Intermediate ICS
ICS for Expanding Incidents
I-300

NFES 2838

Instructor Guide
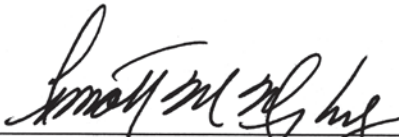**DECEMBER 2006**

CERTIFICATION STATEMENT

on behalf of the

NATIONAL WILDFIRE COORDINATING GROUP

The following training material attains the standards prescribed for courses developed under the interagency curriculum established and coordinated by the National Wildfire Coordinating Group. The instruction is certified for interagency use and is known as:

Intermediate ICS, I-300
Certified at Level III

This product is part of an established NWCG curriculum. This course does not meet the requirements of the NWCG COURSE DEVELOPMENT AND FORMAT STANDARDS – Sixth Edition, 2003 but it has been through a professional evaluation process and has received a technical review and a professional edit.

_____
Member NWCG and Training Working Team Liaison

Date __12/5/2006__

_____
Chairperson, Training Working Team

Date __12/1/06__

Intermediate ICS

ICS for Expanding Incidents

I-300

Instructor Guide

DECEMBER 2006

NFES 2838

National Wildfire Coordinating Group
Training Working Team
Position on Course Presentation and Materials

The suggested hours listed in the Field Manager's Course Guide are developed by Subject Matter Experts based on their estimation of the time required to present all material needed to adequately teach the unit and course objectives. The hours listed can vary slightly due to factors such as the addition of local materials. NWCG is aware that there have been courses presented in an abbreviated form, varying greatly from the suggested course hours. Instructors and students are cautioned that in order to be recognized as an NWCG certified course certain guidelines must be followed:

- Lead instructors are encouraged to enhance course materials to reflect the conditions, resources and policies of the local unit and area as long as the objectives of the course and each unit are not compromised.

- Exercises can be modified to reflect local fuel types, resources and conditions where the student will be likely to fill incident assignments. The objectives and intent of the exercises must remain intact.

- Test questions may be added that reflect any local information that may have been added to the course. However, test questions in the certified course materials should not be deleted to ensure the accurate testing of course and unit objectives.

- Test grades, to determine successful completion of the course, shall be based only on the questions in the certified course materials.

If lead instructors feel that any course materials are inaccurate, that information should be submitted by e-mail to NWCG Fire Training at nwcg_standards@nifc.blm.gov. Materials submitted will be evaluated and, where and when appropriate, incorporated into the appropriate courses.

Course Length for NWCG Courses

If a course is available through PMS the *recommended* course hours and the "NWCG Position on Course Presentation and Materials" will be adhered to by the course instructors.

If the course is not available through PMS, e.g., L-380, and has been developed using NWCG course criteria, *minimum* course hour requirements have been established and must be adhered to by the course developer and the course instructors.

Course hours for all NWCG courses can be found in the Field Manager's Course Guide online at http://www.nwcg.gov/pms/training/fmcg.pdf. If the hours are a minimum versus recommended they will be stated as such.

PREFACE

Intermediate Incident Command System, I-300 has been developed by an interagency development group with guidance from the National Interagency Fire Center, Fire Training under the authority of the National Wildfire Coordinating Group (NWCG). The development group consists of the following representatives:

KERN COUNTY FIRE DEPARTMENT, FIRESCOPE
Jon Olney

NATIONAL PARK SERVICE
Everglades National Park
Robert Panko

NEW YORK STATE EMERGENCY MANAGEMENT
William Campbell

STATE OF SOUTH DAKOTA
Joseph Lowe

UNITED STATES FOREST SERVICE
Patrick Tierney

DEPARTMENT OF HOMELAND SECURITY
Emergency Management Institute
Tom Marlowe
U.S. Fire Administration
Gordon Sachs

NATIONAL INTERAGENCY FIRE CENTER, FIRE TRAINING
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Rose Secakuku
Jan Hendrick

Comments regarding this package or additional information should be addressed to:

National Interagency Fire Center, Fire Training
Standards Unit
3833 South Development Avenue
Boise, Idaho 83705

email: nwcg_standards@nifc.blm.gov

CONTENTS

I-300 Course Instructions

Course Design   A. Overview

This course is designed to enable personnel to operate efficiently using the Incident Command System (ICS) in supervisory roles on expanding or Type 3 incidents. This course will require 18-24 hours for presentation. More time will be required if agency specific material is added.

The instructor guide contains all information and references necessary for the course coordinator, instructors, and students. The course instructions contain information concerning course administration. Subject material is presented in units of instruction. Exercises in the units are designed to demonstrate procedures. Reference material is provided to assist students in the classroom and on the job.

The course unit topics include ICS fundamentals review, incident/event assessment, unified command, incident resource management, planning process, demobilization, transfer of command, and closeout.

The course is designed to be interactive in nature. It contains several exercises designed to facilitate group and class discussion. The instructor cadre must be familiar with the course instructions and exercises.

While lead instructors are encouraged to enhance course materials to reflect conditions, resources, and policies of the local unit, they must ensure that objectives of the course and each unit are not compromised.

Test questions may be added to reflect any local information that may have been added to the course. However, test questions in the certified course materials cannot be deleted to ensure accurate testing of the course and unit objectives.

B. Instructor Preparation

The material in this course is designed to be presented through a series of facilitated discussions and classroom exercises. Instructors must devote adequate time for their presentations and should draw from their experiences to add realism and credibility to the information provided. The instructors must work through the exercises together and agree upon the solutions. The instructors should also review the final examination to ensure that all material is covered.

Course Materials   See Appendix A for course ordering information. This appendix contains information on course presentation materials that need to be ordered as well as support material and equipment.
A.   Instructor Materials

The Instructor Guide and CD-ROM contain all the information needed for course presentation and list references for the course coordinator and instructors.

The CD-ROM contains complete copies of the Instructor Guide, Appendices, and Student Workbook in bookmarked files in portable document format (pdf). A bookmark is an electronic index to aid the reader in finding specific portions of the publication. To access the bookmark function, open the file and click on the bookmark tab.

Appendix B contains electronic presentations that support the course material. Appendix C contains the final examination and answer key, course evaluations, and certificate of completion. These documents must be printed and provided to the students as indicated.

B.   Key to Instructor Materials

The "Aids and Cues" (bottom left-hand side of page in the units of instruction) serves as a reminder to display or refer to specific lesson materials, such as Student Workbook page numbers.

The codes listed in the "Aids and Cues" are as follows:

IG   – Instructor Guide (page number reference)
SW   – Student Workbook (page number reference)

C.   Student Workbook

Student Workbooks (NFES 2839) should be ordered prior to the beginning of the course, one for each student. An electronic version of the Student Workbook is located on the Course Materials CD-ROM under the file name: I-300_Student Workbook.pdf.

D.   Sample Agenda

A sample agenda is located at the end of this course instruction. It is suggested that the time frames are not included in the agenda handed out to the students. The agenda can be inserted into the student workbook prior to the beginning of the class.

Instructor Prerequisites
Refer to the Field Manager's Course Guide (FMCG), PMS 901-1 for Instructor Prerequisites specific to this course. This guide is accessible at http://www.nwcg.gov/pms/training/fmcg.pdf.

This is a 300 level course; in addition to the course specific Instructor Prerequisites, all instructors are required to have 32 hours of instructor training (Facilitative Instructor, M-410 or equivalent course; Degree in Education; current or previous Education credential).

Lead instructors must have successfully completed I-400. Unit instructors must have successfully completed I-300. All instructors must have served as an Incident Commander or in a Command and General Staff position on an incident that went beyond one operational period or required a written incident action plan or must have specialized knowledge and experience appropriate for the audience.

Student Target Group
Type 3 Incident Management Team (IMT), middle management, elected officials, line officers, lead dispatchers, Multi-agency Coordination (MAC) members, director heads (public works director, fire chief, sheriff), emergency managers

Student Prerequisites
I-200, Basic Incident Command System; ICS for Single Resources and Initial Action Incidents

Course Selection Letter

See the Course Coordinator's Guide, PMS 907, for information on selection letters. This guide is accessible at http://www.nwcg.gov/pms/training/PMS907.pdf

An example of the course selection letter is located at the end of this introduction section. This letter will explain time frames for class start time, class location, etc.

Course Objectives

Course objectives are stated in broad terms that define what the student will be able to accomplish after completing the course.

At the successful completion of this course students will:

- Describe how the National Incident Management System (NIMS) Command and Management component supports the management of expanding incidents.
- Describe the incident/event management process for supervisors and expanding incidents as prescribed by the Incident Command System (ICS).
- Implement the incident management process on a simulated Type 3 incident.
- Develop an Incident Action Plan for a simulated incident.

Recommended Class Size

Maximum class size should be limited to 30 students. The classroom should be set up with enough space to arrange the seating into groups for the exercises. An area (usually in the back of the room) should be provided for instructors and their materials.

Space and Classroom Requirements

Refer to the Course Coordinator's Guide, PMS 907. This guide is accessible at http://www.nwcg.gov/pms/training/PMS907.pdf

The classroom should be chosen and viewed well in advance of the presentation. The choice should be based on, but not limited to, the following characteristics:

- Provide adequate area for students and equipment.

- Be free from outside interruptions and interferences.

- Have controlled lighting.

- Have good acoustics.

- Have good ventilation.

Evaluation   A.   Student Evaluation

Students must obtain 70% or higher on the final examination to receive a certificate of completion for this course.

A copy of the final examination and answer key is located in Appendix C, Evaluations.

B.   Course Evaluations

Copies of these forms are found in Appendix C, Evaluations.

1.   Student Final Course Evaluation

This is an opportunity for students to comment on the course and the instructors for the purpose of improving future training sessions.

2.   Training Course Evaluation

Comments are to be made on this form by the course coordinator and/or lead instructor then submitted to:

National Interagency Fire Center
Fire Training – Standards Unit
3833 South Development Avenue
Boise, Idaho 83705-5354

or via e-mail to: nwcg_standards@nifc.blm.gov

Appendices   The following appendix is included in this Instructor Guide:

A.   Appendix A – Course Ordering and Support Information

A list of materials to be ordered is included in this appendix. Items include instructor guide, student workbook, CD-ROM with electronic presentations, and other materials that are provided in the National Fire Equipment System (NFES) catalog.

The following appendices are located on the Course Materials CD-ROM:

B.   Appendix B – Electronic Presentations

C.   Appendix C – Evaluations (Final Examination, Answer Key, Course Evaluations, and Certificate of Completion)

I-300 Selection Letter
Example

Congratulations on being selected to attend I-300 Intermediate Incident Command System; ICS for Expanding Incidents to be held at *(location)*. The course will begin at *(time, date),* and end at *(time, date).*

The primary emphasis of this course focuses on personnel who are expecting to assume supervisory roles on an expanding or Type 3 incident.

If you desire to receive a certificate of completion for the course, please do not make travel arrangements to arrive after the scheduled start time or to depart prior to the scheduled course completion time.

In the event you cannot attend the course, please contact the course coordinator prior to the beginning of the class. This allows time for notifying personnel that may be on the waiting list to be contacted to fill the vacancy.

If you have any questions please contact the course coordinator, *Name, phone number, e-mail*.

I-300: Intermediate ICS for Expanding Incidents
Sample Agenda

DAY ONE

Morning Session

- Unit 1: Course Overview (1 hour)
- Unit 2: ICS Fundamentals Review (2 hours 30 minutes)

Afternoon Session

- Unit 3: Incident/Event Assessment and Incident Objectives (2 hours 20 minutes)
- Unit 4: Unified Command (2 hours 15 minutes)

DAY TWO

Morning Session

- Unit 4: Unified Command (continued)
- Unit 5: Incident Resource Management (2 hours 35 minutes)

Afternoon Session

- Unit 5: Incident Resource Management (continued)
- Unit 6: Planning Process (4 hours)

DAY THREE

Morning Session

- Unit 7: Demobilization, Transfer of Command, and Closeout (2 hours 15 minutes)
- Unit 8: Course Summary (1 hour)

Unit 1: Course Overview

Course Objectives

At the end of this course, the students will be able to:

- Describe how the National Incident Management System (NIMS) Command and Management component supports the management of expanding incidents.
- Describe the incident/event management process for supervisors and expanding incidents as prescribed by the Incident Command System (ICS).
- Implement the incident management process on a simulated Type 3 incident.
- Develop an Incident Action Plan for a simulated incident.

Scope

- Instructor Introductions
- Course Logistics
- Instructor Expectations
- Course Objectives
- Course Structure
- Successful Course Completion
- Unit Objectives
- Activity: Team Formation
- Unit Summary

Methodology

The lead instructor will welcome students to the class and introduce himself/herself. The instructor will cover course logistics and instructor expectations. The instructor will then review the course objectives, structure, guidelines of successful course completion, and unit objectives.

An activity will be used to energize the group and to form students into teams that will work together for the duration of the course. Team members will be given the opportunity to introduce themselves, state their expectations, choose a team leader, and decide how they will operate during the course.

The lead instructor will conclude the unit by asking students if they can accomplish the unit objectives.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Welcome and Instructor Introductions	10 minutes
Course Logistics	10 minutes
Instructor Expectations	
Course Objectives	15 minutes
Course Structure	
Successful Course Completion	
Unit Objectives	
Activity: Team Formation	15 minutes
Summary	10 minutes
Total Time	**1 hour**

Topic **Course Welcome**

Visual 1.1

> Unit 1:
> **Course Overview**
> **Intermediate ICS for**
> **Supervisors and Expanding**
> **Incidents**

Visual Description: Course Introduction

Instructor Notes

Welcome the students to the I-300 course. Explain that this course focuses on ICS for supervisors in expanding and/or Type 3 incidents. Note that this course builds on the I-100 and I-200 courses.

The target audience for this course is for individuals who may assume a supervisory role in expanding incidents or Type 3 incidents. Note: During a Type 3 incident, some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. These incidents may extend into multiple operational periods.

| Topic | Instructor Introductions |

Visual 1.2

Instructor Introductions

- **Name, job title, and organization**
- **Experience using the Incident Command System (ICS)**

Unit 1:
Course Overview

Visual 1. 2

Visual Description: Instructor Introductions

Instructor Notes

Introduce yourself and provide information about your background and experience with the ICS.

Ask other instructors to introduce themselves in the same way.

Topic **Course Logistics**

Visual 1.3

Course Logistics

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

Unit 1:
Course Overview   Visual 1.3

Visual Description: Course Logistics

Instructor Notes

Review the following course logistics:

- Sign-in sheet

- Housekeeping issues:

  - Breaks, including lunch breaks

  - Message and telephone location

  - Cell phone policy, including instructions on turning cell phones to "meeting" or "vibrate" during class times

  - Facilities

  - Other concerns

Topic **Instructor Expectations**

Instructor Expectations

- **Exhibit mutual cooperation with the group.**
- **Be open minded to new ideas.**
- **Use what is presented in the course to perform effectively within an ICS organization.**
- **Participate actively in all of the training activities and exercises.**
- **Return to class at stated time.**

Unit 1:
Course Overview

Visual 1.4

Visual 1.4

Visual Description: Instructor Expectations

Instructor Notes

Briefly review the instructional team's expectations. Note that instructors expect course students will:

- Cooperate with the group.

- Be open minded to new ideas.

- Use what they learn in the course to perform effectively within an ICS organization.

- Participate actively in all of the training activities and exercises.

- Return to class at the stated time.

| Topic | Course Objectives |

Visual 1.5

I-300 Course Objectives (1 of 2)

- Describe how the National Incident Management System (NIMS) Command and Management component supports the management of expanding incidents.

- Describe the incident/event management process for supervisors and expanding incidents as prescribed by the ICS.

Unit 1:
Course Overview

Visual 1.5

Visual Description: Course Objectives (1 of 2)

Instructor Notes

Tell the students that this course is designed to provide overall incident management skills rather than tactical expertise. Additional courses are available on developing and implementing incident tactics.

Show the next two visuals and review the course objectives with the class. Tell the students that by the end of this course, they will be able to:

- Describe how the National Incident Management System (NIMS) Command and Management component supports the management of expanding incidents.

- Describe the incident/event management process for supervisors and expanding incidents as prescribed by the ICS.

Tell the students that the objectives throughout this course were developed by the National Wildfire Coordinating Group (NWCG) and were revised in coordination with the U.S. Department of Homeland Security (DHS) in 2005.

Topic | **Course Objectives**

I-300 Course Objectives (2 of 2)

- **Implement the incident management process on a simulated Type 3 incident.**
- **Develop an Incident Action Plan for a simulated incident.**

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

Unit 1:
Course Overview

Visual 1.6

Visual 1.6

Visual Description: Course Objectives (2 of 2)

Instructor Notes

Continue reviewing the following course objectives with the class:

- Implement the incident management process on a simulated Type 3 incident.

- Develop an Incident Action Plan (IAP) for a simulated incident.

Review the description of a Type 3 Incident:

- When capabilities exceed initial action, 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 response 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.

Topic   **Course Structure**

Visual 1.7

Course Structure

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

Unit 1:
Course Overview   Visual 1.7
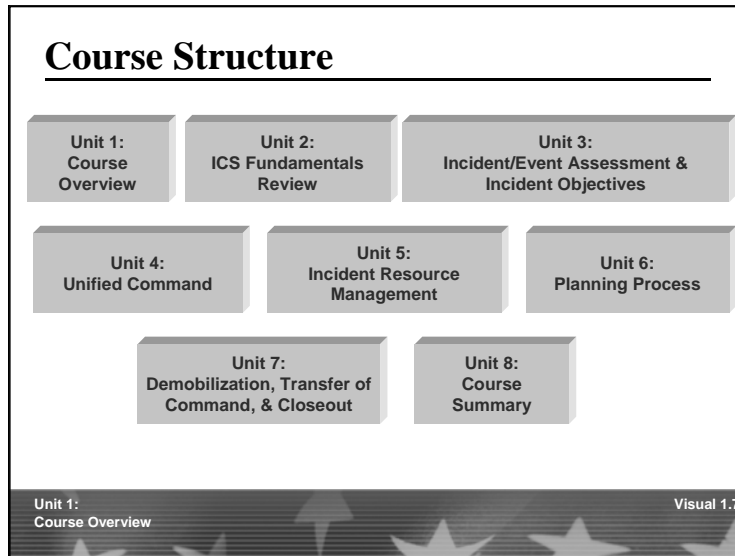
Visual Description: Course Structure

Instructor Notes

Note that this course includes the following eight lessons:

Unit 1: Course Overview (current lesson)

Unit 2: ICS Fundamentals Review

Unit 3: Incident/Event Assessment and Incident Objectives

Unit 4: Unified Command

Unit 5: Incident Resource Management

Unit 6: Planning Process

Unit 7: Demobilization, Transfer of Command, and Closeout

Unit 8: Course Summary

Topic   **Successful Course Completion**

Visual 1.8

Successful Course Completion

- **Participate in unit activities/exercises**
- **Achieve 70% or higher on the final exam**
- **Complete the course evaluation**

Unit 1:
Course Overview   Visual 1.8

Visual Description: Successful Course Completion

Instructor Notes

Explain that successful course completion requires that students:

- Participate in unit activities/exercises.

- Achieve 70% or higher on the final exam.

- Complete the course evaluation.

Topic	Unit Objectives

Visual 1.9

Unit Objectives

- **Describe the objectives of this course.**

Unit 1:
Course Overview

Visual 1. 9

Visual Description: Unit Objectives

Instructor Notes

Review the unit objectives with the class. Tell the students that by the end of this unit, they will be able to:

- Describe the objectives of this course.

| Topic | Activity: Team Formation |

Visual 1.10

Activity: Team Formation

Instructions:

1. The instructor will assign you to a team.

2. Meet in your assigned team to:
   - **Introduce yourselves and state how you can contribute to the team.**
   - **Select a team leader.**
   - **As a team, record your expectations for this course on chart paper.**

3. Be prepared to report in 15 minutes.

Unit 1:
Course Overview   Visual 1.10

Visual Description: Activity: Team Formation

Instructor Notes

Purpose: The purpose of this activity is to assign students to teams and to provide the opportunity for the team members to introduce themselves, choose a team leader, and decide how they will operate during activities and exercises throughout the course.

Instructions: Show the visual and explain the instructions for this activity:

1. The instructor will assign you to a team.

2. Meet in your assigned team to:

   - Introduce yourselves and state how you can contribute to the team (e.g., summarize team discussions on easel charts for presentation to the class, serve as a spokesperson for the team when needed, actively participate in team discussions).

   - Select a team leader who will keep the team on task during assignments.

   - Discuss expectations for this course and record those expectations on chart paper.

3. The selected team leader will be prepared to introduce your team, operating ground rules, and expectations in 15 minutes.

4. Each team member will introduce themselves by stating their name, job title, agency, and experience using ICS.

Topic	Summary

Visual 1.11

Summary

Are you now able to:
- **Describe the course objectives?**

Visual Description: Summary

Instructor Notes

Show the visual and summarize this unit by asking the following questions:

Are you now able to:

- Describe the course objectives?

Tell students that the next unit is ICS Fundamentals Review.

**I-300: Intermediate ICS for Expanding Incidents
Sample Agenda**

DAY ONE

Morning Session

- Unit 1: Course Overview (1 hour)
- Unit 2: ICS Fundamentals Review (2 hours 30 minutes)

Afternoon Session

- Unit 3: Incident/Event Assessment and Incident Objectives (2 hours 20 minutes)
- Unit 4: Unified Command (2 hours 15 minutes)

DAY TWO

Morning Session

- Unit 4: Unified Command (continued)
- Unit 5: Incident Resource Management (2 hours 35 minutes)

Afternoon Session

- Unit 5: Incident Resource Management (continued)
- Unit 6: Planning Process (4 hours)

DAY THREE

Morning Session

- Unit 7: Demobilization, Transfer of Command, and Closeout (2 hours 15 minutes)
- Unit 8: Course Summary (1 hour)

Unit 2: ICS Fundamentals Review

Objectives

At the end of this unit, the students will be able to:

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

Scope

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

Methodology

This unit is divided into two parts. In the first part, the instructors will introduce the unit by displaying visuals that outline the unit objectives. After reviewing the unit objectives, the instructors will show a series of visuals while reviewing key ICS principles learned in previous courses. Activities and review questions require students to recall key principles. Throughout the activities, instructors should encourage the students to refer to the ICS review materials embedded in the unit.

The second part of the unit consists of an applied exercise in which students review a scenario and answer questions that pertain to fundamental ICS concepts. Each team presents the answers to their designated questions to the whole class and the instructors discuss the learning points of each question. After answering any questions that the

students have, the instructors will summarize the key points from the unit and transition to Unit 3.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Objectives	5 minutes
Applying ICS	15 minutes
National Preparedness and ICS Requirements	5 minutes
Command Principles	10 minutes
Communication Principles	10 minutes
Organizational Structure	30 minutes
Resource Needs	10 minutes
ICS Key Concepts Applied Exercise	60 minutes
Summary	5 minutes
Total Time	**2 hours 30 minutes**

Topic   **Unit Introduction**

Visual 2.1

Unit 2:
ICS Fundamentals Review
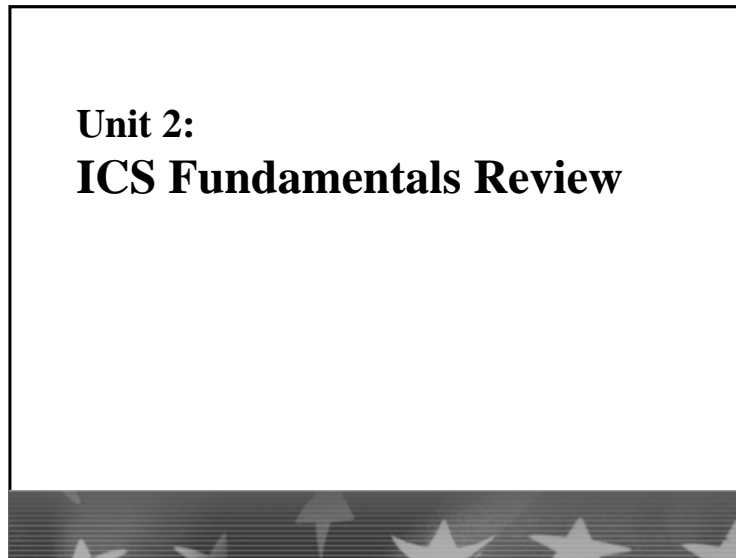
Visual Description: Unit Introduction

Instructor Notes

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

Topic	**Unit Objectives**

Visual 2.2

Unit Objectives (1 of 2)

- Describe how ICS fits into the Command and Management component of NIMS.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
- Describe reporting relationships and information flow within the organization.
- Match responsibility statements to each ICS organizational element.

Unit 2:
ICS Fundamentals Review   Visual 2.2

Visual Description: Unit Objectives (1 of 2)

Instructor Notes

Display Visuals 2.2 and 2.3 and review the unit objectives. Tell the students that by the end of this unit, they will be able to:

- Describe how ICS fits into the Command and Management component of NIMS.

- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.

- Describe reporting relationships and information flow within the organization.

- Match responsibility statements to each ICS organizational element.

Topic	**Unit Objectives**

Visual 2.3

Unit Objectives (2 of 2)

- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities.
- Describe differences between Deputies and Assistants.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level.
- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.

Unit 2:
ICS Fundamentals Review   Visual 2.3

Visual Description: Unit Objectives (2 of 2)

Instructor Notes

Continue reviewing the following unit objectives:

- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities.

- Describe differences between Deputies and Assistants.

- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level.

- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.

Topic   **Applying ICS**

Activity: Defining ICS

Visual 2.4

Instructions:

1. **Working as a team, answer the questions below:**
   - **What is ICS?**
   - **What are three benefits of ICS?**
   - **What is a non-emergency situation in which ICS could be used?**

2. **Record your answers on chart paper.**

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

Unit 2:
ICS Fundamentals Review   Visual 2.4

Visual Description: Activity: Defining ICS

Instructor Notes

Show the visual and explain the instructions for this activity:

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

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

2. Record your answers on chart paper.

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

Debrief the activity as follows:

1. Ask Team 1 to answer the first question.

2. Ask Team 2 if they had a different answer.

3. If not mentioned by either team, add the following:
   - ICS is a standardized, on-scene, all-hazard incident management concept. It allows users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

Topic	Applying ICS

4. Ask Team 3 to answer the second question.

5. Ask Team 4 if they had a different answer.

6. If not mentioned by either team, add the following:
    - Meets the needs of incidents of any type or kind.
    - Allows personnel from a variety of agencies to meld rapidly into a common management structure.
    - Provides logistical and administrative support to operational staff.
    - Is cost effective by avoiding duplication of efforts.
    - Establishes proper span of control.
    - Establishes integrated communications with common terminology.

7. Ask Team 5 to answer the third question.

8. Ask Team 6 if they had a different answer.

9. If not mentioned by either team, add the following non-emergency situations in which ICS can be used:
    - Routine or planned events
    - Olympics
    - Large organizational group gatherings
    - Parades
    - Presidential or dignitary visits
    - Major sporting events

Aids and Cues

SW Pages 2-4 thru 2-7

ICS Review Materials: ICS History and Features

Incident Command System (ICS)

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

The Incident Command System:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.

- Represents "best practices" and has become the standard for emergency management across the country.

- May be used for planned events, natural disasters, and acts of terrorism.

- Is a key feature of the National Incident Management System (NIMS).

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

ICS Review Materials: ICS History and Features

ICS Features

The 14 essential ICS features are listed below:

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

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

- **Management by Objectives:** Includes establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities; and directing efforts to attain the established objectives.

- **Reliance on an Incident Action Plan:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.

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

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

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

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

- **Resource Management:** Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.

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

ICS Review Materials: ICS History and Features

ICS Features (Continued)

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

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

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

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

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

Topic	National Preparedness and ICS Requirements

Visual 2.5

Homeland Security Presidential Directives (HSPDs)

HSPD-5	Management of Domestic Incidents
HSPD-8	National Preparedness

Mandates

- National Preparedness Goal
- National Incident Management System (NIMS)
- National Response Plan (NRP)

Unit 2:
ICS Fundamentals Review

Visual 2.5

Visual Description: Homeland Security Presidential Directives (HSPDs)

Instructor Notes

Transition to this topic by telling the students that Presidential directives mandate the use of ICS. Explain that complex 21st century threats, exemplified by the horrific events of September 11, 2001, demand that all Americans share responsibility for homeland security. All levels of government, the private sector, and nongovernmental agencies must be prepared to prevent, protect against, respond to, and recover from a wide spectrum of major events that exceed the capabilities of any single entity. These hazards require a unified and coordinated national approach to planning and to domestic incident management. To address this need, Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5) and Homeland Security Presidential Directive 8: National Preparedness (HSPD-8) establish the following national initiatives that develop a common approach to preparedness and response.

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

- **HSPD-8** describes the way Federal departments and agencies will prepare. It requires DHS to coordinate with other Federal departments and agencies and State, Local, and Tribal governments to develop a National Preparedness Goal.

Note that together, NIMS, the NRP, and the National Preparedness Goal define what needs to be done to prevent, protect against, respond to, and recover from a major event, how it needs to be done, and how well it needs to be done. Together, these related efforts align Federal, State, Local, Tribal, private sector, and nongovernmental preparedness, incident management, and emergency response plans into an effective and efficient national structure.

Topic   **National Preparedness and ICS Requirements**

Visual 2.6

NIMS Components and ICS

NATIONAL INCIDENT
MANAGEMENT SYSTEM
March 3, 2004

Homeland
Security

Command and Management

Preparedness

Resource Management

**Communications and
Information Management**

Supporting Technologies

**Ongoing Management and
Maintenance**

**Incident
Command
System**

**Multi-agency
Coordination
Systems**

**Public
Information
Systems**

Additional Information: www.fema.gov/NIMS

Unit 2:
ICS Fundamentals Review   Visual 2.6

Visual Description: NIMS Components and ICS

Instructor Notes

Explain that ICS is only one facet of NIMS. Present the following key points:

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

▪ Six major components make up the NIMS systems approach. Following is a synopsis of each major component of the NIMS, as well as how these components work together as a system to provide the national framework for preparing for, preventing, responding to, and recovering from domestic incidents, regardless of cause, size, or complexity.

  ▪ **Command and Management.** NIMS standard incident command structures are based on three key organizational systems:

    ▪ **ICS.** ICS defines the operating characteristics, interactive management components, and structure of incident management and emergency response organizations engaged throughout the life cycle of an incident;
    ▪ **Multi-agency Coordination Systems.** These systems define the operating characteristics, interactive management components, and organizational structure of supporting incident management entities engaged at the Federal, State, local, tribal, and regional levels through mutual-aid agreements and other assistance arrangements; and
    ▪ **Public Information Systems**. These systems refer to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

▪ **Preparedness.** Effective incident management begins with a host of preparedness activities conducted on a "steady-state" basis, well in advance of any potential incident. Preparedness involves an integrated combination of planning, training, exercises, personnel qualification and certification standards, equipment acquisition and certification standards, and publication management processes and activities.

▪ **Resource Management.** NIMS defines standardized mechanisms and establishes requirements for processes to describe, inventory, mobilize, dispatch, track, and recover resources over the life cycle of an incident.

▪ **Communications and Information Management.** NIMS identifies the requirement for a standardized framework for communications, information management (collection, analysis, and dissemination), and information-sharing at all levels of incident management.

▪ **Supporting Technologies.** Technology and technological systems provide supporting capabilities essential to implementing and continuously refining NIMS. These include voice and data communications systems, information management systems (i.e., recordkeeping and resource tracking), and data display systems. Also included are specialized technologies that facilitate ongoing operations and incident management activities in situations that call for unique technology-based capabilities.

▪ **Ongoing Management and Maintenance.** This component establishes an activity to provide strategic direction for and oversight of NIMS, supporting both routine review and the continuous refinement of the system and its components over the long term.

Mention that additional information about NIMS can be accessed online at www.fema.gov/NIMS or by completing Emergency Management Institute (EMI) IS 700 online course at http://www.training.fema.gov/emiweb/.

Topic   **Command Principles**

Visual 2.7

Chain of Command

Orderly Line of Authority

Incident Commander

Public Information Officer
Liaison Officer
Safety Officer
Command Staff

Operations Section Chief
Planning Section Chief
Logistics Section Chief
Finance/Admin Section Chief
General Staff

Branch Director
Air Operations Branch Director
Service Branch Director
Support Branch Director

Unit 2:
ICS Fundamentals Review

Visual 2.7

Visual Description: Chain of Command

Instructor Notes

Present the following key points:

▪ Chain of command means that there is an orderly line of authority and reporting relationships within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.

▪ Chain of command is used to communicate direction and maintain management control. Chain of command, however, does not apply to the exchange of information. Although orders must flow through the chain of command, members of the organization may directly communicate with each other to ask for or share information.

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

Aids and Cues

Topic   **Command Principles**

Visual 2.8

Unity of Command

Under unity of command, personnel:

- **Report to only <u>one</u> supervisor.**
- **Receive work assignments only from their supervisors.**

Don't confuse <u>unity</u> of command with <u>Unified</u> Command!

Unit 2:
ICS Fundamentals Review   Visual 2.8:

Visual Description: Unity of Command

Instructor Notes

Explain that the concept of Unity of Command means that personnel:

- Report to only one supervisor.

- Maintain formal communication relationships only with that supervisor.

Caution students not to confuse <u>unity</u> of command with <u>Unified</u> Command.

Note that Unified Command will be covered in the next unit.

Aids and Cues

Topic | **Command Principles**

Visual 2.9

> ### "Unity" vs. "Unified"
>
> **What's the difference between unity of command and Unified Command?**
>
> Unit 2:
> ICS Fundamentals Review   Visual 2.9

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

Instructor Notes

Discuss the difference is between unity of command and Unified Command.

▪ Unity of command is the concept by which each person within an organization reports to one and only one designated supervisor. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

▪ Unified Command is an application of ICS used when there is more than one agency with incident jurisdiction, or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies/disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single IAP.

Aids and Cues

Topic   **Command Principles**

Visual 2.10

Activity: Incident Commander Qualities

Instructions:

1. **Working as a team, answer the questions below:**
   - **What are the major duties of an Incident Commander?**
   - **What are the qualities of an effective Incident Commander?**

2. **Record your answers on chart paper.**

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

➔ **You may want to refer to the review materials in your Student Workbooks!**

Unit 2:   Visual 2.10
ICS Fundamentals Review

Visual Description: Activity: Incident Commander Qualities

Instructor Notes

Show the visual and explain the instructions for this activity:

1. Working in your teams, answer the questions below:

   - What are the major duties of an Incident Commander?

   - What are the qualities of an effective Incident Commander?

2. Record your answers on chart paper.

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

Encourage the students to refer to the review materials on incident command on the page following this activity.

Aids and Cues

SW Pages 2-14 thru 2-16

Topic   **Command Principles**

Conduct a debrief of the activity as follows:

1. Ask for a volunteer to answer the first question.

2. Ask other teams if they had additional duties to add to the list.

3. If not mentioned by the group, add the following major duties of an Incident Commander:

   - Establish command.
   - Assess the situation and/or obtain a briefing from the previous Incident Commander.
   - Establish an appropriate organization.
   - Establish immediate priorities.
   - Ensure that adequate safety measures are in place.
   - Coordinate with key people and officials.
   - Authorize release of information to the media.
   - Receive Delegation of Authority and briefing from agency administrator.

4. Ask for a volunteer to answer the second question.

5. Ask other teams if they had additional qualities to add to the list.

6. If not mentioned by the group, add the following qualities of an effective Incident Commander:

   - Command presence
   - Understanding of ICS
   - Proven management record
   - Strong decision-maker
   - Calm, but quick thinking
   - Effective communication skills
   - Adaptability and flexibility
   - Realism about personal limitations
   - Political awareness

Aids and Cues

ICS Review Materials: Command

Overall Organizational Functions

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

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

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

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

Incident Commander

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

- Ensuring clear authority and knowledge of agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Obtaining a briefing from the prior Incident Commander and/or assessing the situation.
- Establishing immediate priorities.
- Determining incident objectives and strategy(ies) to be followed.
- Establishing the level of organization needed, and continuously monitoring the operation and effectiveness of that organization.
- Planning meetings as required.
- Approving and implementing the Incident Action Plan.
- Coordinating the activities of the Command and General Staff.
- Approving requests for additional resources or for the release of resources.
- Approving the use of students, volunteers, and auxiliary personnel.
- Authorizing the release of information to the news media.
- Ordering demobilization of the incident when appropriate.
- Ensuring incident after action reports are complete.

Topic Communication Principles

Visual 2.11

Common Terminology

Using common terminology helps to define:
- **Organizational functions.**
- **Incident facilities.**
- **Resource descriptions.**
- **Position titles.**

Unit 2:
ICS Fundamentals Review

Visual 2.11

Visual Description: Common Terminology

Instructor Notes

Tell the group that this unit will cover each of the basic features of ICS. Start by explaining the use of common terminology.

Explain that using common terminology helps to define:

- Organizational functions.

- Incident facilities.
    - **Incident Command Post** – The field location at which the primary tactical-level, on-scene incident command functions are performed.
    - **Staging Area** – The location where incident resources can be placed while awaiting a tactical assignment.
    - **Base** – The location where primary logistics and administrative functions are coordinated and administered.
    - **Camp** – A temporary location within the general incident area. Resources utilize a camp when the base is not accessible.

- Resource descriptions.

- Position titles.

Aids and Cues

| Topic | Communication Principles |

Visual 2.12

Formal Communication (1 of 2)

Incident Commander

Formal Communication

Public Information Officer

Liaison Officer

Safety Officer

Command Staff

Operations Section Chief

Planning Section Chief

Logistics Section Chief

Finance/Admin Section Chief

General Staff

Branch Director

Air Operations Branch Director

Service Branch Director

Support Branch Director

Unit 2:
ICS Fundamentals Review

Visual 2.12

Visual Description: Formal Communication (1 of 2)

Instructor Notes

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

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

Show the next visual and provide more details about formal communication.

Aids and Cues

Topic   Communication Principles

Visual 2.13

Formal Communication (2 of 2)

Use formal communication when:

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

Unit 2:
ICS Fundamentals Review   Visual 2.13

Visual Description: Formal Communication (2 of 2)

Instructor Notes

Explain that formal communication is used when:

- Receiving and giving work assignments.

- Requesting support or additional resources.

- Reporting progress of assigned tasks.

Aids and Cues

| Topic | Communication Principles |

Visual 2.14

Informal Communication

- **Is used to exchange incident or event information only.**
- **Is NOT used for:**
  - **Formal requests for additional resources.**
  - **Tasking work assignments.**

Within the ICS organization, critical information must flow freely!

Unit 2:
ICS Fundamentals Review

Visual 2.14

Visual Description: Informal Communication

Instructor Notes

Explain that informal communication:

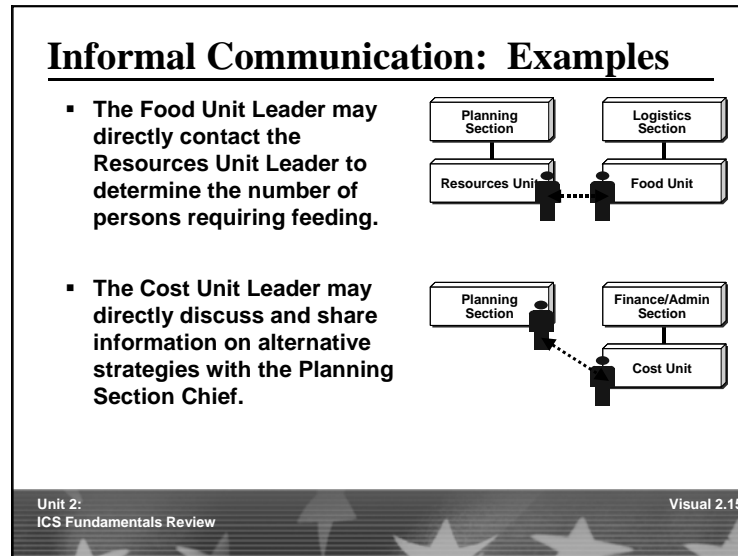- Is used to exchange incident or event information.

- Is not used for formal requests for additional resources or for tasking working assignments.

Emphasize that there is complete freedom within the organization to exchange information among personnel.

Aids and Cues

Topic   **Communication Principles**

Visual 2.15

Informal Communication: Examples

- **The Food Unit Leader may directly contact the Resources Unit Leader to determine the number of persons requiring feeding.**

- **The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.**

Planning Section   Logistics Section
Resources Unit   Food Unit

Planning Section   Finance/Admin Section
Cost Unit

Unit 2:
ICS Fundamentals Review   Visual 2.15

Visual Description: Informal Communication: Examples

Instructor Notes

Explain that the following are examples of informal communication:

- The Food Unit Leader may directly contact the Resources Unit Leader to determine the number of persons requiring feeding.

- The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.

Aids and Cues

Visual 2.16

Modular Organization

Incident command organizational structure is based on:

- **Size, type, and complexity of the incident.**
- **Specifics of the hazard environment created by the incident.**
- **Incident planning process and incident objectives.**

Unit 2:
ICS Fundamentals Review

Visual 2.16

Visual Description: Modular Organization

Instructor Notes

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

The ICS organization builds from the top down. When needed, sections can be added to this organization, and each section may have subordinate units.

This modular concept is based on the following considerations:

- The organization matches the function or task to be performed;

- Staffing is made only for those functional elements required to perform the task;

- Span of control guidelines are maintained;

- The function of any non-activated organizational element is performed at the next highest level; and

- Organizational elements are deactivated if they are no longer required.

Refer the students to the review materials on incident complexity and types on the following pages.

Aids and Cues

SW pages 2-23 thru 2-25

ICS Review Materials: Incident Complexity and Types

Incident Complexity

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

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

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

- 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

ICS Review Materials: Incident Complexity and Types

Incident Types

Incidents may be typed in order to make decisions about resource requirements. Incident types are based on the following five levels of complexity.

Type 5	- The incident can be handled with one or two single resources with up to six personnel, managed by a Type 5 Incident Commander. - Command and General Staff positions are not activated. - Primarily local resources used. - The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. - Additional resources or logistical support are not usually required. - Written Incident Action Plan (IAP) is not required.
Type 4	- Command staff and General Staff functions are activated only if needed and managed by a Type 4 Incident Commander. - Primarily local resources used. - Resources vary from a single resource to multiple resource task forces or strike teams. - The incident is usually limited to one operational period in the control phase. - Written IAP is not 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. The agency administrator/official may have briefings, and ensure the complexity analysis and delegation of authority are updated.
Type 3	- Ad-hoc or pre-established Type 3 organization managed by a Type 3 Incident Commander. - 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. - When capabilities exceed initial action, the appropriate ICS positions should be added to match the complexity of the incident. The Incident Commander is responsible to continually reassess the complexity of the incident. - Local and non-local resources are used. - Resources vary from several resources to several task forces/strike teams. - May be divided into divisions. May require Staging Areas and an incident base. - The incident may extend into multiple operational periods. - A written IAP may be required for each operational period.
Type 2	- 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. The incident is managed by a Type 2 Incident Commander. - Most or all of the Command and General Staff positions are filled. - Operations personnel may exceed 200 per operational period and total incident personnel may exceed 500. - Many of the functional units are needed and staffed. - Geographic and functional area divisions are established. Incident command post, base, camps, staging areas are established. - The incident extends into multiple operational periods. - A written IAP is required for each operational period. - Requires a written Delegation of Authority to the Incident Commander. - The agency administrator/official is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.

ICS Review Materials: Incident Complexity and Types (Continued)

Incident Types

Type 1	- This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. A Type 1 Incident Commander manages the incident. - All Command and General Staff positions are activated. Most ICS functional units are required and staffed. - Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. - Geographic and functional divisions are established. May require branching to maintain adequate span of control. - Incident command post, base, camps, staging areas established. - Use of resource advisors at the incident base is recommended. - Incident extends into multiple operational periods. - Written IAP is required for each operational period. - Requires a written Delegation of Authority for the Incident Commander. - The agency administrator/official will have briefings, and ensure that the complexity analysis and delegation of authority are updated. - There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

| Topic | Organizational Structure |

Visual 2.17

ICS Expansion and Contraction

Although there are no hard-and-fast rules, 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.**

Unit 2:
ICS Fundamentals Review

Visual 2.17

Visual Description: ICS Expansion and Contraction

Instructor Notes

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

1. Only functions/positions that are necessary are filled.

2. Each activated element must have a person in charge.

3. An effective span of control must be maintained.
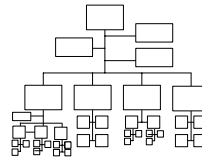
Aids and Cues

Topic **Organizational Structure**

Visual 2.18

Delegation

Delegating to the lowest level possible allows ICS supervisors to:

- **Assign responsibilities to subordinates. Until a task is delegated, the supervisor must assume responsibility for completing it.**

- **Maintain a manageable span of control for the supervisor.**

Unit 2:
ICS Fundamentals Review

Visual 2.18

Visual Description: Delegation

Instructor Notes

Ask the students: **Why is it important to delegate to the lowest practical level?**

If not mentioned by the group, add the following:

- Delegation helps maintain a manageable span of control for the supervisor.

- Delegating may also motivate personnel by giving them a sense of responsibility for and "ownership" of incident activities for which they have been given authority.

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

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

Aids and Cues

| Topic | Organizational Structure |

Visual 2.19

ICS Management: Span of Control

ICS span of control for any supervisor:
- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.
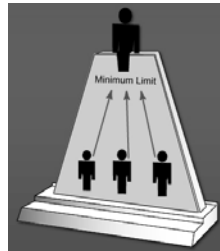
Unit 2:
ICS Fundamentals Review

Visual 2.19

Visual Description: ICS Management: Span of Control

Instructor Notes

Explain that span of control is an ICS concept that describes the ratio of individuals supervised to the number of supervisors.

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

Aids and Cues

Topic   **Organizational Structure**

Visual 2.20

ICS Organization: Review

(Organizational chart: Incident Commander at top; Public Information Officer, Liaison Officer, Safety Officer; Operations Section, Planning Section, Logistics Section, Finance/Admin. Section and their sub-units)

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

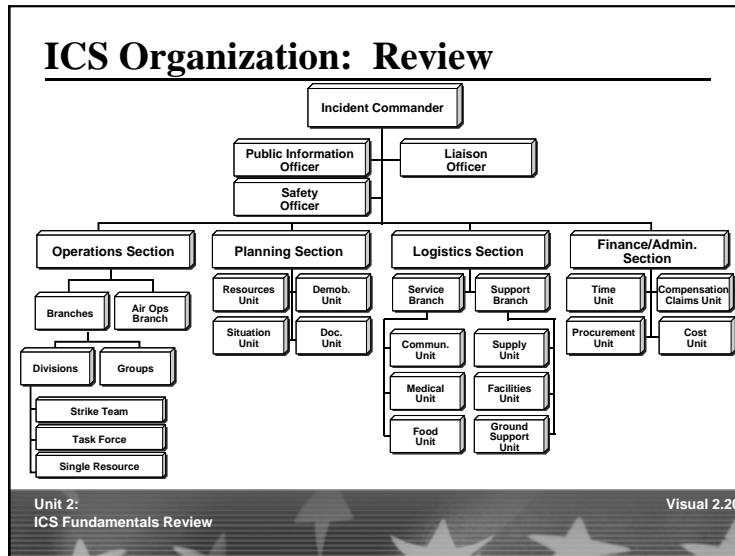**Instructor Notes**

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

Tell the students that the next section of this unit reviews the ICS organization. Explain that 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.
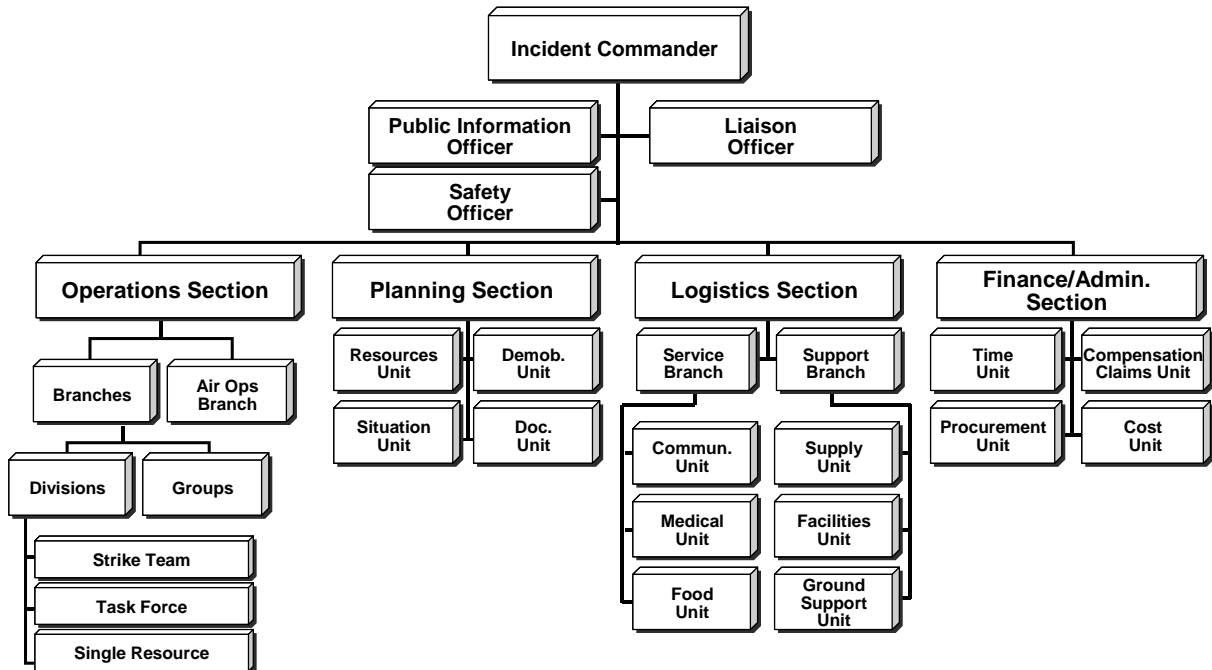
Encourage the students to take some time to review the next several pages that contain review materials. Tell the students that an activity will follow that will assess how well they understand this information.

Aids and Cues

SW Page 2-30

ICS Review Materials: Organizational Elements

Organizational Structure

```
                          ┌─────────────────────┐
                          │ Incident Commander  │
                          └─────────────────────┘
        ┌──────────────────────┐      ┌──────────────────────┐
        │ Public Information   │      │ Liaison              │
        │ Officer              │      │ Officer              │
        └──────────────────────┘      └──────────────────────┘
        ┌──────────────────────┐
        │ Safety               │
        │ Officer              │
        └──────────────────────┘
```

Operations Section	Planning Section	Logistics Section	Finance/Admin. Section

Operations Section:
- Branches
- Air Ops Branch
  - Divisions
  - Groups
    - Strike Team
    - Task Force
    - Single Resource

Planning Section:
- Resources Unit
- Demob. Unit
- Situation Unit
- Doc. Unit

Logistics Section:
- Service Branch
- Support Branch
  - Commun. Unit
  - Supply Unit
  - Medical Unit
  - Facilities Unit
  - Food Unit
  - Ground Support Unit

Finance/Admin. Section:
- Time Unit
- Compensation Claims Unit
- Procurement Unit
- Cost Unit

- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.

- **Section:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.

- **Branch:** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or by jurisdictional name.

- **Division:** That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team/Task Forces and the Branch.

- **Group:** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.

- **Unit:** That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

- **Task Force:** A group of resources of different kinds and/or types with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.
  Strike Team: Specified combinations of the same kind and type of resources, with common communications and a leader.

- **Single Resource:** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

ICS Review Materials: Organizational Elements

Command Staff

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

Command comprises the Incident Commander and Command Staff. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer, Safety Officer, and Liaison Officer, in addition to various others, as required and assigned by the Incident Commander.

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

Aids and Cues

SW Page 2-32

Command Staff	Responsibilities
Public Information Officer	The Public Information Officer is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The Public Information Officer develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption. The Public Information Officer may also perform a key public information-monitoring role. Only one incident Public Information Officer should be designated. Assistants may be assigned from other agencies or departments involved. The Incident Commander must approve the release of all incident-related information. The Public Information Officer coordinates through the Joint Information Center/Joint Information System.
Safety Officer	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. The ultimate responsibility for the safe conduct of incident management operations rests with the Incident Commander or Unified Command and supervisors at all levels of incident management. The Safety Officer is, in turn, responsible to the Incident Commander for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multi-agency safety efforts, and implementation of measures to promote 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. In a Unified Command structure, a single Safety Officer will be designated, in spite of the fact that multiple jurisdictions and/or functional agencies may be involved. 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.
Liaison Officer	The Liaison Officer is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. In either a single or Unified Command structure, representatives from assisting or cooperating agencies and organizations coordinate through the Liaison Officer. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.
Assistants	In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.
Additional Command Staff	Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander.

General Staff

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

General guidelines related to General Staff positions include the following:

- Only one person will be designated to lead each General Staff position.

- General Staff positions may be filled by qualified persons from any agency or jurisdiction.

- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.

- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.

- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.

- General Staff positions should not be combined. It may be necessary for one person to be in charge of more than one function for a short period, but the functions should never be combined to create a non-ICS entity, such as a "Planning and Logistics Section."

The following table summarizes the responsibilities of the General Staff.

Aids and Cues

SW Page 2-34 thru 2-35

General Staff	Responsibilities
Operations Section Chief	The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations. Major responsibilities of the Operations Section Chief are to: ■ Manage tactical operations. ■ Assist in the development of the operations portion of the Incident Action Plan. This usually requires filling out the ICS 215 prior to the Planning Meeting. ■ Supervise the execution of the operations portion of the Incident Action Plan. ■ Maintain close contact with subordinate positions. ■ Ensure safe tactical operations. ■ Request additional resources to support tactical operations. ■ Approve release of resources from active assignments (not release from the incident). ■ Make or approve expedient changes to the operations portion of the Incident Action Plan. ■ Maintain close communication with the Incident Commander.
Planning Section Chief	The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays. Major responsibilities of the Planning Section Chief are to: ■ Collect and manage all incident-relevant operational data. ■ Provide input to the Incident Commander and Operations Section Chief for use in preparing the Incident Action Plan. ■ Supervise preparation of the Incident Action Plan. ■ Conduct and facilitate planning meetings. ■ Reassign personnel already on site to ICS organizational positions as needed and appropriate. ■ Establish information requirements and reporting schedules for Planning Section units. ■ Determine the need for specialized resources to support the incident. ■ Assemble and disassemble task forces and strike teams not assigned to Operations. ■ Establish specialized data collection systems as necessary (e.g., weather). ■ Assemble information on alternative strategies and contingency plans. ■ Provide periodic predictions on incident potential. ■ Report any significant changes in incident status. ■ Compile and display incident status information. ■ Oversee preparation of the Demobilization Plan. ■ Incorporate Traffic, Medical, Communications Plans, and other supporting material into the Incident Action Plan.

General Staff	Responsibilities
Logistics Section Chief	The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing: ▪ Facilities ▪ Transportation ▪ Communications ▪ Supplies ▪ Equipment maintenance and fueling ▪ Food services (for responders) ▪ Medical services (for responders) ▪ All off-incident resources Major responsibilities of the Logistics Section Chief are to: ▪ Manage all incident logistics. ▪ Provide logistical input to the Incident Commander in preparing the Incident Action Plan. ▪ Brief Logistics Branch Directors and Unit Leaders as needed. ▪ Identify anticipated and known incident service and support requirements. ▪ Request/order additional resources, as needed. ▪ Develop as required, the Communications, Medical, and Traffic Plans. ▪ Oversee demobilization of the Logistics Section.
Finance/ Administration Section Chief	The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident and not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated. Requirements for managing costs, procurement, time, and injury compensation/claims must be handled by the incident jurisdictional agency. Major responsibilities of the Finance/Administration Section Chief are to: ▪ Manage all financial aspects of an incident. ▪ Provide financial and cost analysis information as requested. ▪ Ensure compensation and claims functions are being addressed relative to the incident. ▪ Gather pertinent information from briefings with responsible agencies. ▪ Develop an operating plan for the Finance/Administration Section; fill Section supply and support needs. ▪ Determine need to set up and operate an incident commissary. ▪ Meet with assisting and cooperating agency representatives as needed. ▪ Maintain daily contact with agency(s) administrative headquarters on finance matters. ▪ Ensure that all personnel and equipment time records are accurately completed and transmitted to home agencies, according to policy. ▪ Provide financial input for demobilization planning. ▪ Ensure that all obligation documents initiated at the incident are properly prepared and completed. ▪ Brief agency administrative personnel on all incident-related financial issues needing attention or follow up.

| Topic | Organizational Structure |

Visual 2.21

Organizational Review Questions

Who am I?

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

Unit 2:
ICS Fundamentals Review

Visual 2.21

Visual Description: Organizational Review Questions

Instructor Notes

Review the following question:

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

Correct answer: Liaison Officer

The Liaison Officer is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. Representatives from assisting or cooperating agencies and organizations coordinate through the Liaison Officer. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.

Note: As you conduct this activity, encourage different students to answer the questions.

Aids and Cues

| **Topic** | **Organizational Review Questions** |

Visual 2.22

Organizational Review Questions

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

Who am I?

Unit 2:
ICS Fundamentals Review

Visual 2.22

Visual Description: Organizational Review Questions

Instructor Notes

Review the following question:

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

Correct answer: Logistics Section Chief

The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing:

- Facilities
- Transportation
- Communications
- Supplies
- Equipment maintenance and fueling
- Food services (for responders)
- Medical services (for responders)
- All off-incident resources

Aids and Cues

| **Topic** | **Organizational Structure** |

Visual 2.23

Organizational Review Questions

Who am I?

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

Visual Description: Organizational Review Questions

Instructor Notes

Review the following question:

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

Correct answer: Safety Officer

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. The ultimate responsibility for the safe conduct of incident management operations rests with the Incident Commander or Unified Command and supervisors at all levels of incident management. The Safety Officer is, in turn, responsible to the Incident Commander for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multi-agency safety efforts, and implementation of measures to promote 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.

Aids and Cues

Topic   **Organizational Structure**

Visual 2.24

Organizational Review Questions

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

Who am I?

Unit 2:
ICS Fundamentals Review

Visual 2.24

Visual Description: Organizational Review Questions

Instructor Notes

Review the following question:

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

Correct answer: Operations Section Chief

The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.

Aids and Cues

Topic	Organizational Structure

Visual 2.25

Organizational Review Questions

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

Who am I?

Visual Description: Organizational Review Questions

Instructor Notes

Review the following question:

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

Correct answer: Public Information Officer

The Public Information Officer is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The Public Information Officer develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption. The Public Information Officer may also perform a key public information-monitoring role. Only one incident Public Information Officer will be designated. Assistants may be assigned from other agencies or departments involved. The Incident Commander must approve the release of all incident-related information. The Public Information Officer coordinates through the Joint Information Center/Joint Information System.

Aids and Cues

| Topic | Organizational Structure |

Visual 2.26

Organizational Review Questions

Who am I?

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

Visual Description: Organizational Review Questions

Instructor Notes

Review the following question:

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

Correct answer: Planning Section Chief

The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays.

Aids and Cues

Topic   **Organizational Structure**

Visual 2.27

Organizational Review Questions

I am responsible for all financial, administrative, and cost analysis aspects of the incident.

Who am I?

Unit 2:
ICS Fundamentals Review   Visual 2.27

Visual Description: Organizational Review Questions

Instructor Notes

Review the following question:

Who am I? I am responsible for all financial, administrative, and cost analysis aspects of the incident.

Correct answer: Finance/Administration Section Chief

The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident and not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated. Requirements for managing costs, procurement, time, and injury compensation/claims must be handled by the incident jurisdictional agency.

Aids and Cues

| Topic | Organizational Structure |

Visual 2.28

Information and Intelligence

Based on the incident needs, the information and intelligence function may be activated as a fifth Section, as an element within the Operations or Planning Sections, or as part of the Command Staff.

Planning Section

Resources Unit

Demobilization Unit

Situation Unit

Documentation Unit

Incident Commander

Operations Section

Info. & Intelligence Officer

Info. & Intelligence Branch

Info. & Intelligence Unit

Operations Section

Info. & Intelligence Section

Planning Section

Logistics Section

Finance/Admin. Section

Unit 2:
ICS Fundamentals Review

Visual 2.28

Visual Description: Information and Intelligence

Instructor Notes

Using the visual, present 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 decision-making.

Aids and Cues

- 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.

Aids and Cues

Topic   **Organizational Structure**

Visual 2.29

ICS Supervisory Position Titles

Titles for all ICS supervisory levels are shown 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

Unit 2:
ICS Fundamentals Review   Visual 2.29

Visual Description: ICS Supervisory Position Titles

Instructor Notes

Explain that the table lists all the ICS supervisory position titles.

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

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

Aids and Cues

| Topic | Organizational Structure |

Visual 2.30

Organizational Review Questions

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

What type of ICS organizational structure is being described?

Unit 2:
ICS Fundamentals Review

Visual 2.30

Visual Description: Organizational Review Questions

Instructor Notes

Tell the students to review the situation on the visual.

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

Ask the students to answer the following question: **What type of ICS organizational structure is being described?**

The correct answer is Divisions. Divisions are used to divide an incident geographically. The person in charge of each Division is designated as a Supervisor.

These resources (personnel and equipment) would be organized into Divisions because they are assigned different geographic areas to evacuate.

Aids and Cues

Topic   Organizational Structure

Visual 2.31

Organizational Review Questions

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

What type of ICS organizational structure is being described?

Unit 2:
ICS Fundamentals Review   Visual 2.31

Visual Description: Organizational Review Questions

Instructor Notes

Tell students to review the situation on the visual.

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

Ask the class the following question: **What type of ICS organizational structure is being described?**

The correct answer is Task Force. Task Forces are a combination of mixed resources with common communications operating under the direct supervision of a Leader.

HazMat specialists, sanitation workers, and disposal equipment would be grouped together in a Task Force. A Leader is assigned to supervise a Task Force.
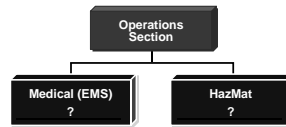
Aids and Cues

| Topic | Organizational Structure |

Visual 2.32

Organizational Review Questions

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

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

Operations Section

Medical (EMS) ?   HazMat ?

Unit 2:
ICS Fundamentals Review   Visual 2.32

Visual Description: Organizational Review Questions

Instructor Notes

Tell students to review the situation on the visual.

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

Ask the class the following question: **On the organizational chart, the title of each component would be a _____.**

Operations Section

Medical (EMS) ?   HazMat ?

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

The correct answer is 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.

Topic	Organizational Structure

Visual 2.33

Organizational Review Questions

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

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

Operations Section

Emergency Services ?

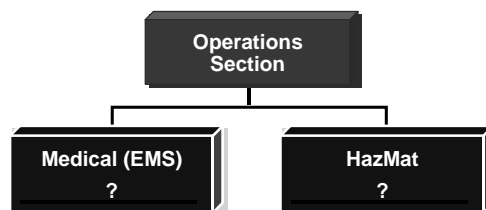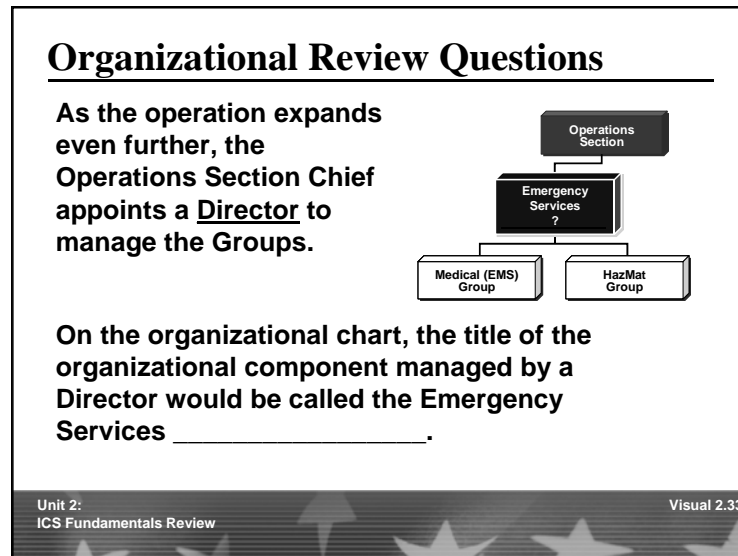Medical (EMS) Group — HazMat Group

Unit 2:
ICS Fundamentals Review

Visual 2.33

Visual Description: Organizational Review Questions

Instructor Notes

Tell students to review the situation on the visual. As the operation expands even further, the Operations Section Chief appoints a Director to manage the Groups.

Ask the class the following question: **On the organizational chart, the title of the organizational component managed by a Director would be called the Emergency Services _____.**

Operations Section

Emergency Services ?

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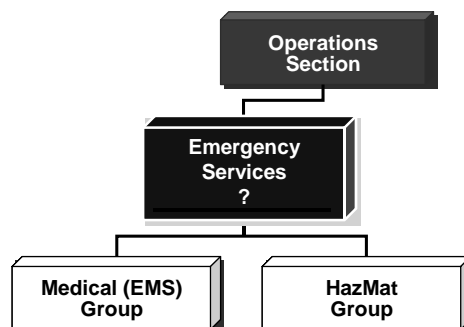
Caption: Organizational chart showing Operations Section and below it a component titled "Emergency Services." Under that are two components titled "Medical (EMS) Group" and "HazMat Group."

The correct answer is Branch. Branches are used when the number of Divisions or Groups exceeds the span of control and can be either geographical or functional.

Visual 2.34

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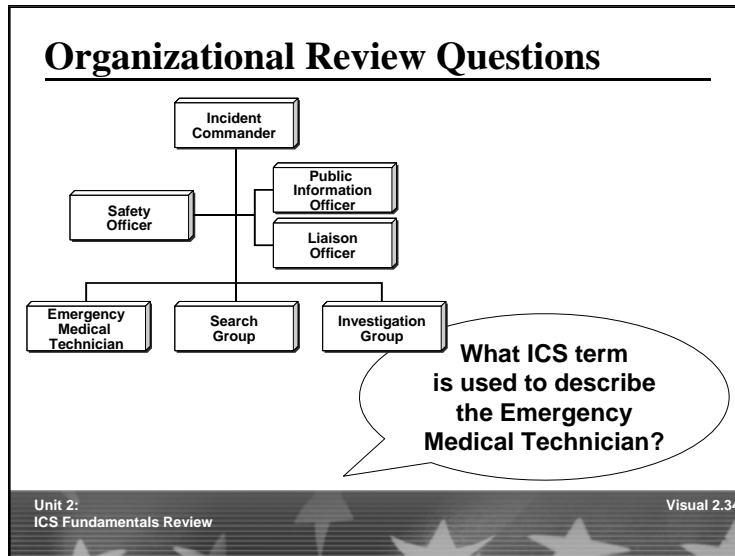
Visual Description: What ICS term is used to describe the Emergency Medical Technician who is responding to an incident?

Instructor Notes

Ask the students: **What ICS term is used to describe the Emergency Medical Technician?**

Ask for a volunteer to answer the question. The correct answer is: **Single Resource**

Aids and Cues

Topic	Organizational Structure

Visual 2.35
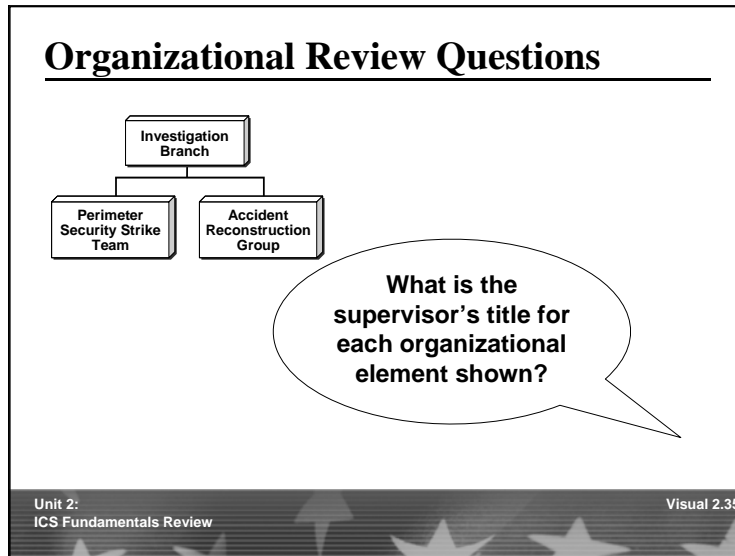
Visual Description: Investigation Branch Chart with Perimeter Security Strike Team and Accident Reconstruction Group. Also included is following question: What is the supervisor's title for each organizational element shown?

Instructor Notes

Tell the students to refer to the chart with the position titles.

Ask the students: **What is the supervisor's title for each organizational element shown?**

Ask for a volunteer to answer the question.

The correct answers are:

Investigation Branch <u>Director</u>

Perimeter Security Strike Team <u>Leader</u>

Accident Reconstruction Group <u>Supervisor</u>

Aids and Cues

SW Page 2-45

| Topic | Organizational Structure |

Visual 2.36

> **Deputies, Assistants, Tech Specialists, and Agency Reps**
>
> **Review the materials in your Student Workbooks and then answer the following questions:**
> - **Duties**
>   - **Where can Deputies be assigned?**
>   - **What are the requirements for Deputies?**
> - **Assistants**
>   - **Where can Assistants be assigned?**
>   - **What is an example of a duty assumed by an Assistant?**
> - **Technical Specialists**
>   - **Where can Technical Specialists be assigned?**
>   - **What types of Technical Specialists have you worked with on past incidents?**
> - **Agency Representatives**
>   - **Where can Agency Representatives be assigned?**
>   - **What does an Agency Representative do?**
>
> Unit 2:
> ICS Fundamentals Review   Visual 2.36

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

Instructor Notes

Instruct the students to read the ICS Review Materials in their Student Workbooks and then answer the questions on page 2-55 of their Student Workbook.

Aids and Cues

SW Pages 2-53 thru 2-54

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

Deputies

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

Following are three reasons to designate Deputies:

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

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

Assistants

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

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

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

**ICS Review Materials: Deputies, Assistants, Technical Specialists, and
Agency Representative**

Technical Specialists

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

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

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

Agency Representatives

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

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

Major responsibilities of the Agency Representative are to:

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

Deputies	
Where can Deputies be assigned?	*The Incident Commander, General Staff Chiefs, and Branch Directors may have one or more Deputies.*
What are the requirements for Deputies?	*An individual assuming a Deputy role must be capable of assuming the primary role. Therefore, the Deputy Incident Commander must be able to assume the Incident Commander's role.*

Assistants	
Where can Assistants be assigned?	*The Public Information Officer, Safety Officer, and Liaison Officer may have Assistants, as necessary.*
What is an example of a duty assumed by an Assistant? **Note:** The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.	▪ *Assistant Public Information Officers may be assigned to handle internal information.* ▪ *Assistant Safety Officers may have specific responsibilities, such as aviation, hazardous materials, etc.* ▪ *Assistant Liaison Officers may coordinate with specific agency representatives.*

Technical Specialists	
Where can Technical Specialists be assigned?	*Technical Specialists may function within the Planning Section, or be assigned wherever their services are required.*
What types of Technical Specialists have you worked with on past incidents?	*[There is no one correct answer.]*

Agency Representatives	
Where can Agency Representatives be assigned?	*Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.*
What does an Agency Representative do?	*An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. Agency Representatives must be given authority to make decisions on matters affecting that agency's participation at the incident.*

Aids and Cues

SW Page 2-55

| Topic | Resource Needs |

Visual 2.37

Incident Complexity and Resource Needs

Incident Complexity   Resource Needs   ICS Structure
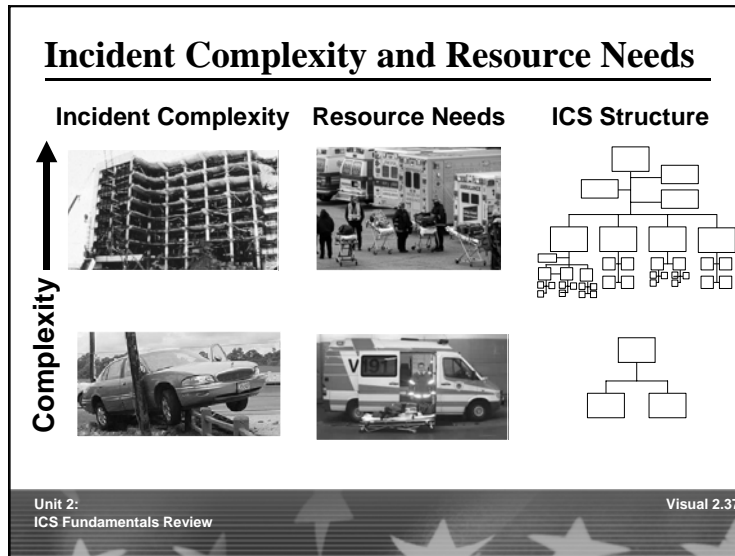
Complexity

Visual Description: Incident Complexity and Resource Needs

Instructor Notes

Refer the students to the visual. Note that as complexity increases, resources must increase, requiring an organization with additional levels of supervision.

Aids and Cues

Topic　　　　　**Resource Needs**

Visual 2.38

Minimum Staffing Requirements

Guidelines are provided to ensure that the optimal numbers of resources are assigned.

Positions Assigned	# of Divisions		
	2	5	10
Ops Section Chief	1	1	1
Branch Director		2	3
Division/Group Sup	2	5	10

Determine the size of the incident based on the number of Divisions within the Ops Section.

These numbers are the optimal staffing level based on the number of Divisions.

Unit 2:
ICS Fundamentals Review

Visual 2.38

Visual Description: Minimum Staffing Requirements

Instructor Notes

Refer the students to the guidelines presented on the pages following this visual. Explain that these guidelines can be used to help establish the required minimum staffing levels.

Using the visual, explain that based on the incident objectives, the Operations Section establishes the staffing requirements. These charts indicated the number of resources needed to support the operations based on the number of Divisions assigned within the Operations Section.

Remind the students that 95% of all incidents will not expand to the levels of complexity reflected in these charts.

Ask the students if they have any questions about the use of these guidelines.

Aids and Cues

SW Pages 2-58 thru 2-60

Topic	Resource Needs

Note: The following resource needs charts are typical for wildfire incidents and resource needs may vary depending on the incident type and complexity.

Operations

UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)				
	2	5	10	15	25
Operations Section Chief	One Per Operational Period				
Branch Director			2	3	4	6
Division/Group Supervisor	2	5	10	15	25
Strike Team Leaders	As Needed				
Task Force Leaders	As Needed				
Air Operations Director			1	1	1	1
Air Tactical Group Supervisor	1	1	1	1	1
Air Tanker/Fixed Wing Coordinator	As Needed				
Helicopter Coordinator	As Needed				
Air Support Group Supervisor	1	1	1	1	1
Helibase Manager	One Per Helibase				
Helispot Manager	One Per Helispot				
Fixed Wing Support Leader	One Per Airport				
Staging Area Manager	One Per Staging Area				

Planning

UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)				
	2	5	10	15	25
Planning Section Chief	One Per Incident				
Resources Unit Leader	1	1	1	1	1
Status Recorders	1	2	3	3	3
Check-In Recorders	As Needed				
Volunteer Coordinator	As Needed				
Technical Specialists	As Needed				
Situation Unit Leader	1	1	1	1	1
Field Observer			1	2	2	3
Weather Observer	As Needed				
Display/Report Processor			1	1	1	2
Aerial/Ortho Photo Analyst	As Needed				
IR Equipment Operators	Two (If Needed)				
Computer Terminal Operator			1	1	1	1
Photographer			1	1	1	
Environmental Unit Leader			1	1	1	1
Documentation Unit Leader			1	1	1	1
Demobilization Unit Leader			1	1	1	
Staging Area Manager	One Per Staging Area				

Topic   **Resource Needs**

Logistics

UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)				
	2	5	10	15	25
Logistics Section Chief	One Per Incident				
Service Branch Director	As Needed				
Communications Unit Leader	1	1	1	1	1
Incident Communications Manager	1	1	1	1	1
Incident Dispatcher	1	2	3	3	4
Message Center Operator		1	1	2	2
Messenger		1	2	2	2
Communications Technician		1	2	4	4
Medical Unit Leader	1	1	1	1	1
Medical Unit Leader Assistant	As Needed				
Responder Rehabilitation Manager	As Needed				
Food Unit Leader		1	1	1	1
Food Unit Assistant (each camp)	As Needed				
Cook		1	1	2	2
Assistant Cook		2	2	6	12
Helper		8	8	16	24
Support Branch Director	As Needed				
Supply Unit Leader		1	1	1	1
Camp Supply Assistant (each camp)	As Needed				
Ordering Manager			1	1	1
Receiving/Distribution Manager		1	1	1	1
Tool/Equipment Specialist			1	1	1
Recorders		1	1	2	2
Helpers		2	2	2	2
Facility Unit Leader		1	1	1	1
Base Manager		1	1	1	1
Camp Manager (each camp)	As Needed				
Facility Maintenance Specialist		1	1	1	1
Security Manager		1	1	1	1
Helpers		6	6	12	12
Ground Support Unit Leader	1	1	1	1	1
Equipment Manager		1	1	1	1
Assistants	As Needed				
Equipment Timekeeper		1	1	1	1
Mechanics	1	1	3	5	7
Drivers	As Needed				
Operators	As Needed				
Vessel Support Unit Leader	As Needed				

Topic   **Resource Needs**

Finance/Admin

UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)				
	2	5	10	15	25
Finance/Administration Section Chief	One Per Incident				
Time Unit Leader		1	1	1	1
Time Recorder, Personnel		1	3	3	5
Time Recorder, Equipment		1	2	2	3
Procurement Unit Leader		1	1	1	1
Compensation/Claims Unit Leader		1	1	1	1
Compensation Specialist	As Needed				
Claims Specialist	As Needed				
Cost Unit Leader		1	1	1	1
Cost Analyst			1	1	1

Visual 2.39

Activity: Staffing Levels

Using the guidelines in your Student Workbooks, answer the following questions:

- **There are 5 Divisions assigned. How many Status Recorders should be assigned to the Planning Section?**

- **There are 2 Staging Areas operating. How many Staging Area managers are assigned?**

Unit 2:
ICS Fundamentals Review   Visual 2.39

Visual Description: Staffing Levels

Instructor Notes

Tell the students to use the staffing guideline charts in their Student Workbooks to answer the following questions:
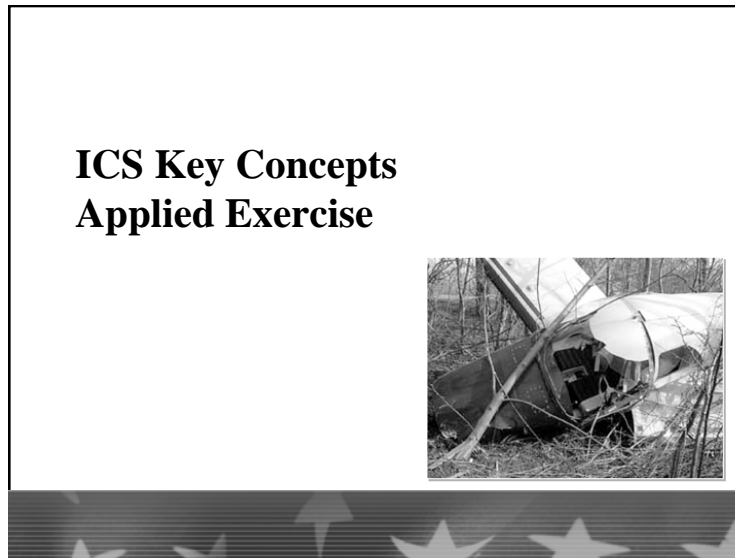
- There are 5 Divisions assigned. How many Status Recorders should be assigned to the Planning Section? **Correct Answer: 2 Status Recorders**

- There are 2 Staging Areas operating. How many Staging Area managers are assigned? **Correct Answer: 2 Staging Managers (1 assigned to each Staging Area)**

Aids and Cues

Guideline Charts, SW Pages 2-58 thru 2-60
SW Page 2-61

Topic   **ICS Key Concepts Applied Exercise**

Visual 2.40

**ICS Key Concepts
Applied Exercise**

Visual Description: ICS Key Concepts Applied Exercise

Instructor Notes

Tell the students that the next part of this unit is an applied exercise on key concepts of ICS.

Aids and Cues

Topic ICS Key Concepts Applied Exercise

Visual 2.41

Exercise: Applying ICS Concepts (1 of 2)

Instructions:

1. Working as a team, review the scenario, scenario map, and resource list in your Student Workbooks.

2. Complete the following steps:
    - Identify who would assume leadership of the ICS organization.
    - Draw an organizational chart to manage resources that:
      - Maintains effective span of control.
      - Includes Command and General Staff. (Include deputies, assistants, technical specialists, and agency representatives, where appropriate.)
    - Describe the responsibilities delegated to the Command Staff and Sections activated.

Unit 2:
ICS Fundamentals Review

Visual 2.41

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

Instructor Notes

Follow the steps below to conduct this exercise:

- Tell the students to turn to the exercise on page 2-65 in their Student Workbooks.

- Show the visual and present the following instructions for completing the exercise:

  1. Working in your designated teams, review the scenario, resource list, and scenario map in your Student Workbooks. Instructor Note: Give the students time to locate the scenario in their Workbooks.

  2. Complete the following steps:
     - Identify who would assume leadership of the ICS organization.
     - Draw an organizational chart to manage resources that:
       - Maintains effective span of control.
       - Includes Command and General Staff. (Include Deputies, Assistants, Technical Specialists, and Agency Representatives, where appropriate.)
     - Describe the responsibilities delegated to the Command Staff and Sections that are activated.

Aids and Cues

SW Pages 2-63 thru 2-68

Topic	ICS Key Concepts Applied Exercise

Visual 2.42

Exercise: Applying ICS Concepts (2 of 2)

Instructions: (Continued)

3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present in 30 minutes.

> Be prepared to explain the <u>rationale</u> for your team's decisions.

Unit 2:
ICS Fundamentals Review

Visual 2.42

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

Instructor Notes

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3. Record your results on chart paper that can be seen by the entire class.

4. Select a spokesperson and be prepared to present in 30 minutes.

Emphasize that the spokespersons should be able to explain the rationale for your team's decisions.

Debrief:

After 30 minutes, conduct a debrief as follows:

1. Have each team present its organizational chart.

2. Compare the similarities and differences among the charts presented. There is no one correct answer. However, proposed organizational structures should be consistent with ICS principles and terminology.

3. Have each team present the activities delegated. Call on different teams to take the lead on presenting the tasks delegated to the following:

   - Command Staff
   - Operations Section Chief
   - Planning Section Chief
   - Additional General Staff Positions

Topic   **ICS Key Concepts Applied Exercise**

Purpose:

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a private executive airplane crash.

Scenario:

Fairwinds Airport lies within a densely populated area. It is the home of many private aircraft, executive air services, and a small commercial fleet. It has a small onsite rescue and fire capability and has repair and snow removal assets.

The airport is situated at the eastern end of an industrial park that contains office, warehousing, and light manufacturing businesses. The airport is surrounded by access roads to the east and by major roadways on the other three sides of its property.

During an early weekday morning, a small executive jet containing six passengers and crew owned by Global Investments prepared for takeoff. The plane failed to lift from the runway and crashed through the chain link fence at the end of the airport property.

The plane then crossed a major roadway (Route 46), striking four vehicles. It crashed and came to rest inside the adjoining property to the north, which is an office complex with 230 employees. Fires fueled from the jet's ruptured tanks erupted at the office complex and in 20 vehicles in the parking lot.

911 was inundated with calls and initiated the Emergency Medical Service (EMS), Fire, and Law Enforcement response.

Conditions:

- First arriving Law Enforcement Unit established command at the intersection of Route 46 and Union Street.

- Three passengers on the aircraft are fatalities. The remaining passengers have suffered severe burns and injuries.

- Two motorists struck by the plane are dead and several more motorists are trapped in damaged vehicles.

- The office complex has suffered structural damage to the south wall at the point of impact. An unknown number of fatalities are reported from inside the office complex. Many injured office workers are being assisted by co-workers and emergency responders throughout the complex interior and parking areas.

- Cars continue to burn in the complex parking area.

- Traffic is halted on the major roadways in the area.

- Media helicopters and trucks arrive and begin live broadcast.

- Weather is clear and winds are from the west at 8 miles per hour.

- Fire Units arrive on scene and accept command from the first arriving Law Enforcement Unit.

Initial Incident Objectives:

- Protect emergency workers.

- Reduce risk of fire and structural collapse.

- Perform rescue and extraction.

- Provide emergency treatment/transport.

- Secure crash site for investigators.

Topic   **ICS Key Concepts Applied Exercise**

Resources:

Fire/Rescue:
2 airport crash trucks
6 truck companies
6 engine companies

Emergency Medical Service:
5 Advanced Life Support (ALS) paramedics
15 local Basic Life Support (BLS) units

Local Law Enforcement:
15 local police officers/cruisers
1 Police Captain
2 Lieutenant Shift Supervisors
1 Deputy Police Chief

County Resources:
Hazardous materials team
Heavy rescue unit
10 Deputy Sheriffs
Crime scene investigation 3-person unit
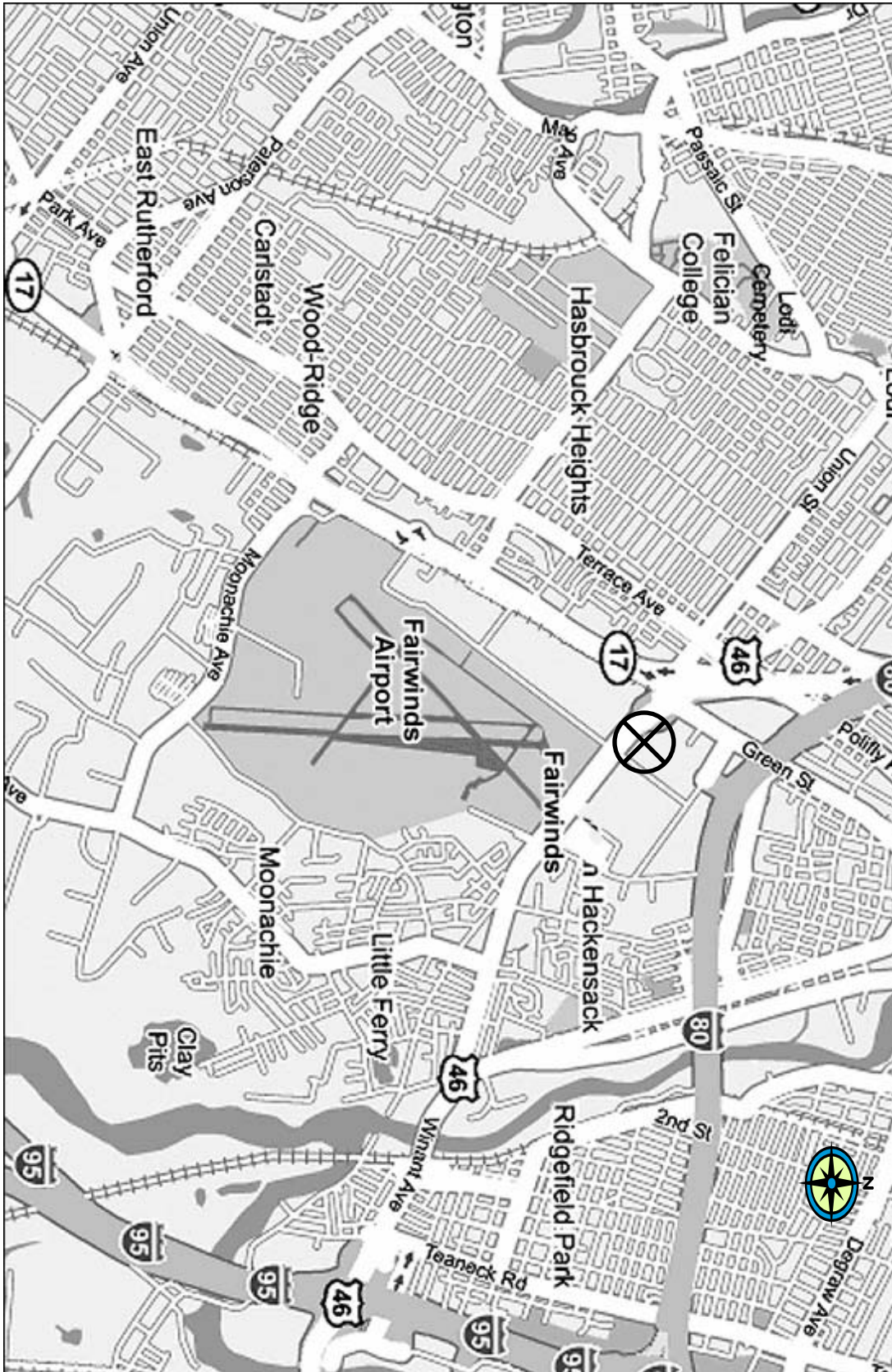6 County Investigators
Medical Examiner

State Police:
Helicopter/Medivac Unit
10 Troopers

Public Works:
2 heavy bulldozers
3 backhoes with buckets
Light truck
8 heavy tandem dump trucks
8 utility trucks

Map:

Topic   **Summary**

Summary (1 of 2)

Are you now able to:
- **Describe how ICS fits into the Command and Management component of NIMS?**
- **Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives?**
- **Describe reporting relationships and information flow within the organization?**
- **Match responsibility statements to each ICS organizational element?**

Unit 2:
ICS Fundamentals Review   Visual 2.43

Visual 2.43

Visual Description: Summary (1 of 2)

Instructor Notes

Ask students if they are able to:

- Describe how ICS fits into the Command and Management component of NIMS.

- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.

- Describe reporting relationships and information flow within the organization.

- Match responsibility statements to each ICS organizational element.

Topic   Summary

Visual 2.44

Summary (2 of 2)

Are you now able to:

- **List the ICS positions that may include Deputies and describe Deputy roles and responsibilities?**
- **Describe differences between Deputies and Assistants?**
- **Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level?**
- **List the minimum staffing requirements within each organizational element for at least two incidents of different sizes?**

Unit 2:
ICS Fundamentals Review   Visual 2.44

Visual Description: Summary (2 of 2)

Instructor Notes

Ask students if they are able to:

- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities.

- Describe differences between Deputies and Assistants.

- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level.

- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.

Ask the students if there are any questions about the materials presented in this unit. Answer any questions. Transition to the next unit by explaining that Unit 3 will cover Incident/Event Assessment and Incident Objectives.

Your Notes:

Unit 3: Incident/Event Assessment and Agency Guidance in Establishing Incident Objectives

Objectives

At the end of this unit, the students will be able to:

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

Scope

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

Methodology

The instructor will begin by providing the unit objectives and explaining that the unit will focus on assessing an incident and establishing initial incident objectives. The instructor then describes two approaches for organizing incidents and events: planning for a known upcoming event, and organizing for an unplanned event. The instructor explains the responsibilities of the Incident Commander in assessing an incident. The instructor then discusses agency policies and guidelines that influence management of incident or event activities. Next, the unit presents instruction on how to write "SMART" objectives. Finally, the instructor explains the process of transfer of command and the use of ICS Form 201 to assist in incident briefings. The instructor then describes the processes for changing the initial Incident Action Plan and establishing incident objectives, while providing examples of each.

The applied exercise scenario, Crescent City Derailment requires students to write initial incident objectives for this incident utilizing the ICS Form 201. The incident objectives the students produce will be used in the following units to complete the Crescent City Derailment scenario exercises.

At the end of this unit, the instructor will answer any questions from students and summarize the key points of the unit. The instructor will then transition to Unit 4: Unified Command.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction and Objectives	5 minutes
Activity: Incidents vs. Events	10 minutes
Planning: Overview	5 minutes
Initial Response Actions and Incident Assessment	15 minutes
Agency Policies and Guidelines	5 minutes
Initial Incident Objectives	20 minutes
Incident Briefing	10 minutes
Transfer of Command	5 minutes
Applied Exercise	60 minutes
Summary	5 minutes
Total Time	**2 hours 20 minutes**

| Topic | Unit Introduction |

Visual 3.1

> **Unit 3:**
> **Incident/Event Assessment and**
> **Agency Guidance for Establishing**
> **Incident Objectives**

Visual Description: Unit Introduction

Instructor Notes

Explain that Unit 3 focuses on the assessment of incidents/events and on developing incident objectives. The unit includes a discussion of steps in the planning process that are completed as the assessment is done and initial incident objectives are established.

Topic   **Unit Objectives**

Visual 3.2

Unit Objectives

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

Unit 3:
Incident/Event Assessment and Agency Guidance
for Establishing Incident Objectives

Visual 3.2

Visual Description: Unit Objectives

Instructor Notes

Display the visual and review the unit objectives with the class. Tell the students that by the end of this unit, they will be able to:

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

| Topic | Activity: Incidents vs. Events |

Visual 3.3

Activity: Incidents vs. Events

Instructions:

1. **Review the definitions below.**
   - **Incident: An unexpected occurrence that requires immediate response actions through an ICS organization.**
   - **Event: A future activity that will include the activation of an ICS organization.**
2. **Working as a team, identify the differences and similarities between planning for incidents versus events. Record your answers on chart paper.**
3. **Choose a spokesperson and be ready to present your answers to the large group in 10 minutes.**

Unit 3:   Visual 3.3
Incident/Event Assessment and Agency Guidance
for Establishing Incident Objectives

Visual Description: Activity: Incidents vs. Events

Instructor Notes

Present the following instructions to the students:

1. Review the definitions below.
   - Incident: An unexpected occurrence that requires immediate response actions through an ICS organization.
   - Event: A future activity that will include the activation of an ICS organization.
2. Working as a team, identify the differences and similarities between planning for incidents versus events. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answer to the large group in 10 minutes.

After 10 minutes, conduct the activity discussion as follows:

1. Ask the spokesperson from the first team to present one aspect of planning for incidents and one aspect of planning for events.
2. Next, ask the second team spokesperson to present a different aspect of planning for incidents and planning for events.
3. Then, ask the third team spokesperson to present a different aspect of planning for incidents and planning for events.
4. Continue this process until all of the teams have presented.
5. After all teams have presented, ask if any team has additional aspects not mentioned thus far.

Then, show the next two visuals and summarize the aspects of planning for incidents and planning for events.

Aids and Cues

SW Page 3-3

| Topic | Planning: Overview |

Visual 3.4

Planning for Incidents

The incident planners must take into account the following factors:

- **Time criticality**
- **Unstable, changing situation**
- **Potential rapid expansion of incident and response**
- **Incomplete communications and information**
- **Lack of experience managing expanding incidents**

Unit 3:
Incident/Event Assessment and Agency Guidance
for Establishing Incident Objectives

Visual 3.4

Visual Description: Planning for Incidents

Instructor Notes

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

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

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

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

Aids and Cues

| Topic | Planning: Overview |

Visual 3.5

Planning for Events

The planner of an event should take into account the following factors:

- Type of event
- Location, size, expected duration, history, and potential in order to project incident objectives
- Number of agencies involved
- Single or multi-jurisdiction
- Command staff needs
- Kind, type, number of resources required

- Projected aviation operations
- Staging Areas required
- Other facilities required
- Kind and type of logistical support needs
- Financial considerations
- Known limitations or restrictions
- Available communications

Unit 3:
Incident/Event Assessment and Agency Guidance
for Establishing Incident Objectives

Visual 3.5

Visual Description: Planning for Events

Instructor Notes

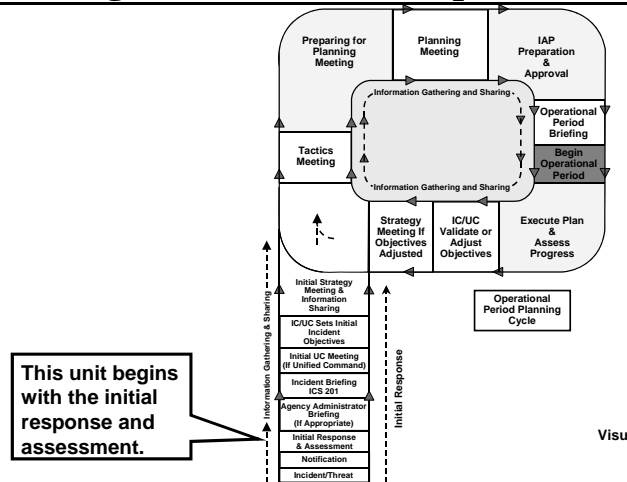Tell the students that the planner of an event should know the following:

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

Aids and Cues

Topic   **Planning: Overview**

Visual 3.6

Planning "P" and Initial Response

This unit begins with the initial response and assessment.

Visual 3.6

Visual Description: The Planning "P" and Initial Response

Instructor Notes

Remind the students that the Planning "P" illustrates the process and steps involved in planning for an incident.

Tell the students that this unit involves the initial response and assessment as highlighted in the Planning "P" visual.

Refer the student to the larger version of this graphic shown on the following page.

Aids and Cues

SW Page 3-7

Topic   **Planning: Overview**

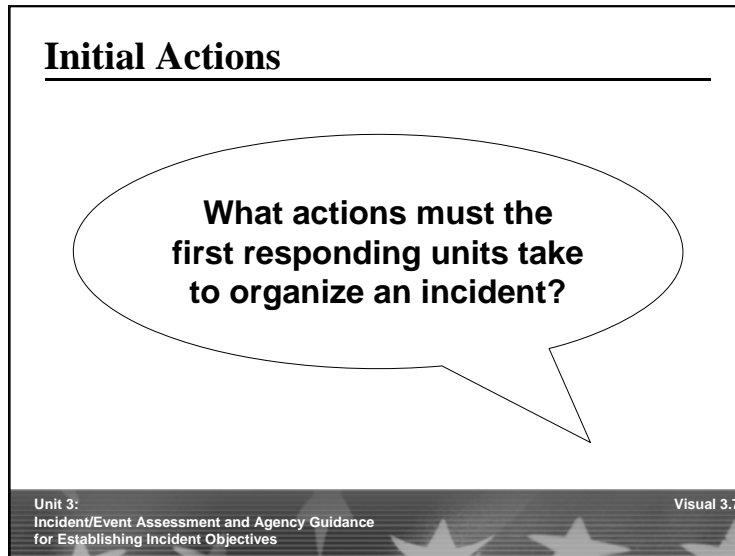This unit begins with the initial response and assessment.
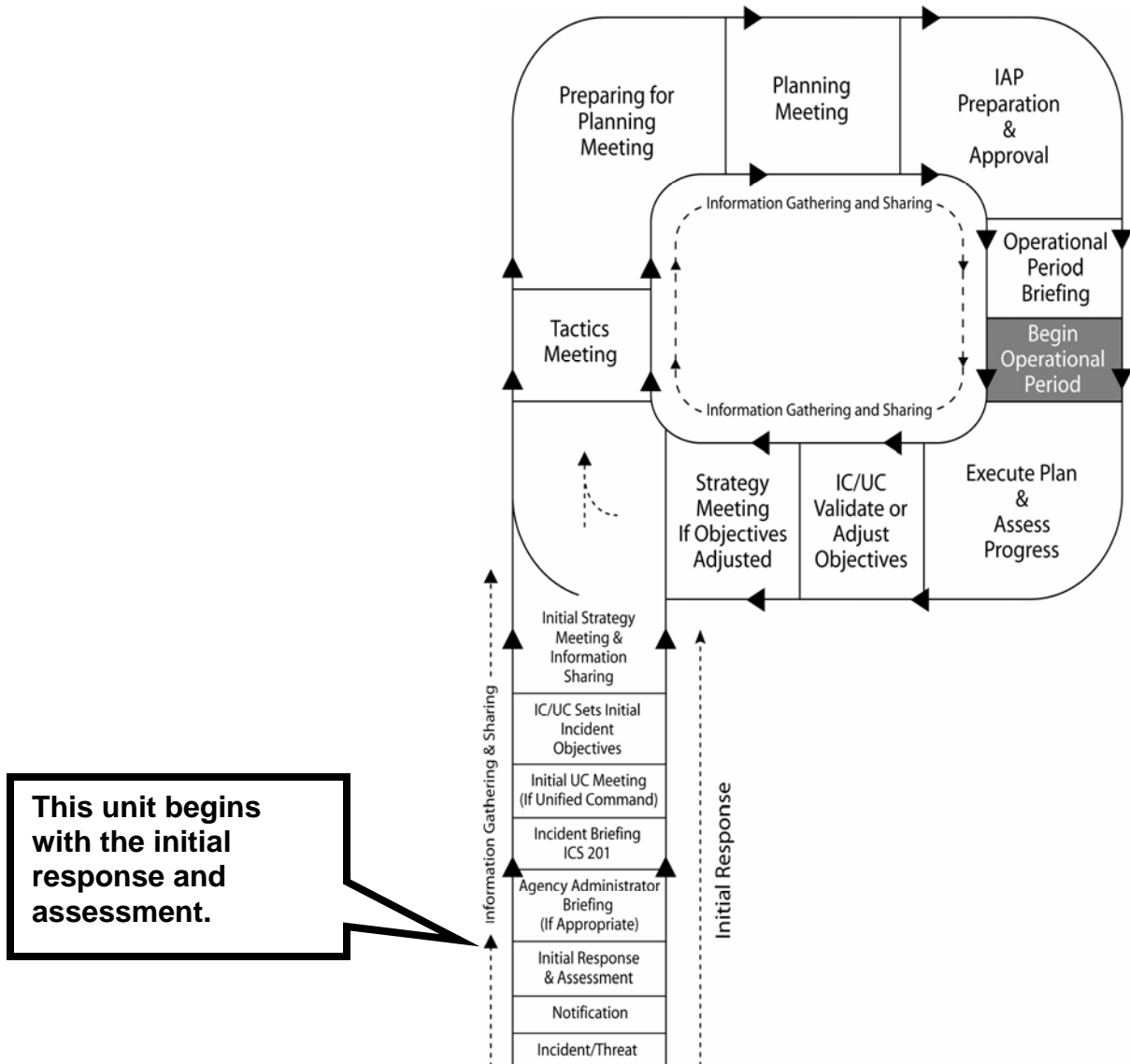
Caption: The Planning "P" illustrates the incident planning process.

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

This unit begins with the initial response and assessment.

Topic   **Initial Response Actions**

Visual 3.7

Initial Actions

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

Unit 3:
Incident/Event Assessment and Agency Guidance
for Establishing Incident Objectives   Visual 3.7:

Visual Description: Initial Actions

Instructor Notes

Show the visual and ask the question: **What actions must the first responding units take to organize an incident?**

Tell the students to work in their assigned teams to do the following:

- Discuss the question within the team and develop a list of response actions.
- Record the list on chart paper.
- Select a spokesperson to present the team's list.
- Be prepared to present to the large group in 5 minutes.

Debrief the activity by asking for a volunteer to present his or her team's list.

Ask other teams if they had additional items to add to the first team's list.

After all teams have responded to the question, show the next visual and review the list of initial response actions.

Aids and Cues

SW Page 3-8

| Topic | Initial Response Actions |

Visual 3.8

Initial Response Actions

Assessment and Safety
- Size up the situation.
- Determine if life is at risk.
- Ensure personnel safety.
- Identify environmental issues to address.

Planning and Resource Management
- Assume command and establish Incident Command Post.
- Establish immediate incident objectives, strategies, and tactics.
- Determine resource needs.
- Establish initial organization that maintains span of control.

Unit 3:
Incident/Event Assessment and Agency Guidance
for Establishing Incident Objectives

Visual 3.8:

Visual Description: Initial Response Actions

Instructor Notes

Show the visual and comment on any additional items that were not mentioned by the teams in the previous activity.

Explain the importance of the initial actions by adding the following comments:

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

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

    - **Size up the situation.** A thorough size up will provide the Incident Commander with the information needed to make initial management decisions.

    - **Determine if life is at immediate risk.**

    - **Ensure that personnel safety factors are taken into account.**

    - **Determine if there are any environmental issues that need to be addressed.** For example, will a hazardous materials spill affect a nearby lake or stream? Is there a toxic plume that requires evacuation?

(Continued on next page.)

Topic   **Initial Response Actions**

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

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

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

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

- **Monitor work progress.** The initial Incident Commander must constantly monitor work progress and adjust the objectives, IAP, and resource requirements accordingly.

Visual 3.9

Initial Response: Conduct a Size Up

The first responder to arrive must assume command and size up the situation by determining:
- **Nature and magnitude of the incident**
- **Hazards and safety concerns**
  - **Hazards facing response personnel and the public**
  - **Evacuation and warnings**
  - **Injuries and casualties**
  - **Need to secure and isolate the area**
- **Initial priorities and immediate resource requirements**
- **Location of Incident Command Post and Staging Area**
- **Entrance and exit routes for responders**

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Visual 3.9

Visual Description: Initial Response: Conduct a Size Up

Instructor Notes

Tell the students that in an initial incident, a size up is done to set the immediate incident objectives.

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

- Nature and magnitude of the incident

- Hazards and safety concerns
  - Hazards facing response personnel and the public
  - Evacuation and warnings
  - Injuries and casualties
  - Need to secure and isolate the area

- Initial priorities and immediate resource requirements

- Location of Incident Command Post and Staging Area

- Entrance and exit routes for responders

Ask the students what additional factors they might consider when conducting a size up.

Aids and Cues

| Topic | Incident Assessment |

Visual 3.10

Initial Management Decisions

A thorough size up provides information needed to make initial management decisions.

Situation Awareness

+

Incident Complexity

Unit 3:
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Visual 3.10:
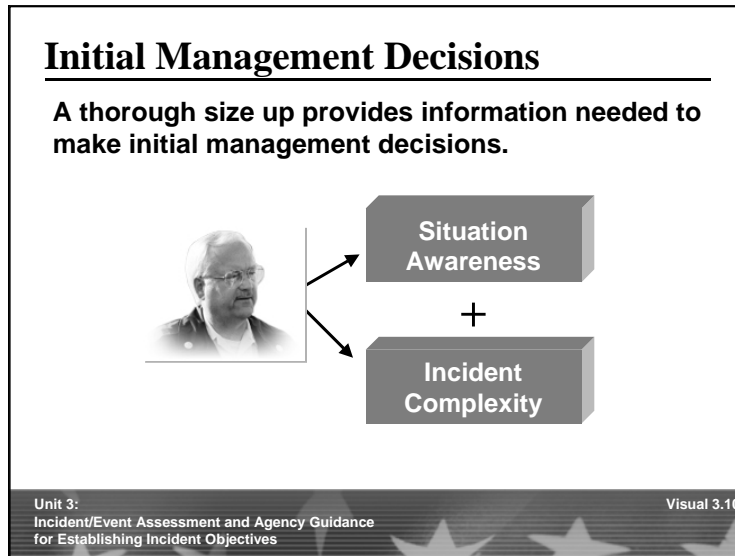
Visual Description: Initial Management Decisions

Instructor Notes

Explain that size up, or a clear understanding of an incident or event, is critical to determining incident objectives and strategies and applying tactics.

Mention that many factors must be considered when performing this assessment, but the most important and all-encompassing factors are "situation awareness" and "incident complexity."

Aids and Cues

| **Topic** | **Incident Assessment** |

Visual 3.11

Situation Awareness

Situation awareness is the perception of:
- **What the incident is doing, and**
- **What you are doing in relation to the incident and your objectives.**

Situation awareness involves the ability to predict:
- **Changes in the incident, and**
- **Your future actions.**

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Visual 3.11

Visual Description: Situation Awareness

Instructor Notes

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

Aids and Cues

Topic   Incident Assessment

Visual 3.12

Situation Awareness Skills

- **Identify problems/potential problems.**
- **Recognize the need for action (atypical situations).**
- **Do NOT ignore information discrepancies; rather, analyze discrepancies before proceeding.**
- **Seek and provide information before acting.**
- **Continue collecting information about the incident and assignments made.**
- **Assess your own task performance.**
- **Identify deviations from the expected.**
- **Communicate your situation awareness to all team members!**

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Visual 3.12

Visual Description: Situation Awareness Skills

Instructor Notes

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

- Identify problems or potential problems.

- Recognize the need for action (atypical situations).

- Do not ignore information discrepancies; rather, analyze discrepancies before proceeding.

- Seek and provide information before acting.

- Continue collecting information about the incident and assignments made.

- Assess your own task performance.

- Identify deviations from the expected.

- Communicate your situation awareness to all team members!

Aids and Cues

| Topic | **Incident Assessment** |

Visual 3.13

Complexity Analysis Factors

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

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Visual 3.13

Visual Description: Complexity Analysis Factors

Instructor Notes

Explain that complexity analysis is that combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including:
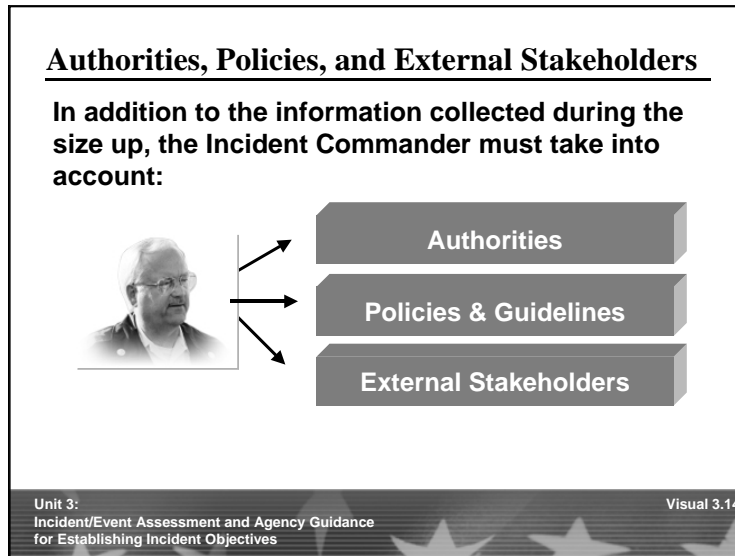
- Impacts to life, property, and the economy.

- Community and responder safety.

- Potential hazards.

- Weather and other environmental influences.

- Likelihood of cascading events.

- Potential crime scene (including terrorism).

- Political sensitivity, external influences, and media relations.

- Area involved and jurisdictional boundaries.

- Availability of resources.

Ask the students if they would add anything to the factors listed on the visual.

Aids and Cues

| Topic | Incident Assessment |

Visual 3.14

Authorities, Policies, and External Stakeholders

In addition to the information collected during the size up, the Incident Commander must take into account:

- Authorities
- Policies & Guidelines
- External Stakeholders

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Visual 3.14

Visual Description: Authorities, Policies, and External Stakeholders

Instructor Notes

Explain that the Incident Commander must also be aware of authorities, policies, and external stakeholders as part of the incident size up.

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

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

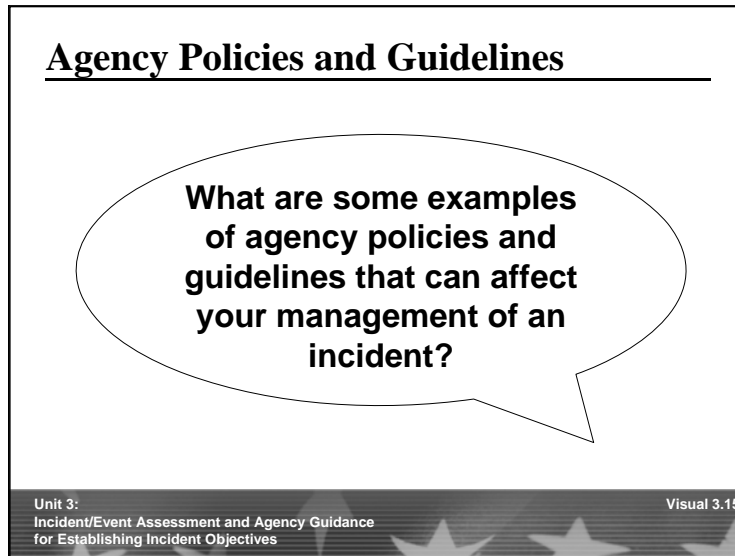Explain that these policies, guidelines, and authorities may give direction on the following:

- Safety
- Control objectives
- Cleanup and rehabilitation guidelines
- Cost containment/incident business management
- Resource sharing

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

| Topic | Agency Policies and Guidelines |

Visual 3.15

Agency Policies and Guidelines

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

Unit 3:
Incident/Event Assessment and Agency Guidance
for Establishing Incident Objectives

Visual 3.15

Visual Description: Agency Policies and Guidelines

Instructor Notes

Show the visual and ask the question: **What are some examples of agency policies and guidelines that can affect your management of an incident?**

Record the student responses on an easel chart, then show the next visual and review the list of examples of agency policies and guidelines.

Aids and Cues

| Topic | Agency Policies and Guidelines |

Visual 3.16

Policies and Guidelines: Examples

- Pre-incident plans
- Standard operating procedures
- Emergency operations plans
- Community preparedness plans
- Mutual-aid agreements

- Wildland Fire Situation Analysis (WFSA)
- Wildland Fire Implementation Plan (WFIP)
- Corrective action plans
- Mitigation plans
- Recovery plans
- Tribal, State, Regional, and National mobilization guides
- Field operations guides

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Visual 3.16

Visual Description: Policies and Guidelines: Examples

Instructor Notes

Tell the students that the following are examples of agency policies and guidelines that can affect management of an incident:

- Pre-incident plans
- Standard operating procedures
- Emergency operations plans
- Community preparedness plans
- Mutual-aid agreements
- Wildland Fire Situation Analysis (WFSA)
- Wildland Fire Implementation Plan (WFIP)
- Corrective action plans
- Mitigation plans
- Recovery plans
- Tribal, State, Regional, and National mobilization guides
- Field operations guides
- Incident specific plans, e.g., Nuclear Facility, Chemical Facility Plants
- Professional standards and guidelines
- Statutes and ordinances
- Continuity of operations plans
- Incident business operating guidelines

Aids and Cues

| Topic | Initial Incident Objectives |

Visual 3.17

Responsibility for Developing Objectives

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

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

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Visual 3.17

Visual Description: Responsibility for Developing Objectives

Instructor Notes

Present the following points:

The Incident Commander has the responsibility to determine the Incident Objectives. Incident Objectives are statements of intent related to the overall incident.

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

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

Remind the students about the relationship between incident objectives, strategies, and tactics by presenting the following points:

- Incident objectives state what will be accomplished.

- Strategies establish the general plan or direction for accomplishing the incident objectives.

- Tactics specify how the strategies will be executed.

Note that a later lesson covers how incident objectives are translated into strategies and tactics.

Aids and Cues

| Topic | Initial Incident Objectives |

Visual 3.18

> ## Overall Priorities
>
> **Incident objectives are established based on the following priorities:**
>
> **#1: Life Safety**
>
> **#2: Incident Stabilization**
>
> **#3: Property Preservation**
>
> Unit 3:
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> for Establishing Incident Objectives
>
> Visual 3.18

Visual Description: Overall Priorities

Instructor Notes

Explain that throughout the incident, objectives are established based on the following priorities:

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

Ask the students for examples of each type of priority. Present examples based on your experience.

Aids and Cues

Visual 3.19

Writing "SMART" Objectives

- **S**pecific - Is the wording precise and unambiguous?
- **M**easurable - How will achievements be measured?
- **A**ction Oriented - Is an action verb used to describe expected accomplishments?
- **R**ealistic - Is the outcome achievable with given available resources?
- **T**ime Sensitive - What is the timeframe? (if applicable)

Unit 3:
Incident/Event Assessment and Agency Guidance
for Establishing Incident Objectives   Visual 3.19

Visual Description: Writing "SMART" Objectives

Instructor Notes

Tell the students that incident objectives should have the following **"SMART"** characteristics:

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

Essentially, the objectives answer the question of what do we want to do. For some kinds of incidents the time to achieve the objectives is critical. In others, time, while always important, may not be an overriding issue. Determining the Incident Objectives and strategy is an essential prerequisite to developing the plan. The following sources of information may be used for developing incident objectives:

- Delegation of authority
- Agency administrator briefing
- Initial Incident Commander briefing
- Complexity analysis
- Declaration establishing emergency status
- Size up
- Pre-incident plan
- Existing agency agreements
- Agency policies

| Topic | Initial Incident Objectives |

Visual 3.20

Sample Objectives

- **Release all hostages safely with no further casualties as soon as practical.**
- **Complete Preliminary Damage Assessments of all damaged residential structures in Anytown within the next 24 hours.**
- **Restore water to the business district by 0900 hours tomorrow.**
- **Contain fire within existing structures (during the current operational period).**

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Visual 3.20

Visual Description: Sample Objectives

Instructor Notes

Show the visual and review the following objectives with the students:

- Release all hostages safely with no further casualties as soon as practical.

- Complete Preliminary Damage Assessments of all damaged residential structures in Anytown within the next 24 hours.

- Restore water to the business district by 0900 hours tomorrow.

- Contain fire within existing structures (during the current operational period).

Facilitate a discussion by asking the students if they agree that these objectives meet the "SMART" guidelines.

Aids and Cues

| Topic | Initial Incident Objectives |

Visual 3.21

Activity: "SMART" Objectives? (1 of 2)

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

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

> **Is this objective "SMART"?**

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Visual 3.21

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

Instructor Notes

- Show the visual and ask the question: **Is this objective "SMART"?**

- Ask for volunteers to respond to the question. If any volunteers feel that the objective does not meet the "SMART" guidelines, ask them how it is deficient. If not mentioned by any volunteers, add the following:

    - The wording is ambiguous in that the type of assistance is not specified.

    - The wording is not measurable because no time or other limitations are mentioned.

    - The wording is not action oriented because "provide" does not strongly describe the action to be taken.

    - The wording is not realistic because "as needed" may exceed all available resources.

    - The wording is not time sensitive because no time constraints are indicated.

Aids and Cues

| Topic | Initial Incident Objectives |

Visual 3.22

Activity: "SMART" Objectives? (2 of 2)

Situation: Blocked storm drains are causing standing water on major roadways.

Incident Objective: Notify public works of storm drain blockages causing standing water, or clear the drains to prevent traffic accidents.

How would you improve this objective?

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Visual 3.22

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

Instructor Notes

Show the visual and ask the question: **How would you improve this objective?**

Ask for volunteers to respond to the question. If not mentioned by any volunteers, add the following:

- The ambiguity of the wording could be corrected by stating which of the two actions is to be taken.

- The wording could be made time sensitive by stating when the action is to be taken and completed.

Aids and Cues

| Topic | Initial Incident Objectives |

Visual 3.23

Objectives Criteria

- **Make good sense (be feasible, be practical, and be suitable).**
- **Be within acceptable safety norms.**
- **Be cost effective.**
- **Be consistent with sound environmental practices.**
- **Meet political considerations.**

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Visual 3.23

Visual Description: Objectives Criteria

Instructor Notes

Point out that the strategy or strategies to achieve the objectives should pass the following criteria test:

- Make good sense (be feasible, be practical, and be suitable).

- Be within acceptable safety norms.

- Be cost effective.

- Be consistent with sound environmental practices.

- Meet political considerations.

Explain that it is also essential to consider alternative strategies which may have to be employed. If possible, an alternative strategy should be considered for each Incident Objective. It should also be pointed out that agency policy will affect the objectives and strategies. In some agencies, the agency executive or administrator will provide the Incident Commander, especially on large incidents, with written authority and document any constraints or limitations.

Aids and Cues

| Topic | Initial Incident Objectives |

Visual 3.24

Examples of Incident Objectives

- Release all hostages safely with no further casualties.
- Stop any further flow of toxic material to river bed.
- Contain fire within existing structures.
- Search all structures for casualties by 1400 hours.
- Reduce reservoir level to 35 feet by 0800 hours tomorrow.
- Spray 20,000 acres in treatment Unit ___ by (date).

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Visual 3.24

Visual Description: Examples of Incident Objectives
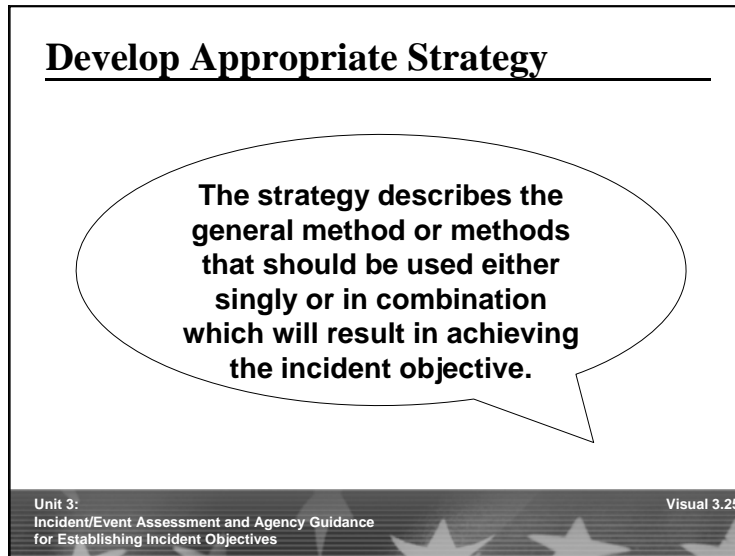
Instructor Notes

Provide the following examples of Incident Objectives for several different kinds of incidents. Point out that each of these is measurable, some are time dependent.

- Release all hostages safely with no further casualties.

- Stop any further flow of toxic material to river bed.

- Contain fire within existing structures.

- Search all structures for casualties by 1400 hours.

- Reduce reservoir level to 35 feet by 0800 hours tomorrow.

- Spray 20,000 acres in treatment Unit ___ by (date).

Aids and Cues

Topic	Initial Incident Objectives

Visual 3.25

Develop Appropriate Strategy

The strategy describes the general method or methods that should be used either singly or in combination which will result in achieving the incident objective.

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Visual 3.25

Visual Description: Develop Appropriate Strategy

Instructor Notes

Explain that the strategy describes the general method or methods that should be used either singly or in combination which will result in achieving the incident objective.

Provide the following example: For the Incident Objective - Reduce the reservoir level to 35 feet, several strategies could be employed:

- Strategy #1 - Reduce/ divert inflow
- Strategy #2 - Open spillways
- Strategy #3 - Use pumps

Any one of these strategies would contribute to meeting the objective. All three could be used together.

Aids and Cues

Visual 3.26

Tactical Direction

- **Tactical Direction describes what must be accomplished within the selected strategy or strategies in order to achieve the Incident Objectives.**
- **Tactical Direction is the responsibility of the Incident Commander or the Operations Section Chief if that position has been established.**

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Visual 3.26

Visual Description: Tactical Direction

Instructor Notes

Tactical Direction describes what must be accomplished within the selected strategy or strategies in order to achieve the Incident Objectives. Tactical Direction is the responsibility of the Incident Commander or the Operations Section Chief if that position has been established.

The Operations Section Chief or the Incident Commander (if the Operations Section Chief has not been established) should interact with Branch Directors and Division and/or Group Supervisors on the tactics that should be employed to meet the incident objectives. This is particularly important when the incident involves personnel from multiple disciplines. Jointly developed tactics can assure understanding and enhance commitment.

Aids and Cues

| Topic | Initial Incident Objectives |

Visual 3.27

Steps for Tactical Direction

- **Establish Tactics**

- **Assign Resources**

- **Monitor Performance**

- **Adjust Tactics**

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Visual 3.27

Visual Description: Steps for Tactical Direction

Instructor Notes

Explain that Tactical Direction consists of the following steps:

Establish Tactics: Determine the tactics that are to be used appropriate to the strategy. The tactics are normally established to be conducted within an operational period. For example, the tactic might be:

- Use truck-mounted pumps working from the road on north side discharging into spillway, and portable or stationery pumps on the east side discharging into Murkey Creek.

Assign Resources: Determine and assign the kind and type of resources appropriate for the selected tactics. For example:

- Obtain three 1500-gpm truck mounted pumps from county flood control. Use two water department 500-gpm portable pumps on east side.

Monitor Performance and Adjust Tactics: Performance monitoring will determine if the tactics and resources selected for the various strategies are both valid and adequate. For example, using the above example, it may be necessary to increase the pumping capacity. This would require ordering and installing additional pumping equipment. It could also be determined that due to clogging, the use of pumps as a strategy may have to be abandoned.

(Continued on next page.)

Point out that on large incidents which may last for some time, only so much may be achieved toward accomplishing an Incident Objective in a single Operational Period. Therefore, the tactical direction should be stated in terms of accomplishments that can realistically be achieved within the timeframe currently being planned.

Tell the students that resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period. If the required tactical resources will not be available, then an adjustment should be made to the tactics and operations being planned for the Operational Period. Lack of available resources could require both a reassessment of tactics and perhaps the overall strategy.

Stress that it is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time working on strategies and tactical operations which realistically cannot be achieved.
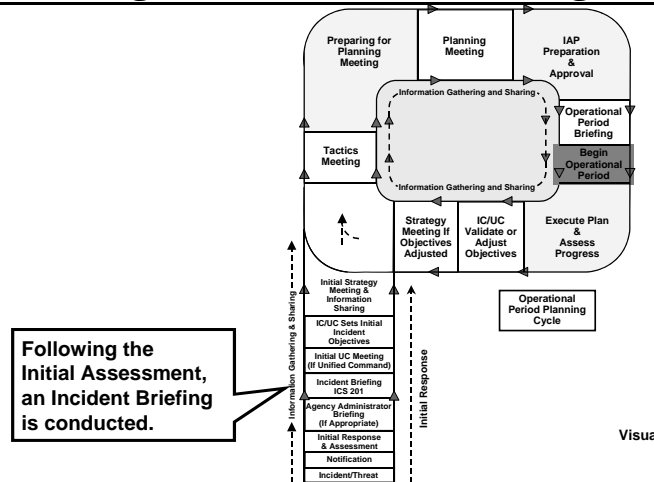
Explain that personnel and logistical support factors must be considered in determining tactical operations. Lack of logistical support can mean the difference between success and failure in achieving objectives.

Note that while the above examples relate to incidents, the planning for an event would entail the same basic phases.

| Topic | Incident Briefing |

Planning "P" and Incident Briefing

Visual 3.28

Preparing for Planning Meeting

Planning Meeting

IAP Preparation & Approval

Information Gathering and Sharing

Operational Period Briefing

Tactics Meeting

Begin Operational Period

Information Gathering and Sharing

Strategy Meeting If Objectives Adjusted

IC/UC Validate or Adjust Objectives

Execute Plan & Assess Progress

Initial Strategy Meeting & Information Sharing

IC/UC Sets Initial Incident Objectives

Operational Period Planning Cycle

Initial UC Meeting (If Unified Command)

Incident Briefing ICS 201

Agency Administrator Briefing (If Appropriate)

Initial Response & Assessment

Notification

Incident/Threat

Information Gathering & Sharing

Initial Response

Following the Initial Assessment, an Incident Briefing is conducted.

Visual 3.28

Visual Description: Planning "P" and Incident Briefing

Instructor Notes

Remind students that the Planning "P" illustrates the incident planning cycle. Following the Initial Assessment, an Incident Briefing is conducted, using ICS Form 201, the Incident Briefing form.

Show the next visual and explain the Incident Briefing and ICS Form 201 in more detail.

Aids and Cues

| Topic | Incident Briefing |

Visual 3.29

Incident Briefing (Form ICS 201)

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

INCIDENT BRIEFING

- **Map sketch of the incident**
- **Summary of current actions**
  - **Including incident objectives**
- **Current organization**
- **Resource summary**

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Visual 3.29

Visual Description: ICS Form 201, Incident Briefing

Instructor Notes

Explain that the Incident Briefing, ICS Form 201:

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

Tell the students that a copy of the ICS Form 201 is shown in their Student Workbooks as part of the upcoming applied exercise, SW pages 3-40 thru 3-43.

Explain that the ICS Form 201 contains:

- Map sketch of the incident
- Summary of current actions
    o Including incident objectives
- Current organization
- Resource summary

Point out that one of the features of this form is that it can be easily disassembled. This allows the Incident Commander to give certain portions to the Planning Section for use in developing situation and resources information.

Tell the students that the Incident Briefing, ICS Form 201 is particularly valuable during the first operational period of an incident, and in many cases it will be the Incident Action Plan for the first Operational Period.

Topic	**Transfer of Command**

Visual 3.30

Transfer of Command

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

What steps must occur before command is transferred?

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Visual 3.30

Visual Description: What steps must your supervisor take before assuming command?

Instructor Notes

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

Then ask the students: **What steps must occur before command is transferred?**

Ask for volunteers to answer the question. Then, show the next visual and present the steps in assuming command.

Aids and Cues

Visual 3.31

Steps in Assuming Command

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

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Visual 3.31

Visual Description: Steps in Assuming Command

Instructor Notes

Explain that the person assuming command should do the following:

- Assess the situation with the current Incident Commander.
- Receive a briefing from the current Incident Commander.
- Receive a Delegation of Authority from the agency administrator.
- Determine an appropriate time for transfer of command and document the transfer (ICS Form 201).
- Notify others of the change in incident command. Including the following parties:
  - Agency headquarters (through dispatch)
  - General Staff members (if designated)
  - Command Staff members (if designated)
  - All incident personnel

- Determine your position in the incident organization with the incoming Incident Commander. Receiving another assignment in the organization:
  - Retains first-hand knowledge at the incident site and can use that knowledge in the response.
  - Allows you to observe the progress of the incident and to gain experience.

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

Refer the students to the table in the Student Workbook that lists the guidelines for transfer of command briefings, SW page 3-36.

Transfer of Command Briefings

A transfer of command briefing must be by the current Incident Commander, and take place face-to-face if possible. The briefing must cover the following:

- Incident history (what has happened)
- Priorities and objectives
- Current plan
- Resource assignments
- Incident organization
- Resources ordered/needed
- Facilities established
- Status of communications
- Any constraints or limitations as directed by policies and guidelines
- Incident potential
- Status of Delegation of Authority, inherent or specific

The incoming Incident Commander must ensure that he or she understands the responsible agencies' policies and agency administrator's direction as discussed earlier in this unit. This may be inherent based on the person's employment or rank, or may be provided by the agency administrator.

Changing Incident Objectives

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

- Change in agency administrator goals
- Change in available resources - kinds or types
- Failure or unexpected success of tactical efforts
- Improved intelligence
- Cost factors
- Political considerations
- Environmental considerations

Such changes, if essential, should usually be made immediately, rather than allowing the existing plan to proceed. Delayed changes may result in additional control problems, greater loss, and increased expense and risk. Changes can cause disruptions and when possible should be implemented at the start of the next operational period.

(Continued on next page.)

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

- Implement appropriate safety procedures for all changes. Before implementing changes, the Incident Commander must consider the impact on the safety of responders. If a change in the IAP places responders at greater risk, safety procedures must be changed as well.

- Make changes only if you must. Do not make unnecessary changes to incident objectives or the IAP.

- Make changes sooner rather than later. Evaluate the impact of any changes on overall operations. Do not wait beyond the beginning of the next operational period to make changes. If changes are critical, make them immediately.

- Ensure that the changes are communicated clearly throughout the organization. Poor communication of changed objectives will reduce the efficiency of the response. It could also increase costs and put responders at greater risk.

| Topic | Applied Exercise |

Visual 3.32

Exercise Instructions

Instructions:

1. **Working as a team, review the scenario and partially completed ICS Form 201, Incident Briefing.**

   Remember the overall priorities . . .

   #1: Life Safety

   #2: Incident Stabilization

   #3: Property Preservation

2. **Determine what incident type (Type 1-5) the scenario represents.**

3. **Identify applicable policies, procedures, plans or standards that could influence the development of incident objectives.**

4. **Write initial incident objectives on the ICS Form 201 in your exercise materials. Also record the objectives on chart paper.**

5. **Select a spokesperson and be prepared to present your work in 30 minutes.**

Unit 3:
Incident/Event Assessment and Agency Guidance
for Establishing Incident Objectives

Visual 3.32:

Visual Description: Exercise Instructions

Instructor Notes

Follow the steps below to conduct this exercise:

▪ Tell the students to turn to the exercise in their Student Workbooks.

▪ Show the visual and present the following instructions for completing the exercise:

1. Working as a team, review the scenario and partially completed Incident Briefing,
2. ICS Form 201.
   Remember the overall priorities . . .
   ▪ #1: Life Safety
   ▪ #2: Incident Stabilization
   ▪ #3: Property Preservation

3. Determine what incident type (Type 1-5) the scenario represents.
4. Identify applicable policies, procedures, plans or standards that could influence the development of incident objectives.
5. Write initial incident objectives on the ICS Form 201 in your exercise materials. Also record the objectives on chart paper.
6. Select a spokesperson and be prepared to present your work in 30 minutes.

Review the scenario summarized on the following visual.

Note: Depending on your target audience, you may want to use a different scenario. To create your own scenario:
(1) Develop a scenario description similar to the one on the next visual.
(2) Complete an ICS Form 201 leaving the objectives blank.

| Topic | Applied Exercise |

Visual 3.33

Crescent City Derailment

On August 4, at 0835, 10 cars of a southbound freight train derailed on the outskirts of Crescent City. Beginning with the car immediately behind the engine, the cargo includes:

- Cars 1-4: Newsprint
- Car 5: Molten sulfur
- Car 6: Liquid yellow phosphorus
- Car 7: Tallow
- Cars 8-10: Empty car carriers

The derailment occurred on a bridge over Wilson Creek near a residential area. Cars 5 through 7 are extensively damaged and on fire.

Unit 3:
Incident/Event Assessment and Agency Guidance
for Establishing Incident Objectives

Visual 3.33:

Visual Description: Scenario, Crescent City Derailment

Instructor Notes

Review the highlights of the following scenario:

Scenario

On August 4, at 0835, 10 cars of a southbound freight train derailed on the outskirts of Crescent City. Beginning with the car immediately behind the engine, the cargo includes:

- Cars 1-4: Newsprint
- Car 5: Molten sulfur
- Car 6: Liquid yellow phosphorus (12,000 gallons)
- Car 7: Tallow
- Cars 8-10: Empty car carriers

The derailment occurred on a bridge over Wilson Creek near a residential area. Cars 5 through 7 are extensively damaged and on fire.

The primary concern is the phosphorus car. Phosphorus self-ignites in the presence of oxygen, and is water reactive.

Aids and Cues

SW Pages 3-39 thru 3-43

After 30 minutes, conduct a debrief of the exercise as follows:

1. Ask the teams to display the chart paper with their incident objectives in a location where the entire class can view them.

2. Select a team to present its incident objectives.

3. Compare the team's proposed incident objectives created by the other groups. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the team spokesperson to present the reasons why the team chose a different objective. Continue this process until all of the potential objectives have been discussed.

Note: Below are sample objectives for this incident. Remember, there is no single correct response.
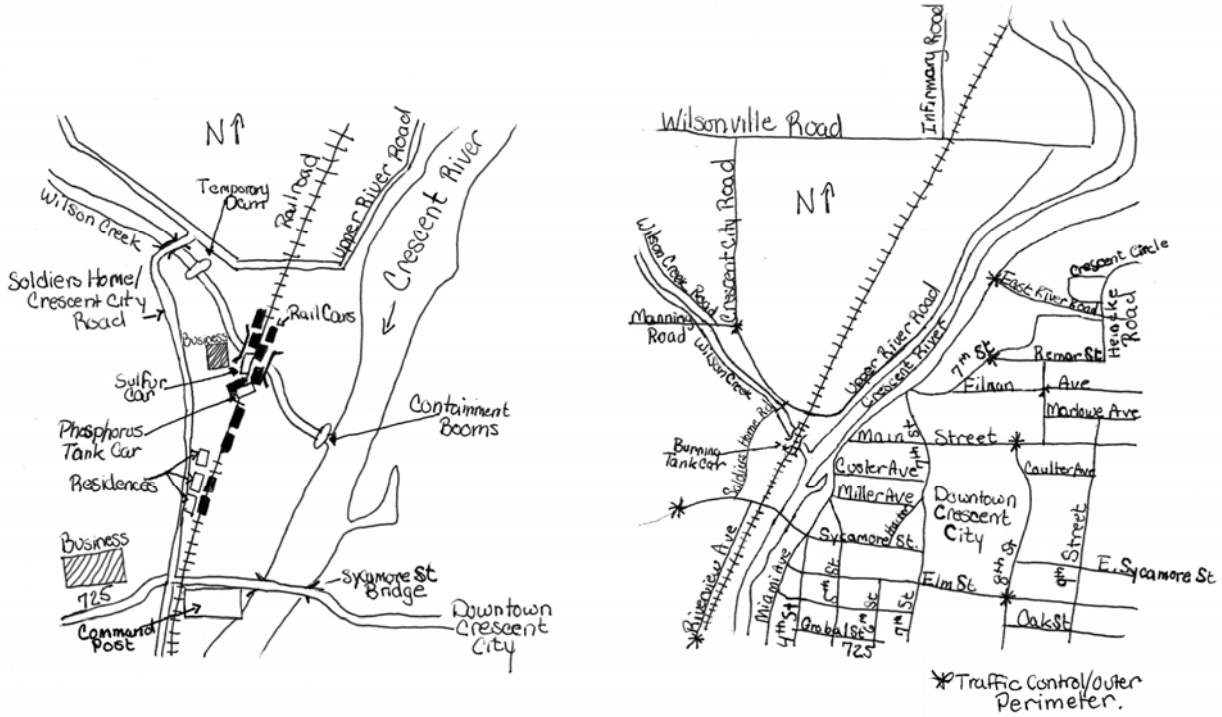
Sample Incident Objectives

1. Ensure safety of responders and public.
2. Establish outer perimeter 1 mile downwind by 0900.
3. Evacuate area east of river and inside outer perimeter by 1100.
4. Monitor toxic plume.
5. Apply fog stream to plume.

Aids and Cues

INCIDENT BRIEFING	**1. Incident Name** Crescent City Hazmat	**2. Date** 8-4	**3. Time** 0920

4. Map Sketch

| **ICS 201 (12-93) NFES 1325**	**PAGE 1**	**5. PREPARED BY (NAME AND POSITION)**

6. Summary of Current Actions

INSERT OBJECTIVES: *Based on the information provided, develop the initial incident objectives.*

Situation: Outer perimeter established (see map). Air monitoring points will be established at the direction of HazMat Team. Requested HazMat Team report on hazards & strategic options. Due by 0930. Requested additional Command and General Staff. Contacted school bus service for buses and Red Cross to open shelter for evacuees. Staging Area established at Crescent City Junior High-Remar St. Called Liberty County E.M. suggested they open EOC. Briefed Mayor Billingsley and Chief Howard. Told Chief we need a full Command and General Staff—he will activate—eta 1000. Also told him we might need to move ICP.

ICS 201 (12-93) **NFES 1325**	**PAGE 2**	

7. Current Organization

```
                        ┌──────────────────────┐
                        │  Incident Commander  │
                        │                      │
                        │    Ralph Wilkins     │
                        └──────────┬───────────┘
                                   │
                                   │        ┌──────────────────────────┐
                                   ├────────│ Safety Officer:  Carl Miller │
                                   │        └──────────────────────────┘
                                   │
                        ┌──────────────────────┐
                        │      Operations      │
                        │                      │
                        └──────────┬───────────┘
           ┌───────────┬───────────┼───────────┬───────────────┐
   ┌───────────────┐ ┌───────────┐ ┌───────────┐ ┌──────────────┐ ┌────────────┐
   │ Air Monitor   │ │ Evac Div A│ │ Evac Div B│ │ Perimeter    │ │ Fog Stream │
   │ Group         │ │           │ │           │ │ Group        │ │            │
   └───────────────┘ └───────────┘ └───────────┘ └──────────────┘ └────────────┘
```

| ICS 201 (12-93)
NFES 1325 | PAGE 3 | |
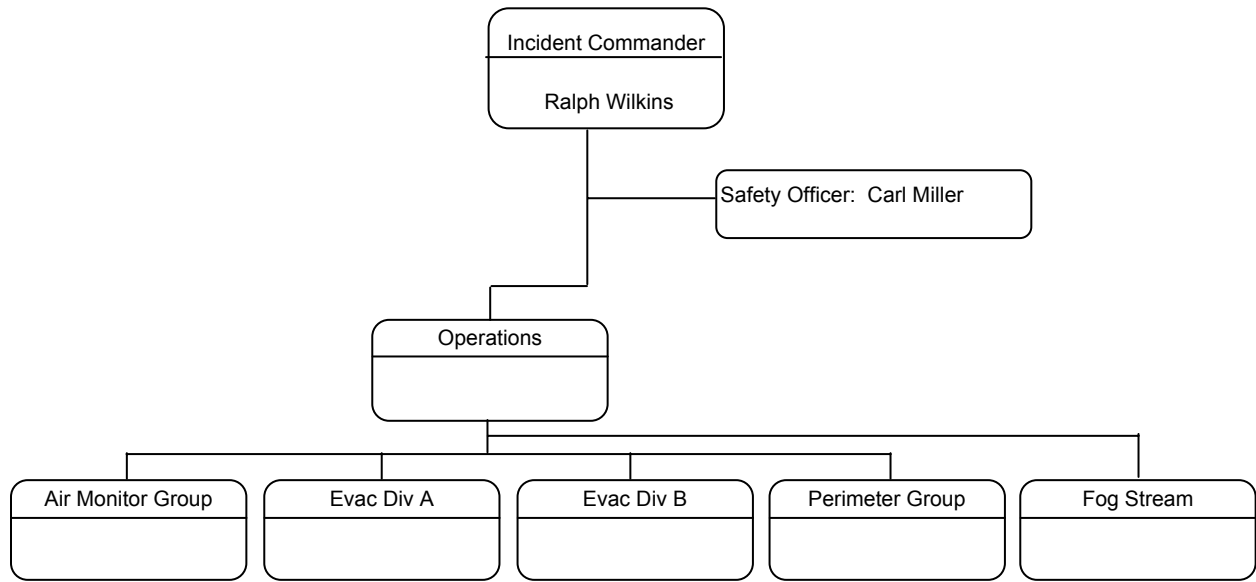
8. Resources Summary				
Resources Ordered	**Resource Identification**	**ETA**	**On Scene**	**Location/Assignment**
8 police/marked vehicles		0910		Outer perimeter (see map)
HazMat Team	CC/LC Hazmat 1		**X**	ICP
10-20 passenger buses		1000		To staging/Evac Divs A & B
Engines (3)	ME 1,2,3	0915		Evac Div A
Trucks (2)	MT 1,2	0915		Evac Div A
Engines (3)	OF 1,2,3	0930		Evac Div B
Trucks (2)	OTR 1, OTR 2	0930		Evac Div B
Engine/master-stream	OF 4	0930		Fog stream or plume
ICS 201 (12-93) **NFES 1325**	**PAGE 4**			

| Topic | Summary |

Visual 3.34

Summary

Are you now able to:

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

Unit 3:
Incident/Event Assessment and Agency Guidance
for Establishing Incident Objectives

Visual 3.34

Visual Description: Summary

Instructor Notes

Ask students if they are able to:

- Describe methods and tools used to assess incident/event complexity.

- Describe types of agency(s) policies and guidelines that influence management of incident or event activities.

- Describe the process for developing incident objectives, strategies, and tactics.

- Describe the steps in transferring and assuming incident command.

- As part of an exercise, develop incident objectives for a simulated incident.

Your Notes:

Unit 4: Unified Command

Unit Objectives

At the end of this unit, the students will be able to:

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

Scope

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

Methodology

The instructor will introduce this unit by introducing the unit objectives. The instructor will then provide a background on the development of Unified Command, including solutions considered for multi-jurisdiction or multi-agency incidents.

Next, the instructor will define Unified Command and explain how it is used in managing incidents. The instructor will then describe the five primary features of a Unified Command organization.

The next topic will cover guidelines for using Unified Command, followed by a discussion on functioning in Unified Command. The instructor will then discuss eight advantages of using Unified Command.

The applied exercise involves a school bus accident that occurs on a highway that forms the boundary between two jurisdictions. The scenario is designed to test the students' understanding of Unified Command and requires the students to apply their knowledge of the learning objectives identified in this unit

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Objectives	5 minutes
Background on Unified Command	5 minutes
Applying Unified Command	5 minutes
Unified Command Elements	10 minutes
Unified Command Features	30 minutes
Incident Commander Responsibilities and Spokesperson Designation	5 minutes
Unified Command and Preparedness	5 minutes
Advantages of Unified Command	5 minutes
Applied Exercise	60 minutes
Summary	5 minutes
Total Time	**2 hours 15 minutes**

Topic Unified Command

Visual 4.1

Unit 4:
Unified Command

Visual Description: Unit Introduction

Instructor Notes

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

Topic   Unit Objectives

Visual 4.2

Unit Objectives

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

Unit 4:
Unified Command

Visual 4.2

Visual Description: Unit Objectives

Instructor Notes

Review the unit objectives with the class. Tell the students that by the end of this unit, they will be able to:

- Define and identify the primary features of Unified Command.

- Describe how Unified Command functions on a multi-jurisdiction or multi-agency incident.

- List the advantages of Unified Command.

- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multi-jurisdiction conditions.

Topic   **Background on Unified Command**

Visual 4.3

Background on Unified Command

How can you organize for incidents that cross jurisdictional boundaries or exceed individual agency responsibility?

Unit 4:
Unified Command   Visual 4.3
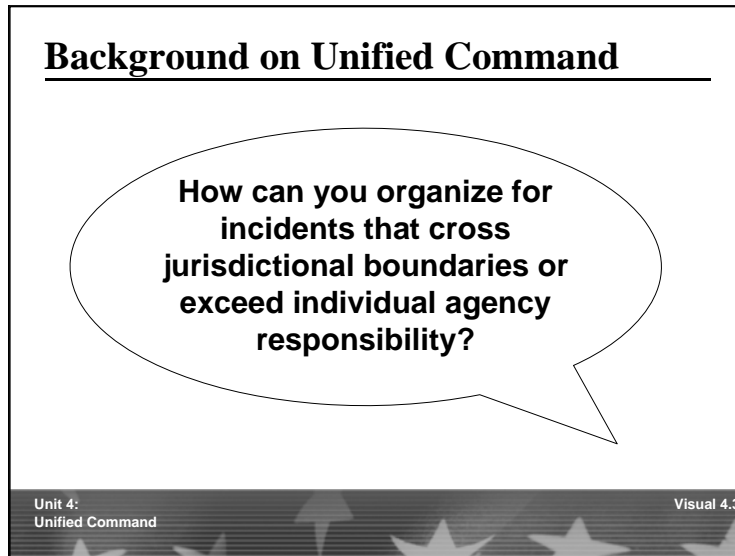
Visual Description: Background on Unified Command

Instructor Notes

Introduce this topic by telling students that early in the development of ICS, it was recognized that many incidents crossed jurisdictional boundaries or the limits of individual agency functional responsibility.

It is important to support the intent of NIMS and the National Preparedness Goal to enable communities to be better prepared to support one another during a response. When implemented properly, Unified Command enables agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.

Often the most difficult part of the concept to explain is that the Incident Commanders within the Unified Command make joint decisions and speak as one voice. If there is a disagreement, it is worked out among the Incident Commanders within the Unified Command. Unity of command still is maintained within the Operations Section. Each responder reports to a single supervisor. In other words, within a Unified Command the police officer won't tell the firefighters how to do their job nor would the Emergency Medical Service (EMS) tell the police how to direct the traffic.

Joint training and exercises help to ensure that the Unified Command structure will perform effectively during an incident.

Aids and Cues

Topic | **Background on Unified Command**

Visual 4.4

Two Options

Divide the incident geographically or functionally so that each jurisdiction or agency can establish its own ICS organization.

Create a single ICS incident structure and process that has an effective and responsible multi-jurisdictional or multi-agency approach.

Unit 4:
Unified Command

Visual 4.4

Visual Description: Two Options

Instructor Notes

The standard ICS organizational framework with a single Incident Commander from one jurisdiction or agency did not lend itself to creating an effective organization for multi-jurisdictional incidents, or for incidents involving several agencies from the same political jurisdiction. In fact, the use of a single Incident Commander would, in some cases, not be legally possible or politically advisable. On the other hand, it was also recognized that every incident must have one person with the responsibility and the authority to direct tactical actions. Lacking a single authority, chaos easily prevails on multi-jurisdictional or multi-agency incidents.

Two options were considered:

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

   Ask the students for examples of situations where this option did not work effectively.

2. Create a single ICS incident structure with a built-in process for an effective and responsible multi-jurisdictional or multi-agency approach. This option became Unified Command. Presently, Unified Command is used commonly for incidents of all kind and type regardless of size and complexity. It is a major feature of the Incident Command System.

Aids and Cues

Topic   **Background on Unified Command**

Visual 4.5

Unified Command

- **Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.**

- **Allows Incident Commanders to make joint decisions by establishing a single command structure.**

- **Maintains unity of command. Each employee only reports to one supervisor.**

Incident Command Post

Agency 1 Incident Commander   Agency 2 Incident Commander   Agency 3 Incident Commander

Unit 4: Unified Command   Visual 4.5

Visual Description: Unified Command Organization

Instructor Notes

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

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

Point out to students the meanings attached to agency and jurisdiction as used in this discussion.

- Agency is used to describe organizations which have a legal and functional responsibility at an incident.

- Agencies may be from the same jurisdiction, other jurisdictions, or represent functional governmental authorities which do not necessarily have a geographical influence. They can also represent industrial and commercial organizations from the private sector.

Examples could include the coroner's office, the Federal Aviation Administration (FAA), the XYZ Chemical Corporation, etc. "Jurisdictional" describes an authority or responsibility, and can also mean a geographic area, e.g., a City, County, State, Federal lands.

Topic   **Background on Unified Command**

Visual 4.6

> **Differences Between Single Command Structure and the Unified Command Structure**
>
> **Single Command Structure**
> - **The Incident Commander is solely responsible for establishing incident management objectives and strategies.**
> - **The Incident Commander is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.**
>
> **Unified Command Structure**
> - **The individuals designated by their jurisdictional authorities must jointly determine objectives, strategies, plans, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.**
>
> Unit 4:   Visual 4.6
> Unified Command

Visual Description: Unified Command Organization

Instructor Notes

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

- In a single command structure, the Incident Commander is solely responsible (within the confines of his or her authority) for establishing incident management objectives and strategies. The Incident Commander is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.

- In a Unified Command structure, the individuals designated by their jurisdictional authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.

Aids and Cues

Topic   **Applying Unified Command**

Visual 4.7

Applying Unified Command

Unified Command is:

- **A collaborative team-effort process.**
- **Not a new process.**

For years, the U.S. military has used a similar concept to integrate military services in joint operations.

Unit 4:
Unified Command   Visual 4.7

Visual Description: Applying Unified Command

Instructor Notes

Tell students that Unified Command:

- Is a collaborative team-effort process.
- Allows all agencies with responsibility for an incident to establish a common set of incident objectives that all can subscribe to.
- Is accomplished without losing or abdicating agency authority, responsibility, or accountability.
- Is not a new process; it is currently being used in managing incidents throughout the United States.
- Is often overlooked but it is just as valuable on Type 3 and 4 incidents as it is on Type 1 and 2 incidents. Type 3 and 4 incidents frequently involve multiple jurisdictions or several agencies from the same political jurisdiction.
- Represents an important element in increasing the management effectiveness of multi-jurisdictional incidents or incidents involving multiple agencies from a single political jurisdiction. Unified Command is a key to managing such incidents in a safe, efficient, and cost effective manner. It is recommended that Unified Command structures and agency responsibilities in local areas be included in local emergency operations plans and interagency/mutual-aid agreements.

Note that the Incident Commanders within the Unified Command make joint decisions and speak as one voice. If there is a disagreement, it is worked out among the Incident Commanders within the Unified Command. Explain that the exact composition of the Unified Command structure will depend on the location(s) of the incident (i.e., which geographical administrative jurisdictions are involved) and the type of incident (i.e., which functional agencies of the involved jurisdiction(s) are required).
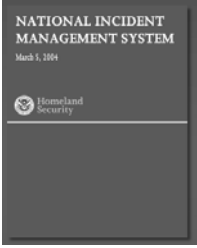
Topic   **Applying Unified Command**

Visual 4.8

NIMS and Unified Command

NIMS encourages the use of Unified Command.

"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."

NATIONAL INCIDENT MANAGEMENT SYSTEM
March 3, 2004

Homeland Security

Unit 4:   Visual 4.8
Unified Command

Visual Description: NIMS and Unified Command

Instructor Notes

Emphasize that the National Incident Management System (NIMS) encourages the use of Unified Command when appropriate.

"Unified Command is an important element in multi-jurisdictional or multi-agency domestic incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. 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. All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the Unified Command structure and contribute to the process of determining overall incident strategies; selecting objectives; ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives; ensuring the integration of tactical operations; and approving, committing, and making optimum use of all assigned resources."

Aids and Cues

Topic	Applying Unified Command

Visual 4.9

> ## Unified Command: Multiple Jurisdictions
>
> **Incidents That Impact More Than One Political Jurisdiction**
>
> > **Example**: A wildland fire starts in one jurisdiction and burns into another jurisdiction. Responding agencies from each jurisdiction have the same mission (fire suppression), and it is the political and/or geographical boundaries that mandate multi-agency cooperation and involvement.
>
> Unit 4:
> Unified Command
>
> Visual 4.9

Visual Description: Unified Command: Multiple Jurisdictions

Instructor Notes

Present the following points:

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

▪ An example is a wildland fire starting in one jurisdiction and burning into another jurisdiction. Responding agencies from each jurisdiction have the same mission (fire suppression), and it is the political and/or geographical boundaries that mandate multi-agency cooperation and involvement.

Ask the students to provide an example for their jurisdictions or States.

Aids and Cues

Topic   **Applying Unified Command**

Visual 4.10

Multi-jurisdictional Incident

Sample Organizational Chart

Unified Command

| Jurisdiction A | Jurisdiction B | Jurisdiction C |
| Incident Commander | Incident Commander | Incident Commander |

Unified Incident Objectives

Command Staff

| Operations Section | Planning Section | Logistics Section | Finance/ Administration Section |

Unit 4: Unified Command   Visual 4.10

Visual Description: Multi-jurisdictional Incident

Instructor Notes

Explain that this visual presents an example of a Unified Command organization chart for a multi-jurisdictional incident. The chart includes the following elements:

- **Unified Command:** The Unified Command is composed of the Incident Commanders from the three jurisdictions. The Unified Command establishes a single set of unified objectives.

- **Integrated Command and General Staff:** The organization has integrated Command Staff and Operations, Planning, Logistics, and Finance/Administration Sections.

Refer the class to the table on the next page that summarizes the four elements to consider in applying Unified Command.

Aids and Cues

SW Page 4-12

Applying Unified Command	
Element	**Description**
1. Authorities, Policies, Objectives, Strategies	In single command, authority and responsibility for an Incident Commander to manage an incident or event comes in the form of a delegation of authority from the agency executive or administrator of the jurisdiction of occurrence or is inherent in existing agency policies and procedures. In Unified Command, the responsibility for delegating authority belongs to the various jurisdictional and agency executive or administrators who set policy and are accountable to their jurisdictions or agencies. They must appropriately delegate to the Unified Commanders the authority to manage the incident. Given this authority, the Unified Commanders will then collectively develop one comprehensive set of incident objectives, and use them to develop strategies.
2. Organization	The Unified Command organization consists of the Incident Commanders from the various jurisdictions or agencies with statutory jurisdiction operating together to form a single command structure. Typically, this will consist entirely of local Incident Commanders representing their respective jurisdictions or agencies. On complex Type 1 or 2 incidents, the Unified Command may include Incident Commander(s) that have been mobilized through a Federal, Tribal, State or Municipal mobilization system combined with the local Incident Commanders representing the local jurisdictions or functional agencies.
3. Resources	For Type 3, 4 or 5 incidents, resources in the ICS Unified Command are generally the personnel and equipment supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility. In larger Type 1 or 2 incidents, local agency resources may be supplemented by additional resources mobilized for the incident through Federal, Tribal, State or Municipal mobilization systems.
4. Operations	Under Unified Command in ICS a single Operations Section Chief is responsible for all tactical operations. The Unified Commanders must agree as to who the Operations Section Chief will be. The Operations Section Chief is selected by the Unified Commanders and typically is the most qualified available person or a member of the agency with the most operational involvement. In either alternative, resources stay under the administrative and policy control of their agencies, but operationally they respond to mission assignments under the coordination and direction of the Operations Section Chief based on the requirements of the IAP. As in single command incidents the use of deputies or branch directors may be assigned as appropriate.

Topic　　　　**Applying Unified Command**

Visual 4.11

> **Unified Command: Multiple Agencies/Single Jurisdiction**
>
> **Incidents Involving Multiple Agencies/Departments Within the Same Political Jurisdiction**
>
> > **Example:** During a hazardous materials incident, the fire department has responsibility for fire suppression and rescue, the police department has responsibility for evacuation and area security, and public health agencies and others have responsibility for site cleanup.
>
> Unit 4:
> Unified Command　　　　　　　　　　　　　　Visual 4.11

Visual Description: Unified Command: Multiple Agencies/Single Jurisdiction

Instructor Notes

Present the following points:

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

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

▪ Major airplane crashes are another example. Here, the management challenge increases. In one geographic location, fire, law enforcement, health and medical services, FAA, National Transportation Safety Board (NTSB), and others all have legal responsibilities to perform their different missions at the site of the same incident. All may be active at the same time and in the same place. It is the functional role and the statutory authority -- not the geography -- that brings about the involvement of multiple agencies at all levels of government to the Unified Command.

Aids and Cues

Topic   **Applying Unified Command**

Visual 4.12

Multi-agency/Single Jurisdiction Incident

Sample Organizational Chart

Unified Command

| Fire Dept. Incident Commander | Police Dept. Incident Commander | EMS Incident Commander |

Unified Incident Objectives

Command Staff

| Operations Section | Planning Section | Logistics Section | Finance/ Administration Section |

Unit 4:
Unified Command   Visual 4.12
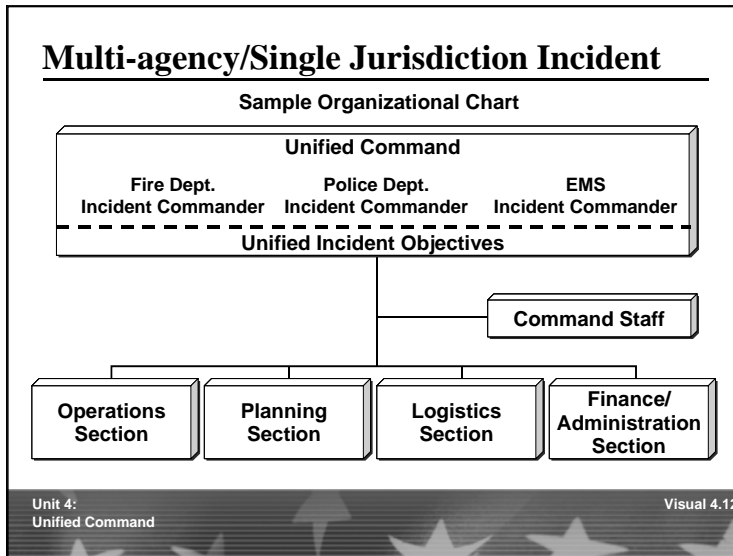
Visual Description: Multi-agency/Single Jurisdiction Incident

Instructor Notes

Explain that this visual presents an example of a Unified Command organization chart for a Multi-agency/Single Jurisdiction incident. The chart includes the following elements:

▪ **Unified Command:** The Unified Command is composed of the Incident Commanders from the three departments of the single jurisdiction (fire department, police department, and Emergency Medical System). The Unified Command establishes a single set of unified objectives.

▪ **Integrated Command and General Staff:** The organization has integrated Command Staff and Operations, Planning, Logistics, and Finance/Administration Sections.

Aids and Cues

| Topic | Applying Unified Command |

Visual 4.13

Unified Command: Multi-agency/Multi-jurisdiction

Incidents That Impact on (or Involve) Several Political and Functional Agencies

Example: Severe weather, earthquakes, wildfires, National Special Security Events, and terrorist threats involve large numbers of local, State, and Federal agencies. These incidents of national significance cross political boundaries and involve multiple functional authorities.

Unit 4:
Unified Command

Visual 4.13

Visual Description: Unified Command: Multi-agency/Multi-jurisdiction

Instructor Notes

Present the following points:

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

- Examples are hazardous material incidents, severe weather, earthquakes, wildfires, National Special Security Events, and terrorist threats that involve large numbers of local, State, and Federal agencies.

Note that in a Unified Command, roles, missions, and responsibilities are all intermixed. By using Unified Command, participating agencies can improve overall incident management and achieve goals in a timely and cost-effective manner.

Aids and Cues

Topic   **Applying Unified Command**

Visual 4.14

Multi-agency/Multi-jurisdiction Incident

Sample Organizational Chart

Unified Command		
Local Incident Commander(s)	State Incident Commander(s)	Federal Incident Commander(s)

Unified Incident Objectives

Command Staff

| Operations Section | Planning Section | Logistics Section | Finance/ Administration Section |

Unit 4:
Unified Command   Visual 4.14
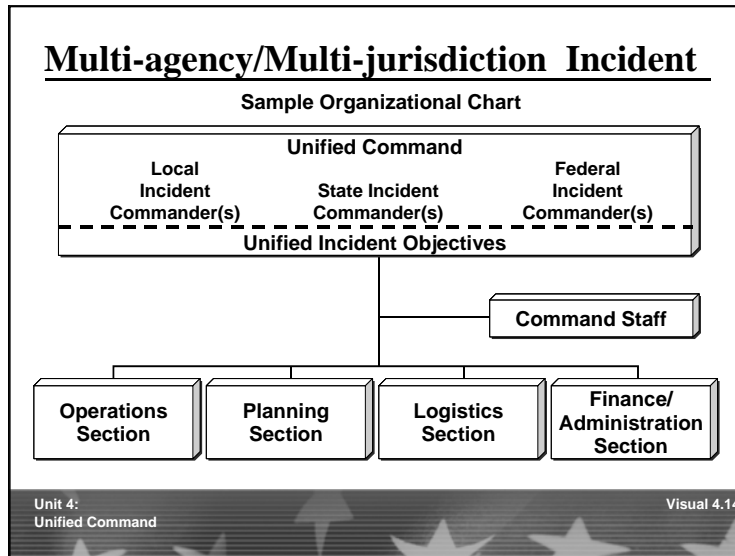
Visual Description: Multi-agency/Multi-jurisdiction Incident

Instructor Notes

Explain that this visual presents an example of a Unified Command organization chart for a multi-agency/multi-jurisdiction incident. The chart includes the following elements:

▪ **Unified Command:** Incident Commanders from local, State, and Federal agencies comprise the Unified Command and share responsibility for incident management.

▪ **Integrated Command and General Staff:** The organization has integrated Command Staff (including Safety, Public Information, and Liaison functions) and Operations, Planning, Logistics, and Finance/Administration Sections.

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

Aids and Cues

Topic	Unified Command Elements

Visual 4.15

Unified Command Elements (1 of 2)

- **Authorities, Policies, Objectives, Strategies:** Are established jointly by each jurisdiction/agency authority in advance of tactical operations.
- **Organization:** Consists of the various jurisdictional or agency on-scene senior representatives (agency Incident Commanders) operating within a Unified Command structure.
- **Resources:** Are supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility.

Unit 4:
Unified Command

Visual 4.15

Visual Description: Unified Command Elements (1 of 2)

Instructor Notes

Tell students there are four elements to consider when applying Unified Command:

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

Explain these elements further by stating that:

- Authorities, policies, objectives, and strategies are ideally established jointly by each jurisdiction/agency authority in advance of tactical operations. However, the objectives and strategies may be established by the Unified Incident Commanders at the incident.

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

- Resources are supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility.

(Continued on next slide.)

Topic   **Unified Command Elements**

Visual 4.16

Unified Command Elements (2 of 2)

- **Operations: Are directed by <u>one</u> person, the Operations Section Chief, who controls tactical resources. There is still unity of command.**

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

Unit 4:
Unified Command   Visual 4.16

Visual Description: Unified Command Elements (2 of 2)

Instructor Notes

Explain that in a Unified Command only <u>one person</u>, the Operations Section Chief, controls tactical resources and directs incident operations. Emphasize that within the operations there is unity of command.

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

Unified Command represents an important element in ensuring the management effectiveness of multi-jurisdictional incidents or incidents involving multiple agencies from a single political jurisdiction. Unified Command is a key to managing such incidents in a safe, efficient, and cost effective manner. It is recommended that Unified Command structures and agency responsibilities in local areas be included in local emergency operations plans and interagency/mutual-aid agreements.

Aids and Cues

Topic	Unified Command Features

Visual 4.17

Unified Command Features: Overview

- **A single integrated incident organization**
- **Collocated (shared) facilities**
- **Single set of objectives, planning process, and Incident Action Plan**
- **Integrated General Staff**
- **Coordinated process for resource ordering**

Unit 4:
Unified Command

Visual 4.17

Visual Description: Unified Command Features: Overview

Instructor Notes

Tell students that there are five primary features of a Unified Command Organization:

- A Single Integrated Incident Organization

- Collocated (Shared) Facilities

- A Single Set of Objectives, Planning Process, and Incident Action Plan (IAP)

- Shared Operations, Planning, Logistics, and Finance/Administration Sections

- A Coordinated Process for Resource Ordering

This visual is an overview of the features. The following visuals provide additional information on each feature.

Aids and Cues

Topic   **Unified Command Features**

Visual 4.18

> ## Single Integrated Incident Organization
>
> **In a Unified Command:**
> - **Jurisdictions and/or agencies blend into an integrated, unified team.**
> - **The mix of participants depends on location of the incident and kind of incident.**
> - **The members must function together as a team.**
>
> Unit 4:
> Unified Command
>
> Visual 4.18

Visual Description: Single Integrated Incident Organization

Instructor Notes

Tell the students that the first primary feature of Unified Command is a single integrated incident organization:

- Under Unified Command, the various jurisdictions and/or agencies are blended together into an integrated, unified team.

- The resulting organization may be a mix of personnel from several jurisdictions or agencies, each performing functions as appropriate and working toward a common set of objectives.

- The proper mix of participants may depend on:

  - Location of the incident, which often determines the jurisdictions that must be involved.
  - Kind of incident, which dictates the functional agencies of the involved jurisdictions, as well as other agencies that may be involved. In a multi-jurisdictional situation, a Unified Command structure could consist of one responsible official from each jurisdiction. In other cases, Unified Command may consist of several functional department managers or assigned representatives from within a single political jurisdiction.

- Because of common ICS organization and terminology, personnel from other jurisdictions or agencies can easily be integrated into a single organization.

Aids and Cues

Topic   **Unified Command Features**

Visual 4.19

Building Teamwork

How can you build the teamwork necessary for Unified Command?

Unit 4:
Unified Command   Visual 4.19
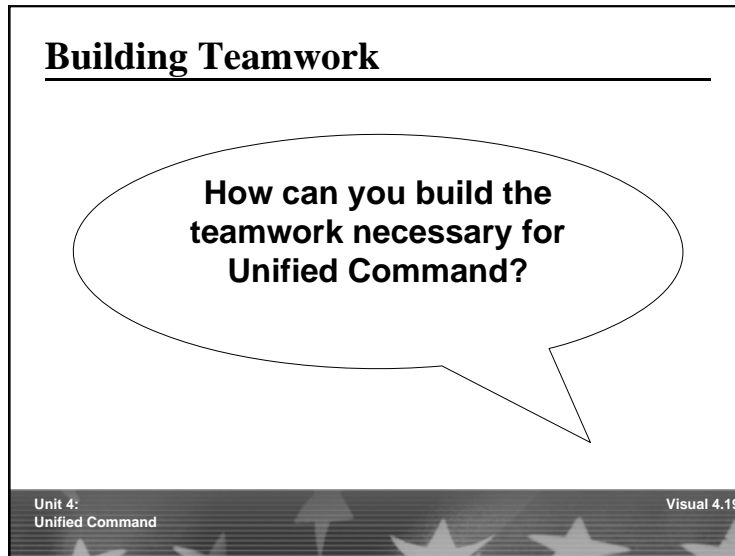
Visual Description: Building Teamwork

Instructor Notes

Show the visual and ask the question:

▪ **How can you build the teamwork necessary for Unified Command?**

If not mentioned by the group, explain that teamwork within a Unified Command should be established prior to an incident by:

▪ Planning together.

▪ Training together.

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

▪ Conducting exercises together.

Aids and Cues

Topic	Unified Command Features

Visual 4.20

Collocated (Shared) Facilities

By bringing the responsible officials, Command Staffs, and planning elements together in a single Incident Command Post, a coordinated effort can be maintained.

Unit 4:
Unified Command

Visual 4.20

Visual Description: Collocated (Shared) Facilities

Instructor Notes

Explain that the second feature of Unified Command is collocated, or shared, facilities.

Present the following key point:

- Sharing incident facilities cost effectively serves the needs of multiple agencies while improving communications and coordination.

Aids and Cues

Topic   **Unified Command Features**

Visual 4.21

Single Planning Process and IAP

- **Joint planning must be initiated as soon as two or more agencies form a Unified Command.**
- **This planning process results in a single Incident Action Plan (IAP) with one set of objectives that addresses multi-jurisdiction or multi-agency priorities and specifies tactical operations and resource assignments.**

The planning process will be covered in Unit 6.

Unit 4:
Unified Command   Visual 4.21

Visual Description: Single Planning Process and IAP

Instructor Notes

Tell the students that the third feature of Unified Command is a single planning process and Incident Action Plan (IAP) with one set of objectives.

Explain that the planning process for Unified Command is similar to that used on a single jurisdiction or agency incident and specifies tactical operations and resource assignments.

Show the next visual and review the planning process and Unified Command.

Aids and Cues

Topic   **Unified Command Features**

Planning "P" and Unified Command

Visual 4.22

The Planning "P" illustrates operational period planning process.

After the initial response and assessment, the Unified Command meet to set the incident objectives for the next operational period.
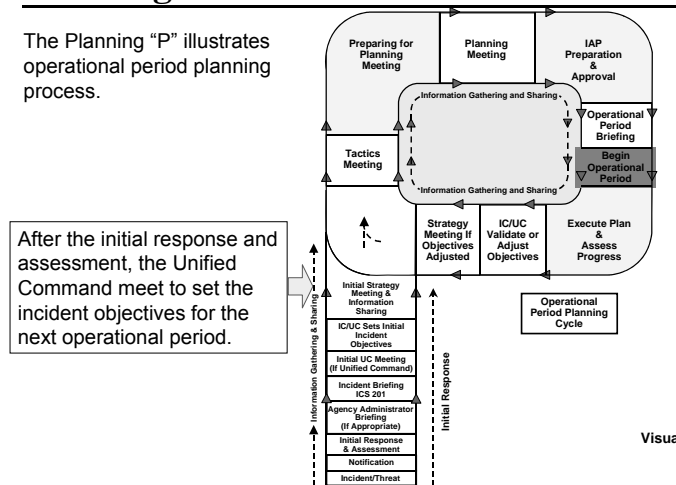
Visual 4.22

Visual Description: Planning "P" and Unified Command

Instructor Notes

Present the following key points:

▪ The Planning "P" illustrates the process and steps involved in planning for an incident, from the onset of the incident (shown in the "leg" of the "P") through preparations for the first operations period (shown in the "top" of the "P"). In later units, each step of the Planning "P" will be described.

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

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

Aids and Cues

| Topic | Unified Command Features |

Visual 4.23

Unified Command Meeting

The command meeting:

- **Includes all members of the Unified Command.**
- **Takes place before the first operational period planning meeting.**
- **Provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident planning.**

Unit 4:
Unified Command

Visual 4.23

Visual Description: Unified Command Meeting

Instructor Notes

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

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

Aids and Cues

Topic	Unified Command Features

Visual 4.24

Requirements for Unified Command Meeting

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

Unit 4:
Unified Command

Visual 4.24

Visual Description: Requirements for Unified Command Meeting

Instructor Notes

Explain that requirements for the Unified Command meeting include:

- The command meeting should include only agency Incident Commanders.

- The meeting should be brief, and important points should be documented.

- Prior to the meeting, the respective responsible officials should have reviewed the purposes and agenda items and be prepared to discuss them.

Aids and Cues

Topic	Unified Command Features

Visual 4.25

Unified Command Meeting Agenda (1 of 2)

- Statement of specific jurisdictional/agency goals, based on the following priorities:
  - #1: Life Safety
  - #2: Incident Stabilization
  - #3: Property Preservation
- Presentation of jurisdictional limitations, concerns, and restrictions
- Development of a collective set of incident objectives
- Establishment and agreement on acceptable priorities
- Adoption of an overall strategy or strategies to accomplish objectives

Unit 4:
Unified Command

Visual 4.25

Visual Description: Unified Command Meeting Agenda (1 of 2)

Instructor Notes

Tell the class that the agenda for the command meeting should include the following:

- Statement of specific jurisdictional/agency goals, based on the following priorities:

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

- Presentation of jurisdictional limitations, concerns, and restrictions

- Development of a collective set of incident objectives

- Establishment and agreement on acceptable priorities

- Adoption of an overall strategy or strategies to accomplish objectives

Topic   **Unified Command Features**

Visual 4.26

Unified Command Meeting Agenda (2 of 2)

- Agreement on the basic organization structure
- Designation of the best qualified and acceptable Operations Section Chief
- Agreement on General Staff personnel designations
- Agreement on planning, logistical, and finance agreements and procedures
- Agreement on the resource ordering process to be followed
- Agreement on cost-sharing procedures
- Agreement on informational matters
- Designation of one agency official to act as the Unified Command spokesperson

Unit 4:   Visual 4.26
Unified Command

Visual Description: Unified Command Meeting Agenda (2 of 2)

Instructor Notes

Note that additional agenda items include:

- Agreement on the basic organization structure

- Designation of the best qualified and acceptable Operations Section Chief

- Agreement on General Staff personnel designations

- Agreement on planning, logistical, and finance agreements and procedures

- Agreement on the resource ordering process to be followed

- Agreement on cost-sharing procedures

- Agreement on informational matters

- Designation of one agency official to act as the Unified Command spokesperson

Aids and Cues

Topic   **Unified Command Features**

Visual 4.27

Shared General Staff

Integrating multi-jurisdictional and/or multi-agency personnel into various other functional areas may be beneficial. For example:

- **In Operations and Planning, Deputy Section Chiefs can be designated from an adjacent jurisdiction.**
- **In Logistics, a Deputy Logistics Section Chief from another agency or jurisdiction can help to coordinate incident support.**

Are there more examples?

Unit 4:
Unified Command   Visual 4.27

Visual Description: Shared General Staff

Instructor Notes

Tell the students that the fourth feature of Unified Command is shared Operations, Planning, Logistics, and Finance/Administration Sections.

Next, describe the following benefits of sharing these General Staff components:

- The Unified Command incident organization can benefit by integrating multi-jurisdictional and/or multi-agency personnel into various other functional areas.

- Integrating other agency personnel into an organization can be equally beneficial in a single incident command situation.

   Examples:

   - In Operations and Planning, Deputy Section Chiefs can be designated from an adjacent jurisdiction, which may in future operational periods have the primary responsibility for these functions. By placing other agency's personnel in the Planning Section's Situation, Resources, and Demobilization Units, there can be significant savings in personnel, and increased communication and information sharing.

   - In Logistics, a deputy Logistics Section Chief from another agency or jurisdiction can help to coordinate incident support as well as facilitate resource ordering activities. Placing other agencies' personnel into the Communications Unit helps in developing a single incident-wide communications plan.

Topic   **Unified Command Features**

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

Ask the students if they can provide more examples of the benefits of shared Operations, Planning, Logistics, and Finance/Administration Sections.

Visual 4.28

Integrated General Staff

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

Unit 4:
Unified Command

Visual 4.28

Visual Description: Integrated General Staff

Instructor Notes

Tell the students that additional considerations for having an integrated General Staff include:

- Incident Commanders within the Unified Command must concur on the selection of the General Staff Section Chiefs.

- The Operations Section Chief must have full authority to implement the strategies and tactics within the IAP.

Aids and Cues

Topic **Unified Command Features**

Visual 4.29

Selection of the Operations Section Chief

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

Unit 4:
Unified Command

Visual 4.29
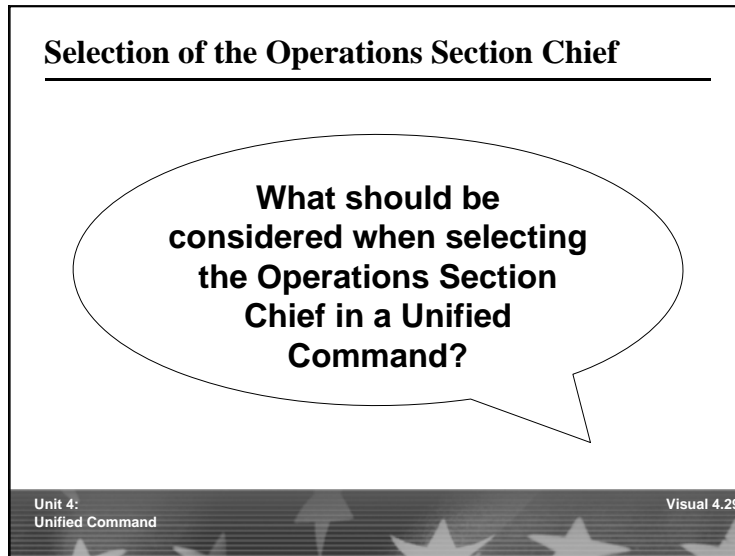
Visual Description: Selection of the Operations Section Chief

Instructor Notes

Show the visual and ask the question: **What should be considered when selecting the Operations Section Chief in a Unified Command?**

If not mentioned by the students, add the following:

▪ Typically, the Operations Section Chief will be from the jurisdiction or agency that has the greatest involvement in the incident. However, there is no requirement stating how the Operations Section Chief should be selected.

▪ The Operations Section Chief should be the most qualified and experienced person available.

▪ The Unified Command must agree upon the selection of the Operations Section Chief. The Operations Section Chief will have full authority to implement the operations portion of the Incident Action Plan.

Aids and Cues

Topic   **Unified Command Features**

Visual 4.30

Coordinated Resource Ordering

The Incident Commanders within the Unified Command work together to establish resource ordering procedures that allow for:

- **Deployment of scarce resources to meet high-priority objectives.**
- **Potential cost savings through agreements on cost sharing for essential services.**

Unit 4:
Unified Command   Visual 4.30

Visual Description: Coordinated Resource Ordering

Instructor Notes

Tell the students that the fifth feature of Unified Command is coordinated resource ordering.

- An important advantage of Unified Command is advance establishment of resource ordering procedures. These decisions are made during the command meeting.

- The Planning Meeting will determine resource requirements for all levels of the organization. However, the nature and location of the incident will, to some extent, dictate the most effective off-incident resource ordering process.

- The resource requirements established at the planning meeting are given to the Logistics Section, which then creates a resource order that is transmitted to one agency's dispatch center to be filled, i.e., single-point resource ordering.

- Some situations may require resource orders to be made to different agencies from the incident. Multiple resource orders are generally less desirable than the use of a single resource order, and should be avoided when possible.

- If the incident is operating under Unified Command, specific kinds and types of resources to be supplied by certain jurisdictions or agencies may be predesignated as a part of the resource order. This will depend upon the prior commitments of the responsible agency officials in the Unified Command meeting. If this information is not known in advance, then it will be up to the individual agency dispatch center receiving the resource order to fill the order based on closest available resources.

(Continued on next page.)

Refer the students to the tables in their Student Workbooks, SW page 4-34, that summarizes these Unified Command guidelines and best practices.

Guidelines for the Use of Unified Command	
Guideline	**Description**
Understand ICS Unified Command	It is essential to understand how ICS Unified Command functions. Knowledge of ICS principles and structure will enable managers to accept and easily adapt to a Unified Command mode of operation when it is required. Lack of knowledge about ICS can limit the willingness of some jurisdictions or agencies to participate in a Unified Command incident organization. It is impossible to implement Unified Command unless agencies have agreed to participate in the process.
Collocate Essential Functions	Establish a single Incident Command Post and, as needed, other facilities where all agencies can operate together. Avoid the confusion created by separate command, planning, and logistical setups.
Implement Early	Implement Unified Command Early in Incidents that are Multi-jurisdictional or Involve Multiple Agencies within a Single Political Jurisdiction
Joint Planning	It is essential to begin joint planning as early as possible. Initiate Unified Command as soon as two or more agencies having jurisdictional or functional responsibilities come together on an incident. It is especially important on those incidents where there may be conflicting priorities based on agency responsibilities.
Concur on an Operations Section Chief and other General Staff members	The Operations Section Chief will normally be from the jurisdiction or agency that has the greatest involvement in the incident, although that is not essential. The Operations Section Chief should be the most qualified and experienced person available. The Unified Command must agree upon the selection of the Operations Section Chief, as the Operations Section Chief will have full authority to implement the operations portion of the Incident Action Plan. It is also necessary to agree on other General Staff personnel who will be implementing their portions of the Incident Action Plan.
Designate One of the Incident Commanders to be a Spokesperson	The Incident Commanders may see the need to identify one of them to act as a spokesperson for the Unified Command. This can provide a designated channel of communications from General and Command Staff members into the Unified Command. That person does not make Unified Command decisions, but does provide a point of contact as necessary for the General and Command Staffs.
Train Often as a Team	Finally, it is important to conduct training exercises in using Unified Command with adjacent jurisdictions and functional agencies routinely. Incident Commanders who work and train together in all types of situations will better adapt to incidents managed under Unified Command helping to ensure a successful outcome.

Topic | **Incident Commander Responsibilities**

Visual 4.31

Incident Commander Responsibilities

Each designated agency Incident Commander functioning in a Unified Command must:

- **Act within his/her jurisdictional or agency limitations.**
- **Inform the other Incident Commanders of any legal, political, economic, jurisdictional, or safety restrictions.**
- **Be authorized to perform certain activities and actions on behalf of the jurisdiction or agency he/she represents.**
- **Manage the incident to the best of his/her abilities.**

Unit 4:
Unified Command   Visual 4.31

Visual Description: Incident Commander Responsibilities

Instructor Notes

Explain that individually and collectively, the designated agency Incident Commanders functioning in a Unified Command must:

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

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

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

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

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

Topic   **Incident Commander Responsibilities**

- The members of the Unified Command must function together as a team. They must ensure that effective coordination takes place. In many ways, this is the most important function they perform in Unified Command. There are two distinct levels of coordination:

    - Coordination with other members of the Unified Command team. It is essential that all participants be kept mutually informed, involved, and consulted.

    - Coordination with higher authorities, agency executive or administrators, etc. It is important to keep their respective authorities well informed and confident that the incident is being competently managed.

| Topic | Spokesperson Designation |

Visual 4.32

Spokesperson Designation

One of the Incident Commanders may be designated as the spokesperson. The spokesperson:

- Serves as a designated channel of communications from Command and General Staff members into the Unified Command.

- Does NOT make independent command decisions, but does provide a point of contact as necessary for the Command and General Staffs.

Unit 4:
Unified Command

Visual 4.32

Visual Description: Spokesperson Designation

Instructor Notes

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

The spokesperson:

- Serves as a designated channel of communications from Command and General Staff members into the Unified Command.

- Does <u>not</u> make independent command decisions, but does provide a point of contact as necessary for the Command and General Staffs.

Aids and Cues

Topic   **Unified Command and Preparedness**

Visual 4.33

Unified Command and Preparedness

- **Include Unified Command delegations in local emergency operations plans and interagency/mutual-aid agreements.**
- **Conduct training exercises using Unified Command with adjacent jurisdictions and functional agencies.**
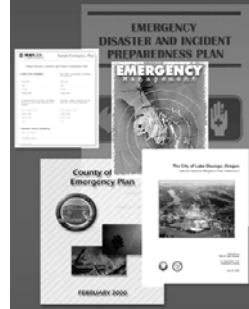
Unit 4:
Unified Command   Visual 4.33

Visual Description: Unified Command and Preparedness

Instructor Notes

Tell the students that in order for Unified Command to be used successfully, it is important that agencies and jurisdictions <u>prepare</u> to use it. Preparation can be achieved in the following ways:

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

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

- **Remember.** No one gives up jurisdictional authority.

Aids and Cues

Topic   **Advantages of Unified Command**

Visual 4.34

Advantages of Unified Command (1 of 2)

Now that you've learned more about Unified Command . . .

What are the advantages of using Unified Command?

Unit 4:
Unified Command

Visual 4.34

Visual Description: Advantages of Unified Command (1 of 2)

Instructor Notes

Show the visual and ask the question: **What are the advantages of using Unified Command?**

Write the student responses on chart paper. Then, show the next visual and summarize the advantages of using Unified Command.

Aids and Cues

Topic   **Advantages of Unified Command**

Visual 4.35

Advantages of Unified Command (2 of 2)

- **One set of incident objectives**
- **Collective approach to strategies**
- **Improved information flow**
- **Mutual understanding of priorities and restrictions**
- **Agency authority not compromised**
- **Awareness of others' tactics**
- **Combined efforts are optimized**
- **Duplicate efforts/resources reduced or eliminated**

Unit 4:
Unified Command   Visual 4.35

Visual Description: Advantages of Unified Command (2 of 2)

Instructor Notes

Summarize the discussion of the advantages of using Unified Command by commenting on the points in the visual:

- One set of objectives is developed for the entire incident.

- A collective approach is made to developing strategies to achieve incident goals.

- 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 one another's priorities and restrictions.

- No agency's authority or legal requirements will be compromised or neglected.

- Each agency is fully aware of the plans, actions, and constraints of all others.

- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.

- Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

Aids and Cues
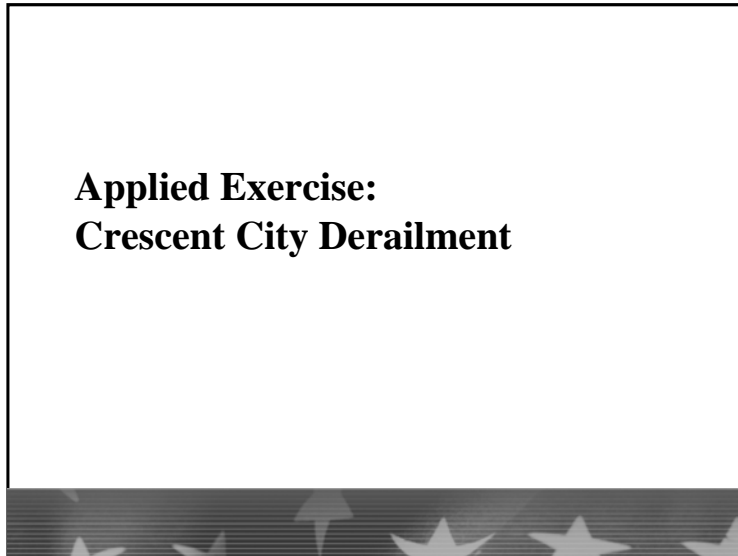
| Topic | Applied Exercise |

Visual 4.36

**Applied Exercise:
Crescent City Derailment**

Visual Description: Applied Exercise: Crescent City Derailment

Instructor Notes

Introduce the exercise by presenting the following points:

- The scenario is a continuation of the Crescent City train derailment from the previous unit.

- The exercise applies the key learning points and the objectives for this unit.

Aids and Cues

Topic   **Applied Exercise**

Visual 4.37

> # Exercise Instructions
>
> **Instructions:**
>
> 1. **Working as a team, review the scenario, scenario map, and resource list in your Student Workbooks.**
> 2. **Assuming that a Unified Command will be established, complete the following steps:**
>   - **List who would be included in the Unified Command structure.**
>   - **Describe the challenges facing the Unified Command.**
>   - **Describe the strategies the Unified Command structure will use to address these challenges.**
>   - **Develop a Unified Command organization.**
> 3. **Select a spokesperson and be prepared to present your work in 30 minutes.**
>
> **Unit 4:**   **Visual 4.37**
> **Unified Command**

Visual Description: Exercise Instructions

Instructor Notes

Follow the steps below to conduct this exercise:

- Show the visual and present the following instructions for completing the exercise:

  1. Working as a team, review the Crescent City scenario, scenario map, and the ICS Form 201 developed in the previous unit.

  2. Assuming that a Unified Command will be established, complete the following steps:
     - List who would be included in the Unified Command structure.
     - Describe the challenges facing the Unified Command.
     - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
     - Develop a Unified Command organization.

  3. Select a spokesperson and be prepared to present your work in 30 minutes. Students can answer the following questions.

     - Were the agencies with primary jurisdiction responsibility represented in the Unified Command Structure?

Aids and Cues

SW Pages 4-43 thru 4-44
Exercise Material in Previous Unit: SW Pages 3-38 thru 3-43

- Were other agencies adequately considered? Were they represented as Agency Representatives?

- Which agency was designated responsible for Operations Section Chief, and other General Staff and Command Staff positions?

- What were the reporting relationships for the General and Command Staffs into the Unified Command?

- Were deputies in Operations considered? Did they represent other agencies? Was the selection based on the possible or probable change in future responsibility? That is, when another agency might take over operational responsibility in the future.

- Were deputies considered in other General Staff positions? Was the rationale for their use reasonable?

- Were assistants from other agencies considered in the Command Staff?

- Was there adequate consideration of joint use facilities?

- Did the groups come up with a single resource ordering procedure?

After 30 minutes, conduct a debrief as follows:

1. Ask one team to present who they would include in the Unified Command structure.
2. Ask the other teams if they had different responses. Compare the similarities and differences among the teams. There is no one correct answer.
3. Next, ask a different team to present the challenges and strategies. After the team presents, ask the other teams if they identified different challenges and strategies.
4. Summarize the key learning points.

Topic	Summary

Visual 4.38

Summary

Are you now able to:

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

Unit 4:
Unified Command

Visual 4.38

Visual Description: Summary

Instructor Notes

Summarize this unit by showing the visual and asking the students if they are now able to:

- Define and identify the primary features of Unified Command.

- Describe how Unified Command functions on a multi-jurisdiction or multi-agency incident.

- List the advantages of using Unified Command.

- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multi-jurisdiction conditions.

Unit 5: Incident Resource Management

Unit Objectives

At the end of this unit, the students will be able to:

- Identify and describe basic principles of resource management.
- Identify the basic steps involved in managing incident resources.
- Identify key considerations associated with resource management and the reasons for each.
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.
- Describe how ICS Form 215A, Incident Safety Analysis, is used with the ICS Form 215 to mitigate hazards to tactical operations.
- Identify the organizational elements at the incident that can order resources.
- Describe the differences between single-point and multi-point resource ordering and the reasons for each.
- Recognize agency specific aviation policies and procedures as they relate to safety.
- Describe the importance of establishing proper span of control for aviation resources and facilities.

Scope

- Unit Introduction and Objectives
- Resource Management Principles
- Resource Management Process
- Establishment of Resource Needs
- Resource Ordering
- Resource Check-In Process and Tracking
- Resource Utilization and Evaluation
- Resource Demobilization
- Applied Exercise: Resource Management
- Summary

Methodology

The instructor begins this unit by presenting the unit objectives and explaining that the unit will focus on incident resources management. Next, the instructor discusses planning for resource needs and the use of the Operational Planning Worksheet, ICS Form 215. The Incident Safety Analysis, ICS Form 215A is then introduced and explained. The instructor transitions to resource ordering, including: acquiring resources, responsibility for ordering resources, and the resource order. Single-point and multi-point resource ordering is then described. The check-in process and tracking resources are then explained. The instructor discusses utilization of resources, including resource assignments, aviation operations, and resource performance evaluation. Finally, the instructor presents demobilization of resources.

Methodology (Continued)

The scenario for the applied exercise is a continuation of the Crescent City train derailment scenario. Teams will be required to complete the following tasks:

- Complete an ICS Form 215 and ICS Form 215A.
- Determine how resources will be ordered (single-point or multi-point) for this incident.
- Identify the top challenges and strategies for managing resources during this incident.
- Describe the method for evaluating resource effectiveness.

At the end of this unit, the instructors will answer any questions from students and summarize the key points of the unit. The instructor will then transition to Unit 6: Planning Process.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction and Objectives	5 minutes
Resource Management Principles and Process	5 minutes
Establishment of Resource Needs	10 minutes
Resource Ordering	15 minutes
Resource Check-In Process and Tracking	15 minutes
Resource Utilization and Evaluation	30 minutes
Resource Demobilization	10 minutes
Applied Exercise: Resource Management	60 minutes
Summary	5 minutes
Total Time	**2 hours 35 minutes**

Topic	Unit Introduction

Visual 5.1

Unit 5:
Incident Resource Management

Visual Description: Unit Introduction

Instructor Notes

Introduce this unit by telling students that the unit will cover resource management considerations related to the use of tactical and support resources at an incident, including aviation resources.

Visual 5.2

Unit Objectives (1 of 2)

- Identify and describe basic principles of resource management.
- Identify the basic steps involved in managing incident resources.
- Identify key considerations associated with resource management and the reasons for each.
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.
- Describe how ICS Form 215A, Safety Analysis, is used with the ICS Form 215 to mitigate hazards to tactical operations.

Unit 5:
Incident Resource Management

Visual 5.2

Visual Description: Unit Objectives

Instructor Notes

Show the next two visuals and review the unit objectives with the class. Tell the students that by the end of this unit, they will be able to:

- Identify and describe basic principles of resource management.

- Identify the basic steps involved in managing incident resources.

- Identify key considerations associated with resource management and the reasons for each.

- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.

- Describe how ICS Form 215A, Incident Safety Analysis, is used with the ICS Form 215 to mitigate hazards to tactical operations.

| Topic | Unit Objectives |

Visual 5.3

Unit Objectives (2 of 2)

- **Identify the organizational elements at the incident that can order resources.**
- **Describe the differences between single-point and multi-point resource ordering and the reasons for each.**
- **Recognize agency specific aviation policies and procedures as they relate to safety.**
- **Describe the importance of establishing proper span of control for aviation resources and facilities.**

Unit 5:
Incident Resource Management

Visual 5.3

Visual Description: Unit Objectives (2 of 2)

Instructor Notes

Continue presenting the unit objectives:

- Identify the organizational elements at the incident that can order resources.

- Describe the differences between single-point and multi-point resource ordering and the reasons for each.

- Recognize agency specific aviation policies and procedures as they relate to safety.

- Describe the importance of establishing proper span of control for aviation resources and facilities.

Topic	Resource Management Principles

Visual 5.4

NIMS Resource Management Principles

- **Advance Planning:** Preparedness organizations should work together before an incident to develop plans for managing and using resources.
- **Resource Identification and Ordering:** Standard processes and methods to identify, order, mobilize, dispatch, and track resources should be used.
- **Resource Categorization:** Resources should be categorized by size, capacity, capability, skill, or other characteristics to make resource ordering and dispatch more efficient.
- **Use of Agreements:** Mutual aid agreements should be established for resource sharing.
- **Effective Management:** Validated practices should be used to perform key resource management tasks.

Unit 5:
Incident Resource Management   Visual 5.4

Visual Description: NIMS Resource Management Principles

Instructor Notes

Explain that resources must be organized, assigned, and directed to accomplish the incident objectives. **Managing resources safely and effectively is the most important consideration at an incident.**

Note that the National Incident Management System (NIMS) includes the following principles related to resource management:

- **Advance Planning:** Preparedness organizations should work together before an incident to develop plans for managing and using resources.

- **Resource Identification and Ordering:** Standard processes and methods to identify, order, mobilize, dispatch, and track resources should be used.

- **Resource Categorization:** Resources should be categorized by size, capacity, capability, skill, or other characteristics to make resource ordering and dispatch more efficient.

- **Use of Agreements:** Mutual-aid agreements should be established for resource sharing.

- **Effective Management:** Validated practices should be used to perform key resource management tasks.

Aids and Cues

Refer students to the table in their student workbook to learn more about the resource management principles.

Planning	Planning is the management process of:
	• Evaluating the situation
	• Determining objectives
	• Selecting a proper strategy, and
	• Determining which resources should be used to achieve those objectives in the most efficient and cost effective manner.
	Planning includes the resources for both the operational as well as support based on the operational needs of the incident.
	In ICS, resource planning is ongoing and directed toward operational periods.
Organizing	Organizing is the next principle of the resource management process after planning.
	Organizing is the resource management principle whereby the Incident Commander brings essential personnel and equipment resources together into a formalized relationship. The Incident Commander and/or the Operations Section Chief will organize and assign resources to accomplish the incident objectives established in the previous principle of planning.
	In order for the Incident Commander or Operations Section Chief to maintain good span of control and provide for proper resource accountability, resources are organized in various ways such as divisions/groups, strike teams, task forces, etc.
	The organization chart found in the ICS and which is an integral part of the Incident Action Plan is the mechanism for grouping functional units into a cohesive general organization. Providing essential staffing is also considered a part of the organizing activity.
	The ICS organization developed for each operational period establishes essential chain of command relationships and provides the framework for all resource assignments on an incident.
	Personnel resources are assigned to functional areas within ICS Sections based on experience, training, and past performance.
	Equipment resources consist of both the equipment and the personnel to operate the equipment. This includes aviation resources.

Directing	Directing is the process of guiding and supervising the efforts of resources toward the attainment of specified incident control objectives.
	A very important part of directing resources, particularly in the high stress environment of an incident, is providing proper motivation, leadership, and delegation of authority.
	In ICS, providing direction is accomplished by assigning responsibility and authority for specific activities as appropriate throughout the organization. This accomplishes several objectives:
	▪ Uses other people's knowledge and skills. ▪ Completes the tasks without unnecessary delay. ▪ Enhances training and personnel development. ▪ Provides a more meaningful work environment.
Controlling	Controlling involves the performance of an organization and its components and applying the necessary corrections to make sure that the performance is constantly directed toward accomplishing the established objectives.
	The steps in establishing controls over the resource management process at an incident involve:
	▪ Establishing standards of performance based on accepted norms. e.g. search Division A to a probability of detection of 70%. ▪ Comparing the actual results with the established standards. ▪ Taking corrective actions as necessary.
	An important part of controlling in ICS is the continuing assessment of the adequacy of the Incident Action Plan.

| Topic | Resource Management Principles |

Visual 5.5

Resource Management Practices

- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner.
- **Personnel Accountability:** All resources will be fully accounted for at all times.
- **Managerial Control:** Performance and adequacy of the current Incident Action Plan must be assessed and adjusted continually. Direction is always through the chain of command.
- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands.
- **Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources.

Unit 5:
Incident Resource Management

Visual 5.5

Visual Description: Resource Management Practices

Instructor Notes

Explain that safety, personnel accountability, managerial control, adequate reserves, and cost are all key considerations that must be taken into account when managing incident resources.

Summarize the following key points:

- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner. This basic principle of resource management includes ensuring the safety of:

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

- **Personnel Accountability:** All resources will be fully accounted for at all times. ICS provides a unity of command structure that allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, personnel accountability can be maintained at all times.

Aids and Cues

Topic   **Resource Management Principles**

- **Managerial Control:** Performance and adequacy of the current Incident Action Plan must be assessed and adjusted continually. ICS has a built-in process that allows resource managers at all levels to constantly assess performance and the adequacy of current action plans. If necessary, strategies and actions used to achieve objectives can and must be modified at any time. Information exchange is encouraged across the organization. Direction is always through the chain of command.

- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands. Assignment of resources to the Incident Base, Camps, and Staging Areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.

- **Cost:** Objectives must be achieved through cost effective strategy selection, and selection of the right kind, type, and quantity of resources. Incident related costs must always be a major consideration.

  The Incident Commander must ensure that objectives are being achieved through cost effective strategy selection, and selection of the right kind and right number of resources.

  The Finance/Administration Section's Cost Unit has the responsibility to:

  - Obtain and record all cost information,
  - Prepare incident cost summaries,
  - Prepare resource use cost estimates for planning, and
  - Make recommendations for cost savings.

  The Cost Unit can assist the Incident Commander in ensuring a cost effective approach to incident resource management, and should be activated on any large or prolonged incident.

Explain that this unit presents a systematic resource management process to put these principles into practice.

Aids and Cues

Topic	Resource Management Process

Visual 5.6

Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

Unit 5:
Incident Resource Management

Visual 5.6

Visual Description: Incident Resource Management Process—Establishment of Resource Needs

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Instructor Notes

Transition to this topic by explaining that the incident resource management process consists of the following:

- Establishment of resource needs (kind/type/quantity)

- Resource ordering (actually getting what you need)

- Check-in process and tracking (knowing what resources you have and where they are)

- Resource utilization and evaluation (using the resources effectively)

- Resource demobilization (releasing resources that are no longer needed)

Note that the next section of this unit begins with establishing resource needs.

Aids and Cues

Topic   **Establishment of Resource Needs**

Resource Management and Planning Process

Visual 5.7

- **Sound planning to determine resource needs is essential throughout the incident.**

- **Resource planning is particularly critical during the initial stages of an incident. Early planning mistakes may compound and complicate all further actions.**
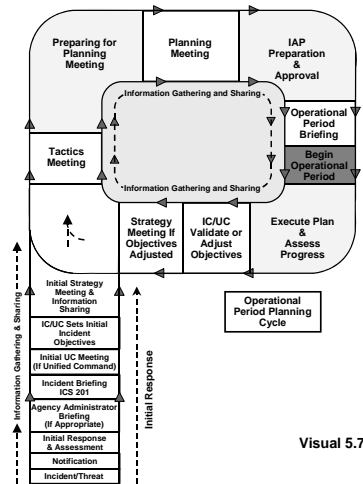
Visual 5.7

Visual Description: Resource Management and Planning Process

Instructor Notes

Explain that the Planning "P" is used to illustrate the incident planning process, and that resource management is part of that process. Then, add these points:

- Sound planning to determine resource needs is essential throughout the incident.

- Resource planning is particularly critical during the initial stages of an incident. Early planning mistakes may compound and complicate all further actions.

- In the ICS, there is an effective planning process that provides a framework for determining the resource needs at all levels of the organization. A detailed discussion of the planning process is contained in Unit 6.

Resource needs are established based on the objectives and tactics.

Aids and Cues

| Topic | Establishment of Resource Needs |

Establishment of Resource Needs: ICS Form 215

Visual 5.8

The Operational Planning Worksheet, ICS Form 215 identifies the resources needed to achieve the incident objectives and tactics.

Visual Description: Establishment of Resource Needs: ICS Form 215

Instructor Notes

The Operational Planning Worksheet, ICS Form 215, results from the tactics meeting and serves as a planning tool for the following functions:

- Establishing resource needs for an operational period.

- Communicating the decisions made during the tactics meeting.

- Providing information that is used for ordering resources for the incident.

The ICS Form 215 is initiated prior to the planning meeting by the Incident Commander or the Operations Section Chief who uses the Worksheet to plan resource requirements for the next operational period.

The ICS Form 215 is used as a display during the Planning Meeting where it is finalized based on contributions from the Command and General Staff. The ICS Form 215G is generic and the ICS Form 215W is preprinted with kinds and types of wildland fire resources listed. It provides information on:

- Incident work location.
- Work assignments.
- Kind and type of resources needed.
- Current availability of incident resources.
- Reporting location.
- Requested arrival time for additional resources.

(Continued on next page)

By using the worksheet, planners can:

Determine total resources required, e.g.,
          25

Subtract the number on hand
          -12

Determine additional resources needed
          13

The ICS Form 215 can show graphically that span of control is within guidelines or has been exceeded as well as quickly help to identify surplus resources which may be released.

Some agencies that regularly use the planning worksheet have prepared it in a larger format on various sizes of whiteboard. This makes the worksheet visible to a larger audience at planning meetings.

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

Emphasize to students that the ICS Form 215 is not the incident resource order form. However, it will permit the identification of resources needed to be ordered.

Aids and Cues

Topic	Establishment of Resource Needs

Visual 5.9

Visual 5.9

Visual Description: Operational Planning Worksheet, ICS Form 215

Instructor Notes

Using the visual, show how the ICS Form 215 indicates the kind and type of resources needed to implement the recommended tactics to meet the incident objectives. Note that the number of resources "required", "have", and "needed" are indicated.

Point out that this worksheet is designed to help link incident objectives and resources needs. If a less formal planning process is used, the Incident Commander should still ensure that resource needs are based on incident objectives.

Aids and Cues

| Topic | Establishment of Resource Needs |

Visual 5.10

> ## Review: Resource Kinds and Types
>
> **To ensure that responders get the right personnel and equipment, ICS resources are categorized by:**
>
> - **Kinds of Resources : Describe what the resource is (for example: medic, firefighter, helicopters, ambulances, bulldozers)**
>
> - **Types of Resources : Describe the size, capability, and staffing qualifications of a specific kind of resource.**
>
> Unit 5:
> Incident Resource Management   Visual 5. 10

Visual Description: Review: Resource Kinds and Types

Instructor Notes

Explain that to ensure that responders get the right personnel and equipment, ICS resources are categorized by:

- **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, helicopters, ambulances, bulldozers).

- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.

Aids and Cues

| Topic | Establishment of Resource Needs |

Visual 5.11

Resource Typing Inventories

Developing inventories using resource typing allows emergency management personnel to:

- Identify, locate, request, order, and track resources effectively.
- Facilitate the response of these resources to the requesting jurisdiction.

See: www.fema.gov/nims

NATIONAL INCIDENT MANAGEMENT SYSTEM

March 5, 2004

Homeland Security
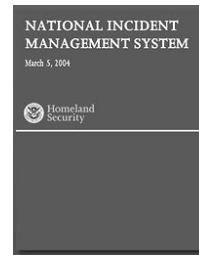
Unit 5:
Incident Resource Management   Visual 5.11

Visual Description: Resource Typing Inventories

Instructor Notes

Present the following key points:

- Resource managers use various resource inventory systems to assess the availability of assets provided by public, private, and volunteer organizations. Preparedness organizations enter all resources available for deployment into resource tracking systems maintained at local, State, regional, and national levels. The data are then made available to dispatch/ordering centers, Emergency Operations Centers (EOC), and multi-agency coordination entities.

- Knowing the specific capabilities of the various kinds of resources helps planners decide the kind, type, and quantity of resource best suited to perform activities required by the Incident Action Plan.

- Ordering resources by type saves time, minimizes error, gives a clear indication of exactly what is needed, and reduces nonessential communications between the incident and the off-site order point.

- Knowing the type of tactical resource assigned enables managers to monitor for under-or-over-capability, and make changes accordingly. Careful monitoring of resource performance can lead to the use of smaller or less costly resources, which can result in increased work performance and reduced cost.

- The NIMS is based on the need for standard definitions and practices. NIMS is promoting a national typing system that will provide responders with common definitions when ordering or receiving assets though mutual aid. Systems that do not conform to these common definitions are not compliant with NIMS.
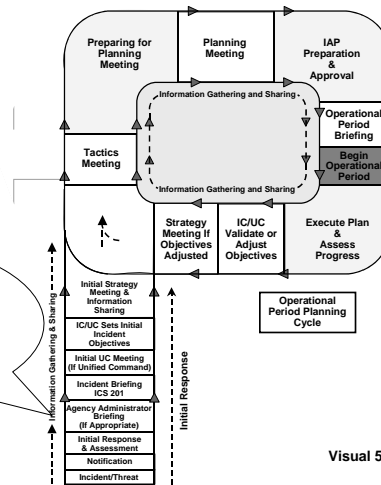
Topic	Establishment of Resource Needs

Establishment of Resource Needs: ICS Form 215A

Visual 5.12

The Incident Safety Analysis, ICS Form 215A identifies mitigation measures to address safety hazards.

How could the Safety Analysis affect resources?

Visual 5.12

Visual Description: Establishment of Resource Needs: ICS Form 215A

Instructor Notes

The objective of the Incident Safety Analysis, ICS Form 215A is to:

▪ Identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period.

▪ Identify hazardous tactics so that alternatives may be considered.

▪ Determine the safety implications for the types of resources required.

Ask the students: **How could the Incident Safety Analysis affect resources?**

If not mentioned by the students, note that the mitigation measures may:

▪ Require that equipment or supplies be ordered to protect personnel.
▪ Indicate that more personnel are needed in order to operate in a safe manner.

Aids and Cues

Visual 5.13

ICS Form 215A, Incident Safety Analysis

The Safety Officer or Incident Commander completes ICS Form 215A for each operational period.

Visual Description: ICS Form 215A

Instructor Notes

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

- Incident work location.

- Risks such as weather, biohazard, hazardous materials, communications, flooding, special hazard areas, fatigue, driving hazards, dehydration, and critical incident stress.

- Mitigation measures. The mitigation measures identified may have implications for the resources entered on the ICS Form 215.

Refer the students to the sample ICS Form 215A and the table that presents additional guidance on completing the Incident Safety Analysis.

Aids and Cues

SW Pages 5-18 thru 5-19

INCIDENT ACTION PLAN SAFETY & RISK ANALYSIS	1. INCIDENT NAME Winter Storm	2. DATE 2-10	3. TIME 1100

LCES* and Risk Analysis
(Lookouts, Communications, Escape Routes, Safety Zones)

Impacted Organizational Element	Extreme Weather	Bio-Hazard	HazMat	Driving	Communications	Other	Other	Other	Other	Other	Risk Mitigations
Div A	X			X							Drive with lights on, chain up before leaving for assignment. Maintain safe speed for conditions. Wear gloves and hat when operating out of vehicle.

Prepared by (Name and Position): Pam Wetzel, Safety Officer

ICS 215A, Incident Safety Analysis

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

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

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

The ICS Form 215A Worksheet is used as a display during the Planning Meeting.
It provides information on:
- Incident work location
- Tactical analysis elements
- LCES mitigations
- Other risk analysis elements
- Other risk mitigations
- Date (daily) prepared by Operation Sections/Safety Officer and approved by Safety Officer

Techniques for Identifying Hazards	Types of Risks
- Personal observation and/or experience - Checklist - Communication with incident personnel - Trends - Local personnel	- Traffic - Confined space - Downhill fireline construction - Air operations - Radiation Hazard - Slip, trip and fall
Locations	**Mitigation of Hazards**
- Divisions - Groups - Helibase - Staging area - Others	- Dusty narrow roads – dust abatement, one way traffic pattern, close road to public, experienced drivers - Long crew shuttle by bus – camps, aviation, split operational periods

Topic	Resource Ordering

Visual 5.14

Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

Unit 5:
Incident Resource Management

Visual 5.13

Visual Description: Incident Resource Management Process - Resource Ordering

Instructor Notes

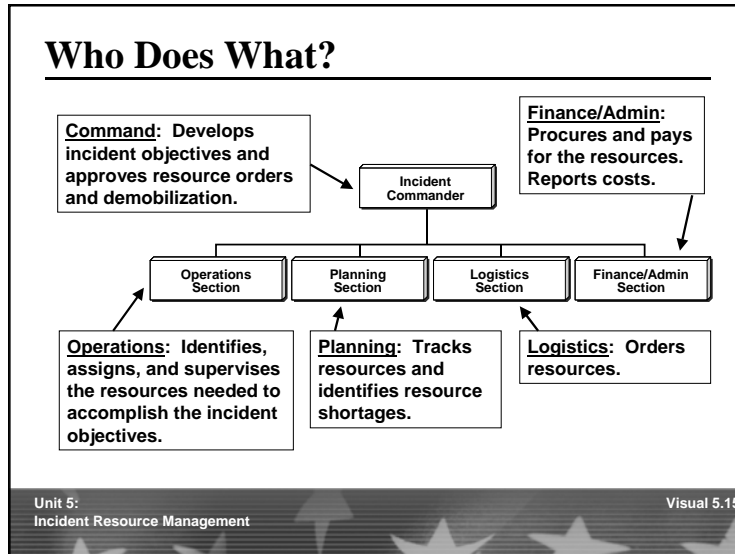Explain that the next section of the unit covers resource ordering.

Then, present the following points:

- The initial complement of resources may include only one or two additional units. If only a few resources are to be added, the Incident Briefing, ICS Form 201 can be used as documentation. The Incident Briefing form may serve as the vehicle for recording resources in most incidents. However, as incidents grow, it will be necessary to use some of the other ICS tools.

- As incidents grow in size and/or complexity, more tactical resources may be required and the Incident Commander may augment existing resources with additional personnel and equipment which results in a need for more supervisory and support personnel to maintain adequate span of control. In addition, the planning for additional resources becomes more complex. As a consequence, a more formalized resource ordering process may be needed.

Aids and Cues

Topic	Resource Ordering

Visual 5.15

Who Does What?

Command: Develops incident objectives and approves resource orders and demobilization.

Finance/Admin: Procures and pays for the resources. Reports costs.

Incident Commander

Operations Section | Planning Section | Logistics Section | Finance/Admin Section

Operations: Identifies, assigns, and supervises the resources needed to accomplish the incident objectives.

Planning: Tracks resources and identifies resource shortages.

Logistics: Orders resources.

Unit 5:
Incident Resource Management

Visual 5.15

Visual Description: Who Does What?

Instructor Notes

Using the visual, summarize the resource ordering activities of the incident command organization:

- Command develops incident objectives and approves resource orders and demobilization.

- Operations identifies, assigns, and supervises the resources needed to accomplish the incident objectives.

- Planning tracks resources and identifies resource shortages.

- Logistics orders resources.

- Finance and Administration procures and pays for the resources the Logistics Unit has ordered and reports costs.

Aids and Cues

Topic   **Resource Ordering**

Visual 5.16

Authority To Order Resources

- **Approving Orders: The Incident Commander approves all resource orders.**

- **Placing Orders: The Incident Commander, Logistics Section Chief, and Supply Unit Leader are authorized to place orders.**

Unit 5:
Incident Resource Management   Visual 5.16

Visual Description: Authority to Order Resources

Instructor Notes

Present the following points:

- Final approval for ordering additional resources, as well as releasing resources from an incident, is the responsibility of the Incident Commander.

  Ordinarily, it is not efficient use of the Incident Commander's time to review and approve all resource orders for routine supplies, e.g., food, on a major incident. The Incident Commander may delegate approval of certain orders while reviewing and approving any non-routine requests, especially if they are expensive, require outside agency participation, or have potential political ramifications.

- If the Logistics Section Chief position has been filled, then the Logistics Chief has the delegated authority to place the resource order after the order has been approved by the Incident Commander or his/her designee.

  On larger incidents, where the Logistics Section contains a Supply Unit, the Supply Unit has the authority to place the approved resource order.

  If the incident organization is small and General Staff positions have not been filled, then the Incident Commander will personally request the additional resources from the agency dispatch/ordering center.

Aids and Cues

| Topic | Resource Ordering |

Visual 5.17

Resource Ordering: Small Incidents

On smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is typically:

- Prepared at the incident, approved by the Incident Commander, and

- Transmitted from the incident to the jurisdiction or agency ordering point.

Incident Site

Unit 5:
Incident Resource Management

Visual 5.17

Visual Description: Resource Ordering: Small Incidents

Instructor Notes

Explain that during smaller incidents, where only one jurisdiction or agency is primarily involved and the General Staff positions have not been filled, the resource order is typically prepared at the incident, approved by the Incident Commander, and transmitted from the incident to the jurisdiction or agency ordering point. Methods for placing orders may include:

- Voice (by telephone or radio)
- FAX
- Computer modem or digital display terminal

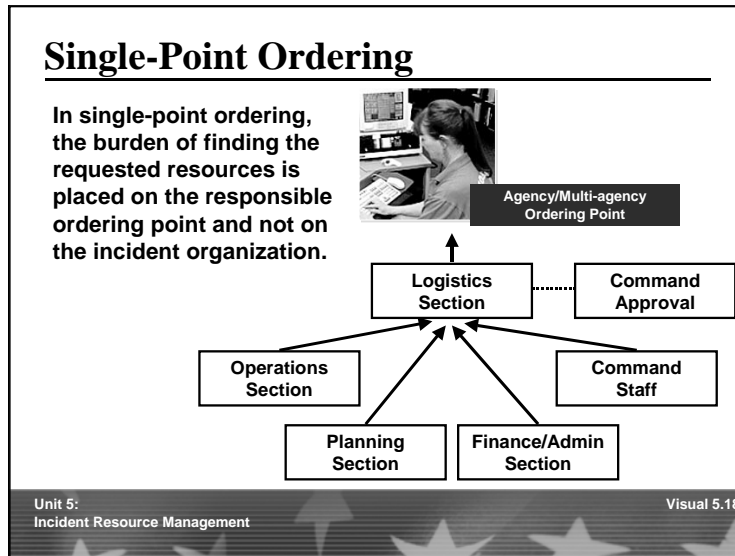Note that resource ordering can be accomplished by:

- Single-point resource ordering.
- Multi-point resource ordering.

Explain that the next visual presents the concept of single-point resource ordering.

Aids and Cues

| Topic | Resource Ordering |

Visual 5.18

Single-Point Ordering

In single-point ordering, the burden of finding the requested resources is placed on the responsible ordering point and not on the incident organization.

Agency/Multi-agency Ordering Point

Logistics Section

Command Approval

Operations Section

Command Staff

Planning Section

Finance/Admin Section

Unit 5:
Incident Resource Management

Visual 5.18

Visual Description: Single-Point Ordering

Instructor Notes


Present the following points:

- The concept of single-point resource ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction/agency dispatch/ordering center and not on the incident organization.

- Single-point resource ordering (i.e., ordering all resources through one dispatch/ordering center) is usually the preferred method. However, single-point resource ordering may not be feasible when:

  - The dispatch/ordering center becomes overloaded with other activity and is unable to handle new requests in a timely manner.
  - Assisting agencies at the incident have policies that require all resource orders be made through their respective dispatch/ordering centers.
  - Special situations relating to the order may necessitate that personnel at the incident discuss the details of the request directly with an off-site agency or private-sector provider.

Refer the students to the graphic on the visual. Note that if the Logistics Section is not activated, then the Incident Commander or designee would request resources.

Aids and Cues

| Topic | Resource Ordering |

Visual 5.19
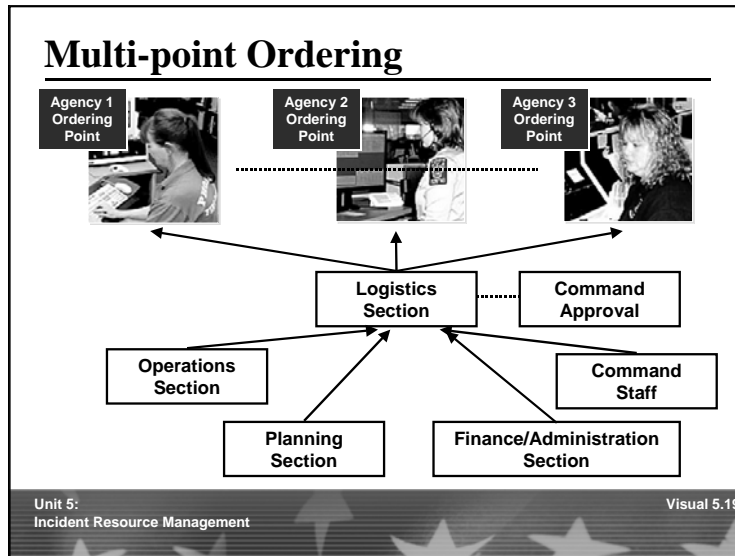
Visual Description: Multi-point Ordering

Instructor Notes

Explain that multi-point ordering is when the incident orders resources from several different ordering points and/or the private sector. Multi-point off-incident resource ordering should be done only when necessary.

Multi-point ordering may be necessary when:
- A certain kind of resource must be directly ordered through the owner agency or supplier (which may not be the home agency). A common example of this is hazardous materials situations that may require specialized private sector clean-up equipment.
- Agency policy requires the direct ordering process.
- Most of the requested resources are from agencies or organizations different from the incident home agency, and it is more convenient or effective to deal with resource providers directly from the incident.

- Multi-point ordering places a heavier load on incident personnel by requiring them to place orders through two or more ordering points. This method of ordering also requires tremendous coordination between and among ordering points, and increases the chances of lost or duplicated orders. A multi-agency coordination entity, such as an EOC, may assist the resource ordering process. By involving the EOC:

  - A wider range of sources can be accessed.
  - Priorities can be established, especially in large-scale incidents that have multiple Incident Command Posts.
  - On-scene personnel can focus better on the response issues at hand.

Reinforce that regardless of whether Logistics is using single or multi-point ordering, the rest of the incident staff must place their orders through Logistics.

Topic   **Resource Ordering**

Visual 5.20

Review: Single-Point vs. Multi-point Ordering

What are the advantages of single-point ordering?

Under what circumstances would you use multi-point ordering?

Unit 5:
Incident Resource Management

Visual 5.20

Visual Description: Review: What are the advantages of single-point ordering? Under what circumstances would you use multi-point ordering?

Instructor Notes

Ask the students these review questions: **What are the advantages of single-point ordering? Under what circumstances would you use multi-point ordering?**

Ask for volunteers to answer the questions. If not mentioned by the students, add the following:

▪   The concept of single-point resource ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction/agency dispatch/ordering center and not on the incident organization.

▪   Multi-point ordering is most often used when several different agencies (e.g., law, fire, medical, public works) at the same incident have policies that require all resource orders be made through their respective dispatch/ordering centers.

▪   On-scene personnel need to discuss the details of the request directly with an off-site agency or private-sector provider.

Aids and Cues

Topic	Resource Ordering

Visual 5.21

Resource Orders: Information Elements

- **Incident name**
- **Order and/or request number (if known or assigned)**
- **Date and time of order**
- **Quantity, kind, and type**
- **Special support needs (as appropriate)**
- **Reporting location (specific)**
- **Requested time of delivery (specific, immediate vs. planned, not ASAP)**
- **Radio frequency to be used**
- **Person/title placing request**
- **Callback phone number or radio designation**

Unit 5:
Incident Resource Management

Visual 5.21:

Visual Description: Resource Orders: Information Elements
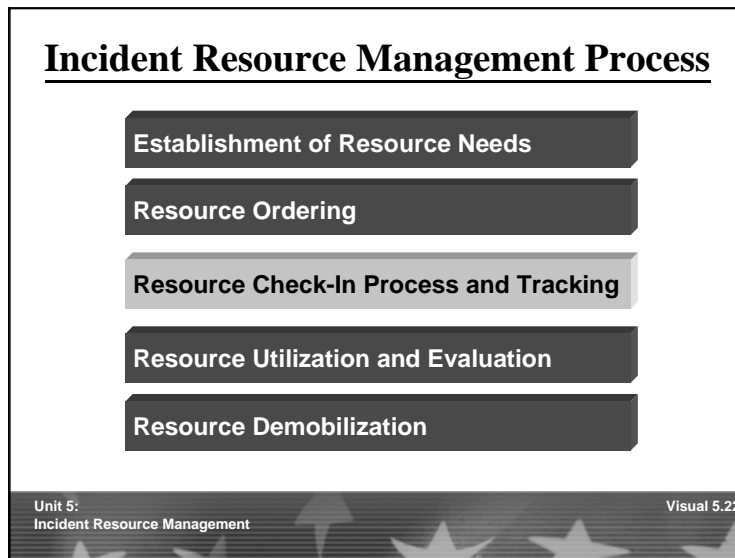
Instructor Notes

Note that although different formats may exist, every resource order should contain the following essential elements of information:

- Incident name
- Order and/or request number (if known or assigned)
- Date and time of order
- Quantity, kind, and type
- Special support needs (as appropriate)
- Reporting location (specific)
- Requested time of delivery (specific, immediate vs. planned, not ASAP)
- Radio frequency to be used
- Person/title placing request
- Callback phone number or radio designation for clarifications or additional information
- Cost code
- Jurisdiction

Aids and Cues

Topic   Resource Ordering

Visual 5.22

Information Included on Resource Order Forms
- Sources or potential sources for the resource requests.
- Source for the responding resource.
- Identification of the responding resource (name, id number, transporting company, etc.).
- Estimated time of arrival.
- Requisition/order number.

Visual 5.22

Visual Description: Resource Order Forms

Instructor Notes

Explain that on more complex incidents resource order forms may be used. Note that the following information is typically included on resource order forms:

- Sources or potential sources for the resource requests.
- Source for the responding resource.
- Identification of the responding resource (name, id number, transporting company, etc.).
- Estimated time of arrival.
- Requisition/order number.

Note: If you are training a single jurisdiction, add any specific resource ordering policies, procedures, or forms.

Aids and Cues

| Topic | Resource Check-In Process and Tracking |

Visual 5.23

Incident Resource Management Process

- Establishment of Resource Needs
- Resource Ordering
- Resource Check-In Process and Tracking
- Resource Utilization and Evaluation
- Resource Demobilization

Unit 5:
Incident Resource Management

Visual 5.22

Visual Description: Incident Resource Management Process—Resource Check-In Process and Tracking

Instructor Notes

Explain that the next section of the unit covers resource check-in and tracking.

Aids and Cues

Topic	Resource Check-In Process and Tracking

Visual 5.24

Check-In Process (1 of 2)

- **The Resources Unit, Planning Section Chief, or Incident Commander establishes and oversees the check-in function.**
- **Check-in may be done at one of the following five incident locations:**
    - **Incident Base**
    - **Camp**
    - **Staging Area**
    - **Resources Unit (at the ICP)**
    - **Helibase**

Unit 5:
Incident Resource Management

Visual 5.24

Visual Description: Check-In Process (1 of 2)

Instructor Notes

Explain that the resource check-in process consists of the following:

- The Resources Unit will establish and conduct the check-in function at designated incident locations. If the Resources Unit has not been activated, the responsibility for ensuring check-in will be the Incident Commander or Planning Section Chief.

- There are five incident locations where check-in can be done:

    - Incident Base
    - Camp
    - Staging Area
    - Resources Unit at the Incident Command Post
    - Helibase

- Tactical resources may report to a tactical supervisor, e.g., Division/Group, when arriving at the incident, but are required to formally check-in at one of the above locations as soon as practical.

(Continued on next slide.)

| Topic | Resource Check-In Process and Tracking |

Visual 5.25

Check-In Process (2 of 2)

- Check-in List, ICS Form 211 is used to document the check-in process.
- Check-in recorders report check-in information to the Resources Unit.

| CHECK-IN LIST | 1. INCIDENT NAME | 2. CHECK-IN LOCATION ___ BASE ___ CAMP ___ STAGING AREA ___ ICP/RESOURCES ___ HELIBASE | 3. DATE/TIME |

CHECK-IN INFORMATION

4. LIST PERSONNEL (OVERHEAD) BY AGENCY & NAME OR LIST EQUIPMENT BY THE FOLLOWING FORMAT

| | SINGLE | | | | ORDER REQUEST NUMBER | DATE/TIME CHECK-IN | LEADER'S NAME | TOTAL NO. PERSONNEL | MANIFEST YES NO | CREW WEIGHT INDIVIDUALS WEIGHT | HOME BASE | DEPARTURE POINT | METHOD OF TRAVEL | INCIDENT ASSIGNMENT | OTHER QUALIFICATION | SENT TO RESOURCES TIME/INT |

Unit 5:
Incident Resource Management

Visual 5.25

Visual Description: Check-In Process (2 of 2)

Instructor Notes

Present the following key points:

- The ICS Form 211 is used for resource check-in.

- A Check-In Recorder will be assigned to each location where resources will check in. Check-in recorders must have an adequate supply of check-in forms and be briefed on the frequency for reporting check-in information to the Resources Unit.

Tell the students that a copy of the ICS Form 211 can be found on the next page in their Student Workbooks.

Aids and Cues

SW Page 5-32

INCIDENT CHECK-IN LIST					1. Incident Name	2. Check-In Location (complete all that apply)					3. Date/Time
Check one:						☐ Base	☐ Camp	☐ Staging Area	☐ ICP Restat	☐ Helibase	
☐ Personnel　☐ Handcrew　☐ Misc.　☐ Engines　☐ Dozers　☐ Helicopters　☐ Aircraft											

Check-In Information																	

4. List Personnel (overhead) by Agency & Name -OR- List equipment by the following format:					6. Order/Request Number	6. Date/ Time Check-In	7. Leader's Name	8. Total No. Personnel	9. Manifest		10. Crew or Individual's Weight	11. Home Base	12. Departure Point	13. Method of Travel	14. Incident Assignment	16. Other Qualifications	16. Sent to RESTAT Time/Int
Agency	Single	Kind	Type	I.D. No/Name					Yes	No							

Page ___ of ____	17. Prepared by (Name and Position) *Use back for remarks or comments*

ICS 211

Topic	Resource Check-In Process and Tracking

Visual 5.26

Check-In Information

The following check-in information is used for tracking, resource assignment, and financial purposes:

- ✓ Date and time of check-in
- ✓ Name of the resource
- ✓ Home base
- ✓ Departure point
- ✓ Order number and position filled (personnel only)

- ✓ Crew Leader name and personnel manifest (for crews)
- ✓ Other qualifications
- ✓ Travel method
- ✓ Mobilization authorization (if appropriate)

Unit 5:
Incident Resource Management

Visual 5.26

Visual Description: Check-In Information

Instructor Notes

Present the following points:

- Limiting the number of check-in locations will greatly increase the reliability of resource information on the incident, thus improving future planning efforts.

- The following check-in information is used for tracking, resource assignment, and financial purposes:

  - Date and time of check-in
  - Name of the resource
  - Home base
  - Departure point
  - Order number and position filled (personnel only)
  - Crew Leader name and personnel manifest (for crews)
  - Other qualifications
  - Travel method
  - Mobilization authorization (if appropriate)

Aids and Cues

Topic	Resource Check-In Process and Tracking

Visual 5.27

Tracking Resources: Responsibilities

Resource tracking responsibilities are shared as follows:

- **Planning Section is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service).**

- **Operations Section is responsible for tracking the movement of resources within the Operations Section itself.**

Unit 5:
Incident Resource Management

Visual 5.27

Visual Description: Tracking Resources: Responsibilities

Instructor Notes

Explain that tracking resources efficiently while they are on the incident is essential for personnel safety, accountability, and fiscal control. Resource tracking responsibilities on the incident are shared between:

- **Planning Section**, which is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service), and

- **Operations Section**, which is responsible for tracking the movement of resources within the Operations Section itself.

The more hazardous the tactics being implemented on the incident, the more important it is to maintain accurate resource status information.

Aids and Cues

| Topic | Resource Check-In Process and Tracking |

Visual 5.28

Review: Tactical Resources Status

Assigned — Currently working on an assignment under the direction of a supervisor

Available — Ready for immediate assignment and has been issued all required equipment

Out-of-Service — Not available or ready to be assigned (e.g., maintenance issues, rest periods)

Unit 5:
Incident Resource Management

Visual 5.28:

Visual Description: Review: Tactical Resources Status

Instructor Notes

Remind the students that ICS classifies tactical resources into one of three categories based on their status. These categories include:

- **Assigned** - Currently working on an assignment under the direction of a supervisor

- **Available** - Ready for immediate assignment and has been issued all required equipment

- **Out-of-Service** - Not available or ready to be assigned (e.g., maintenance issues, rest periods)

Aids and Cues

Topic **Resource Check-In Process and Tracking**

Visual 5.29

Change of Resource Status

- **Resource status on an incident is maintained by the supervisor of that resource.**

- **Information about the status change that will last more than a few minutes must be communicated to Resources Unit or other appropriate element.**

Unit 5:
Incident Resource Management

Visual 5.29

Visual Description: Change of Resource Status

Instructor Notes

Present the following points:

- Resource status on an incident is maintained and changed by the supervisor who has the resources under assignment.

- During larger incidents a Resources Unit, if established, will also maintain status on all resources assigned to the incident. The Resources Unit will not on its own authority change the status of resources.

- All changes in status that last for more than a few minutes must be communicated to the appropriate organizational element. The individual who makes the status change is responsible for making sure the change is communicated to the person or unit responsible for maintaining overall resource status at the incident.

Aids and Cues

Topic	Resource Check-In Process and Tracking

Visual 5.30

Resource Status-Keeping Systems

- Manual record keeping on ICS forms
- Card systems
- Magnetic symbols on maps or status boards
- Computer systems

Unit 5:
Incident Resource Management

Visual 5.30

Visual Description: Resource Status-Keeping Systems

Instructor Notes

Present the following points:

- There are several status-keeping methods or systems that can be used to keep track of resources at incidents.

- Below are examples of systems. (Note that no single system is recommended.)

  - **Manual Record Keeping on Forms.** The following ICS forms can be used for resource tracking: the resources summary of the Incident Briefing, ICS Form 201, Check-In List, ICS Form 211, and Assignment List, ICS Form 204.

  - **Card Systems.** Several versions are available that allow for maintaining status of resources on cards. One of these systems has different colored T-shaped cards for each kind of resource. The cards are formatted to record various kinds of information about the resource. The cards are filed in racks by current location.

  - **Magnetic Symbols on Maps or Status Boards.** Symbols can be prepared in different shapes, sizes, and colors with space to add a resource designator. The symbols are placed on maps or on boards indicating locations designated to match the incident.

  - **Computer Systems.** A laptop computer can be used with a simple file management or spreadsheet program to maintain information on resources. These systems can be used to compile check-in information and then maintained to reflect current resource status.

Topic   **Resource Utilization and Evaluation**

Visual 5.31

Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

Unit 5:
Incident Resource Management   Visual 5.32

Visual Description: Incident Resource Management Process—Resource Utilization and Evaluation

Instructor Notes

Explain that the next section of the unit covers resource utilization and evaluation.

Aids and Cues

Topic	Resource Utilization and Evaluation

Visual 5.32

Utilizing Resources

- **Supervisory personnel direct, guide, monitor, and evaluate the efforts of subordinates toward attaining specific objectives.**

- **A designated supervisor or leader, whether they are tactical resources assigned to the Operations Section, or personnel assigned to support the overall operation, always directs resources.**

- **All positions have the delegated authority of the position.**

Unit 5:
Incident Resource Management

Visual 5.32

Visual Description: Utilizing Resources

Instructor Notes

Present the following key points:

- In the ICS, there is both a chain of command (the organization) and a unity of command (each person reports to only one supervisor). These two factors provide the basis for effective resource management and personnel accountability.

- Supervisory personnel direct, guide, monitor, and evaluate the efforts of subordinates toward attaining specific objectives.

  - Responsible for the safety and welfare of assigned subordinate personnel.

- A designated supervisor or leader, whether they are tactical resources assigned to the Operations Section, or personnel assigned to support the overall operation, always directs resources.

- All positions have the delegated authority of the position.

Aids and Cues

| Topic | Resource Utilization and Evaluation |

Visual 5.33
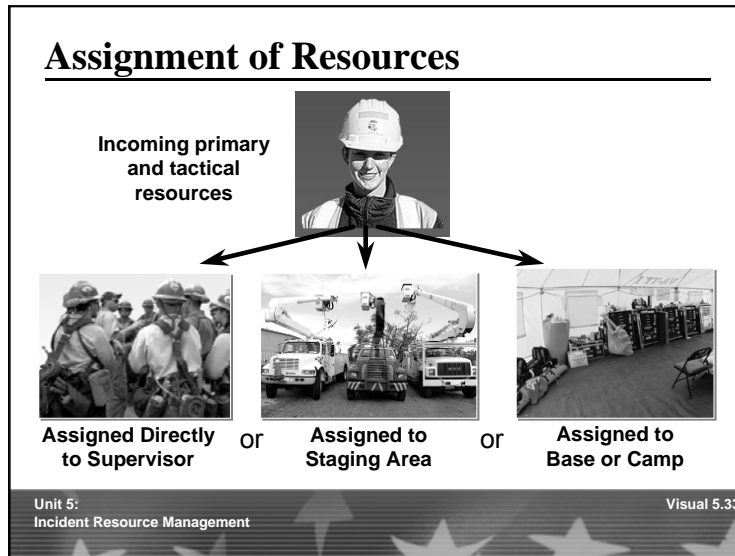
Visual Description: Assignment of Resources

Instructor Notes

Explain that incoming primary and tactical resources will initially be assigned to the following locations at the incident:

- Direct Assignment to Supervisor

- Assignment to Staging Area

- Assignment to Incident Base or Camp

Aids and Cues

| Topic | Resource Utilization and Evaluation |

Visual 5.34

Direct Assignment to Supervisor

- **On fast-moving or rapidly expanding incidents, tactical resources may report immediately to Divisions or Groups.**

- **In direct assignments, tactical resources report in with a designated Supervisor.**

- **Formal check-in must take place when the resources are in the Staging Areas or are out-of-service.**

Unit 5:
Incident Resource Management

Visual 5.34

Visual Description: Direct Assignment to Supervisors

Instructor Notes

Present the following points:

- On fast moving or rapidly expanding incidents, tactical resources are often assigned to report immediately to Divisions or Groups to support the current Incident Action Plan. In these situations, the tactical resources must always report in with a designated Division or Group Supervisor (if assigned to a Single Resource, the tactical resource is reporting to his or her supervisor).

- Formal check-in will take place later after resources are placed in Staging Areas or are out-of-service.

- While a direct assignment to supervisors is often necessary to meet the demands of the incident, it is not the preferred way of handling incoming additional resources, especially if they have traveled long distances.

Aids and Cues

| Topic | Resource Utilization and Evaluation |

Visual 5.35

Discussion: Direct Assignments

What are the disadvantages of tactical resources being directly assigned to a Division or Group?

Unit 5:
Incident Resource Management

Visual 5.36

Visual Description: What are the disadvantages of tactical resources being directly assigned to a Division or Group?

Instructor Notes

Ask the students: **What are the disadvantages of tactical resources being directly assigned to a Division or Group?**

Ask for volunteers to answer the question. If not mentioned by the students, add the following:

▪ This practice circumvents the preferred method of formally checking in resources as they arrive at the incident.

▪ This practice could be a disadvantage for resources that traveled long distances to the incident and are then immediately assigned to a Division or Group. In this case, the tactical resources are being assigned <u>without</u> rest or a briefing.

▪ Potential for lack of accountability that can compromise safety.

Aids and Cues

| Topic | Resource Utilization and Evaluation |

Visual 5.36

Assignment to Staging Area

Assignments to Staging Areas occur when:

- **Resources are to be assigned during the current operational period.**
- **Resources are needed to provide a reserve force for contingencies.**
- **Single resources need to be formed into Task Forces and/or Strike Teams prior to assignment.**

Unit 5:
Incident Resource Management

Visual 5.36

Visual Description: Assignment to Staging Area

Instructor Notes

Present the following points about assignment of resources to the Staging Area:

- Incoming tactical resources are assigned to Staging Areas and are on 3-minute availability. Resources are sent in the Staging Area when they:

  - Will be assigned during the current operational period.
  - Are needed to provide a reserve force for contingencies.
  - Are single resources that need to be formed into Task Forces and/or Strike Teams prior to assignment.

- As part of the planning process, the Operations Section Chief will decide quantity, kind, and type of resources to be kept in Staging Areas. This decision is based on creating adequate reserves to meet expected contingencies.

- The number of resources in a Staging Area can change dramatically during an operational period. It can be, and often is, a dynamic and fluid situation, with resources leaving the Staging Area for active assignments and new resources arriving.

- The Staging Area Manager must maintain the status of resources in the Staging Area and inform the Operations Section Chief when minimum levels of resources are about to be reached.

- At times the Operations Section Chief will delegate the authority to place additional resource orders to maintain minimum levels to the Staging Area Manager.   The Operations Section Chief may delegate authority to establish and operate staging areas to Branch Directors and/or Division/Group Supervisors.

| Topic | Resource Utilization and Evaluation |

Visual 5.37

Staging Area Managers

The Operations Section Chief must brief the Staging Area Manager(s) about:

- **Expected number, kind, and type of resources.**
- **Communications to be used.**
- **Minimum resource levels that should be maintained.**
- **Procedures for obtaining additional resources.**
- **Expected duration for use of the Staging Area.**
- **Procedures for obtaining logistical support.**

Unit 5:
Incident Resource Management

Visual 5.37

Visual Description: Staging Area Managers

Instructor Notes

Explain that the Operations Section Chief must brief the Staging Area Manager(s) on how the Staging Area should be managed. This briefing should include:

- Expected number, kind, and type of resources.

- Communications to be used.

- Minimum resource levels that should be maintained.

- Procedures for obtaining additional resources.

- Expected duration for use of the Staging Area.

- Procedures for obtaining logistical support.

Aids and Cues

Visual 5.38

Resources in Staging Areas

What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?

Unit 5:
Incident Resource Management

Visual 5.39
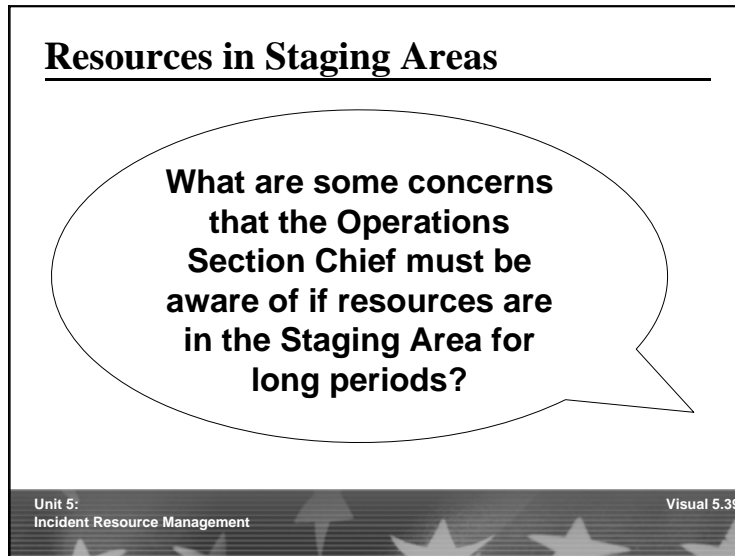
Visual Description: What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?

___

Instructor Notes

___

Ask the students: **What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?**

Ask for volunteers to answer the question. If not mentioned by the students, add the following:

▪ The Operations Section Chief must be concerned about the cost, morale, and political implications of maintaining resources for long periods of time in Staging Areas.

▪ This is particularly true for equipment and personnel that have been hired from private-sector sources where significant cost accumulations can take place.

Aids and Cues

___

| Topic | Resource Utilization and Evaluation |

Visual 5.39

Assignment to Base or Camp

- **Often done when the tactical resources are not scheduled for use during the current operational period.**
- **For resources that have traveled some distance, being in an out-of-service status allows briefings and a rest period.**

Unit 5:
Incident Resource Management

Visual 5.39

Visual Description: Assignment to Base or Camp

Instructor Notes

Present the following points about assignment of resources to a Base or Camp:

- Assignment to the Incident Base or Camp location is often done when the tactical resources are not scheduled for use during the current operational period.

- For resources that have traveled some distance, the assignment to the Base or Camps in an out-of-service status allows briefings and a rest period prior to taking on an active assignment in the next operational period.

- Personnel resources ordered to fill specific organizational assignments will report to their designated check-in location, which will usually be the Resources Unit at the Incident Command Post, the Incident Base, or another designated facility.

Aids and Cues

Visual 5.40

Air Operations Branch

An Air Operations Branch can be established if:

- **Tactical and logistical air support activity is needed.**
- **Helicopters and fixed-wing aircraft are involved within the incident airspace.**
- **Safety, environmental, weather, or temporary flight restriction issues arise.**
- **A helibase or several helispots are required.**
- **When required by agency policy and/or flight operations SOPs.**
- **The Incident Commander and/or Operations Section Chief are unfamiliar with aviation resources, their uses, and safety procedures.**

Unit 5:
Incident Resource Management

Visual 5.40

Visual Description: Air Operations Branch

Instructor Notes

Present the following points about establishment of the Air Operations Branch:

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

- When activated, the Air Operations Branch is responsible for managing all air operations at an incident. This includes both tactical and logistical operations. Prior to activation of the Air Operations Branch, management of aviation operations (including the use of aircraft for logistical support) is the responsibility of the Operations Section Chief or Incident Commander if the Operations Section Chief position has not been activated, which is usually the case on a Type 3 incident.

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

- An Air Operations Branch can be established if:
  - The Incident Commander's or Operations Section Chief's (if that position has been established) workload or span of control necessitates it.
  - Tactical and logistical air support activity is needed at the incident.
  - Helicopters and fixed-wing aircraft are involved within the incident airspace.
  - Safety, environmental, weather, or temporary flight restriction issues become apparent.
  - A helibase or several helispots are required to support incident operations.
  - Agency policy and/or flight operations Standard Operating Procedures (SOP) require it.
  - The Incident Commander and/or Operations Section Chief are unfamiliar with aviation resources, their uses, and safety protocols.

(Continued on next page.)

Point out that the Air Operations Branch is managed by the Air Operations Branch Director, who reports to the Operations Section Chief. The Air Operations Branch Director for an incident is always ground-based.

Major Responsibilities of the Air Operations Branch Director include:

Organize Preliminary Air Operations

This is an important first step based on information obtained in the briefing and current actions underway. It includes confirming the arrival of additional aircraft (if ordered), coordinating their assignments and communications on the incident, briefing of supporting staff, and direct participation in current and future operational period planning.

As Appropriate, Initiate Request for Temporary Flight Restrictions

Temporary Flight Restrictions (TFR) may be necessary in and around some incidents and/or events in order to control non-incident flight activity. A request for a TFR (Federal Air Regulation 91.137) is made through locally established process to the closest Federal Aviation Administration's Air Route Traffic Control Center. When activated by the FAA, Temporary Flight Restrictions restrict flights in a designated air space except those participating in hazard relief activities. TFRs should be promptly lifted when no longer needed.

Under the Air Operations Branch Director are two supervisors, the Air Tactical Group Supervisor and the Air Support Group Supervisor

Air Tactical Group Supervisor: Responsible for coordinating the airborne tactical operations of fixed- and/or rotary-wing aircraft operating on an incident. Helicopter Coordinators and Air Tanker/Fixed-Wing Coordinators may be assigned as required to manage their respective aircraft. If assigned, they will report to the Air Tactical Group Supervisor.

Air Support Group Supervisor: Provides logistical support to helicopters operating on an incident or at an event, and manages helibase and helispot operations. The Air Support Group Supervisor is also responsible to maintain liaison with fixed-wing air bases.

| Topic | Resource Utilization and Evaluation |

Visual 5.41

Aviation Operations

- **Fire Control**
- **Search and Rescue**
- **Medical Evacuation**
- **Earthquakes, Floods, etc.**
- **Law Enforcement**
- **Forest and Other Land Management Programs**
- **Maritime Incidents**
- **Other Applications**

Unit 5:
Incident Resource Management   Visual 5.41

Visual Description: Aviation Operations

Instructor Notes

Explain that an increasing number of incidents and events involve the use of aircraft in tactical assignments and/or providing logistical support. Some examples are:

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

Explain that aviation operations at an incident may be very simple, consisting of only a helicopter working in a tactical operation or providing logistical support. On some incidents, air operations can become very complex, involving many helicopters, and/or a combination of helicopters and fixed-wing aircraft operating at the same time.

Point out that during large-scale search operations or a major wildland fire, an incident helibase may be established at or near the incident. Some incidents will also have one or more helispots designated.

Topic   **Resource Utilization and Evaluation**

Visual 5.42

Aviation Safety

Does your agency have aviation safety policies and procedures?

Unit 5:
Incident Resource Management   Visual 5.43
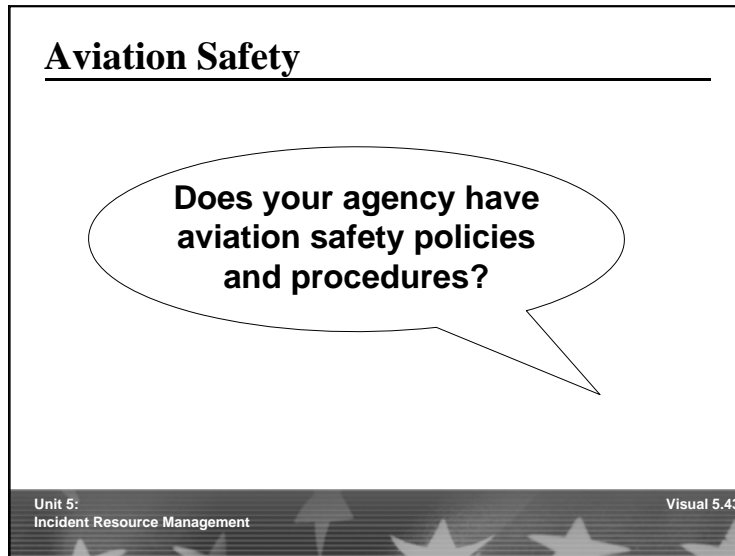
Visual Description: Does your agency have aviation safety policies and procedures?

Instructor Notes

For discussion, ask the students: **Does your agency have aviation safety policies and procedures?**

Aviation policies should address the following items:

▪ Payment amounts and contracts for rental aircraft

▪ Federal Aviation Administration (FAA) license requirements and certifications

▪ Pilot qualifications
  Note: The U.S. Department of Interior Aviation Management or the USDA Forest Service require substantially greater pilot and aircraft qualifications than does the FAA. For additional information see: www.oas.gov/source/source.htm

▪ Acquisition of aviation expertise when needed.
  Note: Most agencies do not conduct routine major air operations, so it is unlikely that they will have personnel trained to manage aviation tactical and support operations. Part of the resource pre-incident planning should include the identification of where you can acquire aviation management expertise when needed. Contact your unit, state, or regional aviation officer for assistance. Other sources of expertise include, but are not limited to, U.S. Coast Guard, National Guard Aviation Units, Civil Air Patrol, Federal Aviation Administration.

Aids and Cues

| Topic | Resource Utilization and Evaluation |

Monitoring and Assessing Resources
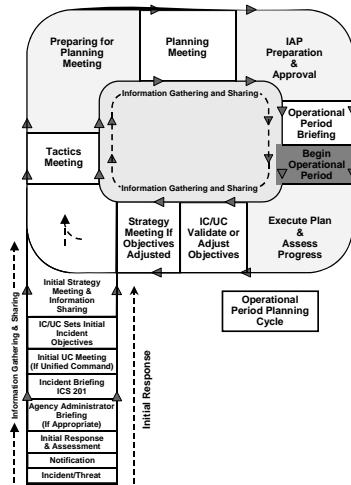
Visual 5.43

Resource use is:

- **Monitored on an ongoing basis.**
- **Assessed before objectives are set for the next operational period.**

Visual 5.43

Visual Description: Monitoring and Assessment Resources

Instructor Notes

- Remind the students that the Planning "P" is used to illustrate the incident planning process.

- Using the visual, point out that resource use is:

  - Monitored on an ongoing basis.

  - Assessed before objectives are set for the next operational period.

Aids and Cues

Topic	Resource Utilization and Evaluation

Visual 5.44

Resource Evaluation

In addition to the ongoing resource assessment process, resources should be evaluated:

- **On an ongoing basis as part of resource monitoring.**
- **At demobilization, upon the achievement of the assigned tactical objectives.**
- **During after-action reporting.**

Unit 5:
Incident Resource Management

Visual 5.44

Visual Description: Resource Evaluation

Instructor Notes

Explain that evaluation of resource performance involves monitoring, evaluating, and adjusting the performance of the organization and its components to ensure that all efforts are directed toward achieving the specified objectives. The specified objectives to be achieved must be reviewed as a part of this process to ensure they continue to be realistic and valid.

Mention that resources should be evaluated:

- On an ongoing basis as part of resource monitoring.
- At demobilization, upon the achievement of the assigned tactical objectives.
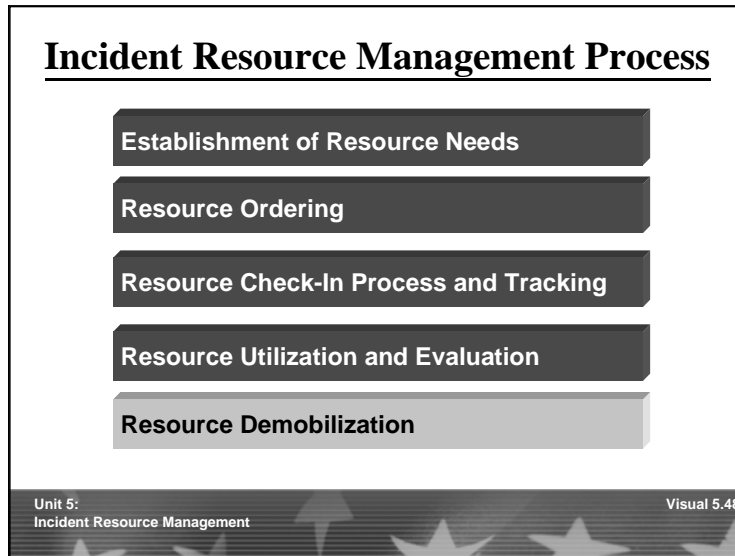- During after-action reporting.

Note that performance standards for personnel and equipment resources are based on accepted agency norms. These standards should be communicated and/or reaffirmed prior to assignments. Results must be constantly evaluated and compared against the standards and corrective action taken, if required.

Point out performance standards may include job aids, position task books, policy and procedure guides, evaluation checklists, emergency operation plans, National standards, etc.

Aids and Cues

| Topic | Resource Utilization and Evaluation |

Visual 5.45

Resource Performance Evaluation

Management actions that may cause poor performance may include:

- Unrealistic or poorly defined incident objectives, strategies, or tactics.
- Wrong resource allocated for the assignment.
- Inadequate tactical resources, logistical support, or communications.
- Not trained or properly equipped.
- Conflicting agency policies or procedures prevent the resource from carrying out the assignment.

Unit 5:
Incident Resource Management

Visual 5.45

Visual Description: Resource Performance Evaluation

Instructor Notes

Management actions that may cause poor performance may include:

- While some poor performance is due to the lack of motivation on the part of assigned personnel, it is more likely that management actions have produced or contributed to the problem.

- Management actions that may cause poor performance include:

  - Unrealistic or poorly defined incident objectives, strategies, or tactics.
  - The wrong resource was allocated for the assignment.
  - There are inadequate tactical resources, logistical support, or communications.
  - The resource is not trained or equipped to carry out the assignment.
  - Conflicting agency policies or procedures prevent the resource from carrying out the assignment.

- Sometimes the reason for lack of performance can be identified and addressed at the incident. Other times it may be necessary to either change the objective or replace the resource and address the issue through the Liaison Officer and/or agency training and policy. Failure at the tactical level is likely to reflect a failure to appropriately manage the resource during the planning process.

- Evaluation needs to go on constantly and corrections made as necessary throughout the life of the incident.

(Continued on next page.)

- Performance standards for personnel and equipment resources are based on accepted agency norms. These standards should be communicated and/or reaffirmed prior to assignments. Results must be constantly evaluated and compared against the standards and corrective action taken, if required.

- Performance standards can include job aids, position task books, policy and procedure guides, evaluation checklists, emergency operation plans, national standards, etc.

The specified objectives to be achieved must also be reviewed as a part of this process to ensure they continue to be realistic and valid.

Aids and Cues

| Topic | Resource Demobilization |

Visual 5.46

Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

Unit 5:
Incident Resource Management

Visual 5.48

Visual Description: Incident Resource Management Process—Resource Demobilization

Instructor Notes

Introduce resource demobilization by presenting these points:

- At all times during an incident, the Incident Commander and General and Command Staff members must determine when assigned resources are no longer required to meet incident objectives.

- Demobilization is the process of releasing resources that are no longer required.

Aids and Cues

Topic	**Resource Demobilization**

Visual 5.47

Evaluating Resources Needs

Initially, the incident may build faster than resources can arrive. Eventually, the sufficient resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs.

Unit 5:
Incident Resource Management

Visual 5.47:

Visual Description: Evaluating Resource Needs

Instructor Notes

Present the following point:

Initially, the incident may build faster than resources can arrive. Eventually, sufficient resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs.

Aids and Cues

| Topic | Resource Demobilization |

Visual 5.48

Resource Demobilization

- Excess resources must be released in a timely manner to reduce costs, and to "free them up" for reassignments.
- On larger incidents, demobilization planning should begin almost immediately.
- Demobilizing generally begins with the tactical resources assigned to the Operations Section. After tactical resources are released, support resources can also be reduced.

Unit 5:
Incident Resource Management

Visual 5.48

Visual Description: Resource Demobilization

Instructor Notes

Present the following points:

- Excess resources must be released in a timely manner to reduce incident related costs and to "free up" resources for other assignments.

- On larger incidents, the planning for demobilization should begin almost immediately and certainly well in advance of when demobilization actually takes place.

- The process of demobilizing resources generally begins at the Operations Section level, where the need for continued tactical resources will be determined.

- When tactical resources are no longer needed, other parts of the organization can also be reduced.

Aids and Cues

Topic   Resource Demobilization

Visual 5.49

Demobilization Plan

A demobilization plan should contain five essential parts:

- **General Information (guidelines)**
- **Responsibilities**
- **Release Priorities**
- **Release Procedures**
- **Directory (maps, phone listings, etc.)**

Unit 5:
Incident Resource Management   Visual 5.49

Visual Description: Resource Demobilization

Instructor Notes

Present the following points:

Demobilization plan should contain 5 essential parts:

- General information
- Responsibilities
- Release priorities
- Release procedures
- Directory

The Demobilization Plan is covered more thoroughly in Unit 7, Demobilization, Transfer of Command, and Closeout.

Aids and Cues

| Topic | Applied Exercise: Resource Management |

Visual 5.50

> ## Applied Exercise: Resource Management
>
> **Instructions: Working as a team:**
> 1. **Develop a ICS 215/215A.**
> 2. **Determine how resources will be ordered (single-point or multi-point) for this incident.**
> 3. **Identify the top challenges and strategies for managing resources during this incident.**
> 4. **Describe the method for evaluating resource effectiveness.**
> 5. **Select a spokesperson and be prepared to present your work in 30 minutes.**
>
> Unit 5:
> Incident Resource Management
> Visual 5.50

Visual Description: Exercise Instructions

Instructor Notes

Ask the students to work as a team and complete the following steps:

1. Develop an Operational Planning Worksheet, ICS Form 215 and Incident Safety Analysis, ICS Form 215A based on the Crescent City scenario, ICS Form 201 in Unit 3.

2. Determine how resources will be ordered (single-point or multi-point) for this incident.

3. Identify the top challenges and strategies for managing resources during this incident.

4. Describe the method for evaluating resource effectiveness.

5. Select a spokesperson and be prepared to present your work in 30 minutes.

Emphasize that there is NO one correct solution. Ask the team spokesperson to present its team solutions. Discuss the similarities and differences among the team responses and rationales for their answers. The ICS Form 215 will be presented more thoroughly in Unit 6, Planning Process.

Aids and Cues

SW Pages 3-40 thru 3-43, ICS Form 201
SW Pages 5-60 thru 5-61, ICS Forms 215 and 215A

Topic   **Summary**

Visual 5.51

Summary (1 of 2)

Are you now able to:
- **Identify and describe basic principles of resource management?**
- **Identify the basic steps involved in managing incident resources?**
- **Identify key considerations associated with resource management and the reasons for each?**
- **Describe how Operational Planning Worksheet, ICS Form 215 is used to manage incident or event resources?**

Unit 5:
Incident Resource Management   Visual 5.51

Visual Description: Summary (1 of 2)

Instructor Notes

Ask students if they are able to:

- Identify and describe basic principles of resource management.

- Identify key considerations associated with resource management and the reasons for each.

- Identify the basic steps involved in managing incident resources.

- Describe how Operational Planning Worksheet, ICS Form 215 is used to manage incident or event resources?

| Topic | Summary |

Visual 5.52

Summary (2 of 2)

Are you now able to:

- Describe how Incident Safety Analysis, ICS Form 215A is used with the ICS Form 215 to mitigate hazards to tactical operations?
- Identify the organizational elements at the incident that can order resources?
- Describe the differences between single-point and multi-point resource ordering and the reasons for each?
- Recognize agency specific aviation policies and procedures as they relate to safety?
- Describe the importance of establishing proper span of control for aviation resources and facilities?

Unit 5:
Incident Resource Management

Visual 5.52

Visual Description: Summary (2 of 2)

Instructor Notes

Ask students if they are able to:

- Describe how ICS Form 215A, Incident Safety Analysis, is used with the ICS Form 215 to mitigate hazards to tactical operations.

- Identify the organizational elements at the incident that can order resources.

- Describe the differences between single-point and multi-point resource ordering and the reasons for each.

- Recognize agency specific aviation policies and procedures as they relate to safety.

- Describe the importance of establishing proper span of control for aviation resources and facilities.

Your Notes:

Unit 6: Planning Process

Unit Objectives

At the end of this unit, the students will be able to:

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

Scope

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

Methodology

The instructor begins this unit by pointing out that the incident planning process is critical to a successful response, because it provides a system for dividing incident objectives into tactical assignments for specific operational periods.

The instructor presents the unit objectives and explains that the unit will focus on the planning process, including: planning for incidents and events, major planning steps, criteria for determining when the Incident Action Plan should be prepared in writing, the role and use of ICS forms and supporting materials, strategy and command meetings, tactics meeting, planning meeting, operation period briefing, team meeting, and appropriate strategies and tactics to meet incident objectives.

Note: An optional DVD, "Planning Process for All Risk Incidents", which demonstrates the various meetings that occur during the planning process, is available through Great Basin Cache, NFES 2952.

The scenario for the applied exercise is a continuation of the Crescent City derailment exercise. **Note:** You may use a different scenario from the one presented in these course materials. Ensure that extra ICS forms (202, 203, 204, 205, 206) are available for the exercise.

Teams will identify or explain the following:

- Review the scenario update, scenario objectives, and tactical recommendations.
- Discuss the hazard and strategy recommendations and select a course of action.
- Based on the selected tactics, determine resources requirements. Complete the Operational Planning Worksheet, ICS Form 215 and Incident Safety Analysis, ICS 215A.
- Identify the ICS forms to be included in the IAP.
- Outline the agenda for the operational briefing and present your IAP as a concise 5 to 10 minute operational briefing.

At the end of this unit, the instructors answer any questions from students and summarize the key points of the unit. The instructors then transition to the next unit.

Time Plan
A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction and Objectives	5 minutes
The Planning Process	10 minutes
Starting Each Planning Cycle: Assessing Incident Objectives	5 minutes
Determining Tactics	10 minutes
Preparing for the Planning Meeting	10 minutes
Conducting the Planning Meeting	10 minutes
IAP Preparation and Approval	20 minutes
Activity: Analyzing an IAP	60 minutes
Conducting the Operational Period Briefing	10 minutes
Executing the Plan and Assessing Progress	5 minutes
Optional DVD: The Planning Process for All Risk Incidents	49 minutes
Applied Exercise: Planning Process	90 minutes
Summary	5 minutes
Total Time	**4 hours** **+ 49 if DVD is shown**

Topic	Unit Introduction

Visual 6.1

Unit 6:
Planning Process

Visual Description: Unit Introduction

___

Instructor Notes

___

Introduce this unit by presenting the following points:

- Remind students that ICS emphasizes orderly and systematic planning. Explain that the incident planning process allows the organization to divide incident objectives into tactical assignments for specific operational periods.

- This unit will cover the planning process and the IAP.

Topic   **Unit Objectives**

Visual 6.2

Unit Objectives (1 of 3)

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

Unit 6:   Visual 6.2
Planning Process

Visual Description: Unit Objectives (1 of 3)

Instructor Notes

Show the next three visuals and review the unit objectives with the class. Tell the students that by the end of this unit, they should be able to:

- Identify the importance of planning for incidents/events.

- Explain the differences between planning for incidents and events.

- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.

- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.

Topic   **Unit Objectives**

Visual 6.3

Unit Objectives (2 of 3)

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

Unit 6:
Planning Process   Visual 6.3

Visual Description: Unit Objectives (2 of 3)

Instructor Notes

Continue presenting the unit objectives:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.

- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.

- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.

- Conduct a tactics meeting and complete an Operational Planning Worksheet, ICS Form 215, and Incident Safety Analysis, ICS Form 215A, using the strategies and tactics from the scenario.

Topic   **Unit Objectives**

Visual 6.4

Unit Objectives (3 of 3)

- **Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials.**
- **Using the IAP, conduct an operational period briefing.**

Unit 6:
Planning Process

Visual 6.4

Visual Description: Unit Objectives (3 of 3)

Instructor Notes

Present the remaining objectives:

- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials.

- Using the IAP, conduct an operational period briefing.

Topic	The Planning Process
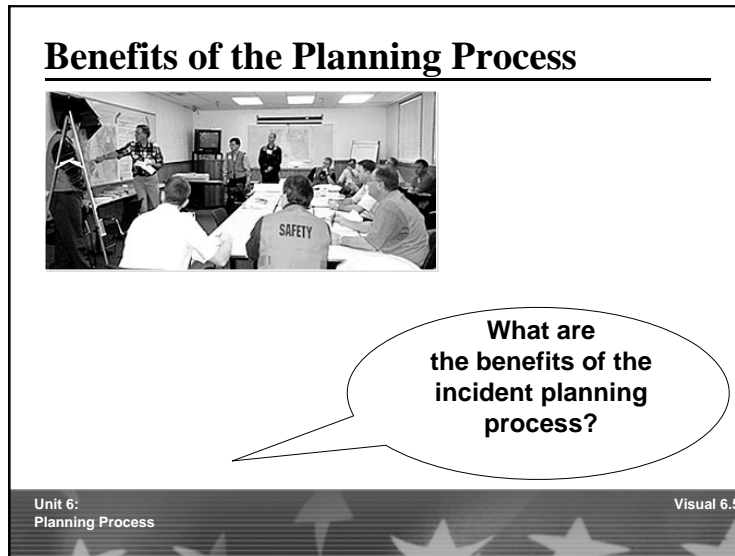
Visual 6.5

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

Instructor Notes

Ask the students: **What are the benefits of the incident planning process?**

Ask for volunteers to answer the question. If not mentioned by the students, add the following benefits:

▪ The planning process provides the following benefits:

  ▪ Enhances safety.
  ▪ Clarifies roles.
  ▪ Communicates the objectives of the Incident Commander.
  ▪ Provides a base against which progress can be measured.
  ▪ Solves problems (during the planning process problems are identified and solved).
  ▪ Allows for the predictions of the probable course of events.
  ▪ Builds stronger teams.
  ▪ Common understanding of objectives, strategies, and tactics.

▪ It was recognized early in the development of ICS that the critical task of adequate planning was often overlooked. The results were poor resource use, inappropriate tactics and strategies, safety problems, higher costs, and lower effectiveness.

▪ The incident planning process of the ICS provides a systematic means for all agencies involved in the response to have their objectives recognized and incorporated into the plan. In addition, this process allows everyone to know the plan and their role in it.

(Continued on next page.)

Topic   **The Planning Process**

- Planning should not be overlooked when dealing with more routine incidents. Often, smaller incidents that are routine and less complex do not need the creation of a written IAP. **The absence of a written plan does not decrease the need for a planning process.**

- For more complex, large-scale incidents, Incident Commanders should use a more formal process. The result of the more formal planning process is typically the written IAP. The decision to create this more formal written plan rests with the Incident Commander. The benefits of this written plan are undeniable when the size and complexity of the response require the participation of many responders and multiple agencies.

Add situations that demonstrate the benefits of planning based on your personal experience.

Topic   **The Planning Process**

Visual 6.6

Planning "P" Applicability

Events

Incidents
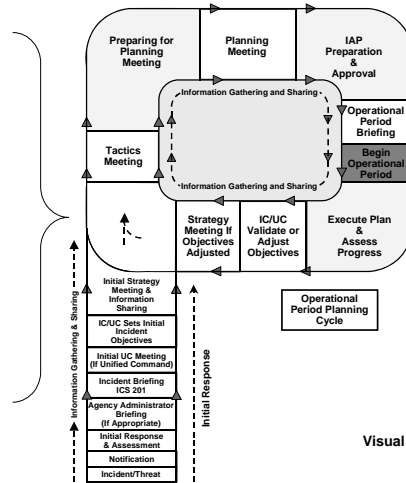
Visual Description: Planning Process Applies to Events and Incidents

Instructor Notes

Present the following key points:

- Although there are differences between planning for events and planning for incidents, the planning process applies to both.

- Incident action planning is essential for a successful response to expanding incidents.

- The same process is just as critical for planning for planned events that are outside of an agency's typical day-to-day activities due to the event's size and scale.

Refer the students to the information on the following pages that summarizes the differences between planning for events and incidents.

Aids and Cues

SW Pages 6-7 thru 6-10

Planning for Events
Events tend to be easiest to prepare for. Planners can establish exactly what is required for the organization to accomplish and ensure adequate resources are allotted to the effort. Agency administrators may provide these elements of information to the planners early in the process or the process may be used to help identify these issues. Typically, when dealing with an event, more time for preparing the plan and staffing the plan is allotted. The pressure on the planners is reduced and therefore plans and activities can be more detailed or specific. Examples of the kinds of events that lend themselves to an ICS planning process include: ▪ Major field training exercises ▪ A planned public event such as a major parade or concert ▪ A planned public safety activity such as a law enforcement sweep, a major pest control effort, and a prescribed fire for wildfire fuel hazard reduction The information and other considerations used when for event planning include: ▪ Type of event (static or moving) ▪ Type of attendees (controlled or free access) ▪ Single or multiple agency involvement ▪ Single or multiple jurisdictions ▪ Command and General Staff needs on the day of the event ▪ Is the planning done for the organizing and preparation for the event or for actions to be taken in managing the event when it takes place ▪ Kind, type and number of resources needed ▪ Any aviation activities planned ▪ Staging areas required ▪ Other event facilities needed ▪ Logistical support for event managers ▪ Known agency limitations or restrictions ▪ Communication system needs With the information above the planners can develop an appropriate organizational structure to meet the needs of the event.

Planning for Incidents
The second type of situation, and one more common, is the unplanned incident. This type of situation is different from a planned event in several important ways: ▪ The situation occurs prior to the engagement of response personnel ▪ Time is of the essence ▪ The situation is unstable ▪ The situation typically has the potential to expand rapidly ▪ Communication and incident information may be incomplete ▪ Staff on hand may vary in experience with managing expanding incidents This type of situation demands immediate planning and organizational actions to ensure safe and effective response activities. It is often overlooked that these incidents will present an ever-expanding list of variables and new consideration as long as the responders are reacting to the situation. Appropriate, effective planning actions are the only way to move to a proactive stance. Shortly after the arrival of Command personnel, the formal Incident Action Planning process must be engaged to allow for the responders to accelerate in order to keep pace with the incident. Beginning the process as described by the ICS will move any Incident Commander in the right direction. The balance of this Unit will describe the process of incident action planning within ICS and also include contingency and demobilization planning.

Major Planning Steps

Those involved in the original development of ICS felt that there was a need to provide a simple but thorough process for planning which could be utilized for both smaller, short-term incidents and events and for longer duration, more complex situations. This section will describe a planning process that consists of six sequential steps. The first three steps can be accomplished during the formalized planning meeting, or, for less complex incidents, by the IC alone. The last three steps ensure that the plan does the job it was intended to do. The steps are:

- Understand the situation (situation awareness)
- Establish incident objectives and strategies based on those objectives
- Develop tactical direction and assignments
- Prepare the plan in written format
- Implement the plan
- Evaluate the plan

Each of these steps, whether taken formally or informally by the Incident Commander, must be in place for successful and effective planning.

Understanding the situation can also be described as "situation awareness" and involves the IC and other planners in collecting as much information as is reasonably possible before setting more forward-looking incident direction. Knowing what information is essential and what is less important is a skill that one must develop. Otherwise, the IC will find it hard, if not impossible, to move to step two.

In general, essential elements of information can be categorized by knowledge and understanding the following:

- What has happened?
- What progress has been made?
- How effective is the current plan and associated action?
- What is the growth potential of the situation?
- What is the current and future resource and organizational capability?
- What are the political, social, and fiscal ramifications?

Establishing incident objectives and strategy is an essential part of completing the planning process. These decisions depend entirely on the answers to the question above and how that information is turned into forward-looking direction at a strategic level.

Remember that objectives should be constructed using the "S.M.A.R.T." acronym. The objectives should be flexible enough to allow some room for the personnel responsible for implementation to use alternate strategies and tactics as appropriate.

Agency policy will affect the objective and strategies and must be considered. In some cases involving larger more widespread incidents, the agency administrator or chief executive will provide overall incident direction and some formal delegation of specific authorities prior to the IC developing specific incident objectives.

The next step in the planning process is the actual construction of the written plan. This is accomplished by a series of meetings and tasks within the ICS framework. The next section will describe these meetings; the results of each and how these results are formulated into a document and how the field units learn of the plan and their roles in the plan.

Basically, the Planning Section facilitates a meeting where the IC reviews his or her Incident Objectives, the Operations Section personnel describe the selected tactics and who will perform them and the balance of the Command and General Staff indicate their ability to support the plan.

Next, the Planning Section compiles the plan on the appropriate forms, collates and prepares sufficient copies for distribution. Logistical personnel and agency representatives ensure that there are sufficient resources to carry out the plan. These resources are ordered through a formal, coordinated process and told when and where to report to be briefed.

Immediately prior to field resources being deployed, they arrive at the appropriate place at the assigned time to be briefed on the entirety of the operational period plan. This accomplished two things. First, it helps to avoid any confusion as multiple activities occur simultaneously, and secondly, it allows personnel to see where they fit into the other activities underway to accomplish the IC's other incident objectives.

The implementation of the plan is at the direction of Operations Section. The supervisory personnel within the Operations Section have the plan in hand along with various supporting documents and are responsible for implementation of the plan for the specific Operational Period.

The plan is evaluated at various stages in its development and implementation. First, all members of the Command and General plan review the final document and correct any discrepancies. Next, during the implementation of the plan, all incident supervisors and mangers must continually assess the effectiveness of the plan based upon the original measurable objectives for the operational period. This evaluation of the plan keeps responders on track and task AND ensures the next Operational Period plan is based on a reasonable expectation of success of the current plan.

Finally, the Operations Section Chief may make the appropriate adjustments during the Operational Period to ensure that the objectives are met and effectiveness is assured.

Topic	The Planning Process

Visual 6.7

What's an Operational Period?
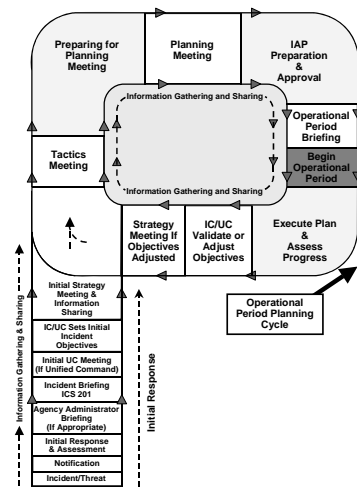
- **The designated time period in which tactical assignments are to be accomplished and reevaluated.**
- **Common lengths are:**
  - **12 or 24 hours for Type 1 and 2, and 3 incidents.**
  - **2 to 4 hours for hazardous materials incidents.**
  - **Multiple days for relatively stable situations like debris removal from building collapses or landslides.**

Visual 6.7

Visual Description: What's an Operational Period?

Instructor Notes

Present the following points:

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

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

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

(Continued on next page.)

Topic **The Planning Process**

Continue presenting the following key points:

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

- Often, during the initial strategy meeting, the start times and end times for the operational period are established. As an example, for 12-hour periods, it may be 0600-1800.

| **Topic** | **The Planning Process** |

Visual 6.8

Who Does What?

Command: Develops incident objectives. Ensures Safety Analysis is completed. Approves IAP.

Finance/Admin: Conducts any needed cost-analyses.

Incident Commander

Operations Section

Planning Section

Logistics Section

Finance/Admin Section

Operations: Establishes strategies and tactics to meet incident objectives.

Planning: Provides status reports, manages the planning process, and produces the IAP.

Logistics: Identifies the logistics requirements to support the tactics.

Unit 6:
Planning Process

Visual 6.8

Visual Description: Who Does What?

Instructor Notes

Note all Command and General staff members have responsibilities for planning. Using the information on the visual and the below chart, summarize the planning responsibilities:

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

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

Visual 6.9

The Start of Each Planning Cycle

- Planning for each operational period begins with the Incident Commander or Unified Command setting or updating objectives.
- Objectives are based on the continued assessment of the situation and the progress made.
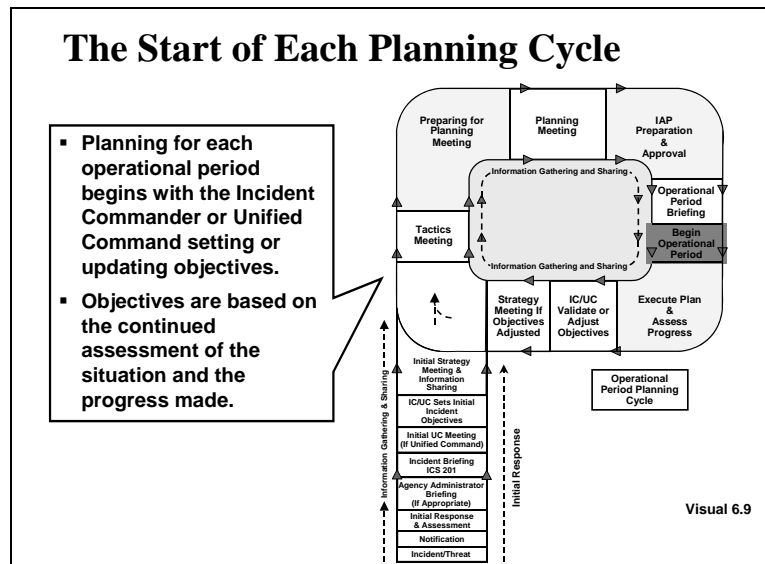
Visual 6.9

Visual Description: The Start of Each Planning Cycle

Instructor Notes

Note that the previous unit presented the initial response process (see the "leg" of the Planning "P"). This unit focuses on the planning cycle process that covers each operational period.

Present the following points:

- Incident objectives should be developed that cover the entire course of the incident. For complex incidents, it may take more than one Operational Period to accomplish the incident objectives.

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

- The incident objectives must conform to the legal obligations and management objectives of all affected agencies.

This unit begins with setting/updating the incident objectives.

Aids and Cues

Topic   **Determining Tactics**

Visual 6.10

Objectives, Strategies, and Tactics

Incident Objectives	State what will be accomplished.
Strategies	Establish the general plan or direction for accomplishing the incident objectives.
Tactics	Specify how the strategies will be executed.

Unit 6:
Planning Process   Visual 6.10
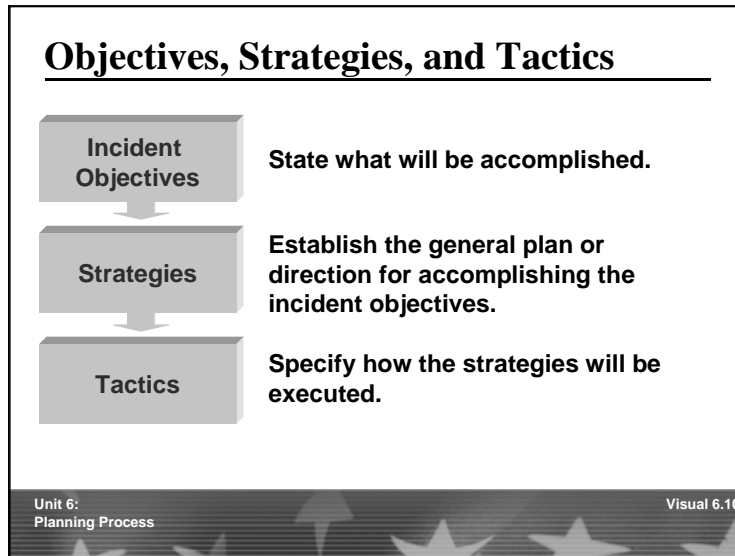
Visual Description: Objectives, Strategies, and Tactics

Instructor Notes

Explain the relationship between incident objectives, strategies, and tactics by presenting the following points:

- **Incident objectives** state what is to be accomplished in the operational period.

- **Strategies** establish the general plan or direction for accomplishing the incident objectives.

- **Tactics** specify how the strategies will be executed.

Aids and Cues

Visual 6.11

Assessing Current Objectives

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

Unit 6:
Planning Process   Visual 6.11

Visual Description: Assessing Current Objectives

Instructor Notes

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

Refer the students to the following questions that appear on the visual:

- Is the incident stable, or is it increasing in size and complexity?

- What are the current incident objectives, strategy, and tactics?

    - Are there any safety issues?
    - Are the objectives effective? Is a change of course needed?
    - How long will it be until the objectives are completed?

- What is the current status of resources? Are resources in good condition? Are there sufficient resources?

Ask the students if there are additional considerations they would add to those listed on the visual.

Aids and Cues

Topic   **Developing Strategies**

Visual 6.12

Developing Appropriate Strategy

- **Generate a list of alternative strategies.**
- **Select the strategy that:**
  - **Is within acceptable safety norms.**
  - **Makes good sense (is feasible, practical, and suitable).**
  - **Is cost effective.**
  - **Is consistent with sound environmental practices.**
  - **Meets political considerations.**

Unit 6:
Planning Process   Visual 6.12

Visual Description: Developing Appropriate Strategy

Instructor Notes

Present the following key points:

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

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

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

Strategy and Command Meetings

Point out that the incoming Incident Commander must ensure that he or she understands the responsible agencies' policies and administrator's direction as discussed earlier in this unit. This may be inherent based on the person's employment or rank, or may be provided by the agency administrator.

Explain that the Incident Commander should meet with the Command and General Staff members and involve them in the establishment of the initial set of incident objectives, length of the upcoming operational period and setting other incident management ground rules. From this meeting, the Command and General Staff begin the process of establishing the organization and time schedules for Planning meetings, clarify any issues or concerns, and consolidate any additional resource orders.

Tell the students that when the incident will be managed under "Unified Command", the various representatives to that Unified Command Team will meet to discuss their individual agency's objectives. This meeting is called a "Command Meeting". It is conducted so all members of the Unified Command can understand the scope of the incident, other agency needs, and to compile a consolidated and coordinated list of incident objectives.

| Topic | Determining Tactics |

Visual 6.13

Sample Strategy and Tactics

Objective: Reduce reservoir level to 35 feet by 0800 tomorrow.

Strategy #1: Reduce/divert inflow.

Strategy #2: Release water from spillways.

Strategy #3: Pump water from reservoir. (selected)

Tactics: Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.

Resources: 5 crews with (3) 1,500-gpm truck-mounted pumps & (2) 500-gpm portable pumps

Unit 6:
Planning Process

Visual 6.13

Visual Description: Sample Strategy and Tactics

Instructor Notes

Summarize the discussion about objectives, strategy, and tactics by showing this visual and pointing out the example of an objective with several strategies and one selected tactic. Discuss these points:

- The **objective** is: Reduce reservoir level to 35 feet by 0800 tomorrow.

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

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

Aids and Cues

Topic   **Determining Tactics**

Visual 6.14

Logistics Support Factors

Why must resources and logistical support factors be considered in determining tactical assignments?

Unit 6:
Planning Process

Visual 6.14

Visual Description: Discussion Question: Why must resource and logistical support factors be considered in determining tactical assignments?

Instructor Notes

Ask the question: **Why must resource and logistical support factors be considered in determining tactical assignments?**

Ask for volunteers to answer the question. If not mentioned by the volunteers, add these points:

- If the required tactical resources will not be available, then an adjustment should be made to the tactics and operations being planned for the operational period. Lack of available resources could require a reassessment of tactics and perhaps the overall strategy.

- It is very important that tactical resource availability and other needed support be determined prior to investing time on strategies and tactical operations that realistically cannot be achieved.

- Resource and logistical support factors must be considered in determining tactical assignments. Lack of logistical support can mean the difference between success and failure in achieving objectives.

Aids and Cues

Topic	Determining Tactics

Visual 6.15
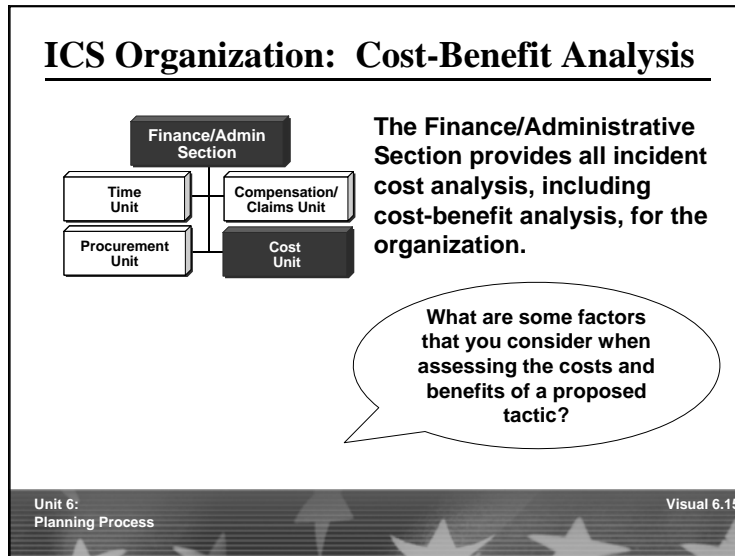
Visual Description: ICS Organization: Cost-Benefit Analysis

Instructor Notes

Point out that the Finance/Administration Section provides all cost analysis, including cost-benefit analysis, for the organization.

Ask the students: **What are some factors that you consider when assessing the costs and benefits of a proposed tactic?**

Ask for volunteers to answer the question. If not mentioned by the students, add the following:

- What alternatives are available to accomplish the selected tactic?
- What are the estimated costs of these alternatives?
- What are the benefits of each alternative?
- Which of the alternatives has the highest cost-benefit ratio? (A ratio of 1:1 would indicate the cost of the alternative equals the benefits derived from using that alternative.)

Aids and Cues

| Topic | Determining Tactics |

Visual 6.16

Tactical Direction

- **Establish Tactics:** Describe what must be done.

- **Assign Resources:** Determine and assign the kind and type of resources needed for the selected tactics.

- **Monitor Performance:** Determine if the tactics and resources selected for the various strategies are both valid and adequate.

Unit 6:
Planning Process

Visual 6.16

Visual Description: Tactical Direction

Instructor Notes

Build on the discussion about objectives, strategies, and tactics by presenting the following points about tactical direction:

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

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

- Tactical direction consists of the following steps:

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

The Tactics Meeting: Overview

Visual 6.17

- **Purpose: Review the tactics developed by the Operations Section Chief**
- **Who Attends: Operations Section Chief, Safety Officer, Planning Section Chief, Logistics Section Chief, and Resources Unit Leader**
- **Who Leads: Operations Section Chief**
- **Documentation: Operational Planning Worksheet, ICS Form 215**
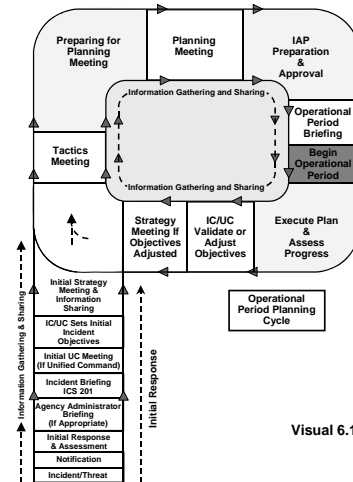
Visual 6.17

Visual Description: The Tactics Meeting: Overview

Instructor Notes

Present the following points about the tactics meeting:

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

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

- The Operations Section Chief, Safety Officer, Planning Section Chief, Logistics Section Chief, and Resources Unit Leader attend the tactics meeting.

- The Operations Section Chief leads the tactics meeting. The ICS Form 215 is used to document the tactics meeting.

- After the Tactics Meeting, the Safety Officer will review the ICS Form 215 and will develop a companion document, the Incident Safety Analysis, ICS Form 215A or AG to be completed before the Planning Meeting. This is a tool that documents the safety analysis that is done on the operational plan.

Note: Emphasize that for less complex incidents, the tactics meeting may be an informal gathering of the key players. Throughout this lesson make sure that the process is emphasized rather than the structure of meetings and completion of forms.

Topic **Determining Tactics**

Tactics Meeting Documentation
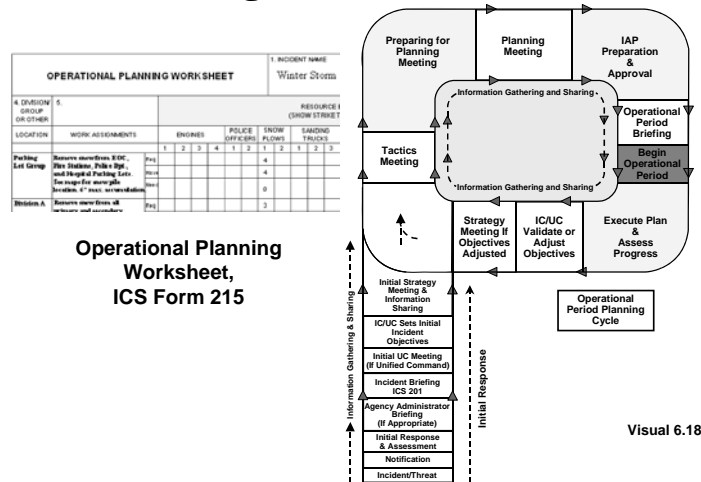
Visual 6.18

Operational Planning
Worksheet,
ICS Form 215

Visual 6.18

Visual Description: Tactics Meeting Documentation

Instructor Notes

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

Refer the students to the sample ICS Form 215 on the next page in their Student Workbooks.

Aids and Cues

SW Page 6-24, Sample Operational Planning Worksheet, ICS Form 215

Sample Operational Planning Worksheet, ICS Form 215

OPERATIONAL PLANNING WORKSHEET

1. Incident Name	2. Date Prepared	3. Operational Period (Date/Time)
Winter Storm	2-10	2-10/11
	Time Prepared	1800/0600
	1100	

4. Division / Group or Other Location	5. Work Assignments		Engines 1	2	3	4	Police Officers 1	2	Snow Plows 1	2	Sanding Trucks 1	2	3	Dump Trucks 1	2	3	4	Front End Loaders 1	2	3	Other	6. Reporting Location	7. Requested Arrival Time
Parking Lot Group	Remove snow from EOC, Fire Stations, Police Dpt., and Hospital Parking Lots. See maps for snow pile location. 6″ maximum accumulation.	Req							4									4				Public Works Shop	1700
		Have							4									4					
		Need							0									0					
Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drilling. 6″ maximum accumulation.	Req							3													Public Works Shop	1700
		Have							1														
		Need							2														
Sanding Group	Monitor for ice accumulation. Sand all 4-way stops and lighted intersections. Sand available at County Sand and Gravel storage.	Req									4							2				Public Works Shop	1700
		Have									4							1					
		Need									0							1					
9. Total Resources - Single		Req							9		4							6					
		Have							5		4							5					
		Need							4		0							1					
Total Resources - Strike Teams		Req																				**Prepared by (Name and Position)**	
		Have																				Sandy Miller, Resources UL	
		Need																					

Topic | **Determining Tactics**

Visual 6.19

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

Visual 6.19

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

Instructor Notes

Using this visual, explain that the ICS Form 215 includes:

- Division or location.

- Work assignments.

- Kind and type of resource plus availability (Requested, Have, or Need).

Aids and Cues

Topic	Determining Tactics

Visual 6.20

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

Instructor Notes

Continue explaining how to complete the ICS Form 215 by noting that the worksheet provides an area to indicate:

- Reporting location for resources.
- Requested arrival time of resources.

Ask the students if they have any questions about the elements included in the ICS Form 215.

Aids and Cues

Topic   **Preparing for the Planning Meeting**

Visual 6.21

Incident Safety

Incident management must ensure the safety of:

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

Unit 6:
Planning Process   Visual 6.21

Visual Description: Incident Safety

Instructor Notes

Transition to the discussion of incident safety by asking students: **What are the most common hazards that responders face in the incidents you manage?**

Point out that incident management must ensure the safety of the following:

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

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

Aids and Cues

Visual 6.22

Incident Safety Analysis

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

Unit 6:
Planning Process

Visual 6.22
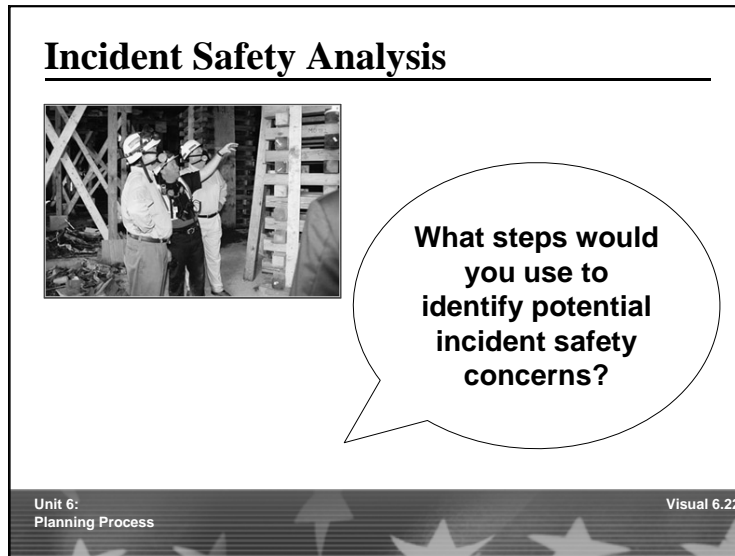
Visual Description: Incident Safety Analysis

Instructor Notes

Ask the students: **What steps would you use to identify potential incident safety concerns?**

Ask for volunteers to answer the question. If not mentioned by the students, add the following:

- Think of your personal observations and experience.
- Use a safety checklist or other aid.
- Communicate with incident personnel about safety concerns.
- Be aware of trends in the incident that may lead to hazards or safety concerns.
- Consult with local personnel who may be familiar with local hazards and safety issues.

Discuss incident safety and remind the students ICS Form 215A, Incident Safety Analysis is used to:

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

The mitigation measures identified may have implications for the resources entered on the ICS Form 215.

The Incident Safety Analysis may also reveal that the proposed tactic is too hazardous to attempt and another tactic must be developed. The completed ICS Form 215A is displayed during the planning meeting.

| Topic | Preparing for the Planning Meeting |

Preparing for the Planning Meeting

Visual 6.23

- **Analyze the ICS Form 215 developed in the tactics meeting.**
- **Review the ICS Form 215A completed by the Safety Officer.**
- **Assess current operations effectiveness and resource efficiency.**
- **Gather information to support incident management decisions.**
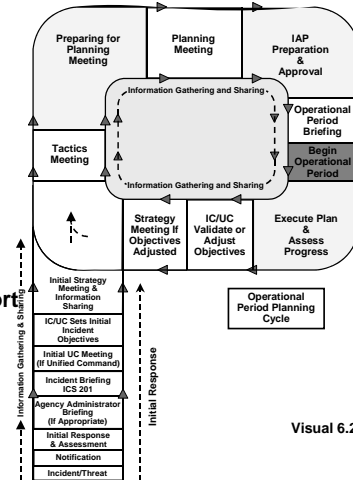
Visual 6.23

Visual Description: Preparing for Planning Meeting

Instructor Notes

Tell the students that the next step in the process is to prepare for the planning meeting.

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

- Analyze the ICS Form 215 developed in the tactics meeting.

- Develop an ICS Form 215A (prepared by the Safety Officer), based on the information in the ICS Form 215.

- Assess current operations effectiveness and resource efficiency (ongoing).

- Gather information to support incident management decisions.

Aids and Cues

| Topic | Conducting the Planning Meeting |

The Planning Meeting

Visual 6.24

- **Purposes:** Review/validate the operational plan; identify resource requirements
- **Who Attends:** Command and General Staffs, other incident management personnel, agency administrator, and cooperating/assisting agency personnel
- **Who Leads:** Planning Section Chief
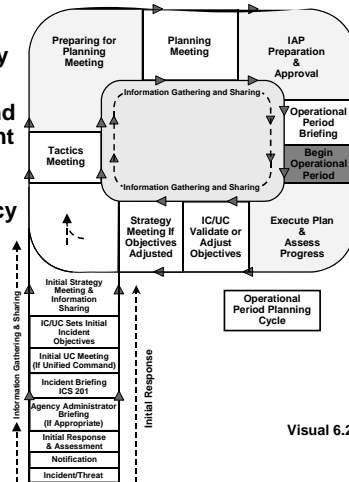
Visual 6.24

Visual Description: Planning Meeting

Instructor Notes

Explain that the planning meeting is the next step in the incident planning process. Present the following points:

- The planning meeting provides the opportunity for the Command and General Staffs, as well as other incident management personnel, agency officials, and cooperating/assisting agencies and organizations, to review and validate the operational plan as proposed by the Operations Section Chief.

- The Planning Section Chief leads the meeting following a fixed agenda to ensure that the meeting is efficient while allowing each organizational element represented to assess and acknowledge the plan.

- The Operations Section Chief delineates the amount and type of resources he or she will need to accomplish the plan. The Planning Section's Resources Unit will have to work with the Logistics Section to fulfill the resource needs.

At the conclusion of the meeting, the Planning Section Staff indicates when all elements of the plan and support documents must be submitted so the plan can be collated, duplicated, and made ready for the operational period briefing.

Aids and Cues

Topic   **Conducting the Planning Meeting**

Visual 6.25

Planning Meeting Activities	Responsibility
Give situation & resources briefing; conduct planning meeting	Planning Section Chief
State incident objectives & policy issues	Incident Commander
State primary & alternative strategies to meet objectives	Operations Section Chief; Planning/Logistics Section Chiefs contribute
Specify reporting locations & additional facilities needed	Operations Section Chief; Logistics Section Chief assists
Develop the resources, support, & overhead orders	Planning/Logistics Section Chiefs; Logistics Section Chief places orders
Consider additional support requirements needed because of communications, traffic, safety, medical, etc.	Logistics Section Chief; Planning Section Chief contributes
Finalize, approve, & implement the IAP	Planning Section Chief finalizes IAP; Incident Commander approves IAP; General Staff implements IAP Visual 6.25

Visual Description: Planning Meeting Activities and Responsibilities

Instructor Notes

Present the following points to review the major planning meeting activities:

- The **Planning Section Chief** gives the situation and resources briefing and conducts the planning meeting.
- The **Incident Commander** states the incident objectives and policy issues.
- The **Operations Section Chief** establishes Branch and Division boundaries and identifies group assignments. Specifies tactics and resource needs for each Division/Group with input from the Planning Section Chief.
- The **Operations Section Chief** states the primary and alternative strategies to meet the objectives, with contributions made by the Planning and Logistics Section Chiefs.
- The **Operations Section Chief** specifies reporting locations and additional facilities needed, with contributions from the Logistics Section Chief.
- The **Planning and Logistics Section Chiefs** develop the resources, support, and overhead orders. The Logistics Section Chief places the orders.
- The **Logistics Section Chief** considers additional support requirements needed for communications, traffic, safety, medical, etc., with contributions from the Planning Section Chief.
- The **Planning Section Chief** finalizes the IAP, the Incident Commander approves the IAP, and the General Staff implements the IAP.

Aids and Cues

Topic   **Conducting the Planning Meeting**

Visual 6.26

Planning . . . Not Just Paperwork!

What steps can you take to ensure an effective planning meeting?

Unit 6:
Planning Process

Visual 6.26
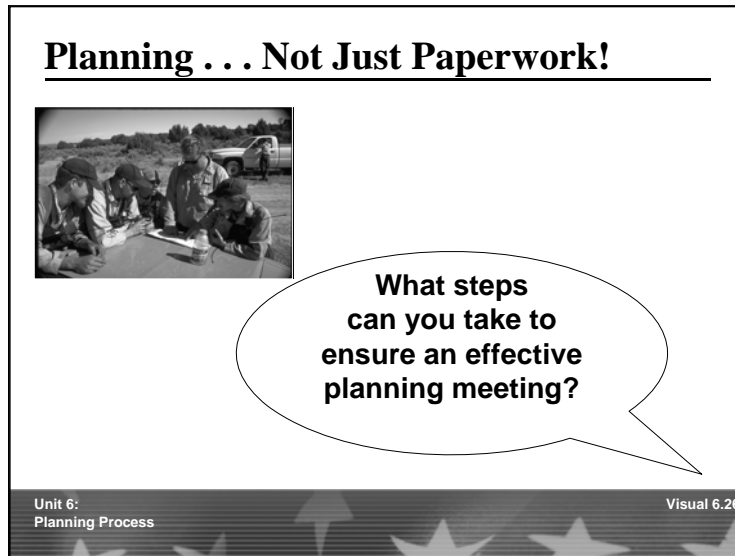
Visual Description: What steps can you take to ensure an effective planning meeting?

Instructor Notes

Emphasize that the process used in the planning meeting is as critical as the planning document that results. During the meeting, all parties must indicate their support of the plan from their respective Sections or functions or offer recommendations that address potential problem areas.

Ask the students to work in their teams and **identify three steps that they can take to make sure that planning meetings are effective.** Give the students 5 minutes to generate their lists of recommended steps. At the end of 5 minutes, have each group present their suggestions.

If not mentioned by the students, suggest the following steps:

- Compile a planning meeting agenda which contains:
  - Incident name
  - Operational period date
  - Start and stop time of planning meeting
  - Persons attending
  - Items to be discussed and responsible person
  - Planning meeting notes

- Conduct the planning meeting keeping within established time frames and agenda topics.

- Ensure all participating meeting attendees support the presented plan before adjourning.

Aids and Cues

| Topic | IAP Preparation and Approval |

IAP Preparation and Approval

Visual 6.27

Following the planning meeting:

- **Organizational elements prepare IAP assignments and submit them to the Planning Section.**

- **Planning Section collates, prepares, and duplicates the IAP document for the operational period briefing.**

- **Resources Unit coordinates with the Logistics Section to acquire the amount and type of resources.**

- **Incident Commander approves the IAP.**
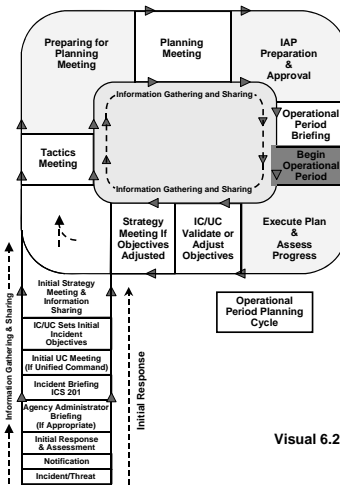
Visual 6.27

Visual Description: IAP Preparation and Approval

Instructor Notes

Explain that after the planning meeting is held, the following actions are taken to prepare the IAP:

- Organizational elements prepare IAP assignments and submit them to the Planning Section.

- The **Planning Section** collates, prepares, and duplicates the IAP document for the operational period briefing. The Planning Section will:

  - Set the deadline for completing IAP attachments.
  - Obtain plan attachments and review them for completeness and approvals.
  - Determine the number of copies of the IAP required.
  - Arrange with the Documentation Unit to reproduce the IAP.
  - Review the IAP to ensure it is up to date and complete prior to the Operational Period Briefing and plan distribution.
  - Provide the IAP briefing plan, as required, and distribute the plan prior to the beginning of the new Operational Period.

- The **Resources Unit** coordinates with the Logistics Section to acquire the amount and type of resources needed.

- The Incident Commander reviews and approves the IAP.

Aids and Cues

| Topic | IAP Preparation and Approval |

Visual 6.28

Written IAP Considered

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

Unit 6:
Planning Process

Visual 6.28
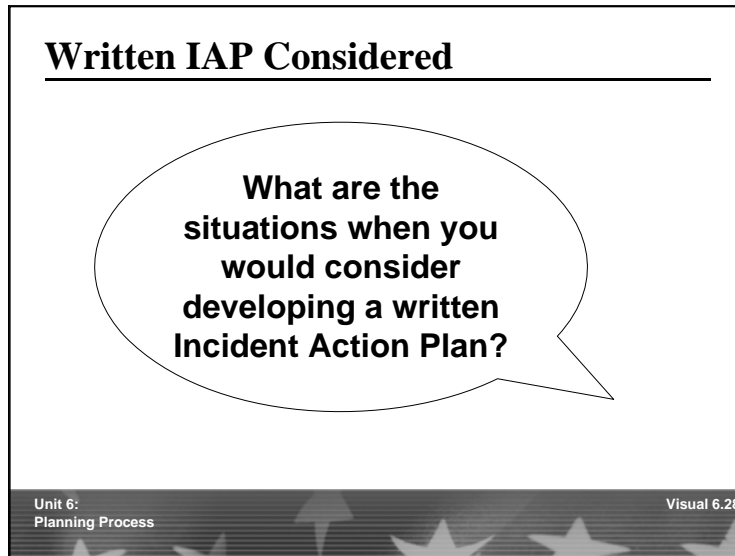
Visual Description: What are the situations when you would consider developing a written Incident Action Plan?

Instructor Notes

Ask the students: **What are the situations when you would consider developing a written Incident Action Plan?**

Ask for volunteers to answer the question. Then, show the next visual and summarize the situations when a written plan would be considered.

Aids and Cues

Topic	IAP Preparation and Approval

Visual 6.29

When a Written IAP Is Considered

- **Two or more jurisdictions are involved in the response.**
- **The incident continues into the next operational period.**
- **A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).**
- **It is required by agency policy.**
- **A HazMat incident is involved.**

Unit 6:
Planning Process

Visual 6.29

Visual Description: When a Written IAP Is Considered

Instructor Notes

Present the following points:

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

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

  - Two or more jurisdictions are involved in the response.
  - The incident continues into the next operational period.
  - A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
  - It is required by agency policy.
  - A HazMat incident is involved. (required)

Aids and Cues

| Topic | IAP Preparation and Approval |

Visual Description: Purpose of a Written IAP
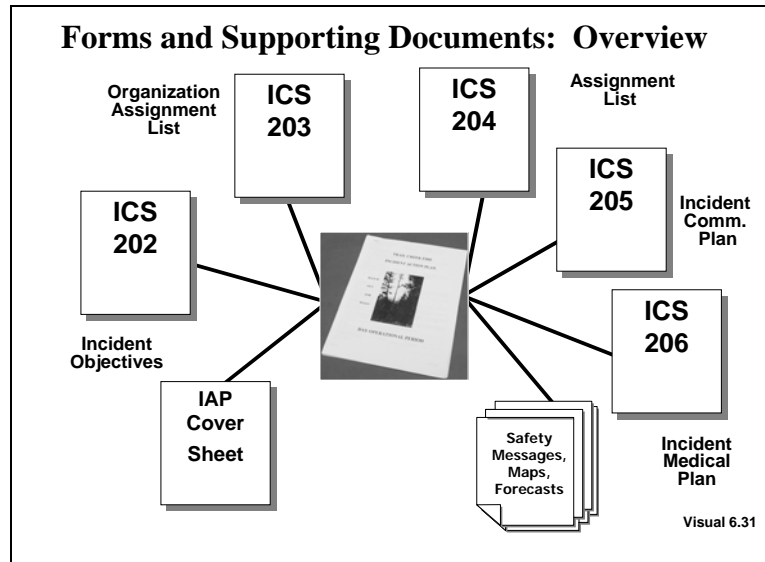
Instructor Notes

A written IAP provides:

- A clear statement of objectives and actions.

- A basis for measuring work effectiveness and cost effectiveness.

- A basis for measuring work progress and providing accountability.

- Documentation for post-incident fiscal and legal activities.

Aids and Cues

Topic **IAP Preparation and Approval**

Visual 6.31

Forms and Supporting Documents: Overview

Visual Description: Forms and Supporting Documents: Overview

Instructor Notes

Present the following points:

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

- The ICS forms and supporting documents include:

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

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

Aids and Cues

| Topic | IAP Preparation and Approval |

Visual 6.32

Are All Forms Used?

The Incident Commander determines which ICS forms and attachments are included in the IAP.

For less complex incidents, the Incident Commander may only require these ICS forms:

ICS 202	ICS 203	ICS 204
Incident Objectives	**Organization Assignment List**	**Assignment List**
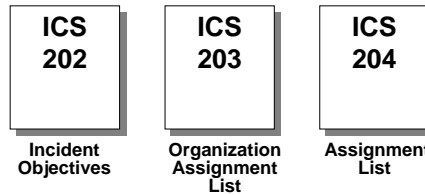
Unit 6:
Planning Process

Visual 6.32

Visual Description: Are All Forms Used?

Instructor Notes

Present the following points:

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

▪ On less complex incidents, the Incident Commander may only require:

  ▪ Incident Objectives, ICS Form 202
  ▪ Organization Assignment List, ICS Form 203
  ▪ Assignment List, ICS Form 204

▪ Other non-ICS forms:

  ▪ Safety Message
  ▪ Map of the incident area.

Aids and Cues

Topic   **IAP Preparation and Approval**

Visual 6.33

Operational Period

Incident Objectives

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

4. OPERATIONAL PERIOD (DATE/TIME)
2-10 1800 to 0600 2-11

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

1. Provide for safety of responders and public (see safety message).

2. Keep parking lots of critical facilities plowed.

3. Keep primary routes open (see map).

4. Sand parking lots and lighted intersections.

Incident Objectives, ICS Form 202 (1 of 2)

Visual 6.33

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

Instructor Notes

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

Use this visual and the one on the next page to point out the information presented on this form.

Aids and Cues

Topic	IAP Preparation and Approval

Visual 6.34

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

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

8. ATTACHMENTS (✓ IF ATTACHED)
☑ Organization List (ICS 203) ☑ Medical Plan (ICS 206) ☑ <u>Weather Forecast</u>
☑ Assignment List (ICS 204) ☑ Incident Map ☐ _____
☑ Communications Plan (ICS 205) ☐ Traffic Plan ☐

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

ICS 202

General Safety Message
Planning Section Chief Prepares
Incident Commander Approves By Signature
Visual 6.34

ICS Form 202, Incident Objectives (2 of 2)

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

Instructor Notes

Point out the following information on the Incident Objectives, ICS Form 202:

▪ A safety message is included.
▪ Both the Planning Section Chief and Incident Commander indicate approval with their signatures.

Refer students to the sample ICS Form 202 in their Student Workbooks.

Aids and Cues

SW Page 6-41, Sample Incident Objectives, ICS Form 202

Sample Incident Objectives, ICS Form 202

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

4. OPERATIONAL PERIOD (DATE/TIME)
2-10 1800 to 0600 2-11

5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)
1. Provide for safety of responders and public (see safety message)
2. Keep parking lots of critical facilities plowed
3. Keep primary routes open (see map)
4. Sand parking lots and lighted intersections

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

7.   GENERAL SAFETY MESSAGE
Driving extremely hazardous. Lights on and chains required. Wear high visibility clothing, hat & gloves when outside vehicle.

8. ATTACHMENTS (CHECK IF ATTACHED)		
☒ Organization List (ICS 203)	☒ Medical Plan (ICS 206)	☒ <u>Weather Forecast</u> .
☒ Assignment List (ICS 204)	☒ Incident Map	☐ _____
☒ Communications Plan (ICS 205)	☐ Traffic Plan	☐ _____

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

| Topic | IAP Preparation and Approval |

Visual 6.35

Visual Description: Organization Assignment List, ICS Form 203

Instructor Notes

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

Ask the students why they think it is important to have a list of management and supervisory staff on one single form.

Refer the students to the sample Organizational Assignment List on the next page.

Aids and Cues

SW Page 6-43, Sample Organization Assignment List, ICS Form 203

Sample Organization Assignment List, ICS Form 203

ORGANIZATION ASSIGNMENT LIST			9. OPERATIONS SECTION		
1. INCIDENT NAME: Winter Storm			CHIEF		Jim Mills
2. DATE PREPARTED: 2-10	3. TIME 1300		DEPUTY		
			a. BRANCH I – DIVISIONS/GROUPS		
4. OPERATIONAL PERIOD 2-10 1800 to 2-11 0600			BRANCH DIRECTOR		
			DEPUTY		
POSITION	NAME		DIVISION/~~GROUP~~ A		Jill Hood
5. INCIDENT COMMANDER AND STAFF			DIVISION/~~GROUP~~ B		Bill Montoya
INCIDENT COMMANDER	Dan Franklin		DIVISION/~~GROUP~~ C		Jose Gomez
DEPUTY			~~DIVISION/GROUP~~ Sanding		Rob Paulson
SAFETY OFFICER	Pam Wetzel		~~DIVISION/GROUP~~ Parking Lot		Andy Anderson
PUBLIC INFORMATION OFFICER			b. BRANCH II – DIVISIONS/GROUPS		
LIAISON OFFICER			BRANCH DIRECTOR		
6. AGENCY REPRESENTATIVES			DEPUTY		
AGENCY	NAME		DIVISION/GROUP		
CCPW	Mike Gilsdorf cell: 420-1398		DIVISION/GROUP		
SDOT	Martha Andrews cell: 421-5439		DIVISION/GROUP		
7. PLANNING SECTION			DIVISION/GROUP		
CHIEF	Alice Walker		DIVISION/GROUP		
DEPUTY			c. BRANCH III – DIVISIONS/GROUPS		
RESOURCES UNIT	Tom Fry		BRANCH DIRECTOR		
SITUATION UNIT	Karen Wilson		DEPUTY		
DOCUMENTATION UNIT	Linda Parks		DIVISION/GROUP		
DEMOBILIZATION UNIT			DIVISION/GROUP		
TECHNICAL SPECIALISTS			DIVISION/GROUP		
NOAA Weather	-378-		DIVISION/GROUP		
			DIVISION/GROUP		
			d. AIR OPERATIONS BRANCH		
8. LOGISTICS SECTION			AIR OPERATIONS BRANCH DIRECTOR		
CHIEF	John Hilman		AIR ATTACK SUPERVISOR		
DEPUTY			AIR SUPPORT SUPERVISOR		
SUPPORT BRANCH DIRECTOR			HELICOPTER COORDINATOR		
SUPPLY UNIT	Joe Carter		AIR TANKER COORDINATOR		
FACILITIES UNIT			10. FINANCE/ADMINISTRATION SECTION		
GROUND SUPPORT UNIT	Jesus Martinez		CHIEF		Carol White
SERVICE BRANCH DIRECTOR			DEPUTY		
COMMUNICATIONS UNIT	Mike Walters		TIME UNIT		
MEDICAL UNIT			PROCUREMENT UNIT		Sara Thomas
SECURITY UNIT			COMPENSATION UNIT		
PREPARED BY (RESOURCE UNIT LEADER) Tom Fry			COST UNIT		

Topic	IAP Preparation and Approval

Visual 6.36

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

Instructor Notes

Present the following key points:

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

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

Aids and Cues

Topic   **IAP Preparation and Approval**

Visual 6.37

STRIKE TEAM/TASK FORCE / RESOURCE DESIGNATOR	EMT	6. RESOURCES ASSIGNED THIS PERIOD LEADER	NUMBER PERSONS	TRANS NEEDED	PICK UP PT./TIME	DROP OFF PT./TIME
TF #1		Don Wells	3	No	Shop 1700	Shop 0530
Plow #15 Loader #2		Tony Anioti Carl Gossard				
TF #2		Mark Jones	3	No	Shop 1700	Shop 0530
Plow #2 Loader #7		Ann Walker Paul Drew				
TF #3		Larry Carpenter	3	No	Shop 1700	Shop 0530
Plow #10 Loader #4		Bob Smith Gr ittle				

Resources Assigned

Assignment List, ICS Form 204 (2 of 4)

Visual 6.37

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

Instructor Notes

Continue explaining the Assignment List, ICS Form 204, by noting that the form includes specific assigned resources with leader name and number of personnel assigned to each resource.

Aids and Cues

Topic	IAP Preparation and Approval

Visual 6.38

TF #3   Shop
  Plow #8   John Dietz
  Loader #6   Barry Miller

7. CONTROL OPERATIONS
    TF #1- Maintain EOC, Stations 1, 2, and Police Station
    TF #2- Maintain Stations 3, 4, and 5
    TF #3- Maintain Stations 6, 7, and Hospital
    TF #4- Staging at Shop

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

Assignment and Special Instructions

Assignment List, ICS Form 204
(3 of 4)
Visual 6.38

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

Instructor Notes

Note that the ICS Form 204 describes in detail the specific actions that that Division or Group will be taking in support of the overall incident objectives.

Any special instructions will be included. These special instructions may include the hazard mitigations identified on the ICS Form 215A for the specific work assignment.

Aids and Cues

Topic | **IAP Preparation and Approval**

Visual 6.39

9. DIVISION/GROUP COMMUNICATIONS SUMMARY								
FUNCTION		FREQUENCY	SYSTEM	CHANNEL	FUNCTION		FREQUENCY	SYSTEM	CHANNEL
COMMAND	LOCAL	800 mHz		2J	SUPPORT	LOCAL	800 mHz		3J
	REPEAT					REPEAT			
DIV/GROUND TACTICAL		800 mHz		6J	GROUND TO AIR				

PREPARED BY (RESOURCE UNIT LEADER)	APPROVED BY (PLANNING SECTION)		DATE	TIME
Tom Fry	Alice Walker		2-10	1500

ICS 204

Approved by Planning Section Chief

Communications for this Assignment

Prepared by Resources Unit Lead

Assignment List, ICS Form 204 (4 of 4)

Visual 6.39

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

Instructor Notes

Finally, point out that communications assignments are specified on the Assignment List. Summarize by noting that information from several forms is integrated on the Assignment List in order to inform members of the Operations Section about assignments, instructions, and communication protocol/frequencies.

Ask the students how they would communicate these same elements if an ICS Form 204 is not used.

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

Aids and Cues

SW Page 6-48, Sample Assignment List, ICS Form 204

Sample Assignment List, ICS Form 204

ASSIGNMENT LIST		1. Branch CARGO	2. Division/Group **PARKING GROUP**
3. Incident Name **HURRICANE IVAN MAXWELL AFB OSA**		4. Operational Period **Day** 0700-1900 Date: 9/27– 28, 20XX Time: **Night** 1900-0700	

5.	Operations Personnel		
Operations Chief **Greg Vergari – Day** **Kole Berriochoa - Night**	Branch Director **Fred Kaminski – Day** **Dave Hall - Night**		Division/Group Supervisor <u>**Ivan Erskine - Day**</u> <u>**Steve Mello - Night**</u>

6.	Resources Assigned this Period				
Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time
Day Operations					
HC1 Cherokee IHC	Greg Salansky	10	N	**0700 Hangar**	2000 Sleeping Area
HC2 Iowa	Bradford Evans	8	Y	**0700 Hangar**	2000 Sleeping Area
Runner	Deb Lopez	1	Y	**0700 Hangar**	2000 Sleeping Area
Tasker	Dennis Davidson	1	Y	**0700 Hangar**	2000 Sleeping Area
Tasker	Curtiss Shell	1	Y	**0700 Hangar**	2000 Sleeping Area
Night Operations					
HC1 Cherokee IHC	Mitch Ketron	9	N	**1900 Hangar**	0800 Sleeping Area
HC2 Apache	Joseph Batchaddle	10	Y	**1900 Hangar**	0700 Sleeping Area

7. Control Operations

Check in and Check out all transports.
Park and Organize trucks.

8. Special Instructions

Identify hazards and coordinate with safety.
For all emergencies dial 911 or from a cell phone dial 334-953-9911.

9.	Division/Group Communication Summary						
Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command	RX: 168.075 TX: 170.425	King NIFC	5	Air to Ground Fixed Wing		King NIFC	
Tactical Div/Group	168.050	King NIFC	1	Air to Ground Rotor Wing		King NIFC	

Prepared by (Resource Unit Leader) Lengerich/Catron	Approved by (Planning Section Chief) Larry Sutton	Date 9/26/20XX	Time 2000

Topic   **IAP Preparation and Approval**

Visual 6.40

Incident Radio Communications Plan, ICS Form 205

Visual 6.40

Visual Description: Incident Communications Plan, ICS Form 205

Instructor Notes

Tell the students that the Incident Communications Plan, ICS Form 205, summarizes the communications plan for the entire incident.

Ask the students why a communications plan is important. **If not mentioned by the students, add that a communications plan allows for integrated communications and interoperability among all responders.**

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

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

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

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

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

Aids and Cues

SW Page 6-50, Sample Incident Communications Plan, ICS Form 205

Sample Incident Communications Plan, ICS Form 205

SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS
NIFC	1	Command	166.200	Command and General Staff and Group Supervisors	
GLBA	2	Local on YC	166.825	Local on YC	Internal communications on YC
GLBA	3	Logistics	166.300	Logistics	
NIFC	5	Tactical (through Repeater)	166.500	Group Supervisors on YC	Communications between YC and ICP
GLBA	6	Tactical w/ USCG	157.100	Command and USCG	Group Supervisors scan this frequency
GLBA	7	Tactical	166.600	Investigation	
GLBA	8	Air-Ground	168.575	Aircraft Observation Dispatch	Flight Following
NIFC	11	Tactical (through Repeater)	167.200	NR Assessment Group	

INCIDENT RADIO COMMUNICATIONS PLAN
ICS - 205

1. INCIDENT NAME: Yorktown

1. PREPARED DATE 08-19-XX TIME 0200

1. OPERATIONAL PERIOD DATE 08/19/xx TIME 0600 - 1800

5. PREPARED BY (COMMUNICATIONS UNIT) LSC2 (signed)

Topic   **IAP Preparation and Approval**

Visual 6.41

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

→ Aid Stations and Level of Service

5. INCIDENT MEDICAL AID STATIONS

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

6. TRANSPORTATION

A. AMBULANCE SERVICES

	ADDRESS		PHONE	MEDICS

Minor injuries will be treated at closest Medical Aid/Fire Station.
Major injuries call 911 for assistance.
Any injury received on the job requires notification to immediate incident supervisor, Operations Section Chief, IC and Safety Officer and completion of Accident/Injury Form 104 A & B.

→ Instructions, if required

206 ICS 8/78	9.PREPARED BY (MEDICAL UNIT LEADER) LSC John Hilman	10. REVIEWED BY (SAFETY OFFICER) Pam Wetzel

Medical Plan, ICS Form 206

Visual 6.41

Visual Description: Medical Plan, ICS Form 206

Instructor Notes

Tell the students that the Medical Plan, ICS Form 206, presents the plan for providing care in the case of responder medical emergencies. Block 8 provides for specific instructions to be added for medical emergencies as per the needs of the incident/event. These instructions should provide for timely and effective treatment of responders with minimal impact on tactical operations.

Ask the students for examples of types of incidents where they would complete a Medical Plan. Add any examples from your own experience.

Refer the students to the sample Medical Plan on the next page in their Student Workbooks.

Aids and Cues

SW Page 6-52, Sample Medical Plan, ICS Form 206

Sample Medical Plan, ICS Form 206

MEDICAL PLAN	1. Incident Hurricane Ivan Maxwell AFB OSA	2. Date Prepared September 27, 20XX	3. Time Prepared 1600	4. Operational Period **9 /28, 20XX** **0700 to 2100**

5. Incident Medical Aid Station				
Medical Aid Stations	Location		Paramedics Yes	No
FEMA Maxwell AFB Staging Area	FEMA Maxwell AFB Staging Area		X	

6. Transportation
A. Ambulance Services

Name	Address	Phone	Paramedics Yes	No
Haynes Ambulance	Montgomery AL,(Maxwell Medical Clinic) (555)207-0000 Maxwell AFB	(555)265-0000	X	
Maxwell Air Force Fire Dept.	Maxwell AFB Fire Station	(555)953-0000		X

B. Incident Ambulances

Name	Location		Paramedics Yes	No
Haynes Ambulance	Maxwell A.F.B.	(555)953-0000 Crew Quarters	X	
Haynes Ambulance, Office	Montgomery AL	(555)265-0000 Main Office	X	

7. Hospitals

Name	Address	Travel Time Air	Ground	Phone	Helipad Yes	No	Burn Center Yes	No
Baptist South	2105 East South Blvd. Montgomery, AL 36116	5 min	10 min	(555)286-0000	X			X
Jackson Hospital	1725 Pine Street Montgomery, AL 36116	5 min.	10 min.	(555)293-0000	X			X
Baptist East	400 Taylor Road Montgomery, AL 36116	5 min	10 min	(555)244-0000	X			X

8. Medical Emergency Procedures

✶ On line medical assistance requested through the DIVS to Communication on Command Channel. Communication then relay to Medical Unit Leader.
✶ All medical emergencies will be coordinated through Medical Unit Leader with Operations support.
✶ **MEDICAL EMERGENCY = LIFE THREATENING INJURY OR ILLNESS**.
✶ All **non-medical emergencies** requiring medical transport only should be clearly stated
 1. DIVS and Crew of patient
 2. Type of injury / illness. Medical Unit Leader will need good set of vitals, A-B-C's for proper assessment.
 3. Number of patients.
 4. Treatment being given.

Prepared by (Medical Unit Lead	10. Reviewed by (Safety Officer)
/s/ Linda Woolever	/s/ Steve Dondero

| Topic | IAP Preparation and Approval |

Visual 6.42

Additional Supporting Documents

- **Maps and incident facility plot plans**
- **Safety messages**
- **Detailed weather forecasts**
- **Human Resource message**
- **Financial message**
- **Other important information for operational supervisors**

Unit 6:
Planning Process

Visual 6.42:

Visual Description: Additional Supporting Documents

Instructor Notes

Explain that additional supporting documents may include the following:

- Maps and incident facility plot plans (plot plans show the facility boundaries, structures, and other landmarks of the property)

- Safety messages

- Detailed weather forecasts

- Human Resource message

- Financial message

- Transportation plan

- Rehabilitation plan

- Other important information for operational supervisors

Aids and Cues

Topic Activity: Analyzing an IAP

Visual 6.43

Activity: Analyzing an IAP

Instructions:

1. **The purpose of this activity is to help you prepare for developing an IAP. Working as a team, review the sample Incident Action Plan in your Student Workbook.**

2. **Complete the following steps:**
   - **Independently read the sample IAP for a cruise ship accident. Make notes about the format and contents. Use the information presented in this unit to help you critique the plan.**
   - **As a team, discuss the strengths and weaknesses of the sample plan.**
   - **On chart paper, record your comments on the strengths and weaknesses of the plan.**

3. **Select a spokesperson and be prepared to present your work in 30 minutes.**

Unit 6:   Visual 6.43
Planning Process

Visual Description: Activity: Analyzing an IAP

Instructor Notes

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

Conduct the activity debrief as follows:
1. Ask the spokesperson from the first team to present <u>one</u> strength and weakness about the plan.
2. Next, ask the spokesperson from the second team to present a <u>different</u> strength and weakness. Then, ask the spokesperson from the third team to present a <u>different</u> strength and weakness. Continue this process until all teams have presented.
3. After all teams have presented, ask if any teams have strengths and weaknesses not mentioned thus far. Add the following points if not mentioned by the teams:
   - Strengths: Good safety message; Effective use of resource typing; Comprehensive communications plan.
   - Weaknesses: No map; Extensive use of acronyms; Objectives and operations could be more specific; Medical plan is very general.

Aids and Cues

SW Pages 6-55 thru 6-63, Sample IAP

Sample IAP (Page 1 of 9)

INCIDENT OBJECTIVES ICS-202	1. INCIDENT NAME Yorktown	2. DATE PREPARED 08-19-XX	3. TIME PREPARED 0200

4. OPERATIONAL PERIOD (DATE/TIME)

August 19, XXXX, 0600-1800 hours

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

♦ Assist the Clipper Cruise Line and the USCG in insuring that there are no injuries to the Yorktown Clipper's crew, nor to any of the incident responders.
♦ Assist the USCG in preventing the discharge of any further hazardous materials into the water and contain any spilled materials; plan for contingencies.
♦ Assess and document the potential for environmental damage should there be a further discharge of hazardous materials from the Yorktown Clipper. Plan for contingencies.
♦ Prevent damage to natural and cultural resources.
♦ Assist the USCG and Clipper Cruise Lines in arranging and carrying out the safe passage of the Yorktown Clipper out of the bay and out of the Park.

6. WEATHER FORECAST FOR OPERATIONAL PERIOD

A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today.
Temperature: 60 to 65 degrees
Relative Humidity: 60 to 75%
Winds: west @ 10 to 18 knots
Seas: 3-foot swells with moderate to heavy chop
Sunrise: 0534 AKDT; Sunset: 2040 AKDT
Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)

7. GENERAL/SAFETY MESSAGE

(See attached Safety Message)

8. ATTACHMENTS (CHECK IF ATTACHED)

X ORGANIZATION LIST (ICS 203)
X DIVISION ASSIGNMENT LISTS (ICS 204)
X COMMUNICATIONS PLAN (ICS 205)
X MEDICAL PLAN (ICS 206)
X INCIDENT MAP

__ TRAFFIC PLAN
__ Other
X WEATHER FORECAST
X Safety Message

9. PREPARED BY (PLANNING SECTION CHIEF) PSC2 08-19-XX (signed)	10. APPROVED BY (INCIDENT COMMANDER) ICT2 08-19-XX (signed)

Sample IAP (Page 2 of 9)

ORGANIZATION ASSIGNMENT LIST ICS-203	1. INCIDENT NAME Yorktown	2. DATE PREPARED 08-19-XX

3. TIME PREPARED 0200	4. OPERATIONAL PERIOD DATE August 19, 19XX TIME 0600-1800

5. INCIDENT COMMANDER AND STAFF

INCIDENT COMMANDER (NPS)	ICT2 Unified Command
INCIDENT COMMANDER (USCG)	Xxxx Unified Command
INCIDENT COMMANDER (CCL)	Xxxx Unified Command
SAFETY OFFICER	ISO2
INFORMATION OFFICER	IOF2
LIAISON OFFICER	

6. AGENCY REPRESENTATIVES

AGENCY	NAME
NTSB	Nick Prop
AK DEC	Shirley Hanson

7. PLANNING SECTION

CHIEF	PSC2
DEPUTY	
RESOURCES UNIT LEADER	
SITUATION UNIT LEADER	
DOCUMENTATION UNIT	
DEMOBILIZATION UNIT	
TECHNICAL SPECIALISTS	
- Oil Spill	Cordell Royball
- Investigator	Russ Williams
- Investigator	Sherrie Collingsworth

8. LOGISTICS SECTION

CHIEF	LSC2
DEPUTY	

a. SUPPORT BRANCH

DIRECTOR	
SUPPLY UNIT	
FACILITES UNIT	
GROUND SUPPORT UNIT	

b. SERVICE BRANCH

DIRECTOR	
COMMUNICATIONS UNIT	Mike Lewin
MEDICAL UNIT	Rick Patton
FOOD UNIT	

9. OPERATIONS SECTION

CHIEF	OSC2
DEPUTY	

a. BRANCH I - DIVISIONS/GROUPS

BRANCH DIRECTOR	
DEPUTY	
GROUP: Vessel Stabilization	Aaron Cartright (USCG)
GROUP: Nat. Resc. Assessmnt	Carol Brandon (NPS)
GROUP: Salvage/Removal	Tyrone Jefferson (USCG)
GROUP:	
GROUP:	

b. BRANCH II - DIVISIONS/GROUPS

BRANCH DIRECTOR	
DEPUTY	
DIVISION/GROUP	
DIVISION/GROUP	
DIVISION/GROUP	
DIVISION/GROUP	
DIVISION/GROUP	

c. BRANCH III - DIVISIONS/GROUPS

BRANCH DIRECTOR	
DEPUTY	
DIVISION/GROUP	
DIVISION/GROUP	
DIVISION/GROUP	
DIVISION/GROUP	

d. AIR OPERATIONS BRANCH

AIR OPERATIONS BRANCH DIR.	
AIR TACTICAL GROUP SUPER.	
AIR SUPPORT SUPERVISOR	
HELICOPTER COORDINATOR	John Range (USCG)
AIR TANKER COORDINATOR	

10. FINANCE SECTION

CHIEF	FSC2
DEPUTY	
TIME UNIT	Will Wayne
PROCUREMENT UNIT	
COMPENSATION/CLAIMS UNIT	
COST UNIT	LaVell Bannister

PREPARED BY (PSC2) (signed) 08-19-XX

Sample IAP (Page 3 of 9)

1. BRANCH X	2. GROUP Vessel Stabilization	**ASSIGNMENT LIST** ICS-204
3. INCIDENT NAME Yorktown Clipper Exercise	4. OPERATIONAL PERIOD	DATE 08/19/xx TIME 0600 - 1800

5. OPERATIONS PERSONNEL

OPERATIONS CHIEF OSC2 GROUP SUPERVISOR Aaron Cartright (USCG)	BRANCH DIRECTOR AIR TACTICAL GROUP SUPERVISOR

6. RESOURCES ASSIGNED THIS PERIOD

STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF POINT/TIME	PICK UP POINT/TIME
Boom operations	Joe Pecard	3	Y	Shag Cove/ 0730	BC Docks/ 0600
Pump operations	Jason Ward	3	Y	Shag Cove/ 0730	BC Docks/ 0600
Radio crew	Shep Watson	2	y	Shag Cove/ 0730	BC Docks/ 0600

7. OPERATIONS

--Assist the Coast Guard and the ship's crew in insuring the safety of the crew by assuring that everyone wears prescribed safety equipment and crew is not directly exposed to hazardous or toxic materials.
--Assist the Communications Unit Leader with the installation of a radio repeater.
--Maintain boom material currently in place. Assure that it continues to contain hazardous materials.
--Operate pumps on board the YC to continue to reduce flooded compartments.
--Prevent, if possible, the discharge of any additional hazardous materials into the bay waters.

8. SPECIAL INSTRUCTIONS
Compete a Unit Log. Debrief at the end of the operational period.

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQUENCY	SYSTEM	CHAN.	FUNCTION		FREQUENCY	SYSTEM	CHAN.
COMMAND	LOCAL	166.200	NIFC	1	STATUS/ LOGISTICS	LOCAL	157.10	GLBA	3
COMMAND	REPEAT	166.500	NIFC	5	STATUS/ LOGISTICS	REPEAT	166.500	NIFC	5
GROUP TACTICAL On YC W/ USCG		168.825 157.100	GLBA GLBA	2 6	GROUND TO AIR		168.575	GLBA	8

PREPARED BY (RESOURCE UNIT LEADER) PSC2 (signed)	APPROVED BY (PLANNING SECTION CHIEF) ICT2 (signed)	DATE 08/09/xx	TIME 0200

Sample IAP (Page 4 of 9)

1. BRANCH	2. GROUP	**ASSIGNMENT LIST**	
X	Natural Resources Assessment	ICS-204	

3. INCIDENT NAME	4. OPERATIONAL PERIOD
Yorktown Clipper Exercise	DATE 08/19/xx TIME 0600 - 1800

5. OPERATIONS PERSONNEL

OPERATIONS CHIEF OSC2 GROUP SUPERVISOR Carol Brandon	BRANCH DIRECTOR AIR TACTICAL GROUP SUPERVISOR

6. RESOURCES ASSIGNED THIS PERIOD

STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF POINT/TIME	PICK UP POINT/TIME
Biotech Team 1	Bud Ricer	2	Y	Shag Cove/ 0730	BC Docks/ 0600
NR Planning	Gail Irvington	3	N		
Biotech Team 2	Steve Taggert	2	Y	Gustavis Airport/ 1100	Gustavis Airport/ 0700

7. OPERATIONS

Develop contingency plans for the following:
 --Fuel spill while the vessel remains in Shag Cove.
 --Fuel spill during the movement of the vessel from Shag Cove out of the park.
 --Fuel spill in Bartlett Cove if the vessel is stored there.
 --Catastrophic structural failure of the vessel resulting in it sinking.
Conduct ground survey of Shag Cove shore to determine extent, if any, that hazardous materials are reaching shore.
Conduct aerial survey of the bay; map bird concentrations.

8. SPECIAL INSTRUCTIONS
Complete a Unit Log. Debrief at the end of operational period.

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQUENCY	SYSTEM	CHAN.	FUNCTION		FREQUENCY	SYSTEM	CHAN.
COMMAND	LOCAL	166.200	NIFC	1	STATUS/ LOGISTICS	LOCAL	157.10	GLBA	3
COMMAND	REPEAT	166.500	NIFC	5	STATUS/ LOGISTICS	REPEAT	166.500	NIFC	5
GROUP TACTICAL		167.200	NIFC	11	GROUND TO AIR		168.575	GLBA	8

PREPARED BY (RESOURCE UNIT LEADER) PSC2 (signed)	APPROVED BY (PLANNING SECTION CHIEF) ICT2 (signed)	DATE 08/09/xx	TIME 0200

Sample IAP (Page 5 of 9)

1. BRANCH X	2. GROUP Vessel Salvage/Removal	**ASSIGNMENT LIST** ICS-204
3. INCIDENT NAME Yorktown Clipper Exercise	4. OPERATIONAL PERIOD DATE 08/19/xx TIME 0600 - 1800	

5. OPERATIONS PERSONNEL

OPERATIONS CHIEF OSC2 GROUP SUPERVISOR Duane Pickerell (USCG)	BRANCH DIRECTOR AIR TACTICAL GROUP SUPERVISOR Xxxx Xxxxx

6. RESOURCES ASSIGNED THIS PERIOD

STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF POINT/TIME	PICK UP POINT/TIME
Dive operations	Tyrone Jefferson (USCG)	8	N		

7. OPERATIONS
--Conduct repairs on the hull of the YC sufficient to allow the vessel to be moved safely out of the Park and to a designated repair facility.
--Prevent, if possible, the discharge of any hazardous materials into the bay waters.

8. SPECIAL INSTRUCTIONS
Complete a Unit Log. Debrief at the end of the operational period.

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQUENCY	SYSTEM	CHAN.	FUNCTION		FREQUENCY	SYSTEM	CHAN.
COMMAND	LOCAL	166.200	NIFC	1	STATUS/ LOGISTICS	LOCAL	157.10	GLBA	3
COMMAND	REPEAT	166.500	NIFC	5	STATUS/ LOGISTICS	REPEAT	166.500	NIFC	5
GROUP TACTICAL On YC W/ USCG		168.825 157.100	GLBA GLBA	2 6	GROUND TO AIR		168.575	GLBA	8

PREPARED BY (RESOURCE UNIT LEADER) PSC2 (signed)	APPROVED BY (PLANNING SECTION CHIEF) ICT2 (signed)	DATE 08/09/xx	TIME 0200

Sample IAP (Page 6 of 9)

INCIDENT RADIO COMMUNICATIONS PLAN ICS - 205			1. INCIDENT NAME Yorktown	1. PREPARED DATE 08-19-XX TIME 0200	1. OPERATIONAL PERIOD DATE 08/19/xx TIME 0600 - 1800
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS
NIFC	1	Command	166.200	Command and General Staff and Group Supervisors	
GLBA	2	Local on YC	166.825	Local on YC	Internal communications on YC
GLBA	3	Logistics	166.300	Logistics	
NIFC	5	Tactical (through Repeater)	166.500	Group Supervisors on YC	Communications between YC and ICP
GLBA	6	Tactical w/ USCG	157.100	Command and USCG	Group Supervisors scan this frequency
GLBA	7	Tactical	166.600	Investigation	
GLBA	8	Air-Ground	168.575	Aircraft Observation Dispatch	Flight Following
NIFC	11	Tactical (through Repeater)	167.200	NR Assessment Group	

5. PREPARED BY (COMMUNICATIONS UNIT) LSC2 (signed)

Sample IAP (Page 7 of 9)

MEDICAL PLAN ICS-206	1. INCIDENT NAME Yorktown	2. DATE PREPARED 08-19-XX	3. TIME PREPARED 0200	4. OPERATIONAL PERIOD 08/19/xx 0600 - 1800

5. INCIDENT MEDICAL AID STATIONS

MEDICAL AID STATIONS	LOCATION	PARAMEDICS	
		YES	NO
NPS EMT's	Yorktown Clipper	☐	☒
NPS - GLBA HQ	Bartlett Cove	☒	☐
Gustavus Emergency Response	Gustavus PHONE 697-2333	☒	☐
		☐	☐
		☐	☐
		☐	☐
		☐	☐
		☐	☐
		☐	☐

6. TRANSPORTATION

A. AMBULANCE SERVICES

NAME	ADDRESS	PHONE	PARAMEDICS	
			YES	NO
Gustavus Emergency Response	Gustavus	697-2333	☒	☐
			☐	☐
			☐	☐
			☐	☐
			☐	☐
			☐	☐

B. INCIDENT AMBULANCES

NAME	LOCATION	PARAMEDICS	
		YES	NO
None		☐	☐
		☐	☐
		☐	☐
		☐	☐

7. HOSPITALS

NAME	ADDRESS	TRAVEL TIME AIR	TRAVEL TIME GRND	PHONE	HELIPAD YES	HELIPAD NO	BURN CENTER YES	BURN CENTER NO
Bartlett Memorial	3260 Hospital Drive, Juneau	1 hr	n/a	586-8427	☒	☐	☐	☒
					☐	☐	☐	☐
					☐	☐	☐	☐
					☐	☐	☐	☐
					☐	☐	☐	☐

8. MEDICAL EMERGENCY PROCEDURES

If necessary, a float plane will be dispatched from Glacier Bay Airways (697-2249 or 789-9009) and the victim will be flown to Juneau.

Contact GLBA Dispatch in the event of ANY injury.

9. PREPARED BY (MEDICAL UNIT LEADER) LSC2 (signed)	10. REVIEWED BY (SAFETY OFFICER) ISO2 (signed)

Sample IAP (Page 8 of 9)

YORKTOWN

08-19-xx
0600 - 1800

SAFETY MESSAGE

All personnel working on the Yorktown Clipper Incident must be aware of the following hazards and take appropriate mitigation measures:

■ Individuals working aboard the Yorktown Clipper must be aware of:
   1. Significant amounts of diesel fuel and other petroleum products are mixed with water below decks. There is both a health hazard and a fire hazard associated with these materials.

HEALTH:
   Inhalation: Inhalation of high concentrations of diesel fuel vapors causes dizziness, headaches and stupor.
   Ingestion: Ingestion of diesel fuel causes irritation of stomach and intestines with nausea and vomiting.
   Skin Exposure: The liquid is irritating to the skin, especially where long term contact is involved. May burn skin or eyes.

FIRST AID:
   1. Remove victim to fresh air. Apply appropriate actions if breathing is labored or stops.
   2. If ingested, do NOT induce vomiting. Give water to dilute.
   3. For skin exposure, remove contaminated clothing and gently flush affected areas with fresh water for 15 minutes.
   4. **In all cases, get medical advice and medical attention as soon as possible.**

FIRE: If small, use dry chemical, CO_2, foam or water spray. If large, evacuate immediately.

   2. Decks and passageways are likely to be very slippery. Where possible, use sand or absorbent materials to improve footing and traction.

   3. Rubber gloves and protective clothing must be worn at all times by those entering the damaged areas of the vessel. Respiratory equipment is also required.

■ For ground personnel in the backcountry and along shore in the vicinity of the YC, maintain vigilance for bears and take evasive or avoidance actions.

■ All personnel on boats must wear PFD's at all times, and be aware that water temperatures are sufficiently low to cause hypothermia with short exposure times.

THINK, AND *ACT*, SAFELY

Sample IAP (Page 9 of 9)

Weather
August 18, XX

Temperature: 68 to 75 degrees
Relative Humidity: 45 to 60 %
Winds: east 5-10 knots
Seas: 2 foot swells with moderate chop
Sunrise: 0531 AKDT; Sunset: 2042 AKDT
Tides: High at 1448 (+18.2); Low at 2059 (-1.1)

Weather
August 19, XX

A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today.

Temperature: 60 to 65 degrees
Relative Humidity: 60 to 75%
Winds: west, 10 to 18 knots
Seas: 3 foot swells with moderate to heavy chop
Sunrise: 0534 AKDT; Sunset: 2040 AKDT
Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)

Weather
August 20, XX

Continued strong winds and showers from midnight through most of the day. Winds gusty, seas will continue to have swells 3 to 5 feet with moderate chop.

Temperature: 62 to 65 degrees
Relative humidity: 85 to 100%
Winds: west to southwest, 15 to 20 knots with stronger gusts.
Seas: 3 to 5 foot swells with moderate to heavy chop.
Sunrise: 0536 AKDT; Sunset: 2037 AKDT
Tides: Highs at 0342 (+18.3) and 1605 (+19.0); Lows at 1001 (-2.5) and 2029 (-1.9)
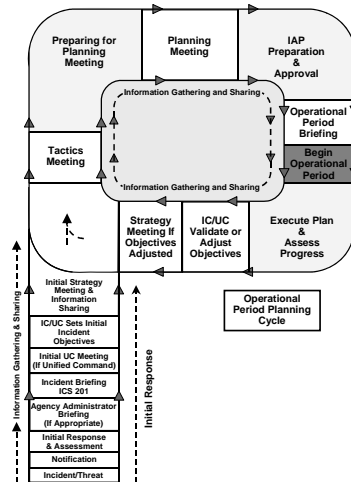
Operational Period Briefing

Visual 6.44

The operational period briefing:

- **Is conducted at the beginning of each operational period.**

- **Presents the IAP to supervisors of tactical resources.**

- **Should be concise.**

Visual 6.44

Visual Description: Operational Period Briefing

Instructor Notes

Explain that the operational period briefing is the next step in the incident planning process.

Present the following points about the operational period briefing:

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

- **Presents the Incident Action Plan to supervisors of tactical resources.** Tactical supervisors will be briefed on the operational elements of the plan to ensure they are aware of whom they will work for, and what it is that must be accomplished. In addition, tactical supervisors will have a chance to ask questions regarding the plan, be briefed on any critical safety issues, and be informed regarding specific logistical information.

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

Following the operational period briefing, Supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.

Aids and Cues

Topic	Conducting the Operational Period Briefing

Visual 6.45

Operational Period Briefing: Agenda (1 of 4)

- **Planning Section Chief: Reviews the agenda and facilitates the briefing.**

- **Incident Commander: Presents incident objectives or confirms existing objectives.**

  Note: Objectives may be presented by the Planning Section Chief.

Unit 6:
Planning Process
Visual 6.45

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

Instructor Notes

Present the following points about the operational period briefing agenda:

- The Planning Section Chief reviews the agenda and facilitates the briefing.

- The Incident Commander presents the incident objectives or confirms existing objectives.

Note that the objectives may also be presented by the Planning Section Chief.

Aids and Cues

Topic   **Conducting the Operational Period Briefing**

Visual 6.46

Operational Period Briefing: Agenda (2 of 4)

- ▪ **Current Operations Section Chief: Provides current assessment and accomplishments.**

- ▪ **Oncoming Operations Section Chief: Covers the work assignments and staffing of Divisions and Groups for the upcoming operational period.**

Unit 6:
Planning Process   Visual 6.46

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

Instructor Notes

Continue presenting the following points about the operational period briefing agenda:

- ▪ The current Operations Section Chief provides a current assessment of the incident and identifies the accomplishments.

- ▪ If applicable, the oncoming Operations Section Chief covers the work assignments and staffing of Divisions and Groups for the upcoming operational period.

Aids and Cues

| Topic | Conducting the Operational Period Briefing |

Visual 6.47

Operational Period Briefing: Agenda (3 of 4)

- ▪ **Technical Specialists: Present updates on conditions affecting the response (weather, fire behavior, environmental factors).**

- ▪ **Safety Officer: Reviews specific risks to operational resources and the identified safety/mitigation measures.**

- ▪ **Special Operations, e.g., air operations.**

Unit 6:
Planning Process

Visual 6.47

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

Instructor Notes

Continue presenting the following points about the operational period briefing agenda:

- ▪ Technical specialists present updates on conditions affecting the response (weather, fire behavior, environmental factors which could include natural resource protection goals and requirements).

- ▪ The Safety Officer reviews specific risks to operational resources and the identified safety and mitigation measures.

- ▪ Special Operations briefs, e.g., air operations.

Aids and Cues

Topic   Conducting the Operational Period Briefing

Visual 6.48

Operational Period Briefing: Agenda (4 of 4)

- **Specific Section Chief/Unit Leaders: Present information related to ensuring safe and efficient operations.**

- **Incident Commander: Reiterates his or her operational concerns and directs resources to deploy.**

- **Planning Section Chief: Announces next planning meeting and operational period briefing. Adjourns the meeting.**

Unit 6:   Visual 6.48:
Planning Process

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

Instructor Notes

Continue presenting the following points about the operational period briefing agenda:

- Specific Section Chiefs or 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 adjourns the meeting.

Tell the students that a sample operational period briefing agenda can be found in their Student Workbooks.

Aids and Cues

SW Page 6-69, Sample Operational Period Briefing Agenda

Sample Operational Period Briefing Agenda

Incident Objectives	Planning Section Chief
Current Situation Update.	Operations Section Chief
Weather Forecast.	Incident Meteorologist
Ground Operation Assignments.	Operations Section Chief
Air Operation Assignments.	Air Operations Branch Director
Safety Briefing.	Safety Officer
Communication Plan Information	Communications Unit Leader
Medical Plan Briefing	Medical Unit Leader
Logistical Concerns	Logistics Section Chief
Financial Concerns	Finance/Administration Section Chief
Information Plan and updates	Public Information Officer
Human Resources Information.	Human Resource Specialist
Training Specialist Information.	Training Specialist
Cooperating Agencies	Agency Representatives
Next Briefing and Planning Meeting.	Planning Section Chief
Closing comments.	Incident Commander

Team members with responsibilities to address the personnel at briefing need to make contact with the Planning Section Chief prior to the briefing to discuss whether or not they have any comments for that day. Members that will be speaking need to be directly on the side of the stage to avoid wasting time.

Topic | **Executing the Plan and Assessing Progress**

Executing the Plan

Visual 6.49
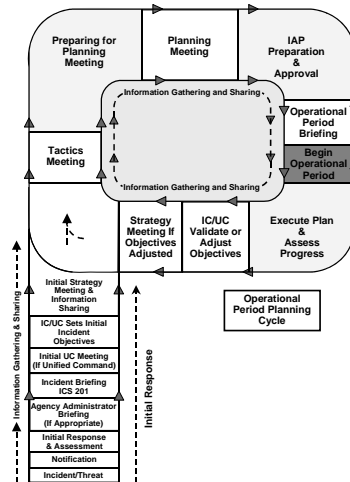
- **Supervisors conduct team briefings with their assigned resources in order to implement operational assignments.**

- **Operations Section Chief assesses the IAP implementation, incident objectives, strategies, and tactics prior to the next operational period.**

Visual 6.49

Visual Description: Execute Plan and Assess Progress

Instructor Notes

Explain that the next step in the incident planning process is to execute the plan and assess progress. Present the following points:

- The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific operational period.

- The plan is evaluated at various stages in its development and implementation:

    - First, all members of the Command and General Staffs review the final plan document and correct any discrepancies.

    - Next, during the implementation of the plan, all incident supervisors and managers must continually assess the effectiveness of the plan based upon the original measurable objectives for the operational period. This evaluation of the plan keeps responders on track and on task and ensures that the next operational period plan is based on a reasonable expectation of success of the current plan.

    - Finally, the Operations Section Chief may make the appropriate adjustments during the operational period to ensure that the objectives are met and effectiveness is assured.

- During the course of a complex incident, the Incident Commander, as with any manager, must bring the team together to assess the attitude of the group, if the teamwork needed is still in place, and to provide additional direction or correction to the team. These "Team Meetings" are called at the discretion of the Incident Commander and may not follow any set agenda. In addition, any Section Chief or other managerial level staff member can convene meetings to help manage their "Team" and are encouraged to do so.

Topic	Executing the Plan and Assessing Progress

Visual 6.50

Briefing Checklist

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

Unit 6:
Planning Process

Visual 6.50
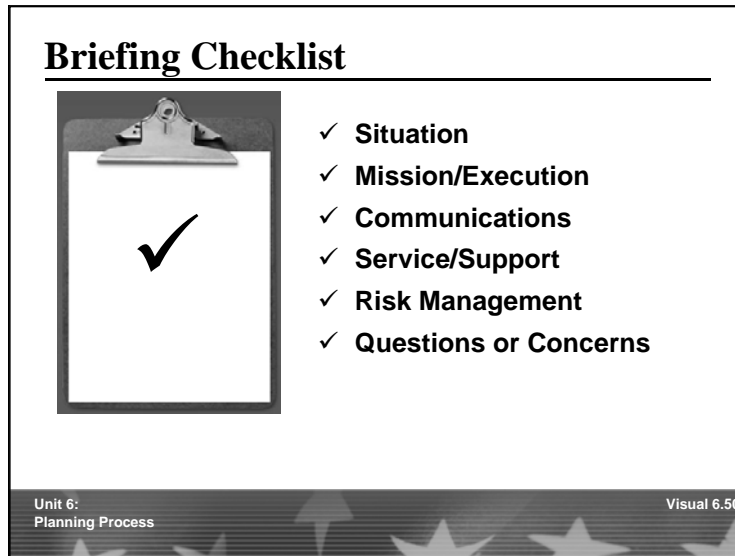
Visual Description: Briefing Checklist

Instructor Notes

Explain that a briefing may contain the following points:

▪ Situation

▪ Mission/Execution

▪ Communications

▪ Service/Support

▪ Risk Management

▪ Questions or Concerns

Show the optional DVD, "The Planning Process for All Risk Incidents" at this time if desired. This DVD is approximately 49 minutes.

Aids and Cues

01-01-I300-DVD

Topic   **Applied Exercise: Planning Process**

Visual 6.51

Applied Exercise: Planning Process

Instructions: Working as a team:

1. **Review the information you developed in all of the previous Crescent City scenario exercises. Review the scenario update.**

2. **Develop an IAP.**

3. **Outline the agenda for the operational briefing and be prepared to present your IAP as a concise 5 minute to 10 minute operational briefing.**

4. **Be prepared to present in 60 minutes.**

Unit 6:
Planning Process
Visual 6.51

Visual Description: Applied Exercise: Instructions

Instructor Notes

Present the following exercise instructions:

Working as a team:
1. Review the information you developed in all of the previous Crescent City scenario exercises. Review the scenario update.
2. Develop an IAP utilizing the appropriate ICS forms.
3. Outline the agenda for the operational period briefing. Select a spokesperson to present your IAP as a concise 5 minute to 10 minute operational period briefing.
4. Be prepared to present in 60 minutes.

Refer the students to exercise materials in their Student Workbooks. Blank ICS forms are located immediately after the exercise materials in their Student Workbooks.

Aids and Cues

Exercise Materials: SW Pages 6-72 thru 6-79
Blank ICS Forms: SW Pages 6-80 thru 6-85

Topic   **Applied Exercise: Scenario Update**

Visual 6.52

> ### Applied Exercise: Scenario Update
>
> **After receiving the report from the technical specialists, command accepts the strategic recommendations made in the report, determines that additional resources are needed for evacuation, air monitoring, and scene security, and expands the evacuation area to 2.25 miles downwind (east) of the derailment.**
>
> **Also, several media helicopters arrive in the area to film the incident and ongoing operations. Command determines that the operational period will be 12 hours.**
>
> Unit 6:
> Planning Process   Visual 6.52

Visual Description: Applied Exercise: Scenario Update

Instructor Notes

Remind the students that this is a continuation of the Crescent City train derailment exercise.

Review the following scenario update.

Scenario Update

After receiving the report from the Technical Specialists, Command accepts the strategic recommendations made in the report; determines that additional resources are needed for evacuation, air monitoring, and scene security; and expands the evacuation area to 2.25 miles downwind (east) of the derailment.

Also, several media helicopters arrive in the area to film the incident and ongoing operations. Command determines that the operational period will be 12 hours.

Aids and Cues

Topic   **Applied Exercise: Incident Objectives**

Visual 6.53

Applied Exercise: Incident Objectives

The next operational period will begin at 1800 tonight and end at 0600 August 5. Incident objectives for the next operational period include:

1. Provide for safety of responders and public.
2. Ensure appropriate level of PPE and decontamination.
3. Monitor downwind air to specifications established by Hazmat Team.
4. Maintain expanded outer perimeter. Admit no one without prior permission of the IC.
5. Relocate the ICP to an appropriate fixed site at least 2 miles upwind of the derailment. ICP should be operational no later than 1500.

Unit 6:   Visual 6.53
Planning Process

Visual Description: Applied Exercise: Incident Objectives

Instructor Notes

Review the following updated incident objectives:

The next operational period will begin at 1800 tonight and end at 0600 August 5. Incident objectives for the next operational period include:

1. Provide for safety of responders and public.
2. Ensure appropriate level of PPE and decontamination.
3. Monitor downwind air to specifications established by Hazmat Team.
4. Maintain expanded outer perimeter. Admit no one without prior permission of the Incident Commander.
5. Relocate the ICP to an appropriate fixed site at least 2 miles upwind of the derailment. ICP should be operational no later than 1500.

Aids and Cues

Scenario Update

After receiving the report from the Technical Specialists, Command accepts the strategic recommendations made in the report; determines that additional resources are needed for evacuation, air monitoring, and scene security; and expands the evacuation area to 2.25 miles downwind (east) of the derailment. Also, several media helicopters arrive in the area to film the incident and ongoing operations. Command determines that the operational period will be 12 hours. The next operational period will begin at 1800 tonight and end at 0600 August 5. Incident objectives for the next operational period include:

1.   Provide for safety of responders and public.
2.   Ensure appropriate level of PPE and decontamination.
3.   Monitor downwind air to specifications established by Hazmat Team.
4.   Maintain expanded outer perimeter. Admit no one without prior permission of the Incident Commander.
5.   Relocate the ICP to an appropriate fixed site at least 2 miles upwind of the derailment. ICP should be operational no later than 1500.
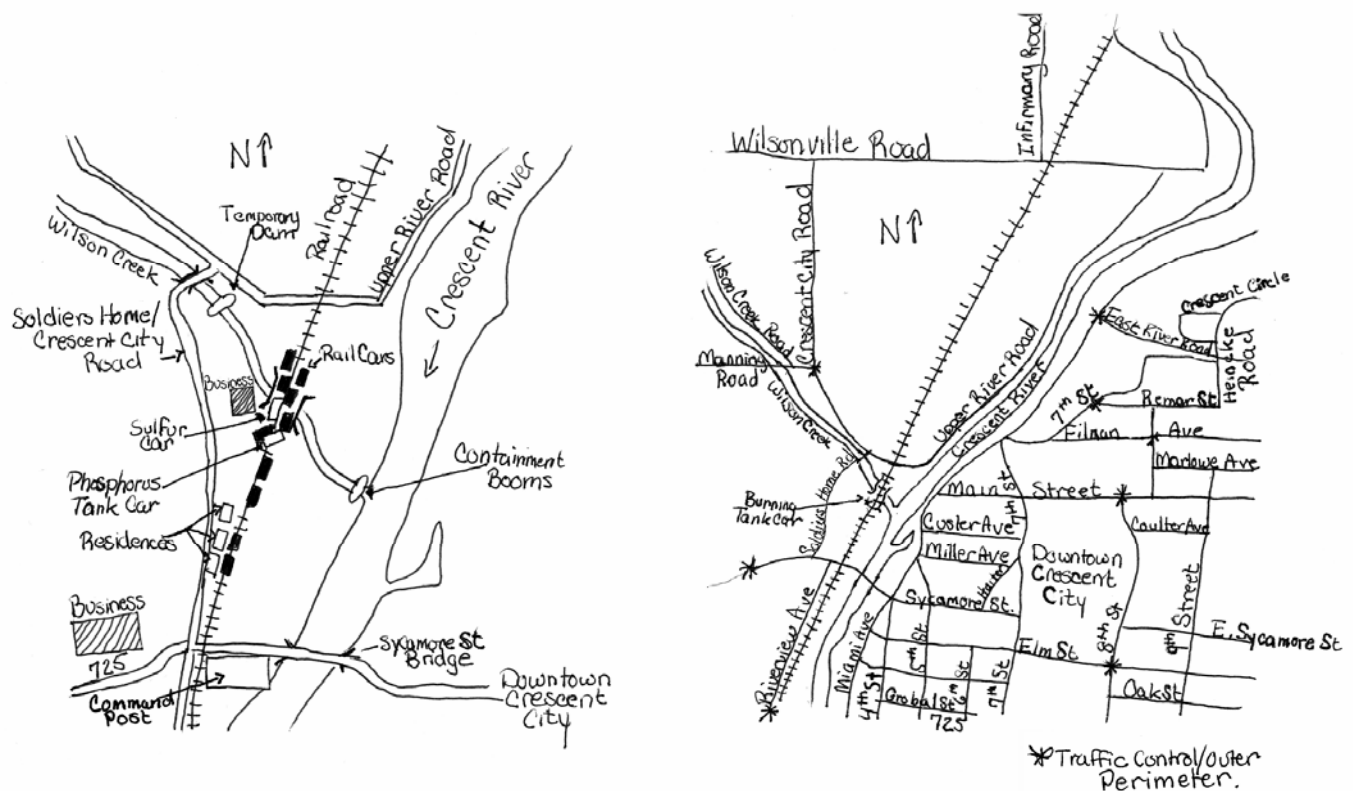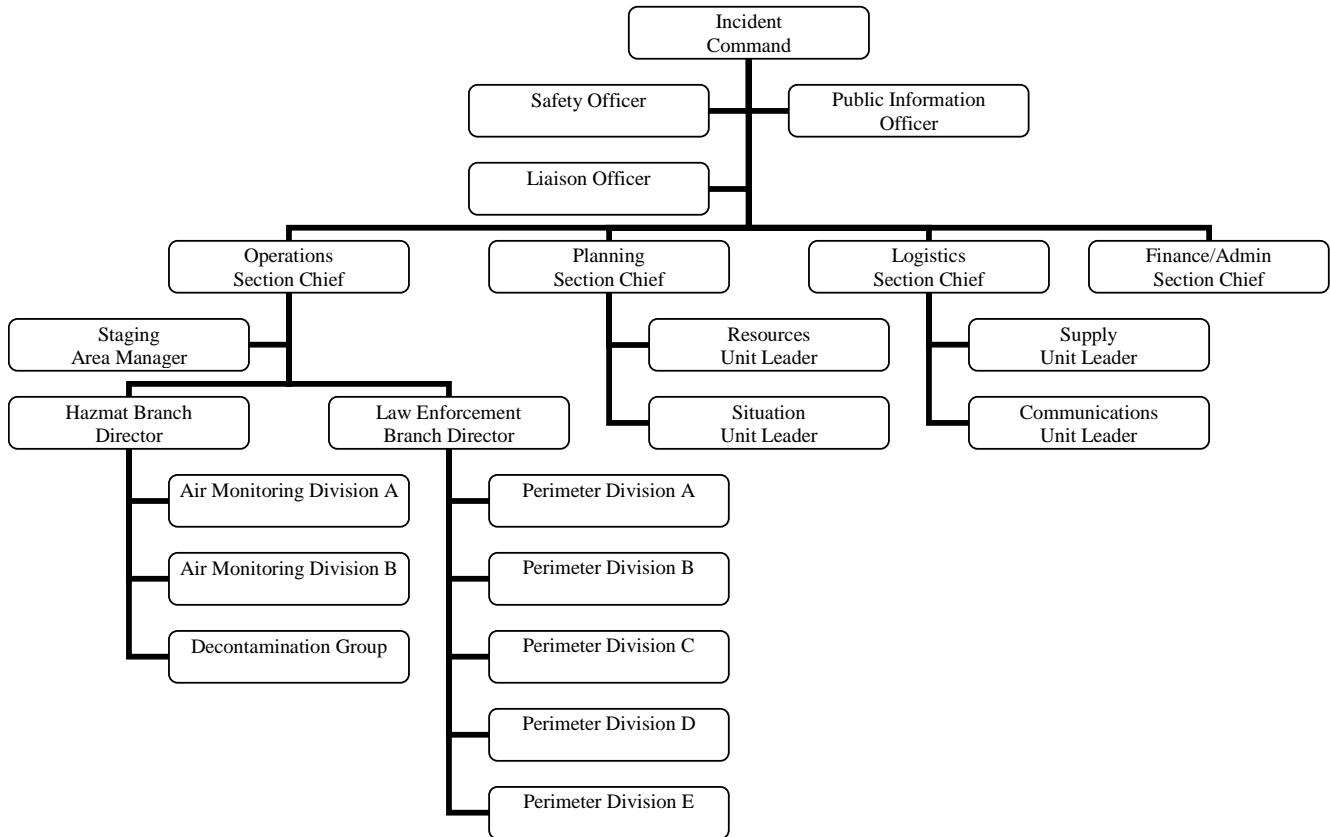
Incident Maps

Topic   **Scenario Materials (2 of 5)**

Organizational Structure for the Next Incident Period

```
                                    Incident
                                    Command
                        Safety Officer        Public Information
                                                    Officer
                        Liaison Officer

        Operations          Planning           Logistics         Finance/Admin
      Section Chief       Section Chief       Section Chief       Section Chief

    Staging                          Resources            Supply
  Area Manager                       Unit Leader          Unit Leader

  Hazmat Branch   Law Enforcement    Situation            Communications
    Director      Branch Director    Unit Leader          Unit Leader

  Air Monitoring Division A   Perimeter Division A

  Air Monitoring Division B   Perimeter Division B

  Decontamination Group       Perimeter Division C

                              Perimeter Division D

                              Perimeter Division E
```

Resources Ordered After Initial Assessment

6. Resources Summary				
Resources Ordered	**Resource Identification**	**ETA**	**On Scene**	**Location/Assignment**
8 police/marked vehicles			X	Outer perimeter (see map)
HazMat Team	CC/LC Hazmat 1		X	ICP
10-20 passenger buses			X	To staging/Evac Divs A & B
Engines (3)	ME 1,2,3		X	Evac Div A
Trucks (2)	MT 1,2		X	Evac Div A
Engines (3)	OF 1,2,3		X	Evac Div B
Trucks (2)	OTR 1, OTR 2		X	Evac Div B
Engine/master-stream	OF 4		X	Fog stream or plume

Topic   **Scenario Materials (3 of 5)**

Resources

Resource	Kind	Number & Type
Crescent City Police	Patrol Car	4 marked units: M-1, M-2, M-3, and M-4 2 unmarked units: M-5 and M-6
Wilsonville Police	Patrol Car	4 marked units: P-1, P-2, P-3, and P-4
Liberty County Sheriff	Patrol Car	6 marked units: O-1, O-2, O-3, O-4, O-5, and O-6
State Police	Patrol Car	1 marked unit: SP-1 1 unmarked unit: SP-2
Crescent City Fire/Rescue	Engine Company Truck Company Rescue Company Heavy Rescue	3 companies: ME-1, ME-2, and ME-3 2 companies: MT-1 and MT-2 1 company: MR-1 MHR-1
Other Local Fire	Engine Company Truck Company Rescue Company	5 companies: OF-1, OF-2, OF-3, OF-4, and OF-5 3 companies: OTR-1, OTR-2, and OTR-3 1 company: OHR-1
Crescent City Emergency Medical Service	Basic Life Support Advance Life Support Medivac Off-duty Personnel (full time and volunteer)	3 units: MBLS-1, MBLS-2, and MBLS-3 2 units: MALS-1 and MALS-2 Lifelight 324CC Helicopter 33
Crescent City Public Works	Front-End Loaders Dump Trucks	3 4
Other Local Emergency Medical Service	Basic Life Support Advance Life Support	5 units: OBLS-1, OBLS-2, OBLS-3, OBLS-4, and OBLS-5 2 units: OALS-1 and OALS-2
Other Local Resources	Crescent City/Liberty County Regional Hazmat Team School Buses Electrical Utility Company Gas Company	 1 12 2 4
Available through Mutual-Aid with adjacent counties and their communities	Engine Company Truck Company Patrol Car County Dump Truck Front-End Loader Bulldozer Crime Scene Investigation County and State Engineer	6 4 12 5 2 2 1 unit 3

Topic   Scenario Materials (4 of 5)

Additional Available Resources

National Guard:

80 personnel
5 five-ton trucks
1 engineer unit with 8 personnel
2 heavy front-end loaders
1 bulldozer

Air Operations:

2 Black Hawk helicopters and support assets capable of basic medical transport
3 State Police helicopters, Medivac equipped

State Police:

15 marked units
Hazardous Materials Response Team

Incident Communications

Crescent City and Liberty County have a shared 800 mHz radio system. Talk Groups include:

- Fire: Talk Groups 1, 2, 3
- Law Enforcement: Talk Groups 4, 5, 6
- Emergency Medical Service: Talk Groups 7, 8
- Regional Mutual-Aid: Talk Groups 9, 10
- State Mutual-Aid: Talk Group 11

The railroad company does not share a radio frequency or talk group with any of the above.

Crescent City General Hospital is 10 minutes flight time, 45 minutes driving time away from the incident.
Operations have kept 1 Advance Life Support and 2 Basic Life Support ambulances in Staging.

Topic   **Scenario Materials (5 of 5)**

Strategies/Tactics

The Technical Specialists have completed their research. Their report describes the hazards and lists five options:

Hazard Analysis: When burned in dry air, white phosphorus generates phosphoric anhydride (phosphoric acid) as a by-product of combustion. In addition to being corrosive to skin and tissue, exposure to phosphoric anhydride may cause severe gastrointestinal irritation, nausea, vomiting, and breathing difficulties.

Because the phosphorus car and the molten sulfur car are both breached, the resultant combined products of combustion are also of concern. These include phosphorus pentasulfide, which is readily converted in the presence of moisture, to hydrogen sulfide gas and phosphoric acid. Hydrogen sulfide is a rapid systemic poison that induces respiratory paralysis with consequent asphyxia at high concentrations. Serious health effects such as central nervous system distress, pulmonary edema, and gastrointestinal disturbances may be observed at lower concentrations. Samples indicate that the two products have combined.

In addition to the hazards presented by the sulfur and phosphorus, the tallow also presents an environmental problem. Tallow coats the gills of fish. Tallow has entered Wilson Creek, and dead fish are already present.

Strategic/Tactical Option	Analysis
1. Patch phosphorus tanker.	**Not recommended**. Tear is too extensive, success uncertain, and hazards to responders too great.
2. Foam phosphorus tanker.	**Not recommended**. Adequate amounts of foam will take 48-72 hours to arrive.
3. Bury tanker in wet sand or dirt.	**Not recommended**. Car cannot be moved safely without potential of catastrophic breach and release. Car is pre-1970 construction and predates additional safety regulations imposed at that time.
4. Continue current strategy.	**Not recommended.** Water supply is not adequate to provide enough water to control fire, and does nothing to promote resolution of the incident. In addition, more water will continue to erode the bridge abutment, and increase the contamination in Wilson Creek. Fog stream causes caustic by-products to form, endangering responders and the environment.
5. Conduct controlled burn-off until amount of phosphorus has been reduced to the point where car can be moved safely.	**Recommended.** Rate of burn will depend on surface area exposed to oxygen. At current rate of burn, estimated time to burn off remaining phosphorus is 36-48 hours. At current rate of burn and projected weather conditions, negative health effects are possible up to 2 miles downwind. Population in impact area: 3,000. Special considerations: City Hall, Police Department, and Fire Station 1/Administration buildings are within the 2-mile zone. Crescent City General Hospital is .25 miles outside the 2-mile zone. Custer Circle Assisted Living Center is within the 2-mile zone.

Topic   **Applied Exercise: Debrief**

Allow 60 minutes for the exercise.

Pair up two teams together. Have the teams take turns presenting the briefings to each other as follows:

Round 1
- Team 1: Present the Operational Period Briefing.
- Team 2: Participate as resources being briefed. Ask questions as appropriate.

Round 1 Feedback
- Team 1 Self-Assessment: Strengths of Plan and Presentation and Areas for Improvement
- Team 2 Peer Feedback
- Instructor Feedback

Round 2
Reverse roles and have Team 2 present and Team 1 play the role of the resources being briefed.

Aids and Cues

| Topic | Summary |

Visual 6.54

Summary (1 of 3)

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

Unit 6:
Planning Process

Visual 6.54

Visual Description: Summary (1 of 3)

Instructor Notes

Ask students if they are able to:

- Identify the importance of planning for incidents/events.

- Explain the differences between planning for incidents and events.

- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.

- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.

Topic	Summary

Visual 6.55

Summary (2 of 3)

Are you now able to:

- **Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management?**
- **Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting?**
- **Given a scenario, describe appropriate strategies and tactics to meet incident objectives?**

Unit 6:
Planning Process

Visual 6.55

Visual Description: Summary (2 of 3)

Instructor Notes

Ask students if they are able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.

- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.

- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.

Visual 6.56

Summary (3 of 3)

Are you now able to:

▪ **Conduct a tactics meeting and complete an ICS Form 215, Operational Planning Worksheet, and ICS Form 215A, Incident Safety Analysis, using the strategies and tactics from the scenario?**

▪ **Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials?**

▪ **Using the IAP, conduct an operational period briefing?**

Unit 6:
Planning Process   Visual 6.56

Visual Description: Summary (3 of 3)

Instructor Notes

Ask students if they are able to:

▪ Conduct a tactics meeting and complete an Operational Planning Worksheet, ICS Form 215 and Incident Safety Analysis, ICS Form 215A using the strategies and tactics from the scenario.

▪ Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials.

▪ Using the IAP, conduct an operational period briefing.

Ask the students if they have any questions about the planning process.

Unit 7: Demobilization, Transfer of Command, and Closeout

Unit Objectives

At the end of this unit, the students will be able to:

- Describe the importance of demobilization planning.
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning.
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties.
- List the major sections in a demobilization plan.
- Identify the need for transfer of command or closeout.
- Identify the process involved in a closeout meeting.

Scope

- Unit Introduction and Objectives
- Demobilization
- Activity: Reviewing the Demobilization Plan
- Transfer of Command
- Closeout
- Applied Exercise
- Unit Summary

Methodology

The instructor begins this unit by providing the unit objectives and explaining that the unit will focus on the demobilization, transfer of command, and closeout of an incident/event, including: the importance of demobilization planning; the impacts of agency-specific policies, procedures, and agreements on demobilization planning; personnel who have responsibilities for developing and implementing the demobilization plan; major sections of the demobilization plan; procedures for transfer of command of a de-escalating incident; and procedures for incident closeout.

The instructor describes the importance of demobilization planning and then identifies the impacts of agency specific policies, procedures, and agreements on demobilization planning. Next, the instructor identifies the ICS titles and duties of personnel who have responsibilities for developing and implementing the demobilization plan. The instructor then identifies the major sections of the demobilization plan. Finally, the instructor identifies the procedure for transfer of command of a de-escalating incident and identifies the procedure for incident closeout.

Methodology (Continued)

The scenario for the applied exercise involves demobilization planning for the train derailment incident begun in the previous units. Teams will complete the following activities:

- Review the information you developed in all of the previous Crescent City scenario exercises and the scenario update.
- List five elements that would be included in the demobilization plan for this incident.
- List the agenda items for the closeout briefing to be presented to the Mayor of Crescent City and the Liberty County Commissioners.
- List Transfer of Command briefing items to be presented to the Incident Commander who will supervise the cleanup.

At the end of this unit, the instructors will answer any questions from students and summarize the key points of the unit. The instructor will then transition to Unit 8: Course Summary.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction and Objectives	5 minutes
Demobilization	15 minutes
Activity: Review the Demobilization Plan	15 minutes
Transfer of Command	10 minutes
Closeout	10 minutes
Applied Exercise	75 minutes
Unit Summary	5 minutes
Total Time	**2 hours 15 minutes**

| **Topic** | **Unit Introduction** |

Visual 7.1

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual Description: Unit Introduction

Instructor Notes

Introduce this unit by presenting the following points:

- All incidents eventually draw to a close. How the incident is downsized and closed out is an important part of incident management.

- This unit focuses on the demobilization process, transfer of command, and incident closeout.

Topic | **Unit Objectives**

Visual 7.2

Unit Objectives (1 of 2)

- **Describe the importance of demobilization planning.**
- **Identify the impact of agency specific policies, procedures, and agreements upon demobilization planning.**
- **Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties.**
- **List the major sections in a demobilization plan.**

Unit 7:
Demobilization, Transfer of Command, and Closeout
Visual 7.2

Visual Description: Unit Objectives (1 of 2)

Instructor Notes

Show the next two visuals and review the unit objectives with the class. Tell the students that by the end of this unit, they should be able to:

- Describe the importance of demobilization planning.

- Identify the impact of agency specific policies, procedures, and agreements upon demobilization planning.

- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties.

- List the major sections in a demobilization plan.

Topic   **Unit Objectives**

Unit Objectives (2 of 2)

- **Identify the need for transfer of command or closeout.**
- **Identify the process involved in a closeout meeting.**

Unit 7:
Demobilization, Transfer of Command, and Closeout   Visual 7.3

Visual 7.3

Visual Description: Unit Objectives (2 of 2)

Instructor Notes

Continue presenting the unit objectives:

- Identify the need for transfer of command or closeout.

- Identify the process involved in a closeout meeting.

Topic | **Demobilization**

Visual 7.4

Demobilization

- **Release and return of resources that are no longer required for the support of an incident/event.**
- **The release and return of resources may occur during an incident/event or after the incident/event is over.**

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.4

Visual Description: Demobilization

Instructor Notes

Present the following points:

- Demobilization involves the release and return of resources that are no longer required for the support of an incident/event.

- The release and return of resources may occur during an incident/event or after the incident/event is over.

Refer the students to the job aid on the next page for additional information on anticipating the workload involved in planning for demobilization.

Aids and Cues

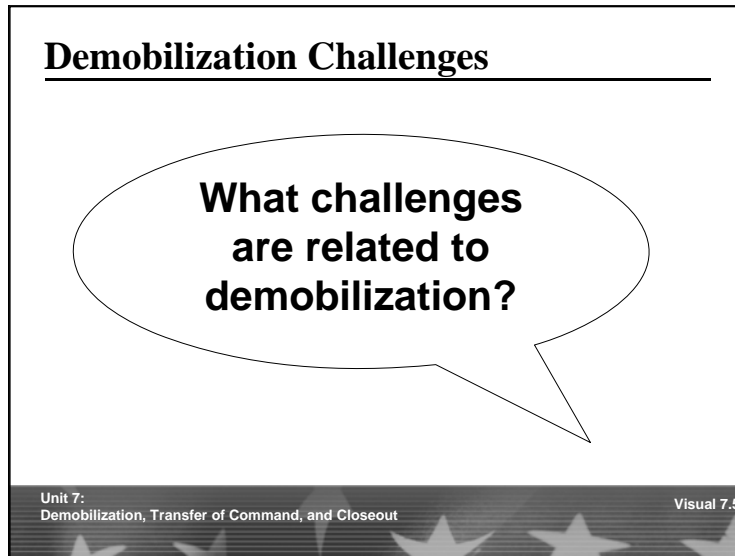SW Page 7-5

Topic   **Demobilization**

Job Aid: Demobilization Planning Considerations

After the incident is controlled, and tactical resources are beginning to be released, the incident management organization should begin to monitor the number of support and management staff that are assigned. Below are some typical workload considerations to consider when planning for demobilization.

Position	Demobilization Considerations
Public Information Officer	Press interest may taper off toward the end of the incident, especially when tactics turn from life-safety to clean-up. As the incident demobilizes, the need for interagency coordination of information may also decline. While it is important that the press continue to have a contact at the incident, it may be possible for the Public Information Officer to scale back operations.
Safety Officer	As the number of tactical operations at an incident decrease, the demand on the Safety Officer will also decline. However, some incidents require post-incident debriefings that will require the input of the Safety Officer. While the workload may level out, it may remain until the end of the incident.
Liaison Officer	As Cooperating and Assisting Agency resources are demobilized, the Liaison Officer's job will become less complex. The Liaison Officer is also likely to be involved in interagency post-incident review activities that may require continued presence at the incident and involvement after final demobilization.
Operations Section	The Operations Section Chief should be able to reduce support staff such as Deputies and Staging Area Managers as the Operations Section is demobilized.
Planning Section	In the Planning Section, the later workload falls on the Demobilization and Documentation Units. The Demobilization Unit will develop the Demobilization Plan and monitor its implementation. The Documentation Unit will package all incident documentation for archiving with the responsible agency or jurisdiction. Both of these processes are finished late in the incident.
Logistics Section	The Supply Unit and the Facilities Unit play major roles as the incident winds down. The Facilities Unit will need to demobilize the incident facilities, such as the command post and incident base. The Supply Unit must collect, inventory, and arrange to refurbish, rehabilitate, or replace resources depleted, lost, or damaged at the incident.
Finance/Administration Section	Many of the activities of the Finance/Administration Section continue well after the rest of the organization has been demobilized. Documentation of injuries, claims, equipment usage, etc. should be completed prior to the release of the resources.

Topic	Demobilization

Visual 7.5

Demobilization Challenges

What challenges
are related to
demobilization?

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.5

Visual Description: What challenges are related to demobilization?

Instructor Notes

Ask the students: **What challenges are related to demobilization?**

Ask for volunteers to answer the question. If not mentioned by the students, add the following:

▪ Planning for demobilization is often overlooked and may result in tragic accidents en route home.

▪ As incidents de-escalate, many personnel may be anxious to return home.

▪ Fiscal concerns sometimes require verification of the total time that a resource is assigned to an incident.

▪ Any nonconsumable supplies that were provided to the incident must be returned.

▪ Certain laws require that sufficient rest be provided to some drivers before driving home.

▪ Considerations for travel for mass demobilization, especially for areas with small or no jet ports, or transportation systems.

Aids and Cues

Topic	Demobilization

Visual 7.6

Demobilization Planning Benefits

Demobilization planning helps to:

- **Eliminate waste.**
- **Eliminate potential fiscal and legal impacts.**
- **Ensure a controlled, safe, efficient, and cost effective release process.**

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.6

Visual Description: Demobilization Planning Benefits

Instructor Notes

Explain that demobilization planning helps to:

- Eliminate waste.

- Eliminate potential fiscal and legal impacts.

- Ensure a controlled, safe, efficient, and cost effective release process.

Aids and Cues

Topic	Demobilization

Visual 7.7

Agency Policies and Procedures

Demobilization policies and procedures depend on the size of the incident and may involve:

- **Fiscal/legal policies and procedures.**
- **Work rules.**
- **Special license requirements.**
- **Other requirements.**

Unit 7:
Demobilization, Transfer of Command, and Closeout   Visual 7.7

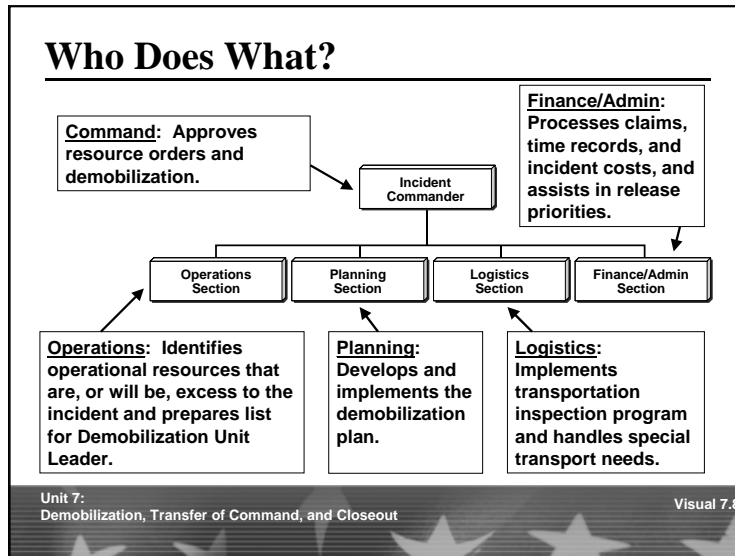**Visual Description:** Agency Policies and Procedures

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Instructor Notes

Present the following points:

- On smaller incidents, resources are released to finish shifts or work periods. Demobilization planning is obscure and rests with the Incident Commander and typical agency protocols. But on longer duration incidents, resources may have worked in excess of agreed-upon work schedules or may have traveled well out of their jurisdiction. The Finance/Administration Section will require specific documentation prior to outside agencies departing the incident.

- In some cases, a priority of release may be necessary if all resources cannot be processed for release at the same general time. Agency policy or work rules may impact this priority. There may be local, regional, or national guidance on release priorities for incident resources.

- Agency policies, procedures, and agreements must be considered by the incident management prior to releasing resources. For example, if the drivers of large vehicles carry special licenses (commercial rating, for example), they may be affected by State and Federal Government regulations for the amount of rest required before a driver can get back on the road.

- Some agencies may require that the vehicle be inspected by incident personnel for damage caused by use on the incident and that damage claims be properly documented, etc. If an injury occurred while on the incident, worker's compensation laws may apply and documentation must be completed prior to release.

| Topic | Demobilization |

Visual 7.8

Who Does What?

Command: Approves resource orders and demobilization.

Finance/Admin: Processes claims, time records, and incident costs, and assists in release priorities.

Incident Commander

Operations Section

Planning Section

Logistics Section

Finance/Admin Section

Operations: Identifies operational resources that are, or will be, excess to the incident and prepares list for Demobilization Unit Leader.

Planning: Develops and implements the demobilization plan.

Logistics: Implements transportation inspection program and handles special transport needs.

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.8:

Visual Description: Who Does What?

Instructor Notes

Explain the primary roles of the Incident Commander and the Sections in demobilization planning:

- **Incident Commander:** Approves resource orders and demobilization.

- **Operations Section:** Identifies operational resources that are, or will be, excess to the incident and prepares list for Demobilization Unit Leader.

- **Planning Section:** Develops and implements the demobilization plan.

- **Logistics Section:** Implements transportation inspection program and handles special transport needs.

- **Finance/Administration Section**: Processes claims, time records, and incident costs, and assists in release priorities.

Aids and Cues

Topic   **Demobilization**

Demobilization Plan: Information Needs

Visual 7.9

What Information Is Needed?	Who Provides?
Excess resources; release priorities	All Supervisors and Managers
Plan development; resource information; demobilization process	Planning Section
Continuing needs for tactical resources	Operations Section
Transportation availability; communications; maintenance	Logistics Section
Claims, time records, and costs of individual resources that are a factor in release	Finance/Administration Section
Agreements regarding other agency resources	Liaison Officer
Physical condition of personnel; physical needs; adequacy of transportation	Safety Officer
Return and reassignment of resources	Agency Dispatch/Ordering Centers

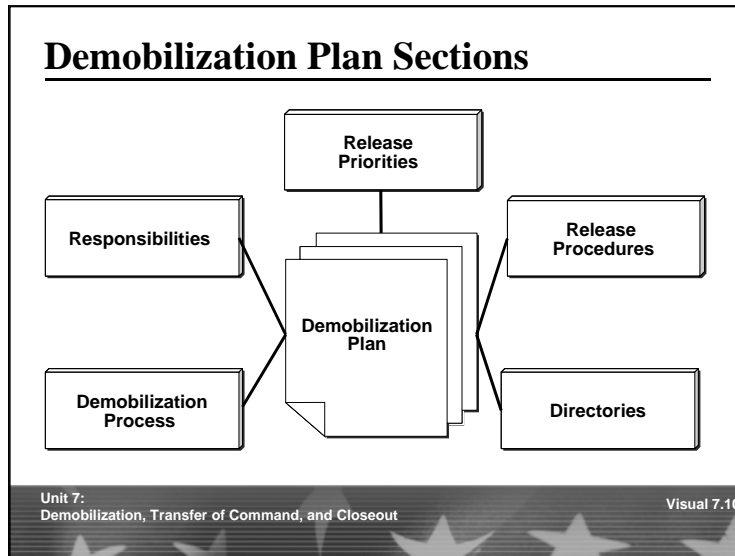**Visual Description:** Demobilization Plan: Information Needs

Instructor Notes

Describe the ICS titles of personnel who have responsibilities in demobilization planning:

- **All Incident Supervisors and Managers:** Identify excess resources and provide list and priorities to the Demobilization Unit.

- **Planning Section:** Coordinate the development of the demobilization plan. The Demobilization Unit Leader develops the specific, individual plan document and outline of the process. The Resource Unit Leader assists the Demobilization Unit Leader in determining total resources assigned, home units, length of assignment, and travel needs.

- **Operations Section:** Identifies continuing needs for operational resources and those that are, or will be, excess to the incident, and prepares the list for the Demobilization Unit Leader.

- **Logistics Section:** Handles special transportation and communications needs and implements vehicle inspection program.

- **Finance/Administration Section:** Processes claims, time records, and incident costs, and helps determine release priorities.

- **Liaison Officer:** Identifies terms of agreements with assisting agencies in regard to release of the resources and special needs.

- **Safety Officer:** Considers physical condition of personnel and ensures that supervisors assess their subordinates' ability to travel.

- **Agency Dispatch Centers and Ordering Points:** Provide information for reassignment of released resources to other incidents.

| Topic | Demobilization |

Visual 7.10

Demobilization Plan Sections

Release Priorities

Responsibilities

Demobilization Process

Demobilization Plan

Release Procedures

Directories

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.10

Visual Description: Demobilization Plan Sections

Instructor Notes

Explain that the demobilization plan should contain the following sections:

- General information about the demobilization process.
- Responsibilities for implementation of the demobilization plan.
- General release priorities.
- Specific release procedures.
- Directories (maps, telephone listings, etc.).

Mention that demobilization planning can be quite complex on large multi-agency incidents. Training and experience will help ensure that personnel with demobilization planning responsibilities perform their jobs accurately.

Refer students to the sample Demobilization Plan in their Student Workbooks.

Aids and Cues

SW Pages 7-12 thru 7-16

SAMPLE DEMOBILIZATION PLAN (Page 1 of 5)
NORTH SMITHMAN INCIDENT

Prepared by   _____   _____
                        Planning Section Chief   **Date**

Approved by   _____   _____
                        Logistics Section Chief   **Date**

Approved by   _____   _____
                        Operations Section Chief   **Date**

Approved by   _____   _____
                        Finance Section Chief   **Date**

Approved by   _____   _____
                        Supervisor-Expanded Dispatch   **Date**

Approved by   _____   _____
                        Incident Commander   **Date**

Approved by   _____   _____
                        Area Commander   **Date**

SAMPLE DEMOBILIZATION PLAN (Page 2 of 5)

The Demobilization Plan contains five (5) sections:

1. **General Information**
2. **Responsibilities**
3. **Release Priorities**
4. **Release Procedures**
5. **Travel Information**

1. GENERAL INFORMATION

The demobilization process at the North Smithman Incident will require coordination with the Area Command Team and the Expanded Dispatch function. Pueblo Area Command has directed that normal demobilization procedures will be utilized in the area. All resources with their own transportation must meet rest/work guidelines prior to driving.

All releases from the Smithman Incident will be initiated in the Demob Unit after Incident Commander (IC) approval. The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel during the time it takes to process all of the releases in a safe and efficient manner. No resources are to leave the Incident until authorized to do so. At this time, no off-Incident Demob Center will be activated. The Logistics Section will provide for all necessary transportation of released personnel and equipment. The Demob Unit will arrange for any needed flight arrangements through Expanded Dispatch.

The following are general guidelines to be followed for resources that are leaving the Incident.

A. No person will be released without having a minimum of eight (8) hours rest, unless specifically approved by the IC.

B. All Federal resources must be able to arrive at their home base prior to 2200 (10 PM). Other agencies and cooperators must meet individual agency regulations pertaining to rest and travel.

C. All Party Chiefs, Crew Supervisors, and Strike Team Leaders will be thoroughly briefed prior to leaving the Incident. Briefing to include: 1. method of travel, 2. passengers (if any), 3. destination, 4. ETD Camp/ETA home base, and 5. transportation arrangements.

All personnel returning home on commercial aircraft will be showered and wear clean clothing.

To prevent delays and work overloads, Logistics and Finance will be notified as soon as possible when surplus resources are to be Demobed. (Demob will try to advise the two Units 24 hours in advance.) Notification of Incident personnel will be by posting of "Tentative Releases" 12 hours in advance. Crew Supervisors may also be paged when the Demob process is to begin.

If applicable, all oversize vehicles (e.g., transports) MUST have appropriate permits to comply with State vehicle codes.

SAMPLE DEMOBILIZATION PLAN (Page 3 of 5)

Performance Ratings are required for:
- Trainees
- Outstanding performance
- Deficient performance
- By personal request

All firefighting apparatus, rental equipment, and crew transport will have a vehicle inspection (Safety Check) at Ground Support prior to returning to their home unit or new assignment location. Pickups, sedans, and vans will also have a safety check by the Ground Support Unit before departing the incident base.

2. RESPONSIBILITIES

Functional heads (i.e., Section Chiefs and Unit Leaders) are responsible for determining resources surplus to their needs and submitting lists to the Demob Unit Leader.

The Demob Unit Leader is responsible for:

- Compiling "Tentative" and "Final" Release sheets. (Any Incident-formed Strike Teams and Task Forces must be disbanded before IC approval and release from the Incident.)
- Making all notifications to Incident and off-Incident personnel regarding tentative and final releases (includes Tanker and Helibases).
- Making sure that all signatures are obtained on the Demob Checkout form.
- Monitoring the Demob process and making any adjustments in the process.

The Incident Commander is responsible for:

- Establishing the release priorities through consultation with Area Command.
- Reviewing and approving all tentative release lists.

The Logistics Section Chief is responsible for ensuring through:

- Facilities—that all sleeping and work areas are cleaned up before personnel are released.
- Supply—that all non-expendable property items are returned or accounted for prior to release.
- Ground Support—that there will be adequate ground transportation during the release process and that vehicles are inspected.
- Communications—that all radios have been returned or are accounted for.
- Food Unit—that there will be adequate meals for those being released and for those remaining in camp.

SAMPLE DEMOBILIZATION PLAN (Page 4 of 5)

The Finance Section Chief is responsible for:

- Completion of all time, commissary, compensation for injury, claims, cost, and equipment documents.

The Planning Section Chief is responsible for managing duration of assignment policy for the Incident Commander.

Expanded Dispatch is responsible for:

- Reviewing tentative releases and notifying the Demob Unit Leader with release approvals, reassignments, and air travel information.
- Coordinating with the Rocky Mountain Coordination Center.

3. RELEASE PRIORITIES

The following release priorities have been established by the Area Command Team:

1. Initial attack or local cooperators
2. Type 1 Crews
3. Non-local engines, crews, and overhead
4. Other local resources

Crews from other Regions will be grouped for demob when possible. Emergency situations will arise and will be handled expeditiously. Clearance for emergency demob is to be approved by the appropriate Section Chief, IC, or Agency Representative.

4. RELEASE PROCEDURES

Critical resources will be identified on the Daily Incident Commander/Area Commander conference calls. These resources will be listed in the Area Command Action Plan and these resources cannot be released from the incident without Area Command approval.

All resources requiring airline travel must be submitted to Expanded Dispatch 36 hours in advance of planned travel. All other resource surpluses should be forwarded to Expanded Dispatch 24 hours in advance of planned release. Demob will also give Ground Support lead time to arrange for ground transportation for crews and individuals needing transportation.

Functional heads will identify surpluses within their units and submit a list (or lists) to the Demob Unit Leader in the Planning Section. The Demob Unit will combine lists and form a "Tentative Release" list to be submitted to the IC for review and approval. Demob will work with the Resources Unit so that the resource status board can be kept up to date.

SAMPLE DEMOBILIZATION PLAN (Page 5 of 5)

After IC approval, Demob will notify Expanded Dispatch of the tentative releases for their concurrence. When concurrence is obtained from Expanded Dispatch, the Demob Unit Leader will:

- Prepare transportation manifests.
- Notify personnel to be released.
- Give crew leaders or individuals the final release form and briefing.

Crew leaders or individuals will take the Demob checkout form to:

- Communications Unit Leader (if radio equipment has been issued)
- Facilities Unit Leader (to be sure sleeping area is clean)
- Supply Cache (to return all non-expendable property)
- Ground Support (for vehicle inspections)
- Finance (for equipment and personnel time, compensation for injury, claims)
- Demob (last stop for final departure times and documentation)

The Demob Unit will:

- Notify the Resources Unit so that "T" card information is complete.
- Notify Expanded Dispatch of ETD, ETA, destination, and travel arrangements.
- Collect and send all Demob paperwork to the Documentation Unit.

5. TRAVEL INFORMATION

All resources will meet work/rest requirements prior to being released from the incident. Crews traveling on commercial aircraft will be given time to shower and dress in clean clothes. Any heavy or oversize equipment MUST have appropriate permits and follow any limitations on the movement of their equipment on public highways. All resources will meet any agency-specific requirements on hours of travel per day or other restrictions concerned with travel. Incident Demob will notify Expanded Dispatch when a resource is released, so the home Forest/Agency can be advised with an ETA. It will then be up to the sending Forest/Agency to keep track of released resources and report back if there are any problems or if more information is needed.

Incident Phone Numbers

North Smithman Demob: 720-XXX-6975   Expanded Dispatch: 719 – XXX - 3738

Individual resources are to notify either the North Smithman Incident or Expanded Dispatch at the above numbers and their home unit dispatcher if significant delays occur in route to their next destination.

| Topic | Activity: Reviewing the Demobilization Plan |

Visual 7.11

Activity: Reviewing the Demobilization Plan

Instructions: Working as a team:

1. **Review the sample demobilization plan for the North Smithman Incident found in your Student Workbooks.**
2. **Next, determine whether the five elements required for a demobilization plan are adequately addressed in the sample.**
3. **Record your work on chart paper as follows:**

Strengths	Areas for Improvement

4. **Select a spokesperson and be prepared to present your work in 10 minutes.**

Unit 7:
Demobilization, Transfer of Command, and Closeout   Visual 7.11

Visual Description: Activity: Reviewing the Demobilization Plan

Instructor Notes

Ask the students to work in teams to complete the following activities:

1. Review the sample demobilization plan for the North Smithman Incident found in your Student Workbooks.
2. Next, determine whether the five elements required for a demobilization plan are adequately addressed in the sample.
3. Record your work on chart paper as shown in the visual (Strengths and Areas for Improvement).
4. Select a spokesperson and be prepared to present your work in 10 minutes.

After 10 minutes, conduct the activity discussion as follows:

1. Ask the spokesperson from the first team to present one strength the team identified.
2. Next, ask the spokesperson from the second team to present a different strength the team identified.
3. Continue the process for identifying strengths and areas for improvement until all teams have presented.
4. Summarize the main learning points for this activity. If not mentioned by the students, note that the sample Demobilization Plan contains all of the required elements. Additional detail about release procedures could be added.

Aids and Cues

SW Pages 7-12 thru 7-16

Topic   **Transfer of Command**

Visual 7.12

Stabilizing or De-Escalating Incidents

When an incident stabilizes or de-escalates:

- **Incident management is returned to the original level of incident command.**
- **A transfer of command occurs.**

Unit 7:
Demobilization, Transfer of Command, and Closeout   Visual 7.12

Visual Description: Stabilizing or De-Escalating Incidents

Instructor Notes

Present the following points:

- As the incident stabilizes or comes to a close, the management of the incident will be returned to the original level of incident command, e.g., local fire officer or law enforcement officer.
- In this case, a regular transfer of command should occur.

Aids and Cues

| Topic | Transfer of Command |

Visual 7.13

Review: Transfer of Command

Let's review . . .

What steps must the incoming Incident Commander take before assuming command?

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.13

Visual Description: Review: Transfer of Command

Instructor Notes

Remind the students that Unit 4 addressed transfer of command. Then ask the question:

What steps must the incoming Incident Commander take before assuming command?

Show the next visual and review the steps in assuming command.

Aids and Cues

Topic   **Transfer of Command**

Visual 7.14

Steps in Assuming Command

- **Assess situation with current Incident Commander.**
- **Receive briefing from current Incident Commander and document the transfer.**
- **Determine appropriate time for transfer of command.**
- **Notify others of change in incident command.**

Unit 7:
Demobilization, Transfer of Command, and Closeout   Visual 7.14

Visual Description: Steps in Assuming Command
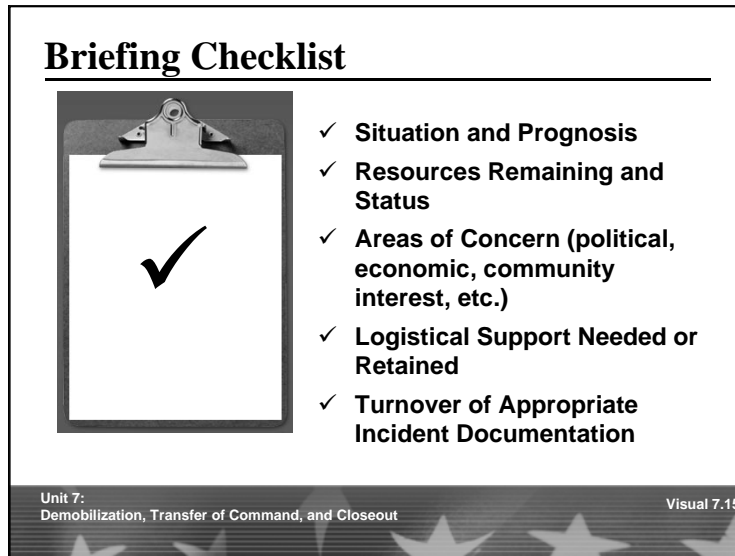
Instructor Notes

Remind the students of the steps involved in assuming command:

- Assess the situation with the current Incident Commander.

- Receive a briefing from the current Incident Commander.

- Determine an appropriate time for the transfer of command and document the transfer.

- Notify others of the change in incident command.

Aids and Cues

| Topic | Transfer of Command |

Visual 7.15

Briefing Checklist

✓ **Situation and Prognosis**
✓ **Resources Remaining and Status**
✓ **Areas of Concern (political, economic, community interest, etc.)**
✓ **Logistical Support Needed or Retained**
✓ **Turnover of Appropriate Incident Documentation**

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.15

Visual Description: Briefing Checklist

Instructor Notes

Explain that the briefing of the receiving Incident Commander should contain the following information:

▪ Current situation and prognosis

▪ Resources remaining and their status

▪ Particular areas of concern (political, economic, community interest, etc.)

▪ Logistical support needed or retained

▪ Turnover of appropriate incident documentation

Ask the students if they would add anything to the items listed on the visual.

Aids and Cues

| Topic | Closeout |

Visual 7.16

Incident Command and Closeout

The Incident Commander will stay with the incident until its conclusion and the "closing out."

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.16

Visual Description: Incident Command and Closeout

Instructor Notes

Present the following points:

- The Incident Commander will stay with the incident until its conclusion and the "closing out" of the incident.

- To facilitate this final closeout, a formal meeting should take place with the agency officials and staff.

Aids and Cues

| Topic | Closeout |

Visual 7.17

Agency Briefing

The agency officials and staff receive a closeout briefing with the following information:

- **Incident summary**
- **Major events that may have lasting ramifications**
- **Documentation, including components that are not finalized**
- **Opportunity for the agency officials to bring up concerns**
- **Final evaluation of incident management by the agency executive/officials**

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.17

Visual Description: Agency Briefing

Instructor Notes

Explain that the agency officials and staff receive a closeout briefing that provides the following information:

- Incident summary

- Discussion of major events within the incident that may have lasting ramifications

- Turn over of appropriate incident documentation, to include components that are not finalized

- Allowing an opportunity for the agency officials to bring up concerns prior to the incident ending

- A final evaluation of incident management by the agency executive/officials

Ask the students to describe the situations when it would be important to conduct an Agency Briefing. If not mentioned by the students note the following situations:

- Major incidents that have attracted media interest.
- Incident where there will be a need for longer term recovery efforts.
- Situations where there were important lessons learned for future responses.

Aids and Cues

Topic	Closeout

Visual 7.18

Preparing the Agency Briefing

- **Planning Section Chief prepares an agenda and accompanying handouts.**
- **Incident Commander approves the agenda.**

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.18

Visual Description: Preparing the Agency Briefing

Instructor Notes

Present the following points:

- The Planning Section Chief should develop an agenda and accompanying handouts.

- The Incident Commander approves the agenda.

- Minutes should be taken and provided to all parties.

Explain that some well-established incidents that are managed by experienced Incident Management Teams will result in a large amount of documentation. This documentation, along with a written incident summary and narrative should be provided to the agency administrator.

Aids and Cues

| Topic | Closeout |

Visual 7.19

Team Closeout Meeting

- Incident Management Teams or other teams may hold a closeout meeting to discuss team performance.
- These meetings may result in a "lessons learned" summary report.

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.19

Visual Description: Team Closeout Meeting

Instructor Notes

Present the following points:

- In some cases, teams will have a closeout meeting either prior to or after the agency briefing to discuss team performance and future enhancements to their performance.

- These meetings are usually facilitated by the Planning Section Chief and result in a "lessons learned" listing.

Aids and Cues

Topic	**Applied Exercise: Instructions (Optional)**

Visual 7.20

Applied Exercise: Instructions

Instructions: Working as a team:

1. Review the information you developed in all of the previous Crescent City scenario exercises and the scenario update.
2. List five elements that you would include in your demobilization plan for this incident.
3. List agenda items for the closeout briefing to be presented to the Mayor and the County Commissioners.
4. List Transfer of Command briefing items to be presented to the incoming Incident Commander.
5. Be prepared to present your work in 30 minutes.

Unit 7:
Demobilization, Transfer of Command, and Closeout   Visual 7.20

Visual Description: Applied Exercise: Instructions

Instructor Notes

Note: This activity is optional, complete at your discretion and student involvement at this point in the training. This exercise can be debriefed as a class discussion.

Tell the students that the continuation of the Crescent City train derailment exercise provides the opportunity for them to work in teams and apply the learning points from this unit.

Tell the students to work as a team to complete the following activities:

1. Review the information you developed in all of the previous Crescent City scenario exercises and the scenario update.

2. List five elements that you would include in your demobilization plan for this incident.

3. List the agenda items for the closeout briefing to be presented to the Mayor of Crescent City and the Liberty County Commissioners.

4. List Transfer of Command briefing items to be presented to the Incident Commander who will supervise the cleanup. The incoming Incident Commander is an employee of the contract clean-up company, so your briefing should include any issues associated with delegation of authority.

5. Select a spokesperson and be prepared to present your work in 30 minutes.

Aids and Cues

SW Pages 7-26 thru 7-29

Topic   **Applied Exercise: Scenario Update**

Situation

It has been 48 hours since the controlled burn off has begun. Enough phosphorus has burned off that it is now safe to move the tank cars involved in the derailment. The outer perimeter has been released. Evacuees have been allowed to return and businesses to reopen. The National Transportation Safety Board (NTSB) has completed its on-scene investigations.

Incident Command determines that the incident priorities will now be re-structured to focus on debris removal and cleanup rather than response.

Current Organization

Topic   Applied Exercise: Scenario Update
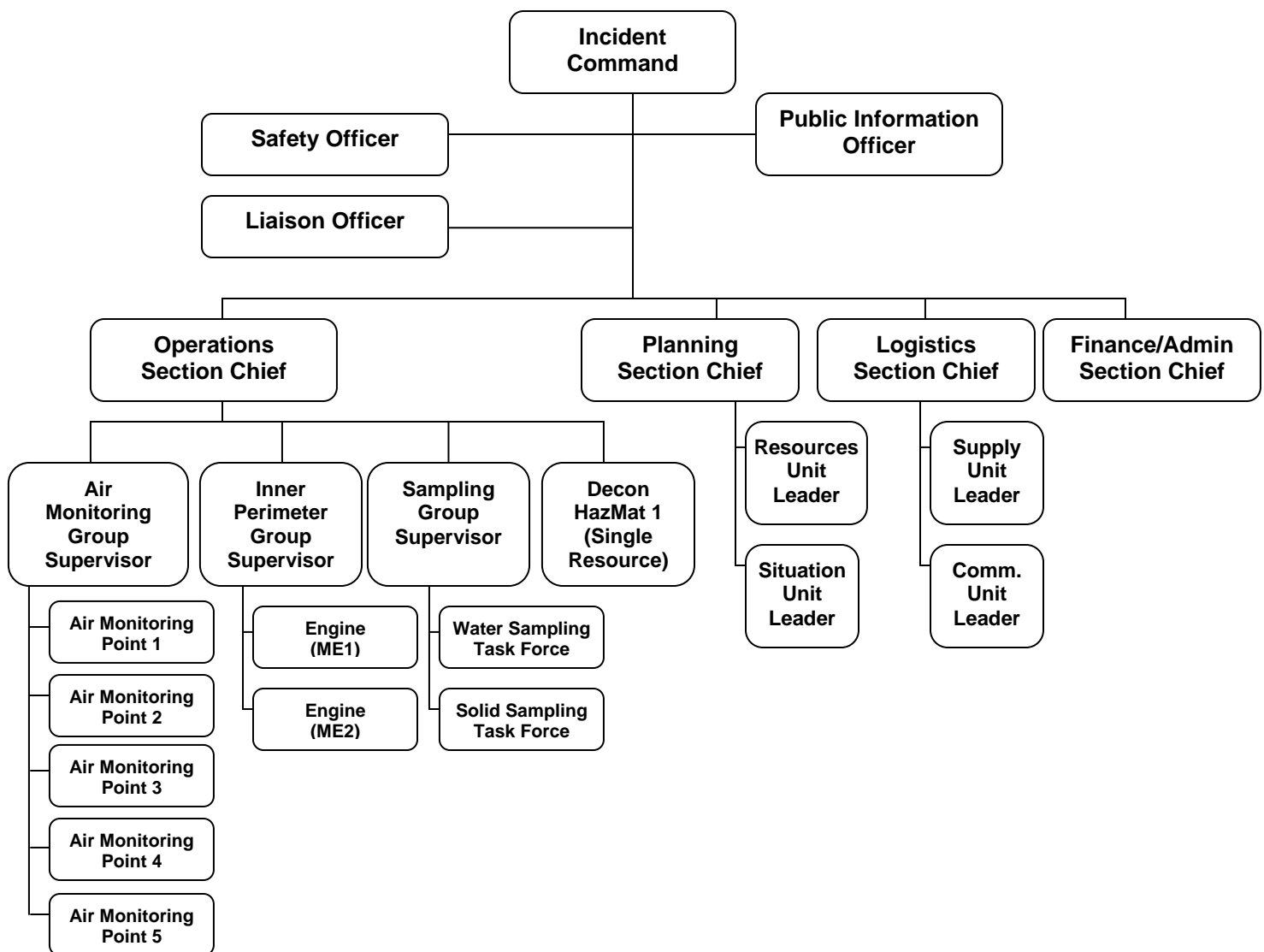
New Incident Objectives:

1. Prevent injury to responders.
2. Evaluate structural integrity of rail bed to allow for safe removal of rail cars.
3. Maintain inner perimeter. Limit access to authorized personnel wearing appropriate Personal Protective Equipment (PPE).
4. Conduct soil and water sampling to determine extent of cleanup required.
5. Develop plan for turnover of site to contract cleanup and disposal company.
6. Demobilize surplus personnel and equipment.

Demobilization Plan Criteria:

- No personnel or equipment are to be released without specific instructions.
- Logistics will manage transport of personnel/equipment.
- Criteria for safe release of personnel, including medical issues, must be included.
- Reporting criteria to Demobilization Unit Leader must be included.
- Travel parameters, notification upon arrival, and time frames must be included.
- Release priorities must be determined.
- Release procedures must be determined.

| Topic | Summary |

Visual 7.22

Summary (1 of 2)

Are you now able to:

- **Describe the importance of demobilization planning?**
- **Identify the impact of agency specific policies, procedures, and agreements upon demobilization planning?**
- **Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties?**

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.22

Visual Description: Summary (1 of 2)

Instructor Notes

Ask students if they are able to:

- Describe the importance of demobilization planning.

- Identify the impact of agency specific policies, procedures, and agreements upon demobilization planning.

- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties.

| Topic | Summary |

Visual 7.23

Summary (2 of 2)

Are you now able to:

- **List the major sections in a demobilization plan?**
- **Identify the need for transfer of command or closeout?**
- **Identify the process involved in a closeout meeting?**

Visual Description: Summary (2 of 2)

Instructor Notes

Ask students if they are able to:

- List the major sections in a demobilization plan.

- Identify the need for transfer of command or closeout.

- Identify the processes involved in a closeout meeting.

Unit 8: Course Summary

Unit Objectives

At the end of this unit, the students will be able to:

- Identify the course objectives.
- Take the final exam.

Scope

- Unit Introduction
- Course Objectives Review
- Exam Preparation and Instructions
- Exam
- Feedback and Closeout

Methodology

The unit begins with a review of the course objectives. The students discuss how well the course met these objectives.

Next, students are given time to review the course materials and prepare for the final exam. Instructors must address any questions that the students have about the content. If time permits, the instructors should review the key points from each of the units.

The instructors will then provide instructions on taking the final exam. After the exam is completed, the instructors will emphasize to the group the importance of providing course feedback.

Certificate of Completion can be issued to the students upon their successful passing of the course.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction Course Objectives Review	5 minutes
Exam Preparation and Instructions	15 minutes
Exam	30 minutes
Feedback and Closeout	10 minutes
Total Time	**1 hour**

Visual 8.1

> # Unit 8:
> # Course Summary

Visual Description: Unit Introduction

Instructor Notes

Tell the students that the purpose of this unit is to review the course contents and ensure that everyone has mastered the key learning points.

| Topic | Course Objectives Review |

Visual 8.2

Review I-300 Course Objectives

Are you now able to:

- **Describe how the NIMS Command and Management component supports the management of expanding incidents?**
- **Describe the incident/event management process for expanding incidents and supervisors as prescribed by the ICS?**
- **Implement the incident management process on a simulated Type 3 incident?**
- **Develop an Incident Action Plan (IAP) for a simulated incident?**

Unit 8:
Course Summary

Visual 8.2

Visual Description: Review Course Objectives

Instructor Notes

Review the course objectives with the class. Ask the students if they are now be able to:

- Describe how the NIMS Command and Management component supports the management of expanding incidents.

- Describe the incident/event management process for expanding incidents and supervisors as prescribed by the ICS.

- Implement the incident management process on a simulated Type 3 incident.

- Develop an Incident Action Plan (IAP) for a simulated incident.

Topic	Exam Preparation

Visual 8.3

Taking the Exam

Instructions:

1. **Take a few moments to review your Student Workbooks and identify any questions.**

2. **Make sure that you get all of your questions answered prior to beginning the final test.**

➔ **You may refer to your Student Workbooks when completing this test.**

Unit 8:
Course Summary

Visual 8.3

Visual Description: Taking the Exam

Instructor Notes

Note: Additional guidance appears on the next page.

Present the following instructions:

1. Take a few moments to review your Student Workbooks and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final exam.

Tell the students that they may refer to their Student Workbooks when completing this test.

Aids and Cues

Topic	Exam Preparation

Note: It is important that you allow the students enough time to review the course materials prior to taking the exam. If time permits, you can facilitate a structured review of the materials using one of the following techniques:

- Assign each team a lesson and have them summarize and present the key points to remember.

- Select five to seven of the most critical points from each lesson. Present a brief review of these points. Ask questions to ensure that the students remember the most important information.

When the review is completed, distribute the exams. Remain in the room to monitor the exam and to be available for questions. Collect the completed exams.
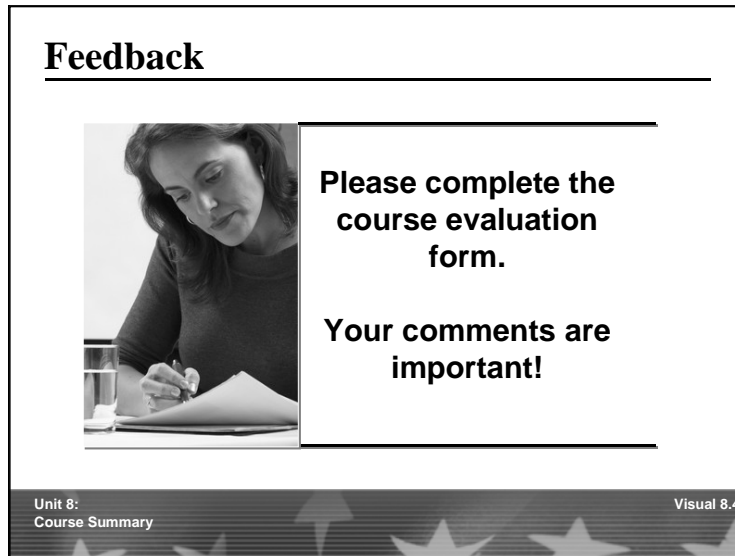
Note: To receive a "certificate of completion," students must score 70% or higher on the test. Certificates of completion can be printed from the Instructor Guide CD-ROM to issue to the students upon their successful completion of the course.

Aids and Cues

Appendix C, I300_Final_Exam
Appendix C, I300_cert_of_completion

Topic   **Feedback and Closeout**

Visual 8.4

Feedback

Please complete the course evaluation form.

Your comments are important!

Unit 8:
Course Summary   Visual 8.4

Visual Description: Feedback

Instructor Notes

Emphasize that completing the course evaluation form is important.

Tell the students that their comments will be used to enhance the effectiveness of this course.

Collect the completed evaluation forms. Ask the students if they have any feedback or comments that they would like to share with the entire group.

After receiving feedback, thank the students for their participation.

Aids and Cues

Appendix C, I300_Course_Evaluation

Appendix A
Course Ordering and Support Information

COURSE ORDERING AND SUPPORT INFORMATION

Intermediate Incident Command System, I-300

The following items may be ordered from the National Interagency Fire Center, Great Basin Supply Office Cache in Boise, Idaho 83705. Consult the current NWCG National Fire Equipment System Catalog, Part 2: Publications for prices and ordering procedures. This publication is available online at www.nwcg.gov/pms/pubs/pubs.htm.

Each instructor will need a copy of:

NFES 2838	I-300 Instructor Guide
NFES 2840	I-300 Course Materials CD-ROM

Each student will need:

NFES 2839	I-300 Student Workbook

Extra forms needed for Unit 6, Planning Process exercise:

These can be printed off the I-300 Course Materials CD-ROM or from the internet, www.nwcg.gov/pms/pms.htm.

NFES 1326	ICS Form 202
NFES 1327	ICS Form 203
NFES 1328	ICS Form 204
NFES 1330	ICS Form 205
NFES 1331	ICS Form 206

Optional DVD for Unit 6

NFES 2952	The Planning Process for All Risk Incidents

<u>Other publications needed to present the course</u>:

NFES 2433	ICS Position Descriptions and Responsibilities (extra copies for students or instructors)
NFES 2432	ICS Glossary, also included on the Course Materials CD-ROM (extra copies for students or instructors)
NFES 2724	Interagency Standards for Fire and Fire Aviation Operations (one for course presentation)
ICS 402-1	Field Operations Guide, FIRESCOPE Copy can be downloaded or ordered from, www.firescope.org (one for course presentation)

<u>Additional material and equipment needed</u>:

- A computer with projector (LCD), speakers, projection screen, and PowerPoint presentation software for electronic presentations.

- A white board with markers or chalkboard with chalk for the instructors.

- Easel charts with paper, markers, tables, chairs, pencils, pens, and notebook paper for the students.