

# Incident Command System and Resource Management for the Fire Service

ICSRMFS-Student Manual

*1st Edition, 2nd Printing-June 2014*



**FEMA**

FEMA/USFA/NFA  
ICSRMFS-SM  
June 2014  
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*Incident Command System and Resource  
Management for the Fire Service*



**FEMA**

# Incident Command System and Resource Management for the Fire Service

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**FEMA**

All materials in this course may be used and distributed by individual states for the purpose of delivering National Fire Academy (NFA) state-sponsored courses. All students must submit [FEMA Form 119-25-2](#) (General Admissions Application Short Form) to receive a (DHS) FEMA/NFA training certificate. NOTE: Any other use of these materials that does not result in the receipt of a (DHS) FEMA/NFA training certificate is prohibited.

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Acronyms

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## ACKNOWLEDGMENTS

The development of any National Fire Academy (NFA) course is a complex process aimed at providing students with the best possible learning opportunity we can deliver.

There are many players in course development, each of whom plays an equally important part in its success. We want to acknowledge their participation and contribution to this effort, and extend our heartfelt thanks for making this quality product.

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### **COURSE GOAL**

The students will examine the Incident Command System (ICS) organization and related forms. They will share experiences from their jurisdictions and organizations. This learning experience will empower the students to better understand and participate in the ICS activities of the home jurisdictions.

### **AUDIENCE, SCOPE AND COURSE PURPOSE**

The target audience is all first responders with responsibilities to use, deploy, implement and/or function within an ICS.

Students should possess the ability to read and comprehend basic documents concerning the ICS. There are no identified prerequisite courses.

This course is designed to develop an understanding of the ICS and its application in both emergency and nonemergency situations. This course addresses the need for an ICS, an overview of the structure and flexibility of an ICS, and an understanding of the command skills necessary to function effectively in an ICS structure.

The purpose of this course is to introduce basic concepts of incident management and the ICS and to provide a basis for application of ICS to a variety of incidents. Successful completion of the course fulfills the requirements for ICS 100 and 200.

### **GRADING METHODOLOGY**

You will be assessed on the last day of class with one of two versions of the final examination. Each written evaluation will consist of a minimum of 30 multiple-choice questions. You will each need to earn at least a score of 70 percent to pass the course. If you do not pass, you may take the alternate form of the examination once to attempt to obtain a passing score of 70 percent.

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**SCHEDULE**

<b>TIME</b>	<b>DAY 1</b>	<b>DAY 2</b>
8:00-9:00	Introduction, Welcome and Administrative	Unit 3: Developing an Organizational Structure
9:00-9:10	<i>Break</i>	<i>Break</i>
9:10-10:20	Unit 1: Incident Command System Command and Command Staff Functions and Applications  Activity 1.1: Department Incident Management System Evaluation	Unit 3: Developing an Organizational Structure (cont'd)  Activity 3.1: ICS Form 201, Incident Briefing
10:20-10:30	<i>Break</i>	<i>Break</i>
10:30-12:00	Unit 1: Incident Command System Command and Command Staff Functions and Applications (cont'd)	Unit 4: Incident Command System Implementation  Activity 4.1: Understanding Preparedness Plans and Agreements
12:00-1:00	<i>Lunch Break</i>	<i>Lunch Break</i>
1:00-2:15	Unit 2: Incident Command System General Staff Functions and Responsibilities	Unit 4: Incident Command System Implementation (cont'd)
2:15-2:30	<i>Break</i>	<i>Break</i>
2:30-5:00	Unit 2: Incident Command System General Staff Functions and Responsibilities (cont'd)  Activity 2.1: Effective Incident Command Organization	Activity 4.2: Complexity Analysis  Unit 4: Incident Command System Implementation (cont'd)  Activity 4.3: Operations Briefing

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# FIREFIGHTER CODE OF ETHICS

## Background

The Fire Service is a noble calling, one which is founded on mutual respect and trust between firefighters and the citizens they serve. To ensure the continuing integrity of the Fire Service, the highest standards of ethical conduct must be maintained at all times.

Developed in response to the publication of the Fire Service Reputation Management White Paper, the purpose of this National Firefighter Code of Ethics is to establish criteria that encourages fire service personnel to promote a culture of ethical integrity and high standards of professionalism in our field. The broad scope of this recommended Code of Ethics is intended to mitigate and negate situations that may result in embarrassment and waning of public support for what has historically been a highly respected profession.

Ethics comes from the Greek word ethos, meaning character. Character is not necessarily defined by how a person behaves when conditions are optimal and life is good. It is easy to take the high road when the path is paved and obstacles are few or non-existent. Character is also defined by decisions made under pressure, when no one is looking, when the road contains land mines, and the way is obscured. As members of the Fire Service, we share a responsibility to project an ethical character of professionalism, integrity, compassion, loyalty and honesty in all that we do, all of the time.

We need to accept this ethics challenge and be truly willing to maintain a culture that is consistent with the expectations outlined in this document. By doing so, we can create a legacy that validates and sustains the distinguished Fire Service institution, and at the same time ensure that we leave the Fire Service in better condition than when we arrived.



# FIREFIGHTER CODE OF ETHICS

**I understand that I have the responsibility to conduct myself in a manner that reflects proper ethical behavior and integrity. In so doing, I will help foster a continuing positive public perception of the fire service. Therefore, I pledge the following...**

- Always conduct myself, on and off duty, in a manner that reflects positively on myself, my department and the fire service in general.
- Accept responsibility for my actions and for the consequences of my actions.
- Support the concept of fairness and the value of diverse thoughts and opinions.
- Avoid situations that would adversely affect the credibility or public perception of the fire service profession.
- Be truthful and honest at all times and report instances of cheating or other dishonest acts that compromise the integrity of the fire service.
- Conduct my personal affairs in a manner that does not improperly influence the performance of my duties, or bring discredit to my organization.
- Be respectful and conscious of each member's safety and welfare.
- Recognize that I serve in a position of public trust that requires stewardship in the honest and efficient use of publicly owned resources, including uniforms, facilities, vehicles and equipment and that these are protected from misuse and theft.
- Exercise professionalism, competence, respect and loyalty in the performance of my duties and use information, confidential or otherwise, gained by virtue of my position, only to benefit those I am entrusted to serve.
- Avoid financial investments, outside employment, outside business interests or activities that conflict with or are enhanced by my official position or have the potential to create the perception of impropriety.
- Never propose or accept personal rewards, special privileges, benefits, advancement, honors or gifts that may create a conflict of interest, or the appearance thereof.
- Never engage in activities involving alcohol or other substance use or abuse that can impair my mental state or the performance of my duties and compromise safety.
- Never discriminate on the basis of race, religion, color, creed, age, marital status, national origin, ancestry, gender, sexual preference, medical condition or handicap.
- Never harass, intimidate or threaten fellow members of the service or the public and stop or report the actions of other firefighters who engage in such behaviors.
- Responsibly use social networking, electronic communications, or other media technology opportunities in a manner that does not discredit, dishonor or embarrass my organization, the fire service and the public. I also understand that failure to resolve or report inappropriate use of this media equates to condoning this behavior.

**Developed by the National Society of Executive Fire Officers**

## A Student Guide to End-of-course Evaluations

**Say What You Mean ...**

### Ten Things You Can Do to Improve the National Fire Academy

The National Fire Academy takes its course evaluations very seriously. Your comments and suggestions enable us to improve your learning experience.

Unfortunately, we often get end-of-course comments like these that are vague and, therefore, not actionable. We know you are trying to keep your answers short, but the more specific you can be, the better we can respond.



Actual quotes from student evaluations:	Examples of specific, actionable comments that would help us improve the course:
1 "Update the materials."	<ul style="list-style-type: none"> <li>The (ABC) fire video is out-of-date because of the dangerous tactics it demonstrates. The available (XYZ) video shows current practices.</li> <li>The student manual references building codes that are 12 years old.</li> </ul>
2 "We want an advanced class in (fill in the blank)."	<ul style="list-style-type: none"> <li>We would like a class that enables us to calculate energy transfer rates resulting from exposure fires.</li> <li>We would like a class that provides one-on-one workplace harassment counseling practice exercises.</li> </ul>
3 "More activities."	<ul style="list-style-type: none"> <li>An activity where students can physically measure the area of sprinkler coverage would improve understanding of the concept.</li> <li>Not all students were able to fill all ICS positions in the exercises. Add more exercises so all students can participate.</li> </ul>
4 "A longer course."	<ul style="list-style-type: none"> <li>The class should be increased by one hour per day to enable all students to participate in exercises.</li> <li>The class should be increased by two days so that all group presentations can be peer evaluated and have written abstracts.</li> </ul>
5 "Readable plans."	<ul style="list-style-type: none"> <li>The plans should be enlarged to 11 by 17 and provided with an accurate scale.</li> <li>My plan set was blurry, which caused the dotted lines to be interpreted as solid lines.</li> </ul>
6 "Better student guide organization," "manual did not coincide with slides."	<ul style="list-style-type: none"> <li>The slide sequence in Unit 4 did not align with the content in the student manual from slides 4-16 through 4-21.</li> <li>The instructor added slides in Unit 4 that were not in my student manual.</li> </ul>
7 "Dry in spots."	<ul style="list-style-type: none"> <li>The instructor/activity should have used student group activities rather than lecture to explain Maslow's Hierarchy.</li> <li>Create a pre-course reading on symbiotic personal relationships rather than trying to lecture on them in class.</li> </ul>
8 "More visual aids."	<ul style="list-style-type: none"> <li>The text description of V-patterns did not provide three-dimensional views. More photographs or drawings would help me imagine the pattern.</li> <li>There was a video clip on NBC News (date) that summarized the topic very well.</li> </ul>
9 "Re-evaluate pre-course assignments."	<ul style="list-style-type: none"> <li>The pre-course assignments were not discussed or referenced in class. Either connect them to the course content or delete them.</li> <li>The pre-course assignments on ICS could be reduced to a one-page job aid rather than a 25-page reading.</li> </ul>
10 "A better understanding of NIMS."	<ul style="list-style-type: none"> <li>The instructor did not explain the connection between NIMS and ICS.</li> <li>The student manual needs an illustrated guide to NIMS.</li> </ul>

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# **UNIT 1: INCIDENT COMMAND SYSTEM COMMAND AND COMMAND STAFF FUNCTIONS AND APPLICATIONS**

## **TERMINAL OBJECTIVE**

*The students will be able to:*

- 1.1 *Describe various functions and applications of the Incident Command System (ICS).*

## **ENABLING OBJECTIVES**

*The students will be able to:*

- 1.1 *Describe the evolution of the ICS.*
  - 1.2 *Identify the need for an organized approach to management of emergency incidents.*
  - 1.3 *Describe the responsibilities of the Incident Commander (IC).*
  - 1.4 *Describe the responsibilities of the Command Staff positions.*
  - 1.5 *Describe the logical expansion of the ICS and the interrelationship of the various elements and functions.*
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**UNIT 1:  
INCIDENT COMMAND SYSTEM  
COMMAND AND COMMAND  
STAFF FUNCTIONS AND  
APPLICATIONS**

Slide 1-1

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**ENABLING OBJECTIVES**

- Describe the evolution of the Incident Command System (ICS).
- Identify the need for an organized approach to management of emergency incidents.
- Describe the responsibilities of the Incident Commander (IC).

Slide 1-2

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**ENABLING OBJECTIVES (cont'd)**

- Describe the responsibilities of the Command Staff positions.
- Describe the logical expansion of the ICS and the interrelationship of the various elements and functions.

Slide 1-3

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## **ACTIVITY 1.1**

### **Department Incident Management System Evaluation**

#### **Purpose**

To evaluate your department's ability to implement the various elements of an Incident Command System (ICS).

#### **Directions**

1. Evaluate the current Incident Management System (IMS) used within your department using a scale of one to five, with five being the highest rating.
2. The evaluation form can be found in your Student Manual (SM).

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**ACTIVITY 1.1 (cont'd)**

**Department Incident Management System Evaluation**

How does your department's or jurisdiction's current ICS address the following?

**Rating Scale**

**(0)** Indicates that your department's ICS does **not** address the issue identified in the question.

**(5)** Indicates that you are highly satisfied with how your department's ICS addresses the issue identified in the question.

- |    |   |   |   |   |   |   |   |  |  |
|----|---|---|---|---|---|---|---|--|--|
| 1. | Does your ICS apply to incidents involving:   |   |   |   |   |   |   |  |  |
|    | a. Just your department?  | 0 | 1 | 2 | 3 | 4 | 5 |  |  |
|    | b. Your fire department and other agencies (Emergency Medical Services (EMS), law enforcement, public works, etc.)? | 0 | 1 | 2 | 3 | 4 | 5 |  |  |
|    | c. Several other fire departments or agencies?  | 0 | 1 | 2 | 3 | 4 | 5 |  |  |
| 2. | Does your ICS promptly establish Command at all incidents and provide for an orderly transfer of Command?           | 0 | 1 | 2 | 3 | 4 | 5 |  |  |
| 3. | Is your ICS used at all incidents, regardless of size, complexity, or number of resources involved?                 | 0 | 1 | 2 | 3 | 4 | 5 |  |  |
| 4. | Does your ICS allow you to control the use of additional resources as the incident grows in size or complexity?     | 0 | 1 | 2 | 3 | 4 | 5 |  |  |
| 5. | Does your ICS have a procedure for delegating specific functional assignments, such as:                             | 0 | 1 | 2 | 3 | 4 | 5 |  |  |
|    | a. Direction of tactical operations?  | 0 | 1 | 2 | 3 | 4 | 5 |  |  |
|    | b. Gathering, analyzing and using information?  | 0 | 1 | 2 | 3 | 4 | 5 |  |  |
|    | c. Providing support services?  | 0 | 1 | 2 | 3 | 4 | 5 |  |  |
|    | d. Financial records?   | 0 | 1 | 2 | 3 | 4 | 5 |  |  |

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**INCIDENT COMMAND SYSTEM COMMAND AND COMMAND STAFF FUNCTIONS AND APPLICATIONS**

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- |     |   |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|---|
| 6.  | Does your ICS define the responsibilities of all major functions within the system? | 0 | 1 | 2 | 3 | 4 | 5 |
| 7.  | Does your ICS use common terminology?   | 0 | 1 | 2 | 3 | 4 | 5 |
| 8.  | Does your ICS include a formal record keeping system?                               | 0 | 1 | 2 | 3 | 4 | 5 |
| 9.  | Does your ICS identify a reporting location for uncommitted resources?              | 0 | 1 | 2 | 3 | 4 | 5 |
| 10. | Does your ICS have a method of dividing the incident into manageable segments?      | 0 | 1 | 2 | 3 | 4 | 5 |
| 11. | Does your ICS provide a realistic span of control?                                  | 0 | 1 | 2 | 3 | 4 | 5 |
| 12. | Does your ICS provide for incident scene safety?                                    | 0 | 1 | 2 | 3 | 4 | 5 |
| 13. | Does your ICS provide for effective integration of outside agency resources?        | 0 | 1 | 2 | 3 | 4 | 5 |
| 14. | Does your ICS assign someone to work with members of the news media?                | 0 | 1 | 2 | 3 | 4 | 5 |



I. HISTORY OF THE INCIDENT COMMAND SYSTEM

**HISTORY OF THE ICS**

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- Military command and control background.
- **Fire RESources of California Organized for Potential Emergencies (FIREScope)**.
- National Interagency Incident Management System (NIIMS).
- National Fire Service Incident Management System (IMS) Consortium.
- Fire Ground Command (FGC).

Slide 1-5

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- A. The concepts of ICS have their roots in both military and business organizational principles.
  
- B. **FIrefighting RESources of California Organized for Potential Emergencies (FIREScope)**.
  - 1. FIREScope evolved from the devastating wildland fires in California in the 1970s.
  - 2. It examined various aspects on interagency response.
  - 3. It is a command and control system that outlines job responsibilities and organizational structure.
  - 4. It is designed to manage all-hazard/all-discipline events or emergencies.
  - 5. It is flexible enough to manage all incidents, from a single engine response to a catastrophic event.
  
- C. The National Interagency Incident Management System (NIIMS) is part of the National Wildfire Coordinating Group (NWCG).
  - 1. It was developed by the wildland community to provide a common system for wildland fire protection at all levels.
  - 2. It is comprised of five major subsystems:
    - a. ICS.
    - b. Standardized training.



2. All-hazard and all-discipline systems are based on FIRESCOPE.
3. NIMS was adopted by the U.S. Fire Administration (USFA) in 2004.

### FOUR COMPONENTS OF NIMS

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- Compliance.
- Training.
- Standards and technology.
- Resource management.

Slide 1-7

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4. NIMS is comprised of four components:
  - a. Compliance.
  - b. Training.
  - c. Standards and technology.
  - d. Resource management.

### ORGANIZED APPROACH

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- Management structure.
- Effective management.
- Life loss.
- Property loss.

Slide 1-8

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5. Need for an organized approach to management of emergency incidents.
  - a. The management structure will be chaotic without organization.

- b. Confusion is the enemy of effective management.
- c. Failure to manage an incident effectively is sure to result in increased life and property loss.

**INCIDENT MANAGEMENT  
TEAMS**

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- Levels of establishment.
- High level response.
- Type I and Type II teams.



Slide 1-9

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**G. Incident Management Teams (IMTs).**

- 1. Levels of establishment.
  - a. Departmental.
  - b. Regional.
  - c. State.
  - d. Tribal.
  - e. National.
- 2. Provides a high level of command and general staff response to major incidents.
  - a. Natural disasters.
  - b. Manmade disasters.
  - c. Target hazards are those areas of a community with the greatest risk of fire and life loss (both to the community and to emergency responders). Examples include chemical plants, petroleum storage, and ammunition storage facilities.
  - d. Civil disturbance or terrorist events.

- 3. Type I and Type II teams are formed, trained, and certified at the federal and state levels.

**IMTs (cont'd)**

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- For the local, county, and state levels, teams are known as:
  - Type III — state or large metropolitan level.
  - Type IV — county or fire district level.
  - Type V — local village or township level.

Slide 1-10

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- 4. State, local and county teams are known as:
  - a. Type III — state or large metropolitan area. State, region, or area with more than one jurisdiction or mutual-aid agreement.
  - b. Type IV — county or fire district level, multi-agency, or multi-jurisdictional.
  - c. Type V — local village or township. May be jurisdiction specific or by mutual aid agreement.

**II. ELEMENTS OF AN EFFECTIVE INCIDENT MANAGEMENT SYSTEM**

**IMS ELEMENTS**

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- Jurisdiction or agency involvement.
- Common elements in organization, terminology and procedures.
- Common elements enable minimal disruption.

Slide 1-11

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- A. The ICS is suitable for use regardless of jurisdiction or agency involvement.

1. Organizational structure can be applied to any incident or event.
  2. It is applicable and adaptable to all users.
  3. It readily adapts to new technology.
  4. It can expand in a logical manner from initial response to major emergency.
- B. Common elements in organization, terminology, and procedures are important.
1. The common elements allow for the use of existing qualifications and standards.
  2. They also provide the ability to quickly and effectively assign resources committed to the incident.
- C. Having common elements enables minimal disruption of existing systems during implementation, ensuring lower operational and maintenance costs.
- D. The ICS fulfills requirements enumerated early, effectively, and simply.

**III. COMPONENTS OF THE INCIDENT COMMAND SYSTEM**

**COMMON TERMINOLOGY**

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- Essential need for common terminology in any ICS.
- Incident designation.
- Standard and consistent.

Slide 1-12

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- A. Common terminology (plain language) is essential in any application of ICS, but especially with:
1. Multiagency and mutual aid involvement. The employment of resources from different locales increases the importance of this common lexicon.

2. Ensuring clear and timely dissemination. When common terminology is not used, confusion and hesitation can result. Even worse, it can lead to loss of life, property, or bodily harm.
  3. Enhanced operational safety. The understanding resulting from common terminology reduces the occurrence of operational issues that might cause accidents.
- B. Incident designation, or the act of naming incidents, should be used to prevent confusion.
1. The Incident Command referred to by the incident name. (For example, “Main Street IC.”)
  2. This is especially important when multiple incidents could be in progress at the same time or in the same jurisdictional proximities.
- C. Terminology should be standard and consistent.
1. Organizational functions and functional units.
  2. Resource elements.
  3. Facilities.

**MODULAR ORGANIZATION**

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- Top-down development of ICS.
- IC position always staffed.
- Four other major functions staffed as needed.
- Structure is based on the needs of the incident.

Slide 1-13

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- D. Modular organization.
1. ICS organizational structure expands and/or demobilizes in a modular fashion.
  2. Command is always staffed, and an IC is identified for all incidents.

3. Operations, Planning, Logistics, and Finance and Administration may be staffed as required.
4. The ICS organizational structure for any incident is based on the needs of the incident.

**INTEGRATED  
COMMUNICATIONS**

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- Managed through a common communications plan.
- Standard operating guidelines (SOGs).
- Two-way communications.
- Large incidents may require additional communication capabilities.

Slide 1-14

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E. Integrated communications.

1. Management of incident communication through a common communications plan (ICS Form 205).
2. Standard operating guidelines (SOGs).
  - a. Standard procedures.
  - b. Use of plain language (clear text).
  - c. Use of common terminology.
3. Two-way communications.
  - a. Use the, “Hey you, it’s me,” method.
  - b. Message must be understood and acknowledged.
  - c. Progress reports are important to ongoing development of strategy.
    - Assignment completed.
    - Unable to complete assignment.
    - Required resources.



- Special information.
  
- 4. Large incidents may require additional communications capabilities.
  - a. Interoperability is the ability of a system to work using the parts or equipment of another system. In this case, we are interested in exchanging communications between various systems.
  - b. All channels must be monitored. This may require additional personnel and additional equipment.
  - c. If available, consider a separate channel for each branch.
  - d. If available, separate radio channels should be considered for safety, air operations and logistics.

**BRIEF INITIAL REPORT**

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- Critical information transmitted by the first arriving unit at an incident.
- Conveys important information to those units not yet on location.
- Describes status and actions.

Slide 1-15

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- 5. Brief initial report.
  - a. The first arriving unit transmits critical information.
    - The message must be in clear text.
    - The message should paint a picture for those companies still en route and allow them to be better prepared to engage.
    - The message describes the status and actions of the first arriving company.
    - Do not use subjective descriptions such as “working fire.” Instead, say “15 percent involvement on the AB corner, first floor.”

### RECOMMENDED FORMAT

- Engine \_\_\_\_\_ arrived at location side \_\_\_\_\_ (state side of the facility) of \_\_\_\_\_ (describe the facility briefly).
- Describe the situation and the mode of operation specifically.

Slide 1-16

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b. Recommended format.

- Engine \_\_\_\_\_ arrived at location side \_\_\_\_\_ of \_\_\_\_\_ (briefly describe facility).
- Describe the situation and mode of operation.

### RECOMMENDED FORMAT (cont'd)

- Engine \_\_\_\_\_ crew is (describe what your crew has been assigned to do and where).
- (Your rank) Engine \_\_\_\_\_ in Command on side \_\_\_\_\_ (state side).
- Assign the other resources as needed.

Slide 1-17

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- Engine \_\_\_\_\_ crew is (describe your crew's actions or assignment).
- (Your rank) Engine \_\_\_\_\_ is in Command (name command) on side \_\_\_\_\_. The person giving the report gives his or her rank and apparatus number. This identifies who is giving the report and whom the receiver needs to contact if there are any questions.
- Assign other units as they arrive on scene. Assigning units prior to arrival is not recommended.

- c. Your strategies must be clear to other resources when you issue tactical assignments.

**THE COMMAND FUNCTION**

- The Command function within the ICS may be conducted in two general ways:
  - Single Command.
  - Unified Command (UC).

Slide 1-18

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- F. The Command function within the ICS is conducted in one of two ways — Single Command or Unified Command (UC).

**SINGLE COMMAND STRUCTURE**

- Management responsibility.
- Jurisdictional or legal boundaries.

Slide 1-19

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- 1. Single Command.
  - a. No overlap of jurisdictional or legal boundaries.
  - b. A single agency or jurisdiction has management responsibility.

**UC STRUCTURE**

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- Involves more than one entity that has a legal or functional responsibility.
- Elements that determine the need for UC.
- Agencies and personnel.
- State or local law may determine UC.

Slide 1-20

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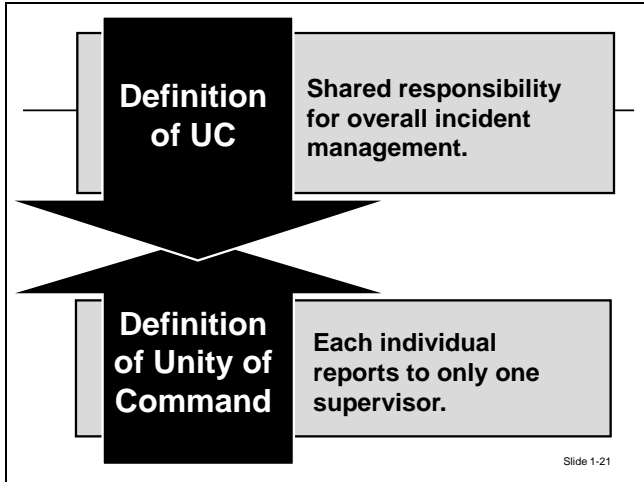
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2. UC.
  - a. Incidents involve more than one jurisdiction or agency with legal or functional responsibility.
  - b. Examples might include hazmat and mass casualty incidents, natural disasters, wildland fires, and terrorism.
3. Elements that determine the need for UC.
  - a. More than one agency or jurisdiction involved.
  - b. The potential of the incident and its political jurisdiction(s).
  - c. The legal responsibilities.
4. Involved agencies and personnel.
  - a. All agencies with geographical or legal responsibility.
  - b. One key official from each responsible agency. Must be able to commit his or her agency.
  - c. Representatives from departments within said jurisdictions.
  - d. Keep group as small as possible.
5. State or local law may determine UC.
  - a. Must agree on General Staff selections.

- b. Usually the agency with the greatest involvement will be assigned to Operations. A deputy may be assigned from another agency.
- c. Important to consider prior training and experience.



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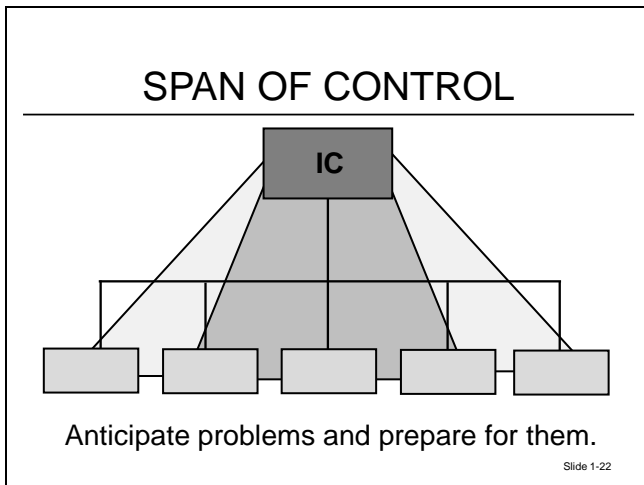
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- 6. The concept of Unity of Command should not be confused with UC.
  - a. UC is the shared responsibility for overall incident management.
  - b. Unity of Command means that every individual reports to only one supervisor.



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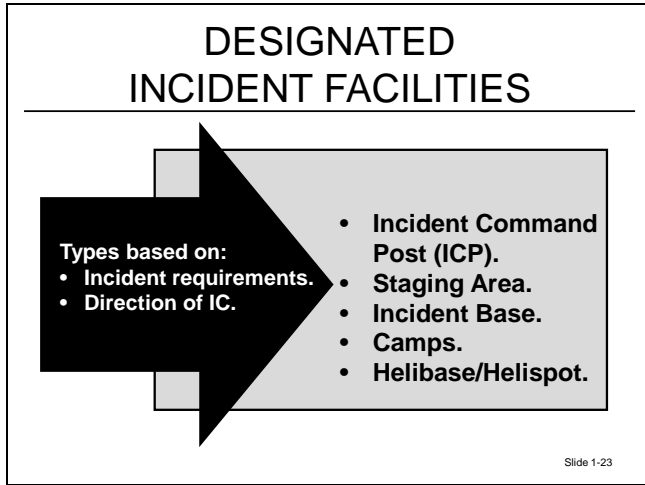
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- G. Manageable span of control is the number of subordinates that one supervisor can effectively manage.
  - 1. Ideal range is from three to seven.
  - 2. Optimal number is five.

3. Anticipate span of control problems. Cues often include complexity of the operation or geography.
4. Prepare and plan for span of control problems, especially when there is a rapid incident build-up.



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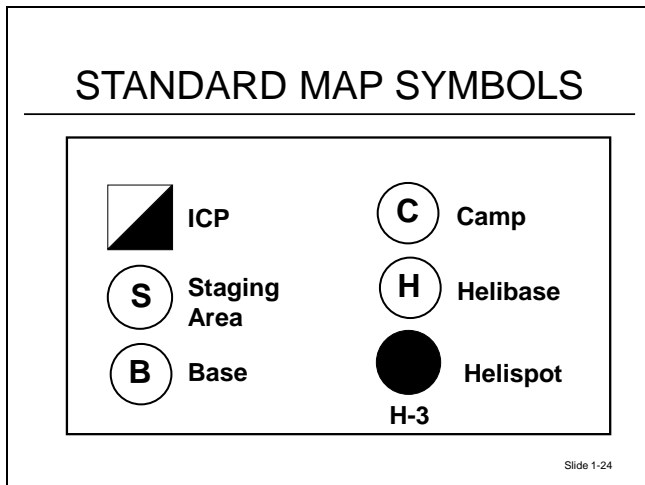
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H. Designated incident facilities: Several facilities may be established based on incident requirements and the direction of the IC.

1. Incident Command Post (ICP).
  - a. Only one per incident.
  - b. Assisting agencies are located there.
  - c. Planning activities are located there.
  - d. The communication unit is usually located near there.
2. Staging Area.
  - a. Location where resources are kept while awaiting assignment.
  - b. Resources ready to respond within three minutes.
  - c. May have more than one staging area per incident. The physical geography and the size of the response may be factors.
  - d. Command is exercised under the control of a Staging Area Manager or STAM.

- 3. Incident Base.
  - a. This is where primary service and support activities take place.
  - b. Only one Incident Base per incident.
  - c. Resources located at base are **not** ready for immediate assignment.
- 4. Camps.
  - a. Locations where resources may be kept to support incident operations.
  - b. Resources at Camps are not always available for immediate assignment.
- 5. Helibase or helispot.
  - a. A helibase is a location at an incident where helicopters may be parked, maintained, fueled, and re-equipped for another assignment.
  - b. A helispot, also called a landing zone, is a temporary location where helicopters can land to off-load personnel, patients, equipment, or supplies.



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- 6. Standard map symbols for incident facilities as found in FIREScope 420-1.

IV. INCIDENT COMMAND FUNCTIONS

**COMMAND  
RESPONSIBILITIES**

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- Incident management.
- Incident analysis.
- Briefing.
- Objectives and strategies.

Slide 1-25

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A. Responsibilities.

1. Responsibility for overall management of the incident or event.
2. The IC must analyze overall requirement of the incident and determine the most appropriate course of action for the Incident Command organization.
3. Assess the situation and obtain briefing.
4. Determine the incident objectives and strategies.

**COMMAND  
RESPONSIBILITIES (cont'd)**

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- Establish priorities and ICP.
- Establish an ICS organization.
- Procedures and schedules.
- Approve Incident Action Plan (IAP).
- Safety and security.

Slide 1-26

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5. Establish immediate priorities.
6. Establish an ICP.



7. Establish an appropriate ICS organization. Identify who will be represented in UC, as well as General Staff and Command Staff.
8. Identify operating procedures and meeting schedules.
9. Approve and authorize implementation of the Incident Action Plan (IAP).
10. Ensure safety and security of responders and public.

<b>COMMAND RESPONSIBILITIES (cont'd)</b>
<ul style="list-style-type: none"><li>• Command Staff activities.</li><li>• Approve resources and personnel.</li><li>• Update agency administrator.</li><li>• Approve Public Information Officer (PIO) releases.</li><li>• Ensure completion of ICS Form 209, Incident Status Summary.</li><li>• Order demobilization.</li></ul>
<small>Slide 1-27</small>

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11. Coordinate activities of Command Staff.
12. Approve requests for additional resources.
13. Approve use of trainees, volunteers, and auxiliary personnel.
14. Keep agency administrator informed.
15. Authorize release of information to media.
16. Ensure completion of ICS Form 209, Incident Status Summary.
17. Order demobilization of the incident.

## INCIDENT OBJECTIVES

- Statements of guidance and direction for selection of strategic and tactical direction.
- Write SMART objectives:
  - **S**pecific.
  - **M**easurable.
  - **A**chievable.
  - **R**elevant.
  - **T**imeframed.

Slide 1-28

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### B. Developing incident objectives and strategies.

#### 1. Incident objectives.

- a. Statements of guidance and direction necessary for the selection of appropriate strategy and tactical direction.
- b. Write SMART objectives.
  - **S**pecific.
  - **M**easurable.
  - **A**chievable.
  - **R**elevant.
  - **T**imeframed.

## INCIDENT OBJECTIVES (cont'd)

- Examples:
  - Remove or protect all civilians from harm throughout the accident.
  - Provide triage, treatment and transport for injured victims throughout the incident.
  - Provide exposure protection within one hour.
  - Confine fire to area of origin and extinguish within 30 minutes.
  - Remove smoke and toxic gases from the structure within 20 minutes.

Slide 1-29

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- c. Express incident objectives (SMART) as action statements.
  - Remove or protect all civilians from harm throughout the accident.
  - Provide triage, treatment, and transport for injured victims throughout the incident.
  - Provide exposure protection within one hour.
  - Confine fire to area of origin and extinguish within 30 minutes.
  - Remove smoke and toxic gases from the structure within 20 minutes.

**STRATEGIES**

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- They comprise the general plan or direction.
- They are broad in nature and achieved through tactics.

Slide 1-30

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- 2. Strategies comprise the general plan or direction to accomplish incident objectives.
- 3. Strategies are broad in nature and achieved through tactics.
  - a. Completion of strategies often requires several tactics.
  - b. Determine strategies and transform into tactics.

### EXAMPLES OF STRATEGIC ACRONYMS

- RECEO VS:
  - Rescue.
  - Exposure.
  - Confine.
  - Extinguish.
  - Overhaul and Ventilate.
  - Salvage.

Slide 1-31

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- Rescue, Exposure, Confine, Extinguish, Overhaul and Ventilate, Salvage (RECEO VS).

### EXAMPLES OF STRATEGIC ACRONYMS (cont'd)

- REVAS:
  - Rescue.
  - Exposure.
  - Ventilation.
  - Attack (the fire).
  - Salvage.

Slide 1-32

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- Rescue, Exposure, Ventilation, Attack, Salvage (REVAS).

### EXAMPLES OF STRATEGIC ACRONYMS (cont'd)

- REEVAS:
  - Rescue.
  - Evacuation.
  - Emergency care (for injured).
  - Ventilation.
  - Attack (the fire).
  - Salvage.

Slide 1-33

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- Rescue, Evacuation, Emergency care, Ventilation, Attack, Salvage (REEVAS).

**TACTICS**

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- Specific operations that must be accomplished to achieve the strategies.
- Tactics must be both specific and measurable.

Slide 1-34

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4. Tactics include the specific operations that must be accomplished to achieve strategies. Tactics must be both specific and measurable.

**COMMAND PRIORITIES**

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- Life safety.
- Reduce threat.
- Restore critical infrastructure.
- Maintain public confidence.
- Stakeholders' concerns.

Slide 1-35

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- C. Command priorities.
  1. Ensure safety of responders and the public.
  2. Reduce threat or impact to homeland security and the environment.
  3. Restoration of critical infrastructure and commerce.
  4. Maintain public confidence.
  5. Ensure stakeholders' concerns are addressed.

**COMMAND LIMITATIONS  
AND CONSTRAINTS**

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- Adverse weather.
- Resource shortages.
- Inadequate technical support.
- Lack of intelligence.
- Political influences.
- Environmental or cultural restrictions.

Slide 1-36

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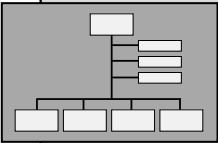
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D. Command limitations and constraints.

1. Adverse weather can complicate efforts in unexpected ways.
2. Resource shortages can significantly impact response time and efforts.
3. Inadequate technical support can hamper critical communications.
4. Lack of intelligence can significantly complicate planning and implementation.
5. Political influences can help or hinder the nature and quality of response.
6. Environmental or cultural restrictions are unknown vectors that can significantly alter response.

V. **COMMAND STAFF POSITIONS**

**COMMAND STAFF  
POSITIONS**



- **Safety Officer.**
- **Liaison Officer.**
- **PIO.**

Slide 1-37

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## NEED FOR COMMAND STAFF

- If large-scale or complex incidents.
- If IC cannot handle these functions effectively.



Slide 1-38

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### A. Need for a Command Staff.

1. At large-scale, complex incidents, evaluate the need for Safety, Liaison, Public Information Officer (PIO) and additional staff functions.
2. Can the IC handle these functions? If not, they should be delegated.

## SAFETY OFFICER

- Responsibilities.
- Reason for implementation.
- Authority to bypass chain of command.
- Requisite background.



Slide 1-39

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### B. Safety Officer.

1. Responsibilities.
  - a. Monitor and assess safety hazards and high-risk situations and develop measures to enhance personnel safety.
  - b. National Fire Protection Association (NFPA) 1521, *Standard for Fire Department Safety Officer* can be used as a reference.

2. Reason for implementation.
  - a. Safety of personnel working in an inherently unsafe environment.
  - b. Keeps the IC aware of present and potential hazards.
  - c. Develops suggestions on minimizing risks.
3. Authority: The Safety Officer has the authority to bypass the chain of command to correct unsafe actions and remove responders from imminent danger.
  - a. Must inform IC of corrective actions taken.
  - b. Chain of command is used if responders are **not** in imminent danger.
4. Requisite background: Safety Officer should have a thorough knowledge of factors affecting the incident.
  - a. Fire behavior.
  - b. Building construction.
  - c. Applicable strategy and tactics.
  - d. ICS organization.

<h3>LIAISON OFFICER</h3> <hr/>
<ul style="list-style-type: none"><li>• Responsibilities.</li><li>• Reason for implementation.</li><li>• Liaison area.</li><li>• Benefits of coordination.</li></ul>
<small>Slide 1-40</small>

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- C. Liaison Officer.
  1. Responsibilities.
    - a. Interact with agency representative.





- b. Interact with and brief media.
  - c. Interact with and brief other appropriate agencies.
  - d. Interface with PIOs from other involved agencies.
  - e. Serve as a central point for dissemination of information reducing conflict or confusion.
  - f. Coordinate with the IC on sensitive topics.
2. Reasons for implementation.
- a. The IC may be overloaded or distracted by the media.
  - b. Media has a legitimate need for information.
  - c. Public needs appropriate information for their safety.
3. Media area.
- a. Should be established away from the Command Post (CP) and other incident activities.
  - b. Media to be aware of location and briefing times.
  - c. Adequate space for communications vehicles.
4. Tours and photo opportunities.
- a. Scheduled.
  - b. Understanding of safe areas, off-limit areas, etc.
  - c. Concerned with the safety of press.
  - d. These and other issues with the media should be worked out before an incident occurs.

## ADDITIONAL COMMAND STAFF

- Added Command Staff may be necessary.
  - Legal counsel.
  - Medical advisor.
  - Intelligence or investigation.
  - Security.

Slide 1-42

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E. Additional Command Staff.

1. Additional Command Staff may be necessary depending on the nature, location, and requirements of the incident.
2. Consider:
  - a. Legal counsel.
  - b. Medical advisor.
  - c. Intelligence or investigation.
  - d. Security.

## VI. EXPANDING INCIDENT COMMAND SYSTEM

### ICS POSITION TITLES

Primary Position	Title	Support Position
Incident Commander	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff	Section Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Strike Team/Task Force	Leader	N/A
Unit	Leader	Manager
Single resource	Use unit designation	N/A

Slide 1-43

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## EXPANDING THE ICS

- The majority of United States emergency services agencies have limited experience with managing major and catastrophic incidents.
- For the fire service, 99.7 percent of our incidents are handled by a single alarm.
- It is essential that the ICS Command and General Staff functions be staffed on the remaining 0.3 percent of incidents.

Slide 1-44

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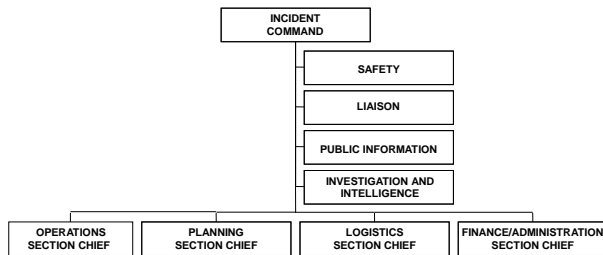
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- A. The great majority of United States fire departments, law enforcement agencies and other emergency services providers have limited experience with managing major and catastrophic incidents.

## ICS COMMAND AND GENERAL STAFF FUNCTIONS



Slide 1-45

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- B. On major, catastrophic incidents, it is essential that the General Staff positions (IC, Operations Section Chief (OSC), Planning Section Chief (PSC), Logistics Section Chief (LSC), and the Finance/Administration Section Chief) are implemented.
- C. The Command Staff positions of Safety Officer, Liaison Officer, PIO, and Investigation and Intelligence Officer (optional) are also essential functions that need to be staffed.

## ICS EXPANSION NEEDS

- Response agencies with a statutory responsibility.
- Disregarding Command and General Staff functions.

Slide 1-46

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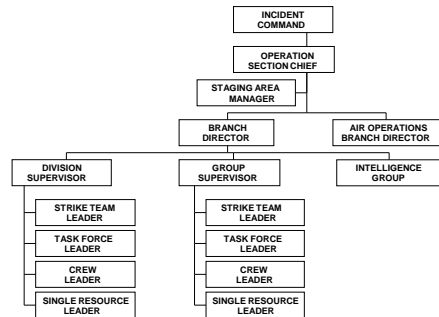
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- D. These functions apply not only to fire departments, but also to most other response agencies with a statutory responsibility for outcomes.
- E. Disregard for the establishment of the Command and General Staff functions is highly detrimental to response personnel, interfacing agencies and the public.

## OPERATIONS SECTION



Slide 1-47

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## OPERATIONS SECTION: OPERATIONS SECTION CHIEF

- Establish Operations to allow the IC to focus on the “big picture.”
- Operations will do tactics while the IC will do objectives and strategy.
- Division of work.
- Assure that all incident personnel are aware that “Ops” is established.

Slide 1-48

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### F. Operations Section: OSC.

1. Operations will do tactics while the IC will do incident objectives and strategy.
2. This division of work is absolutely necessary on major incidents.
3. Assure that all incident personnel are aware the “Ops” is established.

## STAGING

- A location where resources report until given an assignment.



Slide 1-49

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4. Staging.
  - a. Location where resources report until given an assignment.
    - Parameters for staging set by policy.
    - If Operations not staffed, staging reports directly to the IC.

- Resources at staging are ready and available for immediate assignment.
  
- Available resources in staging are supervised by a STAM.

**RESPONSIBILITIES OF THE STAGING AREA MANAGER**

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- Check in resources.
- Respond to requests for resources.
- Keep IC or Operations informed of status of resources.
- Maintain required resource levels.

Slide 1-50

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b. Responsibilities of the STAM.

- Provides check in resources — ICS Form 211.
  
- Respond expeditiously to resource requests.
  
- Keep IC or Operations informed at all times of resource status and availability in staging.
  
- Maintain required resource levels in staging.

**BENEFITS OF STAGING**

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- Firefighter safety.
- Reduces premature deployment of companies.
- Personnel accountability.
- Reduces freelancing.
- Minimizes excessive communications.
- Reinforces “unity of command” concept.

Slide 1-51

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c. Benefits of staging.

- Helps assure the safety of firefighters.
- Prevents premature deployment of companies.
- Assures that all personnel involved are accountable.
- Prevents freelancing, which can result in inefficient deployments and adversely affect the safety of personnel.
- Minimizes excessive communications.
- Reinforces “unity of command” concept by reducing duplication of effort and resulting inefficiencies.

<b>BENEFITS OF STAGING (cont'd)</b>
<ul style="list-style-type: none"><li>• Provides control of arriving personnel.</li><li>• Properly deploying resources.</li><li>• Facilitates formation of crews, task forces, or strike teams.</li><li>• Provides resource status.</li></ul>
<small>Slide 1-52</small>

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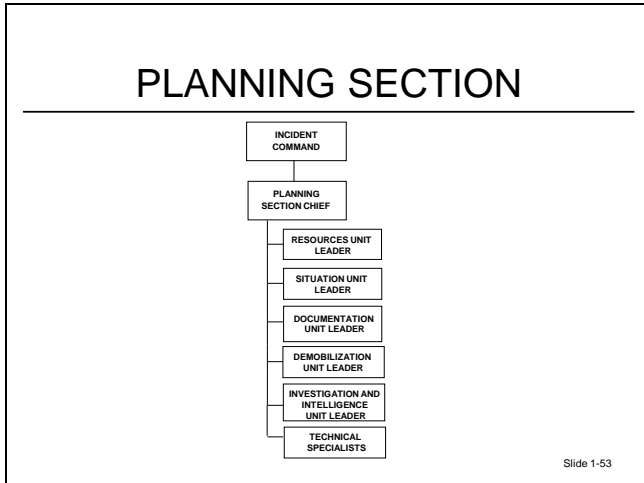
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- Provides control of personnel arriving in their own vehicles.
- Allows the IC time to deploy resources properly to meet changing conditions.
- Facilitates formation of crews, task forces, or strike teams.
- Provides continually updated resource status.





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### PLANNING SECTION: PLANNING SECTION CHIEF

- Required for processing data.
- Resources need to be tracked.
- There needs to be a plan “B” (“C” and “D”?).
- Incident needs documenting.
- Often there is a need for technical assistance.
- A number of trained personnel may have to be assigned to the Planning Section Chief (PSC).

Slide 1-54

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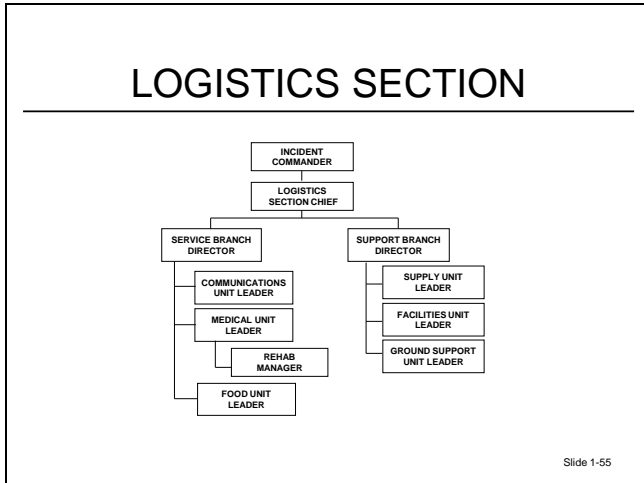
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G. Planning Section: PSC.

1. Required for processing the enormous amount of data that will be at the incident.
2. Resources need to be tracked — ordered, arrived, and at their assignment.
3. There needs to be a plan “B” and maybe a plan “C” and plan “D.”
4. The incident needs to be documented and demobilized at the appropriate time.
5. Often there is a need for technical specialists at the incident to provide critical information for the control effort.
6. A number of trained personnel may have to be assigned to the PSC so that the appropriate duties may be carried out.



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H. Logistics Section: LSC.

### LOGISTICS SECTION: LOGISTICS SECTION CHIEF

- Logistical needs could be overwhelming.
- The incident will need:
  - Communications plan.
  - Responder medical plan and rehab.
  - Feeding capability.
  - Supply operation.
  - Personnel to set up base, Command Post (CP), etc.
  - Means for transport of personnel and supplies.

Slide 1-56

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1. Logistical needs could be overwhelming.
2. The incident will need:
  - a. Communications plan.
  - b. Responder medical plan and rehab.
  - c. Feeding capability.
  - d. Supply operation.
  - e. Personnel set up base, CP, etc.
  - f. Means for transport of personnel and supplies.

### LOGISTICS SECTION (cont'd)

- Logistics section personnel requirements.
- Use of qualified nonuniformed personnel.

Slide 1-57

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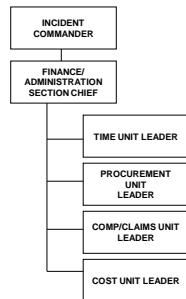
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3. The Logistics Section may require a large number of personnel.
4. You may be able to use qualified nonuniformed personnel in this section, if they are properly trained.

### FINANCE/ADMINISTRATION SECTION



Slide 1-58

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- I. Finance/Administration Section: Finance/Administration Section Chief.

### FINANCE/ADMINISTRATION SECTION (cont'd)

- Record equipment and personnel time.
- Administer outside contracts, vendors, leases and fiscal agreements.
- Manage compensation and claims.
- Collect incident-cost data and provide cost-saving recommendations.
- Manage the commissary operations.

Slide 1-59

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1. Record equipment and personnel time.
2. Administer outside contracts, vendors, leases, and fiscal agreements.
3. Manage compensation and claims.
4. Collect incident-cost data and provide cost-saving recommendations.
5. Manage the commissary operations.

### ICS BASIC APPLICATION

- Structure: two-story, wood frame townhouse.
- Conditions: 15 percent involvement of one room on the first floor. All apartments are occupied.
- Resources: three engines, one truck and police.

Slide 1-60

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- J. Example: ICS basic application.
  1. Structure: Two-story, wood frame townhouse.



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2. Conditions.
  - a. Local staffing.
  - b. Fire situation: One room, 15 percent involved on first floor.
  - c. Life hazard: All apartments are occupied.
3. Resources: Three engines, one truck and police.

**DESIGNATED INCIDENT FACILITIES**

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Several types can be established in and around incident area, based on:

- Incident requirements.
- Direction of IC.

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- ICP.
- Staging Area.
- Incident Base.
- Camps.
- Helibase/Helispot.

Slide 1-62

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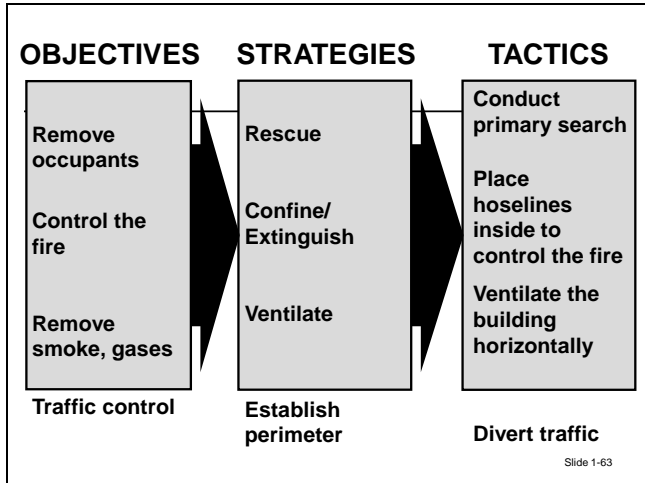
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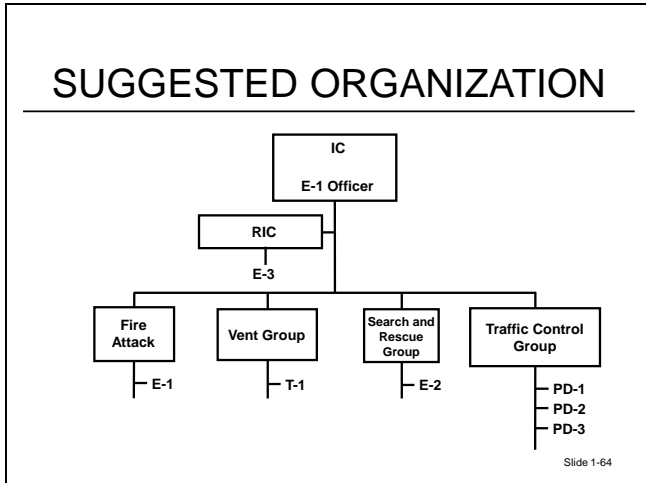
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4. Objectives (SMART).
  - a. Remove all occupants from danger.
  - b. Control the fire.
  - c. Remove smoke and toxic gases.
  - d. Control the vehicle traffic.
5. Strategies.
  - a. Rescue.
  - b. Confine or extinguish.
  - c. Ventilate.
  - d. Establish incident perimeter.
6. Tactics.
  - a. Conduct a primary search of the entire occupancy.
  - b. Place hoselines inside to control fire.
  - c. Horizontally ventilate the building.
  - d. Divert vehicle and foot traffic safely away from the scene.



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7. ICS Organization Chart.

## VII. SUMMARY

### SUMMARY

- History of the ICS.
- Elements of an effective IMS.
- Components of the ICS.
- IC functions.
- Command Staff positions.
- Expanding ICS.

Slide 1-65

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# **UNIT 2: INCIDENT COMMAND SYSTEM GENERAL STAFF FUNCTIONS AND RESPONSIBILITIES**

## **TERMINAL OBJECTIVE**

*The students will be able to:*

- 2.1 *Identify the roles and responsibilities of the Incident Command System (ICS) General Staff and the Intelligence/Investigation positions.*

## **ENABLING OBJECTIVES**

*The students will be able to:*

- 2.1 *Identify the implementation requirements for Operations, Planning, Logistics, and Finance and Administration based on incident criteria.*
  - 2.2 *Describe the responsibilities of Operations, Planning, Logistics, and Finance and Administration positions within the ICS.*
  - 2.3 *Describe the Intelligence and Investigation position as it pertains to the ICS.*
  - 2.4 *Define the role of the Rapid Intervention Crew (RIC).*
  - 2.5 *Describe incident scene accountability during an emergency operation.*
  - 2.6 *Complete the Strategy Prompter.*
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**UNIT 2:  
INCIDENT COMMAND SYSTEM  
GENERAL STAFF FUNCTIONS  
AND RESPONSIBILITIES**

Slide 2-1

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**ENABLING OBJECTIVES**

- Identify the implementation requirements for Operations, Planning, Logistics, and Finance and Administration based on incident criteria.
- Describe the responsibilities of Operations, Planning, Logistics, and Finance and Administration positions within the Incident Command System (ICS).

Slide 2-2

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**ENABLING OBJECTIVES  
(cont'd)**

- Describe the Intelligence and Investigation position as it pertains to the ICS.
- Define the role of the Rapid Intervention Crew (RIC).
- Describe incident scene accountability during an emergency operation.
- Complete the Strategy Prompter.

Slide 2-3

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**I. COMMAND, INCIDENT COMMANDER AND INCIDENT COMMAND SYSTEM**

<b>COMMAND RESPONSIBILITIES</b>
<ul style="list-style-type: none"><li>• Ensure personnel and scene safety.</li><li>• Determine strategies.</li><li>• Select tactics.</li><li>• Develop an Incident Action Plan (IAP).</li><li>• Develop ICS organization.</li></ul>
<small>Slide 2-4</small>

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- A. Responsibilities of command. Recall the key points about command responsibility that were addressed earlier. The commander is responsible for the items below.
1. Ensure personnel and scene safety.
    - a. Establish collapse zones.
    - b. Proper personal protective equipment (PPE).
  2. Determine strategies.
    - a. Based on incident objectives.
    - b. Resource dependent.
  3. Select tactics.
    - a. If there is no Operations Section Chief (OSC).
    - b. Based on available resources.
  4. Develop an Incident Action Plan (IAP).
    - a. Generally not written.
    - b. Input from staff.
  5. Develop Incident Command System (ICS) organization.
    - a. Driven by strategies.
    - b. Only what is necessary.

**COMMAND  
RESPONSIBILITIES (cont'd)**

- Manage incident resources.
- Coordinate overall emergency operations.
- Coordinate activities of outside agencies.
- Authorize release of information to the media.

Slide 2-5

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6. Manage incident resources if there is no OSC.
7. Coordinate overall emergency operations.
8. Coordinate activities of outside agencies if there is no Liaison Officer.
9. Authorize release of information to the media if there is no Public Information Officer (PIO).

**TOTAL INCIDENT COMMAND  
SYSTEM MANAGEMENT**

- More than just putting water on the fire.
- Must recognize all the management tools available.
- Consider other positions.
- Use only those "tools" required.
- The Incident Commander (IC) performs any function not staffed.

Slide 2-6

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B. Total ICS management. Remember the management functions that were discussed.

1. Involves more than just putting water on a fire.
2. Incident Commander (IC) must recognize and be able to use all of the available management tools to handle the incident.
3. Consider other positions, and determine which ones are required.

4. Use only the “tools” necessary for effective management.
5. Positions not staffed must be performed by the IC.

**GENERAL STAFF FUNCTIONS**

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- Command.
- Operations.
- Planning.
- Logistics.
- Finance and Administration.
- Intelligence and Investigation.

Slide 2-7

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C. These are the General Staff Sections or functions associated with the ICS.

1. Command.
2. Operations.
3. Planning.
4. Logistics.
5. Finance and Administration.
6. Intelligence and Investigation.

**FUNCTIONS OF COMMAND**

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- Provide for personnel safety and accountability.
- Assume and announce command.
- Size-up.
- Identify overall strategy.
- Develop an effective organization.

Slide 2-8

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- D. These are the functions of command that should now be familiar to you.
1. Provide for personnel safety and accountability.
    - a. Primary importance.
    - b. Should have policy.
  2. Assume and announce command.
    - a. Name command (i.e., “Main Street Command”).
    - b. Give location.
  3. Size-up.
    - a. To determine problems.
    - b. Guide strategic development.
  4. Identify overall strategy.
    - a. Communicate.
    - b. Develop IAP.
  5. Develop an effective organization.

<b>FUNCTIONS OF COMMAND</b> (cont'd)
<ul style="list-style-type: none"><li>• Provide tactical objectives.</li><li>• Review, evaluate and revise the IAP.</li><li>• Provide for the continuity, transfer and termination of command.</li></ul>
<small>Slide 2-9</small>

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6. Provide tactical objectives.
7. Review, evaluate, and revise the IAP.
  - a. Never stay with bad plan.

- b. Evaluate continually.
- 8. Provide for continuity, transfer, and termination of command.
  - a. Should have policy.
  - b. Announce.

**II. OPERATIONS**

**OPERATIONS**

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- Responsible for the management of all tactical operations at the incident.

Slide 2-10

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- A. Operations are responsible for the management of all tactical operations at the incident.
  - 1. Policy may establish benchmarks.
  - 2. Used to correct span-of-control issues, **not** transfer them.

**RESPONSIBILITIES OF THE OPERATIONS SECTION CHIEF**

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- Direct and coordinate all tactical operations.
- Consult with IC on development of strategies and tactics.
- Request or release resources through the IC.
- Communicate.
- Keep IC informed.
- Supervise Staging Area Manager (STAM).

Slide 2-11

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- B. Responsibilities of the OSC.
  - 1. Direct and coordinate all tactical operations.
    - a. IC should not talk to tactical units.
    - b. Ensure orders are clear.
  - 2. Consult with the IC on the development of strategies and tactics.
    - a. Deviation from original plan.
    - b. Revisions.
  - 3. Request or release resources through the IC.
  - 4. Communicate.
  - 5. Keep IC informed of operational situation and resource status.
  - 6. Supervise Staging Area Manager (STAM).
    - a. Delegated authority.
    - b. Department policy.

**STAFFING OPERATIONS**

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- Span-of-control.
- Large geographical area.
- Natural or man-made barriers.
- A complex incident.

Slide 2-12

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- C. When to staff Operations.
  - 1. Most common reason is to correct span-of-control problems.
  - 2. If the incident covers a large geographical area.

3. If the incident is “divided” by natural or man-made barriers.
4. A complex incident when the IC needs assistance determining strategies and tactics or has to deal with multiple outside agencies.

**OPERATIONAL  
RESPONSIBILITY LEVELS**

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- Strategic level.
- Tactical level.
- Task level.

Slide 2-13

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D. Three levels of operational responsibility.

**STRATEGIC LEVEL**

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- Determines the overall direction of the incident.
- Generally a function of the IC.
- IC sets strategic priorities.

Slide 2-14

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1. Strategic level.
  - a. Determines overall direction of incident.
  - b. Function of the IC.
  - c. IC sets strategic priorities based on incident objectives.

**TACTICAL LEVEL**

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- Assigns operational objectives.
- Generally a function of the Operation Section Chief (OSC).
- Selects and prioritizes tactical objectives.
- In absence of OSC, the IC must perform the function.

Slide 2-15

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- 2. Tactical level.
  - a. Assigns operational objectives.
  - b. Function of the OSC.
  - c. Operations select and prioritize tactical objectives.
  - d. In absence of OSC, the IC must perform the function.

**TACTICAL LEVEL (cont'd)**

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- Information on strategic and tactical levels of operation must be given to the Planning Section Chief (PSC).
- Used to forecast incident needs.
- Used to develop alternative plans.

Slide 2-16

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- e. When the Planning Section is established, information on the strategic and tactical levels of operation should be given to the Planning Section Chief (PSC). This is vital information, since Planning must evaluate the incident.
- f. Planning must forecast incident needs.

- g. The Planning Section must develop alternative plans that include both strategic and tactical level information.

**TASK LEVEL**

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- Specific tasks assigned to companies.
- Functions of Company Officers and firefighters.
- Performs individual tasks that achieve tactical objectives.

Slide 2-17

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- 3. Task level.
  - a. Completes specific assignments to companies.
  - b. Functions of Company Officers and firefighters.
  - c. Performs the individual tasks that achieve tactical objectives.

**DEVELOPMENT OF STRATEGIES**

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- Strategy Prompter.

Strategy Prompter

Operational Objectives	Strategy

Operational Section Organizational Chart

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graph TD; OSC[IC at OSC] --- OSC_BOX[OSC]; OSC_BOX --- C1[ ]; OSC_BOX --- C2[ ]; OSC_BOX --- C3[ ]; OSC_BOX --- C4[ ]; OSC_BOX --- C5[ ]
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Slide 2-18

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- E. Development of strategies.
  - 1. This form allows the OSC to take the IC's operational objectives and select the best strategy, as well as the appropriate tactics along with the needed resources to complete them.

2. It also allows the OSC to select the appropriate work area (Division, Group or Branch).

**EXAMPLE:  
IMPLEMENTING OPERATIONS**

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Slide 2-19

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F. Example: Implementing Operations.

1. Structure: Six-story commercial building. Building occupied with 50 employees.

**CONDITIONS**

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Resources:	10 engines, four trucks, two chief officers, 10 ambulances, and four staff officers.
Staffing:	Average for companies in your locale.
Fire situation:	<ul style="list-style-type: none"> <li>An explosion has occurred on fourth floor.</li> <li>Fire on fourth and fifth floors.</li> <li>Adjacent structures are threatened.</li> </ul>
Life hazard:	<ul style="list-style-type: none"> <li>15 to 20 employees injured.</li> <li>Eight employees not accounted for.</li> <li>Additional life hazards in adjacent structure.</li> </ul>

Slide 2-20

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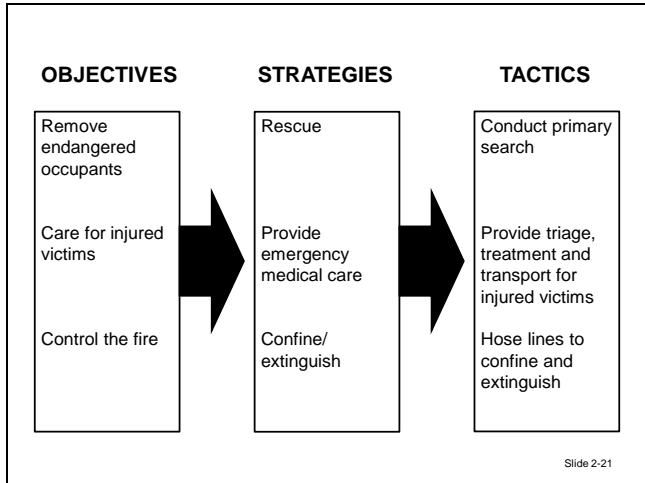
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2. Conditions.
  - a. Resources: 10 engines, four trucks, two chiefs, 10 ambulances, four staff officers.
  - b. Fire situation: Explosion has occurred on fourth floor. Fire on fourth and fifth floors. Adjacent structures are threatened.
  - c. Life hazard: 15 to 20 employees injured. Eight employees unaccounted. Additional life hazards in adjacent structure.



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3. Objectives.

- a. Remove all occupants from danger within the first 20 minutes.
- b. Provide medical care for injured throughout the incident.
- c. Confine and extinguish the fire within 30 minutes.
- d. Remove smoke and toxic gases from the structure within 30 minutes.
- e. Protect property from further damage throughout the incident.
- f. Provide traffic control throughout the incident.

4. Strategies.

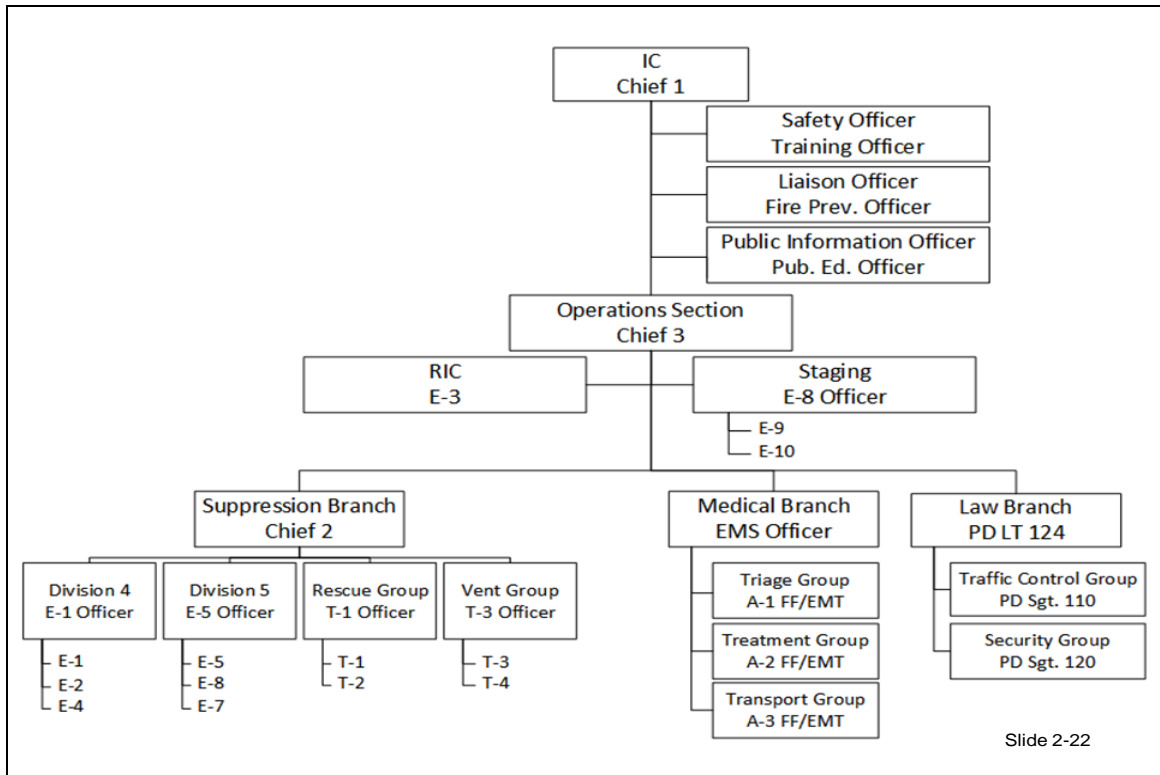
- a. Rescue — locate, remove and treat endangered employees.
- b. Confine and extinguish — confine and extinguish the fire.
- c. Ventilate — ventilate and remove smoke from building.
- d. Salvage — provide salvage operations.
- e. Establish incident perimeter.

5. Tactics.

- a. Conduct primary search.
- b. Provide triage, treatment and transport.

**INCIDENT COMMAND SYSTEM GENERAL STAFF FUNCTIONS AND RESPONSIBILITIES**

- c. Place hose lines to control and extinguish the fire.
- d. Establish vertical and horizontal ventilation.
- e. Place salvage covers and divert water.
- f. Divert traffic away from incident scene.



6. Analysis of organization depicted.

## DIVISION AND GROUP TITLES ARE COMMON DESIGNATORS

- Define tactical-level management positions.
- Used in ICS.
- Divisions represent geographic responsibilities, such as Division C (rear of the facility).
- Groups represent a functional (job) responsibility, such as ventilation group.

Slide 2-23

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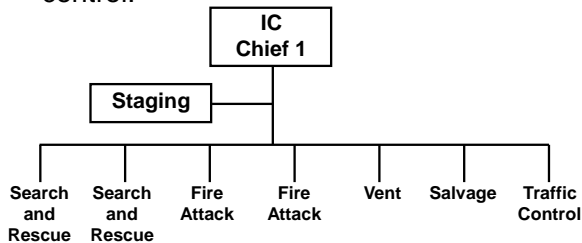
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### G. Divisions and Groups.

1. Divisions' and Groups' common titles.
  - a. Define tactical level ICS management positions.
  - b. Divisions represent geographical responsibilities.
  - c. Groups represent functional responsibilities.

## DIVISIONS AND GROUPS

- Allow deployment of additional resources without overextending the IC's span-of-control.



Slide 2-24

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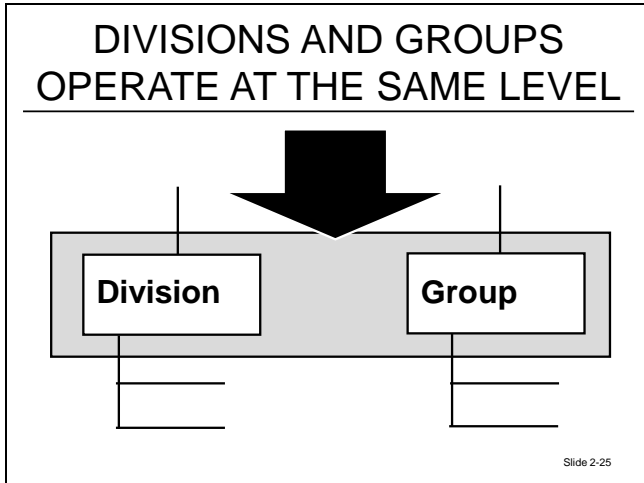
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2. Divisions and Groups allow ICS expansion without creating span-of-control problems.





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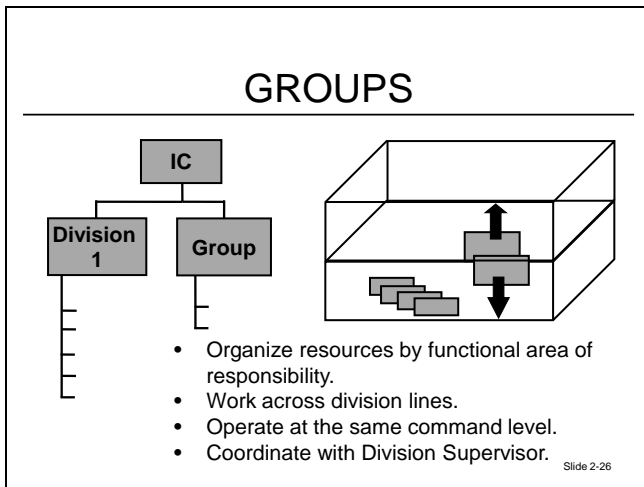
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3. Divisions and Groups operate at the same level.



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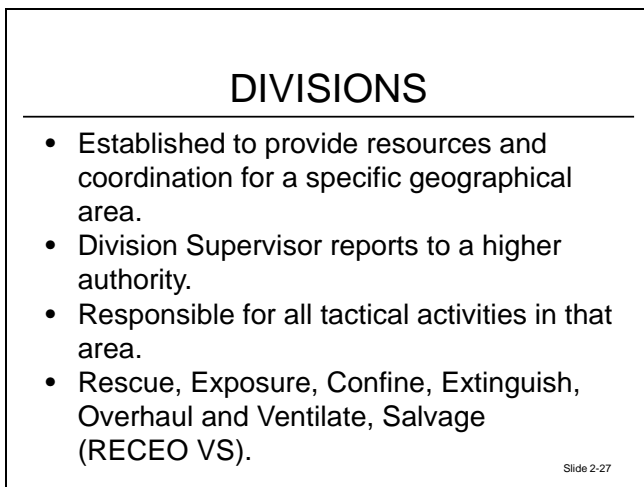
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4. Coordination between Divisions and Groups.



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- 5. A Division may be established to provide resources and coordination for a specific geographical area.
  - a. A Division Supervisor is responsible for an identified area.
  - b. The Division Supervisor is responsible for all tactical activities required in that geographical area.
  - c. Control activities include Rescue, Exposure, Confine, Extinguish, Overhaul and Ventilate, Salvage (RECEO VS) unless assigned to a specific Group.

**GROUPS**

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- Established to provide resources and coordination for a specific tactical responsibility for the entire incident.
- A Group Supervisor is responsible for a specific tactical function.
- Lateral communication.

Slide 2-28

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- 6. A Group may be established to provide resources and coordination for a specific tactical function for the **entire** incident.
  - a. A Group Supervisor is responsible for a specific tactical function. Examples include Rescue Group, Ventilation Group and Exposure Group.
  - b. Lateral communications between Divisions and Groups is essential.

**BENEFITS OF  
DIVISIONS AND GROUPS**

- Provides personnel accountability.
- Solves span-of-control problems.
- Reduces fire ground communications.
- Provides essential coordination and reduces duplication of effort.

Slide 2-29

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7. There are several benefits of Divisions and Groups.
  - a. Provides personnel accountability.
  - b. Solves span-of-control problems.
  - c. Reduces fire ground communications.
  - d. Provides essential coordination and reduces duplication of effort.

**RESPONSIBILITIES OF DIVISION  
AND GROUP SUPERVISORS**

- Ensure firefighter safety.
- Implement their portion of the IAP.
- Keep next level of command informed of their status and location.

Slide 2-30

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8. Responsibilities of Division and Group Supervisors.
  - a. Ensure firefighter safety and survival.
  - b. Implement their assigned portion of the IAP.
  - c. Provide progress and status reports.

**RESPONSIBILITIES OF DIVISION AND GROUP SUPERVISORS (cont'd)**

- Coordinate activities.
- Maintain an effective span-of-control.
- Determine need for assistance.
- Release unnecessary resources to IC.

Slide 2-31

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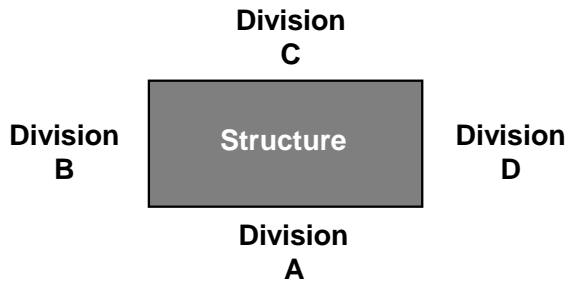
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9. Coordinate activities.
10. Maintain an effective span-of-control.
11. Determine need for assistance.
12. Release unnecessary resources to IC.

**AN EXAMPLE OF ABCD DESIGNATION SYSTEM**



Slide 2-32

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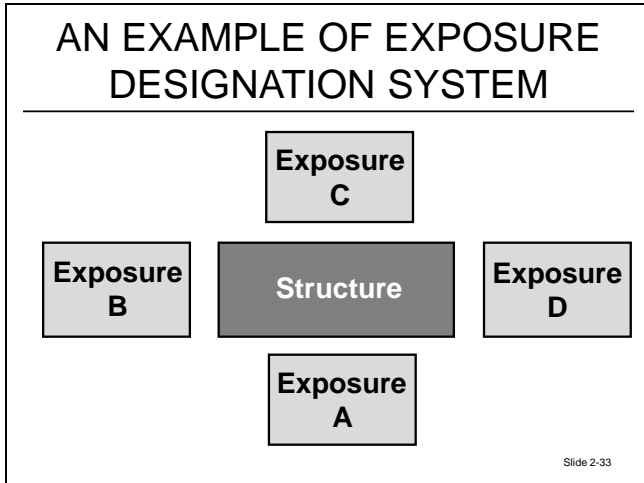
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- H. Dividing the incident.
  1. A system must be in place to divide the incident scene into manageable geographic segments.



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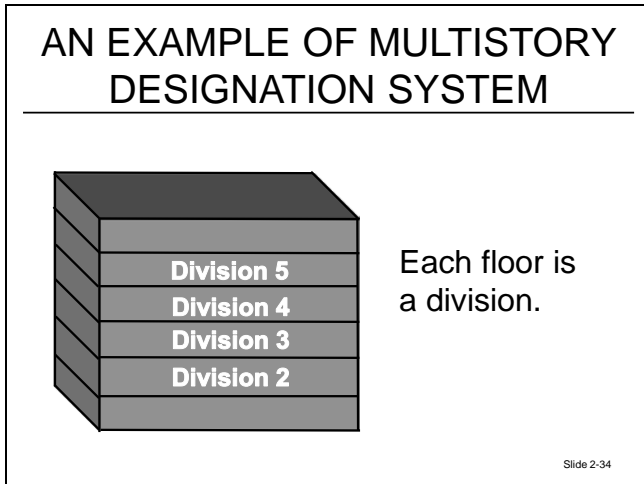
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2. Building exposures must be identified logically. One system is identified here.



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3. Sometimes the incident (building) must be divided by floors. One system is shown here.

**BRANCHES**

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- Used when number of Divisions and Groups create a span-of-control problem.
- Implemented to manage a large number of resources.

Slide 2-35

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I. Branches.

1. At large incidents, the number of Divisions and Groups can create span-of-control problems. Branches can be implemented to correct the problem.
2. Branches can also be implemented to manage large numbers of resources committed to a specific function, for example, Hazmat Branch or Medical Branch.

**BRANCHES (cont'd)**

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Organizational level between Divisions and Groups and Operations, Logistics or IC.

Most commonly used in Operations or Logistics Section of organization.

Slide 2-36

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3. A Branch is an organizational level between Divisions and Groups and Operations, Logistics or IC.
  - a. Managed by Branch Director.
  - b. Most commonly used in Operations or Logistics.
  - c. Branch names can be geographic, functional or jurisdictional.

## BRANCH RESPONSIBILITIES

- Span-of-control.
- Coordination.
- Assign objectives.
- Requests additional resources.
- Keeps immediate supervisor apprised of Branch status.

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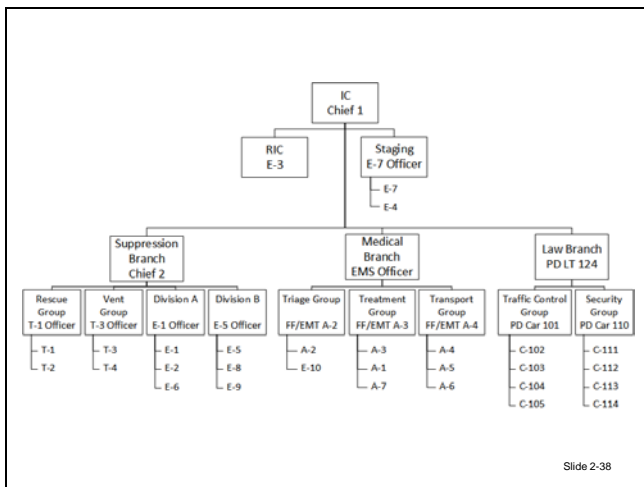
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4. Responsibilities of a Branch.
  - a. Resolves span-of-control problems.
  - b. Coordinates activities of Divisions, Groups, or Units assigned to the Branch.
  - c. Determines if assigned objectives are met.
  - d. Requests additional resources.
  - e. Keeps immediate supervisor apprised of Branch status.



Slide 2-38

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INCIDENT SCENE  
ACCOUNTABILITY

- Supervisors are responsible for the welfare and accountability of personnel assigned to them.
- System must meet the needs of the department.

Slide 2-39

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- J. Incident scene accountability.
1. Supervisors in the Command Organization are responsible for the welfare and accurate accountability of all personnel assigned to them.
    - a. Several systems in use.
    - b. Meet the needs of the department.

COMMON ELEMENTS OF AN  
ACCOUNTABILITY SYSTEM

- Required use.
- Hardware, tags, documentation.
- Point of entry control.
- Benchmarks for required roll calls.
- Procedure for organized response to reports of lost firefighters.

Slide 2-40

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- c. Common elements of personnel accountability system.
  - Required use.
  - Hardware, nametags, and documentation.
  - Point of entry control.
  - Benchmarks for required roll calls.



- Procedure for organized response to reports of lost firefighters.

**COMMON ELEMENTS OF AN ACCOUNTABILITY SYSTEM (cont'd)**

- Compatibility.
- Department needs.
- Supportive policies.
- Top down enforcement.
- Disciplinary process for violators.

Slide 2-41

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- 2. System must be able to locate every firefighter within the hazard area at any point in time.
  - a. Compatible with mutual-aid agencies.
  - b. Simple or complex, must meet needs of the department.
  - c. Must have supportive policies.
  - d. Must be enforced from the top down.
  - e. Discipline process for violators.

**PROGRESS REPORTS**

- Allow for effective decision-making.
- Assist in prioritizing the commitment of resources.
- Allow for revision of the action plan.
- CLAN:
  - Conditions.
  - Location.
  - Actions.
  - Needs.

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K. Progress reports.

1. Essential to incident management.
  - a. Allows for more effective decision-making.
  - b. Assists in setting priorities.
  - c. Allows for timely and effective revision of the IAP.
  - d. Conditions, location, actions, needs (CLAN).

**PROGRESS REPORTS (cont'd)**

- Be timely, complete and concise.
- Briefly detail where and what actions are being undertaken.
- Briefly detail where and what actions have been completed.
- Occur more often in early stages of incident.

Slide 2-43

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2. Effective progress reports.
  - a. Timely, complete and concise.
  - b. Briefly detail where and what actions are being undertaken.
  - c. Briefly detail where and what actions have been completed.
  - d. Will occur with greater frequency in the early stages.

## STAFFING THE OPERATIONS SECTION

- The Operations Section is responsible for:
  - All tactical resources and activities.
  - Developing tactical priorities.
  - Safety of personnel in the Operations Section.
  - Staging.

Slide 2-44

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### L. Staffing the Operations Section.

1. The Operations Section is responsible for the direct management of:
  - a. All tactical resources and activities.
  - b. Developing tactical priorities.
  - c. Safety of personnel in the Operations Section.
  - d. Staging.

## REASONS FOR STAFFING

- Correct span-of-control problems.
- Incidents with a large geographical area.
- Complex incidents requiring the IC to interact with outside agencies.
- Staffed to improve incident management.

Slide 2-45

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2. Reason for staffing the Operations Section.
  - a. Correct span-of-control problems for the IC.
  - b. Incidents with large geographical footprint.

- c. Complex incident requiring the IC to focus on the overall management of the incident, as well as interacting with Command Staff, General Staff and outside agencies.
- d. Operations should only be staffed to improve incident management.

**WHEN OPERATIONS IS STAFFED**

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- The duties of the IC are modified.
- Responsible for all tactical resources and activities.
- IC responsibilities.

Slide 2-46

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- 3. Once Operations is staffed, the duties of the IC are modified.
  - a. Operations become responsible for all tactical resources and activities.
  - b. The IC remains responsible for the development of incident objectives, strategy and the communications of that strategy.

**RAPID INTERVENTION CREW**

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- National Fire Protection Association (NFPA) 1500, *Standard on Fire Department Occupational Safety and Health Program*.
- Requires specifically designated rescue crews at the incident scene.

Slide 2-47

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- 4. Rapid Intervention Crew (RIC).

- a. National Fire Protection Association (NFPA) 1500, *Standard on Fire Department Occupational Safety and Health Program* requires specifically designated rescue crews at the incident scene.
  - Firefighters are exposed to a high risk of death and injury.
  - One of the most effective ways to reduce the risk is to have a RIC available.

**PURPOSE OF RIC**

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- Conduct a risk analysis.
- The nature of our business.
- High-risk situations.
- Risk is increased by nature of the task.

Slide 2-48

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- b. Purpose of RIC.
  - Conduct a risk analysis and identify risk characteristics early on.
  - The nature of our business.
  - High-risk situations require a greater commitment to rapid intervention.
  - Risk is increased by the nature of the task.

**COMPOSITION AND  
PLACEMENT OF RIC**

- Agency-specific.
- Minimum of two members, fully equipped.
- Should monitor tactical radio channel.
- Written procedures/guidelines.
- Consistency.

Slide 2-49

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c. Composition and placement.

- May be agency-specific.
- Minimum of two fully equipped and trained personnel.
- Have radios and monitor tactical channels.
- Document pertinent information.
- May perform routine jobs.
- Must be ready to deploy instantly.
- Positioned near Command Post (CP) or in proximity of operations.
- In high-rise, positioned two floors below fire.
- A large or complex incident may require more than one RIC or a RIC Group.

### DEDICATED RICS

- Two personnel.
- Availability.
- Back-up.
- Competency.
- Positioning of personnel.

Slide 2-50

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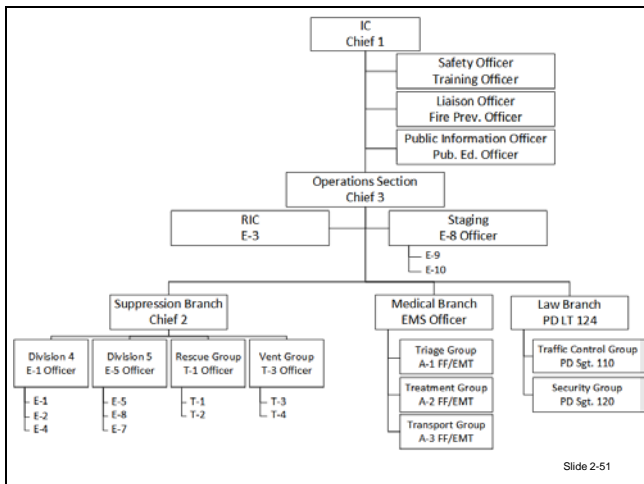
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d. Dedicated RICS.

- Minimum of two personnel in appropriate level of protection.
- Available **before** entry team enters the hot zone.
- Designated as a back-up team.
- Same level of technical competency as the entry team.
- If positioning of personnel subjects them to immediate danger, at least one properly attired RIC must be available to provide assistance.




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III. PLANNING

**PLANNING SECTION**

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- Responsible for the collection, evaluation, dissemination and use of information related to the development of the incident and the status of resources.

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Slide 2-52

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- A. The PSC is responsible for the collection, evaluation, dissemination, and use of information related to the development of the incident and the status of resources.

**PLANNING SECTION UNITS**

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- PSC.
- Resource Unit Leader or RESL.
- Situation Unit Leader or SITL.
- Documentation Unit Leader or DOCL.
- Demobilization Unit Leader or DMOB.
- Technical Specialists.

Slide 2-53

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- B. Planning Section Units.



**PLANNING SECTION CHIEF**

- Information management.
  - Collection.
  - Evaluation.
  - Dissemination.
  - Use.
- Assists the IC.

Slide 2-54

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1. PSC.
  - a. Managing information.
    - Collection.
    - Evaluation.
    - Dissemination.
    - Use.
  - b. Assisting the IC.
  - c. Developing an effective IAP.
    - Modifying the IAP.
      - Determining where.
      - Determining when.
  - d. Forecasting changing resource needs.
  - e. Developing alternate strategies.

**RESOURCE UNIT LEADER**

- Recording the status of resources assigned to the incident.
- Evaluation of the impact of additional resources.
- Anticipated resource needs.
- Staffed on larger or more complex incidents.

Slide 2-55

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2. Resource Unit Leader or RESL.
  - a. Recording the status of resources assigned to the incident.
  - b. Evaluation of impact that additional resources would have.
  - c. Anticipated resource needs.
  - d. Staffed on larger or more complex incidents.

**RESOURCE UNIT LEADER  
(cont'd)**

- Concerns.
- Basis for incident prediction.

Slide 2-56

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- e. Concerns.
  - Determining if current resources are able to control the incident.
  - Determining if there are enough resources.
  - Determining if there are too many resources.

- Determining if they are the right resources.
- f. Concerns are the basis for incident predictions and modifying the IAP.
  - Determining what additional resources may be needed.
  - Determining the response or operational time.
  - Determining if relief personnel will be needed.

**SITUATION UNIT LEADER**

---

- Analysis of situation as it progresses.
- Concerns.
  - What has happened?
  - What is currently happening?
  - What is likely to happen?
- Usually staffed on larger or more complex incidents.

Slide 2-57

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- 3. Situation Unit Leader or SITL.
  - a. Analysis of situation as it progresses by understanding the strategy and evaluating information.
    - Recording.
    - Evaluating.
  - b. Concerns:
    - What has happened?
    - What is currently happening?
    - What is likely to happen?
  - c. Generally staffed on larger or more complex incidents.

**DOCUMENTATION UNIT  
LEADER**

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- Records incident information.
- Gathers and protects all documents relevant to the incident.

Slide 2-58

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4. Documentation Unit Leader or DOCL.
  - a. Records information, gathers and protects all documents relevant to the incident.
  - b. Examples of documentation:
    - Incident reports.
    - Communication logs.
    - Injury claims.
    - Situation status reports.

**DEMOBILIZATION UNIT  
LEADER**

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- Develops the demobilization plan which will be implemented by Logistics.
- Ensures an orderly, safe and efficient demobilization.

Slide 2-59

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5. Demobilization Unit Leader or DMOB.

- a. Logistics implements the demobilization plan developed by Planning.
- b. Ensures an orderly, safe and efficient demobilization.

**TECHNICAL SPECIALISTS**

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- People with special knowledge, skills and abilities (KSAs) relevant to the incident.
- IC determines assignment.

Slide 2-60

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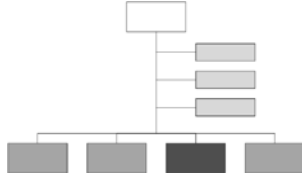
- 6. Technical Specialists.
  - a. People with special knowledge and skills relevant to incident operations.
  - b. Examples:
    - Industry representatives.
    - Chemists.
    - Structural engineers.
  - c. Technical specialists may be assigned anywhere the IC determines they are needed.

**IV. LOGISTICS**

**LOGISTICS SECTION**

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- Responsible for providing facilities, services and materials to support the incident.



Slide 2-61

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A. Logistics Section is responsible for providing facilities, services and materials to support the incident.

**LOGISTICS SECTION  
CHIEF RESPONSIBILITIES**

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- Acts as the “supply sergeant” for the incident.
- Obtains and manages services and resources.
- Manages the Service and Support Branches.

Slide 2-62

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- B. Logistics Section Chief (LSC) responsibilities:
1. Acts as the “supply sergeant” for the incident.
  2. Obtains and manages services and resources.
  3. Manages the Service and Support Branches.

**SERVICE BRANCH DIRECTOR**

- Responsible for services in support of the incident.
- Managed by a Branch Director.
- Components.
  - Communications Unit Leader or COML.
  - Medical Unit Leader or MEDL.
  - Food Unit Leader or FDUL.

Slide 2-63

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- C. Service Branch Director is responsible for services in support of the incident.
  - 1. Communications Unit Leader or COML.
    - a. Develops Incident Command System (ICS) Form 205, Radio Communications Plan.
    - b. Distributes communications equipment.
    - c. Supervises communications network.
    - d. Maintains/Repairs equipment.
  - 2. Medical Unit Leader or MEDL.
    - a. Develops ICS Form 206, Medical Plan.
    - b. Provides treatment for responders.
    - c. Provides responder rehab.
    - d. Normally does not treat civilians.
  - 3. Food Unit Leader or FDUL.
    - a. Provides meals for incident personnel.
    - b. Order 125 percent.

**SUPPORT BRANCH  
DIRECTOR**

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- Responsible for providing personnel, equipment, and supplies in support of the incident.
- Managed by a Branch Director.
- Components.
  - Supply Unit Leader or SPUL.
  - Facilities Unit Leader or FACL.
  - Ground Support Unit Manager.

Slide 2-64

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D. Support Branch Director is responsible for providing the personnel, equipment and supplies to support incident operations.

1. Supply Unit Leader or SPUL orders equipment and supplies.
2. Facilities Unit Leader or FACL provides fixed facilities for the incident.
3. Ground Support Unit Manager is responsible for support of out of service resources, transportation of personnel, supplies, food, etc.
  - a. Fueling, maintaining/repairing vehicles.
  - b. Transportation of personnel.
  - c. Decontamination.

**SUPPORT BRANCH  
DIRECTOR (cont'd)**

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- Camp Manager.
- Security.
- Formal Incident Command Post (ICP).

Slide 2-65

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4. Camp Manager is responsible for the base where support functions are performed.



- a. Resources **not** available for immediate assignment.
  - b. Generally used at wildland or high-rise incidents.
  - c. Feeding and sleeping areas.
  - d. Sanitary facilities.
5. Security.
6. Formal Incident Command Post (ICP).

**V. FINANCE AND ADMINISTRATION**

**FINANCE AND  
ADMINISTRATION SECTION**

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- Responsible for all costs, claims and legal issues related to the incident.

Slide 2-66

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- A. This section is responsible for all costs, claims and legal issues related to the incident.

**FINANCE/ADMINISTRATION  
RESPONSIBILITIES**

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- Contracts and payments.
- Incident budgeting.
- Payment of personnel costs.
- Cost recovery.
- Legal aspects of incident.

Slide 2-67

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B. Finance/Administration Section Chief responsibilities.

1. Contracts and payments.
2. Incident budgeting.
3. Payment of personnel costs.
4. Cost recovery.
5. Legal aspects of the incident.

**STAFFING OF FINANCE  
AND ADMINISTRATION**

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- Usually only at large or complex incidents.
- City finance director/county budget director.
- May be located away from incident site.

Slide 2-68

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C. Staffing of the Finance/Administration Section.

1. Usually only at large or complex incidents.
2. City finance director/county budget director.
3. May be located away from the incident site.

**FINANCE AND ADMINISTRATION  
COMPONENTS**

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- Time Unit.
- Procurement Unit.
- Compensation and Claims Unit.
- Cost Unit.

Slide 2-69

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D. Finance/Administration components.

1. Time Unit: Track time of incident personnel.
2. Procurement Unit: Financial issues involving vendors.
3. Compensation and Claims Unit: Financial concerns resulting from injuries or fatalities at incident.
4. Cost Unit: Tracking/Analyzing costs and cost estimates.

**VI. INTELLIGENCE AND INVESTIGATION FUNCTIONS**

<p><b>INTELLIGENCE/ INVESTIGATION FUNCTIONS</b></p> <hr/> <ul style="list-style-type: none"><li>• Role.</li><li>• Location within ICS organization.</li></ul> <p style="text-align: right; font-size: small;">Slide 2-70</p>
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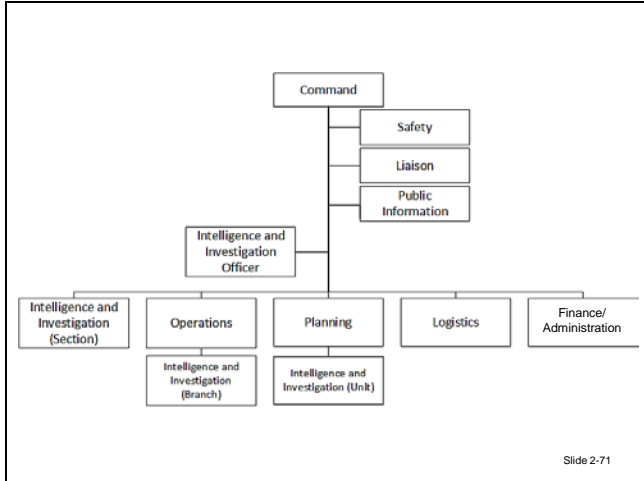
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A. Role.

1. New function under the National Incident Management System (NIMS).
2. Gather, analyze and disseminate intelligence.
3. Investigate credible threats.
4. A law enforcement function.



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- B. Location within the ICS organization.
1. Officer within the Command Staff.
  2. Unit within the Planning Section.
  3. Branch within the Operations Section.
  4. A separate General Staff Section.
  5. Location depends on the amount of law enforcement involvement and sensitive intelligence that is required for successful incident operations.

## ACTIVITY 2.1

### Effective Incident Command Organization

#### Purpose

To demonstrate your ability to use the major functions of the ICS through a structured small group activity.

#### Directions

##### Part 1

1. You will be divided into equal-sized groups.
2. Use the Strategy Prompter to develop strategies, tactics, and tasks.
3. Use Appendix A for the task.
4. Refer to Appendix B for an example of a completed Strategy Prompter.

##### Part 2

1. Your group will be assigned one or more of the following functions.
  - a. Command Staff.
  - b. Operations.
  - c. Planning.
  - d. Logistics.
  - e. Finance/Administration.
  - f. Intelligence and Investigation.
2. You will have 15 minutes for the Command and General Staff to develop the incident objectives, general strategy and initial actions.
3. You will have 15 minutes for small group work.
4. You will have 50 minutes to report out.
5. Selected individuals will come to the front of the room for a briefing.

6. There will be a maximum of 15 minutes for this briefing, in which the IC, Command Staff and General Staff will determine the incident objectives, general strategy, and initial actions that each of the staff officers must begin to develop.
7. When the IC, Command Staff, and General Staff return, each group should discuss its responsibilities and actions to be taken for the scenario.
8. Record your group's answers on an easel pad.
9. The IC, Command Staff and General Staff will return to their small groups.
10. Each group should discuss its responsibilities and actions to be taken based on the scenario.

## ACTIVITY 2.1 (cont'd)

### Situation

At the off-ramp from the 5th Street Bridge, a 6,000 gallon tanker (tractor-trailer) carrying acrolein has overturned. It is spilling its load down the street and into the river. Refer to the *Emergency Response Guide* (ERG) #131 for details about acrolein.

### Conditions

It is 0630 hours on a Monday. The temperature is 62 degrees Fahrenheit, humidity is 30 percent, with the winds from the West at 5 to 10 miles per hour (mph).

### Problem

Fire, law enforcement and EMS have been dispatched to the incident. A law enforcement officer, first on the scene, reports that the incident involves a Hazmat and advises Communications that the tanker has a red placard with the ID #1092. Referring to the Department of Transportation (DOT) ERG, you determine that the substance involved is inhibited acrolein.

Upon your arrival at the incident, you observe moderate leakage from two dome covers on the truck (approximately 10 gallons per minute (gpm)). The police officer reports that the driver is trapped in the vehicle and is unconscious or dead. The police officer then notes that the driver is having difficulty breathing.

Communications advises that a call has been received from a nursing home, located 700 feet to the east of the incident, reporting that several residents are experiencing difficulty breathing.

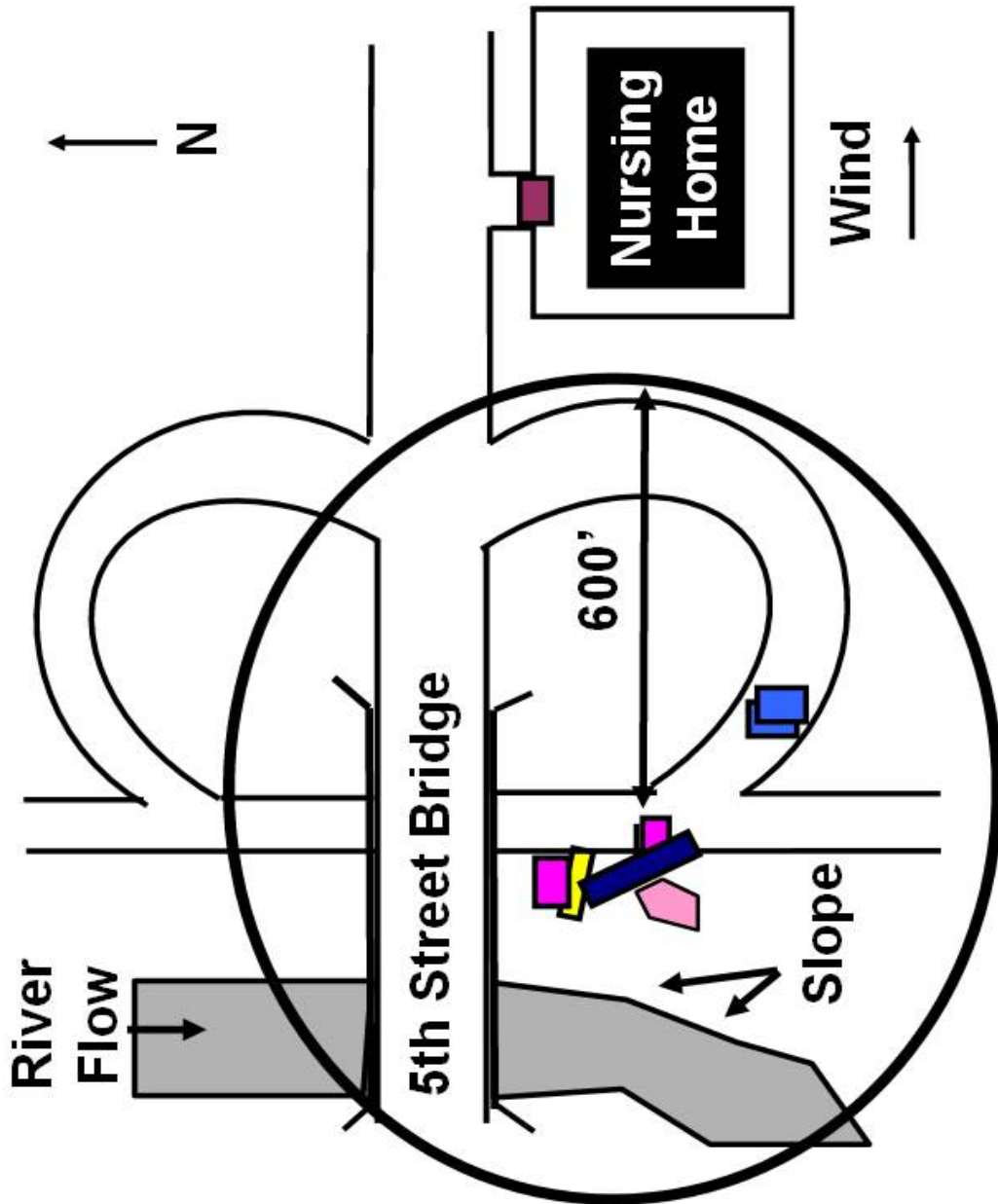
A short time later, communications advises that numerous calls are being received from the area east of the incident with reports of a foul odor and difficulty breathing.

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ACTIVITY 2.1 (cont'd)

Incident Scene



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## ACTIVITY 2.1 (cont'd)

Acrolein, inhibited — 1092

Guide 131 — Potential Hazards Information Sheet

### HEALTH HAZARDS

- Toxic; may be fatal if inhaled, ingested or absorbed through skin.
- Inhalation or contact with some of these materials will irritate or burn skin and eyes.
- Fire will produce irritating, corrosive and/or toxic gases.
- Vapors may cause dizziness or suffocation.
- Runoff from fire control or diluted water may cause pollution.

### FIRE OR EXPLOSION

- Highly flammable: Will be easily ignited by heat, sparks, or flames.
- Vapors may form explosive mixtures with air.
- Vapors may travel to source of ignition and flash back.
- Most vapors are heavier than air. They will spread along ground and collect in low or confined areas (sewers, basements, tanks).
- Vapor explosion and poison hazard indoors, outdoors or in sewers.
- Those substances designated with a “P” may polymerize explosively when heated or involved in a fire.
- Runoff to sewer may create fire or explosion hazard.
- Containers may explode when heated.
- Many liquids are lighter than water.

### FIRE

- Caution: All of these products have a very low flash point. Use of water spray when fighting fire may be inefficient.

#### Small Fires:

- Dry chemical, CO<sub>2</sub>, water spray or alcohol-resistant foam.

#### Large Fires:

- Water spray, fog or alcohol-resistant foam.
- Move containers from fire area if you can do it without risk.
- Dike fire control water for later disposal; do not scatter the material.
- Use water spray or fog; do not use straight streams.
- Fire involving tanks or car/trailer loads.
- Fight fire from maximum distance or use unmanned hose holders or monitor nozzles.
- Cool containers with flooding quantities of water until well after fire is out.
- Withdraw immediately in case of rising sound from venting safety devices or discoloration of tank.
- Always stay away from tanks engulfed in fire.
- For massive fire, use unmanned hose holders or monitor nozzles; if this is impossible, withdraw from area and let fire burn.

### **PUBLIC SAFETY**

- Call Emergency Response Telephone Number on Shipping Paper first. If Shipping Paper not available or no answer, refer to appropriate telephone number listed on the inside back cover.
- Isolate spill or leak area immediately for at least 100 to 200 meters (330 to 660 feet) in all directions.
- Keep unauthorized personnel away.
- Stay upwind.
- Keep out of low areas.
- Ventilate closed spaces before entering.

### **PROTECTIVE CLOTHING**

- Wear positive pressure self-contained breathing apparatus (SCBA).
- Wear chemical protective clothing which is specifically recommended by the manufacturer. It may provide little or no thermal protection.
- Structural firefighters' protective clothing provides limited protection in fire situations only; it is not effective in spill situations.

### **EVACUATION**

#### **For Spills:**

- See the Table of Initial Isolation and Protective Action Distances for highlighted substances.
- For non-highlighted substances, increase, in the downwind direction, as necessary, the isolation distance shown under "PUBLIC SAFETY."

#### **For Fire:**

- If tank, rail car or tank truck is involved in a fire, **isolate** for 800 meters (1/2 mile) in all directions; also, consider initial evacuation for 800 meters (1/2 mile) in all directions.

Adapted from Department of Transportation *North American Emergency Response Guidebook*, 2000 edition.

### **SPILL OR LEAK**

- Fully encapsulating, vapor protective clothing should be worn for spills and leaks with no fire.
- Eliminate all ignition sources (no smoking, flares, sparks, or flames in immediate area).
- All equipment used when handling the product must be grounded.
- Do not touch or walk through spilled material.
- Stop leak if you can do it without risk.
- Prevent entry into waterways, sewers, basements or confined areas.
- A vapor suppressing foam may be used to reduce vapors.

#### **Small Spills:**

- Absorb with earth, sand or other non-combustible material and transfer to containers for later disposal.
- Use clean non-sparking tools to collect absorbed material.

#### **Large Spills:**

- Dike far ahead of liquid spill for later disposal.
- Water spray may reduce vapor but may not prevent ignition in closed spaces.

### **FIRST AID**

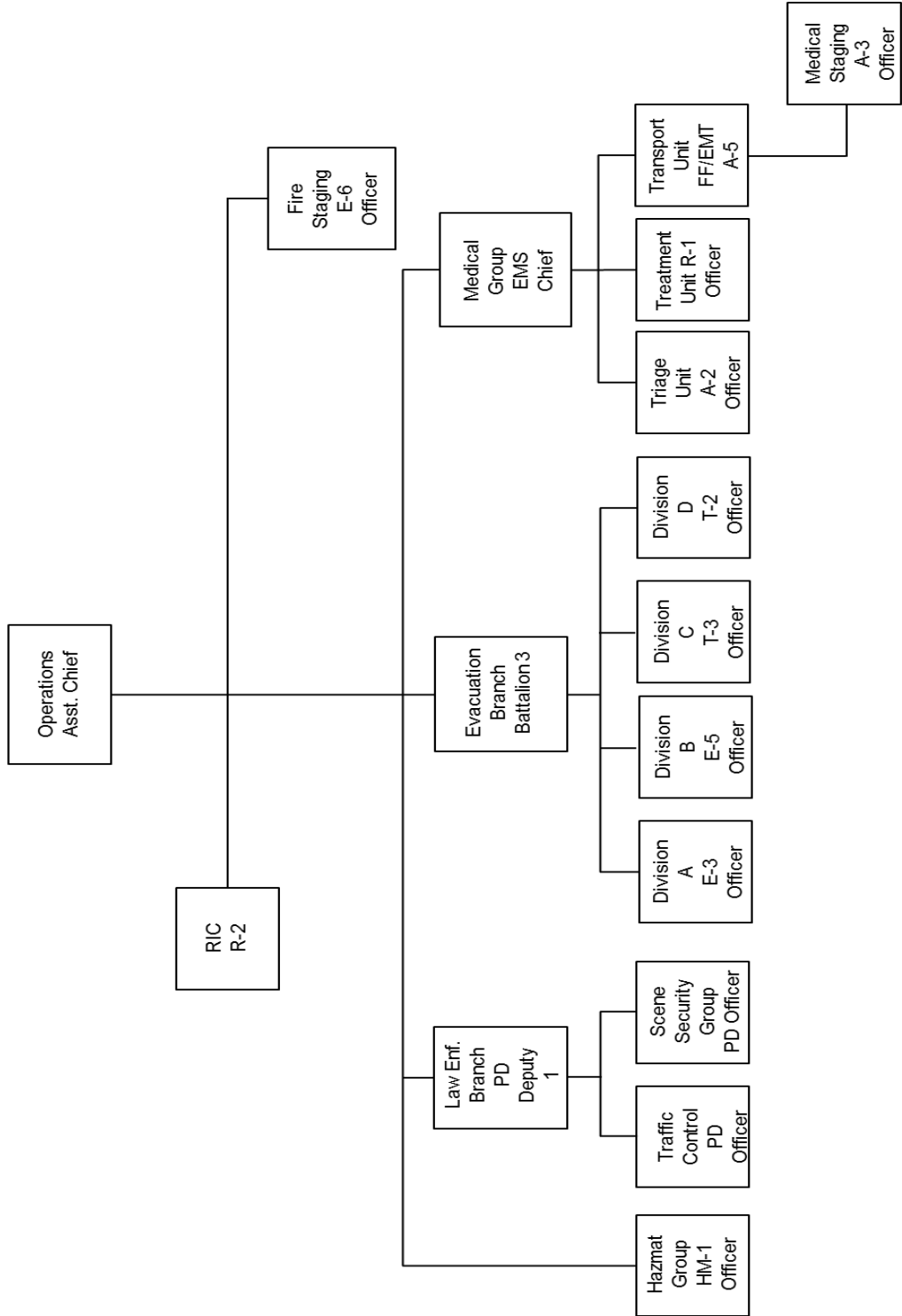
- Move victim to fresh air. Call 911 or emergency medical service.
- Apply artificial respiration if victim is not breathing.
- Do not use mouth-to-mouth method if victim ingested or inhaled the substance; induce artificial respiration with the aid of a pocket mask equipped with a one-way valve or other proper respiratory medical device.
- Administer oxygen if breathing is difficult.

- Remove and isolate contaminated clothing and shoes.
- In case of contact with substance, immediately flush skin or eyes with running water for at least 20 minutes.
- Wash skin with soap and water.
- Keep victim warm and quiet.
- Effects of exposure (inhalation, ingestion or skin contact) to substance may be delayed.
- Ensure that medical personnel are aware of the material(s) involved and take precautions to protect themselves.

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ACTIVITY 2.1 (cont'd)

**Hazardous Materials Incident — Acrolein Spill  
Operations Organizational Structure**



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# **APPENDIX A**

## **STRATEGY PROMPTER**

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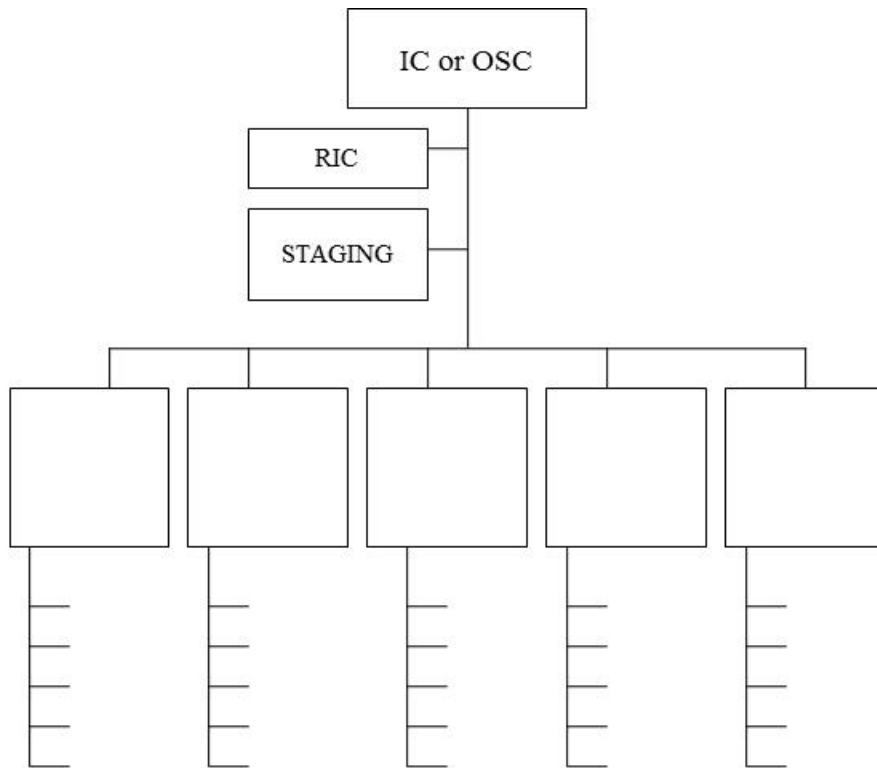
### Strategy Prompter

Operational Objective(s) (SMART):

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Strategy (How to meet Op's. Obj.)	Tactics (Who, What, Where, When)

### Operations Section Organizational Chart



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## **APPENDIX B**

### **STRATEGY PROMPTER EXAMPLE**

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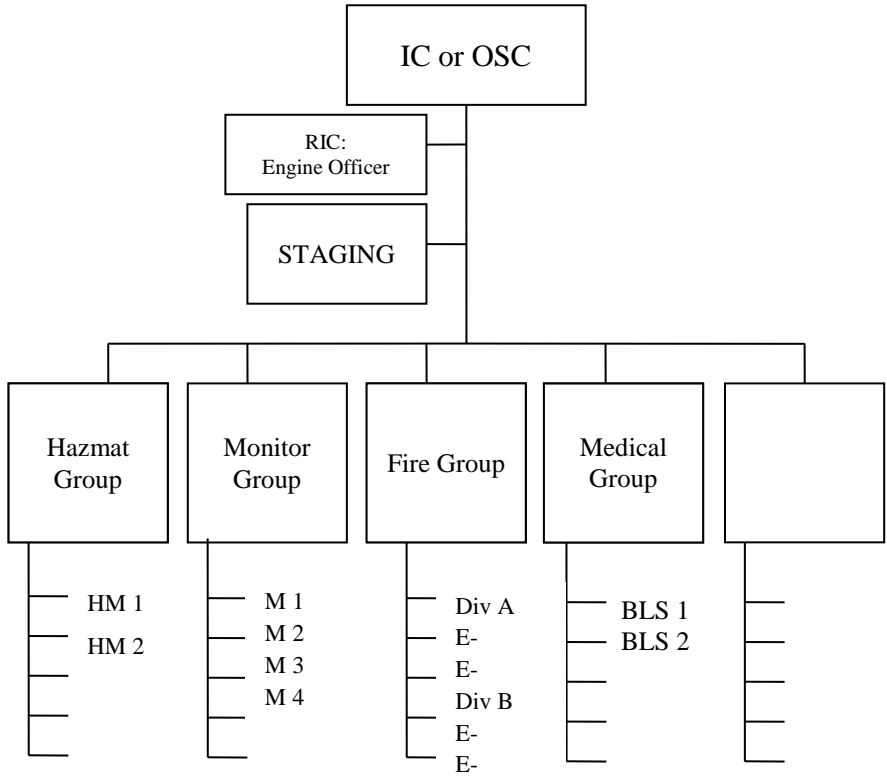
### Strategy Prompter

Operational Objective(s) (SMART):

- Evacuate residents from exclusion zone in priority order by 1230 hours.
- Contain hazardous materials from further spread and minimize impacts to property/natural resources.
- Contain and extinguish fire by 1430 hours.

<b>Strategy (How to meet Op's. Obj.)</b>	<b>Tactics (Who, What, Where, When)</b>
Determine residents impacted in the exclusionary zones, as well as those who can be sheltered in place.  Provide medical resources to triage, treat and transport impacted residents/responders.	Establish monitoring outside of the exclusionary zone using four two-person teams with 4:1 gas monitors. Team 1 north side, Team 2 south side and Team 3 east side. Team 4 at Med Triage. If winds change, rotate locations (Monitor Group). Provide for 2-BLS ambulances to monitor residents. 1-BLS Ambulance at P-Street and 22nd. 1 BLS Ambulance at T-Street and 26th. (Medical Group).
Contain leaking hazardous materials products and water used to suppress the fires by booming and diking.	HM Team 1 leak control with HM Team 2 as Back Up Team. Public Works TF 1 – Establish boom and dikes (HM Group).
Establish defensive firefighting methods to suppress the two tank cars on fire and protect the adjacent exposures from ignition.	Division A — Two Engines/tank car on south side, enter on 22nd/P. Division B — Two Engines/tank car on north side, enter on 26th/T. All conducting suppression and exposure control. (Fire Branch) Establish RIC with one engine.

### Operations Section Organizational Chart



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# **UNIT 3: DEVELOPING AN ORGANIZATIONAL STRUCTURE**

## **TERMINAL OBJECTIVE**

*The students will be able to:*

- 3.1 *Develop an organizational structure using an Incident Command System (ICS) Form 201, Incident Briefing, organizational chart and Strategy Prompter during an emergency incident.*

## **ENABLING OBJECTIVES**

*The students will be able to:*

- 3.1 *Identify the components of an ICS Form 201.*
  - 3.2 *Recognize the types of mutual-aid agreements available.*
  - 3.3 *Identify the type and capability of required resources.*
  - 3.4 *Identify the components of the resource and situation status record.*
  - 3.5 *Identify the components of the ICS organizational chart.*
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## UNIT 3: DEVELOPING AN ORGANIZATIONAL STRUCTURE

Slide 3-1

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### ENABLING OBJECTIVES

- Identify the components of an Incident Command System (ICS) Form 201, Incident Briefing.
- Recognize the types of mutual-aid agreements available.
- Identify the type and capability of required resources.

Slide 3-2

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### ENABLING OBJECTIVES (cont'd)

- Identify the components of the resource and situation status record.
- Identify the components of the ICS organizational chart.

Slide 3-3

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**I. ICS FORM 201, INCIDENT BRIEFING**

**ICS FORM 201, INCIDENT BRIEFING**

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- Incident situation (map, significant events).
- Summary of current/planned actions.
- Current organizational chart.
- Status of resources assigned or ordered.

Slide 3-4

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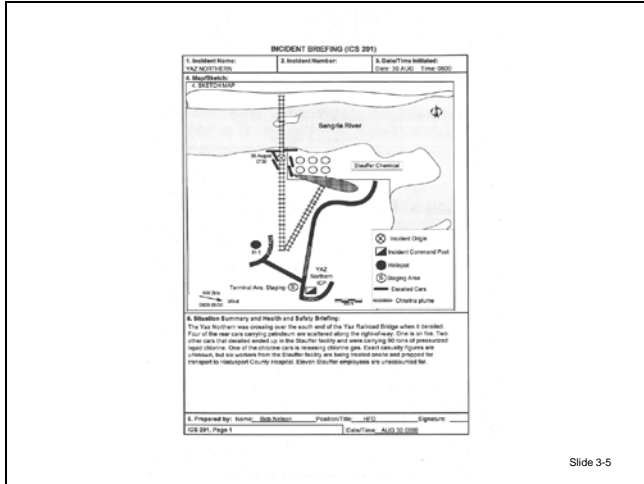
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- A. Purposes of the Incident Command System (ICS) Form 201.
1. Serves as the documented record of the incident.
  2. Assists the Incident Commander (IC) or Unified Command (UC) in completing the necessary management functions on an incident.
    - a. Planning.
    - b. Organizing.
    - c. Staffing.
    - d. Directing.
    - e. Controlling.
    - f. Evaluating.
  3. Facilitates situation and resource status tracking.
  4. Facilitates consistent command and control activities.
  5. Provides a medium for transitions of command briefings, if required.




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B. Uses of the ICS Form 201.

1. In block number one, enter the name of the incident recorded.
2. In block number two, enter the number assigned to the incident.
3. In block number three, enter the date and time (military time) that the incident was initiated.
4. In block number four, insert a map or sketch depicting the operational area of the incident.
  - a. Total area of operations.
  - b. The impacted site/area.
  - c. Trajectories or plume models.
  - d. Graphics depicting situational status.
  - e. Branch, Division, and Group boundaries.
  - f. Resource assignments.
  - g. Incident facilities.
  - h. Map symbols.
    - North.
    - Wind and speed.







- e. Enter the assignment and status of the resource. Remember, do not erase the status; just draw a line through it and then list the next status assigned.

**II. TYPES OF MUTUAL AID**

**TYPES OF MUTUAL AID**

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- Automatic mutual aid.
- Local mutual aid.
- Regional mutual aid.
- Statewide/Intrastate mutual aid.
- Interstate agreements.
- International agreements.

Slide 3-10

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- A. There are several types of mutual aid or assistance agreements, which include, but are not limited to, the following:
  1. Automatic mutual aid uses the automatic dispatch and response of requested resources without incident-specific approval.
  2. Local mutual aid is an agreement between neighboring jurisdictions or organizations that involve a formal request for assistance.
  3. Regional mutual aid is a form of a substate of fire districts that are often sponsored by a council of government or a similar regional body.
  4. Statewide/Intrastate mutual aid is coordinated through the state which incorporated both state and local government and nongovernmental assets. It is used to increase statewide preparedness and response efforts.
  5. Interstate agreements are out of state requests, commonly referred to as an emergency management assistance compact (EMAC) in an effort to obtain a state-to-state(s) agreement to support the response effort.
  6. International agreements are agreements between the USA and any other nation for the exchange of federal assets in an emergency.

**OTHER AGREEMENTS**

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- Foreign or domestic resource/assistance agreements.
- Nongovernmental organizations (NGOs).
- Private sector.

Slide 3-11

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- B. Other agreements.
  - 1. Any other agreement, formal or informal, used to obtain assistance or resources among jurisdictions, foreign or domestic, at any level of government.
  - 2. Nongovernmental organizations (NGOs).
  - 3. Private sector.

**III. IDENTIFYING AND TYPING RESOURCES**

**IDENTIFYING AND TYPING RESOURCES**

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- Resource category.
  - Function resource is to be used.
- Kinds of resources.
  - Engine.
- Types of resources.
  - Size.
  - Capability.
  - Staffing.

Slide 3-12

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- A. Resource typing is categorizing, by capability, the resources requested, deployed and used in incidents or events.
- B. “Resource category” identifies the function for which a resource would be most useful.

C. “Kind of resource” describes what the resource is. For example:

1. Fire engine.
2. Police car.
3. Helicopter.
4. Ambulance.
5. IC.
6. Division Supervisor.
7. Planning Section Chief (PSC).

### TYPES OF RESOURCES

- Type 1 Engine company.
  - A 20-foot extension ladder.
  - A 1,200 foot 2 1/2 inch hose, 400 foot 1 1/2 inch hose, 200 foot 1 inch hose.
  - A 1,000 gallons per minute (gpm) pump.
  - Capacity of 400 gallons of water.
  - Four personnel.



Slide 3-13

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D. “Types of resources” describes the size, capability, and staffing of a specific resource, for example:

1. Type 1 Engine company.
  - a. A 20-foot extension ladder.
  - b. A 1,200 foot 2 1/2 inch hose, 400 foot 1 1/2 inch hose, 200 foot 1 inch hose.
  - c. A 1,000 gallons per minute (gpm) pump.
  - d. Capacity of 400 gallons of water.
  - e. Four personnel.

**TYPES OF RESOURCES (cont'd)**

- Type 2 Helicopter.
  - Seats 10.
  - Card weight is 2,500 pounds.
  - Water tank holds 300 gallons.



Slide 3-14

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2. Type 2 Helicopter.
  - a. Seats 10.
  - b. Card weight is 2,500 pounds.
  - c. Water tank holds 300 gallons.

**TYPES OF RESOURCES (cont'd)**

- Type 2 Incident Commander (IC).
  - Meets National Wildfire Coordinating Group's (NWCG's) Wildland Fire Qualifications Subsystem Guide 310 for a Type 2 IC.
  - Held the position of a Type 3 IC with a completed position task book (PTB).



Slide 3-15

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3. Type 2 IC.
  - a. Meets National Wildfire Coordinating Group's (NWCG's) Wildland Fire Qualifications Subsystem Guide 310 for a Type 2 IC.
  - b. Held the position of a Type 3 IC with a completed position task book (PTB).

IV. RESOURCE DETERMINATION

**TYPES OF RESOURCES (cont'd)**

- Operational area.
- Staging.
- Base.
- Camp.
- Aviation operations.



Slide 3-16

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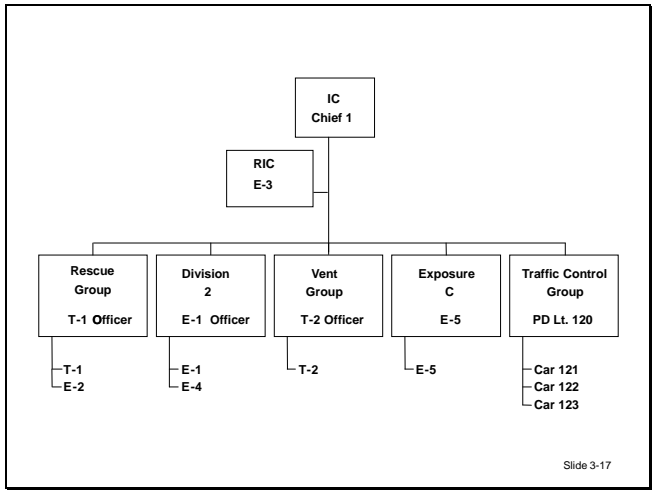
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- A. The Operations Section Chief (OSC) must select the right type and kind of resource to handle the tactics selected.
  - 1. Once resources are determined, the Resource Unit Leader or RESL must track all resources assigned to the incident.
  - 2. Ordering resources at the incident is the responsibility of the Logistics Section, normally handled by the Ordering Manager or ORDM.
  
- B. Assignment of resources.
  - 1. Operational Area.
    - a. Geographical areas referred to as a Division.
      - Established in a clockwise manner.
      - For example, Division A and Division Z.
    - b. Functional area referred to as Groups.
      - Medical Group.
      - Structural Protection Group.
  - 2. Staging Area.
    - a. Temporary areas for resources and equipment to be deployed while waiting for an assignment.

- b. May have multiple staging areas.
  - c. Managed by a Staging Area Manager or STAM.
  - d. Staging reports to Operations.
3. Base or Camp.
- a. Base is a location where primary logistics functions are coordinated and administered.
  - b. Camp is a location established to provide food, water, sleeping areas and sanitary facilities.
  - c. Camp and base may be colocated together.
4. Aviation Operations.
- a. These locations are established for aviation support and operations.
  - b. Helispot or Helibase is for helicopters.
  - c. Tanker Base is for aircraft.



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- C. Ensure effective management of resources.
- 1. Span-of-control.
    - a. Usage of single resources.
    - b. Strike Team comes with a leader, common communication and like resources.

- c. Task Force comes with a leader, common communication, and unlike resources. For example, medical works task force — two engine companies, one law enforcement vehicle and one ambulance.
- 2. Qualified supervision.
  - a. Use only qualified personnel (i.e., Strike Team/Task Force Leaders).
  - b. Same goes for Groups' or Divisions' Supervisors.
  - c. Branches' Directors.

<b>SUPERVISOR'S RESPONSIBILITIES</b>
<ul style="list-style-type: none"><li>• Accountability.</li><li>• Briefing.</li><li>• Evaluate.</li></ul>
<small>Slide 3-18</small>

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D. Supervisor responsibility.

1. Accountability.

a. Check in.

- Every resource must check in upon arrival to an incident.
- There are five locations where resources may check in:
  - Command Post (CP).
  - Staging.
  - Tanker Base or Helibase.
  - Camp.



- Operational assignment — Branch, Division or Group.
- b. Track and monitor.
  - Resources check in on an ICS Form 211, Incident Check-in List.
  - RESL monitors their assignment on T-Cards.
  - Accountability when a resource assigned is on the ICS Form 201 or on an Incident Action Plan (IAP).
  - Additional accountability may take place at the Division or Group level if needed.
  - Supervisors are responsible for monitoring status of resources assigned.
- 2. Briefing.
  - a. All supervisors are required to brief all resources upon arrival and deployment into the incident.
  - b. This includes work assignment, tactics, resources supporting or assisting, obtaining additional resources, the direct reporting supervisor, safety concerns, communications, logistical support, and what to do in an emergency or to request medical support.
  - c. Supervisors all need to conduct an operational debriefing of their resources assigned at the end of their daily assignment.
- 3. Evaluate.
  - a. Supervisors need to evaluate the resources used.
    - How the equipment functioned.
    - How they performed.
  - b. Supervisors may also be required to conduct a crew or personal evaluation report.
    - For trainees on an incident in obtaining their incident qualification certification.

- For personnel or crews in maintaining their personal qualification certification.

**V. ICS ORGANIZATIONAL CHART FORMAT**

**ICS ORGANIZATIONAL CHART**

- A graphical display of:
  - Common terminology.
  - Functional responsibility.
  - Modular organization.
  - Unity of command.
  - Span-of-control.
  - Communications.

Slide 3-19

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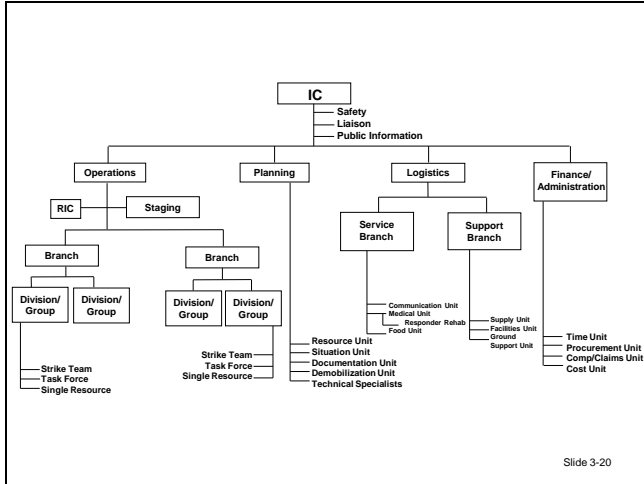
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- A. An ICS organizational chart is a graphical display of the incident’s organization and the following:
1. Common terminology.
  2. Functional responsibility.
  3. Modular organization.
  4. Unity of command.
  5. Span-of-control.
  6. Communications.



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B. Management of assignments.

1. Assignment of resources to a function or a geographic area.
  - a. Division — geographic area.
  - b. Group — functional task, search group.
  - c. Branch — used for larger incidents and also as a way to supervise both Divisions and Groups.
2. Assignment of a supervisor. Supervisor’s name is put into the organizational chart to show who is in Command of that Division, Group or Branch.
  - a. Division or Group — the person in charge is a Supervisor.
  - b. Branch — the person in charge is a Director.
3. Maintaining span-of-control.
  - a. Use a recommended span-of-control ranging from 1:1 to 7:1.
  - b. Most common is 5:1.
4. ICS management assignments must be shown graphically on the same horizontal level as all equivalent positions.

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## ACTIVITY 3.1

### ICS Form 201, Incident Briefing

#### Purpose

To complete an ICS Form 201, including a map, situational status, safety message, priorities, objectives, current and planned actions, ICS organization, and resources assigned to a simulated incident.

#### Directions

1. The class will be divided into small groups.
2. Use the ICS Form 201 in Appendix A, and complete all sections of this form based on the information provided in a simulated scenario. You will have 40 minutes to complete this task.
3. The instructor will show the slides that depict the scenario for this activity.
4. Record your findings on an easel pad.
  - a. Map of incident with symbols and legend.
  - b. Situational status.
  - c. Priorities.
  - d. Objectives.
  - e. Current actions.
  - f. Planned actions.
  - g. ICS organization.
  - h. Resource status summary.
5. Select a representative to report your group's findings.

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# **APPENDIX A**

## **ICS FORM 201, INCIDENT BRIEFING**

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**INCIDENT BRIEFING (ICS 201)**

<b>1. Incident Name:</b>	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: _____ Time: _____
<b>9. Current Organization</b> (fill in additional organization as appropriate):		
<pre> graph TD     IC[Incident Commander(s)] --- LO[Liaison Officer]     IC --- SO[Safety Officer]     IC --- PIO[Public Information Officer]     IC --- OSC[Operations Section Chief]     IC --- PSC[Planning Section Chief]     IC --- LSC[Logistics Section Chief]     IC --- FASC[Finance/Admin. Section Chief]         </pre>		
<b>6. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____		
<b>ICS 201, Page 3</b>	Date/Time: _____	





## INCIDENT BRIEFING (ICS 201)

**Purpose.** The Incident Briefing (ICS 201) provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

**Preparation.** The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing.

**Distribution.** Ideally, the ICS 201 is duplicated and distributed before the initial briefing of the Command and General Staffs or other responders as appropriate. The “Map/Sketch” and “Current and Planned Actions, Strategies, and Tactics” sections (pages 1–2) of the briefing form are given to the Situation Unit, while the “Current Organization” and “Resource Summary” sections (pages 3–4) are given to the Resources Unit.

**Notes:**

- The ICS 201 can serve as part of the initial Incident Action Plan (IAP).
- If additional pages are needed for any form page, use a blank ICS 201 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Date/Time Initiated</b> • Date, Time	Enter date initiated (month/day/year) and time initiated (using the 24- hour clock).
4	<b>Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology.  If specific geospatial reference points are needed about the incident’s location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209).
5	<b>Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.

**DEVELOPING AN ORGANIZATIONAL STRUCTURE**

<b>Block Number</b>	<b>Block Title</b>	<b>Instructions</b>
<b>6</b>	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
<b>7</b>	<b>Current and Planned Objectives</b>	Enter the objectives used on the incident and note any specific problem areas.
<b>8</b>	<b>Current and Planned Actions, Strategies, and Tactics</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Actions</li> </ul>	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (Page 2), and adjust page numbers accordingly.
<b>9</b>	<b>Current Organization</b> (fill in additional organization as appropriate) <ul style="list-style-type: none"> <li>• Incident Commander(s)</li> <li>• Liaison Officer</li> <li>• Safety Officer</li> <li>• Public Information Officer</li> <li>• Planning Section Chief</li> <li>• Operations Section Chief</li> <li>• Finance/Administration Section Chief</li> <li>• Logistics Section Chief</li> </ul>	<ul style="list-style-type: none"> <li>• Enter on the organization chart the names of the individuals assigned to each position.</li> <li>• Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections.</li> <li>• If Unified Command is being used, split the Incident Commander box.</li> <li>• Indicate agency for each of the Incident Commanders listed if Unified Command is being used.</li> </ul>
<b>10</b>	<b>Resource Summary</b>	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly.
	• Resource	Enter the number and appropriate category, kind, or type of resource ordered.
	• Resource Identifier	Enter the relevant agency designator and/or resource designator (if any).
	• Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	• ETA	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	• Arrived	Enter an "X" or a checkmark upon arrival to the incident.
	• Notes (location/assignment/status)	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

# **APPENDIX B**

## **TRAIN INCIDENT ICS FORM 201**

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**INCIDENT BRIEFING (ICS 201)**

<b>1. Incident Name:</b> YAZ NORTHERN	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 30 AUG Time: 0800
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**4. Map/Sketch:**  
4. SKETCH MAP

30 August 0730

Sangria River

Stauffer Chemical

H-1

Ron Rd

Terminal Avenue

YAZ Northern ICP

Smith

Terminal Ave. Staging (S)

NW 2kts  
0800 08/30 Wind

500 ft

- (X) Incident Origin
- ▣ Incident Command Post
- Helispot
- (S) Staging Area
- Derailed Cars
- ▨ Chlorine plume

**5. Situation Summary and Health and Safety Briefing:**

The Yaz Northern was crossing over the south end of the Yaz Railroad Bridge when it derailed. Four of the rear cars carrying petroleum are scattered along the right-of-way. One is on fire. Two other cars that derailed ended up in the Stauffer facility and were carrying 90 tons of pressurized liquid chlorine. One of the chlorine cars is releasing chlorine gas. Exact casualty figures are unknown, but six workers from the Stauffer facility are being treated onsite and prepped for transport to Hiatusport County Hospital. Eleven Stauffer employees are unaccounted for.

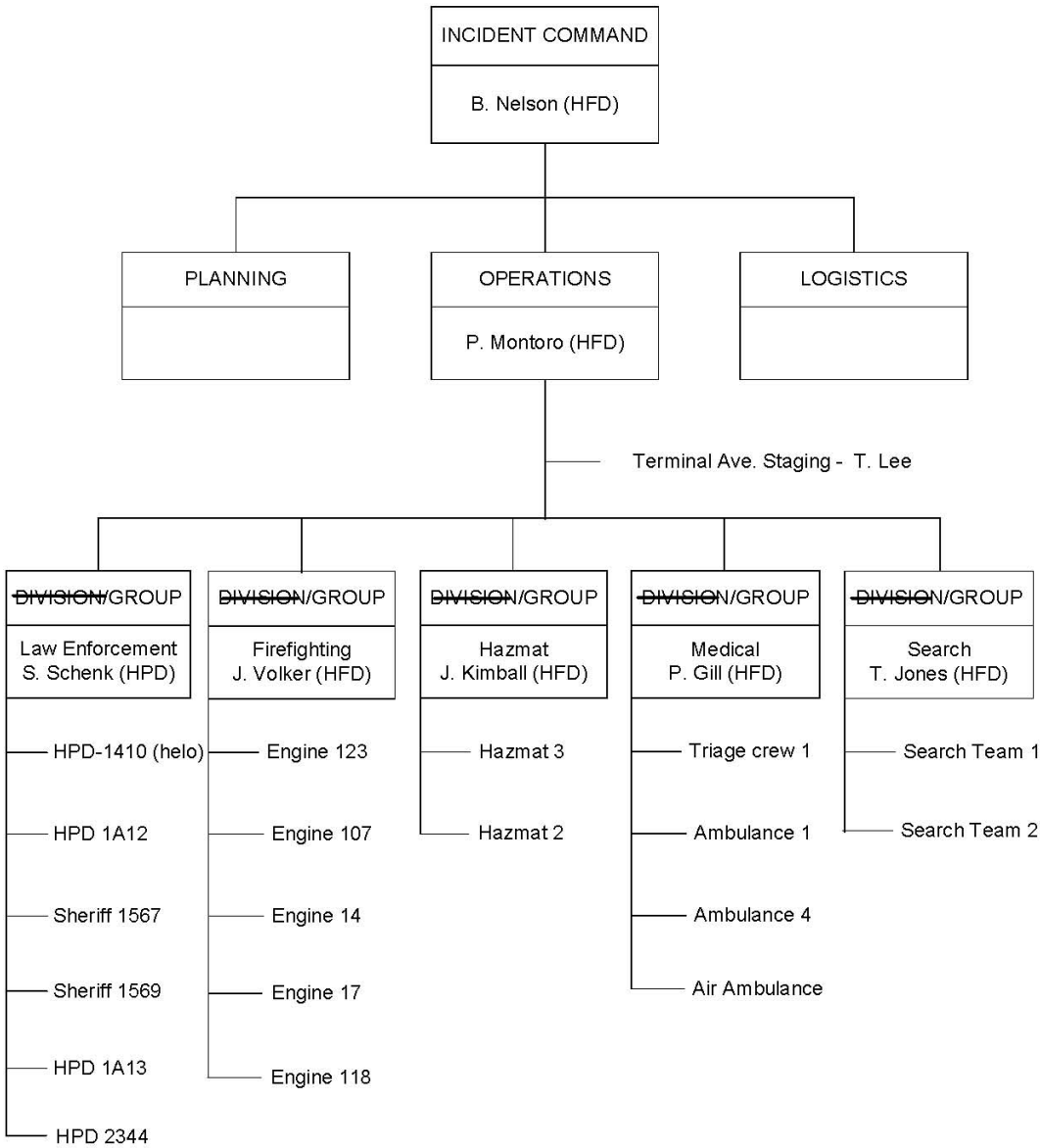
**6. Prepared by:** Name: Bob Nelson Position/Title: HFD Signature: \_\_\_\_\_

ICS 201, Page 1 Date/Time: AUG 30 0800

**INCIDENT BRIEFING (ICS 201)**

<b>1. Incident Name:</b> YAZ NORTHERN	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 30 AUG Time: 0800
<b>7. Current and Planned Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Ensure response operations are conducted in accordance with safe work practices.</li> <li>2. Remove, triage, and transport the injured.</li> <li>3. Establish an evacuation zone north of Smith Grain Company and east of the Yaz Railroad tracks.</li> <li>4. Establish perimeter control and secure the incident area.</li> <li>5. Prepare to conduct search for victims at the Stauffer facility and establish accountability system.</li> <li>6. Conduct fire suppression operations.</li> <li>7. Secure the source of the chlorine.</li> </ol>		
<b>8. Current and Planned Actions, Strategies, and Tactics:</b>		
Time:	Actions:	
	Actively evacuating personnel from the exclusion zone.	
	Conducting fire suppression operations on the burning rail car and grass fire.	
	Conducting medical triage and transport.	
	Enforcing perimeter control around the exclusion area.	
	Establishing victim accountability process.	
	Making preparations to conduct entry operations to secure the chlorine release.	
	Making preparations to search the Stauffer Company for victims.	
	Sector Hiatusport establish safety zone to exclude maritime traffic from potential path of chlorine plume.	
	Evacuation is underway at the Smith Grain Company.	
	<b>Planned actions:</b>	
	Continue ongoing operations to meet initial response objectives.	
	Establish temporary morgue location.	
	Conduct entry operations into the Stauffer facility to secure the chlorine release.	
	Evaluate shifting the Incident Command Post to the Staffork Yacht Club.	
<b>6. Prepared by:</b> Name: <u>Bob Nelson</u> Position/Title: <u>HFD</u> Signature: _____		
<b>ICS 201, Page 2</b>	Date/Time: <u>AUG 30 0800</u>	

**INCIDENT BRIEFING (ICS 201)**

<b>1. Incident Name:</b> YAZ NORTHERN	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: 30 AUG Time: 0800
<b>9. Current Organization</b> (fill in additional organization as appropriate):		
 <pre> graph TD     IC[INCIDENT COMMAND B. Nelson (HFD)]     P[PLANNING]     O[OPERATIONS P. Montoro (HFD)]     L[LOGISTICS]          IC --- P     IC --- O     IC --- L          O --- Staging[Terminal Ave. Staging - T. Lee]          Staging --- LE[<del>DIVISION/GROUP</del> Law Enforcement S. Schenk (HPD)]     Staging --- FF[<del>DIVISION/GROUP</del> Firefighting J. Volker (HFD)]     Staging --- HZ[<del>DIVISION/GROUP</del> Hazmat J. Kimball (HFD)]     Staging --- MED[<del>DIVISION/GROUP</del> Medical P. Gill (HFD)]     Staging --- S[<del>DIVISION/GROUP</del> Search T. Jones (HFD)]          LE --- LE1[HPD-1410 (helo)]     LE --- LE2[HPD 1A12]     LE --- LE3[Sheriff 1567]     LE --- LE4[Sheriff 1569]     LE --- LE5[HPD 1A13]     LE --- LE6[HPD 2344]          FF --- FF1[Engine 123]     FF --- FF2[Engine 107]     FF --- FF3[Engine 14]     FF --- FF4[Engine 17]     FF --- FF5[Engine 118]          HZ --- HZ1[Hazmat 3]     HZ --- HZ2[Hazmat 2]          MED --- MED1[Triage crew 1]     MED --- MED2[Ambulance 1]     MED --- MED3[Ambulance 4]     MED --- MED4[Air Ambulance]          S --- S1[Search Team 1]     S --- S2[Search Team 2]             </pre>		
<b>6. Prepared by:</b> Name: <u>Bob Nelson</u> Position/Title: <u>HFD</u> Signature: _____		
<b>ICS 201, Page 3</b>	Date/Time: <u>AUG 30 0800</u>	

**INCIDENT BRIEFING (ICS 201)**

<b>1. Incident Name:</b> YAZ NORTHERN		<b>2. Incident Number:</b>		<b>3. Date/Time Initiated:</b> Date: 30 AUG Time: 0800	
<b>10. Resource Summary:</b>					
Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
	B. Nelson (HFD)			X	IC/ICP
Hazmat team (Type II)	HFD Hazmat 2			X	Hazmat Group
Air Ambulance (Type III)	HCH Air Rescue			X	Medical Group
	P. Montoro			X	OSC/ICP
Helicopter (Type II LE)	HPD-1410			X	Law Enforcement Group
Fire Engine (Type I)	HFD Engine 123			X	Firefighting Group
Fire Engine (Type I)	HFD Engine 197			X	Firefighting Group
	S.Schenk			X	LE Group Supervisor
LE Unit	HCSO Sheriff 1567			X	Law Enforcement Group
LE Unit	HPD 1A12			X	Law Enforcement Group
	P.Gill			X	Medical Gp. Supervisor
Ambulance (Type I)	HCH Ambulance #1			X	Medical Group
Ambulance (Type II)	HCH Ambulance #4			X	Medical Group
	J.Kimball			X	Hazmat Group Supervisor
	J. Volker			X	Firefighting Gp. Supervisor
Fire Engine (Type II)	Engine 17			X	Firefighting Group
	T. Jones			X	Search Group Supervisor
	HPD 2344			X	Law Enforcement Group
PSC	J.Gafkjen	0750	0820		
Fire Engine (Type II)	HCFD Engine 14			X	Firefighting Group
Search Team	HFD Search Team 1			X	Search Group
RESL	A. Worth	0750	0815	X	
<b>6. Prepared by:</b> Name: <u>Bob Nelson</u> Position/Title: <u>HFD</u> Signature: _____					
<b>ICS 201, Page 4</b>			Date/Time: <u>AUG 30 0800</u>		





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# **UNIT 4: INCIDENT COMMAND SYSTEM IMPLEMENTATION**

## **TERMINAL OBJECTIVE**

*The students will be able to:*

- 4.1 *Recognize the importance of preparedness, establishing agreements, and continually evaluating the size and complexity of an incident.*

## **ENABLING OBJECTIVES**

*The students will be able to:*

- 4.1 *Describe preparedness and operational plans.*
  - 4.2 *Identify incident types and Incident Management Teams (IMTs) based on the National Incident Management System (NIMS) criteria.*
  - 4.3 *Describe the delegation of authority or letter of agreement process.*
  - 4.4 *Describe Complexity Analysis criteria.*
  - 4.5 *Describe common responsibilities in the Incident Command System (ICS).*
  - 4.6 *Conduct an Operations Briefing.*
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I. PREPAREDNESS PLANS AND AGREEMENTS

**PREPAREDNESS PLANS  
AND AGREEMENTS**

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- Follow a NIMS unified approach in response and emergency management.
- Establish expectations and agreements.
- Inventory and categorize resources.
- Coordinate activities, training and exercises for all agencies and organizations involved.

Slide 4-4

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- A. Preparedness requires a unified approach to emergency management and incident response activities. To achieve a unified approach:
  - 1. Components of National Incident Management System (NIMS) should be integrated within the emergency management and incident response structure.
  - 2. They should also include jurisdictional or agency policies.
  - 3. Standard operating procedures (SOPs) or standard operating guidelines (SOGs).
- B. For NIMS to function effectively, organizations and jurisdictional organizations should set expectations about capabilities and resources that will be provided before, during and after an incident.
- C. Taking Inventory and categorizing resources is a critical element of preparedness because it:
  - 1. Establishes and verifies the levels of capability needed based on risk and hazard assessments prior to an incident.
  - 2. Identifies and verifies that emergency response resources possess the needed qualifications during an incident.
- D. Preparedness activities need to be coordinated amongst all appropriate agencies and organizations across the jurisdictions. Preparedness activities may involve the following groups:

1. Individuals in community outreach programs and community preparedness. These programs may include:
  - a. Public education.
  - b. Training sessions.
  - c. Demonstrations.
  - d. Exercises.
  
2. Preparedness organizations designed to provide coordination for preparedness and response efforts. These organizations may include:
  - a. Local Emergency Planning Committees (LEPC).
  - b. Citizen Corps.
  - c. Critical Infrastructure Sector Coordinating Councils (CISCC).
  - d. Community Emergency Response Teams (CERT).
  
3. Nongovernmental organizations (NGOs) which can include:
  - a. Very Important Persons (VIPs).
  - b. Radio Amateur Civil Emergency Services (RACES).
  
4. Others: faith-based, community-based, national organizations, etc.

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## ACTIVITY 4.1

### Understanding Preparedness Plans and Agreements

#### Purpose

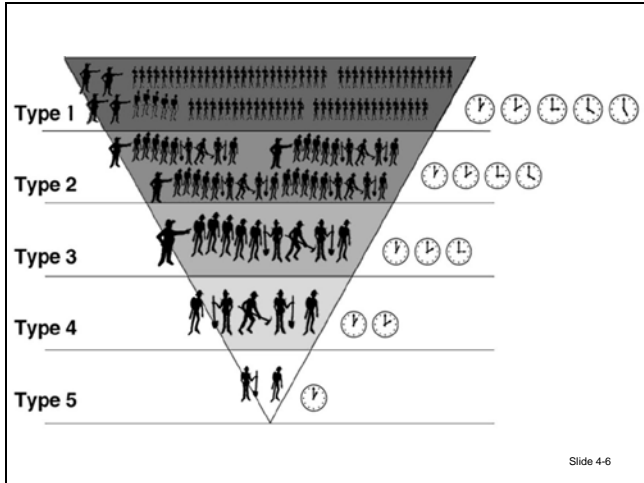
To develop a working knowledge of jurisdictional, agency, individuals, preparedness organizations and NGOs emergency preparedness plans and agreements.

#### Directions

1. In small groups, use the information previously presented in the Student Manual (SM) to answer the following questions:
  - a. What jurisdictions, agencies, individuals, organizations and NGOs are involved in your emergency preparedness planning?
  - b. What types of emergency preparedness plans do you have developed?
  - c. What types of training, exercises, or demonstrations have you conducted to date?
2. Write your answers to the questions on the easel pads. You will have 25 minutes to develop your answers.
3. Each group should select a representative to present their materials. There will be 20 minutes to share answers.

**ACTIVITY 4.1 NOTES**

II. INCIDENT TYPES AND INCIDENT MANAGEMENT TEAMS



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A. There are five types of incidents based on complexity level.

**TYPE 5**

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- The incident can be handled with one or two single resources and up to six personnel.
- Command and General Staff positions (other than the Incident Commander (IC)) are not activated.

Type 5 

Slide 4-7

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B. Type 5.

1. The incident can be handled with one or two single resources and up to six personnel.
2. Command and General Staff positions (other than the Incident Commander (IC)) are not activated.

### TYPE 5 (cont'd)

- No written Incident Action Plan (IAP) is required.
- The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.
- Examples include a vehicle fire, injured person, or police traffic stop.

Slide 4-8

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3. No written Incident Action Plan (IAP) is required.
4. The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.
5. Examples include a vehicle fire, injured person, or police traffic stop.

### TYPE 4

- Command and General Staff functions are activated only if needed.
- Several resources are required to mitigate the incident, including a Task Force or Strike Team.

Type 4



Slide 4-9

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- C. Type 4.
1. Command Staff and General Staff functions are activated only if needed.
  2. Several resources are required to mitigate the incident, including a Task Force or Strike Team.

**TYPE 4 (cont'd)**

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- The Agency Administrator may hold briefings and update the complexity analysis and delegation of authority.
- No written IAP is required, but a documented Operations Briefing will be completed for all incoming resources.

Slide 4-10

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3. The Agency Administrator may have briefings, and ensures the complexity analysis and the delegation of authority are updated.
4. No written IAP is required, but a documented Operations Briefing will be completed for all incoming resources.

**TYPE 4 (cont'd)**

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- The incident is usually limited to one operational period in the control phase.
- The role of the Agency Administrator includes operational plans with objectives and priorities.
  - Examples may include a major structure fire, a multiple-vehicle crash with multiple patients, an armed robbery, or a small hazmat spill.

Slide 4-11

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5. The incident is usually limited to one operational period in the control phase.
6. The role of the Agency Administrator includes operational plans that state objectives and priorities.
7. Examples may include a major structure fire, a multiple-vehicle crash with multiple patients, an armed robbery, or a small hazmat spill.

**TYPE 3**

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- Some or all of the Command and General Staff positions may be activated.
- The incident may extend into multiple operational periods.
- A written IAP may be required for each operational period.



Type 3 Slide 4-12

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- D. Type 3.
1. Some or all of the Command and General Staff positions may be activated.
  2. The incident may extend into multiple operational periods.
  3. A written IAP may be required for each operational period.

**TYPE 3 (cont'd)**

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- Examples may include a natural disaster or multiday hostage/standoff situation.
  - Type 3 IMT will manage initial action incidents with a significant number of resources, an extended attack incident, or an expanding incident. Some jurisdictions:
    - Have a formally designated Type 3 IMT.
    - Will form a Type 3 organization at the incident.

Slide 4-13

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4. Examples may include a tornado touchdown, earthquake, flood, or multi-day hostage/standoff situation.
5. Type 3 IMT will manage initial action incidents with a significant number of resources, an extended attack incident, or an expanding incident.
  - a. Some jurisdictions have a predetermined Type 3 IMT formally designated.

- b. Some jurisdictions will form a Type 3 organization at the incident.

**TYPE 2**

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- Command and General Staff positions are filled.
- A written IAP is required for each operational period.
- Many of the function units are staffed.
- Per operational period, staffing normally does not exceed 200 personnel and the total does not exceed 500 personnel.



Type 2 Slide 4-14

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E. Type 2.

1. Command and General Staff positions are filled.
2. A written IAP is required for each operational period.
3. Many of the function units are staffed.
4. Per operational period, staffing normally does not exceed 200 personnel, and the total does not exceed 500 personnel.

**TYPE 2 (cont'd)**

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- Agency Administrator is responsible for the incident complexity analysis, briefings and the written delegation of authority.
- Typically involve incidents of regional significance.

Slide 4-15

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5. Agency Administrator will have:
  - a. The incident complexity analysis.
  - b. Briefings.

- c. The written delegation of authority.
- 6. Typically involve regional-level incident(s).

**TYPE 1**

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- All Command and General Staff positions are activated.
- Per operational period, staffing often exceeds 500 personnel and the total exceeds 1,000 personnel.



Type 1 Slide 4-16

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- F. Type 1.
  - 1. All Command and General Staff positions are activated.
  - 2. Per operational period, staffing often exceeds 500 personnel and the total exceeds 1,000 personnel.

**TYPE 1 (cont'd)**

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- Divisions are established.
- Branches need to be established.
- Agency Administrator will have briefings and ensure the complexity analysis and delegation of authority are updated.
- Typically involve incidents of national significance.

Slide 4-17

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- 3. Divisions are established.
- 4. Branches need to be established.
- 5. Agency Administrator will have:
  - a. Briefings.



- b. Ensure the complexity analysis.
  - c. Delegation of authority is put in place or updated.
6. Typically involve national-level incident(s).

**III. DELEGATION OF AUTHORITY**

**DELEGATION OF AUTHORITY**

- Not required when IC's position of authority covers incident management for that jurisdiction.
  - Explain the types of incidents that require a delegation of authority.
  - Explain what the delegation of authority should cover.

Slide 4-18

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- A. Delegation of authority is not required when the IC's normal position authority covers all the required activities in incident management.
- B. A delegation of authority may be required when:
  - 1. An IC assumes duties outside their normal position description.
  - 2. An IMT from another area is assigned.
  - 3. An IC or IMT from another agency is assigned.
  - 4. A National Wildfire Coordinating Group (NWCG) Area Command Team is used.
  - 5. The situation exceeds the normal authority of the IC.
  - 6. Unified Command (UC) is established. It may be necessary to ensure all ICs in UC have proper authority.
- C. A delegation of authority should cover:
  - 1. Legal and policy restraints and/or freedoms.



5. Spotting.
- C. To determine the values at risk, which need to be protected.
1. Communities.
  2. Structures.
  3. Developments.
  4. Recreational facilities.
  5. Critical infrastructure.
  6. Cultural sites.
  7. Historical sites.
  8. Threatened and endangered species.
  9. Natural resources.
- D. To determine the type and kinds of resources that will be needed to mitigate the incident.
1. Single resources.
  2. Strike teams.
  3. Task forces.
- E. The IC also completes an incident complexity analysis to determine if the complexity is remaining within their qualification level.
1. Type 1.
  2. Type 2.
  3. Types 3, 4 and 5.
  4. The following activity is an example of a Types 3, 4 and 5 ICA.

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## ACTIVITY 4.2

### Complexity Analysis

#### Purpose

To understand the elements of an ICA.

#### Directions

1. In the same small groups, use the complexity analysis previously discussed in your SM and apply it to Activity 2.1.
2. Determine the incident complexity of Activity 2.1, to justify your answers, and write them on the easel pad. You will have 25 minutes to develop your group response.
3. Should this incident escalate, describe the three most important aspects in the complexity analysis that you feel would indicate the next higher “level” of incident management capability.
4. Groups will select a representative to present the materials in this activity. There will be 15 minutes for presentations.

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**V. COMMON RESPONSIBILITIES IN INCIDENT COMMAND SYSTEM**

<p><b>COMMON RESPONSIBILITIES IN ICS</b></p> <hr/>
<ul style="list-style-type: none"><li>• Receive specific assignment information from your agency.</li><li>• At the incident, check in at designated check-in location.</li><li>• Receive briefing from immediate supervisor.</li><li>• Acquire work materials.</li><li>• Conduct all tasks in a manner that ensures the safety and welfare of you and your coworkers.</li></ul>
<small>Slide 4-22</small>

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- A. Receive assignment from your agency, including:
  - 1. Job assignment (e.g., strike team designation, overhead position, etc.).
  - 2. Resource order number and request number.
  - 3. Reporting location.
  - 4. Reporting time.
  - 5. Travel instructions.
  - 6. Any special communications instructions (e.g., travel frequency).
  
- B. Upon arrival at the incident, check in at designated check-in location (ICS Form 211, Incident Check-in List).
  
- C. Receive briefing from immediate supervisor.
  
- D. Acquire work materials.
  
- E. Conduct all tasks in a manner that ensures the safety and welfare of you and your coworkers.

### COMMON RESPONSIBILITIES IN ICS (cont'd)

- Organize and brief subordinates.
- Know the assigned frequency(s) for your area, and ensure communication equipment is operational.
- Use clear text and ICS terminology.
- Complete required forms and reports.
- Respond to demobilization orders, and brief subordinates on demobilization.

Slide 4-23

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- F. Organize and brief subordinates.
- G. Know the assigned frequency(s) for your area of responsibility, and ensure that communication equipment is operating properly.
- H. Use plain language, clear text and ICS terminology (no codes) in all radio communications.
- I. Complete forms and reports required of the assigned position and send through supervisor to Documentation Unit.
- J. Respond to demobilization orders, and brief subordinates regarding demobilization.

### VI. OPERATIONS BRIEFING

#### THE OPERATIONS BRIEFING

- New resources are being assigned to an incident.
- There is a transfer of command from one IC to another, or even Unified Command (UC).
- Agency Administrators or elected officials are being briefed.



Slide 4-24

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- A. An Operations Briefing is commonly used as a briefing to:




1. New resources assigned to an incident.
2. To conduct a transfer of command from one IC to another, or even UC.
3. Used as a briefing to Agency Administrators or elected officials.

**OPERATIONAL BRIEFING  
STEPS**

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- Determine time for briefing.
- Determine location of the briefing.
- Determine who will attend.
- Determine who will manage on-going operations while briefing occurs.
- Ensure there is a completed ICS Form 201 from which to brief.



Slide 4-25

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- B. Steps to be taken in preparation of conducting an Operations Briefing.
1. Determine the appropriate time for the briefing.
  2. Determine the location of the briefing.
  3. Determine who will attend the briefing.
  4. Determine who will manage the ongoing operations, while the initial IC delivers the briefing.
  5. Ensure that the initial IC has a completed ICS Form 201 from which to brief.

## RESPONSIBILITIES OF OFF-GOING IC

- Obtain sufficient copies of the ICS Form 201 for all in attendance.
- Provide a large map of incident.
- Conduct the briefing to the incoming IC in the order on the ICS Form 201.



Slide 4-26

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### C. Responsibilities of the off-going IC.

1. Ensure that there are sufficient copies of the ICS Form 201 for all in attendance (if possible).
2. Use large maps, charts, photos, projections, or other aids to provide details surrounding the incident.
3. When you brief, brief in the order that the ICS Form 201 is laid out, and be sure to cover:
  - a. Current situation and prognosis.
  - b. Status of resources that will remain on scene.
  - c. Particular areas of concern (community, political, etc.).
  - d. Turnover of incident documentation.

## RESPONSIBILITIES OF INCOMING IC

- Conduct an on-scene assessment, if possible.
- Obtain a copy of the ICS Form 201.
- Begin your incident documentation, with the ICS Form 214.
- Obtain the ICS Form 201 briefing.
- Assume command.



Slide 4-27

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- D. Responsibilities of the incoming IC, if this briefing is being used as a transfer of command.
1. Prior to the briefing with the on-scene IC, attempt to conduct an on-scene assessment to get an overall view of how the incident is going. If not, put this in your checklist to do with the initial IC immediately following the ICS Form 201 briefing.
  2. Obtain copies of the ICS Form 201, maps, charts, and photos to view and be acquainted with prior to the ICS Form 201 briefing.
  3. Begin your incident documentation process, if you have not already, using the ICS Form 214.
  4. Obtain an ICS Form 201 in-briefing, and ensure that all of your questions have been answered and that issues you may have are resolved.
  5. Once you assume command:
    - a. What are you going to do with the initial IC?
      - Make them a deputy IC?
      - Make them the Operations Section Chief (OSC)?
      - Make them the Planning Section Chief (PSC)?
      - Demobilize them?
    - b. Ensure all incident personnel are aware of the transfer of Command.
    - c. Provide direction to Command and General Staff, as necessary.
    - d. Prepare your staff to move forward.
    - e. Using current ICS Form 201.
    - f. Revising the ICS Form 201.
    - g. Commencing the incident planning process to produce an IAP.

**TRANSFER OF COMMAND  
BRIEFING CHECKLIST**

- Provide a current situation assessment.
- Discuss the priorities and objectives.
- Discuss any safety issues.
- Discuss the current actions and tactics.
- Discuss planned actions and any timeframes.
- Discuss any limitations and constraints.
- Review current ICS organization and any projected expansion or contraction.

Slide 4-28

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- E. Use the Operations Briefing checklist to assist in briefing the ICS Form 201.
1. Provide a current situation assessment.
  2. Discuss the priorities and objectives.
  3. Discuss any safety issues.
  4. Discuss the current actions and tactics.
  5. Discuss planned actions and any timeframes.
  6. Discuss any limitations and constraints.
  7. Review the current ICS organization and any projected expansion or contraction.

**TRANSFER OF COMMAND  
BRIEFING CHECKLIST (cont'd)**

- Communicate critical management, response and support needs.
- Discuss incident facilities established (Incident Command Post (ICP), staging, etc.).
- Review on-scene resources, usage and support.
- Discuss resource that are ordered, but not on-scene.

Slide 4-29

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8. Communicate any critical management, response and support needs.

- 9. Discuss any incident facilities established (Incident Command Post (ICP), staging, etc.).
- 10. Review how on-scene resources are to be utilized and/or supported.
- 11. Discuss any resources that have been ordered but are not on-scene.

**TRANSFER OF COMMAND  
BRIEFING CHECKLIST (cont'd)**

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- Discuss any stakeholders' issues.
- Discuss incident potential and contingency plans.
- Discuss influences to the response environment (media, legal, political, public expectations, etc.).

Slide 4-30

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- 12. Discuss any issues relating to stakeholders.
- 13. Discuss incident potential and any contingency plans.
- 14. Discuss any influences to the response environment (media, legal, political, public expectations, etc.).

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## ACTIVITY 4.3

### Operations Briefing

#### Purpose

To conduct an Operations Briefing from the ICS Form 201 that has been developed in earlier units of this course.

#### Directions

1. In the same small groups, use the ICS Form 201 you have completed from earlier activities in the course, along with the Operations Briefing checklist on pages 4-26 and 4-27 of the SM.
2. If needed, modify your briefing checklist to cover the points you wish to address with the audience your instructor has given you. You will have 35 minutes to develop your group response.
3. Each group should select a representative to conduct the Operations Briefing. There will be 20 minutes for presentations.

**ACTIVITY 4.3 NOTES**





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# **APPENDIX A**

## **DELEGATION OF AUTHORITY**

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## **Delegation of Authority**

**Date/Time:** \_\_\_\_\_

**Incident Name:** \_\_\_\_\_

**Incident Commander:** \_\_\_\_\_

You are delegated full authority and responsibility as Incident Commander for managing the emergency incident on these lands: \_\_\_\_\_ within the framework of \_\_\_\_\_ (insert state) law, its statutes, administrative rules, current policy, and the directions provided by the Jurisdiction Administrator(s) or their Designee(s).

Your primary responsibility is to organize and direct your assigned resources for a safe, efficient and effective mitigation of this incident. You are to be in Unified Command mode with the agencies and jurisdictions named in this delegation of authority. You will maintain effective interagency cooperation with all agencies participating in this incident. You are accountable to the Jurisdictional Administrator(s) or their Designee(s).

Specific directions for the command, containment, control and mitigation of this incident are as follows:

1. Integrate your Incident Management Team into Unified Command with the jurisdictional incident command structure.
2. Consult with the Jurisdiction Administrator to obtain maps of the jurisdiction, any contingency plans, possible evacuation plans and notices.
3. The Jurisdiction Administrator will retain the following responsibilities:
  - a. Questions regarding political issues, legislative, complex local issues and jurisdictional questions.
  - b. Request for a declaration of a disaster.
  - c. Emergency response outside the scope of this incident.
  - d. Frequent updates on incident management.
4. Be concerned about property accountability and potential damage claims:
  - a. Document damage caused by the emergency incident by producing maps, photographs and narratives detailing what damage occurred. The Jurisdictional Administrator or Designee will provide property value information.

**INCIDENT COMMAND SYSTEM IMPLEMENTATION**

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- b. Document damage caused by State mobilized resources, which should include photographs and narratives detailing what damage occurred, within 12 hours of the damage occurring. Initial notification of this type of damage shall be made to the Jurisdictional Administrator or Designee.
- 5. Be cognizant of fiscal limitations and cost apportionment needs.
- 6. Consult the Jurisdictional Administrator or Designee before resources are demobilized.

Authority Having Jurisdiction: \_\_\_\_\_

Jurisdictional Administrator Name: \_\_\_\_\_

Cell Phone Number: \_\_\_\_\_ Office Number: \_\_\_\_\_

In the event that I am not immediately available, my designated representative is:

Name: \_\_\_\_\_ Cell Phone Number: \_\_\_\_\_

Office Number: \_\_\_\_\_

The effective time for transition of the Incident Management Team into this incident will be at:

Date: \_\_\_\_\_ Time: \_\_\_\_\_

By my signature, I hereby delegate full authority and responsibility for managing the emergency incident activities within the framework of \_\_\_\_\_ (insert state) law and the directions provided herein.

\_\_\_\_\_  
Jurisdictional Administrator

I \_\_\_\_\_, accept this assignment per this Delegation of Authority.  
Incident Commander

Date: \_\_\_\_\_ Time: \_\_\_\_\_

**Additional Directions and Considerations Include (Incident Specific)**

- Sensitive resource and land management issues including minimizing long-term watershed issues.
- Sensitive issues necessitating a joint information system.
- Briefings of daily accomplishment/concerns/issues for Jurisdiction administrator(s).
- Timeline provisions for daily situation report(s) (ICS 209).
- Human resource issues including the need to provide a Human Resource specialist.
- Labor issues including the need to provide local union officials.
- Coordination for security of the incident management facilities and/or resources.
- Financial considerations:
  - Financial responsibility
  - Cost sharing agreements
  - Daily burn rates
  - Claims process
- Logistical ordering:
  - Need to order local administrative personnel and vehicles.
  - Communications infrastructure needs: telephones, data lines, computer peripherals.
- Operational needs:
  - Hazardous materials collections
  - Aerial Reconnaissance
  - Minimum impact suppression tactics for cultural sensitive areas, archeological sites, endangered species or heritage needs.
  - Undertaking of incident response for the community:
    - Need to determine dispatch agency
    - Response time issues, i.e., maintain a response time for first arriving resource to all incidents within the City at 8 minutes.
- Coordination of all Intelligence information requests
- Establishment of Department of Homeland Security Threat Levels

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# **APPENDIX B**

## **INCIDENT COMPLEXITY ANALYSIS FORM**

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<b>Incident Complexity Analysis (Type 3, 4, 5)</b>		
<b>Fire Behavior</b>	<b>Yes</b>	<b>No</b>
Fire increasing in size and numerous exposures (values at risk) threatened. — All risk: Hazardous materials spread increasing, flood zone expanding, etc.		
Weather forecast indicating no significant relief or weather is worsening fire conditions.		
Current or predicted fire behavior dictates defensive control strategies to protect exposures. All risk: hazmat impacting community, flooding impacting community(s).		
<b>Firefighter Safety</b>		
Performance of all resources affected by cumulative fatigue.		
Overhead Management Team overextended mentally and/or physically.		
Communications ineffective with tactical resources and/or with dispatch.		
<b>Organization</b>		
Operations are at the limit of span of control.		
Incident action plans, briefings, etc. missing or poorly prepared.		
Variety of specialized operations, support personnel or equipment.		
Unable to properly staff air operations.		
Limited local resources available for initial attack.		
Heavy commitment of local resources to logistical support.		
Existing forces worked 24 hours without success.		
Resources unfamiliar with local conditions and tactics.		
<b>Values to be Protected</b>		
Urban interface; structures, commercial/industrial occupancies, developments, recreational facilities, or there is a potential for evacuation.		
Fire burning or threatening more than one jurisdiction and potential for unified command with different or conflicting management objectives. (All risk incidents impacting large area of the community or other communities.)		
Unique natural resources, special-designation areas, critical municipal watershed, T&E species habitat, historical, cultural value sites.		
Sensitive political concerns, media involvement, or controversial fire policy.		

If you have checked “Yes” on 3 to 5 of the analysis boxes, consider requesting the next level of incident management support. Remember, for all hazard incidents substitute that type of incident for the word “fire” in the above categories.

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# ACRONYMS

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## ACRONYMS

<b>CAMEO</b>	Computer-Aided Management of Emergency Operations
<b>CERT</b>	Community Emergency Response Teams
<b>CISCC</b>	Critical Infrastructure Sector Coordinating Councils
<b>CLAN</b>	conditions, location, actions, needs
<b>COML</b>	Communications Unit Leader
<b>CP</b>	Command Post
<b>DHS</b>	Department of Homeland Security
<b>DMOB</b>	Demobilization Unit Leader
<b>DOCL</b>	Documentation Unit Leader
<b>DOT</b>	Department of Transportation
<b>EMAC</b>	emergency medical assistance compact
<b>EMS</b>	Emergency Medical Services
<b>ERG</b>	Emergency Response Guide
<b>ETA</b>	estimated time of arrival
<b>FACL</b>	Facilities Unit Leader
<b>FDUL</b>	Food Unit Leader
<b>FGC</b>	Fire Ground Command
<b>FIREScope</b>	<b>FI</b> re <b>RE</b> Sources of <b>CA</b> lifornia <b>O</b> rganized for <b>P</b> otential <b>E</b> mergencies
<b>FLSA</b>	Fair Labor Standards Act
<b>gpm</b>	gallons per minute
<b>GPS</b>	Global Positioning System
<b>IAP</b>	Incident Action Plan

<b>IC</b>	Incident Commander
<b>ICA</b>	Incident Complexity Analysis
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>IDLH</b>	Immediately Dangerous to Life or Health
<b>IMS</b>	Incident Management System
<b>IMT</b>	Incident Management Team
<b>KSAs</b>	knowledge, skills and abilities
<b>LEPC</b>	Local Emergency Planning Committees
<b>LSC</b>	Logistics Section Chief
<b>MEDL</b>	Medical Unit Leader
<b>mph</b>	miles per hour
<b>NFA</b>	National Fire Academy
<b>NGOs</b>	nongovernmental organizations
<b>NIIMS</b>	National Interagency Incident Management System
<b>NIMS</b>	National Incident Management System
<b>NWCG</b>	National Wildfire Coordinating Group
<b>ORDM</b>	Ordering Manager
<b>OSC</b>	Operations Section Chief
<b>PAR</b>	Personnel Accountability Report
<b>PIO</b>	Public Information Officer
<b>PPE</b>	personal protective equipment
<b>PSC</b>	Planning Section Chief



<b>PTB</b>	position task book
<b>RACES</b>	Radio Amateur Civil Emergency Services
<b>RECEO VS</b>	Rescue, Exposure, Confine, Extinguish, Overhaul and Ventilate, Salvage
<b>REEVAS</b>	Rescue, Evacuation, Emergency care, Ventilation, Attack, Salvage
<b>RESL</b>	Resource Unit Leader
<b>REVAS</b>	Rescue, Exposure, Ventilation, Attack, Salvage
<b>RIC</b>	Rapid Intervention Crew
<b>SCBA</b>	self-contained breathing apparatus
<b>SITL</b>	Situation Unit Leader
<b>SM</b>	Student Manual
<b>SMART</b>	Specific, Measurable, Achievable, Relevant and Timeframed
<b>SOF</b>	Special Operations Forces
<b>SOGs</b>	standard operating guidelines
<b>SOPs</b>	standard operating procedures
<b>SPUL</b>	Supply Unit Leader
<b>STAM</b>	Staging Area Manager
<b>UC</b>	Unified Command
<b>USFA</b>	U.S. Fire Administration
<b>VIPs</b>	Very Important Persons

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