



**FEMA**



# ICS-300: Intermediate ICS for Expanding Incidents

Student Manual

April 2008



**FEMA**



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# **ICS-300: Intermediate ICS for Expanding Incidents**

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**Student Manual  
Version 2.0  
April 2008**



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

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

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

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**Course Objectives** The course objectives are as follows:

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

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**Training Content** The training is comprised of the following lessons:

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

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

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# Unit 1: Course Overview

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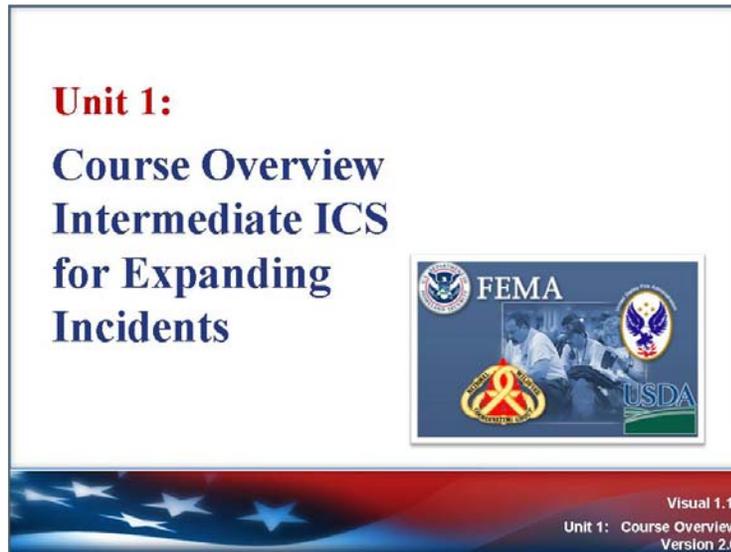
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Visual 1.1



**Visual Description:** Course Introduction

### Key Points

Welcome to the ICS-300 course. This course focuses on ICS for supervisors in expanding incidents. This course builds on the ICS-100 and ICS-200 courses.



Visual 1.2

**Instructor Introductions**

- Name, job title, and organization
- Experience using the Incident Command System (ICS)
- Operational experience using ICS on multioperational-period incidents

Visual 1.2  
Unit 1: Course Overview  
Version 2.0

**Visual Description:** Instructor Introductions

### Key Points

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



Visual 1.3

### Unit Objectives

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



Visual 1.3  
Unit 1: Course Overview  
Version 2.0

**Visual Description:** Unit Objectives

### Key Points

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

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



Visual 1.4

### ICS-300 Course Objectives (1 of 2)

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



Visual 1.4  
Unit 1: Course Overview  
Version 2.0

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

## Key Points

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

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

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



Visual 1.5

**ICS-300 Course Objectives (2 of 2)**

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

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



Visual 1.5  
Unit 1: Course Overview  
Version 2.0

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

## Key Points

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

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

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



Visual 1.6

### Student Introductions



- Name, job title, and organization
- Experience using ICS
- Expectations for this course
- Operational experience using ICS on multioperational-period incidents

Visual 1.6  
Unit 1: Course Overview  
Version 2.0

**Visual Description:** Student Introductions

### Key Points

Present your:

- Name, job title, and organization.
- Experience using ICS.
- Expectations for this course.
- Operational experience using ICS on multioperational-period incidents.

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



Visual 1.7

**Instructor Expectations**

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



Visual 1.7  
Unit 1: Course Overview  
Version 2.0

**Visual Description:** Instructor Expectations

### Key Points

During this course, you will be expected to:

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



Visual 1.8



**Visual Description:** Course Structure

## Key Points

This course includes the following eight lessons:

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



Visual 1.9

**Course Logistics**

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

Visual 1.9  
Unit 1: Course Overview  
Version 2.0

**Visual Description:** Course Logistics

## Key Points

Course logistics include:

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



Visual 1.10

**Successful Course Completion**

- Participate in unit activities/exercises.
- Achieve 70% or higher on the final exam.
- Complete daily Unit Log: ICS Form 214 – ICS 300 version.
- Complete the end-of-course evaluation.



Visual 1.10  
Unit 1: Course Overview  
Version 2.0

**Visual Description:** Successful Course Completion

### Key Points

Successful course completion requires that you:

- Participate in unit activities/exercises.
- Achieve 70% or higher on the final exam.
- Complete daily unit log: ICS Form 214 – ICS 300 version
- Complete the end-of-course evaluation.

Refer to the ICS Form 214 – ICS 300 version that appears on the next page. This unit log has been adapted for use during this course. You are required to complete this log by the end of each day of training.





Visual 1.11

**Activity: Team Formation**

**Instructions:**

1. The instructor will assign you to a team.
2. Meet in your assigned team to:
  - Introduce yourselves and state how you can contribute to the team.
  - Discuss how you will operate as a team during this course.
  - Determine a process for completing the daily Unit Log.
3. Be prepared to present operating ground rules in 10 minutes.

Visual 1.11  
Unit 1: Course Overview  
Version 2.0

**Visual Description:** Activity: Team Formation

## Key Points

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

### Instructions:

1. You will be assigned to a team.
2. Meet in your assigned team to:
  - Introduce yourselves and state how you can contribute to the team (e.g., summarize team discussions on easel charts for presentation to the class, serve as a spokesperson for the team when needed, actively participate in team discussions).
  - Discuss how you will operate as a team during activities, exercises, and other assignments throughout this course.
  - Determine a process for completing the daily unit log.
3. Be prepared to present your operating ground rules in 10 minutes.



Visual 1.12

**Summary**

Are you now able to:

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



Visual 1.12  
Unit 1: Course Overview  
Version 2.0

**Visual Description:** Summary

### Key Points

Are you now able to:

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

**Your Notes**

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

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

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

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

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

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

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

**Allocated Resources:** Resources dispatched to an incident.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Communications/Dispatch Center:** Agency or interagency dispatcher centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. Center can serve as a primary coordination and support element of the multiagency coordination system (MACS) for an incident until other elements of MACS are formally established.

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

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

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

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

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

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

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

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

**Delegation of Authority:** A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident

Commanders prior to their assuming command on larger incidents. Same as the Letter of Expectation.

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

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

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

**DHS:** Department of Homeland Security

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

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

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

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

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

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

**Emergency Operations Center (EOC):** The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a

jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or some combination thereof.

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

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

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

**Event:** See Planned Event.

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

**FEMA:** Federal Emergency Management Agency

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

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

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

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

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

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

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

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

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

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

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

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

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

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

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

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

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

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

**Incident Management Team (IMT):** An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline or large

jurisdiction-specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

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

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

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

**Initial Response:** Resources initially committed to an incident.

**Intelligence/Investigations:** Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

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

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

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

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

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

response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

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

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

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

**Letter of Expectation:** See Delegation of Authority.

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

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

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107?296, 116 Stat. 2135 (2002).

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

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

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

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

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

**Mitigation:** Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of

disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

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

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

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

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

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

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

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

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

**National Infrastructure Protection Plan (NIPP):** Provides a coordinated approach to critical infrastructure and key resources protection roles and responsibilities for Federal, State, tribal, local, and private-sector security partners. The NIPP sets national priorities, goals, and requirements for effective distribution of funding and resources that will help ensure that our

government, economy, and public services continue in the event of a terrorist attack or other disaster.

**National Integration Center (NIC) Incident Management Systems Integration Division:**

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

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

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

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

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

**NFPA:** National Fire Protection Association

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and

other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

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

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

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

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

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

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

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

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

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

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

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

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

**Retrograde:** To return resources back to their original location.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Universal Task List:** A menu of unique tasks that link strategies to prevention, protection, response, and recovery tasks for the major events represented by the National Planning

Scenarios. It provides a common vocabulary of critical tasks that support development of essential capabilities among organizations at all levels. The List was used to assist in creating the Target Capabilities List.

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

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

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

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

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

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## Unit 2: ICS Fundamentals Review

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## Objectives

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

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

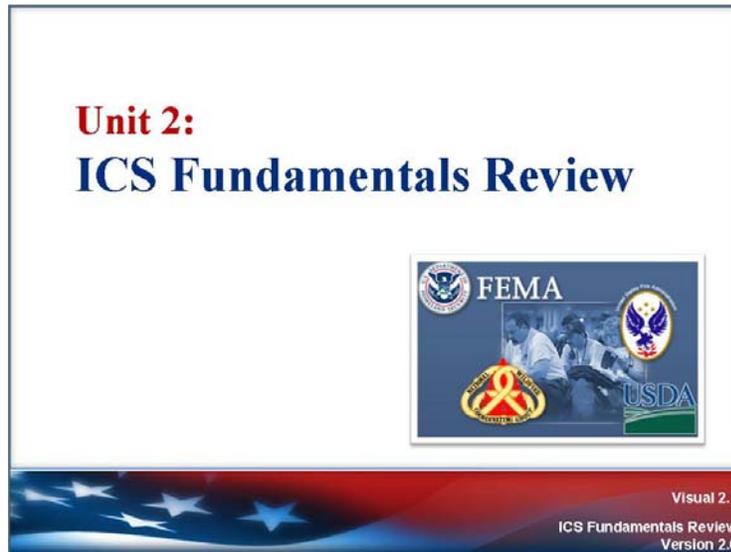
## Scope

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





Visual 2.1



**Visual Description:** Unit Introduction

### Key Points

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



Visual 2.2

### Unit Objectives (1 of 2)

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

Visual 2.2  
ICS Fundamentals Review  
Version 2.0

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

## Key Points

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

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

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



Visual 2.3

### Unit Objectives (2 of 2)

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

Visual 2.3

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

### Key Points

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

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



Visual 2.4

### Activity: Defining ICS

#### Instructions:

1. Working as a team, answer the questions below:
  - What is ICS?
  - What are the benefits and features of ICS?
  - What is a nonemergency situation in which ICS could be used?
2. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answers to the group in 10 minutes.

Visual 2.4

ICS Fundamentals Review  
Version 2.0

**Visual Description:** Activity: Defining ICS

### Key Points

#### Instructions:

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

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

2. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answers to the group in 10 minutes.

## ICS Review Materials: ICS History and Features

### Incident Command System (ICS)

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

The Incident Command System:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices" and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of the National Incident Management System (NIMS).

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

## ICS Review Materials: ICS History and Features

## ICS Features

The 14 essential ICS features are listed below:

- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.
- **Modular Organization:** The Incident Command organizational structure develops in a modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- **Management by Objectives:** Includes establishing overarching objectives; developing strategies based on incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.
- **Incident Action Planning:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities.
- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.
- **Incident Locations and Facilities:** Various types of operational support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical designated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.
- **Comprehensive Resource Management:** Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.
- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- **Establishment and Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

(Continued on the next page.)

## ICS Review Materials: ICS History and Features

## ICS Features (Continued)

- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.
- **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.
- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
  - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
  - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
  - **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
  - **Personal Responsibility:** All responders are expected to use good judgment and be accountable for their actions.
  - **Span of Control:** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
  - **Resource Tracking:** Supervisors must record and report resource status changes as they occur.
- **Dispatch/Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.
- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, analyzing, sharing, and managing incident-related information and intelligence.



Visual 2.5



**Visual Description:** Homeland Security Presidential Directives (HSPDs)

## Key Points

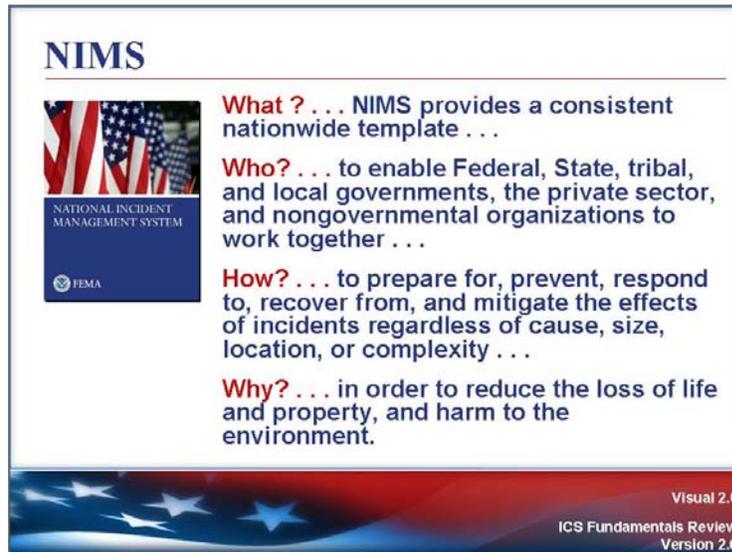
Complex 21st century threats demand that all Americans share responsibility for homeland security. All levels of government, the private sector, and nongovernmental agencies must be prepared to prevent, protect against, respond to, and recover from a wide spectrum of major events that exceed the capabilities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

- **HSPD-5** identifies steps for improved coordination in response to incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Incident Management System (NIMS).
- **HSPD-8** describes the way Federal departments and agencies will prepare. It requires DHS to coordinate with other Federal departments and agencies and State, local, and tribal governments to develop national preparedness guidelines.

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



Visual 2.6



**NIMS**

**What? . . .** NIMS provides a consistent nationwide template . . .

**Who? . . .** to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .

**How? . . .** to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity . . .

**Why? . . .** in order to reduce the loss of life and property, and harm to the environment.

Visual 2.6  
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Version 2.0

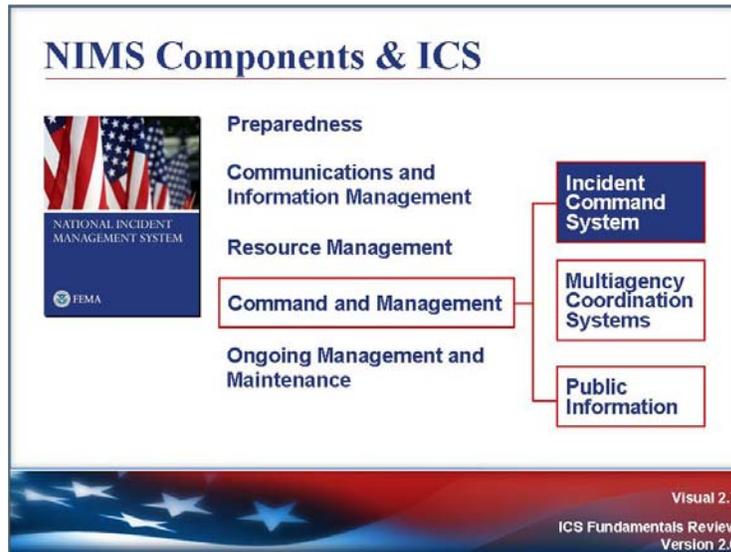
**Visual Description:** NIMS

### Key Points

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



Visual 2.7



**Visual Description:** NIMS Components & ICS

## Key Points

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

Following is a synopsis of each major component of NIMS.

- **Preparedness.** Effective incident management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of any potential incident. Preparedness involves an integrated combination of planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.
- **Communications and Information Management.** Emergency management and incident response activities rely on communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. NIMS is based on the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communication and information systems.

(Continued on the next page.)

## Topic

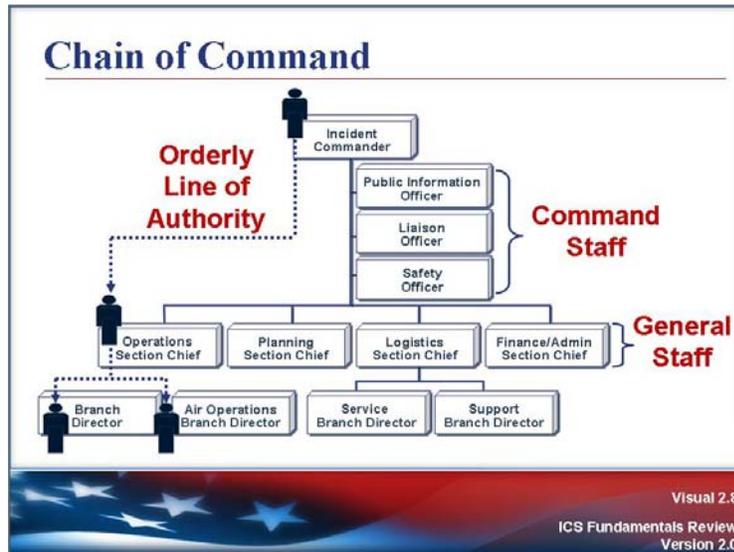
## Mandates

- **Resource Management.** Resources (such as personnel, equipment, and/or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to: identify requirements, order and acquire, mobilize, track and report, recover and demobilize, reimburse, and inventory resources.
- **Command and Management.** The Command and Management component within NIMS is designed to enable effective and efficient incident management and coordination by providing flexible, standardized incident management structures. The structure is based on three key organizational constructs: the Incident Command System, Multiagency Coordination Systems, and Public Information.
- **Ongoing Management and Maintenance.** DHS/FEMA manages the development and maintenance of NIMS. This includes developing NIMS programs and processes as well as keeping the NIMS document current.

Additional information: [www.fema.gov/emergency/nims](http://www.fema.gov/emergency/nims)



Visual 2.8



**Visual Description:** Chain of Command

### Key Points

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

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

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



Visual 2.9

### Unity of Command

Under unity of command, personnel:

- Report to only one supervisor.
- Receive work assignments only from their supervisors.



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

Visual 2.9  
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**Visual Description:** Unity of Command

### Key Points

The concept of Unity of Command means that personnel:

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

Don't confuse unity of command with Unified Command.

Unified Command will be covered in the next unit.



Visual 2.10



**Visual Description:** “Unity” vs. “Unified.” What’s the difference between unity of command and Unified Command?

### Key Points

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



Visual 2.11

**Activity: Incident Commander Qualities**

Instructions:

1. Working as a team, answer the questions below:
  - What are the major duties of an Incident Commander?
  - What are the qualities of an effective Incident Commander?
2. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answers to the large group in 10 minutes.

→ You may want to refer to the review materials in your Student Manuals!

Visual 2.11  
ICS Fundamentals Review  
Version 2.0

**Visual Description:** Activity: Incident Commander Qualities

## Key Points

### Instructions:

1. Working in your teams, answer the questions below:
  - What are the major duties of an Incident Commander?
  - What are the qualities of an effective Incident Commander?
2. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answers to the large group in 10 minutes.

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

## Overall Organizational Functions

---

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

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

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

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

## Incident Commander

---

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

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



Visual 2.12

### Incident Management Roles

<b>Incident Commander's Role</b>	<b>Agency Executives'/Senior Officials' Role</b>
The Incident Commander: <ul style="list-style-type: none"><li>▪ Manages the incident at the scene.</li><li>▪ Keeps the EOC informed on all important matters pertaining to the incident.</li></ul>	These officials provide the following to the Incident Commander: <ul style="list-style-type: none"><li>▪ Policy</li><li>▪ Mission</li><li>▪ Strategic direction</li><li>▪ Authority</li></ul>

To maintain unity of command and safety of responders, the chain of command must NOT be bypassed.

Visual 2.12  
ICS Fundamentals Review  
Version 2.0

**Visual Description:** Incident Management Roles

### Key Points

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

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



Visual 2.13

### Common Terminology

Using common terminology helps to define:

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



Visual 2.13  
ICS Fundamentals Review  
Version 2.0

**Visual Description:** Common Terminology

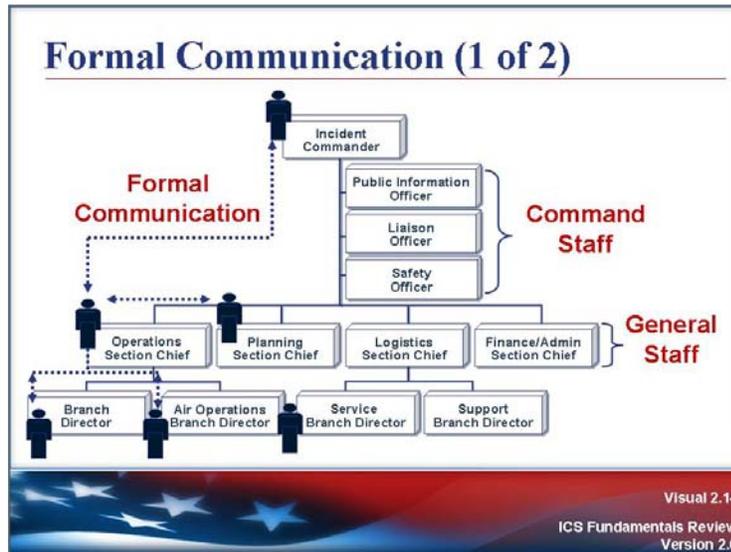
### Key Points

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

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



Visual 2.14



**Visual Description:** Formal Communication (1 of 2)

### Key Points

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

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



Visual 2.15

### Formal Communication (2 of 2)

Use formal communication when:

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



Visual 2.15  
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Version 2.0

**Visual Description:** Formal Communication (2 of 2)

### Key Points

Formal communication is used when:

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



Visual 2.16

### Informal Communication

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



Within the ICS organization, critical information must flow freely!

Visual 2.16  
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Version 2.0

**Visual Description:** Informal Communication

### Key Points

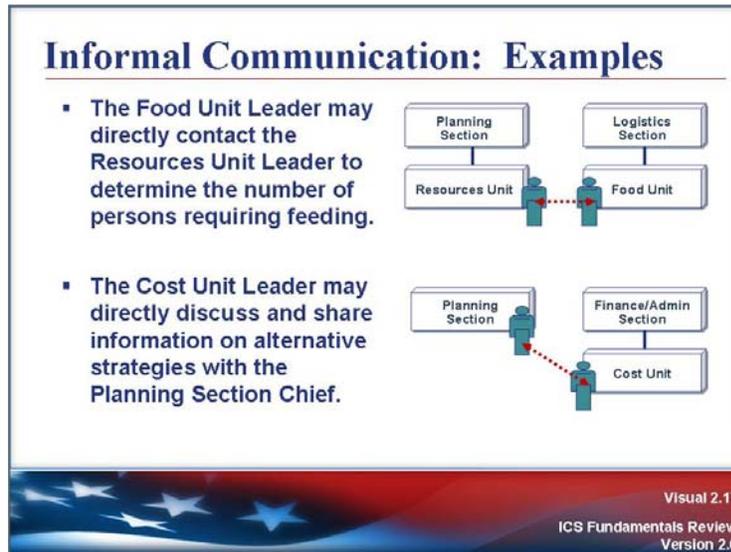
Informal communication:

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

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



Visual 2.17



**Visual Description:** Informal Communication: Examples

## Key Points

The following are examples of informal communication:

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



Visual 2.18

### Modular Organization

Incident command organizational structure is based on:

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

Visual 2.18  
ICS Fundamentals Review  
Version 2.0

**Visual Description:** Modular Organization

### Key Points

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

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

This modular concept is based on the following considerations:

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

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

## ICS Review Materials: Incident Complexity

### Incident Complexity

---

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

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

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

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

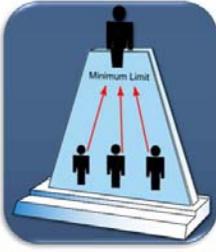


Visual 2.19

### ICS Expansion and Contraction

Although there are no hard-and-fast rules, remember that:

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



Visual 2.19  
ICS Fundamentals Review  
Version 2.0

**Visual Description:** ICS Expansion and Contraction

### Key Points

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

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

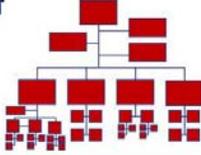


Visual 2.20

### Delegation

Delegating to the lowest level possible allows ICS supervisors to:

- Assign responsibilities to subordinates. Until a task is delegated, the supervisor must assume responsibility for completing it.
- Maintain a manageable span of control for the supervisor.



Visual 2.20  
ICS Fundamentals Review  
Version 2.0

Visual Description: Delegation

### Key Points

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

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

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



Visual 2.21

### ICS Management: Span of Control

ICS span of control for any supervisor:

- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.

Visual 2.21  
ICS Fundamentals Review  
Version 2.0

**Visual Description:** ICS Management: Span of Control

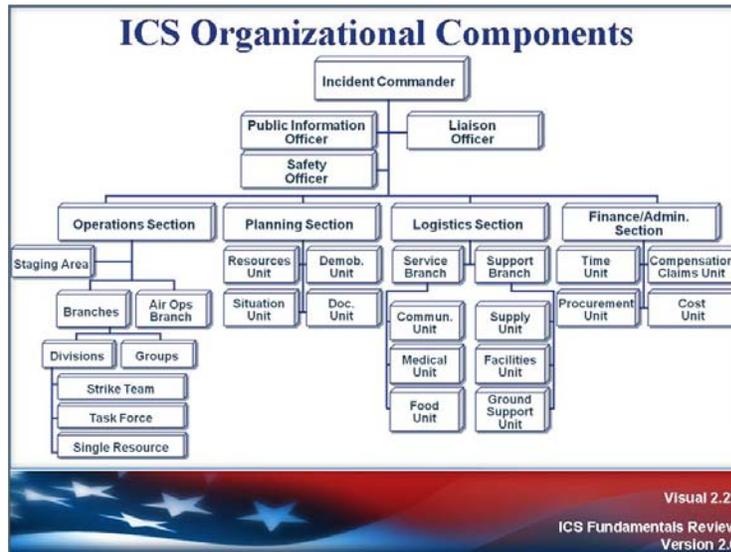
### Key Points

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

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



Visual 2.22



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

## Key Points

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

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

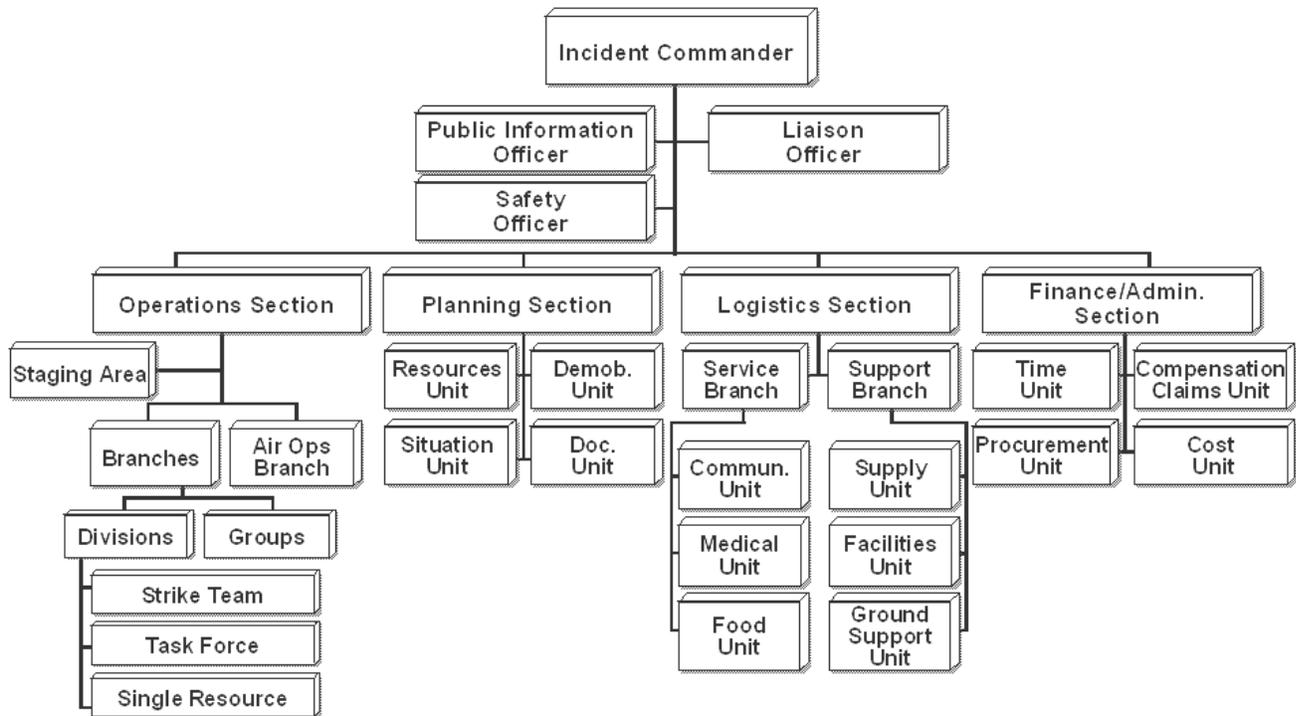
An Incident Management Team (IMT) is comprised of the Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT,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

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

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

## ICS Review Materials: Organizational Elements

## Organizational Structure



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

## ICS Review Materials: Organizational Elements

### Incident Management Team

---

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

### Command Staff

---

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

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

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

### General Staff

---

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

General guidelines related to General Staff positions include the following:

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

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

Command Staff	Responsibilities
<b>Public Information Officer</b>	<ul style="list-style-type: none"> <li>▪ Determine, according to direction from the IC, any limits on information release.</li> <li>▪ Develop accurate, accessible, and timely information for use in press/media briefings.</li> <li>▪ Obtain IC's approval of news releases.</li> <li>▪ Conduct periodic media briefings.</li> <li>▪ Arrange for tours and other interviews or briefings that may be required.</li> <li>▪ Monitor and forward media information that may be useful to incident planning.</li> <li>▪ Maintain current information, summaries, and/or displays on the incident.</li> <li>▪ Make information about the incident available to incident personnel.</li> <li>▪ Participate in the planning meeting.</li> </ul>
<b>Safety Officer</b>	<ul style="list-style-type: none"> <li>▪ Identify and mitigate hazardous situations.</li> <li>▪ Ensure safety messages and briefings are made.</li> <li>▪ Exercise emergency authority to stop and prevent unsafe acts.</li> <li>▪ Review the Incident Action Plan for safety implications.</li> <li>▪ Assign assistants qualified to evaluate special hazards.</li> <li>▪ Initiate preliminary investigation of accidents within the incident area.</li> <li>▪ Review and approve the Medical Plan.</li> <li>▪ Participate in planning meetings.</li> </ul>
<b>Liaison Officer</b>	<ul style="list-style-type: none"> <li>▪ Act as a point of contact for agency representatives.</li> <li>▪ Maintain a list of assisting and cooperating agencies and agency representatives.</li> <li>▪ Assist in setting up and coordinating interagency contacts.</li> <li>▪ Monitor incident operations to identify current or potential interorganizational problems.</li> <li>▪ Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources.</li> <li>▪ Provide agency-specific demobilization information and requirements.</li> </ul>
<b>Assistants</b>	<p>In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.</p>
<b>Additional Command Staff</b>	<p>Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.</p>

Source: NIMS

General Staff	Responsibilities
<p><b>Operations Section Chief</b></p>	<p>The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan (IAP) provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.</p> <p>Major responsibilities of the Operations Section Chief are to:</p> <ul style="list-style-type: none"> <li>▪ Assure safety of tactical operations.</li> <li>▪ Manage tactical operations.</li> <li>▪ Develop the operations portion of the IAP.</li> <li>▪ Supervise execution of operations portions of the IAP.</li> <li>▪ Request additional resources to support tactical operations.</li> <li>▪ Approve release of resources from active operational assignments.</li> <li>▪ Make or approve expedient changes to the IAP.</li> <li>▪ Maintain close contact with IC, subordinate Operations personnel, and other agencies involved in the incident.</li> </ul>
<p><b>Planning Section Chief</b></p>	<p>The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the IAP, in formal briefings, or through map and status board displays.</p> <p>Major responsibilities of the Planning Section Chief are to:</p> <ul style="list-style-type: none"> <li>▪ Collect and manage all incident-relevant operational data.</li> <li>▪ Supervise preparation of the IAP.</li> <li>▪ Provide input to the IC and Operations in preparing the IAP.</li> <li>▪ Incorporate Traffic, Medical, and Communications Plans and other supporting materials into the IAP.</li> <li>▪ Conduct and facilitate planning meetings.</li> <li>▪ Reassign personnel within the ICS organization.</li> <li>▪ Compile and display incident status information.</li> <li>▪ Establish information requirements and reporting schedules for units (e.g., Resources, Situation Units).</li> <li>▪ Determine need for specialized resources.</li> <li>▪ Assemble and disassemble Task Forces and Strike Teams not assigned to Operations.</li> <li>▪ Establish specialized data collection systems as necessary (e.g., weather).</li> <li>▪ Assemble information on alternative strategies.</li> <li>▪ Provide periodic predictions on incident potential.</li> <li>▪ Report significant changes in incident status.</li> <li>▪ Oversee preparation of the Demobilization Plan.</li> </ul>

General Staff	Responsibilities
<b>Logistics Section Chief</b>	<p>The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing:</p> <ul style="list-style-type: none"> <li>▪ Facilities.</li> <li>▪ Transportation.</li> <li>▪ Communications.</li> <li>▪ Supplies.</li> <li>▪ Equipment maintenance and fueling.</li> <li>▪ Food services (for responders).</li> <li>▪ Medical services (for responders).</li> <li>▪ All off-incident resources.</li> </ul> <p>Major responsibilities of the Logistics Section Chief are to:</p> <ul style="list-style-type: none"> <li>▪ Provide all facilities, transportation, communications, supplies, equipment maintenance and fueling, food and medical services for incident personnel, and all off-incident resources.</li> <li>▪ Manage all incident logistics.</li> <li>▪ Provide logistical input to the IAP.</li> <li>▪ Brief Logistics Staff as needed.</li> <li>▪ Identify anticipated and known incident service and support requirements.</li> <li>▪ Request additional resources as needed.</li> <li>▪ Ensure and oversee the development of the Communications, Medical, and Traffic Plans as required.</li> <li>▪ Oversee demobilization of the Logistics Section and associated resources.</li> </ul>
<b>Finance/ Administration Section Chief</b>	<p>The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.</p> <p>Major responsibilities of the Finance/Administration Section Chief are to:</p> <ul style="list-style-type: none"> <li>▪ Manage all financial aspects of an incident.</li> <li>▪ Provide financial and cost analysis information as requested.</li> <li>▪ Ensure compensation and claims functions are being addressed relative to the incident.</li> <li>▪ Gather pertinent information from briefings with responsible agencies.</li> <li>▪ Develop an operating plan for the Finance/Administration Section and fill Section supply and support needs.</li> <li>▪ Determine the need to set up and operate an incident commissary.</li> <li>▪ Meet with assisting and cooperating agency representatives as needed.</li> <li>▪ Maintain daily contact with agency(s) headquarters on finance matters.</li> <li>▪ Ensure that personnel time records are completed accurately and transmitted to home agencies.</li> <li>▪ Ensure that all obligation documents initiated at the incident are properly prepared and completed.</li> <li>▪ Brief agency administrative personnel on all incident-related financial issues needing attention or followup.</li> <li>▪ Provide input to the IAP.</li> </ul>



Visual 2.23

### Air Operations Branch



An Air Operations Branch can be established if:

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

Visual 2.23  
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**Visual Description:** Air Operations Branch

## Key Points

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

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

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

An Air Operations Branch can be established if:

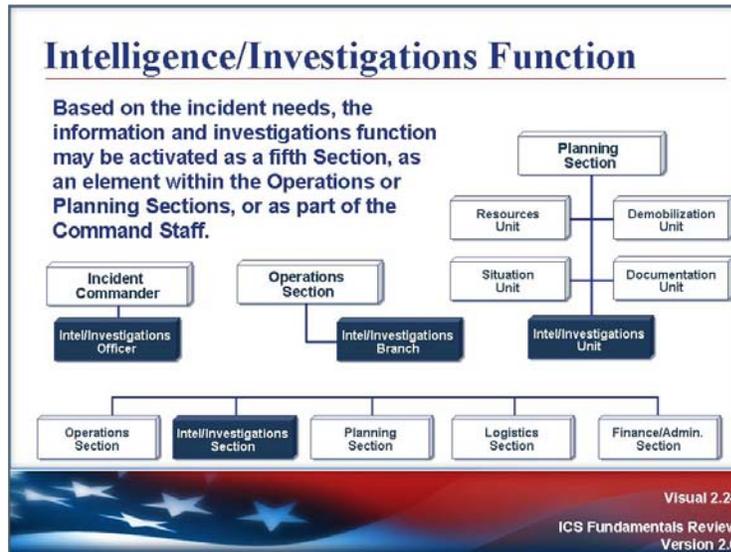
- Tactical and logistical air support activity is needed at the incident.
- Helicopters and fixed-wing aircraft are involved within the incident airspace.
- Safety, environmental, weather, or temporary flight restriction issues become apparent.
- A helibase or several helispots are required to support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

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

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



Visual 2.24



**Visual Description:** Intelligence/Investigations Function

### Key Points

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

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

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

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

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

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

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

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

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

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



Visual 2.25

**Organizational Review Questions**

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

Who am I?

Visual 2.25  
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Version 2.0

**Visual Description:** Organizational Review Questions

### Key Points

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

Who am I?



Visual 2.26

**Organizational Review Questions**



Who am I?

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

Visual 2.26  
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**Visual Description:** Organizational Review Questions

### Key Points

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

**Who am I?**



Visual 2.27

**Organizational Review Questions**



Who am I?

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

Visual 2.27  
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**Visual Description:** Organizational Review Questions

### Key Points

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

Who am I?



Visual 2.28

**Organizational Review Questions**



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



Who am I?

Visual 2.28  
ICS Fundamentals Review  
Version 2.0

**Visual Description:** Organizational Review Questions

### Key Points

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

**Who am I?**



Visual 2.29

**Organizational Review Questions**



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



Who am I?

Visual 2.29  
ICS Fundamentals Review  
Version 2.0

**Visual Description:** Organizational Review Questions

### Key Points

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

Who am I?



Visual 2.30

**Organizational Review Questions**

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

**Who am I?**

Visual 2.30  
ICS Fundamentals Review  
Version 2.0

The slide features a blue header with the title 'Organizational Review Questions'. Below the title is a blue silhouette of a person's head and shoulders. To the right of the silhouette is a block of text describing the role: 'My Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans.' Below the silhouette is a red speech bubble containing the text 'Who am I?'. The bottom of the slide has a decorative border with a red and blue background and white stars. In the bottom right corner, there is a small text box containing 'Visual 2.30', 'ICS Fundamentals Review', and 'Version 2.0'.

**Visual Description:** Organizational Review Questions

### Key Points

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

**Who am I?**



Visual 2.31

**ICS Supervisory Position Titles**

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

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

Visual 2.31  
ICS Fundamentals Review  
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**Visual Description:** ICS Supervisory Position Titles

### Key Points

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

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



Visual 2.32

### Organizational Review Questions

Two Supervisors have been dispatched with resources (personnel and equipment) to evacuate homes within the potential hazard zone.



One Supervisor has responsibility for the east side of the community and the other has responsibility for the west side.

**What type of ICS organizational structure is being described?**

Visual 2.32  
ICS Fundamentals Review  
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**Visual Description:** Organizational Review Questions

### Key Points

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

**What type of ICS organizational structure is being described?**



Visual 2.33

**Organizational Review Questions**

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



What type of ICS organizational structure is being described?

Visual 2.33  
ICS Fundamentals Review  
Version 2.0

**Visual Description:** Organizational Review Questions

### Key Points

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

**What type of ICS organizational structure is being described?**



Visual 2.34

### Organizational Review Questions

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

```

graph TD
    OS[Operations Section] --- M["Medical (EMS)  
?"]
    OS --- H["HazMat  
?"]
  
```

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

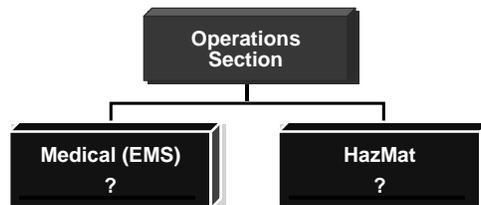
Visual 2.34  
ICS Fundamentals Review  
Version 2.0

**Visual Description:** Organizational Review Questions

### Key Points

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

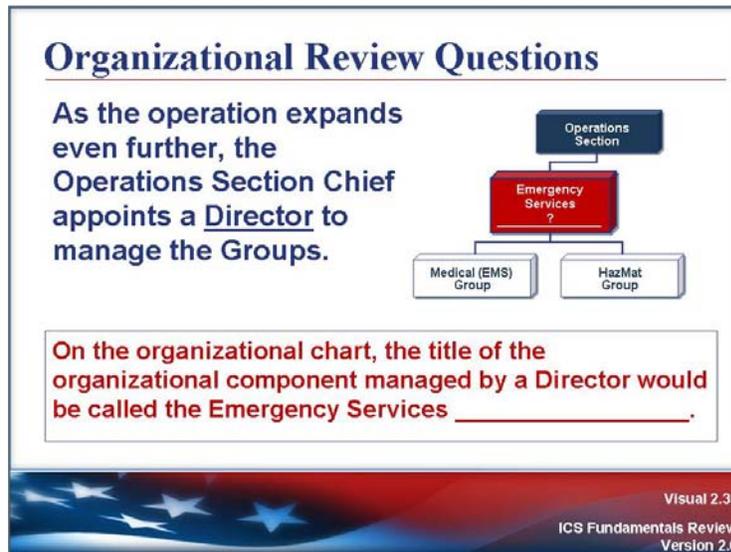
On the organizational chart, the title of each component would be a \_\_\_\_\_.



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



Visual 2.35

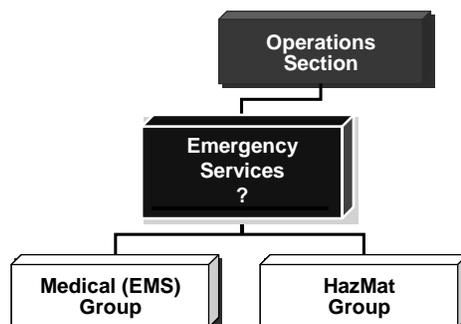


**Visual Description:** Organizational Review Questions

### Key Points

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

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



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



Visual 2.36



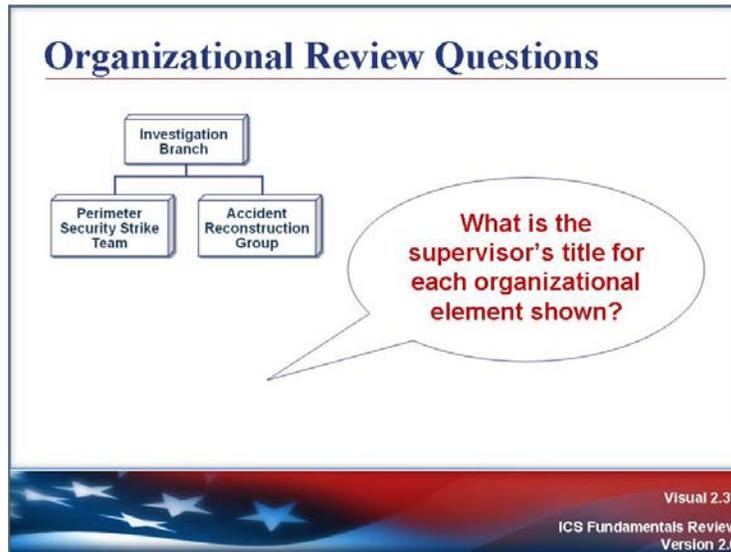
**Visual Description:** Organization chart with Incident Commander at the top, with Command Staff, Emergency Medical Technician, Search Group, and Investigation Group boxes. What ICS term is used to describe the Emergency Medical Technician?

### Key Points

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



Visual 2.37



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

### Key Points

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

Investigation Branch \_\_\_\_\_

Perimeter Security Strike Team \_\_\_\_\_

Accident Reconstruction Group \_\_\_\_\_



Visual 2.38

### Deputies, Assistants, Tech Specialists, & Agency Reps

Review the materials in your Student Manuals and then answer the following questions:

- Deputies
  - Where can Deputies be assigned?
  - What are the requirements for Deputies?
- Assistants
  - Where can Assistants be assigned?
  - What is an example of a duty assumed by an Assistant?
- Technical Specialists
  - Where can Technical Specialists be assigned?
  - What types of Technical Specialists have you worked with on past incidents?
- Agency Representatives
  - Where can Agency Representatives be assigned?
  - What does an Agency Representative do?

Visual 2.38

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

### Key Points

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

## Topic

## Organizational Structure

**Deputies****Where can Deputies be assigned?****What are the requirements for Deputies?****Assistants****Where can Assistants be assigned?****What is an example of a duty assumed by an Assistant?****Note:** The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.**Technical Specialists****Where can Technical Specialists be assigned?****What types of Technical Specialists have you worked with on past incidents?****Agency Representatives****Where can Agency Representatives be assigned?****What does an Agency Representative do?**

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

### Deputies

---

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

Following are three reasons to designate Deputies:

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

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

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

### Assistants

---

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

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

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

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

### Technical Specialists

---

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

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

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

### Agency Representatives

---

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

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

Major responsibilities of the Agency Representative are to:

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



Visual 2.39



**Visual Description:** Incident Complexity and Resource Needs

### Key Points

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



Visual 2.40

### Applied Exercise



Follow instructions . . .

- Presented by instructors.
- Outlined on handouts.

Visual 2.40  
ICS Fundamentals Review  
Version 2.0

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

### Key Points

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



Visual 2.41

### Summary (1 of 2)

Are you now able to:

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

Visual 2.41  
ICS Fundamentals Review  
Version 2.0

**Visual Description:** Summary (1 of 2)

### Key Points

Are you now able to:

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



Visual 2.42

### Summary (2 of 2)

Are you now able to:

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

Visual 2.42  
ICS Fundamentals Review  
Version 2.0

**Visual Description:** Summary (2 of 2)

### Key Points

Are you now able to:

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

Unit 3 will cover Unified Command.

---

## Unit 3: Unified Command

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## **Unit Objectives**

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

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

## **Scope**

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





Visual 3.1



**Visual Description:** Unit Introduction

### Key Points

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



Visual 3.2

**Unit Objectives**

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

Visual 3.2  
Unified Command  
Version 2.0

**Visual Description:** Unit Objectives

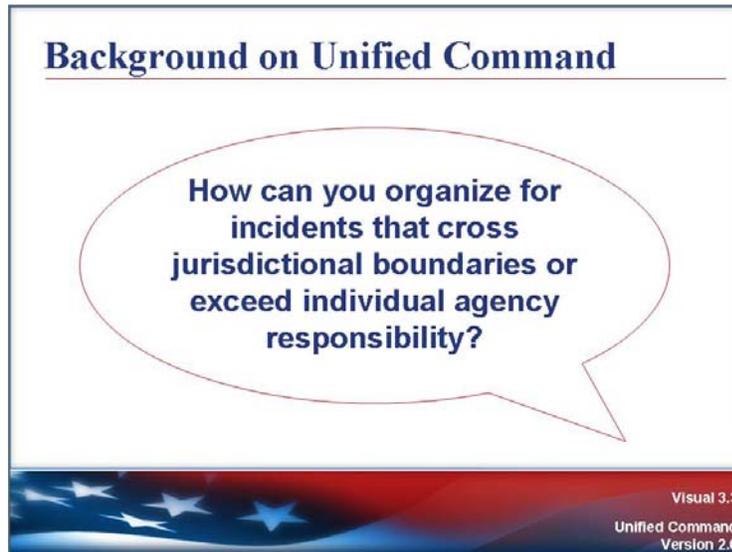
### Key Points

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

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



Visual 3.3



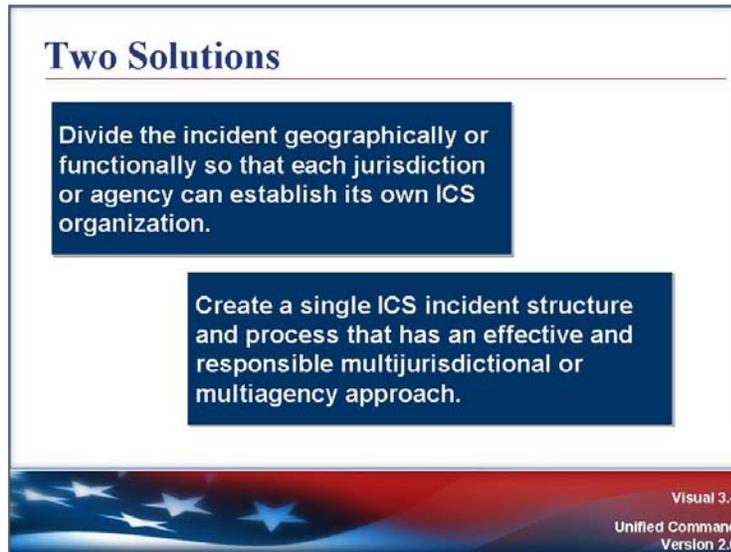
**Visual Description:** Background on Unified Command

### Key Points

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



Visual 3.4



**Visual Description:** Two Solutions

### Key Points

Two solutions were considered for this problem:

1. Divide the incident either geographically or functionally so that each jurisdiction or agency could establish its own ICS organization in a well-defined geographical or functional area of responsibility. This was the simplest political solution, but there were cost and effectiveness reasons why this solution was unacceptable.
2. Create a single ICS incident structure with a built-in process for an effective and responsible multijurisdictional or multiagency approach. This solution became Unified Command.



Visual 3.5

### Definition of Unified Command

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



Visual 3.5  
Unified Command  
Version 2.0

**Visual Description:** Definition of Unified Command

### Key Points

Unified Command:

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

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

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

Source: NIMS



Visual 3.6



**Visual Description:** Unified Command

### Key Points

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

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

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

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

(Continued on the next page.)

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

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

Comparison of a single Incident Commander and Unified Command

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

Source: NIMS



Visual 3.7

**Unified Command: Multiple Jurisdictions**

**Incidents That Impact More Than One Political Jurisdiction**

**Example:** A wildland fire starts in one jurisdiction and burns into another jurisdiction. Responding agencies from each jurisdiction have the same mission (fire suppression), and it is the political and/or geographical boundaries that mandate multiagency cooperation and involvement.



Visual 3.7  
Unified Command  
Version 2.0

**Visual Description:** Unified Command: Multiple Jurisdictions

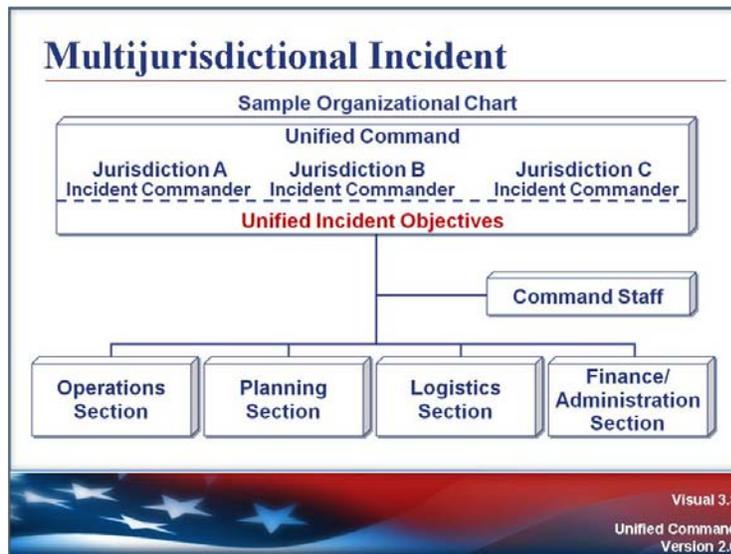
### Key Points

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

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



Visual 3.8



**Visual Description:** Multijurisdictional Incident

### Key Points

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

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



Visual 3.9

**Unified Command: Multiple Agencies/Single Jurisdiction**

**Incidents Involving Multiple Agencies/Departments Within the Same Political Jurisdiction**

**Example:** During a hazardous materials incident, the fire department has responsibility for fire suppression and rescue, the police department has responsibility for evacuation and area security, and public health agencies and others have responsibility for site cleanup.



Visual 3.9  
Unified Command  
Version 2.0

**Visual Description:** Unified Command: Multiple Agencies/Single Jurisdiction

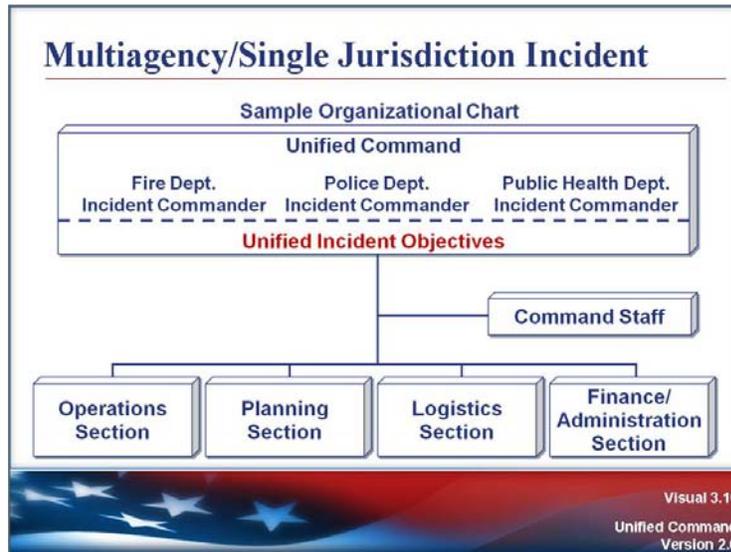
### Key Points

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

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



Visual 3.10



**Visual Description:** Multiagency/Single Jurisdiction Incident

### Key Points

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

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



Visual 3.11

**Unified Command: Multiagency/Multijurisdiction**

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

**Example:** Severe weather, earthquakes, wildland fires, some special events, and terrorist threats involve large numbers of local, State, and Federal agencies. These incidents cross political boundaries and involve multiple functional authorities.



Visual 3.11  
Unified Command  
Version 2.0

**Visual Description:** Unified Command: Multiagency/Multijurisdiction

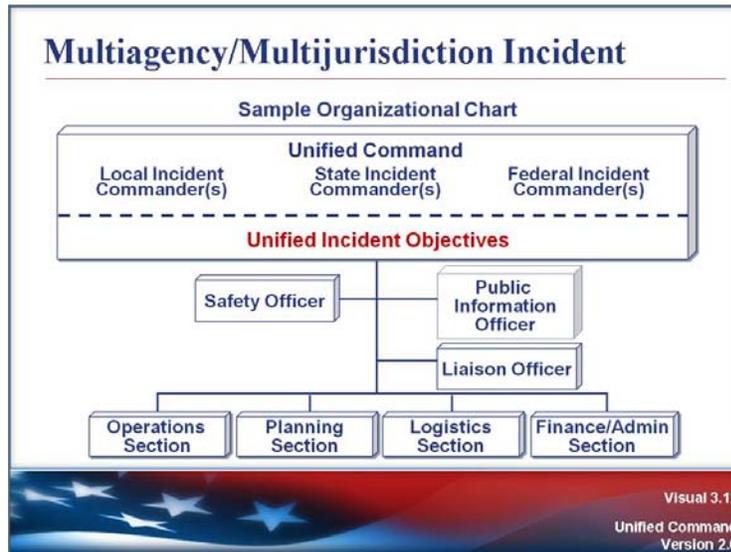
### Key Points

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

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



Visual 3.12



**Visual Description:** Multiagency/Multijurisdiction Incident

### Key Points

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

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

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



Visual 3.13

### Unified Command Elements (1 of 2)

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

Visual 3.13  
Unified Command  
Version 2.0

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

### Key Points

There are four elements to consider when applying Unified Command:

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

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

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

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

(Continued on the next visual.)



Visual 3.14

**Unified Command Elements (2 of 2)**

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

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

Visual 3.14  
Unified Command  
Version 2.0

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

### Key Points

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

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

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



Visual 3.15

### Unified Command Features: Overview



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

Visual 3.15  
Unified Command  
Version 2.0

**Visual Description:** Unified Command Features: Overview

### Key Points

There are five primary features of a Unified Command Organization:

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



Visual 3.16

### Single Integrated Incident Organization

In a Unified Command:

- Jurisdictions and/or agencies blend into an integrated, unified team.
- The mix of participants depends on location of the incident and kind of incident.
- The members must function together as a team.



Visual 3.16  
Unified Command  
Version 2.0

**Visual Description:** Single Integrated Incident Organization

## Key Points

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

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



Visual 3.17



**Visual Description:** Building Teamwork

### Key Points

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



Visual 3.18



**Visual Description:** Collocated (Shared) Facilities

### Key Points

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

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

Establishing one Base can serve the needs of multiple agencies.

Using one Staging Area can be more efficient.



Visual 3.19

### Single Planning Process and IAP

- Joint planning must be initiated as soon as two or more agencies form a Unified Command.
- This planning process results in a single Incident Action Plan (IAP) that addresses multijurisdiction or multiagency priorities and specifies tactical operations and resource assignments.

**The planning process will be covered in Unit 5.**



Visual 3.19  
Unified Command  
Version 2.0

**Visual Description:** Single Planning Process and IAP

### Key Points

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

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



Visual 3.20



**Visual Description:** Planning “P” and Unified Command

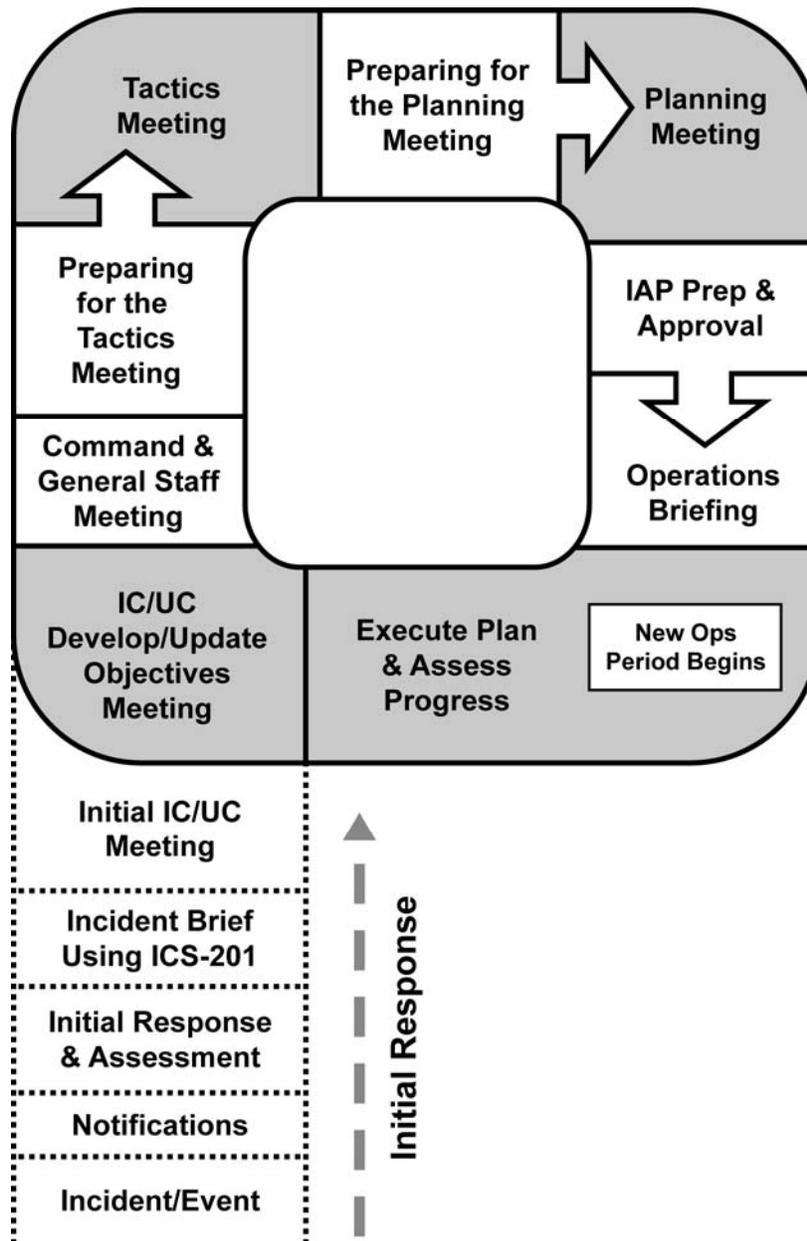
### Key Points

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

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

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

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



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



Visual 3.21



**Visual Description:** Initial Unified Command Meeting

### Key Points

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

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

Requirements for the command meeting include:

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

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

**Initial Unified Command Meeting Agenda**

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



Visual 3.22

**Shared General Staff Sections**

Integrating multijurisdictional and/or multiagency personnel into various other functional areas may be beneficial. For example:

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

Are there more examples?

Visual 3.22  
Unified Command  
Version 2.0

**Visual Description:** Shared General Staff Sections

## Key Points

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

Benefits of sharing these General Staff components include:

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

### Examples:

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

(Continued on the next page.)

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



Visual 3.23

### Integrated General Staff

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



Visual 3.23  
Unified Command  
Version 2.0

**Visual Description:** Integrated General Staff

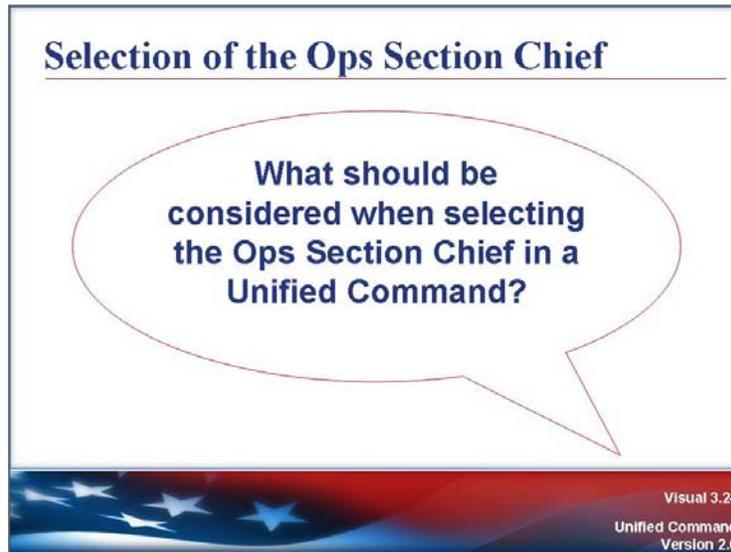
### Key Points

Additional considerations for having an integrated General Staff include:

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



Visual 3.24



**Visual Description:** Selection of the Operations Section Chief

### Key Points

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



Visual 3.25

### Coordinated Resource Ordering

The Incident Commanders within the Unified Command work together to establish resource ordering procedures that allow for:

- Deployment of scarce resources to meet high-priority objectives.
- Potential cost savings through agreements on cost sharing for essential services.



Visual 3.25  
Unified Command  
Version 2.0

**Visual Description:** Coordinated Resource Ordering

### Key Points

The fifth feature of Unified Command is coordinated resource ordering.

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



Visual 3.26

**Incident Commander Responsibilities**

Each designated agency Incident Commander functioning in a Unified Command must:

- Act within his/her jurisdictional or agency limitations.
- Inform the other Commanders of any legal, political, jurisdictional, or safety restrictions.
- Be authorized to perform certain activities and actions on behalf of the jurisdiction or agency he/she represents.
- Manage the incident to the best of his/her abilities.

Visual 3.26  
Unified Command  
Version 2.0

**Visual Description:** Incident Commander Responsibilities

### Key Points

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

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

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

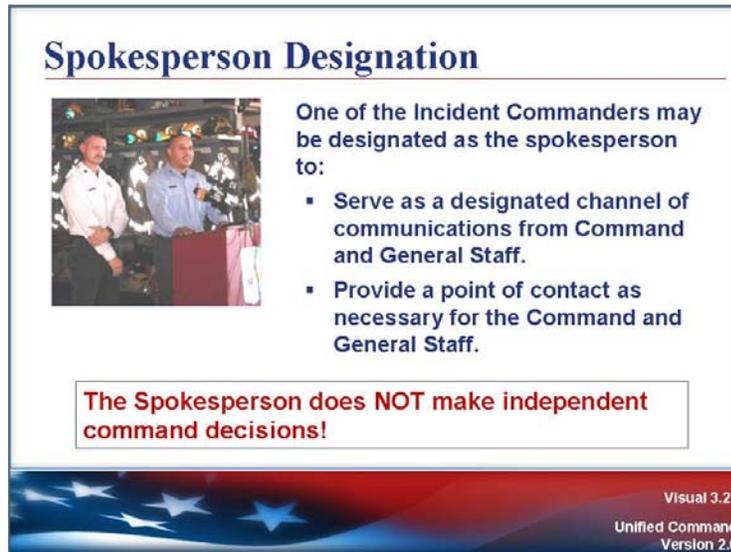
- Working closely with the other Incident Commanders in the Unified Command.
- Providing sufficient qualified staff and resources.
- Anticipating and resolving problems.
- Delegating authority as needed.
- Inspecting and evaluating performance.
- Communicating with their own agency on priorities, plans,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

(Continued on next page.)

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



Visual 3.27



**Spokesperson Designation**

One of the Incident Commanders may be designated as the spokesperson to:

- Serve as a designated channel of communications from Command and General Staff.
- Provide a point of contact as necessary for the Command and General Staff.

**The Spokesperson does NOT make independent command decisions!**

Visual 3.27  
Unified Command  
Version 2.0

**Visual Description:** Spokesperson Designation

### Key Points

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

The spokesperson:

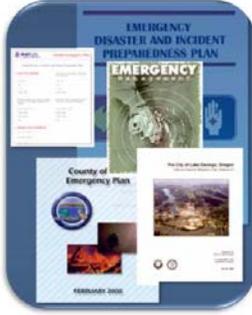
- Serves as a designated channel of communications from Command and General Staff members into the Unified Command.
- Does not make independent command decisions, but does provide a point of contact as necessary for the Command and General Staffs.



Visual 3.28

### Unified Command and Preparedness

- Include Unified Command delegations in local emergency operations plans and interagency/ mutual-aid agreements.
- Conduct training exercises using Unified Command with adjacent jurisdictions and functional agencies.



Visual 3.28  
Unified Command  
Version 2.0

**Visual Description:** Unified Command and Preparedness

### Key Points

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

- Include Unified Command in local operations plans. It is recommended that Unified Command structures and agency responsibilities in local areas be included in local emergency operations plans and interagency mutual aid agreements.
- Train often as a team. It is important to routinely conduct training and exercises in Unified Command with adjacent jurisdictions and functional agencies. Incident Commanders who work and train together in all types of situations will better adapt to incidents managed under Unified Command, thus helping to ensure a successful outcome.

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



Visual 3.29



**Visual Description:** Advantages of Unified Command

### Key Points

What are the advantages of using Unified Command?



Visual 3.30

**Summary: Advantages of Using Unified Command**

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

Visual 3.30  
Unified Command  
Version 2.0

**Visual Description:** Summary: Advantages of Using Unified Command

### Key Points

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

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

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

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

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

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

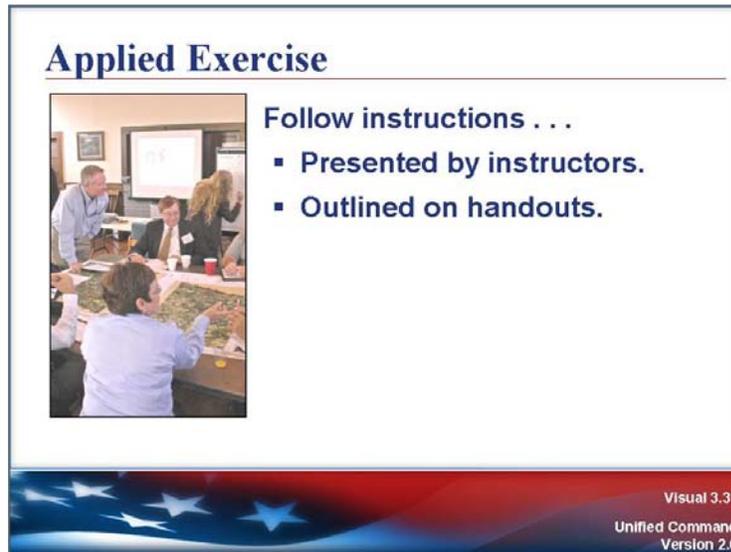
Under Unified Command, the Incident Action Plan (IAP) is assembled by the Planning Section and is approved by the Unified Command (UC). A single individual, the Operations Section Chief, directs the tactical implementation of the IAP. The Operations Section Chief will normally come from the organization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

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

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



Visual 3.31



**Visual Description:** Exercise Instructions

### Key Points

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



Visual 3.32

**Summary**

Are you now able to:

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

Visual 3.32  
Unified Command  
Version 2.0

**Visual Description:** Summary

### Key Points

Are you now able to:

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

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

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## Objectives

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

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

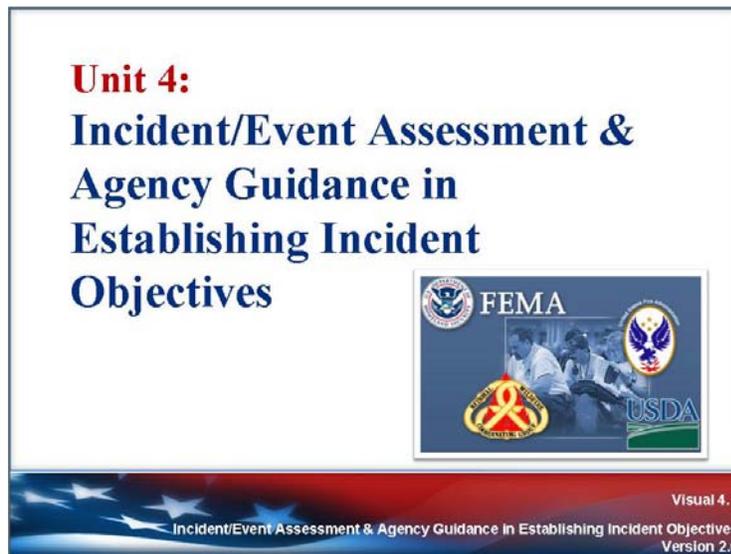
## Scope

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





Visual 4.1



**Visual Description:** Unit Introduction

### Key Points

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



Visual 4.2

### Unit Objectives

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

Visual 4.2  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Unit Objectives

### Key Points

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

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

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



Visual 4.3

**Activity: Incidents vs. Events**

Instructions:

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

Visual 4.3  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Activity: Incidents vs. Events

## Key Points

### Instructions:

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



Visual 4.4

**Planning for Incidents**

The incident planners must take into account the following factors:

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

Visual 4.4  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Planning for Incidents

### Key Points

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

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

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

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



Visual 4.5

### Planning for Events

The planners of an event should know:

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

Visual 4.5  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Planning for Events

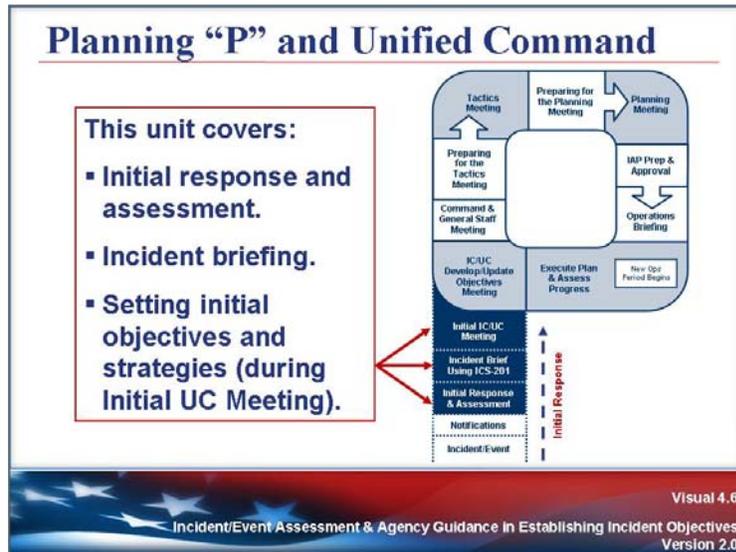
### Key Points

The planners of an event should know the following:

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



Visual 4.6



**Visual Description:** The Planning “P” and Unified Command

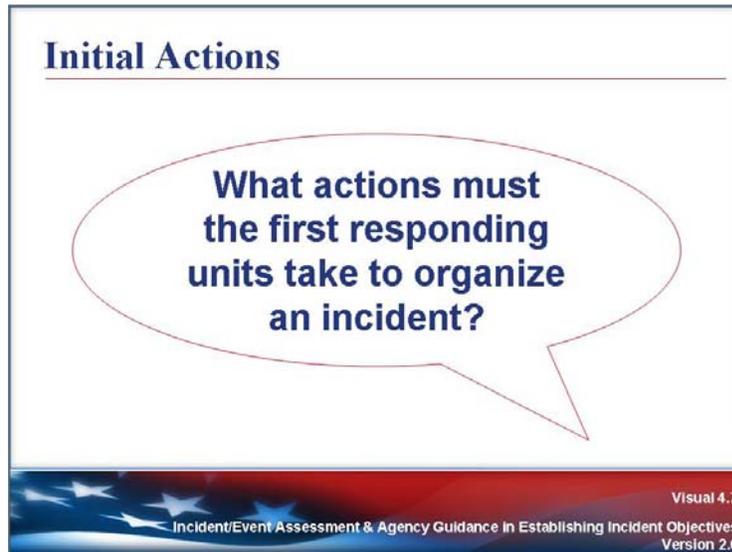
### Key Points

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

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



Visual 4.7



**Visual Description:** Initial Actions

### Key Points

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

Work in their assigned teams to do the following:

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



Visual 4.8

**Overall Priorities**

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

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



Visual 4.8  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Overall Priorities

### Key Points

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

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



Visual 4.9

### Initial Response Actions

**Assessment and Safety**

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

**Planning and Resource Management**

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

Visual 4.9  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Initial Response Actions

## Key Points

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

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

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

(Continued on next page.)

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



Visual 4.10

### Initial Response: Conduct a Sizeup

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

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

Visual 4.10  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Initial Response: Conduct a Sizeup

### Key Points

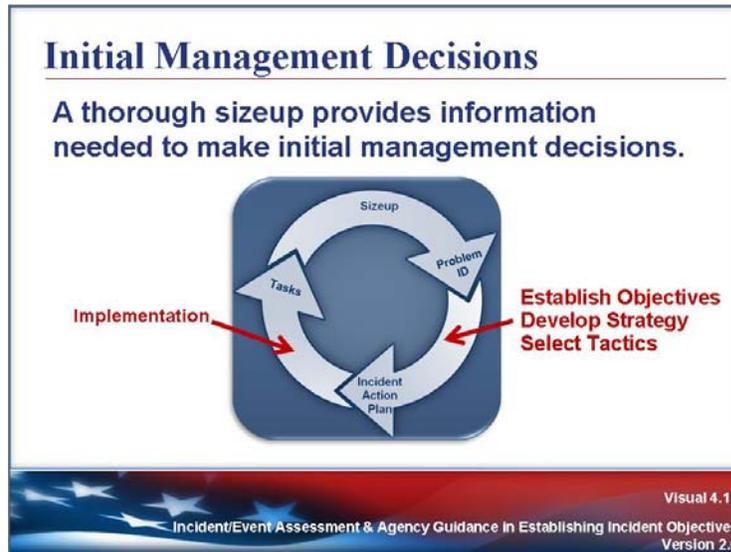
In an initial incident, a sizeup is done to set the immediate incident objectives.

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

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



Visual 4.11



**Visual Description:** Initial Management Decisions

### Key Points

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

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



Visual 4.12

### Situational Awareness

Situational awareness is the perception of:

- What the incident is doing, and
- What you are doing in relation to the incident and your objectives.

Situational awareness involves the ability to predict:

- Changes in the incident, and
- Your future actions.

Visual 4.12  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Situational Awareness

### Key Points

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



Visual 4.13

### Situational Awareness Skills (1 of 2)

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



Visual 4.13  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Situational Awareness Skills (1 of 2)

### Key Points

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

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



Visual 4.14

### Situational Awareness Skills (2 of 2)



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

Visual 4.14  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Situational Awareness Skills (2 of 2)

### Key Points

Other situational awareness actions:

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



Visual 4.15

**Loss of Situational Awareness**

Tunnel vision is an indicator of losing situational awareness.

How might you know if you are experiencing tunnel vision?

What causes tunnel vision? How can it be avoided?

Visual 4.15  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Loss of Situational Awareness

### Key Points

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

**How might you know if you are experiencing tunnel vision?**

**What causes tunnel vision? How can it be avoided?**



Visual 4.16

### Complexity Analysis Factors (1 of 2)

- Impacts to life, property, and the economy
- Community and responder safety
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events or incidents



Visual 4.16  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Complexity Analysis Factors (1 of 2)

## Key Points

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

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

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



Visual 4.17

### Complexity Analysis Factors (2 of 2)

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



Visual 4.17

Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Complexity Analysis Factors (2 of 2)

### Key Points

Other factors that affect incident complexity:

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

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



Visual 4.18

**Authorities, Policies, and External Stakeholders**

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



- Authorities
- Policies & Guidelines
- External Stakeholders

Visual 4.18  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Authorities, Policies, and External Stakeholders

### Key Points

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

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

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

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

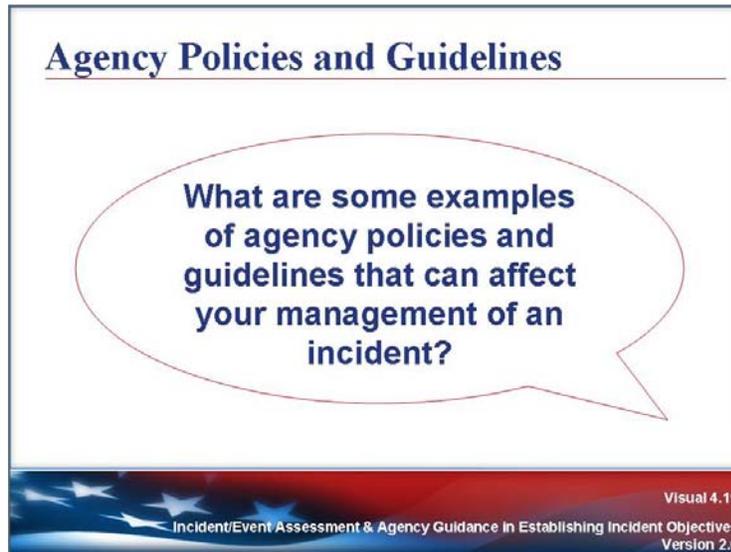
- Safety
- Control objectives
- Cleanup and rehabilitation guidelines
- Spending
- Resource sharing

(Continued on the next page.)

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



Visual 4.19



**Visual Description:** Agency Policies and Guidelines

### Key Points

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



Visual 4.20

**Policies and Guidelines: Examples**

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

Visual 4.20  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Policies and Guidelines: Examples

## Key Points

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

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



Visual 4.21

**Responsibility for Developing Objectives**



- On small incidents, the Incident Commander is solely responsible for developing incident objectives.
- On larger incidents, Command and General Staff contribute to the development of incident objectives.

Visual 4.21  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Responsibility for Developing Objectives

### Key Points

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

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



Visual 4.22



**Visual Description:** Objectives, Strategies, and Tactics

## Key Points

Incident managers first develop:

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

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

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

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

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



Visual 4.23

### Writing “SMART” Objectives

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

Visual 4.23  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Writing “SMART” Objectives

## Key Points

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

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



Visual 4.24

**Sample Objectives**

- Release all hostages safely with no further casualties as soon as practical.
- Complete Preliminary Damage Assessments of all damaged residential structures in Anytown by 0800 hours on 3/21.
- Restore water to the business district by 0900 hours on 3/21.
- Contain fire within existing structures (during the current operational period).

Visual 4.24  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Sample Objectives

### Key Points

Review the following objectives:

- Release all hostages safely with no further casualties as soon as practical.
- Complete Preliminary Damage Assessments of all damaged residential structures in Anytown by 0800 hours on 3/21.
- Restore water to the business district by 0900 hours on 3/21.
- Contain fire within existing structures (during the current operational period).

**Do these objectives meet the SMART guidelines?**



Visual 4.25

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

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

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

Is this objective **SMART?**

Visual 4.25  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

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

### Key Points

Review the following situation and incident objective:

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

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

**Is this objective SMART?**



Visual 4.26

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

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

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

How would you improve this objective?

Visual 4.26  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

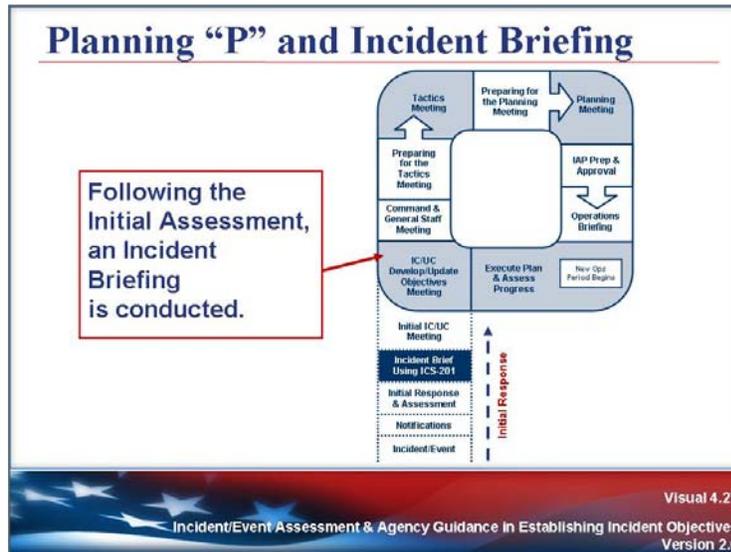
**Visual Description:** Activity: SMART Objectives (2 of 2) How would you improve this objective?

### Key Points

How would you improve this objective?



Visual 4.27



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

### Key Points

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



Visual 4.28

### Incident Briefing (ICS Form 201)

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

INCIDENT BRIEFING	INCIDENT DATE	INCIDENT TIME	INCIDENT TYPE
<ul style="list-style-type: none"> <li>▪ Incident situation (map, significant events)</li> <li>▪ Incident objectives</li> <li>▪ Summary of current actions</li> <li>▪ Status of resources assigned or ordered</li> </ul>			

Visual 4.28  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Incident Briefing (ICS Form 201)

### Key Points

The ICS Form 201 Incident Briefing form:

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

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



Visual 4.29

### Transfer of Command

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



Visual 4.29  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

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

### Key Points

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

**What steps must occur before command is transferred?**



Visual 4.30

### Steps in Assuming Command

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

Visual 4.30  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Steps in Assuming Command

### Key Points

The person assuming command should do the following:

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

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

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

**Transfer of Command Briefings**

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

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

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

**Changing Incident Objectives**

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

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

(Continued on the next page.)

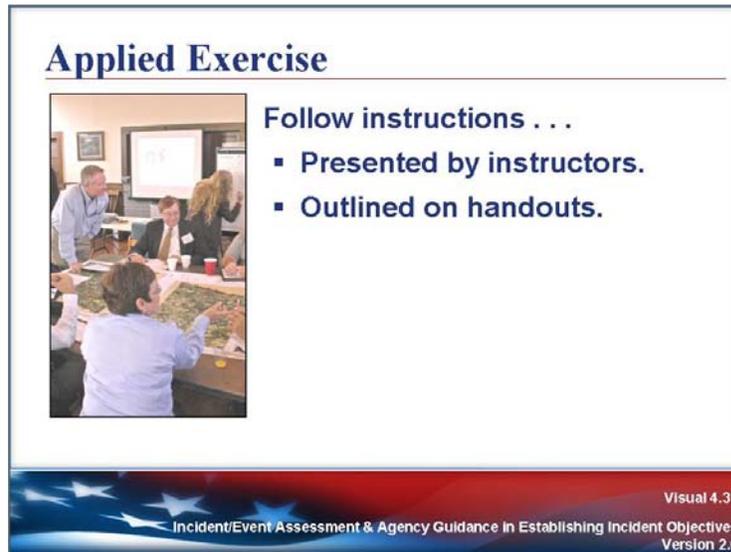
Critical changes should be made immediately, rather than allowing the existing plan to proceed. Delayed changes may result in additional control problems, greater loss, and increased expense and risk. However, changes can cause disruptions. When possible, less time-sensitive changes should be implemented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

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

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



Visual 4.31



**Visual Description:** Applied Exercise

### Key Points

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



Visual 4.32

**Summary**

Are you now able to:

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

Visual 4.32  
Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives  
Version 2.0

**Visual Description:** Summary

### Key Points

Are you now able to:

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

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# Unit 5: Planning Process

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## Unit Objectives

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

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

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## Scope

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





Visual 5.1



**Visual Description:** Unit Introduction

### Key Points

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

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



Visual 5.2

### Unit Objectives (1 of 3)

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

Visual 5.2  
Planning Process  
Version 2.0

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

### Key Points

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

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



Visual 5.3

### Unit Objectives (2 of 3)

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

Visual 5.3

Planning Process  
Version 2.0

**Visual Description:** Unit Objectives (2 of 3)

### Key Points

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

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



Visual 5.4

### Unit Objectives (3 of 3)

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

Visual 5.4

Planning Process  
Version 2.0

**Visual Description:** Unit Objectives (3 of 3)

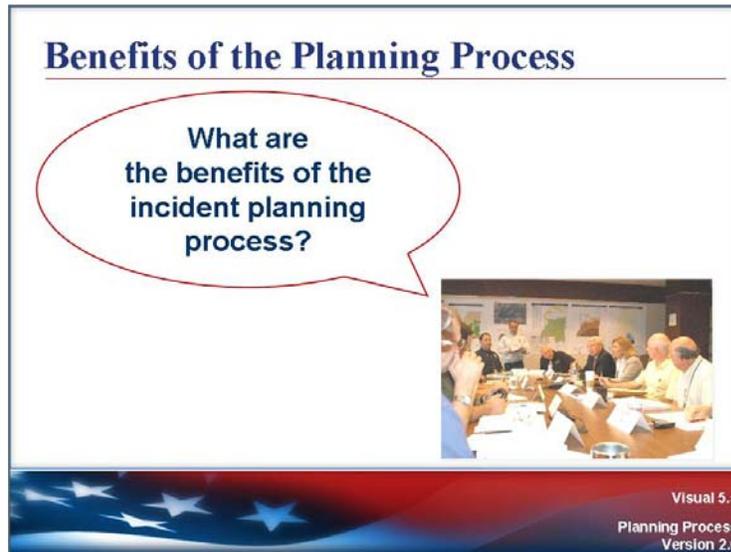
### Key Points

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

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



Visual 5.5



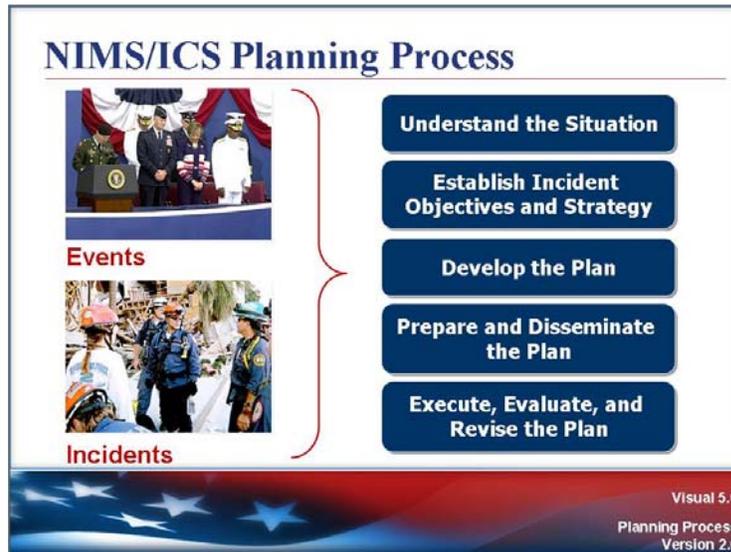
**Visual Description:** What are the benefits of the incident planning process?

### Key Points

What are the benefits of the incident planning process?



Visual 5.6



**Visual Description:** NIMS/ICS Planning Process

### Key Points

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

- The planning process should provide the following:
  - Current information that accurately describes the incident situation and resource status;
  - Predictions of the probable course of events;
  - Alternative strategies to attain critical incident objectives; and
  - An accurate, realistic IAP for the next operational period.
- During the initial stages of incident management, planners should develop a simple plan that can be communicated through concise oral briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident management effort evolves over time, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and “lessons learned.” The five primary phases in the planning process are:

1. **Understand the Situation:** The first phase includes gathering, recording, analyzing, and displaying situation, resource, and incident potential information in a manner that will facilitate:
  - Increased situational awareness of the magnitude, complexity, and potential impact of the incident; and
  - The ability to determine the resources required to develop and implement an effective IAP.
2. **Establish Incident Objectives and Strategy:** The second phase includes formulating and prioritizing measurable incident objectives and identifying an appropriate strategy. The incident objectives and strategy must conform to the legal obligations and management objectives of all affected agencies. These may also need to include specific issues relevant to critical infrastructure.

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

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

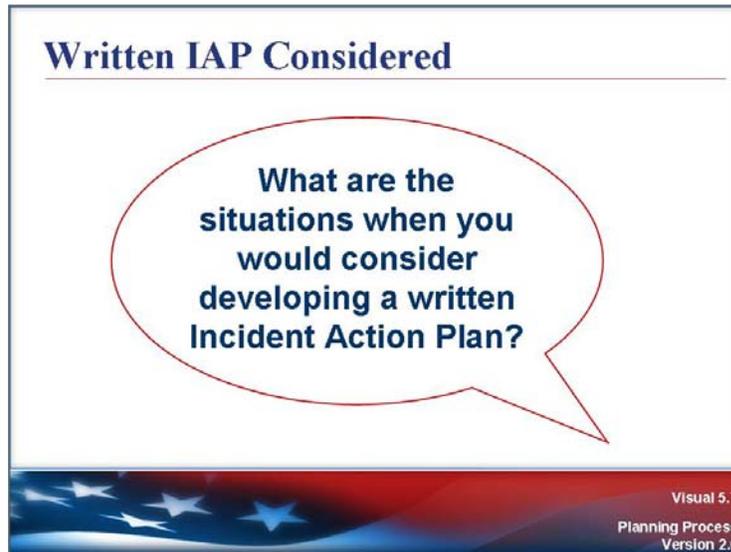
Before the formal planning meetings, each member of the Command and General Staffs is responsible for gathering certain information to support the proposed plan.

4. **Prepare and Disseminate the Plan:** The fourth phase involves preparing the plan in a format that is appropriate for the level of complexity of the incident. For the initial response, the format is a well-prepared outline for an oral briefing. For most incidents that will span multiple operational periods, the plan will be developed in writing according to ICS procedures.
5. **Execute, Evaluate, and Revise the Plan:** The planning process includes the requirement to execute and evaluate planned activities and check the accuracy of information to be used in planning for subsequent operational periods. The General Staff should regularly compare planned progress with actual progress. When deviations occur and when new information emerges, that information should be included in the first step of the process used for modifying the current plan or developing the plan for the subsequent operational period.

Source: NIMS Document Tab 8 - The Planning Process



Visual 5.7



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

### Key Points

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



Visual 5.8

### When a Written IAP Is Considered

- Two or more jurisdictions are involved in the response.
- The incident continues into the next operational period.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- It is required by agency policy.
- A HazMat incident is involved.



Visual 5.8  
Planning Process  
Version 2.0

**Visual Description:** When a Written IAP Is Considered

## Key Points

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

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

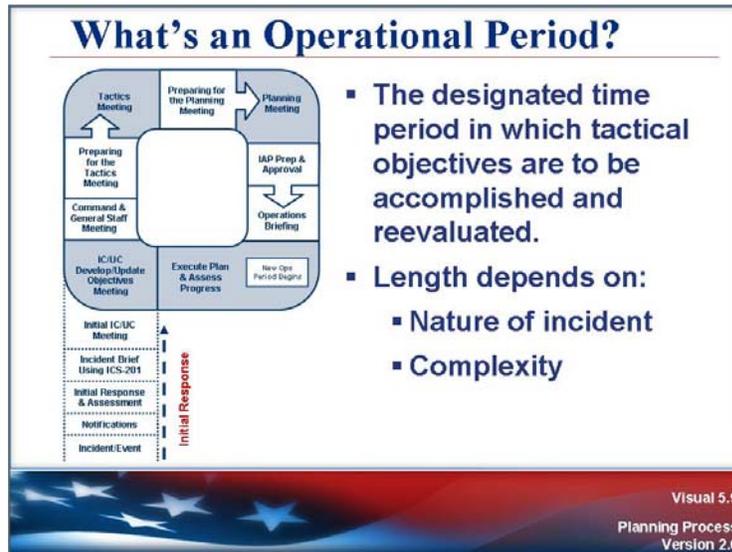
- Two or more jurisdictions are involved in the response.
- The incident continues into the next operational period.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- It is required by agency policy.
- A HazMat incident is involved. (required)

A written IAP provides:

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



Visual 5.9



**Visual Description:** What's an Operational Period?

## Key Points

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

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

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

(Continued on the next page.)

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

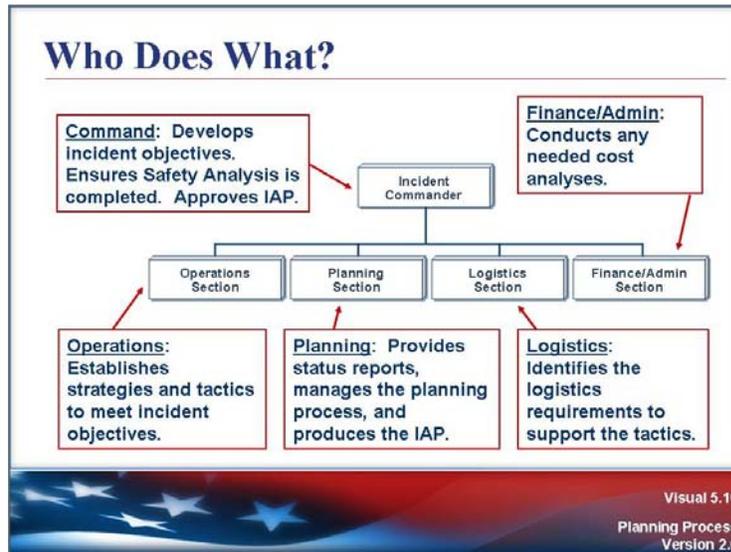
The length of an operational period depends on the nature and complexity of the incident. Common lengths of operational periods are:

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

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



Visual 5.10



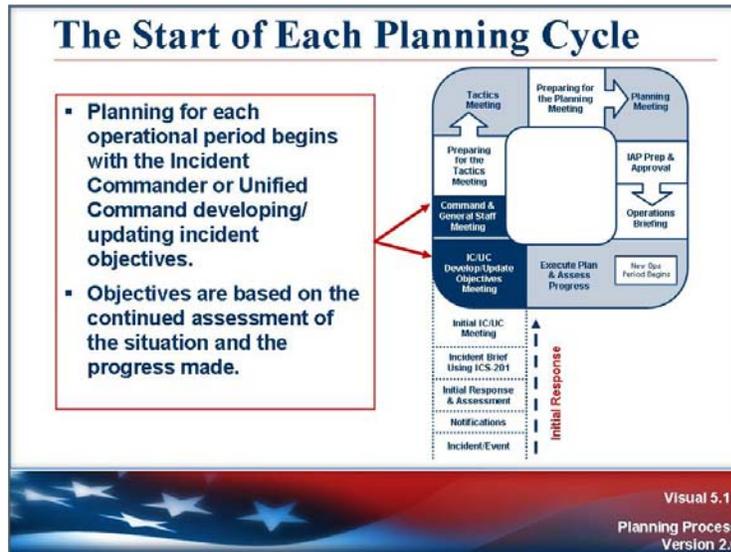
**Visual Description:** Who Does What?

### Key Points

<b>Incident Commander</b>	<ul style="list-style-type: none"> <li>▪ Provides overall incident objectives and strategy.</li> <li>▪ Establishes procedures for incident resource ordering.</li> <li>▪ Establishes procedures for resource activation, mobilization, and employment.</li> <li>▪ Approves completed IAP by signature.</li> </ul> <p>With Safety Officer:</p> <ul style="list-style-type: none"> <li>▪ Reviews hazards associated with the incident and proposed tactical assignments. Assists in developing safe tactics.</li> <li>▪ Develops safety message(s).</li> </ul>
<b>Operations Section Chief</b>	<ul style="list-style-type: none"> <li>▪ Assists in identifying strategies.</li> <li>▪ Determines tactics to achieve incident objectives.</li> <li>▪ Determines work assignments and resource requirements.</li> </ul>
<b>Planning Section Chief</b>	<ul style="list-style-type: none"> <li>▪ Conducts the planning meeting.</li> <li>▪ Coordinates preparation and documentation of the IAP.</li> </ul>
<b>Logistics Section Chief</b>	<ul style="list-style-type: none"> <li>▪ Ensures that resource ordering procedures are communicated to appropriate agency ordering points.</li> <li>▪ Develops a transportation system to support operational needs.</li> <li>▪ Ensures that the Logistics Section can support the IAP.</li> <li>▪ Completes assigned portions of the written IAP.</li> <li>▪ Places order(s) for resources.</li> </ul>
<b>Finance/Admin. Section Chief</b>	<ul style="list-style-type: none"> <li>▪ Provides cost implications of incident objectives, as required.</li> <li>▪ Ensures that the IAP is within the financial limits established by the Incident Commander.</li> <li>▪ Evaluates facilities, transportation assets, and other contracted services to determine if any special contract arrangements are needed.</li> </ul>



Visual 5.11



**Visual Description:** The Start of Each Planning Cycle

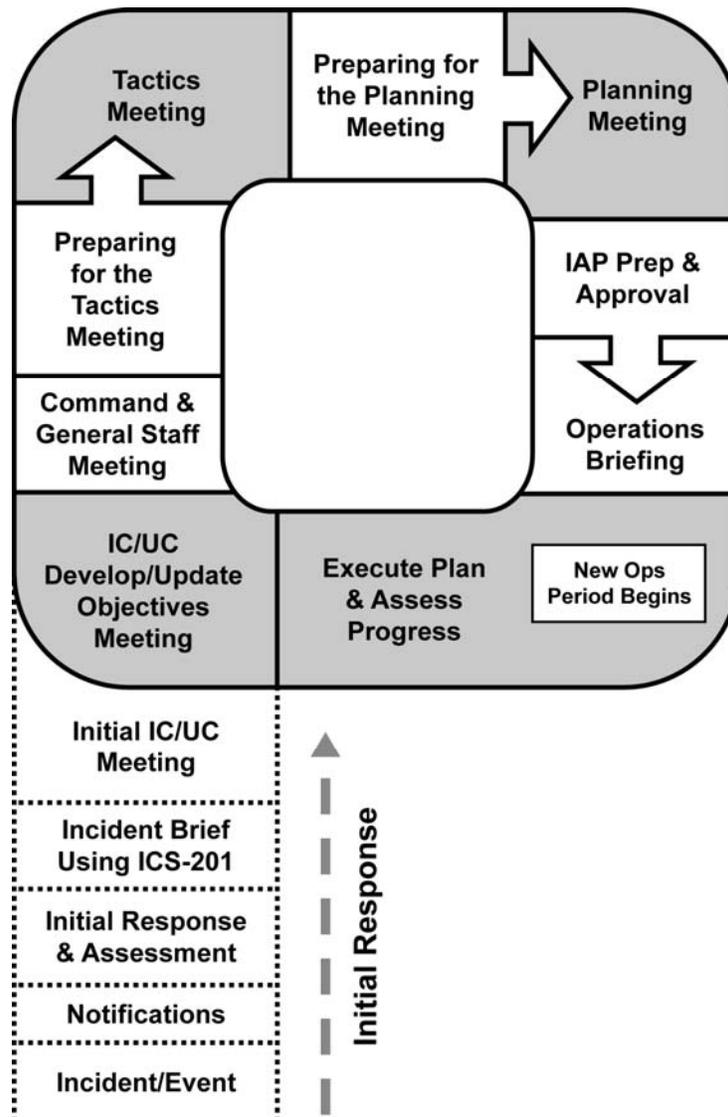
## Key Points

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

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

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

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



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



Visual 5.12

### Assessing Current Objectives

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

Visual 5.12  
Planning Process  
Version 2.0

**Visual Description:** Assessing Current Objectives

## Key Points

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

Refer to the following questions that appear on the visual:

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

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



Visual 5.13



**Visual Description:** The Tactics Meeting: Overview

## Key Points

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

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

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

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



Visual 5.14



**Visual Description:** Objectives, Strategies, and Tactics

### Key Points

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

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

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

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



Visual 5.15

### Developing Appropriate Strategy

- Generate a list of alternative strategies.
- Select the strategy that:
  - Is within acceptable safety norms.
  - Makes good sense (is feasible, practical, and suitable).
  - Is cost effective.
  - Is consistent with sound environmental practices.
  - Meets political considerations.

Visual 5.15  
Planning Process  
Version 2.0

**Visual Description:** Developing Appropriate Strategy

### Key Points

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

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

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



Visual 5.16

### Executing Tactical Direction

- **Establish Tactics:** Describe what must be done.
- **Assign Resources:** Determine and assign the kind and type of resources needed for the selected tactics.
- **Monitor Performance:** Determine if the tactics and resources selected for the various strategies are both valid and adequate.



Visual 5.16  
Planning Process  
Version 2.0

**Visual Description:** Executing Tactical Direction

### Key Points

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

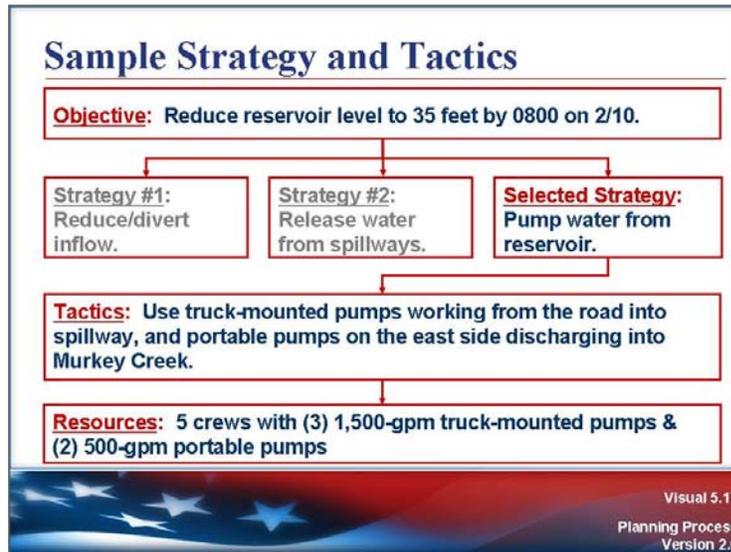
The Incident Commander or the Operations Section Chief gathers input from the Branch Directors and Division and/or Group Supervisors on alternative tactics. Gathering input is particularly important when the incident involves personnel from multiple disciplines. Jointly developed tactics can ensure understanding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

Tactical direction consists of the following steps:

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



Visual 5.17



**Visual Description:** Sample Strategy and Tactics

### Key Points

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

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

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



Visual 5.18



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

### Key Points

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



Visual 5.19



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

### Key Points

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

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



Visual 5.20

### Tactics Meeting Documentation

**Operational Planning Worksheet, ICS Form 215**

Visual 5.20  
Planning Process  
Version 2.0

**Visual Description:** Tactics Meeting Documentation

### Key Points

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

Sample Operational Planning Worksheet, ICS 215

OPERATIONAL PLANNING WORKSHEET													1. Incident Name Winter Storm		2. Date Prepared Feb. 10 Time Prepared 1100		3. Operational Period (Date/Time) Feb. 10-11 1800-0600			
4. Division/Group or Other Location	5. Work Assignments	Resource by Type (Show Strike Team as ST)												6. Reporting Location	7. Requested Arrival Time					
		Snow Plows				Sanding Trucks				Front End Loaders										
		1	2	3	4	1	2	3	4	1	2	3	4							
Parking Lot Group	Remove snow from EOC, fire stations, police dept., and hospital parking lots. See maps for snow pile locations. 6" maximum accumulation.	Req	4								4								Public Work Shops	1700
		Have	4								4									
		Need	0								0									
Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drifting. 6" maximum accumulation.	Req	3																Public Work Shops	1700
		Have	1																	
		Need	2																	
Sanding Group	Monitor ice for accumulation. Sand all 4-way stops and lighted intersections. Sand available at County Sand and Gravel storage.	Req					4				2								Public Work Shops	1700
		Have					4				1									
		Need					0				1									
9. Total Resources - Single		Req	9				4				6									
		Have	5				4				5									
		Need	4				0				1									
Total Resources - Strike Teams		Req																	Prepared by (Name and Position) Sandy Miller, Resources UL	
		Have																		
		Need																		



Visual 5.21

4. DIVISION/ GROUP OR OTHER LOCATION	5. WORK ASSIGNMENTS		RESOURCE BY TYPE (SHOW STRIKE TEAM AS ST)									
			SNOW PLOWS			SANDING TRUCKS			FRONT END			
			1	2	3	4	5	6	7	8	9	10
Parking Lot Group	Remove snow from EOC, Fire Stations, Police Dept., and hospital parking lots. See maps for snow pile location. 6" max. accumulation.	Req: 4 Have: 4 Need: 0									4	
Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drifting. 6" maximum accu.	Req: 3 Have: 1 Need: 2									4	

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

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

## Key Points

The ICS Form 215, Operational Planning Worksheet:

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

(Continued on the next page.)

By using the worksheet, planners can:

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

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

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



Visual 5.22

2. DATE PREPARED		3. OPERATIONAL PERIOD (DATE/TIME)	
2-10	TIME PREPARED	2-10/11	18000000
1100			

RESOURCE BY TYPE (SHOW STRIKE TEAM AS ST)		6. REPORTING LOCATION	7. REQUESTED ARRIVAL TIME
FRONT END LOADER	OTHER		
		Public Works Shop	1700
		Public Works Shop	1700

Operational Planning Worksheet, ICS Form 215 (2 of 2)

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

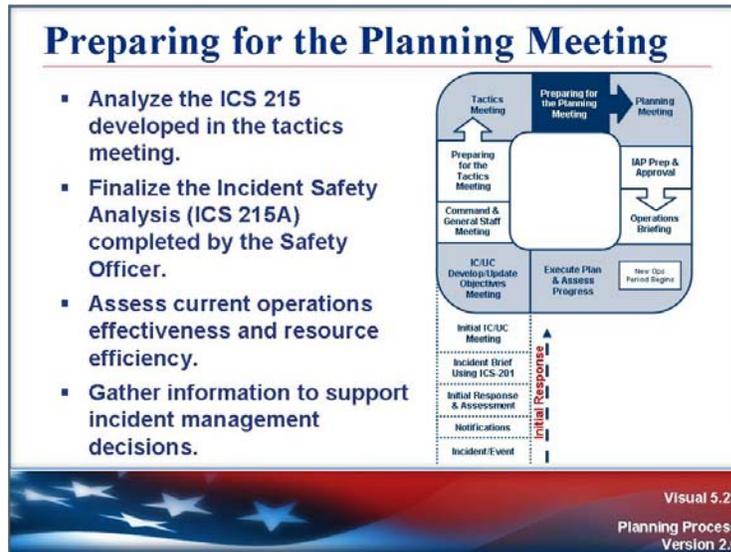
### Key Points

The ICS Form 215 worksheet provides an area to indicate:

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



Visual 5.23



**Visual Description:** Preparing for the Planning Meeting

## Key Points

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

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

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

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

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

<b>Preparing for the Planning Meeting: Responsibilities</b>	
<b>Incident Commander</b>	<ul style="list-style-type: none"> <li>▪ Gives direction.</li> <li>▪ Communicates.</li> <li>▪ Manages.</li> <li>▪ Does not get involved in details</li> </ul>
<b>Safety Officer</b>	<ul style="list-style-type: none"> <li>▪ Identifies incident risks and hazards.</li> <li>▪ Completes ICS Form 215A developed at the tactics meeting.</li> <li>▪ Works with the Operations Section Chief on tactical safety issues.</li> <li>▪ Identifies safety issues associated with incident facilities and nontactical activities, such as transportation and food service.</li> </ul>
<b>Liaison Officer</b>	<ul style="list-style-type: none"> <li>▪ Identifies cooperating and assisting agencies.</li> <li>▪ Identifies special agency needs.</li> <li>▪ Determines capabilities of cooperating and assisting agencies.</li> <li>▪ Determines restrictions on participation of cooperating and assisting agencies.</li> <li>▪ Confirms name and contact location of agency representatives.</li> </ul>
<b>Public Information Officer</b>	<ul style="list-style-type: none"> <li>▪ Assesses general media coverage to date.</li> <li>▪ Identifies incident-related information issues that need to be explained or corrected with the media.</li> <li>▪ Determines what Joint Information System (JIS) elements and procedures are in place.</li> <li>▪ Determines process for development and approval of media releases and visits.</li> </ul>
<b>Operations Section Chief</b>	<ul style="list-style-type: none"> <li>▪ Continues to obtain good incident resource and status information.</li> <li>▪ Communicates current information.</li> <li>▪ Considers alternate strategies and determines probable tactics.</li> <li>▪ Calculates resource requirements.</li> <li>▪ Works with the Safety Officer and Planning Section staff to complete ICS Forms 215 and 215A developed at the tactics meeting.</li> </ul>
<b>Planning Section Chief</b>	<ul style="list-style-type: none"> <li>▪ Prepares incident maps and displays, as necessary.</li> <li>▪ Develops information for the IAP.</li> <li>▪ Develops situation status and predictions.</li> <li>▪ Acquires information and ICS Forms for the IAP.</li> </ul>
<b>Logistics Section Chief</b>	<ul style="list-style-type: none"> <li>▪ Determines service and support needs for the incident.</li> <li>▪ Determines responder medical and rehabilitation needs.</li> <li>▪ Determines incident communications needs.</li> <li>▪ Confirms resource ordering process.</li> </ul>
<b>Finance/ Administration Section Chief</b>	<ul style="list-style-type: none"> <li>▪ Collects information on rental agreements and contracts.</li> <li>▪ Determines potential and actual claims.</li> <li>▪ Calculates incident costs to date.</li> <li>▪ Develops cost-benefit analyses as requested.</li> </ul>



Visual 5.24

### Incident Safety

Incident management must ensure the safety of:

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



Visual 5.24  
Planning Process  
Version 2.0

**Visual Description:** Incident Safety

### Key Points

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

Incident management must ensure the safety of the following:

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

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



Visual 5.25



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

### Key Points

Does your agency have aviation safety policies and procedures?



Visual 5.26

### Incident Safety Analysis

The Incident Safety Analysis is used to:

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

Visual 5.26

Planning Process  
Version 2.0

**Visual Description:** Incident Safety Analysis

### Key Points

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

The Incident Safety Analysis is used to:

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



Visual 5.27

**ICS Form 215A, Safety Analysis**  
The Safety Officer or Incident Commander completes the Safety Analysis using ICS 215A for

INCIDENT ACTION PLAN SAFETY & RISK ANALYSIS		1. INCIDENT NAME		2. DATE		3. TIME	
		Winter Storm		2-10		1100	
LCES* and Risk Analysis (Lookouts, Communications, Escape Routes, Safety Zones)				RISK MITIGATIONS			
Impacted Organizational Element	Extreme Weather	Bio-Hazard	Hazardous	Diving	Communications	Other	Other
Div A	X			X			
				Drive with lights on, chain up before leaving for assignment. Maintain safe speed for conditions. Wear gloves, hat when operating out of vehicle.			

Organizational Element at Risk
Hazards
Mitigation Strategies

**Visual Description:** ICS Form 215A, Safety Analysis

## Key Points

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

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

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

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

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

<b>INCIDENT ACTION PLAN SAFETY ANALYSIS</b>		1. Incident Name Winter Storm			2. Date Feb. 10		3. Time 1100		
Division or Group		Potential Hazards							Mitigations (e.g., PPE, buddy system, escape routes)
	Type of Hazard: Extreme Weather	Type of Hazard: Biohazard	Type of Hazard: HazMat	Type of Hazard: Driving	Type of Hazard: Communications	Type of Hazard:	Type of Hazard:	Type of Hazard:	
Division A	X			X					Drive with lights on, chain up before leaving for assignment. Maintain safe speed for conditions. Wear gloves and hat when operating out of vehicle.
Prepared by (Name and Position) Pam Wetzel, Safety Officer									

### ICS Form 215A, Incident Safety Analysis

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

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

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

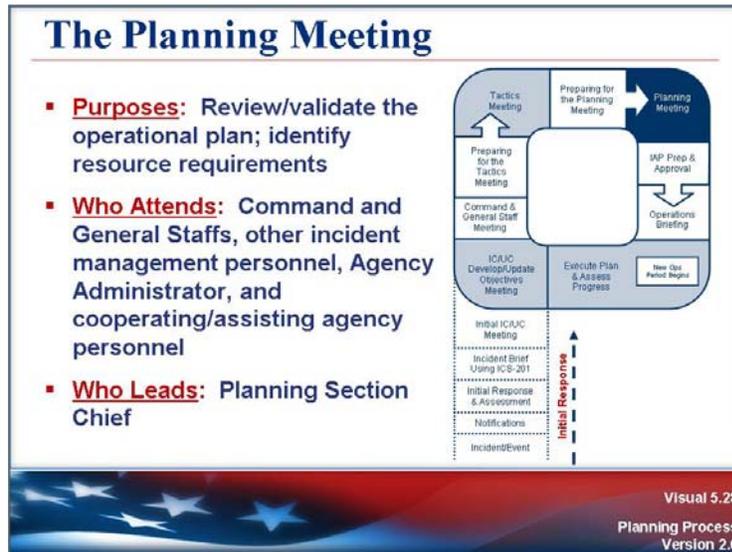
The ICS Form 215A, Incident Safety Analysis Worksheet, is used as a display during the Planning Meeting. It provides information on:

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

Techniques for Identifying Hazards	Types of Risks
<ul style="list-style-type: none"> <li>▪ Personal observation and/or experience</li> <li>▪ Checklist</li> <li>▪ Communication with incident personnel</li> <li>▪ Trends</li> <li>▪ Local personnel</li> </ul>	<ul style="list-style-type: none"> <li>▪ Traffic</li> <li>▪ Confined space</li> <li>▪ Downhill fireline construction</li> <li>▪ Air operations</li> <li>▪ Radiation hazard</li> <li>▪ Slip, trip, &amp; fall</li> </ul>
Locations	Mitigation of Hazards
<ul style="list-style-type: none"> <li>▪ Divisions</li> <li>▪ Groups</li> <li>▪ Helibase</li> <li>▪ Staging Area</li> <li>▪ Others</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dusty narrow roads – dust abatement, one-way traffic pattern, close road to public, experienced drivers</li> <li>▪ Long crew shuttle by bus – camps, aviation, split operational periods</li> </ul>



Visual 5.28



**Visual Description:** The Planning Meeting

## Key Points

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

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



Visual 5.29

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

**Visual Description:** Planning Meeting Activities and Responsibilities

### Key Points

The major planning meeting activities:

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



Visual 5.30



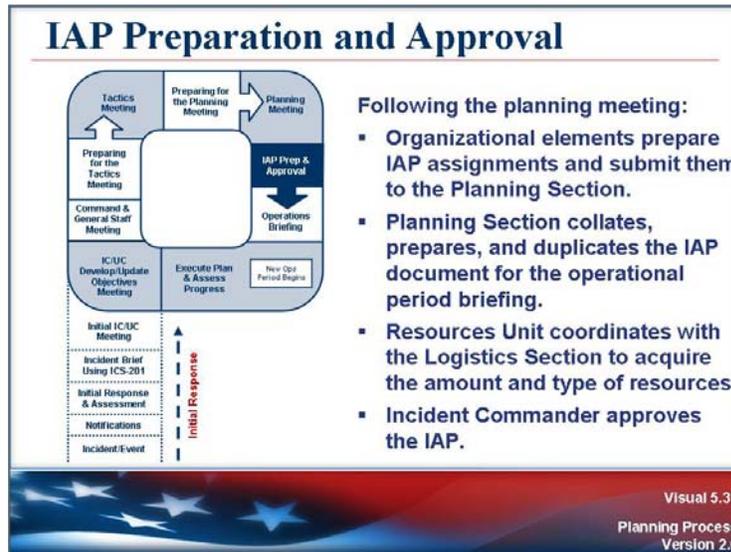
**Visual Description:** Planning Meeting Displays

### Key Points

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



Visual 5.31



**Visual Description:** IAP Preparation and Approval

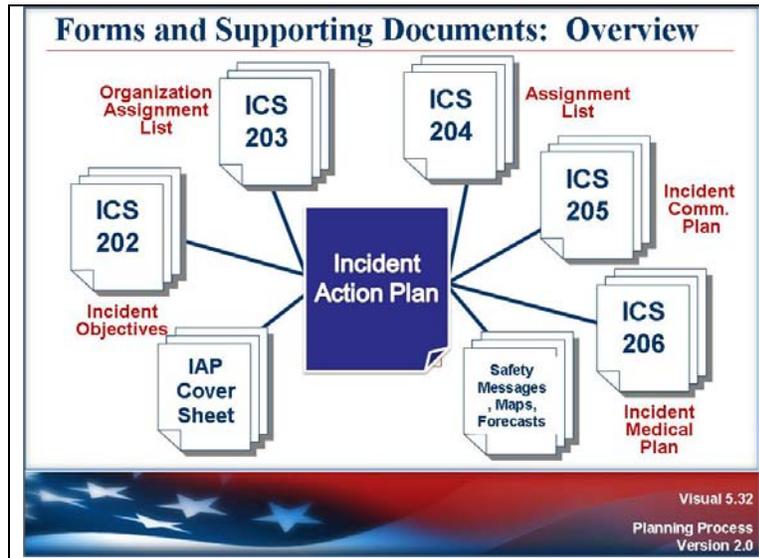
## Key Points

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

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



Visual 5.32



**Visual Description:** Forms and Supporting Documents: Overview

## Key Points

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

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

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

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

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

## ICS Forms

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

Standard Form Title	Description
Incident Action Plan Cover Page ICS 200	Indicates the incident name, plan operational period, date prepared, approvals, and attachments (resources, organization, Communications Plan, Medical Plan, and other appropriate information).
Incident Briefing ICS 201	Provides the Incident Command/Unified Command and General Staffs with basic information regarding the incident situation and the resources allocated to the incident. This form also serves as a permanent record of the initial response to the incident.
Incident Objectives ICS 202	Describes the basic strategy and objectives for use during each operational period.
Organization Assignment List ICS 203	Provides information on the response organization and personnel staffing.
Field Assignment ICS 204	Used to inform personnel of assignments. After Incident Command/Unified Command approve the objectives, staff members receive the assignment information contained in this form.
Incident Communications Plan ICS 205	Provides, in one location, information on the assignments for all communications equipment for each operational period. The plan is a summary of information. Information from the Incident Communications Plan on frequency assignments can be placed on the appropriate Assignment form (ICS Form 204).
Medical Plan ICS 206	Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
Incident Status Summary ICS 209	Summarizes incident information for staff members and external parties, and provides information to the Public Information Officer for preparation of media releases.
Check-In/Out List ICS 211	Used to check in personnel and equipment arriving at or departing from the incident. Check-in/out consists of reporting specific information that is recorded on the form.
General Message ICS 213	Used by: <ul style="list-style-type: none"> <li>▪ Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients.</li> <li>▪ EOC and other incident personnel to transmit messages via radio or telephone to the addressee.</li> <li>▪ Incident personnel to send any message or notification that requires hard-copy delivery to other incident personnel.</li> </ul>

## ICS Forms (Continued)

Standard Form Title	Description
Unit Log ICS 214	Provides a record of unit activities. Unit Logs can provide a basic reference from which to extract information for inclusion in any after-action report.
Operational Planning Worksheet ICS 215	Documents decisions made concerning resource needs for the next operational period. The Planning Section uses this Worksheet to complete Assignment Lists, and the Logistics Section uses it for ordering resources for the incident. This form may be used as a source document for updating resource information on other ICS forms such as the ICS 209.
Incident Action Plan Safety Analysis ICS 215A	Communicates to the Operations and Planning Section Chiefs safety and health issues identified by the Safety Officer.
Air Operations Summary ICS 220	Provides information on air operations including the number, type, location, and specific assignments of helicopters and fixed-wing aircraft.
General Plan ICS 226	Addresses long-term objectives approved by Incident Command/ Unified Command. These objectives are often expressed as milestones (i.e., timeframes for the completion of all and/or portions of incident response operations). A General Plan should identify the major tasks to be carried out through to the end of emergency response operations, the duration of the tasks, and the major equipment and personnel resources needed to accomplish the tasks within the specified duration.



Visual 5.33

### Are All Forms Used?

The Incident Commander determines which ICS forms and attachments are included in the IAP.

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

Visual 5.33  
Planning Process  
Version 2.0

**Visual Description:** Are All Forms Used?

### Key Points

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

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



Visual 5.34

Operational Period		Incident Objectives	
<b>INCIDENT OBJECTIVES</b>		1. INCIDENT NAME Winter Storm	2. DATE PREPARED 2-10
		3. TIME PREPARED 1300	
4. OPERATIONAL PERIOD (DATE/TIME) 2-10 1800 to 2-11 0600			
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)			
1. Provide for responder safety through adherence to agency policies and SOPs during the incident duration.			
2. Provide for public safety by excluding them from work areas at all times.			
3. Keep primary snow routes open at all times.			
4. Plow and sand access routes to critical facilities to include hospitals, fire stations, airport, police department, and courthouse on a continuous basis.			
5. Plow parking lots at critical facilities on a continuous basis.			

Incident Objectives, ICS Form 202 (1 of 2)

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

### Key Points

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



Visual 5.35

**Attachments**

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

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

8. ATTACHMENTS (✓ IF ATTACHED)

<input checked="" type="checkbox"/> Organization List (ICS 203)	<input checked="" type="checkbox"/> Medical Plan (ICS 206)	<input checked="" type="checkbox"/> <u>Weather Forecast</u>
<input checked="" type="checkbox"/> Assignment List (ICS 204)	<input checked="" type="checkbox"/> Incident Map	<input type="checkbox"/> _____
<input checked="" type="checkbox"/> Communications Plan (ICS 205)	<input type="checkbox"/> Traffic Plan	<input type="checkbox"/> _____

9. PREPARED BY (PLANNING SECTION CHIEF)  
Alice Walker

10. APPROVED BY (INCIDENT COMMANDER)  
Dan Franklin

ICS 202

General Safety Message

Planning Section Chief Prepares

Incident Commander Approves By Signature

**ICS Form 202, Incident Objectives (2 of 2)**

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

## Key Points

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

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

## Sample Incident Objectives, ICS Form 202

INCIDENT OBJECTIVES	1. INCIDENT NAME Winter Storm	2. DATE Feb. 10	3. TIME 1100									
<b>4. OPERATIONAL PERIOD (DATE/TIME)</b> Feb. 10 1800 to Feb. 11 0600												
<b>5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)</b> <ol style="list-style-type: none"> <li>1. Provide for responder safety through adherence to agency policies and SOPs during the incident duration.</li> <li>2. Provide for public safety by excluding them from work areas at all times.</li> <li>3. Keep primary snow routes open at all times.</li> <li>4. Plow and sand access routes to critical facilities to include hospitals, fire stations, airport, police department, and courthouse on a continuous basis.</li> <li>5. Plow parking lots at critical facilities on a continuous basis.</li> </ol>												
<b>6. WEATHER FORECAST FOR OPERATIONAL PERIOD</b> Winter storm warning continues. Snow level at sea level, 10-12" accumulations possible, accompanied by high winds and drifting. See attached forecast.												
<b>7. GENERAL SAFETY MESSAGE</b> Driving extremely hazardous. Lights on and chains required. Wear high visibility clothing, hat, and gloves when outside vehicle.												
<b>8. Attachments (☑ if attached)</b> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><input checked="" type="checkbox"/> Organization List (ICS 203)</td> <td style="width: 33%;"><input checked="" type="checkbox"/> Medical Plan (ICS 206)</td> <td style="width: 33%;"><input checked="" type="checkbox"/> Weather Forecast</td> </tr> <tr> <td><input checked="" type="checkbox"/> Assignment List (ICS 204)</td> <td><input checked="" type="checkbox"/> Incident Map</td> <td><input type="checkbox"/> _____</td> </tr> <tr> <td><input checked="" type="checkbox"/> Communications Plan (ICS 205)</td> <td><input type="checkbox"/> Traffic Plan</td> <td><input type="checkbox"/> _____</td> </tr> </table>				<input checked="" type="checkbox"/> Organization List (ICS 203)	<input checked="" type="checkbox"/> Medical Plan (ICS 206)	<input checked="" type="checkbox"/> Weather Forecast	<input checked="" type="checkbox"/> Assignment List (ICS 204)	<input checked="" type="checkbox"/> Incident Map	<input type="checkbox"/> _____	<input checked="" type="checkbox"/> Communications Plan (ICS 205)	<input type="checkbox"/> Traffic Plan	<input type="checkbox"/> _____
<input checked="" type="checkbox"/> Organization List (ICS 203)	<input checked="" type="checkbox"/> Medical Plan (ICS 206)	<input checked="" type="checkbox"/> Weather Forecast										
<input checked="" type="checkbox"/> Assignment List (ICS 204)	<input checked="" type="checkbox"/> Incident Map	<input type="checkbox"/> _____										
<input checked="" type="checkbox"/> Communications Plan (ICS 205)	<input type="checkbox"/> Traffic Plan	<input type="checkbox"/> _____										
<b>9. PREPARED BY (PLANNING SECTION CHIEF)</b> Alice Walker		<b>10. APPROVED BY (INCIDENT COMMANDER)</b> Dan Franklin										



Visual 5.36

ORGANIZATION ASSIGNMENT LIST		9. OPERATIONS SECTION	
1. INCIDENT NAME: <b>Winter Storm</b>		CHIEF: <b>Jim Mills</b>	
2. DATE PREPARED: <b>2-10</b> 3. TIME: <b>1300</b>		DEPUTY:	
4. OPERATIONAL PERIOD (DATE/TIME): <b>2-10 1800 to 2-11 0600</b>		a. BRANCH I - DIVISIONS/GROUPS	
POSITION NAME		BRANCH DIRECTOR	
5. INCIDENT COMMANDER AND STAFF		DIVISION/GROUP - A: <b>Jill Hood</b>	
INCIDENT COMMANDER: <b>Dan Franklin</b>		DIVISION/GROUP - B: <b>Bill Montoya</b>	
DEPUTY:		DIVISION/GROUP - C: <b>Jose Gomez</b>	
SAFETY OFFICER: <b>Pam Wetzel</b>		DIVISION/GROUP - Sanding: <b>Rob Paulson</b>	
		DIVISION/GROUP - Parking Lot: <b>Andy Anderson</b>	
		b. BRANCH II - DIVISIONS/GROUPS	
		BRANCH DIRECTOR	

Command and General Staff

Operations Supervisors to Division/Group Level

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

**Visual Description:** Organization Assignment List, ICS Form 203

### Key Points

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

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

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

Sample Organization Assignment List, ICS Form 203

ORGANIZATION ASSIGNMENT LIST		1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
		Winter Storm	Feb. 10	1300
POSITION	NAME	4. OPERATIONAL PERIOD (DATE/TIME)		
5. INCIDENT COMMAND AND STAFF		Feb. 10 1800 to Feb. 11 0600		
INCIDENT COMMANDER		9. OPERATIONS SECTION		
DEPUTY		CHIEF	Jim Mills	
SAFETY OFFICER		DEPUTY		
INFORMATION OFFICER		a. BRANCH I- DIVISION/GROUPS		
LIAISON OFFICER		BRANCH DIRECTOR		
		DEPUTY		
		DIVISION/GROUP	A	Jill Hood
6. AGENCY REPRESENTATIVES		DIVISION/-GROUP	B	Bill Montoya
AGENCY	NAME	DIVISION/-GROUP	C	Jose Gomez
CCPW	Mike Gilsford cell: 420-1398	DIVISION/GROUP	Sanding	Rob Paulson
SDOT	Martha Andrews cell: 421-5439	DIVISION /GROUP	Parking Lot	Andy Anderson
		b. BRANCH II- DIVISIONS/GROUPS		
		BRANCH DIRECTOR		
		DEPUTY		
		DIVISION/GROUP		
7. PLANNING SECTION		c. BRANCH III- DIVISIONS/GROUPS		
CHIEF	Alice Walker	BRANCH DIRECTOR		
DEPUTY		DEPUTY		
RESOURCES UNIT	Tom Fry	DIVISION/GROUP		
SITUATION UNIT	Karen Wilson	DIVISION/GROUP		
DOCUMENTATION UNIT	Linda Parks	DIVISION/GROUP		
DEMOBILIZATION UNIT		DIVISION/GROUP		
TECHNICAL SPECIALISTS		DIVISION/GROUP		
NOAA Weather	-378-	DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
8. LOGISTICS SECTION		d. AIR OPERATIONS BRANCH		
CHIEF	John Hilman	AIR OPERATIONS BR. DIR.		
DEPUTY		AIR TACTICAL GROUP SUP.		
		AIR SUPPORT GROUP SUP.		
		HELICOPTER COORDINATOR		
		AIR TANKER/FIXED WING CRD.		
a. SUPPORT BRANCH		10. FINANCE/ADMINISTRATION SECTION		
DIRECTOR		CHIEF	Carol White	
SUPPLY UNIT	Joe Carter	DEPUTY		
FACILITIES UNIT		TIME UNIT		
GROUND SUPPORT UNIT	Jesus Martinez	PROCUREMENT UNIT	Sara Thomas	
		COMPENSATION/CLAIMS UNIT		
b. SERVICE BRANCH		COST UNIT		
DIRECTOR				
COMMUNICATIONS UNIT	Mike Walters			
MEDICAL UNIT				
FOOD UNIT				
PREPARED BY (RESOURCES UNIT)				
Tom Fry				



Visual 5.37

1. BRANCH			2. DIVISION/GROUP			ASSIGNMENT LIST					
			Parking Lot								
3. INCIDENT NAME			4. OPERATIONAL PERIOD:								
Winter Storm			Date 2-10/2-11 Time 0600								
5. OPERATIONAL PERSONNEL											
OPERATIONS CHIEF			Jim Mills			DIVISION/GROUP SUPERVISOR			Andy Anderson		
BRANCH DIRECTOR						AIR TACTICAL GROUP SUPERVISOR					
6. RESOURCES ASSIGNED THIS PERIOD											
EMT			LEADER			PICOP					

Organizational Elements

Operations Section Chief

Supervisor of this Assignment

Assignment List, ICS Form 204, specifies the Operations Section structure for the operational period. Each Division or Group will have its own page.  
 (1 of 4)



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

## Key Points

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

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

(Continue to the next page.)



Visual 5.38

6. RESOURCES ASSIGNED THIS PERIOD						
STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICK UP PT/TIME	DROP OFF PT/TIME
TF #1		Don Wells	3	No	Shop 1700	Shop 0530
Plow #15		Tony Anioti				
Loader #2		Carl Gossard				
TF #2		Mark Jones	3	No	Shop 1700	Shop 0530
Plow #2		Ann Walker				
Loader #7		Paul Drew				
TF #3		Larry Carpenter	3	No	Shop 1700	Shop 0530
Plow #10		Bob Smith				
Loader #4		Gr. title				

Resources Assigned

Assignment List, ICS Form 204  
(2 of 4)

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

### Key Points

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



Visual 5.39

TF #3	Plow #8	Loader #6	Jon Dietz	Barry Miller

**7. CONTROL OPERATIONS**

TF #1- Maintain EOC, Stations 1, 2, and Police Station  
 TF #2- Maintain Stations 3, 4, and 5  
 TF #3- Maintain Stations 6, 7, and Hospital  
 TF #4- Staging at Shop

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

**Assignment and Special Instructions**

**Assignment List, ICS Form 204**  
(3 of 4)

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

### Key Points

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



Visual 5.40

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION	FREQUENCY	SYSTEM	CHANNEL	FUNCTION	FREQUENCY	SYSTEM	CHANNEL
COMMAND LOCAL	800 mHz		2J	SUPPORT LOCAL	800 mHz		3J
REPEAT				REPEAT			
DIV/GROUND TACTICAL	800 mHz		6J	GROUND TO AIR			
PREPARED BY (RESOURCE UNIT LEADER)	APPROVED BY (PLANNING SECTION)		DATE	TIME			
Tom Fry	Alice Walker		2-10	1500			

ICS 204

Prepared by Resources Unit Leader

Approved by Planning Section Chief

Communications for this Assignment

Assignment List, ICS Form 204  
(4 of 4)

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

## Key Points

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

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

Refer to the sample Assignment List on the next page.

## Sample Assignment List, ICS Form 204

1. BRANCH		2. DIVISION/GROUP Parking Lot		<b>ASSIGNMENT LIST</b>					
3. INCIDENT NAME Winter Storm			4. OPERATIONAL PERIOD DATE <u>Feb. 10-11</u> TIME <u>1800-0600</u>						
5. OPERATIONAL PERSONNEL									
OPERATIONS CHIEF BRANCH DIRECTOR		<u>Jim Mills</u>		DIVISION/GROUP SUPERVISOR AIR TACTICAL GROUP SUPERVISOR		<u>Andy Anderson</u>			
6. RESOURCES ASSIGNED TO THIS PERIOD									
STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICKUP PT./TIME	DROP OFF PT./TIME			
TF #1		Don Wills	3	No	Shop 1700	Shop 0530			
Plow #15 Loader #2		Tony Anioti Carl Gossard							
TF #2		Mark Jones	3	No	Shop 1700	Shop 0530			
Plow #2 Loader #7		Ann Walker Paul Drew							
TF #3		Larry Carpenter	3	No	Shop 1700	Shop 0530			
Plow #10 Loader #4		Bob Smith Greg Little							
TF #4		Drew Parish	3	No	Shop 1700	Shop 0530			
Plow #8 Loader #6		John Dietz Barry Miller							
7. CONTROL OPERATIONS									
TF #1 – Maintain EOC, Stations 1, 2, and Police Station									
TF #2 – Maintain Stations 3, 4, and 5									
TF #3 – Maintain Stations 6, 7, and Hospital									
TF #4 – Staging at Shop									
Task Force 3 use “Lot Closed” signs when plowing hospital parking lots.									
8. SPECIAL INSTRUCTIONS									
See site maps for snow pile locations. Maintain less than 6” accumulation. If snowfall exceeds capability, request additional resources through Ops. Exercise extreme caution when operating machinery. Visibility will be very poor. Wear high visibility clothing, hat, and gloves. Lunches will be delivered to Fire Stations 1, 3, and 6 at 2400. Watch for signs of hypothermia.									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL	800 mHz		2J	SUPPORT	LOCAL	800 mHz		3J
	REPEAT					REPEAT			
DIV./GROUP TACTICAL		800 mHz		6J	GROUND TO AIR				
PREPARED BY (RESOURCE UNIT LEADER) Tom Fry			APPROVED BY (PLANNING SECT. CH.) Alice Walker			DATE Feb. 10		TIME 1500	



Visual 5.41

INCIDENT RADIO COMMUNICATIONS PLAN			1. INCIDENT NAME Winter Storm
SYSTEM/CACHE	CHANNEL	FUNCTION	4. BASE RADIO CHA FREQUENCY/TONE
City/County	2J	Command	
City/County	6J	Operations	

Priority 1  
Command to Ops

Priority 2  
Tactical  
Assignments

Incident Communications Plan, ICS Form 205, presents the communications plan for the entire incident.

INCIDENT NAME	INCIDENT TYPE	INCIDENT LOCATION	INCIDENT DATE	INCIDENT TIME	INCIDENT STATUS	INCIDENT PRIORITY	INCIDENT SEVERITY	INCIDENT IMPACT	INCIDENT CAUSE	INCIDENT EFFECT	INCIDENT RESPONSE	INCIDENT RECOVERY	INCIDENT MITIGATION	INCIDENT PREVENTION
Winter Storm														

**Visual Description:** Incident Communications Plan, ICS Form 205

## Key Points

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

### Why is a Communications Plan important?

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

1. First provide communications between the Incident Commander and the Operations Section Chief.
2. Next, provide communications starting with the Division, Group, or resource with the most hazardous tactical operation. Then work through the Operations Section until you have ensured that all tactical resources have needed communications.
3. After meeting the tactical communications needs, ensure that the Planning Section (resource status function) and Logistics (resource ordering function) have communications.
4. Depending on the availability of communications assets, supply additional support personnel with cell phones or other nontactical radio communications.

Refer to the sample Communications Plan on the next page.

## Sample Incident Communications Plan, ICS Form 205

<b>INCIDENT RADIO COMMUNICATIONS PLAN</b>			<b>1. Incident Name</b> Winter Storm	<b>2. Date/Time Prepared</b> Feb. 10 1300	<b>3. Operational Period Date/Time</b> Feb. 10 1800 to Feb. 11 0600
<b>4. Basic Radio Channel Utilization</b>					
System/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks
City/County	2J	Command		Command and Operations	
City/County	6J	Operations		Parking Lot Group	
City/County	4J	Operations		Sanding Group	
City/County	8J	Operations		Divisions A and B	
City/County	9J	Operations		Divisions C and D	
City/County	3J	Planning and Logistics		Resource Status Changes and Resource Orders	
<b>5. Prepared by (Communications Unit)</b> Mike Walters					



Visual 5.42

MEDICAL PLAN		1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD
		Winter Storm	2-10	1530	2-10 1800 to 0600 2-11
5. INCIDENT MEDICAL AID STATIONS					
MEDICAL AID STATIONS	LOCATION	PARAMEDICS			
		YES	NO		
Fire Station 1	1171 S. 5th Ave.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Fire Station	950 Bellingham Way	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Fire Station 4	2100 Main	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Fire Station 6	4700 N. 12th Ave.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Fire Station 7	170 West Oakdale	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
6. TRANSPORTATION					
A. AMBULANCE SERVICES					
	ADDRESS	PHONE			
Minor injuries will be treated at closest Medical Aid/Fire Station. Major injuries call 911 for assistance. Any injury received on the job requires notification to immediate incident supervisor, Operations Section Chief, IC, and Safety Officer and completion of Accident/Injury Form 104 A & B.					
206 ICS 8/78		9. PREPARED BY (MEDICAL UNIT LEADER)		10. REVIEWED BY (SAFETY OFFICER)	
		John Hilman		Pam Wetzel	

Aid Stations and Level of Service

Instructions, if required

Medical Plan, ICS Form 206, describes the medical care to be provided in case of responder medical emergencies.

**Visual Description:** Medical Plan, ICS Form 206

## Key Points

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

Refer to the sample Medical Plan on the next page.

## Sample Medical Plan, ICS Form 206

<b>MEDICAL PLAN</b>	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD				
	Winter Storm	2-10	1530	2-10 1800 to 2-11 0600				
<b>5. INCIDENT MEDICAL AID STATIONS</b>								
MEDICAL AID STATIONS		LOCATIONS			PARAMEDICS			
					YES	NO		
Fire Station 1		1171 5th Avenue			✓			
Fire Station 2		950 Bellingham Way			✓			
Fire Station 4		2100 Main			✓			
Fire Station 6		4700 N. 12th Ave			✓			
Fire Station 7		170 West Oakdale			✓			
<b>6. TRANSPORTATION</b>								
<b>A. AMBULANCE SERVICES</b>								
NAME		ADDRESS		PHONE		PARAMEDICS		
						YES	NO	
<b>SEE ABOVE</b>								
<b>B. INCIDENT AMBULANCES</b>								
NAME		LOCATION			PARAMEDICS			
					YES	NO		
<b>SEE ABOVE</b>								
<b>7. HOSPITALS</b>								
NAME	ADDRESS	TRAVEL TIME		PHONE	HELIPAD		BURN CENTER	
		AIR	GRND		YES	NO	YES	NO
Meridian	500 W. Oakdale	15	45	XXX-378-2100	✓		✓	
<b>8. MEDICAL EMERGENCY PROCEDURES</b>								
<p>Minor injuries will be treated at closest Medical Aid/Fire Station.</p> <p>Major injuries call 911 for assistance.</p> <p>Any injury received on the job requires notification to immediate incident supervisor, Operations Section Chief, IC and Safety Officer and completion of Accident/Injury Form 104 A &amp; B.</p>								
206 ICS 8/78		PREPARED BY (MEDICAL UNIT LEADER) LSC John Hilman			10. REVIEWED BY (SAFETY OFFICER) Pam Wetzel			



Visual 5.43

### Additional Supporting Documents



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

Visual 5.43  
Planning Process  
Version 2.0

**Visual Description:** Additional Supporting Documents

### Key Points

Additional supporting documents include the following:

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



Visual 5.44

**Activity: Analyzing an IAP**

Instructions:

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

Visual 5.44  
Planning Process  
Version 2.0

**Visual Description:** Activity: Analyzing an IAP

## Key Points

### Instructions:

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

## Sample IAP (Page 1 of 9)

<b>INCIDENT OBJECTIVES</b> ICS-202	1. INCIDENT NAME <b>Yorktown</b>	2. DATE PREPARED 08-19-XX	3. TIME PREPARED 0200		
4. OPERATIONAL PERIOD (DATE/TIME) August 19, XXXX, 0600-1800 hours					
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES) <ul style="list-style-type: none"> <li>◆ Assist the Clipper Cruise Line and the USCG in insuring that there are no injuries to the Yorktown Clipper's crew, nor to any of the incident responders.</li> <li>◆ Assist the USCG in preventing the discharge of any further hazardous materials into the water and contain any spilled materials; plan for contingencies.</li> <li>◆ Assess and document the potential for environmental damage should there be a further discharge of hazardous materials from the Yorktown Clipper. Plan for contingencies.</li> <li>◆ Prevent damage to natural and cultural resources.</li> <li>◆ Assist the USCG and Clipper Cruise Lines in arranging and carrying out the safe passage of the Yorktown Clipper out of the bay and out of the Park.</li> </ul>					
6. WEATHER FORECAST FOR OPERATIONAL PERIOD  A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today. Temperature: 60 to 65 degrees Relative Humidity: 60 to 75% Winds: west @ 10 to 18 knots Seas: 3-foot swells with moderate to heavy chop Sunrise: 0534 AKDT; Sunset: 2040 AKDT Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)					
7. GENERAL/SAFETY MESSAGE  (See attached Safety Message)					
8. ATTACHMENTS (CHECK IF ATTACHED) <table style="width: 100%; border: none;"> <tr> <td style="vertical-align: top;"> <input checked="" type="checkbox"/> ORGANIZATION LIST (ICS 203)  <input checked="" type="checkbox"/> DIVISION ASSIGNMENT LISTS (ICS 204)  <input checked="" type="checkbox"/> COMMUNICATIONS PLAN (ICS 205)  <input checked="" type="checkbox"/> MEDICAL PLAN (ICS 206)  <input checked="" type="checkbox"/> INCIDENT MAP           </td> <td style="vertical-align: top;"> <input type="checkbox"/> TRAFFIC PLAN  <input type="checkbox"/> Other  <input checked="" type="checkbox"/> WEATHER FORECAST  <input checked="" type="checkbox"/> Safety Message           </td> </tr> </table>				<input checked="" type="checkbox"/> ORGANIZATION LIST (ICS 203) <input checked="" type="checkbox"/> DIVISION ASSIGNMENT LISTS (ICS 204) <input checked="" type="checkbox"/> COMMUNICATIONS PLAN (ICS 205) <input checked="" type="checkbox"/> MEDICAL PLAN (ICS 206) <input checked="" type="checkbox"/> INCIDENT MAP	<input type="checkbox"/> TRAFFIC PLAN <input type="checkbox"/> Other <input checked="" type="checkbox"/> WEATHER FORECAST <input checked="" type="checkbox"/> Safety Message
<input checked="" type="checkbox"/> ORGANIZATION LIST (ICS 203) <input checked="" type="checkbox"/> DIVISION ASSIGNMENT LISTS (ICS 204) <input checked="" type="checkbox"/> COMMUNICATIONS PLAN (ICS 205) <input checked="" type="checkbox"/> MEDICAL PLAN (ICS 206) <input checked="" type="checkbox"/> INCIDENT MAP	<input type="checkbox"/> TRAFFIC PLAN <input type="checkbox"/> Other <input checked="" type="checkbox"/> WEATHER FORECAST <input checked="" type="checkbox"/> Safety Message				
9. PREPARED BY (PLANNING SECTION CHIEF) PSC2 (signed)		10. APPROVED BY (INCIDENT COMMANDER) ICT2 (signed)			

Sample IAP (Page 2 of 9)

ORGANIZATION ASSIGNMENT LIST ICS-203		1. INCIDENT NAME Yorktown	2. DATE PREPARED 08-19-XX										
3. TIME PREPARED 0200		4. OPERATIONAL PERIOD DATE August 19, 19XX TIME 0600-1800											
5. INCIDENT COMMANDER AND STAFF		9. OPERATIONS SECTION											
INCIDENT COMMANDER (NPS)    ICT2 Unified Command INCIDENT COMMANDER (USCG)    Xxxx Unified Command INCIDENT COMMANDER (CCL)    Xxxx Unified Command SAFETY OFFICER    ISO2 INFORMATION OFFICER    IOF2 LIAISON OFFICER		CHIEF    OSC2 DEPUTY											
6. AGENCY REPRESENTATIVES		a. BRANCH I - DIVISIONS/GROUPS											
<table border="1"> <thead> <tr> <th>AGENCY</th> <th>NAME</th> </tr> </thead> <tbody> <tr> <td>NTSB</td> <td>Nick Prop</td> </tr> <tr> <td>AK DEC</td> <td>Shirley Hanson</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table>		AGENCY	NAME	NTSB	Nick Prop	AK DEC	Shirley Hanson					BRANCH DIRECTOR DEPUTY GROUP: Vessel Stabilization    Aaron Cartright (USCG) GROUP: Nat. Resc. Assessmnt    Carol Brandon (NPS) GROUP: Salvage/Removal    Tyrone Jefferson (USCG) GROUP:	
AGENCY	NAME												
NTSB	Nick Prop												
AK DEC	Shirley Hanson												
7. PLANNING SECTION		b. BRANCH II - DIVISIONS/GROUPS											
CHIEF    PSC2 DEPUTY RESOURCES UNIT LEADER SITUATION UNIT LEADER DOCUMENTATION UNIT DEMOBILIZATION UNIT TECHNICAL SPECIALISTS - Oil Spill    Cordell Royball - Investigator    Russ Williams - Investigator    Shèrrie Collingsworth		BRANCH DIRECTOR DEPUTY DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP											
8. LOGISTICS SECTION		c. BRANCH III - DIVISIONS/GROUPS											
CHIEF    LSC2 DEPUTY a. SUPPORT BRANCH DIRECTOR SUPPLY UNIT FACILITES UNIT GROUND SUPPORT UNIT b. SERVICE BRANCH DIRECTOR COMMUNICATIONS UNIT    Mike Lewin MEDICAL UNIT    Rick Patton FOOD UNIT		d. AIR OPERATIONS BRANCH AIR OPERATIONS BRANCH DIR. AIR TACTICAL GROUP SUPER. AIR SUPPORT SUPERVISOR HELICOPTER COORDINATOR    John Range (USCG) AIR TANKER COORDINATOR											
PREPARED BY (PSC2) (signed) 08-19-XX		10. FINANCE SECTION											
		CHIEF    FSC2 DEPUTY TIME UNIT    Will Wayne PROCUREMENT UNIT COMPENSATION/CLAIMS UNIT COST UNIT    LaVell Bannister											

## Sample IAP (Page 3 of 9)

1. BRANCH <b>X</b>		2. GROUP <b>Vessel Stabilization</b>		<b>ASSIGNMENT LIST</b> ICS-204						
3. INCIDENT NAME Yorktown Clipper Exercise				4. OPERATIONAL PERIOD DATE 08/19/xx TIME 0600 - 1800						
5. OPERATIONS PERSONNEL										
OPERATIONS CHIEF OSC2 GROUP SUPERVISOR Aaron Cartright (USCG)				BRANCH DIRECTOR AIR TACTICAL GROUP SUPERVISOR						
6. RESOURCES ASSIGNED THIS PERIOD										
STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF POINT/TIME		PICK UP POINT/TIME				
Boom operations	Joe Pecard	3	Y	Shag Cove/ 0730		BC Docks/ 0600				
Pump operations	Jason Ward	3	Y	Shag Cove/ 0730		BC Docks/ 0600				
Radio crew	Shep Watson	2	y	Shag Cove/ 0730		BC Docks/ 0600				
7. OPERATIONS										
<p>--Assist the Coast Guard and the ship's crew in insuring the safety of the crew by assuring that everyone wears prescribed safety equipment and crew is not directly exposed to hazardous or toxic materials.</p> <p>--Assist the Communications Unit Leader with the installation of a radio repeater.</p> <p>--Maintain boom material currently in place. Assure that it continues to contain hazardous materials.</p> <p>--Operate pumps on board the YC to continue to reduce flooded compartments.</p> <p>--Prevent, if possible, the discharge of any additional hazardous materials into the bay waters.</p>										
8. SPECIAL INSTRUCTIONS										
Compete a Unit Log. Debrief at the end of the operational period.										
9. DIVISION/GROUP COMMUNICATIONS SUMMARY										
FUNCTION		FREQUENCY	SYSTEM	CHAN.	FUNCTION		FREQUENCY	SYSTEM	CHAN.	
COMMAND	LOCAL	166.200	NIFC	1	STATUS/ LOGISTICS	LOCAL	157.10	GLBA	3	
COMMAND	REPEAT	166.500	NIFC	5	STATUS/ LOGISTICS	REPEAT	166.500	NIFC	5	
GROUP TACTICAL On YC W/ USCG		168.825 157.100	GLBA GLBA	2 6	GROUND TO AIR		168.575	GLBA	8	
PREPARED BY (RESOURCE UNIT LEADER) PSC2 (signed)				APPROVED BY (PLANNING SECTION CHIEF) ICT2 (signed)				DATE 08/09/xx	TIME 0200	

## Sample IAP (Page 4 of 9)

1. BRANCH		2. GROUP		<b>ASSIGNMENT LIST</b>						
X		Natural Resources Assessment		ICS-204						
3. INCIDENT NAME Yorktown Clipper Exercise			4. OPERATIONAL PERIOD DATE 08/19/xx TIME 0600 - 1800							
5. OPERATIONS PERSONNEL										
OPERATIONS CHIEF OSC2 GROUP SUPERVISOR Carol Brandon				BRANCH DIRECTOR AIR TACTICAL GROUP SUPERVISOR						
6. RESOURCES ASSIGNED THIS PERIOD										
STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF POINT/TIME	PICK UP POINT/TIME					
Biotech Team 1	Bud Ricer	2	Y	Shag Cove/ 0730	BC Docks/ 0600					
NR Planning	Gail Irvington	3	N							
Biotech Team 2	Steve Taggert	2	Y	Gustavis Airport/ 1100	Gustavis Airport/ 0700					
7. OPERATIONS										
<p>Develop contingency plans for the following:</p> <ul style="list-style-type: none"> <li>--Fuel spill while the vessel remains in Shag Cove.</li> <li>--Fuel spill during the movement of the vessel from Shag Cove out of the park.</li> <li>--Fuel spill in Bartlett Cove if the vessel is stored there.</li> <li>--Catastrophic structural failure of the vessel resulting in it sinking.</li> </ul> <p>Conduct ground survey of Shag Cove shore to determine extent, if any, that hazardous materials are reaching shore. Conduct aerial survey of the bay; map bird concentrations.</p>										
8. SPECIAL INSTRUCTIONS										
Complete a Unit Log. Debrief at the end of operational period.										
9. DIVISION/GROUP COMMUNICATIONS SUMMARY										
FUNCTION		FREQUENCY	SYSTEM	CHAN.	FUNCTION		FREQUENCY	SYSTEM	CHAN.	
COMMAND	LOCAL	166.200	NIFC	1	STATUS/ LOGISTICS	LOCAL	157.10	GLBA	3	
COMMAND	REPEAT	166.500	NIFC	5	STATUS/ LOGISTICS	REPEAT	166.500	NIFC	5	
GROUP TACTICAL		167.200	NIFC	11	GROUND TO AIR		168.575	GLBA	8	
PREPARED BY (RESOURCE UNIT LEADER) PSC2 (signed)				APPROVED BY (PLANNING SECTION CHIEF) ICT2 (signed)				DATE 08/09/xx	TIME 0200	

Sample IAP (Page 5 of 9)

<b>1. BRANCH</b> X		<b>2. GROUP</b> Vessel Salvage/Removal		<b>ASSIGNMENT LIST</b> ICS-204					
<b>3. INCIDENT NAME</b> Yorktown Clipper Exercise			<b>4. OPERATIONAL PERIOD</b> DATE 08/19/xx TIME 0600 - 1800						
<b>5. OPERATIONS PERSONNEL</b>									
OPERATIONS CHIEF OSC2 GROUP SUPERVISOR Duane Pickerell (USCG)			BRANCH DIRECTOR AIR TACTICAL GROUP SUPERVISOR Xxxx Xxxxx						
<b>6. RESOURCES ASSIGNED THIS PERIOD</b>									
<b>STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR</b>	<b>LEADER</b>	<b>NUMBER PERSONS</b>	<b>TRANS. NEEDED</b>	<b>DROP OFF POINT/TIME</b>	<b>PICK UP POINT/TIME</b>				
Dive operations	Tyrone Jefferson (USCG)	8	N						
<b>7. OPERATIONS</b> --Conduct repairs on the hull of the YC sufficient to allow the vessel to be moved safely out of the Park and to a designated repair facility. --Prevent, if possible, the discharge of any hazardous materials into the bay waters.									
<b>8. SPECIAL INSTRUCTIONS</b> Complete a Unit Log. Debrief at the end of the operational period.									
<b>9. DIVISION/GROUP COMMUNICATIONS SUMMARY</b>									
<b>FUNCTION</b>		<b>FREQUENCY</b>	<b>SYSTEM</b>	<b>CHAN.</b>	<b>FUNCTION</b>		<b>FREQUENCY</b>	<b>SYSTEM</b>	<b>CHAN.</b>
COMMAND	LOCAL	166.200	NIFC	1	STATUS/ LOGISTICS	LOCAL	157.10	GLBA	3
COMMAND	REPEAT	166.500	NIFC	5	STATUS/ LOGISTICS	REPEAT	166.500	NIFC	5
GROUP TACTICAL On YC W/ USCG		168.825 157.100	GLBA GLBA	2 6	GROUND TO AIR		168.575	GLBA	8
PREPARED BY (RESOURCE UNIT LEADER) PSC2 (signed)				APPROVED BY (PLANNING SECTION CHIEF) ICT2 (signed)			DATE 08/09/xx	TIME 0200	

Sample IAP (Page 6 of 9)

<b>INCIDENT RADIO COMMUNICATIONS PLAN</b> ICS - 205				1. INCIDENT NAME	1. PREPARED	1. OPERATIONAL PERIOD
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY	DATE 08-19-XX TIME 0200	ASSIGNMENT	DATE 08/19/xx TIME 0600 - 1800
NIFC	1	Command	166.200	Yorktown	Command and General Staff and Group Supervisors	
GLBA	2	Local on YC	166.825		Local on YC	Internal communications on YC
GLBA	3	Logistics	166.300		Logistics	
NIFC	5	Tactical (through Repeater)	166.500		Group Supervisors on YC	Communications between YC and ICP
GLBA	6	Tactical w/ USCG	157.100		Command and USCG	Group Supervisors scan this frequency
GLBA	7	Tactical	166.600		Investigation	
GLBA	8	Air-Ground	168.575		Aircraft Observation Dispatch	Flight Following
NIFC	11	Tactical (through Repeater)	167.200		NR Assessment Group	
<b>5. PREPARED BY (COMMUNICATIONS UNIT) LSC2 (signed)</b>						

Sample IAP (Page 7 of 9)

<b>MEDICAL PLAN</b> ICS-206	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD					
	Yorktown	08-19-XX	0200	08/19/xx 0600 - 1800					
<b>5. INCIDENT MEDICAL AID STATIONS</b>									
<b>MEDICAL AID STATIONS</b>	<b>LOCATION</b>	<b>PARAMEDICS</b>							
		<b>YES</b>	<b>NO</b>						
NPS EMT's	Yorktown Clipper	<input type="checkbox"/>	<input checked="" type="checkbox"/>						
NPS - GLBA HQ	Bartlett Cove	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Gustavus Emergency Response	Gustavus PHONE 697-2333	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
		<input type="checkbox"/>	<input type="checkbox"/>						
		<input type="checkbox"/>	<input type="checkbox"/>						
		<input type="checkbox"/>	<input type="checkbox"/>						
		<input type="checkbox"/>	<input type="checkbox"/>						
		<input type="checkbox"/>	<input type="checkbox"/>						
<b>6. TRANSPORTATION</b>									
<b>A. AMBULANCE SERVICES</b>									
<b>NAME</b>	<b>ADDRESS</b>	<b>PHONE</b>	<b>PARAMEDICS</b>						
			<b>YES</b>	<b>NO</b>					
Gustavus Emergency Response	Gustavus	697-2333	<input checked="" type="checkbox"/>	<input type="checkbox"/>					
			<input type="checkbox"/>	<input type="checkbox"/>					
			<input type="checkbox"/>	<input type="checkbox"/>					
			<input type="checkbox"/>	<input type="checkbox"/>					
			<input type="checkbox"/>	<input type="checkbox"/>					
			<input type="checkbox"/>	<input type="checkbox"/>					
<b>B. INCIDENT AMBULANCES</b>									
<b>NAME</b>	<b>LOCATION</b>	<b>PARAMEDICS</b>							
		<b>YES</b>	<b>NO</b>						
None		<input type="checkbox"/>	<input type="checkbox"/>						
		<input type="checkbox"/>	<input type="checkbox"/>						
		<input type="checkbox"/>	<input type="checkbox"/>						
		<input type="checkbox"/>	<input type="checkbox"/>						
		<input type="checkbox"/>	<input type="checkbox"/>						
<b>7. HOSPITALS</b>									
<b>NAME</b>	<b>ADDRESS</b>	<b>TRAVEL TIME</b>		<b>PHONE</b>	<b>HELIPAD</b>		<b>BURN CENTER</b>		
		<b>AIR</b>	<b>GRND</b>		<b>YES</b>	<b>NO</b>	<b>YES</b>	<b>NO</b>	
Bartlett Memorial	3260 Hospital Drive, Juneau	1 hr	n/a	586-8427	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>8. MEDICAL EMERGENCY PROCEDURES</b>									
If necessary, a float plane will be dispatched from Glacier Bay Airways (697-2249 or 789-9009) and the victim will be flown to Juneau.									
Contact GLBA Dispatch in the event of ANY injury.									
9. PREPARED BY (MEDICAL UNIT LEADER) LSC2 (signed)					10. REVIEWED BY (SAFETY OFFICER) ISO2 (signed)				

## Sample IAP (Page 8 of 9)

## YORKTOWN

08-19-xx  
0600 - 1800**SAFETY MESSAGE**

All personnel working on the Yorktown Clipper Incident must be aware of the following hazards and take appropriate mitigation measures:

- Individuals working aboard the Yorktown Clipper must be aware of:
  1. Significant amounts of diesel fuel and other petroleum products are mixed with water below decks. There is both a health hazard and a fire hazard associated with these materials.

**HEALTH:**

**Inhalation:** Inhalation of high concentrations of diesel fuel vapors causes dizziness, headaches and stupor.

**Ingestion:** Ingestion of diesel fuel causes irritation of stomach and intestines with nausea and vomiting.

**Skin Exposure:** The liquid is irritating to the skin, especially where long term contact is involved. May burn skin or eyes.

**FIRST AID:**

1. Remove victim to fresh air. Apply appropriate actions if breathing is labored or stops.
2. If ingested, do NOT induce vomiting. Give water to dilute.
3. For skin exposure, remove contaminated clothing and gently flush affected areas with fresh water for 15 minutes.
4. **In all cases, get medical advice and medical attention as soon as possible.**

**FIRE:** If small, use dry chemical, CO<sub>2</sub>, foam or water spray. If large, evacuate immediately.

2. Decks and passageways are likely to be very slippery. Where possible, use sand or absorbent materials to improve footing and traction.
  3. Rubber gloves and protective clothing must be worn at all times by those entering the damaged areas of the vessel. Respiratory equipment is also required.
- For ground personnel in the backcountry and along shore in the vicinity of the YC, maintain vigilance for bears and take evasive or avoidance actions.
  - All personnel on boats must wear PFD's at all times, and be aware that water temperatures are sufficiently low to cause hypothermia with short exposure times.

**THINK, AND ACT, SAFELY**

## Sample IAP (Page 9 of 9)

Weather  
August 18, XX

Temperature: 68 to 75 degrees  
Relative Humidity: 45 to 60 %  
Winds: east 5-10 knots  
Seas: 2 foot swells with moderate chop  
Sunrise: 0531 AKDT; Sunset: 2042 AKDT  
Tides: High at 1448 (+18.2); Low at 2059 (-1.1)

Weather  
August 19, XX

A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today.

Temperature: 60 to 65 degrees  
Relative Humidity: 60 to 75%  
Winds: west, 10 to 18 knots  
Seas: 3 foot swells with moderate to heavy chop  
Sunrise: 0534 AKDT; Sunset: 2040 AKDT  
Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)

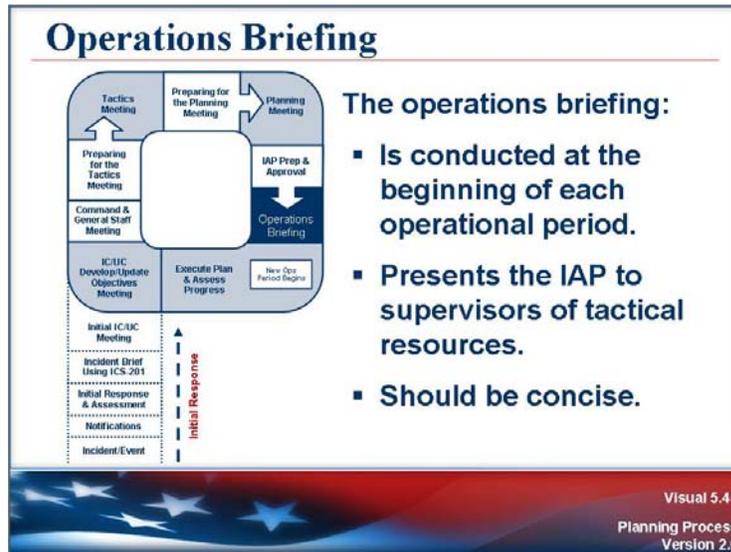
Weather  
August 20, XX

Continued strong winds and showers from midnight through most of the day. Winds gusty, seas will continue to have swells 3 to 5 feet with moderate chop.

Temperature: 62 to 65 degrees  
Relative humidity: 85 to 100%  
Winds: west to southwest, 15 to 20 knots with stronger gusts.  
Seas: 3 to 5 foot swells with moderate to heavy chop.  
Sunrise: 0536 AKDT; Sunset: 2037 AKDT  
Tides: Highs at 0342 (+18.3) and 1605 (+19.0); Lows at 1001 (-2.5) and 2029 (-1.9)



Visual 5.45



**Visual Description:** Operations Briefing

## Key Points

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

The operations briefing:

- Is conducted at the beginning of each operational period. Immediately prior to the start of the new operational period, all of the supervisors of the tactical resources to be employed during that period should attend an operations briefing. In some cases, all of the tactical personnel should attend if they can be accommodated.
- Presents the IAP to supervisors of tactical resources. The main purpose is to present the IAP to these individuals. Staff members will be briefed on the operational elements of the plan to ensure they are aware of whom they will work for, and what it is that must be accomplished. In addition, staff members will have a chance to ask questions regarding the plan, be briefed on any critical safety issues, and be informed regarding specific logistical information.
- Should be concise. The Planning Section Chief facilitates the briefing following a concise agenda.

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



Visual 5.46

Agenda Item	Who
1. Introduction and Welcome	Planning Section Chief
2. Review of Incident Objectives	Incident Commander
3. Review of Current Incident/ Objective Status	Operations Section Chief Technical Specialists (as necessary)
4. Incident Boundaries, Branch/Division Locations, and Group Assignments	Operations Section Chief

Visual 5.46  
Planning Process  
Version 2.0

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

### Key Points

1. **Planning Section Chief** performs introductions, welcomes, and reviews agenda. The Planning Section Chief facilitates the meeting.
2. **Incident Commander** (or the Planning Section Chief) reviews the Incident Objectives.
3. **Operations Section Chief** provides an overview of current incident status and the progress toward achieving incident objectives and tactical assignments.
4. **Technical Specialists** speak as necessary. Input depends on the nature of the incident. Hazardous materials incidents may have presentations by Hazmat or Weather Technical Specialists; wildland fires may have presentations by Fire Behavior Technical Specialists, etc.
5. **Operations Section Chief** indicates incident boundaries, Branch/Division locations, and describes Group assignments.



Visual 5.47

Agenda Item	Who
5. Review of Division/Group Assignments (ICS 204)	Operations Section Chief
6. Review of Safety Issues, Safety Message	Safety Officer
7. Logistics (Communications and Medical Plans)	Logistics Section Chief (Communications Unit Leader/Medical Unit Leader)
8. Closing Remarks	Incident Commander
9. Conclusion	Planning Section Chief

Visual 5.47  
Planning Process  
Version 2.0

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

### Key Points

6. The **Operations Section Chief** reviews all Division/Group Assignments (ICS Form 204), ensuring that the Division and Group Supervisors thoroughly understand the tactical assignment, resources, communications, special instructions, and safety issues associated with the Division or Group. It is not unusual for incident conditions to have changed between the time the IAP is duplicated and the Operations Briefing. The Operations Section Chief may dictate last-minute changes to the IAP. This is the primary focus of the meeting.
7. **Safety Officer** discusses safety issues such as accidents and injuries to date, continuing and new hazards, and mitigation efforts. Reviews Safety Message.
8. **Logistics Section Chief** covers supply, transportation, food, and facilities-related issues. The Logistics Section Chief will also cover (or may have staff discuss) the following:
  - Medical Unit Leader discusses the Medical Plan (ICS Form 206), ensuring that all supervisors understand the procedures to follow if a responder is injured on the incident.
  - Communications Unit Leader reviews the overall Incident Communications Plan (ICS Form 205).
9. **Other Personnel** may review additional IAP elements as needed. These may include:
  - Air Operations Summary – Air Operations Branch Director
  - Fiscal or Compensation/Claims issues – Finance/Administration Section Chief
  - Issues associated with cooperating or assisting agencies – Liaison Officer
  - Media and incident information issues – Public Information Officer
  - Other issues (may include presentations by Training Specialist, the Demobilization Unit Leader, etc.)
10. **Incident Commander** provides closing remarks.
11. **Planning Section Chief** provides housekeeping information such as times of next meetings, etc., and concludes the meeting.

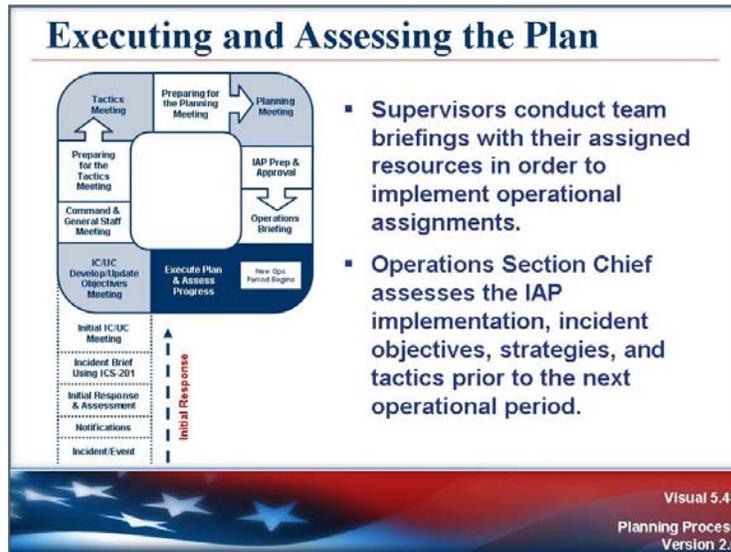
## Sample Operations Briefing Agenda

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

<b>1. Situation Update</b>	
	<p>The Planning Section Chief provides an update of the incident, including the:</p> <ul style="list-style-type: none"> <li>▪ Status of current tactical assignments.</li> <li>▪ Response issues.</li> <li>▪ New tactical assignments.</li> <li>▪ Projections that may impact the next operational period.</li> </ul>
<b>2. Plan Review</b>	
	<p>The plan review may include last-minute “pencil” changes to the IAP and will include a discussion of each Division/Group Assignment Sheet and potential contingency plans. Each Division or Group Supervisor will have an opportunity to ask questions to clarify his or her assignment.</p>
<b>3. Discussion of Logistical Support Details</b>	
	<p>This item should include a review of Transportation, Communications, and Medical Plans, as well as plans for feeding and resting personnel.</p>
<b>4. Review of Safety Message</b>	
	<p>This item should cover the safety message and remind the Supervisors of the safety precautions that must be taken at the site.</p>



Visual 5.48



**Visual Description:** Executing and Assessing the Plan

## Key Points

The next step in the incident planning process is to execute the plan and assess progress.

- The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific operational period.
- The plan is evaluated at various stages in its development and implementation:
  - First, all members of the Command and General Staffs review the final plan document and correct any discrepancies.
  - Next, during the implementation of the plan, all incident supervisors and managers must continually assess the effectiveness of the plan based upon the original measurable objectives for the operational period. This evaluation of the plan keeps responders on track and on task and ensures that the next operational period plan is based on a reasonable expectation of success of the current plan.
  - Finally, the Operations Section Chief may make the appropriate adjustments during the operational period to ensure that the objectives are met and effectiveness is assured.



Visual 5.49



**Visual Description:** Other Types of Meetings

### Key Points

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

- **Strategy Meetings** – The Incident Commander or Unified Command may hold a strategy meeting as part of the process of assuming command. It may be held following the Agency Administrator’s briefing, prior to, or as part of a tactics meeting, or as an agenda item on the Unified Command meeting. Additionally, a strategy meeting may be called any time incident objectives change. Strategy meetings can be especially valuable in ensuring that there is quality input into the process of developing incident strategy.
- **Team Meetings** – The Incident Commander can call a meeting of the Command and General Staffs to assess general morale, ensure teamwork and communication, or provide additional direction. These meetings are not planning meetings and do not have a set agenda.
- **Section Meetings** – Section Chiefs may also call meetings of their staff at any time and for the same reasons as team meetings.
- **Team Closeout** – The Incident Management Team may want to hold a team closeout meeting to discuss lessons learned, performance issues, changes in team practices, etc.

## Other Types of Meetings (Continued)

- **Public Meetings** – The Incident Commander may find it useful to hold general public meetings or focus groups meetings to brief the public or special interest groups on incident activities. Such meetings should be carefully planned in advance and have a formal agenda. Usually the Public Information Officer is also involved in advertising, organizing, and facilitating such meetings.
- **Special Planning Meetings** – Special planning meetings may be useful to discuss proposed specialty plans such as the Demobilization Plan or specific contingency plans. Such meetings may be convened by the Planning Section Chief (Demobilization Plan) and/or the Operations Section Chief (contingency plans).
- **Transition Meetings** – A transition meeting can be seen as an expanded transfer of command meeting when one Incident Management Team takes over an incident from another Incident Management Team. Transition meetings are a good way to ensure that all information is shared between members of incoming and departing Incident Management Teams.



Visual 5.50

### Applied Exercise



Follow instructions . . .

- Presented by instructors.
- Outlined on handouts.

Visual 5.50  
Planning Process  
Version 2.0

**Visual Description:** Applied Exercise

### Key Points

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



Visual 5.51

**Summary (1 of 3)**

Are you now able to:

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

Visual 5.51  
Planning Process  
Version 2.0

**Visual Description:** Summary (1 of 3)

### Key Points

Are you now able to:

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



Visual 5.52

### Summary (2 of 3)

Are you now able to:

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

Visual 5.52

Planning Process  
Version 2.0

**Visual Description:** Summary (2 of 3)

### Key Points

Are you now able to:

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



Visual 5.53

**Summary (3 of 3)**

Are you now able to:

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

Visual 5.53  
Planning Process  
Version 2.0

**Visual Description:** Summary (3 of 3)

### Key Points

Are you now able to:

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

**Your Notes**

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## Unit 6: Incident Resource Management

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## Course Objectives

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

- Identify and describe basic principles of resource management.
  - Identify the basic steps involved in managing incident resources.
  - Identify key considerations associated with resource management and the reasons for each.
  - Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.
  - Identify the organizational elements at the incident that can order resources.
  - Describe the differences between single-point and multipoint resource ordering and the reasons for each.
- 

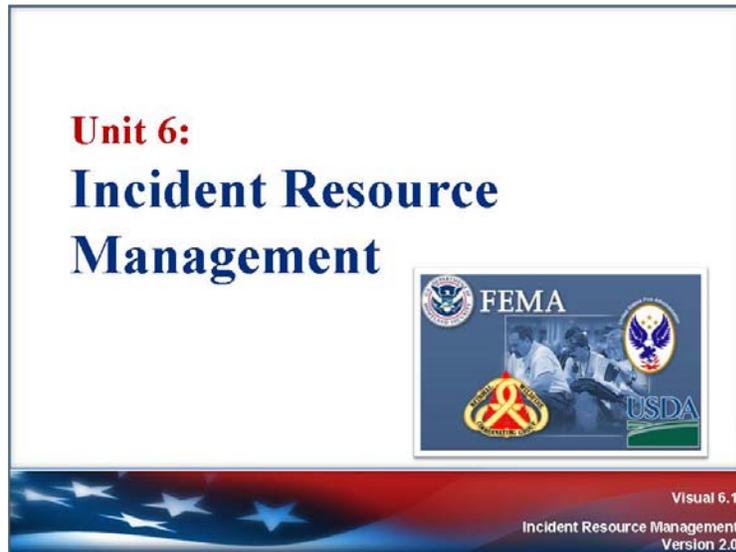
## Scope

- Unit Introduction and Objectives
- NIMS Resource Management Principles
- Resource Management Process
- Preparedness
  - Inventory
  - Credentialing
- Inventory
- Identify Requirements
- Order and Acquire
- Mobilize
- Track and Report
- Recover, Demobilize, and Reimburse
- Applied Exercise: Resource Management
- Summary





Visual 6.1



**Visual Description:** Unit Introduction

### Key Points

This unit will cover resource management considerations related to the use of tactical and support resources at an incident.



Visual 6.2

### Unit Objectives (1 of 2)

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

Visual 6.2

Incident Resource Management  
Version 2.0

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

### Key Points

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

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



Visual 6.3

**Unit Objectives (2 of 2)**

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

Visual 6.3  
Incident Resource Management  
Version 2.0

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

### Key Points

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

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



Visual 6.4

### NIMS Resource Management Principles

- **Planning:** Preparedness organizations should work together before an incident to develop plans for managing and using resources.
- **Use of Agreements:** Mutual aid agreements should be established for resource sharing.
- **Categorizing Resources:** Resources should be categorized by size, capacity, capability, skill, or other characteristics to make resource ordering and dispatch more efficient.
- **Resource Identification and Ordering:** Standard processes and methods to identify, order, mobilize, dispatch, and track resources should be used.
- **Effective Management of Resources:** Validated practices should be used to perform key resource management tasks.

Visual 6.4  
Incident Resource Management  
Version 2.0

**Visual Description:** NIMS Resource Management Principles

## Key Points

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

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

- **Planning:** Coordinated planning, training to common standards, and inclusive exercises provide a foundation for the interoperability and compatibility of resources throughout an incident. Jurisdictions should work together in advance of an incident to develop plans for ordering, managing, and employing resources. The planning process should include identifying resource needs based on the threats and vulnerabilities of the jurisdiction and developing alternative strategies to obtain the needed resources.

Planning may include the creation of new policies to encourage pre-positioned resources. Pre-positioned resources are those that are moved to an area near the expected incident site in response to anticipated resource needs. Plans should anticipate conditions or circumstances that may trigger a specific reaction, such as the restocking of supplies when inventories reach a predetermined minimum. Organizations and/or jurisdictions should continually assess the status of their resources in order to have an accurate list of resources available at any given time. Additionally, emergency management/response personnel should be familiar with the National Response Framework (NRF) and should be prepared to integrate and/or coordinate with Federal resources, including those that might be pre-positioned.

- **Use of Agreements:** Agreements among all parties providing or requesting resources are necessary to enable effective and efficient resource management during incident operations. This includes developing and maintaining standing agreements and contracts for services and/or supplies that may be needed during an incident.
- **Categorizing Resources:** Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across jurisdictions, between all levels of governments, the private sector, and NGOs, more efficient and is intended to ensure that needed resources are received.
- **Resource Identification and Ordering:** The resource management process uses standardized processes and methodologies to identify, order, mobilize, and track the resources required to support incident management activities. Those with resource management responsibilities perform these tasks either at the Incident Commander's (IC's) request or in accordance with planning requirements. Identification and ordering of resources are intertwined. In some cases, the identification and ordering process is compressed, where an IC may know the resources necessary for the task and specify a resource order directly. However, in larger, more complex incidents, the IC may not be fully aware of resources available to meet the incident demands. At this point, the IC may identify needs based on incident objectives and use the resource management process to fill these needs.
- **Effective Management of Resources:** Resource management involves acquisition procedures, management information, and redundant systems and protocols for ordering, mobilizing, dispatching, and demobilizing resources.



Visual 6.5

### Resource Management Practices

- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner.
- **Personnel Accountability:** All resources will be fully accounted for at all times.
- **Managerial Control:** Performance and adequacy of the current Incident Action Plan must be assessed and adjusted continually. Direction is always through the chain of command.
- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands.
- **Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources.

Visual 6.5  
Incident Resource Management  
Version 2.0

**Visual Description:** Resource Management Practices

## Key Points

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

Note the following key points:

- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner. This basic principle of resource management includes ensuring the safety of:
  - Responders to the incident;
  - Persons injured or threatened by the incident;
  - Volunteers assisting at the incident; and
  - News media and the general public who are on scene observing the incident.
- **Personnel Accountability:** All resources will be fully accounted for at all times. ICS provides a unity of command structure that allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, personnel accountability can be maintained at all times.
- **Managerial Control:** Performance and adequacy of the current Incident Action Plan (IAP) must be assessed and adjusted continually. ICS has a built-in process that allows resource managers at all levels to constantly assess performance and the adequacy of current action plans. If necessary, strategies and actions used to achieve objectives can and must be modified at any time. Information exchange is encouraged across the organization. Direction is always through the chain of command.

- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands. Assignment of resources to the Incident Base, Camps, and Staging Areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.
- **Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources. Incident-related costs must always be a major consideration.

The Incident Commander must ensure that objectives are being achieved through cost-effective strategy selection, and selection of the right kind and right number of resources.

The Finance/Administration Section's Cost Unit has the responsibility to:

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

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

This unit presents a systematic resource management process to put these principles into practice.



Visual 6.6



**Visual Description:** Incident Resource Management Process

### Key Points

Incident resource management includes standardized procedures, methodologies, and functions. The following seven-step resource management process is used:

- Inventory (Prior to an incident)
- Identify Resources
- Order and Acquire
- Mobilize
- Track and Report
- Recover and Demobilize
- Reimburse

The resource management process can be separated into the following two parts:

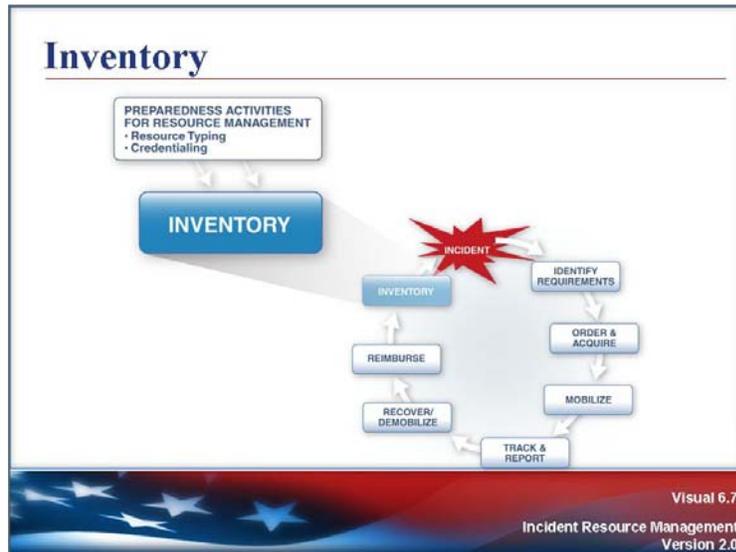
- **Preparedness:** The preparedness activities (resource typing, credentialing, and inventory) are conducted on a continual basis to help ensure that resources are ready to be mobilized when called to an incident.
- **During an Incident:** Resource management during an incident is a finite process with a distinct beginning and ending specific to the needs of the particular incident.

The next section of this unit begins with a review of resource management preparedness or inventorying.

Source: NIMS document



Visual 6.7



**Visual Description:** Resource Management Cycle with Inventory highlighted

## Key Points

Resource management uses various resource inventory systems to assess the availability of assets provided by jurisdictions.

Preparedness organizations should inventory and maintain current data on their available resources. The data are then made available to communications/dispatch centers and Emergency Operations Centers (EOCs) and organizations within multiagency coordination systems.

The fact that resources are identified within an inventory system is not an indication of automatic availability. The jurisdiction and/or owner of the resources has the final determination on availability.



Visual 6.8

### Credentialing

- An objective evaluation of a person's qualifications to meet nationally accepted minimum standards.
- A separate process from badging, which takes place at an incident scene.



Visual 6.8  
Incident Resource Management  
Version 2.0

**Visual Description:** Credentialing

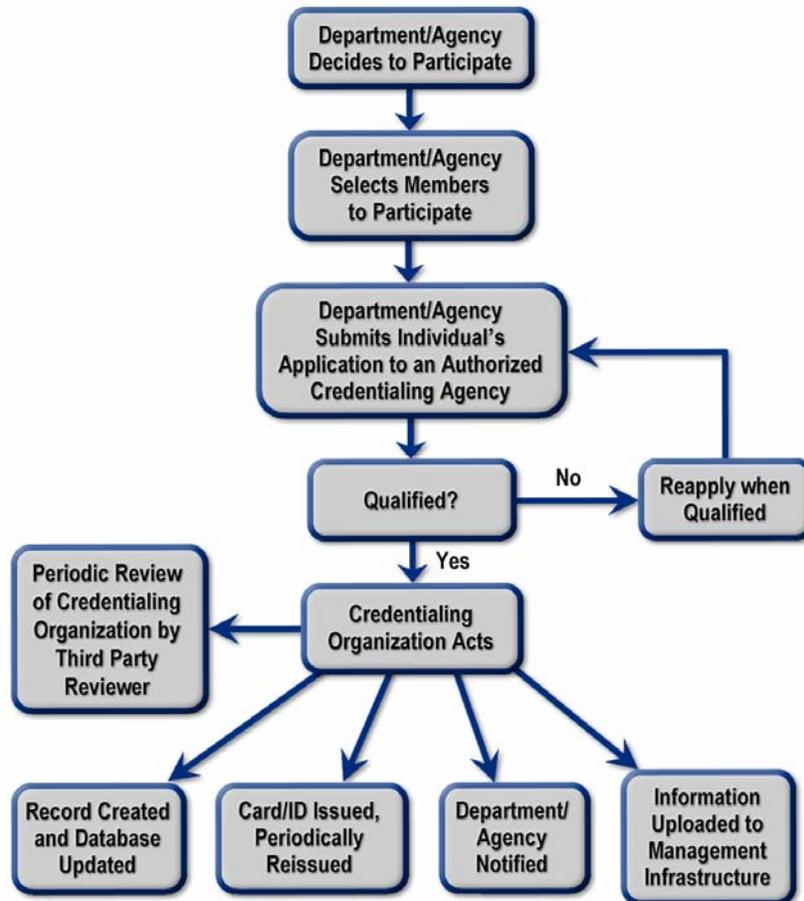
### Key Points

Resource preparedness includes credentialing. The credentialing process is:

- An objective evaluation and documentation of a person's current license or degree; training or experience; competence or certification; and the ability to meet nationally accepted minimum standards, to provide particular services and/or functions or perform particular procedures during an incident.
- The administrative process for validating the qualifications of personnel and assessing their background for authorization and access to an incident involving mutual aid.
- Done as a preparedness activity for resource management, and is separate from badging, which takes place at the incident site in order to allow individuals and/or teams access to the scene. To be granted this access by the proper agents (i.e., State, tribal, local, private, and nongovernmental organizations), jurisdictions should establish processes that include the verification of the following:
  - Identity
  - Qualifications
  - Deployment authorization

The flowchart on the following page outlines the process, as recommended by the National Integration Center, for determining eligibility for credentialing under NIMS.

The following figure summarizes the NIMS credentialing process.



Caption: The following steps are outlined: (1) Department/agency decides to participate in credentialing; (2) Department/agency selects members to participate; (3) Department/agency submits individual's application to an authorized credentialing agency; (4) If qualified the organization records the credentialing decision, issues credentials, updates records, and reviews credentials periodically; and (5) If not qualified, the candidate may reapply when qualified.

Source: NIMS document



Visual 6.9

### Review: Resource Typing

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

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

Visual 6.9

Incident Resource Management  
Version 2.0

**Visual Description:** Review: Resource Kinds and Types

### Key Points

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

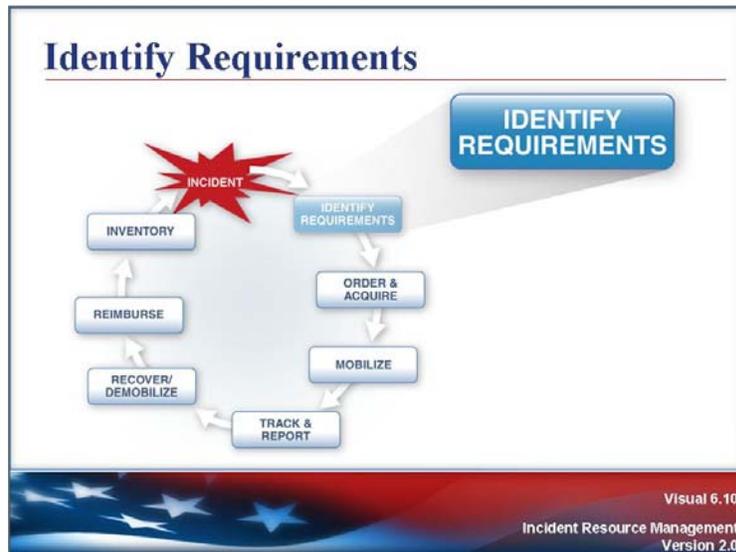
- **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopters, ambulances, combustible gas indicators, bulldozers).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.

Note the following key points:

- Resource users at all levels utilize these standards to identify and inventory resources. Resource kinds may be divided into subcategories to define more precisely the resource capabilities needed to meet specific requirements. Resource typing is a continuous process designed to be as simple as possible to facilitate frequent use and accuracy in obtaining needed resources.
- To allow resources to be deployed and used on a national basis, the National Integration Center (with input from Federal, State, tribal, local, private sector, nongovernmental organizations, and national professional organizations) is responsible for facilitating the development and issuance of national standards for the typing of resources and ensuring that these typed resources reflect operational capabilities.



Visual 6.10



**Visual Description:** Resource Management Cycle with Identify Requirements highlighted

## Key Points

When an incident occurs, those with resource management responsibilities should continually identify, refine, and validate resource requirements. This process involves accurately identifying:

- What and how much is needed,
- Where and when it is needed, and
- Who will be receiving or using it.

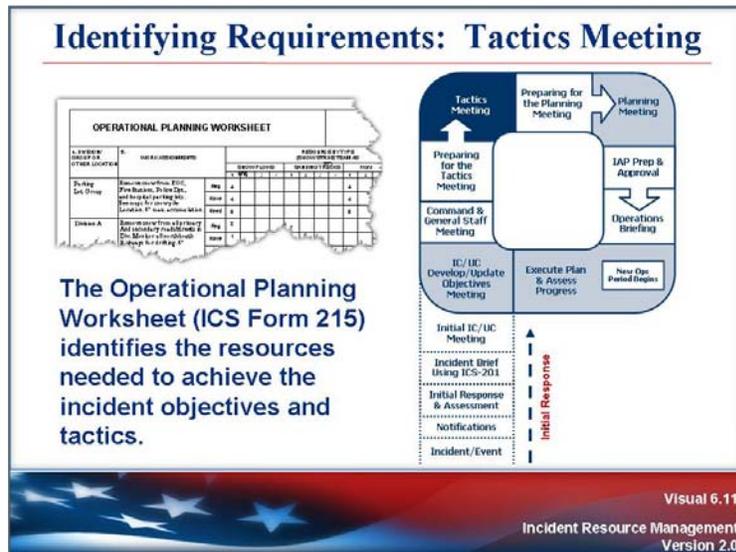
Remember that resources to be identified in this way include equipment, facilities, and personnel and/or emergency response teams.

- If a requestor is unable to describe an item by resource type or classification system, those with resource management responsibilities should provide technical advice to enable the requirements to be defined and translated into a specification. Specific resources for critical infrastructure/key resources may need to be identified and coordinated through mutual aid agreements and/or assistance agreements unique to those sectors, and should be accessible through preparedness organizations and/or multiagency coordination systems.
- Resource availability and requirements will constantly change as the incident evolves. Consequently, all emergency management/response personnel and their affiliated organizations participating in an operation should coordinate closely in this process. Coordination should begin as early as possible, preferably prior to the need for incident response activities.

- In instances when an incident is projected to have catastrophic implications (e.g., a major hurricane or seasonal flooding), States and/or the Federal Government may predeploy assets to the anticipated incident area. In cases where there is time to assess the requirements and plan for a catastrophic incident, the Federal response will be coordinated with State, tribal, and local jurisdictions, and the pre-positioning of Federal assets will be tailored to address the specific situation.



Visual 6.11



**Visual Description:** Identifying Requirements: Tactics Meeting

## Key Points

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

- Assists in establishing requirements (resource needs) for an operational period.
- Communicates the decisions made during the tactics meeting.
- Provides information that is used for ordering resources for the incident.



Visual 6.12



**Visual Description:** Resource Management Cycle with Order and Acquire highlighted

### Key Points

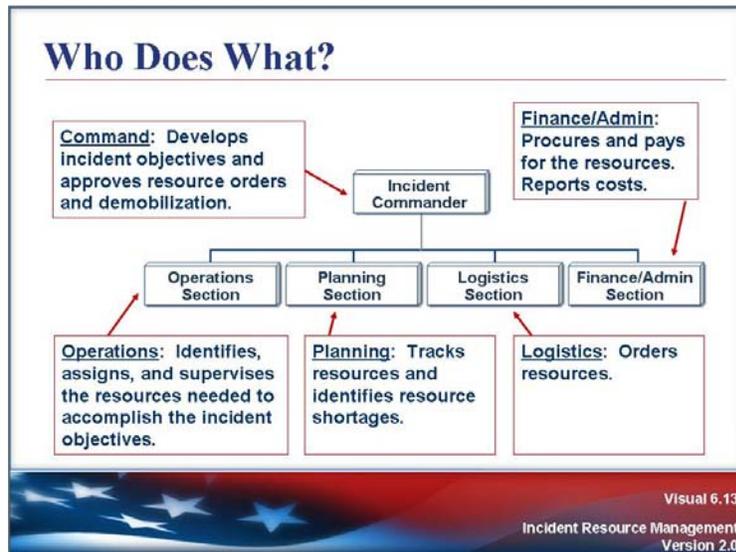
Usually, all incidents will have an initial commitment of resources assigned. Resources can include key supervisory personnel, often referred to as "overhead" (more correctly as "management"), and personnel and equipment assigned as tactical resources.

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

As incidents grow in size and/or complexity, more tactical resources may be required and the Incident Commander may augment existing resources with additional personnel and equipment. As a consequence, a more formalized resource ordering process may be needed.



Visual 6.13



**Visual Description:** Who Does What?

## Key Points

Resource ordering activities of the incident command organization:

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



Visual 6.14

### Authority To Order Resources



- **Approving Orders:** The Incident Commander approves all resource orders.



- **Placing Orders:** The Incident Commander, Logistics Section Chief, and Supply Unit Leader are authorized to place orders.

Visual 6.14  
Incident Resource Management  
Version 2.0

**Visual Description:** Authority To Order Resources

## Key Points

Final approval for ordering additional resources, as well as releasing resources from an incident, is the responsibility of the Incident Commander.

Ordinarily, it is not efficient use of the Incident Commander's time to review and approve all resource orders for routine supplies (e.g., food) on a major incident. The Incident Commander may delegate approval of certain orders while reviewing and approving any nonroutine requests, especially if they are expensive, require outside agency participation, or have potential political ramifications.

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

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

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



Visual 6.15

### Resource Ordering: Small Incidents

On smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is typically:

- Prepared at the incident,
- Approved by the Incident Commander, and
- Transmitted from the incident to the jurisdiction or agency ordering point.



Incident Site

Visual 6.15  
Incident Resource Management  
Version 2.0

**Visual Description:** Resource Ordering: Small Incidents

### Key Points

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

- Voice (by telephone or radio)
- FAX
- Other electronic means

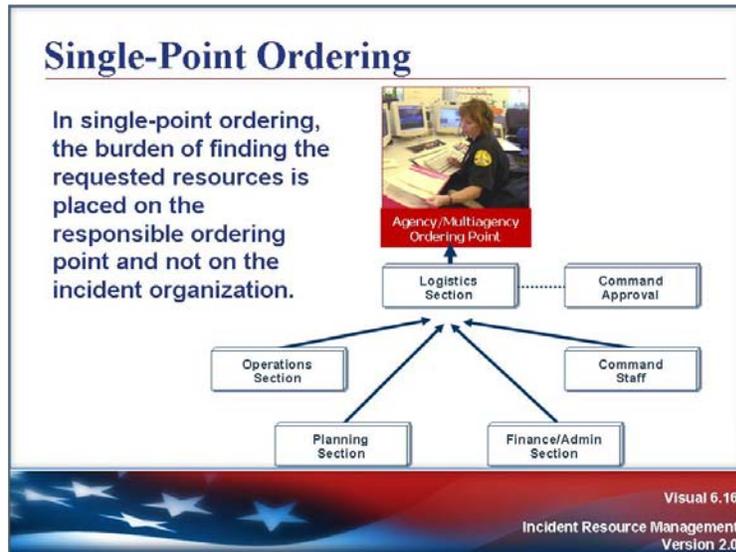
Resource ordering can be accomplished by:

- Single-point resource ordering.
- Multipoint resource ordering.

The next visual presents the concept of single-point resource ordering.



Visual 6.16



**Visual Description:** Single-Point Ordering

## Key Points

The concept of single-point resource ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction/agency dispatch/emergency operations center, or other multiagency coordination entity and not on the incident organization.

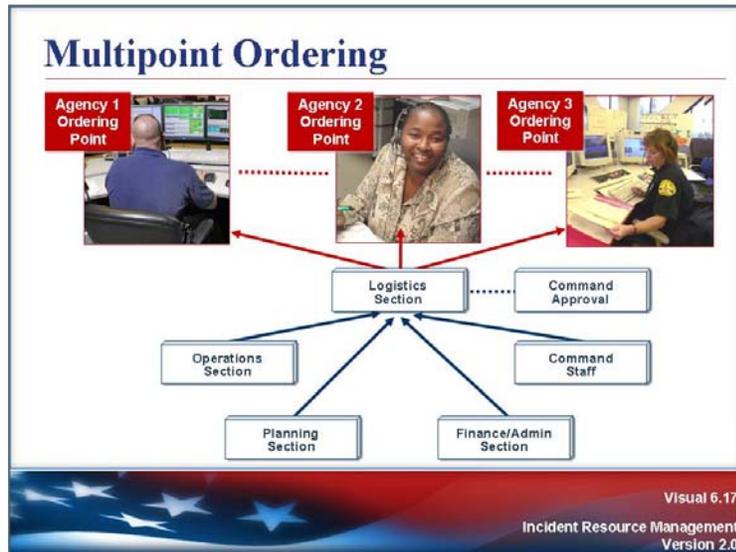
Single-point resource ordering (i.e., ordering all resources through one dispatch/emergency operations center, or other multiagency coordination entity) is usually the preferred method. However, single-point resource ordering may not be feasible when:

- The dispatch/emergency operations center or other multiagency coordination entity becomes overloaded with other activity and is unable to handle new requests in a timely manner.
- Assisting agencies at the incident have policies that require all resource orders be made through their respective dispatch/emergency operations center, or other multiagency coordination entity.
- Special situations relating to the order may necessitate that personnel at the incident discuss the details of the request directly with an offsite agency or private-sector provider.

Refer to the graphic on the visual. If the Logistics Section is not activated, then the Incident Commander or designee would request resources.



Visual 6.17



**Visual Description:** Multipoint Ordering

## Key Points

Multipoint ordering is when the incident orders resources from several different ordering points and/or the private sector. **Multipoint off-incident resource ordering should be done only when necessary.**

Multipoint ordering may be necessary when:

- A certain kind of resource must be directly ordered through the owner agency or supplier (which may not be the home agency). A common example of this is hazardous materials situations that may require specialized private-sector cleanup equipment.
- Agency policy requires the direct ordering process.
- Most of the requested resources are from agencies or organizations different from the incident home agency, and it is more convenient or effective to deal with resource providers directly from the incident.

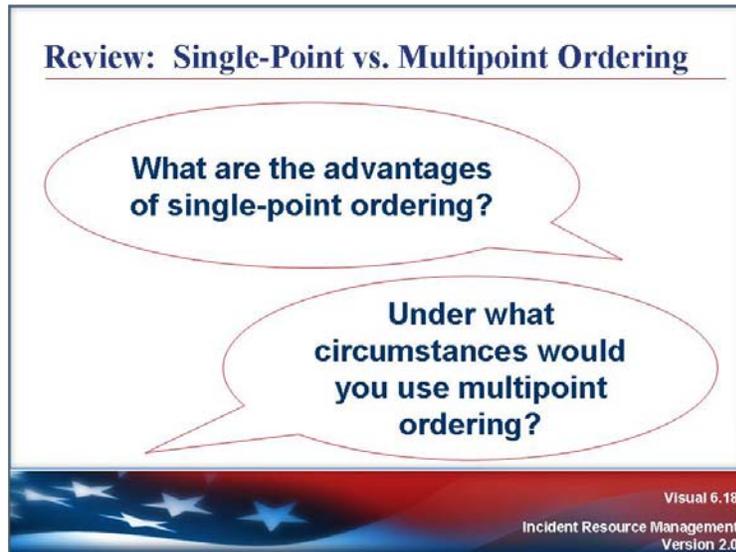
Multipoint ordering places a heavier load on incident personnel by requiring them to place orders through two or more ordering points. This method of ordering also requires tremendous coordination between and among ordering points, and increases the chances of lost or duplicated orders. A multiagency coordination entity, such as an EOC, may assist the resource ordering process. By involving the EOC:

- A wider range of sources can be accessed.
- Priorities can be established, especially in large-scale incidents that have multiple Incident Command Posts.
- On-scene personnel can focus better on the response issues at hand.

Regardless of whether Logistics is using single or multiple point ordering, the rest of the incident staff must place their orders through Logistics.



Visual 6.18



**Visual Description:** Review: What are the advantages of single-point ordering? Under what circumstances would you use multipoint ordering?

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### Key Points

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**What are the advantages of single-point ordering?**

**Under what circumstances would you use multipoint ordering?**



Visual 6.19

**Resource Orders: Information Elements (1 of 2)**



- Incident name
- Order and/or request number (if known or assigned)
- Date and time of order
- Quantity, kind, and type
- Special support needs (as appropriate)

Visual 6.19  
Incident Resource Management  
Version 2.0

**Visual Description:** Resource Orders: Information Elements (1 of 2)

### Key Points

Although different formats may exist, every resource order should contain the following essential elements of information:

- Incident name.
- Order and/or request number (if known or assigned).
- Date and time of order.
- Quantity, kind, and type. (Resources should be ordered by Task Forces or Strike Teams when appropriate. Include special support needs as appropriate.)



Visual 6.20

**Resource Orders: Information Elements (2 of 2)**



- Reporting location (specific)
- Requested time of delivery (specific, immediate vs. planned, not ASAP)
- Radio frequency to be used
- Person/title placing request
- Callback phone number or radio designation

Visual 6.20  
Incident Resource Management  
Version 2.0

**Visual Description:** Resource Orders: Information Elements (2 of 2)

### Key Points

- Reporting location (specific).
- Requested time of delivery (specific, immediate vs. planned, not ASAP).
- Radio frequency to be used.
- Person/title placing request.
- Callback phone number or radio designation for clarifications or additional information.





Visual 6.22



**Visual Description:** Resource Management Cycle with Mobilize highlighted

## Key Points

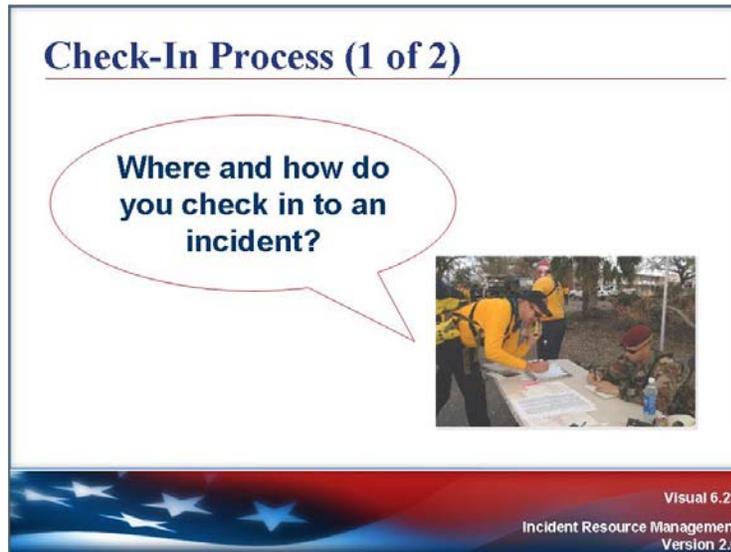
Note the following key points about mobilization:

- Emergency management/response personnel begin mobilizing when notified through established channels. At the time of notification, personnel are given:
  - The date, time, and place of departure; mode of transportation to the incident;
  - Estimated date and time of arrival; reporting location (address, contact name, and phone number); anticipated incident assignment;
  - Anticipated duration of deployment; and
  - Resource order number; incident number; and applicable cost and funding codes.
- The resource tracking and mobilization processes are directly linked. When resources arrive on scene, they must be formally checked in. This starts the on-scene check-in process and validates the order requirements. Notification that the resources have arrived is made through the appropriate channels.

- The mobilization process may include planning for deployment based on existing interagency mobilization guidelines; equipping; training; designating assembly points that have facilities suitable for logistical support; and obtaining transportation to deliver resources to the incident most quickly, in line with priorities and budgets. Mobilization plans should also recognize that some resources are fixed facilities, such as laboratories, hospitals, EOCs, shelters, and waste management systems. These facilities assist operations without moving into the incident area in the way that other resources are mobilized. Plans and systems to monitor the status of resource mobilization should be flexible enough to adapt to both types of mobilization.
- Managers should plan and prepare for the demobilization process at the same time as they begin the resource mobilization process. Early planning for demobilization facilitates accountability and makes the transportation of resources as efficient as possible—in terms of both costs and time of delivery.



Visual 6.23



**Visual Description:** Check-In Process (1 of 2)

### Key Points

Where and how do you check in to an incident?



Visual 6.24

### Check-In Process (2 of 2)

CHECK-IN LIST		1. INCIDENT NAME		2. CHECK-IN LOCATION <input type="checkbox"/> BASE <input type="checkbox"/> CAMP <input type="checkbox"/> STAGING AREA <input type="checkbox"/> ICP RESOURCES <input type="checkbox"/> HELI-BASE				3. DATE/TIME									
CHECK-IN INFORMATION																	
PERSONNEL OVERHEAD BY AGENCY & NAME OR LIST EQUIPMENT BY THE FOLLOWING FORMAT:				5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.		
AGENCY	SINGLE IF RT	AND IF RT	TYPE	I.E. NO. NAME	GREEN REQUEST NUMBER	DATE/TIME CHECK-IN	LEADER'S NAME	TOTAL NO. PERSONNEL	MANIFEST YES   NO	CREW WEIGHT INDICATOR WEIGHT	HOME BASE	SIGNATURE POINT	METHOD OF TRAVEL	INCIDENT ASSIGNMENT	OTHER QUALIFICATION	SENT TO RESOURCES TABLET	

- ICS Form 211, Check-In List, is used to document the check-in process.
- Check-in recorders report check-in information to the Resources Unit.

Visual 6.24  
 Incident Resource Management  
 Version 2.0

**Visual Description:** Check-In Process (2 of 2)

## Key Points

The ICS 211 is used for resource check-in.

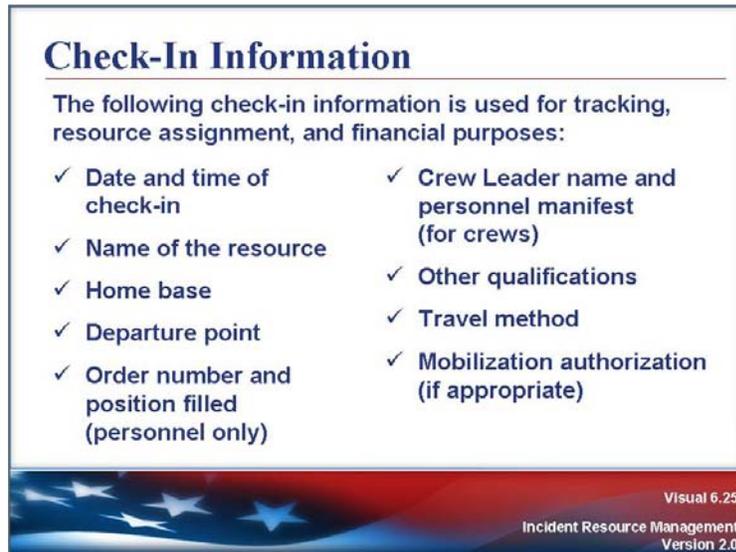
A check-in recorder will be assigned to each location where resources will check in. Check-in recorders must have an adequate supply of check-in forms and be briefed on the frequency for reporting check-in information to the Resources Unit.

A copy of the ICS 211 can be found on the next page.





Visual 6.25



**Visual Description:** Check-In Information

## Key Points

Limiting the number of check-in locations will greatly increase the reliability of resource information on the incident, thus improving future planning efforts.

The following check-in information is used for tracking, resource assignment, and financial purposes:

- Date and time of check-in
- Name of the resource
- Home base
- Departure point
- Order number and position filled (personnel only)
- Crew Leader name and personnel manifest (for crews)
- Other qualifications
- Travel method
- Mobilization authorization (if appropriate)



Visual 6.26



**Visual Description:** Assignment of Resources

### Key Points

Incoming primary and tactical resources will initially be assigned to the following locations at the incident:

- Direct Assignment to Supervisor
- Assignment to Staging Area
- Assignment to Incident Base or Camp



Visual 6.27

### Direct Assignment to Supervisor

- On fast-moving or rapidly expanding incidents, tactical resources may report immediately to Divisions or Groups.
- In direct assignments, tactical resources report in with a designated Supervisor.
- Formal check-in must take place when the resources are in the Staging Areas or are out-of-service.



Visual 6.27  
Incident Resource Management  
Version 2.0

**Visual Description:** Direct Assignment to Supervisor

### Key Points

On fast moving or rapidly expanding incidents, tactical resources are often assigned to report immediately to Divisions or Groups to support the current IAP. In these situations, the tactical resources must always report in with a designated Division or Group Supervisor (if assigned to a Single Resource, the tactical resource is reporting to his or her supervisor).

Formal check-in will take place later after resources are placed in Staging Areas or are out-of-service.

While a direct assignment to supervisors is often necessary to meet the demands of the incident, it is not the preferred way of handling incoming additional resources, especially if they have traveled long distances.



Visual 6.28

### Assignment to Staging Area

Assignments to Staging Areas occur when:

- Resources are to be assigned during the current operational period.
- Resources are needed to provide a reserve force for contingencies.
- Single resources need to be formed into Task Forces and/or Strike Teams prior to assignment.



Visual 6.28  
Incident Resource Management  
Version 2.0

**Visual Description:** Assignment to Staging Area

### Key Points

Assignment of resources to the Staging Area:

- Incoming tactical resources are assigned to Staging Areas. Resources may be sent to the Staging Area when they:
  - Will be assigned during the current operational period.
  - Are needed to provide a reserve force for contingencies.
  - Are single resources that need to be formed into Task Forces and/or Strike Teams prior to assignment.
- As part of the planning process, the Operations Section Chief will decide quantity, kind, and type of resources to be kept in Staging Areas. This decision is based on creating adequate reserves to meet expected contingencies.
- The number of resources in a Staging Area can change dramatically during an operational period. It can be, and often is, a dynamic and fluid situation, with resources leaving the Staging Area for active assignments and new resources arriving.
- The Staging Area Manager must maintain the status of resources in the Staging Area and inform the Operations Section Chief when minimum levels of resources are about to be reached.
- At times the Operations Section Chief will delegate the authority to place additional resource orders to maintain minimum levels to the Staging Area Manager. The Operations Section Chief will then determine if additional resources are to be ordered.



Visual 6.29

### Staging Area Managers

The Operations Section Chief must brief the Staging Area Manager(s) about:

- Expected number, kind, and type of resources.
- Communications to be used.
- Minimum resource levels that should be maintained.
- Procedures for obtaining additional resources.
- Expected duration for use of the Staging Area.
- Procedures for obtaining logistical support.

Visual 6.29

Incident Resource Management  
Version 2.0

**Visual Description:** Staging Area Managers

### Key Points

The Operations Section Chief must brief the Staging Area Manager(s) on how the Staging Area should be managed. This briefing should include:

- Expected number, kind, and type of resources.
- Communications to be used.
- Minimum resource levels that should be maintained.
- Procedures for obtaining additional resources.
- Expected duration for use of the Staging Area.
- Procedures for obtaining logistical support.



Visual 6.30



**Visual Description:** What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?

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### Key Points

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**What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?**



Visual 6.31

### Assignment to Base or Camp

- Often done when the tactical resources are not scheduled for use during the current operational period.
- For resources that have traveled some distance, being in an out-of-service status allows briefings and a rest period.



Visual 6.31  
Incident Resource Management  
Version 2.0

**Visual Description:** Assignment to Base or Camp

### Key Points

Assignment to the incident Base or Camp location is often done when the tactical resources are not scheduled for use during the current operational period.

For resources that have traveled some distance, the assignment to the Base or Camps in an out-of-service status allows briefings and a rest period prior to taking on an active assignment in the next operational period.

Personnel resources ordered to fill specific organizational assignments will report to their designated check-in location, which will usually be the Resources Unit at the Incident Command Post, the incident Base, or another designated facility.



Visual 6.32



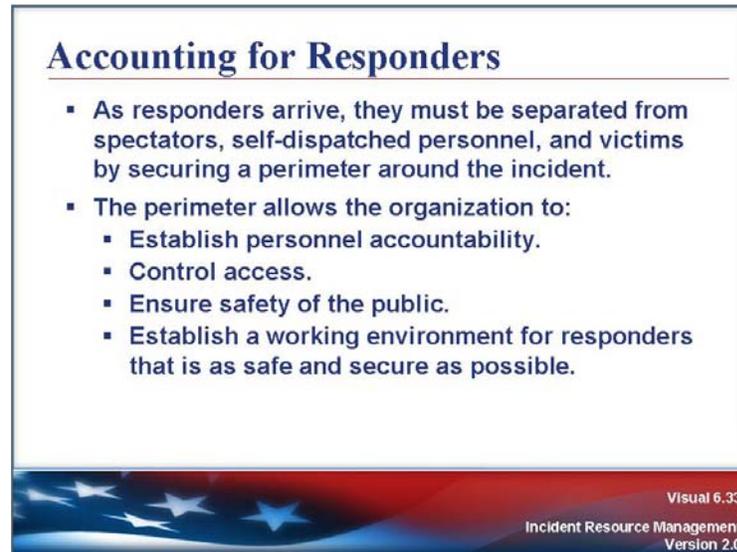
**Visual Description:** Resource Management Cycle with Track and Report highlighted

### Key Points

The next section of the unit covers resource check-in and tracking.



Visual 6.33



### Accounting for Responders

- As responders arrive, they must be separated from spectators, self-dispatched personnel, and victims by securing a perimeter around the incident.
- The perimeter allows the organization to:
  - Establish personnel accountability.
  - Control access.
  - Ensure safety of the public.
  - Establish a working environment for responders that is as safe and secure as possible.

Visual 6.33  
Incident Resource Management  
Version 2.0

**Visual Description:** Accounting for Responders

### Key Points

As soon as the incident is discovered and reported, and often even before responders are dispatched, self-dispatched personnel, victims, and spectators will converge at the scene. When responders arrive, they must separate first spectators, and then volunteers from victims, and secure a perimeter around the incident.

This perimeter allows the organization to:

- Establish personnel accountability.
- Control access.
- Ensure safety of the public.
- Establish a working environment for responders that is safe and secure.



Visual 6.34

### Incident Security



Incident security requires:

- Distinguishing agency personnel who have been dispatched from those who self-dispatched.
- Identifying and credentialing officially dispatched mutual aid resources.
- Establishing controlled points of access for authorized personnel.

Visual 6.34  
Incident Resource Management  
Version 2.0

**Visual Description:** Incident Security

### Key Points

As was evident in 9-11, force protection must be a primary consideration in an environment where responders may be a primary or secondary target.

Incident security requires:

- Distinguishing agency personnel who have been dispatched from those who self-dispatched.
- Identifying and credentialing officially dispatched mutual aid resources.
- Establishing controlled points of access for authorized personnel.



Visual 6.35

### Tracking Resources: Responsibilities

Resource tracking responsibilities are shared as follows:

- **Planning Section** is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service).
- **Operations Section** is responsible for tracking the movement of resources within the Operations Section itself.
- **Finance/Administration Section** is responsible for ensuring the cost-effectiveness of resources.

Visual 6.35  
Incident Resource Management  
Version 2.0

**Visual Description:** Tracking Resources: Responsibilities

### Key Points

Tracking resources efficiently while they are on the incident is essential for personnel safety, accountability, and fiscal control. Resource tracking responsibilities on the incident are shared between:

- **Planning Section**, which is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service).
- **Operations Section**, which is responsible for tracking the movement of resources within the Operations Section itself.
- **Finance/Administration Section**, which is responsible for ensuring the cost-effectiveness of resources.



Visual 6.36

**Review: Tactical Resources Status**



**Assigned:** Currently working on an assignment under the direction of a supervisor.

**Available:** Ready for immediate assignment and has been issued all required equipment.

**Out of Service:** Not available or ready to be assigned (e.g., maintenance issues, rest periods).

Visual 6.36  
Incident Resource Management  
Version 2.0

**Visual Description:** Review: Tactical Resources Status

### Key Points

Remember that ICS classifies tactical resources into one of three categories based on their status. These categories include:

- **Assigned** – Currently working on an assignment under the direction of a supervisor
- **Available** – Ready for immediate assignment and has been issued all required equipment
- **Out-of-Service** – Not available or ready to be assigned (e.g., maintenance issues, rest periods)



Visual 6.37

### Resource Status

Change of Resource Status:

- May be made by the Incident Commander, Operations Section Chief, Branch Director, or Division/Group Supervisor.
- Must be communicated to the Resources Unit or other appropriate element if the change last more than a few minutes



Visual 6.37  
Incident Resource Management  
Version 2.0

**Visual Description:** Change of Resource Status

### Key Points

Resource status on an incident is maintained and changed by the supervisor who has the resources under assignment.

During larger incidents a Resources Unit, if established, will also maintain status on all resources assigned to the incident. The Resources Unit will not on its own authority change the status of resources.

All changes in status that last for more than a few minutes must be communicated to the appropriate organizational element. The individual who makes the status change is responsible for making sure the change is communicated to the person or Unit responsible for maintaining overall resource status at the incident.

Depending on the levels of activation within the incident organization, changes in resource status may be made by the Incident Commander, the Operations Section Chief, the Branch Director, or the Division/Group Supervisor. Information about the status change will be passed to the Resources Unit of the Planning Section.



Visual 6.38

### Resource Status-Keeping Systems

- Manual record keeping on ICS forms
- Card systems
- Magnetic symbols on maps or status boards
- Computer systems



Visual 6.38  
Incident Resource Management  
Version 2.0

**Visual Description:** Resource Status-Keeping Systems

### Key Points

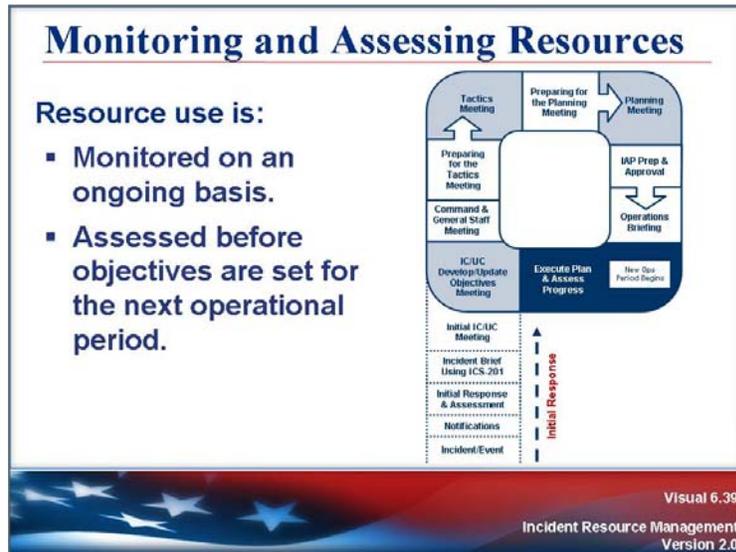
There are several status-keeping methods or systems that can be used to keep track of resources at incidents.

Below are examples of systems. (Note that no single system is recommended.)

- **Manual Record Keeping on Forms.** The following ICS forms can be used for resource tracking: the resources summary of the Incident Briefing (ICS Form 201), Check-In List (ICS Form 211), and Assignment List (ICS Form 204).
- **Card Systems.** Several versions are available that allow for maintaining status of resources on cards. One of these systems has different colored T-shaped cards for each kind of resource. The cards are formatted to record various kinds of information about the resource. The cards are filed in racks by current location.
- **Magnetic Symbols on Maps or Status Boards.** Symbols can be prepared in different shapes, sizes, and colors with space to add a resource designator. The symbols are placed on maps or on boards indicating locations designated to match the incident.
- **Computer Systems.** A laptop computer can be used with a simple file management or spreadsheet program to maintain information on resources. These systems can be used to compile check-in information and then maintained to reflect current resource status.



Visual 6.39



**Visual Description:** Monitoring and Assessing Resources

### Key Points

Remember that the Planning “P” is a guide to the incident planning process.

Resource use is:

- Monitored on an ongoing basis.
- Assessed before objectives are set for the next operational period.



Visual 6.40

### Resource Evaluation

Resources should be evaluated:

- On an ongoing basis as part of resource monitoring.
- At demobilization, upon the achievement of the assigned tactical objectives.
- During after-action reporting.



Visual 6.40  
Incident Resource Management  
Version 2.0

**Visual Description:** Resource Evaluation

### Key Points

Evaluation of resource performance involves monitoring, evaluating, and adjusting the performance of the organization and its components to ensure that all efforts are directed toward achieving the specified objectives.

Resources should be evaluated:

- On an ongoing basis as part of resource monitoring.
- At demobilization, upon the achievement of the assigned tactical objectives.
- During after-action reporting.



Visual 6.41

### Management Actions & Poor Performance

Management practices may be the underlying cause of poor incident outcomes:

- Incident objectives, strategies, or tactics are unrealistic or poorly defined.
- The wrong resource was allocated for the assignment.
- There are inadequate tactical resources, logistical support, or communications.
- The resource is not trained or properly equipped for the assignment.
- Conflicting agency policies or procedures prevent the resource from carrying out the assignment.

Visual 6.41  
Incident Resource Management  
Version 2.0

**Visual Description:** Management Actions & Poor Performance

## Key Points

While some poor performance is due to the lack of motivation on the part of assigned personnel, it is more likely that management actions have produced or contributed to the problem.

Management actions that may cause poor performance include the following:

- Incident objectives, strategies, or tactics are unrealistic or poorly defined.
- The wrong resource was allocated for the assignment.
- There are inadequate tactical resources, logistical support, or communications.
- The resource is not trained or properly equipped for the assignment.
- Conflicting agency policies or procedures prevent the resource from carrying out the assignment.

Failure at the tactical level is likely to reflect a failure to appropriately manage the resource during the planning process.

Evaluation needs to go on constantly and corrections made as necessary throughout the life of the incident.



Visual 6.42

### Activity: Improving Performance Effectiveness

#### Instructions:

1. Working as a team, review your assigned problem statement.
2. Answer the following questions:
  - What is the cause of the performance problem?
  - Who in the Command and General Staff need to address the problem?
  - What are some strategies for preventing or solving this problem?
3. Select a spokesperson and be prepared to present your work in 15 minutes.

Visual 6.42

Incident Resource Management  
Version 2.0

**Visual Description:** Activity: Improving Performance Effectiveness

### **Key Points**

#### **Instructions:**

1. Working as a team, review your assigned problem statement.
2. Answer the following questions:
  - What is the cause of the performance problem?
  - Who in the Command and General Staff need to address the problem?
  - What are some strategies for preventing or solving this problem?
3. Select a spokesperson and be prepared to present your work in 15 minutes.

**Activity: Improving Performance Effectiveness**

On a recent incident, the following performance issues have arisen.

**Performance Issue #1:** A local volunteer organization has personnel assigned to the Logistics Section to assist in providing meals to responders. One volunteer arrived for work visibly impaired, and informed his co-workers that he had “just a couple of drinks to relax” before coming to work.

**Strategy:**

**Performance Issue #2:** Resource tracking is poor. Check-In Recorders are providing incomplete or inaccurate information from responding resources. Some resources have evidently responded, worked, and gone home without ever having checked in. Additionally, resources obtained through a mutual aid agreement that are no longer needed remain at the incident site.

**Strategy:**

**Performance Issue #3:** Evacuation Division B is using non-uniformed personnel to deliver evacuation instructions door-to-door within the community. Compliance with the evacuation order is very poor, and 911 is deluged with calls from the affected public asking if the evacuation order is official.

**Strategy:**

**Activity: Improving Performance Effectiveness** (Continued)

**Performance Issue #4:** A police officer at a traffic control point was struck by a motorist and received minor injuries. She was taken to the hospital by a witness to the accident, treated, and released. The first Incident Management staff hear of the problem is when asked by the media at a press conference.

**Strategy:**

**Performance Issue #5:** Self-dispatched resources are arriving at the Staging Area. In the confusion, several of these resources who were assigned to Task Forces now appear to lack the skills needed to operate equipment or execute orders.

**Strategy:**

**Performance Issue #6:** The 5 o'clock news features a prominent interview with an incident responder at the Staging Area. The responder is not a member of the Public Information Staff, has not been given an active assignment (or even seen the actual scene of the train wreck), but is waxing eloquently about how poorly the incident is being managed.

**Strategy:**



Visual 6.43



**Visual Description:** Resource Management Cycle with Recover/Demobilize and Reimburse highlighted

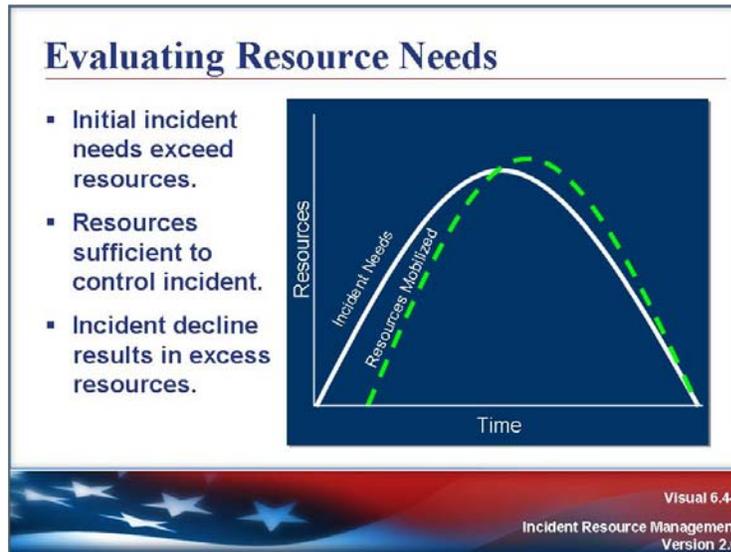
### Key Points

The next phases of the resource management cycle include resource recovery, demobilization, and reimbursement.

- **Recovery** involves the final disposition of all resources, including those located at the incident site and at fixed facilities. During this process, resources are rehabilitated, replenished, disposed of, and/or returned.
- **Demobilization** is the orderly, safe, and efficient return of an incident resource to its original location and status. It can begin at any point of an incident, but should begin as soon as possible to facilitate accountability of the resources. The demobilization process should coordinate between incident(s) and multiagency coordination systems for the re-assignment of resources if necessary, and to prioritize critical resource needs during demobilization.
- **Reimbursement:** In many cases, resources rendered may or may not be reimbursed based upon pre-incident agreements. When applicable, reimbursement provides a mechanism to recoup funds expended for incident-specific activities. Reimbursement processes play an important role in establishing and maintaining the readiness of resources and should be in place to ensure that resource providers are reimbursed in a timely manner. These processes should include mechanisms for collecting bills, validating costs against the scope of the work, ensuring that proper authorities are involved, and accessing reimbursement programs. Reimbursement mechanisms should be included in preparedness plans, mutual aid agreements, and assistance agreements.



Visual 6.44



**Visual Description:** Evaluating Resource Needs

### Key Points

On every incident, resource needs follow a predictable arc compared to the arc followed by the incident itself.

Initially, the incident may build faster than resources can arrive. Eventually, the sufficient resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs and demobilization can begin.



Visual 6.45

### Resource Demobilization

- Excess resources must be released in a timely manner to reduce costs, and to "free them up" for reassignments.
- Demobilization planning **should begin almost immediately**.
- Demobilization planning begins with the tactical resources assigned to the Operations Section. As tactical resources are released, support resources may also be reduced.



Visual 6.45  
Incident Resource Management  
Version 2.0

**Visual Description:** Resource Demobilization

### Key Points

Excess resources must be released in a timely manner to reduce incident-related costs and to "free up" resources for other assignments.

The planning for demobilization should begin almost immediately and certainly well in advance of when demobilization actually takes place.

The process of demobilizing resources begins at the Operations Section level, where the need for continued tactical resources will be determined.

When tactical resources are no longer needed, other parts of the organization may also be reduced.

The next unit covers Demobilization Planning.



Visual 6.46

**Applied Exercise**



Follow instructions . . .

- Presented by instructors.
- Outlined on handouts.

Visual 6.46  
Incident Resource Management  
Version 2.0

**Visual Description:** Applied Exercise: Resource Management

### Key Points

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



Visual 6.47

**Summary (1 of 2)**

Are you now able to:

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

Visual 6.47  
Incident Resource Management  
Version 2.0

**Visual Description:** Summary (1 of 2)

### Key Points

Are you now able to:

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



Visual 6.48

**Summary (2 of 2)**



Are you now able to:

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

Visual 6.48  
Incident Resource Management  
Version 2.0

**Visual Description:** Summary (2 of 2)

### Key Points

Are you now able to:

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

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## Unit 7: Demobilization, Transfer of Command, and Closeout

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**Unit Objectives**

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

- Describe the importance of demobilization planning.
  - Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning.
  - Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties.
  - List the major sections in a demobilization plan.
  - Identify the need for transfer of command or closeout.
  - Identify the process involved in a closeout meeting.
- 

**Scope**

- Unit Introduction and Objectives
- Demobilization
- Activity: Reviewing the Demobilization Plan
- Transfer of Command
- Closeout
- After-Action Review
- Applied Exercise
- Summary





Visual 7.1



**Visual Description:** Unit Introduction

### Key Points

All incidents eventually draw to a close. How the incident is downsized and closed out is an important part of incident management.

This unit focuses on the demobilization process, transfer of command, and incident closeout.



Visual 7.2

### Unit Objectives (1 of 2)

- Describe the importance of demobilization planning.
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning.
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties.

Visual 7.2

Demobilization, Transfer of Command, and Closeout  
Version 2.0

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

### Key Points

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

- Describe the importance of demobilization planning.
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning.
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties.



Visual 7.3

**Unit Objectives (2 of 2)**

- List the major sections in a demobilization plan.
- Identify the need for transfer of command or closeout.
- Identify the process involved in a closeout meeting.

Visual 7.3  
Demobilization, Transfer of Command, and Closeout  
Version 2.0

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

### Key Points

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

- List the major sections in a demobilization plan.
- Identify the need for transfer of command or closeout.
- Identify the process involved in a closeout meeting.



Visual 7.4

### Demobilization

**Demobilization:**

- Is the release and return of resources that are no longer required.
- May occur at any time during or after the incident/event.



Visual 7.4  
Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Demobilization

### Key Points

Demobilization involves the release and return of resources that are no longer required for the support of an incident/event.

The release and return of resources may occur during an incident/event or after the incident/event is over.

Refer to the job aid on the next page for additional information on anticipating the workload involved in planning for demobilization.

After the incident is controlled, and tactical resources are beginning to be released, the incident management organization should begin to monitor the number of support and management staff that are assigned. Below are some typical workload considerations to consider when planning for demobilization.

<b>Position</b>	<b>Demobilization Considerations</b>
<b>Public Information Officer</b>	Press interest may taper off toward the end of the incident, especially when tactics turn from life safety to cleanup. As the incident demobilizes, the need for interagency coordination of information may also decline. While it is important that the press continue to have a contact at the incident, it may be possible for the Public Information Officer to scale back operations.
<b>Safety Officer</b>	As the number of tactical operations at an incident decreases, the demand on the Safety Officer will also decline. However, some incidents require post-incident debriefings that will require the input of the Safety Officer. While the workload may level out, it may remain until the end of the incident.
<b>Liaison Officer</b>	As Cooperating and Assisting Agency resources are demobilized, the Liaison Officer's job will become less complex. The Liaison Officer is also likely to be involved in interagency post-incident review activities that may require continued presence at the incident and involvement after final demobilization.
<b>Operations Section</b>	The Operations Section Chief should be able to reduce support staff such as Deputies and Staging Area Managers as the Operations Section is demobilized.
<b>Planning Section</b>	In the Planning Section, the later workload falls on the Demobilization and Documentation Units. The Demobilization Unit will develop the Demobilization Plan and monitor its implementation. The Documentation Unit will package all incident documentation for archiving with the responsible agency or jurisdiction. Both of these processes are finished late in the incident.
<b>Logistics Section</b>	The Supply Unit and the Facilities Unit play major roles as the incident winds down. The Facilities Unit will need to demobilize the incident facilities, such as the command post and incident base. The Supply Unit must collect, inventory, and arrange to refurbish, rehabilitate, or replace resources depleted, lost, or damaged at the incident.
<b>Finance and Administration Section</b>	Many of the activities of the Finance and Administration Section continue well after the rest of the organization has been demobilized. Much of the paperwork needed to document an incident is completed during or after demobilization.



Visual 7.5

**Demobilizing Nonexpendable and Expendable Resources**

<b>Nonexpendable Resources</b>	<b>Expendable Resources</b>
<ul style="list-style-type: none"><li>▪ Account for resources returned.</li><li>▪ Restore resources to functional capability.</li><li>▪ Replace broken and/or lost items.</li></ul> 	<ul style="list-style-type: none"><li>▪ Account for resources used.</li><li>▪ Reimburse for expendable items used.</li><li>▪ Return and restock items.</li></ul> 

Visual 7.5  
Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Demobilizing Nonexpendable and Expendable Resources

## Key Points

These key points address demobilizing the following types of resources:

- **Nonexpendable Resources:** These resources (such as people, fire engines, and other durable equipment) are fully accounted for during the incident and again when they are returned to the organization that issued them. The issuing organization then restores the resources to fully functional capability and readies them for the next mobilization. Broken and/or lost items should be replaced through the appropriate resupply process, by the organization with invoicing responsibility for the incident, or as defined in preincident agreements.

It is critical that fixed facility resources also be restored to their full functional capability in order to ensure readiness for the next mobilization. In the case of human resources, such as Incident Management Teams, adequate rest and recuperation time and facilities should be provided. Important occupational health and mental health issues should also be addressed, including monitoring how such incidents affect emergency management/response personnel over time.

(Continued on the next page.)

- **Expendable Resources:** Expendable resources (such as water, food, fuel, and other one-time-use supplies) must be fully accounted for. The incident management organization bears the costs of expendable resources, as authorized in financial agreements executed by preparedness organizations.

Restocking occurs at the point from which a resource was issued. Returned resources that are not in restorable condition (whether expendable or nonexpendable) must be declared as excess according to established regulations and policies of the controlling jurisdiction, agency, or organization. Waste management is of special note in the process of recovering resources, as resources that require special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) are handled according to established regulations and policies.



Visual 7.6



**Visual Description:** Demobilization Challenges—Discussion Question: What challenges are related to demobilization?

### Key Points

What challenges are related to demobilization?



Visual 7.7

### Demobilization Planning Benefits



Demobilization planning helps to:

- Eliminate waste.
- Eliminate potential fiscal and legal impacts.
- Ensure a controlled, safe, efficient, and cost-effective release process.

Visual 7.7  
Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Demobilization Planning Benefits

### Key Points

Demobilization planning helps to:

- Eliminate waste.
- Eliminate potential fiscal and legal impacts.
- Ensure a controlled, safe, efficient, and cost-effective release process.



Visual 7.8

### Agency Policies and Procedures

Demobilization policies and procedures depend on the size of the incident and may involve:

- Fiscal/legal policies and procedures.
- Work rules.
- Special license requirements.
- Other requirements.



Visual 7.8  
Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Agency Policies and Procedures

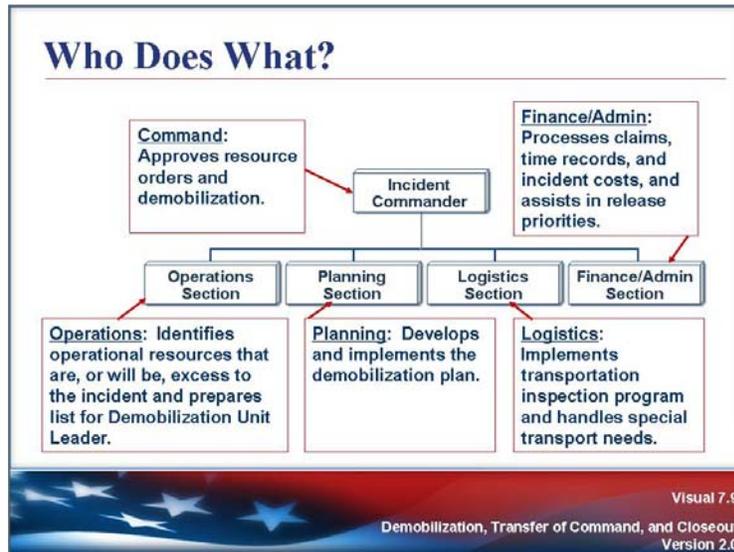
### Key Points

Note the following points:

- On smaller incidents, resources are released to finish shifts or work periods. Demobilization planning is obscure and rests with the Incident Commander and typical agency protocols. But on longer duration incidents, resources may have worked in excess of agreed-upon work schedules or may have traveled well out of their jurisdiction. The Finance/Administration Section may require documentation prior to outside agencies departing the incident.
- In some cases, a priority of release may be necessary if all resources cannot be processed for release at the same general time. Agency policy or work rules may impact this priority. There may be local, regional, or national guidance on release priorities for incident resources.
- Agency policies, procedures, and agreements must be considered by the incident management prior to releasing resources. For example, if the drivers of large vehicles carry special licenses (commercial rating, for example), they may be affected by State and Federal Government regulations for the amount of rest required before a driver can get back on the road.
- Some agencies may require that the vehicle be inspected by incident personnel for damage caused by use on the incident and that damage claims be properly documented, etc. If an injury occurred while on the incident, worker's compensation laws may apply and documentation must be completed in a timely manner.



Visual 7.9



**Visual Description:** Who Does What?

## Key Points

The primary roles of the Incident Commander and the Sections in demobilization planning:

- **Incident Commander:** Approves resource orders and demobilization.
- **Operations Section:** Identifies operational resources that are, or will be, excess to the incident and prepares list for Demobilization Unit Leader.
- **Planning Section:** Develops and implements the Demobilization Plan.
- **Logistics Section:** Implements transportation inspection program and handles special transport needs.
- **Finance/Administration Section:** Processes claims, time records, and incident costs, and assists in release priorities.



Visual 7.10

Demobilization Plan: Information Needs	
What Information Is Needed?	Who Provides?
Excess resources; release priorities	All Supervisors and Managers
Plan development; resource information; demobilization process	Planning Section
Continuing needs for tactical resources	Operations Section
Transportation availability; communications; maintenance	Logistics Section
Claims, time records, and costs of individual resources that are a factor in release	Finance/Admin Section
Agreements regarding other agency resources	Liaison Officer
Physical condition of personnel; physical needs; adequacy of transportation	Safety Officer
Return and reassignment of resources	Agency Dispatch/Ordering Centers

**Visual Description:** Demobilization Plan: Information Needs

## Key Points

The ICS titles of personnel who have responsibilities in demobilization planning:

- **All Incident Supervisors and Managers:** Identify excess resources and provide list and priorities to the Demobilization Unit.
- **Planning Section:** Coordinate the development of the Demobilization Plan. The Demobilization Unit Leader develops the specific, individual plan document and outline of the process. The Resources Unit Leader assists the Demobilization Unit Leader in determining total resources assigned, home units, length of assignment, and travel needs.
- **Operations Section:** Identifies continuing needs for operational resources and those that are, or will be, excess to the incident, and prepares the list for the Demobilization Unit Leader.
- **Logistics Section:** Handles special transportation and communications needs and implements vehicle inspection program.
- **Finance/Administration Section:** Processes claims, time records, and incident costs, and helps determine release priorities.
- **Liaison Officer:** Identifies terms of agreements with assisting agencies in regard to release of the resources and special needs.
- **Safety Officer:** Considers physical condition of personnel and ensures that supervisors assess their subordinates' ability to travel.
- **Agency Dispatch Centers and Ordering Points:** Provide information for reassignment of released resources to other incidents.



Visual 7.11



**Visual Description:** Demobilization Plan Sections

### Key Points

The Demobilization Plan should contain the following sections:

- General information about the demobilization process.
- Responsibilities for implementation of the Demobilization Plan.
- General release priorities.
- Specific release procedures.
- Directories (maps, telephone listings, etc.).

Demobilization planning can be quite complex on large multiagency incidents. Training and experience will help ensure that personnel with demobilization planning responsibilities perform their jobs accurately.

Refer to the sample Demobilization Plan on the next pages.

**SAMPLE DEMOBILIZATION PLAN (Page 1 of 5)  
NORTH SMITHMAN INCIDENT**

Prepared by	_____	_____
	<b>Planning Section Chief</b>	<b>Date</b>
Approved by	_____	_____
	<b>Logistics Section Chief</b>	<b>Date</b>
Approved by	_____	_____
	<b>Operations Section Chief</b>	<b>Date</b>
Approved by	_____	_____
	<b>Finance Section Chief</b>	<b>Date</b>
Approved by	_____	_____
	<b>Supervisor-Expanded Dispatch</b>	<b>Date</b>
Approved by	_____	_____
	<b>Incident Commander</b>	<b>Date</b>
Approved by	_____	_____
	<b>Area Commander</b>	<b>Date</b>

## SAMPLE DEMOBILIZATION PLAN (Page 2 of 5)

The Demobilization Plan contains five (5) sections:

1. General Information
2. Responsibilities
3. Release Priorities
4. Release Procedures
5. Travel Information

### 1. GENERAL INFORMATION

The demobilization process at the North Smithman Incident will require coordination with the Area Command Team and the Expanded Dispatch function. Pueblo Area Command has directed that normal demobilization procedures will be utilized in the area. All resources with their own transportation must meet rest/work guidelines prior to driving.

All releases from the Smithman Incident will be initiated in the Demob Unit after Incident Commander (IC) approval. The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel during the time it takes to process all of the releases in a safe and efficient manner. No resources are to leave the Incident until authorized to do so. At this time, no off-Incident Demob Center will be activated. The Logistics Section will provide for all necessary transportation of released personnel and equipment. The Demob Unit will arrange for any needed flight arrangements through Expanded Dispatch.

The following are general guidelines to be followed for resources that are leaving the Incident.

- A. No person will be released without having a minimum of eight (8) hours rest, unless specifically approved by the IC.
- B. All Federal resources must be able to arrive at their home base prior to 2200 (10 PM). Other agencies and cooperators must meet individual agency regulations pertaining to rest and travel.
- C. All Party Chiefs, Crew Supervisors, and Strike Team Leaders will be thoroughly briefed prior to leaving the Incident. Briefing to include: 1. method of travel, 2. passengers (if any), 3. destination, 4. ETD Camp/ETA home base, and 5. transportation arrangements.

All personnel returning home on commercial aircraft will be showered and wear clean clothing.

To prevent delays and work overloads, Logistics and Finance will be notified as soon as possible when surplus resources are to be Demobed. (Demob will try to advise the two Units 24 hours in advance.) Notification of Incident personnel will be by posting of "Tentative Releases" 12 hours in advance. Crew Supervisors may also be paged when the Demob process is to begin.

If applicable, all oversize vehicles (e.g., transports) MUST have appropriate permits to comply with State vehicle codes.

## SAMPLE DEMOBILIZATION PLAN (Page 3 of 5)

Performance Ratings are required for:

- Trainees
- Outstanding performance
- Deficient performance
- By personal request

All firefighting apparatus, rental equipment, and crew transport will have a vehicle inspection (Safety Check) at Ground Support prior to returning to their home unit or new assignment location. Pickups, sedans, and vans will also have a safety check by the Ground Support Unit before departing the incident base.

### 2. RESPONSIBILITIES

Functional heads (i.e., Section Chiefs and Unit Leaders) are responsible for determining resources surplus to their needs and submitting lists to the Demob Unit Leader.

The Demob Unit Leader is responsible for:

- Compiling "Tentative" and "Final" Release sheets. (Any Incident-formed Strike Teams and Task Forces must be disbanded before IC approval and release from the Incident.)
- Making all notifications to Incident and off-Incident personnel regarding tentative and final releases (includes Tanker and Helibases).
- Making sure that all signatures are obtained on the Demob Checkout form.
- Monitoring the Demob process and making any adjustments in the process.

The Incident Commander is responsible for:

- Establishing the release priorities through consultation with Area Command.
- Reviewing and approving all tentative release lists.

The Logistics Section Chief is responsible for ensuring through:

- Facilities—that all sleeping and work areas are cleaned up before personnel are released.
- Supply—that all non-expendable property items are returned or accounted for prior to release.
- Ground Support—that there will be adequate ground transportation during the release process and that vehicles are inspected.
- Communications—that all radios have been returned or are accounted for.
- Food Unit—that there will be adequate meals for those being released and for those remaining in camp.

## SAMPLE DEMOBILIZATION PLAN (Page 4 of 5)

The Finance Section Chief is responsible for:

- Completion of all time and equipment reports for released personnel.
- Notification(s) for any ADO payoff(s).

The Planning Section Chief is responsible for managing duration of assignment policy for the Incident Commander.

Expanded Dispatch is responsible for:

- Reviewing tentative releases and notifying the Demob Unit Leader with release approvals, reassignments, and air travel information.
- Coordinating with the Rocky Mountain Coordination Center.

### 3. RELEASE PRIORITIES

The following release priorities have been established by the Area Command Team:

1. Initial attack or local cooperators
2. Type 1 Crews
3. Non-local engines, crews, and overhead
4. Other local resources

Crews from other Regions will be grouped for demob when possible. Emergency situations will arise and will be handled expeditiously. Clearance for emergency demob is to be approved by the appropriate Section Chief, IC, or Agency Representative.

### 4. RELEASE PROCEDURES

Critical resources will be identified on the Daily Incident Commander/Area Commander conference calls. These resources will be listed in the Area Command Action Plan and these resources cannot be released from the incident without Area Command approval.

All resources requiring airline travel must be submitted to Expanded Dispatch 36 hours in advance of planned travel. All other resource surpluses should be forwarded to Expanded Dispatch 24 hours in advance of planned release. Demob will also give Ground Support lead time to arrange for ground transportation for crews and individuals needing transportation.

Functional heads will identify surpluses within their units and submit a list (or lists) to the Demob Unit Leader in the Planning Section. The Demob Unit will combine lists and form a "Tentative Release" list to be submitted to the IC for review and approval. Demob will work with the Resources Unit so that the resource status board can be kept up to date.

## SAMPLE DEMOBILIZATION PLAN (Page 5 of 5)

After IC approval, Demob will notify Expanded Dispatch of the tentative releases for their concurrence. When concurrence is obtained from Expanded Dispatch, the Demob Unit Leader will:

- Prepare transportation manifests.
- Notify personnel to be released.
- Give crew leaders or individuals the final release form and briefing.

Crew leaders or individuals will take the Demob checkout form to:

- Communications Unit Leader (if radio equipment has been issued)
- Facilities Unit Leader (to be sure sleeping area is clean)
- Supply Cache (to return all non-expendable property)
- Ground Support (for vehicle inspections)
- Finance (for time)
- Demob (last stop for final departure times and documentation)

The Demob Unit will:

- Notify the Resources Unit so that "T" card information is complete.
- Notify Expanded Dispatch of ETD, ETA, destination, and travel arrangements.
- Collect and send all Demob paperwork to the Documentation Unit.

### 5. TRAVEL INFORMATION

All resources will meet work/rest requirements prior to being released from the incident. Crews traveling on commercial aircraft will be given time to shower and dress in clean clothes. Any heavy or oversize equipment MUST have appropriate permits and follow any limitations on the movement of their equipment on public highways. All resources will meet any agency-specific requirements on hours of travel per day or other restrictions concerned with travel. Incident Demob will notify Expanded Dispatch when a resource is released, so the home Forest/Agency can be advised with an ETA. It will then be up to the sending Forest/Agency to keep track of released resources and report back if there are any problems or if more information is needed.

#### Incident Phone Numbers

North Smithman Demob: 720-XXX-6975

Expanded Dispatch: 719-XXX-3738

Individual resources are to notify either the North Smithman Incident or Expanded Dispatch at the above numbers and their home unit dispatcher if significant delays occur in route to their next destination.



Visual 7.12

**Activity: Reviewing the Demobilization Plan**

**Instructions:** Working as a team:

1. Review the sample demobilization plan for the Yorktown Incident found in your Student Manuals.
2. Next, determine whether the five elements required for a demobilization plan are adequately addressed in the sample.
3. Record your work on chart paper as follows:

Strengths	Areas for Improvement

4. Select a spokesperson and be prepared to present your work in 10 minutes.

Visual 7.12  
Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Activity: Reviewing the Demobilization Plan

### Key Points

Work in teams to complete the following activities:

1. Review the sample Demobilization Plan for the Yorktown Incident found in your Student Manuals. (See next two pages.)
2. Next, determine whether the five elements required for a Demobilization Plan are adequately addressed in the sample.
3. Record your work on chart paper as shown in the visual (Strengths and Areas for Improvement).
4. Select a spokesperson and be prepared to present your work in 10 minutes.

**Sample Demobilization Plan**  
**Yorktown Incident (Page 1 of 2)**

**General Information**

- No incident resources will be demobilized until authorized.
- Logistics Section Chief will provide transportation to final destination, if required.
- Personnel being released from the incident will be required a minimum 4 hours rest prior to demobilization. *Any delineation from the required rest will be at the discretion of the Incident Commander.*
- Plans Section Chief will brief all unit leaders on the Demobilization Plan

**Responsibilities**

- Each section chief will identify excess resources on a daily basis by 1800 hours each day.
- Plans Section Chief will advise the IC of excess resources daily.
- The incident Commander will approve the release of those resources.
- The Logistics Section Chief will arrange transportation, if necessary.
- Each unit leader is responsible for calling the Yorktown ICP upon arrival at final destination (*see directory*).
- The Resource Unit Leader will provide a recorder to the Demob Unit

**Release Priority**

- USCG helicopter and crew will be demobilized first, if possible
- Any other USCG elements
- Any East or Central based NPS crews
- West Coast crews
- Any other NPS resources

**Release Procedures**

- Plans Section Chief or Demob Unit will prepare manifests and notify personnel to be released
- Plans Section Chief will provide ICS 221 (*Demobilization Checkout*) with copy of transportation manifest and briefing on travel arrangements
- Inform unit leaders that they will go through the following:
  - Logistics Section Chief to turn in expendable and non-expendable equipment
  - Time Recorder to ensure all time is turned in
  - Sign affidavit to certify that no undocumented injuries have occurred
  - Documentation Unit to turn in all logs (ICS-214), evaluations, and completed ICS-221

**Sample Demobilization Plan  
Yorktown Incident (Page 2 of 2)**

Directory

YC ICP	907-838-
YC Helibase	907-638-
NPS Dispatch, GB	907-884-
USCG HQ, Juneau	907-744-



Visual 7.13

### Stabilizing or De-Escalating Incidents



When an incident stabilizes or de-escalates:

- The need for incident management may also be reduced.
- A transfer of command should be considered.

Visual 7.13  
Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Stabilizing or De-Escalating Incidents

### Key Points

When an incident stabilizes or de-escalates:

- The need for incident management may also be reduced.
- A transfer of command should be considered.



Visual 7.14

**Review: Transfer of Command**

What steps must the incoming Incident Commander take before assuming command?



Visual 7.14  
Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Review: Transfer of Command

### Key Points

Remember that Unit 4 addressed transfer of command.

**What steps must the incoming Incident Commander take before assuming command?**



Visual 7.15

<b>Steps in Assuming Command</b>	
Incoming IC (Assuming)	Outgoing IC (Transferring)
Assess situation with current IC.	Assess situation with incoming IC.
Receive briefing.	Deliver briefing.
Determine appropriate time for transfer of command.	Determine appropriate time for transfer of command.
Notify others of change in command.	Notify others of change in command.
Reassign or demobilize current IC.	Accept new assignment or demobilize.

Visual 7.15  
Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Steps in Assuming Command

### Key Points

Remember the steps involved in assuming command:

<b>Incoming IC (Assuming)</b>	<b>Outgoing IC (Transferring)</b>
Assess situation with current IC.	Assess situation with incoming IC.
Receive briefing.	Deliver briefing.
Determine appropriate time for transfer of command.	Determine appropriate time for transfer of command.
Notify others of change in command.	Notify others of change in command.
Reassign or demobilize current IC.	Accept new assignment or demobilize.



Visual 7.16



**Visual Description:** Transfer of Command Briefing Checklist

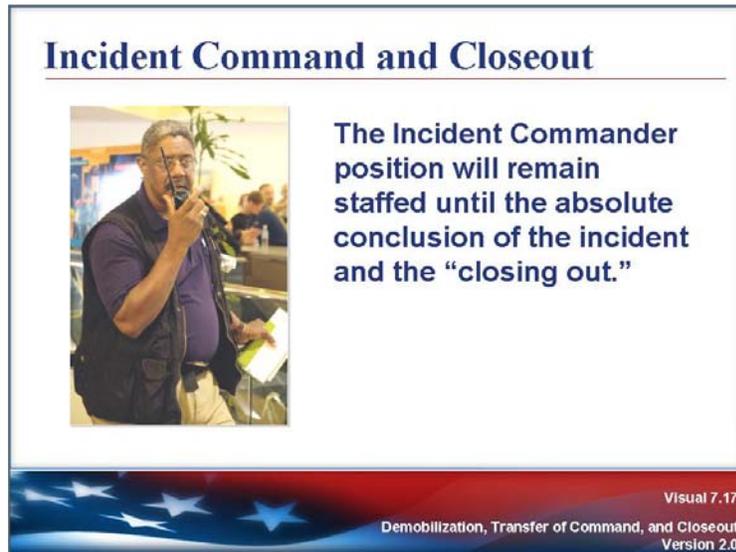
### Key Points

The briefing of the receiving Incident Commander should contain the following information:

- Current situation and prognosis
- Resources remaining and their status
- Particular areas of concern (political, community interest, etc.)
- Logistical support needed or retained
- Turnover of appropriate incident documentation



Visual 7.17



**Visual Description:** Incident Command and Closeout

### Key Points

The Incident Commander will stay with the incident until its absolute conclusion and the “closing out” of the incident. The person filling the position of IC may change.

At some point, on-scene tactical operations will be completed, and the incident Command Staff will be demobilized. Team demobilization may include a formal “closeout” with the responsible agency or jurisdiction or jurisdictions, and should include an incident debriefing.



Visual 7.18

### Closeout Briefing

A closeout briefing includes the following information:

- Incident summary
- Major events that may have lasting ramifications
- Documentation, including components that are not finalized
- Opportunity for the agency officials to bring up concerns
- Final evaluation of incident management by the agency executive/officials

Visual 7.18  
Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Closeout Briefing

### Key Points

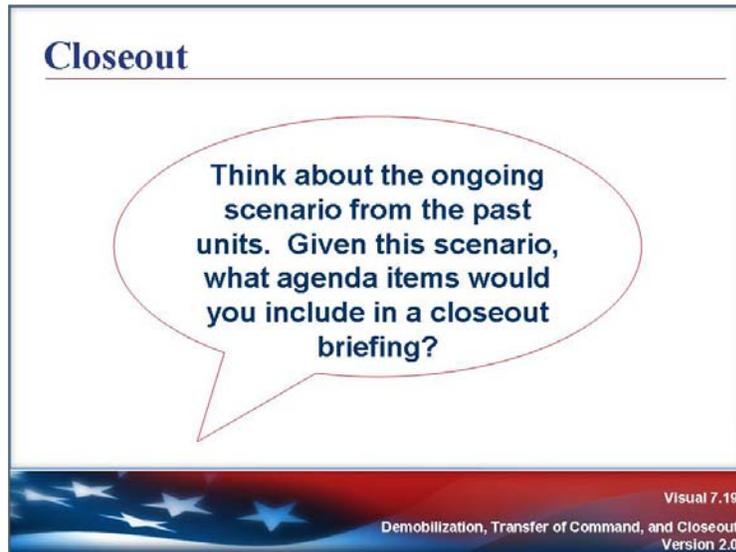
A closeout briefing includes the following information:

- Incident summary
- Discussion of major events within the incident that may have lasting ramifications
- Turnover of appropriate incident documentation, to include components that are not finalized
- Allowing an opportunity for the agency officials to bring up concerns prior to the incident ending
- A final evaluation of incident management by the agency executive/officials

**In what situations would it be important to conduct a closeout briefing?**



Visual 7.19



**Visual Description:** Closeout—Discussion Question: Think about the ongoing scenario from the past units. Given this scenario, what agenda items would you include in a closeout briefing?

### Key Points

Think about the scenario used in the application exercises in the past few units.

**Given this scenario, what agenda items would you include in a closeout briefing?**



Visual 7.20

### Team Closeout Meeting

- Incident Management Teams or other teams may hold a closeout meeting to discuss team performance.
- These meetings may result in a “lessons learned” summary report.



Visual 7.20

Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Team Closeout Meeting

### Key Points

In some cases, teams will have a closeout meeting either prior to or after the agency briefing to discuss team performance and future enhancements to their performance.

These meetings are usually facilitated by the Planning Section Chief and result in a “lessons learned” listing.



Visual 7.21

### Conducting an After-Action Review

An after-action review answers the following questions:

- What did we set out to do?
- What actually happened?
- Why did it happen?
- What are we going to do differently next time?
- Are there lessons learned that should be shared?
- What followup is needed?

Visual 7.21

Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Conducting an After-Action Review

### Key Points

An after-action review answers the following questions:

- What did we set out to do?
- What actually happened?
- Why did it happen?
- What are we going to do differently next time?
- Are there lessons learned that should be shared?
- What followup is needed?

Refer to the job aid on the next page.

## After-Action Review (AAR) Tips

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### Overall Tips

- Schedule an After-Action Review (AAR) as soon after the incident as possible.
- Keep it short and focused.
- Focus on WHAT, not WHO.
- Establish clear ground rules: encourage candor and openness (this is dialog—not lecture or debate); focus on items that can be fixed; keep all discussions confidential.
- Use a skilled facilitator to conduct the AAR.

---

### AAR Process Steps

Use the following questions to facilitate the AAR process:

#### 1. What did we set out to do?

- Establish the facts.
- Determine purpose of the mission and definition of success:
  - Identify key tasks involved.
  - Specify conditions under which each task may need to be performed (weather, topography, time restrictions, etc.).
  - Define acceptable standards for success (explain what “Right” looks like).

#### 2. What actually happened?

- Continue to establish the facts.
  - Participants should come to agreement on what actually happened.
  - Pool multiple perspectives to build a shared picture of what happened.

#### 3. Why did it happen?

- Analyze cause and effect.
  - Focus on WHAT, not WHO.
  - Provide progressive refinement for drawing out explanations of what occurred. This will lead into developing possible solutions.

#### 4. What are we going to do differently next time?

- Solutions will arise naturally once problems are identified and understood.
  - Focus on items you can fix, rather than external forces outside of your control.
  - Identify areas where groups are performing well and that should be sustained. This will help repeat success and create a balanced approach to the AAR.

Areas To Sustain/Maintain Strengths:

Areas To Improve:

#### 5. Are there lessons learned that should be shared immediately?

- Identify the process for sharing lessons learned.
  - Option 1: Document the Issue, Discussion, Recommendation
  - Option 2: Document the Concept of the Operation, Results, Trends, Recommendation
- Determine and describe the most notable successes from the incident.
- Determine and describe the most difficult challenges faced and how they were overcome.

#### 6. What followup is needed?

- Be specific about actions, timelines, and responsibilities.
  - What changes, additions, or deletions are recommended to SOPs, plans, or training?
  - What issues were not resolved to your satisfaction and need further review?



Visual 7.22

**Applied Exercise**



Follow instructions . . .

- Presented by instructors.
- Outlined on handouts.

Visual 7.22  
Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Applied Exercise

### Key Points

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



Visual 7.23

**Summary (1 of 2)**

Are you now able to:

- Describe the importance of demobilization planning?
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning?
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties?

Visual 7.23  
Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Summary (1 of 2)

### Key Points

Are you now able to:

- Describe the importance of demobilization planning?
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning?
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties?



Visual 7.24

**Summary (2 of 2)**

Are you now able to:

- List the major sections in a demobilization plan?
- Identify the need for transfer of command or closeout?
- Identify the process involved in a closeout meeting?

Visual 7.24  
Demobilization, Transfer of Command, and Closeout  
Version 2.0

**Visual Description:** Summary (2 of 2)

### Key Points

Are you now able to:

- List the major sections in a demobilization plan?
- Identify the need for transfer of command or closeout?
- Identify the processes involved in a closeout meeting?

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## Unit 8: Course Summary

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**Unit Objectives**

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

- Identify the course objectives.
  - Take the final exam.
- 

**Scope**

- Unit Introduction
- Course Objectives Review
- Exam Preparation and Instructions
- Exam
- Feedback and Closeout





Visual 8.1



**Visual Description:** Unit Introduction

### Key Points

The purpose of this unit is to review the course contents and ensure that everyone has mastered the key learning points.



Visual 8.2

### Review ICS-300 Course Objectives

Are you now able to:

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

Visual 8.2

Course Summary  
Version 2.0

**Visual Description:** Review ICS-300 Course Objectives

### Key Points

Are you now able to:

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



Visual 8.3

## Taking the Exam

### Instructions:

1. Take a few moments to review your Student Manuals and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test . . .
  - Read each item carefully.
  - Circle your answer on the test.

→ You may refer to your Student Manuals when completing this test.

Visual 8.3

Course Summary  
Version 2.0

**Visual Description:** Taking the Exam

## Key Points

### Instructions:

1. Take a few moments to review your Student Manuals and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test . . .
  - Read each item carefully.
  - Circle your answer on the test.

You may refer to your Student Manuals when completing this test.



Visual 8.4

**Feedback**

Please complete:

- ICS Form 214 for the final day of training
- Overall Course Evaluation

Visual 8.4  
Course Summary  
Version 2.0

**Visual Description:** Feedback

### Key Points

Completing the course evaluation form is important. Your comments will be used to enhance the effectiveness of this course.

Thank you for your participation.