ICS 200
ICS for Single Resources and Initial Action Incidents

Presenter

Kevin O'Hara MS, NRP, CHEP

Hosts

Jenette White
Albany Medical Center, Capital District Regional Training Center
whitej4@amc.edu

Anne D'Angelo/Eileen Spezio
University of Rochester, Finger Lakes Regional Training Center
anne_dangelo@urmc.rochester.edu
eileen_spezio@urmc.rochester.edu
wrhepc.urmc.edu

IS 200

FEMA

What Is ICS?

ICS:

- **Is a standardized, on-scene, all-hazard incident management concept.**
- **Enables a coordinated response among various jurisdictions and agencies.**
- **Established common processes for planning and management of resources.**
- **Allows for integration within a common organizational structure.**

FEMA

When Is ICS Used?

ICS can be used to manage:

- **Natural hazards.**
- **Technological hazards.**
- **Human-caused hazards.**
- **Planned events.**

FEMA

Why Use ICS?

1. It Works!   2. Mandates

FEMA
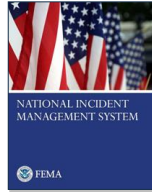
National Incident Management System (NIMS)
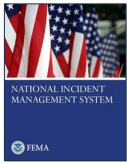
What ? . . . NIMS provides a consistent nationwide template . . .

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.

FEMA

NIMS Components
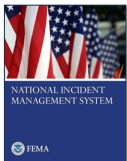
Preparedness

Communications and Information Management

Resource Management

Command and Management

Ongoing Management and Maintenance

Incident Command System

Multiagency Coordination Systems

Public Information

Additional Information: www.fema.gov/emergency/nims

FEMA

ICS Features: Review

- **Standardization**
  - **Common terminology**
- **Command**
  - **Establishment and transfer of command**
  - **Chain of command and unity of command**
  - **Unified command**
- **Planning/Organizational Structure**
  - **Management by objectives**
  - **Incident Action Plan (IAP)**
  - **Modular organization**
  - **Manageable span of control**
- **Facilities and Resources**
  - **Comprehensive resource management**
  - **Incident locations and facilities**
- **Communications/Information Management**
  - **Integrated communications**
  - **Information and intelligence management**
- **Professionalism**
  - **Accountability**
  - **Dispatch/Deployment**

FEMA

Chain of Command

FEMA
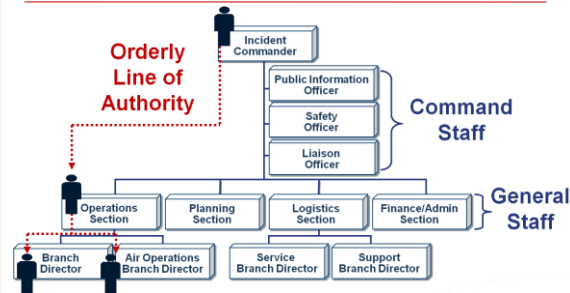
Unity of Command

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!

FEMA

4

"Unity" vs. "Unified"

What is the difference between unity of command and Unified Command?

Unified Command

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

Fire & Rescue Incident Commander

Local Law Enforcement Incident Commander

HazMat Incident Commander

Unified Command Features

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

Unified Command Benefits

- **A shared understanding of priorities and restrictions.**
- **A single set of incident objectives.**
- **Collaborative strategies.**
- **Improved internal and external information flow.**
- **Less duplication of efforts.**
- **Better resource utilization.**

Communications Overview

Formal Communication

Incident Commander

Public Information Officer

Safety Officer

Liaison Officer

Command Staff

Operations Section | Planning Section | Logistics Section | Finance/Admin Section

General Staff

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

---
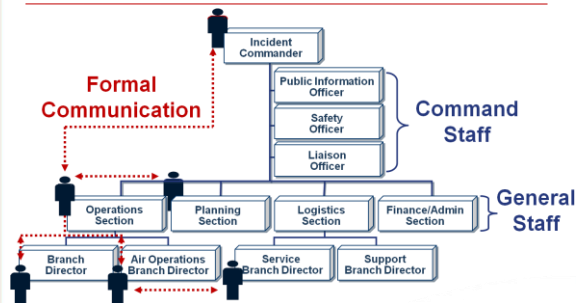
When To Use Formal Communication

Formal communication must be used when:

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

Informal Communication (1 of 2)

- **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!

Informal Communication (2 of 2)

Examples of informal communication are:

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

Leadership

Leadership means . . .

. . . providing purpose, direction, and motivation for responders working to accomplish difficult tasks under dangerous, stressful circumstances.

7

Common Leadership Responsibilities

A good operational leader:

- **Communicates** by giving specific instructions and asking for feedback.
- **Supervises** 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.

Leadership & Duty

Leaders should:

- **Know, understand, and practice the leadership principles.**
- **Recognize the relationship between these principles and the leadership values.**
- **Commit to excellence in all aspects of their professional responsibility.**

Commitment & Duty

- **Take charge within your scope of authority.**
- **Be prepared to assume a leadership role.**
- **Be proficient in your job.**
- **Make sound and timely decisions.**
- **Ensure tasks are understood.**
- **Develop your subordinates for the future.**

Leadership & Respect

- **Know your subordinates and look out for their well-being.**
- **Keep your subordinates and supervisor informed.**
- **Build the team.**
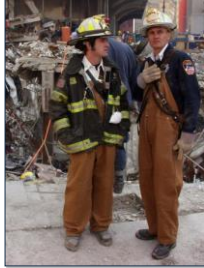
Leadership & Integrity

- **Know yourself and seek improvement.**
- **Seek responsibility and accept responsibility for your actions.**

What acts of integrity have you witnessed at an incident response?

Communication Responsibilities

To ensure sharing of critical information, responders must:

- **Brief others as needed.**
- **Debrief their actions.**
- **Communicate hazards to others.**
- **Acknowledge messages.**
- **Ask if they don't know.**

Briefing Elements

Provide complete briefings that include clearly stated objectives and the following elements:

Task	Purpose	End State
What is to be done	Why it is to be done	How it should look when done

Incident Management Assessment

Assessment methods include:

- **Corrective action report/ after-action review.**
- **Post-incident analysis.**
- **Debriefing.**
- **Post-incident critique.**
- **Mitigation plans.**
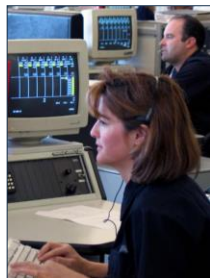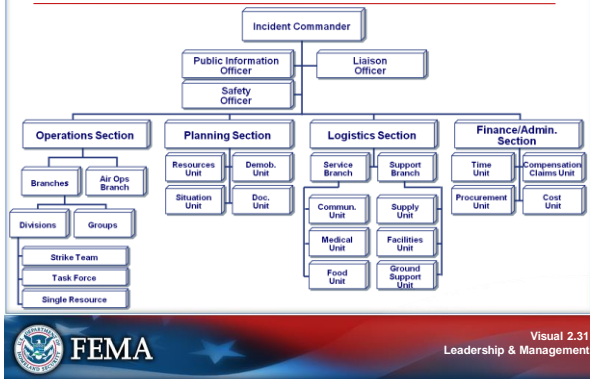
Using Common Terminology

Once the incident is formally designated, ICS terminology is always used for:

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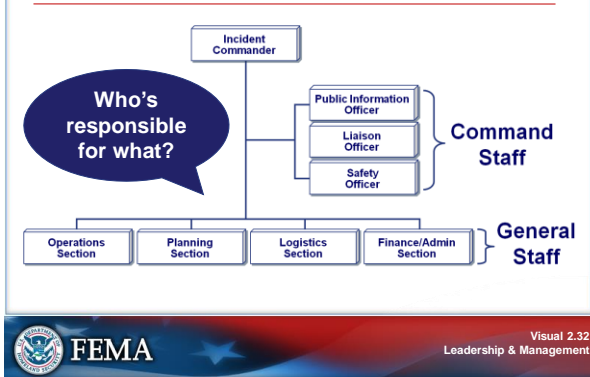- **Incident facilities.**
- **Resource descriptions.**
- **Position titles.**

ICS Organization: Review (1 of 2)

Incident Commander

Public Information Officer — Liaison Officer
Safety Officer

| Operations Section | Planning Section | Logistics Section | Finance/Admin. Section |

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

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

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

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

ICS Organization: Review (2 of 2)

Incident Commander

Who's responsible for what?

Public Information Officer
Liaison Officer
Safety Officer
Command Staff

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

ICS Management: Span of Control

ICS span of control for any supervisor:

- **Is between 3 and 7 subordinates.**
- **Optimally does not exceed 5 subordinates.**
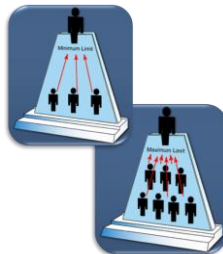
What Influences Span of Control?

Span of control is influenced by:

- **The type and complexity of incident or event.**
- **The nature of the response or task, distance, and safety.**

Modular Organization

Teams, Divisions, Groups, Branches, or Sections are:

- **Organized when the supervisory ratio exceeds 7.**
- **Demobilized when the supervisory ratio falls below 3.**
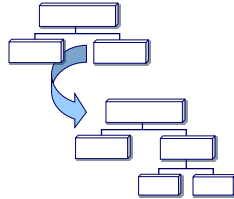
Typical Organizational Structure

In approximately 95% of incidents, the organizational structure consists of:

- **Command**
- **Single Resources**

Incident Commander

Expanding Incidents

- **Incidents that begin with single resources may rapidly expand requiring significant additional resources and support.**
- **Expanding incidents may add supervisory layers to the organizational structure.**

Use of Position Titles

Using specific ICS position titles ensures:
- **A common standard for performance expectations.**
- **That qualified individuals fill positions.**
- **That required personnel are qualified.**
- **Standardized communication.**
- **Awareness of the responsibilities involved with the position.**

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	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

Authority

Authority is . . .

. . . a right or obligation to act on behalf of a department, agency, or jurisdiction.
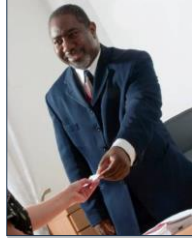
Who's Responsible?

Within your jurisdiction or agency, who has the authority for protecting citizens and responding to incidents?

Scope of Authority

An Incident Commander's scope of authority is derived:

- **From existing laws, agency policies, and procedures, and/or**
- **Through a delegation of authority from the agency administrator or elected official.**
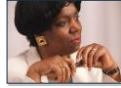
Delegation of Authority

- **Grants authority to carry out specific functions.**
- **Is issued by chief elected official, chief executive officer, or agency administrator in writing or verbally.**
- **Allows the Incident Commander to assume command.**
- **Does NOT relieve the granting authority of ultimate responsibility for the incident.**

Agency Executive

Incident Commander

Delegation of Authority: When Needed

- **When the incident is outside the Incident Commander's jurisdiction.**
- **When the incident scope is complex or beyond existing authorities.**
- **When required by law or procedures.**

Delegation of Authority: Elements

Should include:
- **Legal authorities and restrictions.**
- **Financial authorities and restrictions.**
- **Reporting requirements.**
- **Demographic issues.**
- **Political implications.**
- **Agency or jurisdictional priorities.**
- **Plan for public information management.**
- **Process for communications.**
- **Plan for ongoing incident evaluation.**
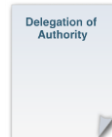
Delegation of
Authority

Implementing Authorities

Within his or her scope of authority, the Incident Commander establishes incident objectives, then determines strategies, resources, and ICS structure.

Management by Objectives

- **ICS is managed by objectives.**
- **Objectives are communicated throughout the entire ICS organization through the incident planning process.**

Establishing and Implementing Objectives

Step 1: **Understand agency policy and direction.**
Step 2: **Assess incident situation.**
Step 3: **Establish incident objectives.**
Step 4: **Select appropriate strategy or strategies to achieve objectives.**
Step 5: **Perform tactical direction.**
Step 6: **Provide necessary followup.**

Initial Response: Conduct a Size-Up

The first responder must determine:
- Nature and magnitude of the incident.
- Hazards and safety concerns.
- Initial priorities and immediate resource requirements.
- The location of the Incident Command Post and Staging Area.
- Entrance and exit routes for responders.

Overall Priorities

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

#1: Life Safety

#2: Incident Stabilization

#3: Property Preservation

SMART Incident Objectives

Effective incident objectives are:
- **S**pecific.
- **M**easurable.
- **A**ction oriented.
- **R**ealistic
- **T**ime sensitive.

17

Objectives, Strategies, and Tactics

Incident Objectives → **State what will be accomplished.**

Strategies → **Establish the general plan or direction for accomplishing the incident objectives.**

Tactics → **Specify how the strategies will be executed.**
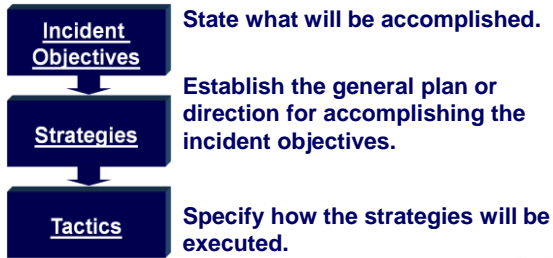
Elements of an Incident Action Plan

Every IAP must have four elements:

- **What do we want to do?**
- **Who is responsible for doing it?**
- **How do we communicate with each other?**
- **What is the procedure if someone is injured?**
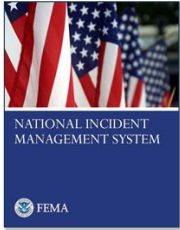

Preparedness Plans and Agreements

The most common preparedness plans are:

- **Federal, State, or local Emergency Operations Plans (EOPs).**
- **Standard operating guidelines (SOGs).**
- **Standard operating procedures (SOPs).**
- **Jurisdictional or agency policies.**

Emergency Operations Plans (EOPs)

- **EOPs are developed at the Federal, State, and local levels to provide a uniform response to all hazards.**
- **EOPs written after October 2005 must be consistent with NIMS.**

FEMA

Mutual Aid and Assistance Agreements (1 of 2)
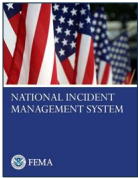
NIMS states that:
- **Mutual aid and assistance agreements are agreements between organizations that provide a mechanism to quickly obtain emergency assistance.**
- **Jurisdictions should be party to agreements with the appropriate organizations from which they expect to receive, or to which they expect to provide, assistance.**

FEMA

Mutual Aid and Assistance Agreements (2 of 2)

Mutual aid:
- **Is the voluntary provision of resources by organizations to assist each other.**
- **Allows jurisdictions to share resources among mutual aid partners.**

FEMA

Mutual Aid and Assistance: All Levels

- **Local** jurisdictions 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 the National Planning Frameworks.

Information Derived From Plans

Plans may include:
- Hazards and risks.
- Resources in the area.
- Other formal agreements.
- Contact information for agency administrators and response personnel.

Incident Commander (1 of 2)
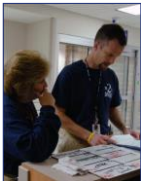
Upon arriving at an incident the higher ranking person will either assume command, maintain command as is, or reassign command to a third party.

In some situations or agencies, a **lower ranking but more qualified person** may be designated as the Incident Commander.

Incident Commander (2 of 2)

The Incident Commander performs <u>all</u> major ICS Command and General Staff functions unless these functions are activated.
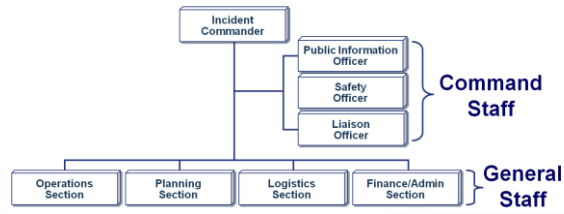
Deputy Incident Commander

- **Performs specific tasks as requested by the Incident Commander.**
- **Performs the incident command function in a relief capacity.**
- **Represents an assisting agency that may share jurisdiction or have jurisdiction in the future.**
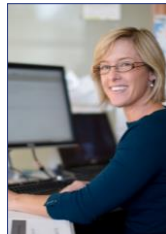
Command Staff

Command Staff includes the following positions:

- **Public Information Officer**
- **Liaison Officer**
- **Safety Officer**

Command Staff: Public Information Officer

What are the major responsibilities of the Public Information Officer?

Visual 4.64
Functional Areas & Positions

_____

_____

_____

_____

_____

_____

_____

Command Staff: Safety Officer

What are some examples of types of incidents where you might activate a Safety Officer?

FEMA

Visual 4.65
Functional Areas & Positions

_____

_____

_____

_____

_____

_____

_____

Command Staff: Liaison Officer

What are the major responsibilities of the Liaison Officer?

FEMA

Visual 4.66
Functional Areas & Positions

_____

_____

_____

_____

_____

_____

_____

Assistants

- **Are subordinates of principal Command Staff positions.**
- **Must have technical capability, qualifications, and responsibility subordinate to the primary position.**
- **May also be assigned to Unit Leaders.**

Assisting Agency

An assisting agency provides personnel, services, or other resources to the agency with direct responsibility for incident management.

Cooperating Agency

- **A cooperating agency supplies assistance other than direct operational or support functions or resources to the incident management effort.**

An assisting agency has direct responsibility for incident response, whereas a cooperating agency simply offers assistance.

Agency Representative

An Agency Representative:
- **Is an individual assigned to an incident from an assisting or cooperating agency.**
- **Is a delegated authority to make decisions on matters affecting that agency's participation at the incident.**

Expanding Incidents

An Incident Commander can activate and delegate authority to:
- **Section Chiefs.**
- **Branch Directors.**
- **Division or Group Supervisors.**
- **Team or Unit Leaders.**

Operations Section

- **Directs and coordinates all incident tactical operations.**
- **Is typically one of the first organizations to be assigned to the incident.**
- **Expands from the bottom up.**
- **Has the most resources.**
- **May have Staging Areas and special organizations.**

Incident Commander
Operations Section
Staging Area
Business Continuity Group
Security Group

Operations Section Chief

- **Is responsible to the Incident Commander for the direct management of all incident-related operational activities.**
- **Establishes tactical objectives for each operational period.**
- **Has direct involvement in the preparation of the Incident Action Plan.**
- **May have one or more Deputies assigned.**

Operations Section: Staging Areas

Operations Section: Staging Areas

Staging Areas:

- **Are set up at the incident.**
- **Consist of resources that are assigned and ready for deployment.**

Out-of-service resources are NOT located at the Staging Area.

Staging Areas: Chain of Command

Once designated, a Staging Area Manager will:

- **Be assigned.**
- **Report to the Operations Section Chief.**

Divisions and Groups

Divisions: **Organize incident resources by geographical area.**
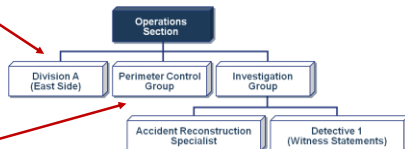
Groups: **Divide incident resources into functional areas, not necessarily within a single geographic division. Groups may be assigned to work within existing boundaries or across multiple divisions.**

Branches

Branches:

- **Have functional or geographical responsibility for major parts of incident operations.**
- **Identified by Roman numerals or functional name.**
- **Managed by a Branch Director.**

Air Operations Branch

The Air Operations Branch:

- **Is activated to coordinate the use of aviation resources.**
- **Is managed by the Air Operations Branch Director, who reports to the Operations Section Chief.**
- **May include the following functional groups:**
  - **Air Support Group**
  - **Air Tactical Group**

Planning Section

- **Maintains resource and situation status.**
- **Prepares an Incident Action Plan and Demobilization Plan.**
- **Develops strategies.**
- **Provides documentation services.**
- **Provides a location for technical specialists.**

Planning Section Key Personnel

- **The Planning Section will have a Planning Section Chief.**
- **The Planning Section Chief may have a Deputy.**
- **Technical Specialists (advisors with special skills) will initially report to and work within the Planning Section.**

Planning Section Units

Planning Section

- Resources Unit
- Demobilization Unit
- Situation Unit
- Documentation Unit
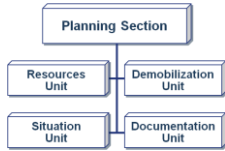
What are the major responsibilities of each Planning Unit?

Logistics Section

Responsible for:

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

Logistics Section

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

Logistics Section: Service Branch

The Service Branch may be made up of a:

- **Communications Unit.**
- **Medical Unit.**
- **Food Unit.**

Logistics Section: Support Branch

The Support Branch includes the:

- **Supply Unit.**
- **Facilities Unit.**
- **Ground Support Unit.**

Finance/Administration Section

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

Finance/Administration Section

Finance/Admin. Section

Time Unit

Compensation Claims Unit

Procurement Unit

Cost Unit

What are the major responsibilities of each Finance and Administration Unit?

29

ICS Tools

- **ICS Forms**
- **Position description and responsibilities document**
- **Emergency Operations Plan**
- **Agency policies and procedures manual**
- **Maps**

ICS Forms

- **Purpose – What function does the form perform?**
- **Preparation – Who is responsible for preparing the form?**
- **Distribution – Who needs to receive this information?**

ICS Form 201, Incident Briefing

- **Incident situation (map, significant events)**
- **Incident objectives**
- **Summary of current actions**
- **Status of resources assigned or ordered for the incident or event**

Refer to your Student Manual for a complete sample.

Other Commonly Used ICS Forms

- ICS Form 204, Assignment List
- ICS Form 211, Check-In List
- ICS Form 213, General Message
- ICS Form 214, Unit Log

Effective Briefings and Meetings

Effective briefings and meetings are:

- An essential element of good supervision and incident management.
- Intended to pass along vital information.

Levels of Briefings

- Staff-level briefings are delivered to resources assigned to nonoperational and support tasks at the Incident Command Post or Base.
- Field-level briefings are delivered to individual resources or crews who are assigned to operational tasks and/or work at or near the incident site.
- Section-level briefings are delivered to an entire Section and include the operational period briefing.

Briefing Topics Checklist

- Current Situation and Objectives
- Safety Issues and Emergency Procedures
- Work Tasks
- Facilities and Work Areas
- Communications Protocols
- Supervisory/Performance Expectations
- Process for Acquiring Resources, Supplies, and Equipment
- Work Schedules
- Questions or Concerns

FEMA

Staff-Level Briefing Topics

- Work area
- Safety issues and emergency procedures
- Specific tasks for the work period
- Coworkers, subordinates
- Process to obtain additional resources, supplies, and equipment
- Shift or work period schedule

- Communication protocol within the unit
- Expectations:
  - Meeting attendance and schedule
  - Quantity and quality of work
  - Timelines
  - Schedule for updates and completed products

FEMA

Field-Level Briefing Topics

- Work area
- Scope of responsibility
- Safety issues and emergency procedures
- Specific tasks for the work period
- Communication channels and protocols

- Coworkers, subordinates, supervisor, and adjoining forces
- Process to obtain additional resources, supplies, and equipment
- Shift or work period schedule
- Expectations

FEMA

Section-Level Briefing Topics

- Scope of work assigned to the Section
- Section organization
- Work site/area/facility layout
- Safety issues and emergency procedures
- Staff introductions
- Section meetings schedule

- Process to obtain additional resources, supplies, and equipment
- Expectations
- Scope of responsibility and delegated authority

FEMA

Visual 5.97
Briefings

Operational Period Briefing

- Is conducted at the beginning of each operational period.
- Presents the Incident Action Plan for the upcoming period to personnel within the Operations Section.
- Should be concise.

FEMA

Visual 5.98
Briefings

Operational Period Briefing: Agenda (1 of 3)

- The Planning Section Chief reviews the agenda and facilitates the briefing.
- The Incident Commander presents incident objectives or confirms existing objectives.
- The current Operations Section Chief provides current assessment and accomplishments.
- The on-coming Operations Section Chief covers the work assignments and staffing of Divisions and Groups for the upcoming operational period.

FEMA

Visual 5.99
Briefings

33

Operational Period Briefing: Agenda (2 of 3)

- **Technical Specialists present updates on conditions affecting the response (weather, fire behavior, environmental factors).**
- **The Safety Officer reviews specific risks to operational resources and the identified safety/mitigation measures.**
- **The Special Operations Chief briefs on areas such as Air Operations (if activated).**

FEMA

Visual 5.100
Briefings

Operational Period Briefing: Agenda (3 of 3)

- **Specific Section Chiefs/Unit Leaders present information related to ensuring safe and efficient operations.**
- **The Incident Commander reiterates his or her operational concerns and directs resources to deploy.**
- **The Planning Section Chief announces the next planning meeting and operational period briefing, then adjourns the meeting.**

FEMA

Visual 5.101
Briefings

Activity: Operational Period Briefing

Instructions: Working with your team . . .

1. **Prepare an operational period briefing using the information from the Emerald City Flood scenario begun in the previous units.**
2. **Include the following roles:**
   - **Incident Commander**
   - **Planning Section Chief**
   - **Operations Section Chief (assume no change of command)**
   - **Safety Officer**
   - **Weather Specialist**
3. **Be prepared to present your briefing in 20 minutes.**

FEMA

Visual 5.102
Briefings

34
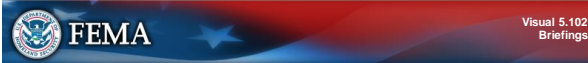
Unit Objectives

- **Explain how the modular organization expands and contracts.**
- **Complete a complexity analysis when given a scenario.**
- **Define the five types of incidents.**

Flexibility and Standardization

- **Standardization does NOT limit flexibility.**
- **ICS works for small, routine operations as well as catastrophic events.**

A key principle of ICS is its flexibility.

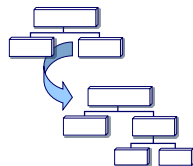## Modular Organization

Incident command organizational structure is based on:

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

35

ICS Expansion and Contraction

Remember that:

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

Activation of Organizational Elements

Organizational elements may be activated <u>without</u> activating the Section Chief.

Incident Commander
Safety Officer
Operations Section
Situation Unit
Rescue Group
Investigative Group

Avoiding Combining Positions

- **Do not combine ICS positions to save on staffing. Individuals may supervise multiple units, but the positions should remain distinct.**

Bob — Supply and Ground Support Unit

Bob — Supply Unit | Ground Support Unit
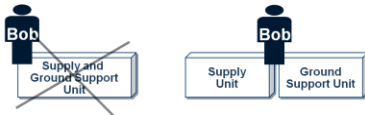
- **Do not use nonstandard titles or hybrid positions. These titles may be unrecognizable to assisting or cooperating personnel.**

36

Resource Management

- **Establishment of resource needs**
- **Resource ordering**
- **Check-in process and tracking**
- **Resource utilization and evaluation**
- **Resource demobilization**

Assigned

Available

Out of Service

Resource Status

Anticipating Incident Resource Needs

- **An incident may build faster than resources can arrive.**
- **Eventually, a sufficient number of resources arrive and begin to control the incident.**
- **As the incident declines, resources exceed incident needs.**

Resources

Incident Needs

Resources Mobilized

Time
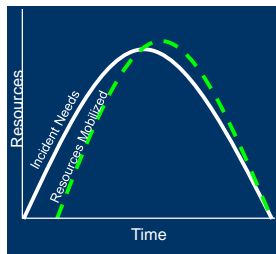
Anticipating Incident Resource Needs

- **Operations Section. The workload of Operations is immediate and often massive.**
- **Planning Section. The Resources and Situation Units will be very busy in the initial phases of the incident.**
- **Logistics Section. The Supply and Communications Units will be very active in the initial and final stages of the incident.**

Analyzing Complexity

Analyzing incident complexity can help to:

- **Identify resource requirements.**
- **Determine if the existing management structure is appropriate.**

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**

Activity: Complexity Analysis

Instructions: Working with your team . . .

1. **Select an incident (e.g., flood, building collapse, water main break, bridge accident, hostage, hazardous materials, fire, disease outbreak, planned event, etc.).**
2. **Using the worksheet in your Student Manuals, identify a list of indicators that you might consider in order to determine the complexity of this incident. List the top 3 critical factors on chart paper.**
3. **Choose a spokesperson and be ready to present your complexity analysis to the class in 15 minutes.**

Incident Complexity and Resource Needs

Incident Complexity   **Resource Needs**

Complexity

Resource Kinds and Types

ICS resources are categorized by:

- **Kinds of Resources: Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).**
- **Types of Resources: Describe the size, capability, and staffing qualifications of a specific kind of resource.**

Which Is Kinds? Which Is Types?

A   B

Importance of Resource Typing

The Order: "We need a HazMat team."

What You Needed

What Arrived

Resource Typing and NIMS

NATIONAL INCIDENT MANAGEMENT SYSTEM
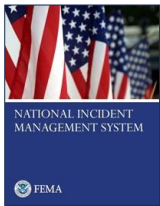
FEMA

The National Integration Center encourages Federal, State, tribal, and local officials to use the 120 NIMS Resource Typing definitions as they develop or update response assets inventories.

Additional Resource Terminology

- **A Task Force is a combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader.**
- **A Strike Team is a set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.**
- **A Single Resource is 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.**

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.**

Type 1

Complexity

Type 5

Incident Typing: Overview

Type 1
Type 2
Type 3
Type 4
Type 5

95% of all incidents
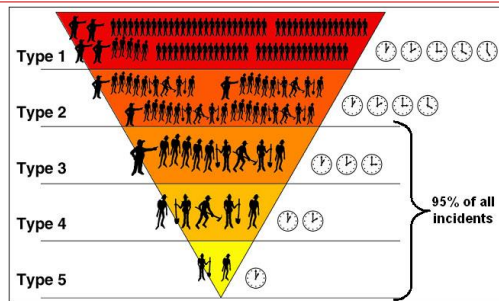
Incident Management Teams (IMTs)

IMTs:
- **May be used to respond to an incident.**
- **Include Command and General Staff members.**
- **Consist of five types corresponding to incident type:**
  - **Type 5: Local Village and Township Level**
  - **Type 4: City, County, or Fire District Level**
  - **Type 3: State or Metropolitan Area Level**
  - **Type 2: National and State Level**
  - **Type 1: National and State Level (Type 1 Incident)**
- **Are filled by certified team members with the necessary training and experience.**

Transfer of Command

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

FEMA

When Command Is Transferred

- **It is legally required.**
- **It is necessary for effectiveness.**
- **Incident complexity changes.**
- **There is a need to relieve personnel on incidents of extended duration.**
- **Personal emergencies arise.**
- **Agency administrator directs a change in command.**

FEMA

A More Qualified Person Arrives

A more qualified individual may:

- **Assume command.**
- **Maintain command as it is and monitor command activity and effectiveness.**
- **Request an Incident Commander with more experience and/or specialized training.**

FEMA

Transfer of Command Procedures

Transfer of command should:

- **Take place face-to-face.**
- **Include a briefing.**

The effective time and date of the transfer should be communicated to personnel.

Briefing Elements

- **Situation status**
- **Incident objectives and priorities**
- **Current organization**
- **Resource assignments**
- **Resources ordered**
- **Incident facilities**
- **Incident communications plan**
- **Incident prognosis**
- **Introduction of staff members**

Incident Briefing Form

- **In all cases, the information shared must be documented and saved for easy retrieval during and after the incident.**
- **The initial Incident Commander can use the ICS Form 201 to document actions and situational information.**

Incident Briefing Form

Leadership and Management (1 of 4)

The Leadership and Management unit covered:

- **Chain of Command.**
- **Unity of Command.**
- **Unified Command.**

Leadership and Management (2 of 4)

Formal communication must be used when:

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

Leadership and Management (3 of 4)

Responsibilities include:

- **Ensuring safe practices.**
- **Taking command of assigned resources.**
- **Motivating.**
- **Demonstrating initiative.**
- **Communicating.**
- **Supervising the scene.**
- **Evaluating effectiveness.**
- **Accepting modifications.**

Leadership and Management (4 of 4)

The ICS organization:

- **Facilitates command, operations, planning, logistics, and finance and administration.**
- **Has a scalable organizational structure.**
- **Uses standard terminology.**
- **Helps maintain a span of control that is between 3 and 7 subordinates.**

Delegation of Authority (1 of 2)

The Delegation of Authority & Management by Objectives unit presented information about:

- **The delegation of authority process.**
- **Management by objectives and the Incident Action Plan.**
- **Preparedness plans.**

Agency Executive

Incident Commander

Delegation of Authority (2 of 2)

Objectives are established based on:

#1: Life Safety

#2: Incident Stabilization

#3: Property Preservation

Functional Areas & Positions (1 of 5)

The Functional Areas & Positions unit reviewed ICS organizational components, including:

- **The Incident Commander.**
- **The Deputy Incident Commander.**
- **The Command Staff.**

Functional Areas & Positions (2 of 5)

Remember:

- **An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency.**
- **An assisting agency is defined as an agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.**
- **A cooperating agency is an agency supplying assistance other than direct operational or support functions or resources to the management effort.**

Functional Areas & Positions (3 of 5)

The Operations Section:

- **Is part of the General Staff.**
- **Directs and coordinates all incident tactical operations.**
- **Is typically one of the first organizations to be assigned to the incident.**
- **Expands from the bottom up.**
- **Has the most resources.**
- **May have Staging Areas and special organizations.**

Incident Commander
Operations Section
Staging Area
Business Continuity Group
Security Group

Functional Areas & Positions (4 of 5)

The General Staff also includes the:

- **Planning Section.**
- **Logistics Section.**
- **Finance/Administration Section.**

Functional Areas & Positions (5 of 5)

The Incident Briefing Form includes:

- **Incident situation.**
- **Incident objectives.**
- **Summary of current actions.**
- **Status of resources assigned or ordered for the incident.**

Incident Briefing Form

Briefings (1 of 2)

The Briefings unit introduced the three types of briefings/meetings used in ICS, including:

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

Briefings (2 of 2)

The operational period briefing:

- **Is conducted at the beginning of each operational period.**
- **Presents the Incident Action Plan for the upcoming period to personnel within the Operations Section.**
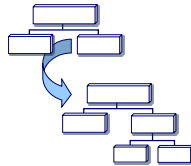- **Should be concise.**

Organizational Flexibility (1 of 3)

The Organizational Flexibility unit described:

- **The flexibility within the standard ICS organizational structure.**
- **The ICS principle of management by objectives.**

Organizational Flexibility (2 of 3)

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, helicopter, ambulance, combustible gas indicator, bulldozer).**
- **Types of Resources: Describe the size, capability, and staffing qualifications of a specific kind of resource.**

Organizational Flexibility (3 of 3)

Incidents may be categorized into five types based on complexity.

Incident typing may be used to:

- **Make decisions about resource requirements.**
- **Order Incident Management Teams (IMTs).**

Type 1

Complexity ↑

Type 5

Transfer of Command (1 of 2)

Transfer of command may take place when:

- **It is legally required.**
- **It is necessary for effectiveness.**
- **Incident complexity changes.**
- **There is a need to relieve personnel on incidents of extended duration.**
- **Personal emergencies arise.**
- **Agency administrator directs a change in command.**

Transfer of Command (2 of 2)

Transfer of command should:

- **Take place face-to-face.**
- **Include a complete briefing.**

The effective time and date of the transfer should be communicated to personnel.

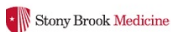# Regional Training Centers

UNIVERSITY of ROCHESTER MEDICAL CENTER

Finger Lakes Regional Training Center
Anne D'Angelo
Phone: (585) 758-7640
anne_dangelo@urmc.rochester.edu
Website: wrhepc.urmc.edu

UPSTATE *State University of New York* MEDICAL UNIVERSITY

CNY Regional Training Center
Kelsey Wagner
Phone: (315)464-7597 Ext: 4-7597
WagneKel@upstate.edu
Website: http://www.upstate.edu/cnyrtc

Albany Medical Center

CDR Regional Training Center
Jenette White
Phone: (518) 262-1070
whitej4@amc.edu

Stony Brook Medicine

MARO Regional Training Center
Connie Kraft
Phone: (631) 444-9074
Connie.Cincotta-Kraft@stonybrookmedicine.edu
Website: https://www.stonybrookmedicine.edu/MARORTC

POST WEBINAR REMINDERS

- **ATTENDANCE**
Group Sign-In Sheet should be emailed to Eileen_Spezio@urmc.Rochester.edu or faxed to (585) 756-5098 by COB today. If you don't utilize the RTC sign-in sheet template, you must include course name, facility name, date and time on your facility Sign-In Sheet

- **LMS CERTIFICATE**
If you want to receive a NYSDOH LMS generated course certificate please make sure you have registered for the session in LMS and have **completed an evaluation**.

- **FEMA EXAM/CERTIFICATION**
At the conclusion of this webinar please log onto the FEMA website to complete the **FINAL EXAM**. FEMA has implemented the use of a Student Identification (SID) number. You will be required to obtain and use the SID to take the exam. If you do not yet have a SID follow the steps at this link to register for one:
https://training.fema.gov/apply/notice.aspx

REMAINING ICS WEBINARS
https://www.nylearnsph.com

HICS
March 5, 2019 @ 10am
RTC-HICS-WEB-BP1x

ICS RECORDED SESSIONS
https://www.nylearnsph.com
RTC-IS700-Rec
RTC-IS100-Rec
RTC-IS200-Rec
RTC-HICS-Rec