to clarify his or her assignment.
3. Discussion of Logistical Support Details	
	This item should include a review of Transportation, Communications, and Medical Plans, as well as plans for feeding and resting personnel.
4. Review of Safety Message	
	This item should cover the safety message and remind the Supervisors of the safety precautions that must be taken at the site.

Topic: Executing the Plan and Assessing Progress

Visual 5.48

Visual Description: Executing and Assessing the Plan

Key Points

The next step in the incident planning process is to execute the plan and assess progress.

- The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific operational period.
- The plan is evaluated at various stages in its development and implementation:
  - First, all members of the Command and General Staffs review the final plan document and correct any discrepancies.
  - Next, during the implementation of the plan, all incident supervisors and managers must continually assess the effectiveness of the plan based upon the original measurable objectives for the operational period. This evaluation of the plan keeps responders on track and on task and ensures that the next operational period plan is based on a reasonable expectation of success of the current plan.
  - Finally, the Operations Section Chief may make the appropriate adjustments during the operational period to ensure that the objectives are met and effectiveness is assured.

Topic | **Executing the Plan and Assessing Progress**

Visual 5.49

Visual Description: Other Types of Meetings

Key Points

In addition to the "standard" meetings of the formal planning process, incident managers may see a need to bring all or select members of the organization together outside that process. Such meetings encourage communications, and ensure organizational continuity. Such meetings include, but may not be limited to:

- **Strategy Meetings** – The Incident Commander or Unified Command may hold a strategy meeting as part of the process of assuming command. It may be held following the Agency Administrator's briefing, prior to, or as part of a tactics meeting, or as an agenda item on the Unified Command meeting. Additionally, a strategy meeting may be called any time incident objectives change. Strategy meetings can be especially valuable in ensuring that there is quality input into the process of developing incident strategy.

- **Team Meetings** – The Incident Commander can call a meeting of the Command and General Staffs to assess general morale, ensure teamwork and communication, or provide additional direction. These meetings are not planning meetings and do not have a set agenda.

- **Section Meetings** – Section Chiefs may also call meetings of their staff at any time and for the same reasons as team meetings.

- **Team Closeout** – The Incident Management Team may want to hold a team closeout meeting to discuss lessons learned, performance issues, changes in team practices, etc.

Topic: Executing the Plan and Assessing Progress

Other Types of Meetings (Continued)

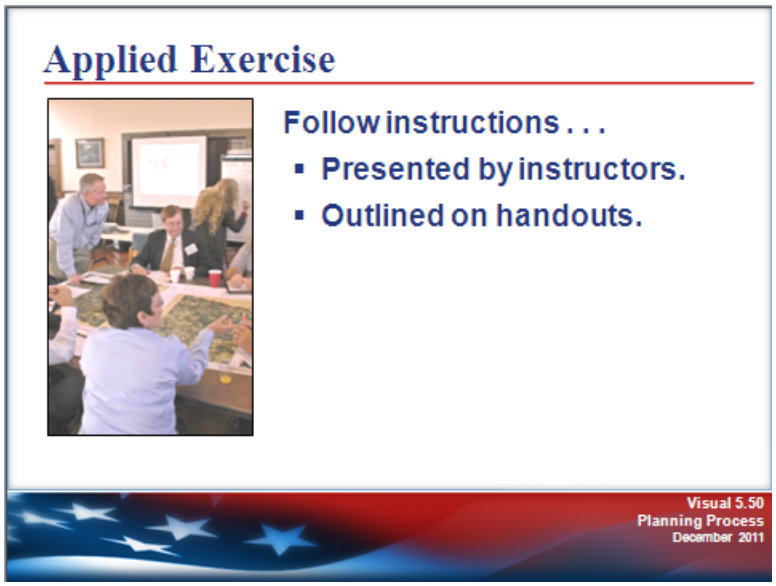
- **Public Meetings** – The Incident Commander may find it useful to hold general public meetings or focus groups meetings to brief the public or special interest groups on incident activities. Such meetings should be carefully planned in advance and have a formal agenda. Usually the Public Information Officer is also involved in advertising, organizing, and facilitating such meetings.

- **Special Planning Meetings** – Special planning meetings may be useful to discuss proposed specialty plans such as the Demobilization Plan or specific contingency plans. Such meetings may be convened by the Planning Section Chief (Demobilization Plan) and/or the Operations Section Chief (contingency plans).

- **Transition Meetings** – A transition meeting can be seen as an expanded transfer of command meeting when one Incident Management Team takes over an incident from another Incident Management Team. Transition meetings are a good way to ensure that all information is shared between members of incoming and departing Incident Management Teams.

Topic: Applied Exercise

Visual 5.50



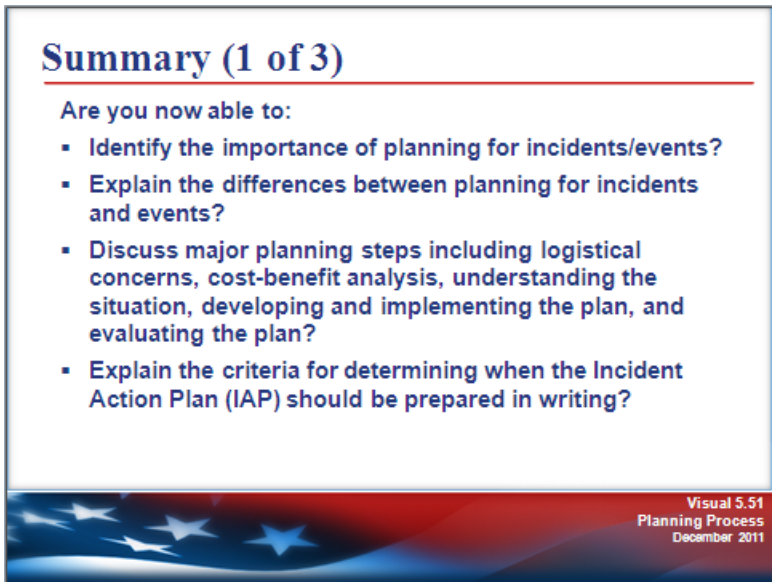
Visual Description: Applied Exercise

Key Points

You'll now continue the exercise you selected in the previous unit to apply key ICS concepts. Follow the instructions presented by your instructors and outlined on the handouts.

Topic: Summary

Visual 5.51



Visual Description: Summary (1 of 3)

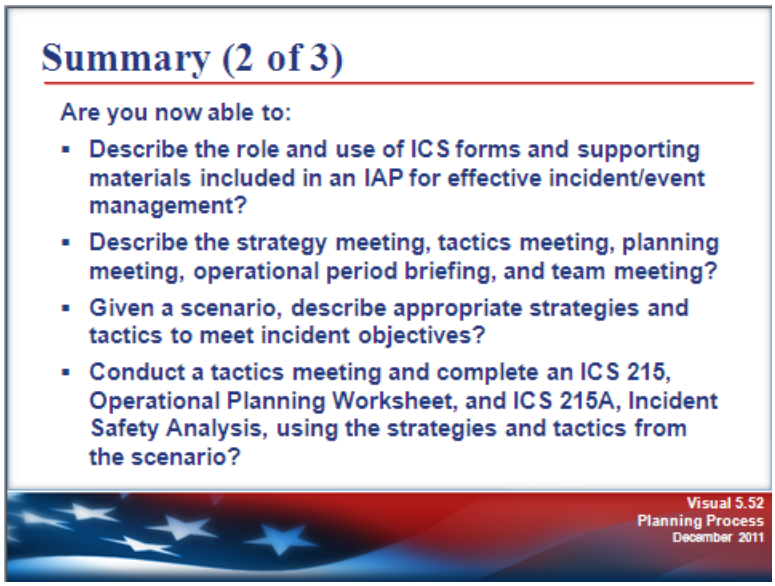
Key Points

Are you now able to:

- Identify the importance of planning for incidents/events?
- Explain the differences between planning for incidents and events?
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan?
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing?

Topic	Summary

Visual 5.52



Visual Description: Summary (2 of 3)

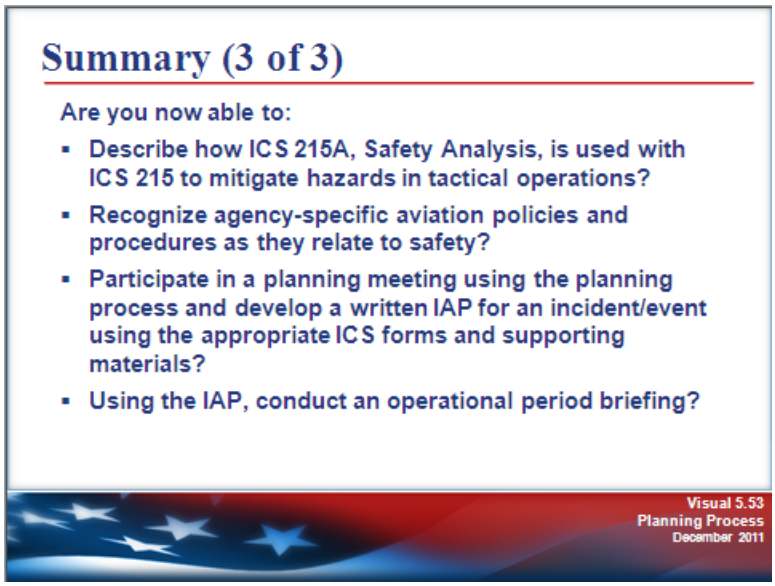
Key Points

Are you now able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management?
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting?
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives?
- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario?

Topic: Summary

Visual 5.53



Visual Description: Summary (3 of 3)

Key Points

Are you now able to:

- Describe how ICS 215A, Safety Analysis, is used with ICS 215 to mitigate hazards in tactical operations?
- Recognize agency-specific aviation policies and procedures as they relate to safety?
- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials?
- Using the IAP, conduct an operational period briefing?

Your Notes

Unit 6: Incident Resource Management

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Course Objectives

At the end of this unit, you should be able to:

- Identify and describe basic principles of resource management.
- Identify the basic steps involved in managing incident resources.
- Identify key considerations associated with resource management and the reasons for each.
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.
- Identify the organizational elements at the incident that can order resources.
- Describe the differences between single-point and multipoint resource ordering and the reasons for each.

Scope

- Unit Introduction and Objectives
- NIMS Resource Management Principles
- Resource Management Process
- Preparedness
  - Inventory
  - Credentialing
- Inventory
- Identify Requirements
- Order and Acquire
- Mobilize
- Track and Report
- Recover, Demobilize, and Reimburse
- Applied Exercise: Resource Management
- Summary

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Topic: Unit Introduction

Visual 6.1

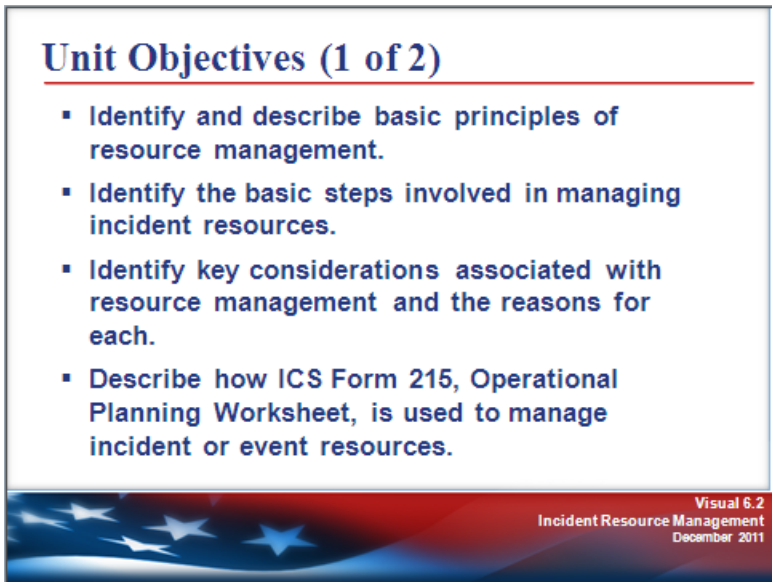
Visual Description: Unit Introduction

Key Points

This unit will cover resource management considerations related to the use of tactical and support resources at an incident.

Topic: Unit Objectives

Visual 6.2



Visual Description: Unit Objectives (1 of 2)

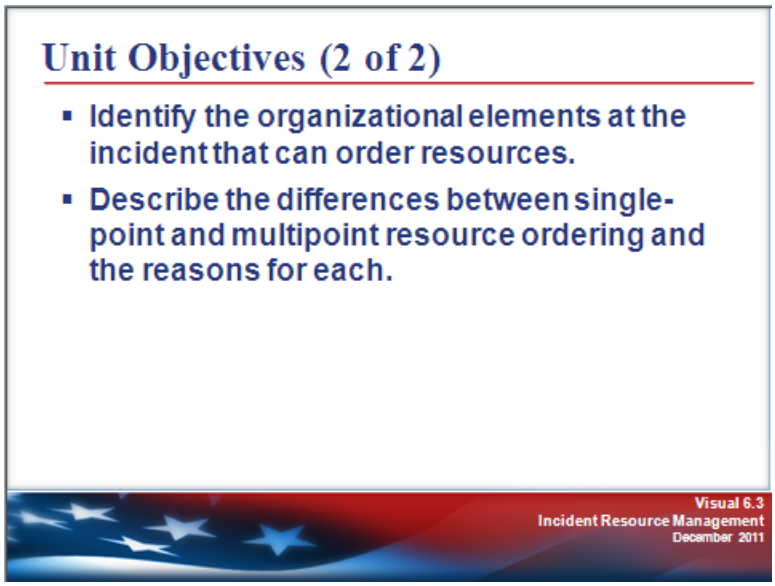
Key Points

By the end of this unit, you should be able to:

- Identify and describe basic principles of resource management.
- Identify the basic steps involved in managing incident resources.
- Identify key considerations associated with resource management and the reasons for each.
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.

Topic: Unit Objectives

Visual 6.3



Visual Description: Unit Objectives (2 of 2)

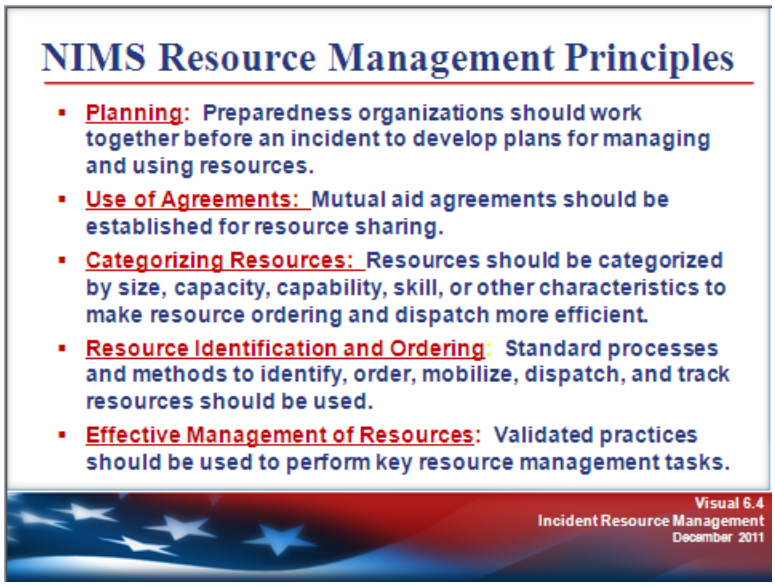
Key Points

By the end of this unit, you should be able to:

- Identify the organizational elements at the incident that can order resources.
- Describe the differences between single-point and multipoint resource ordering and the reasons for each.

Topic: NIMS Resource Management Principles

Visual 6.4



Visual Description: NIMS Resource Management Principles

Key Points

Resources must be organized, assigned, and directed to accomplish the incident objectives. **Managing resources safely and effectively is the most important consideration at an incident.**

The National Incident Management System (NIMS) includes the following principles related to resource management:

- **Planning:** Coordinated planning, training to common standards, and inclusive exercises provide a foundation for the interoperability and compatibility of resources throughout an incident. Jurisdictions should work together in advance of an incident to develop plans for ordering, managing, and employing resources. The planning process should include identifying resource needs based on the threats and vulnerabilities of the jurisdiction and developing alternative strategies to obtain the needed resources.

  Planning may include the creation of new policies to encourage pre-positioned resources. Pre-positioned resources are those that are moved to an area near the expected incident site in response to anticipated resource needs. Plans should anticipate conditions or circumstances that may trigger a specific reaction, such as the restocking of supplies when inventories reach a predetermined minimum. Organizations and/or jurisdictions should continually assess the status of their resources in order to have an accurate list of resources available at any given time. Additionally, emergency management/response personnel should be familiar with the National Response Framework (NRF) and should be prepared to integrate and/or coordinate with Federal resources, including those that might be pre-positioned.

Topic: NIMS Resource Management Principles

- **Use of Agreements:** Agreements among all parties providing or requesting resources are necessary to enable effective and efficient resource management during incident operations. This includes developing and maintaining standing agreements and contracts for services and/or supplies that may be needed during an incident.

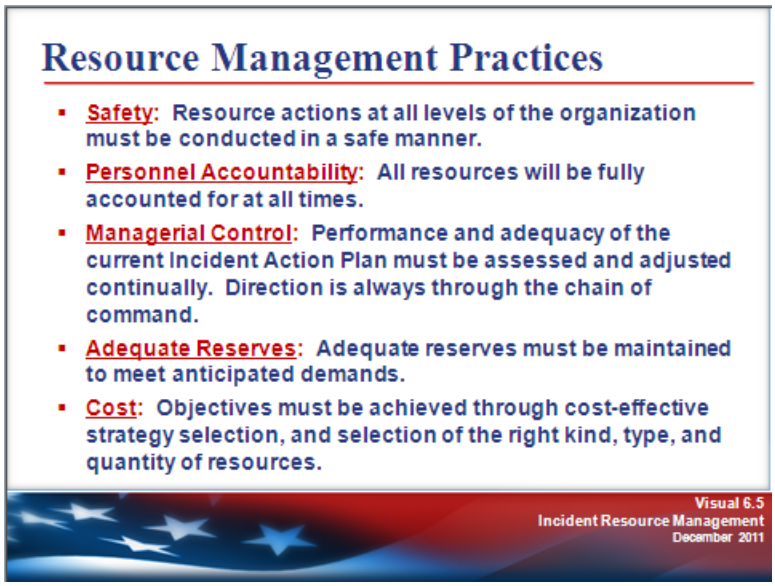
- **Categorizing Resources:** Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across jurisdictions, between all levels of governments, the private sector, and NGOs, more efficient and is intended to ensure that needed resources are received.

- **Resource Identification and Ordering:** The resource management process uses standardized processes and methodologies to identify, order, mobilize, and track the resources required to support incident management activities. Those with resource management responsibilities perform these tasks either at the Incident Commander's (IC's) request or in accordance with planning requirements. Identification and ordering of resources are intertwined. In some cases, the identification and ordering process is compressed, where an IC may know the resources necessary for the task and specify a resource order directly. However, in larger, more complex incidents, the IC may not be fully aware of resources available to meet the incident demands. At this point, the IC may identify needs based on incident objectives and use the resource management process to fill these needs.

- **Effective Management of Resources:** Resource management involves acquisition procedures, management information, and redundant systems and protocols for ordering, mobilizing, dispatching, and demobilizing resources.

Topic: NIMS Resource Management Principles

Visual 6.5



Visual Description: Resource Management Practices

Key Points

Safety, personnel accountability, managerial control, adequate reserves, and cost are all key considerations that must be taken into account when managing incident resources.

Note the following key points:

- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner. This basic principle of resource management includes ensuring the safety of:
  - Responders to the incident;
  - Persons injured or threatened by the incident;
  - Volunteers assisting at the incident; and
  - News media and the general public who are on scene observing the incident.

- **Personnel Accountability:** All resources will be fully accounted for at all times. ICS provides a unity of command structure that allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, personnel accountability can be maintained at all times.

- **Managerial Control:** Performance and adequacy of the current Incident Action Plan (IAP) must be assessed and adjusted continually. ICS has a built-in process that allows resource managers at all levels to constantly assess performance and the adequacy of current action plans. If necessary, strategies and actions used to achieve objectives can and must be modified at any time. Information exchange is encouraged across the organization. Direction is always through the chain of command.

Topic: NIMS Resource Management Principles

- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands. Assignment of resources to the Incident Base, Camps, and Staging Areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.

- **Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources. Incident-related costs must always be a major consideration.

  The Incident Commander must ensure that objectives are being achieved through cost-effective strategy selection, and selection of the right kind and right number of resources.

  The Finance/Administration Section's Cost Unit has the responsibility to:
  - Obtain and record all cost information,
  - Prepare incident cost summaries,
  - Prepare resource use cost estimates for planning, and
  - Make recommendations for cost savings.

  The Cost Unit can assist the Incident Commander in ensuring a cost-effective approach to incident resource management, and should be activated on any large or prolonged incident.

This unit presents a systematic resource management process to put these principles into practice.

Topic: Resource Management Process

Visual 6.6

Visual Description: Incident Resource Management Process

Key Points

Incident resource management includes standardized procedures, methodologies, and functions. The following seven-step resource management process is used:

- Inventory (Prior to an incident)
- Identify Resources
- Order and Acquire
- Mobilize
- Track and Report
- Recover and Demobilize
- Reimburse

The resource management process can be separated into the following two parts:

- **Preparedness:** The preparedness activities (resource typing, credentialing, and inventory) are conducted on a continual basis to help ensure that resources are ready to be mobilized when called to an incident.

- **During an Incident:** Resource management during an incident is a finite process with a distinct beginning and ending specific to the needs of the particular incident.

The next section of this unit begins with a review of resource management preparedness or inventorying.

Source: NIMS document

Topic: Preparedness: Inventory

Visual 6.7

Visual Description: Resource Management Cycle with Inventory highlighted

Key Points

Resource management uses various resource inventory systems to assess the availability of assets provided by jurisdictions.

Preparedness organizations should inventory and maintain current data on their available resources. The data are then made available to communications/dispatch centers and Emergency Operations Centers (EOCs) and organizations within multiagency agency coordination systems.

The fact that resources are identified within an inventory system is not an indication of automatic availability. The jurisdiction and/or owner of the resources has the final determination on availability.

Topic	Preparedness: Credentialing

Visual 6.8

Visual Description: Credentialing

Key Points

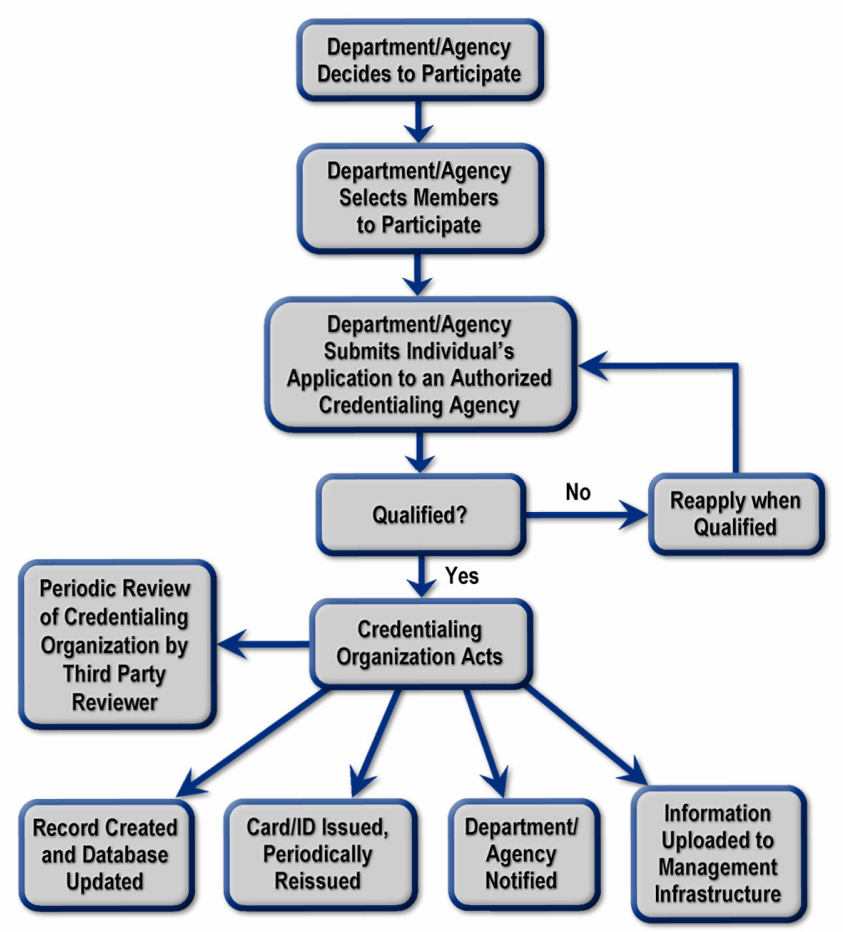
Resource preparedness includes credentialing. The credentialing process is:

- An objective evaluation and documentation of a person's current license or degree; training or experience; competence or certification; and the ability to meet nationally accepted minimum standards, to provide particular services and/or functions or perform particular procedures during an incident.
- The administrative process for validating the qualifications of personnel and assessing their background for authorization and access to an incident involving mutual aid.
- Done as a preparedness activity for resource management, and is separate from badging, which takes place at the incident site in order to allow individuals and/or teams access to the scene. To be granted this access by the proper agents (i.e., State, tribal, local, private, and nongovernmental organizations), jurisdictions should establish processes that include the verification of the following:
    - Identity
    - Qualifications
    - Deployment authorization

The flowchart on the following page outlines the process, as recommended by the National Integration Center, for determining eligibility for credentialing under NIMS.

Topic: Preparedness: Credentialing

The following figure summarizes the NIMS credentialing process.



Caption: The following steps are outlined: (1) Department/agency decides to participate in credentialing; (2) Department/agency selects members to participate; (3) Department/agency submits individual's application to an authorized credentialing agency; (4) If qualified the organization records the credentialing decision, issues credentials, updates records, and reviews credentials periodically; and (5) If not qualified, the candidate may reapply when qualified.

Source: NIMS document

Topic | **Preparedness: Credentialing**

Visual 6.9

Visual Description: EPA Certification

Key Points

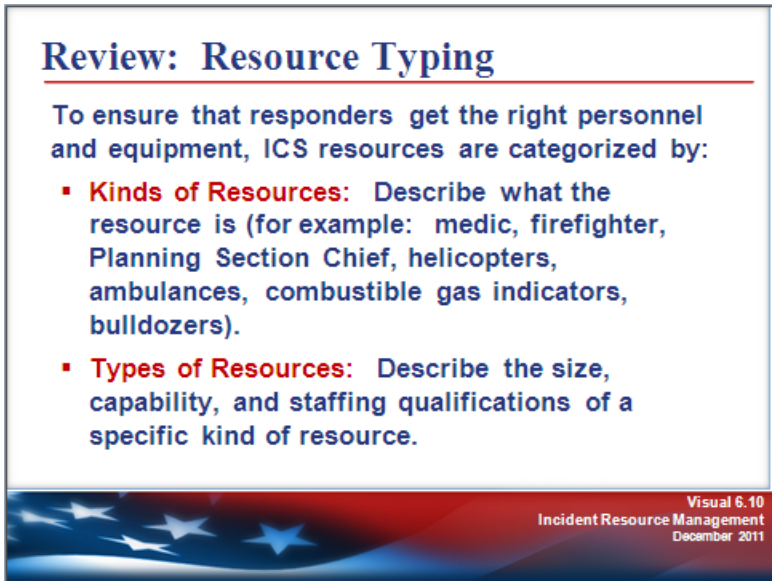
The EPA NIMS Integration Team (NIT) has developed a Training, Qualification and Certification policy document to ensure personnel in ICS Key Leadership Positions (KLP) meet national credentialing standards for multi-Agency interoperability and are appropriately trained, qualified and certified by EPA to perform the duties of those positions.

Personnel who meet the requirements for a specific KLP will be recommended for a certification by their management, and will receive credentials from the EPA Office of Emergency Management.

- Certification standards are based on national core competencies, training & professional experience.
- Recertification will occur every 5 years based on performance in position .

Topic | **Inventory**

Visual 6.10



Visual Description: Review: Resource Kinds and Types

Key Points

To ensure that responders get the right personnel and equipment, ICS resources are categorized by:

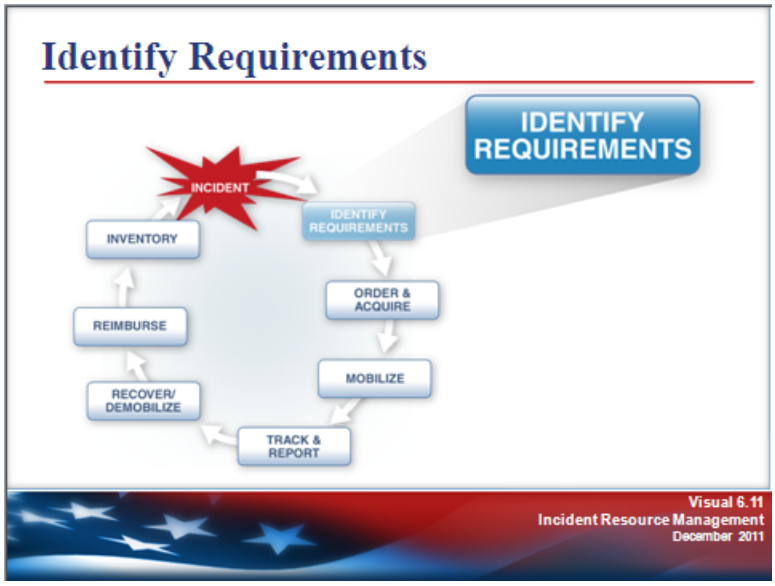
- **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopters, ambulances, combustible gas indicators, bulldozers).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.

Note the following key points:

- Resource users at all levels utilize these standards to identify and inventory resources. Resource kinds may be divided into subcategories to define more precisely the resource capabilities needed to meet specific requirements. Resource typing is a continuous process designed to be as simple as possible to facilitate frequent use and accuracy in obtaining needed resources.
- To allow resources to be deployed and used on a national basis, the National Integration Center (with input from Federal, State, tribal, local, private sector, nongovernmental organizations, and national professional organizations) is responsible for facilitating the development and issuance of national standards for the typing of resources and ensuring that these typed resources reflect operational capabilities.

Topic: Identify Requirements

Visual 6.11



Visual Description: Resource Management Cycle with Identify Requirements highlighted

Key Points

When an incident occurs, those with resource management responsibilities should continually identify, refine, and validate resource requirements. This process involves accurately identifying:

- What and how much is needed,
- Where and when it is needed, and
- Who will be receiving or using it.

Remember that resources to be identified in this way include equipment, facilities, and personnel and/or emergency response teams.

- If a requestor is unable to describe an item by resource type or classification system, those with resource management responsibilities should provide technical advice to enable the requirements to be defined and translated into a specification.

- Ideally, specifications should be written as broadly as possible in terms of capabilities, operating conditions or performance standards. If specifications are too vague, fulfilling agencies may inadvertently send resources that lack needed capabilities or are inadequate for the job at hand. If specifications are unnecessarily too specific, orders may be left unfilled or unnecessarily delayed.

  Sample specification:

  Provide sampling teams for three (3) days of field work in mountainous terrain. Each team should have individual or joint experience with U.S. EPA ERT soil and surface water sample collection SOPs. Combined, teams should bring with them enough PPE (modified level D -

no hard hats required) and sampling equipment and supplies to collect and ship (daily) up to one hundred (100) surface water and two hundred (200) soil samples per day. Up to ten (10) GPS and PDA data management units will be furnished by the IMT for team use. Anticipated analytes for both soil and surface water samples include: Lead and SVOCSs. Each team should arrive at the ICP no later than 0800 hours on January 21, 2009, in a vehicle suitable for off-road and highway travel.

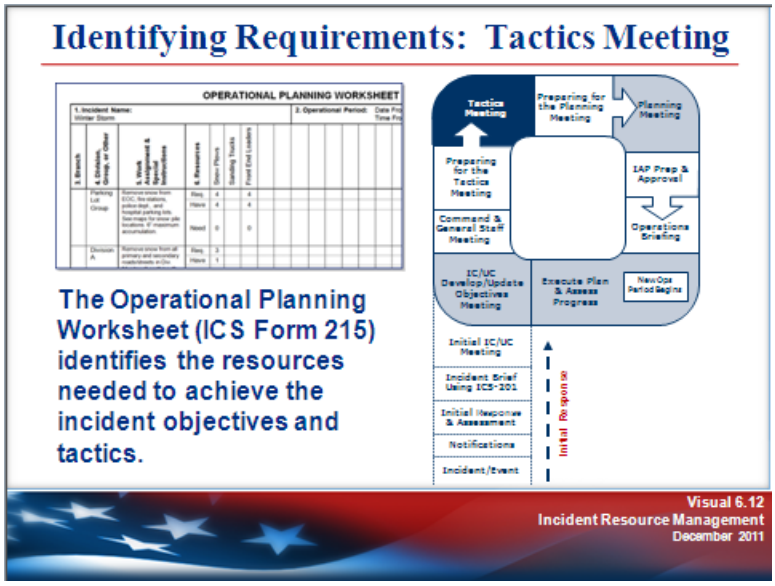
- Specific resources for critical infrastructure/key resources may need to be identified and coordinated through mutual aid agreements and/or assistance agreements unique to those sectors, and should be accessible through preparedness organizations and/or multiagency coordination systems.

- Resource availability and requirements will constantly change as the incident evolves. Consequently, all emergency management/response personnel and their affiliated organizations participating in an operation should coordinate closely in this process. Coordination should begin as early as possible, preferably prior to the need for incident response activities.

- In instances when an incident is projected to have catastrophic implications (e.g., a major hurricane or seasonal flooding), States and/or the Federal Government may predeploy assets to the anticipated incident area. In cases where there is time to assess the requirements and plan for a catastrophic incident, the Federal response will be coordinated with State, tribal, and local jurisdictions, and the pre-positioning of Federal assets will be tailored to address the specific situation

Topic: Identify Requirements

Visual 6.12



Visual Description: Identifying Requirements: Tactics Meeting

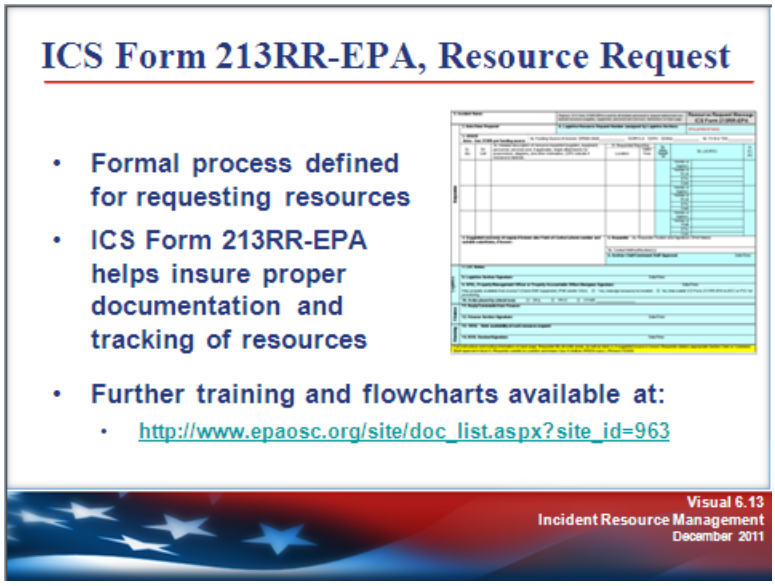
Key Points

Remember that the Operational Planning Worksheet, ICS Form 215, results from the tactics meeting and serves the following functions:

- Assists in establishing requirements (resource needs) for an operational period.
- Communicates the decisions made during the tactics meeting.
- Provides information that is used for ordering resources for the incident.

Topic | **Order and Acquire**

Visual 6.13



Visual Description: ICS Form 213RR-EPA, Resource Request

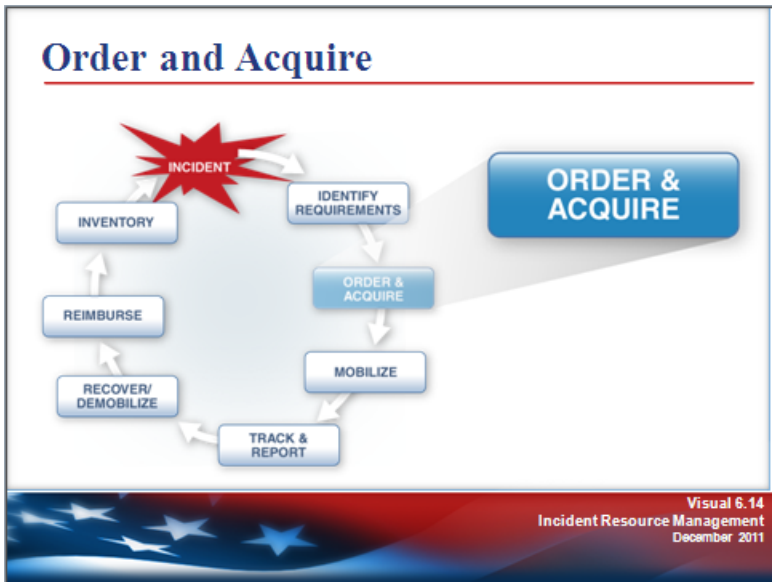
Key Points

EPA has promulgated the ICS form 213-RR-EPA, Resource Request Form.

- Formal process defined for requesting resources
- ICS Form 213RR helps insure all required information is obtained
- Further training and flowcharts may be obtained from the NIMS Integration Team website on EPAOSC.org.

Topic: Order and Acquire

Visual 6.14



Visual Description: Resource Management Cycle with Order and Acquire highlighted

Key Points

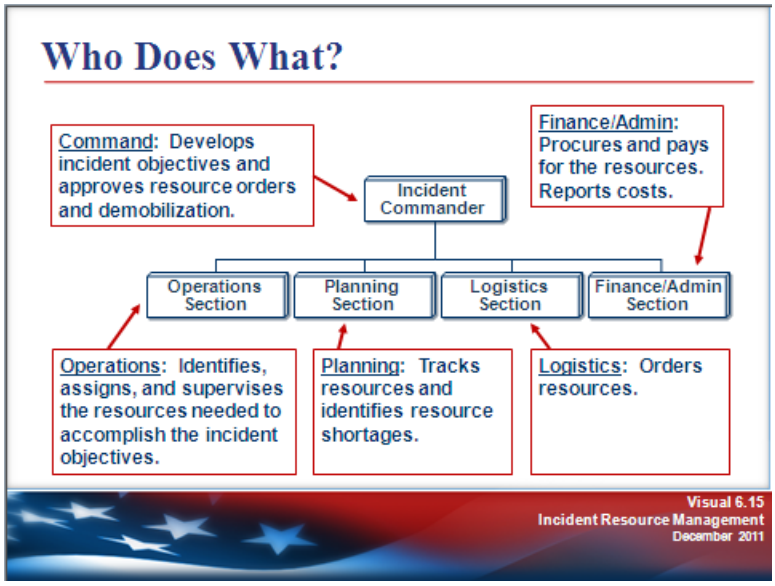
Usually, all incidents will have an initial commitment of resources assigned. Resources can include key supervisory personnel, often referred to as "overhead" (more correctly as “management”), and personnel and equipment assigned as tactical resources.

The initial complement of resources may include only one or two additional units. If only a few resources are to be added, the Incident Briefing (ICS Form 201) can be used as documentation. The Incident Briefing form may serve as the vehicle for recording resources in most incidents. However, as incidents grow, it will be necessary to use some of the other ICS tools.

As incidents grow in size and/or complexity, more tactical resources may be required and the Incident Commander may augment existing resources with additional personnel and equipment. As a consequence, a more formalized resource ordering process may be needed.

Topic: Order and Acquire

Visual 6.15



Visual Description: Who Does What?

Key Points

Resource ordering activities of the incident command organization:

- Command develops incident objectives and approves resource orders and demobilization.
- Operations identifies, assigns, and supervises the resources needed to accomplish the incident objectives.
- Planning tracks resources and identifies resource shortages.
- Logistics orders resources.
- Finance and Administration procures and pays for the resources and reports costs.

Topic | **Order and Acquire**

Visual 6.16

Visual Description: Authority To Order Resources

Key Points

Final approval for ordering additional resources, as well as releasing resources from an incident, is the responsibility of the Incident Commander.

Ordinarily, it is not efficient use of the Incident Commander's time to review and approve all resource orders for routine supplies (e.g., food) on a major incident. The Incident Commander may delegate approval of certain orders while reviewing and approving any nonroutine requests, especially if they are expensive, require outside agency participation, or have potential political ramifications.

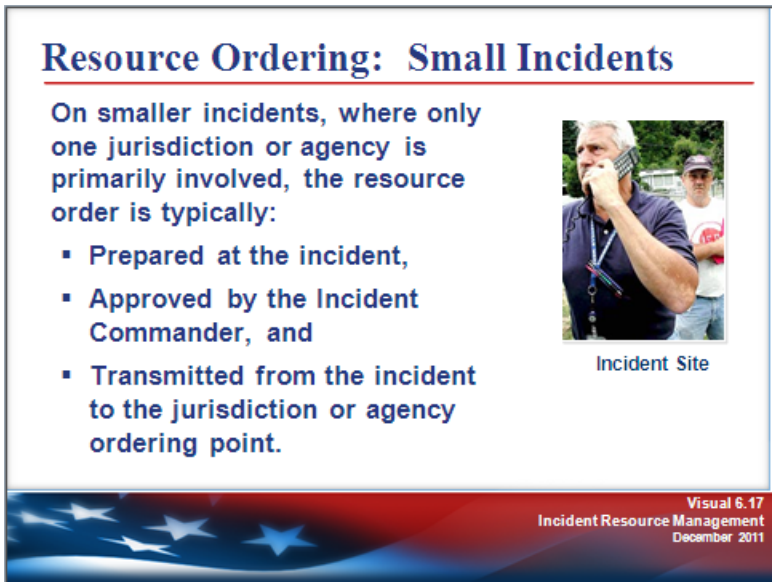
If the Logistics Section Chief position has been filled, then the Logistics Section Chief has the delegated authority to place the resource order after the order has been approved by the Incident Commander or his/her designee.

On larger incidents, where the Logistics Section contains a Supply Unit, the Supply Unit has the authority to place the approved resource order.

If the incident organization is small and General Staff positions have not been filled, then the Incident Commander will personally request the additional resources from the agency dispatch/ordering center.

Topic | **Order and Acquire**

Visual 6.17



Visual Description: Resource Ordering: Small Incidents

Key Points

During smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is typically prepared at the incident, approved by the Incident Commander, and transmitted from the incident to the jurisdiction or agency ordering point. Methods for placing orders may include:

- Voice (by telephone or radio)
- FAX
- Other electronic means

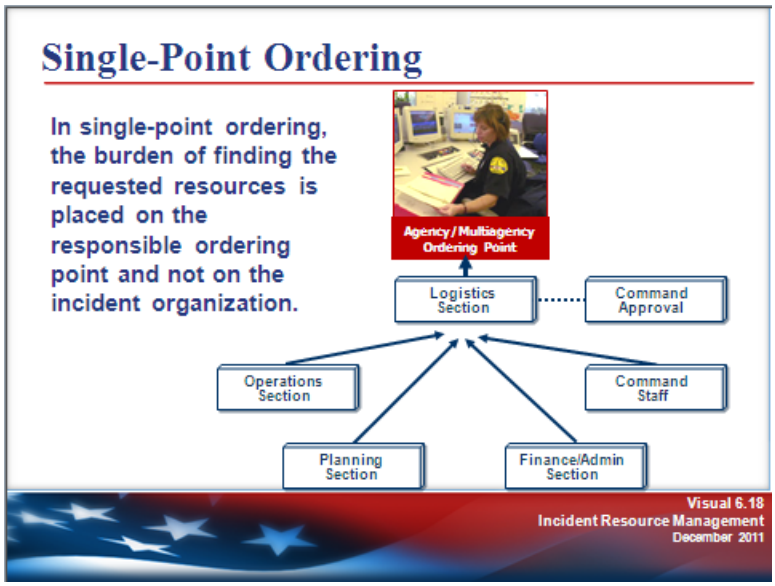
Resource ordering can be accomplished by:

- Single-point resource ordering.
- Multipoint resource ordering.

The next visual presents the concept of single-point resource ordering.

Topic: Order and Acquire

Visual 6.18



Visual Description: Single-Point Ordering

Key Points

The concept of single-point resource ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction/agency dispatch/emergency operations center, or other multiagency coordination entity and not on the incident organization.

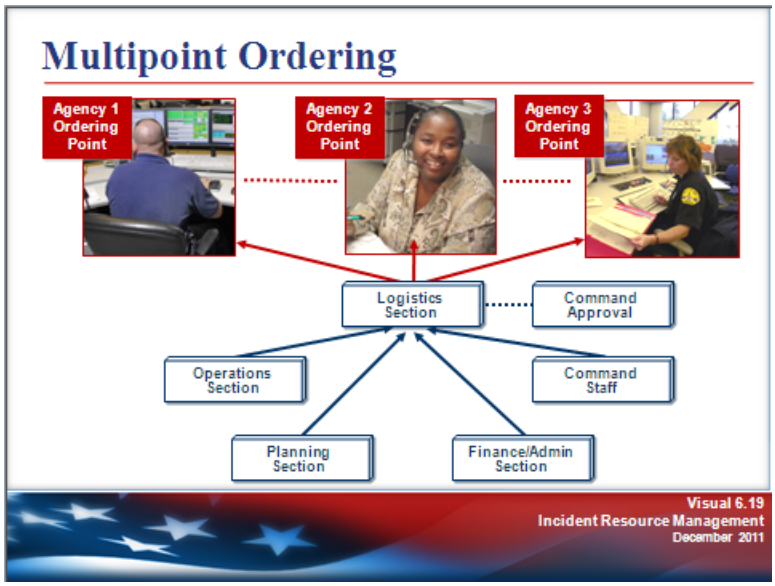
Single-point resource ordering (i.e., ordering all resources through one dispatch/emergency operations center, or other multiagency coordination entity) is usually the preferred method. However, single-point resource ordering may not be feasible when:

- The dispatch/emergency operations center or other multiagency coordination entity becomes overloaded with other activity and is unable to handle new requests in a timely manner.
- Assisting agencies at the incident have policies that require all resource orders be made through their respective dispatch/emergency operations center, or other multiagency coordination entity.
- Special situations relating to the order may necessitate that personnel at the incident discuss the details of the request directly with an offsite agency or private-sector provider.

Refer to the graphic on the visual. If the Logistics Section is not activated, then the Incident Commander or designee would order resources.

Topic: Order and Acquire

Visual 6.19



Visual Description: Multipoint Ordering

Key Points

- Multipoint ordering is when the incident orders resources from several different ordering points and/or the private sector. **Multipoint off-incident resource ordering should be done only when necessary.**

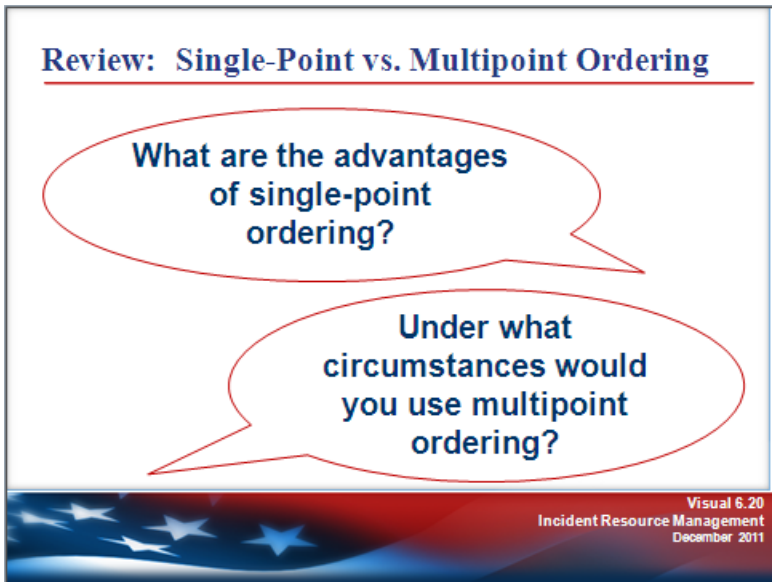
- Multipoint ordering may be necessary when:
  - A certain kind of resource must be directly ordered through the owner agency or supplier (which may not be the home agency). A common example of this is hazardous materials situations that may require specialized private-sector cleanup equipment.
  - Agency policy requires the direct ordering process.
  - Most of the requested resources are from agencies or organizations different from the incident home agency, and it is more convenient or effective to deal with resource providers directly from the incident.

- Multipoint ordering places a heavier load on incident personnel by requiring them to place orders through two or more ordering points. This method of ordering also requires tremendous coordination between and among ordering points, and increases the chances of lost or duplicated orders. A multiagency coordination entity, such as an EOC, may assist the resource ordering process. By involving the EOC:
  - A wider range of sources can be accessed.
  - Priorities can be established, especially in large-scale incidents that have multiple Incident Command Posts.
  - On-scene personnel can focus better on the response issues at hand.

Regardless of whether Logistics is using single or multiple point ordering, the rest of the incident staff must place their requests through Logistics.

Topic | **Order and Acquire**

Visual 6.20



Visual Description: Review: What are the advantages of single-point ordering? Under what circumstances would you use multipoint ordering?

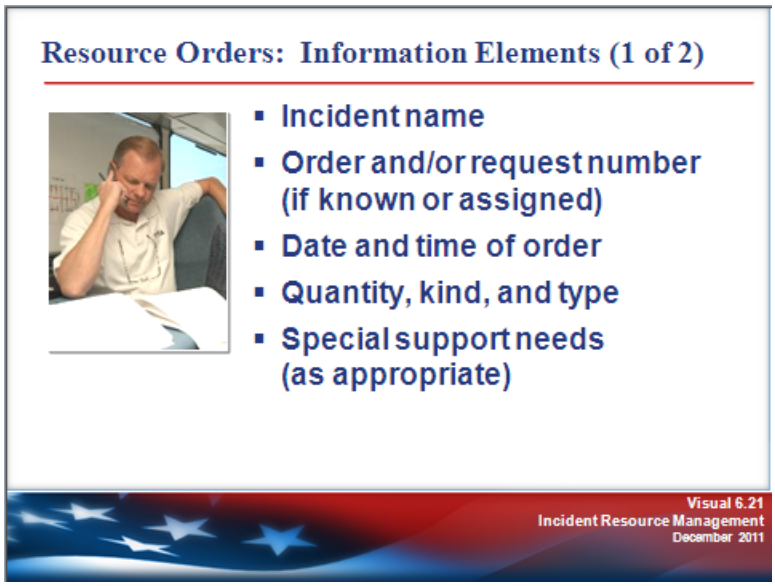
Key Points

What are the advantages of single-point ordering?

Under what circumstances would you use multipoint ordering?

Topic | **Order and Acquire**

Visual 6.21



Visual Description: Resource Orders: Information Elements (1 of 2)

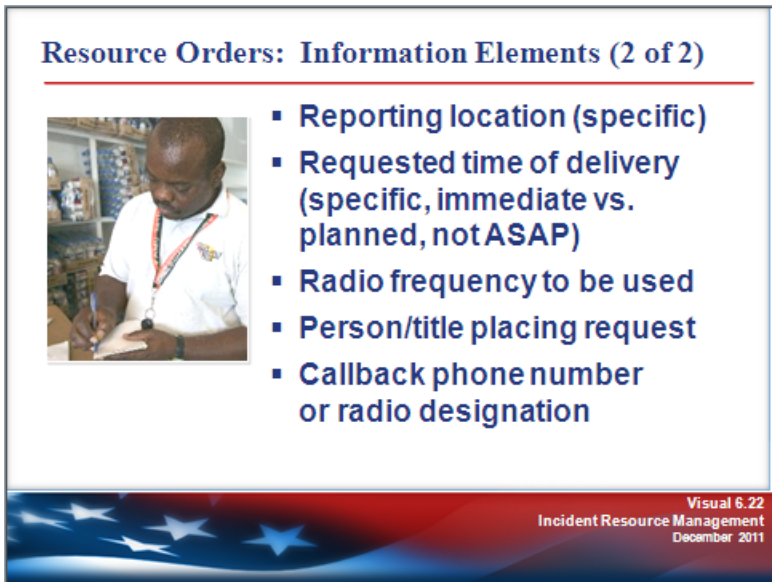
Key Points

Although different formats may exist, every resource order should contain the following essential elements of information:

- Incident name.
- Order and/or request number (if known or assigned).
- Date and time of order.
- Quantity, kind, and type. (Resources should be ordered by Task Forces or Strike Teams when appropriate. Include special support needs as appropriate.)

Topic: Order and Acquire

Visual 6.22



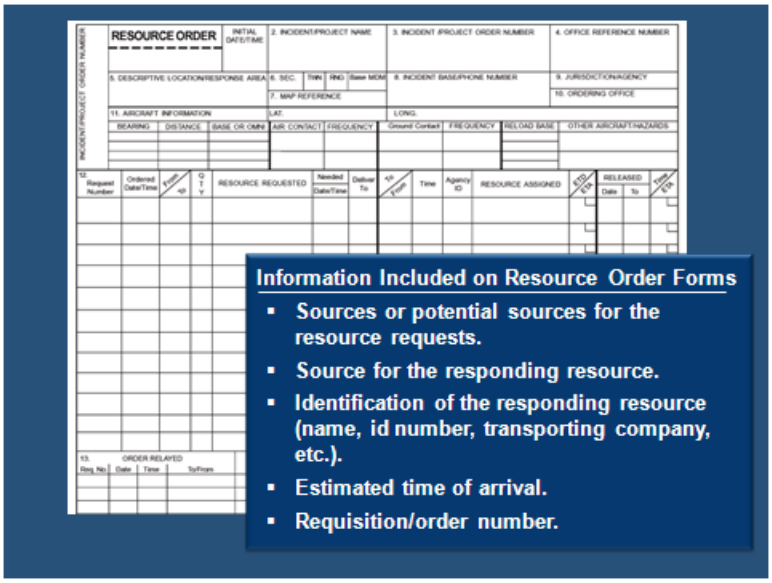
Visual Description: Resource Orders: Information Elements (2 of 2)

Key Points

- Reporting location (specific).
- Requested time of delivery (specific, immediate vs. planned, not ASAP).
- Radio frequency to be used.
- Person/title placing request.
- Callback phone number or radio designation for clarifications or additional information.

Topic: Order and Acquire

Visual 6.23



Visual Description: Resource Order Forms

Key Points

On more complex incidents, resource order forms may be used. The following information is typically included on resource order forms:

- Description of resource
- Source for the responding resource
- Approval by the requesting agency
- Estimated time of arrival and reporting location
- Resource request number

Topic: Mobilize

Visual 6.24

Visual Description: Resource Management Cycle with Mobilize highlighted

Key Points

Note the following key points about mobilization:

- Emergency management/response personnel begin mobilizing when notified through established channels. At the time of notification, personnel are given:
  - The date, time, and place of departure; mode of transportation to the incident;
  - Estimated date and time of arrival; reporting location (address, contact name, and phone number); anticipated incident assignment;
  - Anticipated duration of deployment; and
  - Resource order number; incident number; and applicable cost and funding codes.
- The resource tracking and mobilization processes are directly linked. **When resources arrive on scene, they must be formally checked in.** This starts the on-scene check-in process and validates the order requirements. Notification that the resources have arrived is made through the appropriate channels.

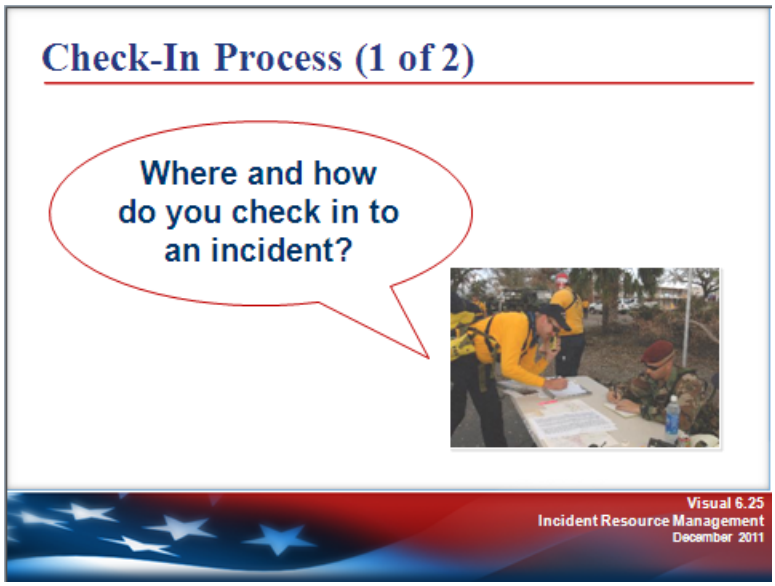
Topic: Mobilize

- The mobilization process may include planning for deployment based on existing interagency mobilization guidelines; equipping; training; designating assembly points that have facilities suitable for logistical support; and obtaining transportation to deliver resources to the incident most quickly, in line with priorities and budgets. Mobilization plans should also recognize that some resources are fixed facilities, such as laboratories, hospitals, EOCs, shelters, and waste management systems. These facilities assist operations without moving into the incident area in the way that other resources are mobilized. Plans and systems to monitor the status of resource mobilization should be flexible enough to adapt to both types of mobilization.

- Managers should plan and prepare for the demobilization process at the same time as they begin the resource mobilization process. Early planning for demobilization facilitates accountability and makes the transportation of resources as efficient as possible—in terms of both costs and time of delivery.

Topic | **Mobilize**

Visual 6.25



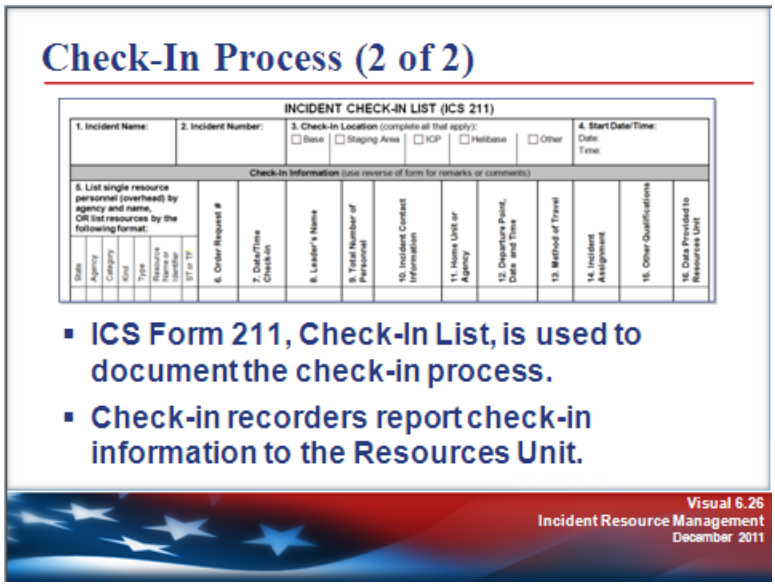
Visual Description: Check-In Process (1 of 2)

Key Points

Where and how do you check in to an incident?

Topic | **Mobilize**

Visual 6.26



Visual Description: Check-In Process (2 of 2)

Key Points

The ICS 211 is used for resource check-in.

A check-in recorder will be assigned to each location where resources will check in. Check-in recorders must have an adequate supply of check-in forms and be briefed on the frequency for reporting check-in information to the Resources Unit.

A copy of the ICS 211 can be found on the next page.

INCIDENT CHECK-IN LIST	1. Incident Name	2. Check-In Location (complete all that apply)					3. Date/Time
Check one: ☐ Personnel ☐ Handcrew ☐ Misc. ☐ Engines ☐ Dozers ☐ Helicopters ☐ Aircraft		☐ Base	☐ Camp	☐ Staging Area	☐ ICP Restat	☐ Helibase	

Check-In Information

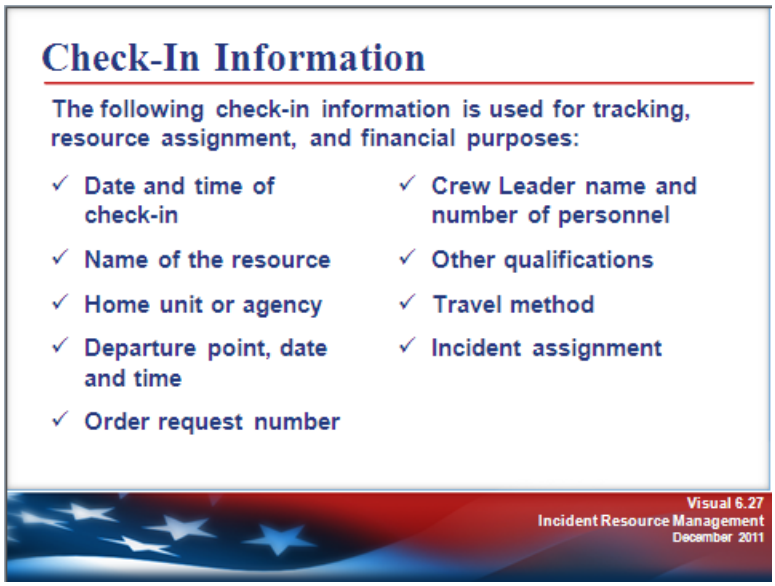
4. List Personnel (overhead) by Agency & Name -OR- List equipment by the following format: Agency	Single	Kind	Type	I.D. No/Name	6. Order/Request Number	6. Date/ Time Check-In	7. Leader's Name	8. Total No. Personnel	9. Manifest Yes	9. Manifest No	10. Crew or Individual's Weight	11. Home Base	12. Departure Point	13. Method of Travel	14. Incident Assignment	16. Other Qualifications	16. Sent to RESTAT Time/Int

Page ___ of ____	17. Prepared by (Name and Position) *Use back for remarks or comments*

ICS 211

Topic | **Mobilize**

Visual 6.27



Visual Description: Check-In Information

Key Points

Limiting the number of check-in locations will greatly increase the reliability of resource information on the incident, thus improving future planning efforts.

The following check-in information is used for tracking, resource assignment, and financial purposes:

- Date and time of check-in
- Name of the resource
- Home unit or agency
- Departure point, date and time
- Order request number
- Crew Leader name and number of personnel
- Other qualifications
- Travel method
- Incident assignment

Topic | **Mobilize**

Visual 6.28

Visual Description: Assignment of Resources

Key Points

Incoming primary and tactical resources will initially be assigned to the following locations at the incident:

- Direct Assignment to Supervisor
- Assignment to Staging Area
- Assignment to Incident Base or Camp

Topic | **Mobilize**

Visual 6.29

Visual Description: Direct Assignment to Supervisor

Key Points

On fast moving or rapidly expanding incidents, tactical resources are often assigned to report immediately to Divisions or Groups to support the current IAP. In these situations, the tactical resources must always report in with a designated Division or Group Supervisor (if assigned to a Single Resource, the tactical resource is reporting to his or her supervisor).

Formal check-in will take place later after resources are placed in Staging Areas or are out-of-service.

While a direct assignment to supervisors is often necessary to meet the demands of the incident, it is not the preferred way of handling incoming additional resources, especially if they have traveled long distances.

Topic | **Mobilize**

Visual 6.30

Visual Description: Assignment to Staging Area

Key Points

Assignment of resources to the Staging Area:

- Incoming tactical resources are assigned to Staging Areas. Resources may sent in the Staging Area when they:
  - Will be assigned during the current operational period.
  - Are needed to provide a reserve force for contingencies.
  - Are single resources that need to be formed into Task Forces and/or Strike Teams prior to assignment.

- As part of the planning process, the Operations Section Chief will decide quantity, kind, and type of resources to be kept in Staging Areas. This decision is based on creating adequate reserves to meet expected contingencies.

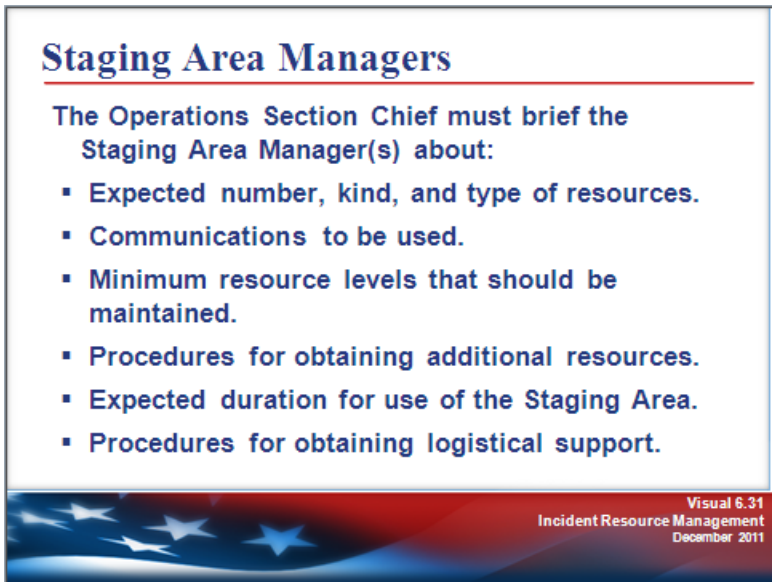
- The number of resources in a Staging Area can change dramatically during an operational period. It can be, and often is, a dynamic and fluid situation, with resources leaving the Staging Area for active assignments and new resources arriving.

- The Staging Area Manager must maintain the status of resources in the Staging Area and inform the Operations Section Chief when minimum levels of resources are about to be reached.

- At times the Operations Section Chief will delegate the authority to place additional resource orders to maintain minimum levels to the Staging Area Manager. The Operations Section Chief will then determine if additional resources are to be ordered.

Topic | **Mobilize**

Visual 6.31



Visual Description: Staging Area Managers

Key Points

The Operations Section Chief must brief the Staging Area Manager(s) on how the Staging Area should be managed. This briefing should include:

- Expected number, kind, and type of resources.
- Communications to be used.
- Minimum resource levels that should be maintained.
- Procedures for obtaining additional resources.
- Expected duration for use of the Staging Area.
- Procedures for obtaining logistical support.

Topic	Mobilize

Visual 6.32

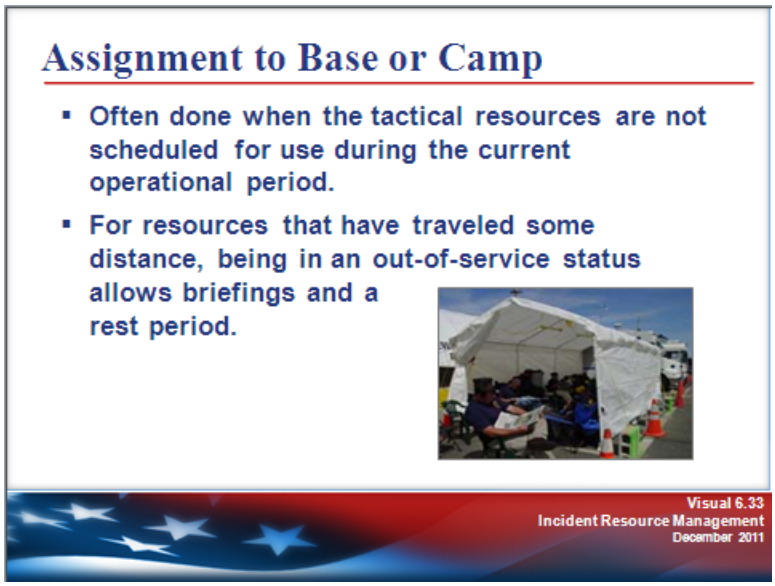
Visual Description: What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?

Key Points

What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?

Topic | **Mobilize**

Visual 6.33



Visual Description: Assignment to Base or Camp

Key Points

Assignment to the incident Base or Camp location is often done when the tactical resources are not scheduled for use during the current operational period.

For resources that have traveled some distance, the assignment to the Base or Camps in an out-of-service status allows briefings and a rest period prior to taking on an active assignment in the next operational period.

Personnel resources ordered to fill specific organizational assignments will report to their designated check-in location, which will usually be the Resources Unit at the Incident Command Post, the incident Base, or another designated facility.

Topic: Track and Report

Visual 6.34

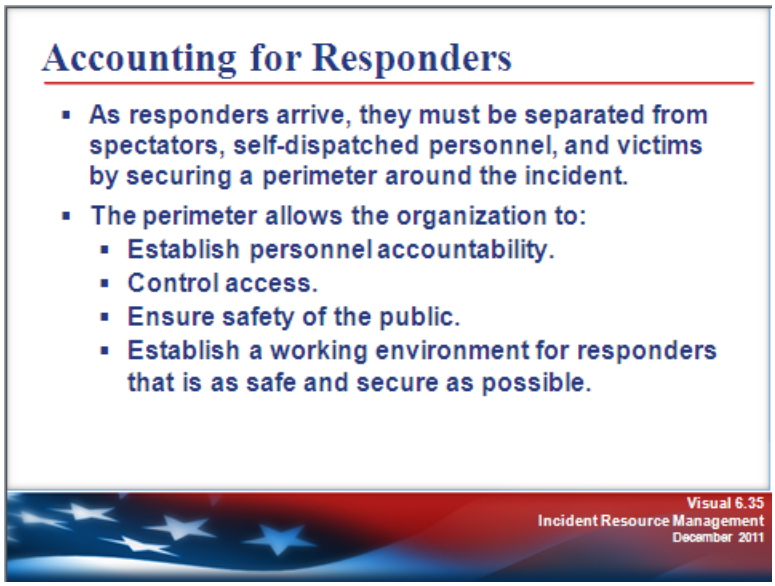
Visual Description: Resource Management Cycle with Track and Report highlighted

Key Points

The next section of the unit covers resource check-in and tracking.

Topic | **Track and Report**

Visual 6.35



Visual Description: Accounting for Responders

Key Points

As soon as the incident is discovered and reported, and often even before responders are dispatched, self-dispatched personnel, victims, and spectators will converge at the scene. When responders arrive, they must separate first spectators, and then volunteers from victims, and secure a perimeter around the incident.

This perimeter allows the organization to:

- Establish personnel accountability.
- Control access.
- Ensure safety of the public.
- Establish a working environment for responders that is safe and secure.

Topic | **Track and Report**

Visual 6.36

Visual Description: Incident Security

Key Points

As was evident in 9-11, force protection must be a primary consideration in an environment where responders may be a primary or secondary target.

Incident security requires:

- Distinguishing agency personnel who have been dispatched from those who self-dispatched.
- Identifying and credentialing officially dispatched mutual aid resources.
- Establishing controlled points of access for authorized personnel.

Topic | **Track and Report**

Visual 6.37

Visual Description: Tracking Resources: Responsibilities

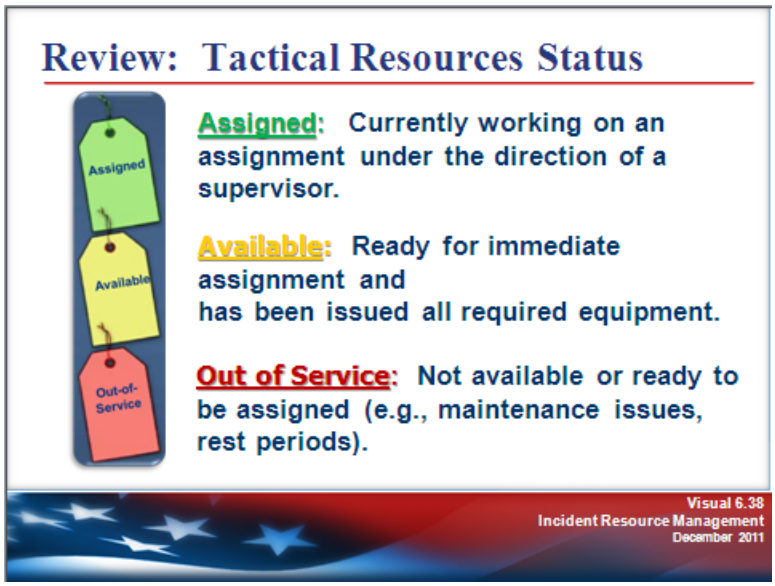
Key Points

Tracking resources efficiently while they are on the incident is essential for personnel safety, accountability, and fiscal control. Resource tracking responsibilities on the incident are shared between:

- **Planning Section**, which is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service).
- **Operations Section**, which is responsible for tracking the movement of resources within the Operations Section itself.
- **Finance/Administration Section**, which is responsible for ensuring the cost-effectiveness of resources.

Topic | **Track and Report**

Visual 6.38



Visual Description: Review: Tactical Resources Status

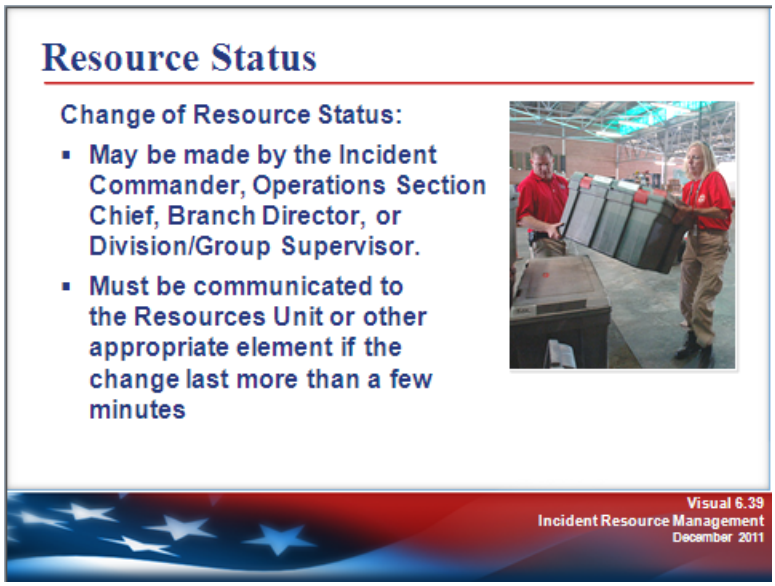
Key Points

Remember that ICS classifies tactical resources into one of three categories based on their status. These categories include:

- **Assigned** – Currently working on an assignment under the direction of a supervisor
- **Available** – Ready for immediate assignment and has been issued all required equipment
- **Out-of-Service** – Not available or ready to be assigned (e.g., maintenance issues, rest periods)

Topic | **Track and Report**

Visual 6.39



Visual Description: Change of Resource Status

Key Points

Resource status on an incident is maintained and changed by the supervisor who has the resources under assignment.

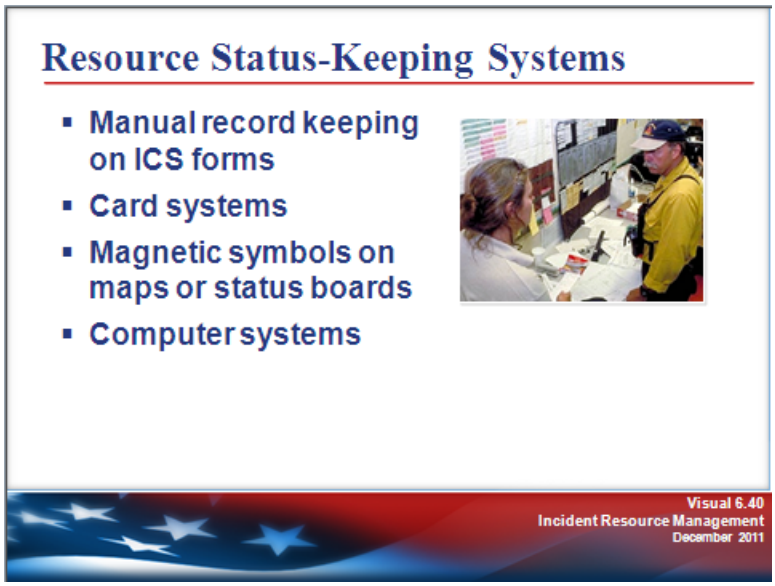
During larger incidents a Resources Unit, if established, will also maintain status on all resources assigned to the incident. The Resources Unit will not on its own authority change the status of resources.

All changes in status that last for more than a few minutes must be communicated to the appropriate organizational element. The individual who makes the status change is responsible for making sure the change is communicated to the person or Unit responsible for maintaining overall resource status at the incident.

Depending on the levels of activation within the incident organization, changes in resource status may be made by the Incident Commander, the Operations Section Chief, the Branch Director, or the Division/Group Supervisor. Information about the status change will be passed to the Resources Unit of the Planning Section.

Topic | **Track and Report**

Visual 6.40



Visual Description: Resource Status-Keeping Systems

Key Points

There are several status-keeping methods or systems that can be used to keep track of resources at incidents.

Below are examples of systems. (Note that no single system is recommended.)

- **Manual Record Keeping on Forms.** The following ICS forms can be used for resource tracking: the resources summary of the Incident Briefing (ICS Form 201), Check-In List (ICS Form 211), and Assignment List (ICS Form 204).

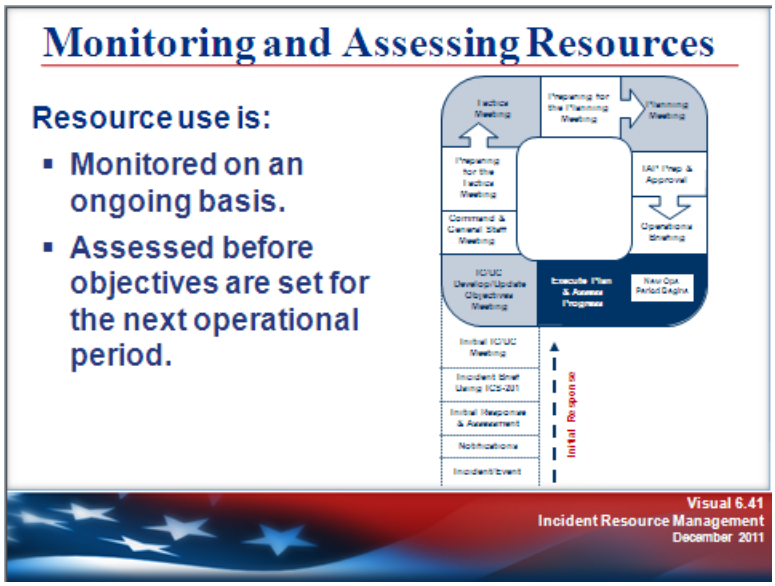
- **Card Systems.** Several versions are available that allow for maintaining status of resources on cards. One of these systems has different colored T-shaped cards for each kind of resource. The cards are formatted to record various kinds of information about the resource. The cards are filed in racks by current location.

- **Magnetic Symbols on Maps or Status Boards.** Symbols can be prepared in different shapes, sizes, and colors with space to add a resource designator. The symbols are placed on maps or on boards indicating locations designated to match the incident.

- **Computer Systems.** A laptop computer can be used with a simple file management or spreadsheet program to maintain information on resources. These systems can be used to compile check-in information and then maintained to reflect current resource status.

Topic | **Track and Report**

Visual 6.41



Visual Description: Monitoring and Assessing Resources

Key Points

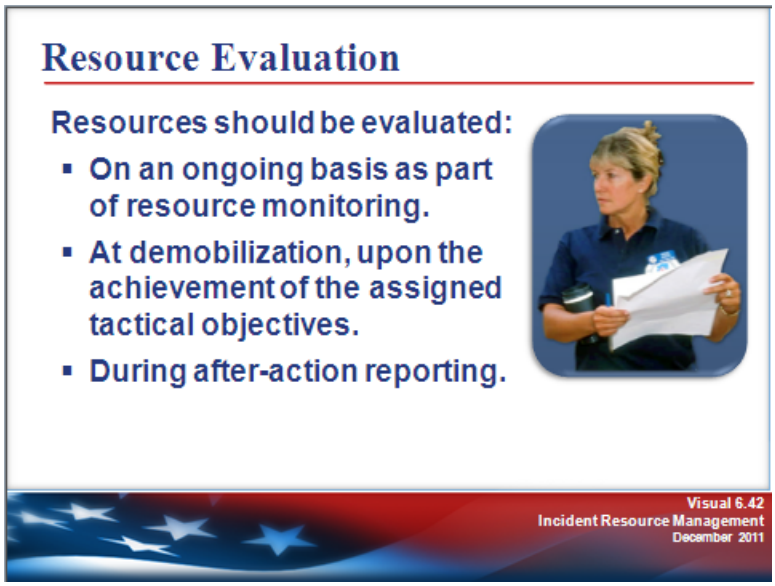
Remember that the Planning "P" is a guide to the incident planning process.

Resource use is:

- Monitored on an ongoing basis.
- Assessed before objectives are set for the next operational period.

Topic | **Track and Report**

Visual 6.42



Visual Description: Resource Evaluation

Key Points

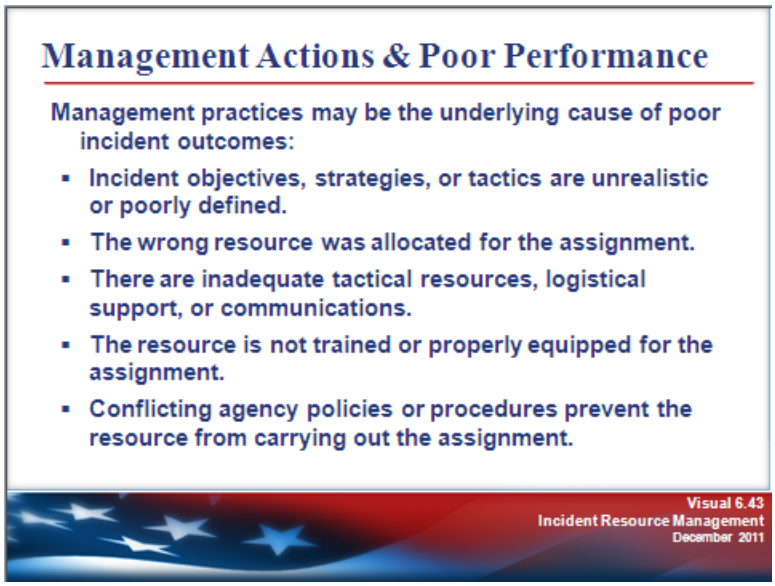
Evaluation of resource performance involves monitoring, evaluating, and adjusting the performance of the organization and its components to ensure that all efforts are directed toward achieving the specified objectives.

Resources should be evaluated:

- On an ongoing basis as part of resource monitoring.
- At demobilization, upon the achievement of the assigned tactical objectives.
- During after-action reporting.

Topic | **Track and Report**

Visual 6.43



Visual Description: Management Actions & Poor Performance

Key Points

While some poor performance is due to the lack of motivation on the part of assigned personnel, it is more likely that management actions have produced or contributed to the problem.

Management actions that may cause poor performance include the following:

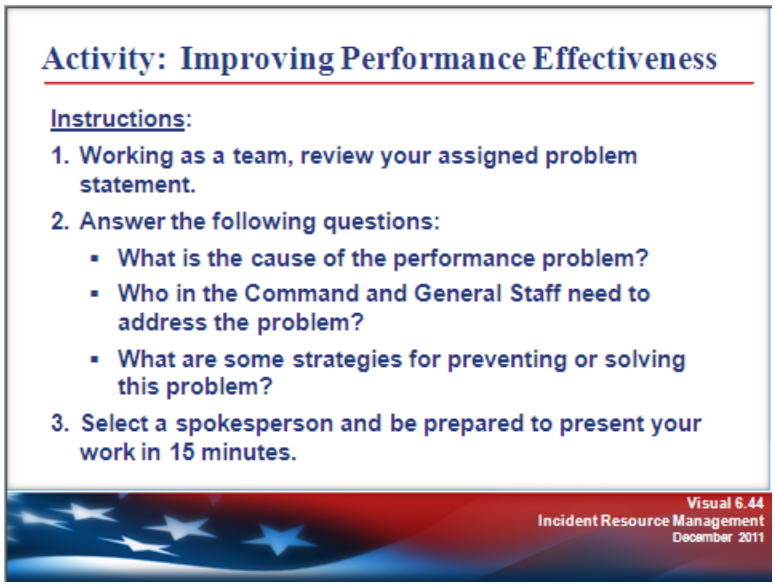
- Incident objectives, strategies, or tactics are unrealistic or poorly defined.
- The wrong resource was allocated for the assignment.
- There are inadequate tactical resources, logistical support, or communications.
- The resource is not trained or properly equipped for the assignment.
- Conflicting agency policies or procedures prevent the resource from carrying out the assignment.

Failure at the tactical level is likely to reflect a failure to appropriately manage the resource during the planning process.

Evaluation needs to go on constantly and corrections made as necessary throughout the life of the incident.

Topic | **Track and Report**

Visual 6.44



Visual Description: Activity: Improving Performance Effectiveness

Key Points

Instructions:

1. Working as a team, review your assigned problem statement.
2. Answer the following questions:
   - What is the cause of the performance problem?
   - Who in the Command and General Staff need to address the problem?
   - What are some strategies for preventing or solving this problem?
3. Select a spokesperson and be prepared to present your work in 15 minutes.

Activity: Improving Performance Effectiveness

On a recent incident, the following performance issues have arisen.

Performance Issue #1: A local volunteer organization has personnel assigned to the Logistics Section to assist in providing meals to responders. One volunteer arrived for work visibly impaired, and informed his co-workers that he had "just a couple of drinks to relax" before coming to work.

Strategy:

Performance Issue #2: Resource tracking is poor. Check-In Recorders are providing incomplete or inaccurate information from responding resources. Some resources have evidently responded, worked, and gone home without ever having checked in. Additionally, resources obtained through a mutual aid agreement that are no longer needed remain at the incident site.

Strategy:

Performance Issue #3: Evacuation Division B is using non-uniformed personnel to deliver evacuation instructions door-to-door within the community. Compliance with the evacuation order is very poor, and 911 is deluged with calls from the affected public asking if the evacuation order is official.

Strategy:

Activity: Improving Performance Effectiveness (Continued)

Performance Issue #4: A police officer at a traffic control point was struck by a motorist and received minor injuries. She was taken to the hospital by a witness to the accident, treated, and released. The first Incident Management staff hear of the problem is when asked by the media at a press conference.

Strategy:

Performance Issue #5: Self-dispatched resources are arriving at the Staging Area. In the confusion, several of these resources who were assigned to Task Forces now appear to lack the skills needed to operate equipment or execute orders.

Strategy:

Performance Issue #6: The 5 o'clock news features a prominent interview with an incident responder at the Staging Area. The responder is not a member of the Public Information Staff, has not been given an active assignment (or even seen the actual scene of the train wreck), but is waxing eloquently about how poorly the incident is being managed.

Strategy:

Topic: Recover, Demobilize, and Reimburse

Visual 6.43

Visual Description: Resource Management Cycle with Recover/Demobilize and Reimburse highlighted

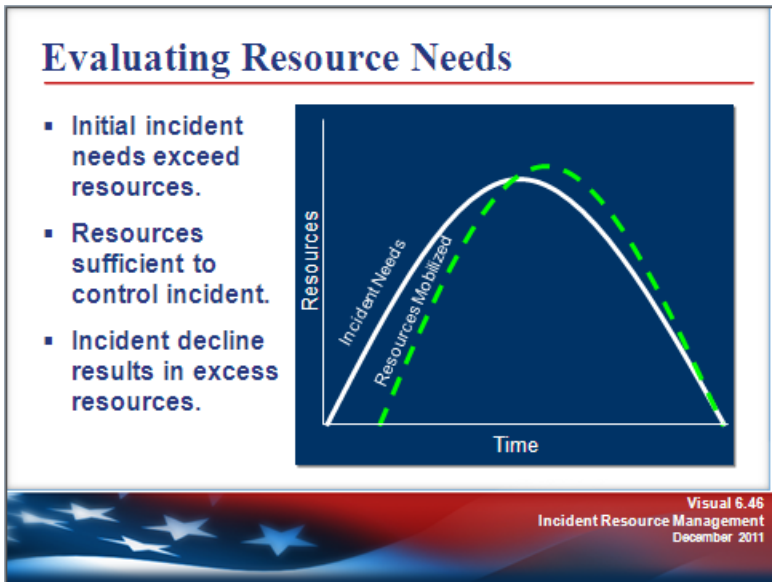
Key Points

The next phases of the resource management cycle include resource recovery, demobilization, and reimbursement.

- **Recovery** involves the final disposition of all resources, including those located at the incident site and at fixed facilities. During this process, resources are rehabilitated, replenished, disposed of, and/or returned.
- **Demobilization** is the orderly, safe, and efficient return of an incident resource to its original location and status. It can begin at any point of an incident, but should begin as soon as possible to facilitate accountability of the resources. The demobilization process should coordinate between incident(s) and multiagency coordination systems for the re-assignment of resources if necessary, and to prioritize critical resource needs during demobilization.
- **Reimbursement:** In many cases, resources rendered may or may not be reimbursed based upon pre-incident agreements. When applicable, reimbursement provides a mechanism to recoup funds expended for incident-specific activities. Reimbursement processes play an important role in establishing and maintaining the readiness of resources and should be in place to ensure that resource providers are reimbursed in a timely manner. These processes should include mechanisms for collecting bills, validating costs against the scope of the work, ensuring that proper authorities are involved, and accessing reimbursement programs. Reimbursement mechanisms should be included in preparedness plans, mutual aid agreements, and assistance agreements.

Topic | **Recover, Demobilize, and Reimburse**

Visual 6.46



Visual Description: Evaluating Resource Needs

Key Points

On every incident, resource needs follow a predictable arc compared to the arc followed by the incident itself.

Initially, the incident may build faster than resources can arrive. Eventually, the sufficient resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs and demobilization can begin.

Topic | **Recover, Demobilize, and Reimburse**

Visual 6.47

Visual Description: Resource Demobilization

Key Points

Excess resources must be released in a timely manner to reduce incident-related costs and to "free up" resources for other assignments.

The planning for demobilization should begin almost immediately and certainly well in advance of when demobilization actually takes place.

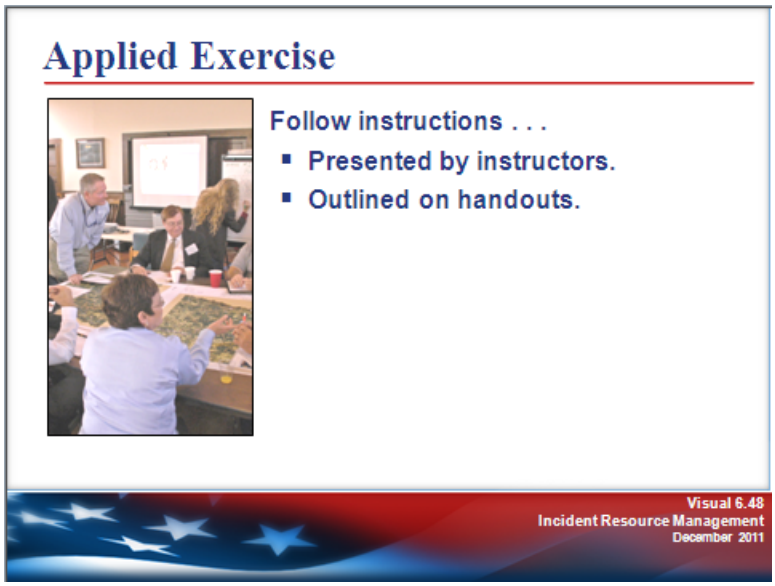
The process of demobilizing resources begins at the Operations Section level, where the need for continued tactical resources will be determined.

When tactical resources are no longer needed, other parts of the organization may also be reduced.

The next unit covers Demobilization Planning.

Topic: Applied Exercise: Resource Management

Visual 6.48



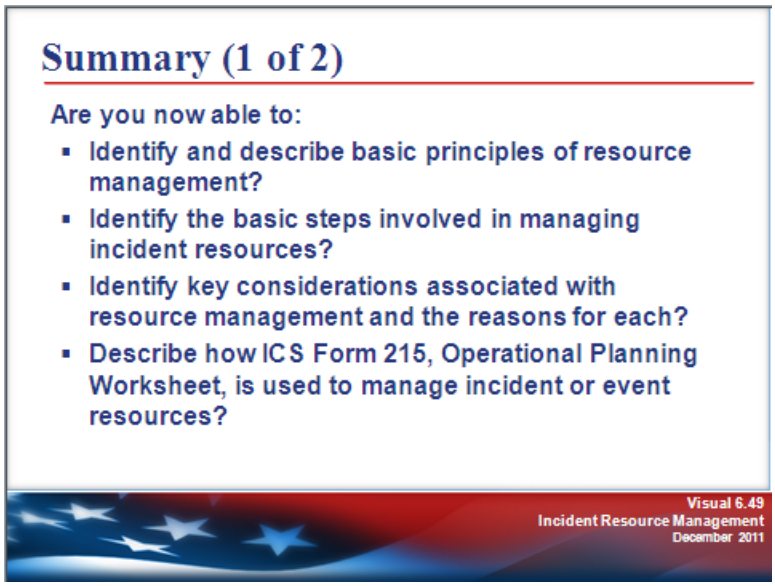
Visual Description: Applied Exercise: Resource Management

Key Points

You'll now continue the exercise you selected in the previous unit to apply key ICS concepts. Follow the instructions presented by your instructors and outlined on the handouts.

Topic: Summary

Visual 6.47



Visual Description: Summary (1 of 2)

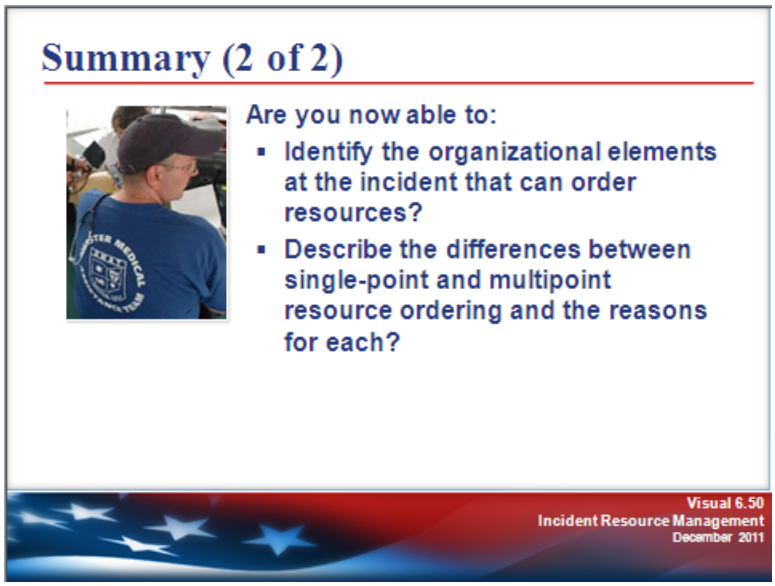
Key Points

Are you now able to:

- Identify and describe basic principles of resource management?
- Identify the basic steps involved in managing incident resources?
- Identify key considerations associated with resource management and the reasons for each?
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources?

Topic | **Summary**

Visual 6.48



Visual Description: Summary (2 of 2)

Key Points

Are you now able to:

- Identify the organizational elements at the incident that can order resources?
- Describe the differences between single-point and multipoint resource ordering and the reasons for each?

Unit 7: Demobilization, Transfer of Command, and Closeout

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Unit Objectives

At the end of this unit, you should be able to:

- Describe the importance of demobilization planning.
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning.
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties.
- List the major sections in a demobilization plan.
- Identify the need for transfer of command or closeout.
- Identify the process involved in a closeout meeting.

Scope

- Unit Introduction and Objectives
- Demobilization
- Activity: Reviewing the Demobilization Plan
- Transfer of Command
- Closeout
- After-Action Review
- Applied Exercise
- Summary

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Topic: Unit Introduction

Visual 7.1

Visual Description: Unit Introduction

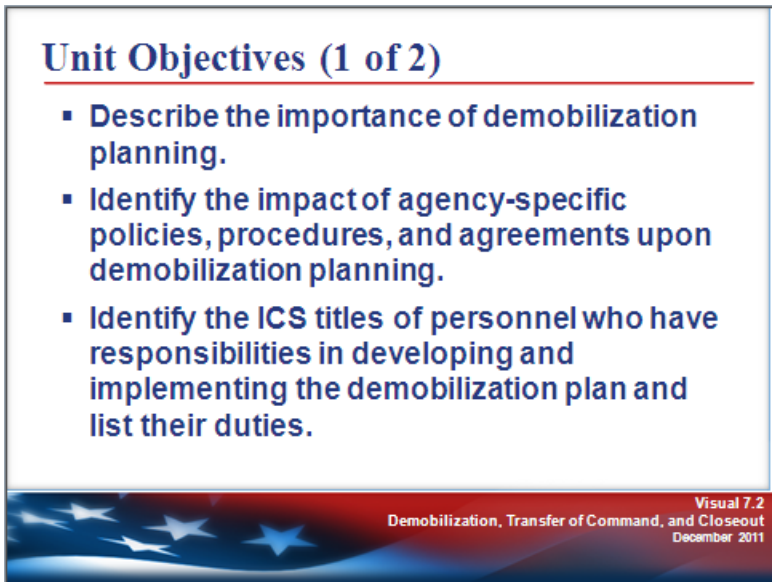
Key Points

All incidents eventually draw to a close. How the incident is downsized and closed out is an important part of incident management.

This unit focuses on the demobilization process, transfer of command, and incident closeout.

Topic: Unit Objectives

Visual 7.2



Visual Description: Unit Objectives (1 of 2)

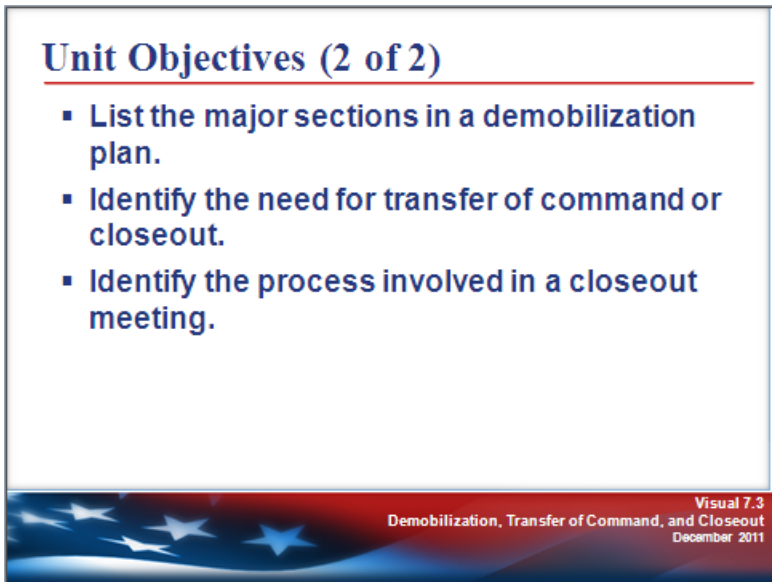
Key Points

By the end of this unit, you should be able to:

- Describe the importance of demobilization planning.
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning.
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties.

Topic: Unit Objectives

Visual 7.3



Visual Description: Unit Objectives (2 of 2)

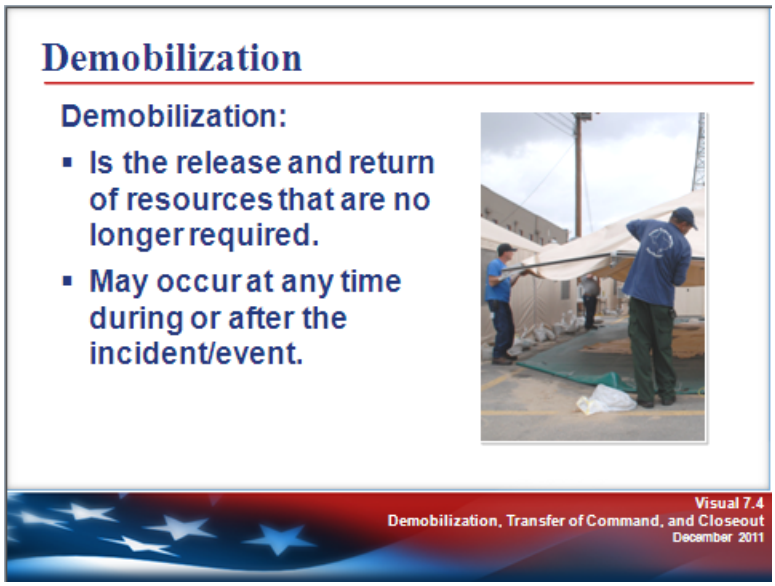
Key Points

By the end of this unit, you should be able to:

- List the major sections in a demobilization plan.
- Identify the need for transfer of command or closeout.
- Identify the process involved in a closeout meeting.

Topic: Demobilization

Visual 7.4



Visual Description: Demobilization

Key Points

Demobilization involves the release and return of resources that are no longer required for the support of an incident/event.

The release and return of resources may occur during an incident/event or after the incident/event is over.

Refer to the job aid on the next page for additional information on anticipating the workload involved in planning for demobilization.

Topic: Demobilization Planning Considerations

After the incident is controlled, and tactical resources are beginning to be released, the incident management organization should begin to monitor the number of support and management staff that are assigned. Below are some typical workload considerations to consider when planning for demobilization.

Position	Demobilization Considerations
Public Information Officer	Press interest may taper off toward the end of the incident, especially when tactics turn from life safety to cleanup. As the incident demobilizes, the need for interagency coordination of information may also decline. While it is important that the press continue to have a contact at the incident, it may be possible for the Public Information Officer to scale back operations.
Safety Officer	As the number of tactical operations at an incident decreases, the demand on the Safety Officer will also decline. However, some incidents require post-incident debriefings that will require the input of the Safety Officer. While the workload may level out, it may remain until the end of the incident.
Liaison Officer	As Cooperating and Assisting Agency resources are demobilized, the Liaison Officer's job will become less complex. The Liaison Officer is also likely to be involved in interagency post-incident review activities that may require continued presence at the incident and involvement after final demobilization.
Operations Section	The Operations Section Chief should be able to reduce support staff such as Deputies and Staging Area Managers as the Operations Section is demobilized.
Planning Section	In the Planning Section, the later workload falls on the Demobilization and Documentation Units. The Demobilization Unit will develop the Demobilization Plan and monitor its implementation. The Documentation Unit will package all incident documentation for archiving with the responsible agency or jurisdiction. Both of these processes are finished late in the incident.
Logistics Section	The Supply Unit and the Facilities Unit play major roles as the incident winds down. The Facilities Unit will need to demobilize the incident facilities, such as the command post and incident base. The Supply Unit must collect, inventory, and arrange to refurbish, rehabilitate, or replace resources depleted, lost, or damaged at the incident.
Finance and Administration Section	Many of the activities of the Finance and Administration Section continue well after the rest of the organization has been demobilized. Much of the paperwork needed to document an incident is completed during or after demobilization.

Topic: Demobilization

Visual 7.5

Visual Description: Demobilizing Nonexpendable and Expendable Resources

Key Points

These key points address demobilizing the following types of resources:

- **Nonexpendable Resources:** These resources (such as people, fire engines, and other durable equipment) are fully accounted for during the incident and again when they are returned to the organization that issued them. The issuing organization then restores the resources to fully functional capability and readies them for the next mobilization. Broken and/or lost items should be replaced through the appropriate resupply process, by the organization with invoicing responsibility for the incident, or as defined in preincident agreements.

  It is critical that fixed facility resources also be restored to their full functional capability in order to ensure readiness for the next mobilization. In the case of human resources, such as Incident Management Teams, adequate rest and recuperation time and facilities should be provided. Important occupational health and mental health issues should also be addressed, including monitoring how such incidents affect emergency management/response personnel over time.

(Continued on the next page.)

Topic: Demobilization

- **Expendable Resources:** Expendable resources (such as water, food, fuel, and other one-time-use supplies) must be fully accounted for. The incident management organization bears the costs of expendable resources, as authorized in financial agreements executed by preparedness organizations.

  Restocking occurs at the point from which a resource was issued. Returned resources that are not in restorable condition (whether expendable or nonexpendable) must be declared as excess according to established regulations and policies of the controlling jurisdiction, agency, or organization. Waste management is of special note in the process of recovering resources, as resources that require special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) are handled according to established regulations and policies.

Topic | **Demobilization**

Visual 7.6

Visual Description: Demobilization Challenges—Discussion Question: What challenges are related to demobilization?

Key Points

What challenges are related to demobilization?

Topic: Demobilization

Visual 7.7

Visual Description: Demobilization Planning Benefits

Key Points

Demobilization planning helps to:

- Ensure a controlled, safe, efficient, and cost-effective release process.
- Eliminate waste.
- Eliminate potential fiscal and legal impacts.

Topic | **Demobilization**

Visual 7.8

Visual Description: Agency Policies and Procedures

Key Points

Note the following points:

- On smaller incidents, resources are released to finish shifts or work periods. Demobilization planning is obscure and rests with the Incident Commander and typical agency protocols. But on longer duration incidents, resources may have worked in excess of agreed-upon work schedules or may have traveled well out of their jurisdiction. The Finance/Administration Section may require documentation prior to outside agencies departing the incident.

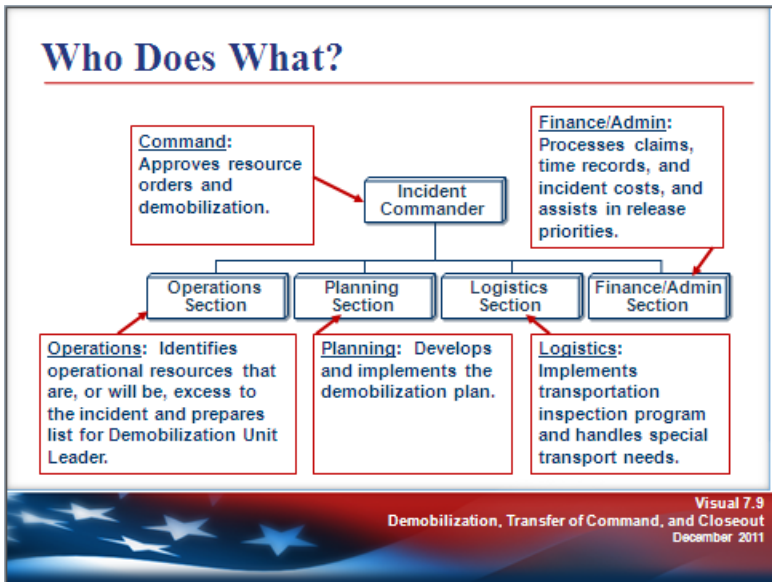
- In some cases, a priority of release may be necessary if all resources cannot be processed for release at the same general time. Agency policy or work rules may impact this priority. There may be local, regional, or national guidance on release priorities for incident resources.

- Agency policies, procedures, and agreements must be considered by the incident management prior to releasing resources. For example, if the drivers of large vehicles carry special licenses (commercial rating, for example), they may be affected by State and Federal Government regulations for the amount of rest required before a driver can get back on the road.

- Some agencies may require that the vehicle be inspected by incident personnel for damage caused by use on the incident and that damage claims be properly documented, etc. If an injury occurred while on the incident, worker's compensation laws may apply and documentation must be completed in a timely manner.

Topic: Demobilization

Visual 7.9



Visual Description: Who Does What?

Key Points

The primary roles of the Incident Commander and the Sections in demobilization planning:

- **Incident Commander:** Approves resource orders and demobilization.
- **Operations Section:** Identifies operational resources that are, or will be, excess to the incident and prepares list for Demobilization Unit Leader.
- **Planning Section:** Develops and implements the Demobilization Plan.
- **Logistics Section:** Implements transportation inspection program and handles special transport needs.
- **Finance/Administration Section**: Processes claims, time records, and incident costs, and assists in release priorities.

Topic: Demobilization

Visual 7.10

Demobilization Plan: Information Needs

What Information Is Needed?	Who Provides?
Excess resources; release priorities	All Supervisors and Managers
Plan development; resource information; demobilization process	Planning Section
Continuing needs for tactical resources	Operations Section
Transportation availability; communications; maintenance	Logistics Section
Claims, time records, and costs of individual resources that are a factor in release	Finance/Admin Section
Agreements regarding other agency resources	Liaison Officer
Physical condition of personnel; physical needs; adequacy of transportation	Safety Officer
Return and reassignment of resources	Agency Dispatch/Ordering Centers

Visual Description: Demobilization Plan: Information Needs

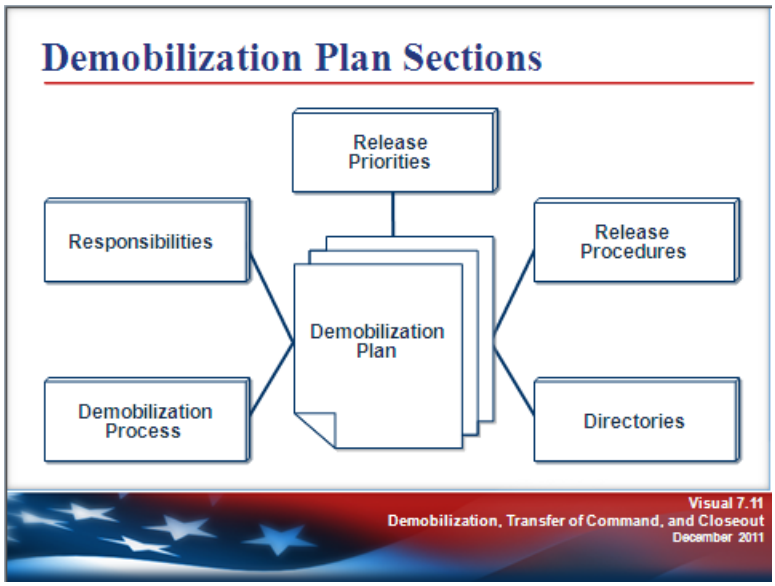
Key Points

The ICS titles of personnel who have responsibilities in demobilization planning:

- **All Incident Supervisors and Managers:** Identify excess resources and provide list and priorities to the Demobilization Unit.
- **Planning Section:** Coordinate the development of the Demobilization Plan. The Demobilization Unit Leader develops the specific, individual plan document and outline of the process. The Resources Unit Leader assists the Demobilization Unit Leader in determining total resources assigned, home units, length of assignment, and travel needs.
- **Operations Section:** Identifies continuing needs for operational resources and those that are, or will be, excess to the incident, and prepares the list for the Demobilization Unit Leader.
- **Logistics Section:** Handles special transportation and communications needs and implements vehicle inspection program.
- **Finance/Administration Section:** Processes claims, time records, and incident costs, and helps determine release priorities.
- **Liaison Officer:** Identifies terms of agreements with assisting agencies in regard to release of the resources and special needs.
- **Safety Officer:** Considers physical condition of personnel and ensures that supervisors assess their subordinates' ability to travel.
- **Agency Dispatch Centers and Ordering Points:** Provide information for reassignment of released resources to other incidents.

Topic: Demobilization

Visual 7.11



Visual Description: Demobilization Plan Sections

Key Points

The Demobilization Plan should contain the following sections:

- General information about the demobilization process.
- Responsibilities for implementation of the Demobilization Plan.
- General release priorities.
- Specific release procedures.
- Directories (maps, telephone listings, etc.).

Demobilization planning can be quite complex on large multiagency incidents. Training and experience will help ensure that personnel with demobilization planning responsibilities perform their jobs accurately.

Refer to the sample Demobilization Plan on the next pages.

SAMPLE DEMOBILIZATION PLAN (Page 1 of 5)
NORTH SMITHMAN INCIDENT

Prepared by	_____	_____
	Planning Section Chief	**Date**
Approved by	_____	_____
	Logistics Section Chief	**Date**
Approved by	_____	_____
	Operations Section Chief	**Date**
Approved by	_____	_____
	Finance Section Chief	**Date**
Approved by	_____	_____
	Supervisor-Expanded Dispatch	**Date**
Approved by	_____	_____
	Incident Commander	**Date**
Approved by	_____	_____
	Area Commander	**Date**

SAMPLE DEMOBILIZATION PLAN (Page 2 of 5)

The Demobilization Plan contains five (5) sections:

1. **General Information**
2. **Responsibilities**
3. **Release Priorities**
4. **Release Procedures**
5. **Travel Information**

1. GENERAL INFORMATION

The demobilization process at the North Smithman Incident will require coordination with the Area Command Team and the Expanded Dispatch function. Pueblo Area Command has directed that normal demobilization procedures will be utilized in the area. All resources with their own transportation must meet rest/work guidelines prior to driving.

All releases from the Smithman Incident will be initiated in the Demob Unit after Incident Commander (IC) approval. The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel during the time it takes to process all of the releases in a safe and efficient manner. No resources are to leave the Incident until authorized to do so. At this time, no off-Incident Demob Center will be activated. The Logistics Section will provide for all necessary transportation of released personnel and equipment. The Demob Unit will arrange for any needed flight arrangements through Expanded Dispatch.

The following are general guidelines to be followed for resources that are leaving the Incident.

A. No person will be released without having a minimum of eight (8) hours rest, unless specifically approved by the IC.

B. All Federal resources must be able to arrive at their home base prior to 2200 (10 PM). Other agencies and cooperators must meet individual agency regulations pertaining to rest and travel.

C. All Party Chiefs, Crew Supervisors, and Strike Team Leaders will be thoroughly briefed prior to leaving the Incident. Briefing to include: 1. method of travel, 2. passengers (if any), 3. destination, 4. ETD Camp/ETA home base, and 5. transportation arrangements.

All personnel returning home on commercial aircraft will be showered and wear clean clothing.

To prevent delays and work overloads, Logistics and Finance will be notified as soon as possible when surplus resources are to be Demobed. (Demob will try to advise the two Units 24 hours in advance.) Notification of Incident personnel will be by posting of "Tentative Releases" 12 hours in advance. Crew Supervisors may also be paged when the Demob process is to begin.

If applicable, all oversize vehicles (e.g., transports) MUST have appropriate permits to comply with State vehicle codes.

SAMPLE DEMOBILIZATION PLAN (Page 3 of 5)

Performance Ratings are required for:

- Trainees
- Outstanding performance
- Deficient performance
- By personal request

All firefighting apparatus, rental equipment, and crew transport will have a vehicle inspection (Safety Check) at Ground Support prior to returning to their home unit or new assignment location. Pickups, sedans, and vans will also have a safety check by the Ground Support Unit before departing the incident base.

2. RESPONSIBILITIES

Functional heads (i.e., Section Chiefs and Unit Leaders) are responsible for determining resources surplus to their needs and submitting lists to the Demob Unit Leader.

The Demob Unit Leader is responsible for:

- Compiling "Tentative" and "Final" Release sheets. (Any Incident-formed Strike Teams and Task Forces must be disbanded before IC approval and release from the Incident.)
- Making all notifications to Incident and off-Incident personnel regarding tentative and final releases (includes Tanker and Helibases).
- Making sure that all signatures are obtained on the Demob Checkout form.
- Monitoring the Demob process and making any adjustments in the process.

The Incident Commander is responsible for:

- Establishing the release priorities through consultation with Area Command.
- Reviewing and approving all tentative release lists.

The Logistics Section Chief is responsible for ensuring through:

- Facilities—that all sleeping and work areas are cleaned up before personnel are released.
- Supply—that all non-expendable property items are returned or accounted for prior to release.
- Ground Support—that there will be adequate ground transportation during the release process and that vehicles are inspected.
- Communications—that all radios have been returned or are accounted for.
- Food Unit—that there will be adequate meals for those being released and for those remaining in camp.

SAMPLE DEMOBILIZATION PLAN (Page 4 of 5)

The Finance Section Chief is responsible for:

- Completion of all time and equipment reports for released personnel.
- Notification(s) for any ADO payoff(s).

The Planning Section Chief is responsible for managing duration of assignment policy for the Incident Commander.

Expanded Dispatch is responsible for:

- Reviewing tentative releases and notifying the Demob Unit Leader with release approvals, reassignments, and air travel information.
- Coordinating with the Rocky Mountain Coordination Center.

3. RELEASE PRIORITIES

The following release priorities have been established by the Area Command Team:

1. Initial attack or local cooperators
2. Type 1 Crews
3. Non-local engines, crews, and overhead
4. Other local resources

Crews from other Regions will be grouped for demob when possible. Emergency situations will arise and will be handled expeditiously. Clearance for emergency demob is to be approved by the appropriate Section Chief, IC, or Agency Representative.

4. RELEASE PROCEDURES

Critical resources will be identified on the Daily Incident Commander/Area Commander conference calls. These resources will be listed in the Area Command Action Plan and these resources cannot be released from the incident without Area Command approval.

All resources requiring airline travel must be submitted to Expanded Dispatch 36 hours in advance of planned travel. All other resource surpluses should be forwarded to Expanded Dispatch 24 hours in advance of planned release. Demob will also give Ground Support lead time to arrange for ground transportation for crews and individuals needing transportation.

Functional heads will identify surpluses within their units and submit a list (or lists) to the Demob Unit Leader in the Planning Section. The Demob Unit will combine lists and form a "Tentative Release" list to be submitted to the IC for review and approval. Demob will work with the Resources Unit so that the resource status board can be kept up to date.

SAMPLE DEMOBILIZATION PLAN (Page 5 of 5)

After IC approval, Demob will notify Expanded Dispatch of the tentative releases for their concurrence. When concurrence is obtained from Expanded Dispatch, the Demob Unit Leader will:

- Prepare transportation manifests.
- Notify personnel to be released.
- Give crew leaders or individuals the final release form and briefing.

Crew leaders or individuals will take the Demob checkout form to:

- Communications Unit Leader (if radio equipment has been issued)
- Facilities Unit Leader (to be sure sleeping area is clean)
- Supply Cache (to return all non-expendable property)
- Ground Support (for vehicle inspections)
- Finance (for time)
- Demob (last stop for final departure times and documentation)

The Demob Unit will:

- Notify the Resources Unit so that "T" card information is complete.
- Notify Expanded Dispatch of ETD, ETA, destination, and travel arrangements.
- Collect and send all Demob paperwork to the Documentation Unit.

5. TRAVEL INFORMATION

All resources will meet work/rest requirements prior to being released from the incident. Crews traveling on commercial aircraft will be given time to shower and dress in clean clothes. Any heavy or oversize equipment MUST have appropriate permits and follow any limitations on the movement of their equipment on public highways. All resources will meet any agency-specific requirements on hours of travel per day or other restrictions concerned with travel. Incident Demob will notify Expanded Dispatch when a resource is released, so the home Forest/Agency can be advised with an ETA. It will then be up to the sending Forest/Agency to keep track of released resources and report back if there are any problems or if more information is needed.

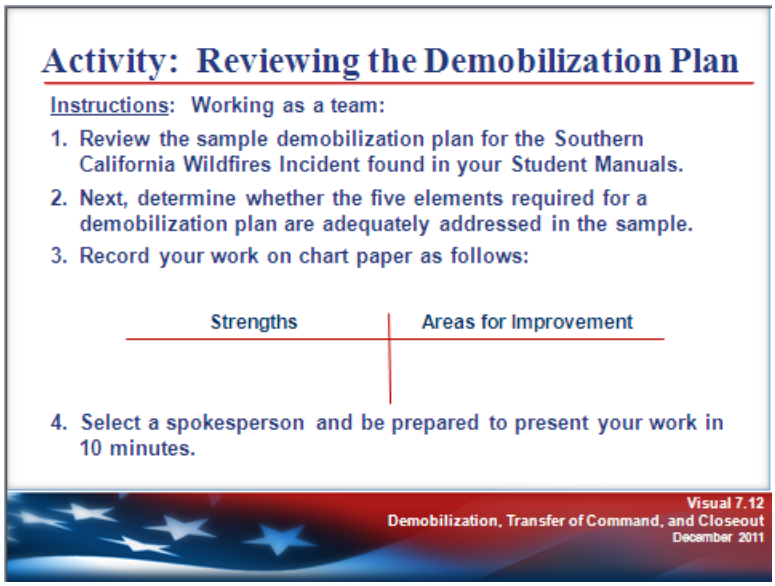
Incident Phone Numbers

North Smithman Demob: 720-XXX-6975 Expanded Dispatch: 719-XXX-3738

Individual resources are to notify either the North Smithman Incident or Expanded Dispatch at the above numbers and their home unit dispatcher if significant delays occur in route to their next destination.

Topic: Activity: Reviewing the Demobilization Plan

Visual 7.12



Visual Description: Activity: Reviewing the Demobilization Plan

Key Points

Work in teams to complete the following activities:

1. Review the sample Demobilization Plan for the Southern California Wildfires Incident found in your Student Manuals. (See next three pages.)
2. Next, determine whether the five elements required for a Demobilization Plan are adequately addressed in the sample.
3. Record your work on chart paper as shown in the visual (Strengths and Areas for Improvement).
4. Select a spokesperson and be prepared to present your work in 10 minutes.

Topic | **Activity: Reviewing the Demobilization Plan**

SAMPLE DEMOBILIZATION PLAN

SOUTHERN CALIFORNIA WILDFIRES – 2007 (Page 1 of 3)

1. General Information

   a. No incident resources will be demobilized until authorized.

   b. Personnel must complete the Demobilization Checklist prior to be released from the incident.

   c. Released personnel requiring air transportation will be required to make all flight arrangements for themselves.

   d. The Demobilization Checklist must be completed by Division Supervisors and above.

   e. Planning Section Chief will brief all unit leaders on the Demobilization Plan.

2. Responsibilities
   a. Each section will identify excess resources on a daily basis by 1800 each day.
   b. Planning Section chief will advise the IC of excess resources daily.
   c. The Incident commander will approve the release of those resources.
   d. All EPA personnel are responsible for calling the Long Beach ICP upon arrival at final destination (see directory)

3. Release Priority
   a. ERT TAGA and crew will be demobilized first, if possible
   b. US EPA resources from outside of Region 9
   c. Contract resources from outside of Region 9
   d. Region 9 resources not based in the Long Beach office
   e. Contract resources not based in Long Beach
   f. Region 9 and contract resources based in Long Beach

4. Release Procedures

   a. At least 2 hours prior to the anticipated demobilization, the Operations Section Chief, or designee, will notify the Resources Unit Leader (RESL) or the Planning Section Chief the resources that will be demobilized.

   b. The Operations Section Chief will ensure the demobilization information is distributed in sufficient time to ensure an orderly reduction of resources.

   c. Each respective Section Chief will ensure that the each section listed in the Demobilization Checklist has been completed and forwarded to the next appropriate section.

SAMPLE DEMOBILIZATION PLAN

SOUTHERN CALIFORNIA WILDFIRES – 2007 (Page 2 of 3)

d. The RESL will keep on file all completed Demobilization Checklists until the demobilization process has been completed. The complete file will then be forwarded to the Documentation Unit.

5. Directory

Long Beach ICP	562-986-xxxx
Region 9 REOC	415-972-xxxx

DEMOBILIZATION CHECKLIST (Page 3 of 3)

Incident Name: Southern California Wildfires 2007

DATE: _____

NAME: _____

ORGANIZATION: _____

_____ All documents have been submitted to the Documentation Unit.

_____ All paperwork for purchases with a pay card is with Finance.
Work Hour Report has been provided to Finance.

_____ Appropriate equipment has been returned to Operations.

_____ Badge has been returned to the Resources Unit.

_____ All sign-in sheets, which are with the Resources Unit, are complete and accurate.

_____
Approval – Documentation Unit Date

_____
Approval – Finance Section Date

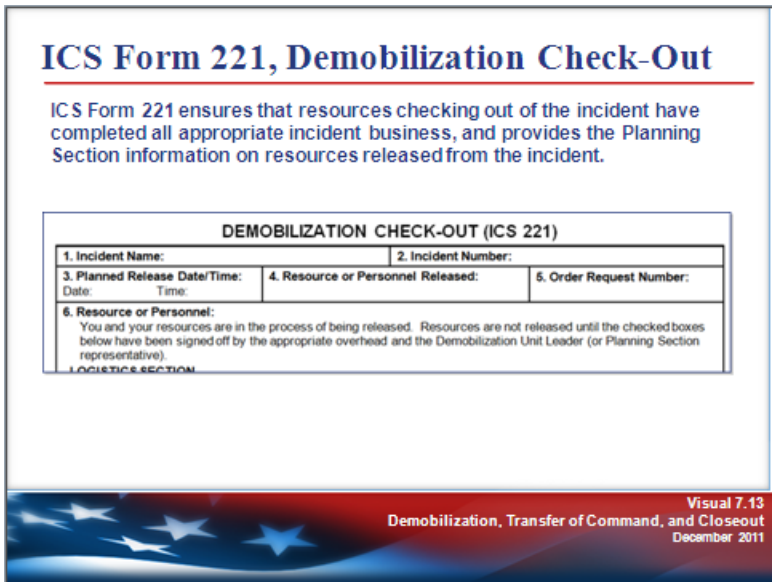
_____
Approval – Operations Section Date

_____
Approval – Resources Unit Date

_____
Signature of Person Being Demobilized

Topic: ICS Form 221

Visual 7.13



Visual Description: ICS Form 221, Demobilization Check-Out

Key Points

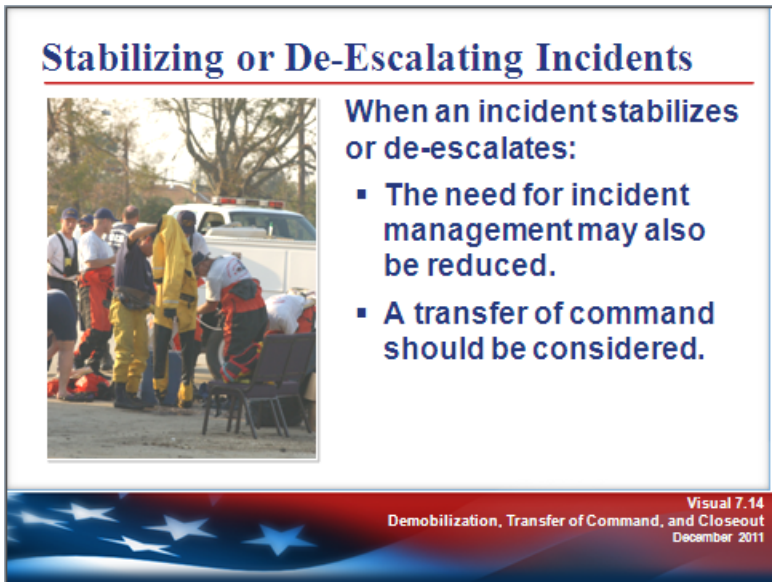
The Demobilization Check-Out (ICS 221):

- Ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident.
- Is initiated by the Planning Section, or a Demobilization Unit Leader if designated. The Demobilization Unit Leader completes the top portion of the form and checks the appropriate boxes in Block 6 that may need attention after the Resources Unit Leader has given written notification that the resource is no longer needed. The individual resource will have the appropriate overhead personnel sign off on any checked box(es) in Block 6 prior to release from the incident.

After completion, the ICS 221 is returned to the Demobilization Unit Leader or the Planning Section. All completed original forms must be given to the Documentation Unit. Personnel may request to retain a copy of the ICS 221.

Topic | **Transfer of Command**

Visual 7.14



Visual Description: Stabilizing or De-Escalating Incidents

Key Points

When an incident stabilizes or de-escalates:

- The need for incident management may also be reduced.
- A transfer of command should be considered.

Topic | **Transfer of Command**

Visual 7.15

Visual Description: Review: Transfer of Command

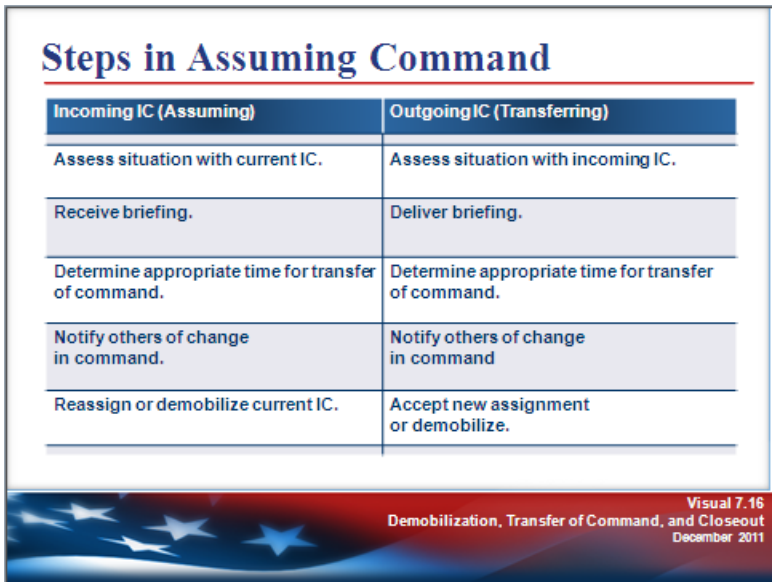
Key Points

Remember that Unit 4 addressed transfer of command.

What steps must the incoming Incident Commander take before assuming command?

Topic: Transfer of Command

Visual 7.16



Visual Description: Steps in Assuming Command

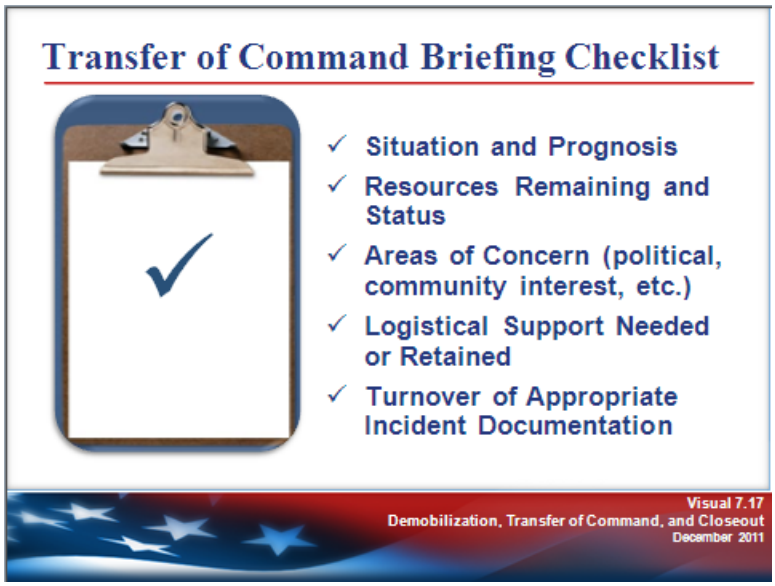
Key Points

Remember the steps involved in assuming command:

Incoming IC (Assuming)	Outgoing IC (Transferring)
Assess situation with current IC.	Assess situation with incoming IC.
Receive briefing.	Deliver briefing.
Determine appropriate time for transfer of command.	Determine appropriate time for transfer of command.
Notify others of change in command.	Notify others of change in command.
Reassign or demobilize current IC.	Accept new assignment or demobilize.

Topic: Transfer of Command

Visual 7.17



Visual Description: Transfer of Command Briefing Checklist

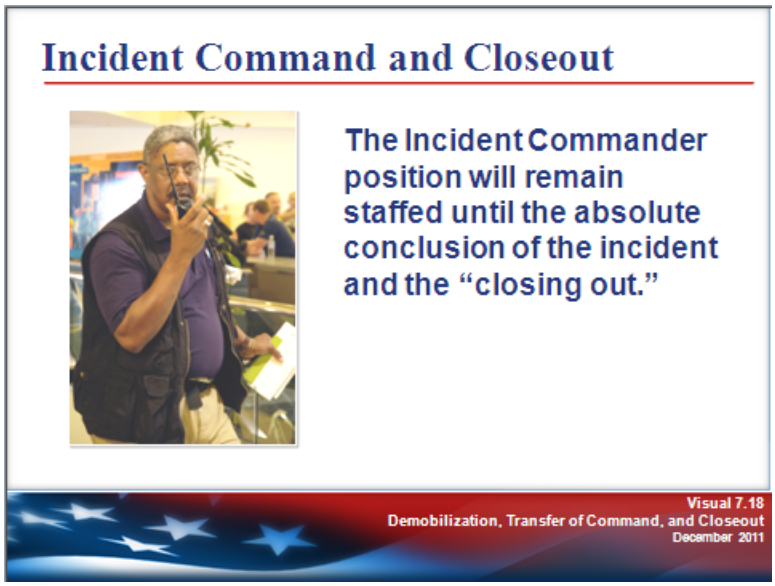
Key Points

The briefing of the receiving Incident Commander should contain the following information:

- Current situation and prognosis
- Resources remaining and their status
- Particular areas of concern (political, community interest, etc.)
- Logistical support needed or retained
- Turnover of appropriate incident documentation

Topic | **Closeout**

Visual 7.18



Visual Description: Incident Command and Closeout

Key Points

The Incident Commander will stay with the incident until its absolute conclusion and the "closing out" of the incident. The person filling the position of IC may change.

At some point, on-scene tactical operations will be completed, and the incident Command Staff will be demobilized. Team demobilization may include a formal "closeout" with the responsible agency or jurisdiction or jurisdictions, and should include an incident debriefing.

Topic: Closeout

Visual 7.19

Visual Description: Closeout Briefing

Key Points

A closeout briefing includes the following information:

- Incident summary
- Discussion of major events within the incident that may have lasting ramifications
- Turnover of appropriate incident documentation, to include components that are not finalized
- Allowing an opportunity for the agency officials to bring up concerns prior to the incident ending
- A final evaluation of incident management by the agency executive/officials

In what situations would it be important to conduct a closeout briefing?

Topic | **Closeout**

Visual 7.20

Visual Description: Closeout—Discussion Question: Think about the ongoing scenario from the past units. Given this scenario, what agenda items would you include in a closeout briefing?

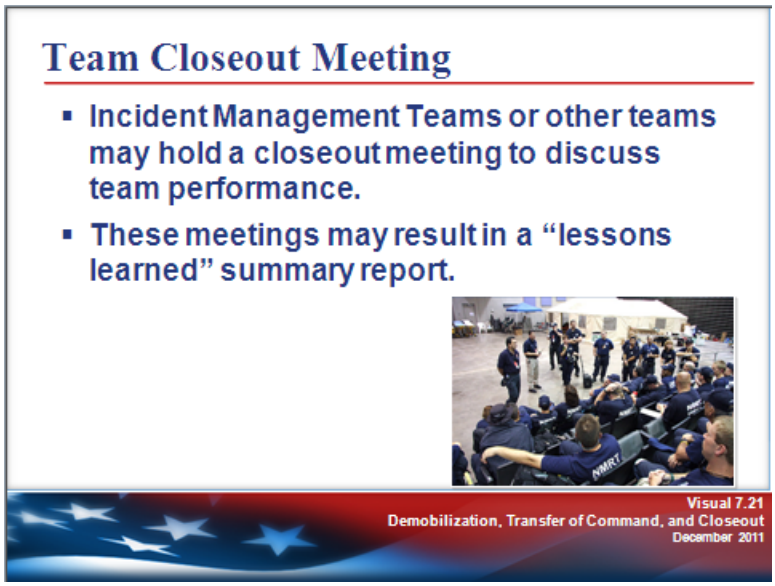
Key Points

Think about the scenario used in the application exercises in the past few units.

Given this scenario, what agenda items would you include in a closeout briefing?

Topic | **Closeout**

Visual 7.21



Visual Description: Team Closeout Meeting

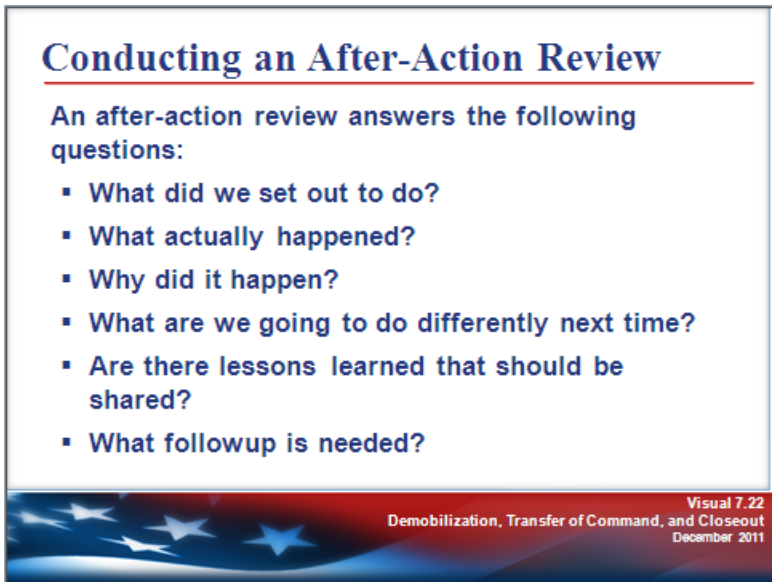
Key Points

In some cases, teams will have a closeout meeting either prior to or after the agency briefing to discuss team performance and future enhancements to their performance.

These meetings are usually facilitated by the Planning Section Chief and result in a "lessons learned" listing.

Topic | **After-Action Review**

Visual 7.22



Visual Description: Conducting an After-Action Review

Key Points

An after-action review answers the following questions:

- What did we set out to do?
- What actually happened?
- Why did it happen?
- What are we going to do differently next time?
- Are there lessons learned that should be shared?
- What followup is needed?

Refer to the job aid on the next page.

After-Action Review (AAR) Tips

Overall Tips

- Schedule an After-Action Review (AAR) as soon after the incident as possible.
- Keep it short and focused.
- Focus on WHAT, not WHO.
- Establish clear ground rules: encourage candor and openness (this is dialog—not lecture or debate); focus on items that can be fixed; keep all discussions confidential.
- Use a skilled facilitator to conduct the AAR.

AAR Process Steps

Use the following questions to facilitate the AAR process:

1. **What did we set out to do?**
   - Establish the facts.
   - Determine purpose of the mission and definition of success:
     - Identify key tasks involved.
     - Specify conditions under which each task may need to be performed (weather, topography, time restrictions, etc.).
     - Define acceptable standards for success (explain what "Right" looks like).

2. **What actually happened?**
   - Continue to establish the facts.
     - Participants should come to agreement on what actually happened.
     - Pool multiple perspectives to build a shared picture of what happened.

3. **Why did it happen?**
   - Analyze cause and effect.
     - Focus on WHAT, not WHO.
     - Provide progressive refinement for drawing out explanations of what occurred. This will lead into developing possible solutions.

4. **What are we going to do differently next time?**
   - Solutions will arise naturally once problems are identified and understood.
     - Focus on items you can fix, rather than external forces outside of your control.
     - Identify areas where groups are performing well and that should be sustained. This will help repeat success and create a balanced approach to the AAR.

     Areas To Sustain/Maintain Strengths:

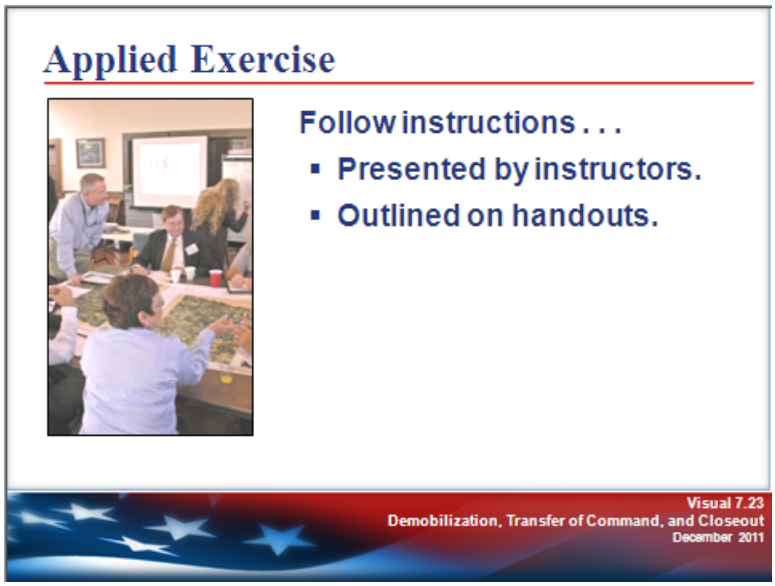
     Areas To Improve:

5. **Are there lessons learned that should be shared immediately?**
   - Identify the process for sharing lessons learned.
     - Option 1: Document the Issue, Discussion, Recommendation
     - Option 2: Document the Concept of the Operation, Results, Trends, Recommendation
   - Determine and describe the most notable successes from the incident.
   - Determine and describe the most difficult challenges faced and how they were overcome.

6. **What followup is needed?**
   - Be specific about actions, timelines, and responsibilities.
     - What changes, additions, or deletions are recommended to SOPs, plans, or training?
     - What issues were not resolved to your satisfaction and need further review?

Topic: Applied Exercise

Visual 7.23



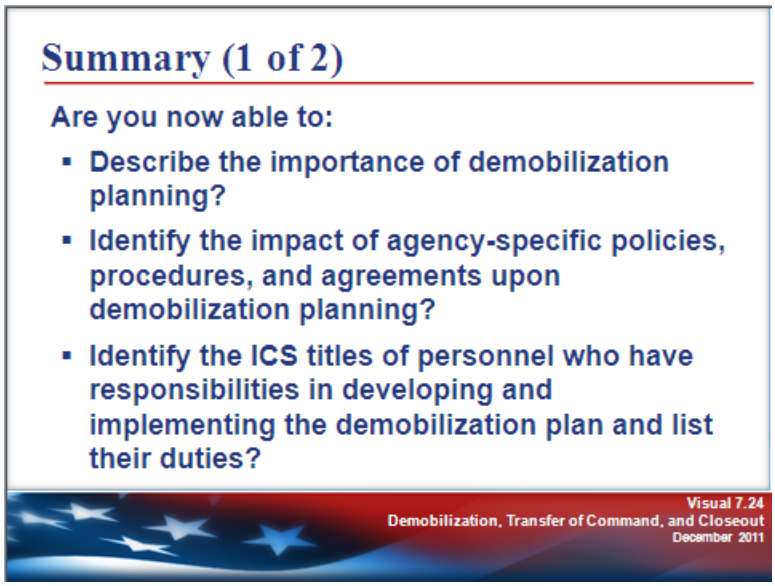
Visual Description: Applied Exercise

Key Points

You'll now continue the exercise you selected in the previous unit to apply key ICS concepts. Follow the instructions presented by your instructors and outlined on the handouts.

Topic: Summary

Visual 7.24



Visual Description: Summary (1 of 2)

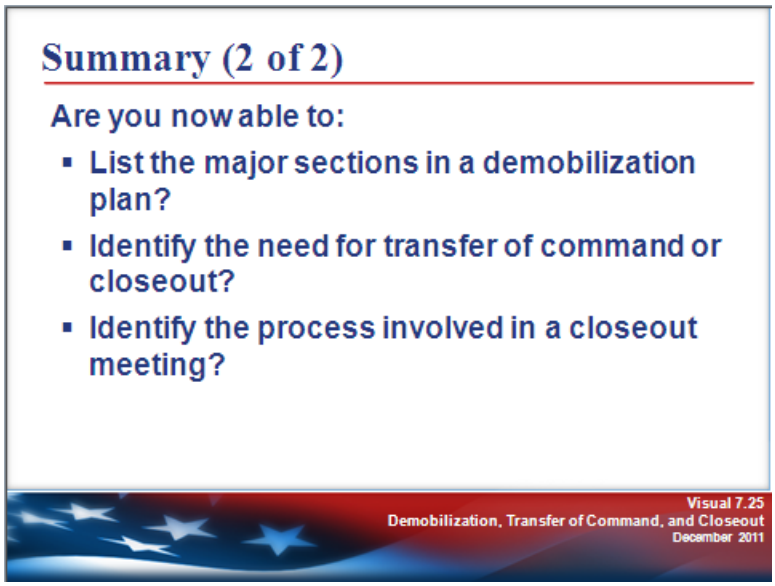
Key Points

Are you now able to:

- Describe the importance of demobilization planning?
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning?
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties?

Topic: Summary

Visual 7.25



Visual Description: Summary (2 of 2)

Key Points

Are you now able to:

- List the major sections in a demobilization plan?
- Identify the need for transfer of command or closeout?
- Identify the processes involved in a closeout meeting?

Unit 8: Course Summary

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Unit Objectives

At the end of this unit, you should be able to:

- Identify the course objectives.
- Take the final exam.

Scope

- Unit Introduction
- Course Objectives Review
- Exam Preparation and Instructions
- Exam
- Feedback and Closeout

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Topic: Unit Introduction

Visual 8.1

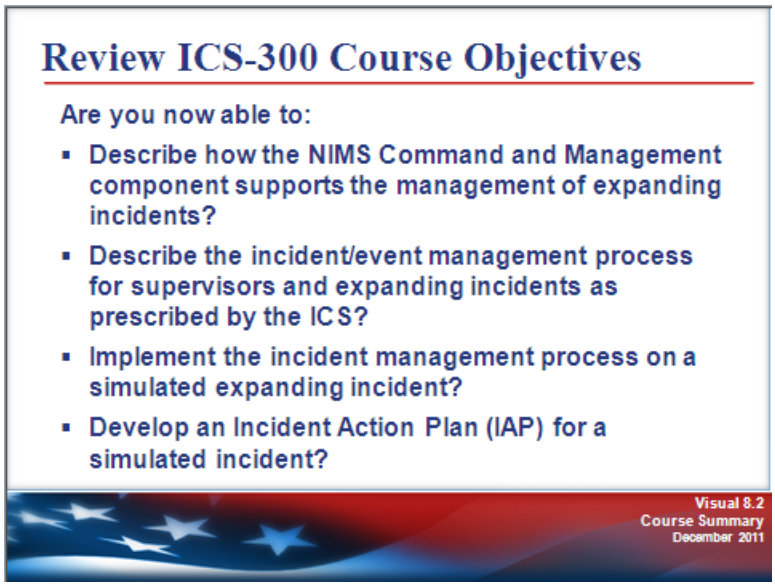
Visual Description: Unit Introduction

Key Points

The purpose of this unit is to review the course contents and ensure that everyone has mastered the key learning points.

Topic: Course Objectives Review

Visual 8.2



Visual Description: Review ICS-300 Course Objectives

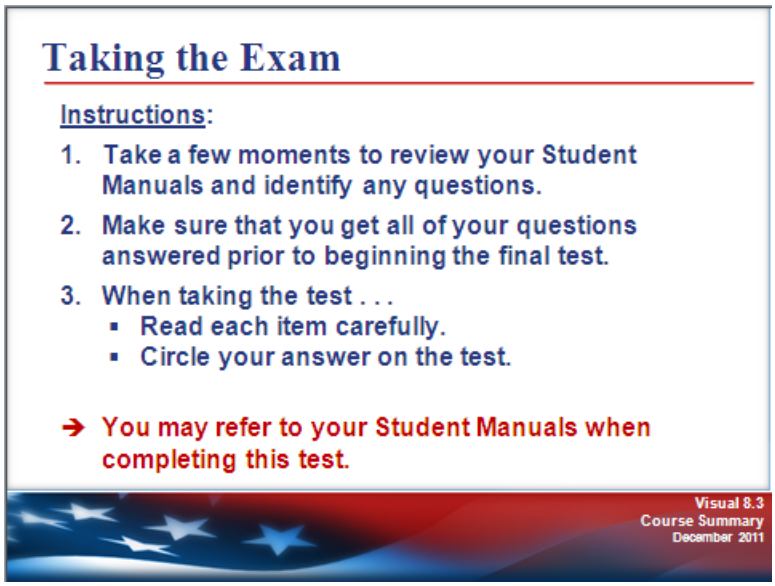
Key Points

Are you now able to:

- Describe how the NIMS Command and Management component supports the management of expanding incidents?
- Describe the incident/event management process for supervisors and expanding incidents as prescribed by the ICS?
- Implement the incident management process on a simulated expanding incident?
- Develop an Incident Action Plan (IAP) for a simulated incident?

Topic | **Exam Preparation and Instructions**

Visual 8.3



Visual Description: Taking the Exam

Key Points

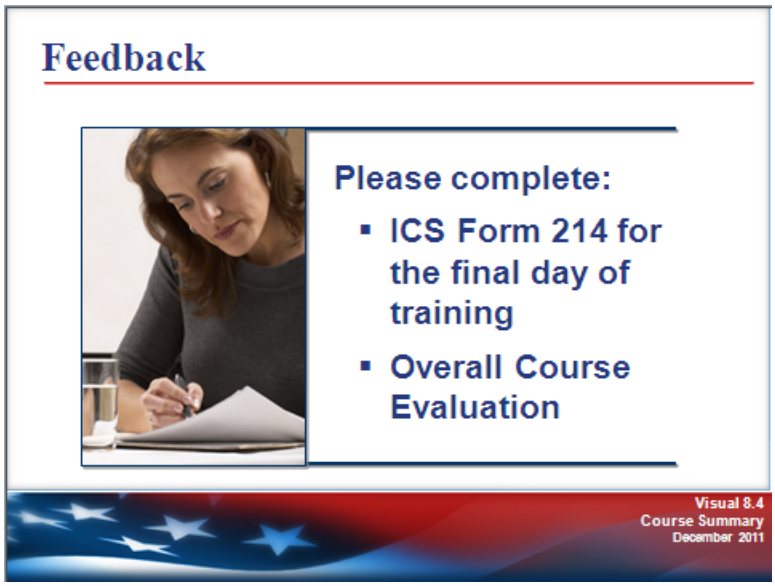
Instructions:

1. Take a few moments to review your Student Manuals and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test . . .
   - Read each item carefully.
   - Circle your answer on the test.

You may refer to your Student Manuals when completing this test.

Topic	Feedback and Closeout

Visual 8.4



Visual Description: Feedback

Key Points

Completing the course evaluation form is important. Your comments will be used to enhance the effectiveness of this course.

Thank you for your participation.