Incident Command System (ICS 100)

Course Goals
- Demonstrate basic knowledge of the Incident Command System (ICS).
- Be prepared to coordinate with response partners from all levels of government and the private sector.

Overall Course Objectives
After completion of this course, you should be familiar with ICS:
- Applications.
- Organizational principles and elements.
- Positions and responsibilities.
- Facilities and functions.
- Planning.
**What Is ICS?**

- Is a standardized, approach to incident management applicable for all hazards
- Enables a coordinated response among various jurisdictions and agencies.
- Establishes common processes for planning and management of resources.
- Allows for integration within a common organizational structure. (Dynamic structure – not identical for every incident)

**When Is ICS Used?**

ICS can be used to manage:
- Natural hazards.
- Technological hazards.
- Human-caused hazards.
- Planned events.

**What Is an Incident?**

An incident is . . .

. . . an occurrence or event, natural or human-caused, that requires a response to protect life or property.
Why Use ICS?

1. It Works!
2. Mandates

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.

NIMS Components & ICS

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
Lessons Learned

Without ICS, incident responses typically:

- Lack accountability.
- Have poor communications.
- Use unsystematic planning and management processes.
- Are unable to efficiently integrate responders.
- Fail to develop an Emergency Operations Plan.

ICS Benefits

ICS helps to ensure:

- The safety of responders, workers, and others.
- The achievement of response objectives.
- The efficient use of resources.

ICS Features and Principles
ICS Features: Overview

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

Common Terminology – Plain English
No Agency Codes

Using common terminology helps define

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

Why Plain English?

EMT = Emergency Medical Treatment
EMT = Emergency Medical Technician
EMT = Emergency Management Team
EMT = Eastern Mediterranean Time (GMT+0200)
EMT = Effective Methods Team
EMT = Effects Management Tool
EMT = El Monte, CA (airport code)
EMT = Electron Microscope Tomography
EMT = Email Money Transfer
### ICS Features: Overview

<table>
<thead>
<tr>
<th>Command</th>
<th>Facilities and Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Standardization</td>
<td>- Comprehensive resource management</td>
</tr>
<tr>
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</table>

### Command: Definition

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

At an incident scene, the Incident Commander has the authority to assume command!

### Transfer of Command

- Moves the responsibility for command from one Incident Commander to another.
- Must include a transfer of command briefing (which may be oral, written, or both).
When Command Is Transferred

- A more qualified Incident Commander arrives.
- A jurisdiction or agency is legally required to take command.
- Incident complexity changes.
- The current Incident Commander needs to rest.

Chain of Command

Chain of command:
- Is an orderly line of authority within the response organization.
- Allows incident managers to direct and control the actions of all personnel under their supervision.
- Avoids confusion by requiring that orders flow from supervisors.
- Does not prevent personnel from sharing information outside their organizational units.

Unity of Command

Under unity of command, personnel:
- Individuals should report to only one incident supervisor.
- Receive work assignments only from the assigned supervisor.
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Planning/Organizational Structure

- Management by objectives
- Incident Action Plan (IAP)
- Modular organization
- Manageable span of control

Management by Objectives

Priorities for incident objectives are:

1. Life Safety
2. Incident Stabilization
3. Property/Environmental Preservation

ICS Organization

Differs from day-to-day organizational structures and positions by:

- Using unique ICS position titles and organizational structures.
- Assigning personnel based on expertise, not rank. For example, a director may not hold that title when deployed under an ICS structure.
Modular Organization
Incident command organizational structure is based on:
- Size, type, and complexity of the incident.
- Specifics of the hazard environment created by the incident.
- Incident planning process and incident objectives.

Incident Action Planning
Every incident must have an Incident Action Plan (IAP) that:
- Specifies the incident objectives.
- States the activities.
- Covers a specified timeframe, called an operational period.
- May be oral or written.

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?
**Manageable Span of Control**

Span of control:
- Pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.
- Is key to effective and efficient incident management.
- Accomplished by organizing Resources into Teams, Groups, Branches or Sections.

**ICS Management: Span of Control**

ICS span of control for any supervisor:
- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.
- ICS addresses lack of accountability and unclear chain of command and supervision.

**ICS Features: Overview**

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Facilities and Resources
- Comprehensive resource management
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### Incident Facility Map Symbols

<table>
<thead>
<tr>
<th>Incident Command Post</th>
<th>Staging Area</th>
<th>Base</th>
<th>Camp, Helibase, and Helispot</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>S</td>
<td>B</td>
<td>C</td>
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<td>H-3</td>
</tr>
</tbody>
</table>

### Incident Facilities: Summary

- A single Incident Command Post should be established on all incidents—even small ones!
- Incidents may require additional facilities (e.g., a call center).
- Areas may be predesignated incident facilities for the surrounding community (e.g., shelters, staging areas, helibases, medical centers).
Resources: Definition

**Resources** are personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources does not refer to available of FUNDING.

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Resource Management

Resource management includes processes for:
- Categorizing resources.
- Ordering resources.
- Dispatching resources.
- Tracking resources.
- Recovering resources.
- Reimbursing other organizations.

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Communications/Information Management
- Integrated communications
- Information and intelligence management
- Professionalism
- Accountability
- Dispatch/Deployment
Before an incident, it is critical to develop an integrated voice and data communications system (equipment, systems, and protocols).

Integrated Communications

Incident communications are facilitated through:
- The development and use of a common communications plan.
- The interoperability of communication equipment, procedures, and systems.

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Accountability (1 of 2)

- Check-In. All responders must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
- Incident Action Plan. Response operations must be coordinated as outlined in the IAP.
- Unity of Command. Each individual will be assigned to only one supervisor.
Accountability (2 of 2)

- **Span of Control.** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
- **Resource Tracking.** Supervisors must record and report resource status changes as they occur.

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Dispatch/Deployment

At any incident:

- The situation must be assessed and the response planned.
- Managing resources safely and effectively is the most important consideration.
- Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

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Incident Commander and Command Staff Functions
Management Function Descriptions

<table>
<thead>
<tr>
<th>Function</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Command</td>
<td>• Establishes incident objectives, strategies, and priorities.</td>
</tr>
<tr>
<td></td>
<td>• Assume overall responsibility for the incident.</td>
</tr>
<tr>
<td>Operations</td>
<td>• Determines tactics and resources for achieving objectives.</td>
</tr>
<tr>
<td></td>
<td>• Directs the tactical response.</td>
</tr>
<tr>
<td>Planning</td>
<td>• Collects and analyzes information.</td>
</tr>
<tr>
<td></td>
<td>• Tracks resources.</td>
</tr>
<tr>
<td></td>
<td>• Maintains documentation.</td>
</tr>
<tr>
<td>Logistics</td>
<td>• Provides resources and needed services.</td>
</tr>
<tr>
<td>Finance/</td>
<td>• Accounts for expenditures, claims, and compensation.</td>
</tr>
<tr>
<td>Administration</td>
<td>• Procures needed resources.</td>
</tr>
</tbody>
</table>

Incident Commander

The Incident Commander is responsible for all ICS management functions until delegated.

Click on the image to start the video.
Delegating Incident Management Functions

Remember: The Incident Commander only creates those Sections that are needed. If a Section is not staffed, the Incident Commander will personally manage those functions.

Incident Commander Responsibilities

The Incident Commander is responsible for:
- Ensuring incident safety.
- Providing information to internal and external stakeholders.
- Establishing and maintaining liaison with other agencies participating in the incident.

Deputy Incident Commander

A Deputy Incident Commander may be designated to:
- Perform specific tasks as requested by the Incident Commander.
- Perform the incident command function in a relief capacity.
- Represent an assisting agency that shares jurisdiction.
Expanding the Organization

Command Staff:
- Provide information, safety, and liaison services for the entire organization.
- Referred to as Officers

General Staff:
- Delegated functional responsibilities.
- Referred to as Section Chiefs

Public Information Officer (PIO)
- The Public Information Officer:
  - Advises the Incident Commander on information dissemination and media relations.
  - Obtains information from and provides information to the Planning Section, the community, and the media.
- The Incident Commander approves information that the PIO releases.

Safety Officer
- The Safety Officer:
  - Advises the Incident Commander on issues regarding incident safety.
  - Works with Operations to ensure safety of field personnel.
  - Ensures safety of all incident personnel.
Liaison Officer

The Liaison Officer:
- Assists the Incident Commander by serving as point of contact for representatives from other response organizations.
- Provides briefings to and answers questions from supporting organizations.

Coordinates Representatives from Assisting and Cooperating Agencies

General Staff Functions

Click on the image to start the video.
General Staff Overview – Expanding Incidents

- Incident Commander
  - Directs all response/tactical actions to achieve the incident objectives.

- Operations Section
- Planning Section
- Logistics Section
- Finance/Admin Section

Activated, as needed, to support the incident response directed by the Operations Section.

Expanding Incidents

Expanding incidents may add supervisory layers to the organizational structure as needed.

- Command
  - Incident Commander
  - Sections
    - Operations Section Chief

- Branches
- Units
- Single Resources
- Divisions
- Groups

ICS Supervisory Position Titles

<table>
<thead>
<tr>
<th>Organizational Level</th>
<th>Supervisor Title</th>
<th>Support Position Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Command</td>
<td>Incident Commander</td>
<td>Deputy</td>
</tr>
<tr>
<td>Command Staff</td>
<td>Officer</td>
<td>Assistant</td>
</tr>
<tr>
<td>General Staff (Section)</td>
<td>Chief</td>
<td>Deputy</td>
</tr>
<tr>
<td>Branch</td>
<td>Director</td>
<td>Deputy</td>
</tr>
<tr>
<td>Division/Group</td>
<td>Supervisor</td>
<td>N/A</td>
</tr>
<tr>
<td>Unit</td>
<td>Leader</td>
<td>Manager</td>
</tr>
<tr>
<td>Strike Team/Task Force</td>
<td>Leader</td>
<td>Single Resource Boss</td>
</tr>
</tbody>
</table>
ICS Section Chiefs and Deputies

- Section Chiefs may have one or more deputies.
- Deputies must be as proficient and qualified as the Section Chief.

Increasing Interagency Coordination and Interoperability

When an incident involves multiple organizations, assigning Deputies from other organizations can increase interagency coordination.

Establish Interoperability between agencies - ability to operate and communicate during a response

Operations Section: Major Activities

- Directs, conducts and coordinates all incident tactical operations and resources.
- Responsible for determining appropriate tactics.
- Is typically one of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most incident resources.
- May have Staging Areas and special organizations.
Operations: Single Resources

On a smaller incident, the Operations Section may be comprised of an Operations Section Chief and single resources.

Operations Section Chief
   Industrial Hygienist
   Facility Engineer
   IT Specialist

Operations: Teams

Single resources may be organized into teams. Using standard ICS terminology, the two types of team configurations are:

- **Task Forces**, which are a combination of mixed resources with common communications supervised by a Leader.
- **Strike Teams**, which include all similar resources with common communications supervised by a Leader.

Sample Strike Teams and Task Forces

Operations Section Chief
   Search & Rescue Strike Team
   Medical Aid Strike Team
   Perimeter Security Strike Team
   Damage Assessment Task Force
   Shelter and Feeding Task Force
   Public Works Task Force
Operations: Too Many Teams!
Additional levels of supervision must be added as the number of teams expands.

The Solution: Add Functional Groups
Groups, led by a Supervisor, are used to perform functional areas of operation.

Geographic Divisions & Groups
Divisions, led by a Supervisor, are used to divide an incident geographically.
Complex Incidents
Adding Branches helps to:
- Supervise Groups and Divisions.
- Further reduce span of control.

Planning Section: Major Activities
- Collecting, evaluating, and displaying incident intelligence and information.
- Preparing and documenting Incident Action Plans (IAP).
- Tracking resources assigned to the incident.
- Developing plans for maintaining all incident documentation (i.e. maps, incident action plans)
- Developing plans for demobilization.

Planning Section: Units
Logistics Section: Major Activities

- Ordering, obtaining, maintaining, and accounting for essential personnel, equipment, and supplies.
- Providing communication planning and resources.
- Setting up food services for responders.
- Setting up and maintaining incident facilities.
- Providing support transportation.
- Providing medical services for injured personnel.
- Provide facilities, services and material to support incident

Logistics Section: Branches and Units

- The Logistics Section can be further staffed by two Branches and six Units.
- The titles of the Units are descriptive of their responsibilities.

Medical Unit: responsible for the development of the medical plan, obtaining medical aid and transportation for injured and ill incident personnel

Finance/Administration Section: Major Activities

The Finance/Administration Section is responsible for:

- Contract negotiation and monitoring.
- Cost analysis, timekeeping
- Handling claims and compensation for injury or damage to property or facilities at an incident.
- Documentation for reimbursement (e.g., under MOUs).
Unified Command

The Unified Command organization consists of the multiple Incident Commanders from the various jurisdictions or organizations operating together to form a single command structure. (speak as one voice)
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.

Unified Command Features

- A single integrated incident organization
- Co-located (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

Possible Organization
Making Unified Command Work

- Include key community response personnel.
- Make sure that first responders know their legal and ethical responsibilities.
- Learn ICS.
- Train and exercise together.

Incident Coordination

Coordination activities include:
- Establishing policy.
- Collecting information.
- Establishing priorities.
- Resolving resource issues.
- Facilitating support.
- Synchronizing public messages.

Joint Information Center

The Joint Information Center (JIC):
- May be established to coordinate public information activities.
- Serves as the central point of contact for all news media.
Assuming Accountability

ICS requires that you be accountable for:

- Abiding by policies, procedures, and guidelines.
- Ensuring unity of command and chain of command by taking directions from your incident supervisor.
- Managing your stress and being professional during the incident.

Dispatch/Deployment and Check-In

Do you know the procedures for:

- Being dispatched/deployed to an incident?
- Checking in at the incident scene?
Initial Briefing
Briefings should include:
- Situation assessment.
- Job responsibilities.
- Identification of coworkers.
- Location of work area.
- Instructions for obtaining resources.
- Operational periods.
- Required safety procedures.

Recordkeeping
- Print or type all entries.
- Enter dates by month/day/year format.
- Enter date and time on all forms and records. Use local time.
- Fill in all blanks. Use N/A as appropriate.
- Don't create own unique reporting formats
- Use military time.

All incidents require some form of recordkeeping

Demobilization
At the end of your assignment:
- Complete all tasks and required forms/reports.
- Brief replacements, subordinates, and supervisor.
- Evaluate the performance of subordinates.
- Follow check-out procedures.
- Return any incident-issued equipment or other nonexpendable supplies.
- Complete post-incident reports, critiques, evaluations, and medical followup.
- Complete all time records or other accounting obligations.
Making ICS Work!

ICS works when everyone commits to:
- Following the chain of command.
- Reporting critical information.
- Waiting to be dispatched.

THANK YOU