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FEMA Emergency Management Institute

ICS 200
Basic Incident Command System
for Initial Response

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ICS 200 COURSE

The Emergency Management Institute developed the IS-200.c Basic Incident Command System for Initial Response, ICS 200 course in collaboration with:

- National Wildfire Coordinating Group (NWCG)
- U.S. Department of Agriculture (USDA)
- U.S. Fire Administration's National Fire Programs Branch
- United States Coast Guard (USCG)

IS-200.c follows NIMS guidelines and meets the National Incident Management System (NIMS) Baseline Training requirements for ICS 200.

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Course Structure

This course is divided into eight lessons plus the Course Summary.

- Lesson 1: Course Overview
- Lesson 2: Incident Command and Unified Command
- Lesson 3: Delegation of Authority and Management by Objectives
- Lesson 4: Functional Areas and Positions
- Lesson 5: Incident Briefings and Meetings
- Lesson 6: Organizational Flexibility
- Lesson 7: Transfer of Command

Course Objectives

- Summarize basic information about the Incident Command System (ICS) and National Incident Management System (NIMS).
- Describe how NIMS Management Characteristics relate to ICS & Unified Command.
- Describe delegation of authority process, implementing authorities, management by objectives, and preparedness plans and objectives.
- Describe the Command Staff, the General Staff and identify ICS tools.
- Describe different types of briefings and meetings.
- Explain flexibility within the standard ICS organizational structure.
- Explain transfer of command briefings and procedures.
- Use ICS to manage an incident or event.

Lesson 1 Overview

This lesson provides an overview of the Incident Command System (ICS) and the National Incident Management System (NIMS).

Lesson Objectives

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

- Describe the Incident Command System (ICS).
- Describe the National Incident Management System (NIMS).

Incident Command System (ICS)

ICS is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations

- Represents "best practices," and has become the standard for emergency management across the country
- Used for planned events, natural disasters, and acts of terrorism
- Is a part of the National Incident Management System (NIMS)

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

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Why ICS?

All levels of government, the private sector, and nongovernmental agencies must be prepared to prevent, protect against, mitigate, respond to, and recover from major events and disasters that exceed capabilities of any single entity. Threats from natural disasters and human-caused events, require a unified and coordinated national approach to planning and to domestic incident management.

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Homeland Security Presidential Directives

HSPD-5, Management of Domestic Incidents:

Requires Department of Homeland Security to coordinate with other federal departments and agencies and state, local, and tribal governments to establish a National Response Framework and a National Incident Management System.

HSPD-8, National Preparedness:

Directed DHS to lead development a National Preparedness System - and a common, unified approach to strengthen preparedness to prevent and respond to terrorist attacks, major disasters, and other emergencies.

Presidential Policy Directive 8 (PPD-8):

Describes Nation's approach to preparedness - one that involves the "whole community," including individuals, businesses, faith-based organizations, schools, tribes, and all levels of government

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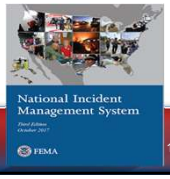
National Incident Management System (NIMS) Overview

NIMS provides a consistent framework for incident management at all jurisdictional levels regardless of cause, size, or complexity of the incident.

NIMS provides first responders and other cognizant authorities with the same management foundation for incidents such as terrorist attacks, natural disasters, other emergencies, and for events of local, regional or national significance.



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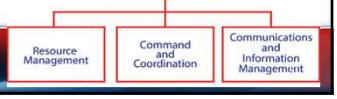
Major Components of NIMS

Jurisdictions and organizations involved in incident management vary in authorities, management structures, communication capabilities and protocols, and other factors.

NIMS major components provide a common framework to integrate diverse capabilities and achieve common goals. The application of all three components is vital to successful NIMS implementation.



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NIMS Management Characteristics

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Lesson 2 Overview

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

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

While examining Chain of Command and Unity of Command, we will also discuss additional information related to leadership in incident management.

We'll begin by reviewing chain of command.

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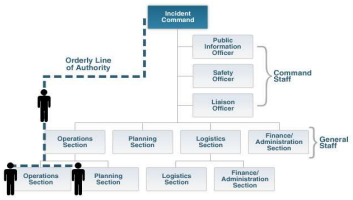
Chain of Command



An orderly line of authority used for the flow of task assignments and resource requests. This line of authority flows down through organizational structure.

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Unity of Command

Unity of command means that each individual involved in incident operations will be assigned and will report to only one supervisor.

Chain of command and unity of command help to ensure that clear reporting relationships exist and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

Unity of command clears up many of the potential communication problems encountered in managing incidents or events because each individual maintains a formal communication relationship only with his or her immediate supervisor.

Don't confuse unity of command with Unified Command!

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Unified Command

When no one jurisdiction, agency, or organization has primary authority and/or the resources to manage an incident on its own, Unified Command may be established.

There is no one "Commander." The Unified Command can allocate resources regardless of ownership or location.

This illustration shows three responsible agencies managing an incident together under a Unified Command.

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Advantages of Unified Command

Advantages of using Unified Command include:

- A single set of objectives guides incident response.
- Collective approach to develop strategies to achieve incident objectives.
- Information flow and coordination are improved between all involved.
- All agencies have an understanding of joint priorities and restrictions.
- No agency's legal authorities will be compromised or neglected.
- Agencies' efforts are optimized as they perform their respective assignments under a single Incident Action Plan.

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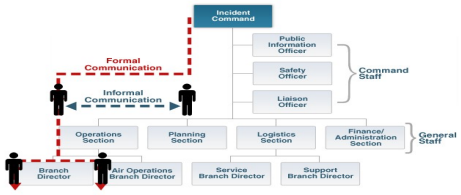
Integrated Communications Overview



Formal communications follow lines of authority. However, information concerning incident or event can be passed horizontally or vertically within organization without restriction.

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Common Leadership Responsibilities

Good leaders communicate by giving specific instructions and asking for feedback as they supervise the scene of action.

- Evaluates the effectiveness of the plan.
- Understands and accepts the need to modify plans or instructions.
- Ensures safe work practices.
- Takes command of assigned resources.
- Motivates with a "*can do safely*" attitude.
- Demonstrates initiative by taking action.

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Commitment to Duty

Duty begins with everything required by law and policy, but it is much more than simply fulfilling requirements.

How does an effective leader demonstrate a commitment to duty?

- Take charge within his or her scope of authority.
- Be prepared to step out of a tactical role to assume a leadership role.
- Be proficient in his or her job.
- Make sound and timely decisions.
- Ensure tasks are understood.
- Develop subordinates for future events.

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Leadership & Respect

In order to maintain leadership and respect, a leader should:

- Know subordinates and look out for their well-being. A leader's workforce is their greatest resource. Not all workers will succeed equally, but they all deserve respect.
- Keep subordinates and supervisor informed with accurate and timely briefings and giving intent behind assignments and tasks.
- Build the team. Conducting frequent briefings and debriefings with team enables a leader to monitor progress and identify lessons learned. Considerations made during these meetings should include team experience, fatigue, and physical limitations when accepting assignments.

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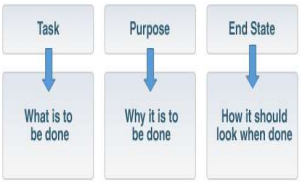
Communication Responsibilities

To ensure sharing of critical information, all responders must:

- Brief others as needed
- Debrief their actions
- Communicate hazards
- Acknowledge messages
- Ask if they do not know



The most effective form of communication is face-to-face!

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Incident Assessment

Assessment is an important leadership responsibility and is conducted after a major activity in order to allow employees and leaders to discover what happened and why. Assessment methods include:

- Corrective action report/After-Action Review (AAR)
- Debriefing
- Post-incident critique
- Mitigation plans

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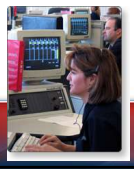
Using Common Terminology

ICS establishes common terminology that allows diverse incident management and support entities to work together.

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



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ICS Organization Review

The ICS organization is typically structured to facilitate activities in five major functional areas: Command, Operations, Planning, Logistics, and Finance/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.

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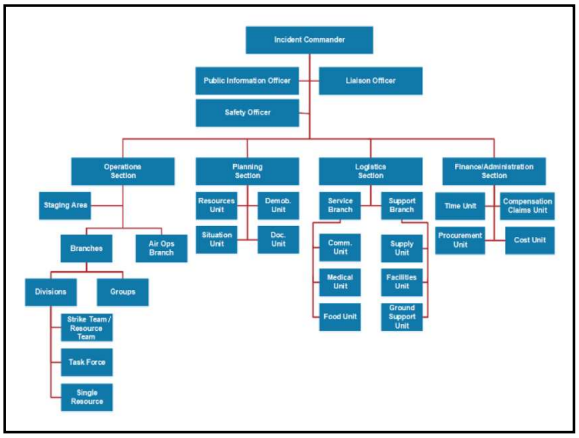
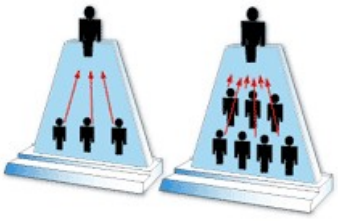


Manageable Span of Control (SOC)

Optimal SOC for incident management is one supervisor to five subordinates; however, circumstances may necessitate ratios different from this. The 1:5 ratio is a guideline, and incident personnel use best judgment to determine actual distribution of subordinates to supervisors for an incident or EOC activation.



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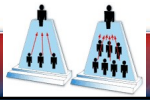
Modular Organization

ICS adheres to a "*form follows function.*" The size of current organization and that of the next operational period is determined through the incident planning process.

Because ICS is a modular concept, span of control is accomplished by organizing into Teams, Divisions, Groups, Branches, or Sections.

When supervisor-to-subordinate ratio exceeds acceptable limits, additional modules can be established.

When a supervisor is managing too few subordinates, modules can be reorganized or demobilized to reach a more effective span of control.



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Typical Organizational Structure

Initial response to 95% of domestic incidents typically handled by local "911" dispatch centers, emergency responders within a single jurisdiction, and direct supporters of emergency responders.

Most responses only need:

- Command: Incident Commander (and possibly Command Staff)
- Single Resource: An individual, a 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

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Expanding Incidents

Incidents that begin with single resources may rapidly expand requiring significant additional resources and operational support.

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Use of Position Titles

At each level within the ICS organization, individuals with primary responsibility positions have distinct titles. Using specific ICS position titles serves these important purposes:

- Provides a common standard
- Ensures qualified individuals fill positions
- Ensures that requested personnel are qualified
- Standardizes communication
- Describes the responsibilities of the position

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ICS Supervisory Position Titles

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	Unit Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

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Lesson 3 Overview

The Delegation of Authority & Management by Objectives lesson introduces you to the delegation of authority process, implementing authorities, management by objectives, and preparedness plans and agreements.

Lesson Objectives

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

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

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Delegation of Authority Process

- In most jurisdictions, the responsibility for the protection of the citizens rests with the chief elected official. Elected officials have the authority to make decisions, commit resources, obligate funds, and command resources.
- The Authority Having Jurisdiction (AHJ) is the entity that creates and administers processes to qualify, certify, and credential personnel for incident-related positions. AHJs include state, tribal, or Federal government departments and agencies.

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Delegation of Authority: Elements

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

The delegation should also specify which incident conditions will be achieved prior to a transfer of command or release.

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Sample Delegation of Authority

_____ is assigned as Incident Commander on the _____ incident.

You have full authority and responsibility for managing the incident activities within the framework of agency policy and direction. Your primary responsibility is to organize and direct your assigned and ordered resources for efficient and effective control of the incident.

You are accountable to _____ or his/her designated representative listed below.

Financial limitations will be consistent with the best approach to the values at risk. Specific direction for this incident covering management and other concerns are:

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Scope of Authority

Within scope of authority, the Incident Commander establishes the objectives, then determines strategies, resources, and ICS structure based on those objectives. The IC must also have authority to establish ICS structure adequate to protect the safety of responders and citizens.

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Management by Objectives

ICS is managed by objectives. Objectives are communicated throughout the entire ICS organization through the Incident Action Planning process. *Management by Objectives* includes establishing overarching objectives and:

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

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Establishing & Implementing Objectives

The steps for establishing and implementing objectives include:

- Step 1: Understand agency policies and the direction they provide.
- Step 2: Assess incident situation.
- Step 3: Establish incident objectives.
- Step 4: Select appropriate strategy to achieve objectives.
- Step 5: Perform tactical direction.
- Step 6: Provide necessary follow-up.

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Initial Response: Conduct a "Size-Up"

A size-up is done to set immediate incident objectives. The first responder to arrive must assume command and size-up the situation by determining:

- Nature and magnitude of incident and safety concerns
- Initial priorities and immediate resource requirements
- Location of Incident Command Post and Staging Area
- Entrance and exit routes for responders

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Overall Priorities

Objectives are established based on the following priorities:

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

Overall priorities for an incident define what is most important. These are not a set of steps; you do not complete all life safety actions before you start any efforts to stabilize the incident.

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Effective Incident Objectives

Incident objectives must be:

- **Specific** and state what's to be accomplished
- **Measurable** and include an objective standard for completion
- **Attainable** and **Reasonable** **(a bit subjective?)**
- Evaluated (usually by **time**) to determine effectiveness of response

EXAMPLE: *"Establish a controlled perimeter around the entire incident site within 45 minutes – and no later than 6 p.m."*

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Objectives, Strategies, and Tactics

Incident objectives, strategies, and tactics are three fundamental pieces of a successful incident response.

- **Objectives** state what will be accomplished.
- **Strategies** establish general plan accomplishing incident objectives.
- **Tactics** specify how the strategies be executed.

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Objectives, Strategies, & Tactics: Example

- **Objective:** Stop the spread of hazardous materials from a tractor-trailer accident into the river by 1800 today.
- **Strategy:** Employ barriers.
- **Tactics:** Use absorbent damming materials to construct a barrier between downhill side of scene and Murkey Creek.

Incident Commander establishes goals and strategies. The Operations Section is responsible for determining appropriate tactics for an incident.

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Elements of an Incident Action Plan

Incident Action Plan (IAP) covers an operational period and includes:

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

The operational period is the period of time scheduled for execution of a given set of tactical actions as specified in the IAP.

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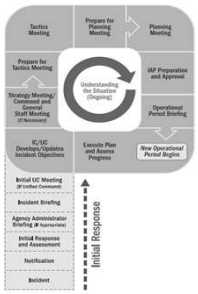
Operational Period Planning Cycle ("*Planning P*")

Incident Action Plan is completed each operational period utilizing the progression of meetings and briefings in the Operational Period Planning Cycle.

The "*Planning P*" is a graphical representation of the sequence and relationship of the meetings, work periods, and briefings that comprise the Operational Period Planning Cycle.



Preparedness Plans and Agreements

The Incident Commander and Command and General Staffs, should have a working knowledge of jurisdictional and agency preparedness plans and agreements. The most common preparedness plans are:

- Federal, State, or local Emergency Operations Plans (EOPs)
- Standard Operating Guides (SOGs) - a standard outline of policy
- Standard Operating Procedures (SOPs) - a set of step-by-step instructions compiled by an organization to help workers carry out complex operations
- Jurisdictional or agency policies

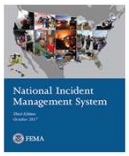
Emergency Operations Plan (EOP)

EOPs are developed at federal, state, and local levels to provide a uniform response to all hazards a community may face.

EOPs should be consistent with NIMS.

To access NIMS Resource Center:

https://www.fema.gov/national-incident-management-system



Mutual Aid Agreements and Compacts

- Mutual Aid Agreements establish a legal basis for entities to share resources.
- Local jurisdictions voluntarily participate in mutual aid through agreements with neighboring jurisdictions.
- States can participate in mutual aid through the Emergency Management Assistance Compact (EMAC).
- Federal agencies offer mutual aid to each other and to states, tribes, and territories under National Response Framework.

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Lesson 4 Overview

The Functional Areas and Positions lesson introduces you to ICS organizational components, the Command Staff, the General Staff, and ICS tools.

Lesson Objectives

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

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

This lesson provides more in-depth information on ICS organizational elements.

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Incident Commander

Has overall incident management responsibility delegated by the appropriate jurisdictional authority.

- Develops objectives to guide Incident Action Planning process
- Approves the Incident Action Plan and all requests pertaining to ordering and releasing of resources
- A lower ranking but more qualified person may be designated as Incident Commander.

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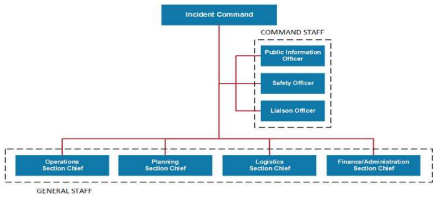
Incident Commander (Continued)



Incident Commander performs **all** major ICS functions unless he or she activates Command or General Staff positions. For example, the Incident Commander would personally perform Operations function until an Operations Section was activated.

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Deputy Incident Commander

Incident Commander may have one or more Deputies. Deputies may be assigned at Incident Command, Section, or Branch levels. The only ICS requirement regarding a Deputy is that the Deputy must be fully qualified and equally capable to assume the position.

Three primary reasons to designate a Deputy Incident Commander are to:

- Perform specific tasks as requested by the Incident Commander.
- Perform the incident command function in a relief capacity (e.g., to take over for the next operational period). In this case, the Deputy will assume the primary role.
- Represent an Assisting Agency that may share jurisdiction or have jurisdiction in the future.

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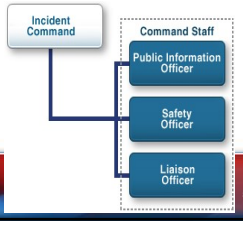
Command Staff

Command Staff are only activated when needed. If a Command Staff position is not needed it will not be activated. For example, an incident may not require a Liaison Officer if there are not outside agencies or organizations to coordinate with.

Command Staff includes the following positions:

- Public Information Officer
- Liaison Officer
- Safety Officer



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Assisting & Cooperating Agencies

Assisting Agency provides personnel, services, or other resources to agency with direct responsibility for incident.

Cooperating agency supplies assistance other than direct operational or support functions or resources to the incident.

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

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Agency Representative

An individual assigned to an incident from an assisting or cooperating agency.

Agency Representatives are delegated authority to make decisions on matters affecting that agency's participation at the incident.

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Expanding Incidents

As they grow in scope there may be a need to activate Teams, Units, Divisions, Groups, Branches, or Sections to maintain an appropriate span of control.

This expansion frees up Incident Commander to perform critical decision-making and it clearly defines the lines of communication to everyone involved in the incident.

Next, we'll review the organizational elements that may be activated during an expanding incident.

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Operations Section

Directs and coordinates all tactical operations:

- Normally the second organization to be activated
- Expands from bottom up
- Has the most resources
- May have "Staging Areas" and special organizations.

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Operations Section Chief

Responsible to Incident Commander for the direct management of all incident-related operational activities:

- Establishes tactical objectives for each operational period
- Has direct involvement in preparation of Incident Action Plan

Operations Section Chief may have one or more Deputies assigned. Assignment of Deputies from other agencies may be advantageous in the case of multi-jurisdictional incidents.

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Operations Section: Staging Areas

Staging Areas are set up at so resources can wait for a tactical assignment.

A Staging Area Manager will be assigned and will report to Operations Section Chief or Incident Commander if Operations Section not activated.

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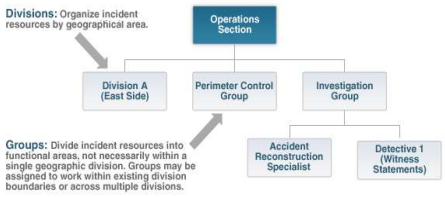
Divisions and Groups

Divisions established to divide incident into physical or geographical areas of operation.

Groups stablished to divide incident into functional areas of operation.



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Branches

Branches may be used to serve several purposes and may be functional or geographic in nature. Branches are established when the number of divisions or groups exceeds an effective span of control for the Operations Section Chief.

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Planning Section

The Planning Section has responsibility for:

- Maintaining resource status and displaying situation status
- Preparing the Incident Action Plan (IA
- Developing alternative strategies
- Providing documentation services
- Preparing the Demobilization Plan

Planning Section should look beyond the current and next operational period and anticipate potential problems or events.

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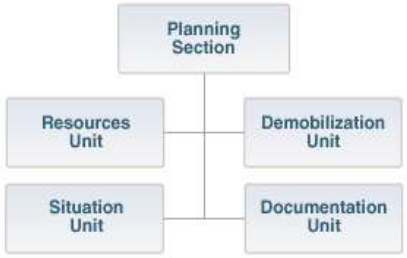
Planning Section Key Personnel



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Logistics Section

Early recognition for need for a Logistics Section can reduce time and money spent on an incident. Logistics is responsible for all support requirements, including:

- Communications
- Medical support to incident personnel
- Food for incident personnel
- Supplies, facilities, and ground support

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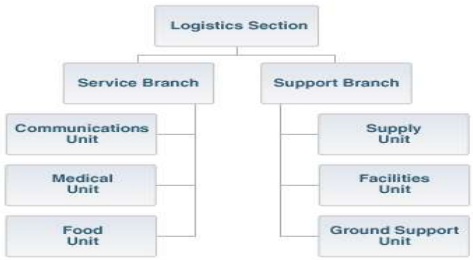
Logistics Section "Service Branch"



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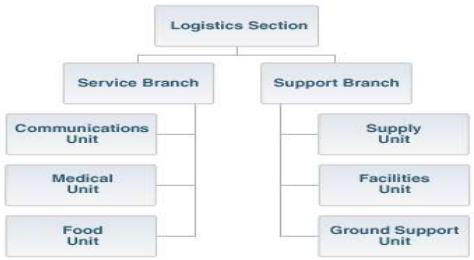
Logistics Section "Support Branch"



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Finance/Administration Section

The Finance/Administration Section:

- Established when incident management activities require finance and other administrative support services.
- Handles claims related to property damage, injuries, or fatalities at the incident.

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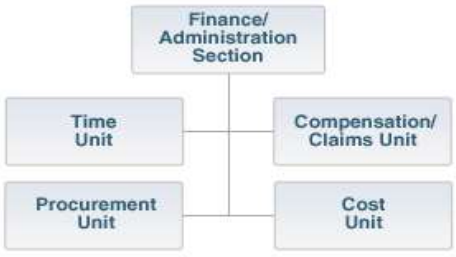
Finance/Administration Units



FEMA 69

Intelligence/Investigations Function in ICS

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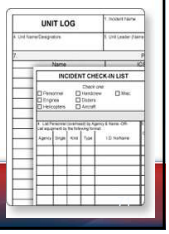
ICS Forms

ICS Forms provide a method of recording and communicating key incident-specific information in a format that is simple, consistent, and supports interoperability.

- What function does the form perform?
- Who is responsible for preparing the form?
- Who needs to receive this information?



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Incident Briefing Form / ICS-201

The Incident Briefing Form (ICS - 201) is an eight-part form that provides an Incident Command/Unified Command with status information that can be used to brief incoming resources, an incoming Incident Commander or team, or a supervisor. The basic information includes:

- Current Situation (significant events, maps, photos, diagrams)
- Incident objectives (initial, or ongoing)
- Summary of current actions
- Status summary of resources assigned/ordered

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Other Commonly Used ICS Forms

Commonly used Incident Command System forms can be found on FEMA's Emergency Management Institute website for ICS Forms: FEMA's Emergency Management Institute website for ICS Forms

- ICS Form 202, Incident Objectives
- ICS Form 203, Organization Assignment List
- ICS Form 204, Assignment List
- ICS Form 205, Incident Radio Communications Plan
- ICS Form 206, Medical Plan ICS Form 207, Organizational Chart
- ICS Form 208, Safety Message
- ICS Form 209, Incident Status Summary
- ICS Form 210, Status Change Card
- ICS Form 211, Check-In List
- ICS Form 213, General Message
- ICS Form 214, Unit Log
- ICS Form 215, Operational Planning Worksheet
- ICS Form 215a, Incident Action Plan Safety Analysis
- ICS Form 216, Radio Requirements Worksheet
- ICS Form 217, Radio Frequency Assignment Worksheet
- ICS Form 218, Support Vehicle Inventory
- ICS Form 220, Air Operations Summary
- ICS Form 221, Demobilization Plan
- ICS Form 308, Resource Order Form

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Lesson 5 Overview

The Incident Briefings and Meetings lesson introduces you to different types of briefings and meetings.

Lesson Objectives

At the end of this lesson you should be able to:

- Describe components of field, staff, and section briefings/meetings.
- Prepare to give an Operational Period Briefing.

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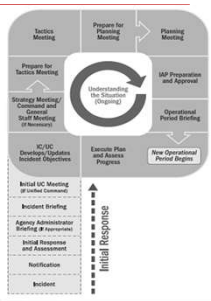
Incident Action Planning Process

The Incident Action Planning Process defines the meetings and briefings used to develop IAP for Operational Period Briefing.

In addition to IAP-related meetings, there will also be other meetings and briefings to include section-level meetings and briefings, situation update briefings, and transfer of command briefings.



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Levels of Briefings

Three types of briefings/meetings used in ICS:

- **Staff-level briefings**
- **Field-level briefings**
- **Section-level briefings**

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Operational Period Briefing (1 of 4)

A concise "*Operational Period Briefing"* is conducted at the beginning of each operational period. The briefing presents the *Incident Action Plan* for upcoming period to supervisors within the Operations Section and the other General Staff Sections.

Members of the Command Staff as well as specific support elements (i.e., Communications Unit, Medical Unit) can also attend to provide important information needed for safe and effective performance during the operational period.

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Operational Period Briefing (2 of 4)

- Operational Period Briefing is facilitated by the Planning Section Chief and follows a set agenda.
- Planning Section Chief reviews agenda and facilitates briefing.
- Incident Commander or Planning Section Chief presents incident objectives or confirms existing objectives.
- Situation Unit Leader provides information on the current situation.
- Current Operations Section Chief provides current assessment and accomplishments.

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Operational Period Briefing (3 of 4)

- On-coming Ops Section Chief covers work assignments and Division and Group staffing for upcoming operational period.
- Logistics Section Chief provides updates on transportation, communications, and supplies.
- Finance/Administration Section Chief provides any fiscal updates.
- Public Information Officer provides information on public information issues.
- Liaison Officer briefs any interagency information.

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Operational Period Briefing (4 of 4)

- Technical Specialists present updates on conditions affecting the response (weather, fire behavior, environmental factors).
- Safety Officer reviews specific risks to operational resources and the identified safety/mitigation measures.
- Incident Commander reiterates operational concerns and directs resources to deploy.

- Planning Section Chief announces the next Planning Meeting and Operational Period Briefing, then adjourns the meeting.

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Lesson 6 Objectives

The Organizational Flexibility lesson introduces you to flexibility within the standard ICS organizational structure.

Lesson Objectives

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

- Explain how modular organization expands and contracts.
- Identify factors in analyzing incident complexity.
- Define the five types of incidents.

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Flexibility and Standardization

ICS organization may be expanded easily from a very small size for routine operations to a larger one to handle catastrophic events. Standardization does NOT limit flexibility. Flexibility does NOT mean that the NIMS Management Characteristic Common Terminology is superseded.

Flexibility does not mean using non-standard organizational structures or position titles that would interfere with the NIMS Management Characteristics Common Terminology and Modular Organization.

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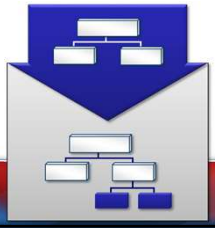
Modular Organization

Incident command structure is based on:

- Size and complexity of the incident
- Specifics of the hazardous environment
- Planning process and incident objectives



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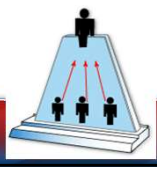
ICS Expansion and Contraction

There are no hard-and-fast rules, but remember:

- Only necessary functions & positions get activated
- Each element must have a person in charge.
- An effective span of control must be maintained.



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Activation of Organizational Elements

Many incidents will never require the entire Command or General Staff or all elements within each Section. Other incidents may require some or all of the Command Staff and Sectional all sub-elements.

Activation of an element (Section, Branch, Division, Group or Unit) must be based on objectives and resource needs.

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Activation (Continued)

Organizational elements may be activated in various Sections **without** activating the Section Chief. Example: Situation Unit can be activated without a Planning Section Chief assigned. In this case, supervision of Situation Unit rests with Incident Commander.

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Avoid Combining Positions

It is tempting to combine ICS positions to gain staffing efficiency. Rather than combining positions, you may assign the same individual to supervise multiple units.

When assigning personnel to multiple positions, do not use nonstandard titles. Creating new titles may be unrecognizable to assisting or cooperating personnel and may cause confusion. Be aware of potential span-of-control issues that may arise from assigning one person to multiple positions.

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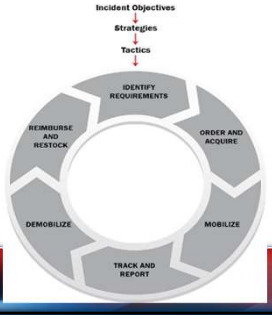
Resource Management

Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. The incident resource management process consists of the following:

- Identifying Requirements
- Ordering and Acquiring
- Mobilizing
- Tracking and Reporting
- Demobilizing
- Reimbursing and Restocking

This section will review key resource management principles.



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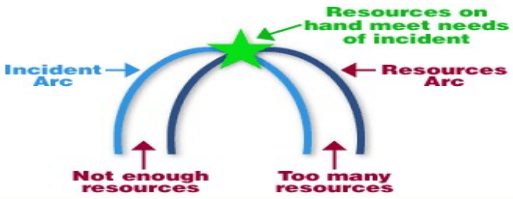
Anticipating Incident Resource Needs

Experience and training help predict workloads and corresponding staffing needs. As the graphic illustrates, an incident may build faster than resources can arrive.



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Predicting Incident Workload

Workload patterns are often predictable throughout incident life cycle.

- **Operations Section: w**orkload is immediate and often massive. On a rapidly escalating incident, the Operations Section Chief must determine appropriate tactics; organize, assign, and supervise resources; and at the same time participate in the planning process.
- **Planning Section:** Resources and Situation Units will be very busy in the initial phases of the incident. In the later stages, the workload of the Documentation and Demobilization Units will increase.
- **Logistics Section:** Supply and Communications Units will be very active in the initial and final stages of the incident.

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Analyzing Incident Complexity

Strike the right balance when determining resource needs. Having too few can lead to loss of life and property, while having too many can result in unqualified personnel deployed without proper supervision.

A complexity analysis can help:

- Identify resource requirements
- Determine if management structure is appropriate

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Complexity Analysis Factors

- **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**

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Resource Terminology

The following terms apply to resources:

- **Single Resource:** an individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.
- **Strike Team / Resource Team:** a set number of resources of the same kind and type with common communications operating under the supervision of a *Strike Team Leader*.
- **Task Force:** combination of mixed resources with common communications and supervised by a *Task Force Leader*.

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Resource Typing

Defines and categorizes incident resources by capability. Typing is done to ensure that responders get the right personnel and equipment. ICS resources categorized by:

- **Kind:** basic description (personnel, teams, facilities, equipment, supplies)
- **Type:** Resource's minimum capability to perform its function. The level of capability is based on size, power and capacity (for equipment), or experience and qualifications (for personnel or teams).

Kind = What's Needed?
Type = Qualifications? Capacities?

Resource Typing (Continued)

Resource types range from Type I (most capable) to Type IV (least capable), letting you reserve the appropriate level by describing the size, capability, and staffing qualifications of a specific resource.

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Incident Typing: Overview

Incidents, like resources, may be categorized into five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex. Incident typing may be used to:

- Make resource requirements decisions.
- Order Incident Management Teams (IMTs). IMT made up of Command and General Staff members in ICS organization.

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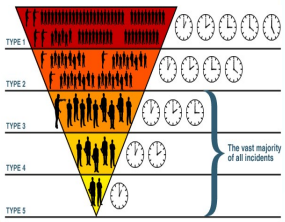
Incident Typing: Overview (Continued)

Incident type corresponds to the number of resources required and the anticipated duration. Incident types move from Type 5 being the least complex to Type 1 being the most complex.

As number of resources required gets larger and duration of incident gets longer, the complexity also increases.

The vast majority of incidents are in the Type 3-5 range.



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Type 5 Incident

- **Resources:** One or two single resources with up to six personnel. Command and General Staff positions (other than the Incident Commander) are not activated.
- **Time Span:** Incident contained within first operational period and often within a few hours after resources arrive on scene. No written Incident Action Plan required.

Examples: vehicle fire, injured person, even a police traffic stop.

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Type 4 Incident

- **Resources:** Command Staff and General Staff functions are activated if needed. Several single resources are required to mitigate the incident.
- **Time Span:** Limited to one operational period in the control phase. No written Incident Action Plan is required for non-HazMat incidents. A documented operational briefing is completed.

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Type 3 Incident

- **Resources:** When capabilities exceed initial response, appropriate ICS positions should be added to match incident complexity. Some or all of Command and General Staff positions may be activated, as well as Division or Group Supervisor and/or Unit Leader level positions. An Incident Management Team (IMT) manages initial action incidents with a significant number of resources, and an extended response incident until containment/control is achieved.
- **Time Span:** May extend into multiple operational periods and a written Incident Action Plan ***may*** be required for each.

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Type 2 Incident

- **Resources:** Regional and/or national resources required. Most or all Command and General Staff positions filled. Operations personnel typically do not exceed 200 per operational period and the total does not exceed 500. The agency administrator/official is responsible for the incident complexity analysis, agency administrator briefings, and written delegation of authority.
- **Time Span:** Multiple operational periods. Written Incident Action Plan is required for each operational period.

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Type 1 Incident

- **Resources:** National resources are required. All Command and General Staff positions activated, and Branches need to be established. Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. High impact on the local jurisdiction, requiring additional staff for administrative and support functions. Incident may result in a disaster declaration.
- **Time Span:** Multiple operational periods. A written Incident Action Plan required for each operational period.

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Incident Management Teams (IMTs)

Group of ICS-qualified personnel consisting of Incident Commander and Command and General Staff. IMT types correspond to incident type:

- Type 5: Local Village and Township Level
- Type 4: City, County, or Fire District Level
- Type 3: State, Territory, Tribal, or Metropolitan Level
- Type 2: National and State Level
- Type 1: National and State Level (Type 1 Incident)

Team members are certified as having the necessary training and experience to fulfill IMT positions.

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Lesson 7 Overview

The Transfer of Command lesson introduces you to transfer of command briefings and procedures.

Lesson Objectives

At the end of this lesson you should be able to:

- Describe the process of transfer of command.
- List the briefing elements involved in transfer of command.

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Transfer of Command

Transfer of command is the process of moving the responsibility for incident command from one Incident Commander to another.

When is it required?

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A More Qualified Person Arrives

The arrival of a more qualified person does NOT necessarily mean a change in incident command.

The more qualified individual may:

- Assume command according to agency guidelines
- Maintain command as it is and monitor command activity and effectiveness
- Request a more qualified Incident Commander from the agency with a higher level of jurisdictional responsibility

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Transfer of Command Procedures

One of the main features of ICS is a procedure to transfer command with minimal disruption to incident.

Transfer should be face-to-face, and include a complete briefing that transfers all essential information for continuing safe and effective operations. Effective time and date of the transfer should be clearly communicated to all personnel.

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Transfer of Command Briefing Elements

A transfer of command briefing should always take place, and it should include:

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

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Review Questions

Instructions: Select the correct answer below.

The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include:

- A meeting of all Command and General Staff to communicate tactical direction.
- A briefing that captures all essential information for continuing safe and effective operations.
- A revision of the incident objectives and the development of a new Incident Action Plan.
- A listing of preferred terminology for organizational functions, incident facilities, resource descriptions, and position titles.

Instructions: Read the situation and question below, then select your answer.

Scenario: Heavy rains have caused flash flooding throughout the municipality. Response actions have begun with eight resources reporting to the Operations Section Chief (see the diagram). Is the situation consistent with the NIMS Management Characteristic of Manageable Span of Control?

- Yes
- No

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Review Questions

Review each statement below and indicate if it is true or false. Select your answers from the dropdown lists for each item, then click on the Check button to check your work.

1. Accountability means that incident personnel adhere to check-in/check-out, incident action planning, unity of command, resource tracking, and other principles.
2. An Incident Action Plan is an oral or written plan containing objectives that address tactics and support activities for the planned operational period.
3. In a major incident, personnel and equipment should be dispatched even without being requested.

Instructions: Read all of the statements below and then select the TRUE statement.

- The ICS intelligence function is limited to national security or other types of classified information.
- In ICS, modular organization means that the Incident Commander must activate complete, intact teams to staff the different functional areas.
- Resources include personnel, tools, and equipment available, or potentially available, for assignment to incidents.
- The use of radio codes (10-codes) is the most efficient means of communicating within an ICS organization.

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Review Questions

Instructions: Select who would be responsible for the task described below.

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

- Public Information Officer
- Liaison Officer
- Safety Officer

Instructions: Select the Section that is responsible for the task described below.

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

- Operations Section
- Planning Section
- Logistics Section

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Review Questions

Instructions: Select the Section that is responsible for the task described below.

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

- Operations Section
- Finance/Administration Section
- Logistics Section

Instructions: Select the Section that is responsible for the task described below.

Which Section would perform cost analysis and contracting services?

- Finance/Administration Section
- Planning Section
- Logistics Section

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Review Questions

Instructions: Select the TRUE statement from below:

- Each time an incident is managed using ICS, it is necessary to have a written delegation of authority.
- An Incident Commander's scope of authority must be stated in existing laws.
- The granting official is relieved of the ultimate responsibility for the incident after delegating authority.
- A delegation of authority is needed when an incident scope is complex or beyond existing authorities.

Instructions: Review the situation below and select the tactics that support the objective and strategy.

Heavy rains are threatening to cause a dam break. One incident objective and its strategy and tactics are as follows:

Objective: Decrease the probability of flooding by reducing the reservoir level to 35 feet by 0800 tomorrow.

Strategy: Pump water from reservoir.

Tactics: _____

- Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murky Creek.
- Inform the community of the potential risks and evacuate the downstream residents who are closest to the dam.

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Review Questions

Instructions: Read the question below and then select the correct answer.

An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management is called a(n):

- Assisting agency
- Cooperating agency

Instructions: Read the question below and then select the correct answer.

An _____ is an individual assigned to an incident from an assisting or cooperating agency.

- Assistant
- Agency Representative

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Review Questions

Instructions: Review the scenario below and select the best course of action.

Before establishing the Planning Section, the Incident Commander did not have sufficient resources to develop a written Incident Action Plan.

What should the Incident Commander do?

- Forgo the incident planning processing until a formal written plan can be developed and disseminated.
- Use the Incident Briefing, ICS Form 201, as the initial Incident Action Plan (IAP) until a Planning Section has been established.
- Assign the Public Information Officer the task of documenting and circulating the incident objectives, strategies, and tactics.

Instructions: Review the statement from the Emerald City Incident Operational Period Briefing. After reviewing the statement, click on who would present this information, then click on Check.

"Everyone should avoid skin contact with floodwaters. Drive with lights on. Watch for downed power lines in flood vicinity. Wear personal flotation devices when near/around water. Monitor City radio frequency F2 for safety updates."

Who would present this information during the Operational Period Briefing?

- Public Information Officer
- Safety Officer
- Logistics Section Chief

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Review Questions

Instructions: Select the correct response below.

Pat Jones is the Resources Unit Leader. No Planning Section Chief is assigned. Who does Pat Jones report to?

- Operations Section Chief
- Liaison Officer
- Incident Commander
- No direct supervisor

Instructions: Review the statement below. Click to indicate if the resource being ordered is a kind or type.

Ordering a canine team is an example of a resource _____.

- Kind
- Type

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Review Questions

Scenario:

A bank robber is holding staff and patrons hostage. An Operations Section has been activated with a Perimeter Control Group, Investigation Group, and SWAT Unit. The Command Staff includes the Incident Commander and a Public Information Officer, and the incident may extend into multiple operational periods.

- Type 5 Incident
- Type 4 Incident
- Type 3 Incident
- Type 2 Incident
- Type 1 Incident

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Congratulations!

You should now be able to demonstrate knowledge of how to manage an initial response to an incident.

The course specifically discussed:

- Incident Command and Unified Command
- Delegation of Authority & Management by Objectives
- Functional Areas & Positions
- Incident Briefings and Meetings
- Organizational Flexibility
- Transfer of Command
- Application of ICS for Initial Response

Certificate of Completion

To receive a certificate of completion, you must take the multiple-choice Final Exam and score at least 75 percent on the test.

Upon successful completion of the Final Exam, you will receive an e-mail message with a link to your electronic certification.

IS-200.c Final Exam Instructions

When the review is completed, follow these Final Exam instructions:

1. Take a few moments to review your Student Manual and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test online
   - Go to http://training.fema.gov/IS/crslist.asp and click on the link for IS-0200.c.
   - Click on "Take Final Exam."
   - Read each item carefully.
   - Check your work before submitting your answers.

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