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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

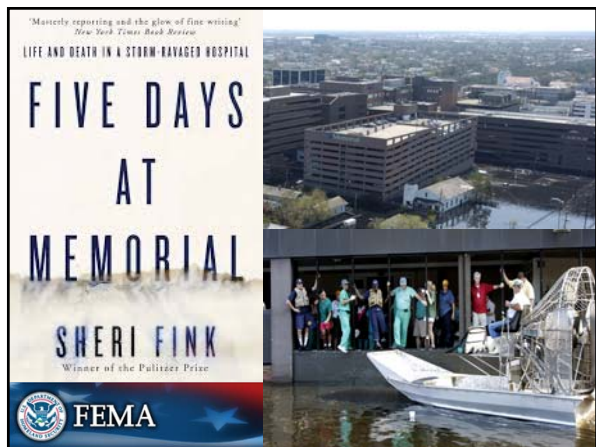• United States Coast Guard (USCG)

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 Objectives

This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS) and focuses on the management of an initial response to an incident.

Overall Course Objectives

At the end of the course, you should be able to:

- Describe the course objectives and summarize basic information about the Incident Command System (ICS) and National Incident Management System (NIMS).
- Describe how the NIMS Management Characteristics relate to Incident Command and Unified Command.
- Describe the delegation of authority process, implementing authorities, management by objectives, and preparedness plans and objectives.
- Identify ICS organizational components, the Command Staff, the General Staff, and 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.

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

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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).

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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 a wide spectrum of major events and natural disasters that exceed the capabilities of any single entity. Threats from natural disasters and human-caused events, such as terrorism, 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, identified steps for improved coordination in response to incidents. It required the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Response Framework (NRF) and a National Incident Management System (NIMS).

HSPD-8, National Preparedness, directed DHS to lead a national initiative to develop a National Preparedness System and a common, unified approach to strengthen the preparedness of the United States to prevent and respond to threatened or actual terrorist attacks, major disasters, and other emergencies.

Presidential Policy Directive 8 (PPD-8), National Preparedness, describes the Nation's approach to preparedness-one that involves the whole community, including individuals, businesses, community- and faith-based organizations, schools, tribes, and all levels of government (Federal, State, local, tribal and territorial).
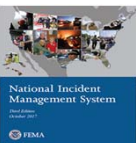
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National Incident Management System (NIMS) Overview

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

NIMS provides our nation's 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.
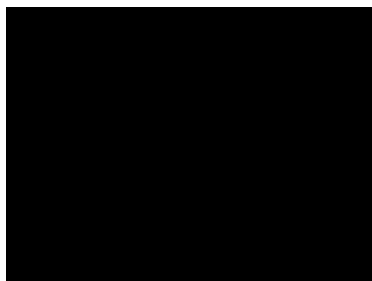
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Major Components of NIMS

Jurisdictions and organizations involved in the management of incidents vary in their 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.

National Incident Management System

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| Resource Management | Command and Coordination | Communications and Information Management |

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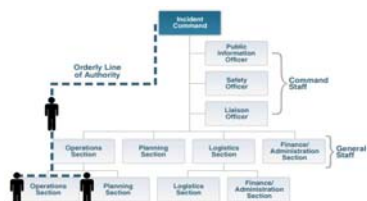
An orderly line of authority used for the flow of task assignments and resource requests. This line of authority flows down through organizational structure.

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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 (1 of 2)

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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Unified Command (2 of 2)

Unified Command enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies

- Allows Incident Commanders to make joint decisions by establishing a single command structure at one Incident Command Post (ICP)

- Maintains Unity of Command. Each employee reports to only one supervisor

Single ICP

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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.

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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Formal Communication

Formal communication must be used when:

- Receiving and giving work assignments

- Requesting support or additional resources

- Reporting progress of assigned tasks

Other information concerning incident or event can be passed horizontally or vertically within the organization without restriction. This is known as informal communication.

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Informal Communication

Informal communication:

- Is used to exchange incident or event information only

- Is NOT used for:

  - Formal requests for additional resources

  - Tasking work assignments

Within the ICS, critical information must flow freely!

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Informal Communication (Continued)

- Communications Unit Leader may directly contact the Resources Unit Leader to determine the number of persons requiring communications devices.

- Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.
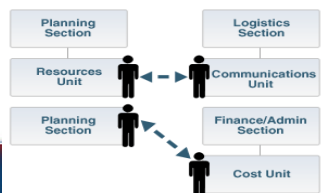
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Common Leadership Responsibilities

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 his or her subordinates and look out for their well-being. A leader's workforce is his or her greatest resource. Not all workers will succeed equally, but they all deserve respect.
- Keep his or her subordinates and supervisor informed by providing accurate and timely briefings and giving the intent behind assignments and tasks.
- Build the team. Conducting frequent briefings and debriefings with the 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 to others
- Acknowledge messages
- Ask if they do not know

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

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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

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Incident Management 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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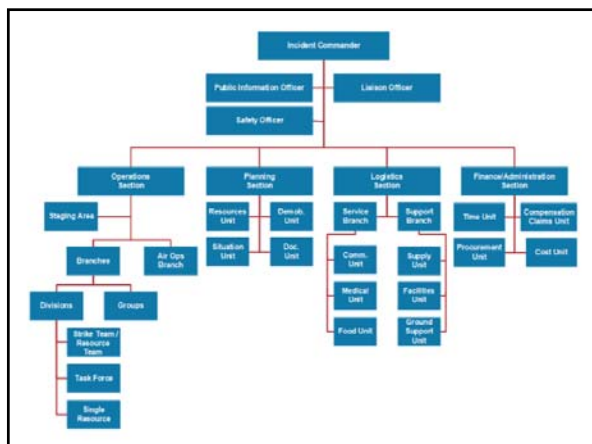
Manageable Span of Control

The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for an incident or EOC activation.

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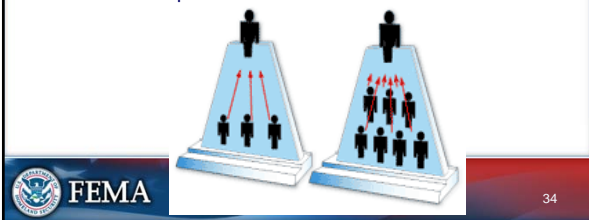
Modular Organization

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

Because the ICS is a modular concept, managing span of control is accomplished by organizing resources into Teams, Divisions, Groups, Branches, or Sections. When the supervisor-to-subordinate ratio exceeds manageable span of control, additional Teams, Divisions, Groups, Branches, or Sections can be established. When a supervisor is managing too few subordinates, Sections, Branches, Divisions, Groups, or Teams can be reorganized or demobilized to reach a more effective span of control.

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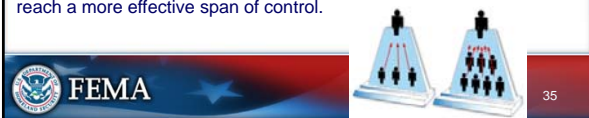
Typical Organizational Structure

The initial response to 95% of domestic incidents is 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

Authority: a right or obligation to act on behalf of a department, agency, or jurisdiction.

- 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 the resources necessary to protect the population, stop the spread of damage, and protect the environment.

- 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, training commissions, NGOs, or companies, as well as local organizations such as police, fire, public health, or public works departments.

- In private industry, this same responsibility and authority rests with the chief executive officer.

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Scope of Authority

Incident Commander scope of authority is derived:

- From existing laws, agency policies, and procedures

- Through a delegation of authority from the agency administrator or elected official.

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Delegation of Authority

Process of granting authority to carry out specific functions is called the delegation of authority. Delegation of authority:

- Grants authority to carry out specific functions

- Is issued by the 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 the ultimate responsibility for the incident

Agency Executive

Incident Commander

Ideally, this authority will be granted in writing. Whether it is granted in writing or verbally, the authorities granted remain with the Incident Commander until such time as the incident is terminated, or a relief shift Incident Commander is appointed, or the Incident Commander is relieved of his or her duties for just cause.

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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

Delegation of Authority

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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Implementing Authority

Within his or her scope of authority, the Incident Commander establishes incident objectives, then determines strategies, resources, and ICS structure based on the incident objectives. The Incident Commander must also have the authority to establish an ICS structure adequate to protect the safety of responders and citizens, to control the spread of damage, and to protect the environment.

Incident Commander → Incident Objectives → Strategies / Resources / ICS Structure

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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.

Incident Objectives

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Initial Response: Conduct a "Size-Up"

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

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

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Overall Priorities

Throughout the incident, 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. Often these priorities will be performed simultaneously.

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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?)
- In accordance with the Incident Commander's authorities
- Evaluated (usually by **time**) to determine effectiveness of response

EXAMPLE: *"Establish a controlled perimeter around the entire incident site within 45 minutes (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 for accomplishing incident objectives.

- **Tactics** specify how the strategies will be executed.

Incident Objectives → Strategies → Tactics

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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.

The Incident Commander establishes goals and strategies. The Operations Section, if it is established, 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.

What?
Who?
How?
What if?

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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.
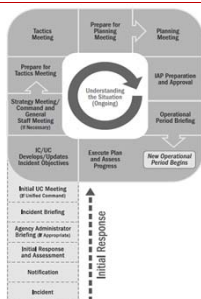
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Preparedness Plans and Agreements

The Incident Commander, as well as the Command and General Staffs, should have a working knowledge of jurisdictional and agency preparedness plans and agreements. Preparedness plans may take many forms. 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

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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

To access the Comprehensive Preparedness Guide (CPG) 101: A Guide for All-Hazard Emergency Operations Planning:

https://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf

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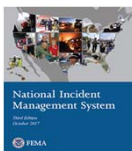
Mutual Aid Agreements and Compacts

NIMS states that:

- Mutual Aid Agreements establish a legal basis for two or more entities to share resources. Mutual aid agreements may authorize mutual aid between neighboring communities and jurisdictions.

- Jurisdictions should be party to agreements with the appropriate jurisdictions and/or organizations from which they expect to receive, or to which they expect to provide, assistance.

Review NIMS Resource Management and Mutual Aid in Resource Center: https://www.fema.gov/resource-management-mutual-aid

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Mutual Aid and Assistance: All Levels

Mutual aid agreements used at all levels of government:

- Local jurisdictions voluntarily participate in mutual aid through agreements with neighboring jurisdictions.

- States can voluntarily 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 Response Framework (NRF).

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Information Derived from Plans

Plans may include information about:

- Hazards and risks in the area

- Resources in the area

- Other formal agreements and plans

- Contact information for agency administrators and response personnel

- Other pertinent information relating to particular events

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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

The 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 the ordering and releasing of incident resources

In some situations, a lower ranking but qualified person may be designated as the Incident Commander. Whatever their day-to-day position, when a person is designated as the Incident Commander, they are delegated the authority to command the incident response.

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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

Incident Command

Command Staff
Public Information Officer
Safety Officer
Liaison Officer
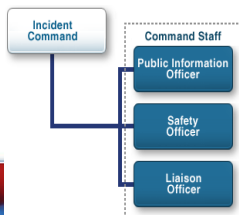
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Assisting Agency

An agency or jurisdiction will often send resources to assist at an incident. In ICS these are called assisting agencies.

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.**

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Cooperating Agency

An agency supplying assistance **other than direct operational or support functions** or resources to the management effort. Don't get confused between an assisting agency and a cooperating agency!

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

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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

Incident may start small and then expand. 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 is a delegation that frees up the 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 major 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 the incident where resources can wait for a tactical assignment. All resources in the Staging Area are assigned and ready for deployment.

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

After a Staging Area has been designated, a Staging Area Manager will be assigned and will report to Operations Section Chief or Incident Commander if Operations Section Chief not designated.

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Staging Areas: Chain of Command

The graphic below shows where Staging Area Manager fits into the Operations Section.
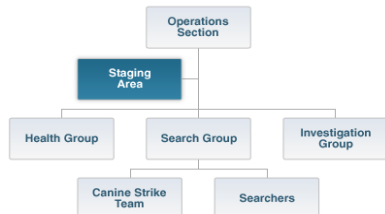
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Divisions and Groups

Divisions established to divide an incident into physical or geographical areas of operation and Groups are established to divide incident into functional areas of operation. For example, a Damage Assessment Task Force, reporting to the Infrastructure Group Supervisor, could work across divisions established to manage two distinct areas of the building that have been damaged the west side of the building (West Division) and the north side (North Division).
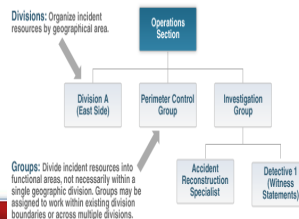
74

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.
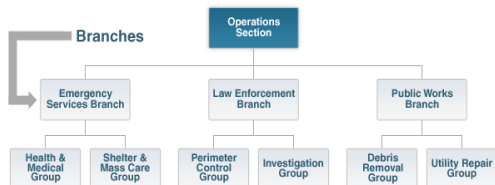
75

Air Operations Branch

Some incidents require aviation resources to provide tactical or logistical support. On smaller incidents, aviation resources will be limited in number and will report directly to the Incident Commander or to the Operations Section Chief.

On larger incidents, it may be desirable to activate a separate Air Operations Branch to coordinate the use of aviation resources. The Air Operations Branch, will then report directly to the Operations Section Chief.

The Air Operations Branch Director can establish two functional groups. The Air Tactical Group coordinates all airborne activity. The Air Support Group provides all incident ground-based support to aviation resources.

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Planning Section

The Planning Section has responsibility for:

• Maintaining resource status and displaying situation status

• Preparing the Incident Action Plan (IAP)

• Developing alternative strategies

• Providing documentation services

• Preparing the Demobilization Plan

• Providing a primary location for Technical Specialists assigned to an incident
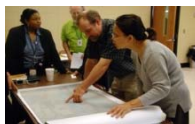
One of the most important functions of the Planning Section is to look beyond the current and next operational period and anticipate potential problems or events.

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Planning Section Key Personnel

Planning Section

Resources Unit

Demobilization Unit

Situation Unit

Documentation Unit
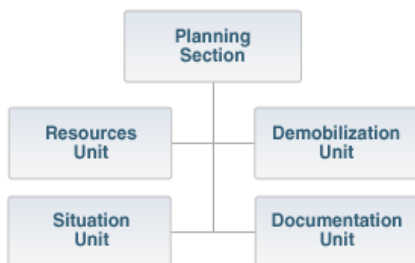
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Logistics Section

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"
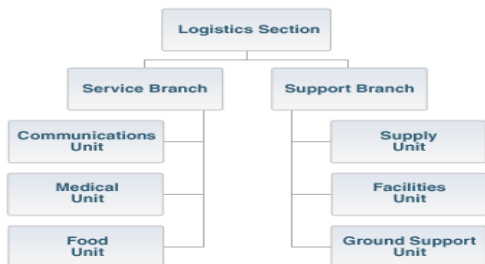
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Logistics Section "Support Branch"
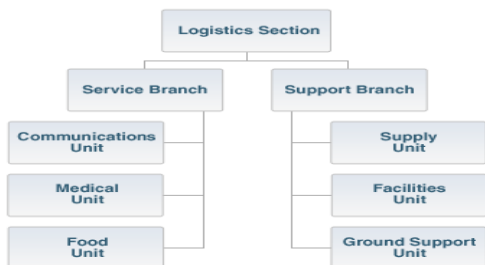
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Finance/Administration Section

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.

Remember: the ICS organizational is flexible and scalable to adapt to any situation. Not all incidents require a Finance/Administration Section. If full Finance/Administration Section is not needed, it would not be activated. When only one specific function is needed (e.g., cost analysis), a Technical Specialist assigned to the Planning Section could provide these services.

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Finance/Administration Units
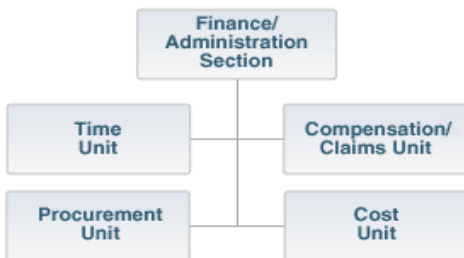
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Intelligence/Investigations Function in ICS

Intelligence/Investigations (I/I) is a sixth main ICS function identified in NIMS. When I/I is required for specialized types of responses, the IC/UC can place the I/I function in multiple locations within the incident command structure. The I/I can be placed in the Planning Section, in the Operations Section, within the Command Staff, as a separate General Staff section, or in some combination of these locations.
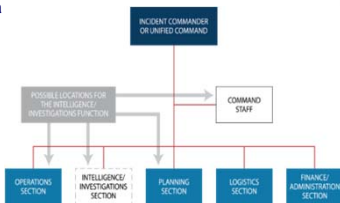
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ICS Forms

ICS Forms provide a method of recording and communicating key incident-specific information in a format that is simple, consistent, and supports interoperability. When using each ICS Form, you should ensure that you understand the following about each form:

• 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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ICS Form 201, Incident Briefing (Continued)

Occasionally, the ICS Form 201 serves as the initial Incident Action Plan (IAP) until a Planning Section has been established and generates, at the direction of the Incident Commander, an IAP.

ICS - 201 also suitable for briefing individuals newly assigned to the Command and General Staffs.

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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 progression of meetings and briefings utilized to develop the IAP that is used for the Operational Period Briefing.

In addition to these IAP related meetings, there will also be other meetings and briefings within the ICS organization to include section-level meetings and briefings, situation update briefings, and transfer of command briefings.
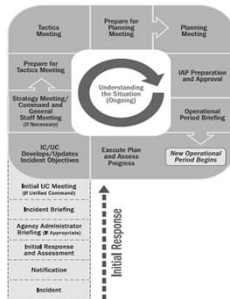
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Levels of Briefings

Three types of briefings/meetings used in ICS:

- **Staff-level briefings**

- **Field-level briefings**

- **Section-level briefings**

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Staff Level Briefings

Typically involves resources assigned to nonoperational and support tasks commonly performed at Incident Base or Command Post. Occur at the beginning of the assignment to the incident and as necessary during the assignment.

Supervisor clarifies tasks and scope of the work as well as define reporting schedule, subordinate responsibilities and delegated authority, and the supervisor's expectations.

Supervisor introduces coworkers and define actual workspace, sources of work supplies, and work schedule.

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Field Level Briefings

Typically involves resources assigned to operational tasks and/or work at or near the incident site.

Delivered to individual subordinates, full crews, or multiple crews such as Strike Teams or Task Forces and will occur at the beginning of an operational shift.

Location will usually be near the work site or just prior to mobilization to the field. The supervisor attempts to focus the subordinates on their specific tasks and helps define work area, reporting relationships, and expectations.

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Section Level Briefings

Typically involves the briefing of an entire Section (Operations, Planning, Logistics, or Finance/Administration) and is done by the specific Section Chief.

These briefings occur at the beginning of the assignment to the incident and after the arrival of Section supervisory staff.

The Section Chief may schedule periodic briefings at specific times (once per day) or when necessary. A unique briefing in this category is the Operational Period Briefing (also called a Shift Operations Briefing).

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Briefing Topics Checklist

Topics that you may want to include in a briefing:

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

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Operational Period Briefing

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 (1 of 3)

- 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 (2 of 3)

- 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 (3 of 3)

- 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

A guiding principle of NIMS is **flexibility.** 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 is exercised only within the standard ICS organizational structure and position titles. 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
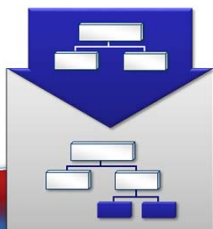
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ICS Expansion and Contraction

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.
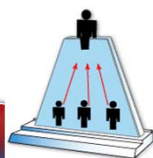
FEMA   103

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.

Incident Objectives

FEMA   104

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.

Incident Commander

Safety Officer

Operations Section

Situation Unit

Victim Decontamination Group

Immediate Treatment Group

FEMA   105

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.

Bob

Supply and Ground Support Unit

Bob

Supply Unit

Ground Support Unit

FEMA

106
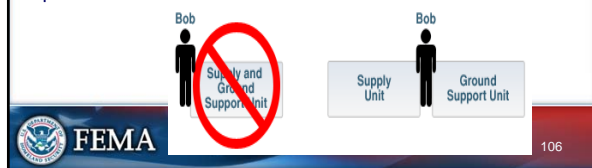
Resource Management

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.

Incident Objectives
Strategies
Tactics

IDENTIFY REQUIREMENTS

REIMBURSE AND RESTOCK

ORDER AND ACQUIRE

DEMOBILIZE

MOBILIZE

TRACK AND REPORT

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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.

Resources on hand meet needs of incident

Incident Arc

Resources Arc

Not enough resources

Too many resources

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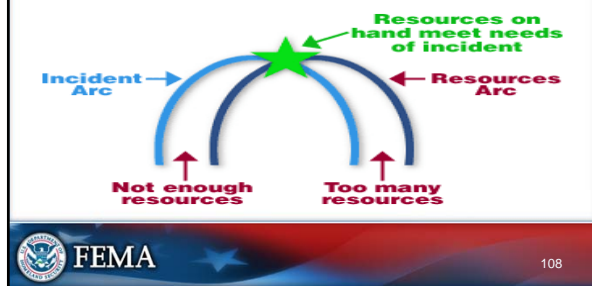
Predicting Incident Workload

Workload patterns are often predictable throughout incident life cycle.

- **Operations Section:** workload 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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Incident Complexity & Resource Needs

As illustrated below, when incident complexity increases, your resource needs and ICS structure grow accordingly.

Incident Complexity   **Resource Needs**   **ICS Structure**

Complexity

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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 are categorized by:

• **Capability:** The *Core Capability* or which a resource is most useful.

• **Category:** The function for which a resource is most useful.

• **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).

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

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Importance of Resource Typing

Requesting a resource kind without specifying a "**type**" could result in an inadequate resourcing. The order: "*We need a HazMat team.*"

What You Needed   What Arrived

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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.

Capabilities

Type IV →→→ Type I

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Resource Typing and NIMS

Resource Management is a key component of NIMS. This effort helps all Federal, State, tribal, and local jurisdictions locate, request, and track resources to assist neighboring jurisdictions when local capability is overwhelmed.

The Resource Typing Library Tool (RTLT) is an online catalogue of national resource typing definitions, position qualifications and Position Task Books (PTBs) provided by the Federal Emergency Management Agency (FEMA).

For more information access the RTLT at: https://rtlt.preptoolkit.fema.gov.

National Incident
Management System
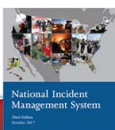
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Additional Resource Terminology

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*.

Operations
Section

Task Force

Strike Team

Single
Resource

FEMA

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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.

Type 1

Complexity

Type 5

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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.
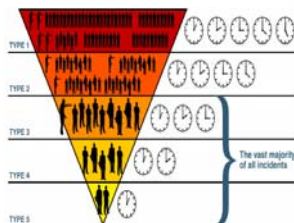
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Type 5 Incident

- **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.
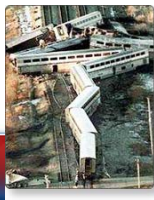
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Type 2 Incident

- **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?

Incident Briefing Form

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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.

Incident Briefing Form

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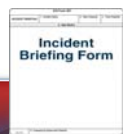
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Transfer of Command Briefing Elements

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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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

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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.

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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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POST WEBINAR REMINDERS

- **ATTENDANCE**
  Group Sign-In Sheet should be emailed to whitej4@amc.edu 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** at www.nylearnsph.com

- **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

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HICS
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RTC-IS100-Rec
RTC-IS200-Rec
RTC-HICS-Rec

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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
- Lesson 8: Application Activity
- Lesson 9: Course Summary

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Instructions: Match each term to its definition below by selecting the correct term from each dropdown list. Scroll down to see all of the definitions. When you are done, select Check.

1. _____ means that each individual has a designated supervisor to whom they report to at the scene of the incident. `<Choose Match>`

2. _____ allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability. `<Choose Match>`

3. _____ refers to the orderly line of authority within the ranks of the incident management organization. `<Choose Match>`

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.

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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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Slide 1

Instructions: Review the scenario and then select the organizational strategy you would use to maintain span of control.

Scenario: The Command Staff consists of a Safety Officer and Public Information Officer.

Which organizational structure for the General Staff uses correct ICS principles, position titles, and features?

○ Four Strike Teams that combine different types of law enforcement and medical resources under the supervision of a Leader.
○ Separate Divisions that are assigned to accomplish different incident objectives under the supervision of a Leader.
○ Two Branches that manage Medical (EMS and Life Support) and Investigative (Police) resources under the supervision of a Director.

Review each statement below and indicate if it is true or false. Scroll down to see all of the statements. When you are done, click on the Check button.

1. Emergency Operations Plans should be consistent with the National Incident Management System (NIMS).	<Choose Match> ▾
2. The operational period is a fixed 12-hour period within which tactics must be completed.	<Choose Match> ▾
3. Mutual aid is the mandatory provision of resources by agencies or organizations to assist each other when existing resources are inadequate.	<Choose Match> ▾
4. All 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands can participate in mutual aid through the Emergency Management Assistance Compact (EMAC).	<Choose Match> ▾

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Slide 2

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.

Instructions: The below case study is based on actual events. Read the case study and then select the recommended course of action.

On July 18, 2001, a train carrying hazardous chemicals derailed and caught fire in a downtown Baltimore tunnel, causing a near shutdown of the city and burning so hot that firefighters couldn't reach the flames for 8 hours.

At one point, all major highways into the city were blocked off, a Baltimore Orioles game at nearby Camden Yards was canceled, and the Inner Harbor was closed to boat traffic. A water-main break near the tunnel added to the chaos, causing the collapse of part of a major thoroughfare and power outages.

Select your strategy.

○ Given the criticality of public information, the Incident Commander should not delegate the media and liaison functions.
○ Given that this is a Hazardous Materials Accident, assign the Safety Officer to work in the Operations Section.
○ Given the magnitude of this incident, assign all Command Staff immediately to support the Incident Commander.

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Slide 3

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: Review the scenario below, select the best course of action, then select Check.

You have been asked to assist Emerald City in its response to increasing flooding. The National Weather Service (NWS) reports it has been raining heavily for the past 7 days, averaging 1.3 inches of rain each 24-hour period.

The areas of concerns are as follows:

• The Rapid River, which runs north and south through Emerald City, is experiencing slow-rise flooding.
• The flooding is being aggravated by debris catching on the low bridge downstream from lower Lake Emerald. Located near the bridge is the Lake Emerald Independent Living Complex, which includes a skilled nursing facility.
• Residents are being asked to evacuate their homes in anticipation of the rising floodwaters.

It is 1200 hours, and the NWS has just informed the County Emergency Management office that the flooding is expected to crest at 1800 today. It is expected that this flood crest will cause flooding as indicated on the projected floodplain map.

○ Divide the Operations Section into three Divisions, each assigned to a different geographical area to evacuate.
○ Divide the Operations Section into three Groups, each assigned to a different geographical area to evacuate.
○ Divide the Operations Section into seven Task Forces, each assigned to a different geographical area to evacuate.

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Instructions: Review the scenario below, select the best course of action, then select Check.

As predicted, the river crested at 3 feet above flood level. Search and rescue operations are underway. There is increasing concern about the nuclear power plant in the downstream area. Three people lost their lives and numerous people suffered injuries. Mutual aid resources are arriving from three surrounding jurisdictions. Incident response is expected to continue for the next 36 hours.

After expanding the Operations Section, what addition to the organization would you make?

○ Establish a Planning Section and begin producing written Incident Action Plans.
○ Use a Technical Specialist in the Logistics Section to perform cost accounting functions.
○ Appoint three Deputy Incident Commanders from each of the cooperating agencies providing resources.

Additional resources are reporting to the incident. Who is responsible for tracking the status of the resources?

○ Liaison Officer Assistant
○ Staging Manager
○ Planning Section Resources Unit

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Instructions: Read each briefing description. From the dropdown list next to each description, select the type of briefing described. Scroll down to see all of the descriptions. When you are done, click on Check.

1. It's the beginning of an operational period. The Operations Section Chief is meeting with all tactical resources to present the plan for the next operational period to all tactical resources. <Choose Match>

2. A supervisor within the Logistics Section is meeting with personnel to clarify tasks and scope of the work as well as define the reporting schedule, subordinate responsibilities and delegated authority, and the supervisor's expectations. <Choose Match>

3. A Task Force Leader is meeting with team members at a work site to discuss tactics and safety issues. <Choose Match>

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.

"First, a brief overview of our incident. It is 1200 hours, and the National Weather Service has just informed the County Emergency Management office that the flooding is expected to crest at 1800 today. The Command Post has been established in the parking lot at the Fire Station in the Tactical Mobile Command Vehicle. Divisions A, B, and C are assigned to alert and warning in the projected inundation zone, estimate completion by 1330."

Who would present this information during the Operational Period Briefing?

○ Public Information Officer
○ Operations Section Chief
○ Liaison Officer

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Instructions: Choose "true" or "false" for each of the following statements, and then click on the Check button.

1. An ICS organizational structure should include only the functions and positions needed to achieve the incident objectives. <Choose Match>

2. ICS positions may be combined in order to save on staffing or achieve a higher level of efficiency. <Choose Match>

3. ICS encourages the use of unique position titles in order to better meet the specific incident needs. <Choose Match>

4. A Resources Unit may be activated without activating the Planning Section Chief. <Choose Match>

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

Ordering a bus with seating for more than 40 adults is an example of a resource _____.

○ Kind
○ Type

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Slide 1

Instructions: The tactical resources below and on the following two screens have been request to respond to a landslide incident. Review the request, click on the correct title of the resources, then click on Check. Remember, you may use the glossary!

Five Type I ambulances and crew complements with a leader.

○ Single Resource
○ Task Force
○ Strike Team

Instructions: Read the scenario below and then select the appropriate incident type.

Remember, Type 5 is the least complex and Type 1 the most complex.

Scenario:
A multivehicle accident has occurred with fatalities and numerous critical injuries, and there are possible structural integrity concerns with the road. Local resources are on the scene. The rescue, investigation, and engineering operations are expected to go into multiple operational periods. Operational briefings are being documented; a written Incident Action Plan has been developed.

○ Type 5 Incident
○ Type 4 Incident
○ Type 3 Incident
○ Type 2 Incident
○ Type 1 Incident

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Slide 2

Scenario:
A cargo jet has crashed with injuries onboard and on the ground. Additionally, possible hazardous materials are aboard the jet. State and local resources are managing the incident. All Command positions are filled and the Operations and Planning Sections have been activated.

○ Type 5 Incident
○ Type 4 Incident
○ Type 3 Incident
○ Type 2 Incident
○ Type 1 Incident

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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Slide 3

Instructions: Choose "true" or "false" for each of the following statements, and then click on the Check button.

1. The arrival of a more qualified person means that a change in incident command must occur. `<Choose Match>`
2. The effective time and date of the transfer should be communicated to all personnel who need to know, both at the scene and elsewhere. `<Choose Match>`
3. The transfer should take place face-to-face and include a complete briefing. `<Choose Match>`
4. A formal transfer of command is unnecessary when the Deputy Incident Commander is relieving the Incident Commander for an extended rest period. `<Choose Match>`

Instructions:
Let's return to the Emerald City Incident. It is now 1800 and the water level is still rising. You are relieving the current Incident Commander for the next operational period. Review the list below and check the 4 items that should be included in the transfer of command briefing. When you are finished, click on Check.

☐ Situation Status
☐ Current Organization
☐ News Releases and Media Monitoring Reports
☐ Resource Assignment
☐ Incident Objectives and Priorities
☐ Special Requests from Agency Representatives

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