ICS-200: Basic ICS

Single Resources and Initial Action Incidents

Student Manual

September 2005

FEMA

ICS-200: ICS for Single Resources and Initial Action Incidents

EMI Course Number: IS200

Student Manual
September 2005

Course Background Information

Purpose

This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS). This course focuses on the management of single resources.

Who Should Attend

ICS-200 provides training on and resources for personnel who are likely to assume a supervisory position within the ICS.

The primary target audience is response personnel at the supervisory level.

Course Objectives

The course objectives are to allow course participants to:

- Describe the ICS organization appropriate to the complexity of the incident or event.
- Use ICS to manage an incident or event.

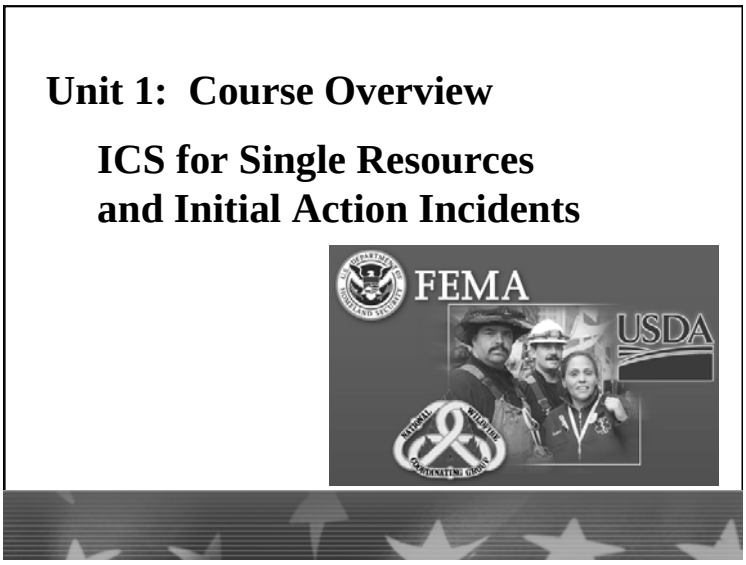
Training Content

The training is comprised of the following lessons:

- Unit 1: Course Overview
- Unit 2: Leadership & Management
- Unit 3: Delegation of Authority & Management by Objectives
- Unit 4: Functional Areas & Positions
- Unit 5: Briefings
- Unit 6: Organizational Flexibility
- Unit 7: Transfer of Command
- Unit 8: Course Summary

Unit 1: Course Overview

Topic: Course Welcome

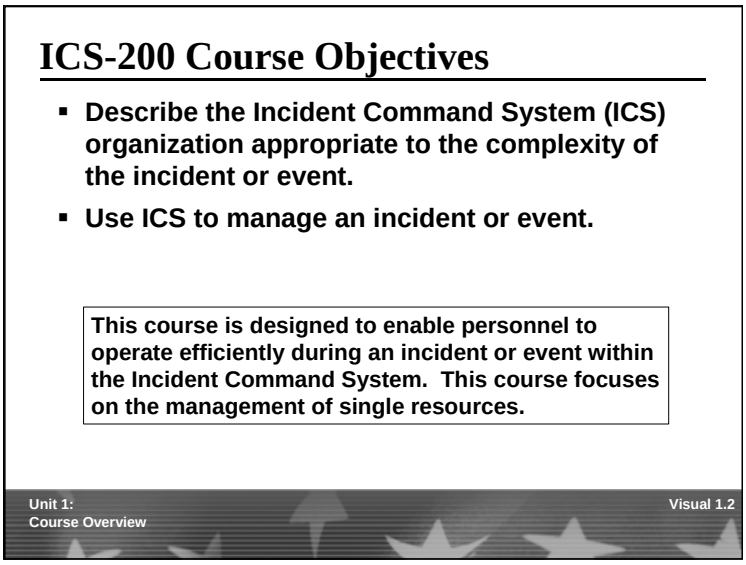


Visual Description: Title Slide

Key Points

This course focuses on single resources and initial action incidents. It builds on the ICS-100 course.

Topic: Course Objectives



Visual Description: Course Objectives

Key Points

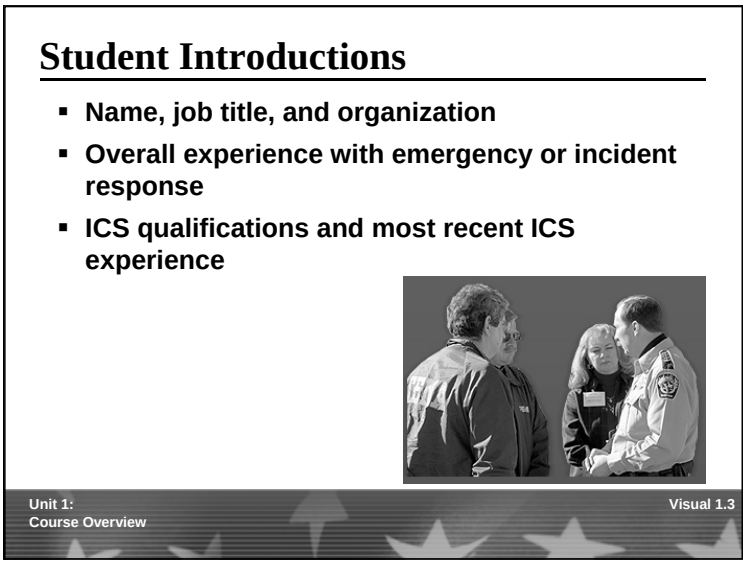
By the end of this course, you should be able to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use the ICS to manage an incident or event.

This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System. It focuses on the management of single resources.

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

Topic: Student Introductions and Expectations



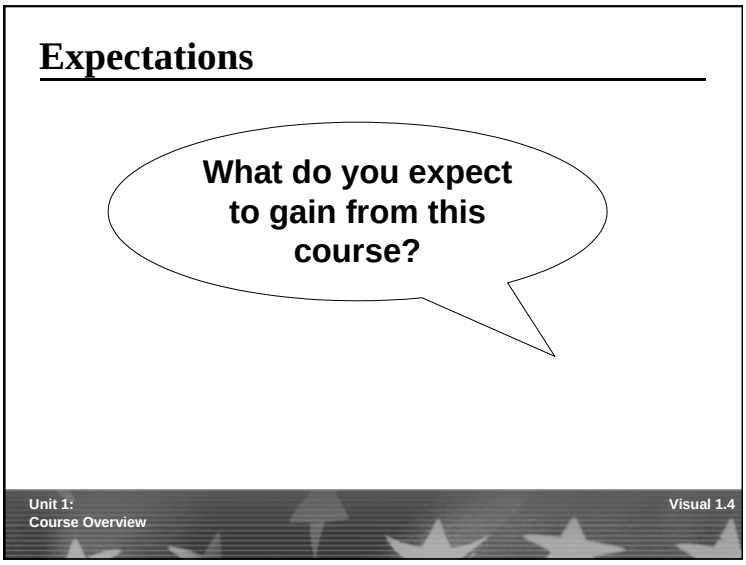
Visual Description: Student Introductions

Key Points

Introduce yourself by providing:

- Name, job title, and organization.
- Overall experience with emergency or incident response.
- ICS qualifications and most recent ICS experience.

Topic: Student Introductions and Expectations

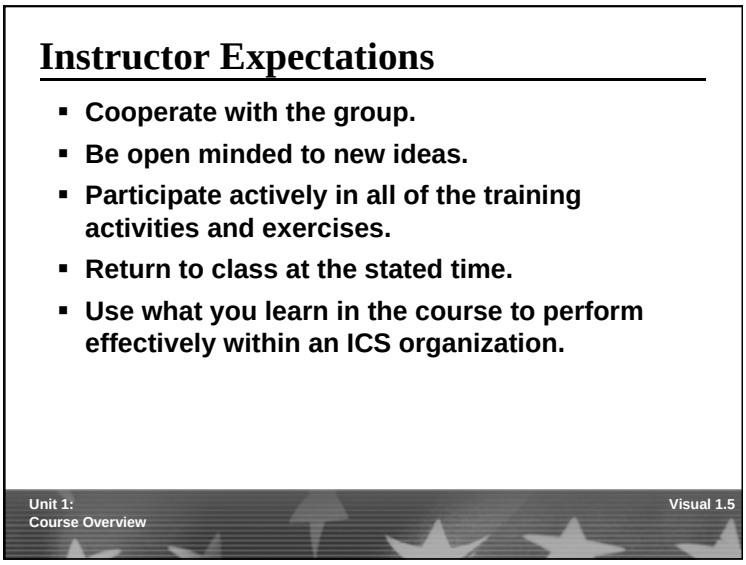


Visual Description: What do you except to gain from this course?

Key Points

Jot down some notes below on what you expect to gain from this course.

Topic: Instructor Introductions and Expectations



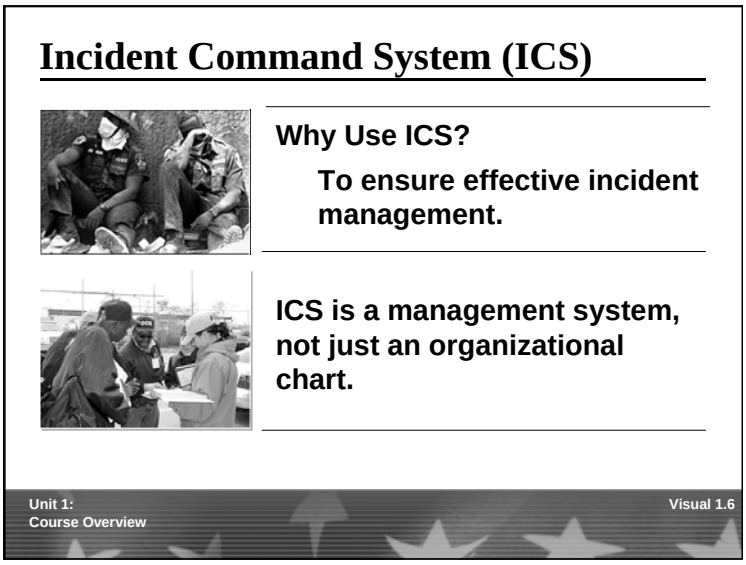
Visual Description: Instructor Expectations

Key Points

During this course, you will be expected to:

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

Topic: Incident Command System: Review



Visual Description: Incident Command System (ICS)

Key Points

In the ICS-100 course you learned that the Incident Command System, or ICS, is used to ensure the effective management of incidents and events.

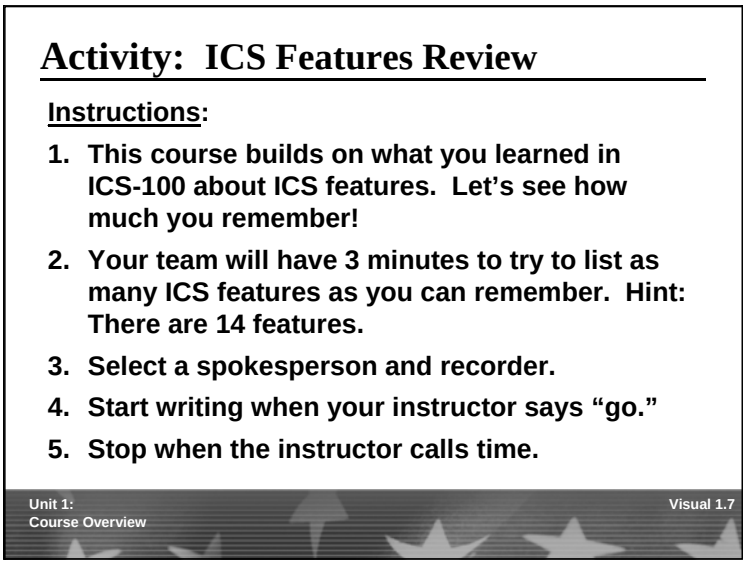
Remember: ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that 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.

Note the following about ICS:

- 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).

ICS is not just a standardized organizational chart. Rather, it is an entire management system.

Topic: ICS Features: Review



Visual Description: ICS Features Review Activity

Key Points

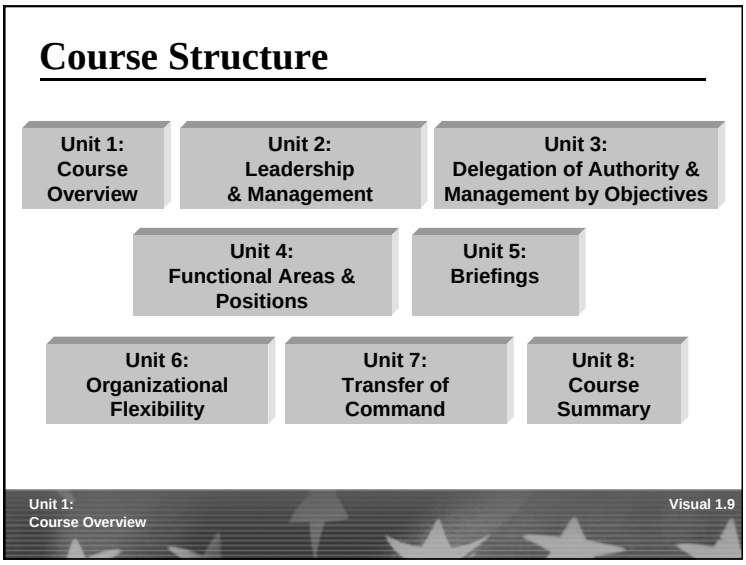
Purpose: The purpose of this activity is to see how much you remember from ICS-100.

Instructions:

1. Your team will have 3 minutes to list as many ICS features as can be remembered. Hint: There are 14 features.
2. Select a spokesperson and recorder.
3. Start writing when your instructor says "go."
4. Stop when your instructor says "stop."
5. Post your list on chart paper.

Jot down as many ICS features as you can remember.

Topic: Course Structure



Visual Description: Course Structure

Key Points

This course will focus on the following ICS features:

- Chain of Command and Unity of Command
- Modular Organization
- Management by Objectives
- Manageable Span of Control
- Transfer of Command

This course includes the following eight units:

- Unit 1: Course Overview (current unit)
- Unit 2: Leadership & Management
- Unit 3: Delegation of Authority & Management by Objectives
- Unit 4: Functional Areas & Positions
- Unit 5: Briefings
- Unit 6: Organizational Flexibility
- Unit 7: Transfer of Command
- Unit 8: Course Summary

Topic: Course Logistics

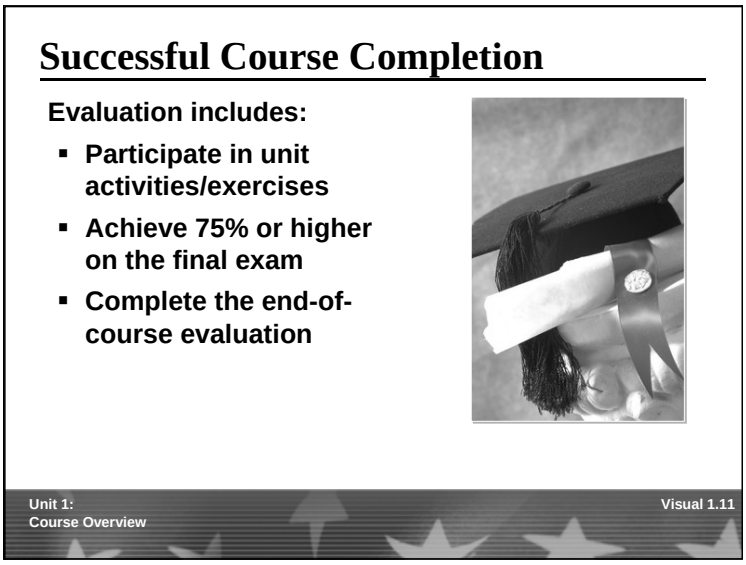
Visual Description: Course Logistics

Key Points

Your instructor will review the following logistical information:

- Course agenda
- Sign-in sheet
- Housekeeping:
  - Breaks
  - Message and telephone location
  - Cell phone policy
  - Facilities
  - Other concerns

Topic: Successful Course Completion



Visual Description: Successful Course Completion

Key Points

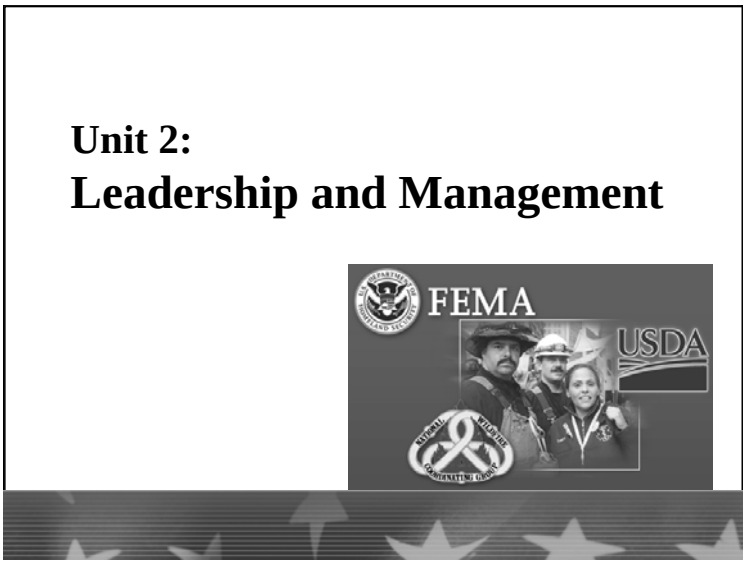
Successful course completion requires that you:

- Participate in unit activities/exercises.
- Achieve 75% or higher on the final exam.
- Complete the end-of-course evaluation.

The next unit covers the ICS leadership and management principles.

Unit 2: Leadership and Management

Topic: Unit Introduction

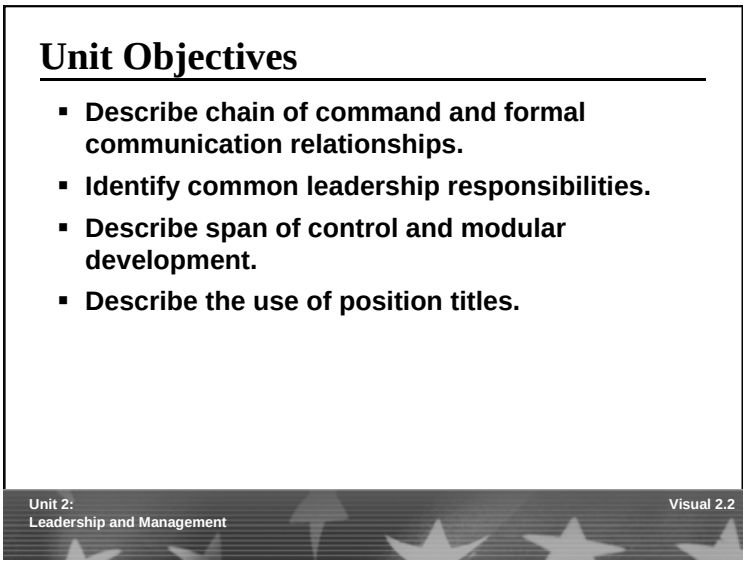


Visual Description: Unit Introduction

Key Points

The intent of this unit is to familiarize the participants with the chain of command in the ICS, span of control, leadership, and the use of common terms to describe positions and position titles.

Topic: Unit Objectives



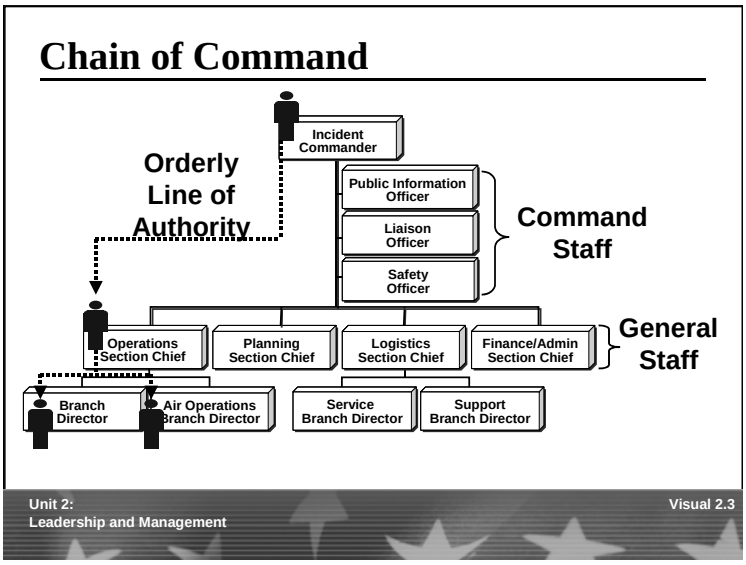
Visual Description: Unit Objectives

Key Points

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

- Describe chain of command and formal communication relationships.
- Identify common leadership responsibilities.
- Describe span of control and modular development.
- Describe the use of position titles.

Topic: Chain of Command and Unity of Command

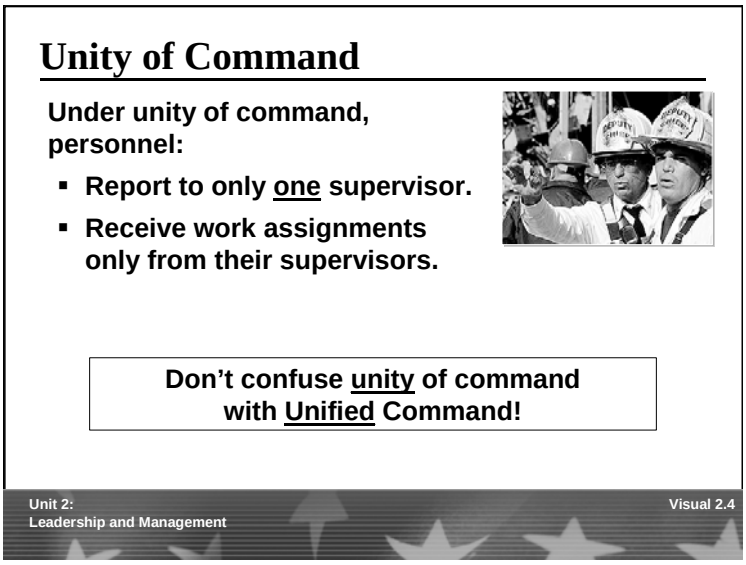


Visual Description: Chain of Command. Shows the ICS organizational chart with the Command and General Staffs. The animation then illustrates how line of authority flows orderly through supervisory levels within the organization.

Key Points

Remember: Chain of command refers to the orderly line of authority within the ranks of the incident management organization.

Topic: Chain of Command and Unity of Command



Visual Description: Unity of Command

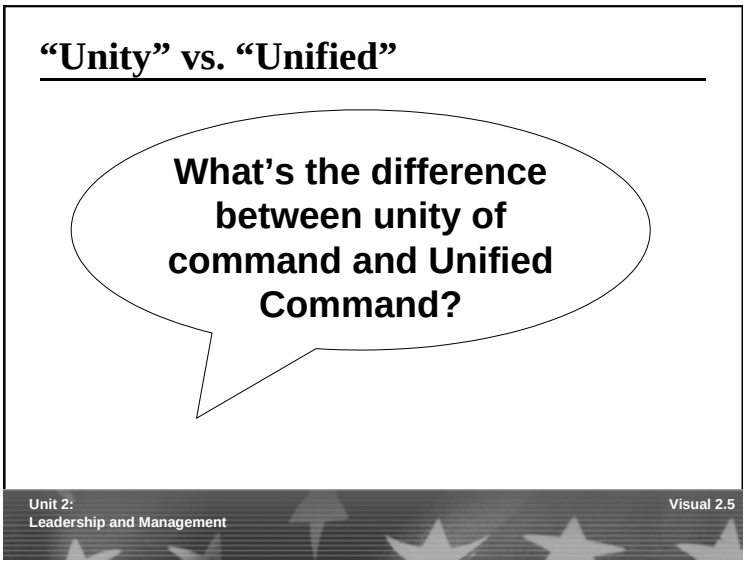
Key Points

Unity of command means that every individual has a designated supervisor to whom they report at the scene of the incident. Chain of command and unity of command help to ensure clear 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.

Unity of command clears up many of the potential communication problems encountered in managing incidents or events by maintaining **formal** communication relationships only with one's immediate supervisor.

It is important not to confuse unity of command with Unified Command.

Topic: Chain of Command and Unity of Command



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

Key Points

Answer the question below:

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

Topic: Unified Command: Review

Visual Description: Unified Command

Key Points

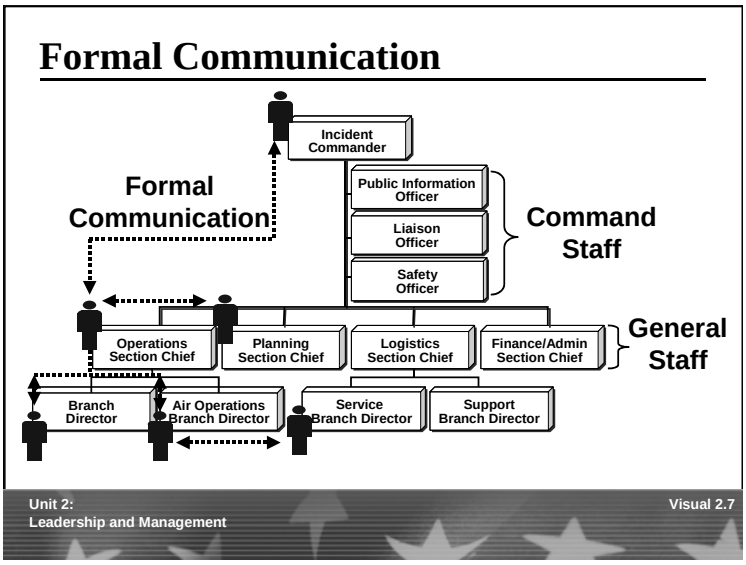
Note the following key points:

- Unified Command allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies. As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.

- The advantages of using Unified Command include:
  - A single set of objectives is developed for the entire incident.
  - A collective approach is used to develop strategies to achieve incident objectives.
  - Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
  - All agencies with responsibility for the incident have an understanding of joint priorities and restrictions.
  - No agency's legal authorities will be compromised or neglected.
  - The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.

- All Incident Commanders work together in a single Incident Command Post. Unity of command is maintained through the singular direction achieved by the Incident Commanders within the Unified Command. Under Unified Command, each person still only has a single boss.

Topic: Formal Communication



Visual Description: Formal Communication. Shows the ICS organizational chart with the Command and General Staffs. The animation then illustrates how formal communication flows through the organization.

Key Points

The **solid lines on the ICS chart represent the formal lines of communication**. These lines of formal communication provide for the exchange of information involving task assignments and resources requests. Formal communication allows the Incident Commander and other supervisors to manage the incident or event more efficiently due to a decrease in time spent directing and communicating people outside their direct authority.

Other information concerning the incident or event can be passed horizontally or vertically within the organization without restriction. This is known as **informal communication**.

Topic: Formal Communication

Visual Description: When To Use Formal Communication

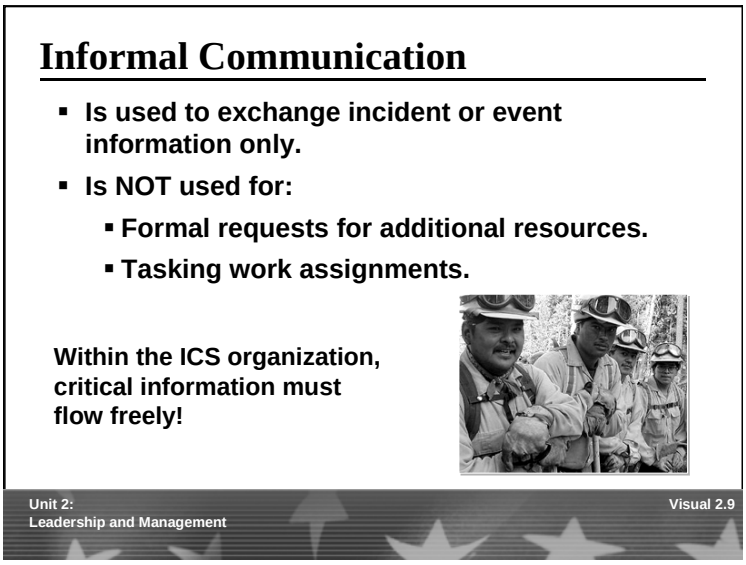
Key Points

Formal communication should be used when:

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

List some examples of formal communication within the ICS organization.

Topic: Informal Communication



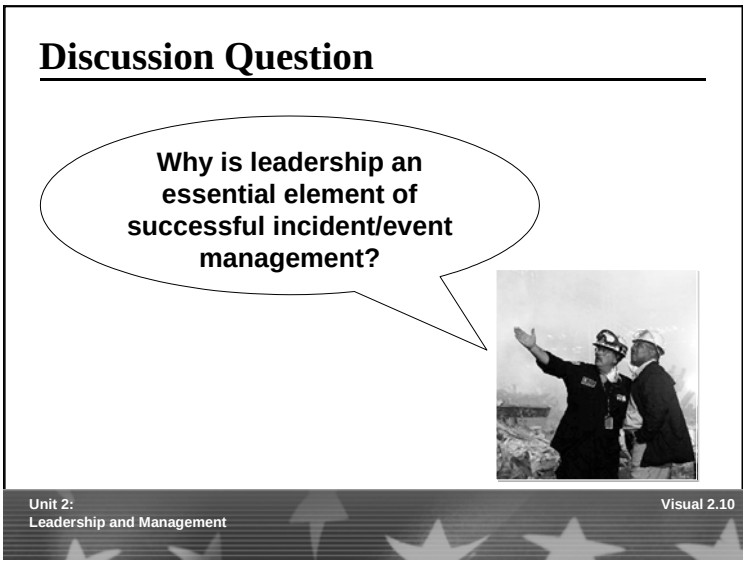
Visual Description: Informal Communication

Key Points

Informal communication relationships are those situations requiring exchange of incident or event information only and do not involve tasking work assignments or requests for support or additional resources.

List some examples of informal communication within the ICS organization.

Topic: Leadership in Incident Management



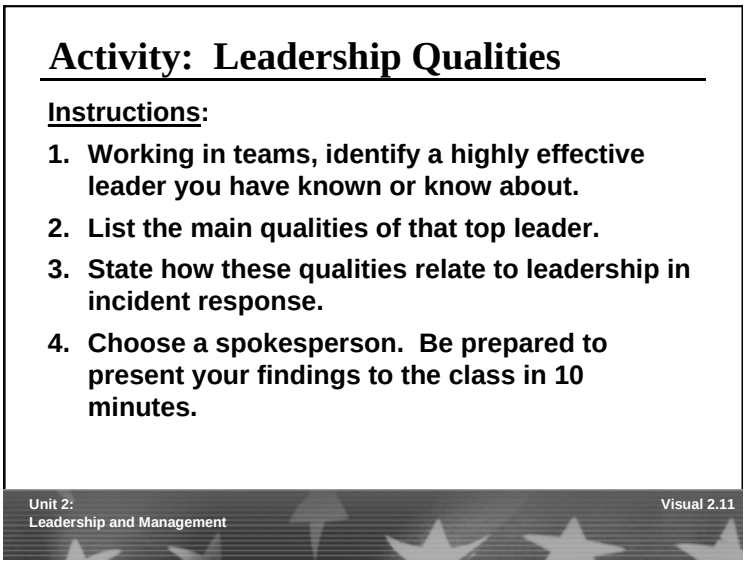
Visual Description: Why is leadership an essential element of successful incident/event management?

Key Points

Answer the question below:

Why is leadership an essential element of successful incident/event management?

Topic | **Leadership in Incident Management**



Visual Description: Leadership Qualities Activity

Key Points

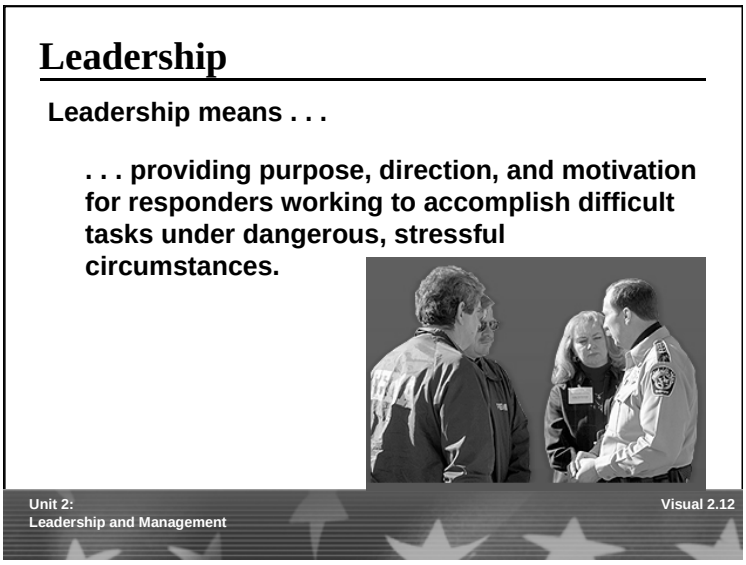
Purpose: The purpose of this activity is to identify qualities of a top leader.

Instructions: Follow the steps below to complete this activity:

1. Working in teams, identify a highly effective leader you have known or know about.
2. List the main qualities of that top leader.
3. State how these qualities relate to leadership in incident response.
4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.

List the main qualities of a top leader. How do these qualities relate to leadership in incident response?

Topic: Leadership in Incident Management



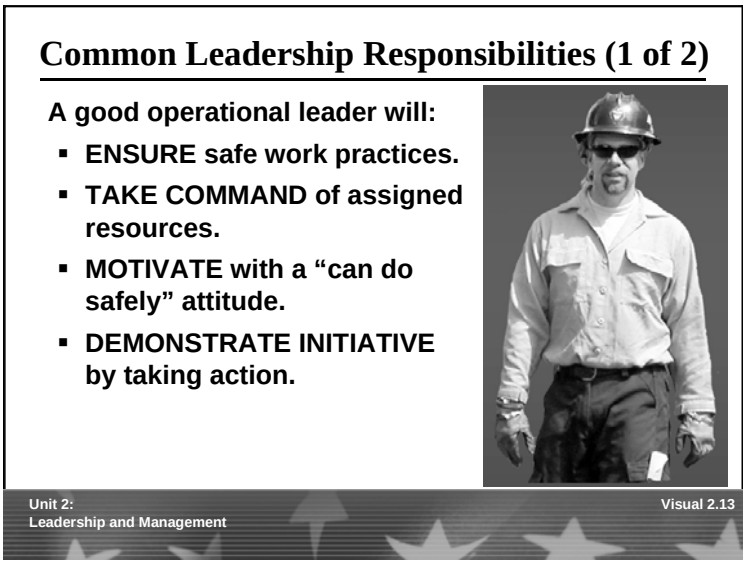
Visual Description: Leadership Definition

Key Points

Leadership means . . .
. . . providing purpose, direction, and motivation for responders working to accomplish difficult tasks under dangerous, stressful circumstances.

What would you add to this statement?

Topic: Leadership Responsibilities



Visual Description: Common Leadership Responsibilities (1 of 2)

Key Points

A good operational leader will:

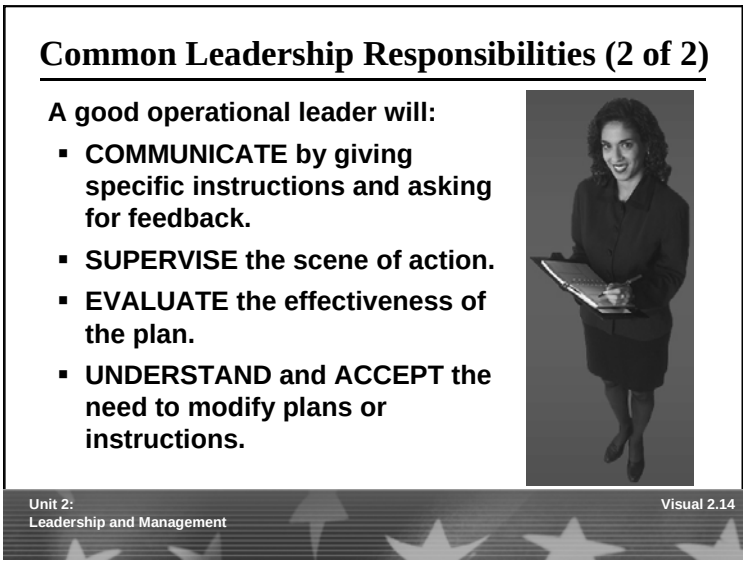
- ENSURE safe work practices.
- TAKE COMMAND of assigned resources.
- MOTIVATE with a "can do safely" attitude.
- DEMONSTRATE INITIATIVE by taking action in the absence of orders.

The **safety** of all personnel involved in an incident or a planned event is the **first duty of ICS leadership**. This is the overall responsibility of Team Leaders, Group or Division Supervisors, Branch Directors, Section Chiefs, and all members of the Command or Unified Command Staff.

Note the following additional key points about decisionmaking:

- Demonstrating initiative requires the ability to make sound, timely decisions during an incident or event.
- Effective decisionmaking can avert tragedy and help the community recover from the event more quickly.
- Conversely, poor decisionmaking or the absence of decisions potentially can result in injury or death to victims or responders. But the repercussions don't stop there. Poor decisions in the early stages of an incident can make the responders' job more difficult and more dangerous. In addition, they can give rise to much more critical or complex decisions.

Topic: Leadership Responsibilities



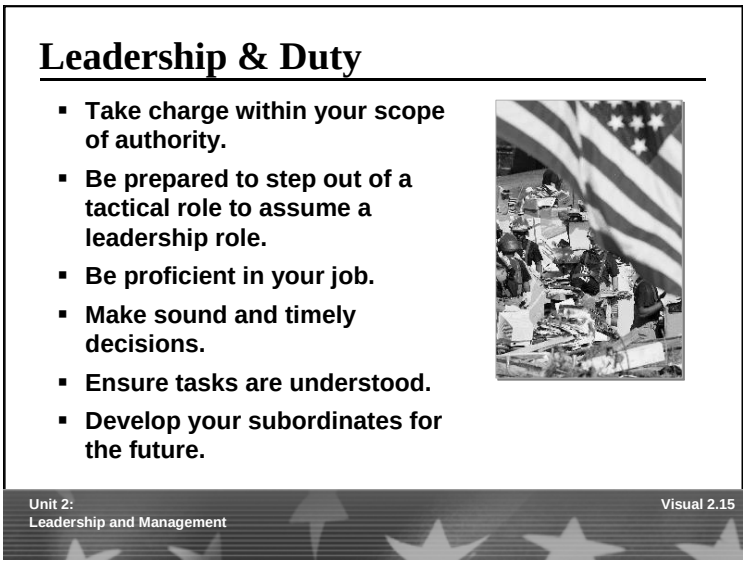
Visual Description: Common Leadership Responsibilities (2 of 2)

Key Points

Note the following additional responsibilities:

- COMMUNICATE by giving specific instructions and asking for feedback.
- SUPERVISE the scene of action.
- EVALUATE the effectiveness of the plan and the organizational structure to meet the needs of the incident or event.
- UNDERSTAND and ACCEPT the need to modify plans or instructions according to the needs of the incident or event.

Topic: Leadership Values



Visual Description: Leadership & Duty

Key Points

Note the following key points:

- Leaders should know, understand, and practice the leadership principles. Leaders need to recognize the relationship between these principles and the leadership values.

- Duty is how you value your job. Duty begins with everything required of you by law and policy, but it is much more than that. A leader commits to excellence in all aspects of his or her professional responsibility.

Note the following points about leadership and duty:

- Take charge within the confines of your scope of authority.
- Be prepared to leave the “comfort zone” of performing tactical operations when asked to perform a leadership role.
- Be proficient in your job, both technically and as a leader.
  - Adhere to professional standard operating procedures.
  - Develop a plan to accomplish given objectives.
  - Develop and improve technical and management skills.
  - To prepare for your leadership role, participate in the development of standard operating procedures, emergency operations plans, or specific planning for incidents or events.
  - Participate in disaster simulation exercises.
  - Know agency policies.

(Continued on the next page.)

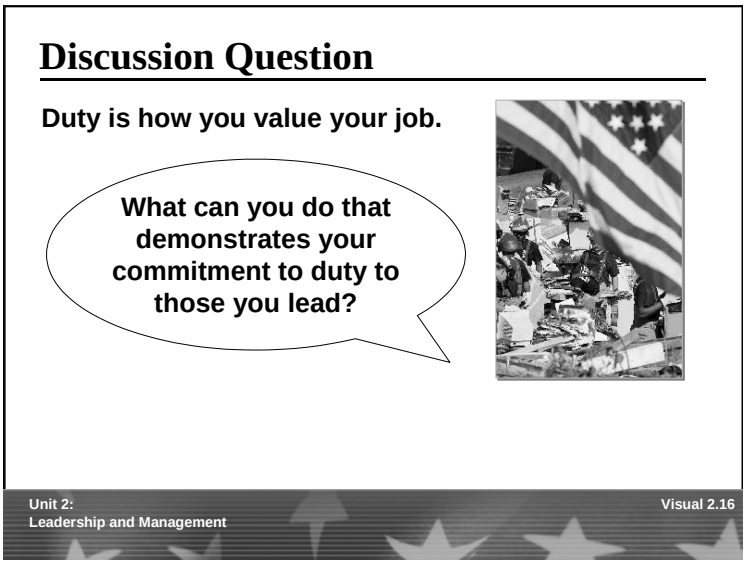
Topic: Leadership Values

- Make sound and timely decisions.
  - Maintain situation awareness in order to anticipate needed actions.
  - Evaluate situation for:
    - Safety.
    - Economic concerns.
    - Environmental concerns.
    - Political concerns.
    - Progress of work assignments.
    - Problems completing tasks.
  - Develop and communicate contingencies within your scope of authority.

- Ensure that tasks are understood, supervised, and accomplished.
  - Issue clear instructions.
  - Observe and assess actions in progress without micro-managing. (Do not become excessively involved with tactics. Focus on whether or not the strategies are accomplishing the objective.)
  - Use positive feedback to modify duties, tasks, and assignments when appropriate.

- Develop your subordinates for the future.
  - Clearly state expectations.
  - Delegate those tasks that you are not required to do personally.
  - Consider individual skill levels and developmental needs when assigning tasks.

Topic: Leadership Values

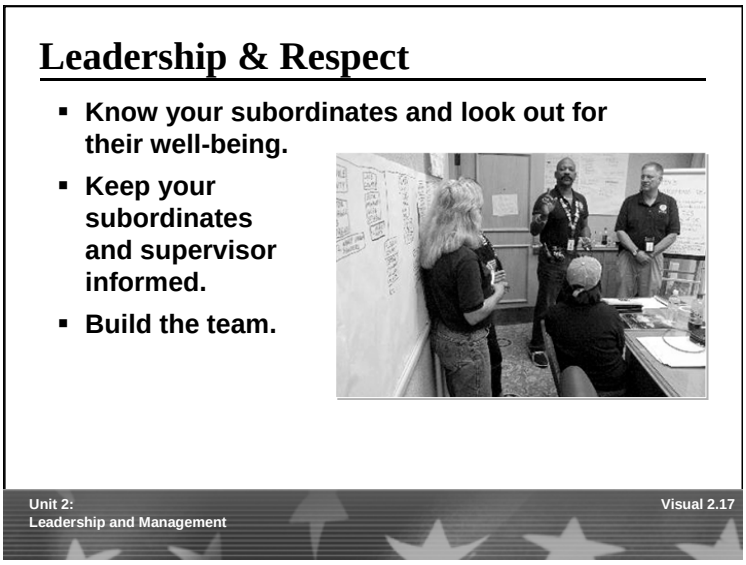


Visual Description: Duty is how you value your job. What can you do that demonstrates your commitment to duty to those you lead?

Key Points

What can you do that demonstrates your commitment to duty to those you lead?

Topic: Leadership Values



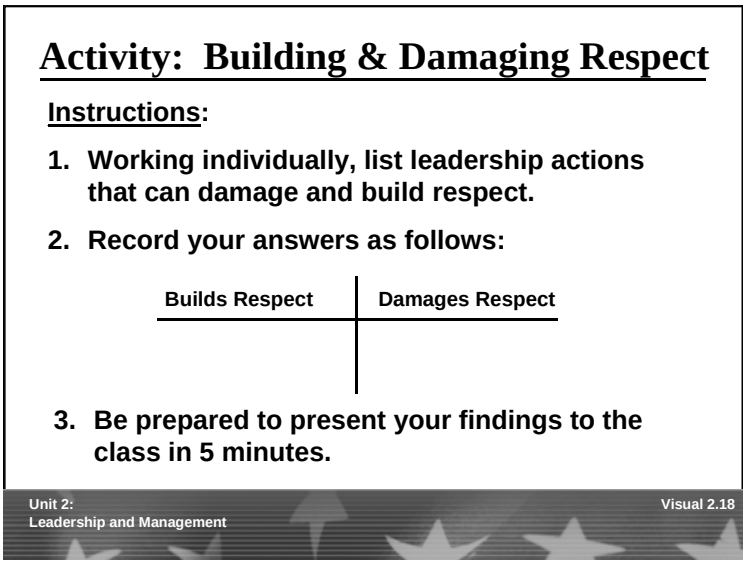
Visual Description: Leadership and Respect

Key Points

Note the following on leadership and respect:

- **Know your subordinates and look out for their well-being.** The workers who follow you are your greatest resource. Not all of your workers will succeed equally, but they all deserve respect.
- **Keep your subordinates and supervisor informed.** Provide accurate and timely briefings. Give the reason (intent) for assignments and tasks.
- **Build the team.** Conduct frequent briefings and debriefings with the team to monitor progress and identify lessons learned. Consider team experience, fatigue, and physical limitations when accepting assignments.

Topic | **Leadership Values**



Visual Description: Damaging and Building Respect Activity

Key Points

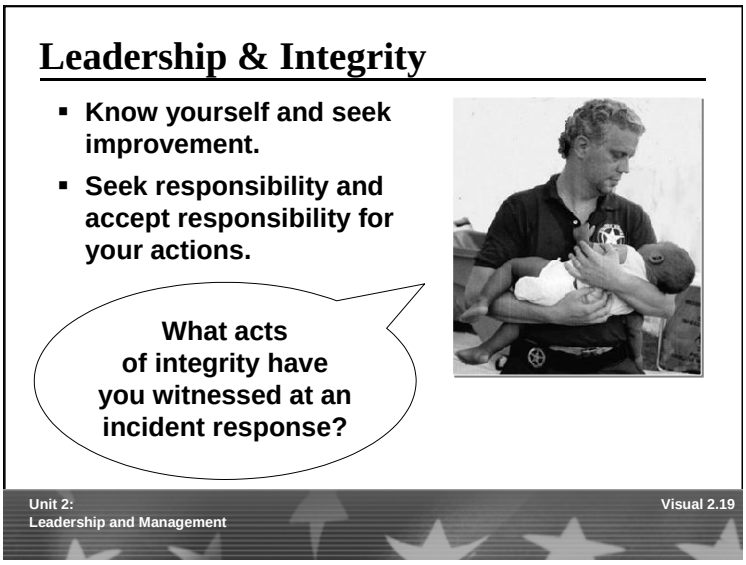
Purpose: The purpose of this activity is to identify leadership actions that can damage and build respect.

Instructions: Follow the steps below to complete this activity:

1. Working **individually**, list leadership actions that can damage and build respect.
2. Record your answers on paper in two columns, one labeled "Builds Respect" and the other labeled "Damages Respect."
3. Be prepared to present your findings to the class in 5 minutes.

Builds Respect	Damages Respect

Topic: Leadership Values



Visual Description: Leadership and Integrity

Key Points

Note the following key points about integrity:

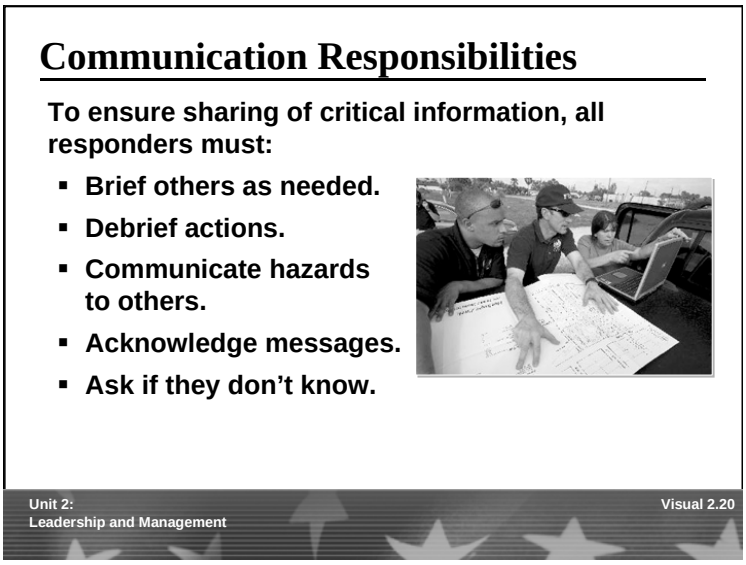
- **Integrity is how you value yourself.** You must be in charge of yourself, before you can be in charge of others. Leaders with integrity separate what is right from what is wrong and act according to what they know is right, even at personal cost.

- **Integrity means knowing yourself and seeking improvement.**
  - Know the strengths/weaknesses in your character and skill level.
  - Ask questions of peers and superiors.
  - Actively listen to feedback from subordinates.

- **Integrity means seeking responsibility and accepting responsibility for your actions.**
  - Accept full responsibility for and correct poor team performance.
  - Credit subordinates for good performance.
  - Keep your superiors informed of your actions.

List any examples of acts of integrity that you have witnessed at an incident response.

Topic: Communication Responsibilities



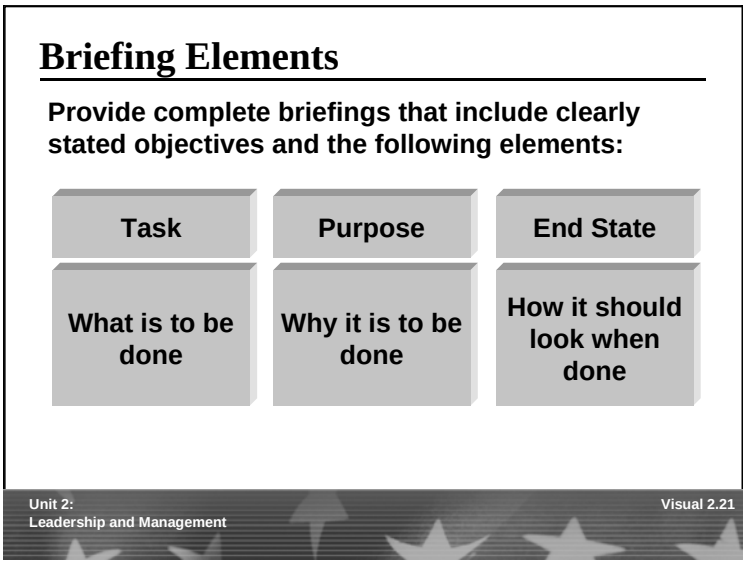
Visual Description: Communication Responsibilities

Key Points

One common responsibility of all members of the ICS organization is communication. Note the following key points:

- The most effective form of communication is face-to-face. Obviously, this is not always possible.
- Regardless of the means of communication required by the incident, all responders have five communication responsibilities to perform:
  - Brief others as needed.
  - Debrief actions.
  - Communicate hazards to others.
  - Acknowledge messages.
  - Ask if they don't know.

Topic: Communication Responsibilities



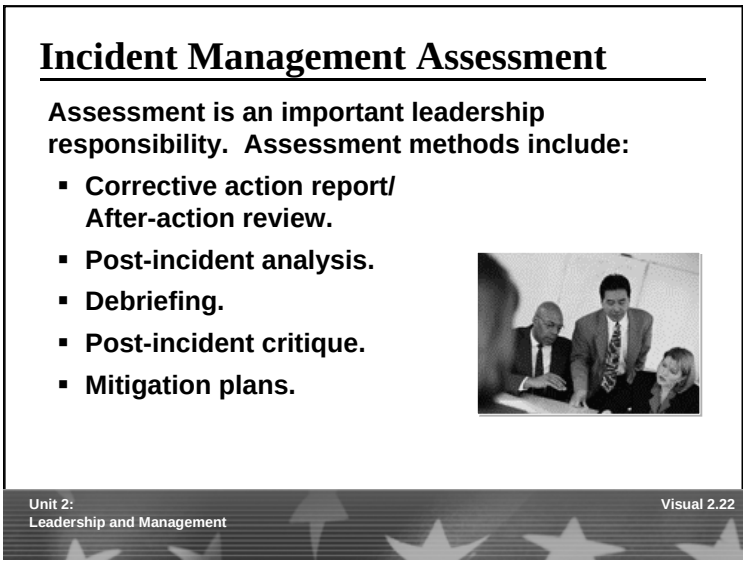
Visual Description: Briefing Elements

Key Points

Note that all leaders have the responsibility to provide complete briefings that include clearly stated incident objectives. The following elements should be included in all briefings:

- **Task.** What is to be done
- **Purpose.** Why it is to be done
- **End State.** How it should look when done

Topic: Incident Management Assessment



Visual Description: Incident Management Assessment

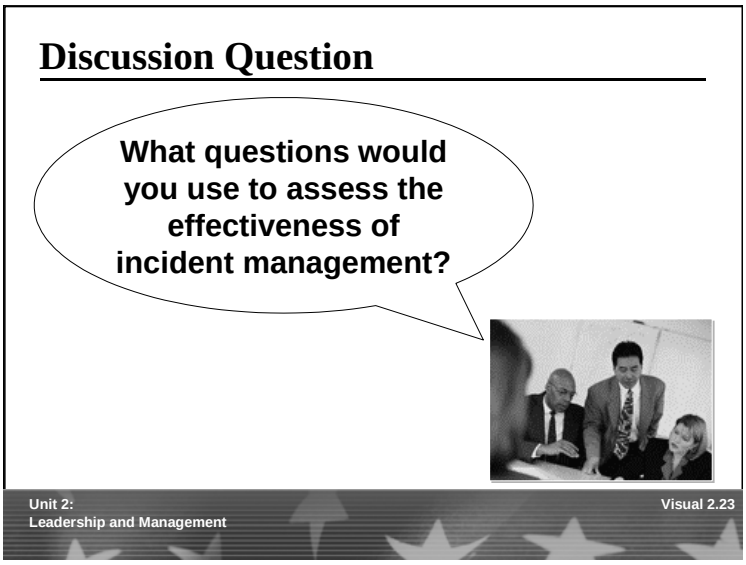
Key Points

Note the following key points:

- Management is an important leadership responsibility.
- Assessments should be conducted after a major activity in order to allow employees and leaders to discover what happened and why.
- Common assessment methods include:
  - Corrective action report/After-action review.
  - Post-incident analysis.
  - Debriefing.
  - Post-incident critique.
  - Mitigation plans.

According to NIMS, “Corrective action plans are designed to implement procedures that are based on lessons learned from actual incidents or from training and exercises. Mitigation plans describe activities that can be taken prior to, during, or after an incident to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident.”

Topic: Incident Management Assessment

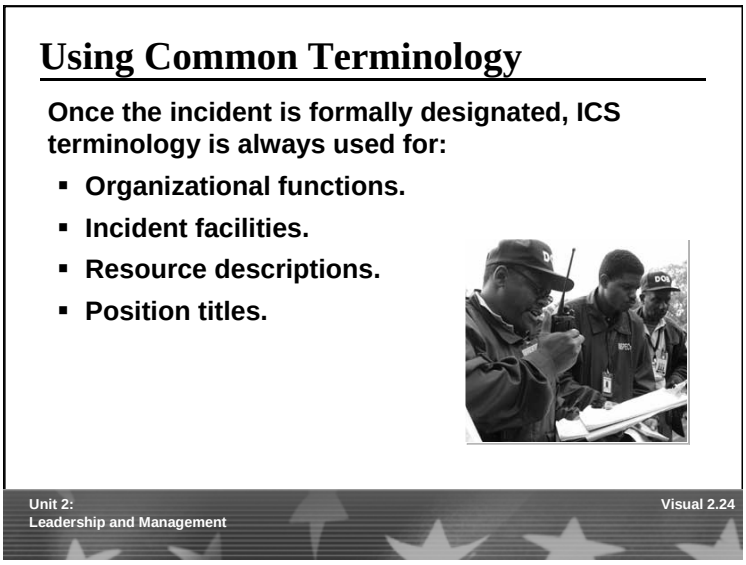


Visual Description: What questions would you use to assess the effectiveness of incident management?

Key Points

What questions would you use to assess the effectiveness of incident management?

Topic | **Common Terminology**



Visual Description: Using Common Terminology

Key Points

ICS establishes common terminology that allows diverse incident management and support entities to work together across a wide variety of incident management functions and hazard scenarios. This common terminology covers the following:

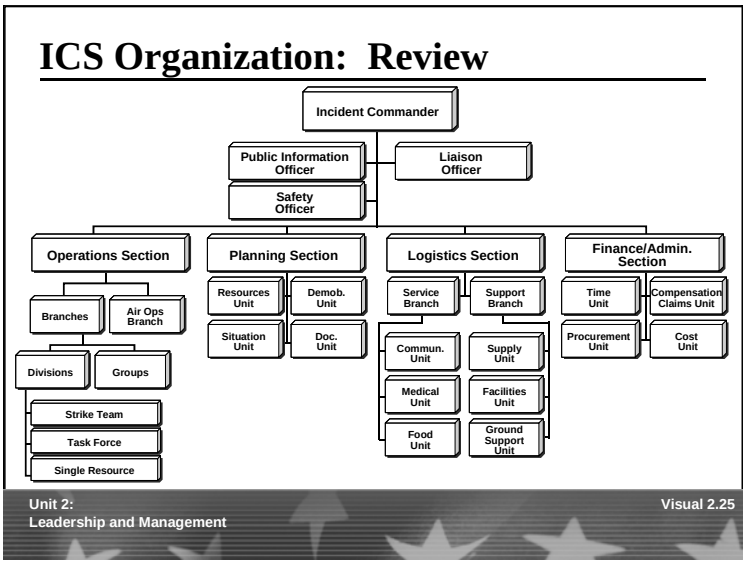
- **Organizational Functions.** Major functions and functional units with domestic incident management responsibilities are named and defined. Terminology for the organizational elements involved is standard and consistent.

- **Incident Facilities.** Common terminology is used to designate the facilities in the vicinity of the incident area that will be used in the course of incident management activities.

- **Resource Descriptions.** Major resources—including personnel, facilities, and major equipment and supply items—used to support incident management activities are given common names and are "typed" with respect to their capabilities, to help avoid confusion and to enhance interoperability.

- **Position Titles.** At each level within the ICS organization, individuals with primary responsibility have distinct titles. Titles provide a common standard for all users, and also make it easier to fill ICS positions with qualified personnel.

Topic: ICS Management



Visual Description: ICS organizational chart showing all Command and General Staff positions

Key Points

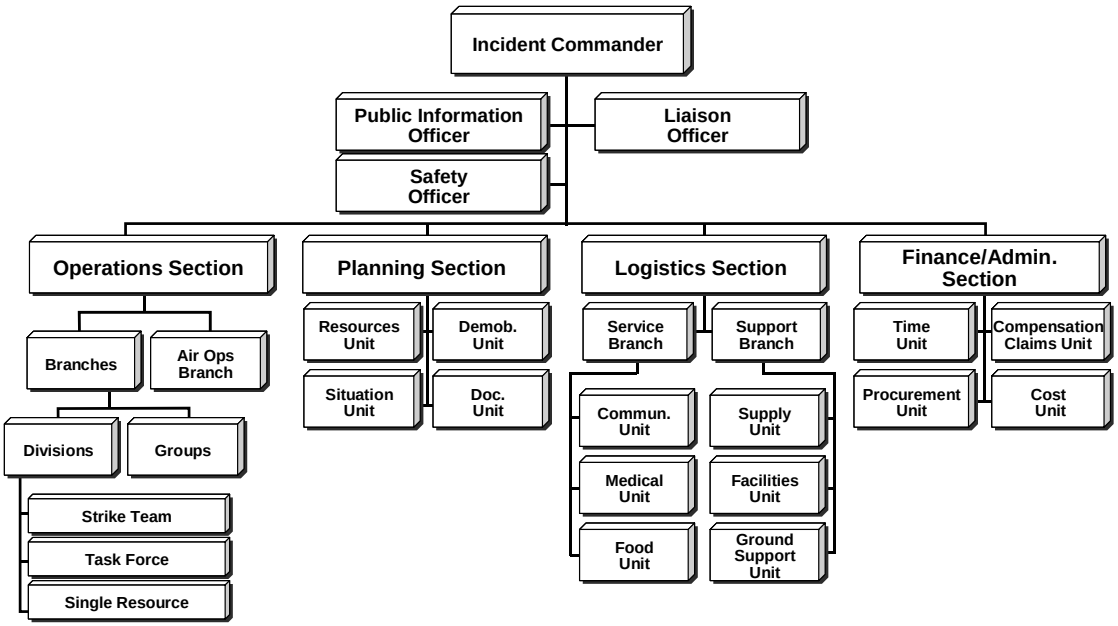
Note: A larger version of the ICS organizational chart and caption appears on the next page.

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.

Topic | ICS Management

ICS Organization



Caption: ICS organizational chart including the following Command Staff: Incident Commander, Public Information Officer, Safety Officer, and Liaison Officer. General Staff includes the Operations, Planning, Logistics, and Finance/Admin. Sections.

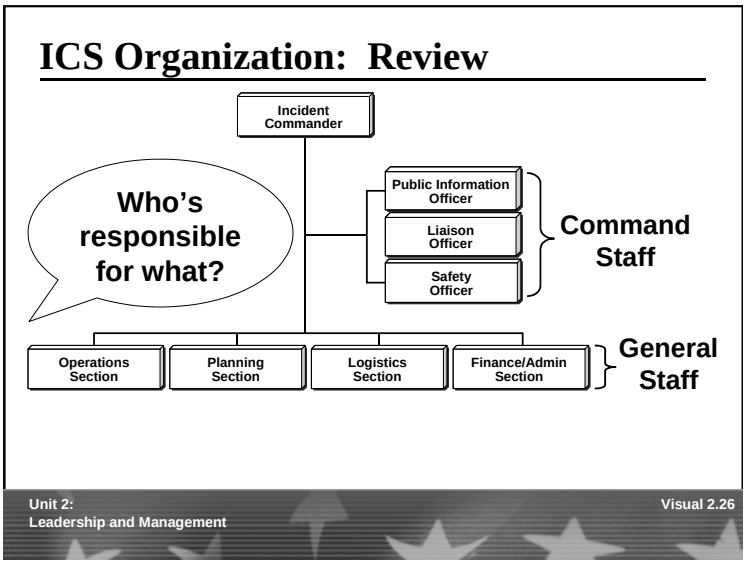
Within the Operations Section there are two Branches. Subordinate to the Branches are Divisions and Groups. Under the Division there is a Strike Team, Task Force, and Single Resource.

Within the Planning Section the following Units are shown: Resources, Situation, Demobilization, and Documentation.

Within the Logistics Section two Branches are shown: the Service Branch with Communications, Medical, and Food Units, and the Support Branch with Supply, Facilities, and Ground Support Units.

Within the Finance/Admin. Section the following Units are shown: Time, Procurement, Compensation/Claims, and Cost.

Topic: ICS Management



Visual Description: ICS organizational chart with the question: Who's responsible for what?

Key Points

Answer the questions below:

Who is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities?

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

Who handles media and public inquiries, emergency public information and warnings, rumor monitoring and response, and media monitoring, and coordinates the dissemination of information in an accurate and timely manner?

(Continued on next page.)

Topic | ICS Management

Continuing answering the questions below:

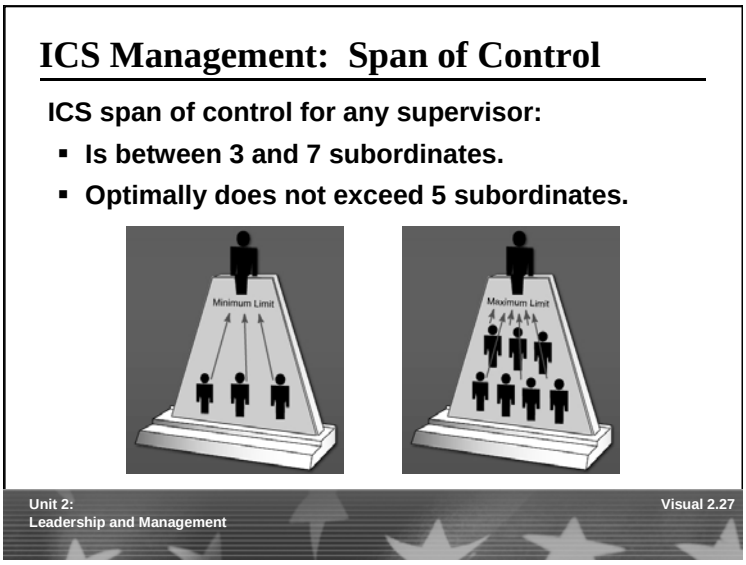
Which Section collects, evaluates, and disseminates incident situation information and intelligence?

Which Section would perform cost analysis and contracting services?

Who is 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?

Which Section implements the tactical activities focused on reduction of the immediate hazard and saving lives and property?

Topic: ICS Management



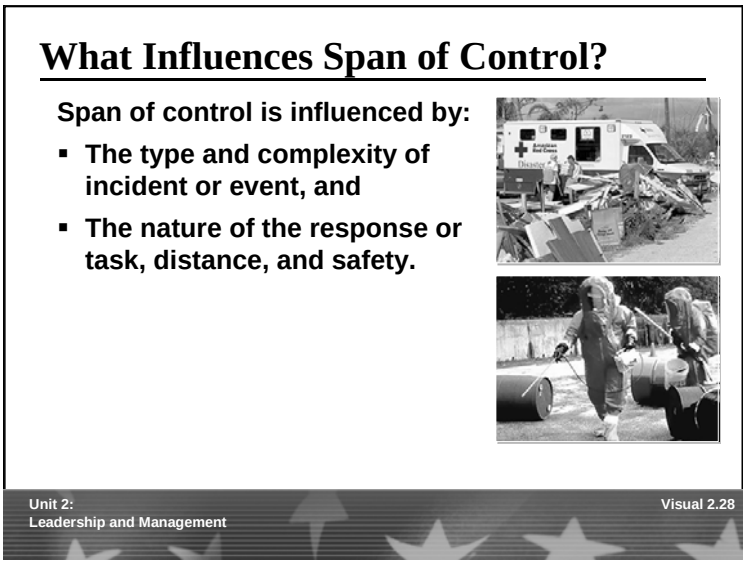
Visual Description: Span of control illustrating concept of minimum of 3 to maximum of 5 subordinates

Key Points

Note the following key points:

- Span of control is key to effective and efficient incident management. Maintaining an effective span of control is important because safety and accountability are a priority.
- Within ICS, the span of control of any individual with incident management supervisory responsibility should range from **three to seven subordinates**. If a supervisor has fewer than three people reporting, or more than seven, some adjustment to the organization should be considered. Monitoring the span of control in the ICS organization is a major responsibility of the Incident Commander.
- Optimally span of control should not exceed five subordinates.

Topic | **ICS Management**

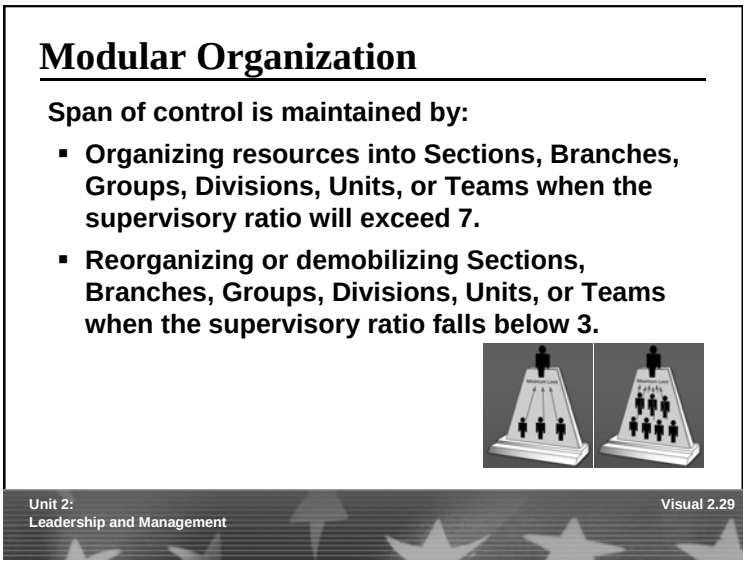


Visual Description: What Influences Span of Control?

Key Points

The type and complexity of incident, nature of the task, distances between personnel and resources, and hazards and safety factors all influence span-of-control considerations.

Topic | **ICS Management**



Visual Description: Modular Organization

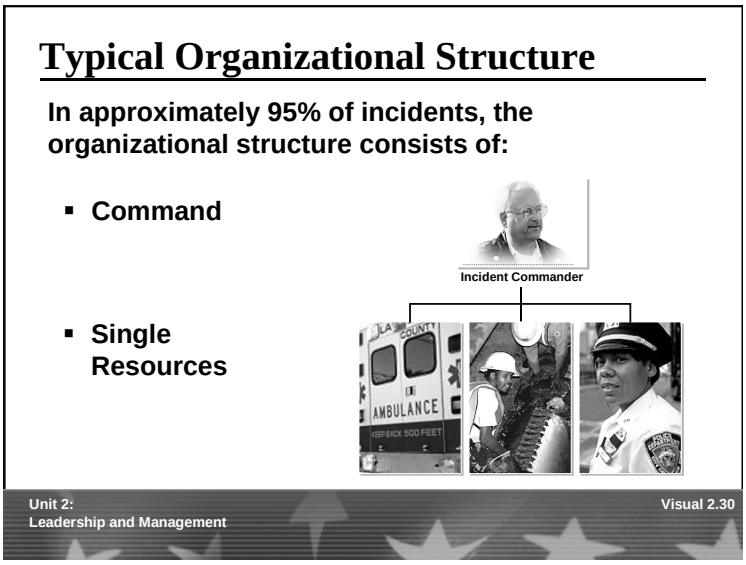
Key Points

Note the following key points:

- The ICS organization adheres to a “form follows function” philosophy. In other words, the organization at any given time should reflect only what is required to meet planned tactical objectives. The size of the current organization and that of the next operational period is determined through the incident action planning process.

- Since the ICS is a modular concept, managing span of control is accomplished by organizing resources into Sections, Branches, Groups, Divisions, Units, or Teams when the supervisor-to-subordinate ratio exceeds seven, or by reorganizing or demobilizing Sections, Branches, Groups, Divisions, Units, or Teams when the ratio falls below three.

Topic | **ICS Management**



Visual Description: Typical Organizational Structure

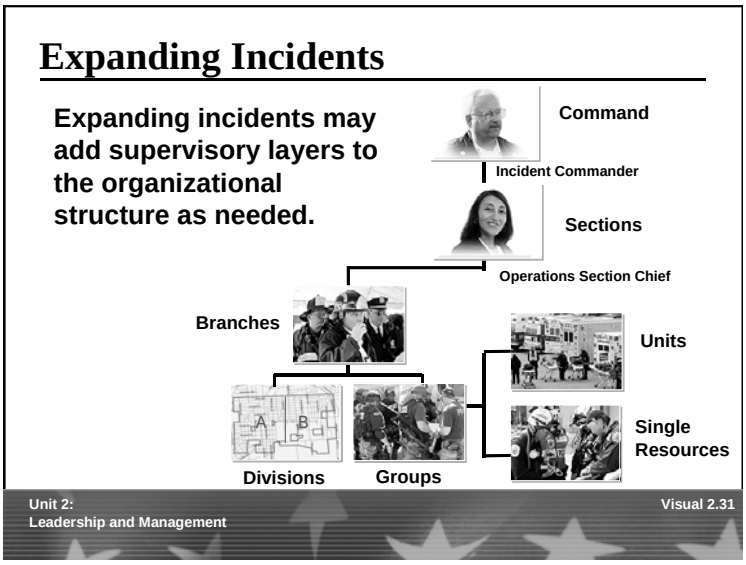
Key Points

The initial response to most domestic incidents is typically handled by local "911" dispatch centers, emergency responders within a single jurisdiction, and direct supporters of emergency responders. Most responses need go no further.

Approximately 95% of all incidents are small responses that include:

- **Command:** Incident Commander and other Command Staff.
- **Single Resources:** 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.

Topic | ICS Management



Visual Description: Expanding Incidents

Key Points

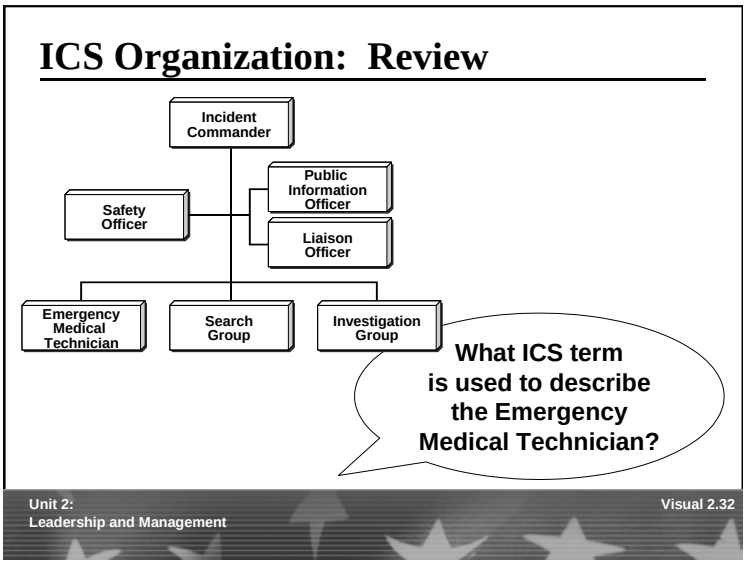
Note the following key points about expanding incidents:

- Incidents that begin with a single response discipline within a single jurisdiction may rapidly expand to multidiscipline, multijurisdictional incidents requiring significant additional resources and operational support.
- ICS provides a flexible core mechanism allowing expansion by adding supervisory layers to the organizational structure as needed.

Review the following terminology:

- **Section.** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.
- **Division.** The organization 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.** The organization element having functional responsibility for a specific incident planning, logistics, or finance activity.

Topic: ICS Management

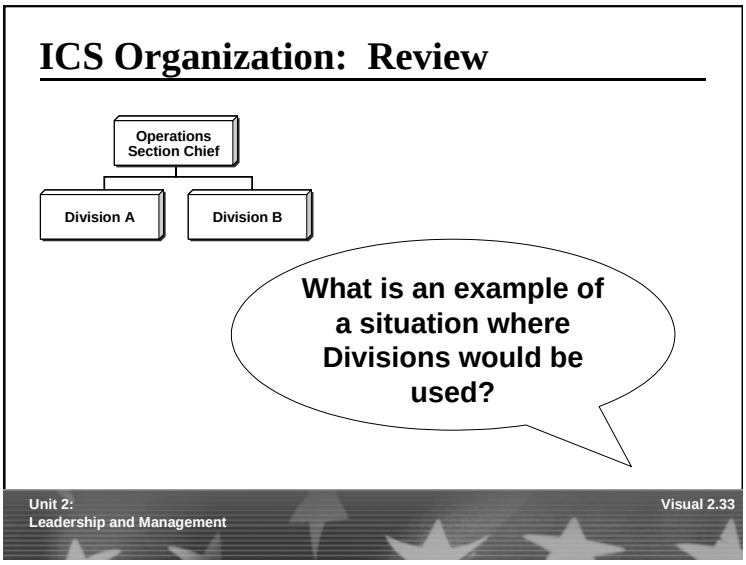


Visual Description: What ICS term is used to describe the Emergency Medical Technician who is responding to an incident?

Key Points

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

Topic: ICS Management

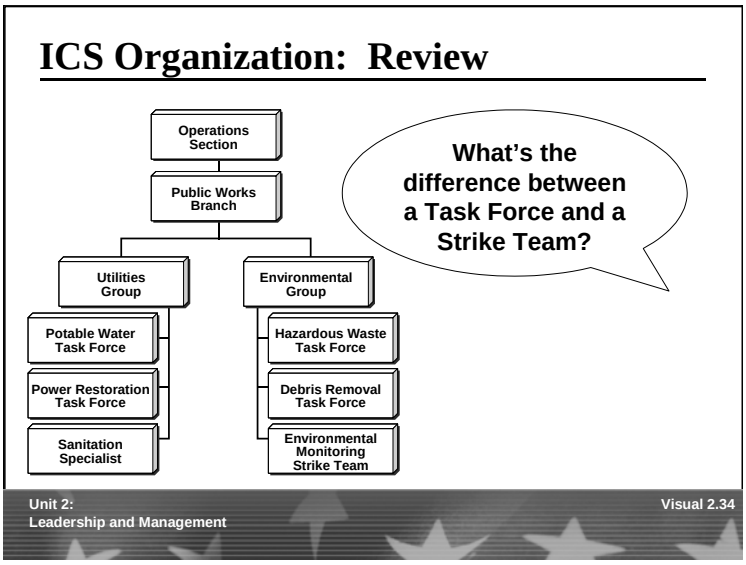


Visual Description: Operations Section Chart with Division A and Division B and the following question: What is an example of a situation where Divisions would be used?

Key Points

What is an example of a situation where Divisions would be used?

Topic ICS Management



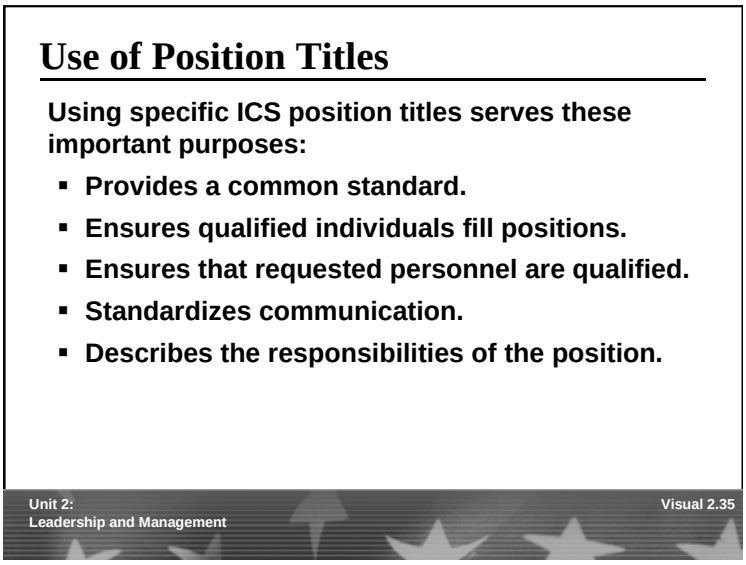
Visual Description: Operations Section Chart with a Branch and two Groups. Within the Groups are several Task Forces, one Strike Team, and a Single Resource. Also included is the following question: What's the difference between a Task Force and a Strike Team?

Key Points

What's the difference between a Task Force and a Strike Team?

Jot down some examples of Task Forces and Strike Teams that your agency/jurisdiction may activate.

Topic: Position Titles



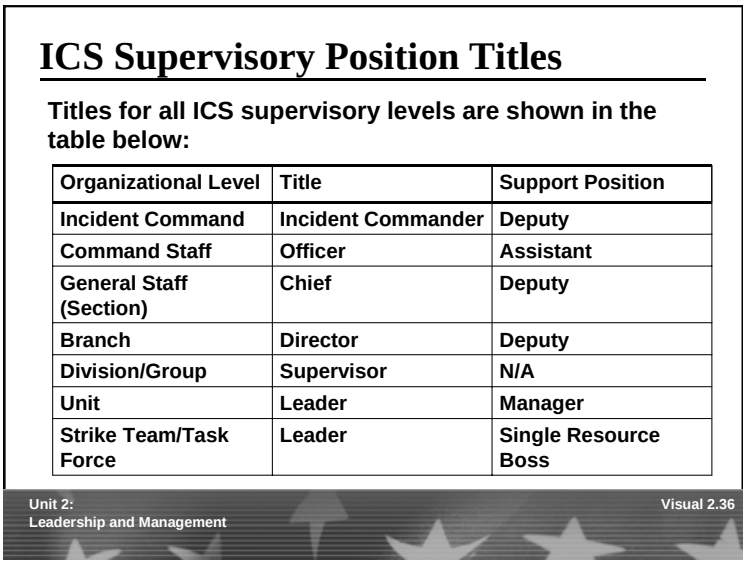
Visual Description: Use of Position Titles

Key Points

Note the following key points:

- At each level within the ICS organization, individuals with primary responsibility positions have distinct titles.
- Titles provide a common standard for all users. For example, if one agency uses the title Branch Chief, another Branch Manager, etc., this lack of consistency can cause confusion at the incident.
- The use of distinct titles for ICS positions allows for filling ICS positions with the most qualified individuals rather than by seniority.
- Standardized position titles are useful when requesting qualified personnel. For example, in deploying personnel, it is important to know if the positions needed are Unit Leaders, clerks, etc.
- The responsibilities and duties of the standardized position titles are identified. These descriptions are found in various publications such as:
  - Firescope Field Operations Guide, ICS 420-1
  - ICS Position Descriptions and Responsibilities, National Incident Management System (NIMS)
  - Fireline Handbook, PMS 410-1

Topic: Position Titles



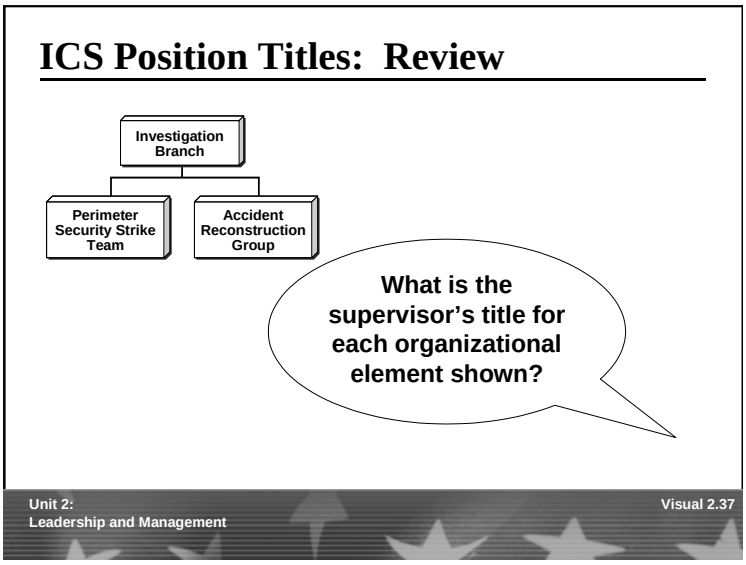
Visual Description: Table listing position titles

Key Points

Take a moment to review the information contained in the table below:

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: Position Titles



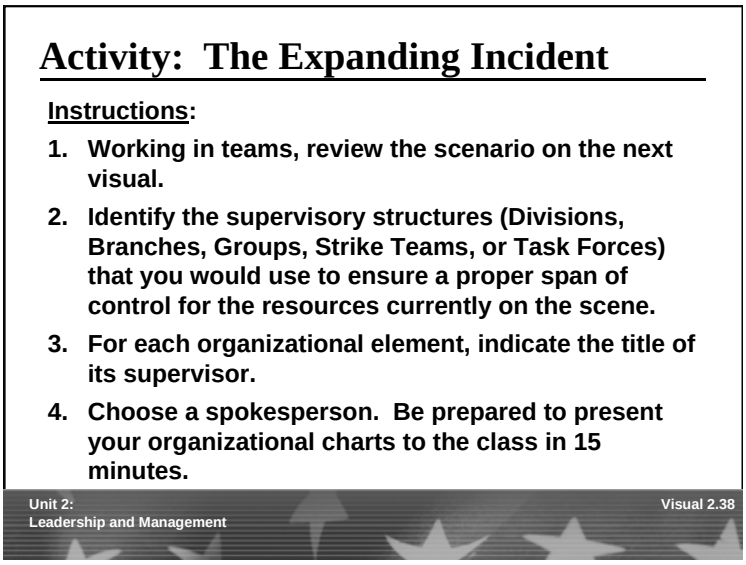
Visual Description: Investigation Branch Chart with Perimeter Security Strike Team and Accident Reconstruction Group. Also included is the following question: What is the supervisor's title for each organizational element shown?

Key Points

Refer to the chart with the position titles.

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

Topic | **Expanding Incident Activity**



Visual Description: The Expanding Incident Activity

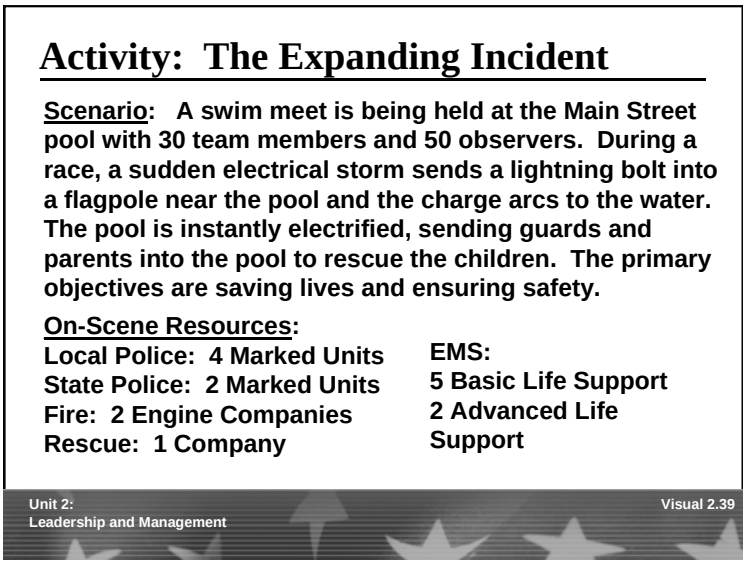
Key Points

Purpose: The purpose of this activity is to identify a supervisory structure that would ensure proper span of control.

Instructions:

1. Working in teams, review the scenario on the next page.
2. Identify the supervisory structures (Divisions, Branches, Groups, Strike Teams, or Task Forces) that you would use to ensure a proper span of control for the resources currently on the scene.
3. For each organizational element, indicate the title of its supervisor.
4. Choose a spokesperson. Be prepared to present your organizational charts to the class in 15 minutes.

Topic: Expanding Incident Activity



Visual Description: The Expanding Incident Scenario

Key Points

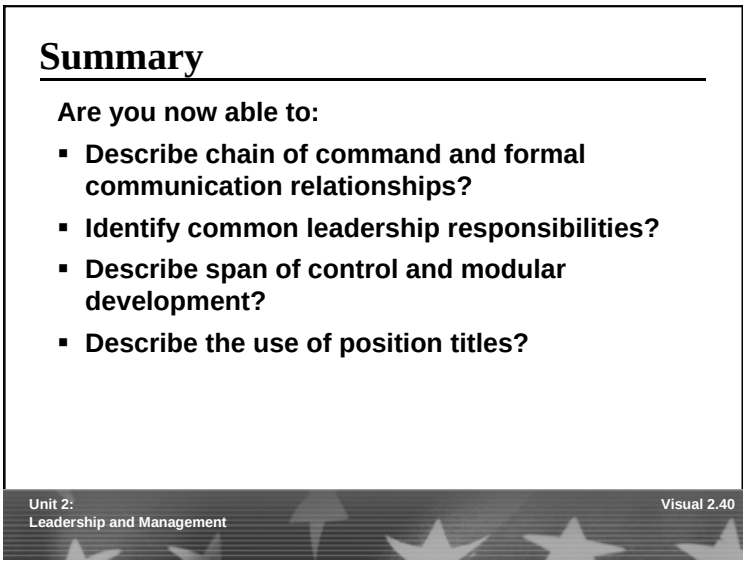
Review the following scenario:

A swim meet is being held at the Main Street pool with 30 team members and 50 observers. During a race, a sudden electrical storm sends a lightning bolt into a flagpole near the pool and the charge arcs to the water. The pool is instantly electrified, sending guards and parents into the pool to rescue the children. The primary objectives are saving lives and ensuring safety.

On-Scene Resources: Local Police: 4 Marked Units; State Police: 2 Marked Units; Fire: 2 Engine Companies; Rescue: 1 Company; and EMS: 5 Basic Life Support and 2 Advanced Life Support

Identify the supervisory structures (Divisions, Branches, Groups, Strike Teams, or Task Forces) to ensure a proper span of control for the resources currently on the scene.

Topic: Summary



Visual Description: Summary

Key Points

Are you now able to:

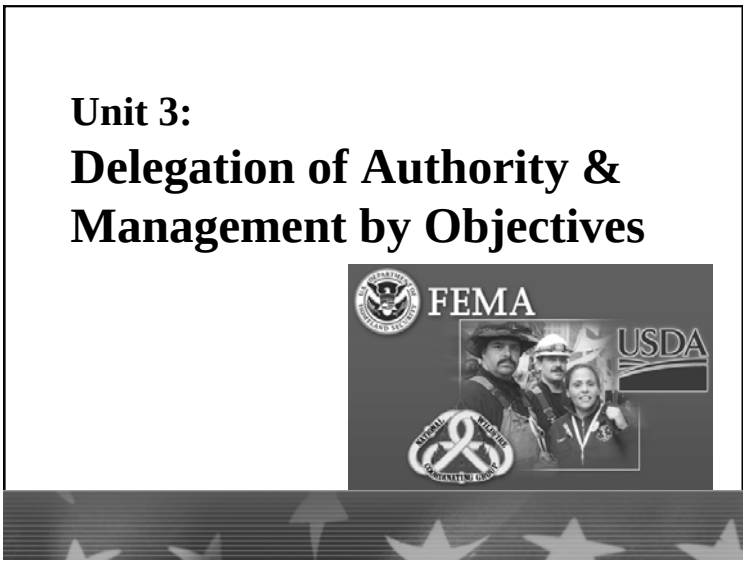
- Describe chain of command and formal communication relationships?
- Identify common leadership responsibilities?
- Describe span of control and modular development?
- Describe the use of position titles?

The next unit presents information about delegation of authority and management by objectives.

Your Notes

Unit 3: Delegation of Authority & Management by Objectives

Topic: Unit Introduction

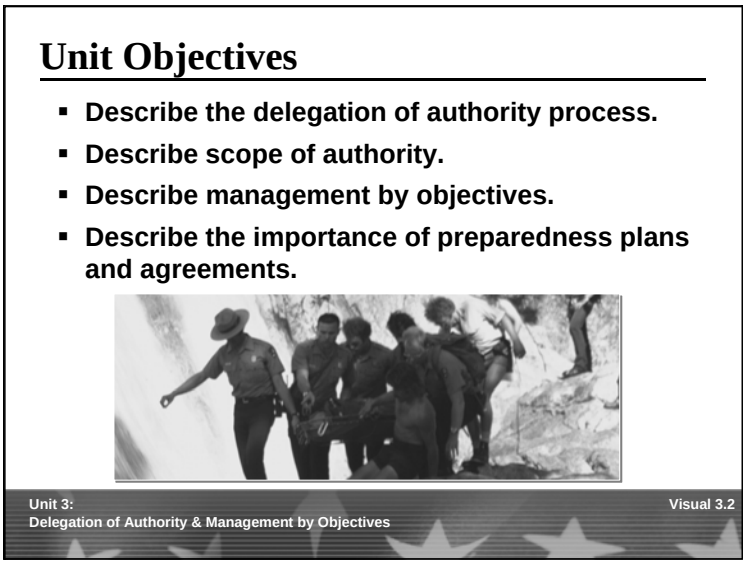


Visual Description: Unit Introduction

Key Points

This unit covers the sources from which Incident Commanders derive their authorities and how those authorities are used to establish incident objectives.

Topic: Unit Objectives



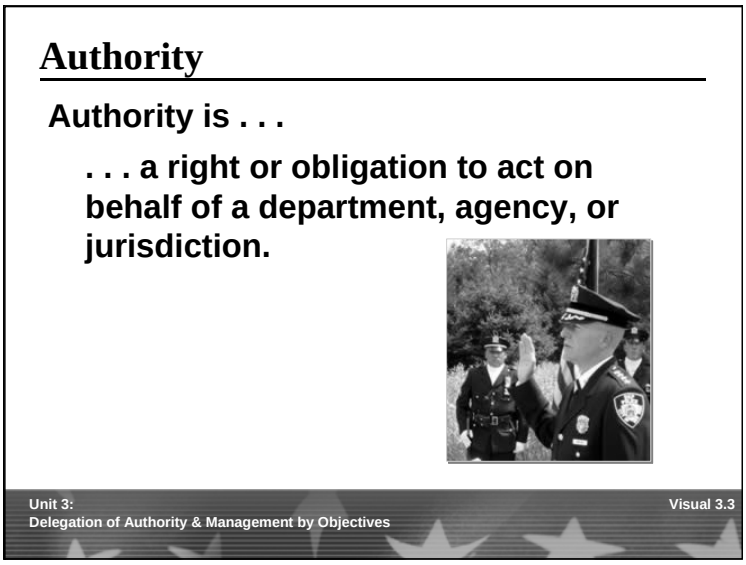
Visual Description: Unit Objectives

Key Points

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

- Describe the delegation of authority process.
- Describe scope of authority.
- Describe management by objectives.
- Describe the importance of preparedness plans and agreements.

Topic: Delegation of Authority Process

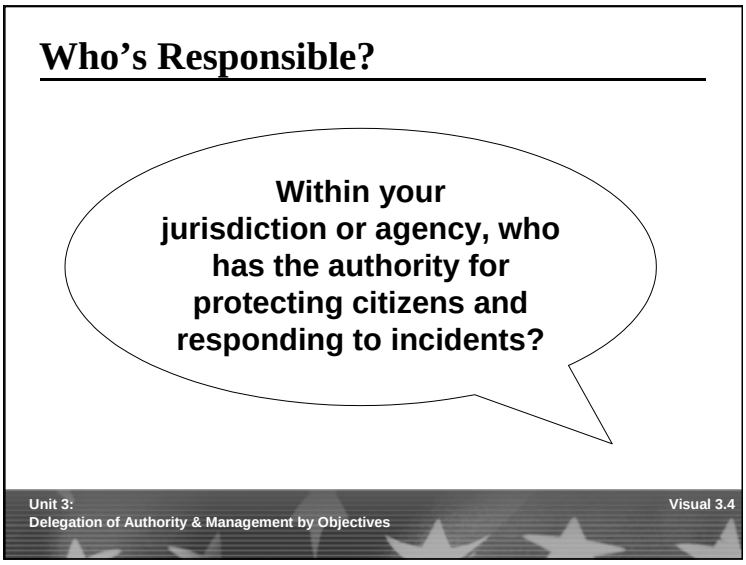


Visual Description: Definition of Authority

Key Points

Authority means a right or obligation to act on behalf of a department, agency, or jurisdiction.

Topic: Delegation of Authority Process

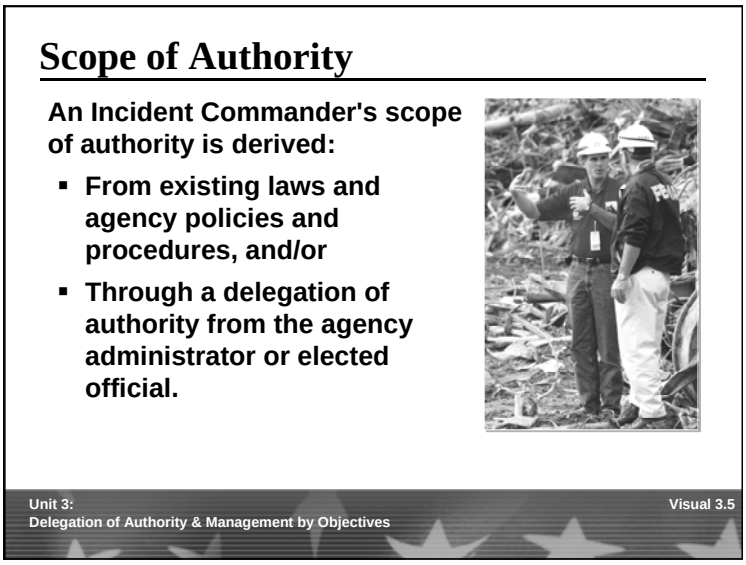


Visual Description: Within your jurisdiction or agency, who has the authority for protecting citizens and responding to incidents?

Key Points

Within your jurisdiction or agency, who has the authority for protecting citizens and responding to incidents?

Topic: Delegation of Authority Process



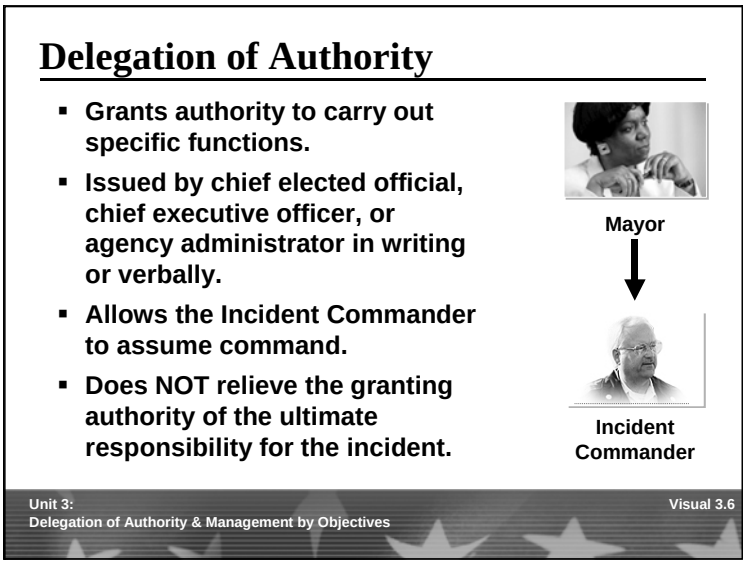
Visual Description: Scope of Authority

Key Points

An Incident Commander's scope of authority is derived:

- From existing laws and agency policies and procedures, and/or
- Through a delegation of authority from the agency administrator or elected official.

Topic: Delegation of Authority Process



Visual Description: Delegation of Authority

Key Points

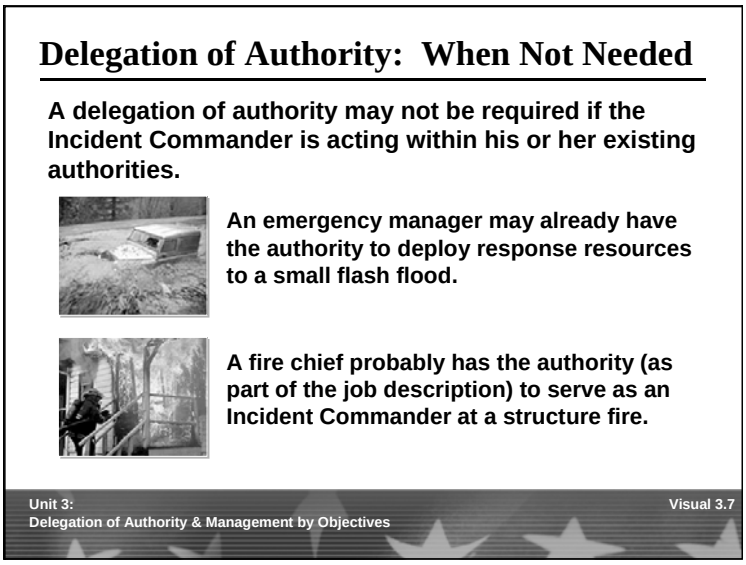
Note the following key points:

- The process of granting authority to carry out specific functions is called the delegation of authority.

- Delegation of authority:
  - Grants authority to carry out specific functions.
  - Is issued by the chief elected official, chief executive officer, or agency administrator in writing or verbally.
  - Allows the Incident Commander to assume command.
  - Does NOT relieve the granting authority of the ultimate responsibility for the incident.

- Ideally, this authority will be granted in writing. Whether it is granted in writing or verbally, the authorities granted remain with the Incident Commander until such time as the incident is terminated, or a relief shift Incident Commander is appointed, or the Incident Commander is relieved of his or her duties for just cause.

Topic: Delegation of Authority Process



Visual Description: When a delegation of authority may not be needed.

Key Points

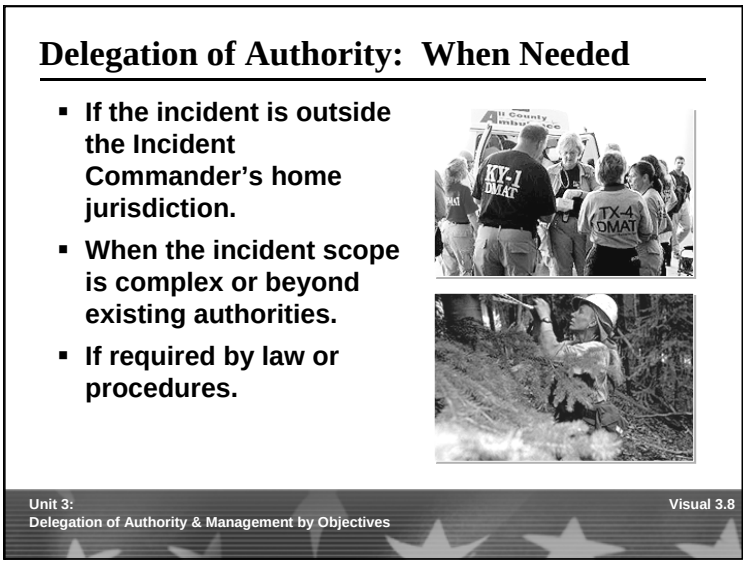
A delegation of authority may not be required if the Incident Commander is acting within his or her existing authorities.

Refer to the following examples of when a delegation of authority may not be necessary:

- **Example 1:** An emergency manager may already have the authority to deploy response resources to a small flash flood.
- **Example 2:** A fire chief probably has the authority (as part of the job description) to serve as an Incident Commander at a structure fire.

Jot down other instances when a delegation of authority may not be necessary.

Topic: Delegation of Authority Process



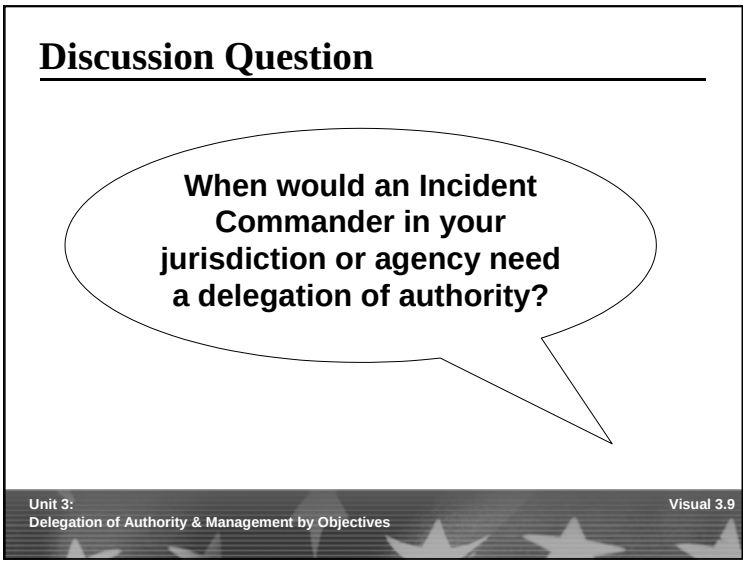
Visual Description: When a delegation of authority may be needed.

Key Points

A delegation of authority may be needed:

- If the incident is outside the Incident Commander's home jurisdiction.
- When the incident scope is complex or beyond existing authorities.
- If required by law or procedures.

Topic: Delegation of Authority Process

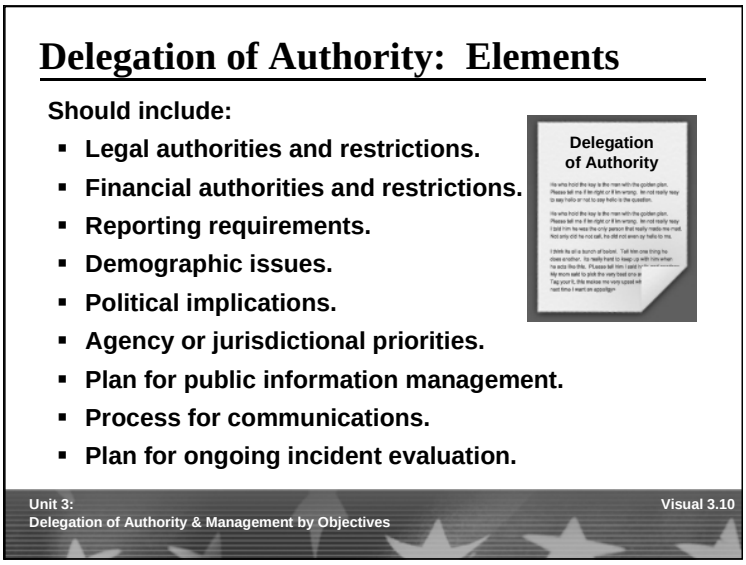


Visual Description: When would an Incident Commander in your jurisdiction or agency need a delegation of authority?

Key Points

When would an Incident Commander in your jurisdiction or agency need a delegation of authority?

Topic: Delegation of Authority Process



Visual Description: Elements included in a delegation of authority

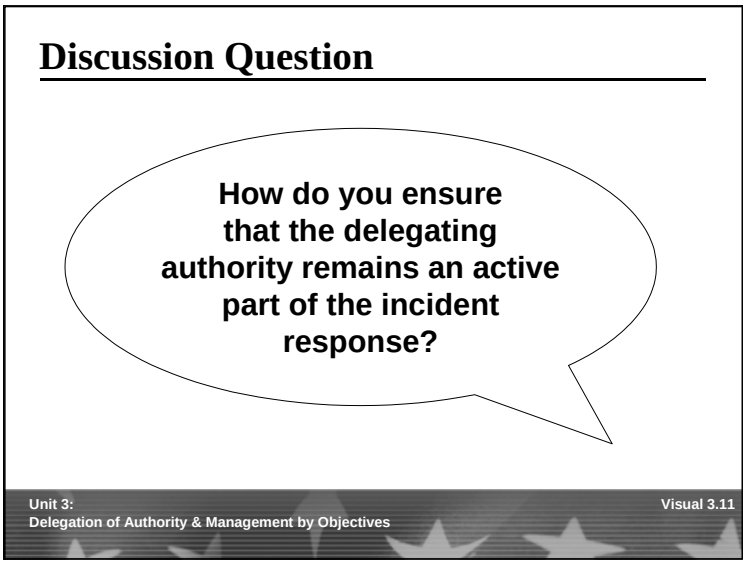
Key Points

A delegation of authority should include the following elements:

- Legal authorities and restrictions.
- Financial authorities and restrictions.
- Reporting requirements.
- Demographic issues.
- Political implications.
- Agency or jurisdictional priorities.
- Plan for public information management.
- Process for communications.
- Plan for ongoing incident evaluation.

The delegation should also specify when the authority ends and demobilization conditions (e.g., the teams will not be released until the following conditions have been met).

Topic: Delegation of Authority Process



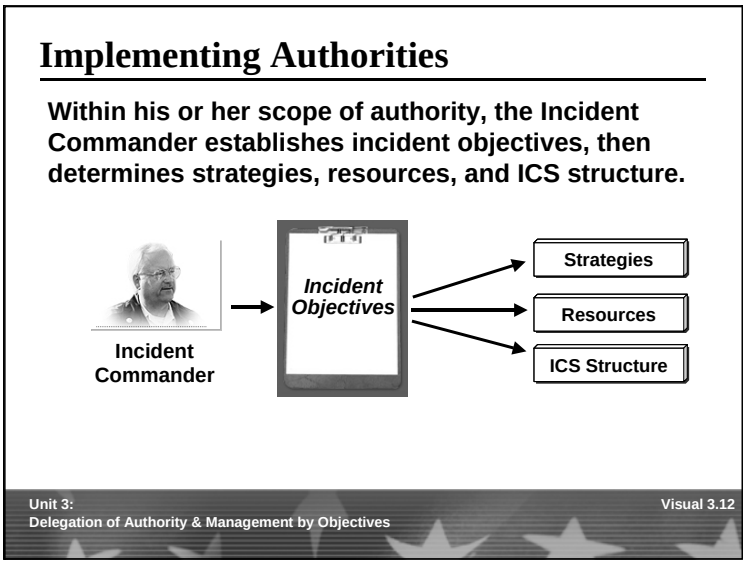
Visual Description: How do you ensure that the delegating authority remains an active part of the incident response?

Key Points

The final responsibility for the resolution on the incident remains with the chief elected official, chief executive officer, or agency administrator. It is imperative then that the chief elected official, chief executive officer, or agency administrator remain an active participant, supporter, supervisor, and evaluator of the Incident Commander.

How do you ensure that the delegating authority remains an active part of the incident response?

Topic: Implementing Authorities



Visual Description: Implementing Authorities

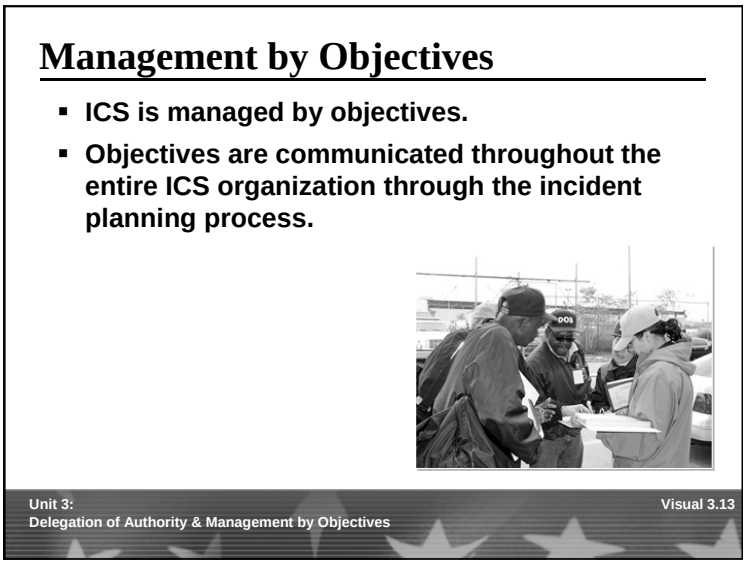
Key Points

The Incident Commander must have the authority to:

- Establish incident objectives.
- Determine appropriate strategies.
- Acquire appropriate agency or jurisdiction resources.

The Incident Commander must also have the authority to establish an ICS structure adequate to protect the safety of responders and citizens, to control the spread of damage, and to protect the environment.

Topic: Management by Objectives



Visual Description: Management by Objectives

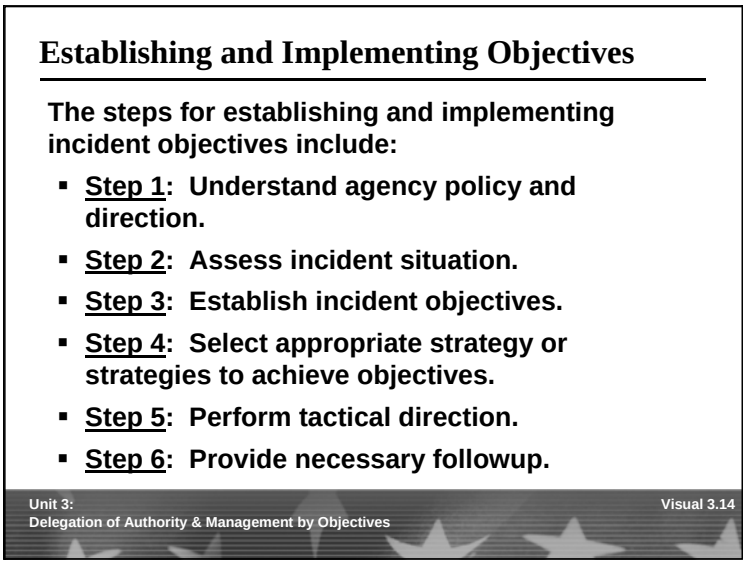
Key Points

ICS is managed by objectives. Objectives are communicated throughout the entire ICS organization through the incident planning process.

Management by objectives includes:

- Establishing overarching objectives.
- Developing and issuing assignments, plans, procedures, and protocols.
- Establishing specific, measurable objectives for various incident management functional activities.
- Directing efforts to attain them, in support of defined strategic objectives.
- Documenting results to measure performance and facilitate corrective action.

Topic: Management by Objectives



Visual Description: Steps for establishing and implementing objectives

Key Points

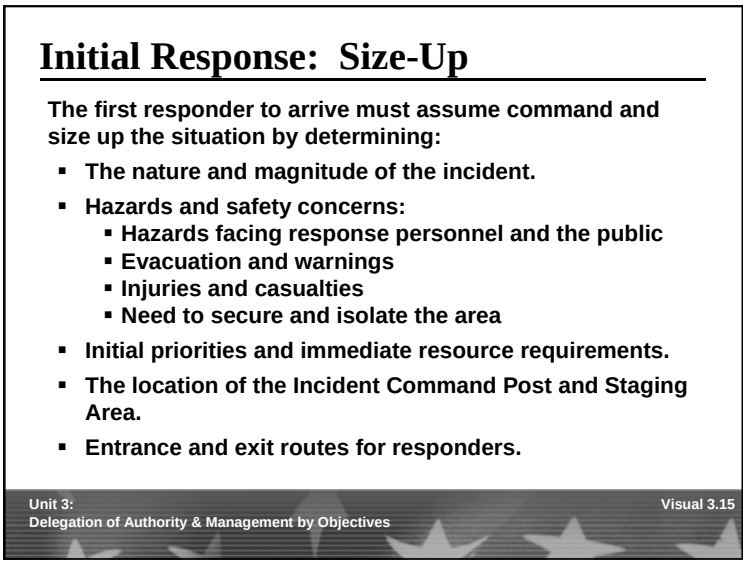
Note the following steps for establishing and implementing incident objectives.

Step 1: Understand agency policy and direction.
Step 2: Assess incident situation.
Step 3: Establish incident objectives.
Step 4: Select appropriate strategy or strategies to achieve objectives.
Step 5: Perform tactical direction.
Step 6: Provide necessary followup.

The Incident Commander must have a firm grasp of the policies and direction of his or her agency or jurisdiction. Laws, regulations, and policies of that agency or jurisdiction will govern the Incident Commander's scope of authority to act and, therefore, the objectives established.

The ICS-300 course presents more training in setting objectives and the planning process cycle.

Topic | **Management by Objectives**



Visual Description: Initial Response: Size- Up

Key Points

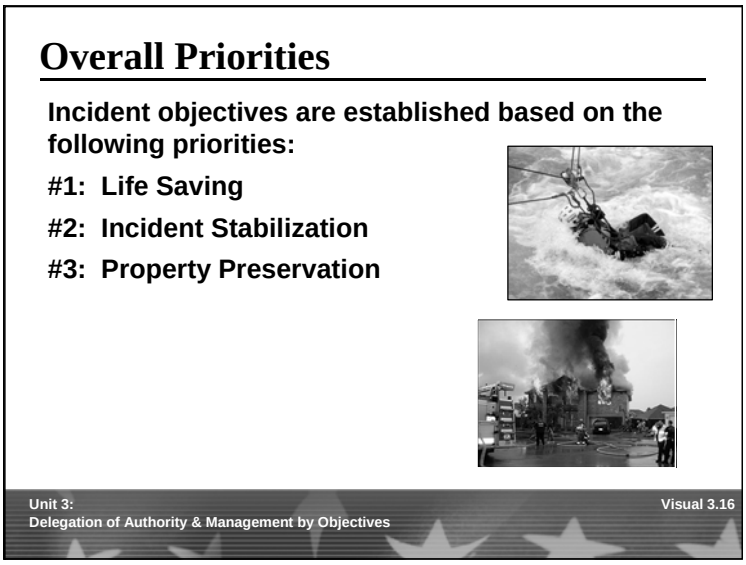
In an initial incident, a size-up is done to set the immediate incident objectives.

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

- The 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.
- The location of the Incident Command Post and Staging Area.
- Entrance and exit routes for responders.

What additional factors might you consider when conducting a size-up?

Topic: Management by Objectives



Visual Description: Overall Priorities

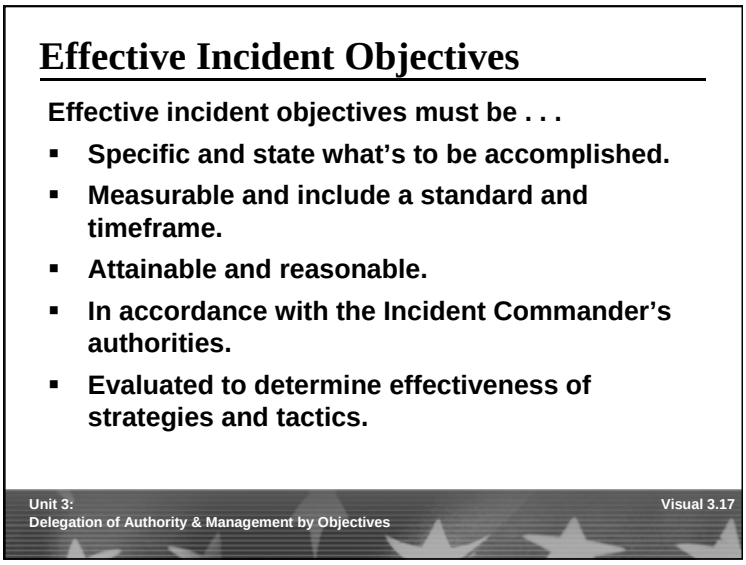
Key Points

Throughout the incident, objectives are established based on the following priorities:

- **First Priority:** Life Saving
- **Second Priority:** Incident Stabilization
- **Third Priority:** Property Preservation

Jot down examples of each type of priority.

Topic: Management by Objectives



Visual Description: Characteristics of Effective Objectives

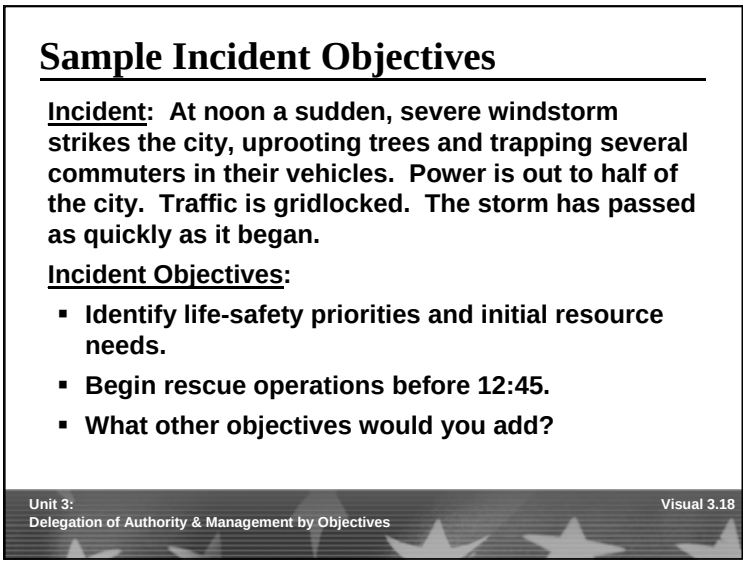
Key Points

Incident objectives must describe what must be accomplished and provide substantive direction for work at the incident.

Effective incident objectives must be:

- Specific and state what's to be accomplished.
- Measurable and include a standard and timeframe.
- Attainable and reasonable.
- In accordance with the Incident Commander's authorities.
- Evaluated to determine effectiveness of strategies and tactics.

Topic: Management by Objectives



Visual Description: Sample Incident Objectives

Key Points

Refer to the following incident:

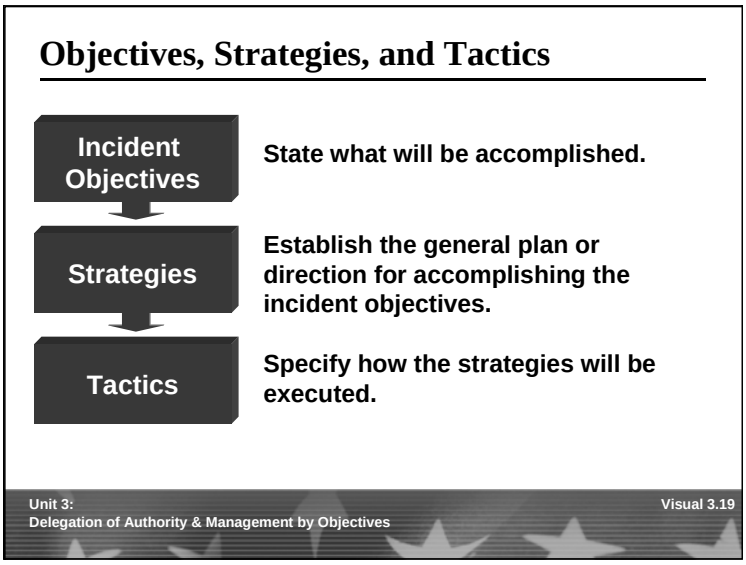
Incident: At noon a sudden, severe windstorm strikes the city, uprooting trees and trapping several commuters in their vehicles. Power is out to half of the city. Traffic is gridlocked. The storm has passed as quickly as it began.

Refer to the sample incident objectives.

Incident Objectives:
- Identify life-safety priorities and initial resource needs.
- Begin rescue operations before 12:45.

Take a few minutes and write down at least one additional incident objective.

Topic: Management by Objectives



Visual Description: Objectives, Strategies, and Tactics

Key Points

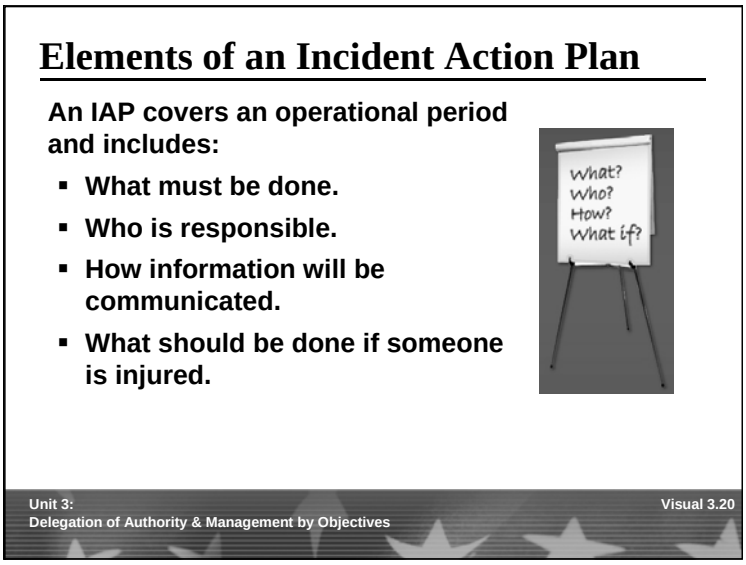
Note the following differences between incident objectives, strategies, and tactics:

- **Incident objectives** state what will be accomplished.
- **Strategies** are the general plan or direction selected to accomplish the incident objectives set by the Incident Commander.
- **Tactics** specify how the strategies will be executed, including deploying and directing of resources.

Note the following key points:

- The Incident Commander is responsible for establishing goals and selecting strategies.
- The Operations Section, if it is established, is responsible for determining appropriate tactics.

Topic | **Management by Objectives**



Visual Description: Elements of an Incident Action Plan

Key Points

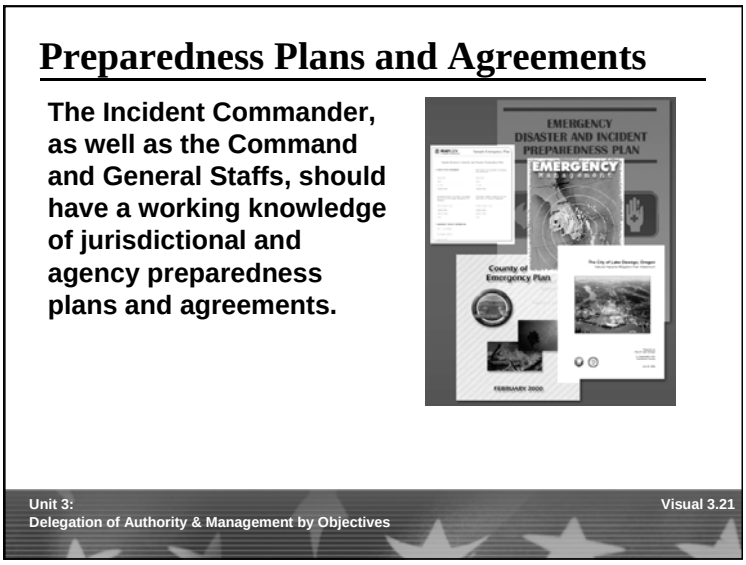
Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.

An IAP covers an operational period and includes:

- What must be done.
- Who is responsible.
- How information will be communicated.
- What should be done if someone is injured.

The **operational period** is the period of time scheduled for execution of a given set of tactical actions as specified in the Incident Action Plan.

Topic: Preparedness Plans and Agreements

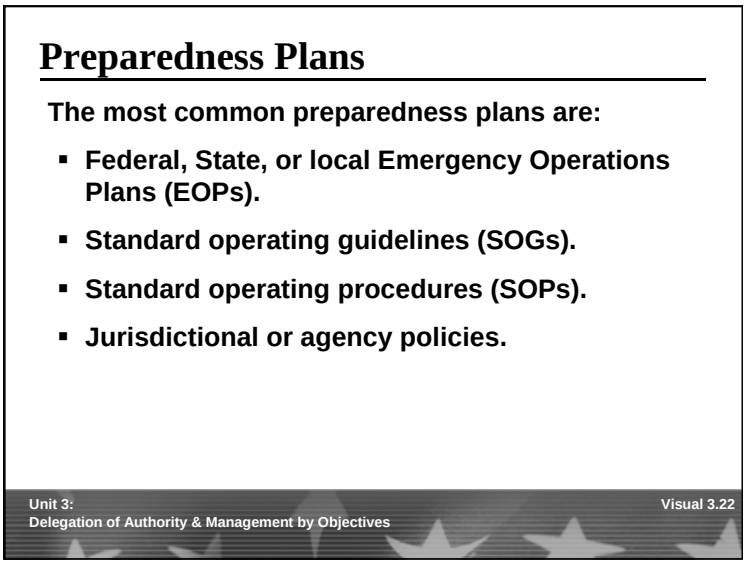


Visual Description: Preparedness Plans and Agreements

Key Points

The Incident Commander, as well as the Command and General Staffs, should have a working knowledge of jurisdictional and agency preparedness plans and agreements.

Topic: Preparedness Plans and Agreements



Visual Description: Preparedness Plans

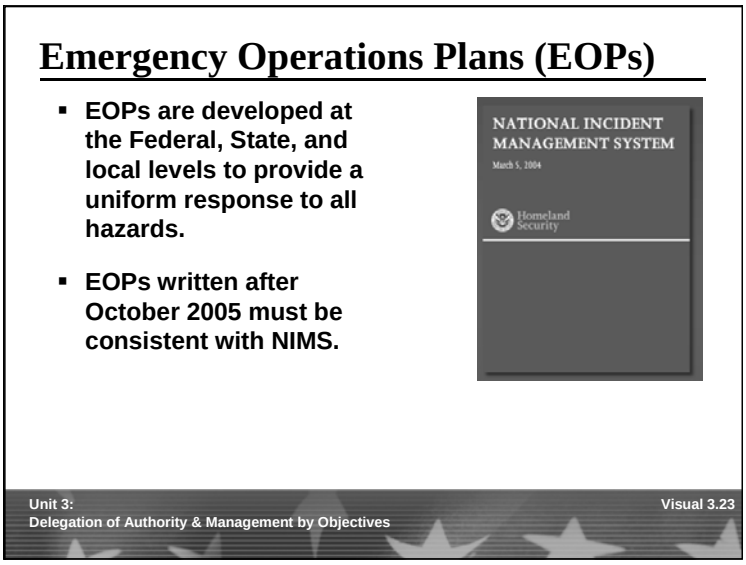
Key Points

Preparedness plans may take many forms, but the most common include:

- Federal, State, or local Emergency Operations Plans (EOPs).
- Standard operating guidelines (SOGs).
- Standard operating procedures (SOPs).
- Jurisdictional or agency policies.

Jot down other examples of preparedness plans.

Topic: Preparedness Plans and Agreements



Visual Description: Emergency Operations Plans (EOPs)

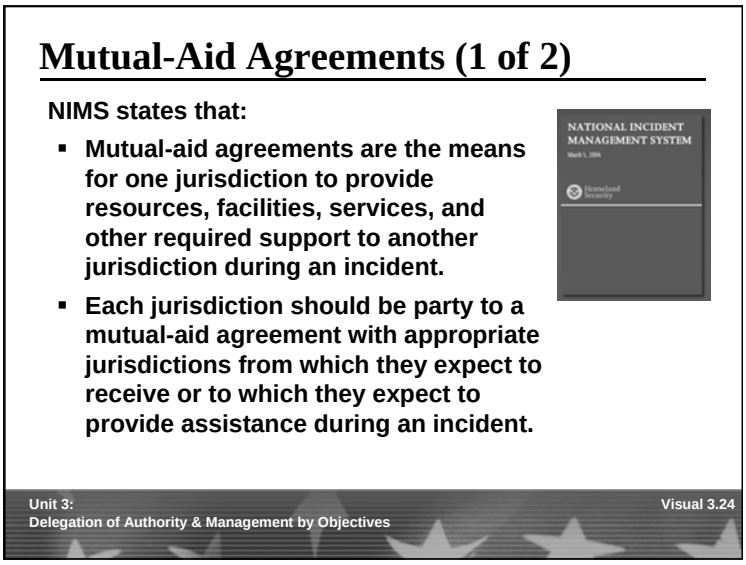
Key Points

Note the following key points:

- EOPs are developed at the Federal, State, and local levels to provide a uniform response to all hazards that a community may face.
- EOPs written after October 2005 must be consistent with the National Incident Management System (NIMS).
- NIMS is mandated by Homeland Security Presidential Directive (HSPD)-5, which directs the Secretary of Homeland Security to develop and administer a National Incident Management System. According to HSPD-5:

  "This system will provide a consistent nationwide approach for Federal, State, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multiagency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources."

Topic: Preparedness Plans and Agreements



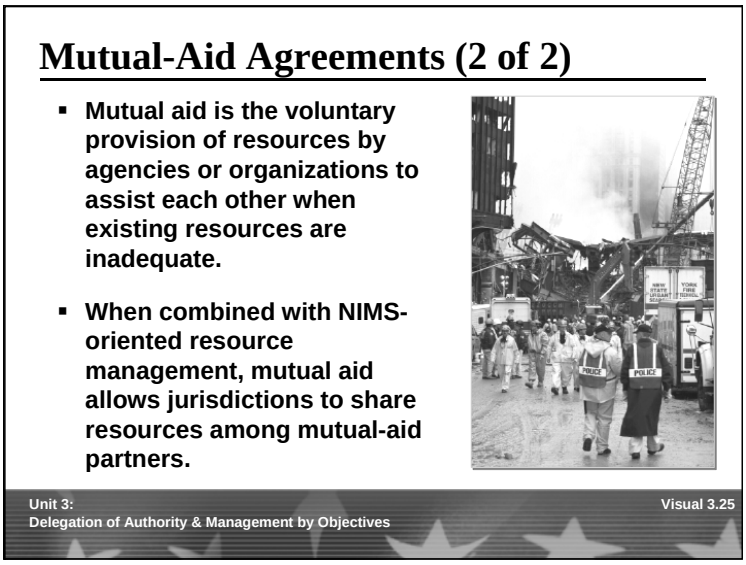
Visual Description: Mutual-Aid Agreements (1 of 2)

Key Points

NIMS states that:

- Mutual-aid agreements are the means for one jurisdiction to provide resources, facilities, services, and other required support to another jurisdiction during an incident.
- Each jurisdiction should be party to a mutual-aid agreement with appropriate jurisdictions from which they expect to receive or to which they expect to provide assistance during an incident.

Topic: Preparedness Plans and Agreements



Visual Description: Mutual-Aid Agreements (2 of 2)

Key Points

Note the following key points:

- Mutual aid is the voluntary provision of resources by agencies or organizations to assist each other when existing resources are inadequate.
- When combined with NIMS-oriented resource management, mutual aid allows jurisdictions to share resources among mutual-aid partners.
- At a minimum, mutual-aid agreements should include the following elements or provisions:
  - Definitions of key terms used in the agreement;
  - Roles and responsibilities of individual parties;
  - Procedures for requesting and providing assistance;
  - Procedures, authorities, and rules for payment, reimbursement, and allocation of costs;
  - Notification procedures;
  - Protocols for interoperable communications;
  - Relationships with other agreements among jurisdictions;
  - Workers compensation;
  - Treatment of liability and immunity;
  - Recognition of qualifications and certifications; and
  - Sharing agreements, as required.
- Authorized officials from each of the participating jurisdictions must collectively approve all mutual-aid agreements.

Topic | **Preparedness Plans and Agreements**

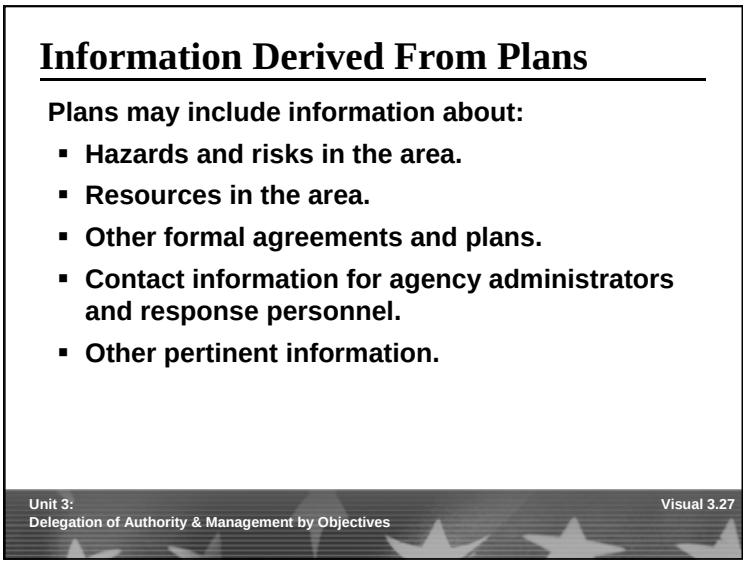
Visual Description: Mutual-Aid Agreements at All Levels

Key Points

Mutual-aid agreements are at all levels of government. For example:

- Federal agencies offer mutual aid to each other and to States, tribes, and territories under the National Response Plan (NRP).
- States can participate in mutual aid through the Emergency Management Assistance Compact (EMAC).
- Local jurisdictions participate in mutual aid through agreements with neighboring jurisdictions.

Topic | **Preparedness Plans and Agreements**



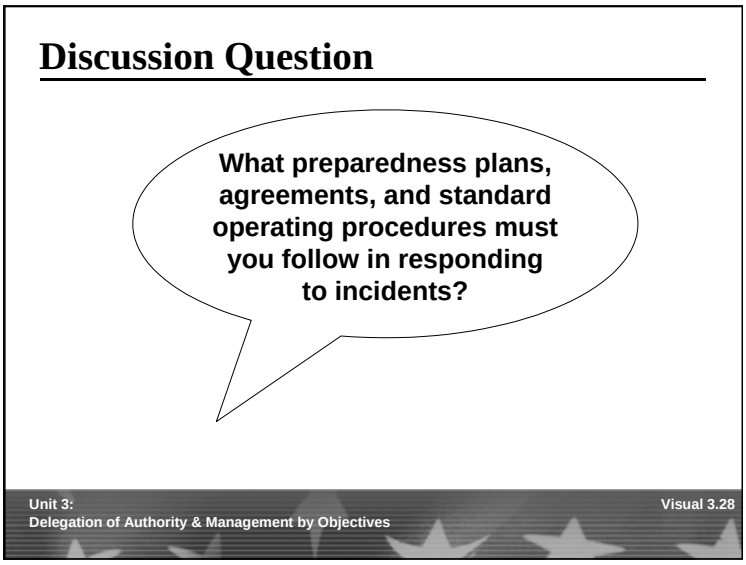
Visual Description: Information Derived From Plans

Key Points

Note that plans may include information about:

- Hazards and risks in the area.
- Resources in the area.
- Other formal agreements and plans.
- Contact information for agency administrators and response personnel.
- Other pertinent information.

Topic: Preparedness Plans and Agreements

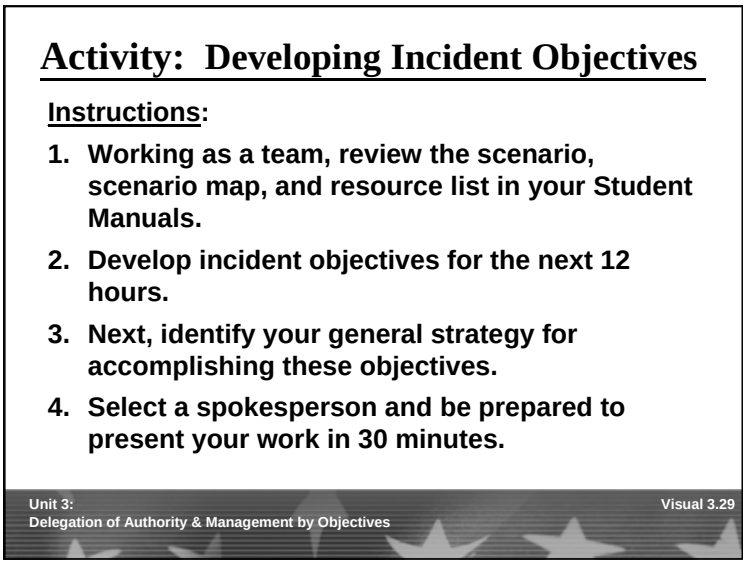


Visual Description: What preparedness plans, agreements, and standard operating procedures must you follow in responding to incidents?

Key Points

What preparedness plans, agreements, and standard operating procedures must you follow in responding to incidents?

Topic | **Activity**



Visual Description: Developing Incident Objectives Activity

Key Points

Purpose: The purpose of this activity is to develop incident objectives and a strategy for accomplishing these objectives after reviewing the relevant information.

Instructions:

1. Working as a team, review the scenario, scenario map, and resource list starting on the next page in your Student Manuals.
2. Develop incident objectives for the next 12 hours.
3. Next, identify your general strategy for accomplishing these objectives.
4. Select a spokesperson and be prepared to present your work in 30 minutes.

Topic | **Activity**

Develop incident objectives and strategies for accomplishing these objectives.

Incident Objective	Strategy

Scenario | Developing Incident Objectives

Emerald City Flood

Situation:

Your Incident Management Team has been asked to assist Emerald City in its preparations for a response to a possible flood situation in the northwest quadrant of the city. National Weather Service (NWS) reports indicate that it has been raining heavily for the past 7 days, averaging 1.3 inches of rain each 24-hour period.

The Rapid River, which runs north and south through Emerald City, is experiencing slow-rise flooding. The flooding is being aggravated by debris catching on the low bridge downstream from lower Lake Emerald. The bridge is located on 10th St., just west of Main St.

Located upstream from the bridge is the Lake Emerald Independent Living Complex, which includes independent living apartments to the south, two buildings of assisted living units, and one skilled nursing facility. These are located to the east of the bridge. To the west are the Gordon Elementary School and the water treatment plant. Just to the north and east of Lake Emerald is the Industrial Park.

It is 1200 hours, and the NWS has just informed the County Emergency Management office that the flooding is expected to crest at 1800 today. It is expected that this flood crest will cause flooding as indicated on the projected floodplain map.

Residents in the area north of the 10th St. bridge from Main St. on the east to Avenue AA on the west are being asked to evacuate their homes in anticipation that the rising floodwaters may cut off access to and egress from their homes. Basement flooding at least to the first-floor level is anticipated. This evacuation area extends north to 19th St. County Emergency Management is in contact with business owners in the Industrial Park to determine if any of their stored chemicals will be affected by the flooding, causing possible contamination downstream.

In addition, the County Emergency Management office has been receiving calls from residents in the rural area to the northwest of the city with concerns about the floodwaters approaching their wells.

Weather:

Current pattern continues through midnight, then partial clearing. Highs in the mid 40's, lows in the high 30's. Chance of precipitation 60% through midnight, reducing to 40% after midnight. Expected precipitation next 24 hours is .75 inches. Winds from the west 10-15 mph.

Resources:

- County Emergency Management:
  - County Director
  - Deputy Director
  - Program Assistant

- County Health Department:
  - Public Health Director
  - 4 Public Health Nurses
  - 2 administrative staff
  - Mutual-aid agreements in place with 6 neighboring counties could allow for an additional 14 public health staff.

Scenario | Developing Incident Objectives

Emerald City Flood

Resources:

- American Red Cross (ARC):
  - 3 full-time staff
  - Approximately 45 trained volunteers
  - 1 Emergency Response Vehicle

- Mutual Aid:
  - State ARC resources
  - Salvation Army
  - Mennonites

- Shelters:
  - Lawrence Senior High School
  - Lafayette Middle School
  - Gordon Elementary School

- Fire and EMS: The following resources are within close proximity and available for response:
  - 3 engine companies (4 personnel each)
  - 1 truck company (4 personnel each)
  - 3 basic life support ambulances (2 EMTs)
  - 1 advanced life support ambulance (2 paramedics)
  - 1 Mobile Command Vehicle

- Law Enforcement:
  - Units within close proximity: 1 sergeant, 3 officers
  - Other responding units: 1 captain, 2 lieutenants, 3 sergeants, 8 officers, mobile command post (6 officers remain in service elsewhere in the city)
  - County Sheriff's Office: 1 lieutenant, 2 sergeants, 6 deputies
  - State Troopers: 2 sergeants, 8 troopers
  - 1 Tactical Mobile Command Vehicle

- Department of Public Works:
  - Emerald City
    - 6 dump trucks
    - 2 road graders
    - 4 front loaders
    - 2 backhoes
    - 6 pickup trucks
  - Available mutual aid
    - 20 dump trucks
    - 6 road graders
    - 6 front loaders
    - 8 backhoes
    - 22 pickup trucks

Scenario | Developing Incident Objectives

Emerald City Flood

Resources:

OTHER AGENCIES THAT MAY OR WILL RESPOND

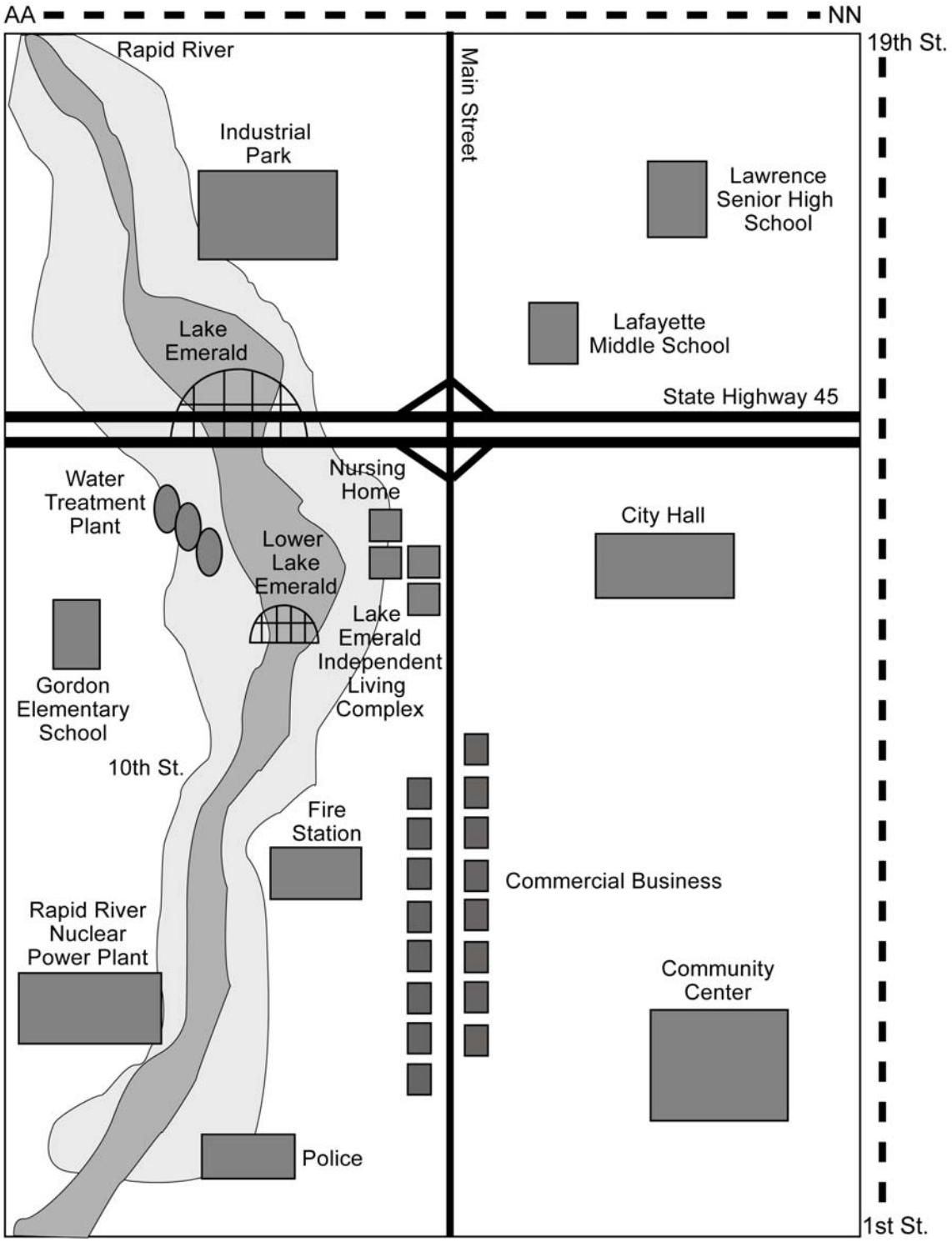
- Emerald City Memorial Hospital
- Edison Electric
- Commonwealth Gas Company
- City Water Authority
- City Transit Authority
- County School District (buses available)

Media:

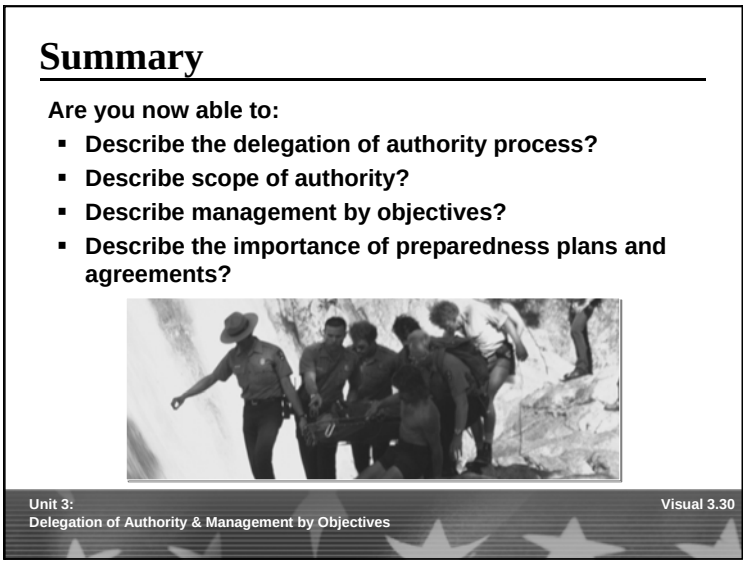
- 3 (local) newspaper reporters
- 2 network reporters and crews
- 5 radio station news staff members
- 3 TV reporters and crews (WLOX, WEMI, WCSU)
- 1 TV helicopter (WEMI)

Emerald City Flood

Map:



Topic Summary



Visual Description: Summary

Key Points

Are you now able to:

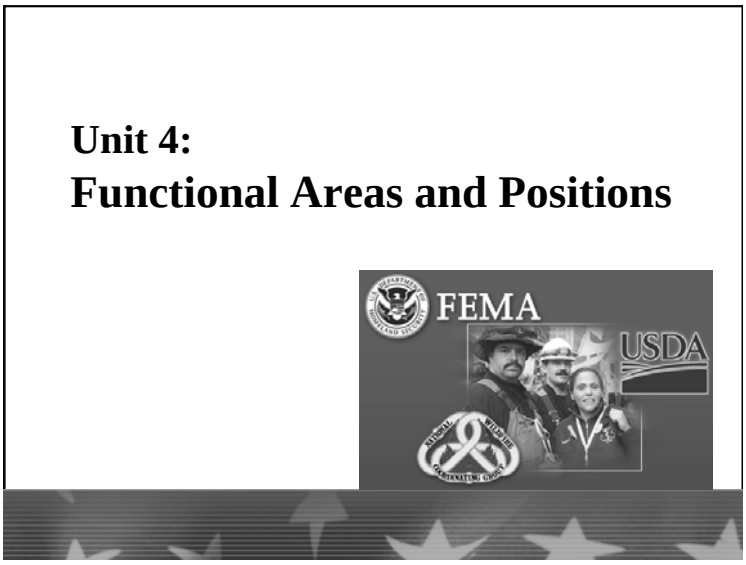
- Describe the delegation of authority process?
- Describe scope of authority?
- Describe management by objectives?
- Describe the importance of preparedness plans and agreements?

The next unit presents information about the functions of organizational positions within the Incident Command System.

Your Notes

Unit 4: Functional Areas and Positions

Topic: Unit Introduction

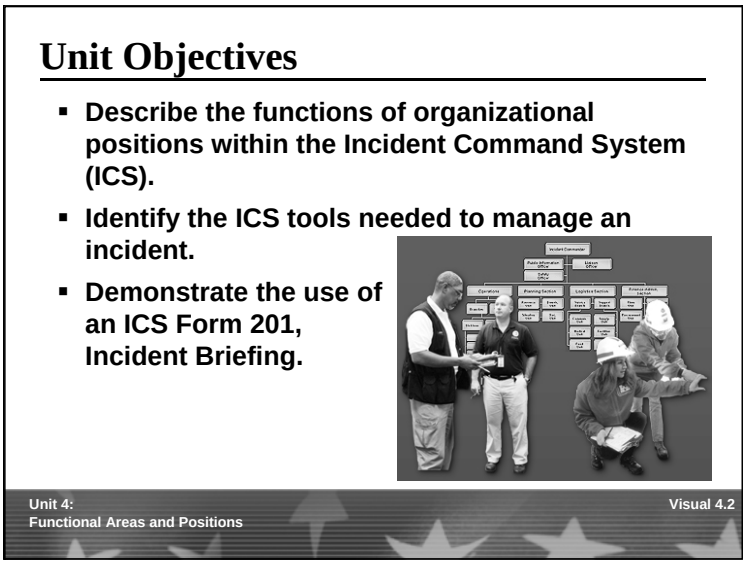


Visual Description: Unit Introduction

Key Points

This unit presents information that is similar to materials covered in the ICS-100 course. Note that the discussion of the positions will be more detailed than the coverage in the ICS-100 course.

Topic: Unit Objectives



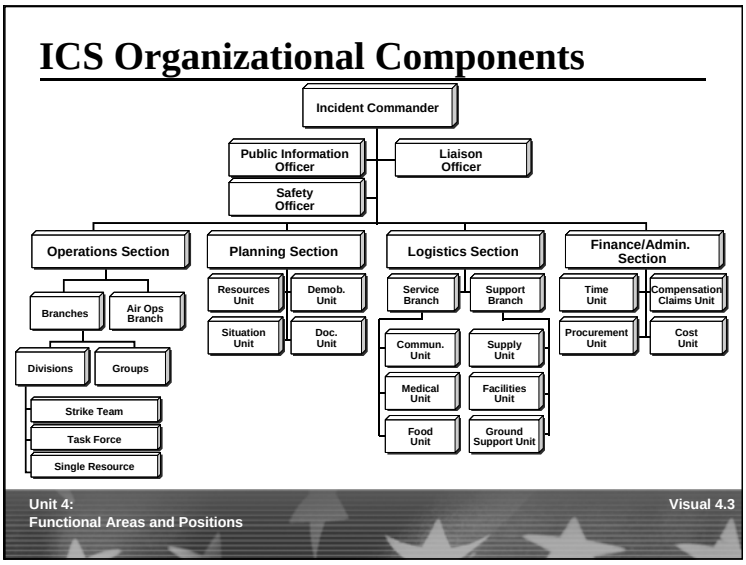
Visual Description: Unit Objectives

Key Points

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

- Describe the functions of organizational positions within the Incident Command System (ICS).
- Identify the ICS tools needed to manage an incident.
- Demonstrate the use of an ICS Form 201, Incident Briefing.

Topic: ICS Organizational Components



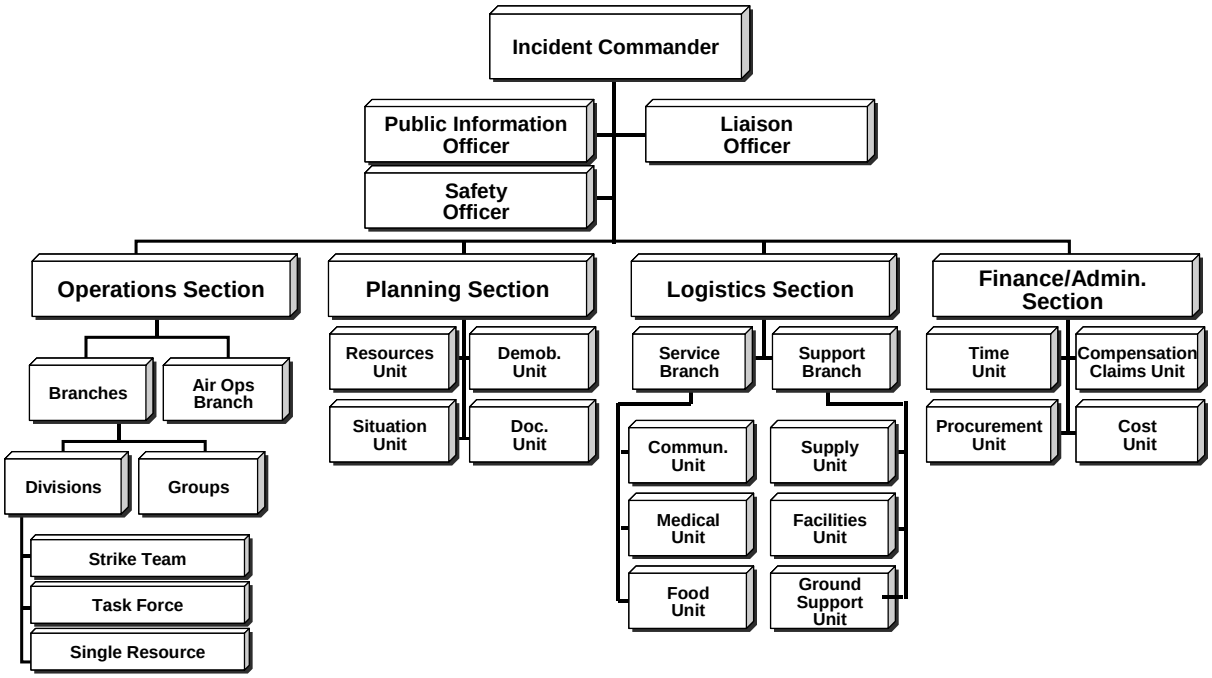
Visual Description: ICS Organizational Components

Key Points

This unit will take a closer look at ICS functions and positions.

Topic | ICS Organizational Components

ICS Organizational Components



Caption: ICS organization chart including the following Command Staff: Incident Commander, Public Information Officer, Safety Officer, and Liaison Officer. General Staff includes the Operations, Planning, Logistics, and Finance/Admin. Sections.

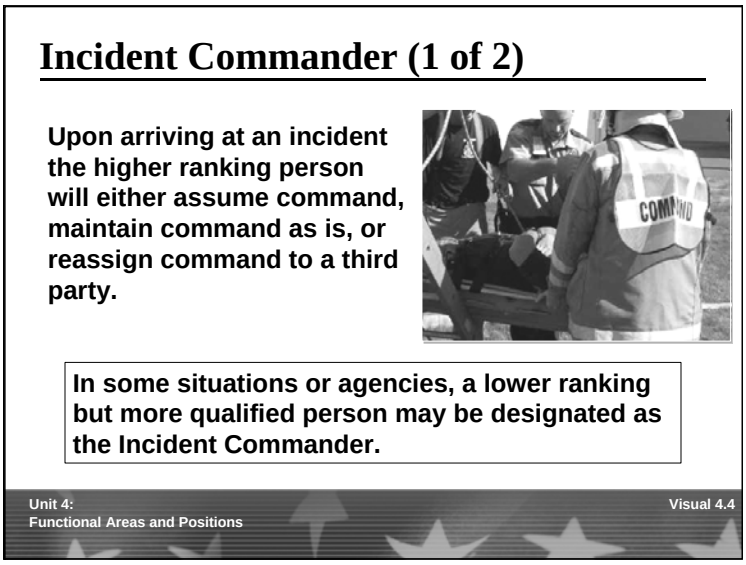
Within the Operations Section there are two Branches. Subordinate to the Branches are Divisions and Groups. Under the Division there is a Strike Team, Task Force, and Single Resource.

Within the Planning Section the following Units are shown: Resources, Situation, Demobilization, and Documentation.

Within the Logistics Section two Branches are shown: the Service Branch with Communications, Medical, and Food Units, and the Support Branch with Supply, Facilities, and Ground Support Units.

Within the Finance/Admin, Section the following Units are shown: Time, Procurement, Compensation/Claims, and Cost.

Topic | **Command Staff**



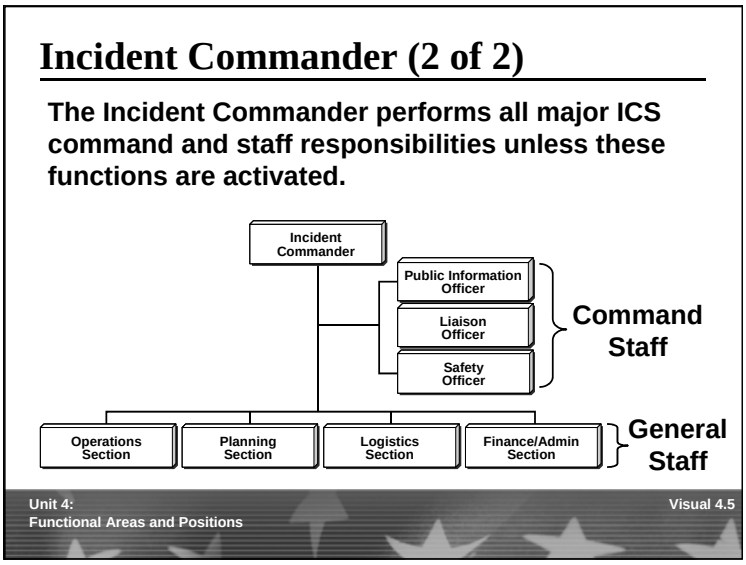
Visual Description: Incident Commander (1 of 2)

Key Points

Note the following key points:

- The Command Staff is responsible for overall management of the incident.
- Upon arriving at an incident the higher ranking person will either assume command, maintain command as is, or reassign command to a third party. **In some situations or agencies, a lower ranking but more qualified person may be designated as the Incident Commander.**
- The Incident Commander has overall incident management responsibility by the appropriate jurisdictional authority. The designated Incident Commander will develop the incident objectives on which subsequent incident action planning will be based. The Incident Commander will approve the Incident Action Plan (IAP) and all requests pertaining to the ordering and releasing of incident resources.

Topic: Command Staff



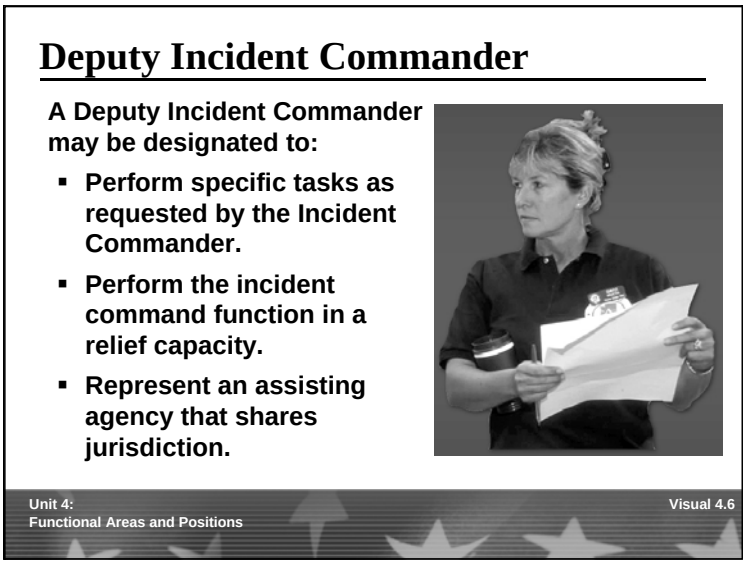
Visual Description: Incident Commander (2 of 2)

Key Points

The Incident Commander:

- Will perform the major ICS organizational functions of operations, logistics, planning, and finance/administration until determining that the authority for one or more of these functions should be delegated.
- Will also perform the Command Staff functions of Safety, Liaison, and Public Information until determining that one or more of these functions should be delegated.

Topic | **Command Staff**



Visual Description: Deputy Incident Commander

Key Points

Note the following key points:

- The Incident Commander may have one or more deputies.
- Deputies may be assigned at the Incident Command, Section, or Branch levels.
- The only ICS requirement regarding the use of a deputy is that the deputy must be fully qualified to assume the position.

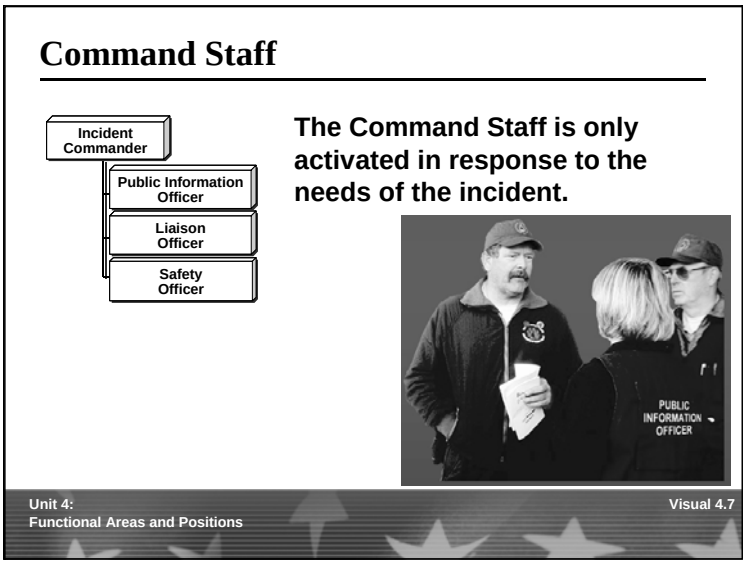
The three primary reasons to designate a Deputy Incident Commander are to:

- Perform specific tasks as requested by the Incident Commander.

- Perform the incident command function in a relief capacity (e.g., to take over the next operational period). In this case the deputy will assume the primary role.

- Represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

Topic: Command Staff



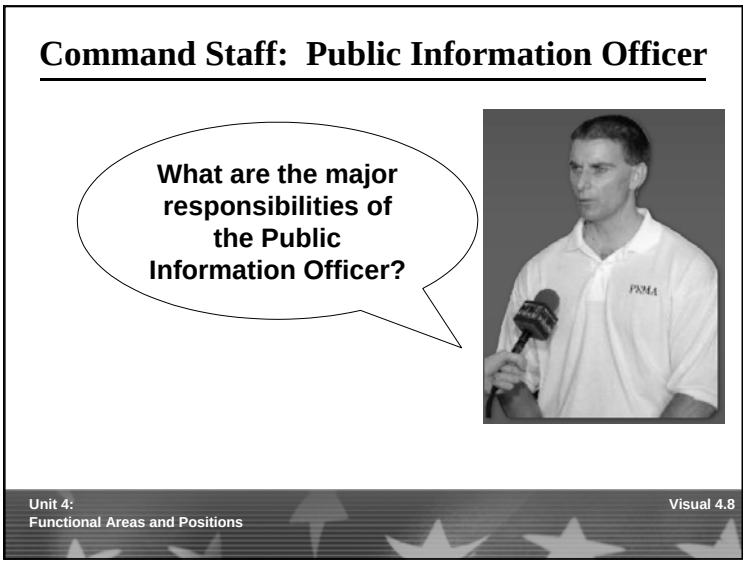
Visual Description: Command Staff

Key Points

The following additional Command Staff positions can be added if needed:

- Public Information Officer
- Safety Officer
- Liaison Officer

Topic: Command Staff

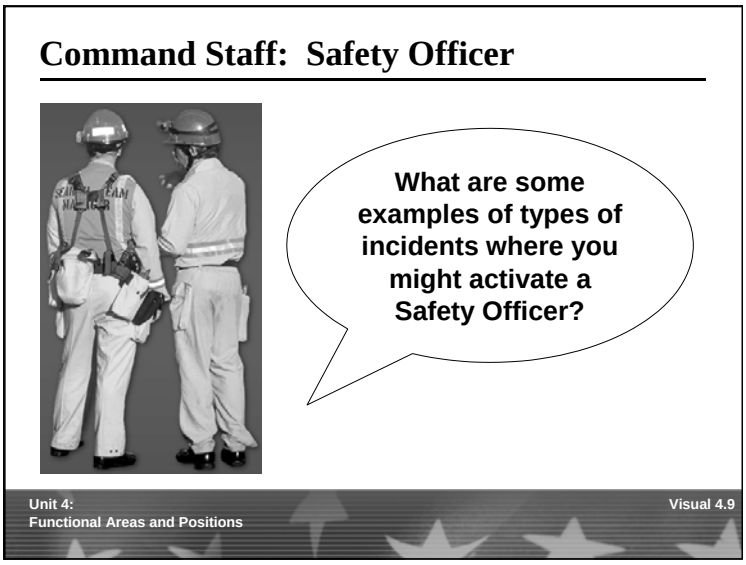


Visual Description: What are the major responsibilities of the Public Information Officer?

Key Points

What are the major responsibilities of the Public Information Officer?

Topic: Command Staff



Visual Description: What are some examples of types of incidents where you might activate a Safety Officer?

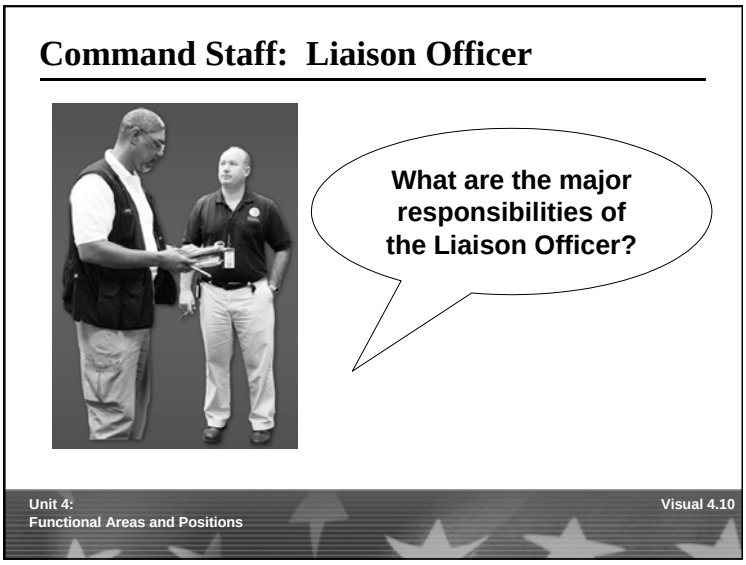
Key Points

Safety Officer responsibilities include:

- The Safety Officer monitors incident operations and advises the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.
- Although the ultimate responsibility for safety rests with the Incident Commander and supervisors, the Safety Officer is responsible for establishing systems and procedures to ensure emergency responder safety, as well as the general safety of incident operations.
- The Safety Officer has emergency authority to stop and/or prevent unsafe acts during incident operations.
- The Safety Officer, Operations Section Chief, and Planning Section Chief must coordinate closely regarding operational safety and emergency responder health and safety issues.
- The Safety Officer must also ensure the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private-sector and nongovernmental organizations.

What are some examples of types of incidents where you might activate a Safety Officer?

Topic: Command Staff

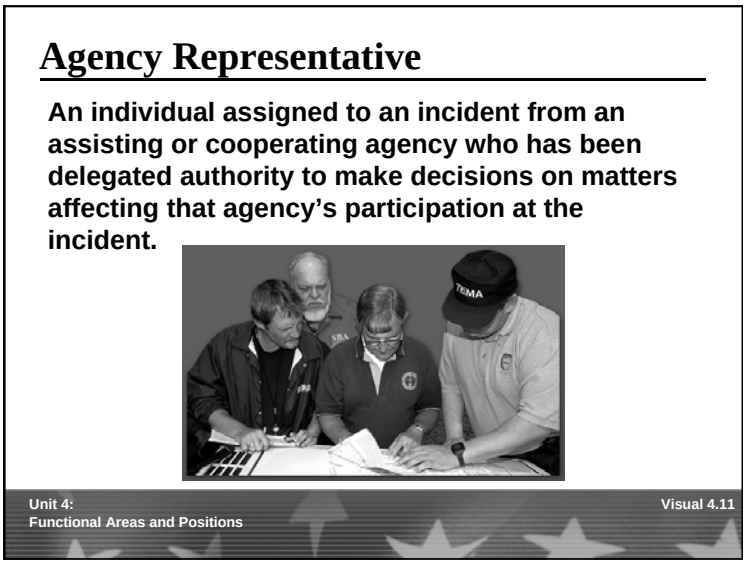


Visual Description: What are the major responsibilities of the Liaison Officer?

Key Points

What are the major responsibilities of the Liaison Officer?

Topic | **Command Staff**

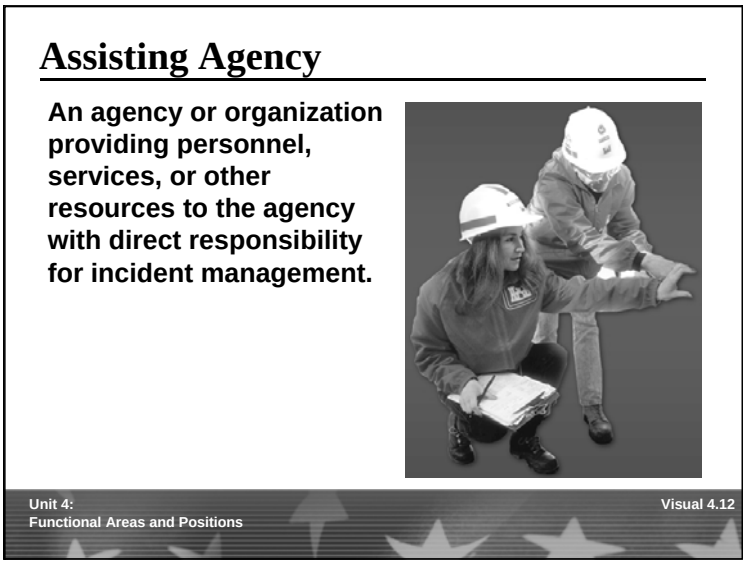


Visual Description: Agency Representative

Key Points

An **agency representative** is an individual assigned to an incident from an assisting or cooperating agency who has been **delegated authority to make decisions** on matters affecting that agency's participation at the incident.

Topic | **Command Staff**



Visual Description: Assisting Agency

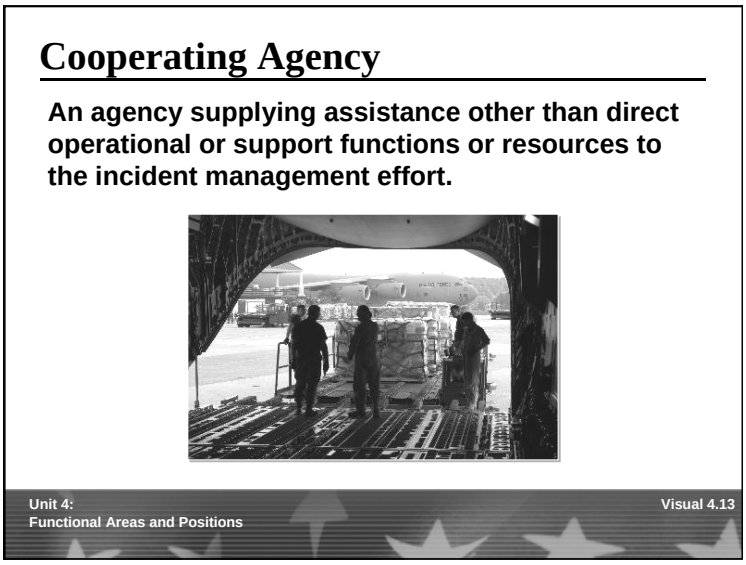
Key Points

An agency or jurisdiction will often send resources to assist at an incident. In ICS these are called **assisting agencies**.

An **assisting agency** is defined as: An agency or organization providing personnel, services, or other resources to the agency with **direct responsibility for incident management**.

List examples of assisting agencies you typically work with.

Topic | **Command Staff**



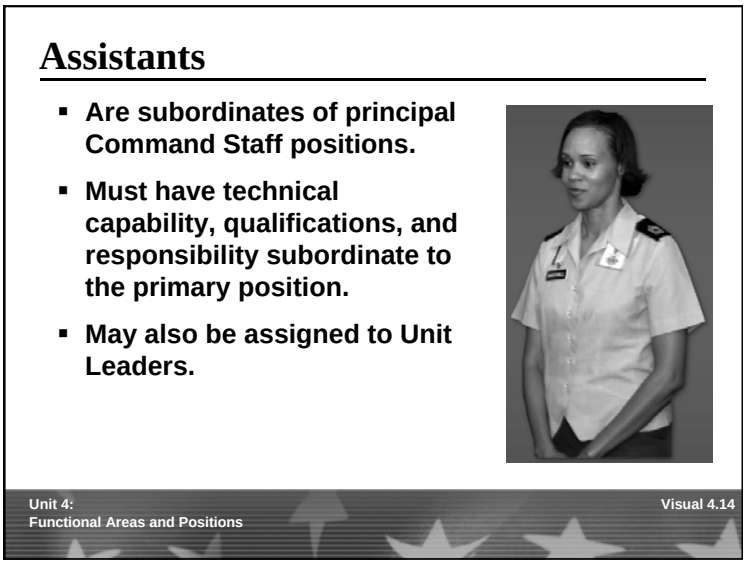
Visual Description: Cooperating Agency

Key Points

A **cooperating agency** is defined as: An agency **supplying assistance other than direct operational or support functions** or resources to the incident management effort.

An assisting agency has **direct responsibility** for incident response, whereas a cooperating agency is simply **offering assistance**.

Topic | **Command Staff**



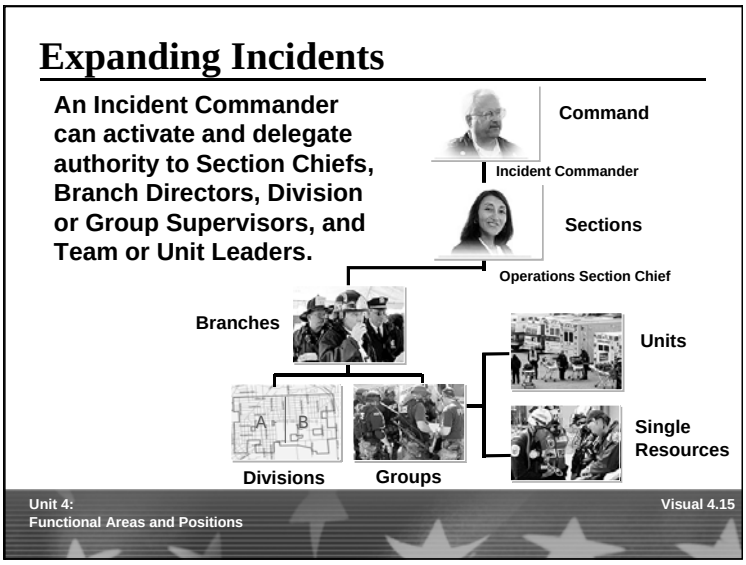
Visual Description: Assistants

Key Points

Note the following key points:

- In a large or complex incident, 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.
- As the title indicates, assistants should have a level of technical capability, qualifications, and responsibility subordinate to the primary positions.
- Assistants may also be assigned to Unit Leaders (e.g., at camps to supervise unit activities).

Topic: Expanding Incidents



Visual Description: Expanding Incidents

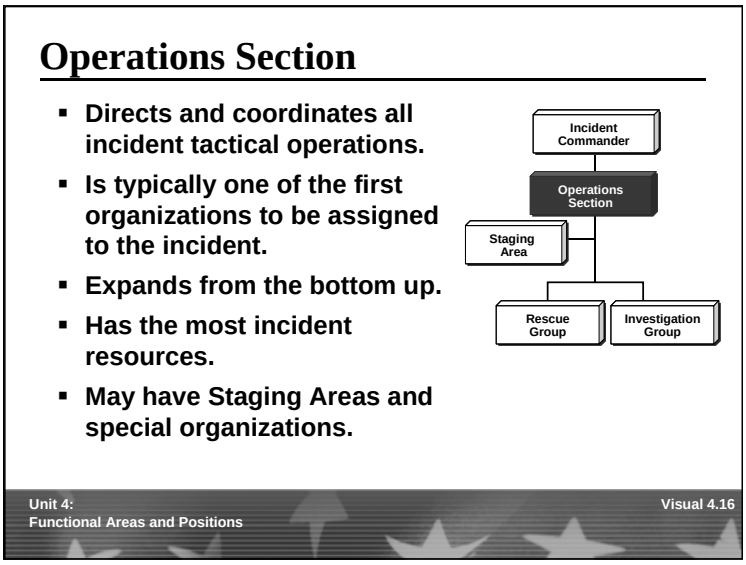
Key Points

Even though all of the types of positional functions illustrated on the visual are available to the Incident Commander, they are only activated in response to the needs of the incident.

Note the following points:

- A very small incident may involve only the Incident Commander and a small amount of resources.
- An incident may start small and then expand. As the incident grows in scope and the number of resources needed increases, there may be a need to activate Teams, Divisions, Groups, Branches, or Sections to maintain an appropriate span of control.
- In an expanding incident, the Incident Commander can activate positions and delegate authority to Section Chiefs, Branch Directors, Division or Group Supervisors, or Team or Unit Leaders to accomplish tasks and oversee tactical operations.
- The ability to delegate the supervision of resources not only frees up the Incident Commander to perform critical decisionmaking and evaluation duties, but also clearly defines the lines of communication to everyone involved in the incident.

Topic | **General Staff**



Visual Description: Operations Section

Key Points

The Operations Section is responsible for all activities focused on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations.

The Operations Section:

- Directs and coordinates all incident tactical operations.
- Is typically one of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most incident resources.
- May have Staging Areas and special organizations.

The Operations Section Chief:

- Is responsible to the Incident Commander for the direct management of all incident-related operational activities.
- Will establish tactical objectives for each operational period, with other Section Chiefs and Unit Leaders establishing their own supporting objectives.
- May have one or more deputies assigned, with the assignment of deputies from other agencies encouraged in the case of multijurisdictional incidents.

An Operations Section Chief should be designated for each operational period and should have direct involvement in the preparation of the Incident Action Plan for the corresponding period of responsibility.

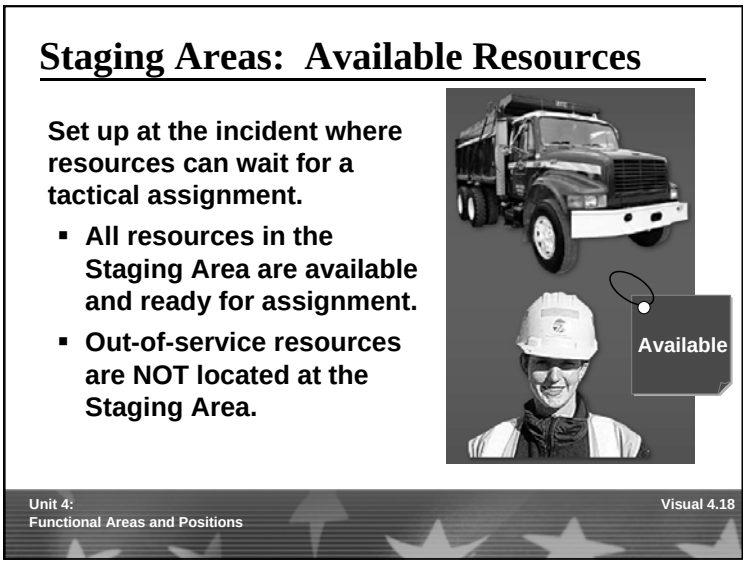
Topic: General Staff

Visual Description: Staging Areas

Key Points

What do you consider when selecting the location for a Staging Area?

Topic | **General Staff**



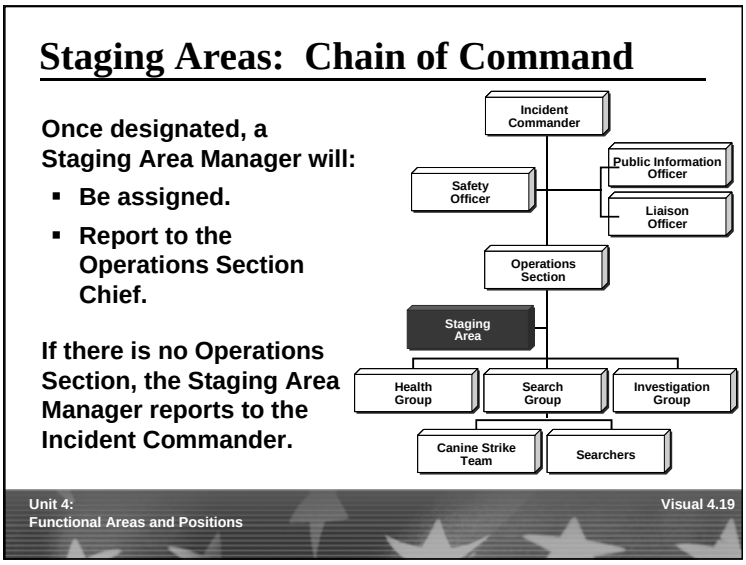
Visual Description: Staging Areas: Available Resources

Key Points

Note the following key points:

- Staging Areas are set up at an incident where resources are awaiting a tactical assignment.
- All resources in the Staging Area are available and should be ready for assignment.
- Staging Areas should not be used to locate out-of-service resources or for logistics functions. Staging Areas may be relocated as necessary.

Topic: General Staff

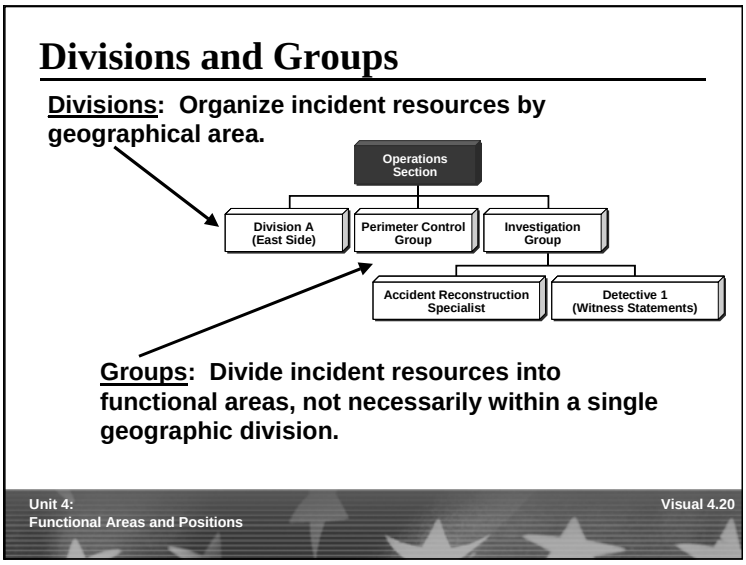


Visual Description: Staging Areas: Chain of Command

Key Points

After a Staging Area has been designated and named, a Staging Area Manager will be assigned. The Staging Area Manager will report to the Operations Section Chief, or to the Incident Commander if an Operations Section Chief has not been designated.

Topic | General Staff



Visual Description: Divisions and Groups

Key Points

A large version of the organizational chart appears on the next page.

Note the following key points:

- Divisions and Groups are established when the number of resources exceeds the manageable span of control of the Incident Commander and the Operations Section Chief.

- **Divisions are established to divide an incident into physical or geographical areas of operation.** Initially, establishing Divisions may be done for purposes of "defining the incident."

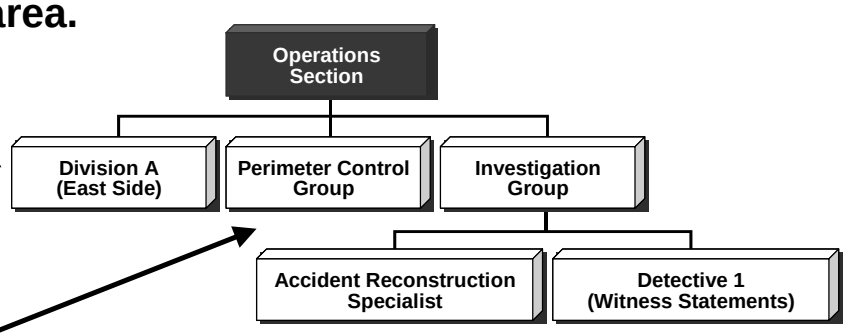
  For example, if there was a fire or chemical release on two floors of a building, then Division 1 might be the first floor and Division 2 the second floor. The Incident Commander or Operations Section Chief might designate these as Divisions.

- **Groups are established to divide the incident into functional areas of operation.** Examples of Groups include medical groups, search and rescue groups, perimeter security groups, maritime salvage groups, etc. Like Divisions, Groups are managed by Supervisors. There are no Group deputy positions.

Topic General Staff

Divisions and Groups

Divisions: Organize incident resources by geographical area.



Groups: Divide incident resources into functional areas, not necessarily within a single geographic division.

Caption: ICS organization with the following text:

- Divisions: Organize incident resources by geographical area.
- Groups: Divide incident resources into functional areas, not necessarily within a single geographic division.

Topic | **General Staff**

Visual Description: Divisions and Groups

Key Points

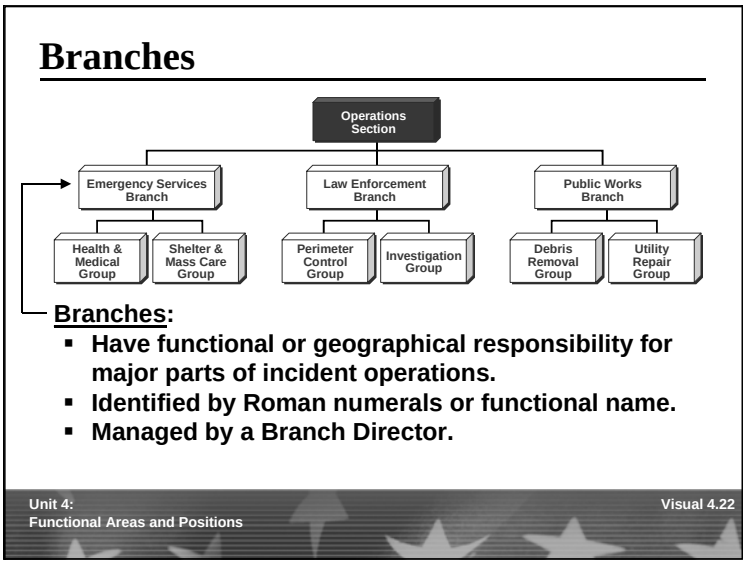
Note the following key points:

- Divisions and Groups may be assigned across geographical areas when a functional activity crosses divisional lines.

  For example, a specialized Canine Search Group would be used wherever required and moved as needed in an earthquake incident.

- In any organization in which combined Divisions and Groups are used, it is important that the Supervisors establish and maintain close communications and coordination. Each will have equal authority; neither Supervisor will be subordinate to the other.

Topic: General Staff



Visual Description: Branches

Key Points

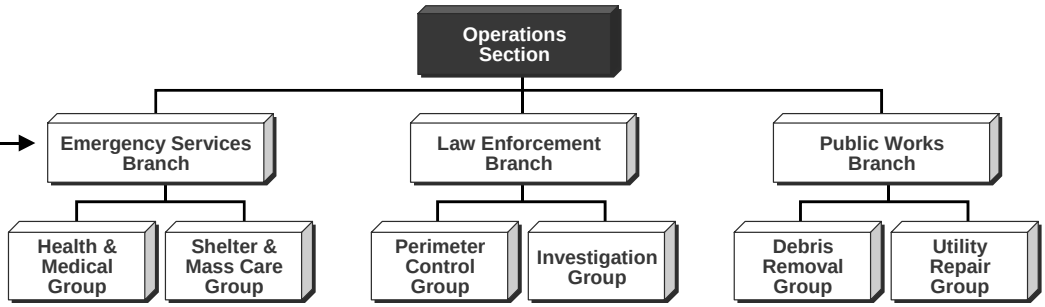
A large version of the organizational chart appears on the next page.

Note the following key points.

- **Branches may be used to serve several purposes, and may be functional or geographic in nature.**
- In general, Branches are established when the number of Divisions or Groups exceeds the recommended span of control of one supervisor to three to seven subordinates for the Operations Section Chief.
- Branches are identified by Roman numerals or functional name.
- Branches will be managed by a Branch Director. Branch Directors may have deputy positions as required. In multiagency incidents, the use of Deputy Branch Directors from assisting agencies can be of great benefit to ensure and enhance interagency coordination.

Topic General Staff

Branches

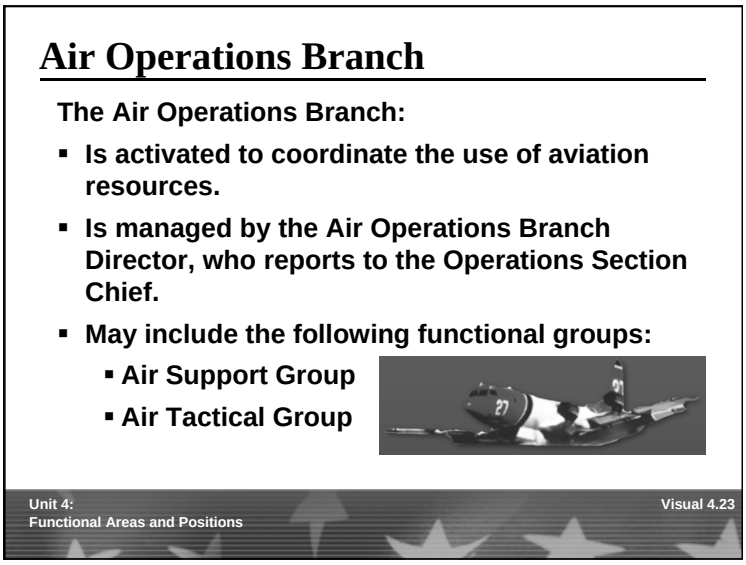


Branches:

- **Have functional or geographical responsibility for major parts of incident operations.**
- **Identified by Roman numerals or functional name.**
- **Managed by a Branch Director.**

Caption: Operations Section with three Branches: Emergency Services Branch, Law Enforcement Branch, and Public Works Branch.

Topic | **General Staff**



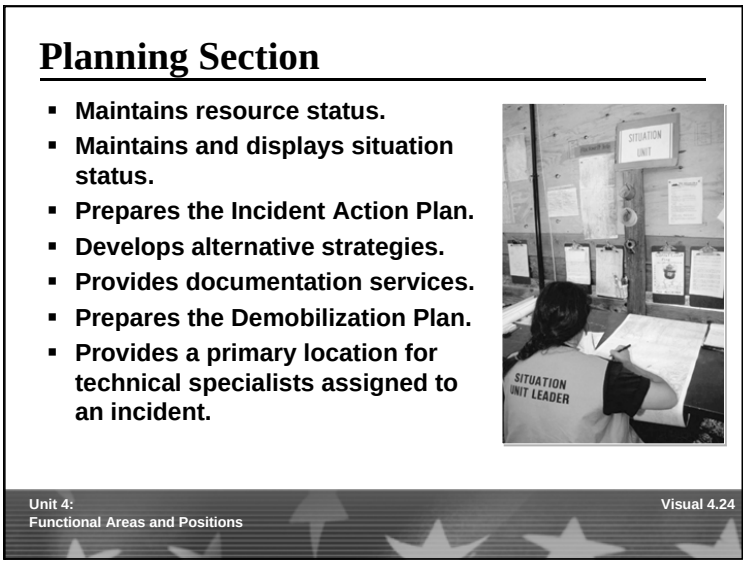
Visual Description: Air Operations Branch

Key Points

Note the following key points:

- Some incidents may require the use of aviation resources to provide tactical or logistical support. On smaller incidents, aviation resources will be limited in number and will report directly to the Incident Commander or to the Operations Section Chief.
- On larger incidents, it may be desirable to activate a separate Air Operations organization to coordinate the use of aviation resources. The Air Operations organization will then be established at the Branch level, reporting directly to the Operations Section Chief.
- The Air Operations Branch Director can establish two functional groups. The Air Tactical Group coordinates all airborne activity. The Air Support Group provides all incident ground-based support to aviation resources.

Topic | **General Staff**



Visual Description: Planning Section

Key Points

Note the following key points:

- The Planning Section will have responsibility for:
  - Maintaining resource status.
  - Maintaining and displaying situation status.
  - Preparing the Incident Action Plan (IAP).
  - Developing alternative strategies
  - Providing documentation services.
  - Preparing the Demobilization Plan.
  - Providing a primary location for technical specialists assigned to an incident.

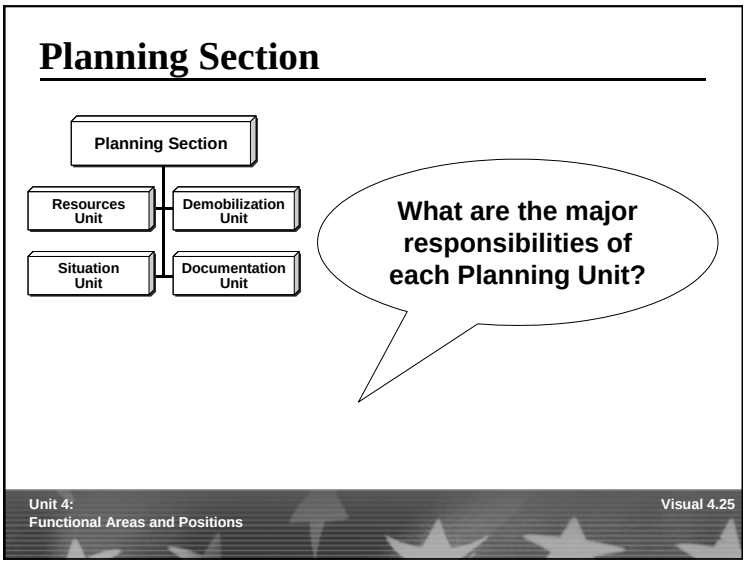
- The Planning Section is typically responsible for gathering and disseminating information and intelligence critical to the incident, unless the Incident Commander places this function elsewhere.

- One of the most important functions of the Planning Section is to look beyond the current and next operational period and anticipate potential problems or events.

- The Planning Section, if established, will have a Planning Section Chief. The Planning Section Chief may have a deputy.

- Technical specialists are advisors with special skills required at the incident. Technical specialists will initially report to the Planning Section, work within that Section, or be reassigned to another part of the organization. Technical specialists can be in any discipline required (e.g., aviation, environment, hazardous materials, training, human resources, etc.).

Topic | General Staff



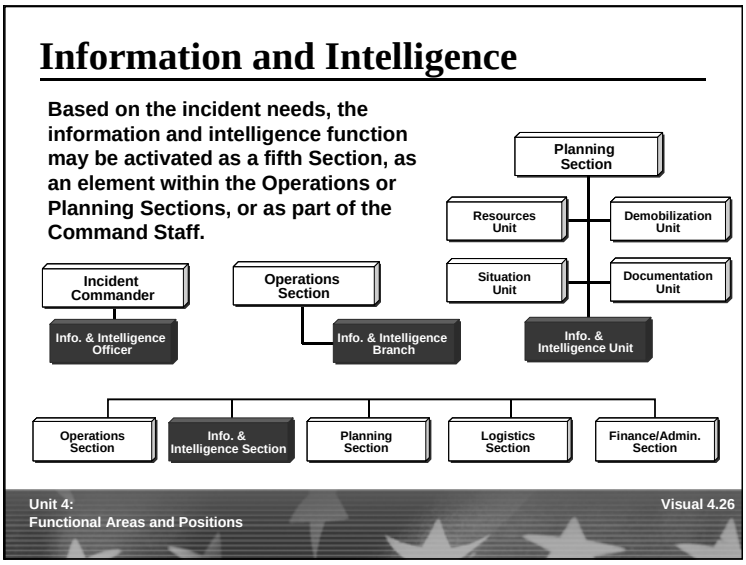
Visual Description: Planning Section with Units and Question: What are the major responsibilities of each Planning Unit?

Key Points

What are the major responsibilities of each Planning Unit?

Resources Unit	
Situation Unit	
Documentation Unit	
Demobilization Unit	

Topic | General Staff



Visual Description: Information and Intelligence

Key Points

Note the following key points: (Note this text is from the NIMS document.)

- The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of different sources.

- Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the Incident Commander may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a "need-to-know" to ensure that they support decisionmaking.

(Continued on next page.)

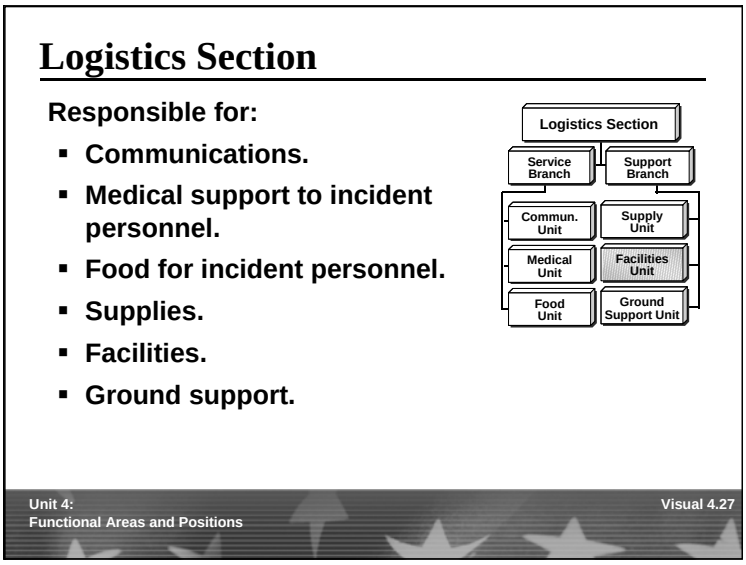
Topic | General Staff

- The information and intelligence function may be organized in one of the following ways:
  - **Within the Command Staff.** This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting agency representatives, through real-time reach-back capabilities.
  - **As a Unit Within the Planning Section.** This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the Unified Command.
  - **As a Branch Within the Operations Section.** This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the Unified Command.
  - **As a Separate General Staff Section.** This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.
- Regardless of how it is organized, the information and intelligence function is also responsible for developing, conducting, and managing information-related security plans and operations as directed by the Incident Action Plan.

  These can include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions.

  The information and intelligence function also has the responsibility for coordinating information- and operational-security matters with public awareness activities that fall under the responsibility of the Public Information Officer, particularly where such public awareness activities may affect information or operations security.

Topic | **General Staff**



Visual Description: Logistics Section

Key Points

The Logistics Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. Note that logistics service and support to an incident or event are important functions. Early recognition of the need for a separate Logistics function and section can reduce time and money spent on an incident.

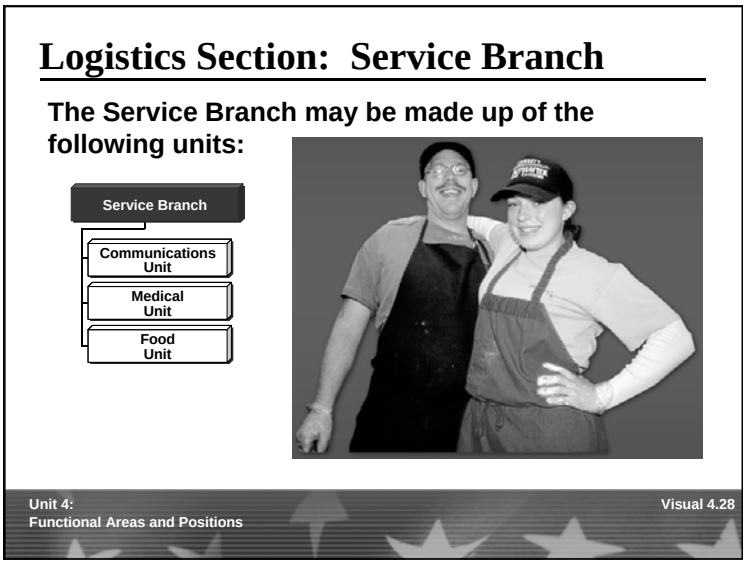
Note the following key points:

- The Logistics Section Chief has responsibility for the following six principal activities at an incident:
  - Communications
  - Medical support to incident personnel
  - Food for incident personnel
  - Supplies
  - Facilities
  - Ground support

- It is important to remember that Logistics unit functions, except for the Supply Unit, are geared to supporting personnel and resources directly assigned to the incident.

  For example, the Logistics Section Food Unit does not provide feeding for people who have been sent to shelters during a flood. Under ICS, feeding of shelters would be handled as a part of an Operations Section activity. Food supplies would be ordered through the Logistics Section Supply Unit.

Topic | General Staff



Visual Description: Service Branch within the Logistics Section

Key Points

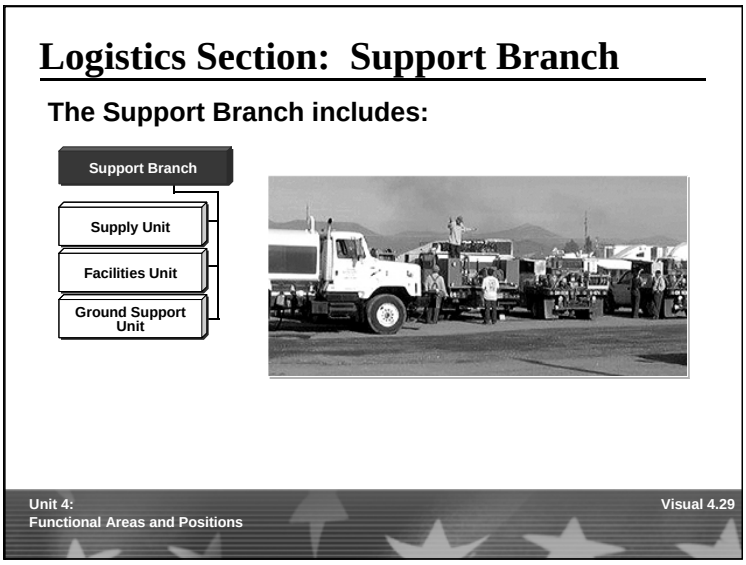
The Service Branch within the Logistics Section may include the following units:

- The **Communications Unit** is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel; and maintenance and repair of communications equipment.

- The **Medical Unit** is responsible for the development of the Medical Plan, obtaining medical aid and transportation for injured and ill incident personnel, and preparation of reports and records.

- The **Food Unit** is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.

Topic | **General Staff**



Visual Description: Support Branch within the Logistics Section

Key Points

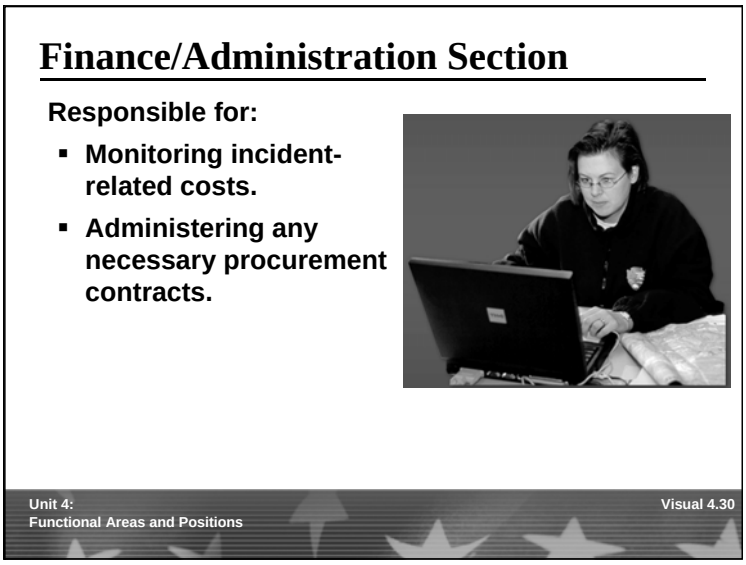
The Support Branch within the Logistics Section may include the following units:

- The **Supply Unit** is responsible for ordering personnel, equipment, and supplies; receiving and storing all supplies for the incident; maintaining an inventory of supplies; and servicing nonexpendable supplies and equipment.

- The **Facilities Unit** is responsible for the layout and activation of incident facilities (e.g., Base, Camp(s), and Incident Command Post). The Facilities Unit Leader provides sleeping and sanitation facilities for incident personnel and manages Base and Camp operations. Each facility (Base, Camp) is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operation of the facility. The basic functions or activities of the Base and Camp Managers are to provide security service and general maintenance.

- The **Ground Support Unit** is responsible for supporting out-of-service resources; transporting personnel, supplies, food, and equipment; fueling, service, maintenance, and repair of vehicles and other ground support equipment; and implementing the Traffic Plan for the incident.

Topic | **General Staff**



Visual Description: Finance and Administration Section

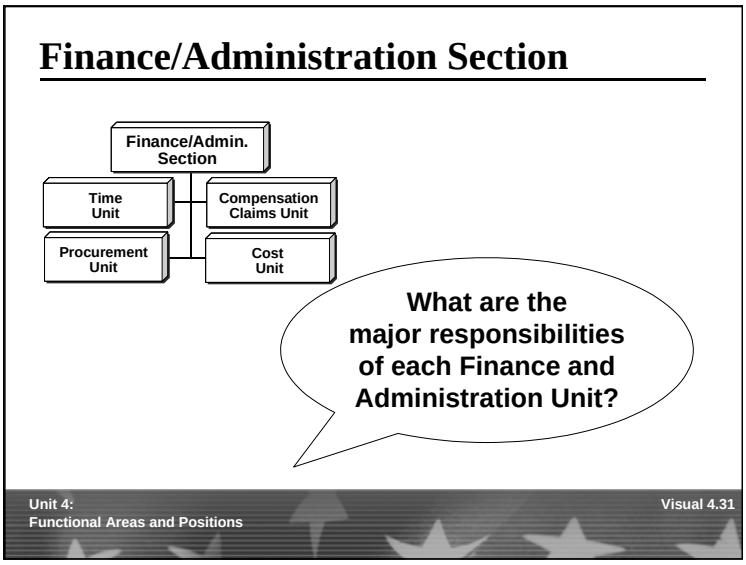
Key Points

The Finance/Administration Section is established when the agency(s) involved in incident management activities require(s) finance and other administrative support services.

Not all incidents will require a separate Finance/Administration Section. In cases that require only one specific function (e.g., cost analysis), this service may be provided by a technical specialist in the Planning Section.

Provide examples of the types of incidents where a Finance/Administration Section may be assigned.

Topic | General Staff



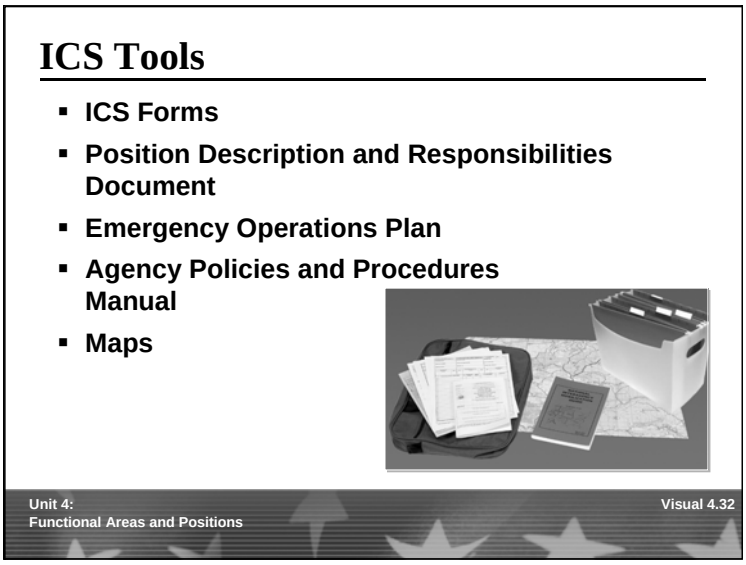
Visual Description: Finance/Administration Section Units and Discussion Question: What are the major responsibilities of each Finance and Administration Unit?

Key Points

What are the major responsibilities of each Finance and Administration Unit?

Time Unit	
Procurement Unit	
Compensation/Claims Unit	
Procurement Unit	

Topic: ICS Tools



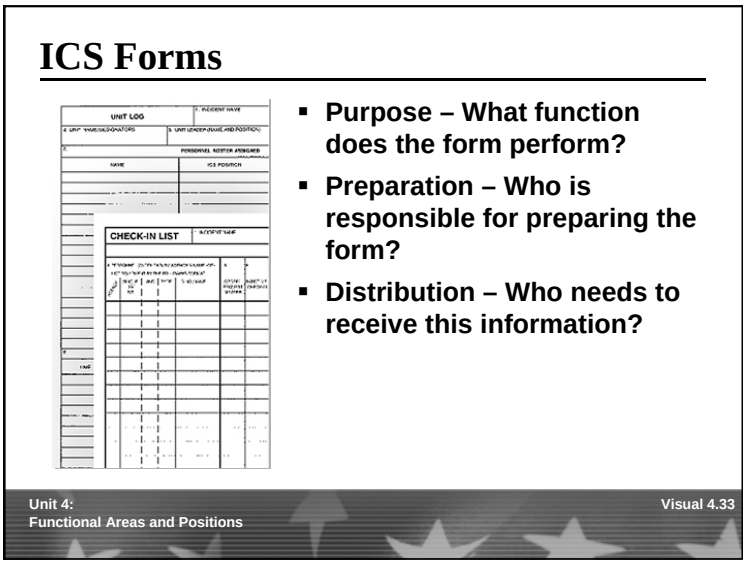
Visual Description: ICS Tools

Key Points

The ICS tools used to manage an incident include:

- ICS forms.
- Position description and responsibilities.
- Emergency Operations Plan.
- Agency policies and procedures manual.
- Maps.

Topic: ICS Tools



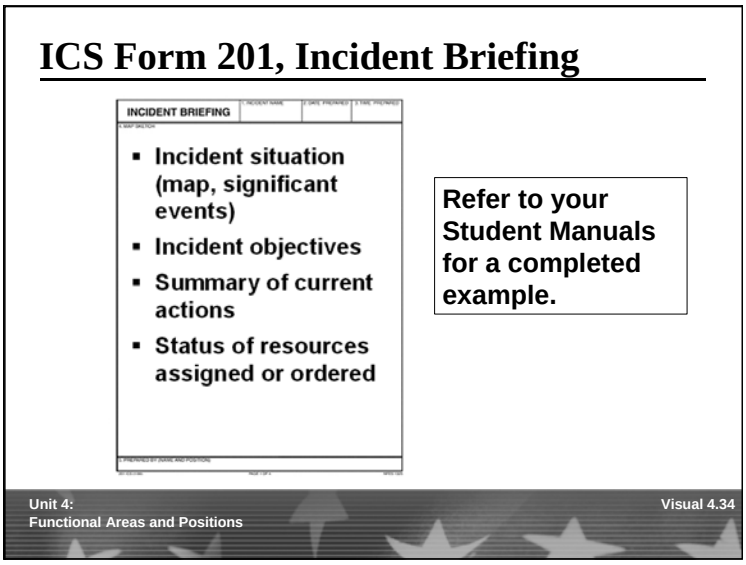
Visual Description: ICS Forms

Key Points

Refer to the sample ICS forms in the toolkit. For each ICS form, make sure that you know the following points:

- **Purpose** – What function does the form perform?
- **Preparation** – Who is responsible for preparing the form?
- **Distribution** – Who needs to receive this information?

Topic: ICS Tools



Visual Description: ICS Form 201, Incident Briefing

Key Points

Note the following key points:

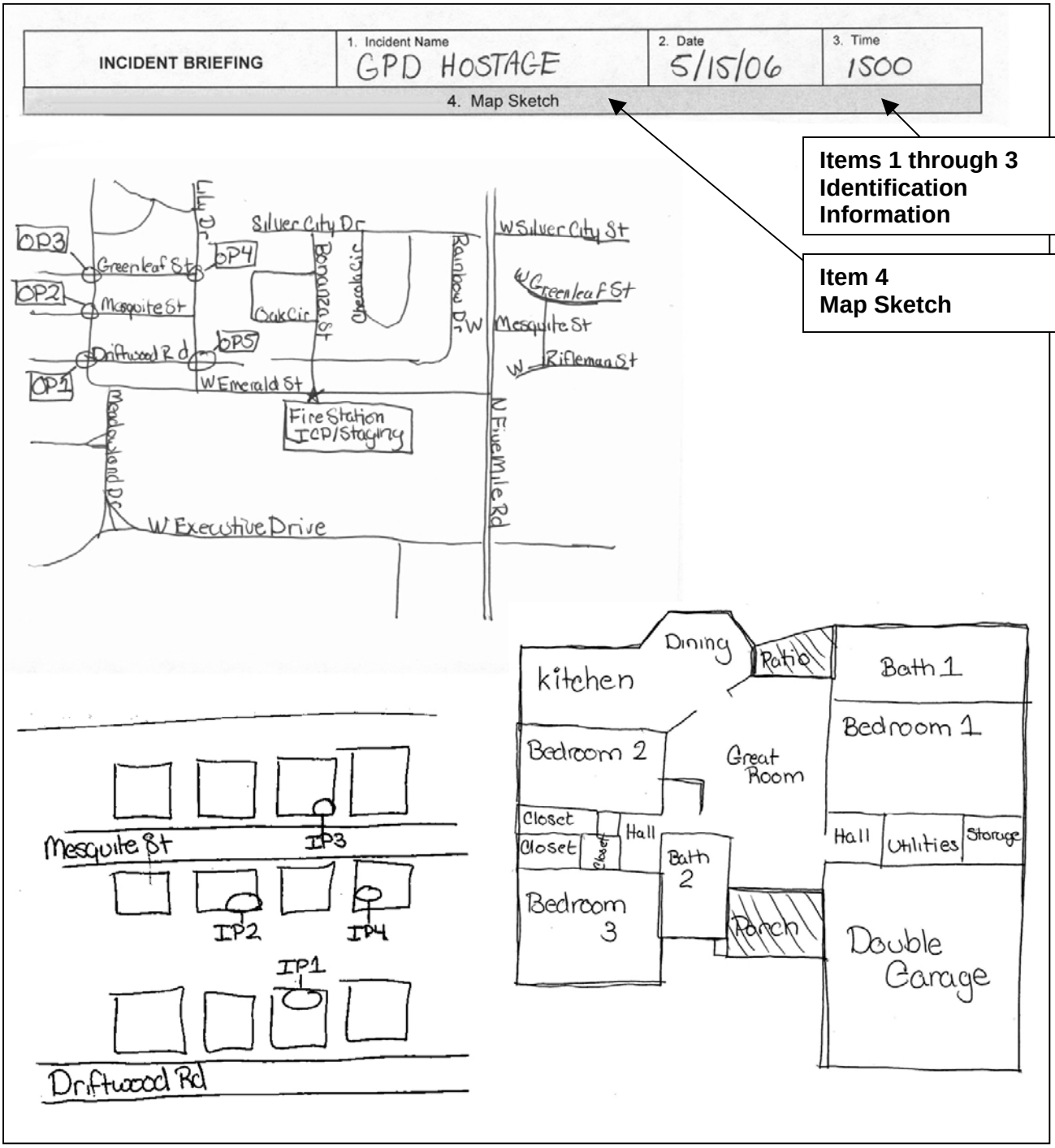
- The Incident Briefing is an eight-part form that provides an Incident Command/Unified Command with basic information that can be used to brief incoming resources, an incoming Incident Commander or team, or an immediate supervisor.

- The basic information includes the:
  - Incident situation (map and significant events).
  - Incident objectives.
  - Summary of current actions.
  - Status of resources assigned to or ordered for the incident or event.

- Occasionally, the ICS Form 201 serves as the initial Incident Action Plan (IAP) for the first shift change and will remain in force and continue to develop until the response ends, or until a Planning Section has been established and generates, at the direction of the Incident Commander, an IAP. The ICS Form 201 is also suitable for briefing assigned and newly arriving Command and General Staff members.

Topic | **ICS Tools**

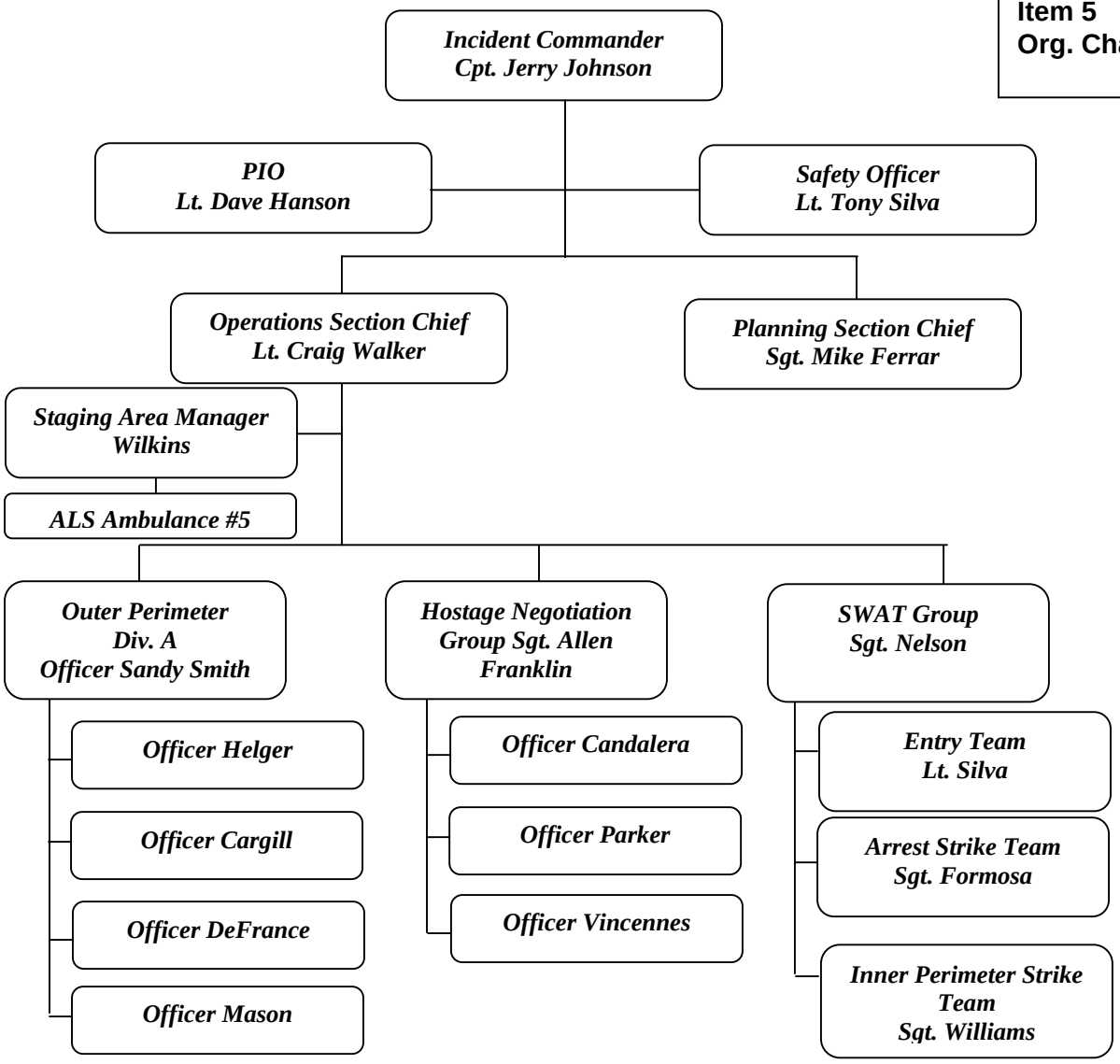
Sample ICS Form 201



Sample ICS Form 201

5. Current Organization

Item 5
Org. Chart



Page 2 of 3	Prepared by (name/position)	Sgt. Mike Ferrar, Planning SC

Sample ICS Form 201

Item 6
Resources On-Scene and Ordered

6. Resources Summary

Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
Incident Commander	*Cpt. Johnson GPD*		*X*	*ICP-Fire Station 10895 W Emerald*
Public Info Officer	*Lt. Dave Hanson*		*X*	*ICP*
Safety Officer	*Lt. Silva GPD*		*X*	*ICP-*
Operations SC	*Lt. Craig Walker GPD*		*X*	*ICP-*
SWAT	*GPD SWAT – Sgt. Nelson*		*X*	*SWAT Staging- Fire Station 10895 W Emerald*
Hostage Negotiation Group	*Negotiation Group – Franklin*		*X*	*ICP*
ALS Ambulance	*ALS #5*		*X*	*Staging Fire Station 10895 W Emerald*
Staging Area Manager	*Lt. Ralph Wilkins GPD*		*X*	*Staging*
Planing SC	*Lt. Mike Ferrar GPD*		*X*	*ICP*
Division Supervisor	*Officer Smith GPD*		*X*	*Division A Supervisor OP1*
Officer	*Officer Helger GPD*		*X*	*Division A OP2*
Officer	*Officer DeFrance GPD*		*X*	*Division A OP3*
Officer	*Officer Cargill GPD*		*X*	*Division A OP4*
Officer	*Officer Mason GPD*		*X*	*Division A OP5*

7. Summary of Current Actions

Status: *Houses inside the outer perimeter have been evacuated, and neighbors interviewed. Outer perimeter secured. Inner perimeter sniper/observers stationed (residents have signed agreements allowing SWAT to use houses as observation platforms). SWAT Group developing tactical plan. Ambulance and paramedics in staging. Dispatch updated. Lifeflight placed on standby. Negotiation Group is interviewing a friend of the girlfriend (hostage) and awaiting arrival of subject's parents. Contact has not been established with the subject. Power and gas companies have been notified; representatives are en route.*

Initial Objectives:

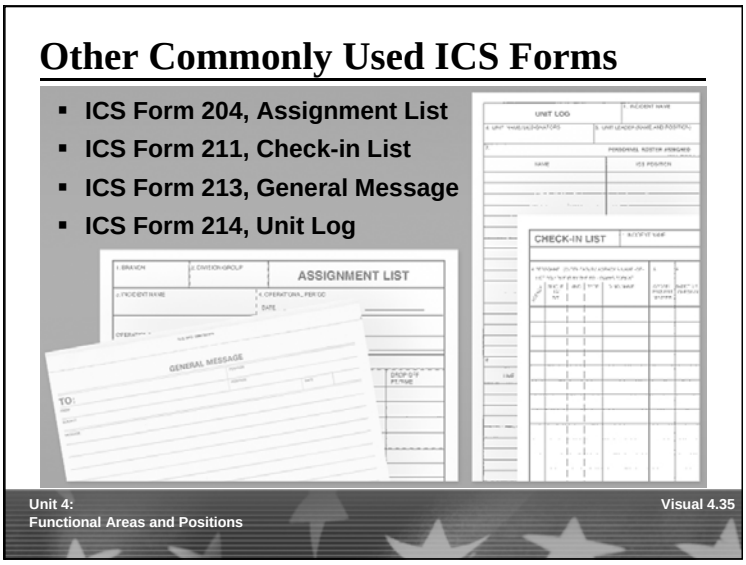
1 *Evacuate houses within the outer perimeter.*
2 *Secure outer perimeter from foot and vehicular traffic.*
3 *Secure inner perimeter so that subject is not able to escape armed.*
4 *Open negotiation with subject for release of hostage and peaceful surrender.*
5 *Prepare tactical entry contingency plan.*

Item 7
Status, Incident Objectives, and Current Actions/History

Subject Profile/Incident History: *Ken Williams, 1015 Mesquite Street, (wm, 6'2", 190 lbs. brown/brown DOB 4/27/87) is a high school dropout whose girlfriend, Andrea Hillerman, recently broke up with him. Marsha Anderson (a friend of the girl) has told hostage negotiators that the reason for the breakup was that he was physically abusive to her. Andrea had gone to his parents' house, where he lives with his mother and father, to retrieve some of her belongings. No one else was home. Once inside, he took her hostage. She managed to call 911 on her cell phone and reported that he had "lots of guns and bomb stuff" and was threatening to kill himself and her. The call was broken off, and police have been unable to establish contact with her. Williams has no prior police record.*

Page 3 of 3 | Sgt. Mike Ferrar, Planning SC

Topic: ICS Tools



Visual Description: Other Commonly Used ICS Forms

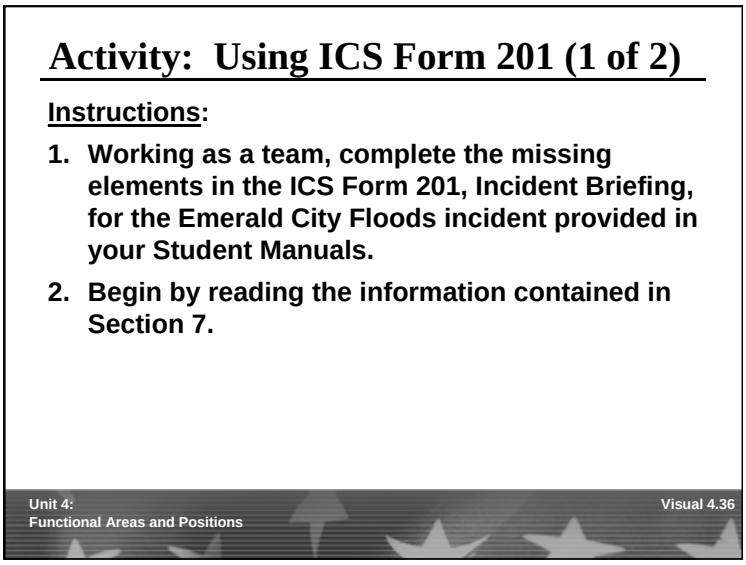
Key Points

Below is a list of commonly used ICS forms:

Form Number	Title	Who Completes
Form 204	Assignment List	Section Chief, Staff
Form 211	Check-in List	Staff
Form 213	General Message	Staff
Form 214	Unit Log	Staff

Copies of these forms are available in the ICS Resource Center.

Topic | **Activity: Using ICS Form 201, Incident Briefing**



Visual Description: Activity: Using ICS Form 201 (1 of 2)

Key Points

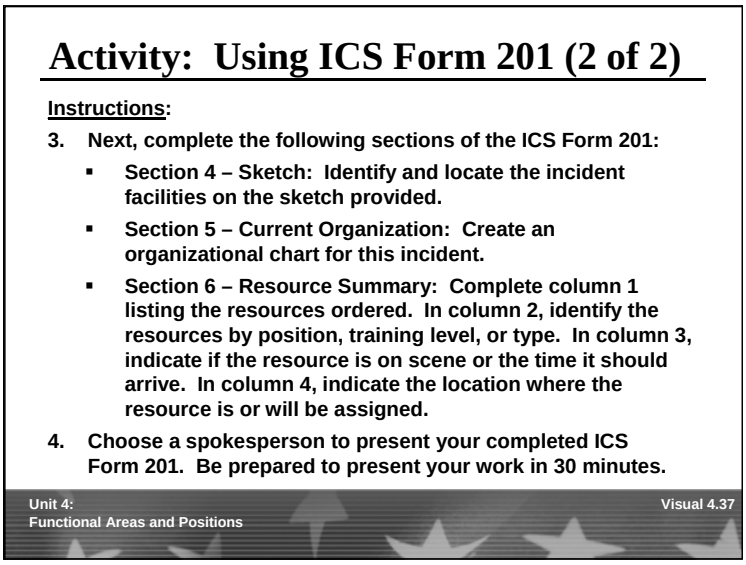
Instructions:

1. Working as a team, complete the missing elements in the ICS Form 201, Incident Briefing, for the Emerald City Floods incident provided in your Student Manuals.

2. Begin by reading the information contained in Section 7.

(Continued on the next page.)

Topic: Activity: Using ICS Form 201, Incident Briefing



Visual Description: Activity: Using ICS Form 201 (2 of 2)

Key Points

Instructions:

3. Next, complete the following sections of the ICS Form 201:
   - **Section 4 – Sketch:** Identify and locate the incident facilities on the sketch provided.
   - **Section 5 – Current Organization:** Create an organizational chart for this incident.
   - **Section 6 – Resource Summary:** Complete column 1 listing the resources ordered. (Base this list on the anticipated needs and incident objectives.) In column 2, identify the resources by position, training level, or type. In column 3, indicate if the resource is on scene or the time it should arrive. In column 4, indicate the location where the resource is or will be assigned.

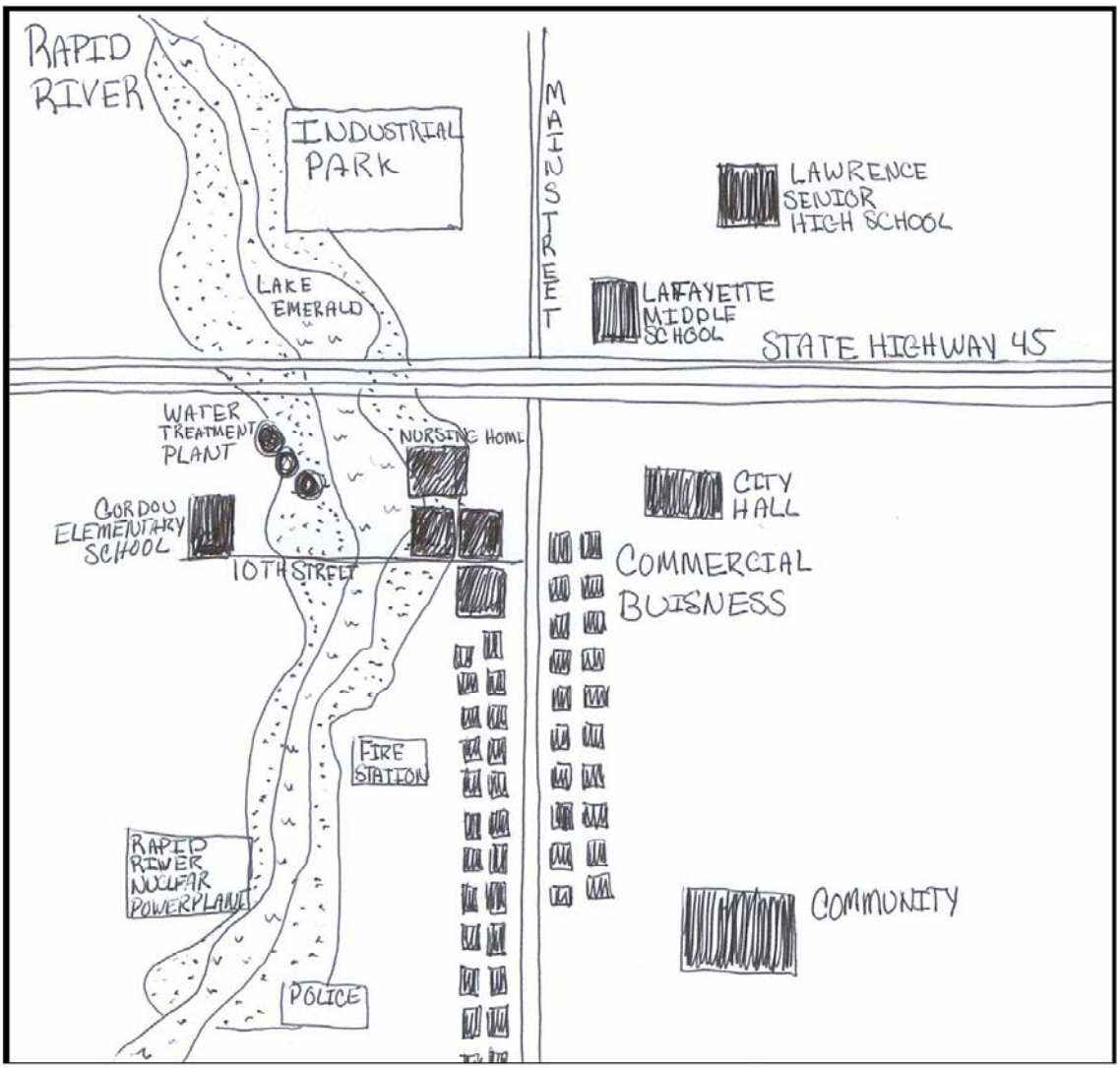
4. Choose a spokesperson to present your completed ICS Form 201. Be prepared to present your work in 30 minutes.

Topic	Activity: Using ICS Form 201, Incident Briefing

Activity Worksheets

INCIDENT BRIEFING	1. Incident Name	2. Date	3. Time
	EMERALD CITY FLOOD	3/15/06	12:30
4. Map Sketch			

Page 1 of 3



Activity Worksheets

5. Current Organization	
Page 2 of 3	Prepared by (name/position)

Topic | **Activity: Using ICS Form 201, Incident Briefing**

Activity Worksheets

6. Resources Summary

Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment

7. Summary of Current Actions

Status:

See map for projected inundation zone and impacted facilities. Flood waters are projected to crest by 1800 3/15.

Initial Incident Objectives:

- Ensure safety of responders and public in impact area.
- Ensure effective public information.
- Evacuate vulnerable populations and areas of the city that may be cut off by flood waters.
- Protect buildings and infrastructure from flood waters.

Current Actions: Command Post established in parking lot at Fire Station in Tactical Mobile Command Vehicle. Divisions A, B, C assigned to alert and warning in projected inundation zone; estimate completion by 1330. American Red Cross contacted to open shelter at Lafayette Middle School by 1400-briefed on evacuees from Lake Emerald Living Center. Nursing Home and Lake Emerald Independent Living notified to implement evacuation plans not later than 1400. Lake Emerald confirms adequate transportation. City Water Authority notified to protect water treatment plant by 1600. Rapid River Nuclear Power Plant staff notified and implementing flood SOP by 1600. PIO has prepared public service announcement, awaiting approval by City Manager; press conference scheduled for 1330 at City Hall. Emerald City EOC in the process of being activated. County EOC in the process of being activated. Emerald City Hospital notified and prepared to receive Nursing Home evacuees by 1600. Resources ordered to support Water Treatment Plant Group and Nursing Home Evacuation Group. Edison Electric, Commonwealth Gas Co., and City Transit notified.

Weather: Current weather pattern continues through midnight, then partial clearing. Highs in the mid 40's, lows in the high 30's. Chance of precipitation 60% through midnight, reducing to 40% after midnight. Expected precipitation next 24 hours .75 inches. Winds from the west 10-15 mph.

Safety Message: Avoid skin contact with flood waters. Drive with lights on. Watch for downed power lines in flood vicinity. Carry personal flotation devices. Monitor City radio frequency F2 for safety updates.

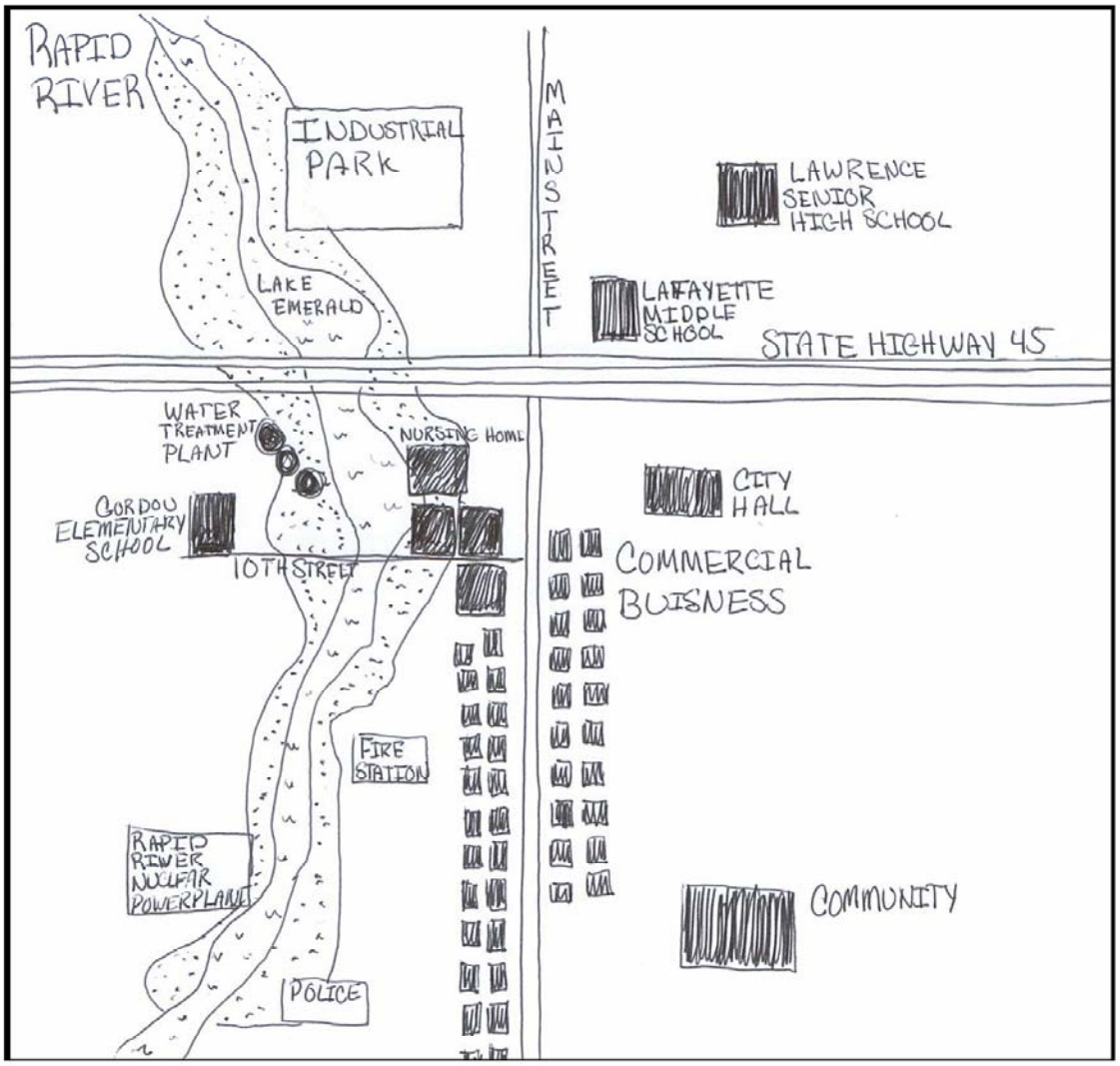
Page 3 of 3

Topic	Activity: Using ICS Form 201, Incident Briefing

Sample Answers

INCIDENT BRIEFING	1. Incident Name	2. Date	3. Time
	EMERALD CITY FLOOD	3/15/06	12:30
4. Map Sketch			

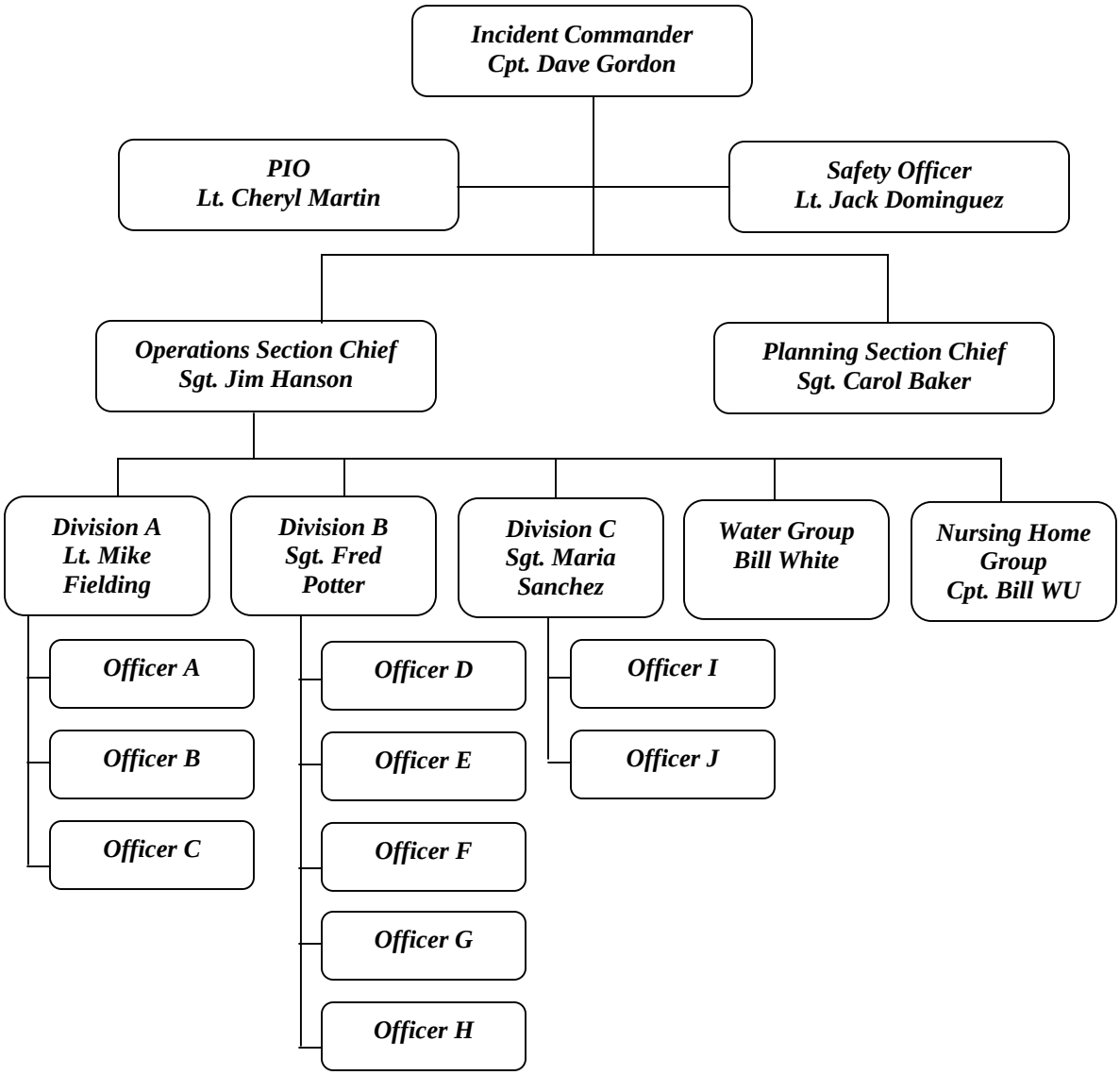
Page 1 of 3



Topic | **Activity: Using ICS Form 201, Incident Briefing**

Sample Answers

5. Current Organization



Page 2 of 3	Prepared by (name/position)

Topic **Activity: Using ICS Form 201, Incident Briefing**

Sample Answers

6. Resources Summary

Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
Incident Commander	*Captain Gordon EPD*		*X*	*ICP-Fire Station*
Operations SC	*Sgt. Hansen EPD*		*X*	*ICP-Fire Station*
PIO	*Lt. Martin EPD*		*X*	*ICP-Fire Station*
Division A Sup	*Lt. Fielding EPD*		*X*	*Division A-Industrial Park*
Division B Sup	*Sgt. Potter EPD*		*X*	*Division B-Nursing Home/Independent Living*
Division C Sup	*Sgt. Sanchez EPD*		*X*	*Division C-Power Plant*
Water Group Sup	*Bill White EWA*		*X*	*Water Treatment Plant*
2 Dump trucks		*1330*		*Water Group*
2 Front Loaders		*1315*		*Water Group*
1 Backhoe		*1300*		*Water Group*
Nursing Home Grp. Supervisor	*Captain Wu EFS*		*X*	*Nursing Home Group evacuation*
3 BLS Ambulances	*A2, A4, A7*	*1300*		*Nursing Home Group evacuation*
Safety Officer	*Jack Dominguez EFD*	*1245*		*Nursing Home Group evacuation*
Planning SC	*Sgt. Baker*		*X*	*ICP-Fire Station*

7. Summary of Current Actions

Status:

See map for projected inundation zone and impacted facilities. Flood waters are projected to crest by 1800 3/15.

Initial Incident Objectives:

1. Ensure safety of responders and public in impact area.
2. Ensure effective public information.
3. Evacuate vulnerable populations and areas of the city that may be cut off by flood waters.
4. Protect buildings and infrastructure from flood waters.

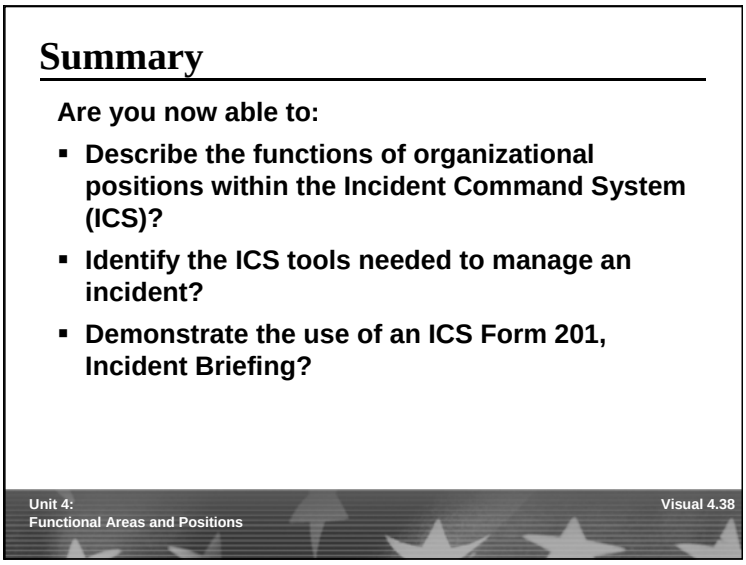
Current Actions: Command Post established in parking lot at Fire Station in Tactical Mobile Command Vehicle. Divisions A, B, C assigned to alert and warning in projected inundation zone; estimate completion by 1330. American Red Cross contacted to open shelter at Lafayette Middle School by 1400-briefed on evacuees from Lake Emerald Living Center. Nursing Home and Lake Emerald Independent Living notified to implement evacuation plans not later than 1400. Lake Emerald confirms adequate transportation. City Water Authority notified to protect water treatment plant by 1600. Rapid River Nuclear Power Plant staff notified and implementing flood SOP by 1600. PIO has prepared public service announcement, awaiting approval by City Manager; press conference scheduled for 1330 at City Hall. Emerald City EOC in the process of being activated. County EOC in the process of being activated. Emerald City Hospital notified and prepared to receive Nursing Home evacuees by 1600. Resources ordered to support Water Treatment Plant Group and Nursing Home Evacuation Group. Edison Electric, Commonwealth Gas Co., and City Transit notified.

Weather: Current weather pattern continues through midnight, then partial clearing. Highs in the mid 40's, lows in the high 30's. Chance of precipitation 60% through midnight, reducing to 40% after midnight. Expected precipitation next 24 hours .75 inches. Winds from the west 10-15 mph.

Safety Message: Avoid skin contact with flood waters. Drive with lights on. Watch for downed power lines in flood vicinity. Carry personal flotation devices. Monitor City radio frequency F2 for safety updates.

Page 3 of 3

Topic: Summary



Visual Description: Summary

Key Points

Are you now able to:

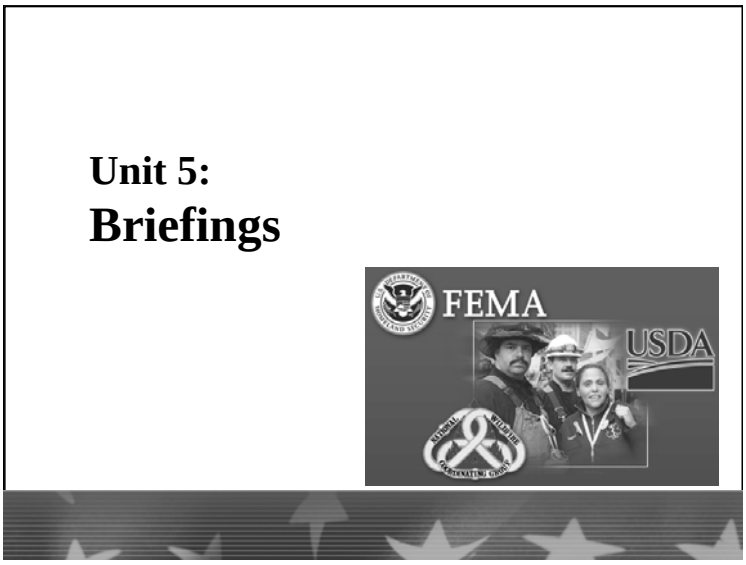
- Describe the functions of organizational positions within the Incident Command System (ICS)?
- Identify the ICS tools needed to manage an incident?
- Demonstrate the use of an ICS Form 201, Incident Briefing?

The next unit presents information about briefings.

Your Notes

Unit 5: Briefings

Topic: Unit Introduction

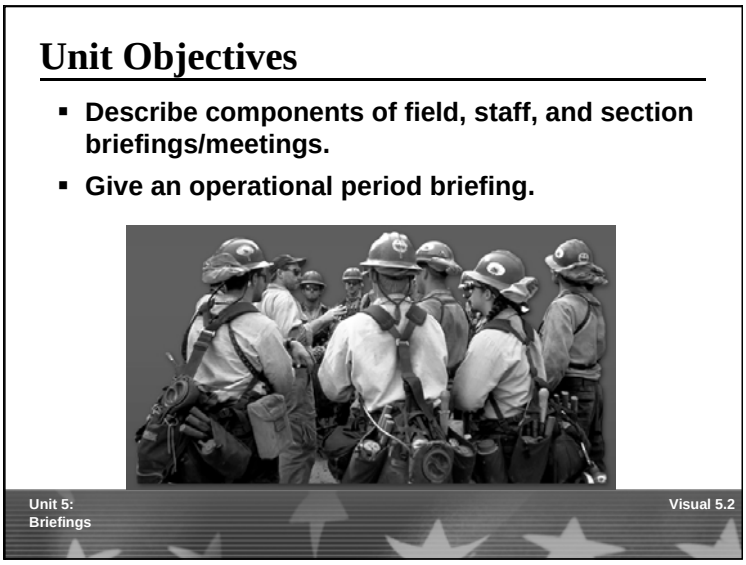


Visual Description: Unit Introduction

Key Points

The purpose of this unit is to familiarize you with different types of briefings and meetings. The activity at the end of the unit will provide an opportunity to practice presenting an effective operational briefing.

Topic: Unit Objectives



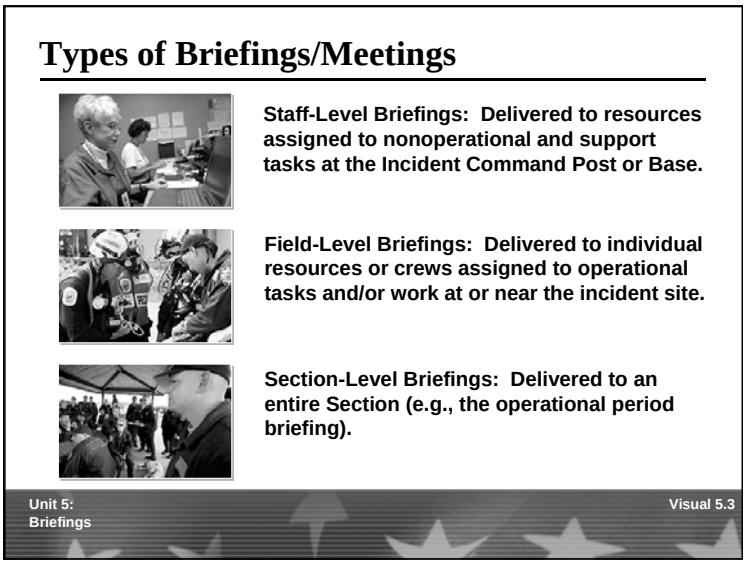
Visual Description: Unit Objectives

Key Points

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

- Describe components of field, staff, and section briefings/meetings.
- Give an operational period briefing.

Topic: Types of Briefings



Visual Description: Type of Briefings/Meetings

Key Points

Note the following key points:

- Briefings are an essential element to good supervision and incident management. These short, concise meetings are intended to pass along vital information that will be used specifically by the recipient in the completion of his or her job. Typically, these briefings do not include long discussions or complex decisionmaking. Rather, they allow for the individual manager or supervisor to pass along specific information and expectations for the upcoming work period and to field questions from subordinates related to that information and the supervisor's expectations.

- In the ICS, these briefings occur at various levels in the organization, with topics that tend to be unique to that level. The ICS uses various levels of organizational briefings/meetings.

- Examples of the three levels of briefings include:
  - **Staff-Level Briefings:** Delivered to resources assigned to nonoperational and support tasks at the Incident Command Post or Base.
  - **Field-Level Briefings:** Delivered to individual resources or crews assigned to operational tasks and/or work at or near the incident site.
  - **Section-Level Briefings:** Delivered to an entire Section (for example, the operational period briefing).

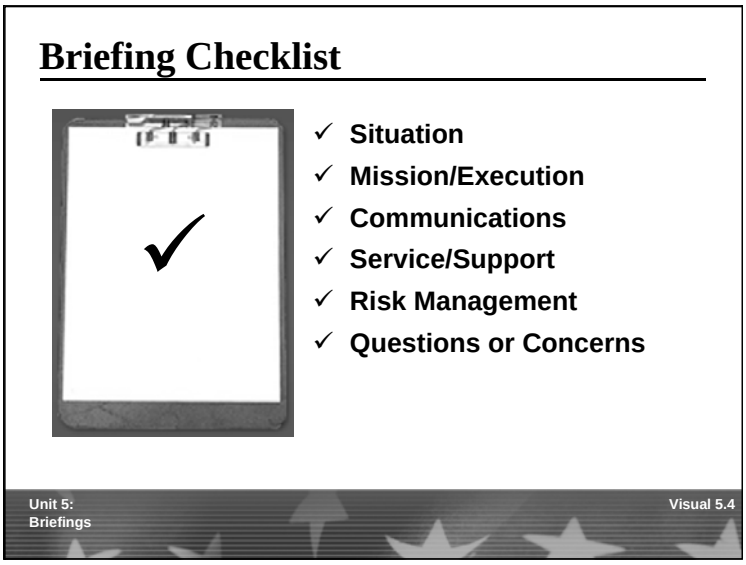
Refer to the table on the next page that summarizes information about the different types of briefings.

(Continued on next page.)

Topic Types of Briefings

Briefing Type	Description
Field-Level Briefings	This level typically involves resources assigned to operational tasks and/or work at or near the incident site. These briefings will be delivered to individual subordinates, full crews, or multiple crews such as Strike Teams or Task Forces and will occur at the beginning of an operational shift. The location will usually be near the work site or just prior to mobilization to the field. The supervisor attempts to focus the subordinates on their specific tasks and helps define work area, reporting relationships, and expectations.
Staff-Level Briefings	This level typically involves resources assigned to nonoperational and support tasks that are commonly performed at the Incident Base or Command Post. These briefings will be delivered to individual staff members or full units within a Section. These briefings occur at the beginning of the assignment to the incident and as necessary during the assignment. The supervisor attempts to clarify tasks and scope of the work as well as define reporting schedule, subordinate responsibilities and delegated authority, and the supervisor's expectations. The supervisor will also introduce coworkers and define actual workspace, sources of work supplies, and work schedule.
Section-Level Briefing	This level typically involves the briefing of an entire Section (Operations, Planning, Logistics, or Finance/Administration) and is done by the specific Section Chief. These briefings occur at the beginning of the assignment to the incident and after the arrival of Section supervisory staff. The Section Chief may schedule periodic briefings at specific times (once per day) or when necessary. A unique briefing in this category is the **operational period briefing** (also called a shift briefing). Here, the Operations Section Chief presents the plan for all operational elements for the specific operational period. This specific briefing is done at the beginning of each operation shift and prior to the operational resources being deployed to the area of work. Often, a field-level briefing will take place subsequent to the completion of the operational period briefing. During any Section-level briefing, the supervisor attempts to share incident-wide direction from the Incident Commander, how the direction impacts the Section staff, and specific ways the Section will support the Incident Commander's direction. The supervisor will establish Section staffing requirements, Section work tasks, Section-wide scheduling rules, and overall timelines for meetings and completion of work products.

Topic: Briefing Information



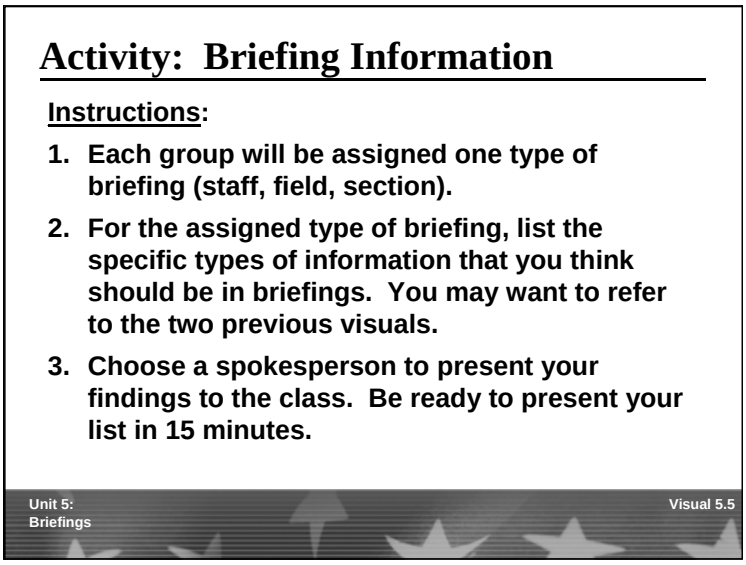
Visual Description: Briefing Checklist

Key Points

Most briefings will include the following elements:

- Situation
- Mission/Execution
- Communications
- Service/Support
- Risk Management
- Questions or Concerns

Topic: Briefing Information



Visual Description: Briefing Information Activity

Key Points

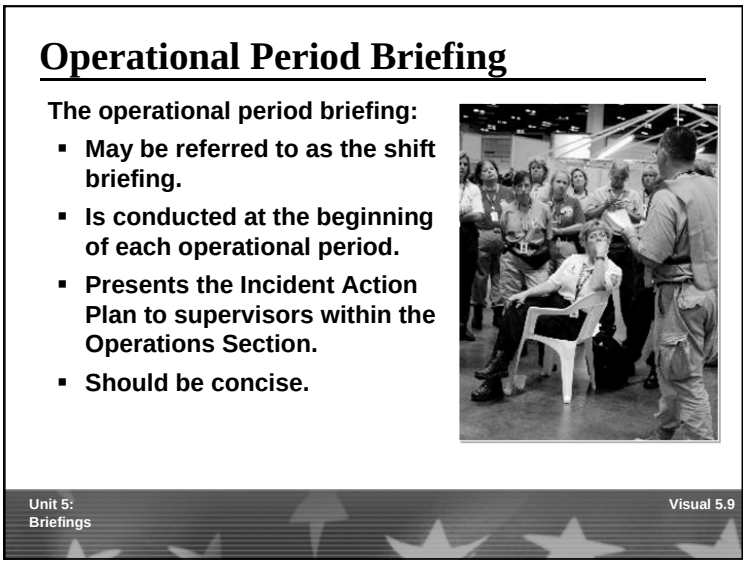
Purpose: This activity will help you determine what type of information should be included in specific types of briefings.

Instructions:

1. Each group will be assigned one type of briefing (staff, field, section).
2. For the assigned type of briefing, list the specific types of information that you think should be in briefings. You may want to refer to the two previous visuals.
3. Choose a spokesperson to present your findings to the class. Be ready to present your list in 15 minutes.

List the specific types of information that you think should be in your briefing.

Topic: Operational Period Briefing



Visual Description: Operational Period Briefing

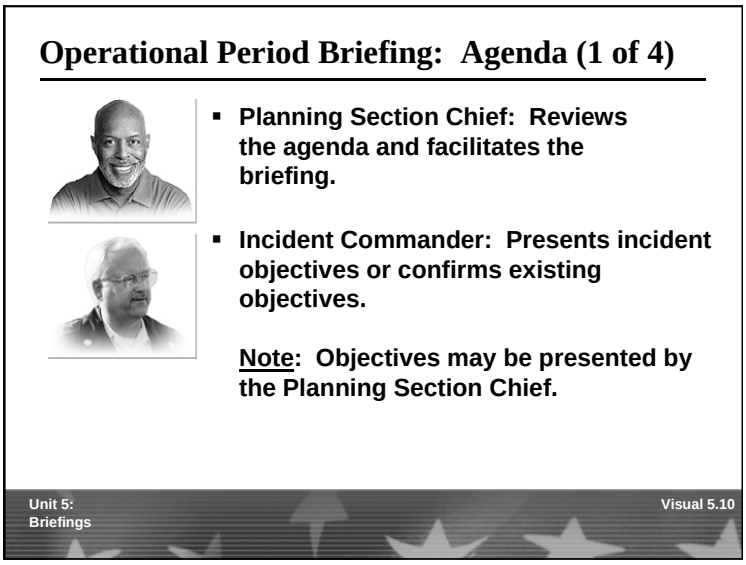
Key Points

The operational period briefing:

- May be referred to as the shift briefing.
- Is conducted at the beginning of each operational period.
- Allows the Operations Section Chief to present the Incident Action Plan (IAP) for the shift to personnel with supervisory responsibility in the Operations Section.
- Includes a large group assembly of the operational resources that are committed to the incident.
- Should be concise and to the point.

In addition to the Operations Section Chief, the other members of the Command and General Staffs as well as specific support elements (e.g., Communications Unit, Medical Unit) can provide important information needed for safe and effective performance during the shift.

Topic: Operational Period Briefing



Visual Description: Operational Period Briefing: Agenda (1 of 4)

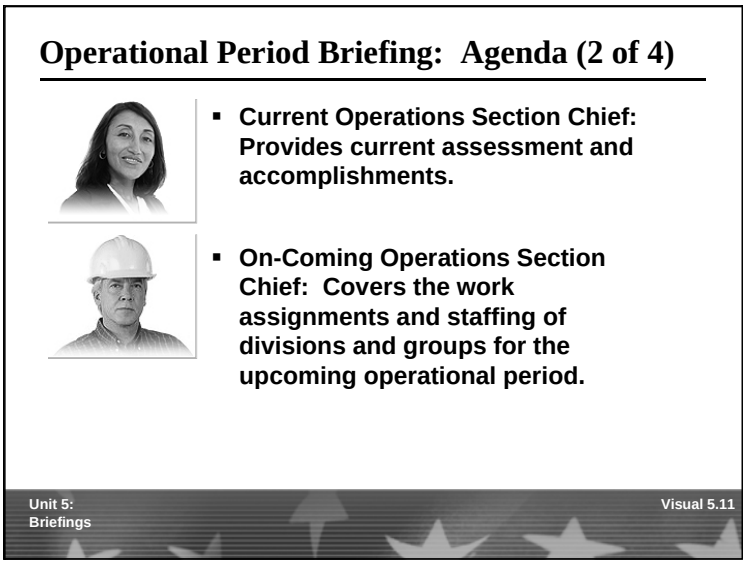
Key Points

The briefing is facilitated by the Planning Section Chief and follows a set agenda.

An example of a widely used agenda is presented on this and the following visuals.

- The **Planning Section Chief** reviews the agenda and facilitates the briefing.
- The **Incident Commander** (or Planning Section Chief) presents incident objectives or confirms existing objectives if still valid.

Topic: Operational Period Briefing



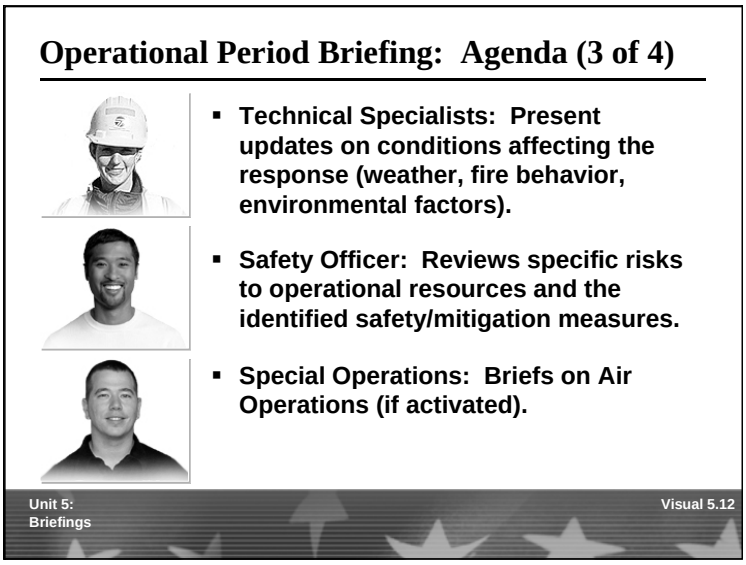
Visual Description: Operational Period Briefing: Agenda (2 of 4)

Key Points

Continue reviewing the agenda items:

- The **Current Operations Section Chief** provides current assessment and accomplishments.
- The **On-Coming Operations Section Chief** covers the work assignments and staffing of Divisions and Groups for the upcoming operational period.

Topic: Operational Period Briefing



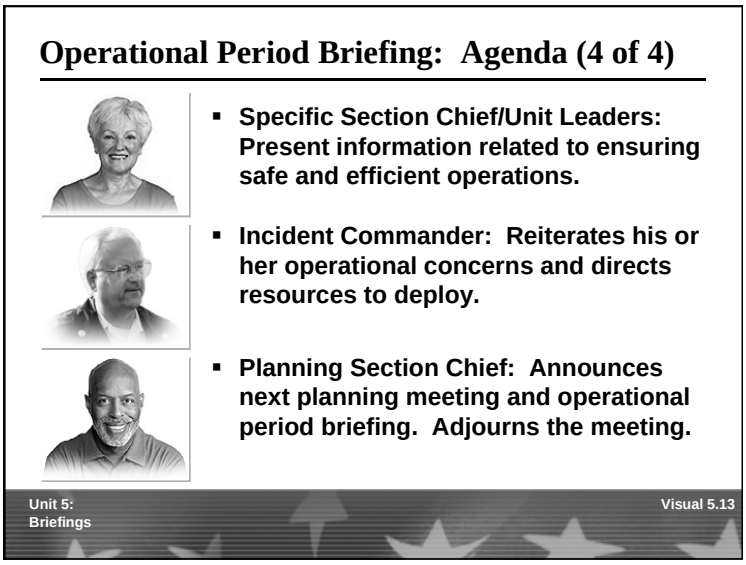
Visual Description: Operational Period Briefing: Agenda (3 of 4)

Key Points

Continue reviewing the agenda items:

- **Technical Specialists** present updates on conditions affecting the response (weather, fire behavior, environmental factors).
- The **Safety Officer** reviews specific risks to operational resources and the identified safety/mitigation measures.
- **Special Operations** briefs on Air Operations (if activated).

Topic: Operational Period Briefing



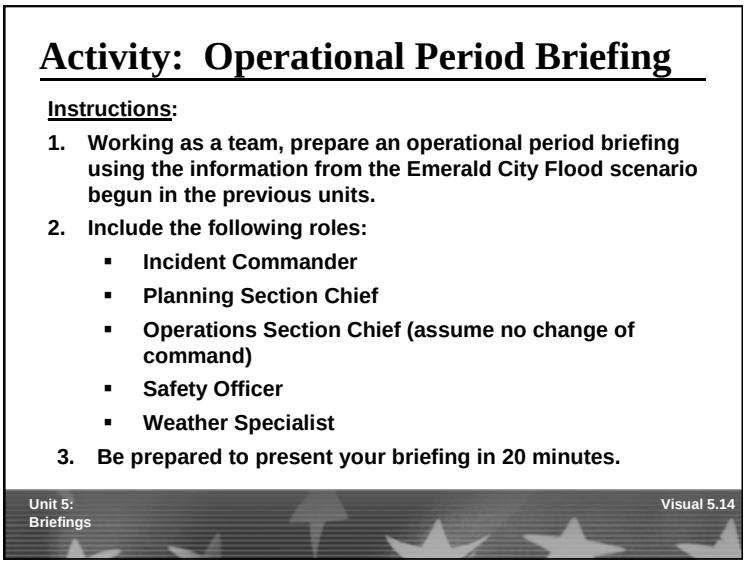
Visual Description: Operational Period Briefing: Agenda (4 of 4)

Key Points

Continue reviewing the agenda items:

- **Specific Section Chief/Unit Leaders** present information related to ensuring safe and efficient operations.
- The **Incident Commander** reiterates his or her operational concerns and directs resources to deploy.
- The **Planning Section Chief** announces the next planning meeting and operational period briefing, and then adjourns the meeting.

Topic | **Activity**



Visual Description: Operational Period Briefing Activity

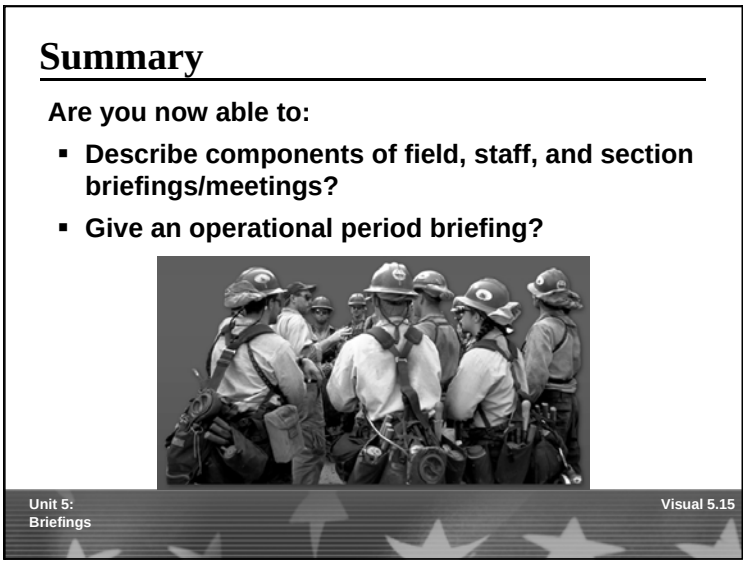
Key Points

Purpose: The purpose of this activity is to give you an opportunity to prepare an operational period briefing.

Instructions:

1. Working as a team, prepare an operational period briefing using the information from the Emerald City Flood scenario begun in the previous units.
2. Include the following roles:
   - Incident Commander
   - Planning Section Chief
   - Operations Section Chief (assume no change of command)
   - Safety Officer
   - Weather Specialist
3. Be prepared to present your briefing in 20 minutes.

Topic: Summary



Visual Description: Summary

Key Points

Are you now able to:

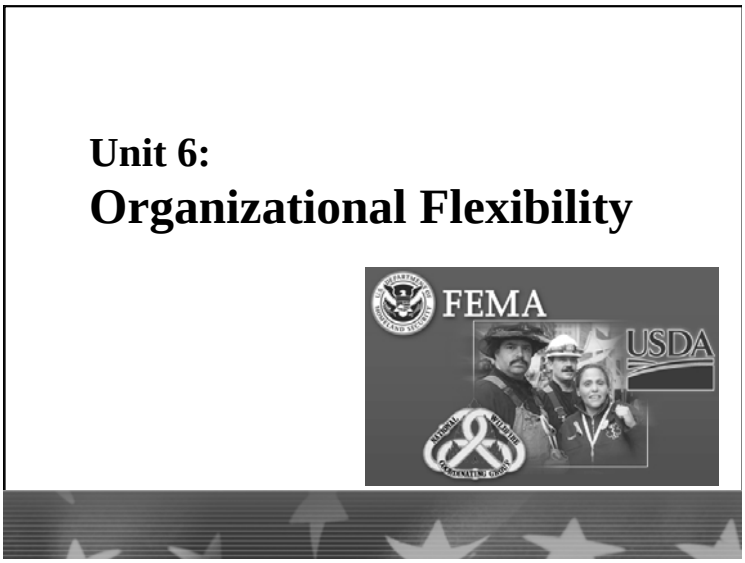
- Describe components of field, staff, and section briefings/meetings?
- Give an operational period briefing?

The next unit presents information about the modular organization of the Incident Command System and explains the concepts of resource typing and incident complexity typing.

Your Notes

Unit 6: Organizational Flexibility

Topic: Unit Introduction



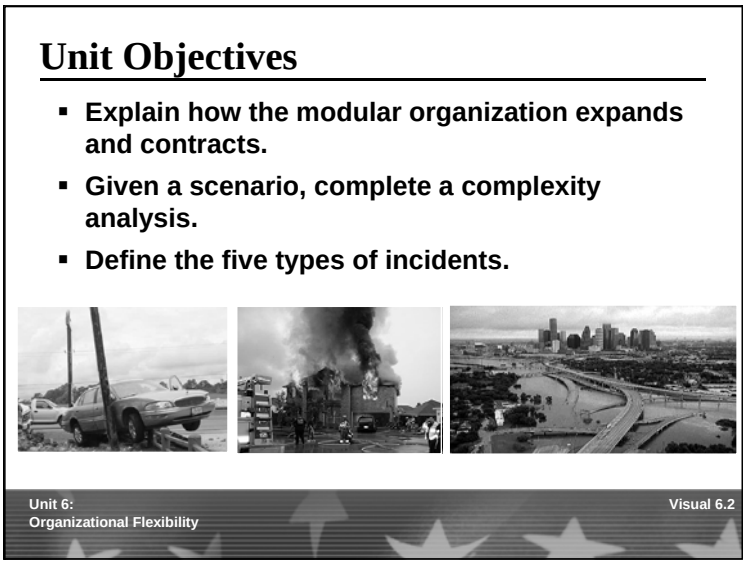
Visual Description: Unit Introduction

Key Points

Note the following key points:

- This unit focuses on flexibility within the standard ICS organizational structure.
- The ICS organization reflects the principle of management by objectives.
- Every incident has different requirements. The organizational structure should reflect only what is required to meet and support planned incident objectives.

Topic: Unit Objectives



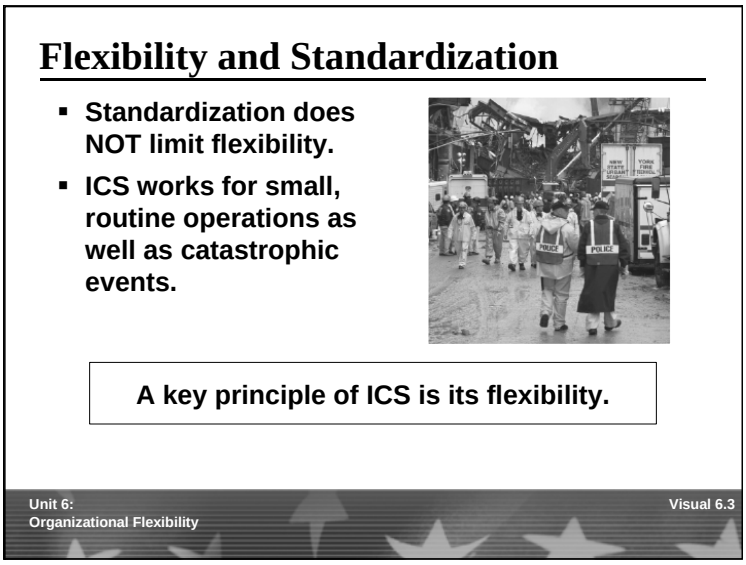
Visual Description: Unit Objectives

Key Points

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

- Explain how the modular organization expands and contracts.
- Given a scenario, complete a complexity analysis.
- Define the five types of incidents.

Topic: ICS Organizational Flexibility



Visual Description: Flexibility and Standardization

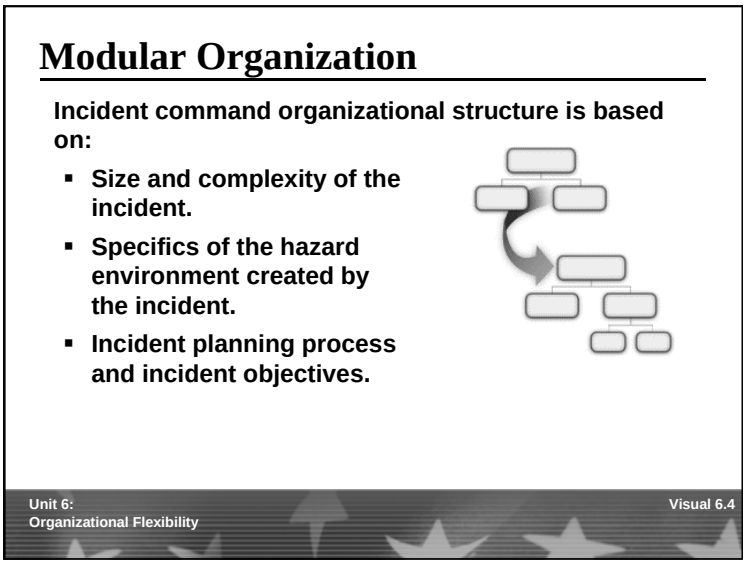
Key Points

Note the following key points:

- Standardization of the ICS organizational chart and associated terms does not limit the flexibility of the system.
- A key principle of the ICS is its flexibility. The ICS organization may be expanded easily from a very small size for routine operations to a larger organization capable of handling catastrophic events.

Note: Flexibility does not mean that the ICS feature of common terminology is superseded. Note that flexibility is allowed only within the standard ICS organizational structure and position titles.

Topic: Modular Organization



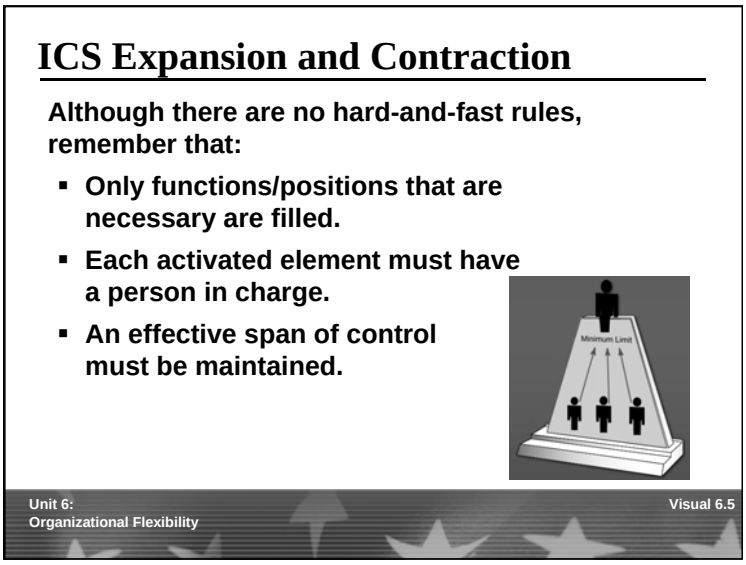
Visual Description: Modular Organization

Key Points

The incident command organizational structure is based on:

- The size and complexity of the incident.
- Specifics of the hazard environment created by the incident.
- The incident planning process and incident objectives.

Topic: Modular Organization



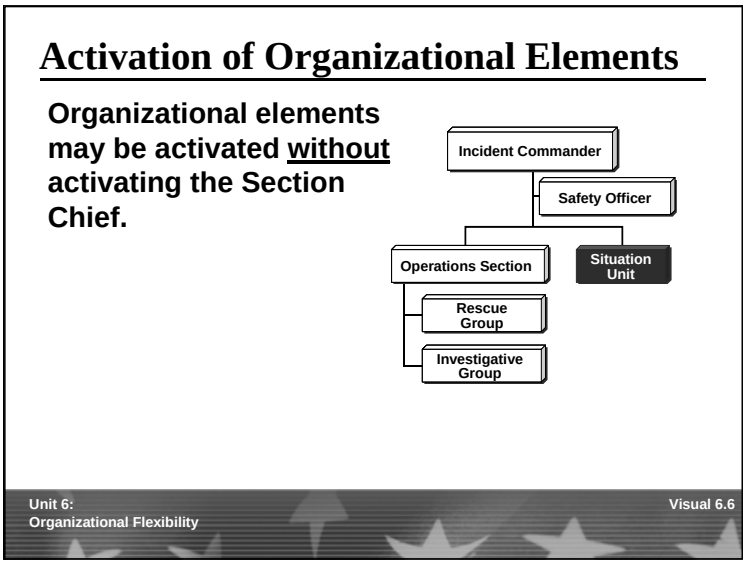
Visual Description: ICS Expansion and Contraction

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.

Topic: Modular Organization



Visual Description: Activation of Organizational Elements

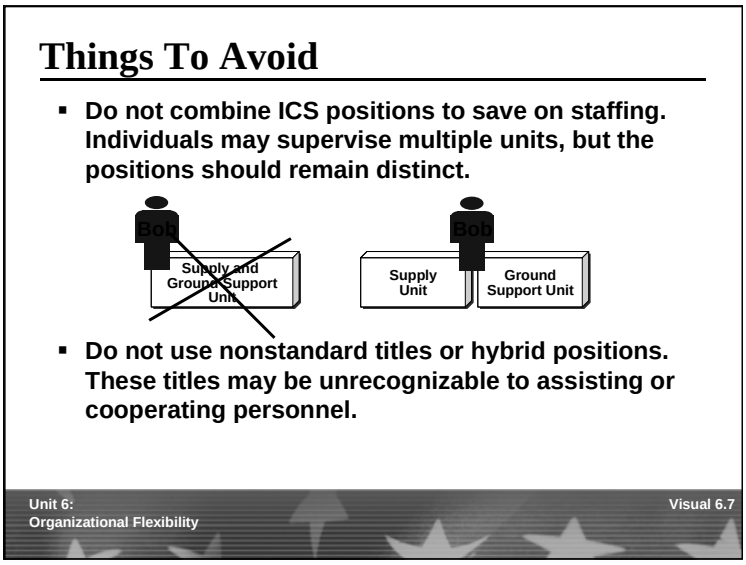
Key Points

Note the following key points:

- Many incidents will never require the activation of the entire Command or General Staff or the entire list of organizational elements within each Section. Others will require some or all members of the Command Staff and all sub-elements of each General Staff Section.
- The decision to activate an element (Section, Branch, Unit, Division, or Group) must be based on projected incident management and support needs.
- **An important concept is that many organizational elements may be activated in various Sections without activating the Section Chief.**

  For example, the Situation Unit can be activated without a Planning Section Chief assigned. In this case, the supervision of the Situation Unit will rest with the Incident Commander.

Topic | Modular Organization



Visual Description: Things To Avoid

Key Points

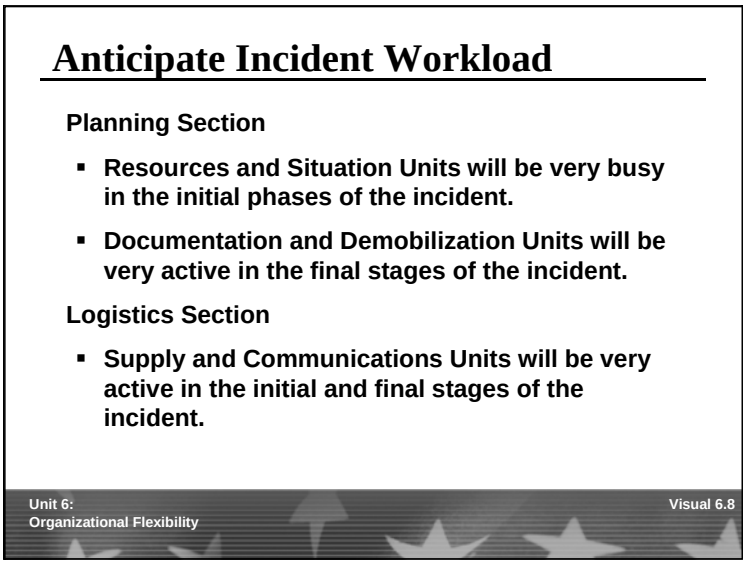
There may be a temptation to combine ICS positions to save on staffing or achieve a higher level of efficiency. **It is important to avoid combining positions.**

Note the following example:

- While an individual can supervise multiple units, it is recommended that the position remain distinct. For example, J. Smith might supervise the Supply Unit and the Ground Support Unit, but not the Supply and Ground Support Unit. The reason becomes apparent if the incident were to grow and separation of supervision of the Units became necessary.

Note: The use of nonstandard titles or hybrid positions may be unrecognizable to assisting or cooperating personnel and will likely cause confusion.

Topic: Modular Organization



Visual Description: Anticipate Incident Workload

Key Points

Note the following key points:

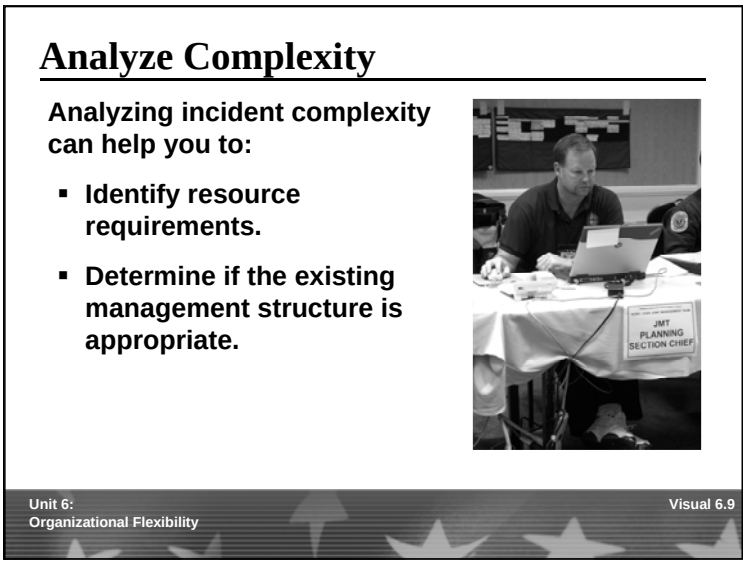
- Experience and training will help Incident Commanders and Section Chiefs predict workloads and corresponding staffing needs, regardless of the kind of incident.
- Incident workload patterns are predictable throughout the incident.

Review the following examples:

- **In the Planning Section**, the Resources and Situation Units will be very active in the initial phases of the incident, while the workload for the Documentation and Demobilization Units will be very active in the final stages of the incident.
- **In the Logistics Section**, the Supply and Communications Units will be very active in the initial and final stages of the incident.

Jot down additional examples of predicting workload.

Topic: Complexity Analysis



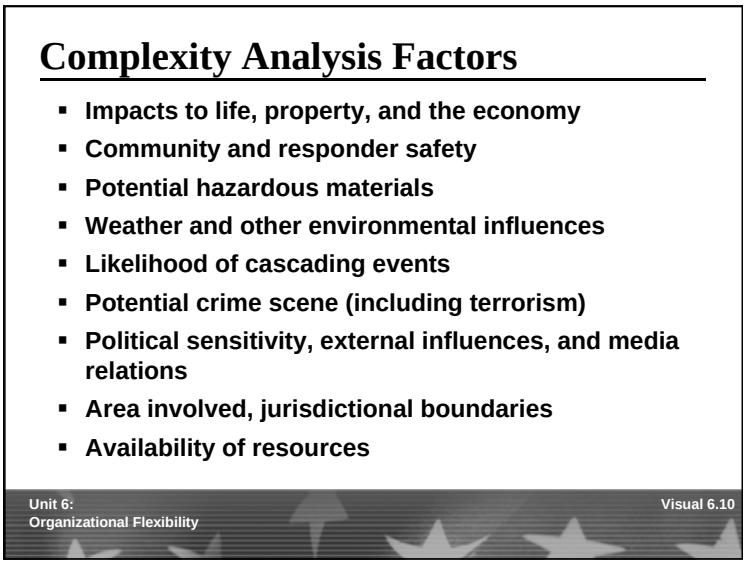
Visual Description: Analyze Complexity

Key Points

Note the following key points:

- A complexity analysis (risk benefit analysis) is used to help you analyze elements of an incident.
- Developing a list of factors to consider can help you:
  - Document and organize the issues of an incident.
  - Determine if the existing management structure is appropriate for safe and effective management of an incident.

Topic: Complexity Analysis



Visual Description: Complexity Analysis Factors

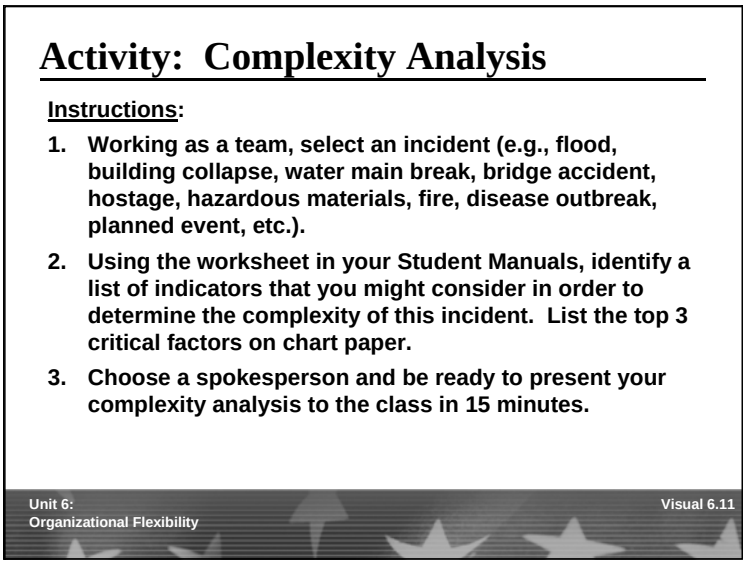
Key Points

Review the following complexity factors:

- Impacts to life, property, and the economy
- Community and responder safety
- 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

What additional factors would you add to this list?

Topic: Complexity Analysis



Visual Description: Complexity Analysis Activity

Key Points

Purpose: This activity will help you determine the complexity of an incident.

Instructions:

1. Working as a team, select an incident (e.g., flood, building collapse, water main break, bridge accident, hostage, hazardous materials, fire, disease outbreak, planned event, etc.). (Or you may want to assign an incident type to each team.)
2. Using the worksheet in the Student Manual (see the next page), identify a list of indicators that you might consider in order to determine the complexity of this incident. List the top three critical factors on chart paper.
3. Choose a spokesperson and be ready to present your complexity analysis to the class in 15 minutes.

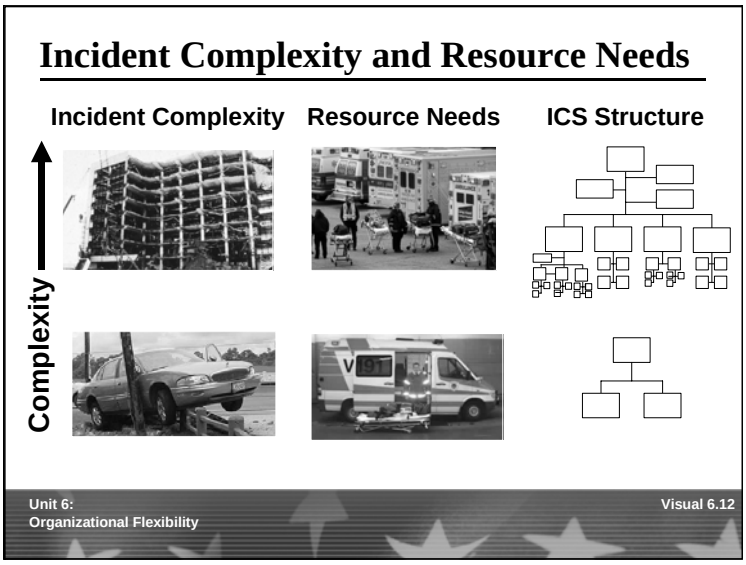
Topic Complexity Analysis

Describe your selected incident (e.g., flood, building collapse, water main break, bridge accident, hostage, hazardous materials, fire, disease outbreak, planned event, etc.).

List the specific indicators that you would use to analyze the complexity of this kind of incident.

Next, select your top three indicators.

Topic: Complexity Analysis

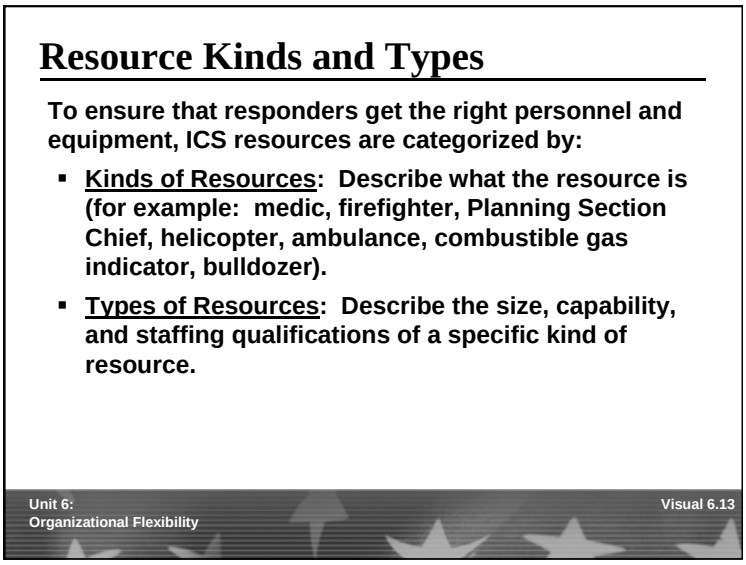


Visual Description: Incident Complexity and Resource Needs

Key Points

As complexity increases, resources expand, requiring an organization with additional levels of supervision.

Topic: Resource Kinds and Types



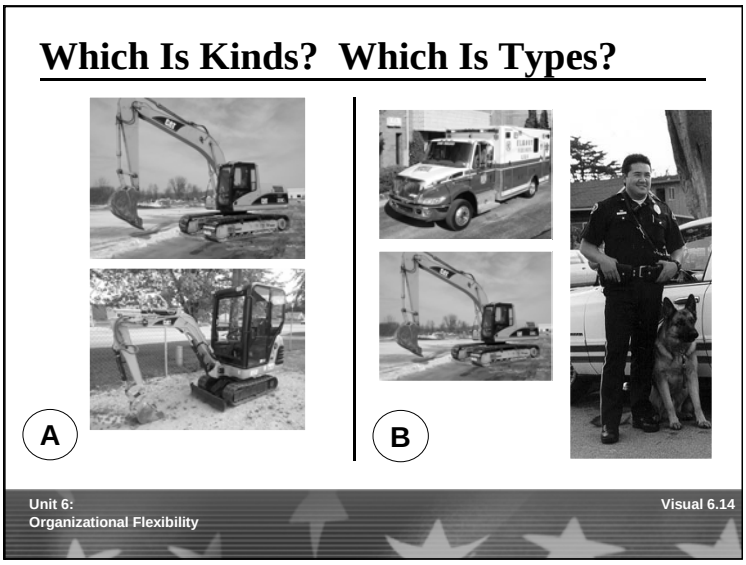
Visual Description: Resource Kinds and Types

Key Points

Managing an expanding incident requires that responders get the right personnel and equipment. For this reason, ICS resources are categorized by:

- **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.

Topic: Resource Kinds and Types



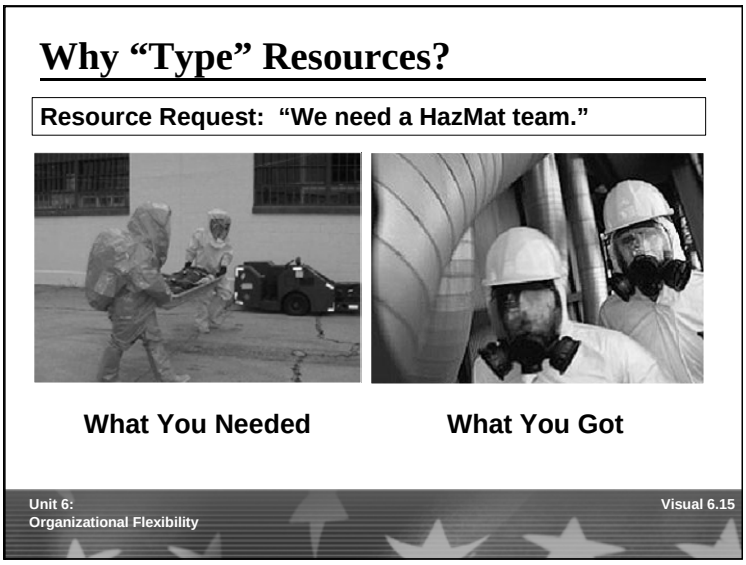
Visual Description: Kinds vs Types Activity: A = large and small excavators; B = ambulance, excavator, and canine officer and canine

Key Points

Review the items on the visual.

Which side (A or B) represents kinds? Which side represents types?

Topic: Resource Kinds and Types



Visual Description: Why Type Resources? Left Photo = Full HazMat Level A Suits; Right Photo = Respirators

Key Points

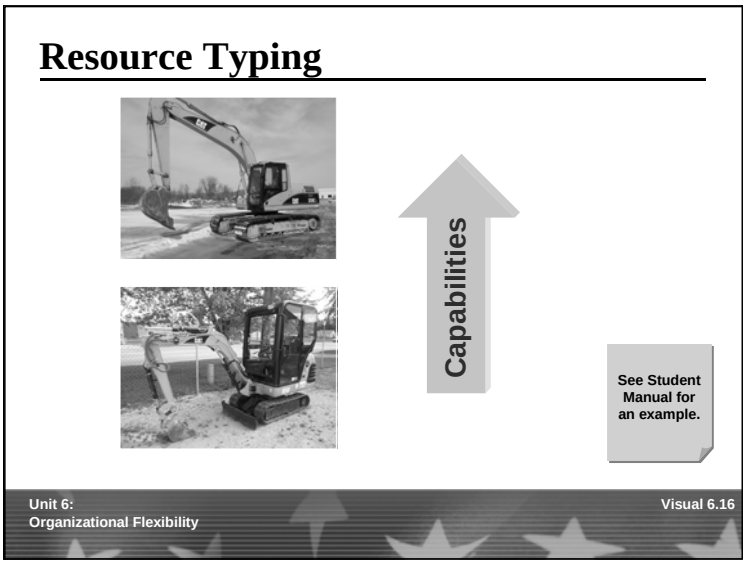
Answer the following questions:

What are the implications of a HazMat team arriving without the appropriate level of protective gear?

Can anyone think of other examples of situations when the response resources deployed were not sufficient?

How about situations where the resources at the scene exceeded the requirements? What are the implications of having resources that exceed the requirements?

Topic: Resource Kinds and Types



Visual Description: Resource Typing

Key Points

Note the following key points:

- Resource type refers to the level of resource capability.
- Assigning the Type I label to a resource implies that it has a greater level of capability than a Type II of the same resource (for example, due to its power, size, or capacity), and so on to Type IV.
- Typing provides managers with additional information to aid the selection and best use of resources. In some cases, a resource may have less than or more than four types; in such cases, either additional types will be identified, or the type will be described as "not applicable." The type assigned to a resource or component is based on a minimum level of capability described by the identified metric(s) for that resource.

NIMS requires the development of a national resource typing protocol.

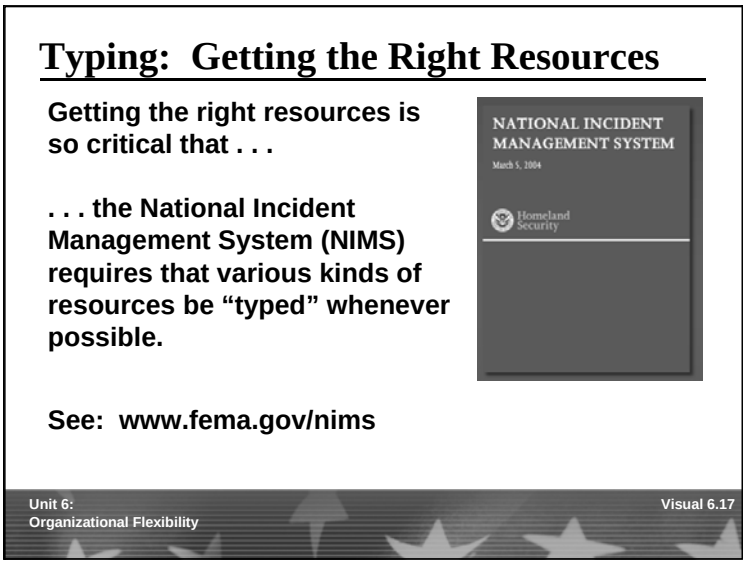
RESOURCE:	Ambulances (Ground)					
CATEGORY:	Health & Medical (ESF #8)			KIND:	Team	
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV	OTHER
COMPONENT	METRIC					
Team	Care provided	Advanced Life Support	Advanced Life Support	Basic Life Support	Basic Life Support operations	Non-transporting emergency medical response
Personnel	Minimum staff	2 paramedic and EMT	2 paramedic and EMT	2 EMT and first responder	2 I EMT and first responder	1
Vehicle	Transport	2-litter patients	2-litter patients	2 litter patients	2 litter patients	
Personnel	Training and equipment	Same as Type III	Non-HazMat response	Meets or exceeds standards as addressed by EPA, OSHA and NFPA 471,472,473 and 29 CFR 1910, 120 ETA 3-11 to work in HazMat Level B and specific threat conditions All immunized in accordance with CDC core adult immunizations and specific threat as appropriate		BLS or ALS equipment/supplies

COMMENTS:

Emergency medical services team with equipment, supplies, and vehicle for patient transport (Type I-IV) and out-of-hospital emergency medical care.

- Each team unit can work 12-hour shifts. Backup supply and some equipment required according to number of patients and type of event.
- Communication equipment may be programmable for interoperability but must be verified. Plan for augmenting existing communication equipment.
- Environmental considerations related to temperature control in patient care compartment and pharmaceutical storage may be necessary for locations with excessive ranges in temperature.
- Security of vehicle support required for periods of standby without crew in attendance. Fuel supply and maintenance support must be available.
- Decontamination supplies and support required for responses to incidents with potential threat to responding services or transport of infectious patients.

Topic: Resource Kinds and Types



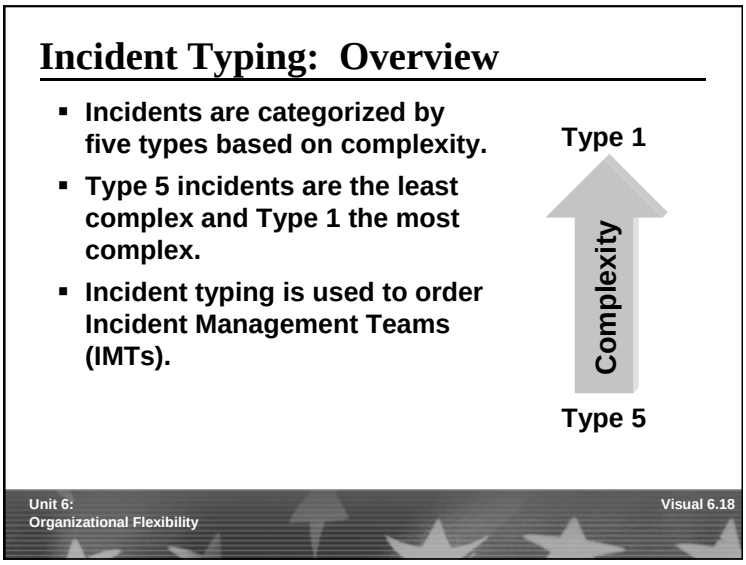
Visual Description: Typing: Getting the Right Resources

Key Points

Getting the right resources is so critical that the National Incident Management System (NIMS) requires that various kinds of resources be "typed" whenever possible.

For more information see: www.fema.gov/nims

Topic: Incident Complexity Types



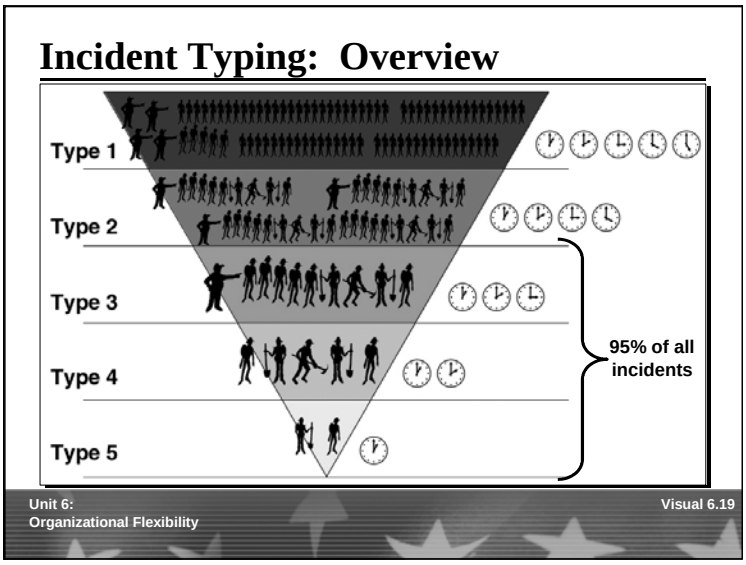
Visual Description: Incident Typing: Overview

Key Points

Note the following key points:

- Incidents may be typed in order to make decisions about resource requirements.
- Incidents are categorized by five types based on complexity.
- Type 5 incidents are the least complex and Type 1 the most complex.
- Incident typing is used to order Incident Management Teams (IMTs). An IMT is made up of the Command and General Staff members in an ICS organization.

Topic | Incident Complexity Types

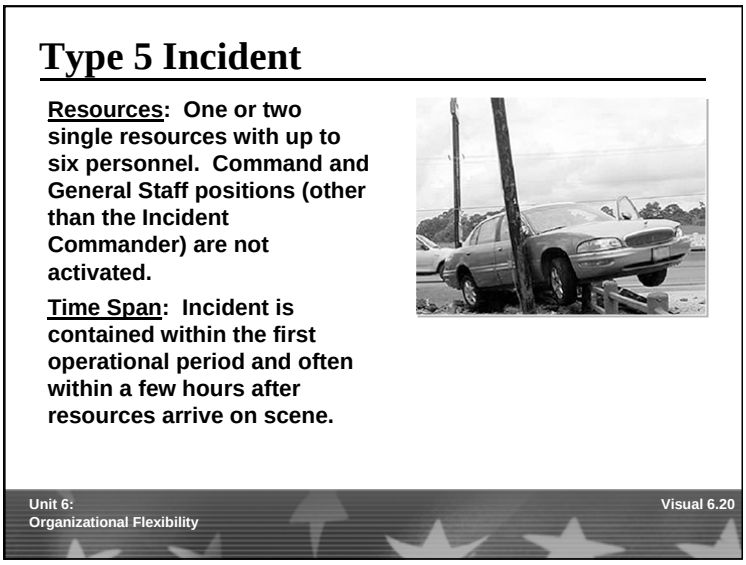


Visual Description: Incident Typing: Overview

Key Points

The illustration on the visual shows that incident typing is based on the number of resources and the time span (number of operational periods).

Topic: Incident Complexity Types



Visual Description: Type 5 Incident

Key Points

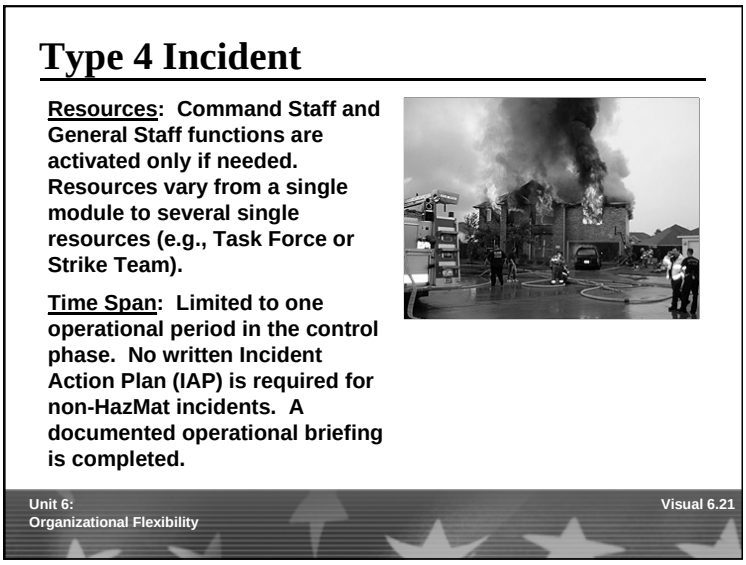
The description of a Type 5 Incident includes:

- The incident can be handled by one or two single resources with up to six personnel.
- Command and General Staff positions (other than the Incident Commander) are not activated.
- No written Incident Action Plan (IAP) is required.
- The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.

Examples include a vehicle fire, an injured person, or a police traffic stop.

Source: U.S. Fire Administration

Topic: Incident Complexity Types



Visual Description: Type 4 Incident

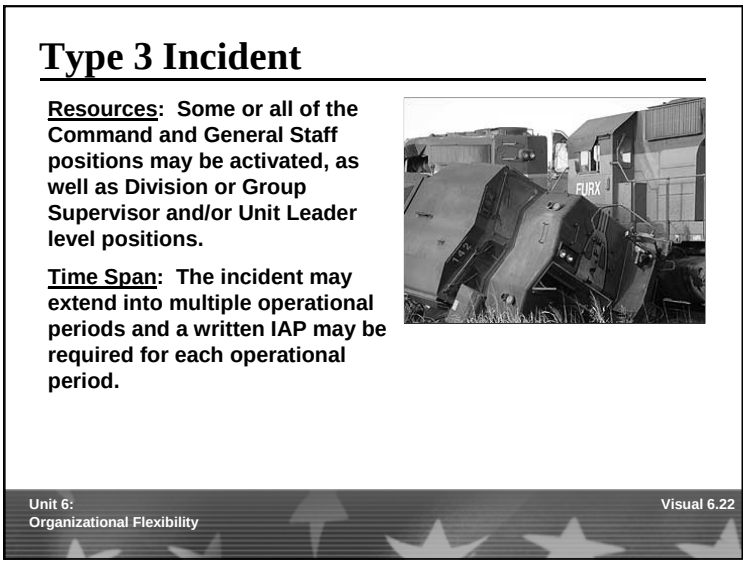
Key Points

The description of a Type 4 Incident include:

- Command Staff and General Staff functions are activated only if needed.
- Several resources are required to mitigate the incident, including a Task Force or Strike Team.
- The incident is usually limited to one operational period in the control phase.
- The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.
- No written Incident Action Plan (IAP) is required, but a documented operational briefing will be completed for all incoming resources.
- The role of the agency administrator/official includes operational plans, including objectives and priorities.

Source: U.S. Fire Administration

Topic: Incident Complexity Types



Visual Description: Type 3 Incident

Key Points

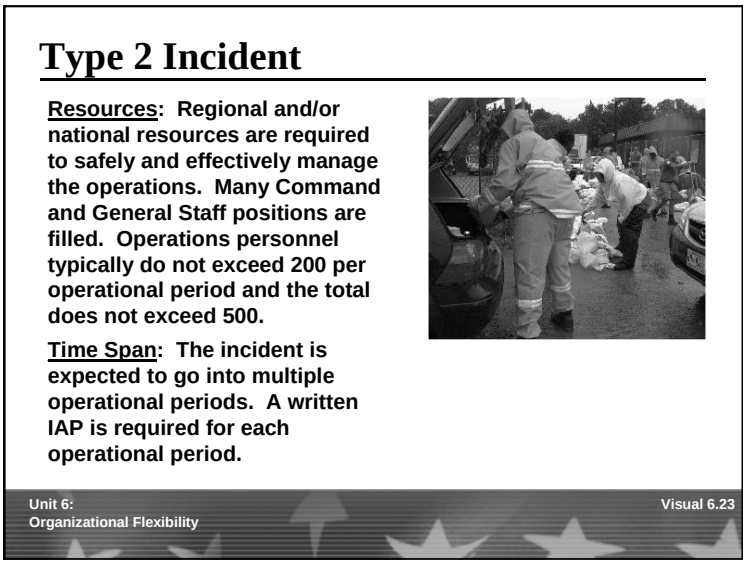
The description of a Type 3 Incident include:

- When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the 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.
- A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team.
- The incident may extend into multiple operational periods.
- A written IAP may be required for each operational period.

Source: U.S. Fire Administration

Topic: Incident Complexity Types

Visual 6.23



Visual Description: Type 2 Incident

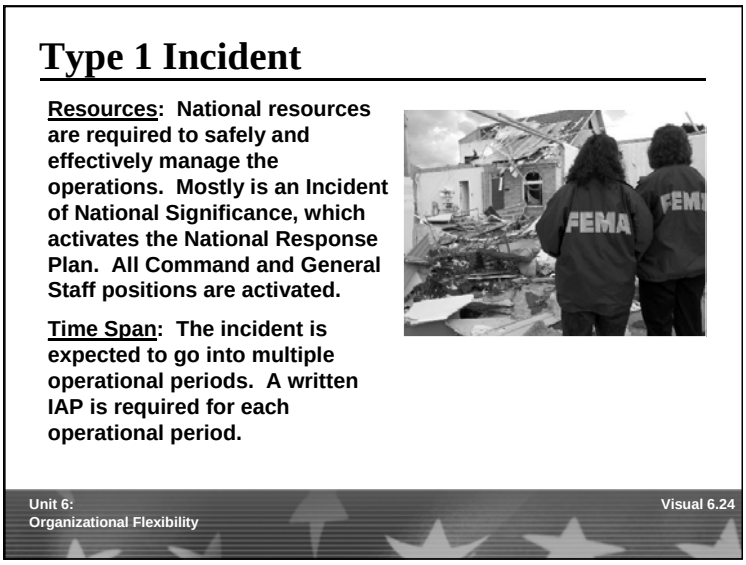
Key Points

The description of a Type 2 Incident include:

- A Type 2 incident may require the response of resources out of area, including regional and/or national resources to effectively manage the operations and command and general staffing.
- Most or all of the Command and General Staff positions are filled.
- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).
- Many of the functional units are needed and staffed.
- The incident extends beyond the capabilities for local control and the incident is expected to go into multiple operational periods.
- A written IAP is required for each operational period.
- The agency administrator/official is responsible for the incident complexity analysis, agency administrator briefings, and written delegation of authority.

Source: U.S. Fire Administration

Topic: Incident Complexity Types



Visual Description: Type 1 Incident

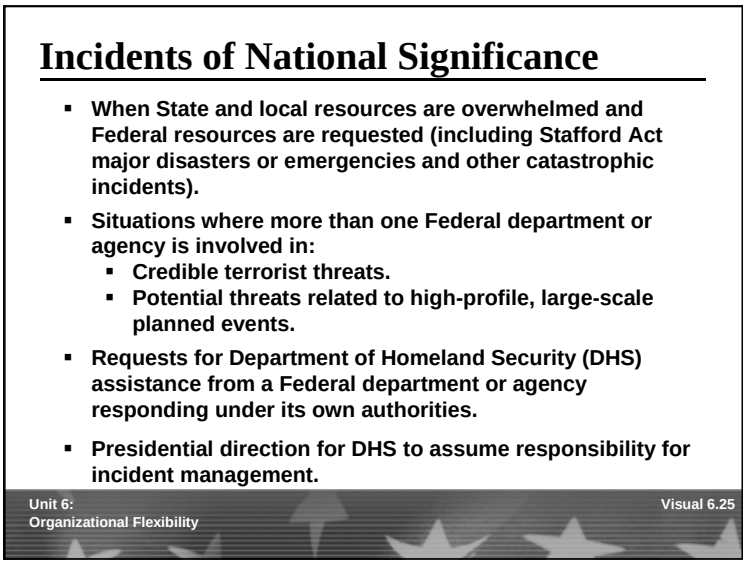
Key Points

The description of a Type 1 Incident include:

- This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.
- All Command and General Staff positions are activated.
- Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
- Branches need to be established.
- The agency administrator/official will have briefings, and ensure that the complexity analysis and delegation of authority are updated.
- Use of resource advisors at the incident base is recommended.
- There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

Source: U.S. Fire Administration

Topic: Incident Complexity Types



Visual Description: Incidents of National Significance

Key Points

The NRP bases the definition of an Incident of National Significance on situations related to the below four criteria set forth in HSPD-5.

- When the resources of State and local authorities are overwhelmed and Federal assistance has been requested by the appropriate State and local authorities.

  Examples include:

  - **Major disasters or emergencies** as defined under the Stafford Act; and

  - **Catastrophic incidents.** A catastrophic incident is any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

    For Incidents of National Significance that are Presidentially declared disasters or emergencies, Federal support to States is delivered in accordance with relevant provisions of the Stafford Act. Note that while all Presidentially declared disasters and emergencies under the Stafford Act are considered Incidents of National Significance, not all Incidents of National Significance necessarily result in disaster or emergency declarations under the Stafford Act.

(Continued on next page.)

Topic | Incident Complexity Types

Incidents of National Significance (Continued)

- More than one Federal department or agency has become substantially involved in responding to an incident.

  Examples include:

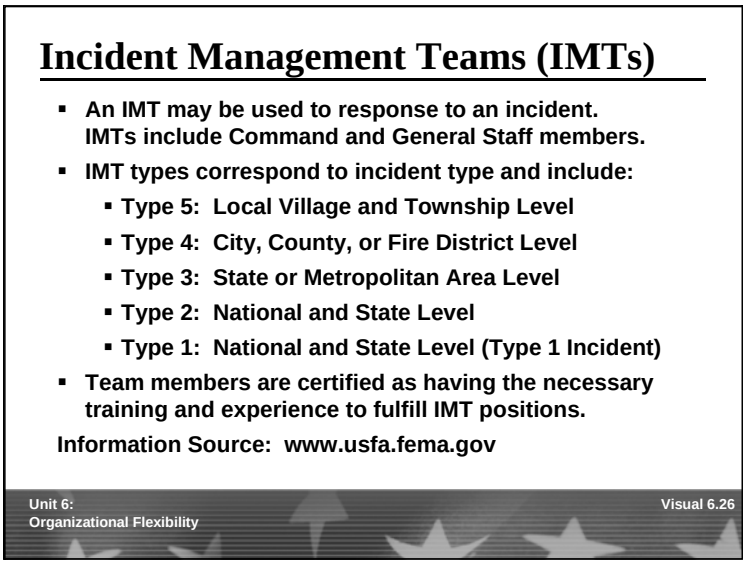
  - Credible threats, indications, or warnings of imminent terrorist attack, or acts of terrorism directed domestically against the people, property, environment, or political or legal institutions of the United States or its territories or possessions; and

  - Threats or incidents related to high-profile, large-scale events that present high-probability targets such as National Special Security Events (NSSEs) and other special events as determined by the Secretary of Homeland Security, in coordination with other Federal departments and agencies.

- A Federal department or agency acting under its own authority has requested the assistance of the Secretary of Homeland Security.

- The Secretary of Homeland Security has been directed to assume responsibility for managing the domestic incident by the President.

Topic: Incident Complexity Types



Visual Description: Incident Management Teams (IMTs)

Key Points

As mentioned earlier, an IMT is made up of the Command and General Staff members in an ICS organization. Persons to fill these positions for various types of incidents or events are often predesignated to ensure that they have the necessary training and experience to fulfill the roles and responsibilities of the ICS position. 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 the "type," or level, of IMT.

Note the following information about IMT types:

- **Type 5: Local Village and Township Level** - a "pool" of primarily fire officers from several neighboring departments trained to serve in Command and General Staff positions during the first 6-12 hours of a major or complex incident.

- **Type 4: City, County, or Fire District Level** - a designated team of fire, EMS, and possibly law enforcement officers from a larger and generally more populated area, typically within a single jurisdiction (city or county), activated when necessary to manage a major or complex incident during the first 6-12 hours and possibly transition to a Type 3 IMT.

- **Type 3: State or Metropolitan Area Level** - a standing team of trained personnel from different departments, organizations, agencies, and jurisdictions within a State or DHS Urban Area Security Initiative (UASI) region, activated to support incident management at incidents that extend beyond one operational period. Type 3 IMTs will respond throughout the State or large portions of the State, depending upon State-specific laws, policies, and regulations.

(Continued on next page.)

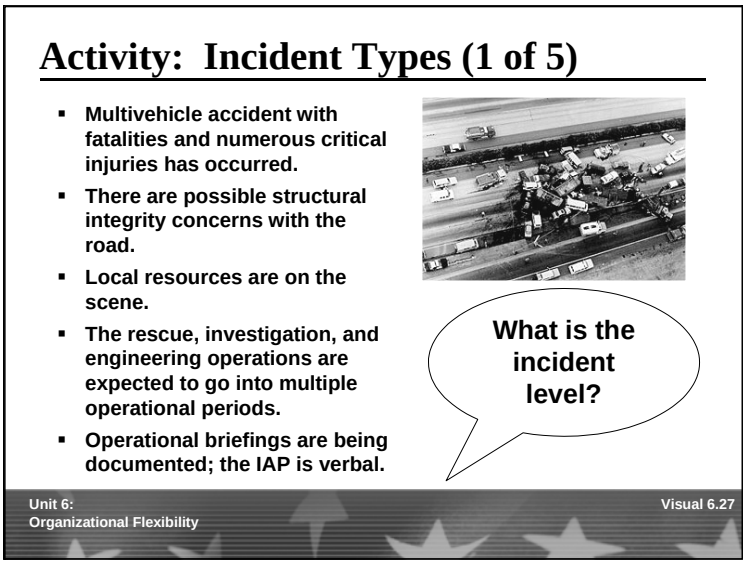
Topic | Incident Complexity Types

- **Type 2: National and State Level** - a federally or State-certified team; has less staffing and experience than Type 1 IMTs, and is typically used on smaller scale national or State incidents. Several dozen Type 2 IMTs are currently in existence, and operate through the U.S. Forest Service.

- **Type 1: National and State Level** - a federally or State-certified team; is the most robust IMT with the most experience; is fully equipped and self-contained. Sixteen Type 1 IMTs are now in existence, and operate through the U.S. Forest Service.

Source: http://www.usfa.fema.gov/subjects/incident/imt/overview.shtm

Topic | **Activity**



Visual Description: Incident Types Activity (1 of 5)

Key Points

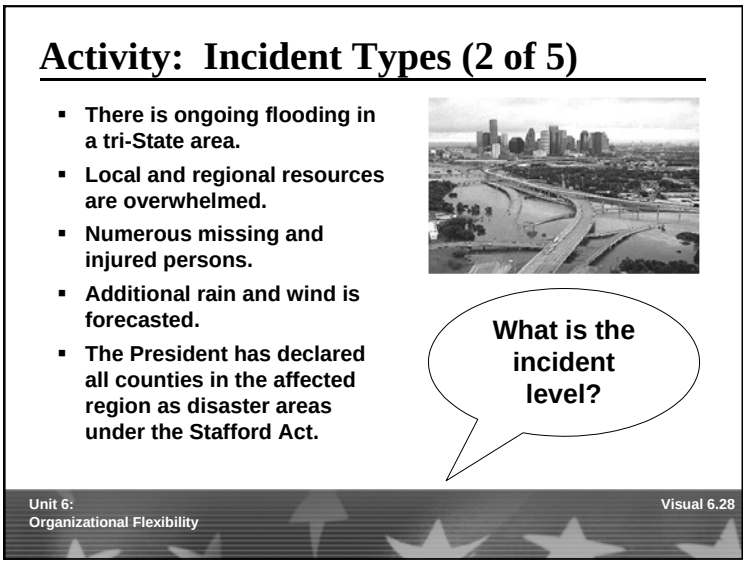
Purpose: The purpose of this activity is to determine the incident level of certain situations.

Instructions:

1. Review the following facts of the scenario:
   - Multivehicle accident with fatalities and numerous critical injuries has occurred.
   - There are possible structural integrity concerns with the road.
   - Local resources are on the scene.
   - The rescue, investigation, and engineering operations are expected to go into multiple operational periods.
   - Operational briefings are being documented; the IAP is verbal.

2. **What is the incident level?**

Topic | **Activity**



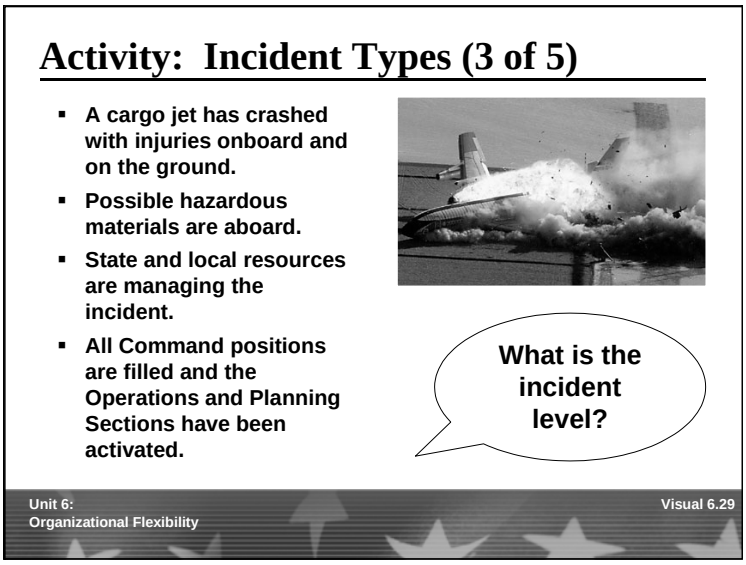
Visual Description: Incident Types Activity (2 of 5)

Key Points

1. Review the following facts of the scenario:
   - There is ongoing flooding in a tri-State area.
   - Local and regional resources are overwhelmed.
   - Numerous missing and injured persons.
   - Additional rain and wind is forecasted.
   - The President has declared all counties in the affected region as disaster areas under the Stafford Act.

2. **What is the incident level?**

Topic | **Activity**



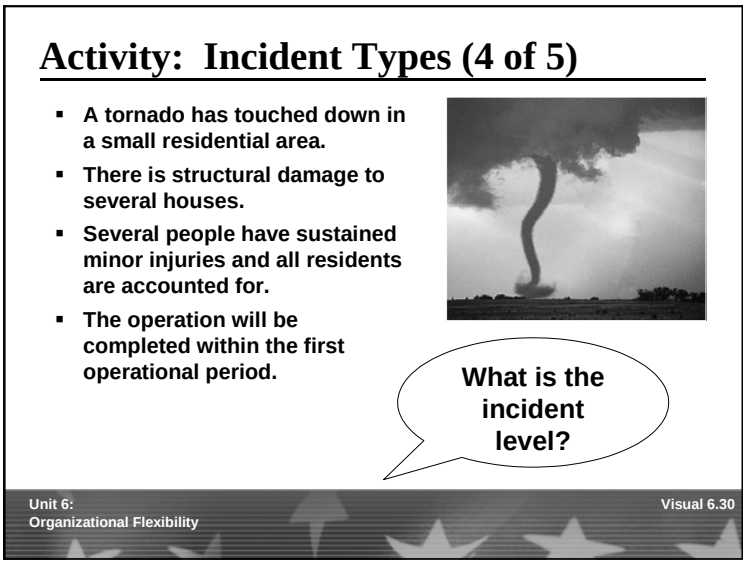
Visual Description: Activity: Incident Types (3 of 5)

Key Points

1. Review the following facts of the scenario:
   - A cargo jet has crashed with injuries onboard and on the ground.
   - Possible hazardous materials are aboard.
   - State and local resources are managing the incident.
   - All Command positions are filled and the Operations and Planning Sections have been activated.

2. **What is the incident level?**

Topic | **Activity**



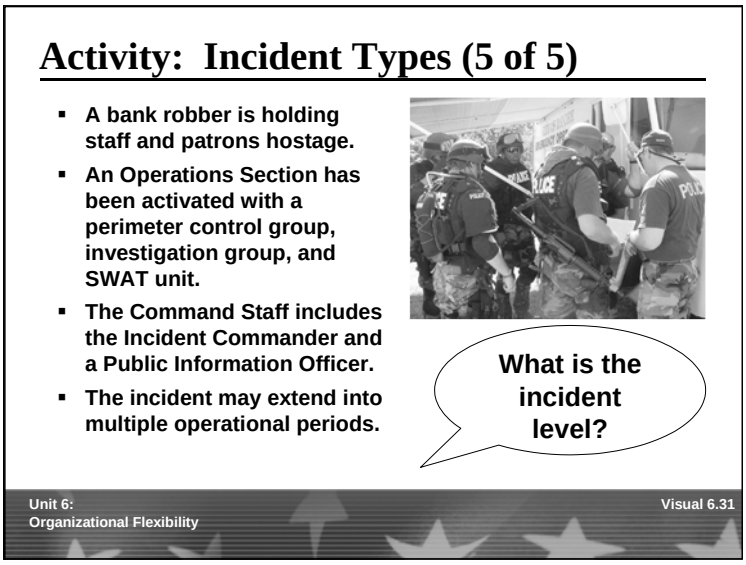
Visual Description: Activity: Incident Types (4 of 5)

Key Points

1. Review the following facts of the scenario:
   - A tornado has touched down in a small residential area.
   - There is structural damage to several houses.
   - Several people have sustained minor injuries and all residents are accounted for.
   - The operation will be completed within the first operational period.

2. **What is the incident level?**

Topic | **Activity**



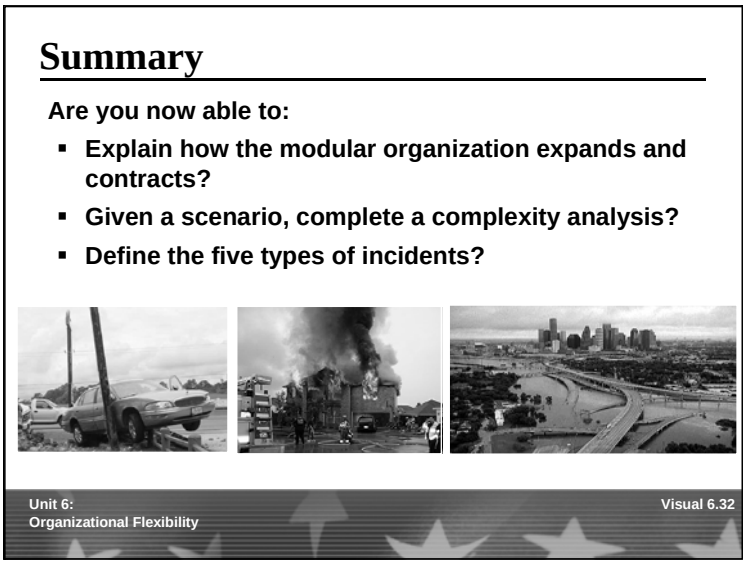
Visual Description: Activity: Incident Types (5 of 5)

Key Points

1. Review the following facts of the scenario:
   - A bank robber is holding staff and patrons hostage.
   - An Operations Section has been activated with a perimeter control group, investigation group, and SWAT unit.
   - The Command Staff includes the Incident Commander and a Public Information Officer.
   - The incident may extend into multiple operational periods.

2. **What is the incident level?**

Topic | Summary



Visual Description: Summary

Key Points

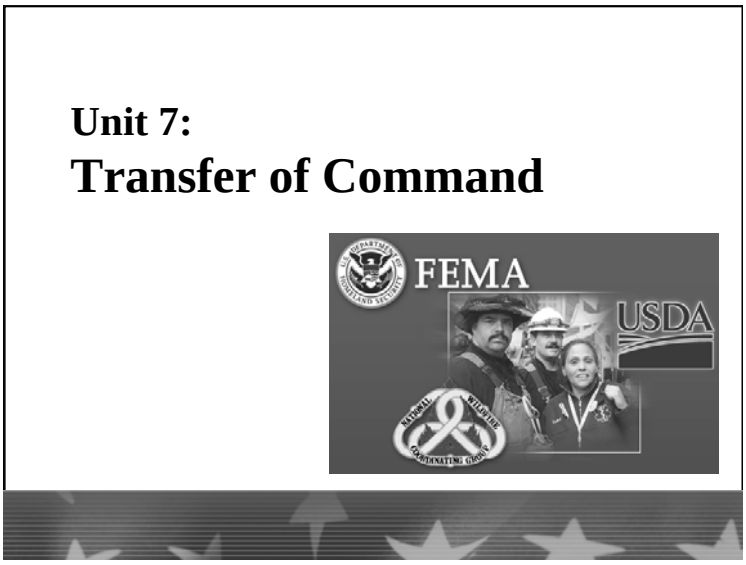
Are you now able to:

- Explain how the modular organization expands and contracts?
- Given a scenario, complete a complexity analysis?
- Define the five types of incidents?

The next unit presents information about transfer of command.

Unit 7: Transfer of Command

Topic: Unit Introduction

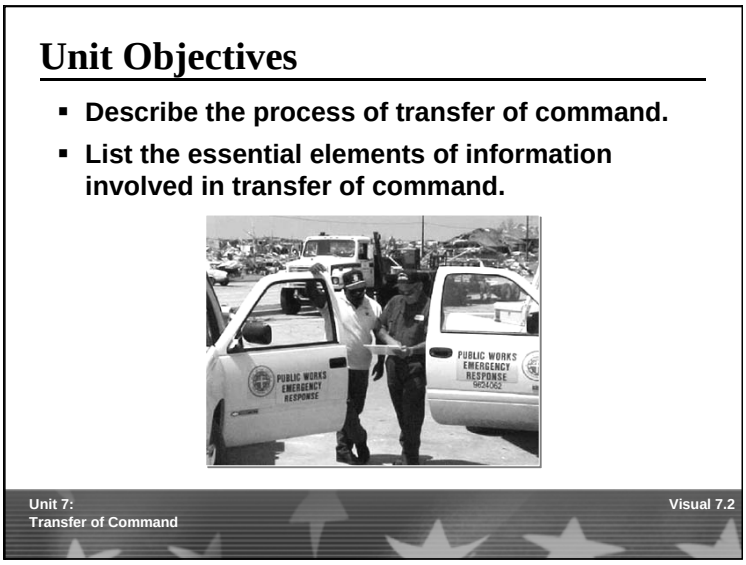


Visual Description: Unit Introduction

Key Points

The purpose of this unit is to review the process used when transferring command.

Topic: Unit Objectives



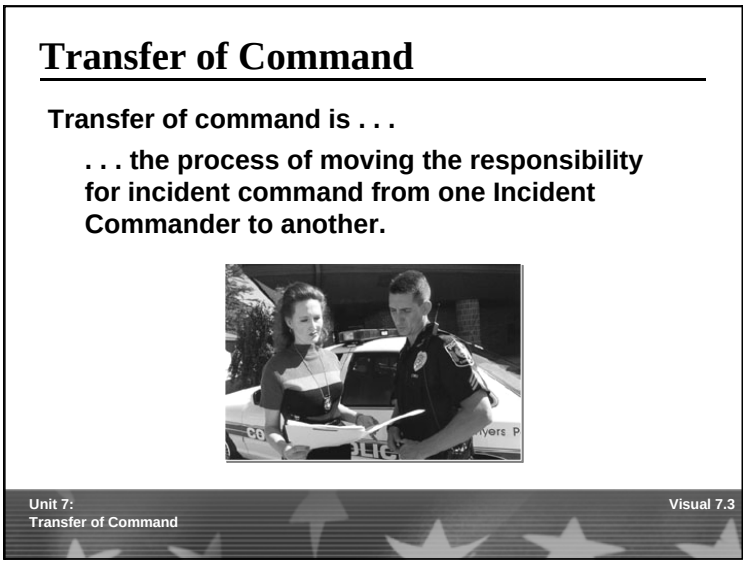
Visual Description: Unit Objectives

Key Points

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

- Describe the process of transfer of command.
- List the essential elements of information involved in transfer of command.
  - Situation status.
  - Incident objectives and priorities based on the IAP.
  - Current organization.
  - Resource assignments.
  - Resources ordered and en route.
  - Incident facilities.
  - Incident communications plan.
  - Incident prognosis, concerns, and other issues.
  - Introduction of Command and General Staff members.

Topic: Transfer of Command Overview

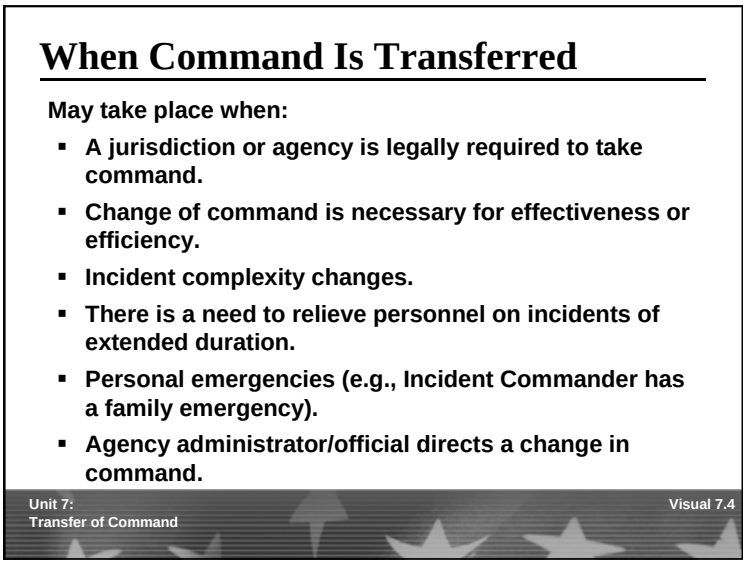


Visual Description: Transfer of Command

Key Points

The process of moving the responsibility for incident command from one Incident Commander to another is called "**transfer of command.**"

Topic: Transfer of Command Overview



Visual Description: When Command Is Transferred

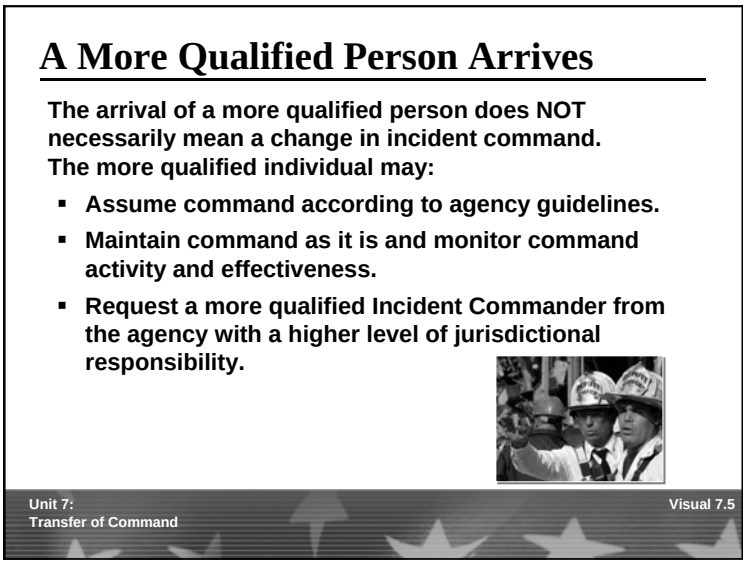
Key Points

Transfer of command may take place for many reasons, including:

- A jurisdiction or agency is legally required to take command.
- Change of command is necessary for effectiveness or efficiency.
- Incident complexity changes.
- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies (e.g., Incident Commander has a family emergency).
- Agency administrator/official directs a change in command.

Can you think of other reasons why command might be transferred?

Topic: Transfer of Command Overview



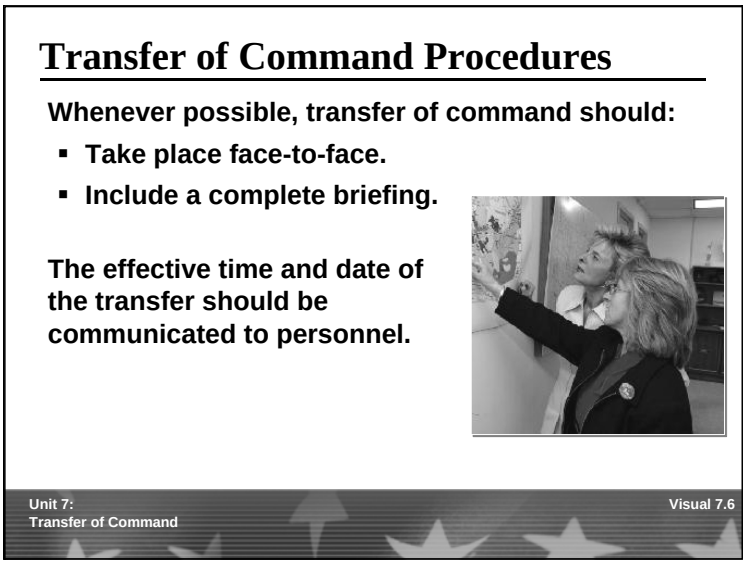
Visual Description: A More Qualified Person Arrives

Key Points

Note the following key points:

- The arrival of a more qualified person does **NOT** necessarily mean a change in incident command.
- Upon arrival, a more qualified individual may:
  - Assume command according to agency guidelines.
  - Maintain command as it is and monitor command activity and effectiveness.
  - Request a more qualified Incident Commander from the agency with a higher level of jurisdictional responsibility.

Topic: Transfer of Command Procedures



Visual Description: Transfer of Command Procedures

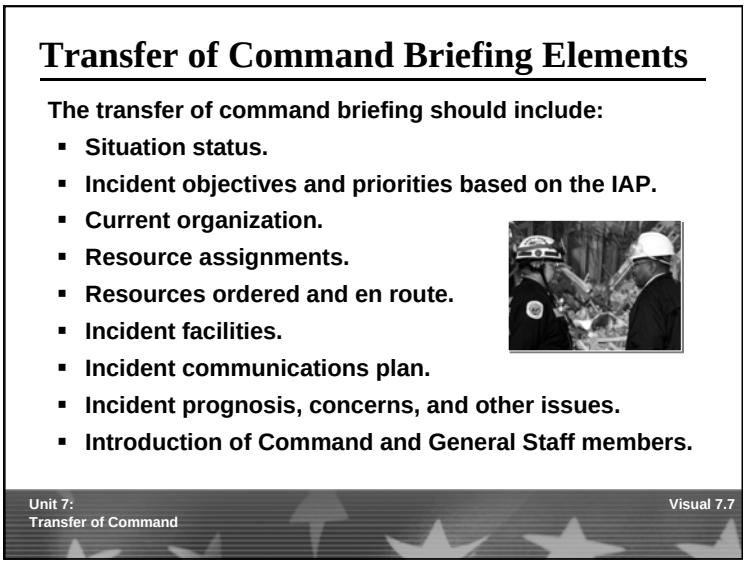
Key Points

One of the main features of ICS is a procedure to transfer command with minimal disruption to the incident. This procedure may be used any time personnel in supervisory positions change.

The following three key procedures should be followed whenever possible:

- The transfer should take place face-to-face.
- The transfer should include a complete briefing.
- The effective time and date of the transfer should be communicated to all personnel who need to know, both at the scene and elsewhere.

Topic: Transfer of Command Briefing



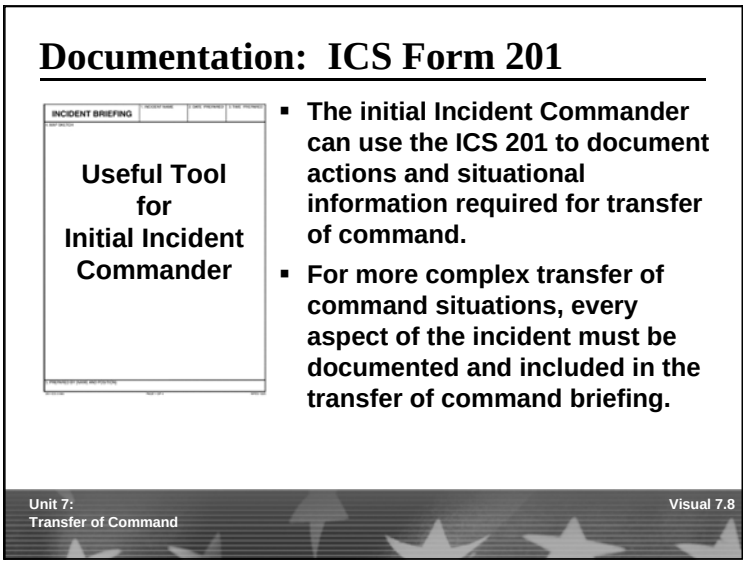
Visual Description: Transfer of Command Briefing Elements

Key Points

A transfer of command briefing should always take place. The briefing should include the following essential elements of information:

- Situation status.
- Incident objectives and priorities based on the IAP.
- Current organization.
- Resource assignments.
- Resources ordered and en route.
- Incident facilities.
- Incident communications plan.
- Incident prognosis, concerns, and other issues.
- Introduction of Command and General Staff members.

Topic: Transfer of Command Briefing



Visual Description: Documentation: ICS Form 201

Key Points

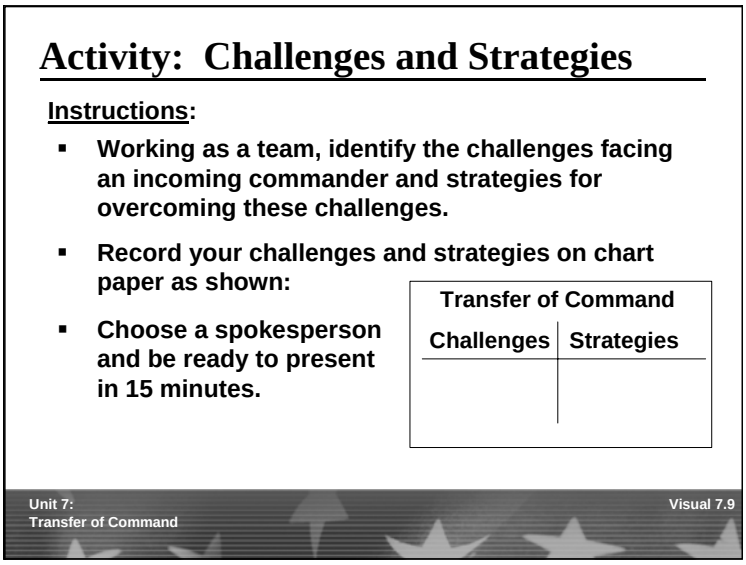
Agency policies and incident-specific issues may alter the transfer of command process. In all cases, the information shared must be documented and saved for easy retrieval during and after the incident.

Note the following key points:

- One useful tool for document change of command is ICS Form 201, the Incident Briefing. The primary intent is for this document to be used by the initial Incident Commander to document actions and situational information quickly while staff is limited and the incident is dynamic. The form can be used to document items for the transfer of command briefing.

- **For more complex transfer of command situations, every aspect of the incident must be documented and included in the transfer of command briefing.** It is vital that important information does not get lost.

Topic | **Activity**



Visual Description: Challenges and Strategies Activity

Key Points

Purpose: The purpose of this activity is to identify challenges facing an incoming commander and identify strategies for overcoming them.

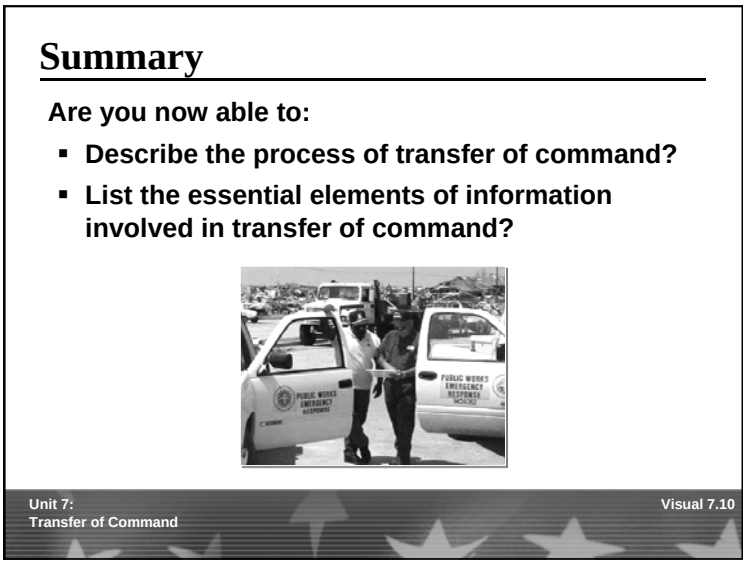
Instructions:

1. Working as a team, identify the challenges facing an incoming commander and strategies for overcoming these challenges.
2. Record your challenges and strategies on chart paper in two columns (one labeled "Challenges" and the second labeled "Strategies").
3. Choose a spokesperson to present your challenges and strategies to the class. Be ready to present your list in 15 minutes.

Jot down challenges facing an incoming commander and strategies to overcome these challenges.

Challenges	Strategies

Topic: Summary



Visual Description: Summary

Key Points

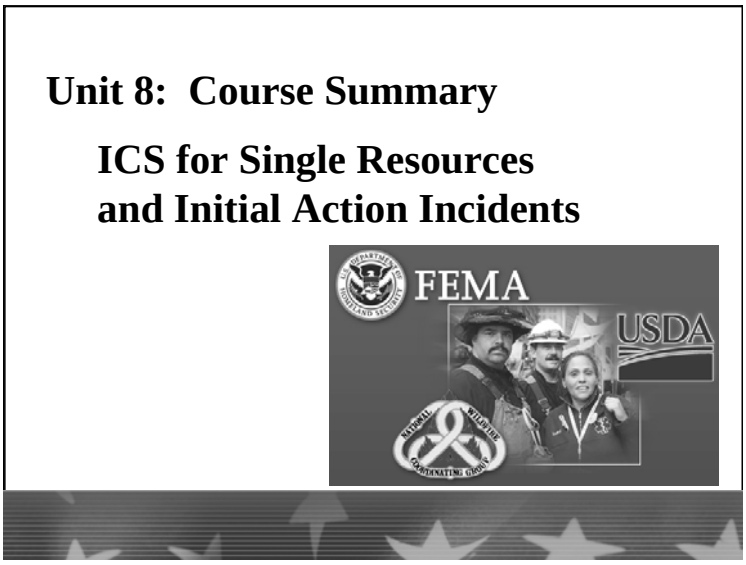
Are you now able to:

- Describe the process of transfer of command?
- List the essential elements of information involved in transfer of command?
  - Situation status.
  - Incident objectives and priorities based on the IAP.
  - Current organization.
  - Resource assignments.
  - Resources ordered and en route.
  - Incident facilities.
  - Incident communications plan.
  - Incident prognosis, concerns, and other issues.
  - Introduction of Command and General Staff members.

The next unit is the Course Summary.

Unit 8: Course Summary

Topic: Unit Introduction

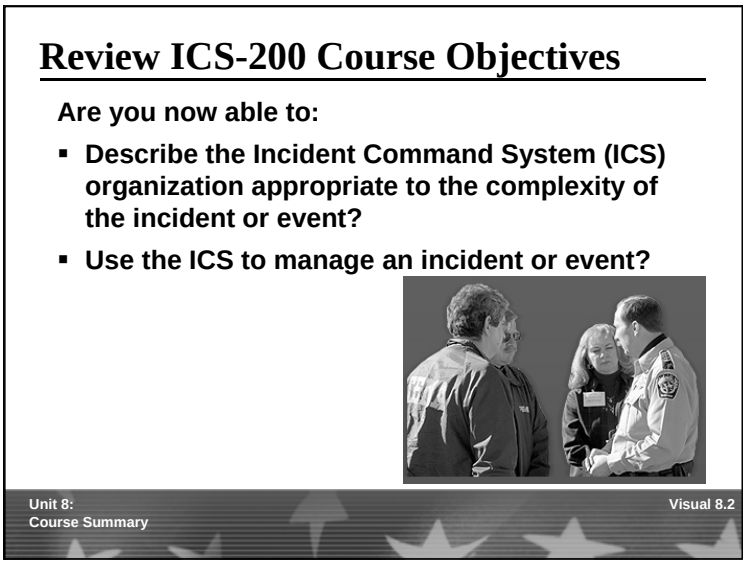


Visual Description: Unit Introduction

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



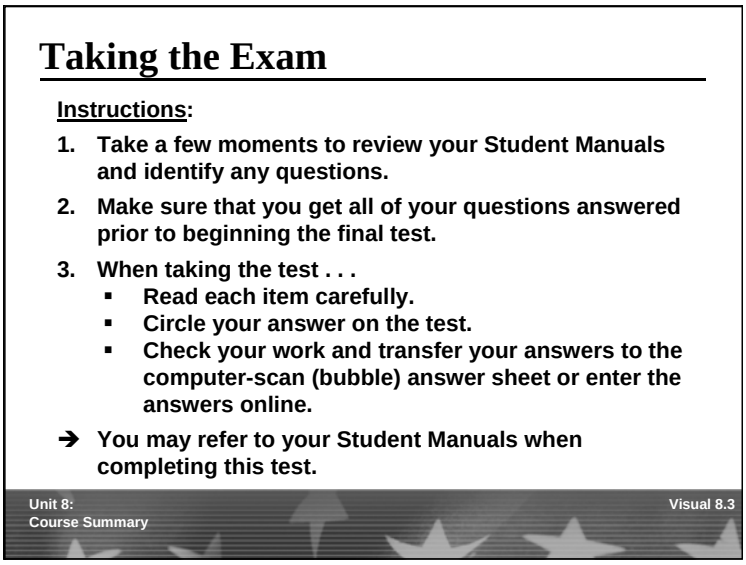
Visual Description: Review ICS-200 Course Objectives

Key Points

Are you now be able to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event?
- Use the ICS to manage an incident or event?

Topic: Exam Preparation and Instructions



Visual Description: Taking the Exam

Key Points

Instructions:

1. Take a few moments to review your Student Manual 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.
   - Check your work and transfer your answers to the computer-scan (bubble) answer sheet or enter the answers online.

Note: You may refer to your Student Manual when completing this test.

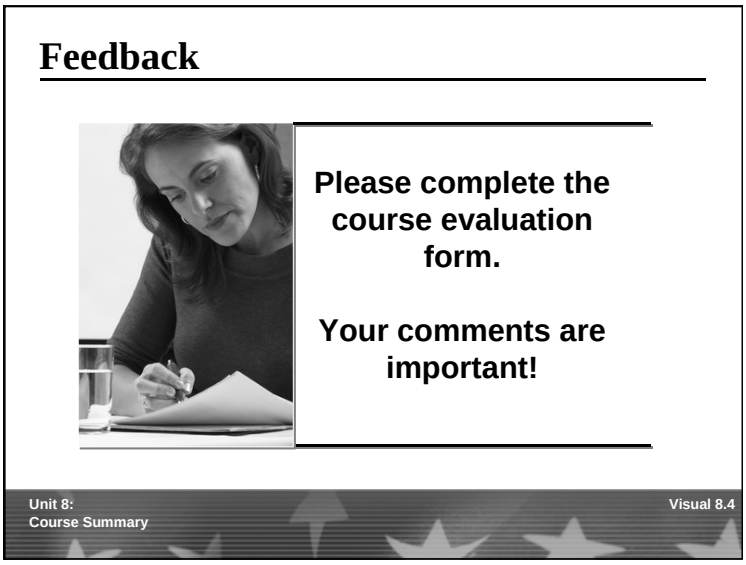
Certificate of Completion

To receive a certificate of completion, you must take the 25-question multiple-choice posttest, submit an answer sheet (to EMI's Independent Study Office), and score 75% on the test.

Review the following guidelines to submit your test online, and receive a certificate in the mail.

- Go to http://training.fema.gov/EMIWeb/IS/ and click on the link for ICS-200.
- Click on "Download Final Exam Questions" (found at the bottom of the page). You may want to print the test.
- Click on "Take Final Exam" (found at the bottom of the page).

Topic: Feedback and Closeout



Visual Description: Feedback

Key Points

Thank you for completing the course evaluation form. Your comments are important and will be used to evaluate the effectiveness of this course and make changes for future versions.