ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders (H-465)

Student Manual

August 2006

National Fire Academy
U.S. Fire Administration

Directorate for Preparedness
ICS-300: Intermediate ICS for Expanding Incidents for Operational First Responders (H-465)

Student Manual
August 2006
Unit 1: Course Overview
Welcome to the ICS-300 course. This course focuses on ICS for expanding incidents.
Visual Description: ICS/NIMS Training Pyramid

Key Points

This course builds on the ICS-100 and ICS-200 courses.
Instructor Introductions

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

Key Points

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

- Describe the scope and objectives of this course.

Visual Description: Unit Objective

Key Points

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

- Describe the scope and objectives of the course.
Unit 1  
Course Overview

Visual 1.5

ICS-300 Course Objectives (1 of 2)

- 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.

Visual Description: Course Objectives (1 of 2)

Key Points

By the end of this course, you should 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 Incident Command System (ICS).

Note that incidents can be classified as “expanding” for a number of reasons, including size, complexity, etc.
ICS-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.

Visual Description: Course Objectives (2 of 2)

Key Points

By the end of this course, you should be able to:
- Implement the incident management process on a simulated Type 3 incident.
- Develop an Incident Action Plan for a simulated incident.

The points below describe a Type 3 incident:
- When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.
- Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.
- A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team.
- The incident may extend into multiple operational periods.
- A written IAP may be required for each operational period.

Source: U.S. Fire Administration

Course and unit objectives were developed by the National Wildfire Coordinating Group (NWCG) and were revised in coordination with the U.S. Department of Homeland Security, the NIMS Integration Center (NIC), U.S. Department of Agriculture, the U.S. Fire Administration, and the Emergency Management Institute (EMI) in 2005.
Unit 1: Course Overview

Topic: Student Introductions and Expectations

Visual 1.7

Student Introductions

- Name, job title, and organization
- Experience using ICS
- Expectations for this course

Visual Description: Student Introductions and Expectations

Key Points

Please introduce yourself by offering the following information:

- Name, job title, and organization.
- Experience using ICS.
- Expectations for this course.

Mention one thing you hope to learn in this course.
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.

Visual Description: Instructor Expectations

Key Points

Instructors expect you to:
- 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.
This course includes the following eight units:

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

Key Points

Your instructor will 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
- Emergency procedures, including emergency exits, tornado shelters, etc.
- Other concerns
Unit 1  

Course Overview

<table>
<thead>
<tr>
<th>Topic</th>
<th>Successful Course Completion</th>
</tr>
</thead>
</table>

### Visual Description: Successful Course Completion

Successful course completion requires that you:

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

### Key Points

Successful course completion requires that you:

- Participate in unit activities/exercises.
- Achieve 70% or higher on the final exam.
- Complete the end-of-course evaluation.
Activity 1.1: Group Formation

**Visual Description:** Activity 1.1: Group Formation

**Key Points**

**Activity 1.1: Group Formation**

**Objective:** The objectives of this activity are to:

- Assign participants to groups.
- Provide the opportunity for the group members to become acquainted.
- Allow groups to choose a group leader.
- Decide how the groups will operate during activities throughout the course.

**Instructions:**

1. Review the activity objectives.
2. Your assigned group will select a team leader who will keep the team on task during assignments.
You should now be able to:

- Describe the course scope and objectives.
Unit 2A: ICS Fundamentals Review
### Key Points

Unit 2A is a review of the fundamental ICS principles learned in prerequisite courses. This unit provides a review of basic ICS organizational and staffing concepts.
### Unit Objectives (1 of 2)

- Describe how ICS fits into the Command and Management component of NIMS.
- Match responsibility statements to each ICS organizational element.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and delegating authority to the lowest practical level.

#### Key Points

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

- Describe how ICS fits into the Command and Management component of NIMS.
- Match responsibility statements to each ICS organizational element.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and delegating authority to the lowest practical level.

These objectives were developed by the National Wildfire Coordination Group (NWCG) and were revised in coordination with the U.S. Department of Homeland Security (DHS) in 2005.
By the end of this unit, you should be able to:

- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities. Describe differences between Deputies and Assistants.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
Activity 2A.1: Defining ICS

**Objective:** This activity provides a review of information covered in ICS-100 and ICS-200.

**Instructions:**
1. Review the activity objective.
2. Refer to your group’s list of questions.
3. Refer to the ICS Review Materials located at the end of the unit.
4. Select a spokesperson and be prepared to present your work in 30 minutes.
5. Each group will have 10 minutes to report out.

Visual Description: Activity 2A.1: Defining ICS

Key Points
Topic: Activity 2A.1: Defining ICS

List of Questions

Group 1
- What is ICS?
- What are the benefits of ICS?
- What are some examples of nonemergency situations in which ICS could be used?

Group 2
- List five responsibilities of each Command and General Staff position.
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities. Describe differences between Deputies and Assistants.
- Describe the Planning, Logistics, and Finance/Administration organizations that may be needed to support a five-division incident.

Group 3
- List the essential ICS features.
- Explain the concept of Unity of Command.
- Describe the role of the Information/Intelligence function and where it can be located.

Group 4
- Describe the six major components of NIMS.
- Describe the five Incident Complexity Types.
- Develop a list of times in which formal communication is required.
Activity 2A.2: ICS Key Concepts Applied Exercise (1 of 3)

Time Allotted: 60 minutes

Objective: The objective 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.

Instructions:
1. Review the activity objective.
2. Turn to the activity in your Student Manual and review the scenario, resource list, and scenario map.

Visual Description: Activity 2A.2: ICS Key Concepts Applied Exercise (1 of 3)

Key Points

Activity 2A.2: ICS Key Concepts Applied Exercise

Objective: The objective 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.

Instructions:
1. Review the activity objective.
2. Review the scenario, resource list, and scenario map.
Activity 2A.2: ICS Key Concepts Applied Exercise (2 of 3)

Instructions:
3. Complete the following steps on chart paper:
   - 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.)
Activity 2A.2: ICS Key Concepts
Applied Exercise (3 of 3)

Instructions: (Continued)
3. Complete the following steps on chart paper:
   - Draw an organizational chart to manage resources that:
     - Describes the responsibilities delegated to the Command Staff and Sections that are activated, down to the branch and Division/Group level.

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

Visual Description: Activity 2A.2: ICS Key Concepts Applied Exercise (3 of 3)

Key Points

**Instructions: (Continued)**

3. Complete the following steps on chart paper:
   - Draw an organizational chart to manage resources that:
     - Describes the responsibilities delegated to the Command Staff and Sections that are activated, down to the branch and Division/Group level.

4. Select a spokesperson and be prepared to report out in 30 minutes.
Topic 

Activity 2A.2: ICS Key Concepts Applied Exercise

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 EMS, Fire, and Law Enforcement response.

Conditions:

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

- 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.
Topic
Activity 2A.2: ICS Key Concepts Applied Exercise

Initial Incident Objectives:

- Protect emergency workers.
- Reduce risk of fire and structural collapse.
- Perform rescue and extraction.
- Provide emergency triage, treatment, and transportation.
- Secure crash site for investigators.
Activity 2A.2: ICS Key Concepts Applied Exercise

Resources:

Fire/Rescue:
2 airport crash trucks
6 truck companies
6 engine companies
3 Battalion Chiefs
1 Deputy Fire Chief

Emergency Medical Service:
5 ALS paramedics
15 local 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
Public Works Supervisor

Map:
Summary (1 of 2)

You should now be able to:

- Describe how ICS fits into the Command and Management component of NIMS.
- Match responsibility statements to each ICS organizational element.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and delegating authority to the lowest practical level.

Key Points

You should now be able to:

- Describe how ICS fits into the Command and Management component of NIMS.
- Match responsibility statements to each ICS organizational element.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and delegating authority to the lowest practical level.
You should now be able to:

- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities. Describe differences between Deputies and Assistants.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.

Visual Description: Summary (2 of 2)

Key Points

You should now be able to:

- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities. Describe differences between Deputies and Assistants.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.

If you are having difficulties or want additional information go to www.training.fema.gov and take Q-464, an interactive ICS course.
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 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 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 multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

- **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.**

- **Predesignated 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.
ICS Features (Continued)

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

- **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 (IAP):** 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.
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 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.
- Managing 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.
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 the 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
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. (Source: U.S. Fire Administration)

<table>
<thead>
<tr>
<th>Type 5</th>
<th>The incident can be handled with one or two single resources with up to six personnel.</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Command and General Staff positions (other than the Incident Commander) are not activated.</td>
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<tr>
<td></td>
<td>No written Incident Action Plan (IAP) is required.</td>
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<tr>
<td></td>
<td>The incident is typically contained within an hour or two after resources arrive on scene.</td>
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<td></td>
<td>Examples include a vehicle fire, an injured person, or a police traffic stop.</td>
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</table>

<table>
<thead>
<tr>
<th>Type 4</th>
<th>Command Staff and General Staff functions are activated only if needed.</th>
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<tbody>
<tr>
<td></td>
<td>Several resources are required to mitigate the incident, possibly including Task Forces or Strike Teams.</td>
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<tr>
<td></td>
<td>The incident is typically contained within one operational period in the control phase, usually within a few hours after resources arrive on scene.</td>
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<tr>
<td></td>
<td>The Agency Administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.</td>
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<td></td>
<td>No written IAP is required but a documented operational briefing will be completed for all incoming resources.</td>
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<td></td>
<td>Examples may include a major structure fire, a multiple vehicle crash with multiple patients, an armed robbery, or a small hazmat spill.</td>
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</table>

<table>
<thead>
<tr>
<th>Type 3</th>
<th>When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.</th>
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<tbody>
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<td></td>
<td>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.</td>
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<td>A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or Type 2 team.</td>
</tr>
<tr>
<td></td>
<td>The incident typically extends into multiple operational periods.</td>
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<tr>
<td></td>
<td>A written IAP is typically required for each operational period.</td>
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<td></td>
<td>Examples include a tornado touchdown, earthquake, flood, or multi-day hostage stand-off situation.</td>
</tr>
</tbody>
</table>
## Incident Types (Continued)

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

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

- **Strike Team**: Specified combinations of the same kind and type of resources, with common communications and a leader.

- **Task Force**: A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.

- **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.
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.
<table>
<thead>
<tr>
<th>Command Staff</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| 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.  
  - Developing 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.  
  - Monitoring and reporting on public information-related issues.  
  Only one incident PIO 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 ultimate responsibility for the safe conduct of incident 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:  
  - Systems and procedures necessary to ensure ongoing assessment of hazardous environments.  
  - Ensuring the coordination of multiagency safety efforts.  
  - Ensuring the implementation of measures to promote emergency responder safety, as well as the general safety of incident operations.  
  - Advising the Incident Commander on all matters relating to operational safety, including the physical and mental health and safety of incident personnel.  
  - Exercising emergency authority to stop and/or prevent unsafe acts during incident operations.  
  - Ensuring the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private-sector and nongovernmental organizations.  
  In a Unified Command structure, a single Safety Officer should be designated, in spite of the fact that multiple jurisdictions and/or functional agencies may be involved. The Safety Officer may have Assistants from other disciplines, agencies, or jurisdictions. |
<table>
<thead>
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<th>Responsibilities</th>
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<tr>
<td><strong>Liaison Officer</strong></td>
<td>In either a single or Unified Command structure, representatives from assisting or cooperating agencies and organizations not involved in the command structure coordinate through the Liaison Officer. The Liaison Officer is responsible for:</td>
</tr>
<tr>
<td></td>
<td>▪ Providing the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.</td>
</tr>
<tr>
<td></td>
<td>▪ Bringing interagency policy or operational issues to the attention of the Incident Commander.</td>
</tr>
<tr>
<td></td>
<td>▪ Establishing and maintaining communication with cooperating and assisting agency managers.</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Assistants</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Additional Staff</strong></td>
<td>Additional advisory positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. Such Technical Specialists may include:</td>
</tr>
<tr>
<td></td>
<td>▪ A Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access.</td>
</tr>
<tr>
<td></td>
<td>▪ A Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.</td>
</tr>
</tbody>
</table>

Source: NIMS
General Staff

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

General guidelines related to General Staff positions include the following:

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

The table on the following pages summarizes the responsibilities of the General Staff.
## General Staff

<table>
<thead>
<tr>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operations Section Chief</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>Major responsibilities of the Operations Section Chief are to:</td>
</tr>
<tr>
<td>- Manage tactical operations.</td>
</tr>
<tr>
<td>- 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.</td>
</tr>
<tr>
<td>- Supervise the execution of the operations portion of the Incident Action Plan.</td>
</tr>
<tr>
<td>- Maintain close contact with subordinate positions.</td>
</tr>
<tr>
<td>- Ensure safe tactical operations.</td>
</tr>
<tr>
<td>- Request additional resources to support tactical operations.</td>
</tr>
<tr>
<td>- Approve release of resources from active assignments (not release from the incident).</td>
</tr>
<tr>
<td>- Make or approve expedient changes to the operations portion of the Incident Action Plan.</td>
</tr>
<tr>
<td>- Maintain close communication with the Incident Commander.</td>
</tr>
</tbody>
</table>

<p>| <strong>Planning Section Chief</strong> |
| 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. |
| - Conduct and facilitate planning meetings. |
| - Reassign personnel already onsite to ICS organizational positions as needed and appropriate. |
| - Establish information requirements and reporting schedules for Planning Section units. |</p>
<table>
<thead>
<tr>
<th>General Staff</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| Planning Section Chief (Continued) | - 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. |

| 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. |
### General Staff Responsibilities

<table>
<thead>
<tr>
<th>Finance/Administration Section Chief</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.</td>
</tr>
<tr>
<td>Major responsibilities of the Finance/Administration Section Chief are to:</td>
</tr>
<tr>
<td>- Manage all financial aspects of an incident.</td>
</tr>
<tr>
<td>- Provide financial and cost analysis information as requested.</td>
</tr>
<tr>
<td>- Ensure compensation and claims functions are being addressed relative to the incident.</td>
</tr>
<tr>
<td>- Gather pertinent information from briefings with responsible agencies.</td>
</tr>
<tr>
<td>- Develop an operating plan for the Finance/Administration Section; fill Section supply and support needs.</td>
</tr>
<tr>
<td>- Determine need to set up and operate an incident commissary.</td>
</tr>
<tr>
<td>- Meet with assisting and cooperating agency representatives as needed.</td>
</tr>
<tr>
<td>- Maintain daily contact with agency(s) administrative headquarters on finance matters.</td>
</tr>
<tr>
<td>- Ensure that all personnel and equipment time records are accurately completed and transmitted to home agencies, according to policy.</td>
</tr>
<tr>
<td>- Provide financial input for demobilization planning.</td>
</tr>
<tr>
<td>- Ensure that all obligation documents initiated at the incident are properly prepared and completed.</td>
</tr>
<tr>
<td>- Brief agency administrative personnel on all incident-related financial issues needing attention or followup.</td>
</tr>
</tbody>
</table>

### Deputies

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

Following are three reasons to designate Deputies:

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

Branch Directors and General Staff 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.

Technical Specialists

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

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

- Meteorologists.
- Environmental Impact Specialists.
- Flood Control Specialists.
- Water Use Specialists.
- Fuels and Flammable 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.

Resource Needs

As complexity increases, resources must increase, requiring an organization with additional levels of supervision. The following tables provide minimum ICS Staffing Guidelines.
## Minimum ICS Staffing Guidelines

### Operations

<table>
<thead>
<tr>
<th>UNIT POSITION</th>
<th>SIZE OF INCIDENT (NUMBER OF DIVISIONS)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Operations Section Chief</td>
<td></td>
</tr>
<tr>
<td>Branch Director</td>
<td>2</td>
</tr>
<tr>
<td>Division/Group Supervisor</td>
<td>2</td>
</tr>
<tr>
<td>Strike Team Leaders</td>
<td></td>
</tr>
<tr>
<td>Task Force Leaders</td>
<td></td>
</tr>
<tr>
<td>Air Operations Director</td>
<td>1</td>
</tr>
<tr>
<td>Air Tactical Group Supervisor</td>
<td></td>
</tr>
<tr>
<td>Air Tanker/Fixed Wing Coordinator</td>
<td></td>
</tr>
<tr>
<td>Helicopter Coordinator</td>
<td></td>
</tr>
<tr>
<td>Air Support Group Supervisor</td>
<td>1</td>
</tr>
<tr>
<td>Helibase Manager</td>
<td></td>
</tr>
<tr>
<td>Helispot Manager</td>
<td></td>
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<tr>
<td>Fixed Wing Support Leader</td>
<td></td>
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<tr>
<td>Staging Area Manager</td>
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</tbody>
</table>

### Planning

<table>
<thead>
<tr>
<th>UNIT POSITION</th>
<th>SIZE OF INCIDENT (NUMBER OF DIVISIONS)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Planning Section Chief</td>
<td></td>
</tr>
<tr>
<td>Resources Unit Leader</td>
<td>1</td>
</tr>
<tr>
<td>Technical Specialists</td>
<td></td>
</tr>
<tr>
<td>Situation Unit Leader</td>
<td>1</td>
</tr>
<tr>
<td>Documentation Unit Leader</td>
<td></td>
</tr>
<tr>
<td>Demobilization Unit Leader</td>
<td></td>
</tr>
</tbody>
</table>

- Operations Section Chief is One Per Operational Period.
- Branch Director staffing varies based on the size of the incident.
- Division/Group Supervisor staffing varies based on the size of the incident.
- Strike Team Leaders and Task Force Leaders are As Needed.
- Air Operations Director staffing varies based on the size of the incident.
- Air Tactical Group Supervisor, Air Tanker/Fixed Wing Coordinator, Helicopter Coordinator, and Air Support Group Supervisor are As Needed.
- Helibase Manager is One Per Helibase.
- Helispot Manager is One Per Helispot.
- Fixed Wing Support Leader is One Per Airport.
- Staging Area Manager is One Per Staging Area.
Minimum ICS Staffing Guidelines (Continued)

### Logistics

<table>
<thead>
<tr>
<th>UNIT POSITION</th>
<th>SIZE OF INCIDENT (NUMBER OF DIVISIONS)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Logistics Section Chief</td>
<td></td>
</tr>
<tr>
<td>Service Branch Director</td>
<td></td>
</tr>
<tr>
<td>Communications Unit Leader</td>
<td></td>
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<tr>
<td>Medical Unit Leader</td>
<td></td>
</tr>
<tr>
<td>Food Unit Leader</td>
<td></td>
</tr>
<tr>
<td>Support Branch Director</td>
<td></td>
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<tr>
<td>Supply Unit Leader</td>
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</tr>
<tr>
<td>Facility Unit Leader</td>
<td></td>
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<tr>
<td>Ground Support Unit Leader</td>
<td></td>
</tr>
</tbody>
</table>

### Finance/Admin

<table>
<thead>
<tr>
<th>UNIT POSITION</th>
<th>SIZE OF INCIDENT (NUMBER OF DIVISIONS)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Finance/Administration Section Chief</td>
<td></td>
</tr>
<tr>
<td>Time Unit Leader</td>
<td>1</td>
</tr>
<tr>
<td>Procurement Unit Leader</td>
<td>1</td>
</tr>
<tr>
<td>Compensation/Claims Unit Leader</td>
<td>1</td>
</tr>
<tr>
<td>Cost Unit Leader</td>
<td>1</td>
</tr>
</tbody>
</table>

Refer to the Field Operations Guide (ICS 420-1) for additional guidelines on staffing levels.
Unit 2B: ICS Fundamentals Review
Unit 2B is a review of the fundamental ICS principles learned in prerequisite courses. This unit provides a review of basic ICS organizational and staffing concepts.


**Unit Objectives (1 of 2)**

- Describe how ICS fits into the Command and Management component of NIMS.
- Match responsibility statements to each ICS organizational element.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and delegating authority to the lowest practical level.

**Visual Description:** Unit Objectives (1 of 2)

**Key Points**

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

- Describe how ICS fits into the Command and Management component of NIMS.
- Match responsibility statements to each ICS organizational element.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and delegating authority to the lowest practical level.

These objectives were developed by the National Wildfire Coordination Group (NWCG) and were revised in coordination with the U.S. Department of Homeland Security (DHS) in 2005.
Unit Objectives (2 of 2)

- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities. Describe differences between Deputies and Assistants.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.

Visual Description: Unit Objectives (2 of 2)

Key Points

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

- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities. Describe differences between Deputies and Assistants.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
Activity 2B.1: Defining ICS

Time Allotted: 60 minutes

Objective: This activity provides a review of information covered in ICS-100 and ICS-200.

Instructions:
1. Review the activity objective.
2. Each group will be assigned a set of questions.
3. Refer to the Student Manual for your group’s list of questions.
4. Refer to the ICS Review Materials, located throughout the unit.
5. Select a spokesperson and be prepared to present your work in 30 minutes.
6. Each group will have 10 minutes to report out.

Visual Description: Activity 2B.1: Defining ICS

Key Points

Activity 2B.1: Defining ICS

Objective: This activity provides a review of information covered in ICS-100 and ICS-200.

Instructions:
1. Review the activity objective.
2. Refer to the Student Manual for your group’s list of questions
3. Refer to the review materials located throughout the unit.
4. Select a spokesperson and be prepared to present your group’s answers in 30 minutes.
5. Each group will have 10 minutes to report out.
Activity 2B.1: Defining ICS

List of Questions

Group 1
- What is ICS?
- What are the benefits of ICS?
- What are some examples of nonemergency situations in which ICS could be used?

Group 2
- List five responsibilities of each Command and General Staff position.
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities. Describe differences between Deputies and Assistants.
- Describe the Planning, Logistics, and Finance/Administration organizations that may be needed to support a five-division incident.

Group 3
- List the essential ICS features.
- Explain the concept of Unity of Command.
- Describe the role of the Information/Intelligence function and where it can be located.

Group 4
- Describe the six major components of NIMS.
- Describe the five Incident Complexity Types.
- Develop a list of times in which formal communication is required.
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 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 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 multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

- **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.**

- **Predesignated 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.
ICS Review Materials: ICS History and Features (Continued)

**ICS Features (Continued)**

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

- **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 (IAP):** 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.
Presidential directives mandate the use of ICS. 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.

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.
Key Points

ICS is only one facet of NIMS. Note 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.
    - **Multiagency 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.
    - **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.

(Continued on the next page.)
Topic National Preparedness and ICS Requirements

- **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.

Additional information about NIMS can be accessed online at www.fema.gov/NIMS or by completing EMI’s IS-700 online course.
Visual Description: Chain of Command

Key Points

Note 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.

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.

While it is not shown on the chart above, the Information/Intelligence function can be located in one of four places within the ICS Organization. This concept is reviewed later in this unit.
Topic: Command Principles

### Unity of Command

Under unity of command, personnel:
- Report to only **one** supervisor.
- Receive work assignments only from their supervisors.

**Don’t confuse unity of command with Unified Command!**

**Visual Description:** Unity of Command

**Key Points**

The concept of unity of command means that personnel:

- Report to only one supervisor.
- Maintain formal communication relationships only with that supervisor.
Visual Description: What’s the difference between unity of command and Unified Command?

Key Points

What is the difference between unity of command and Unified Command?
Activity 2B.2: Incident Commander Qualities

Time Allotted: 20 minutes

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 Manuals.

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 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.
- Managing 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 incident resources when appropriate.
- Ensuring incident after-action reports are complete.
Common Terminology

Using common terminology helps to define:

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.

Visual Description: Common Terminology

Key Points

Using common terminology helps to define:

- Organizational functions.
- Incident facilities.
  - **Incident Command Post** – The field location at which the primary tactical-level, on-scene incident command functions are performed.
  - **Staging Area** – The location where resources can be placed while awaiting a tactical assignment.
  - **Base** – The location where primary logistics functions are coordinated. There is only one Base per incident. The Incident Command Post may be collocated with the Base.
  - **Camp** – A location where food, water, rest, and sanitary services are provided to incident personnel.
- Resource descriptions.
- Position titles.
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.
## Visual Description: Formal Communication (2 of 2)

### Key Points

Formal communication is used when:
- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.
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!

Key Points

Informal communication:

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

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

Visual Description: Modular Organization

Key Points

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

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

This modular concept is based on the following considerations:

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

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

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

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

- 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 (Continued)

## 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. (Source: U.S. Fire Administration)

<table>
<thead>
<tr>
<th>Type 5</th>
<th>The incident can be handled with one or two single resources with up to six personnel.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Command and General Staff positions (other than the Incident Commander) are not activated.</td>
</tr>
<tr>
<td></td>
<td>No written Incident Action Plan (IAP) is required.</td>
</tr>
<tr>
<td></td>
<td>The incident is typically contained within an hour or two after resources arrive on scene.</td>
</tr>
<tr>
<td></td>
<td>Examples include a vehicle fire, an injured person, or a police traffic stop.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type 4</th>
<th>Command Staff and General Staff functions are activated only if needed.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Several resources are required to mitigate the incident, possibly including Task Forces or Strike Teams.</td>
</tr>
<tr>
<td></td>
<td>The incident is typically contained within one operational period in the control phase, usually within a few hours after resources arrive on scene.</td>
</tr>
<tr>
<td></td>
<td>The Agency Administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.</td>
</tr>
<tr>
<td></td>
<td>No written IAP is required but a documented operational briefing will be completed for all incoming resources.</td>
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<tr>
<td></td>
<td>Examples may include a major structure fire, a multiple vehicle crash with multiple patients, an armed robbery, or a small hazmat spill.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type 3</th>
<th>When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>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.</td>
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<tr>
<td></td>
<td>A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or Type 2 team.</td>
</tr>
<tr>
<td></td>
<td>The incident typically extends into multiple operational periods.</td>
</tr>
<tr>
<td></td>
<td>A written IAP is typically required for each operational period.</td>
</tr>
<tr>
<td></td>
<td>Examples include a tornado touchdown, earthquake, flood, or multiday hostage stand-off situation.</td>
</tr>
</tbody>
</table>
## Incident Types (Continued)

<table>
<thead>
<tr>
<th>Type 2</th>
<th>This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>▪ Most or all of the Command and General Staff positions are filled.</td>
</tr>
<tr>
<td></td>
<td>▪ A written IAP is required for each operational period.</td>
</tr>
<tr>
<td></td>
<td>▪ Many of the functional units are needed and staffed.</td>
</tr>
<tr>
<td></td>
<td>▪ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).</td>
</tr>
<tr>
<td></td>
<td>▪ The Agency Administrator is responsible for the incident complexity analysis, Agency Administrator briefings, and the written delegation of authority.</td>
</tr>
<tr>
<td></td>
<td>▪ Typically involve incidents of regional significance.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type 1</th>
<th>This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>▪ All Command and General Staff positions are activated.</td>
</tr>
<tr>
<td></td>
<td>▪ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.</td>
</tr>
<tr>
<td></td>
<td>▪ Branches need to be established.</td>
</tr>
<tr>
<td></td>
<td>▪ The Agency Administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.</td>
</tr>
<tr>
<td></td>
<td>▪ Use of resource advisors at the incident base is recommended.</td>
</tr>
<tr>
<td></td>
<td>▪ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</td>
</tr>
<tr>
<td></td>
<td>▪ Typically involve incidents of national significance.</td>
</tr>
</tbody>
</table>
Topic: Organizational Structure

Visual Description: ICS Expansion and Contraction

Key Points

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.
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.

Visual Description: Delegation

Key Points

Why is it important to delegate authority to the lowest practical level?
ICS span of control for any supervisor:
- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.

**Key Points**

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).
**Topic**
Organizational Structure

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

**Key Points**

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.
ICS Review Materials: Organizational Elements

Organizational Structure

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

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

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

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

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

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

- **Strike Team**: Specified combinations of the same kind and type of resources, with common communications and a leader.

- **Task Force**: A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.

- **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.
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 beginning below and continuing on the following pages summarizes the responsibilities of the Command Staff.

<table>
<thead>
<tr>
<th>Command Staff</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Information Officer</td>
<td>The Public Information Officer is responsible for:</td>
</tr>
<tr>
<td></td>
<td>• Interfacing with the public and media and/or with other agencies with incident-related information requirements.</td>
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<tr>
<td></td>
<td>• Developing 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.</td>
</tr>
<tr>
<td></td>
<td>• Monitoring and reporting on public information-related issues.</td>
</tr>
</tbody>
</table>

Only one incident PIO 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.
# ICS Review Materials: Organizational Elements (Continued)

<table>
<thead>
<tr>
<th>Command Staff</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Safety Officer</strong></td>
<td>The ultimate responsibility for the safe conduct of incident 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:</td>
</tr>
<tr>
<td></td>
<td>▪ Systems and procedures necessary to ensure ongoing assessment of hazardous environments.</td>
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<tr>
<td></td>
<td>▪ Ensuring the coordination of multiagency safety efforts.</td>
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<td></td>
<td>▪ Ensuring the implementation of measures to promote emergency responder safety, as well as the general safety of incident operations.</td>
</tr>
<tr>
<td></td>
<td>▪ Advising the Incident Commander on all matters relating to operational safety, including the physical and mental health and safety of incident personnel.</td>
</tr>
<tr>
<td></td>
<td>▪ Exercising emergency authority to stop and/or prevent unsafe acts during incident operations.</td>
</tr>
<tr>
<td></td>
<td>▪ Ensuring the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private-sector and nongovernmental organizations.</td>
</tr>
<tr>
<td></td>
<td>In a Unified Command structure, a single Safety Officer should be designated, in spite of the fact that multiple jurisdictions and/or functional agencies may be involved. The Safety Officer may have Assistants from other disciplines, agencies, or jurisdictions.</td>
</tr>
<tr>
<td><strong>Liaison Officer</strong></td>
<td>In either a single or Unified Command structure, representatives from assisting or cooperating agencies and organizations not involved in the command structure coordinate through the Liaison Officer. The Liaison Officer is responsible for:</td>
</tr>
<tr>
<td></td>
<td>▪ Providing the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.</td>
</tr>
<tr>
<td></td>
<td>▪ Bringing interagency policy or operational issues to the attention of the Incident Commander.</td>
</tr>
<tr>
<td></td>
<td>▪ Establishing and maintaining communication with cooperating and assisting agency managers.</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
</tbody>
</table>
## ICS Review Materials: Organizational Elements (Continued)

<table>
<thead>
<tr>
<th>Command Staff</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistants</td>
<td>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.</td>
</tr>
</tbody>
</table>
| Additional Staff| Additional advisory positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. Such Technical Specialists may include:  
  1. A Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access.  
  2. A Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event. |

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

General guidelines related to General Staff positions include the following:

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

The table beginning on the following page summarizes the responsibilities of the General Staff.
### General Staff Responsibilities

<table>
<thead>
<tr>
<th>General Staff</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| **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 Form 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.  
- Conduct and facilitate planning meetings.  
- Reassign personnel already onsite to ICS organizational positions as needed and appropriate.  
- Establish information requirements and reporting schedules for Planning Section units. |
### General Staff Responsibilities

<table>
<thead>
<tr>
<th>General Staff</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planning Section Chief</strong></td>
<td>• Determine the need for specialized resources to support the incident.</td>
</tr>
<tr>
<td></td>
<td>• Assemble and disassemble task forces and strike teams not assigned to Operations.</td>
</tr>
<tr>
<td></td>
<td>• Establish specialized data collection systems as necessary (e.g., weather).</td>
</tr>
<tr>
<td></td>
<td>• Assemble information on alternative strategies and contingency plans.</td>
</tr>
<tr>
<td></td>
<td>• Provide periodic predictions on incident potential.</td>
</tr>
<tr>
<td></td>
<td>• Report any significant changes in incident status.</td>
</tr>
<tr>
<td></td>
<td>• Compile and display incident status information.</td>
</tr>
<tr>
<td></td>
<td>• Oversee preparation of the Demobilization Plan.</td>
</tr>
<tr>
<td></td>
<td>• Incorporate Traffic, Medical, and Communications Plans, and other supporting material, into the Incident Action Plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Logistics Section Chief</th>
<th>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:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Facilities</td>
</tr>
<tr>
<td></td>
<td>• Transportation</td>
</tr>
<tr>
<td></td>
<td>• Communications</td>
</tr>
<tr>
<td></td>
<td>• Supplies</td>
</tr>
<tr>
<td></td>
<td>• Equipment maintenance and fueling</td>
</tr>
<tr>
<td></td>
<td>• Food services (for responders)</td>
</tr>
<tr>
<td></td>
<td>• Medical services (for responders)</td>
</tr>
<tr>
<td></td>
<td>• All off-incident resources</td>
</tr>
<tr>
<td></td>
<td>Major responsibilities of the Logistics Section Chief are to:</td>
</tr>
<tr>
<td></td>
<td>• Manage all incident logistics.</td>
</tr>
<tr>
<td></td>
<td>• Provide logistical input to the Incident Commander in preparing the Incident Action Plan.</td>
</tr>
<tr>
<td></td>
<td>• Brief Logistics Branch Directors and Unit Leaders as needed.</td>
</tr>
<tr>
<td></td>
<td>• Identify anticipated and known incident service and support requirements.</td>
</tr>
<tr>
<td></td>
<td>• Request/order additional resources, as needed.</td>
</tr>
<tr>
<td></td>
<td>• Develop as required, the Communications, Medical, and Traffic Plans.</td>
</tr>
<tr>
<td></td>
<td>• Oversee demobilization of the Logistics Section.</td>
</tr>
</tbody>
</table>
### General Staff

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>Finance/Administration Section Chief</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.</td>
<td></td>
</tr>
<tr>
<td>Provide financial and cost analysis information as requested.</td>
<td></td>
</tr>
<tr>
<td>Ensure compensation and claims functions are being addressed relative to the incident.</td>
<td></td>
</tr>
<tr>
<td>Gather pertinent information from briefings with responsible agencies.</td>
<td></td>
</tr>
<tr>
<td>Develop an operating plan for the Finance/Administration Section; fill Section supply and support needs.</td>
<td></td>
</tr>
<tr>
<td>Determine need to set up and operate an incident commissary.</td>
<td></td>
</tr>
<tr>
<td>Meet with assisting and cooperating agency representatives as needed.</td>
<td></td>
</tr>
<tr>
<td>Maintain daily contact with agency(ies) administrative headquarters on finance matters.</td>
<td></td>
</tr>
<tr>
<td>Ensure that all personnel and equipment time records are accurately completed and transmitted to home agencies, according to policy.</td>
<td></td>
</tr>
<tr>
<td>Provide financial input for demobilization planning.</td>
<td></td>
</tr>
<tr>
<td>Ensure that all obligation documents initiated at the incident are properly prepared and completed.</td>
<td></td>
</tr>
<tr>
<td>Brief agency administrative personnel on all incident-related financial issues needing attention or followup.</td>
<td></td>
</tr>
</tbody>
</table>
Visual Description: Organizational Review Question

Key Points

Review the following question:

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

Who am I?
Key Points

Review the following question:

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?
Visual Description: Organizational Review Question

Key Points

Review the following question:

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

Who am I?
Organizational Review Question

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

Who am I?

Visual Description: Organizational Review Question

Key Points

Review the following question:

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

Who am I?
Visual 2B.25

Organizational Review Question

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

Who am I?

Visual Description: Organizational Review Question

Key Points

Review the following question:

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

Who am I?
Key Points

Review the following question:

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

Who am I?
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, the Information/Intelligence function is located in the Planning Section.

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

(Continued on the next page.)
The Information/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/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/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.
**ICS Supervisory Position Titles**

Titles for all ICS supervisory levels are shown in the table below.

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

**Visual Description:** ICS Supervisory Position Titles

**Key Points**

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

<table>
<thead>
<tr>
<th>Organizational Level</th>
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<td>Strike Team/Task Force</td>
<td>Leader</td>
<td>Single Resource Boss</td>
</tr>
</tbody>
</table>
Organizational Review Question

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

What type of ICS organizational structure is being described?

Visual Description: Organizational Review Question

Key Points

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

What type of ICS organizational structure is being described?
Hazmat specialists, sanitation workers, and disposal equipment are grouped together, under the direct supervision of a Leader, to handle the removal of hazardous waste.

What type of ICS organizational structure is being described?
As incident objectives and resources expand, the Operations Section Chief begins organizing resources into functional areas that are managed by a Supervisor.

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

Caption: Organizational chart showing Operations Section and below it two components titled "EMS" and "Hazmat."
As the operation expands even further, the Operations Section Chief appoints a Director to manage the Groups.

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

**Caption:** Organizational chart showing Operations Section and below it a component titled “Emergency Services.” Under that are two components titled "EMS Group" and “Hazmat Group.”
Organizational Review Question

Visual Description: What ICS term is used to describe the Ambulance?

Key Points

What ICS term is used to describe the Ambulance?
**Organizational Review Question**

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

---

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

---

**Key Points**

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

Investigation Branch ____________________

Perimeter Security Strike Team ____________________

Accident Reconstruction Group ____________________
Topic: Organizational Structure

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

Key Points

Review the ICS Review Materials: Deputies, Assistants, Technical Specialists, and Agency Representatives materials in your Student Manual and then answer the questions on the following page.
## Organizational Structure

<table>
<thead>
<tr>
<th>Topic</th>
<th>Deputies</th>
<th>Assistants</th>
<th>Technical Specialists</th>
<th>Agency Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where can Deputies be assigned?</td>
<td></td>
<td>Where can Assistants be assigned?</td>
<td></td>
<td>Where can Agency Representatives be assigned?</td>
</tr>
<tr>
<td>What are the requirements for Deputies?</td>
<td></td>
<td>What is an example of a duty assumed by an Assistant?</td>
<td>What types of Technical Specialists have you worked with on past incidents?</td>
<td>What does an Agency Representative do?</td>
</tr>
</tbody>
</table>
Deputies

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

Following are three reasons to designate Deputies:

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

Branch Directors and General Staff 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.
Technical Specialists

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

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

- Meteorologists.
- Environmental Impact Specialists.
- Flood Control Specialists.
- Water Use Specialists.
- Fuels and Flammable 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.
As complexity increases, resources must increase, requiring an organization with additional levels of supervision. The next visual shows how guidelines can be used to establish minimum staffing levels.
The guidelines beginning on the next page can be used to help establish the required staffing levels.

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.

As the Operations function expands based on the tactical requirements of the incident, support functions may also need to expand.
## Minimum ICS Staffing Guidelines

### Operations

<table>
<thead>
<tr>
<th>UNIT POSITION</th>
<th>SIZE OF INCIDENT (NUMBER OF DIVISIONS)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Operations Section Chief</td>
<td></td>
</tr>
<tr>
<td>Branch Director</td>
<td></td>
</tr>
<tr>
<td>Division/Group Supervisor</td>
<td></td>
</tr>
<tr>
<td>Strike Team Leaders</td>
<td></td>
</tr>
<tr>
<td>Task Force Leaders</td>
<td></td>
</tr>
<tr>
<td>Air Operations Director</td>
<td></td>
</tr>
<tr>
<td>Air Tactical Group Supervisor</td>
<td></td>
</tr>
<tr>
<td>Air Tanker/Fixed Wing Coordinator</td>
<td></td>
</tr>
<tr>
<td>Helicopter Coordinator</td>
<td></td>
</tr>
<tr>
<td>Air Support Group Supervisor</td>
<td></td>
</tr>
<tr>
<td>Helibase Manager</td>
<td></td>
</tr>
<tr>
<td>Helispot Manager</td>
<td></td>
</tr>
<tr>
<td>Fixed Wing Support Leader</td>
<td></td>
</tr>
<tr>
<td>Staging Area Manager</td>
<td></td>
</tr>
</tbody>
</table>

### Planning

<table>
<thead>
<tr>
<th>UNIT POSITION</th>
<th>SIZE OF INCIDENT (NUMBER OF DIVISIONS)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Planning Section Chief</td>
<td></td>
</tr>
<tr>
<td>Resources Unit Leader</td>
<td></td>
</tr>
<tr>
<td>Technical Specialists</td>
<td></td>
</tr>
<tr>
<td>Situation Unit Leader</td>
<td></td>
</tr>
<tr>
<td>Documentation Unit Leader</td>
<td></td>
</tr>
<tr>
<td>Demobilization Unit Leader</td>
<td></td>
</tr>
</tbody>
</table>
## Resource Needs

### Minimum ICS Staffing Guidelines (Continued)

#### Logistics

<table>
<thead>
<tr>
<th>UNIT POSITION</th>
<th>SIZE OF INCIDENT (NUMBER OF DIVISIONS)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Logistics Section Chief</td>
<td>One Per Incident</td>
</tr>
<tr>
<td>Service Branch Director</td>
<td>As Needed</td>
</tr>
<tr>
<td>Communications Unit Leader</td>
<td>1</td>
</tr>
<tr>
<td>Medical Unit Leader</td>
<td>1</td>
</tr>
<tr>
<td>Food Unit Leader</td>
<td>1</td>
</tr>
<tr>
<td>Support Branch Director</td>
<td>As Needed</td>
</tr>
<tr>
<td>Supply Unit Leader</td>
<td>1</td>
</tr>
<tr>
<td>Facility Unit Leader</td>
<td>1</td>
</tr>
<tr>
<td>Ground Support Unit Leader</td>
<td>1</td>
</tr>
</tbody>
</table>

#### Finance/Admin

<table>
<thead>
<tr>
<th>UNIT POSITION</th>
<th>SIZE OF INCIDENT (NUMBER OF DIVISIONS)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Finance/Administration Section Chief</td>
<td>One Per Incident</td>
</tr>
<tr>
<td>Time Unit Leader</td>
<td>1</td>
</tr>
<tr>
<td>Procurement Unit Leader</td>
<td>1</td>
</tr>
<tr>
<td>Compensation/Claims Unit Leader</td>
<td>1</td>
</tr>
<tr>
<td>Cost Unit Leader</td>
<td>1</td>
</tr>
</tbody>
</table>

Refer to the Field Operations Guide (ICS 420-1) for additional guidelines on staffing levels.
Activity 2B.3: Staffing Levels

Instructions:
Using the guidelines in your Student Manuals, answer the following questions:

- There are five Divisions assigned. How many Situation Unit Leaders should be assigned to the Planning Section?
- There are two Staging Areas operating. How many Staging Area managers are assigned?

Key Points

Activity 2B.3: Staffing Levels

Instructions: Use the staffing guideline charts to answer the following questions:

- There are five Divisions assigned. How many Situation Unit Leaders should be assigned to the Planning Section?
- There are two Staging Areas operating. How many Staging Area managers are assigned?
Activity 2B.4: ICS Key Concepts Applied Exercise (1 of 3)

Objective: The objective 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.

Instructions:
1. Review the activity objective.
2. Turn to the activity in your Student Manual and review the scenario, resource list, and scenario map.

Visual Description: Activity 2B.4: ICS Key Concepts Applied Exercise (1 of 3)

Key Points

Activity 2B.4: ICS Key Concepts Applied Exercise

Objective: The objective 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.

Instructions:
1. Review the activity objective.
2. Review the scenario, resource list, and scenario map.
Activity 2B.4: ICS Key Concepts Applied Exercise (2 of 3)

Instructions:
3. Complete the following steps on chart paper:
   - 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.)
Activity 2B.4: ICS Key Concepts
Applied Exercise (3 of 3)

Instructions: (Continued)
3. Complete the following steps on chart paper:
   - Draw an organizational chart to manage resources that:
     - Describes the responsibilities delegated to the Command Staff and Sections that are activated, down to the Branch and Division/Group level.

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

Instructions: (Continued)
3. Complete the following steps on chart paper:
   - Draw an organizational chart to manage resources that:
     - Describes the responsibilities delegated to the Command Staff and Sections that are activated, down to the Branch and Division/Group level.

4. Select a spokesperson. You will have 30 minutes plus an additional 30 minutes to report out.
Topic: Activity 2B.4: ICS Key Concepts Applied Exercise

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 EMS, Fire, and Law Enforcement response.

Conditions:

- First arriving Law Enforcement Unit established command at the intersection of Route 46 and Terrace Avenue.
- 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 triage, treatment, and transportation.
- Secure crash site for investigators.
Activity 2B.4: ICS Key Concepts Applied Exercise

**Resources:**

**Fire/Rescue:**
2 airport crash trucks
6 truck companies
6 engine companies
3 Battalion Chiefs
1 Deputy Fire Chief

**Emergency Medical Service:**
5 ALS paramedics
15 local 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
Public Works Supervisor
You should now be able to:

- Describe how ICS fits into the Command and Management component of NIMS.
- Match responsibility statements to each ICS organizational element.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and delegating authority to the lowest practical level.
You should now be able to:

- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities. Describe differences between Deputies and Assistants.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.

If you are having difficulties or want additional information, go to www.training.fema.gov and take the interactive online course, Q-464, Fundamentals Review for ICS-300.
Unit 3: Unified Command
Unified Command involves applying ICS in incidents involving multiple jurisdictions or multiple agencies.
Unit Objectives

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

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:
- Define and identify the primary features of Unified Command.
- Describe how Unified Command functions on a multijurisdiction or multiagency incident.
- List the advantages of Unified Command.
- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdiction conditions.
Question

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

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

Key Points

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

Visual 3.4

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 multijurisdictional or multiagency approach.

Visual Description: Two Options

Key Points

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 multijurisdictional 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 multijurisdictional or multiagency incidents. Therefore, the following two options were considered:

1. Divide the incident either geographically or functionally so that each jurisdiction or agency can establish its own ICS organization in a well-defined geographical or functional area of responsibility. This was the simplest political solution, but issues related to safety, resource management, and cost, as well as the need to coordinate incident objectives and tactical operations, made Option 1 unacceptable.

2. Create a single ICS incident structure and process that has an effective and responsible multijurisdictional or multiagency approach. This solution became Unified Command. Presently, Unified Command is used commonly for incidents of all kind and type regardless of size and complexity. Unified Command is a major feature of the Incident Command System.
Background on Unified Command

**Definition of Unified Command**

“Unified Command is a team effort that allows all agencies with jurisdictional responsibility for an incident, either geographical or functional, to participate in the management of the incident. This participation is demonstrated by developing and implementing a common set of incident objectives and strategies that all can subscribe to, without losing or abdicating agency authority, responsibility, or accountability.”

**Key Points**

The definition of Unified Command from the Firescope Field Operations Guide (420-1) is below.

“Unified Command is a team effort that allows all agencies with jurisdictional responsibility for an incident, either geographical or functional, to participate in the management of the incident. This participation is demonstrated by developing and implementing a common set of incident objectives and strategies that all can subscribe to, without losing or abdicating agency authority, responsibility, or accountability.”
Unified Command:
- Is a collaborative team-effort process.
- Allows all responsible agencies at 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.

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.

(Continued on the next page.)
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).

- Unified Command is not a new process; it is currently being used in managing incidents throughout the United States.

- Using Unified Command 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.

- Unified Command represents an important element in increasing the management effectiveness of multijurisdictional 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.
NIMS and 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.”

Visual Description: NIMS & Unified Command

Key Points

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

The following is a longer quote from the NIMS document:

“Unified Command is an important element in multijurisdictional or multiagency 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.”
The Unified Command organization consists of the Incident Commanders from the various jurisdictions or agencies operating together to form a single command structure. Unified Command:

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

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

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

(Continued on the next page.)
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.
Spokesperson Designation

One of the Incident Commanders may be designated as 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.

Visual Description:  Spokesperson Designation

Key Points

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.
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.

Visual Description: Unified Command and Preparedness

Key Points

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

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

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

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

Unified Command: Multiple Jurisdictions

Key Points

- Unified Command may be used when incidents impact more than one political jurisdiction.
- An example is a tornado starting in one jurisdiction and continuing into another jurisdiction. Responding agencies from each jurisdiction have the same mission (search and rescue), and it is the political and/or geographical boundaries that mandate multiagency cooperation and involvement.
**Visual Description:** Multijurisdictional Incident

### Key Points

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

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

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

Unified Command: Multiple Agencies/Single Jurisdiction

Incidents Involving Multiple Agencies/Departments Within the Same Political Jurisdiction

Visual Description: Unified Command: Multiple Agencies/Single Jurisdiction

Key Points

Note 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.
Visual Description: Multiagency/Single Jurisdiction Incident

Key Points

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

- **Unified Command**: The Unified Command is composed of the Incident Commanders from the three departments of the single jurisdiction (fire department, police department, and public health agency). The Unified Command establishes a single set of unified incident objectives.

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

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

- Examples are hazardous material incidents, severe weather, and major vehicle accidents on county or state highways.

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.
Visual Description: Multiagency/Multijurisdiction Incident #1

Key Points

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

- **Unified Command**: The Unified Command is composed of the Incident Commanders from the two impacted City departments (police and fire), County EMS and State Police. The Unified Command establishes a single set of unified incident objectives.

- **Integrated Command and General Staff**: The organization has integrated Command Staff (i.e., Safety, Public Information, and Liaison Officers) and Operations, Planning, Logistics, and Finance/Administration Sections.

This type of Unified Command would be established for incidents where the State government agencies have or share jurisdiction with local agencies.
Topic  Applying Unified Command

Visual 3.17

Unified Command: Multiagency/Multijurisdiction #2

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

Visual Description: Unified Command: Multiagency/Multijurisdiction #2

Key Points

Note the following points:

- A fourth 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.

Although similar in structure to the previous example, the scope of the incident is larger, (Type 1 or 2) and this is reflected in the structure of the Unified Command.

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.
Visual Description: Multiagency/Multijurisdiction Incident #2

Key Points

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

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

- **Integrated Command and General Staff**: The organization has integrated Command Staff (i.e., Safety, Public Information, and Liaison Officers) and Operations, Planning, Logistics, and Finance/Administration Sections.

This type of Unified Command would be established for incidents where the State government agencies have or share jurisdiction with local agencies.
Example Organization

Visual Description: Example Organization – Chart for Flood Response

Key Points

This visual and the next two are additional examples of Incident Objectives and Organization for other “All Risk Incidents” managed under Unified Command.

Flood Incident Objectives:

- Provide for responder and public safety for the duration of the incident.
- Secure all utilities to prevent gas leakage and electrical shock before nightfall.
- Construct sandbag diversion away from business area by midnight.
- Evacuate all residents between 1st and 4th Streets by 6:00 p.m.
- Develop perimeter control and provide security around evacuated area by nightfall.
- Continuously monitor waterways for possible contamination from hazardous materials.
**Key Points**

School Shooting Incident Objectives:

- Provide for responder and public safety for the duration of the incident.
- Establish secured perimeter in next 30 minutes.
- Provide EMS service to casualties once responder safety is secured.
- Isolate terrorists to cafeteria within the next 30 minutes.
- As isolation area is established evacuate hostages and casualties/victims immediately.
Tornado Incident Objectives:

- Provide for responder and public safety for the duration of the incident.
- Secure all utilities to prevent gas leakage and electrical shock before nightfall.
- Complete preliminary damage assessments before nightfall.
- Rescue all citizens by 6:00 p.m.
- Develop perimeter control and provide security around impacted area by nightfall.
Unified Command Elements (1 of 2)

- **Authorities, Policies, Incident Objectives, Strategies:** Are established jointly by each jurisdiction/agency.
- **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.

**Visual Description:** Unified Command Elements (1 of 2)

**Key Points**

There are four elements to consider when applying Unified Command:

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

These elements are further explained below:

- Authorities, Policies, incident objectives, and strategies are established jointly by each participating jurisdiction/agency.
- 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 the next visual.)
Unified Command Elements

- **Operations**: Are directed by one 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.

Visual Description: Unified Command Elements (2 of 2)

**Key Points**

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

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

There can be Deputy Operations Section Chiefs from agencies represented in the Unified Command.

Unified Command represents an important element in ensuring the management effectiveness of multijurisdictional 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.

Refer to the table on the next page that summarizes the four elements to consider in applying Unified Command:
### Applying Unified Command

<table>
<thead>
<tr>
<th>Element</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Authorities, Policies, Objectives, Strategies</strong></td>
<td>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 Incident Commanders the authority to manage the incident. Given this authority, the Unified Incident Commanders will then collectively develop one comprehensive set of incident objectives, and use them to develop strategies.</td>
</tr>
<tr>
<td><strong>2. Organization</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>3. Resources</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>4. Operations</strong></td>
<td>Under Unified Command in ICS a single Operations Section Chief is responsible for all tactical operations. The Unified Incident Commanders must agree as to who the Operations Section Chief will be. The Operations Section Chief is selected by the Unified Incident 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 action plan. As in single command incidents the use of Deputies or Branch Directors may be assigned as appropriate.</td>
</tr>
</tbody>
</table>
There are five primary features of a Unified Command organization:

- A single integrated incident organization
- Collocated (shared) facilities
- A single planning process and Incident Action Plan (IAP) with one set of objectives
- Integrated General Staff
- Coordinated process for resource ordering
Visual Description: **Single Integrated Incident Organization**

Key Points

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

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

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

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

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

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

---

**Visual Description:** How can you build the teamwork necessary for Unified Command?

**Key Points**

How can you build the teamwork necessary for Unified Command?
Collocated (Shared) Facilities

A coordinated effort can be maintained by establishing:
- A single Incident Command Post
- One incident Base
- Shared Staging Area(s)

Visual Description: Collocated (Shared) Facilities

Key Points

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

Note the following key points:
- Bringing the responsible officials, Command Staffs, and planning elements together in a single Incident Command Post can promote coordination.
- Establishing one Base can serve the needs of multiple agencies.
- Using shared Staging Area(s) can be more efficient.
The third feature of Unified Command is a single planning process and Incident Action Plan (IAP).

The planning process for Unified Command is similar to that used on a single jurisdiction or agency incident, but the result is a single IAP that includes the tactical assignments of all participating agencies.
### Key Points

Note 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 operational period (shown in the “top” of the “P”). Each step of the Planning “P” will be described in later units.

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

- In some situations the Agency Administrator will conduct a briefing with the Incident Commander to establish the goals of the agency or jurisdiction as related to the incident. It is not required for day-to-day, routine incidents where these goals are addressed by policies, standard operating procedures, etc.

- As illustrated on the visual, the Unified Command conducts an initial Unified Command meeting early in the incident response. Then the Unified Commanders jointly establish objectives for each operational period.
The Planning "P" illustrates the incident planning process.

- The leg of the "P" describes the initial response: Once the incident/threat begins, the steps are Notification, Initial Response and Assessment, Agency Administrator Briefing (if appropriate), Incident Briefing (ICS 201), Initial UC Meeting (if Unified Command), Incident Command (IC)/Unified Command (UC) Sets Initial Incident Objectives, followed by the Initial Strategy Meeting and Information Sharing.

- The cyclical planning process begins with the Tactics Meeting. This repeating sequence includes the Tactics Meeting, Preparing for the Planning Meeting, the Planning Meeting, IAP Preparation and Approval, and the Operational Period Briefing.

- At this point, a new operations period begins. The next step is to Execute the Plan and Assess Progress. This is followed by IC/UC Validate or Adjust Incident Objectives, and the Strategy Meeting (if Incident Objectives are adjusted), after which the planning cycle begins again.
The unified command meeting is a key part of the incident planning process:
- Includes only agency Incident Commanders.
- Provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident planning.

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

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

Requirements for the command meeting include:
- The command meeting should include only agency Incident Commanders assigned to the Unified Command.
- 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.
Visual 3.31

Unified Command Meeting Agenda (1 of 3)

- Statement of specific jurisdictional/agency goals, based on the following overarching priorities:
  - #1: Life Safety
  - #2: Incident Stabilization
  - #3: Property Conservation
- Presentation of jurisdictional limitations, concerns, and restrictions

Visual Description: Unified Command Meeting Agenda (1 of 3)

Key Points

The agenda for the unified command meeting should include the following:

- Statement of specific jurisdictional/agency goals, based on the following overarching priorities:
  - #1: Life Safety (responders and public)
  - #2: Incident Stabilization
  - #3: Property Conservation
- Presentation of jurisdictional limitations, concerns, and restrictions

(Continued on the next page.)
Unified Command Meeting Agenda (2 of 3)

- Development of a collective set of incident objectives
- Establishment of and agreement on acceptable priorities
- Agreement on the basic organization structure
- Designation of the best qualified and acceptable Operations Section Chief
- Agreement on General Staff personnel designations

Visual Description: Unified Command Meeting Agenda (2 of 3)

Key Points

The agenda for the unified command meeting should include the following:

- Development of a collective set of incident objectives
- Establishment of and agreement on acceptable priorities
- Agreement on the basic organization structure
- Designation of the best qualified and acceptable Operations Section Chief
- Agreement on General Staff personnel designations

(Continued on the next page.)
Unified Command Meeting Agenda (3 of 3)

- Agreement on planning, logistical, and finance 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

Visual Description: Unified Command Meeting Agenda (3 of 3)

Key Points

The agenda for the unified command meeting should include the following:

- Agreement on planning, logistical, and finance procedures
- Agreement on the resource ordering process to be followed
- Agreement on cost-sharing procedures
- Agreement on informational matters
- Designation of one of the Unified Commanders to act as the Unified Command spokesperson
The fourth feature of Unified Command is integrated Operations, Planning, Logistics, and Finance/Administration Sections.

The benefits of integrating these General Staff components include:

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

Examples:

- In Operations and Planning, Deputy Section Chiefs can be designated from an adjacent jurisdiction, which may in future operational periods have the primary responsibility for these functions. By placing other 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.

(Continued on the next page.)
**Topic** | Unified Command Features
--- | ---

- Although the Finance/Administration Section often has detailed agency-specific procedures to follow, cost savings may be realized through agreements on cost sharing for essential services. For example, one agency might provide food services, another fuel, another security, etc.
Visual Description: Integrated General Staff (1 of 2)

Key Points

Additional consideration for having an integrated General Staff include:

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

Deputies from other agencies or disciplines may be assigned.

Visual Description: Integrated General Staff (2 of 2)

Key Points

- The Operations Section Chief must have full authority to implement the tactics within the Incident Action Plan (IAP).
- Deputies from other agencies may be used to assist the Operations Section Chief, for example, to ensure effective communication and management of multidiscipline operations.
Topic: Unified Command Features

Selection of the Operations Section Chief

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

Key Points

What should be considered when selecting the Operations Section Chief in a Unified Command?
Visual Description: Coordinated Resource Ordering

Key Points

The fifth feature of Unified Command is coordinated resource ordering.

- An important advantage of Unified Command is advance establishment of resource ordering procedures. These decisions are made during the command meeting.

- The Planning Meeting will determine resource requirements for all levels of the organization. However, the nature and location of the incident will, to some extent, dictate the most effective off-incident resource ordering process.

- The resource requirements established at the planning meeting are given to the Logistics Section, which then creates a resource order that is transmitted to one agency's dispatch center to be filled.

- Some situations may require that Logistics place resource orders with different agencies from the incident. Regardless of how resources are ordered, they must be coordinated through the Logistics Section.

- 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.
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 Commanders of any legal, political, 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.

Key Points

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

- Be clear on their jurisdictional or agency limitations. Any legal, political, jurisdictional, or safety restrictions must be identified and made known to all.
- Be authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent. These actions could include:
  - Ordering additional resources in support of the Incident Action Plan.
  - The possible loaning or sharing of resources to other jurisdictions.
  - Agreeing to financial cost-sharing arrangements with participating agencies.

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

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

(Continued on the next page.)
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 executives or administrators, etc. It is important to keep their respective authorities well informed and confident that the incident is being competently managed.
Advantages of Unified Command

- 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

Visual Description: Advantages of Unified Command

Key Points

The advantages of using Unified Command include the following points:

- 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.
### Topic
Advantages of Unified Command

#### Visual Description:
Video: Unified Command

#### Key Points
Unified Command video.
Activity 3.1: School Bus Accident
Applied Exercise (1 of 2)

Objective: To apply the key learning points and the objectives for this unit to a simulated incident. The scenario involves a school bus accident on a highway that is the boundary between two political jurisdictions.

Instructions:
1. Review the activity objective.
2. Turn to the activity in your Student Manual and review the scenario, scenario map, and resource list.

(Continued on the next page.)
3. Assuming that a Unified Command will be established, complete the following steps:
   - Identify the issues facing the development of the Unified Command structure.
   - Develop strategies to deal with these issues.
   - Draw an organization chart down to the section level.

4. Select a spokesperson and be prepared to present your work in 30 minutes.
Objective:

The objective of this activity is to provide you with an opportunity to apply what you have learned about Unified Command to an incident involving a school bus accident on a highway separating two political jurisdictions.

Instructions: Follow the steps below to complete this activity:

1. Working as a group, review the scenario, map, and resource list.
2. Complete the following steps:
   - Identify the issues facing the development of the Unified Command structure.
   - Develop strategies to deal with these issues.
   - Draw an organization chart down to the section level.
3. You have 30 minutes to complete this activity.
Topic: Activity 3.1: School Bus Accident Applied Exercise

Scenario:

- Exciting Days Amusement Park lies within a heavily populated urban area. This park is located one mile south of a major interstate highway on State Route 537, a four-lane roadway that also serves as the border between Ocean and Monroe Counties. Millstone Township lies to the north (Monroe County), and Jackson and Plumsted Townships to the south (Ocean County). Ocean and Monroe Counties are heavily populated with single-family homes. Many of the residents commute long distances to a major city for employment.

- It is late afternoon on a warm weekday in mid May. Traffic on Route 537 is heavy in both directions due to commuter traffic traveling southbound returning home from work and northbound traffic exiting the amusement park.

- A tanker carrying liquid sulfur, heading north on Route 537, suddenly loses control and crosses the center divider. It strikes headfirst into a southbound school bus containing grammar school students that has just exited the park. The driver of the tanker is killed instantly as is the bus driver. After the impact, the tanker swerves across the southbound lanes of Route 537 and overturns. The bus comes to rest in a ditch on the shoulder of the highway. Liquid sulfur begins leaking from the tanker.

- Other vehicles are struck by the tanker as it swerves across the roadway. Several cars and another school bus cannot stop in time to avoid striking the damaged bus in the northbound lanes.

- Children in the first six rows of the first school bus are injured, some critically, and numerous injuries are reported in the second bus and automobiles that are involved in the collision.

- Traffic on Route 537 is brought to a standstill. The accident also affects the interstate highway hindering traffic flow on that roadway and blocking the exits to Route 537.

- The several thousand vehicles that remain inside the Exciting Days parking area are also trapped as exits from that facility are blocked as well.

- The emergency operations plans indicate that a Unified Command structure will be established where county jurisdictions overlap.
Weather:
80 degrees and cloudy, heavy thunderstorms are predicted for late afternoon.

Resources:
Law Enforcement:
Jackson Police  10 units
Jackson Police Field Commander
Plumsted Police  2 units
State Police  7 units
State Police Lieutenant

Fire:
District 1 Battalion Chief
Jackson District 1  2 engine companies
District 2 Battalion Chief
Jackson District 2  1 rescue company
          1 engine company
District 3 Battalion Chief
Jackson District 3  1 engine company
          2 brush trucks
Millstone Fire Deputy Chief
Millstone Fire  1 engine company
          1 truck
Plumsted  1 engine company
Monroe County Hazmat team

EMS:
Monroe Co.  7 BLS units
Monroe Co.  2 ALS units
Ocean Co.  5 BLS units
Ocean Co.  5 ALS units (nontransport)
EMS Supervisor  1 Supervisor

School District:
Superintendent of Public Schools
Transportation Manager
Psychologist

State Police:
Medivac  1 Helicopter

Public Works:
Ocean County Highway Engineer
2 commercial wreckers
6 light wreckers
3 5-ton dump trucks
Sign boards
Public Works Supervisor
Activity 3.1: School Bus Accident Applied Exercise

Critical Issues Facing Responders:

- Rescue and extrication
- On-scene critical care
- Triage and transport
- Hazardous materials incident
- Traffic gridlock
- Traffic diversion
- Accident investigation
- Hazardous material cleanup
- Reopen roadway
- Communication with parents
Topic: Activity 3.1: School Bus Accident Applied Exercise

On-scene sketch map:
Unified Command Keys to Success

- No agency authority is compromised or neglected.
- Only one IAP is developed.
- Participants empowered to speak for their agencies.
- Command speaks with one voice.
- Facilities shared among agencies.
- Use one resource ordering process.

Visual Description: Unified Command Keys to Success

Key Points

Note that six points can make the difference between successful and unsuccessful use of Unified Command:
- No agency authority is compromised or neglected.
- Only one IAP is developed.
- Participants are empowered to speak for their agencies.
- Command speaks with one voice.
- Facilities are shared among agencies.
- Use one resource ordering process.
You should now be able to:

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

<table>
<thead>
<tr>
<th>Guideline</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Understand ICS Unified Command</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Collocate Essential Functions</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Implement Early</strong></td>
<td>Implement Unified Command early in incidents that are multijurisdictional or involve multiple agencies within a single political jurisdiction.</td>
</tr>
<tr>
<td><strong>Joint Planning</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Concur on an Operations Section Chief and other General Staff Members</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Designate One of the Incident Commanders To Be a Spokesperson</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Train Often as a Team</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>
### Best Practices for Functioning in Unified Command

Individually and collectively, the designated agency Incident Commanders functioning in a Unified Command must assume the following responsibilities at an incident.

Incident Commanders must be:
- Clear on their jurisdictional or agency limitations. Any legal, political, jurisdictional, or safety restrictions must be identified and made known to all.
- Authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent. These actions could include:
  - Ordering of additional resources in support of the Incident Action Plan.
  - The possible loaning or sharing of resources to other jurisdictions.
  - Agreeing to financial cost-sharing arrangements with participating agencies.

The Unified Command has the responsibility to manage the incident to the best of its abilities. This includes:
- 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.

The members of the Unified Command must:
- Function together as a team.
- 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.
Unit 4: Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives
Unit 4 focuses on the assessment of incidents/events and on developing incident objectives. The unit includes a discussion of steps in the planning process that are completed as the assessment is done and initial incident objectives are established.
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.

Visual Description: Unit Objectives

Key Points

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

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

- **Incident:** An unexpected occurrence that requires immediate response actions through an ICS organization.
- **Event:** A planned activity that will include the activation of an ICS organization. For example, parades, special community events, etc.

**Visual Description:** Incidents vs. Events

**Key Points**

Review the definitions below.

- **Incident:** An unexpected occurrence that requires immediate response actions through an ICS organization.
- **Event:** A planned activity that will include the activation of an ICS organization.
Factors That Affect Incident Planning

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

Visual Description: Factors That Affect Incident Planning

Key Points

Incidents are often characterized by several important factors that need to be considered:

- Time is of the essence (time criticality).
- The situation is unstable.
- The incident has the potential to expand rapidly.
- Communications may be difficult.
- Information may be incomplete.
- Staff on scene may be experienced in control measures, but may not be 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.
Factors Affecting Event Planning (1 of 2)

- Type of event
- Location, size, expected duration, history, and potential
- Number of agencies involved
- Single or multijurisdiction
- Command staff needs
- Kind, type, number of resources required

Visual Description: Factors Affecting Event Planning (1 of 2)

Key Points

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 multijurisdiction
- Command staff needs (public information, safety, and liaison)
- Kind, type, and number of resources required

Examples of events include parades, VIP or Presidential visits, Olympics, holiday celebrations, and Presidential inaugurations.
Visual 4.6

Factors Affecting Event Planning (2 of 2)

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

Visual Description: Factors Affecting Event Planning (2 of 2)

Key Points

The planner of an event should also know the following:

- 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
This unit covers:
- Initial response, assessment
- Agency guidance
- Incident briefing
- Setting initial incident objectives and strategies

**Visual Description:** Planning “P” and Initial Response

**Key Points**

Remember that the Planning “P” illustrates the process and steps involved in planning for an incident.

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

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

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

Key Points

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

Incident objectives are established based on the following priorities:

#1: Life Safety
#2: Incident Stabilization
#3: Property Conservation

Visual Description: Overall Priorities

Key Points

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

- **First Priority:** Life Safety
- **Second Priority:** Incident Stabilization
- **Third Priority:** Property Conservation
Initial Response Actions

Address incident priorities:
- Life safety
- Incident stabilization
- Property conservation

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.

Visual Description: Initial Response Actions

Key Points

The following comments address the importance of the initial actions:

- 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 Incident Commander must do at least the following:
  - **Size up the situation.**
    
    A thorough sizeup will provide the Incident Commander with the information needed to make initial management decisions. Incident priorities should be established according to the “LIP” mnemonic:
    
    - **Life safety:** Determine if life is at immediate risk. This includes responders and the public.
    - **Incident stabilization:** What should be done to keep the situation from becoming worse?
    - **Property conservation:** What can be done to protect or minimize damage to public and private property? Are there 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 the next page.)
Assessment & Agency Guidance in Establishing Incident Objectives

### Initial Response Actions

- **Assume command and establish the Incident Command Post.**
- **Establish immediate incident objectives, strategies, and tactics.** The sizeup should provide information about what needs to be done first to prevent loss of life or injury and to stabilize the situation. For small incidents, the initial Incident Action Plan (IAP) may be verbal and may cover the entire incident. For larger, more complex incidents, the initial IAP may cover the initial operating period. A written IAP will then be developed.
- **Determine if there are enough resources of the right kind and type on scene or ordered.** The incident objectives will drive resource requirements. What resources are required to accomplish the immediate incident objectives? If the right kind and type of resources are not on scene, the Incident Commander must order them immediately.
- **Establish the initial organization that maintains span of control.** At this point, the Incident Commander should ask: What organization will be required to execute the IAP and achieve the objectives? He or she should establish that organization, always keeping in mind safety and span-of-control concerns. Consider if span of control is or will soon approach practical limits. The span of control range of three to seven is to ensure safe and efficient utilization of resources.
Initial Response: Conduct a Sizeup

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

Visual Description: Initial Response: Conduct a Sizeup

Key Points

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

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

- Nature and magnitude of the incident
- Hazards and safety concerns
  - Hazards facing response personnel and the public
  - Evacuation and warnings
  - Injuries and casualties
  - Need to secure and isolate the area
- Initial priorities and immediate resource requirements
- Location of Incident Command Post and Staging Area
- Entrance and exit routes for responders
A thorough sizeup provides information needed to make initial management decisions.

**Key Points**

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

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

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

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

Visual Description:  Situational Awareness

Key Points

“Situational awareness” applies to everyone on the incident and 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.
Situational Awareness Skills (1 of 2)

- 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.

Visual Description: Situational Awareness Skills (1 of 2)

Key Points

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

- Identify problems or potential problems.
- Recognize the need for action (atypical situations).
- Do not ignore information discrepancies; rather, analyze discrepancies before proceeding.
- Seek and provide information before acting.
Visual Description: **Situational Awareness Skills (2 of 2)**

**Key Points**

Situational awareness also involves these actions:

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

Visual Description: Loss of Situational Awareness

Key Points

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

How might you know if you are experiencing tunnel vision?

What causes tunnel vision? How can it be avoided?
Complexity Analysis Factors (1 of 2)

- Impacts to life, property, critical infrastructure, and the economy
- Community and responder safety
- Potential hazards and threats
- Weather and other environmental influences

Visual Description: Complexity Analysis Factors (1 of 2)

Key Points

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

- Impacts to life, property, critical infrastructure, and the economy.
- Community and responder safety.
- Potential hazards and threats, including hazardous materials, civil unrest, etc.
- Weather and other environmental influences.
### Key Points

Other factors determining the complexity of an incident include:

- Likelihood of cascading events.
- Potential crime scene (including terrorism).
- Political sensitivity, external influences, and media relations.
- Area involved and jurisdictional boundaries.
- Availability of resources.
The Incident Commander must also be aware of authorities, policies, and external stakeholders as part of the incident sizeup.

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

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

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

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

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?”
Agency Policies and Guidelines

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

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

Key Points

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

- Pre-incident plans
- Standard operating procedures
- Emergency operations plans
- Continuity of 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

Visual Description: Policies and Guidelines: Examples

Key Points

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

- Pre-incident plans
- Standard operating procedures
- Emergency operations plans
- Continuity of operations plans
- Community preparedness plans
- Mutual-aid 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
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.

Key Points

The responsibility for developing incident objectives is shown below:

- 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.

Remember the relationship between incident objectives, strategies, and tactics by reviewing 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.
Incident objectives should have the following **SMART** characteristics:

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

Visual Description: Sample Objectives

Key Points

Determine if the objectives below meet the SMART guidelines:

- 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).
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?

Key Points

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?
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?
Visual Description: Planning “P” and Incident Briefing

Key Points

Remember that the Planning “P” illustrates the incident planning cycle. Following the Initial Response and Assessment (or, if held, the Agency Administrator Briefing), an Incident Briefing is conducted, using the ICS 201 Incident Briefing form.

After the incident briefing is held and the IC/UC sets the incident objectives, a Strategy Meeting may be held. At the Strategy Meeting, the IC and Operations Section Chief, in consultation with other Command and General Staff members, develop strategies to accomplish the incident objectives.
Topic: Incident Briefing

**ICS Form 201**

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

**Visual Description:** ICS Form 201, Incident Briefing

**Key Points**

The ICS Form 201 Incident Briefing form:

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

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

Key Points

Review 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.

What steps must occur before command is transferred?
**Steps in Transfer of Command**

- Assess the situation with the incoming Incident Commander.
- Provide a briefing to the incoming Incident Commander (ICS Form 201).
- Determine an appropriate time for the transfer of command and document the transfer.
- Notify others of the change in incident command.
- Determine your position in the incident organization, with incoming Incident Commander.

**Visual Description**: Steps in Transfer of Command

**Key Points**

The steps in the transfer of command include the following:

- Assess the situation with the incoming Incident Commander.
- Provide a briefing to the incoming Incident Commander (ICS Form 201).
- Determine an appropriate time for the transfer of command and document the transfer.
- 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 your first-hand knowledge at the incident site so you can use that knowledge in the response.
- Allows you to observe the progress of the incident and to gain experience.

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

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

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

The incoming Incident Commander must ensure that he or she understands the responsible agencies’ policies and Agency Administrator’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

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

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

- Making a change does not imply that previous decisions and actions were wrong. Many things can influence the need for change. The Incident Commander must be assertive but also aware of potential risk and safety considerations involved in changes. Four guidelines to changes are:
  - Implement appropriate safety procedures for all changes. Before implementing changes, the Incident Commander must consider the impact on the safety of responders. If a change in the IAP places responders at greater risk, safety procedures must be changed as well.
  - Make changes only if you must. Do not make unnecessary changes to incident objectives or the IAP.
  - Make changes sooner rather than later. Evaluate the impact of any changes on overall operations. Do not wait beyond the beginning of the next operational period to make changes. If changes are critical, make them immediately.
  - Ensure that the changes are communicated clearly throughout the organization. Poor communication of changed objectives will reduce the efficiency of the response. It could also increase costs and put responders at greater risk.
Activity 4.1: Transfer of Command
Applied Exercise (1 of 4)

Time Allotted: 45 minutes

Objective:
Organize groups into Incident Management Teams, review ICS Form 201 incident briefing, and identify issues related to the simulated incident.

Visual Description: Activity 4.1: Transfer of Command Applied Exercise (1 of 4)

Key Points

Activity 4.1: Transfer of Command Applied Exercise

Follow the steps below to complete this exercise:

Objective: Organize groups into Incident Management Teams, review ICS Form 201 incident briefing, and identify issues related to the simulated incident.
Topic: Activity 4.1: Transfer of Command Applied Exercise (2 of 4)

Visual 4.32

Activity 4.1: Transfer of Command
Applied Exercise (2 of 4)

Instructions:
1. Review the activity objective.
2. In your group, assign an Incident Commander, Safety and Public Information Officers, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group you may also assign a Liaison Officer.
3. View the video clip on the next visual and then review the scenario in ICS-201.

Visual Description: Activity 4.1: Transfer of Command Applied Exercise (2 of 4)

Instructor Notes

Instructions:
1. Review the activity objective.
2. In your group, assign an Incident Commander, Safety and Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. If there are enough people in your group you may also assign a Liaison Officer.
3. View the video clip and then review the scenario in ICS-201.
Visual Description: Activity 4.1: Transfer of Command Applied Exercise (3 of 4)

Instructor Notes

Review the video clip.
Activity 4.1: Transfer of Command Applied Exercise (4 of 4)

**Instructions:**

4. By position, identify issues related to the scenario.
5. You will have 15 minutes for this activity and an additional 30 minutes for debriefing.

**Scenario:**

- On August 4, at 0835, 10 cars of a southbound freight train derailed on the outskirts of Crescent City. The cargo is unknown. The derailment occurred on a bridge over Wilson Creek near a residential area. Cars 3-8 are extensively damaged and on fire.
INCIDENT BRIEFING

1. INCIDENT NAME
   Crescent City Hazmat

2. DATE PREPARED
   8-4

3. TIME PREPARED
   0930

4. MAP SKETCH

---

Traffic Control Point
Exclusion Zone

---

IC 201 (12/93)
NFES 1325

PAGE 1

5. PREPARED BY (NAME AND POSITION)
   IC Ralph Wilkins
### 6. SUMMARY OF CURRENT ACTIONS

- Exclusion zone established (see map).
- Requested HazMat Team report on contents of rail cars, hazards, evacuation zone, & strategic options. Due by 0945.
- CC E-1, E-2, and E-3 assigned to primary search and evacuation of residences and businesses in exclusion zone. Complete 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. Briefed on potential need for major evacuation, and suggested they open EOC as per Emergency Response Plan.
- 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.
- Requested Police Duty Officer to respond to ICP to participate in Unified Command.
- Railroad representative Jim Neibuhr is onsite and participating as technical specialist.
- Old Soldier’s Home has 12 nonambulatory patients. Truck 1 assigned to evacuation. Ordered additional 3 engines and 6 BLS ambulances for transport. Asked County Emergency Manager to coordinate shelter location.
7. CURRENT ORGANIZATION

Incident Commander
BC Wilkins

Safety Officer: Lt. Carl

Operations

Exclusion Group
Primary Search & Evacuation Group
Old Soldier’s Evacuation Group
Hazmat Evacuation Group
### 8. RESOURCES SUMMARY

<table>
<thead>
<tr>
<th>RESOURCES ORDERED</th>
<th>RESOURCES IDENTIFICATION</th>
<th>ETA</th>
<th>ON SCENE</th>
<th>LOCATION/ASSIGNMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 police/marked vehicles</td>
<td></td>
<td>0900</td>
<td>X</td>
<td>Traffic control points (see map)</td>
</tr>
<tr>
<td>HazMat Team</td>
<td>CC/LC Hazmat 1</td>
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<td>X</td>
<td>ICP/Recon</td>
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<tr>
<td>10-20 passenger buses</td>
<td></td>
<td>1000</td>
<td></td>
<td>To staging/Evac Divs A &amp; B</td>
</tr>
<tr>
<td>Engines (3)</td>
<td>CC E-1, E-2, E-3</td>
<td>0915</td>
<td>X</td>
<td>Primary Search/evacuation residences and business</td>
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<tr>
<td>Trucks (1)</td>
<td>CC T-1</td>
<td>0915</td>
<td>X</td>
<td>Old Soldier’s Home</td>
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<tr>
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<td>Wilsonville E-71, E-72, E-73</td>
<td>0930</td>
<td></td>
<td>Old Soldier’s Home</td>
</tr>
<tr>
<td>BLS Ambulances (6)</td>
<td>Metroaid 1,3,45, 17, 20, 9</td>
<td>0930</td>
<td></td>
<td>Old Soldier’s Home</td>
</tr>
<tr>
<td>ALS Ambulances</td>
<td>Metroaid ALS-10</td>
<td>0930</td>
<td></td>
<td>Old Soldier’s Home</td>
</tr>
</tbody>
</table>

ICS 201 (12/93) NFES 1325
Activity 4.2: Developing Objectives Applied Exercise (1 of 2)

Objective: Demonstrate the ability to develop “SMART” objectives and organization for a simulated incident.

Instructions:
1. Review the activity objective.
2. Review the ICS Form 201, Incident Briefing, received in Activity 4.1. Even though the initial Incident Commander has not included incident objectives on the ICS Form 201, it is possible to reconstruct them by reviewing the actions taken.

(Continued on the next page.)
Activity 4.2: Developing Objectives
Applied Exercise (2 of 2)

Instructions:
3. Remember the overall incident priorities . . .
   - #1: Life Safety
   - #2: Incident Stabilization
   - #3: Property Conservation
4. Develop initial incident objectives and revise organization, and document on chart paper.
5. You will have 30 minutes for the activity and an additional 30 minutes for debriefing.

Visual Description: Activity 4.2: Developing Objectives Applied Exercise (2 of 2)

Key Points

Instructions: (Continued)
3. Remember the overall incident priorities . . .
   - #1: Life Safety
   - #2: Incident Stabilization
   - #3: Property Conservation
4. Develop initial incident objectives and revise organization as needed, and document on chart paper and the partially completed ICS Form 201.
5. You will have 30 minutes for the activity and an additional 30 minutes for debriefing.
You should now 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.
Unit 5: Planning Process

Visual Description: Unit Introduction

Key Points

Note the following points:

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

- The Incident Action Plan (IAP) is the central tool for incident management during a response and is the product of the planning process. This unit will cover the planning process and the IAP.
### 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.
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.

### Visual Description: Unit Objectives (1 of 3)

### Key Points

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

- Identify the importance of planning for incidents/events.
- Explain the differences between planning for incidents and events.
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.
### Unit Objectives (2 of 3)

- Describe the role and use of ICS forms and supporting materials included in an IAP.
- 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.

### Key Points

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

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.
- Conduct a tactics meeting and complete an ICS Form 215, Operational Planning Worksheet, and ICS Form 215A, Incident Safety Analysis, using the strategies and tactics from the scenario.
Visual Description: Unit Objectives (3 of 3)

Key Points

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

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

Key Points

What are the benefits of the incident 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 Incident Action Plan, or IAP. The absence of a written plan does not decrease the need for planning. Regardless of whether an IAP is written or verbal, it should include:

1. What do we want to do (ICS Form 202)?
2. Who will be responsible for doing it (ICS Form 203)?
3. How will it be done (ICS Form 204)?
4. How will we talk to each other (ICS Form 205)?
5. What happens if someone gets hurt (ICS Form 206)?

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 Incident Action Plan (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.
Key Points

Note 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.
- The planning process illustrated by the “P” ensures effective planning for subsequent operational periods.
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, or a prescribed fire for wildfire fuel hazard reduction

The information and other considerations used when planning for events 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.

(Continued on the next page.)
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 considerations 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.
What’s an Operational Period?

Command designates the time period in which tactical assignments are to be accomplished and re-evaluated.

The length of the operational period is determined by Command and varies based on several factors. Changes are to include:

- 4, 8, 12, or 24 hours depending on the complexity of the incident.
- Multiple days for relatively stable situations like debris removal from building collapses or landslides.

Visual Description: What’s an Operational Period?

Key Points

Note the following points:

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

(Continued on the next page.)
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.

- Common lengths of operational periods are:
  - 4, 8, 12, or 24 hours depending on the complexity of the incident.
  - Multiple days for relatively stable situations and recovery actions such as debris removal.

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

- Multiple operational periods may be addressed within a single planning cycle and IAP.
### Who Does What?

**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).

**Operations Section Chief**
- Assists in identifying strategies.
- Determines tactics to achieve incident objectives.
- Determines work assignments and resource requirements.

**Planning Section Chief**
- Provides incident and resource status reports.
- Develops contingency plans.
- Manages the planning process.
- Produces the IAP.

**Logistics Section**
- Identifies the logistics requirements to support the tactics.

**Finance/Admin Section**
- Conducts any needed cost analyses.

### Visual Description: Who Does What?

All Command and General staff members have responsibilities for planning. The chart below summarizes the planning responsibilities:

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Commander</td>
<td>Provides overall incident objectives and strategy.</td>
</tr>
<tr>
<td></td>
<td>Establishes procedures for incident resource ordering.</td>
</tr>
<tr>
<td></td>
<td>Establishes procedures for resource activation, mobilization, and employment.</td>
</tr>
<tr>
<td></td>
<td>Approves completed IAP by signature.</td>
</tr>
<tr>
<td>Safety Officer</td>
<td>Reviews hazards associated with the incident and proposed tactical assignments.</td>
</tr>
<tr>
<td></td>
<td>Assists in developing safe tactics.</td>
</tr>
<tr>
<td></td>
<td>Develops safety message(s).</td>
</tr>
<tr>
<td>Operations Section Chief</td>
<td>Assists in identifying strategies.</td>
</tr>
<tr>
<td></td>
<td>Determines tactics to achieve incident objectives.</td>
</tr>
<tr>
<td></td>
<td>Determines work assignments and resource requirements.</td>
</tr>
<tr>
<td>Planning Section Chief</td>
<td>Provides incident and resource status reports.</td>
</tr>
<tr>
<td></td>
<td>Develops contingency plans.</td>
</tr>
<tr>
<td></td>
<td>Manages the planning process.</td>
</tr>
<tr>
<td></td>
<td>Produces the IAP.</td>
</tr>
</tbody>
</table>

(Continued on the next page.)
## The Planning Process

<table>
<thead>
<tr>
<th>Logistics Section Chief</th>
<th>Finance/ Administration Section Chief</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Ensures that resource ordering procedures are communicated to appropriate agency ordering points.</td>
<td>▪ Provides cost implications of incident objectives, as required.</td>
</tr>
<tr>
<td>▪ Develops a transportation system to support operational needs.</td>
<td>▪ Ensures that the IAP is within the financial limits established by the Incident Commander.</td>
</tr>
<tr>
<td>▪ Ensures that the Logistics Section can support the IAP.</td>
<td>▪ Evaluates facilities, transportation assets, and other contracted services to determine if any special contract arrangements are needed.</td>
</tr>
<tr>
<td>▪ Completes assigned portions of the written IAP.</td>
<td></td>
</tr>
<tr>
<td>▪ Places order(s) for resources.</td>
<td></td>
</tr>
</tbody>
</table>
Assessing Current Objectives

- Is the incident stable, or is it increasing in size and complexity?
- What are the current incident objectives, strategy, and tactics?
- What is the current status of resources? Are resources in good condition? Are there sufficient resources?

Visual Description: Assessing Current Objectives

Key Points

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

- 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?
Topic: Determining Tactics

Visual Description: The Tactics Meeting: Overview

Key Points

Note the following points about the tactics meeting:

- The purpose of the tactics meeting is to review the strategy and tactics developed by the Operations Section Chief. This includes:
  - Determining how the selected strategy or strategies will be accomplished in order to achieve the incident objectives.
  - Assigning resources to implement the tactics.
  - Identifying methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).
- The Operations Section Chief, Safety Officer, Planning Section Chief, Logistics Section Chief, and Resources Unit Leader attend the tactics meeting.
- The Operations Section Chief leads the tactics meeting. The ICS Form 215, Operational Planning Worksheet, and the ICS Form 215A, Safety Analysis, are used to document the tactics meeting.
Visual Description: Objectives, Strategies, and Tactics

Key Points

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

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

**Visual Description:** Developing Appropriate Strategy

**Key Points**

Note the following key points:

- First, the Operational Section Chief generates alternative strategies to meet the incident objectives.
- Next, the Operational 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.
Determining Tactics

Visual 5.14

Executing 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.

Visual Description: Executing Tactical Direction

Key Points

Note 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.
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.
- **Selected Strategy:** Pump water from reservoir.

**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

**Key Points**

Note the example of an objective with several strategies and one selected tactic.

- 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.
### Logistics Support Factors

**Visual Description:** Why must resource and logistical support factors be considered in determining tactical assignments?

---

**Key Points**

Why must resource and logistical support factors be considered in determining tactical assignments?
What are some factors that you consider when assessing the costs and benefits of proposed tactical assignments?
**Visual Description:** Tactics Meeting Documentation

**Key Points**

The Operational Planning Worksheet is designed to document the results of the tactics meeting. Refer to the sample ICS Form 215 on the next page.
**Sample Operational Planning Worksheet, ICS Form 215**

**OPERATIONAL PLANNING WORK SHEET**

<table>
<thead>
<tr>
<th>Location</th>
<th>Work Assignments</th>
<th>Engines</th>
<th>Police Officers</th>
<th>Snow Plows</th>
<th>Sanding Trucks</th>
<th>Dump Trucks</th>
<th>Front End Loaders</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking Lot Group</td>
<td>Remove snow from EOC, Fire Stations, Police Dpt., and Hospital Parking Lots. See logs for snow pile location. 6&quot; maximum accumulation.</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division A</td>
<td>Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drifting. 6&quot; maximum accumulation.</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sanding Group</td>
<td>Monitor for ice accumulation. Sand all 4-way stops and lighted intersections. Sand available at County Sand and Gravel storage.</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL RESOURCES - SINGLE**

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL RESOURCES - STRIKE TEAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>PREPARED BY (NAME AND POSITION)</td>
</tr>
<tr>
<td>Sandy Miller, Resources U1</td>
</tr>
</tbody>
</table>
The ICS Form 215, Operational Planning Worksheet:

- Is a planning tool used to assist in establishing resource needs for an operational period.
- Communicates the decisions made during the planning meeting concerning resource assignments to the Resources Unit. The Resources Unit uses the worksheet to complete Assignment Lists (ICS Form 204s) and by the Logistics Section Chief for ordering resources for the incident.
- Is initiated prior to the planning meeting by the Incident Commander or the Operations Section Chief who uses the Worksheet to plan resource requirements for the next operational period.
- Reflects resources available for assignment during the next operational period (information provided by Resources Unit in Planning Section).
- Is used as a display during the Planning Meeting where it is finalized based on contributions from the Command and General Staff. The ICS Form 215G is generic and the ICS Form 215W is preprinted with kinds and types of wildland fire resources listed.
- 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 the next page.)
By using the worksheet, planners can:

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

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

On larger incidents, the ICS Form 215 should always be used to determine what tactical resources are needed.
Visual Description: Operational Planning Worksheet, ICS Form 215 (2 of 2)

Key Points

Note that the Worksheet provides an area to indicate:

- Reporting location for resources.
- Requested arrival time of resources.
### Resource Management & Planning Process

- 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.

#### Key Points

The Planning “P” is used to illustrate the incident planning process, and resource management is part of that process.

- 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.
- Resource needs are based on the incident objectives and tactics.
### Topic: Establishment of Resource Needs

#### Visual Description: Identifying Resource Needs: Tactics Meeting

The Operational Planning Worksheet (ICS Form 215) identifies the resources needed to achieve the incident objectives and tactics.

#### Key Points

The Operational Planning Worksheet, ICS Form 215, results from the tactics meeting and serves the following functions:

- Assists in establishing resource needs for an operational period.
- Communicates the decisions made during the tactics meeting.
- Provides information that is used for ordering resources for the incident.
- Documents tactical direction for the next operational period.
Establishment of Resource Needs

Visual Description: Operational Planning Worksheet (ICS Form 215)

Key Points

The visual shows how the Operational Planning Worksheet indicates the kind and type of resources needed to implement the recommended tactics to meet the incident objectives. Note that the number of resources onsite, ordered, and needed is indicated.

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.
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: engines, water tenders, Incident Management Teams).

- **Types of Resources**: Describe the size, capability, and staffing qualifications of a specific kind of resource.

**Key Points**

To ensure that responders get the right personnel and equipment, ICS resources are categorized by:

- **Kinds of Resources**: Describe what the resource is (for example: engines, water tenders, Incident Management Teams).

- **Types of Resources**: Describe the size, capability, and staffing qualifications of a specific kind of resource.
Establishment of Resource Needs

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

Key Points

Note 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 (EOCs), and multiagency 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 offsite 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 National Incident Management System (NIMS) is based on the need for standard definitions and practices. NIMS has a national typing system that will provide responders with common definitions when ordering or receiving assets through mutual aid. Systems that do not conform to these common definitions are not compliant with NIMS.
### Establishment of Resource Needs

<table>
<thead>
<tr>
<th>RESOURCE: Firefighting (ESF #4)</th>
<th>COMPONENT: Equipment</th>
<th>Kind: Equipment</th>
<th>Type: Type IV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Capabilities:</td>
<td>Engine, Fire (Pumper)</td>
<td>500 GPM</td>
<td>600 GPM</td>
</tr>
<tr>
<td>Pump Capacity</td>
<td></td>
<td>120 GPM</td>
<td>70 GPM</td>
</tr>
<tr>
<td>Tank Capacity</td>
<td></td>
<td>400 Gal</td>
<td>500 Gal</td>
</tr>
<tr>
<td>Hose, 2.5 inch</td>
<td></td>
<td>1,200 ft</td>
<td>1,000 ft</td>
</tr>
<tr>
<td>Hose, 1.5 inch</td>
<td></td>
<td>400 ft</td>
<td>500 ft</td>
</tr>
<tr>
<td>Hose, 1 inch</td>
<td></td>
<td>200 ft</td>
<td>300 ft</td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

**Table Note:** The engine types must be taken out to Type VII. Compromise between FIRESCOPE and NWCG is to use NWCG Standards for Engines and Crews. NWCG has seven engine types.
Activity 5.1: Tactics Meeting: ICS Form 215

ICS Form 215 (1 of 2)

Time Allotted: 20 minutes

Objective:
To provide you with the opportunity to use ICS Form 215.

Visual Description: Activity 5.1: Tactics Meeting: ICS Form 215 (1 of 2)

Key Points

Activity 5.1: Tactics Meeting: ICS Form 215

Introduce this activity by explaining that practice is the best way to get comfortable using the forms.

Objective:
To provide the participants with the opportunity to use ICS Form 215.
Activity 5.1: Tactics Meeting: ICS Form 215 (2 of 2)

Instructions:
1. Review the activity objective.
2. Review the scenario materials that reflect new incident activities prompted by the change in tactics on the incident.
3. The ICS Form 215 has the information needed to complete tactical direction for the controlled burn operation.
4. Complete the ICS Form 215 for Division D.
5. You will have 20 minutes for this activity.

Visual Description: Activity 5.1: Tactics Meeting: ICS Form 215 (2 of 2)

Key Points

Instructions:
1. Review the activity objective.
2. Review the following:
   - Scenario Update
   - Initial Incident Commander’s ICS Form 214 Unit Log
   - Technical Specialist Report
   - Updated incident maps
   - Emergency Resources Inventory
   - Partially completed ICS Form 215
3. The ICS Form 215 has the information needed to complete tactical direction for the controlled burn operation. Four Divisions have been established and additional law enforcement resources identified.
4. Complete the ICS Form 215 for Division D.
5. You will have 20 minutes for this activity.
Scenario Update:

It is now 1200. Your IMT has formally assumed command of the Crescent City Incident. In the 2 hours since your transfer of command briefing and the setting of initial objectives (Activity 4.1 and 4.2), the Hazardous Materials Team’s technical report was submitted, the tactical recommendation was accepted, and (with your concurrence), two additional objectives have been implemented:

1. Keep runoff from entering Crescent River. Measures should be in place no later than 1200. (This has been completed: A containment system has been set up to limit pollution and capture runoff on Wilson Creek.)

2. Expand the evacuation zone to 2.5 miles downwind (east) of the incident, to be completed no later than 1500.

Note: These objectives have been developed and staffed, and have either been completed or are currently being implemented. Both will be complete before the next operational period begins. The rescue/evacuation of the businesses, residences, and Old Soldier’s Home have been completed.

Your team has decided to have a new operational period begin at 1800 8-4 and end at 0600 8-5.

In his final closeout with your team, Initial IC Ralph Wilkins points out that at 1800, all evacuations should be complete, and the tactical complexity of the incident will be reduced to maintaining the perimeter, containment of runoff, and monitoring the burnoff. To this point, exposure to the burnoff has not been a problem, but as the burnoff escalates, ABC Realty may be at risk. Because there is no immediate need for a medical response, the IC has put the EMS resources in Staging. Wilkins and your IC and Operations Section Chief have drafted some incident objectives for the next operational period, held a brief strategy meeting, and scratched out a possible organization structure.
Scenario Materials (2 of 12)

The following updated incident objectives are provided by the IC:

1. Ensure safety of responders by all personnel operating within the exclusion zone and plume wearing positive pressure SCBA and full turn-outs for the duration of the incident.
2. Maintain evacuation perimeters. No unauthorized access without prior notification to and permission of the IC.
3. Move the ICP at least 1 mile upwind of the incident no later than 1500.
4. Use barrier tape to mark the exclusion zone (inner perimeter) by 1900.
5. Maintain current hazmat containment until cleanup has been completed.
6. Provide exposure protection by 1900.
7. Maintain capability for medical response until cleanup has been completed.
### Activity 5.1: Tactics Meeting: ICS Form 215

#### UNIT LOG

<table>
<thead>
<tr>
<th>UNIT NAME/DESIGNATION</th>
<th>INCIDENT NAME</th>
<th>DATE PREPARED</th>
<th>TIME PREPARED</th>
</tr>
</thead>
<tbody>
<tr>
<td>1C</td>
<td>Crescent City Hazmat</td>
<td>8-4</td>
<td>0935</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERSONNEL ROSTER ASSIGNED</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAME</td>
</tr>
<tr>
<td>Ralph Wilkins</td>
</tr>
<tr>
<td>Carl Miller</td>
</tr>
<tr>
<td>Alice Johnson</td>
</tr>
<tr>
<td>John Foglio</td>
</tr>
<tr>
<td>Pete Carter</td>
</tr>
<tr>
<td>Jim Neibuh</td>
</tr>
</tbody>
</table>

#### ACTIVITY LOG (CONTINUE ON REVERSE)

<table>
<thead>
<tr>
<th>TIME</th>
<th>MAJOR EVENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>0935</td>
<td>Evac Group - evac of business &amp; residences complete. Old Soldier’s Home estimate need another 30 minutes.</td>
</tr>
<tr>
<td>1000</td>
<td>Technical report received. Add objectives: 1. Expand evacuation area to 2.5 miles downwind (east). Complete by 1500. 2. Implement control measures to keep runoff from Crescent River. Complete by 1200.</td>
</tr>
</tbody>
</table>
### Activity 5.1: Tactics Meeting: ICS Form 215

#### Scenario Materials (4 of 12)

<table>
<thead>
<tr>
<th>TIME</th>
<th>MAJOR EVENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>IC page 2</td>
<td></td>
</tr>
<tr>
<td>1100</td>
<td>IMT eta for closeout 1600. Revised objectives:</td>
</tr>
<tr>
<td></td>
<td>1. Ensure safety of responders by all personnel operating within the exclusion zone and plume, wearing positive pressure SCBA and full turn-outs for the duration of the incident.</td>
</tr>
<tr>
<td></td>
<td>2. Maintain evacuation perimeters. No authorized access without prior notification to and permission of the IC.</td>
</tr>
<tr>
<td></td>
<td>3. Move the ICP at least 1 mile upwind of the incident no later than 1500.</td>
</tr>
<tr>
<td></td>
<td>4. Use barrier tape to mark the exclusion zone (inner perimeter) by 1900.</td>
</tr>
<tr>
<td></td>
<td>5. Maintain current hazmat containment until cleanup has been completed.</td>
</tr>
<tr>
<td></td>
<td>6. Provide exposure protection by 1900.</td>
</tr>
<tr>
<td></td>
<td>7. Maintain capability for medical response until cleanup has been completed.</td>
</tr>
<tr>
<td>1105</td>
<td>Containment group says increased intensity of burnoff might impinge on business closest to rail car. Not a problem at present. Containment on track.</td>
</tr>
<tr>
<td>1110</td>
<td>Staging area manager - currently have 2 buses + 1 ALS + 3 ALS ambulances in staging.</td>
</tr>
<tr>
<td>1115</td>
<td>Contacted Operations Chief - need resources update says currently have 21 officers on outer perimeter, 3 engines, 2 trucks, 2 buses x 2 divisions. Will have to get back with resource ID’s. Evac. Should be completed by 1500.</td>
</tr>
<tr>
<td>1120</td>
<td>Assessment Group - taking water &amp; soil samples.</td>
</tr>
<tr>
<td></td>
<td>Current organization (see attached page)</td>
</tr>
<tr>
<td></td>
<td>IC, ops org + safety on scene. All others in order - eta 1200 w IMT.</td>
</tr>
</tbody>
</table>

214 ICS 5-50
9. PREPARED BY (NAME AND POSITION)
Scenario Materials (5 of 12)

Organizational Chart

- Incident Commander
  - Safety Officer
  - Public Information Officer
  - Liaison Officer

- Operations Section Chief
  - Staging Area Manager

- Suppression Branch Director
  - Exclusion Group (short-term assignment)
  - Exposure Group (4 Engines)

- Hazmat Branch Director
  - Assessment Group (Hazmat Team)

- Containment Group (2 Engines)
  - Decon Group (2 Engines)
  - Tech Specs (1 Hazmat, 1 Railroad)

- Law Enforcement Branch Director
  - Perimeter Division A (5 Officers)
  - Perimeter Division B (10th Officers)

- Planning Section Chief
  - Resources Unit Leader
  - Situation Unit Leader

- Logistics Section Chief
  - Supply Unit Leader
  - Facilities Unit Leader

- Finance/Admin Section Chief
  - Medical Unit Leader

- Assessor Group (Hazmat Team)

- Containment Group (2 Engines)

- Decon Group (2 Engines)

- Technical Specifications (1 Hazmat, 1 Railroad)
Activity 5.1: Tactics Meeting: ICS Form 215

Scenario Materials (6 of 12)

Technical Specialist Report
8-4-1000

Strategies/Tactics

Hazard Analysis:
- Tanker 3 contains white phosphorus.
- Tanker 4 contains molten sulfur.
- Tanker 5 contains tallow.
- Other cars are empty or not involved.

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 asphyxiation 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.

Weather: No significant change in the next 24 – 36 hours.
### Scenario Materials (7 of 12)

<table>
<thead>
<tr>
<th>Strategic/Tactical Option</th>
<th>Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Patch phosphorus tanker.</td>
<td><strong>Not recommended</strong>. Tear is too extensive, success uncertain, and hazards to responders too great.</td>
</tr>
<tr>
<td>2. Foam phosphorus tanker.</td>
<td><strong>Not recommended</strong>. Adequate amounts of foam will take 48-72 hours to arrive.</td>
</tr>
<tr>
<td>3. Bury tanker in wet sand or dirt.</td>
<td><strong>Not recommended</strong>. 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.</td>
</tr>
<tr>
<td>4. Continue current strategy.</td>
<td><strong>Not recommended</strong>. 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.</td>
</tr>
<tr>
<td>5. Conduct controlled burn-off until amount of phosphorus has been reduced to the point where car can be moved safely.</td>
<td><strong>Recommended</strong>. 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. All facilities have the ability to shelter in place.</td>
</tr>
</tbody>
</table>
Scenario Materials (8 of 12)
Incident Maps

---

--- Exclusion Zone (Inner Perimeter)
Scenario Materials (9 of 12)

Incident Maps

(A) Divisions

(D) Traffic Control Point
## Activity 5.1: Tactics Meeting: ICS Form 215

### Scenario Materials (10 of 12)

Resources from Jurisdiction’s Emergency Resource Inventory

<table>
<thead>
<tr>
<th>Resource</th>
<th>Kind</th>
<th>Number &amp; Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crescent City Police</td>
<td>Patrol Car</td>
<td>4 marked units: M-1, M-2, M-3, and M-4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 unmarked units: M-5 and M-6</td>
</tr>
<tr>
<td>Wilsonville Police</td>
<td>Patrol Car</td>
<td>4 marked units: P-1, P-2, P-3, and P-4</td>
</tr>
<tr>
<td>Liberty County Sheriff</td>
<td>Patrol Car</td>
<td>6 marked units: O-1, O-2, O-3, O-4, O-5, and O-6</td>
</tr>
<tr>
<td>State Police</td>
<td>Patrol Car</td>
<td>1 marked unit: SP-1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1 unmarked unit: SP-2</td>
</tr>
<tr>
<td>Crescent City Fire/Rescue</td>
<td>Engine Company</td>
<td>3 companies: CCE-1, CCE-2, and CCE-3</td>
</tr>
<tr>
<td></td>
<td>Truck Company</td>
<td>2 companies: CCT-1 and CCT-2</td>
</tr>
<tr>
<td></td>
<td>Rescue Company</td>
<td>1 company: CCR-1</td>
</tr>
<tr>
<td></td>
<td>Heavy Rescue</td>
<td>CCHR-1</td>
</tr>
<tr>
<td>Other Local Fire Wilsonville</td>
<td>Engine Company</td>
<td>5 companies: OF-1, OF-2, OF-3, OF-4, and OF-5</td>
</tr>
<tr>
<td></td>
<td>Truck Company</td>
<td>3 companies: OTR-1, OTR-2, and OTR-3</td>
</tr>
<tr>
<td></td>
<td>Rescue Company</td>
<td>1 company: OHR-1</td>
</tr>
<tr>
<td>Crescent City EMS</td>
<td>BLS</td>
<td>3 units: CCBLS-1, CCBLS-2, and CCBLS-3</td>
</tr>
<tr>
<td></td>
<td>ALS</td>
<td>2 units: CCALS-1 and CCALS-2</td>
</tr>
<tr>
<td></td>
<td>Medivac</td>
<td>Lifelight 324CC Helicopter</td>
</tr>
<tr>
<td></td>
<td>Off-Duty Personnel</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>(full time and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>volunteer)</td>
<td></td>
</tr>
<tr>
<td>Crescent City Public Works</td>
<td>Front-End Loaders</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Dump Trucks</td>
<td>4</td>
</tr>
<tr>
<td>Other Local EMS</td>
<td>BLS</td>
<td>5 units: OBLS-1, OBLS-2, OBLS-3, OBLS-4, and OBLS-5</td>
</tr>
<tr>
<td></td>
<td>ALS</td>
<td>2 units: OALS-1 and OALS-2</td>
</tr>
<tr>
<td>Other Local Resources</td>
<td>Crescent City/Liberty County Regional Hazmat Team</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>School Buses</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Electrical Utility Company</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Gas Company</td>
<td>4</td>
</tr>
<tr>
<td>Available through Mutual Aid with adjacent counties and their communities</td>
<td>Engine Company</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Truck Company</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Patrol Car</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>County Dump Truck</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Front-End Loader</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Bulldozer</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Crime Scene Investigation</td>
<td>1 unit</td>
</tr>
<tr>
<td></td>
<td>County and State Engineer</td>
<td>3</td>
</tr>
</tbody>
</table>
Scenario Materials (11 of 12)

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
- EMS: 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 ALS and 3 BLS ambulances in Staging.
### Scenario Materials (12 of 12)

```plaintext
<table>
<thead>
<tr>
<th>TIME ACQUIRED</th>
<th>TEAM</th>
<th>TASK</th>
<th>TACTICS</th>
<th>TIGHT LIMIT</th>
<th>REPORTED TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>0530</td>
<td>NA</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Legend**
- **T** = Time
- **R** = Resources
- **T** = Tactic
- **L** = Limit
- **R** = Reported

**Operational Planning Worksheet**

<table>
<thead>
<tr>
<th>RESOURCE</th>
<th>TYPE</th>
<th>NEED</th>
<th>MAKE</th>
<th>HAVE</th>
<th>TOTAL NEED</th>
<th>TOTAL HAVE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>E</td>
</tr>
</tbody>
</table>

**Work Assignments**

- **E** = Exposure
- **D** = Defense
- **A** = Assessment
- **C** = Control
- **H** = Helicopter

**Resource Utilization**

- **N** = National
- **S** = State
- **L** = Local

**Area of Responsibility**

- **F** = Fire
- **P** = Police
- **M** = Medical

<table>
<thead>
<tr>
<th>WORK ASSIGNMENTS</th>
<th>RESOURCE</th>
<th>TYPE</th>
<th>NEED</th>
<th>MAKE</th>
<th>HAVE</th>
<th>TOTAL NEED</th>
<th>TOTAL HAVE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>E</td>
<td>F</td>
</tr>
</tbody>
</table>

**Total Resources Required**

- **N** = National
- **S** = State
- **L** = Local

<table>
<thead>
<tr>
<th>TOTAL RESOURCES</th>
<th>NEEDED</th>
<th>OBTAINED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
```

Visual Description: Identifying Resource Needs: Safety Analysis

Key Points

The Incident Safety Analysis (ICS Form 215A) 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.
How could the Safety Analysis affect resources?
Topic: Preparing for the Planning Meeting

Incident Safety Analysis

Incident Safety Analysis is used to:
- Identify, prioritize, and mitigate the hazards associated with each incident work location.
- Identify hazardous tactics so that alternatives or mitigation may be considered.
- Ensure resources selected are the appropriate kind and type for the risk.
- Is displayed during the Planning Meeting.

Visual Description: Incident Safety Analysis

Key Points

What steps would you use to identify potential incident safety concerns?
Visual Description: ICS Form 215A

Key Points

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

- Incident work location.
- Risks such as weather, biohazard, hazardous materials, communications, flooding, special hazard areas, fatigue, driving hazards, dehydration, and critical incident stress.
- Mitigation measures. The mitigation measures identified may have implications for the resources entered on the ICS Form 215.
### ICS Form 215A, Incident Safety Analysis

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

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

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

The ICS Form 215A, Incident Safety Analysis Worksheet, is used as a display during the Planning Meeting. It provides information on:
- Incident work location
- Tactical analysis elements
- LCES mitigations
- Other risk analysis elements
- Other risk mitigations
- Date (daily) prepared by Operation Sections/Safety Officer and approved by Safety Officer

#### Techniques for Identifying Hazards

<table>
<thead>
<tr>
<th>Types of Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic</td>
</tr>
<tr>
<td>Confined space</td>
</tr>
<tr>
<td>Downhill fireline construction</td>
</tr>
<tr>
<td>Air operations</td>
</tr>
<tr>
<td>Radiation hazard</td>
</tr>
<tr>
<td>Slip, trip, &amp; fall</td>
</tr>
</tbody>
</table>

#### Locations

<table>
<thead>
<tr>
<th>Mitigation of Hazards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dusty narrow roads – dust abatement, one-way traffic pattern, close road to public, experienced drivers</td>
</tr>
<tr>
<td>Long crew shuttle by bus – camps, aviation, split operational periods</td>
</tr>
</tbody>
</table>

#### Locations

<table>
<thead>
<tr>
<th>Divisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Groups</td>
</tr>
<tr>
<td>Helibase</td>
</tr>
<tr>
<td>Staging Area</td>
</tr>
<tr>
<td>Others</td>
</tr>
</tbody>
</table>

#### Techniques for Identifying Hazards

| Personal observation and/or experience |
| Checklist |
| Communication with incident personnel |
| Trends |
| Local personnel |
### Incident Safety Analysis

<table>
<thead>
<tr>
<th>Impacted Organizational Element</th>
<th>Extreme Weather</th>
<th>Bio-Hazard</th>
<th>HazMat</th>
<th>Driving</th>
<th>Communications</th>
<th>Other</th>
<th>Other</th>
<th>Other</th>
<th>Other</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Div A</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### LCES* and Risk Analysis

*Lookouts, Communications, Escape Routes, Safety Zones*

**Risk Mitigations**

- 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
During this phase of the Planning Cycle, the Command and General Staff prepare for the upcoming planning meeting.

Section Chiefs and Command Staff Officers are responsible for ensuring that their Planning Meeting responsibilities are met.

- The Planning Section Chief (PSC) should facilitate to ensure that materials, information, resources, etc., to be used or discussed in the planning meeting are organized and prepared.
- There should be no surprises in the planning meeting.
The next step in the process is to prepare for the planning meeting.

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

- Analyze the ICS Form 215 developed in the tactics meeting.
- Review the Incident Safety Analysis (ICS Form 215A) completed by the Safety Officer.
- Gather information to support incident management decisions.

In addition to these activities, each member of the Command and General Staff has specific responsibilities in preparation for the planning meeting.
Preparing for the Planning Meeting - Incident Commander

- Gives direction.
- Communicates.
- Manages.
- Does not get involved in details.

Visual Description: Preparing for the Planning Meeting - Incident Commander

Key Points

In preparation for the planning meeting, the Incident Commander (IC) does the following:

- Gives direction.
- Communicates.
- Manages.
- Does not get involved in details.
Preparing for the Planning Meeting - Planning Section Chief

- Prepares incident map(s) and display.
- Develops information for the IAP.
- Develops situation status and predictions.
- Acquires information and ICS Forms for the IAP.

**Visual Description:** Preparing for the Planning Meeting - Planning Section Chief

**Key Points**

In preparation for the planning meeting, the Planning Section Chief does the following:

- Prepares incident maps and displays, as necessary.
- Develops information for the IAP.
- Develops situation status and predictions.
- Acquires information and ICS Forms for the IAP.
Preparing for the Planning Meeting - Operations Section Chief

- Continues to obtain good incident resource and status information.
- Communicates current information.
- Considers alternate strategies and determines probable tactics.
- Calculates resource requirements.
- The Operations Section Chief, Safety Officer, and Planning Section staff should complete ICS Forms 215 and 215A.

In preparation for the planning meeting, the Operations Section Chief does the following:

- Continues to obtain good incident resource and status information.
- Communicates current information.
- Considers alternate strategies and determines probable tactics.
- Calculates resource requirements.
- The Operations Section Chief, Safety Officer, and Planning Section staff should complete ICS Forms 215 and 215A developed at the tactics meeting.
Preparing for the Planning Meeting - Logistics Section Chief

- Determines service and support needs for the incident.
- Determines responder medical and rehabilitation needs.
- Determines incident communication needs.
- Confirms resource ordering process.

Visual Description: Preparing for the Planning Meeting - Logistics Section Chief

Key Points

In preparation for the planning meeting, the Logistics Section Chief does the following:

- Determines service and support needs for the incident.
- Determines responder medical and rehabilitation needs.
- Determines incident communications needs.
- Confirms resource ordering process.
Preparing for the Planning Meeting -

Finance/Administration Section Chief

- Collects information on rental agreements and contracts.
- Determines potential and actual claims.
- Calculates incident costs to date.
- Develops cost-benefit analyses as requested.

Key Points

In preparation for the planning meeting, the Finance/Administration Section Chief does the following:

- Collects information on rental agreements and contracts.
- Determines potential and actual claims.
- Calculates incident costs to date.
- Develops cost-benefit analyses as requested.
Preparing for the Planning Meeting - Safety Officer

- Identifies incident risks and hazards and completes ICS Form 215A.
- Works with the Operations Section Chief on tactical safety issues.
- Identifies safety issues associated with incident facilities and nontactical activities, such as transportation and food service.

Key Points

In preparation for the planning meeting, the Safety Officer does the following:

- Identifies incident risks and hazards. Completes ICS Form 215A developed at the tactics meeting.
- Works with the Operations Section Chief on tactical safety issues.
- Identifies safety issues associated with incident facilities and nontactical activities, such as transportation and food service.
Preparing for the Planning Meeting - Liaison Officer

- Identifies cooperating and assisting agencies.
- Identifies special agency needs.
- Determines capabilities of cooperating and assisting agencies.
- Determines restrictions on participation of cooperating and assisting agencies.
- Confirms name and contact location of agency representatives.

Visual Description: Preparing for the Planning Meeting - Liaison Officer

Key Points

In preparation for the planning meeting, the Liaison Officer does the following:

- Identifies cooperating and assisting agencies.
- Identifies special agency needs.
- Determines capabilities of cooperating and assisting agencies.
- Determines restrictions on participation of cooperating and assisting agencies.
- Confirms name and contact location of agency representatives.

Remember the following definitions:

Cooperating Agency – supports the incident or supplies assistance other than tactical resources, e.g., American Red Cross, Salvation Army, utility companies.

Assisting Agency – directly contributes tactical resources to the responsible agency or jurisdiction, e.g., fire, law enforcement, public works.
Preparing for the Planning Meeting -

Public Information Officer

- Assesses general press coverage to date.
- Identifies incident-related information issues that need to be explained or corrected with the media.
- Determines what Joint Information System (JIS) elements and procedures are in place.
- Determines process for development and approval of media releases and visits.

Visual Description: Preparing for the Planning Meeting - Public Information Officer

Key Points

In preparation for the planning meeting, the Public Information Officer (PIO) does the following:

- Assesses general press coverage to date.
- Identifies incident-related information issues that need to be explained or corrected with the media.
- Determines what Joint Information System (JIS) elements and procedures are in place.
- Determines process for development and approval of media releases and visits.
The planning meeting is the next step in the incident planning process. Note the following points:

- The planning meeting provides the opportunity for the Command and General Staffs to review and validate the operational plan as proposed by the Operations Section Chief. Other staff and personnel may attend at the request or with the permission of the IC and Planning 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. Displays should include ICS Forms 215 and 215A, the planning meeting agenda, the daily planning process schedule, maps, and any other props needed to illustrate the IAP.

- The Operations Section Chief states the primary and alternative strategies, and describes the tactical assignments needed to meet the objectives, with contributions from the Planning and Logistics Section Chiefs.

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.
**Visual Description:** Planning Meeting Displays

**Key Points**

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

#### Visual 5.44

<table>
<thead>
<tr>
<th>Planning Meeting Agenda</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situation &amp; resources briefing</td>
<td>Planning Section Chief</td>
</tr>
<tr>
<td>State incident objectives &amp; policy issues</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>State primary &amp; alternative strategies, detail tactical assignments, safety issues, and resource requirements</td>
<td>Operations Section Chief; Planning/Logistics Section Chiefs, and Safety Officer contribute</td>
</tr>
<tr>
<td>Specify reporting locations &amp; facilities</td>
<td>Operations Section Chief; Logistics Section Chief assists</td>
</tr>
<tr>
<td>Identify the resources, support, &amp; overhead needed</td>
<td>Planning/Logistics Section Chiefs; Logistics Section Chief places orders</td>
</tr>
<tr>
<td>Consider additional support requirements</td>
<td>Logistics Section Chief; Planning Section Chief contributes</td>
</tr>
<tr>
<td>Discuss fiscal constraints, contracts, and claims</td>
<td>Finance/Administration Section Chief</td>
</tr>
<tr>
<td>Discuss safety issues not already covered, public information, and interagency liaison issues</td>
<td>Command Staff</td>
</tr>
<tr>
<td>Finalize, approve, &amp; implement the IAP</td>
<td>Planning Section Chief finalizes IAP; Incident Commander approves IAP; General Staff implements IAP</td>
</tr>
</tbody>
</table>

#### Key Points

The following points review the major meeting agenda and responsibilities:

- The **Planning Section Chief** gives the situation and resources briefing and conducts the planning meeting.
- The **Incident Commander** states the incident objectives and policy issues.
- The **Operations Section Chief** states the primary and alternative strategies, and describes the tactical assignments needed to meet the objectives, with contributions from 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** identify the resources, support, and overhead needed for the next operations period. The Logistics Section Chief compiles and 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.
- As required, the **Finance/Administration Section Chief** discusses issues related to fiscal constraints, contracts, and claims.
- As required, the **Command Staff** discuss safety issues not already covered, public information, and interagency liaison issues.
- The **Planning Section Chief** finalizes the IAP, the Incident Commander approves the IAP, and the General Staff implements the IAP.
“Plans are nothing; planning is everything.”

Dwight D. Eisenhower

What steps can you take to ensure an effective planning meeting?

Visual Description: President Dwight D. Eisenhower’s Quote: Plans are nothing; planning is everything. Discussion question: What steps can you take to ensure an effective planning meeting?

Key Points

What steps can you take to ensure an effective planning meeting?
No Surprises

Don’t leave a team member looking like this!

Visual Description: No Surprises – deer in the headlights

Key Points

Most of the groundwork of the planning meeting is done ahead of time. If all members of the Command and General Staff have done their homework and come prepared to the meeting, there should be no surprises for the rest of the incident management team (IMT).
IAP Preparation and Approval

Following the planning meeting:
- 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 Resources Unit coordinates with the Logistics Section to acquire the amount and type of resources.
- The Incident Commander approves the IAP.

Visual Description: Planning “P” with next step: IAP Preparation and Approval highlighted

Key Points

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

- Organizational elements prepare IAP assignments and submit them to the Planning Section.
- The Planning Section collates, prepares, and duplicates the IAP document for the operational period briefing. The Planning Section will:
  - Set the deadline for completing IAP attachments.
  - Obtain plan attachments and review them for completeness, approvals, and signatures.
  - Obtain the IC’s approval by signature.
  - Determine the number of IAPs required.
  - Arrange with the Documentation Unit to reproduce the IAP.
  - Review the IAP to ensure it is up to date and complete prior to the operations briefing and plan distribution.
  - Distribute the plan at the operations briefing 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.
**Visual Description:** What are the situations when you would consider developing a written Incident Action Plan?

**Key Points**

What are the situations when you would consider developing a written Incident Action Plan?
Consider a Written IAP When:

- 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.

**Visual Description:** Consider a Written IAP When:

**Key Points**

Note 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)

- 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.
Key Points

Note 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 the designated operational period.

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

- The ICS forms and supporting documents include:
  - IAP Cover Sheet (not an ICS form).
  - ICS Form 202, Incident Objectives.
  - ICS Form 203, Organization Assignment List.
  - ICS Form 204, Assignment List.
  - ICS Form 205, Incident Communications Plan.
  - ICS Form 206, Incident Medical Plan.
  - Supporting documents including Safety Messages, Maps, Forecasts, Traffic Plans, etc. (not ICS forms).

The following visuals provide a more detailed explanation of these forms and supporting documents.
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 the Incident Objectives (ICS 202), Organization Assignment List (ICS 203), Assignment List (ICS 204), a Safety Message, and a map of the incident area.

Key Points

Note 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 the Incident Objectives (ICS Form 202), Organization Assignment List (ICS Form 203), Assignment List (ICS Form 204), a Safety Message, and a map of the incident area.
**Visual Description:** Incident Objectives, ICS Form 202 (1 of 2)

**Key Points**

The Incident Objectives, ICS Form 202, includes incident information, a listing of the Incident Commander’s objectives for the operational period, pertinent weather information, a general safety message, and a table of contents for the plan.
Visual Description: Incident Objectives, ICS Form 202 (2 of 2)

Key Points

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

- A general safety message is included.
- Both the Planning Section Chief and Incident Commander indicate approval with their signatures. If incident is being managed under Unified Command, all unified commanders should sign.
## Sample Incident Objectives, ICS Form 202

### INCIDENT OBJECTIVES

<table>
<thead>
<tr>
<th>1. INCIDENT NAME</th>
<th>2. DATE PREPARED</th>
<th>3. TIME PREPARED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winter Storm</td>
<td>2-10</td>
<td>1300</td>
</tr>
</tbody>
</table>

### 4. OPERATIONAL PERIOD (DATE/TIME)

2-10 1800 to 2-11 0600

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

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

### 6. WEATHER FORECAST FOR OPERATIONAL PERIOD

Winter storm warning continues. 10-12” additional snow 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 FORM 203)
- Medical Plan (ICS FORM 206)
- Weather Forecast
- Assignment List (ICS FORM 204)
- Incident Map
- Communications Plan (ICS FORM 205)
- Traffic Plan

### 9. PREPARED BY (PLANNING SECTION CHIEF)

*Alice Walker*

### 10. APPROVED BY (INCIDENT COMMANDER)

*Dan Franklin*
### Key Points

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

<table>
<thead>
<tr>
<th>POSITION</th>
<th>NAME</th>
<th>DIVISION/GROUP</th>
</tr>
</thead>
<tbody>
<tr>
<td>9. OPERATIONS SECTION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CHIEF</td>
<td>Jim Miles</td>
<td></td>
</tr>
<tr>
<td>DEPUTY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. BRANCH I - DIVISIONS/GROUPS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BRANCH DIRECTOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEPUTY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIVISION A</td>
<td>Jill Hood</td>
<td></td>
</tr>
<tr>
<td>DIVISION B</td>
<td>Bill Montoya</td>
<td></td>
</tr>
<tr>
<td>INCIDENT COMMANDER AND STAFF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>INCIDENT COMMANDER</td>
<td>Dan Franklin</td>
<td></td>
</tr>
<tr>
<td>DEPUTY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAFETY OFFICER</td>
<td>Pam Wetzel</td>
<td></td>
</tr>
<tr>
<td>PUBLIC INFORMATION OFFICER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LIAISON OFFICER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. AGENCY REPRESENTATIVES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AGENCY</td>
<td>NAME</td>
<td>DIVISION/GROUP</td>
</tr>
<tr>
<td>CCPW</td>
<td>Mike Gilford, cell: 420-1398</td>
<td></td>
</tr>
<tr>
<td>SDOT</td>
<td>Martha Andrews, cell: 421-5439</td>
<td></td>
</tr>
<tr>
<td>7. PLANNING SECTION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CHIEF</td>
<td>Alice Walker</td>
<td></td>
</tr>
<tr>
<td>DEPUTY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RESOURCES UNIT</td>
<td>Tom Fry</td>
<td></td>
</tr>
<tr>
<td>SITUATION UNIT</td>
<td>Karen Wilson</td>
<td></td>
</tr>
<tr>
<td>DOCUMENTATION UNIT</td>
<td>Linda Parks</td>
<td></td>
</tr>
<tr>
<td>DISASTER RECOVERY UNIT</td>
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<td></td>
</tr>
<tr>
<td>TECHNICAL SPECIALISTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NOAA Weather</td>
<td>378</td>
<td></td>
</tr>
<tr>
<td>8. LOGISTICS SECTION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CHIEF</td>
<td>John Hilmoe</td>
<td></td>
</tr>
<tr>
<td>DEPUTY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPPORT BRANCH DIRECTOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPPLY UNIT</td>
<td>Joe Carter</td>
<td></td>
</tr>
<tr>
<td>FACILITIES UNIT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GROUND SUPPORT UNIT</td>
<td>Jesus Martinez</td>
<td></td>
</tr>
<tr>
<td>SERVICE BRANCH DIRECTOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMMUNICATIONS UNIT</td>
<td>Mike Walters</td>
<td></td>
</tr>
<tr>
<td>MEDICAL UNIT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SECURITY UNIT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. FINANCE/ADMINISTRATION SECTION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CHIEF</td>
<td>Carol White</td>
<td></td>
</tr>
<tr>
<td>DEPUTY</td>
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<tr>
<td>PROCUREMENT UNIT</td>
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<tr>
<td>COMPENSATION UNIT</td>
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<td></td>
</tr>
<tr>
<td>COST UNIT</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Prepared by:** Resource Unit Leader  
**Tom Fry**
IAP Preparation and Approval

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

Key Points

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

Type and number of resources come from ICS Form 215. The Resources Unit may provide specifics unless otherwise directed by Operations. (For example, Operations may indicate that a specific type of plow is needed for TF #1. The Resources Unit will assign Plow #15 and Operation Anioti (assuming they meet specifications) unless the Operations Section Chief has a specific resource in mind.)
Visual Description: Assignment List, ICS Form 204 (3 of 4)

Key Points

Note that the Assignment List 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 as well as the elements of the communications plan that apply to that Division or Group.

Special instruction information comes from ICS Form 215.
Visual Description: Assignment List, ICS Form 204 (4 of 4)

Key Points

Communications assignments are specified on the Assignment List. Information from several forms is integrated on the Assignment List in order to inform members of the Operations Section about assignments, instructions, and communication protocol/frequencies.
Sample Assignment List, ICS Form 204

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

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

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

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>FREQ.</th>
<th>SYSTEM</th>
<th>CHAN.</th>
<th>FUNCTION</th>
<th>FREQ.</th>
<th>SYSTEM</th>
<th>CHAN.</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMAND</td>
<td>800 mHz</td>
<td>LOCAL</td>
<td></td>
<td>2J</td>
<td>800 mHz</td>
<td>LOCAL</td>
<td></td>
</tr>
<tr>
<td></td>
<td>REPEAT</td>
<td></td>
<td></td>
<td></td>
<td>REPEAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIV/GROUP</td>
<td>800 mHz</td>
<td>LOCAL</td>
<td></td>
<td>6J</td>
<td>GROUND</td>
<td>TO AIR</td>
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<tr>
<td>TACTICAL</td>
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<td>LOCAL</td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

PREPARED BY (RESOURCE UNIT LEADER)  
Tom Fry

APPROVED BY (PLANNING SECT. CH.)  
Alice Walker

DATE  2-10  
TIME  1500
Visual Description: Incident Communications Plan, ICS Form 205

Key Points

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

<table>
<thead>
<tr>
<th>INCIDENT RADIO COMMUNICATIONS PLAN</th>
<th>INCIDENT NAME</th>
<th>DATE/TIME PREPARED</th>
<th>OPERATIONAL PERIOD DATE/TIME</th>
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<tr>
<td></td>
<td>Winter Storm</td>
<td>2-10 1300</td>
<td>2-10 1800 to 2-11 0600</td>
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</tbody>
</table>

4. Base Radio Channel Utilization

<table>
<thead>
<tr>
<th>SYSTEM/CLASS</th>
<th>CHANNEL</th>
<th>FUNCTION</th>
<th>FREQUENCY/TONE</th>
<th>ASSIGNMENT</th>
<th>REMARKS</th>
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<tr>
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<td>2J</td>
<td>Command</td>
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<td></td>
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<td>Divisions A and B</td>
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<td></td>
<td>Divisions C and D</td>
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<tr>
<td>City/County</td>
<td>3J</td>
<td>Planning and Logistics</td>
<td></td>
<td>Resource Status Changes and Resource Orders</td>
<td></td>
</tr>
</tbody>
</table>

5. PREPARED BY: (COMMUNICATIONS UNIT)

Mike Walters
Visual Description: Medical Plan, ICS Form 206

Key Points

The Medical Plan, ICS Form 206, presents the plan for providing responder medical care and rehabilitation.
### Sample Medical Plan, ICS Form 206

**MEDICAL PLAN**

<table>
<thead>
<tr>
<th>1. Incident Name</th>
<th>2. Date Prepared</th>
<th>3. Time Prepared</th>
<th>4. Operational Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winter Storm</td>
<td>2-10</td>
<td>1530</td>
<td>2-10 1800 to 2-11 0600</td>
</tr>
</tbody>
</table>

#### 5. Incident Medical Aid Station

<table>
<thead>
<tr>
<th>Medical Aid Stations</th>
<th>Location</th>
<th>Paramedics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Station 1</td>
<td>1171 5th Avenue</td>
<td>Yes</td>
</tr>
<tr>
<td>Fire Station 2</td>
<td>950 Bellingham Way</td>
<td>Yes</td>
</tr>
<tr>
<td>Fire Station 4</td>
<td>2100 Main</td>
<td>Yes</td>
</tr>
<tr>
<td>Fire Station 6</td>
<td>4700 N. 12th Ave.</td>
<td>Yes</td>
</tr>
<tr>
<td>Fire Station 7</td>
<td>170 West Oakdale</td>
<td>Yes</td>
</tr>
</tbody>
</table>

#### 6. Transportation

**A. Ambulance Services**

**SEE ABOVE**

**B. Incident Ambulances**

**SEE ABOVE**

#### 7. Hospitals

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Travel Time Air</th>
<th>Travel Time Ground</th>
<th>Phone</th>
<th>Helipad Yes</th>
<th>Burn Center Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meridian</td>
<td>500 W. Oakdale</td>
<td>15</td>
<td>45</td>
<td>XXX-378-2100</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

#### 8. Medical Emergency Procedures

Minor injuries will be treated at closest Medical Aid/Fire Station.
Major injuries call 911 for assistance.
Any injury received on the job requires notification to immediate incident supervisor, Operations Section Chief, IC and Safety Officer and completion of Accident/Injury Form 104 A & B.

Prepared by: (Medical Unit Leader) 

John Hilman

Reviewed by: (Safety Officer)

Pam Wetzel
Additional Supporting Documents

- Maps and incident facility plot plans
- Safety messages
- Detailed weather forecasts
- Traffic plans
- Other important information for operational supervisors

Visual Description: Additional Supporting Documents

Key Points

Additional supporting documents 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
- Traffic plans
- Other important information for operational supervisors
Activity 5.2: Analyzing an IAP

Time Allotted: 60 minutes

Objective: To allow the opportunity to prepare for developing a written IAP by reviewing and critiquing an example.

Instructions:
1. Review the activity objective.
2. Complete the following steps:
   - Independently read the sample IAP for a cruise ship accident. Make notes about the format and contents.

Visual Description: Activity 5.2: Analyzing an IAP (1 of 2)

Key Points

Activity 5.2: Analyzing an IAP

Remember that all IAPs, written or verbal, must cover the five basic elements.

1. What do we want to do (ICS Form 202)?
2. Who will be responsible for doing it (ICS Form 203)?
3. How will it be done (ICS Form 204)?
4. How will we talk to each other (ICS Form 205)?
5. What happens if someone gets hurt (ICS Form 206)?

Objective: To allow participants the opportunity to prepare for developing a written IAP by reviewing and critiquing an example.

Instructions:
1. Review the activity objective.
2. Refer to the activity materials and 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.

(Continued on the next page.)
Activity 5.2: Analyzing an IAP (2 of 2)

Instructions: (Continued)

2. Complete the following steps:
   - As a group, discuss the strengths and weaknesses of the sample plan. Select specific forms to illustrate your points.
   - On chart paper, record your comments on the strengths and weaknesses of the plan.
   - Indicate whether you think the Yorktown IAP covers the five basic elements.

3. You will have 30 minutes for this activity and 30 minutes for the debrief.

Visual Description: Activity 5.2: Analyzing an IAP (2 of 2)

Key Points

Instructions: (Continued)

Continue completing the following steps:
   - As a group, discuss the strengths and weaknesses of the sample plan. Select specific forms to illustrate your points.
   - On chart paper, record your comments on the strengths and weaknesses of the plan.
   - Indicate whether you think the Yorktown IAP covers the five basic elements (as shown on the next visual).

3. You will have 30 minutes for the activity and 30 minutes for the debriefing.
Criteria for Developing the IAP

Regardless of whether an IAP is written or verbal, it should include:

1. What do we want to do (ICS Form 202)?
2. Who will be responsible for doing it (ICS Form 203)?
3. How will it be done (ICS Form 204)?
4. How will we talk to each other (ICS Form 205)?
5. What happens if someone gets hurt (ICS Form 206)?

Key Points

Again refer to the five basic steps that must be covered as Criteria For Developing the IAP as you are completing Activity 5.2.

1. What do we want to do (ICS Form 202)?
2. Who will be responsible for doing it (ICS Form 203)?
3. How will it be done (ICS Form 204)?
4. How will we talk to each other (ICS Form 205)?
5. What happens if someone gets hurt (ICS Form 206)?
## INCIDENT OBJECTIVES

<table>
<thead>
<tr>
<th>INCIDENT NAME</th>
<th>1. INCIDENT NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yorktown</td>
<td>Yorktown</td>
</tr>
</tbody>
</table>

### 4. OPERATIONAL PERIOD (DATE/TIME)
August 19, XXXX, 0800-1800 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 85 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

### 9. PREPARED BY (PLANNING SECTION CHIEF)
PSC2 08-19-XX 10. APPROVED BY (INCIDENT COMMANDER)
ICT2 08-19-XX
## Sample IAP (Page 2 of 9)

### ORGANIZATION ASSIGNMENT LIST

<table>
<thead>
<tr>
<th>1. INCIDENT NAME</th>
<th>2. DATE PREPARED</th>
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<tbody>
<tr>
<td>Yorktown</td>
<td>08-19-XX</td>
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#### 3. TIME PREPARED
0200

#### 4. OPERATIONAL PERIOD
**DATE**: August 19, 19XX  
**TIME**: 0600-1800

#### 5. INCIDENT COMMANDER AND STAFF

<table>
<thead>
<tr>
<th>INCIDENT COMMANDER (USCG)</th>
<th>Command</th>
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<tr>
<td>ICT2 Unified Command</td>
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<tr>
<td>Xxxx Unified Command</td>
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<table>
<thead>
<tr>
<th>SAFETY OFFICER</th>
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<td>ISO2</td>
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<tr>
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#### 9. OPERATIONS SECTION

<table>
<thead>
<tr>
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#### a. BRANCH I - DIVISIONS/GROUPS

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<thead>
<tr>
<th>BRANCH DIRECTOR</th>
<th>DEPUTY</th>
<th>GROUP</th>
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<tbody>
<tr>
<td>Vessel Stabilization</td>
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<tr>
<td>Nat. Resc. Assessmnt</td>
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<td></td>
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<tr>
<td>Salvage/Removal</td>
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#### 6. AGENCY REPRESENTATIVES

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<tr>
<td>NTSB</td>
<td>Nick Prop</td>
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<td>AK DEC</td>
<td>Shirley Hanson</td>
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#### 7. PLANNING SECTION

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<tr>
<td>Cordell Royball</td>
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<table>
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<tr>
<td>Russ Williams</td>
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<tr>
<td>Oil Spill</td>
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<td>Investigator</td>
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#### a. SUPPORT BRANCH

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#### b. SERVICE BRANCH

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<table>
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<td>Mike Lewin</td>
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<th>FOOD UNIT</th>
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<tr>
<td>Rick Patton</td>
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#### d. AIR OPERATIONS BRANCH

<table>
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<tbody>
<tr>
<td>John Range (USCG)</td>
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</table>

<table>
<thead>
<tr>
<th>AIR TACTICAL GROUP SUPER.</th>
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<table>
<thead>
<tr>
<th>AIR SUPPORT SUPERVISOR</th>
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<tbody>
<tr>
<td>Helicopter Coordinator</td>
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<table>
<thead>
<tr>
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#### 10. FINANCE SECTION

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<td>Will Wayne</td>
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<table>
<thead>
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<tr>
<td>LaVell Bannister</td>
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<table>
<thead>
<tr>
<th>COST UNIT</th>
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<tbody>
<tr>
<td></td>
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</table>
Sample IAP (Page 3 of 9)

1. BRANCH: X  
2. GROUP: Vessel Stabilization  
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

<table>
<thead>
<tr>
<th>STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR</th>
<th>LEADER</th>
<th>NUMBER PERSONS</th>
<th>TRANS. NEEDED</th>
<th>DROP OFF POINT/TIME</th>
<th>PICK UP POINT/TIME</th>
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</thead>
<tbody>
<tr>
<td>Boom operations</td>
<td>Joe Pecard</td>
<td>3</td>
<td>Y</td>
<td>Shag Cove/0730</td>
<td>BC Docks/0600</td>
</tr>
<tr>
<td>Pump operations</td>
<td>Jason Ward</td>
<td>3</td>
<td>Y</td>
<td>Shag Cove/0730</td>
<td>BC Docks/0600</td>
</tr>
<tr>
<td>Radio crew</td>
<td>Sherry Watson</td>
<td>2</td>
<td>y</td>
<td>Shag Cove/0730</td>
<td>BC Docks/0600</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>FREQUENCY</th>
<th>SYSTEM</th>
<th>CHAN.</th>
<th>FUNCTION</th>
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<th>SYSTEM</th>
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<td>1</td>
<td>COMMAND LOCAL</td>
<td>157.10</td>
<td>GLBA</td>
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<td>COMMAND REPEAT</td>
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<td>NIFC</td>
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<td>NIFC</td>
<td>5</td>
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<tr>
<td>GROUP TACTICAL On YC W/ USCG</td>
<td>168.825</td>
<td>GLBA</td>
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<td>GROUP TACTICAL On YC W/ USCG</td>
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<td>GLBA</td>
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</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR</th>
<th>LEADER</th>
<th>NUM PERSONS</th>
<th>TRANS. NEEDED</th>
<th>DROP OFF POINT/TIME</th>
<th>PICK UP POINT/TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biotech Team 1</td>
<td>Bud Riber</td>
<td>2</td>
<td>Y</td>
<td>Shag Cove/0730</td>
<td>BC Docks/0600</td>
</tr>
<tr>
<td>NR Planning</td>
<td>Gail Irvington</td>
<td>3</td>
<td>N</td>
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<tr>
<td>Biotech Team 2</td>
<td>Steve Taggart</td>
<td>2</td>
<td>Y</td>
<td>Gustavis Airport/1100</td>
<td>Gustavis Airport/0700</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>FREQUENCY</th>
<th>SYSTEM</th>
<th>CHAN.</th>
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<td>STATUS/LOGISTICS LOCAL</td>
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<td>5</td>
<td>STATUS/LOGISTICS REPEAT</td>
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<td>NIFC</td>
<td>5</td>
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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 Pickerei (USCG)
   BRANCH DIRECTOR
   AIR TACTICAL GROUP SUPERVISOR Xxxx Xxxx

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

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>FREQUENCY</th>
<th>SYSTEM</th>
<th>CHAN.</th>
<th>FUNCTION</th>
<th>FREQUENCY</th>
<th>SYSTEM</th>
<th>CHAN.</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMAND</td>
<td>LOCAL</td>
<td>NIFC</td>
<td>1</td>
<td>STATUS/LOGISTICS</td>
<td>LOCAL</td>
<td>GLBA</td>
<td>3</td>
</tr>
<tr>
<td>COMMAND</td>
<td>REPEAT</td>
<td>NIFC</td>
<td>5</td>
<td>STATUS/LOGISTICS</td>
<td>REPEAT</td>
<td>NIFC</td>
<td>5</td>
</tr>
<tr>
<td>GROUP TACTICAL On YC W USCG</td>
<td>168.825</td>
<td>GLBA</td>
<td>2</td>
<td>GROUND TO AIR</td>
<td>168.575</td>
<td>GLBA</td>
<td>8</td>
</tr>
</tbody>
</table>

PREPARED BY (RESOURCE UNIT LEADER) PSC2 (signed)
APPROVED BY (PLANNING SECTION CHIEF) ICT2 (signed)
DATE 08/09/xx TIME 0200
## Incident Communications Plan

### Sample IAP (Page 6 of 9)

<table>
<thead>
<tr>
<th>INCIDENT NAME</th>
<th>OPERATIONAL PERIOD</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yorktown</td>
<td>08-19-xx 0200</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHANNEL</th>
<th>FUNCTION</th>
<th>FREQUENCY</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Command</td>
<td>166.200</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Local on YC</td>
<td>166.825</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Logistics</td>
<td>166.390</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>NIFC</td>
<td>166.500</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Tactical (through Repeater)</td>
<td>157.100</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Tactical</td>
<td>166.600</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Air-Ground</td>
<td>168.575</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>NIFC</td>
<td>167.200</td>
<td></td>
</tr>
</tbody>
</table>

- **SYSTEM/ACHIEVE**: NIFC, GLBA
- **Assignment**: Command and General Staff, Group Supervisors, Command and USCG, Investigation, Aircraft Observation, NR Assessment Group.
### Sample IAP (Page 7 of 9)

#### MEDICAL PLAN

<table>
<thead>
<tr>
<th>1. INCIDENT NAME</th>
<th>2. DATE PREPARED</th>
<th>3. TIME PREPARED</th>
<th>4. OPERATIONAL PERIOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yorktown</td>
<td>08-19-XX</td>
<td>0200</td>
<td>08/19/xx</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0500 - 1800</td>
</tr>
</tbody>
</table>

#### 5. INCIDENT MEDICAL AID STATIONS

<table>
<thead>
<tr>
<th>MEDICAL AID STATIONS</th>
<th>LOCATION</th>
<th>PARAMEDICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPS EMT's</td>
<td>Yorktown Clipper</td>
<td>YES</td>
</tr>
<tr>
<td>NPS - GLBA HQ</td>
<td>Bartlett Cove</td>
<td>YES</td>
</tr>
<tr>
<td>Gustavus Emergency Response</td>
<td>Gustavus PHONE 697-2333</td>
<td>YES</td>
</tr>
</tbody>
</table>

#### 6. TRANSPORTATION

##### A. AMBULANCE SERVICES

<table>
<thead>
<tr>
<th>NAME</th>
<th>ADDRESS</th>
<th>PHONE</th>
<th>PARAMEDICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gustavus Emergency Response</td>
<td>Gustavus</td>
<td>697-2333</td>
<td>YES</td>
</tr>
</tbody>
</table>

##### B. INCIDENT AMBULANCES

<table>
<thead>
<tr>
<th>NAME</th>
<th>LOCATION</th>
<th>PARAMEDICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 7. HOSPITALS

<table>
<thead>
<tr>
<th>NAME</th>
<th>ADDRESS</th>
<th>TRAVEL TIME</th>
<th>PHONE</th>
<th>HELIPAD</th>
<th>BURN CENTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartlett Memorial</td>
<td>3260 Hospital Drive, Juneau</td>
<td>1 hr, n/a</td>
<td>596-8427</td>
<td>YES</td>
<td>NO</td>
</tr>
</tbody>
</table>

#### 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.

<table>
<thead>
<tr>
<th>PREPARED BY (MEDICAL UNIT LEADER)</th>
<th>REVIEWED BY (SAFETY OFFICER)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LSC2 (signed)</td>
<td>ISO2 (signed)</td>
</tr>
</tbody>
</table>
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, CO₂, 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: 0631 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 1528 (+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)
The operational period briefing (also known as the operations briefing or the shift briefing) is the next step in the incident planning process.

Note the following points about the operational period briefing:

- May be referred to as the operations briefing or the shift briefing.
- Is conducted at the beginning of each operational period and is attended by the Command and General Staff and other key incident personnel as well as Supervisors assigned to the Operations Section. In some cases, all of the tactical personnel should attend if they can be accommodated.
- The main purpose is to present the IAP to supervisors of tactical resources. Staff members are briefed on the operational elements of the plan to ensure they are aware of whom they will work for, and what it is that must be accomplished. In addition, staff members have a chance to ask questions regarding the plan, be briefed on any critical safety issues, and be informed regarding specific logistical information.
- Incident Action Plans are normally handed out at the beginning of the Operational Period briefing.
- The Planning Section Chief facilitates the briefing following a specific agenda. The meeting should be concise.

Following the operational period briefing, supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.
Topic: Conducting the Operational Period Briefing

### Visual 5.66

#### Sample Operations Briefing Agenda (1 of 2)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction and Welcome</td>
<td>Planning Section Chief</td>
</tr>
<tr>
<td>2. Review of Incident Objectives</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>3. Review of Current Incident/ Objective Status</td>
<td>Operations Section Chief</td>
</tr>
<tr>
<td>4. Technical specialists (as necessary)</td>
<td></td>
</tr>
<tr>
<td>5. Incident Boundaries, Branch/Division Locations, and Group Assignments</td>
<td>Operations Section Chief</td>
</tr>
</tbody>
</table>

**Visual Description:** Sample Operations Briefing Agenda (1 of 2)

**Key Points**

1. **Planning Section Chief** performs introductions, welcomes, and reviews agenda. The Planning Section Chief facilitates the meeting.

2. **Incident Commander** (or the Planning Section Chief) reviews the Incident Objectives.

3. **Operations Section Chief** provides an overview of current incident status and the progress toward achieving incident objectives and tactical assignments.

4. **Technical Specialists** speak as necessary. Input depends on the nature of the incident. Hazardous materials incidents may have presentations by Hazmat or Weather Technical Specialists; wildland fires may have presentations by Fire Behavior Technical Specialists, etc.

5. **Operations Section Chief** indicates incident boundaries, Branch/Division locations, and describes Group assignments.
**Visual Description:** Sample Operations Briefing Agenda (2 of 2)

**Key Points**

6. **The Operations Section Chief** reviews all Division/Group Assignments (ICS Form 204), ensuring that the Division and Group Supervisors thoroughly understand the tactical assignment, resources, communications, special instructions, and safety issues associated with the Division or Group. It is not unusual for incident conditions to have changed between the time the IAP is duplicated and the Operations Briefing. The Operations Section Chief may dictate last minute changes to the IAP. This is the primary focus of the meeting.

7. **Safety Officer** discusses safety issues such as accidents and injuries to date, continuing and new hazards, and mitigation efforts. Reviews Safety Message.

8. **Logistics Section Chief** covers supply, transportation, food, and facilities-related issues. The Logistics SC will also cover (or may have staff discuss) the following:
   - Medical Unit Leader discusses the Medical Plan (ICS Form 206), ensuring that all supervisors understand the procedures to follow if a responder is injured on the incident.
   - Communication Unit Leader reviews the overall Incident Communication Plan (ICS Form 205).

9. **Other Personnel** may review additional IAP elements as needed. These may include:
   - Air Operations Summary – Air Operations Branch Director
   - Fiscal or Compensation/Claims issues – Finance/Administration SC
   - Issues associated with cooperating or assisting agencies – Liaison Officer
   - Media and incident information issues – Public Information Officer
   - Other issues (may include presentations by Training Specialist, the Demobilization Unit Leader, etc.)

10. **Incident Commander** provides closing remarks.

11. **Planning Section Chief** provides housekeeping information such as times of next meetings, etc. and concludes the meeting.
Organizational Continuity

- Strategy Meetings
- Team Meetings
- Section Meetings
- Team Closeout
- Public Meetings
- Special Planning Meetings
- Transition Meetings

In addition to the “standard” meetings of the formal planning process, incident managers may see a need to bring all or select members of the organization together outside that process. Such meetings encourage communications, and ensure organizational continuity. Such meetings include, but may not be limited to:

- Strategy Meetings – The Incident Commander or Unified Command may hold a Strategy Meeting as part of the process of assuming command. It may be held following the Agency Administrator’s briefing, prior to, or as part of a Tactics Meeting, or as an agenda item on the Unified Command Meeting. Additionally, a Strategy Meeting may be called any time Incident Objectives change. Strategy Meetings can be especially valuable in ensuring that there is quality input into the process of developing incident strategy.

- Team Meetings – The Incident Commander can call a meeting of the Command and General staff to assess general morale, ensure teamwork and communication, or provide additional direction. These meetings are not Planning Meetings and do not have a set agenda.

- Section Meetings – Section Chiefs may also call meetings of their staff at any time and for the same reasons as Team Meetings.

- Team Closeout – The Incident Management Team may want to hold a team closeout meeting to discuss lessons learned, performance issues, changes in team practices, etc.
Organizational Continuity (Continued)

- Public Meetings – The Incident Commander may find it useful to hold general public meetings or focus groups meetings to brief the public or special interest groups on incident activities. Such meetings should be carefully planned in advance and have a formal agenda. Usually the Public Information Officer is also involved in advertising, organizing, and facilitating such meetings.

- Special Planning Meetings – Special planning meetings may be useful to discuss proposed specialty plans such as the Demobilization Plan or specific contingency plans. Such meetings may be convened by the Planning Section Chief (Demobilization Plan) and/or the Operations Section Chief (contingency plans).

- Transition meetings – A transition meeting can be seen as an expanded Transfer of Command meeting when one Incident Management Team takes over an incident from another Incident Management Team. Transition meetings are a good way to ensure that all information is shared between members of incoming and departing Incident Management Teams.
Sample Operational Period Briefing Agenda

A sample operational period briefing agenda is included below. Use this sample agenda as a guide for the operational period briefing (also known as the operations briefing or shift briefing).

<table>
<thead>
<tr>
<th>1. Situation Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Planning Section Chief provides an update of the incident, including the:</td>
</tr>
<tr>
<td>▪ Status of current tactical assignments.</td>
</tr>
<tr>
<td>▪ Response issues.</td>
</tr>
<tr>
<td>▪ New tactical assignments.</td>
</tr>
<tr>
<td>▪ Projections that may impact the next operational period.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Plan Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>The plan review may include last-minute “pencil” changes to the IAP and will include a discussion of each Division/Group Assignment Sheet and potential contingency plans. Each Division or Group Supervisor will have an opportunity to ask questions to clarify his or her assignment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Discussion of Logistical Support Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>This item should include a review of transportation, communications, and medical plans, as well as plans for feeding and resting personnel.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Review of Safety Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>This item should cover the safety message and remind the Supervisors of the safety precautions that must be taken at the site.</td>
</tr>
</tbody>
</table>
The next step in the incident planning process is to execute the plan and assess progress.

Note 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 appropriate adjustments during the operational period to ensure that the objectives are met and effectiveness is assured.

- The IC/UC will either validate current Incident Objectives or adjust them as indicated by progress or lack of progress toward their completion. Changes to Incident Objectives may require an additional Strategy Meeting as part of the planning cycle for the next Operational Period.
The Start of Each Planning Cycle

- Planning for each operational period begins with the Incident Commander or Unified Command validating or adjusting objectives.
- Objectives are based on the continued assessment of the situation and the progress made.

Visual Description: The Start of Each Planning Cycle

Key Points

Note 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.
- 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.
- 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 and other agency needs, and to compile a consolidated and coordinated list of incident objectives.
Changes to incident objectives may result in changes to the operational strategies. Changes to the incident objectives may be warranted when:

- The objectives have been accomplished, or
- If the objectives are no longer viable or feasible.

A common example of a change in objectives and strategy is when a structural fire organization changes from an offensive to a defensive strategy because it is discovered that hazardous materials are present in the burning building.

Remember if there have been no adjustments to the incident objectives, there is no need to hold a separate Strategy Meeting.
Activity 5.3: Planning Process
Applied Exercise (1 of 3)

Objective: To allow you to complete the planning cycle by completing the ICS Forms 215 and 215A, conducting a planning meeting, developing a written IAP, and conducting an operational period briefing for a simulated incident. This scenario continues to build on the hazardous materials incident introduced in previous activities.

Visual Description: Activity 5.3: Planning Process Applied Exercise (1 of 3)

Key Points

Activity 5.3: Planning Process Applied Exercise

Objective: To allow participants to complete the planning cycle by completing the ICS Forms 215 and 215A, conducting a planning meeting, developing a written IAP, and conducting an operational period briefing for a simulated incident. This scenario continues to build on the hazardous materials incident introduced in previous activities.

Remember that ICS Forms 215 and 215A are integral to planning but are not part of the IAP.

(Continued on the next page.)
Activity 5.3: Planning Process
Applied Exercise (2 of 3)

Instructions:
1. Review the activity objective.
2. Refer to the Incident Updates in your Student Manuals.
3. Working in your IMT configurations, review scenario updates and information received and developed in previous activities.
4. Review the Operational Planning Worksheet (ICS Form 215) and complete Safety Analysis (ICS Form 215A) for the operational period beginning at 1800 8/4 and ending at 0600 8/5.

Visual Description: Activity 5.3: Planning Process Applied Exercise (2 of 3)

Key Points

Instructions:

1. Review the activity objective.
2. Review the Incident Updates.
3. Working in IMT configurations, teams should review scenario updates and information received and developed in previous activities.
4. Review the Operational Planning Worksheet (ICS Form 215) and complete Safety Analysis (ICS Form 215A) for the operational period beginning at 1800 8/4 and ending at 0600 8/5.

(Continued on the next page.)
Activity 5.3: Planning Process
Applied Exercise (3 of 3)

Instructions: (Continued)
5. Develop organizational structure and determine resource requirements.
6. Conduct planning meeting.
7. Complete ICS Forms 202, 203, 204 (select one Division or Group), 205, and 206.
8. Outline the agenda for the operational period briefing.
9. Select a spokesperson to present your IAP as a concise 5-minute to 10-minute operational period briefing.
10. You will have 2 hours and 30 minutes for the activity and 30 minutes for debriefing.

Visual Description: Activity 5.3: Planning Process Applied Exercise (3 of 3)

Key Points

Instructions: (Continued)
5. Develop organizational structure and determine resource requirements.
6. Conduct planning meeting.
7. Complete ICS Forms 202, 203, 204 (select one Division or Group), 205, and 206.
8. Outline the agenda for the operational period briefing.
9. Select a spokesperson to present your IAP as a concise 5-minute to 10-minute operational period briefing.
10. You will have 2 hours and 30 minutes for the activity, plus an additional 30 minutes for debriefing.
Remember that in the previous activities, you worked on an exercise related to a train derailment with hazardous materials.

Review the following scenario update. Remember that time has elapsed since the last activity. Note that the teams are planning for the next operational period.

**Scenario Update 8-4-1500**

Command determines that the next operational period will begin at 1800 tonight and end at 0600 August 5.

The hazmat team is maintaining a temporary dam and containment booms on Wilson Creek. The expanded evacuation and the evacuation of the Old Soldier’s Home were completed at 1430. Law enforcement resources have established outer perimeter control points. The burn-off of the phosphorus is increasing in intensity, threatening the business closest to the accident. The ICP has been moved to the Public Works shop at 11456 Wilsonville Road (off map to the west).

Also, several media helicopters arrive in the area to film the incident and ongoing operations.
Activity 5.3: Planning Process Applied Exercise

Review the following updated incident objectives (revised to reflect completion of the objectives to expand the evacuation, move the ICP, and to provide exposure protection to the closest business). Teams may have made changes to the objectives based on the last activity, but in order to establish a baseline and continuity for this activity, the objectives provided below should be used.

Incident objectives for the next operational period include:

1. Ensure the safety of all responders and the public during this operational period.
2. Ensure that all personnel, operating within the exclusion zone and plume, wear positive pressure SCBA and full turn-outs for this operational period.
3. Maintain evacuation perimeters and permit No access without IC permission for the duration of this operational period.
4. Maintain current exclusion zone until hazardous materials is contained and controlled. No unauthorized access without prior notification to and permission of the Operations Section Chief.
5. Establish restricted airspace over the incident, 3 miles in diameter around tanker, 1,000 feet above ground level (AGL) by 2000 hours.
6. Establish exposure control to ABC Real Estate (business closest to the incident) by 2000 hours.
7. Maintain current hazmat control measures of spill until cleanup has been completed.
8. Maintain medical response capability until cleanup has been completed.

Time has elapsed, the evacuation has been completed, and that these are objectives for the next operational period.
Incident Maps

- Exclusion Zone
  (Inner Perimeter)
Incident Maps

(A) Divisions

+ Traffic Control Point
Summary (1 of 3)

You should now 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.

Key Points

You should now 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.
You should now be able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.
Summary (3 of 3)

You should now be 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.

Visual Description: Summary (3 of 3)

Key Points

You should now be 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: Incident Resource Management
This unit will cover resource management considerations related to the use of tactical and support resources at an incident, including aviation resources.
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.

Visual Description: Unit Objectives (1 of 2)

Key Points

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

- Identify and describe basic principles of resource management.
- Identify the basic steps involved in managing incident resources.
- Identify key considerations associated with resource management and the reasons for each.
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.
Unit Objectives (2 of 2)

- Identify the organizational elements at the incident that can order resources.
- Describe the differences between single-point and multipoint resource ordering and the reasons for each.
- 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.

Visual Description: Unit Objectives (2 of 2)

Key Points

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

- Identify the organizational elements at the incident that can order resources.
- Describe the differences between single-point and multipoint resource ordering and the reasons for each.
- 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.
Resource Management Principles

NIMS Resource Management Principles

- Advance Planning
- Resource Identification and Ordering
- Resource Categorization
- Use of Agreements
- Effective Management

Visual Description: NIMS Resource Management Principles

Key Points

Resources must be organized, assigned, and directed to accomplish the incident objectives. Managing resources safely and effectively is the most important consideration at an incident.

The National Incident Management System (NIMS) includes the following principles related to resource management:

- **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.
Resource Management Principles

- Safety
- Personnel Accountability
- Managerial Control
- Adequate Reserves
- Cost

Visual Description: Resource Management Practices

Key Points

Safety, personnel accountability, managerial control, adequate reserves, and cost are all key considerations that must be taken into account when managing incident resources.

Note the following key points:

- **Safety**: Resource actions at all levels of the organization must be conducted in a safe manner. This basic principle of resource management includes ensuring the safety of:
  - Responders to the incident;
  - Persons injured or threatened by the incident;
  - Volunteers assisting at the incident; and
  - News media and the general public who are on scene observing the incident.

- **Personnel Accountability**: All resources will be fully accounted for at all times. ICS provides a unity of command structure that allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, personnel accountability can be maintained at all times. A personnel accountability system should be available and used to identify the location of every emergency responder within a small geographic work area within the hazard zone at any moment in time.

- **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 tactics used to achieve Incident Objectives can be modified at any time. Information exchange is encouraged across the organization. Direction is always through the chain of command.
Resource Management Principles

- **Adequate Reserves**: Adequate reserves must be maintained to meet anticipated demands. Assignment of resources to the Incident Base, Camps, and Staging Areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.

- **Cost**: Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources. Incident-related costs must always be a major consideration.

  The Incident Commander must ensure that objectives are being achieved through cost-effective strategy selection, and selection of the right kind and right number of resources. The Finance/Administration Section’s Cost Unit has the responsibility to:

  - Obtain and record all cost information,
  - Prepare incident cost summaries,
  - Prepare resource use cost estimates for planning, and
  - Make recommendations for cost savings.

  The Cost Unit can assist the Incident Commander in ensuring a cost-effective approach to incident resource management, and should be activated on any large or prolonged incident.
Resource Management Process


Key Points

The incident resource management process consists of the following:

- Establishment of resource needs (kind/type/quantity)
- Resource ordering (actually getting what you need)
- Resource 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)
Resource planning is critical during the initial stages of an incident.

Sound planning to determine resource needs is essential throughout the incident.

Resource needs are based on the Incident Objectives, strategy or strategies, and tactics.

Visual Description: Resource Management & Planning Process

Key Points

Remember that the Planning “P” is used to illustrate the incident planning process, and that resource management is part of that process.

- Resource planning is particularly critical during the initial stages of an incident. Early planning mistakes may compound and complicate all further actions.

- Sound planning to determine resource needs is essential throughout the incident.

- Resource needs are based on the Incident Objectives, strategy or strategies, and tactics.
**Topic**  Establishment of Resource Needs

### Identifying Resource Needs: Tactics Meeting

The Operational Planning Worksheet (ICS Form 215) identifies the resources needed to achieve the Incident Objectives, strategy or strategies, and tactics.

**Visual Description:** Identifying Resource Needs: Tactics Meeting

**Key Points**

- The Operational Planning Worksheet, ICS Form 215, documents results from the tactics meeting and serves the following functions:
  - Assists in establishing resource needs for an operational period.
  - Communicates the decisions made during the Strategy and Tactics Meetings.
  - Provides information that is used for ordering resources for the incident.
Visual Description: Operational Planning Worksheet (ICS Form 215)

Key Points

The Operational Planning Worksheet indicates the kind and type of resources needed to implement the recommended tactics to meet the incident objectives. The number of resources onsite, ordered, and needed is indicated.

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.
**Incident Resource Management Process**

**Visual Description:** Incident Resource Management Process—Resource Ordering

**Key Points**

Note the following points on resource ordering:

- Usually, all incidents will have an initial commitment of resources assigned. Resources can include key supervisory personnel, often referred to as "overhead" (more correctly as "management"), and personnel and equipment assigned as tactical resources.

- The initial complement of resources may include only one or two additional units. If only a few resources are to be added, the Incident Briefing (ICS Form 201) can be used as documentation. The Incident Briefing form may serve as the vehicle for recording resources in most incidents. However, as incidents grow, it will be necessary to use some of the other ICS tools.

- As incidents grow in size and/or complexity, more tactical resources may be required and the Incident Commander may augment existing resources with additional personnel and equipment, 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.
Who Does What?

**Command:** Develops incident objectives and approves resource orders and demobilization.

**Finance/Administration:** Procures and pays for the resources. Reports costs.

**Operations:** Develops the tactical assignments, and identifies, assigns and supervises the resources needed to accomplish the incident objectives.

**Planning:** Tracks resources and identifies resource shortages.

**Logistics:** Orders resources.

Visual Description: Who Does What?

**Key Points**

The points below summarize the resource ordering activities of the incident command organization:

- **Command** develops incident objectives and approves resource orders and demobilization.
- **Operations** develops the tactical assignments, and identifies, assigns and supervises the resources needed to accomplish the incident objectives.
- **Planning** tracks resources and identifies resource shortages.
- **Logistics** orders resources.
- **Finance/Administration** procures and pays for the resources and reports costs.
**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.

**Visual Description:** Authority To Order Resources

**Key Points**

Note 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 nonroutine requests, especially if they are expensive, require outside agency participation, or have potential political ramifications.

- If the Logistics Section Chief position has been filled, then the Logistics Section Chief has the delegated authority to place the resource order after the order has been approved by the Incident Commander or his/her designee.

  On larger incidents, where the Logistics Section contains a Supply Unit, the Supply Unit has the authority to place the approved resource order.

  If the incident organization is small and General Staff positions have not been filled, then the Incident Commander will personally request the additional resources from the agency dispatch/ordering point.

- All incident-generated resource orders must be processed through a single ordering point on the incident, either the IC or one of the Logistics positions discussed above.
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.
- Transmitted from the incident to the jurisdiction or agency ordering point.

Visual Description: Resource Ordering: Small Incidents

Key Points

During smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is typically prepared at the incident, approved by the Incident Commander, and transmitted from the incident to the jurisdiction or agency ordering point. Methods for placing orders may include:

- Voice (by telephone or radio)
- FAX
- Computer modem or digital display terminal

Resource ordering can be accomplished by:

- Single-point resource ordering.
- Multipoint resource ordering.
**Topic**

**Resource Ordering**

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### 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.*

---

**Key Points**

Note 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 point and not on the incident organization.

- Single-point resource ordering (i.e., ordering all resources through one dispatch or EOC) is usually the preferred method. However, single-point resource ordering may not be feasible when:
  - The dispatch or EOC 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 points.
  - Special situations relating to the order may necessitate that personnel at the incident discuss the details of the request directly with an offsite agency or private-sector provider.

If the Logistics Section were not activated, then the Incident Commander or designee would request resources.
Visual Description: Multipoint Ordering

Key Points

Note the following points on multipoint ordering:

- Multipoint ordering is when the incident orders resources from several different ordering points and/or the private sector. Multipoint off-incident resource ordering should be done only when necessary.

Multipoint ordering may be necessary when:
- A certain kind of resource must be directly ordered through the owner agency or supplier (which may not be the home agency). A common example of this is hazardous materials situations that may require specialized private-sector cleanup equipment.
- Agency policy requires the direct ordering process.
- Most of the requested resources are from agencies or organizations different from the incident home agency, and it is more convenient or effective to deal with resource providers directly from the incident.

- Multipoint ordering places a heavier load on incident personnel by requiring them to place orders through two or more ordering points. This method of ordering also requires tremendous coordination between and among ordering points, and increases the chances of lost or duplicated orders. A multiagency coordination entity, such as an Emergency Operations Center (EOC), may assist the resource ordering process. By involving the EOC:
  - A wider range of sources can be accessed.
  - Priorities can be established, especially in large-scale incidents that have multiple Incident Command Posts.
  - On-scene personnel can focus better on the response issues at hand.

Regardless of whether Logistics is using single or multiple point ordering, the rest of the incident staff must place their orders through Logistics.
Visual Description: Review: What are the advantages of single-point ordering? Under what circumstances would you use multipoint ordering?

Key Points

What are the advantages of single-point ordering?

Under what circumstances would you use multipoint ordering?
Visual Description: Resource Orders: Information Elements (1 of 2)

Key Points

Although different formats may exist, every resource order should contain the following essential elements of information:

- Incident name
- Order and/or request number (if known or assigned)
- Date and time of order
- Quantity, kind, and type
- Special support needs (as appropriate)
- Reporting location (specific)
Resource Orders: Information Elements (2 of 2)

- 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

**Key Points**

Every resource order should also include the following information:

- 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
Resource Ordering

Visual Description: Resource Order Form (ICS Form 260-1)

Key Points

On a more complex incident, resource order forms may be used. The following information is typically included on resource order forms (ICS Form 260-1):

- 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.
The next section of the unit covers resource check-in and tracking.
Securing the Perimeter

A secure incident perimeter allows the separation of responders from spectators, volunteers, and victims.

The perimeter allows the organization to:
- Establish resource accountability.
- Control access.
- Ensure safety of the public.
- Establish a working environment for responders that is as safe and secure as possible.

Visual Description: Securing the Perimeter

Key Points

Note the following points:
- A secure incident perimeter allows the separation of responders from spectators, volunteers, and victims.
- This perimeter allows the organization to:
  - Establish resource accountability.
  - Control access.
  - Ensure safety of the public.
  - Establish a working environment for responders that is as safe and secure as possible.
Incident Security

Incident security requires:

- Distinguishing agency personnel who have been dispatched from those who self-dispatched.
- Identifying and credentialing officially dispatched mutual aid resources.
- Establishing controlled points of access for authorized personnel.

Key Points

Note the following points:

- Force protection must be a primary consideration in an environment where responders may be a primary or secondary target.
- Incident security requires:
  - Distinguishing agency personnel who have been dispatched from those who self-dispatched.
  - Identifying and credentialing (providing incident identification that allows access to the incident) officially dispatched mutual-aid resources.
  - Establishing controlled points of access for authorized personnel.
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 remain with 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
Check-In Process (2 of 2)

- ICS Form 211, Check-In List, is used to document the check-in process.
- Check-in recorders report check-in information to the Resources Unit.

Visual Description: Check-In Process (2 of 2)

Key Points

Note 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.
# INCIDENT CHECK-IN LIST

<table>
<thead>
<tr>
<th>1. Incident Name</th>
<th>2. Check-In Location (complete all that apply)</th>
<th>3. Date/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>☐ Base ☐ Camp ☐ Staging Area ☐ ICP Restat ☐ Helibase</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Check one:</th>
<th>Personnel</th>
<th>Handcrew</th>
<th>Misc.</th>
<th>Engines</th>
<th>Dozers</th>
<th>Helicopters</th>
<th>Aircraft</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Check-In Information</th>
<th>4. List Personnel (overhead) by Agency &amp; Name -OR- List equipment by the following format:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agency</td>
</tr>
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<td></td>
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<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Page ____ of ____

17. Prepared by (Name and Position) *Use back for remarks or comments*
Resource Check-In Process and Tracking

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)

Visual Description: Check-In Information

Key Points

Note 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)
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.

Visual Description: Tracking Resources: Responsibilities

Key Points

Tracking resources efficiently while they are on the incident is essential for personnel safety, accountability, and fiscal control. Resource tracking responsibilities on the incident are shared between:

- **Planning Section**, which is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service), 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.
Visual Description: Review: Tactical Resources Status

Key Points

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).
Resource Status Change

- Any status change of a resource must be communicated to the Resources Unit.
- The Resources Unit maintains status on all resources assigned to the incident.
- The Resources Unit will not on its own authority change the status of resources.

Key Points

Note the following points:

- The individual who makes any resource status change is also responsible for making sure the change is communicated to the person or unit responsible for maintaining overall resource status at the incident (usually the Resources Unit).
- If established, the Resources Unit will maintain status on all resources assigned to the incident.
- The Resources Unit will not on its own authority change the status of resources.

Typically, the persons who can change status of resources on an incident could include:

- Single Resource Boss.
- A Task Force or Strike Team Leader.
- A Division or Group Supervisor.
- A Branch Director.
- The Operations Section Chief or Incident Commander.
Topic: Resource Check-In Process and Tracking

Visual 6.29

Resource Status-Keeping Systems

- Manual record keeping on ICS forms
- Card systems
- Magnetic symbols on maps or status boards
- Computer systems

Visual Description: Resource Status-Keeping Systems

Key Points

Note 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.
The next section of the unit covers resource utilization and evaluation.
Utilizing Resources

- Chain of command and unity of command 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.
- All positions have the delegated authority of the position.

Visual Description: Utilizing Resources

Key Points

Note 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.
- All positions have the delegated authority of the position.
Incoming 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
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.
- These resources must complete formal check-in.

Visual Description: Direct Assignment to Supervisor

Key Points

Note 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).
- These resources must complete formal check-in when they complete their initial assignment, report to 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.
Discussion: Direct Assignments

What are the disadvantages of tactical resources being directly assigned to a Division or Group?

Visual Description: What are the disadvantages of tactical resources being directly assigned to a Division or Group?

Key Points

What are the disadvantages of tactical resources being directly assigned to a Division or Group?
**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.

**Visual Description:** Assignment to Staging Area

**Key Points**

Note 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.

- The Operations Section Chief will determine if additional resources are to be ordered. At times the Operations Section Chief will delegate the authority to place additional resource orders to maintain minimum levels to the Staging Area Manager.
Staging Area Manager Briefing

The briefing from the Operations Section Chief 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.

Key Points

The Operations Section Chief must brief the Staging Area Manager(s) on how the Staging Area should be managed. This briefing should include:

- Expected number, kind, and type of resources.
- Communications to be used.
- Minimum resource levels that should be maintained.
- Procedures for obtaining additional resources.
- Expected duration for use of the Staging Area.
- Procedures for obtaining logistical support.
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?

Visual Description: What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?

Key Points

What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?
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.
- Personnel resources ordered to fill specific organizational assignments will report to their designated check-in assignment.

Visual Description: Assignment to Base or Camp

Key Points

Note 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.
Air Operations Branch

Establish an Air Operations Branch 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.
- 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.

Visual Description: Air Operations Branch

Key Points

Note 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.

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

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

- Search and Rescue
- Medical Evacuation
- Earthquakes, Floods, etc.
- Law Enforcement
- Fire Control
- Forest and Other Land Management Programs
- Maritime Incidents
- Other Applications

An increasing number of incidents and events involve the use of aircraft in tactical assignments and/or providing logistical support. Some examples are:

- 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.
- 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.
- 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.

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.

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.
Visual Description: Does your agency have aviation safety policies and procedures?

Key Points

Does your agency have aviation safety policies and procedures?
Monitoring and Assessing Resources

Resource use is:
- Monitored on an ongoing basis.
- Assessed before objectives are set for the next operational period.

Visual Description: Monitoring and Assessing Resources

Key Points

Again, remember that the Planning “P” is used to illustrate the incident planning process.

Resource use is:
- Monitored on an ongoing basis.
- Assessed before objectives are set for the next operational period.
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.

Visual Description: Resource Evaluation

Key Points

Evaluation of resource performance involves monitoring, evaluating, and adjusting the performance of the organization and its components to ensure that all efforts are directed toward achieving the specified objectives. The specified objectives to be achieved must be reviewed as a part of this process to ensure they continue to be realistic and valid.

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.

Performance standards may include job aids, position task books, policy and procedure guides, evaluation checklists, emergency operation plans, national standards, etc.
Management Actions & Poor Performance

Management practices may be the underlying cause of poor incident outcomes:
- Incident objectives, strategies, or tactics are unrealistic or poorly defined.
- The wrong resource was allocated for the assignment.
- There are inadequate tactical resources, logistical support, or communications.
- The resource is not trained or properly equipped for the assignment.
- Conflicting agency policies or procedures prevent the resource from carrying out the assignment.

Visual Description: Management Actions & Poor Performance

Key Points

Note the following points:
- While some poor performance is due to the lack of motivation on the part of assigned personnel, it is more likely that management actions have produced or contributed to the problem.
- Management actions that may cause poor performance include:
  - Incident objectives, strategies, or tactics are unrealistic or poorly defined.
  - The wrong resource was allocated for the assignment.
  - There are inadequate tactical resources, logistical support, or communications.
  - The resource is not trained or properly equipped for the assignment.
  - Conflicting agency policies or procedures prevent the resource from carrying out the assignment.
- Failure at the tactical level is likely to reflect a failure to appropriately manage the resource during the planning process.
- Evaluation needs to go on constantly and corrections made as necessary throughout the life of the incident.
### Managing Poor Performance

- Retrain/Mentor
- Reassign
- Release

**Visual Description:** Managing Poor Performance

**Key Points**

Depending on the nature of the performance problem and the resource assignment, it may be possible to retrain or mentor on the job. This works well if the issue is related to lack of training or experience and the assignment is not hazardous or time-sensitive.

Reassignment is an option if safety and time are an issue and the individual is trained and motivated to perform in the reassignment.

Unfortunately, sometimes it is necessary to release the resource and send it home. Reasons for this action must be documented and should be conveyed to the resource's home agency for remediation. Reasons for release may include improper or illegal behavior, as well as poor job performance.
Activity 6.1: Improving Performance

Time Allotted: 60 minutes

**Objective:**
Discuss performance issues and identify strategies to address.

**Instructions:**
1. Review the objective.
2. In your group, review your assigned problem statement.

**Visual Description:** Activity 6.1: Improving Performance (1 of 2)

**Key Points**

**Activity 6.1: Improving Performance**

**Objective:** Discuss performance issues and identify strategies to address.

**Instructions:**
1. Review the objective.
2. In your group, review your assigned problem statement.
Activity 6.1: Improving Performance (2 of 2)

Instructions: (Continued)
3. Answer the following questions:
   - What is the root cause of the performance problem?
   - Who in the Command and General Staff would be involved in solving this problem?
   - What are some strategies for solving this problem?

Key Points

Instructions: (Continued)

3. Answer the following questions:
   - What is the root cause of the performance problem?
   - Who in the Command and General Staff would be involved in solving this problem?
   - What are some strategies for solving this problem?
On the Crescent City Hazmat Incident, the following performance issues have arisen.

**Performance Issue #1:** A local volunteer organization has personnel assigned to the Logistics Section to provide transportation. One driver arrived for work visibly impaired, and informed his co-workers that he had "just a couple of joints to relax" before coming to work.

**Strategy:**

**Performance Issue #2:** Resource tracking is poor. Check-In Recorders are providing incomplete or inaccurate information from responding resources. Some resources have evidently responded, worked, and gone home without ever having checked in.

**Strategy:**

**Performance Issue #3:** Evacuation Division B is using non-uniformed personnel to deliver evacuation instructions door-to-door. Compliance is very poor, and 911 is deluged with calls from the affected public asking if the evacuation order is official.

**Strategy:**
Performance Issue #4: A police officer at a traffic control point was struck by a motorist and received minor injuries. She was taken to the hospital by a witness to the accident, treated, and released. The first Incident Management staff hear of the problem is when asked by the media at a press conference.

Strategy:

Performance Issue #5: The 5 o’clock news features a prominent interview with an incident responder at the staging area. The responder is not a member of the Public Information Staff, has not been given an active assignment (or even seen the actual scene of the train wreck), but is waxing eloquently about how poorly the incident is being managed.

Strategy:
Resource Demobilization

Visual Description: Incident Resource Management Process—Resource Demobilization

Key Points

Note the following points about resource demobilization:

- 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.
You should now 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.
You should now be able to:

- Identify the organizational elements at the incident that can order resources.
- Describe the differences between single-point and multipoint resource ordering and the reasons for each.
- 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 7: Demobilization, Transfer of Command, and Closeout
Key Points

Note 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.
Visual Description: Unit Objectives (1 of 2)

Key Points

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

- Describe the importance of demobilization planning.
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning.
- List the major sections in a demobilization plan.
Visual 7.3

Unit Objectives (2 of 2)

- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties.
- Identify the need for transfer of command or closeout.
- Identify the process involved in a closeout meeting.

Visual Description: Unit Objectives (2 of 2)

Key Points

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

- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties.
- Identify the need for transfer of command or closeout.
- Identify the process involved in a closeout meeting.
Visual Description: Winding Down

Key Points

As an incident winds down, several inter-related activities may take place, depending on the needs of the incident and agency policy. These activities include:

- Demobilization of Incident Resources
- Transfer of Command
- Agency Closeout
- Team Debriefing
- Incident After Action Review
Visual 7.5

Evaluating Resource Needs

- Initial incident needs exceed resources
- Resources sufficient to control incident
- Incident decline results in excess resources

Visual Description: Evaluating Resource Needs

Key Points

Note the following points:

- On every incident, resource needs follow a predictable arc compared to the arc followed by the incident itself.

- Initially, the incident may build faster than resources can arrive. Eventually, the sufficient resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs and demobilization can begin.
Resource Demobilization

- Excess resources must be released in a timely manner.
- Demobilization planning should begin almost immediately.
- The process of demobilizing resources begins at the Operations Section level.
- When tactical resources are no longer needed, other parts of the organization can be reduced.

Visual Description: Resource Demobilization

Key Points

Note 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.
A demobilization plan should contain five essential parts:

- General Information (guidelines)
- Responsibilities
- Release Priorities
- Release Procedures
- Travel Information (directory, maps, phone listings, etc.)
## 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.

### Visual Description:
Demobilization

### Key Points

Note 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.
Visual Description: How can you tell when it is time to demobilize?

Key Points

How can you tell when it is time to demobilize?
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.

<table>
<thead>
<tr>
<th>Position</th>
<th>Demobilization Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Information Officer</td>
<td>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. The Public Information Officer should ensure there is a post-incident followup contact.</td>
</tr>
<tr>
<td>Safety Officer</td>
<td>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. The Safety Officer should monitor resources to ensure that safety remains the primary concern. Resources that have traveled a distance to the incident may need to rest before driving home.</td>
</tr>
<tr>
<td>Liaison Officer</td>
<td>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. The Liaison Officer should be sure to capture the names and addresses for all cooperating/assisting agencies and private-sector entities for followup letters of appreciation (may be assisted by the Public Information Officer).</td>
</tr>
<tr>
<td>Operations Section</td>
<td>The Operations Section Chief should be able to reduce support staff such as Deputies and Staging Area Managers as the Operations Section is demobilized.</td>
</tr>
<tr>
<td>Planning Section</td>
<td>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.</td>
</tr>
<tr>
<td>Logistics Section</td>
<td>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.</td>
</tr>
<tr>
<td>Finance/Administration Section</td>
<td>Many of the activities of the Finance/Administration Section continue well after the rest of the organization has been demobilized. Much of the paperwork needed to document an incident is completed during or after demobilization.</td>
</tr>
</tbody>
</table>
**Demobilization Challenges**

What challenges are related to demobilization?

**Visual Description:** What challenges are related to demobilization?

**Key Points**

What challenges are related to demobilization?
Demobilization Planning Benefits

Demobilization planning helps to:
- Eliminate excess resources.
- Eliminate potential fiscal and legal impacts.
- Ensure a controlled, safe, efficient, and cost-effective release process.
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.

Visual Description: Agency Policies and Procedures

Key Points

Note the following points:

- On smaller incidents, resources are released to finish shifts or work periods. Demobilization planning is informal and rests with the Incident Commander and typical agency protocols. But on longer duration incidents, resources may have worked in excess of agreed-upon work schedules or may have traveled well out of their jurisdiction. The Finance/Administration Section may require documentation prior to outside agencies departing the incident.

- In some cases, a priority of release may be necessary if all resources cannot be processed for release at the same general time. Agency policy or work rules may impact this priority. There may be local, regional, or national guidance on release priorities for incident resources.

- Agency policies, procedures, and agreements must be considered by the incident management prior to releasing resources. For example, if the drivers of large vehicles carry special licenses (commercial rating, for example), they may be affected by State and Federal government regulations for the amount of rest required before a driver can get back on the road.

- Some agencies may require that the vehicle be inspected by incident personnel for damage caused by use on the incident and that damage claims be properly documented, etc. If an injury occurred while on the incident, worker's compensation laws may apply and documentation must be completed in a timely manner.
The primary roles of the Incident Commander and the Sections in demobilization planning follow:

- **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 monitors the demobilization plan.
- **Logistics Section**: Implements transportation equipment inspection program and handles special transport needs. Receives and refurbishes non-expendable resources, receives and processes communications equipment, and updates expendable resource inventories.
- **Finance/Administration Section**: Processes claims, time records, and incident costs, and assists in release priorities.
Topic  Demobilization

### Demobilization Plan: Information Needs

<table>
<thead>
<tr>
<th>What Information Is Needed</th>
<th>Who Provides</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess resources; release priorities</td>
<td>All Supervisors and Managers</td>
</tr>
<tr>
<td>Plan development; resource information; demobilization process</td>
<td>Planning Section</td>
</tr>
<tr>
<td>Continuing needs for tactical resources</td>
<td>Operations Section</td>
</tr>
<tr>
<td>Transportation availability; communications; maintenance</td>
<td>Logistics Section</td>
</tr>
<tr>
<td>Claims, time records, and costs of individual resources that are a factor in release</td>
<td>Finance/Admin Section</td>
</tr>
<tr>
<td>Agreements regarding other agency resources</td>
<td>Liaison Officer</td>
</tr>
<tr>
<td>Physical condition of personnel; physical needs; adequacy of transportation</td>
<td>Safety Officer</td>
</tr>
<tr>
<td>Return and reassignment of resources</td>
<td>Agency Dispatch/Ordering Centers</td>
</tr>
</tbody>
</table>

**Visual Description:** Demobilization Plan: Information Needs

**Key Points**

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. Receives and refurbishes non-expendable resources, receives and processes communications equipment, and updates expendable resource inventories.

- **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.
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.
- Travel information (directories, maps, telephone listings, etc.).

Demobilization planning can be quite complex on large multiagency incidents. Training and experience will help ensure that personnel with demobilization planning responsibilities perform their jobs accurately.
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/Administration 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/Administration 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
- Personnel 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/Administration Section Chief is responsible for:

- Completion of all time and equipment reports for released personnel.
- Notification(s) for any ADO payoff(s).

The Planning Section Chief is responsible for managing duration of assignment policy for the Incident Commander.

Expanded Dispatch is responsible for:

- Reviewing tentative releases and notifying the Demob Unit Leader with release approvals, reassignments, and air travel information.
- Coordinating with the Rocky Mountain Coordination Center.

3. RELEASE PRIORITIES

The following release priorities have been established by the Area Command Team:

1. Initial attack or local cooperators
2. Type 1 Crews
3. Nonlocal 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/Administration (for time)
- Demob (last stop for final departure times and documentation)

The Demob Unit will:

- Notify the Resources Unit so that “T” card information is complete.
- Notify Expanded Dispatch of ETD, ETA, destination, and travel arrangements.
- Collect and send all Demob paperwork to the Documentation Unit.

5. TRAVEL INFORMATION

All resources will meet work/rest requirements prior to being released from the incident. Crews traveling on commercial aircraft will be given time to shower and dress in clean clothes. Any heavy or oversize equipment MUST have appropriate permits and follow any limitations on the movement of their equipment on public highways. All resources will meet any agency-specific requirements on hours of travel per day or other restrictions concerned with travel. Incident Demob will notify Expanded Dispatch when a resource is released, so the home Forest/Agency can be advised with an ETA. It will then be up to the sending Forest/Agency to keep track of released resources and report back if there are any problems or if more information is needed.

Incident Phone Numbers

North Smithman Demob: 720-XXX-6975  
Expanded Dispatch: 719 – XXX - 3738

Individual resources are to notify either the North Smithman Incident or Expanded Dispatch at the above numbers and their home unit dispatcher if significant delays occur in route to their next destination.
Activity 7.1: Reviewing the Demobilization Plan

**Objective:** To provide practice in assessing the strengths and weaknesses of a sample Demobilization Plan.

**Instructions:** Working as a team:
1. Review the sample demobilization plan for the Yorktown Incident found in your Student Manuals. (See next two pages.)
2. Next, determine whether the five elements required for a demobilization plan are adequately addressed in the sample.
3. Record your work on chart paper as shown in the visual (Strengths and Areas for Improvement).
4. Select a spokesperson and be prepared to present your work in 10 minutes.

**Key Points**

Activity 7.1: Reviewing the Demobilization Plan

**Objective:** To provide practice in assessing the strengths and weaknesses of a sample Demobilization Plan.

**Instructions:**
1. Review the sample demobilization plan for the Yorktown Incident found in your Student Manuals. (See next two pages.)
2. Next, determine whether the five elements required for a demobilization plan are adequately addressed in the sample.
3. Record your work on chart paper as shown in the visual (Strengths and Areas for Improvement).
4. Select a spokesperson and be prepared to present your work in 10 minutes.
Sample Demobilization Plan
Yorktown Incident (Page 1 of 2)

General Information

- No incident resources will be demobilized until authorized.
- Logistics Section Chief will provide transportation to final destination, if required.
- Personnel being released from the incident will be required a minimum 4 hours rest prior to demobilization. *Any delineation from the required rest will be at the discretion of the Incident Commander.*
- Planning Section Chief will brief all unit leaders on the Demobilization Plan.

Responsibilities

- Each section chief will identify excess resources on a daily basis by 1800 hours each day.
- Planning Section Chief will advise the Incident Commander of excess resources daily.
- The Incident Commander will approve the release of those resources.
- The Logistics Section Chief will arrange transportation, if necessary.
- Each unit leader is responsible for calling the Yorktown ICP upon arrival at final destination (see directory).
- The Resource Unit Leader will provide a recorder to the Demob Unit.

Release Priority

- USCG helicopter and crew will be demobilized first, if possible.
- Any other USCG elements
- Any East- or Central-based NPS crews
- West Coast crews
- Any other NPS resources

Release Procedures

- Planning Section Chief or Demob Unit will prepare manifests and notify personnel to be released.
- Planning Section Chief will provide ICS Form 221 (*Demobilization Checkout*) with copy of transportation manifest and briefing on travel arrangements.
- Inform unit leaders that they will go through the following:
  - Logistics Section Chief to turn in expendable and non-expendable equipment.
  - Time Recorder to ensure all time is turned in.
  - Sign affidavit to certify that no undocumented injuries have occurred.
  - Documentation Unit to turn in all logs (ICS Form 214), evaluations, and completed ICS Form 221.
# Activity 7.1: Reviewing the Demobilization Plan

Sample Demobilization Plan  
Yorktown Incident (Page 2 of 2)

<table>
<thead>
<tr>
<th>Directory</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>YC ICP</td>
<td>907-838-2691</td>
</tr>
<tr>
<td>YC Helibase</td>
<td>907-638-2294</td>
</tr>
<tr>
<td>NPS Dispatch, GB</td>
<td>907-884-2411</td>
</tr>
<tr>
<td>USCGD HQ, Juneau</td>
<td>907-744-4522</td>
</tr>
</tbody>
</table>
When an incident stabilizes or de-escalates:

- The need for incident management may also be reduced.
- A transfer of command should be considered.
## Review: Transfer of Command

What steps must the Incident Commander take before transferring command?

### Visual Description:
Review: What steps must the Incident Commander take before transferring command?

### Key Points

What steps must the Incident Commander take before transferring command?
Visual Description: Steps in Assuming Command

Key Points

The steps involved in assuming command include:

<table>
<thead>
<tr>
<th>Incoming IC (Assuming)</th>
<th>Outgoing IC (Transferring)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess situation with current IC.</td>
<td>Assess situation with incoming IC.</td>
</tr>
<tr>
<td>Receive briefing.</td>
<td>Deliver briefing.</td>
</tr>
<tr>
<td>Determine appropriate time for transfer of command.</td>
<td>Determine appropriate time for transfer of command.</td>
</tr>
<tr>
<td>Notify others of change in command.</td>
<td>Notify others of change in command.</td>
</tr>
<tr>
<td>Reassign or demobilize current IC.</td>
<td>Accept new assignment or demobilize.</td>
</tr>
</tbody>
</table>
Briefing Checklist

- Situation and Prognosis
- Resources Remaining and Status
- Areas of Concern (political, community interest, etc.)
- Logistical Support Needed or Retained
- Turnover of Appropriate Incident Documentation

Visual Description: Briefing Checklist

Key Points

The briefing of the receiving Incident Commander should contain the following information:

- Current situation and prognosis
- Resources remaining and their status
- Particular areas of concern (political, community interest, etc.)
- Logistical support needed or retained
- Turnover of appropriate incident documentation
Incident Command and Closeout

The Incident Commander position will remain staffed until the absolute conclusion of the incident and the “closing out.”

Visual Description: Incident Command and Closeout

Key Points

Note the following points:

- The Incident Commander will stay with the incident until its absolute conclusion and the “closing out” of the incident. The person filling the position of IC may change.
- At some point, on-scene tactical operations will be completed, and the incident command staff will be demobilized. Team demobilization may include a formal “closeout” with the responsible agency or jurisdiction or jurisdictions, and should include an incident debriefing.
Agency Closeout

The agency officials and staff receive a closeout briefing with the following information:

- Incident summary
- Significant issues that may have lasting ramifications
- Turnover of 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

Visual Description: Agency Closeout

Key Points

The agency officials and staff receive a closeout briefing from the departing incident management team that provides the following information:

- Incident summary
- Discussion of significant issues within the incident that may have lasting ramifications
- Turnover of appropriate incident documentation, to include components that are not finalized
- Allowing an opportunity for the agency officials to bring up concerns prior to the incident ending
- A final evaluation of the incident management team by the agency executive/officials
Preparing the Agency Closeout

- Planning Section Chief prepares an agenda and accompanying handouts.
- Incident Commander approves the agenda.

Visual Description: Preparing the Agency Closeout

Key Points

Note 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 as per agency policy.
Team Debriefing

- 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.

Visual Description: Team Debriefing

Key Points

Note 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.

Type 1 and 2 incidents may result in a large amount of documentation. This documentation, along with a written incident summary and narrative, should be provided to the Agency Administrator.
Most agencies have policies that capture lessons learned. Procedures include:

- Debriefing involved responders, the impacted population, and other special interest groups
- Formal identification of lessons learned
- Necessary remedial actions
- Implementation plans
Activity 7.2: Demobilization Plan

Objective: Develop demobilization plan for a simulated incident.

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. Write a demobilization plan using the five elements described in this unit.

(Continued on the next page.)
Activity 7.2: Demobilization Plan (2 of 2)

Instructions: Working as a team: (Continued)
3. Develop a detailed agenda for a closeout briefing to be presented to the Mayor of Crescent City and the Liberty County Commissioners.
4. Develop a detailed Transfer of Command briefing to be delivered to the Incident Commander who will supervise the cleanup. The incoming Incident Commander is an employee of the contract cleanup company, so your briefing should include any issues associated with a cleanup company contract.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

Visual Description: Activity 7.2: Demobilization Plan (2 of 2)

Key Points

Instructions: (Continued)
3. Develop a detailed agenda for a closeout briefing to be presented to the Mayor of Crescent City and the Liberty County Commissioners.
4. Develop a detailed Transfer of Command briefing to be delivered to the Incident Commander who will supervise the cleanup. The incoming Incident Commander is an employee of the contract cleanup company, so your briefing should include any issues associated with a cleanup company contract.
5. Select a spokesperson and be prepared to present your work in 30 minutes.
Demobilization Plan

A demobilization plan should contain five essential parts:

- General Information
- Responsibilities
- Release Priorities
- Release Procedures
- Travel Information

Visual Description: Demobilization Plan

Key Points

A demobilization plan should contain five essential parts:

- General Information (guidelines)
- Responsibilities
- Release Priorities
- Release Procedures
- Travel Information (directory, maps, phone listings, etc.)
Scenario Update:

Review the following scenario update.

- It is now 1200 August 8, nearly 48 hours since the controlled burnoff began.
- 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 restructured to focus on debris removal and cleanup rather than response.
Scenario Update:

Situation

It has been 48 hours since the controlled burn off began. 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 restructured to focus on debris removal and cleanup rather than response.

Current Organization
Topic Activity 7.2: Demobilization Plan

Scenario Update:

New Incident Objectives:
1. Provide for responder safety as per department SOP for the duration of the incident.
2. Evaluate, and report back, the structural integrity of the rail bed to allow for safe removal of rail cars by 1600 August 8.
3. Maintain inner perimeter until exclusion zone is declared safe by hazmat team. Limit access to authorized personnel wearing appropriate Personal Protective Equipment (PPE). (See Safety Message for specific PPE instructions.)
4. Conduct soil and water sampling by 1600 on August 8th to determine extent of cleanup required. Water and soil should be sampled to depth and lateral distance indicated by plume model.

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 timeframes must be included.
- Release priorities must be determined.
- Release procedures must be determined.
- Agency policy is that the Command and General Staff will demobilize as a group after the final Transfer of Command to the clean up company and agency closeout.
### Topic Summary

**Summary (1 of 2)**

You should now 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.

**Visual Description:** Summary (1 of 2)

**Key Points**

You should now 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.
You should now be able to:
- List the major sections in a demobilization plan.
- Identify the need for transfer of command or closeout.
- Identify the process involved in a closeout meeting.
Unit 8: Course Summary

Visual Description: Unit Introduction

Key Points

The purpose of this unit is to review the course contents and ensure that you have mastered the key learning points.
Review ICS-300 Course Objectives

You should 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.

Key Points

You should 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: Course Expectations Review

**Visual 8.3**

**Review Course Expectations**

Did the course meet your expectations?

**Visual Description:** Review Course Expectations

**Key Points**

Did the course meet your expectations?
Visual Description: Taking the Exam

Key Points

Instructions:

1. Take a few moments to review your Student Manual and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test . . .
   - Read each item carefully.
   - Circle your answer on the test.
   - Check your work and give the test to your instructor when you are done.

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

Please complete the course evaluation form. Your comments are important!

Visual Description: Feedback

Key Points

Please complete the course evaluation form. Your comments will be used to enhance the effectiveness of the course.

Thank you for attending the course.
Notes: