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# ICS for Single Resource and Initial Action Incidents (ICS 200)

Student Manual

August 2010



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## **Unit 1: Course Overview**

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## **Unit 1. Course Overview**

### **Unit Objectives**

At the end of this course, you will be able to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
  - Use ICS to manage an incident or event.
- 

### **Scope**

- Course Welcome and Course Objectives
  - Student Introductions and Expectations
  - Instructor Expectations
  - Incident Command System: Review
  - ICS Features: Review
    - Activity
    - Features
  - Course Structure
  - Course Logistics
  - Successful Course Completion
-



### COURSE WELCOME

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#### Visual 1.1

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#### Key Points:

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Welcome to the IS-200.b – ICS for Single Resources and Initial Action Incidents (ICS-200) course. This course focuses on single resources and initial action incidents and builds on the ICS-100 course.

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

This is the second in a series of ICS courses designed to meet the all-hazards, all-agency NIMS ICS requirement for operational personnel. Descriptions and details about the other ICS courses in the series may be found on our Web site: <http://training.fema.gov>.

Introduce yourself and provide information about your background and experience with the Incident Command System (ICS).

**COURSE OBJECTIVES**


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**Visual 1.2**

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**Course Objectives**

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use ICS to manage an incident or event.



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Visual 1.2  
Course Overview

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**Key Points:**

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Review the course objectives. By the end of this course, you will be able to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use ICS to manage an incident or event.

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

**STUDENT INTRODUCTIONS AND EXPECTATIONS**

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**Visual 1.3**

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**Student Introductions**

Please provide your:

- Name, job title, and organization.
- Overall experience with emergency or incident response.
- ICS qualifications and most recent ICS experience.

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Visual 1.3  
Course Overview

**Key Points:**

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You should introduce yourself by providing the following information:

- Name, job title, and organization.
- Overall experience with emergency or incident response.
- ICS qualifications and most recent ICS experience.

**STUDENT INTRODUCTIONS AND EXPECTATIONS**

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**Visual 1.4**

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**Key Points:**

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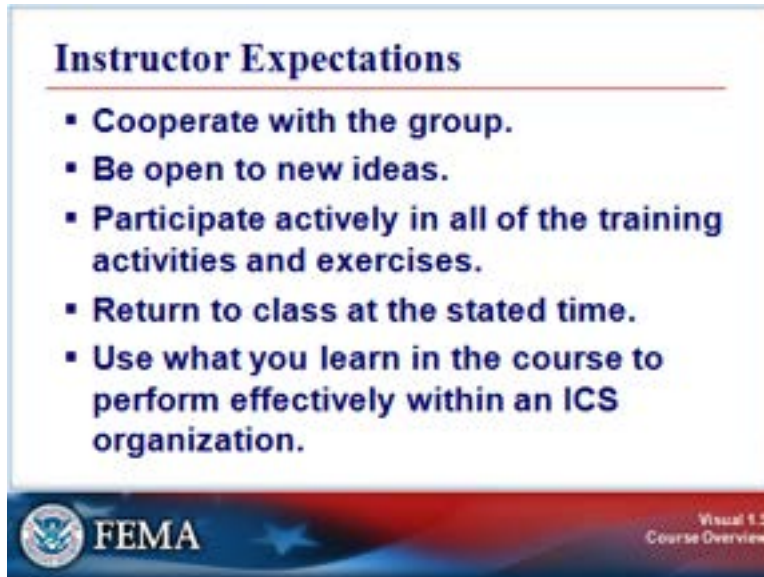
Identify what you hope to gain from attending this course.

**INSTRUCTOR EXPECTATIONS**

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**Visual 1.5**

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**Key Points:**

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Instructors expect you will:

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

**INCIDENT COMMAND SYSTEM: REVIEW**

**Visual 1.6**

**What Is ICS?**

**ICS:**

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

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Visual 1.6  
Course Overview

**Key Points:**

Remember in the ICS-100 course you learned that ICS is used to ensure the effective management of incidents and events.

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

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.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of the National Incident Management System (NIMS).

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

INCIDENT COMMAND SYSTEM: REVIEW

Visual 1.7

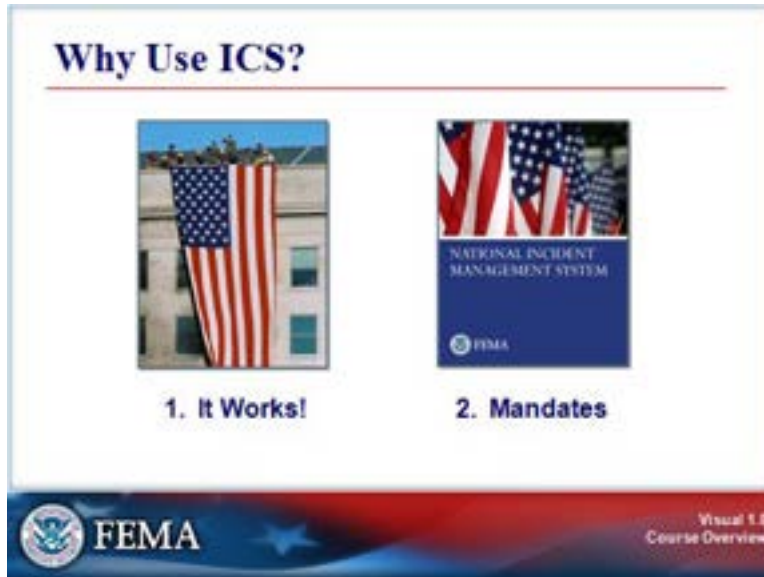


**Key Points:**

- All levels of government, the private sector, and nongovernmental agencies must be prepared to prevent, protect against, respond to, and recover from a wide spectrum of major events 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.

**INCIDENT COMMAND SYSTEM: REVIEW**

**Visual 1.8**



**Key Points:**

- ICS works! It saves lives! Life safety is the top priority for ICS response.
- The use of ICS is mandated by Homeland Security Presidential Directives (HSPDs) 5 and 8 and the National Incident Management System (NIMS).

The following page includes more information about HSPD-5 and HSPD-8. The next part of this unit includes a brief review of NIMS.

**INCIDENT COMMAND SYSTEM: REVIEW**

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**Visual 1.8 (Continued)**

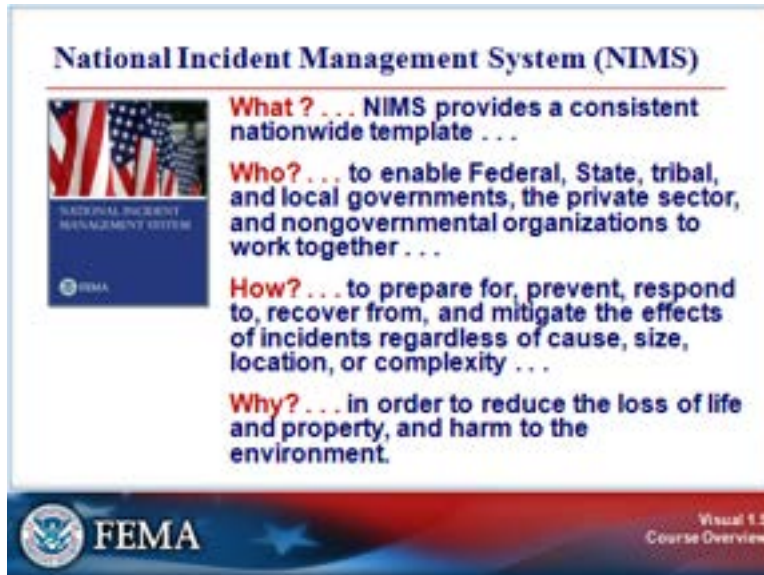
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HSPD-5, Management of Domestic Incidents, identified steps for improved coordination in response to incidents. It required the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal 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—a common, unified approach to “strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies.”

INCIDENT COMMAND SYSTEM: REVIEW

Visual 1.9

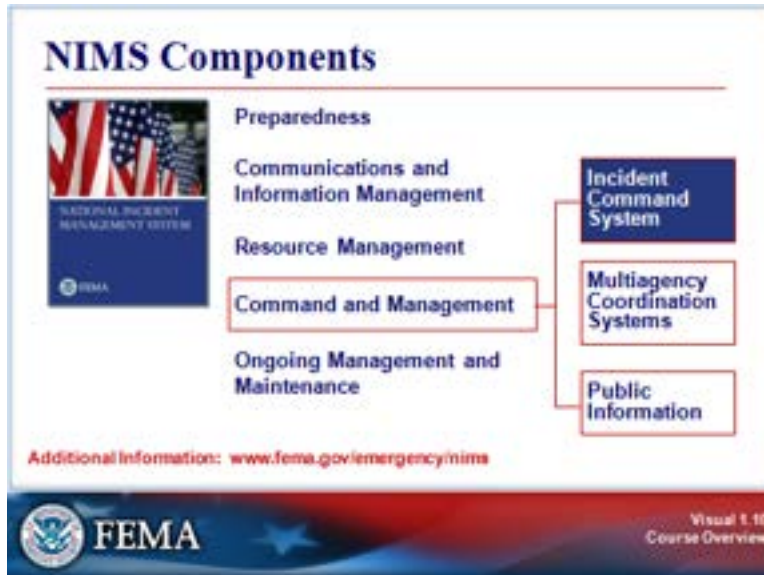


Key Points:

- The National Incident Management System (NIMS) provides a consistent nationwide template to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity, in order to reduce the loss of life and property, and harm to the environment.
- Building upon the Incident Command System (ICS), NIMS provides the Nation's first responders and authorities with the same foundation for incident management for terrorist attacks, natural disasters, and other emergencies. NIMS requires that ICS be institutionalized.

INCIDENT COMMAND SYSTEM: REVIEW

Visual 1.10



Key Points:

NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management.

- **Preparedness:** Effective emergency management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of any potential incident. Preparedness involves an integrated combination of planning, procedures and protocols, training and exercises, personnel qualifications and certification, and equipment certification.
- **Communications and Information Management:** Emergency management and incident response activities rely upon communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. NIMS is based upon the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communications and information systems.
- **Resource Management:** Resources (such as personnel, equipment, and/or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to: identify requirements, order and acquire, mobilize, track and report, recover and demobilize, reimburse, and inventory resources.

(Continued on the next page.)

**INCIDENT COMMAND SYSTEM: REVIEW**

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**Visual 1.10 (Continued)**

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- **Command and Management:** The Command and Management component within NIMS is designed to enable effective and efficient incident management and coordination by providing flexible, standardized incident management structures. The structures are based on three key organizational constructs: **the Incident Command System, Multiagency Coordination Systems, and Public Information.**
- **Ongoing Management and Maintenance:** Within the auspices of Ongoing Management and Maintenance, there are two components: the National Integration Center (NIC) and Supporting Technologies.

ICS FEATURES: REVIEW

Visual 1.11

**Activity: ICS Features Review**

Instructions:

- This course builds on what you learned in ICS-100 about ICS features. Let's see how much you remember!
- Your team will have 3 minutes to try to list as many ICS features as you can remember. Hint: There are 14 features.
- Select a spokesperson and recorder.
- Start writing when your instructor says "go."
- Stop when the instructor calls time.

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Visual 1.11  
Course Overview

**Key Points:**

This course builds on what you learned in ICS-100 about ICS features.

**Activity Purpose:** To see how much you remember from ICS-100 about ICS features.

**Instructions:**

1. Your team will have 3 minutes to try to list as many ICS features as you can remember. Hint: There are 14 features.
2. Select a spokesperson and recorder.
3. Start writing when the instructor says "go."
4. Stop when the instructor calls time.

### ICS FEATURES: REVIEW

#### Visual 1.12



#### Key Points:

##### Standardization:

- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.

##### Command:

- **Establishment and Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.
- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

(Continued on the next page.)

### ICS FEATURES: REVIEW

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#### Visual 1.12 (Continued)

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- **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

#### Planning/Organizational Structure:

- **Management by Objectives:** Includes establishing overarching objectives; developing strategies based on incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.
- **Incident Action Planning:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities.
- **Modular Organization:** The Incident Command organizational structure develops in a modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.

#### Facilities and Resources:

- **Comprehensive Resource Management:** Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.
- **Incident Locations and Facilities:** Various types of operational support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical designated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.

(Continued on the next page.)

### ICS FEATURES: REVIEW

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#### Visual 1.12 (Continued)

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#### Communications/Information Management:

- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, analyzing, sharing, and managing incident-related information and intelligence.

#### Professionalism:

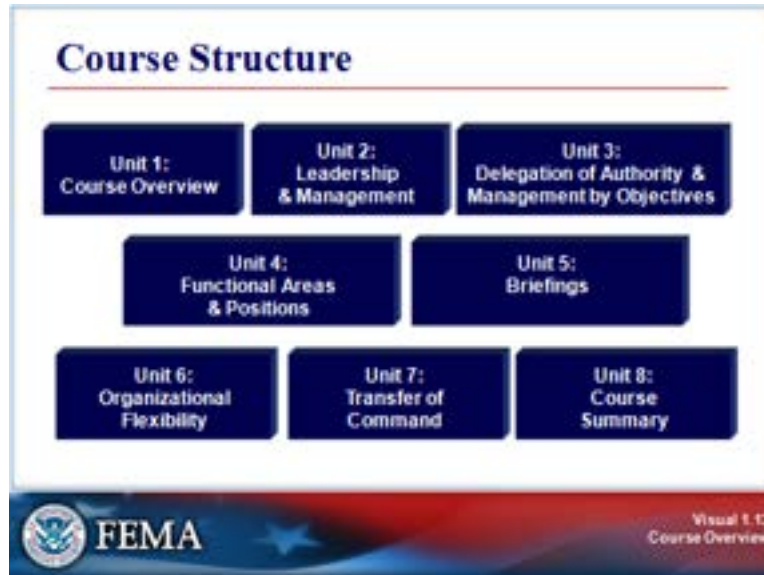
- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
  - Check-In: All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
  - Incident Action Plan: Response operations must be directed and coordinated as outlined in the IAP.
  - Unity of Command: Each individual involved in incident operations will be assigned to only one supervisor.
  - Personal Responsibility: All responders are expected to use good judgment and be accountable for their actions.
  - Span of Control: Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
  - Resource Tracking: Supervisors must record and report resource status changes as they occur.
- **Dispatch/Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

### COURSE STRUCTURE

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#### Visual 1.13

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#### Key Points:

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This course will focus on the following ICS features:

- Chain of Command and Unity of Command
- Modular Organization
- Management by Objectives
- Manageable Span of Control
- Transfer of Command

This course includes the following eight units:

- Unit 1: Course Overview (current unit)
- Unit 2: Leadership & Management
- Unit 3: Delegation of Authority & Management by Objectives
- Unit 4: Functional Areas & Positions
- Unit 5: Briefings
- Unit 6: Organizational Flexibility
- Unit 7: Transfer of Command
- Unit 8: Course Summary

Review the agenda on the last page.

**COURSE LOGISTICS**

**Visual 1.14**

**Course Logistics**

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

The slide features a photograph of a clock face on the right side, showing the time as approximately 10:10. At the bottom left is the FEMA logo, and at the bottom right is the text 'Visual 1.14 Course Overview'.

**Key Points:**

Review the following course logistics:

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

**SUCCESSFUL COURSE COMPLETION**

**Visual 1.15**



**Key Points:**

Successful course completion requires that you:

- Participate in unit activities/exercises.
- Achieve 75% or higher on the final exam.
- Complete the end-of-course evaluation.

The next unit covers the ICS leadership and management principles.

## **Unit 1. Course Overview**

### **ICS-200: ICS for Single Resources and Initial Action Incidents Sample Agenda**

#### **DAY 1**

##### **Morning Session**

- Unit 1: Course Overview (1 hour 30 minutes)
- Unit 2: Leadership & Management (2 hours)

##### **Afternoon Session**

- Unit 3: Delegation of Authority & Management by Objectives (2 hours)
- Unit 4: Functional Areas & Positions (2 hours)

#### **DAY 2**

##### **Morning Session**

- Unit 5: Briefings (1 hour 30 minutes)
- Unit 6: Organizational Flexibility (1 hour 30 minutes)

##### **Afternoon Session**

- Unit 7: Transfer of Command (45 minutes)
- Unit 8: Course Summary (1 hour)

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## **Unit 2: Leadership & Management**

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## Unit 2. Leadership & Management

### Unit Objectives

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

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

### Scope

- Unit Introduction
  - Unit Objectives
  - Chain of Command and Unity of Command
  - Unified Command: Review
  - Activity: Unified Command
  - Communications Overview
    - Formal Communication
    - Informal Communication
  - Activity: Incident Communications
  - Leadership in Incident Management
  - Activity: Incident Leadership
  - Leadership Responsibilities
  - Leadership Values
  - Activity: Building and Damaging Respect
  - Communication Responsibilities
  - Incident Management Assessment
  - Common Terminology
  - ICS Management
  - Position Titles
  - Activity: The Expanding Incident
  - Summary
-



### UNIT INTRODUCTION

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#### Visual 2.1

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#### Key Points:

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The Leadership and Management unit provides a more detailed look at the following ICS features:

- Chain of Command and Unity of Command
- Span of Control
- Leadership in Incident Management
- Common Terminology

### UNIT OBJECTIVES

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#### Visual 2.2

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#### Key Points:

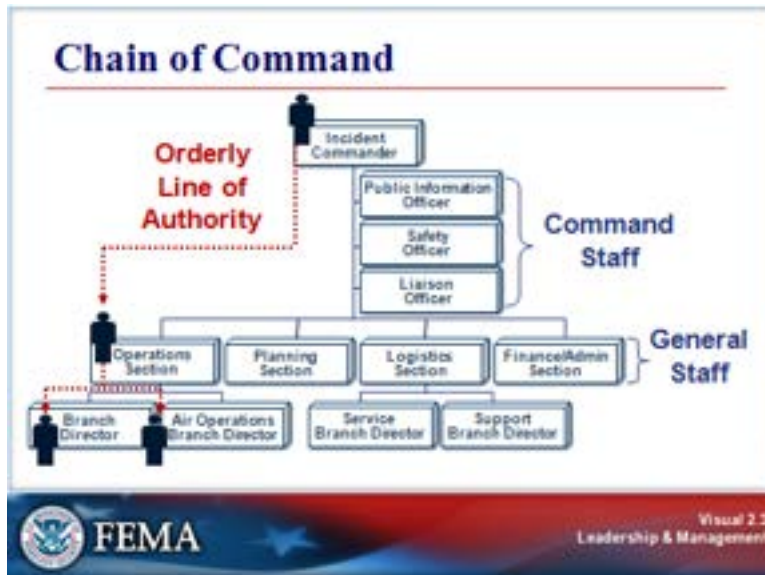
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The objectives of this unit are as follows:

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

CHAIN OF COMMAND AND UNITY OF COMMAND

Visual 2.3



Key Points:

The visual depicts an orderly line of authority within the ranks of the incident management organization.

The flow of task assignments and resource requests between participants in the ICS occurs only with the person directly above or below them on the organizational chart.

CHAIN OF COMMAND AND UNITY OF COMMAND

Visual 2.4



Key Points:

**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 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.

It is important not to confuse unity of command with Unified Command.

**CHAIN OF COMMAND AND UNITY OF COMMAND**

**Visual 2.5**



**Key Points:**

Discussion Question:

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

**UNIFIED COMMAND: REVIEW**

**Visual 2.6**



**Key Points:**

Unified Command allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies. As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.

**UNIFIED COMMAND: REVIEW**

**Visual 2.7**



**Key Points:**

Using Unified Command when appropriate:

- 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.

**UNIFIED COMMAND: REVIEW**

**Visual 2.8**



**Key Points:**

Advantages of using Unified Command include:

- All agencies have an understanding of joint priorities and restrictions.
- A single set of objectives guides incident response.
- A collective approach is used to develop strategies to achieve incident objectives.
- Information flow and coordination are improved between all involved in the incident.
- 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.

### ACTIVITY: UNIFIED COMMAND

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#### Visual 2.9

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**Activity: Unified Command**

**Instructions:** Working with your team . . .

1. Read the scenario in your Student Manual.
2. Identify the potential incident management issues.
3. List the incident management issues on chart paper.
4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.

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Visual 2.9  
Leadership & Management

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#### Key Points:

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**Activity Purpose:** To practice recognizing potential incident management issues.

**Instructions:** Working with your team . . .

1. Read the scenario in your Student Manual.
2. Identify the potential incident management issues.
3. List the incident management issues on chart paper.
4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.

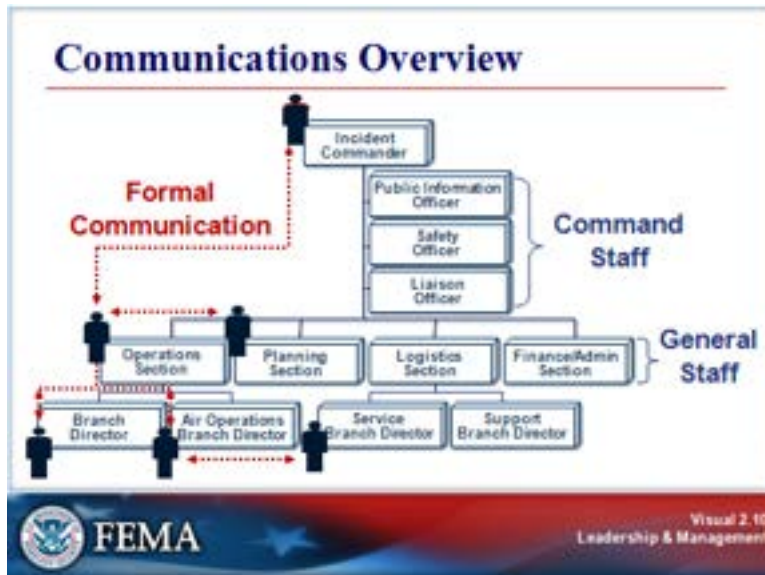
#### **Scenario:**

A tornado collapsed a building, trapping 15 people in its basement. Fire department officers immediately designated a fire station located directly across from the incident site as the Incident Command Post (ICP). However, the fire station's confined location and immediate proximity to the incident made it ill-suited for directing the large-scale response effort. As police officers arrived on the scene, they decided to establish their Command Center at a school, several blocks away from the immediate response activities.

As response operations progressed and a mobile command vehicle became available, the Incident Command Post (ICP) was established in that vehicle just north of the hospital. Other agencies involved, such as the fire department and emergency medical services, began operating near the new ICP location and Incident Commander. The police department continued to operate from the school.

COMMUNICATIONS OVERVIEW

Visual 2.10



Key Points:

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

**FORMAL COMMUNICATION**

**Visual 2.11**



**Key Points:**

Formal communication should be used when:

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

Discussion Question:


**What are some examples of formal communications within the ICS organization?**

INFORMAL COMMUNICATION

Visual 2.12

**Informal Communication (1 of 2)**

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



**Within the ICS organization, critical information must flow freely!**

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Visual 2.12  
Leadership & Management

**Key Points:**

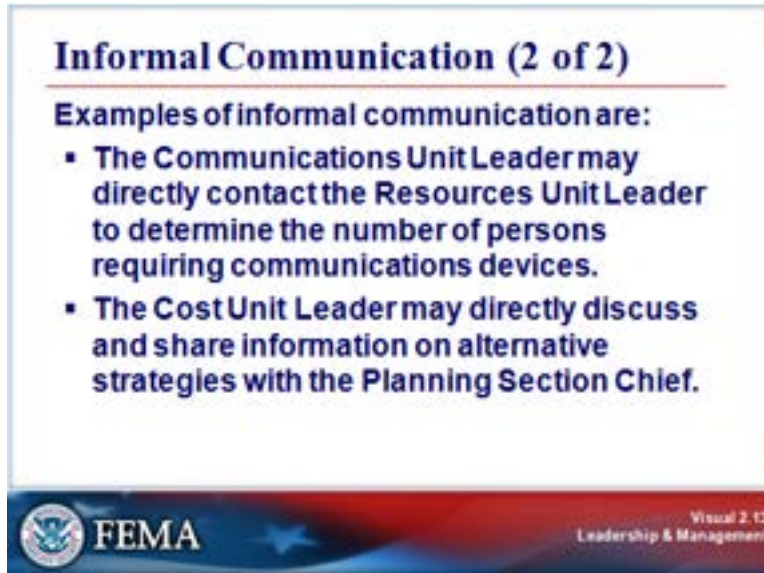
Informal communication relationships are those situations requiring exchange of incident or event information only and do not involve tasking work assignments or requests for support or additional resources.

Discussion Question:

**What are some examples of informal communications within the ICS organization?**

**INFORMAL COMMUNICATION**

**Visual 2.13**



**Key Points:**

Examples of informal communication are as follows:

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

**ACTIVITY: INCIDENT COMMUNICATIONS**

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**Visual 2.14**

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**Activity: Incident Communications**

**Instructions:** Working with your team . . .

1. Read the case scenario in your Student Manual.
2. Identify strategies to address the communications problem.
3. List the strategies on chart paper.
4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.

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Visual 2.14  
Leadership & Management

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**Key Points:**

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**Activity Purpose:** To practice identifying communication strategies to avoid problems during incident operations.

**Instructions:** Working with your team . . .

1. Read the case study in your Student Manual.
2. Identify strategies to address the communications problem.
3. List the strategies on chart paper.
4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.

**Case Scenario:**

Emergency communications at the Pentagon site proved challenging on September 11, 2001.

Radio communications among emergency responders quickly became overloaded. These communication problems persisted throughout rescue operations. There was a need to record the identification number and location of each piece of equipment on the Pentagon grounds. Radio communications could not be employed to perform this task.

**LEADERSHIP IN INCIDENT MANAGEMENT**

**Visual 2.15**



**Key Points:**

Discussion Question:

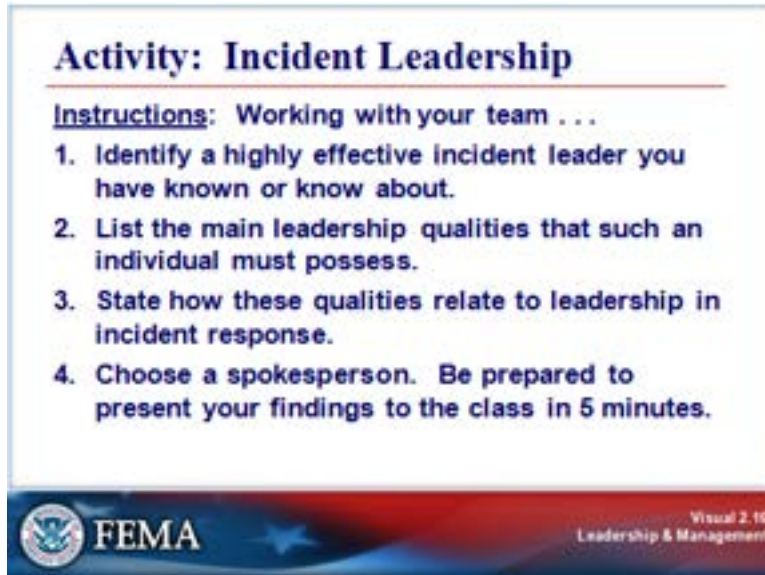
**Why is leadership an essential element of successful incident/event management?**

**ACTIVITY: INCIDENT LEADERSHIP**

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**Visual 2.16**

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**Activity: Incident Leadership**

Instructions: Working with your team . . .

1. Identify a highly effective incident leader you have known or know about.
2. List the main leadership qualities that such an individual must possess.
3. State how these qualities relate to leadership in incident response.
4. Choose a spokesperson. Be prepared to present your findings to the class in 5 minutes.

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Visual 2.16  
Leadership & Management

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**Key Points:**

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**Activity Purpose:** To stimulate thought and discussion about desirable leadership qualities.

**Instructions:** Working with your team . . .

1. Identify a highly effective incident leader you have known or know about.
2. List the main leadership qualities that such an individual must possess.
3. State how these qualities relate to leadership in incident response.
4. Choose a spokesperson. Be prepared to present your findings to the class in 5 minutes.


LEADERSHIP IN INCIDENT MANAGEMENT


Visual 2.17

**Leadership**

**Leadership means . . .**

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



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Visual 2.17  
Leadership & Management

**Key Points:**

Relate the discussion from the activity to the following statement about leadership:

**Leadership means...**

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

### LEADERSHIP RESPONSIBILITIES

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#### Visual 2.18

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#### Key Points:

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The safety of all personnel involved in an incident or a planned event is the first duty of ICS leadership. This is the overall responsibility of Team Leaders, Group or Division Supervisors, Branch Directors, Section Chiefs, and all members of the Command or Unified Command Staff. Ensuring safe work practices is the top priority within the ICS common leadership responsibilities.

Note the following additional key points about decisionmaking:

- Demonstrating initiative requires the ability to make sound, timely decisions during an incident or event.
- Effective decisionmaking can avert tragedy and help the community recover from the event more quickly.
- Conversely, poor decisionmaking or the absence of decisions potentially can result in injury or death to victims or responders. But the repercussions don't stop there. Poor decisions in the early stages of an incident can make the responders' job more difficult and more dangerous. In addition, they can give rise to much more critical or complex decisions.

**LEADERSHIP VALUES**


**Visual 2.19**

**Leadership & Duty**

Leaders should:

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



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Visual 2.19  
Leadership & Management

**Key Points:**

- Leaders should know, understand, and practice the leadership principles. Leaders need to recognize the relationship between these principles and the leadership values.
- Duty is how you value your job. Duty begins with everything required of you by law and policy, but it is much more than simply fulfilling requirements. A leader commits to excellence in all aspects of his or her professional responsibility.

### LEADERSHIP VALUES

#### Visual 2.20



**Commitment & Duty**

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

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Visual 2.20  
Leadership & Management

#### Key Points:

To demonstrate leadership commitment:

- Take charge within your scope of authority.
- Be prepared to step out of a tactical role to assume a leadership role.
- Be proficient in your job, both technically and as a leader.
  - Adhere to professional standard operating procedures.
  - Develop a plan to accomplish given objectives.
  - Develop and improve technical and management skills.
  - To prepare for your leadership role, participate in the development of standard operating procedures, emergency operations plans, or specific planning for incidents or events.
  - Participate in disaster simulation exercises.
  - Know agency policies.
- Make sound and timely decisions.
  - Maintain situation awareness in order to anticipate needed actions.
  - Evaluate situation for:
    - Safety.
    - Economic concerns.
    - Environmental concerns.
    - Political concerns.
    - Progress of work assignments.
    - Problems completing tasks.
  - Develop and communicate contingencies within your scope of authority.

(Continued on the next page.)

### LEADERSHIP VALUES

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#### Visual 2.20 (Continued)

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- Ensure that tasks are understood.
  - Issue clear instructions.
  - Observe and assess actions in progress without micro-managing. (Do not become excessively involved with tactics. Focus on whether or not the strategies are accomplishing the objective.)
  - Use positive feedback to modify duties, tasks, and assignments when appropriate.
  
- Develop your subordinates for the future.
  - Clearly state expectations.
  - Delegate those tasks that you are not required to do personally.
  - Consider individual skill levels and developmental needs when assigning tasks.

**LEADERSHIP VALUES**

**Visual 2.21**



**Key Points:**

Discussion Question:


**What can you do to demonstrate your commitment to duty to those you lead?**

LEADERSHIP VALUES

Visual 2.22

**Leadership & Respect**

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



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Visual 2.22  
Leadership & Management

Key Points:

- **Know your subordinates and look out for their well-being.** The workers who follow you are your greatest resource. Not all of your workers will succeed equally, but they all deserve respect.
- **Keep your subordinates and supervisor informed.** Provide accurate and timely briefings and give the reason (intent) for assignments and tasks.
- **Build the team.** Conduct frequent briefings and debriefings with the team to monitor progress and identify lessons learned. Consider team experience, fatigue, and physical limitations when accepting assignments.

### LEADERSHIP VALUES

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#### Visual 2.23

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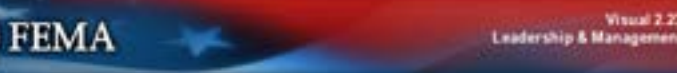
**Activity: Building & Damaging Respect**

**Instructions:** Working individually . . .

1. List leadership actions that can damage and build respect.
2. Record your answers as follows:

Builds Respect	Damages Respect

3. Be prepared to present your findings to the class in 5 minutes.

 **FEMA**  Visual 2.23  
Leadership & Management

#### Key Points:

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**Activity Purpose:** To stimulate discussion of the impact of various leadership actions.

**Instructions:** Working individually . . .

1. List leadership actions that can damage and build respect.
2. Record your answers on paper in two columns, one labeled “Builds Respect” and the other labeled “Damages Respect.”
3. Be prepared to present your findings to the class in 5 minutes.

LEADERSHIP VALUES

Visual 2.24

**Leadership & Integrity**

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

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

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Visual 2.24  
Leadership & Management

Key Points:

- **Integrity is how you value yourself.** You must be in charge of yourself, before you can be in charge of others. Leaders with integrity separate what is right from what is wrong and act according to what they know is right, even at personal cost.
- **Integrity means knowing yourself and seeking improvement.**
  - Know the strengths/weaknesses in your character and skill level.
  - Ask questions of peers and superiors.
  - Actively listen to feedback from subordinates.
- **Integrity means seeking responsibility and accepting responsibility for your actions.**
  - Accept full responsibility for and correct poor team performance.
  - Credit subordinates for good performance.
  - Keep your superiors informed of your actions.

Discussion Question:

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

**COMMUNICATION RESPONSIBILITIES**

**Visual 2.25**

**Communication Responsibilities**

To ensure sharing of critical information, responders must:

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

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Visual 2.25  
Leadership & Management

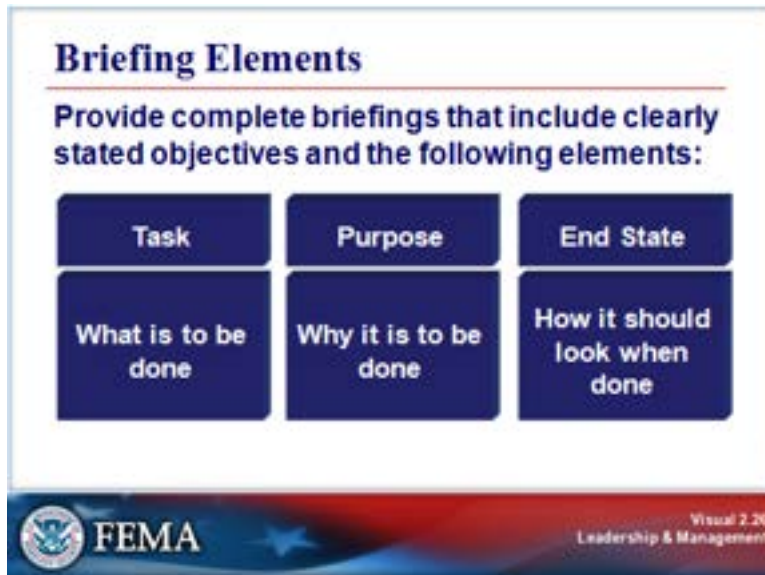
**Key Points:**

One common responsibility of all members of the ICS organization is communication. Key points:

- The most effective form of communication is face-to-face. Obviously, this is not always possible.
- Regardless of the means of communication required by the incident, all responders have five communication responsibilities to perform:
  - Brief others as needed.
  - Debrief their actions.
  - Communicate hazards to others.
  - Acknowledge messages.
  - Ask if they don't know.

COMMUNICATION RESPONSIBILITIES

Visual 2.26



**Key Points:**

All leaders have the responsibility to provide complete briefings that include clearly stated incident objectives. The following elements should be included in all briefings:

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

**INCIDENT MANAGEMENT ASSESSMENT**

**Visual 2.27**

**Incident Management Assessment**

**Assessment methods include:**

- Corrective action report/after-action review.
- Post-incident analysis.
- Debriefing.
- Post-incident critique.
- Mitigation plans.

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Visual 2.27  
Leadership & Management

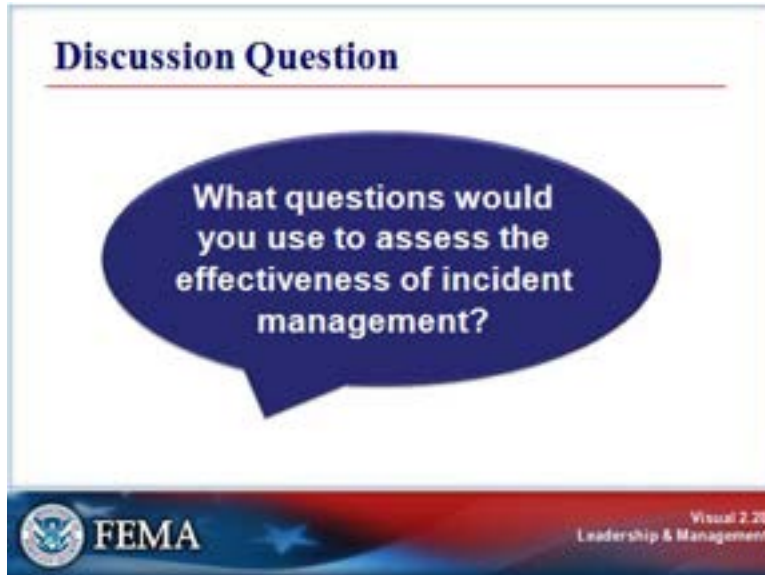
**Key Points:**

- Management is an important leadership responsibility.
- Assessments should be conducted after a major activity in order to allow employees and leaders to discover what happened and why.
- Common assessment methods include:
  - Corrective action report/after-action review.
  - Post-incident analysis.
  - Debriefing.
  - Post-incident critique.
  - Mitigation plans.

According to NIMS, “Corrective action plans are designed to implement procedures that are based on lessons learned from actual incidents or from training and exercises. Mitigation plans describe activities that can be taken prior to, during, or after an incident to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident.”

**INCIDENT MANAGEMENT ASSESSMENT**

**Visual 2.28**



**Key Points:**

Discussion Question:

**What questions would you use to assess the effectiveness of incident management?**

### COMMON TERMINOLOGY

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#### Visual 2.29

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**Using Common Terminology**

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

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

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Visual 2.29  
Leadership & Management

#### Key Points:

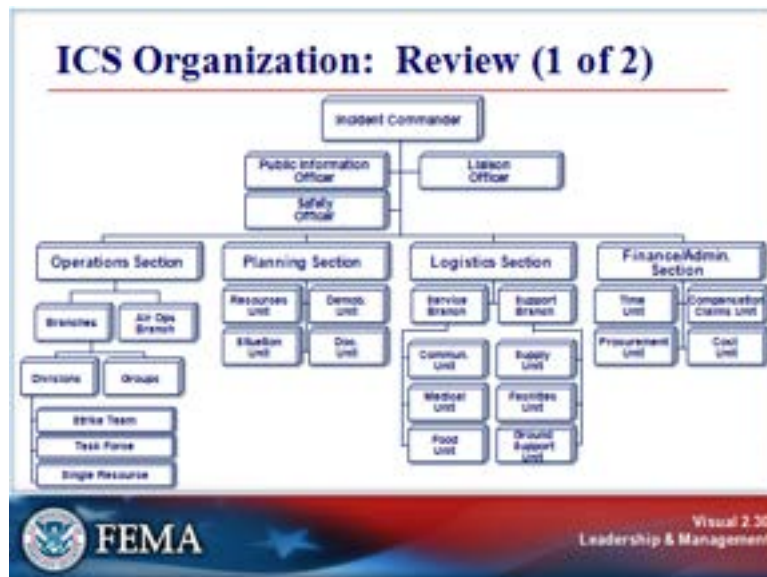
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ICS establishes common terminology that allows diverse incident management and support entities to work together. Major functions and functional units with incident management responsibilities are named and defined. Terminology for the organizational elements involved is standard and consistent.

- **Organizational Functions.** Major functions and functional units with domestic incident management responsibilities are named and defined. Terminology for the organizational elements involved is standard and consistent.
- **Incident Facilities.** Common terminology is used to designate the facilities in the vicinity of the incident area that will be used in the course of incident management activities.
- **Resource Descriptions.** Major resources—including personnel, facilities, and major equipment and supply items—used to support incident management activities are given common names and are “typed” with respect to their capabilities, to help avoid confusion and to enhance interoperability.
- **Position Titles.** At each level within the ICS organization, individuals with primary responsibility have distinct titles. Titles provide a common standard for all users, and also make it easier to fill ICS positions with qualified personnel.

### ICS MANAGEMENT

#### Visual 2.30



#### Key Points:

The ICS organization:

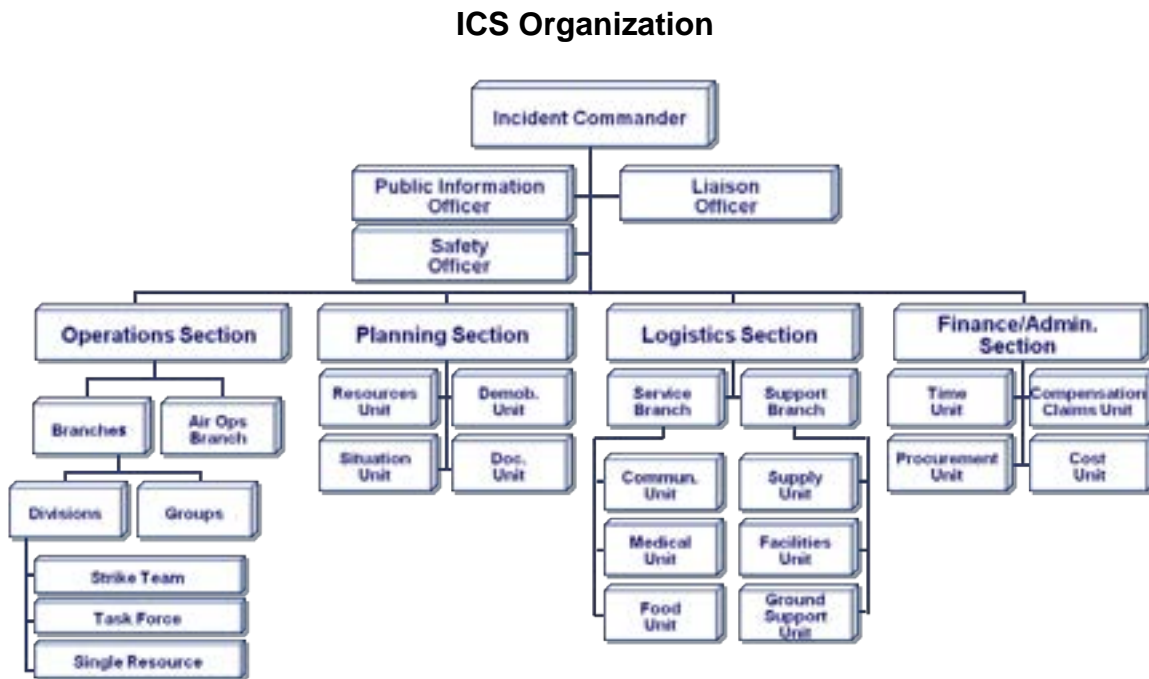
- Is typically structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.
- Is adaptable to any emergency or incident to which domestic incident management agencies would be expected to respond.
- Has a scalable organizational structure that is based on the size and complexity of the incident.

However, this flexibility does NOT allow for the modification of the standard, common language used to refer to organizational components or positions.

Note: Refer to the enlarged version of this graphic on the next page in your Student Manuals.

ICS MANAGEMENT

Visual 2.30 (Continued)



The ICS organizational chart shown above includes the following Command Staff: Incident Commander, Public Information Officer, Safety Officer, and Liaison Officer. General Staff includes the Operations, Planning, Logistics, and Finance/Admin. Sections.

Within the Operations Section there are two Branches. Subordinate to the Branches are Divisions and Groups. Under the Division there is a Strike Team, Task Force, and Single Resource.

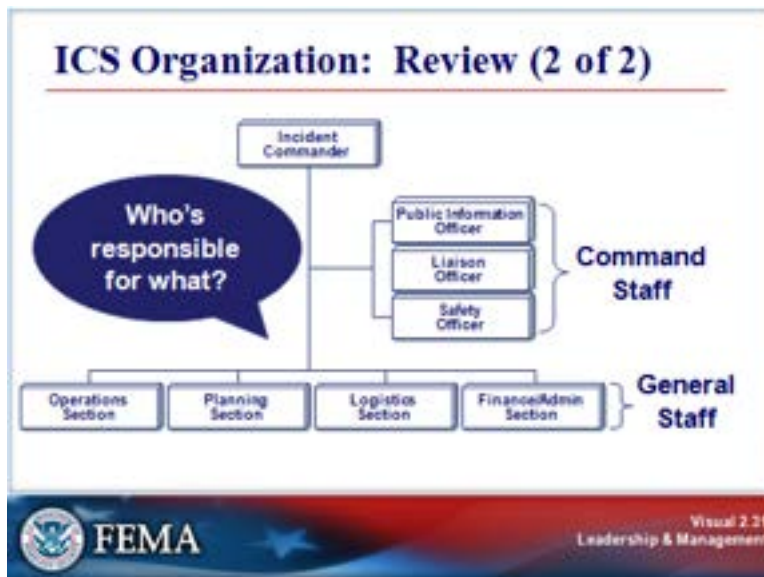
Within the Planning Section the following Units are shown: Resources, Situation, Demobilization, and Documentation.

Within the Logistics Section two Branches are shown: the Service Branch with Communications, Medical, and Food Units, and the Support Branch with Supply, Facilities, and Ground Support Units.

Within the Finance/Admin. Section the following Units are shown: Time, Procurement, Compensation/Claims, and Cost.

ICS MANAGEMENT

Visual 2.31



Key Points:

Discussion Questions:

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

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

**Who handles media and public inquiries, emergency public information and warnings, rumor monitoring and response, and media monitoring, and coordinates the dissemination of information in an accurate and timely manner?**

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

**Which Section would perform cost analysis and contracting services?**

(Continued on the next page.)

**ICS MANAGEMENT**

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**Visual 2.31 (Continued)**

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Discussion Questions:

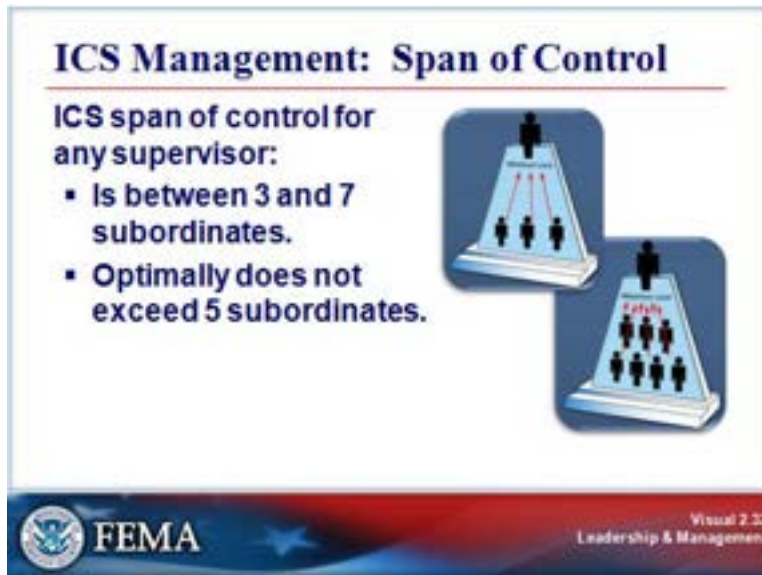
**Who is responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel?**

**Within which Section would you find a Strike Team?**

**When would a Division be used?**

### ICS MANAGEMENT

#### Visual 2.32



#### Key Points:

- Span of control is key to effective and efficient incident management. Maintaining an effective span of control is important because safety and accountability are a priority.
- Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates. If a supervisor has fewer than three people reporting, or more than seven, some adjustment to the organization should be considered. Monitoring the span of control in the ICS organization is a major responsibility of the Incident Commander.
- Optimally, span of control is five subordinates.

**ICS MANAGEMENT**

**Visual 2.33**

**What Influences Span of Control?**

Span of control is influenced by:

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



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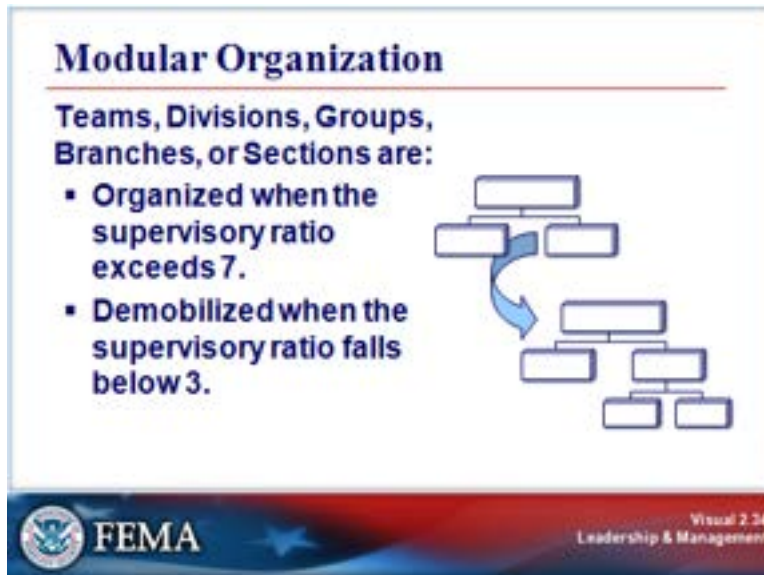
Visual 2.33  
Leadership & Management

**Key Points:**

- The type and complexity of incident, nature of the task, distances between personnel and resources, and hazards and safety factors all influence span-of-control considerations.
- Provide examples from personal experience of incidents that would use a span of control of three or four subordinates to a supervisor.

ICS MANAGEMENT

Visual 2.34



Key Points:

- The ICS organization 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 action planning process.
- Because 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 seven, or by reorganizing or demobilizing Sections, Branches, Divisions, Groups, or Teams when the ratio falls below three or the incident objectives have been met.

ICS MANAGEMENT

Visual 2.35



Key Points:

The initial response to most domestic incidents is typically handled by local “911” dispatch centers, emergency responders within a single jurisdiction, and direct supporters of emergency responders. Most responses need go no further.

Most incidents are small responses that include:

- **Command.** Incident Commander and other Command Staff.
- **Single Resources.** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

**ICS MANAGEMENT**

**Visual 2.36**

**Expanding Incidents**

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



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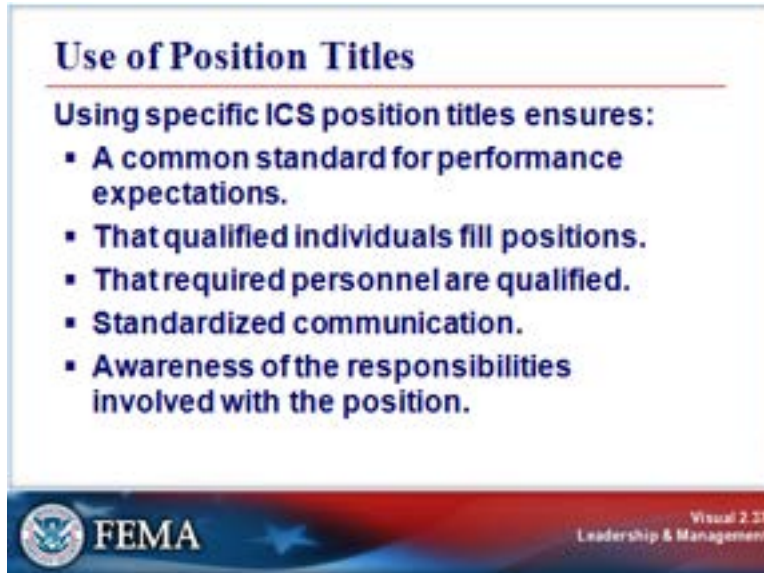
Visual 2.36  
Leadership & Management

**Key Points:**

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

**POSITION TITLES**

**Visual 2.37**



**Key Points:**

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.

**POSITION TITLES****Visual 2.38**

**ICS Supervisory Position Titles**

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

FEMA Visual 2.38 Leadership & Management

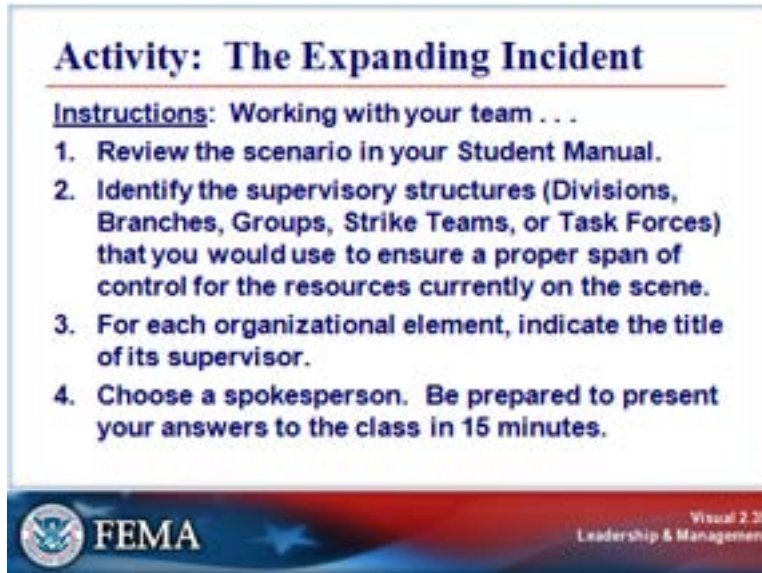
**Key Points:**

Take a moment to review the information contained in the table below:

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

**ACTIVITY: THE EXPANDING INCIDENT**

**Visual 2.39**



The slide features a title 'Activity: The Expanding Incident' in a large, bold, blue font. Below the title, the word 'Instructions:' is underlined in blue, followed by the text 'Working with your team . . .'. A numbered list of four instructions follows. At the bottom of the slide, there is a red and blue banner with the FEMA logo on the left and the text 'Visual 2.39 Leadership & Management' on the right.

**Activity: The Expanding Incident**

Instructions: Working with your team . . .

1. Review the scenario in your Student Manual.
2. Identify the supervisory structures (Divisions, Branches, Groups, Strike Teams, or Task Forces) that you would use to ensure a proper span of control for the resources currently on the scene.
3. For each organizational element, indicate the title of its supervisor.
4. Choose a spokesperson. Be prepared to present your answers to the class in 15 minutes.

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Visual 2.39  
Leadership & Management

**Key Points:**

**Activity Purpose:** To give you practice at maintaining span of control by adjusting the ICS organization structure as an expanding scenario incident unfolds.

**Instructions:** Working with your team . . .

1. Review the scenario on the next page.
2. Using an organization chart format, identify the supervisory structures (Divisions, Branches, Groups, Strike Teams, or Task Forces) that you would use to ensure a proper span of control for the resources currently on the scene.
3. For each organizational element, indicate the title of its supervisor.
4. Choose a spokesperson. Be prepared to present your organizational charts to the class in 15 minutes.

**ACTIVITY: THE EXPANDING INCIDENT**

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**Visual 2.39 (Continued)**

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**Scenario:**

A swim meet is being held at the Main Street pool with 30 team members and 50 observers. During a race, a sudden electrical storm sends a lightning bolt into a flagpole near the pool and the charge arcs to the water. The pool is instantly electrified, sending guards and parents into the pool to rescue the children. The primary objectives are saving lives and ensuring safety.

**On-Scene Resources:** Local Police: 4 Marked Units; State Police: 2 Marked Units; Fire: 2 Engine Companies; Rescue: 1 Company; and EMS: 5 Basic Life Support and 2 Advanced Life Support

**SUMMARY**

**Visual 2.40**



**Key Points:**

Are you now able to:

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

The next unit presents information about delegation of authority and management by objectives.

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**Unit 3: Delegation of Authority &  
Management by Objectives**

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## **Unit 3. Delegation of Authority & Management by Objectives**

### **Unit Objectives**

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

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

### **Scope**

- Unit Introduction
  - Unit Objectives
  - Delegation of Authority Process
  - Activity: Delegating Authority
  - Implementing Authorities
  - Management by Objectives
  - Activity: Adding Incident Objectives
  - Preparedness Plans and Agreements
  - Activity: Developing Incident Objectives
  - Summary
-



**UNIT INTRODUCTION**

**Visual 3.1**



**Key Points:**

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

### UNIT OBJECTIVES

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#### Visual 3.2

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#### Key Points:

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The objectives of this unit are as follows:

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

**DELEGATION OF AUTHORITY PROCESS**

**Visual 3.3**



**Key Points:**

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

**DELEGATION OF AUTHORITY PROCESS**

**Visual 3.4**



**Key Points:**

Discussion Question:

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

**DELEGATION OF AUTHORITY PROCESS**

**Visual 3.5**

**Scope of Authority**

An Incident Commander's scope of authority is derived:

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



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Visual 3.5  
Delegation of Authority &  
Management by Objectives

**Key Points:**

An Incident Commander's scope of authority is derived:

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

### DELEGATION OF AUTHORITY PROCESS

#### Visual 3.6

**Delegation of Authority**

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

Agency Executive

↓

Incident Commander

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Visual 3.6  
Delegation of Authority &  
Management by Objectives

The diagram illustrates the process of delegation of authority. It features a title 'Delegation of Authority' at the top. Below the title is a bulleted list of four points: 1. Grants authority to carry out specific functions. 2. Is issued by chief elected official, chief executive officer, or agency administrator in writing or verbally. 3. Allows the Incident Commander to assume command. 4. Does NOT relieve the granting authority of ultimate responsibility for the incident. To the right of the list is a vertical flow diagram. It starts with a photograph of a man labeled 'Agency Executive'. A blue downward-pointing arrow connects this to a photograph of a woman labeled 'Incident Commander'. At the bottom of the slide, there is a red and blue banner with the FEMA logo on the left and the text 'Visual 3.6 Delegation of Authority & Management by Objectives' on the right.

#### Key Points:

The 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.

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.

### DELEGATION OF AUTHORITY PROCESS

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#### Visual 3.7

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#### Key Points:

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A delegation of authority may be needed:

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

A delegation of authority may not be required if the Incident Commander is acting within his or her existing authorities. For example:

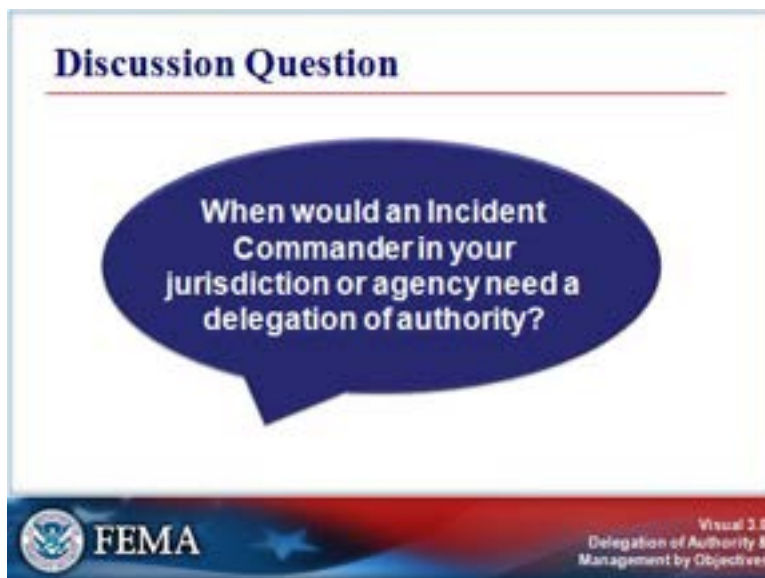
- An emergency manager may already have the authority to deploy response resources to a small flash flood.
- A fire chief probably has the authority (as part of the job description) to serve as an Incident Commander at a structure fire.

Discussion Question:

**Can you think of other instances when a delegation of authority may not be necessary.**

**DELEGATION OF AUTHORITY PROCESS**

**Visual 3.8**



**Key Points:**

Discussion Question:

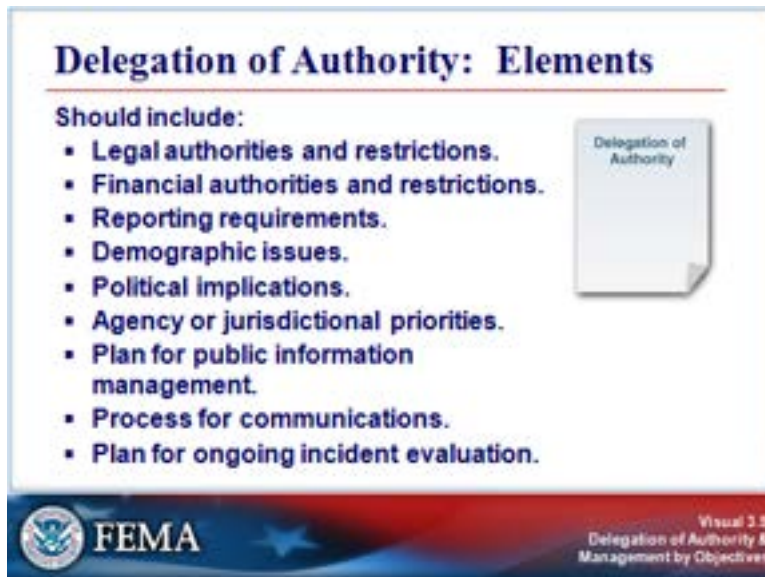
**When would an Incident Commander in your jurisdiction or agency need a delegation of authority?**

### DELEGATION OF AUTHORITY PROCESS

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#### Visual 3.9

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#### Key Points:

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A delegation of authority should include the following elements:

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

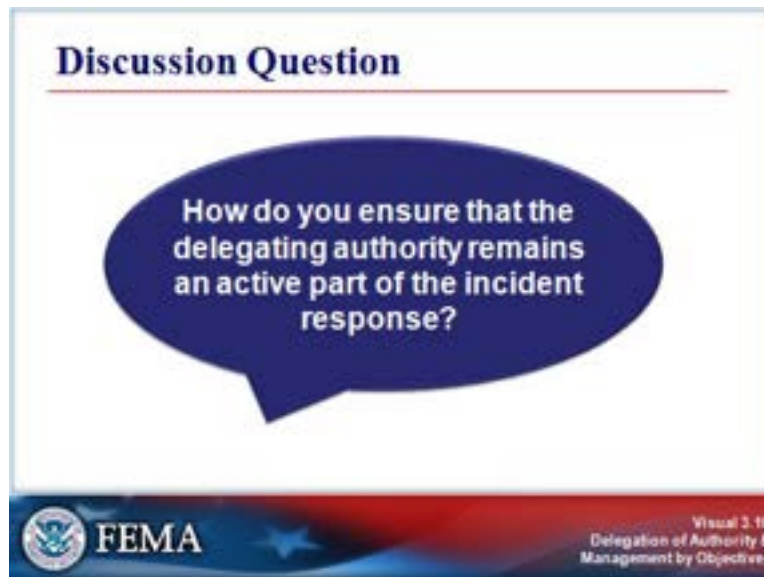
The delegation should also specify when the incident will be achieved prior to a transfer of command or release.

**DELEGATION OF AUTHORITY PROCESS**

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**Visual 3.10**

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**Key Points:**

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The final responsibility for the resolution of the incident remains with the chief elected official, chief executive officer, or agency administrator. It is imperative then that the chief elected official, chief executive officer, or agency administrator remain an active participant, supporter, supervisor, and evaluator of the Incident Commander.

Discussion Question:

**How do you ensure that the delegating authority remains an active part of the incident response?**

### ACTIVITY: DELEGATING AUTHORITY

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#### Visual 3.11

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**Activity: Delegating Authority**

**Instructions:** Working with your team . . .

1. Read the case study in your Student Manual.
2. Identify the steps you would take to keep the agency executives involved in this incident.
3. List the steps on chart paper.
4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.

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Visual 3.11  
Delegation of Authority &  
Management by Objectives

#### Key Points:

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**Activity Purpose:** To identify and reinforce ways that incident management personnel can keep their agency executives involved and informed during an incident.

**Instructions:** Working in your team:

1. Read the case study in your Student Manual.
2. Identify the steps you would take to keep the agency executives involved in this incident.
3. List the steps on chart paper.

#### **Case Study:**

The Beltway sniper case was one of the most infamous crimes in recent law enforcement, instilling fear in thousands of people. According to the after-action report, communication was clearly the most compelling concern in the sniper case. Investigations of this kind succeed or fail based on executives' ability to effectively manage and communicate information in a timely manner. Incident Commanders must balance the incident needs with the obligations of local executives to be responsive to their citizens. In the words of one police chief, "You cannot expect leaders to stop leading."

**IMPLEMENTING AUTHORITIES**

**Visual 3.12**



**Key Points:**

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

**MANAGEMENT BY OBJECTIVES**

**Visual 3.13**

**Management by Objectives**

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

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Visual 3.13  
Delegation of Authority &  
Management by Objectives

**Key Points:**

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

Management by objectives includes:

- Establishing overarching objectives.
- 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.

### MANAGEMENT BY OBJECTIVES

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#### Visual 3.14

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#### Key Points:

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The process for establishing and implementing incident objectives involves the following steps.

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

The Incident Commander must have a firm grasp of the policies and direction of his or her agency or jurisdiction. Laws, regulations, and policies of that agency or jurisdiction will govern the Incident Commander's scope of authority to act and, therefore, the objectives established.

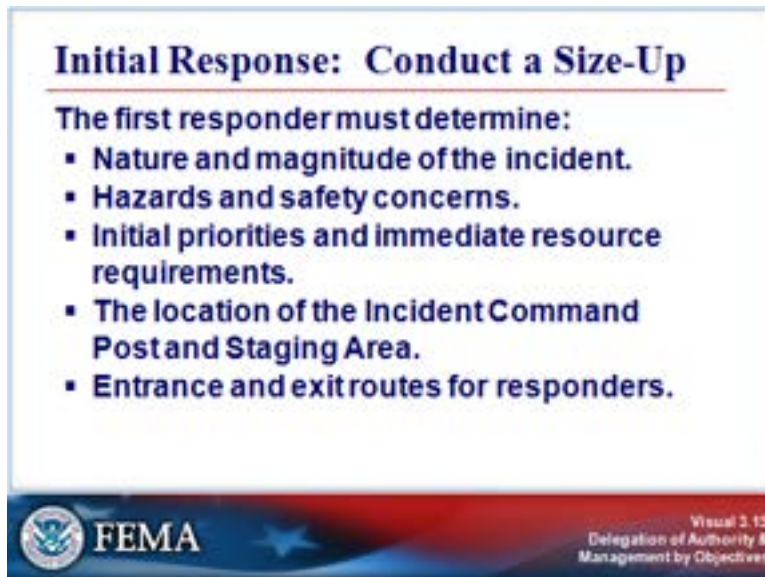
Note that the ICS-300 course presents more training in setting objectives and the planning process cycle.

### MANAGEMENT BY OBJECTIVES

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#### Visual 3.15

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#### Key Points:

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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:

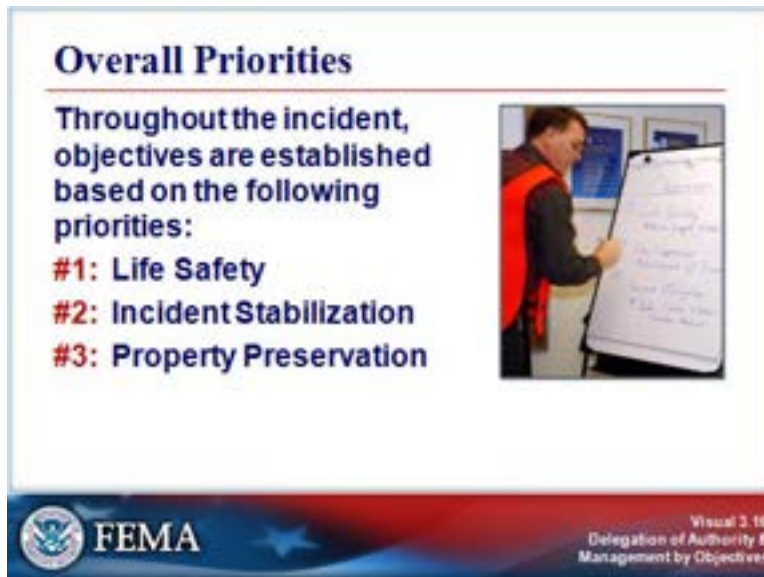
- Nature and magnitude of the incident.
- Hazards and safety concerns:
  - Hazards facing response personnel and the public
  - Evacuation and warnings
  - Injuries and casualties
  - Need to secure and isolate the area
- Initial priorities and immediate resource requirements.
- The location of the Incident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

Discussion Question:

**What additional factors might you consider when conducting a size-up?**

**MANAGEMENT BY OBJECTIVES**

**Visual 3.16**



**Key Points:**

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

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

**MANAGEMENT BY OBJECTIVES**

**Visual 3.17**



The slide is titled "SMART Incident Objectives" in a blue serif font. Below the title, it states "Effective incident objectives are:" followed by a bulleted list of five criteria: Specific, Measurable, Action oriented, Realistic, and Time sensitive. Each criterion is preceded by a red square bullet. To the right of the list is a photograph of three people in an indoor setting; one person in the foreground is wearing a dark blue t-shirt with "IA-1 OPERATOR" printed on the back. At the bottom of the slide, there is a red and blue banner with the FEMA logo on the left and the text "Visual 3.17 Delegation of Authority & Management by Objectives" on the right.

**Key Points:**

Incident objectives must describe what must be accomplished and provide substantive direction for work at the incident.

For full effectiveness, incident objectives must be:

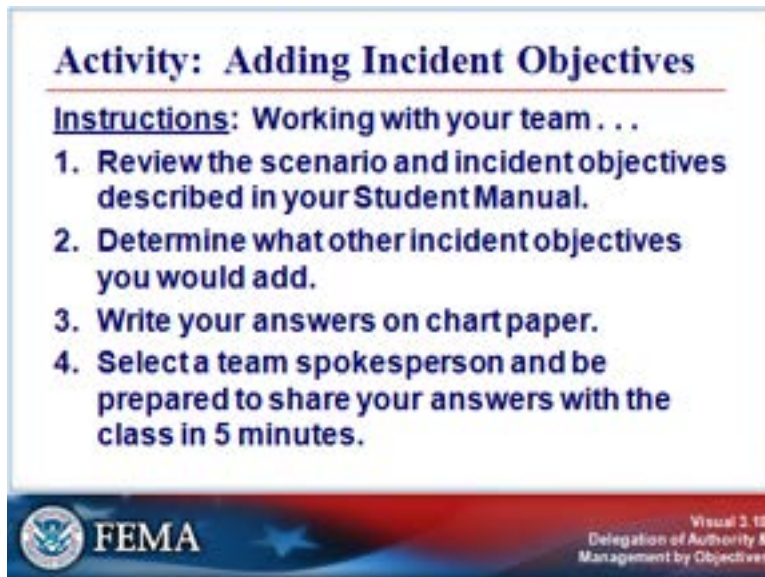
- Specific – Is the wording precise and unambiguous?
- Measurable – How will achievements be measured?
- Action Oriented – Is an action verb used to describe expected accomplishments?
- Realistic – Is the outcome achievable with given available resources?
- Time Sensitive – What is the timeframe (if applicable)?

### ACTIVITY: ADDING INCIDENT OBJECTIVES

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#### Visual 3.18

---



**Activity: Adding Incident Objectives**

**Instructions:** Working with your team . . .

1. Review the scenario and incident objectives described in your Student Manual.
2. Determine what other incident objectives you would add.
3. Write your answers on chart paper.
4. Select a team spokesperson and be prepared to share your answers with the class in 5 minutes.

FEMA

Visual 3.18  
Delegation of Authority &  
Management by Objectives

#### Key Points:

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**Activity Purpose:** To give you practice at developing incident objectives for a scenario.

**Instructions:** Working in your team:

1. Read the following scenario in your Student Manual.
2. Next, review the sample incident objectives
3. Determine what other incident objectives you would add for this incident.
4. List the objectives on chart paper and select a spokesperson.
5. Be prepared to present your additional objectives to the class in 5 minutes.

**Scenario:** At noon a sudden, severe windstorm strikes the city, uprooting trees, and trapping several commuters in their vehicles. Power is out to half of the city. Traffic is gridlocked. The storm has passed as quickly as it began.

#### **Sample Incident Objectives:**

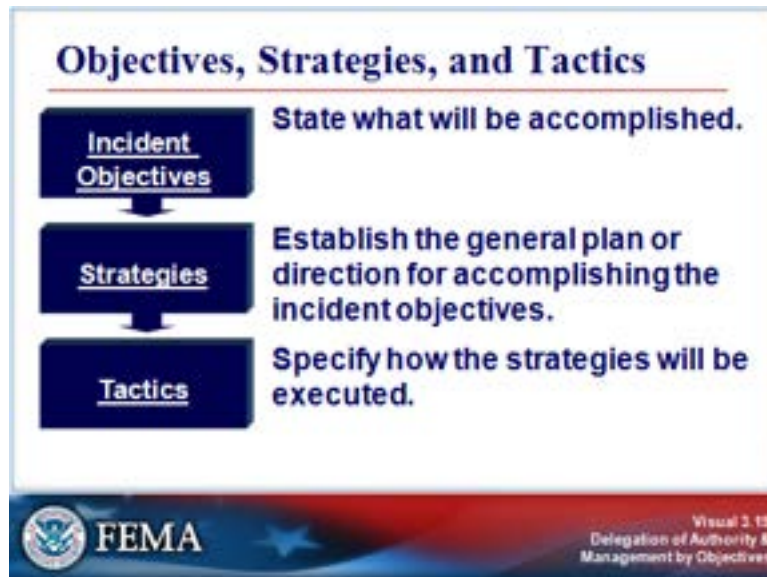
- Identify life-safety priorities and initial resource needs for the first 2 hours by 12:30.
- Begin rescue operations before 12:45.

### MANAGEMENT BY OBJECTIVES

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Visual 3.19

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#### Key Points:

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

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

The Incident Commander is responsible for establishing goals and selecting strategies. The Operations Section, if it is established, is responsible for determining appropriate tactics for an incident.

**MANAGEMENT BY OBJECTIVES**

**Visual 3.20**



**Key Points:**

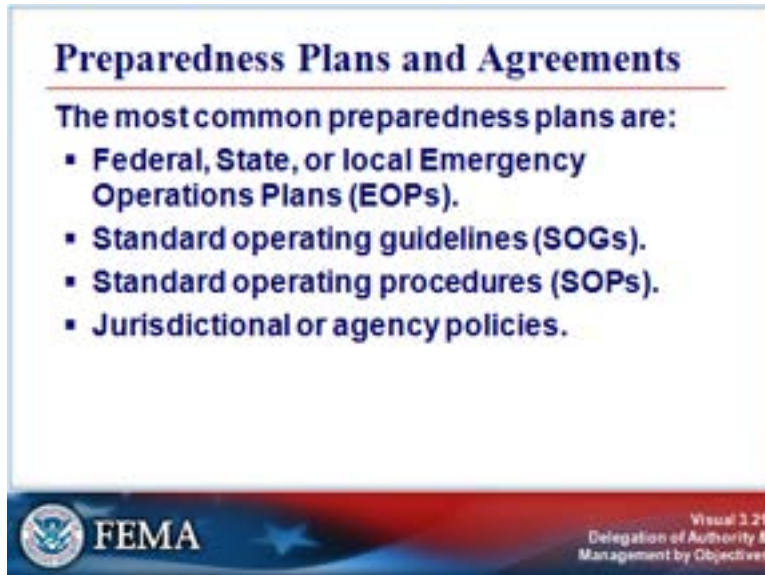
An Incident Action Plan (IAP) covers an operational period and includes:

- 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.

**PREPAREDNESS PLANS AND AGREEMENTS**

**Visual 3.21**



**Key Points:**

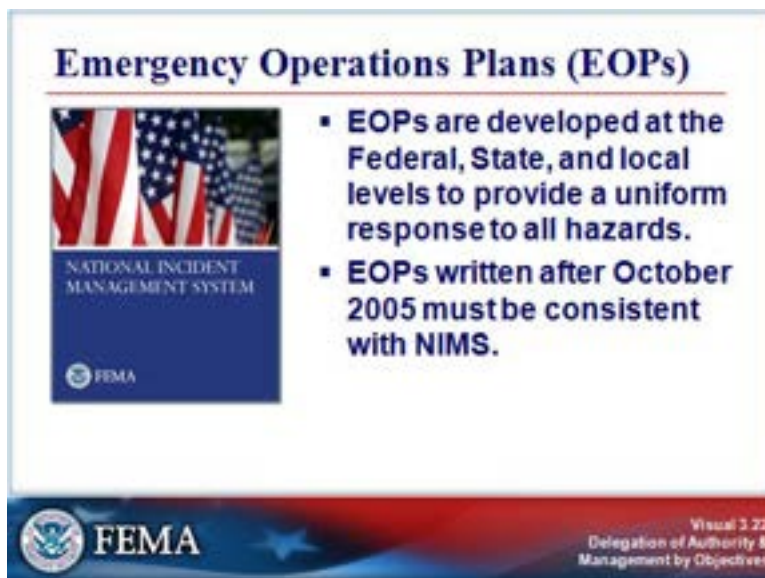
The Incident Commander, as well as the Command and General Staffs, should have a working knowledge of jurisdictional and agency preparedness plans and agreements.

Preparedness plans may take many forms. The most common preparedness plans are:

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

### PREPAREDNESS PLANS AND AGREEMENTS

#### Visual 3.22



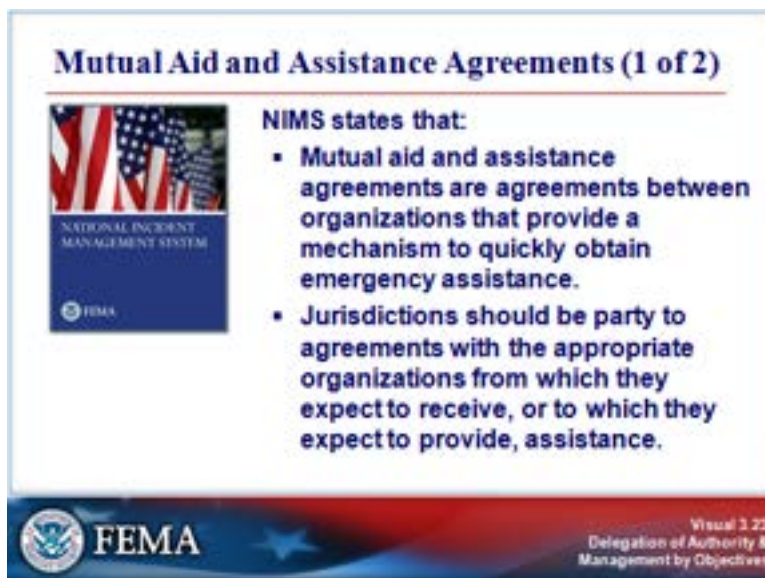
#### Key Points:

- EOPs are developed at the Federal, State, and local levels to provide a uniform response to all hazards that a community may face.
- EOPs written after October 2005 must be consistent with the National Incident Management System (NIMS).
- NIMS is mandated by Homeland Security Presidential Directive (HSPD) 5, which directs the Secretary of Homeland Security to develop and administer a National Incident Management System. According to HSPD-5:

“This system will provide a consistent nationwide approach for Federal, State, tribal, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, tribal, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multiagency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.”

### PREPAREDNESS PLANS AND AGREEMENTS

#### Visual 3.23



#### Key Points:

NIMS states that:

- Mutual aid agreements and assistance agreements are agreements between agencies, organizations, and jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services.
- 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.

**Note:** The United States has a trust relationship with Indian tribes and recognizes their right to self-government. As such, tribal governments are responsible for coordinating resources to address actual or potential incidents. When local resources are not adequate, tribal leaders seek assistance from States or the Federal Government.

For certain types of Federal assistance, tribal governments work with the State, but as sovereign entities they can elect to deal directly with the Federal Government for other types of assistance. In order to obtain Federal assistance via the Stafford Act, a State Governor must request a Presidential declaration on behalf of a tribe.

PREPAREDNESS PLANS AND AGREEMENTS

Visual 3.24



**Key Points:**


- Mutual aid is the voluntary provision of resources by agencies or organizations to assist each other when existing resources are inadequate.
- When combined with NIMS-oriented resource management, mutual aid allows jurisdictions to share resources among mutual aid partners.
- At a minimum, mutual aid agreements should include the following elements or provisions:
  - Definitions of key terms used in the agreement;
  - Roles and responsibilities of individual parties;
  - Procedures for requesting and providing assistance;
  - Procedures, authorities, and rules for payment, reimbursement, and allocation of costs;
  - Notification procedures;
  - Protocols for interoperable communications;
  - Relationships with other agreements among jurisdictions;
  - Workers compensation;
  - Treatment of liability and immunity;
  - Recognition of qualifications and certifications; and
  - Sharing agreements, as required.


**PREPAREDNESS PLANS AND AGREEMENTS**

**Visual 3.25**

**Mutual Aid and Assistance: All Levels**

- **Local** jurisdictions participate in mutual aid through agreements with neighboring jurisdictions.
- **States** can participate in mutual aid through the Emergency Management Assistance Compact (EMAC).
- **Federal** agencies offer mutual aid to each other and to States, tribes, and territories under the National Response Framework (NRF).



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Visual 3.25  
Delegation of Authority &  
Management by Objectives

**Key Points:**

Mutual aid agreements and assistance agreements are used at all levels of government:

- Local jurisdictions participate in mutual aid through agreements with neighboring jurisdictions.
- States can participate in mutual aid through the Emergency Management Assistance Compact (EMAC).
- Federal agencies offer mutual aid to each other and to States, tribes, and territories under the National Response Framework (NRF).


**PREPAREDNESS PLANS AND AGREEMENTS**


**Visual 3.26**

**Information Derived From Plans**

**Plans may include:**

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



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Visual 3.26  
Delegation of Authority &  
Management by Objectives

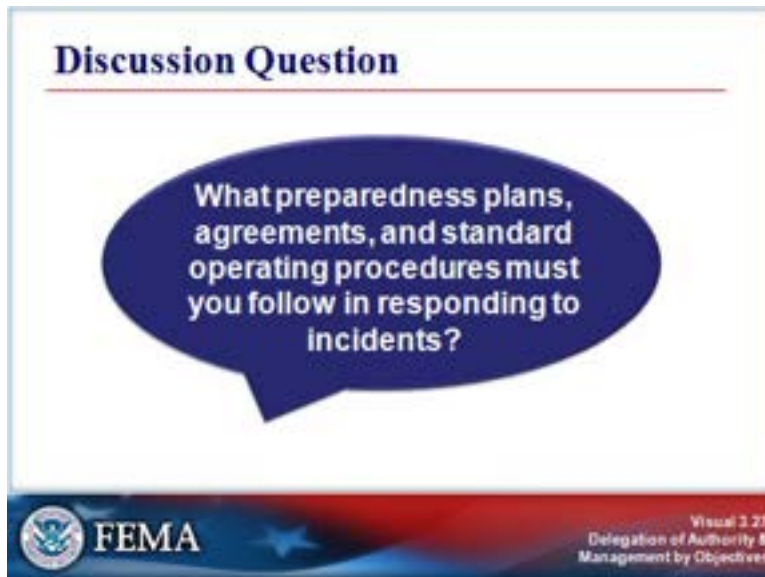
**Key Points:**

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.

**PREPAREDNESS PLANS AND AGREEMENTS**

**Visual 3.27**



**Key Points:**

Discussion Question:

**What preparedness plans, agreements, and standard operating procedures must you follow in responding to incidents?**

**ACTIVITY: DEVELOPING INCIDENT OBJECTIVES**

---

**Visual 3.28**

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**Activity: Developing Incident Objectives**

**Instructions:** Working in your team . . .

1. Review the scenario, scenario map, and resource list in your Student Manuals.
2. Develop incident objectives for the next 12 hours.
3. Next, identify your general strategy for accomplishing these objectives.
4. Select a spokesperson and be prepared to present your work in 30 minutes.

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Visual 3.28  
Delegation of Authority &  
Management by Objectives

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**Key Points:**

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**Activity Purpose:** To give you practice in working with a team to develop incident objectives for a scenario.

**Instructions:** Working in your team:

1. Review the scenario, scenario map, and resource list in your Student Manuals.
2. Develop incident objectives for the next 12 hours.
3. Next, identify your general strategy for accomplishing these objectives.
4. Select a spokesperson and be prepared to present your work in 30 minutes.

### ACTIVITY: DEVELOPING INCIDENT OBJECTIVES

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#### Visual 3.28 (Continued)

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#### Emerald City Flood

##### Situation:

Your Incident Management Team has been asked to assist Emerald City in its preparations for a response to a possible flood situation in the northwest quadrant of the city. National Weather Service (NWS) reports indicate that it has been raining heavily for the past 7 days, averaging 1.3 inches of rain each 24-hour period.

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. The bridge is located on 10th St., just west of Main St.

Located upstream from the bridge is the Lake Emerald Independent Living Complex, which includes independent living apartments to the south, two buildings of assisted living units, and one skilled nursing facility. These are located to the east of the bridge. To the west are the Gordon Elementary School and the water treatment plant. Just to the north and east of Lake Emerald is the Industrial Park.

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.

Residents in the area north of the 10th St. bridge from Main St. on the east to Avenue AA on the west are being asked to evacuate their homes in anticipation that the rising floodwaters may cut off access to and egress from their homes. Basement flooding at least to the first-floor level is anticipated. This evacuation area extends north to 19th St. County Emergency Management is in contact with business owners in the Industrial Park to determine if any of their stored chemicals will be affected by the flooding, causing possible contamination downstream.

In addition, the County Emergency Management Office has been receiving calls from residents in the rural area to the northwest of the city with concerns about the floodwaters approaching their wells.

##### Weather:

Current pattern continues through midnight, then partial clearing. Highs in the mid 40s, lows in the high 30s. Chance of precipitation 60% through midnight, reducing to 40% after midnight. Expected precipitation next 24 hours is 0.75 inches. Winds from the west 10-15 mph.

### ACTIVITY: DEVELOPING INCIDENT OBJECTIVES

#### Visual 3.28 (Continued)

#### Emerald City Flood

##### Resources:

- County Emergency Management:
  - County Director
  - Deputy Director
  - Program Assistant
- County Health Department:
  - Public Health Director
  - 4 Public Health Nurses
  - 2 administrative staff
  - Mutual aid and assistance agreements in place with 6 neighboring counties could allow for an additional 14 public health staff.
- American Red Cross (ARC):
  - 3 full-time staff
  - Approximately 45 trained volunteers
  - 1 Emergency Response Vehicle
- Mutual Aid:
  - State ARC resources
  - Salvation Army
  - Mennonites
- Shelters:
  - Lawrence Senior High School
  - Lafayette Middle School
  - Gordon Elementary School
- Fire and EMS: The following resources are within close proximity and available for response:
  - 3 engine companies (4 personnel each)
  - 1 truck company (4 personnel each)
  - 3 basic life support ambulances (2 EMTs)
  - 1 advanced life support ambulance (2 paramedics)
  - 1 Mobile Command Vehicle
- Law Enforcement:
  - Units within close proximity: 1 sergeant, 3 officers
  - Other responding units: 1 captain, 2 lieutenants, 3 sergeants, 8 officers, mobile command post (6 officers remain in service elsewhere in the city)
  - County Sheriff's Office: 1 lieutenant, 2 sergeants, 6 deputies
  - State Troopers: 2 sergeants, 8 troopers
  - 1 Tactical Mobile Command Vehicle

**ACTIVITY: DEVELOPING INCIDENT OBJECTIVES**

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**Visual 3.28 (Continued)**

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**Emerald City Flood**

**Resources:**

- Department of Public Works:
  - Emerald City
    - 6 dump trucks
    - 2 road graders
    - 4 front loaders
    - 2 backhoes
    - 6 pickup trucks
  - Available mutual aid
    - 20 dump trucks
    - 6 road graders
    - 6 front loaders
    - 8 backhoes
    - 22 pickup trucks

**OTHER AGENCIES THAT MAY OR WILL RESPOND**

- Emerald City Memorial Hospital
- Edison Electric
- Commonwealth Gas Company
- City Water Authority
- City Transit Authority
- County School District (buses available)

**Media:**

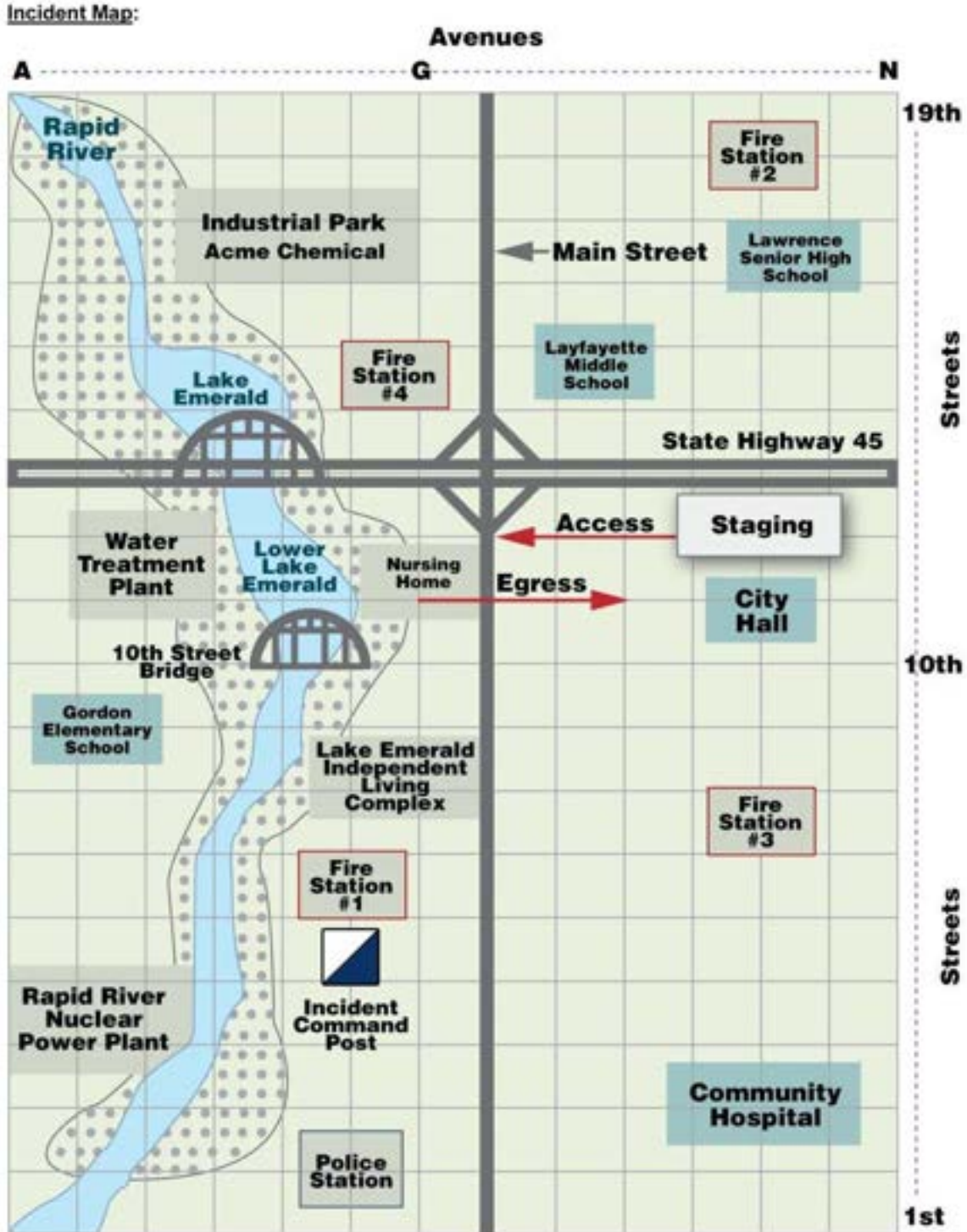
- 3 (local) newspaper reporters
- 2 network reporters and crews
- 5 radio station news staff members
- 3 TV reporters and crews (WLOX, WEMI, WCSU)
- 1 TV helicopter (WEMI)

**Unit 3. Delegation of Authority & Management by Objectives**

**ACTIVITY: DEVELOPING INCIDENT OBJECTIVES**

Visual 3.28 (Continued)

**Emerald City Flood**

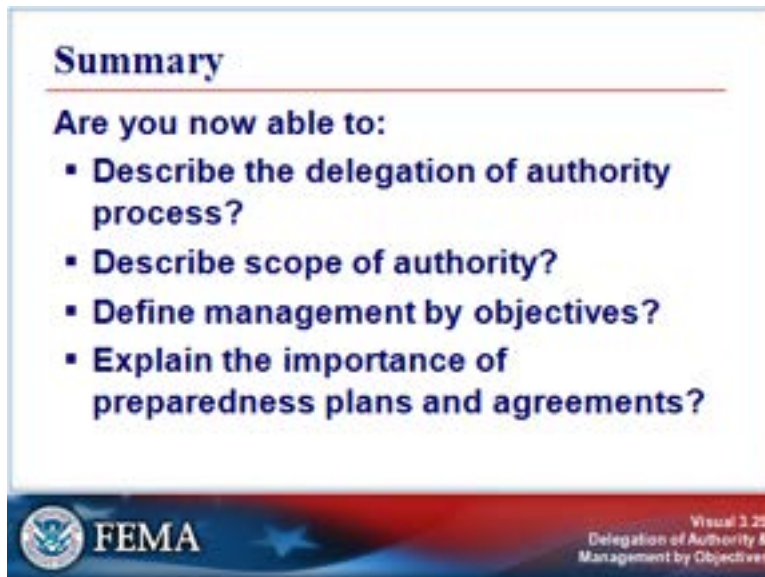


### SUMMARY

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#### Visual 3.29

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#### Key Points:

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Are you now able to:

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

The next unit presents information about the functional areas and positions.

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## **Unit 4: Functional Areas & Positions**

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## **Unit 4. Functional Areas & Positions**

### **Unit Objectives**

At the end of this unit, you will 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, Incident Briefing.
- 

### **Scope**

- Unit Introduction
  - Unit Objectives
  - Command Staff
  - Expanding Incidents
  - General Staff
  - ICS Tools
  - Activity: Using ICS Form 201, Incident Briefing
  - Summary
-



**UNIT INTRODUCTION**

**Visual 4.1**



**Key Points:**

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

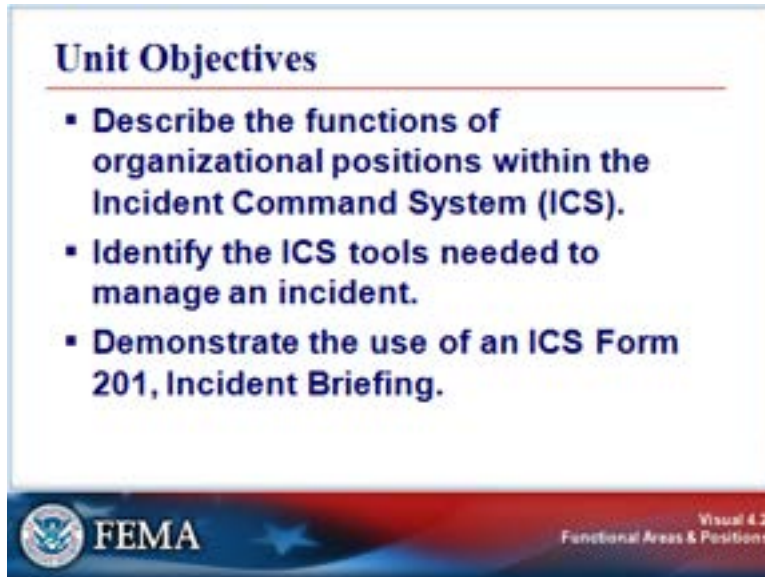
This unit presents information that is similar to materials covered in the ICS-100 course. The discussion of the positions will be more detailed than the coverage in the ICS-100 course.

### UNIT OBJECTIVES

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#### Visual 4.2

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#### Key Points:

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The objectives of this unit are as follows:


- 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, Incident Briefing.

This unit provides more indepth information on ICS.

COMMAND STAFF

Visual 4.3

**Incident Commander (1 of 2)**



Upon arriving at an incident the higher ranking person will either assume command, maintain command as is, or reassign command to a third party.

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

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Visual 4.3  
Functional Areas & Positions

**Key Points:**

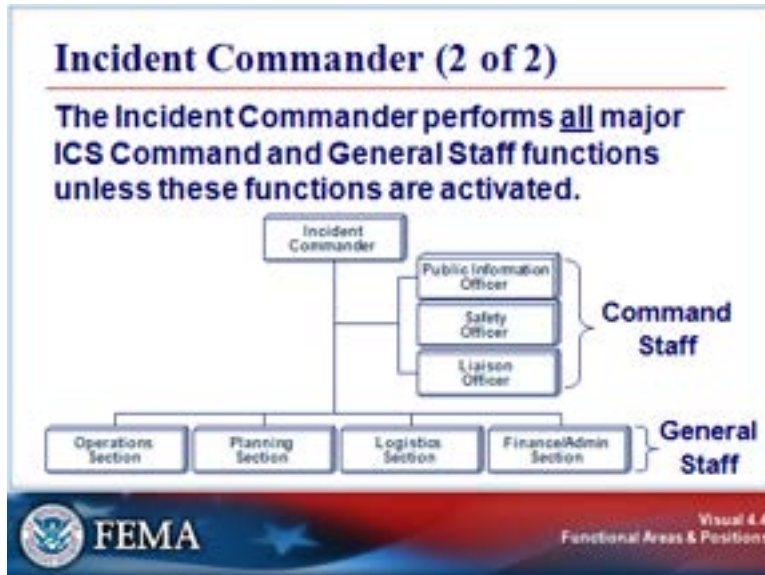
The Incident Commander:

- Has overall incident management responsibility delegated by the appropriate jurisdictional authority.
- Develops the incident objectives to guide the incident planning process.
- Approves the Incident Action Plan and all requests pertaining to the ordering and releasing of incident resources.

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

COMMAND STAFF

Visual 4.4



**Key Points:**

The Incident Commander performs all major ICS Command and General Staff responsibilities unless these functions are activated.

**COMMAND STAFF**

**Visual 4.5**

**Deputy Incident Commander**

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

FEMA

Visual 4.5  
Functional Areas & Positions

**Key Points:**

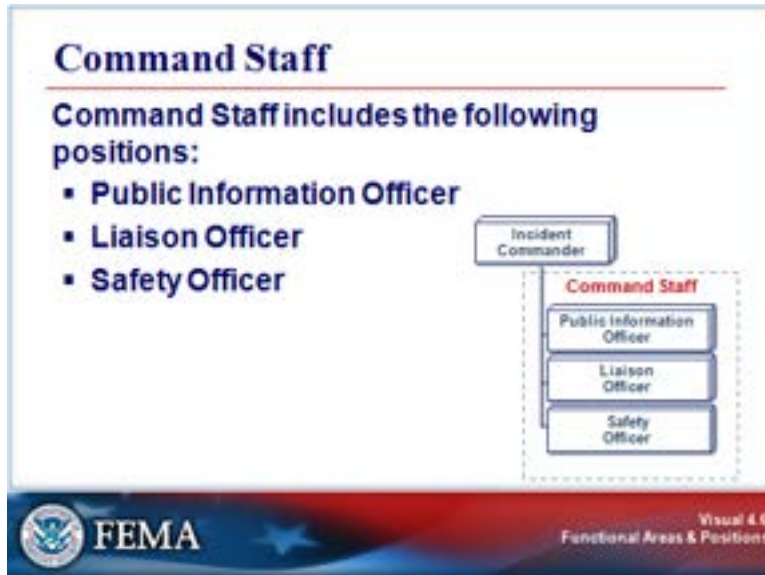
The Incident Commander may have one or more Deputies. Deputies may be assigned at the Incident Command, Section, or Branch levels. The only ICS requirement regarding the use of a Deputy is that the Deputy must be fully qualified and equally capable to assume the position.

The 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.

COMMAND STAFF

Visual 4.6



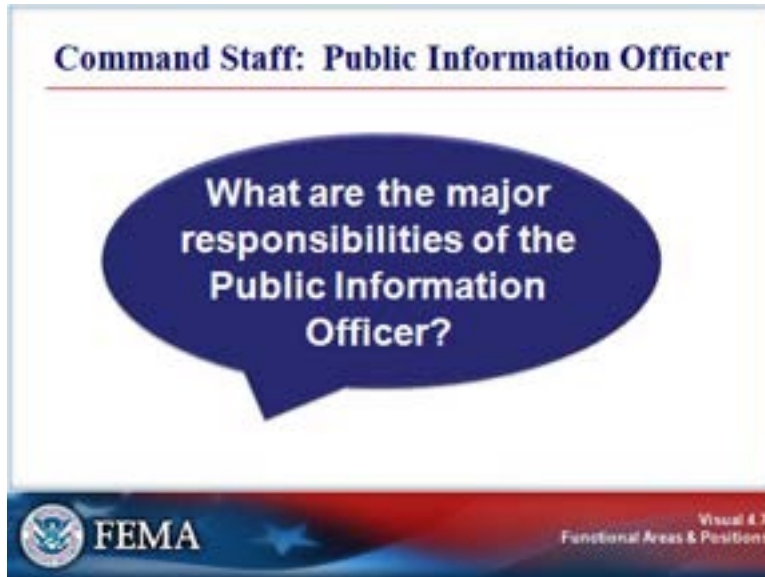
**Key Points:**

The Command Staff is only activated in response to the needs of the incident. The Command Staff includes the following positions:

- Public Information Officer
- Liaison Officer
- Safety Officer

**COMMAND STAFF**

**Visual 4.7**



**Key Points:**

Discussion Question:

**What are the major responsibilities of the Public Information Officer?**

**COMMAND STAFF**

**Visual 4.8**



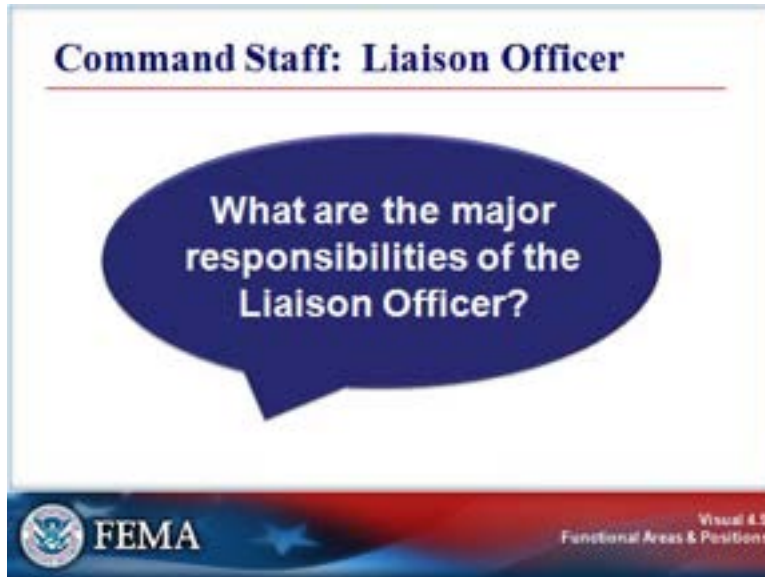
**Key Points:**

Discussion Question:

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

**COMMAND STAFF**

**Visual 4.9**



**Key Points:**

Discussion Question:

**What are the major responsibilities of the Liaison Officer?**

### COMMAND STAFF


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#### Visual 4.10

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**Assistants**

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



FEMA

Visual 4.10  
Functional Areas & Positions

#### Key Points:

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In a large or complex incident, Command Staff members may need one or more Assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her Assistants for maximum efficiency. Assistants are subordinates of principal Command Staff positions.

As the title indicates, Assistants should have a level of technical capability, qualifications, and responsibility subordinate to the primary positions.

Assistants may also be assigned to Unit Leaders (e.g., at camps to supervise unit activities).

**COMMAND STAFF**

**Visual 4.11**

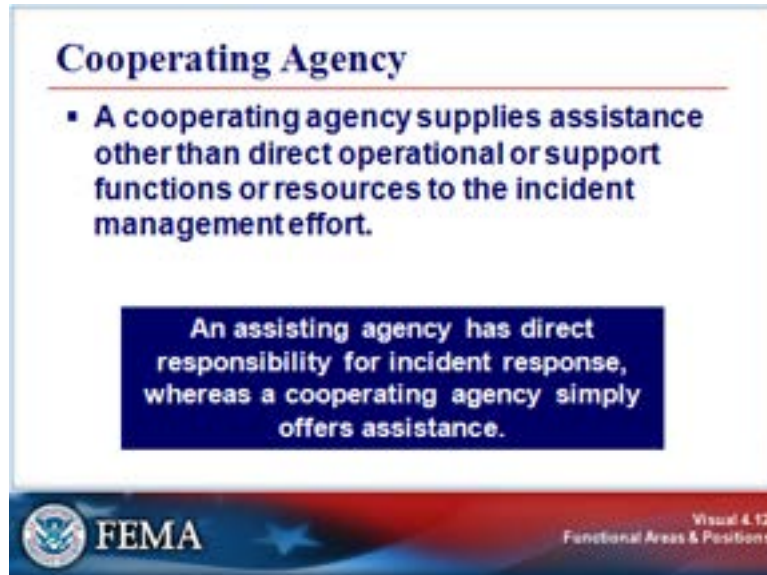


**Key Points:**

- 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.

**COMMAND STAFF**

**Visual 4.12**



**Key Points:**

- A cooperating agency is an agency supplying assistance other than direct operational or support functions or resources to the incident 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.

**COMMAND STAFF**

**Visual 4.13**

**Agency Representative**

**An Agency Representative:**

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



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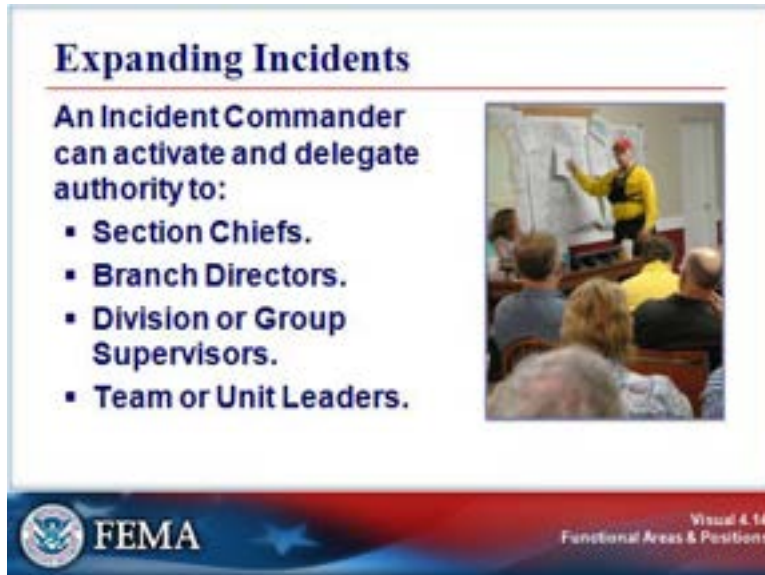
Visual 4.13  
Functional Areas & Positions

**Key Points:**

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

**EXPANDING INCIDENTS**

**Visual 4.14**

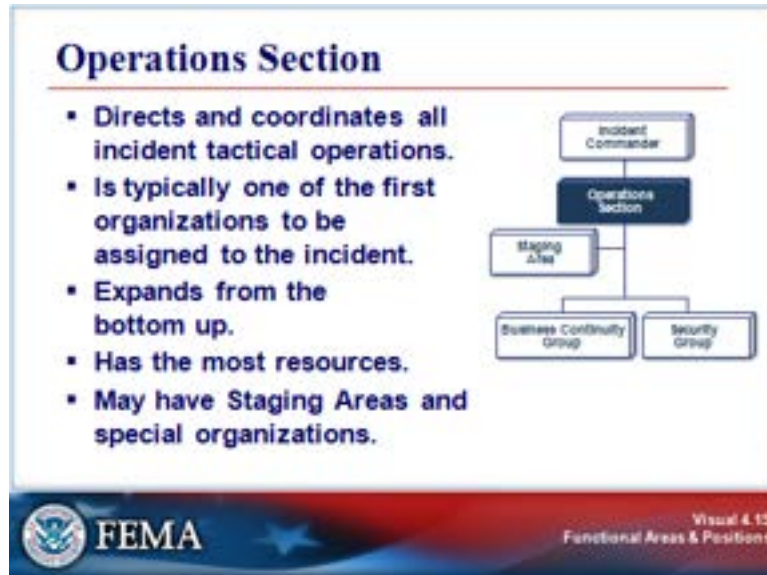


**Key Points:**

- An incident may start small and then expand. As the incident grows in scope and the number of resources needed increases, there may be a need to activate Teams, Divisions, Groups, Branches, or Sections to maintain an appropriate span of control.
- The ability to delegate the supervision of resources not only frees up the Incident Commander to perform critical decisionmaking and evaluation duties, but also clearly defines the lines of communication to everyone involved in the incident.
- Next, you'll review the major organizational elements that may be activated during an expanding incident.

### GENERAL STAFF

#### Visual 4.15



#### Key Points:

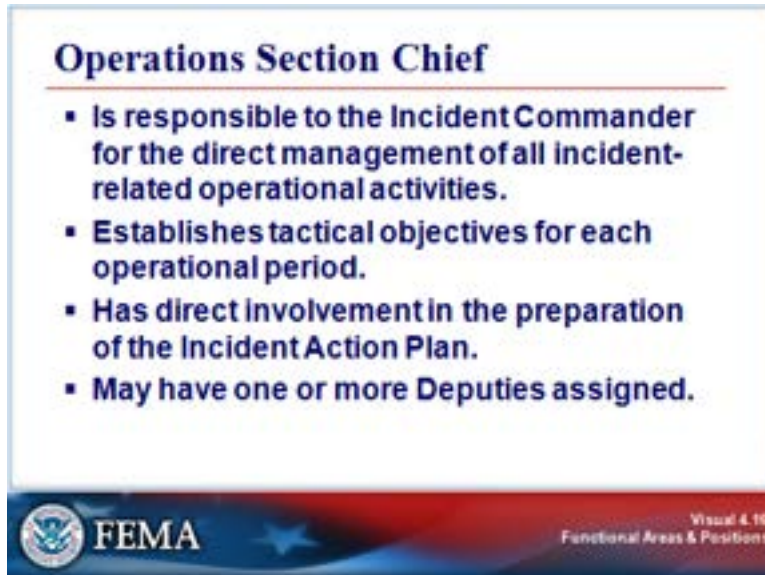
The Operations Section is responsible for all activities focused on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations.

The Operations Section:

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

**GENERAL STAFF**

**Visual 4.16**



**Key Points:**

The Operations Section Chief:

- Is responsible to the Incident Commander for the direct management of all incident-related operational activities.
- Establishes tactical objectives for each operational period.
- Has direct involvement in the preparation of the Incident Action Plan.

The Operations Section Chief may have one or more Deputies assigned. The assignment of Deputies from other agencies may be advantageous in the case of multijurisdictional incidents.

**GENERAL STAFF**

**Visual 4.17**



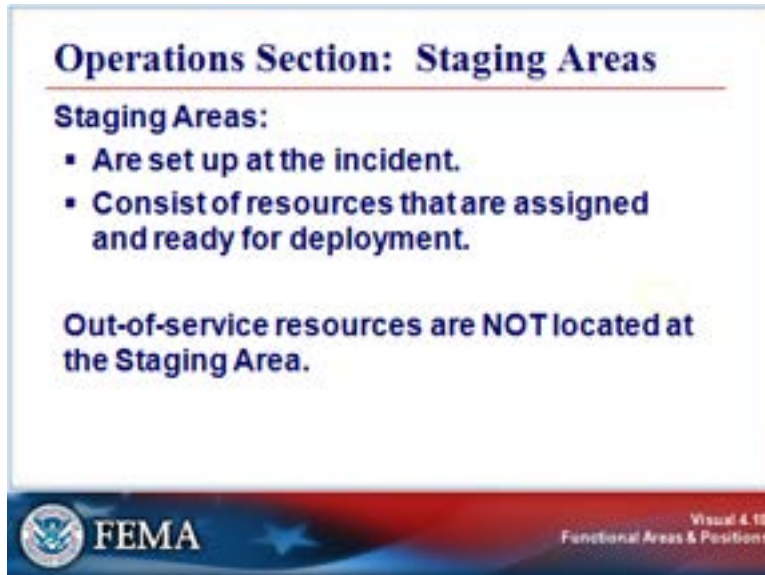
**Key Points:**

Discussion Question:

**What do you consider when selecting the location for a Staging Area.**

**GENERAL STAFF**

**Visual 4.18**



**Key Points:**

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

GENERAL STAFF

Visual 4.19

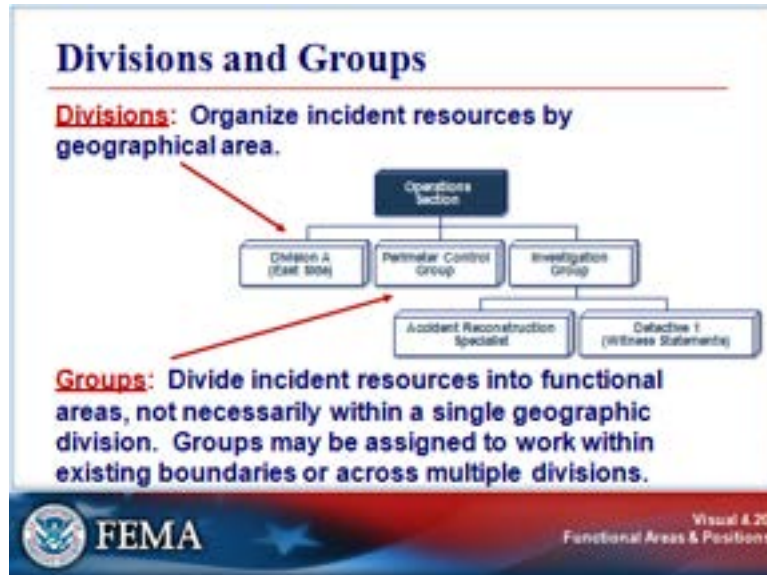


**Key Points:**

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

### GENERAL STAFF

#### Visual 4.20

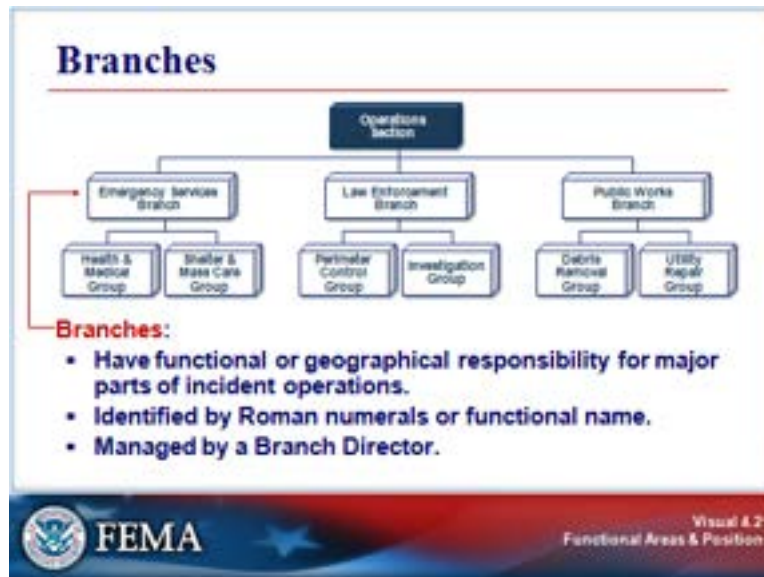


#### Key Points:

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

### GENERAL STAFF

#### Visual 4.21

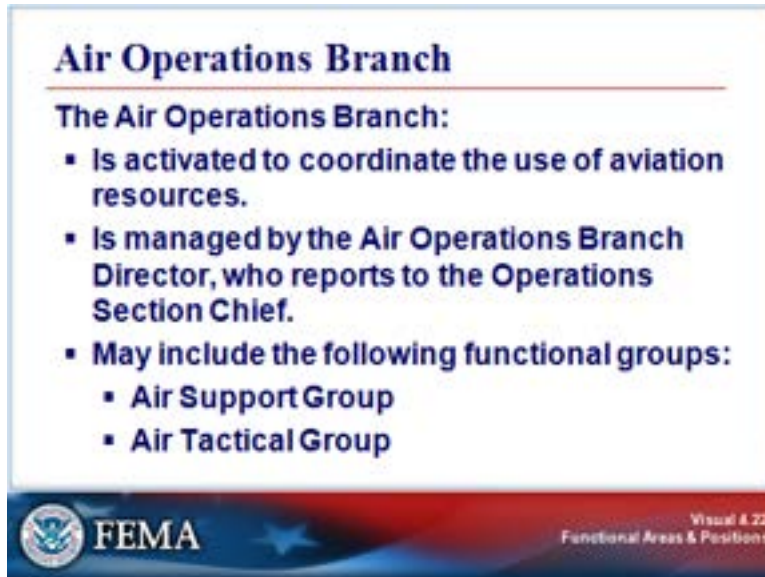


#### Key Points:

- Branches may be used to serve several purposes, and may be functional or geographic in nature.
- In general, Branches are established when the number of Divisions or Groups exceeds the recommended span of control of one supervisor to three to seven subordinates for the Operations Section Chief.
- Branches are identified by Roman numerals or functional name.
- Branches are managed by a Branch Director. Branch Directors may have deputy positions as required. In multiagency incidents, the use of Deputy Branch Directors from assisting agencies can be of great benefit to ensure and enhance interagency coordination.

**GENERAL STAFF**

**Visual 4.22**

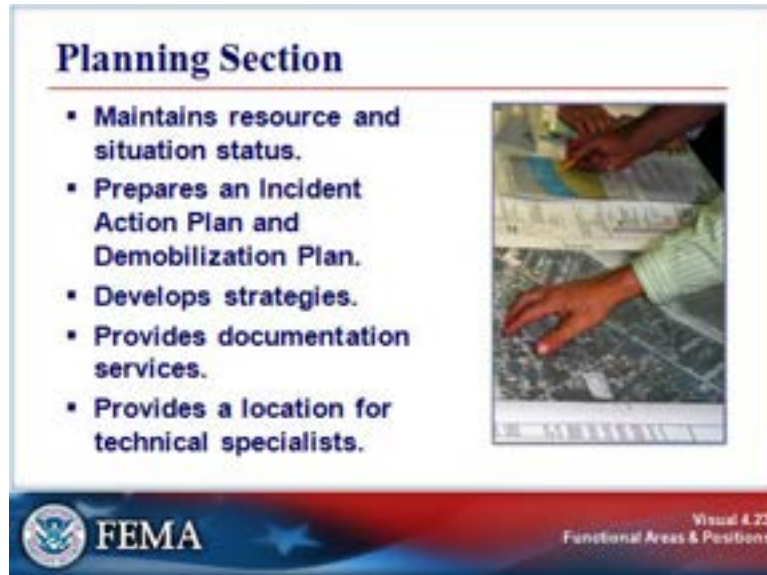


**Key Points:**

- Some incidents may require the use of 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 organization to coordinate the use of aviation resources. The Air Operations organization will then be established at the Branch level, reporting 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.

### GENERAL STAFF

#### Visual 4.23



#### Key Points:

The Planning Section will have responsibility for:

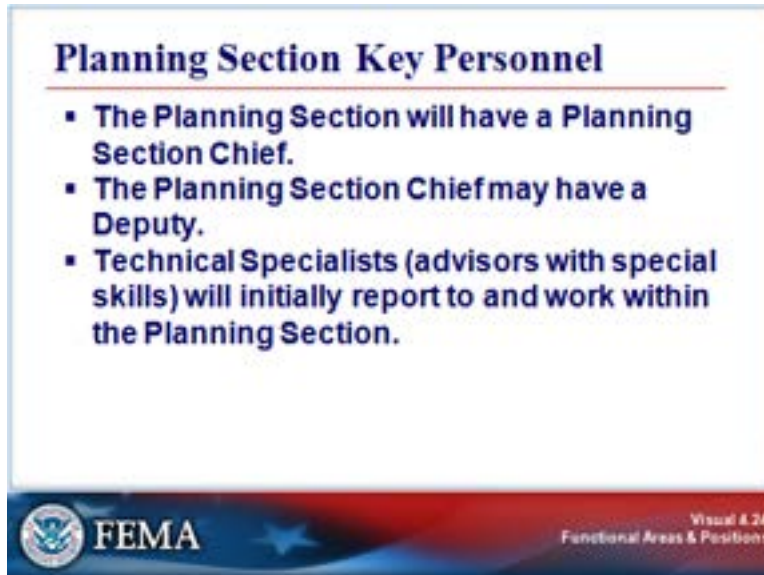
- Maintaining resource status.
- Maintaining and displaying situation status.
- Preparing the Incident Action Plan (IAP).
- Developing alternative strategies
- Providing documentation services.
- Preparing the Demobilization Plan.
- Providing a primary location for technical specialists assigned to an incident.

The Planning Section is typically responsible for gathering and disseminating information and intelligence critical to the incident, unless the Incident Commander places this function elsewhere.

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.

**GENERAL STAFF**

**Visual 4.24**



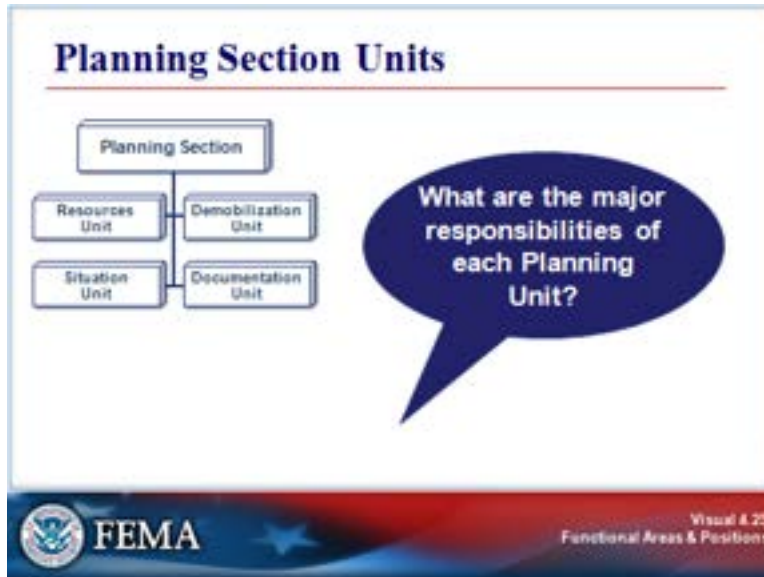
**Key Points:**

The Planning Section will have a Planning Section Chief. The Planning Section Chief may have a Deputy. Technical Specialists:

- Are advisors with special skills required at the incident.
- Will initially report to the Planning Section, work within that Section, or be reassigned to another part of the organization.
- Can be in any discipline required (e.g., epidemiology, infection control, chemical-biological-nuclear agents, etc.).

**GENERAL STAFF**

**Visual 4.25**



**Key Points:**

Discussion Question:

**What are the major responsibilities of each Planning Unit?**

### GENERAL STAFF

Visual 4.26



#### Key Points:

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

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

It is important to remember that Logistics Unit functions, except for the Supply Unit, are geared to supporting personnel and resources directly assigned to the incident.

### GENERAL STAFF

#### Visual 4.27



#### Key Points:

The Service Branch may be made up of the following units:

- The **Communications Unit** is responsible for developing plans for the effective use of incident communications equipment and facilities, installation and testing of communications equipment, supervision of the Incident Communications Center, distribution of communications equipment to incident personnel, and maintenance and repair of communications equipment.
- The **Medical Unit** is responsible for the development of the Medical Plan, obtaining medical aid and transportation for injured and ill incident personnel, and preparation of reports and records.
- The **Food Unit** is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.

### GENERAL STAFF

#### Visual 4.28



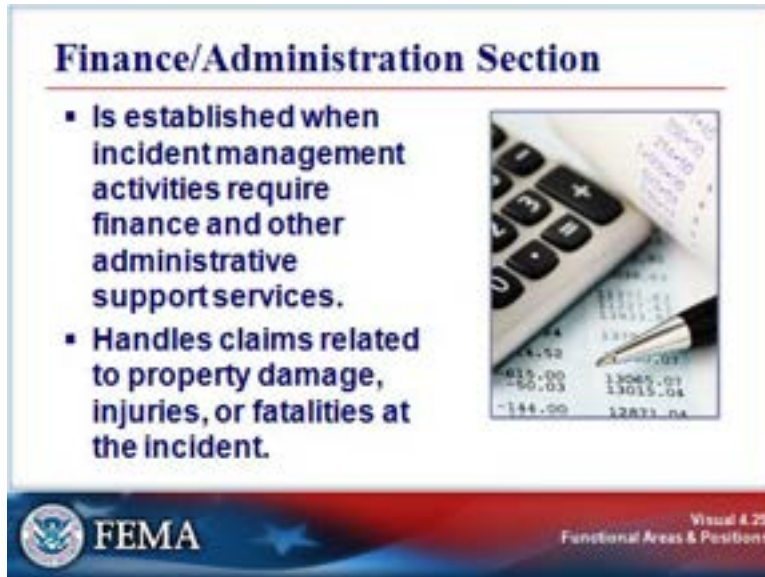
#### Key Points:

The Support Branch within the Logistics Section may include the following units:

- The **Supply Unit** is responsible for ordering personnel, equipment, and supplies; receiving and storing all supplies for the incident; maintaining an inventory of supplies; and servicing nonexpendable supplies and equipment.
- The **Facilities Unit** is responsible for the layout and support of incident facilities (e.g., Base, Camp(s), and Incident Command Post (ICP)). The Facilities Unit Leader provides sleeping and sanitation facilities for incident personnel and manages Base and Camp operations. Each facility (Base, Camp) is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operation of the facility. The basic functions or activities of the Base and Camp Managers are to provide security service and general maintenance.
- The **Ground Support Unit** is responsible for supporting out-of-service resources; transporting personnel, supplies, food, and equipment; fueling, service, maintenance, and repair of vehicles and other ground support equipment; and implementing the Traffic Plan for the incident.

**GENERAL STAFF**

**Visual 4.29**



**Key Points:**

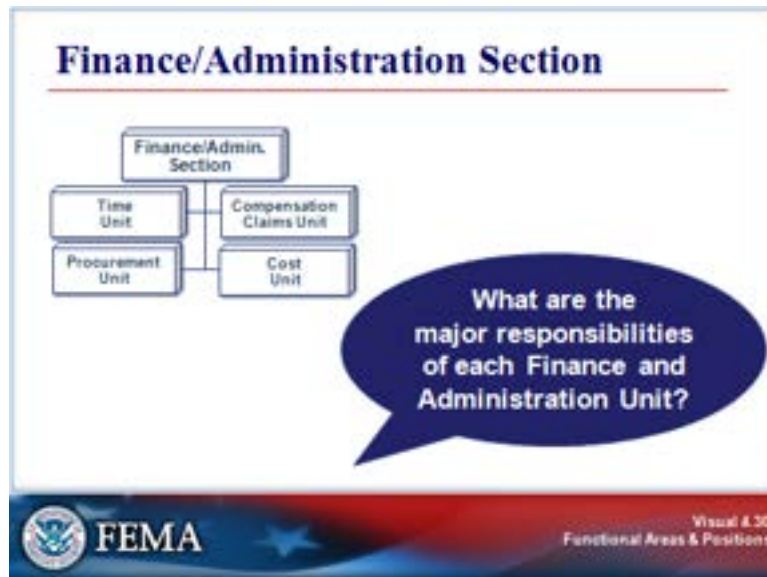
The Finance/Administration Section:

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

Not all incidents will require a separate Finance/Administration Section. If only one specific function is needed (e.g., cost analysis), a Technical Specialist assigned to the Planning Section could provide these services.

**GENERAL STAFF**

**Visual 4.30**



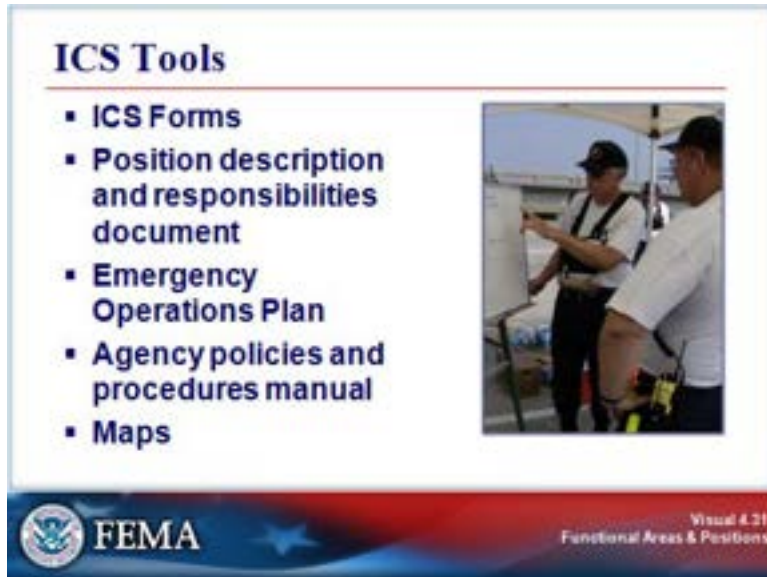
**Key Points:**

Discussion Question:

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

**ICS TOOLS**

**Visual 4.31**



**Key Points:**

Some important tools you should have available at the incident include:

- ICS forms.
- Position description and responsibilities.
- Emergency Operations Plan.
- Agency policies and procedures manual.
- Maps.

ICS TOOLS

Visual 4.32

**ICS Forms**

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

The slide includes a sample ICS form titled 'UNIT LOG' and 'INCIDENT CHECK-IN LIST'. The form has sections for 'UNIT LOG' with columns for 'UNIT ID', 'UNIT NAME', 'TYPE', 'STATUS', and 'LOCATION'. Below that is the 'INCIDENT CHECK-IN LIST' with columns for 'NAME', 'TITLE', 'ORGANIZATION', 'PHONE', 'EMAIL', and 'SIGNATURE'. The slide also features the FEMA logo and the text 'Visual 4.32 Functional Areas & Positions'.

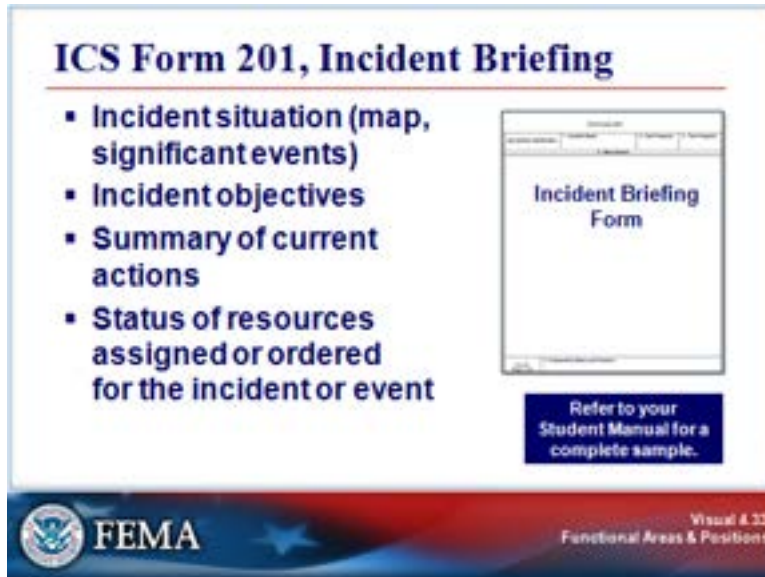
Key Points:

When receiving ICS forms, some questions you should ask yourself about each form are:

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

ICS TOOLS

Visual 4.33



Key Points:

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

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

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.

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

Sample ICS Form 201

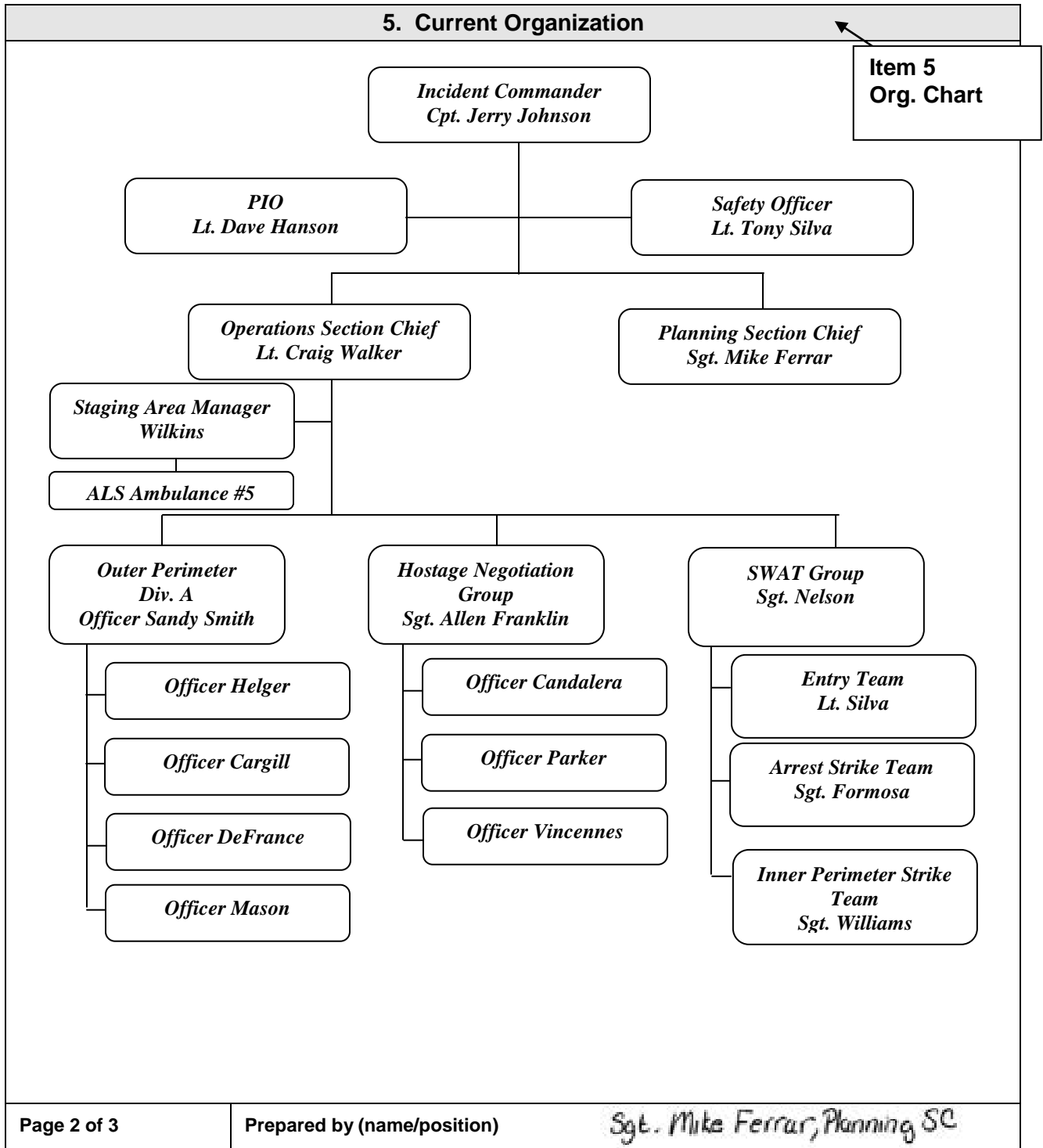
INCIDENT BRIEFING	1. Incident Name <b>GPD HOSTAGE</b>	2. Date <b>5/15/06</b>	3. Time <b>1500</b>
	4. Map Sketch		

Items 1 through 3  
Identification  
Information

Item 4  
Map Sketch

**Sample ICS Form 201**



Page 2 of 3

Prepared by (name/position)

*Sgt. Mike Ferrar, Planning SC*

**Sample ICS Form 201**

**Item 6  
Resources On-Scene  
and Ordered**

**6. Resources Summary**

Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
Incident Commander	Cpt. Johnson GPD		X	ICP-Fire Station 10895 W Emerald
Public Info Officer	Lt. Dave Hanson		X	ICP
Safety Officer	Lt. Silva GPD		X	ICP
Operations SC	Lt. Craig Walker GPD		X	ICP
SWAT	GPD SWAT – Sgt. Nelson		X	SWAT Staging - Fire Station 10895 W Emerald
Hostage Negotiation Group	Negotiation Group – Franklin		X	ICP
ALS Ambulance	ALS #5		X	Staging Fire Station 10895 W Emerald
Staging Area Manager	Lt. Ralph Wilkins GPD		X	Staging
Planing SC	Sgt. Mike Ferrar GPD		X	ICP
Division Supervisor	Officer Smith GPD		X	Division A Supervisor OP1
Officer	Officer Helger GPD		X	Division A OP2
Officer	Officer DeFrance GPD		X	Division A OP3
Officer	Officer Cargill GPD		X	Division A OP4
Officer	Officer Mason GPD		X	Division A OP5

**7. Summary of Current Actions**

**Status:** Houses inside the outer perimeter have been evacuated, and neighbors interviewed. Outer perimeter secured. Inner perimeter sniper/observers stationed (residents have signed agreements allowing SWAT to use houses as observation platforms). SWAT Group developing tactical plan. Ambulance and paramedics in staging. Dispatch updated. Lifeflight placed on standby. Negotiation Group is interviewing a friend of the girlfriend (hostage) and awaiting arrival of subject’s parents. Contact has not been established with the subject. Power and gas companies have been notified; representatives are en route.

**Initial Objectives:**

- 1 Evacuate houses within the outer perimeter by 1500.
- 2 Secure outer perimeter from foot and vehicular traffic by 1500.
- 3 Secure inner perimeter so that subject is not able to escape armed by 1500.
- 4 Open negotiation with subject for release of hostage and peaceful surrender by 1600.
- 5 Prepare tactical entry contingency plan by 1630.

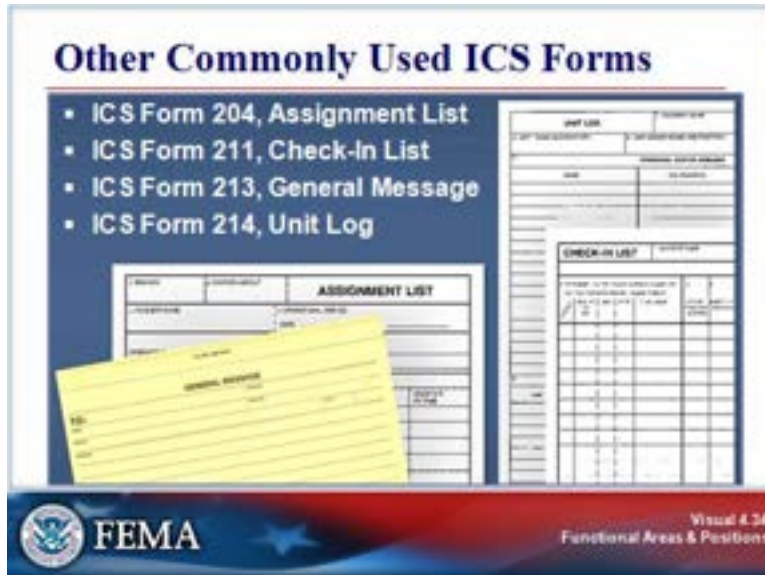
**Subject Profile/Incident History:** Ken Williams, 1015 Mesquite Street, (wm, 6’2”, 190 lbs. brown/brown DOB 4/27/87) is a high school dropout whose girlfriend, Andrea Hillerman, recently broke up with him. Marsha Anderson (a friend of the girl) has told hostage negotiators that the reason for the breakup was that he was physically abusive to her. Andrea had gone to his parents’ house, where he lives with his mother and father, to retrieve some of her belongings. No one else was home. Once inside, he took her hostage. She managed to call 911 on her cell phone and reported that he had “lots of guns and bomb stuff” and was threatening to kill himself and her. The call was broken off, and police have been unable to establish contact with her. Williams has no prior police record.

**Item 7  
Status, Incident  
Objectives, and Current  
Actions/History**

Sgt. Mike Ferrar, Planning SC

### ICS TOOLS

#### Visual 4.34



#### Key Points:

The following commonly used ICS forms can be found on the NIMS Resource Center at <http://www.fema.gov/nims>:

- ICS Form 201, Incident Briefing
- 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 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

**ACTIVITY: USING ICS FORM 201**

**Visual 4.35**

**Activity: Using ICS Form 201**

**Instructions: Working with your team . . .**

1. Read the scenario in your Student Manual.
2. Complete the missing elements in the ICS Form 201, Incident Briefing, including:
  - Section 4
  - Section 5
  - Section 6
3. Choose a spokesperson and be prepared to present your work in 30 minutes.

FEMA logo and "Visual 4.35 Functional Areas & Positions" text are at the bottom.

**Key Points:**

**Activity Purpose:** To give you practice completing ICS Form 201 using information from a scenario incident.

**Instructions:** Working in your team:

1. Read the scenario on the following page of your Student Manual.
2. Complete the missing elements in the ICS Form 201, Incident Briefing, for the Emerald City Floods incident provided in your Student Manual, including:
  - **Section 4 – Sketch:** Identify and locate the incident facilities on the sketch provided.
  - **Section 5 – Current Organization:** Create an organizational chart for this incident.
  - **Section 6 – Resource Summary:**
    - Complete column 1 listing the resources ordered. (Base this list on the anticipated needs and incident objectives.)
    - In column 2, identify the resources by position, training level, or type.
    - In column 3, indicate if the resource is on scene or the time it should arrive.
    - In column 4, indicate the location where the resource is or will be assigned.
3. Choose a spokesperson to present your completed ICS Form 201. Be prepared to present your work in 30 minutes.

(Continued on next page.)

### ACTIVITY: USING ICS FORM 201

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#### Scenario

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#### Status:

See map for projected inundation zone and impacted facilities. Floodwaters are projected to crest by 1800 3/15.

#### Initial Incident Objectives:

- Provide safety information and gear to personnel before they begin work assignments.
- Establish and publish schedule for press conferences by 1400.
- Evacuate vulnerable populations and areas of the city that may be cut off by floodwaters by 1800 today.
- Develop strategy to protect buildings and infrastructure from floodwaters by 1900 today.

#### Current Actions:

Command Post established in parking lot at Fire Station in Tactical Mobile Command Vehicle. Divisions A, B, C assigned to alert and warning in projected inundation zone; estimate completion by 1330. American Red Cross contacted to open shelter at Lafayette Middle School by 1400-briefed on evacuees from Lake Emerald Independent Living Center. Nursing Home and Lake Emerald Independent Living notified to implement evacuation plans not later than 1400. Lake Emerald confirms adequate transportation. City Water Authority notified to protect water treatment plant by 1600. Rapid River Nuclear Power Plant staff notified and implementing flood SOP by 1600. PIO has prepared public service announcement, awaiting approval by City Manager; press conference scheduled for 1330 at City Hall. Emerald City EOC in the process of being activated. County EOC in the process of being activated. Emerald City Hospital notified and prepared to receive Nursing Home evacuees by 1600. Resources ordered to support Water Treatment Plant Group and Nursing Home Evacuation Group. Edison Electric, Commonwealth Gas Co., and City Transit notified.

#### Weather:

Current weather pattern continues through midnight, then partial clearing. Highs in the mid 40s, lows in the high 30s. Chance of precipitation 60% through midnight, reducing to 40% after midnight. Expected precipitation next 24 hours 0.75 inches. Winds from the west 10-15 mph.

#### Safety Message:

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

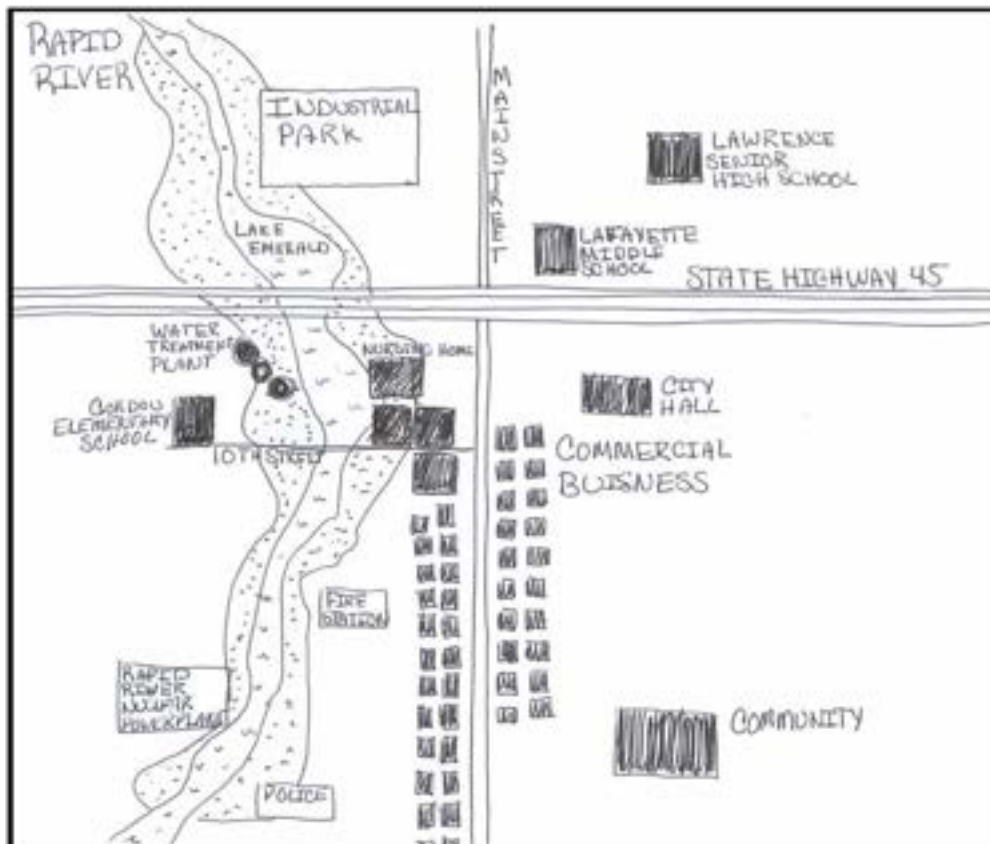
**Unit 4. Functional Areas & Positions**

**ACTIVITY: USING ICS FORM 201**

**Worksheet: ICS Form 201 (Page 1 of 3)**

INCIDENT BRIEFING	1. Incident Name <i>EMERALD CITY FLOOD</i>	2. Date <i>3/15/06</i>	3. Time <i>12:30</i>
	4. Map Sketch		

Page 1 of 3



ICS 201

NFES 1325

**Unit 4. Functional Areas & Positions**

**ACTIVITY: USING ICS FORM 201**

**Worksheet: ICS Form 201 (Page 2 of 3)**

**5. Current Organization**

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Page 2 of 3

Prepared by (name/position)



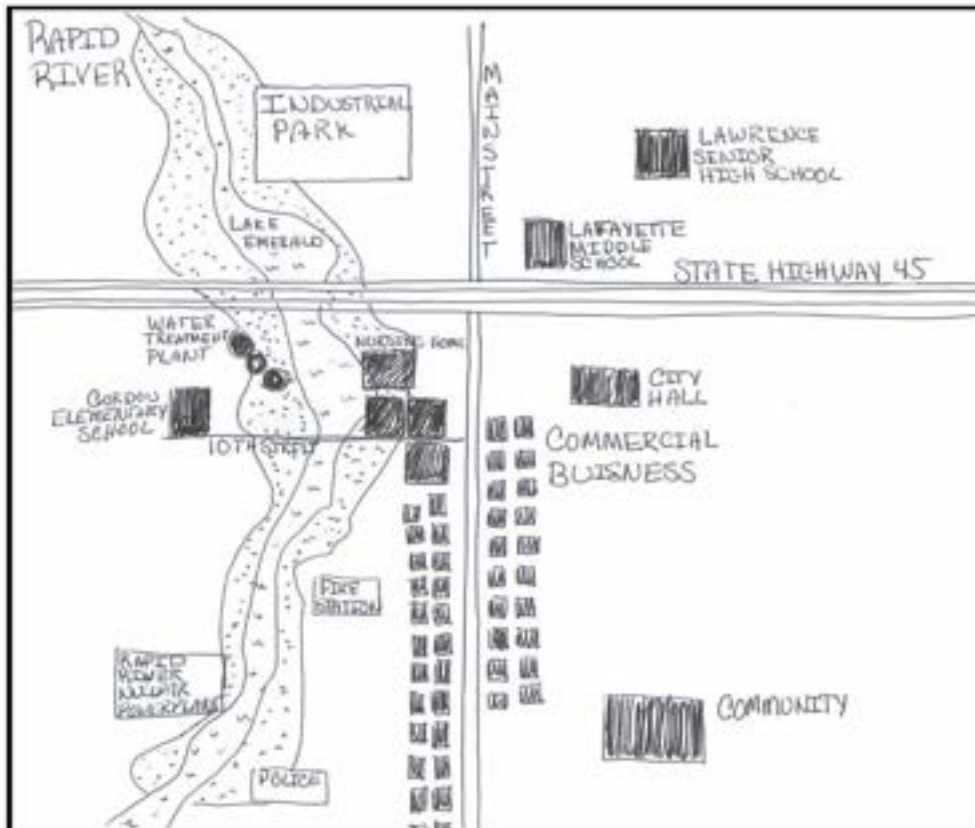
**Unit 4. Functional Areas & Positions**

**ACTIVITY: USING ICS FORM 201**

**Sample Answers: ICS Form 201 (Page 1 of 3)**

INCIDENT BRIEFING	1. Incident Name <i>EMERALD CITY FLOOD</i>	2. Date <i>3/15/06</i>	3. Time <i>12:30</i>
	4. Map Sketch		

Page 1 of 3



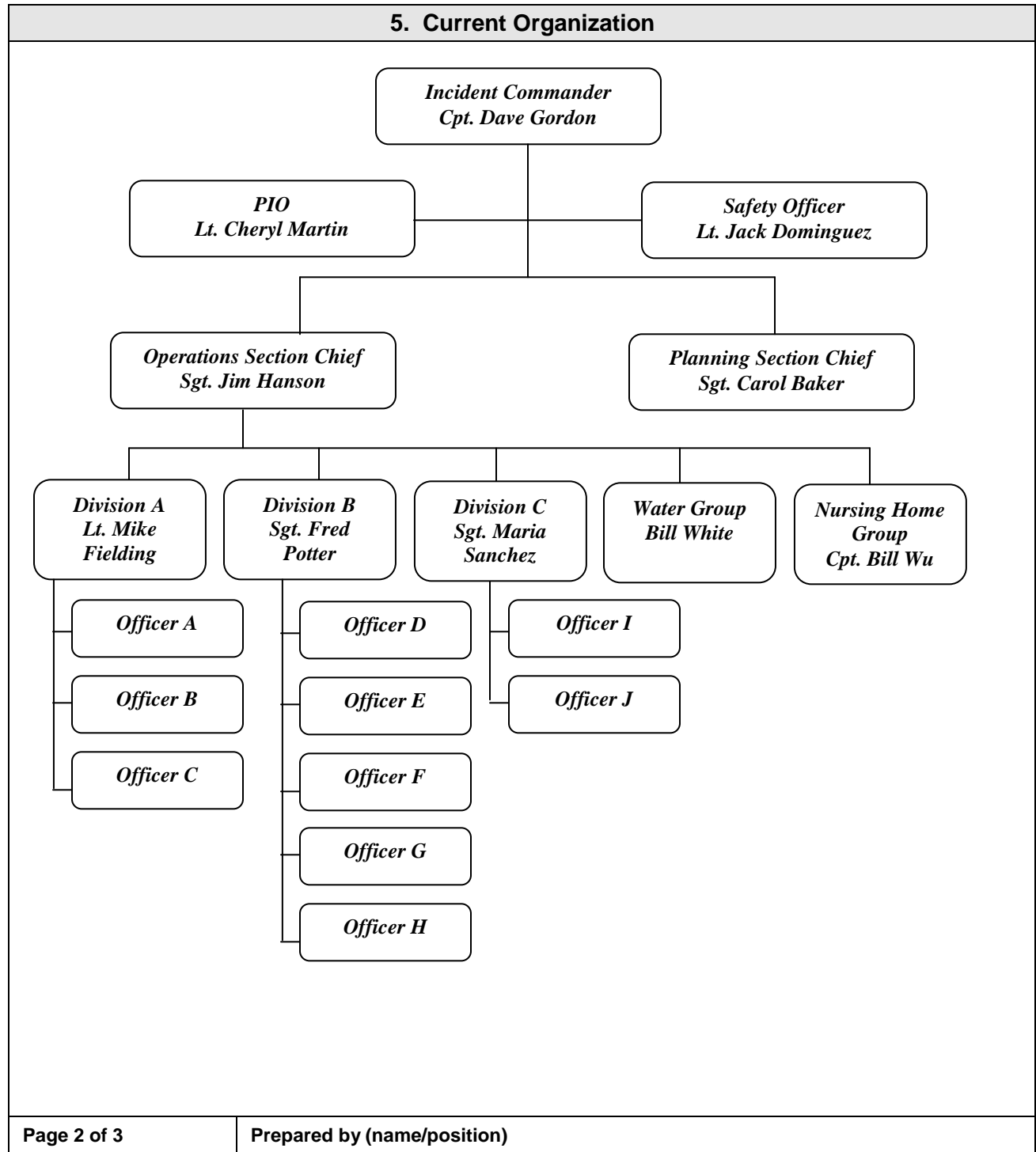
ICS 201

NFES 1325

**Unit 4. Functional Areas & Positions**

**ACTIVITY: USING ICS FORM 201**

**Sample Answers: ICS Form 201 (Page 2 of 3)**



## Unit 4. Functional Areas & Positions

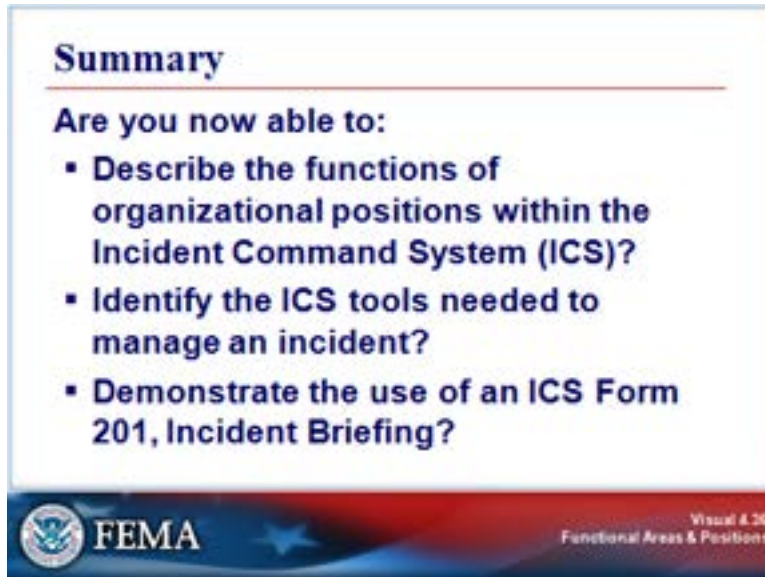
### ACTIVITY: USING ICS FORM 201

#### Sample Answers: ICS Form 201 (Page 3 of 3)

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
<i>Incident Commander</i>	<i>Captain Gordon EPD</i>		X	<i>ICP-Fire Station</i>
<i>Operations SC</i>	<i>Sgt. Hanson EPD</i>		X	<i>ICP-Fire Station</i>
<i>PIO</i>	<i>Lt. Martin EPD</i>		X	<i>ICP-Fire Station</i>
<i>Division A Sup</i>	<i>Lt. Fielding EPD</i>		X	<i>Division A-Industrial Park</i>
<i>Division B Sup</i>	<i>Sgt. Potter EPD</i>		X	<i>Division B-Nursing Home/Independent Living</i>
<i>Division C Sup</i>	<i>Sgt. Sanchez EPD</i>		X	<i>Division C-Power Plant</i>
<i>Water Group Sup</i>	<i>Bill White EWA</i>		X	<i>Water Treatment Plant</i>
<i>2 Dump trucks</i>		<i>1330</i>		<i>Water Group</i>
<i>2 Front Loaders</i>		<i>1315</i>		<i>Water Group</i>
<i>1 Backhoe</i>		<i>1300</i>		<i>Water Group</i>
<i>Nursing Home Grp. Supervisor</i>	<i>Captain Wu EFS</i>		X	<i>Nursing Home Group evacuation</i>
<i>3 BLS Ambulances</i>	<i>A2, A4, A7</i>	<i>1300</i>		<i>Nursing Home Group evacuation</i>
<i>Safety Officer</i>	<i>Lt. Dominguez EFD</i>	<i>1245</i>		<i>Nursing Home Group evacuation</i>
<i>Planning SC</i>	<i>Sgt. Baker</i>		X	<i>ICP-Fire Station</i>
7. Summary of Current Actions				
<p><b>Status:</b> See map for projected inundation zone and impacted facilities. Floodwaters are projected to crest by 1800 3/15.</p> <p><b>Initial Incident Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Ensure safety of responders and public in impact area.</li> <li>2. Ensure effective public information.</li> <li>3. Evacuate vulnerable populations and areas of the city that may be cut off by floodwaters.</li> <li>4. Protect buildings and infrastructure from floodwaters.</li> </ol> <p><b>Current Actions:</b> Command Post established in parking lot at Fire Station in Tactical Mobile Command Vehicle. Divisions A, B, C assigned to alert and warning in projected inundation zone; estimate completion by 1330. American Red Cross contacted to open shelter at Lafayette Middle School by 1400-briefed on evacuees from Lake Emerald Independent Living Center. Nursing Home and Lake Emerald Independent Living notified to implement evacuation plans not later than 1400. Lake Emerald confirms adequate transportation. City Water Authority notified to protect water treatment plant by 1600. Rapid River Nuclear Power Plant staff notified and implementing flood SOP by 1600. PIO has prepared public service announcement, awaiting approval by City Manager; press conference scheduled for 1330 at City Hall. Emerald City EOC in the process of being activated. County EOC in the process of being activated. Emerald City Hospital notified and prepared to receive Nursing Home evacuees by 1600. Resources ordered to support Water Treatment Plant Group and Nursing Home Evacuation Group. Edison Electric, Commonwealth Gas Co., and City Transit notified.</p> <p><b>Weather:</b> Current weather pattern continues through midnight, then partial clearing. Highs in the mid 40s, lows in the high 30s. Chance of precipitation 60% through midnight, reducing to 40% after midnight. Expected precipitation next 24 hours 0.75 inches. Winds from the west 10-15 mph.</p> <p><b>Safety Message:</b> Avoid skin contact with floodwaters. Drive with lights on. Watch for downed power lines in flood vicinity. Wear personal flotation devices when near/around water. Monitor City radio frequency F2 for safety updates.</p>				
<b>Page 3 of 3</b>				

**SUMMARY**

**Visual 4.36**



**Key Points:**

Are you now 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, Incident Briefing?

The next unit will cover briefings—the types, components, and presentation of incident briefings.

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## **Unit 5: Briefings**

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## **Unit 5. Briefings**

### **Unit Objectives**

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

- Describe components of field, staff, and section briefings/meetings.
  - Plan to give an operational period briefing.
- 

### **Scope**

- Unit Introduction
  - Unit Objectives
  - Types of Briefings
  - Briefing Information
  - Activity: Briefing Information
  - Operational Period Briefing
  - Activity: Operational Period Briefing
  - Summary
-



**UNIT INTRODUCTION**

**Visual 5.1**



**Key Points:**

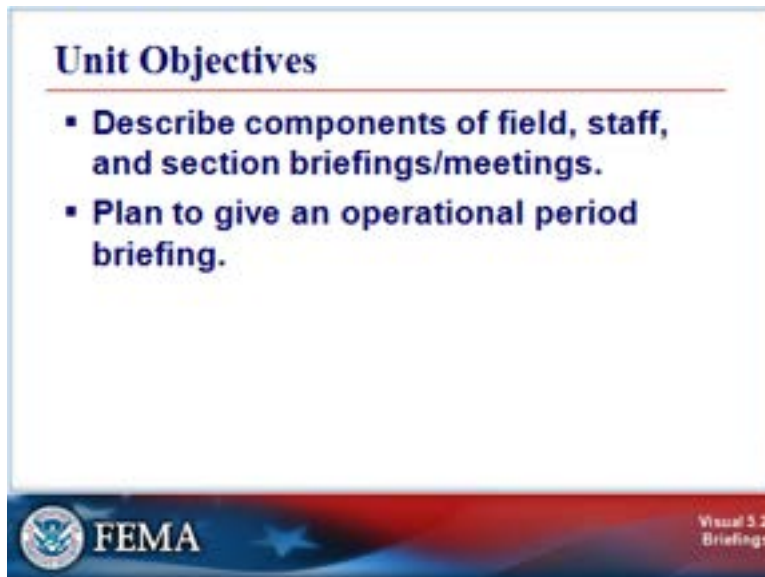
The purpose of this unit is to familiarize you with different types of briefings and meetings. The activity at the end of the unit will provide an opportunity to practice presenting an effective operational briefing.

### UNIT OBJECTIVES

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#### Visual 5.2

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#### Key Points:

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The objectives of this unit are as follows:

- Describe components of field, staff, and section briefings/meetings.
- Plan to give an operational period briefing.

**TYPES OF BRIEFINGS**

**Visual 5.3**



**Key Points:**

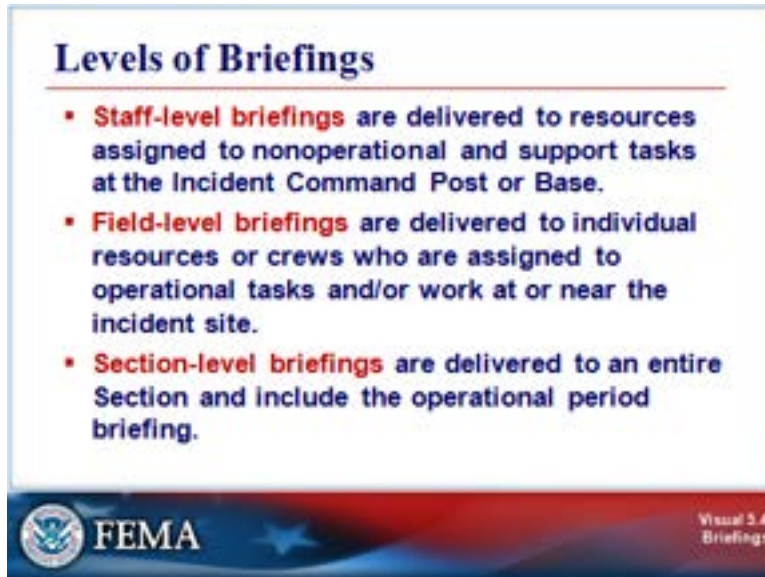
Effective briefings and meetings are:

- An essential element of good supervision and incident management.
- Intended to pass along vital information required in the completion of incident response actions.

Typically, these briefings are concise and do not include long discussions or complex decisionmaking. Rather, they allow incident managers and supervisors to communicate specific information and expectations for the upcoming work period and to answer questions.

**TYPES OF BRIEFINGS**

**Visual 5.4**



**Key Points:**

There are three types of briefings/meetings used in ICS: staff level, field level, and section level.

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

These three levels of briefing are described in more detail on the following page.

**TYPES OF BRIEFINGS****Visual 5.4 (Continued)****Three Levels of Incident Briefings**

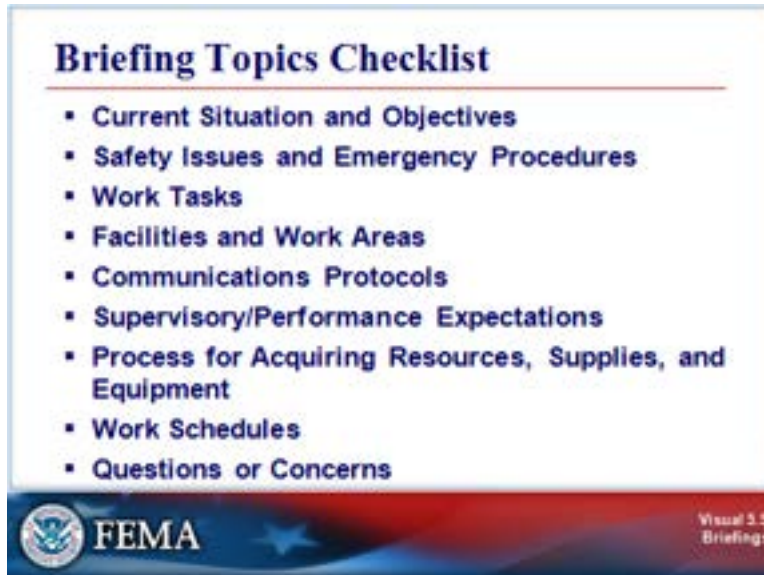
<b>Briefing Type</b>	<b>Description</b>
<b>Staff-Level Briefing</b>	<p>This level typically involves resources assigned to nonoperational and support tasks that are commonly performed at the Incident Base or Command Post. These briefings will be delivered to individual staff members or full units within a Section. These briefings occur at the beginning of the assignment to the incident and as necessary during the assignment.</p> <p>The supervisor attempts to clarify tasks and scope of the work as well as define reporting schedule, subordinate responsibilities and delegated authority, and the supervisor's expectations. The supervisor will also introduce coworkers and define actual workspace, sources of work supplies, and work schedule.</p>
<b>Field-Level Briefing</b>	<p>This level typically involves resources assigned to operational tasks and/or work at or near the incident site. These briefings will be 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.</p> <p>The 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.</p>
<b>Section-Level Briefing</b>	<p>This level 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 <b>operational period briefing</b> (also called a shift briefing). Here, the Operations Section Chief presents the plan for all operational elements for the specific operational period. This specific briefing is done at the beginning of each operation shift and prior to the operational resources being deployed to the area of work. Often, a field-level briefing will take place subsequent to the completion of the operational period briefing.</p> <p>During any Section-level briefing, the supervisor attempts to share incident-wide direction from the Incident Commander, how the direction impacts the Section staff, and specific ways the Section will support the Incident Commander's direction. The supervisor will establish Section staffing requirements, Section work tasks, Section-wide scheduling rules, and overall timelines for meetings and completion of work products.</p>

**BRIEFING INFORMATION**

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**Visual 5.5**

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**Key Points:**

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Below is a list of topics that you may want to include in a briefing:

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

### ACTIVITY: BRIEFING INFORMATION

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#### Visual 5.6

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**Activity: Briefing Information**

**Instructions:** Working in your team . . .

1. Each group will be assigned one type of briefing (staff, field, section).
2. For the assigned type of briefing, list the specific types of information that you think should be in briefings. You may want to refer to the two previous visuals.
3. Choose a spokesperson to present your findings to the class. Be ready to present your list in 10 minutes.

FEMA

Visual 5.6  
Briefings

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#### Key Points:

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**Activity Purpose:** To give you practice at sifting out the appropriate details when preparing for an incident briefing, so that only information that is pertinent to the audience is covered in the briefing.

**Instructions:** Working in your group:

1. Each group will be assigned one type of briefing (staff, field, section).
2. For the assigned type of briefing, list the specific types of information that you think should be in briefings. You may want to refer to the two previous visuals.
3. Choose a spokesperson to present your findings to the class. Be ready to present your list in 10 minutes.

**ACTIVITY: BRIEFING INFORMATION**

**Visual 5.7**

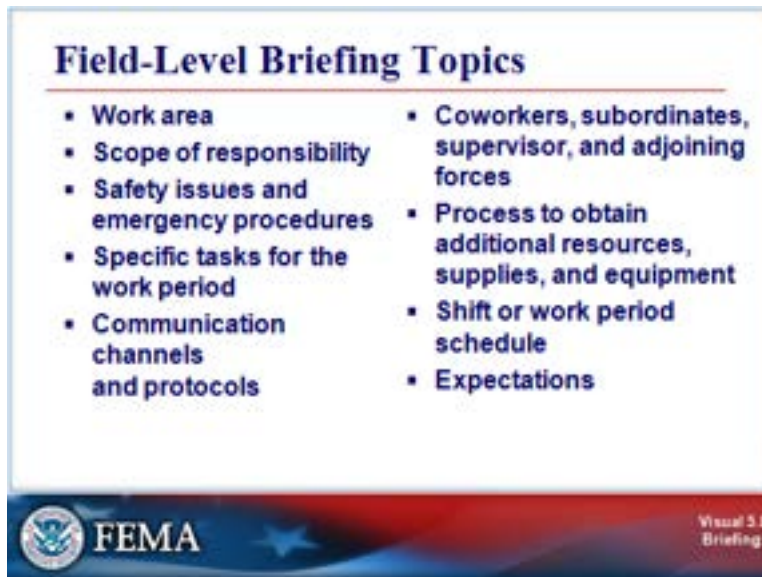


**Key Points:**

**Note: This visual is not in the Student Manual.**

**ACTIVITY: BRIEFING INFORMATION**

**Visual 5.8**

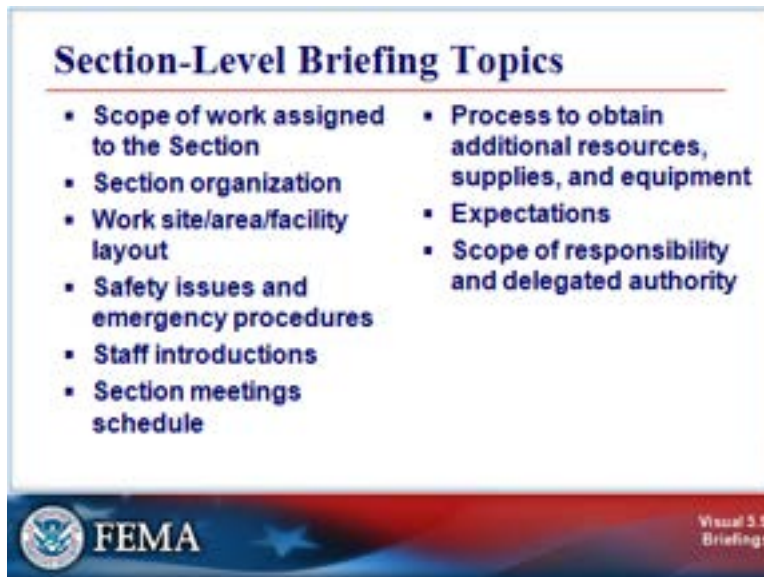


**Key Points:**

**Note:** This visual is not in the Student Manual.

**ACTIVITY: BRIEFING INFORMATION**

**Visual 5.9**



**Key Points:**


**Note: This visual is not in the Student Manual.**

**OPERATIONAL PERIOD BRIEFING**

**Visual 5.10**

**Operational Period Briefing**

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



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Visual 5.10  
Briefings

**Key Points:**

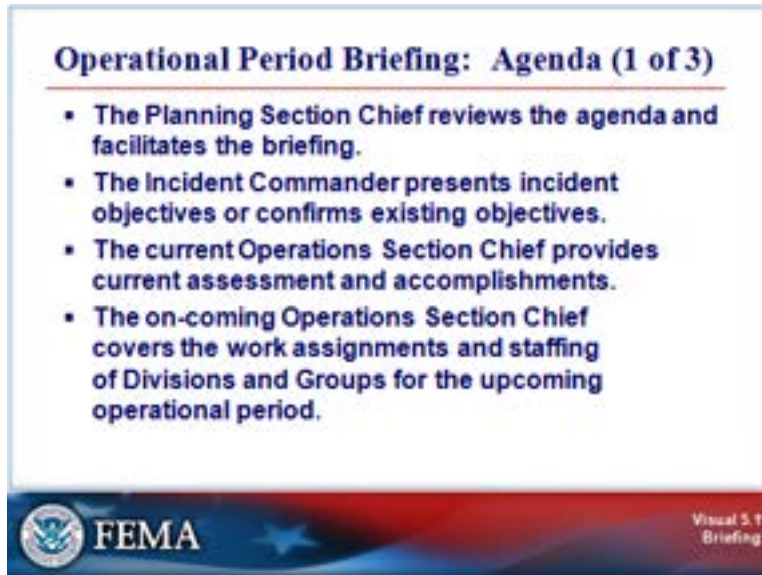
The operational period briefing:

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

In addition to the Operations Section Chief, at the operational period briefing the other members of the Command and General Staffs as well as specific support elements (i.e., Communications Unit, Medical Unit) can provide important information needed for safe and effective performance during the shift.

**OPERATIONAL PERIOD BRIEFING**

**Visual 5.11**



**Key Points:**

The operational period briefing is facilitated by the Planning Section Chief and follows a set agenda. A typical briefing includes the following:

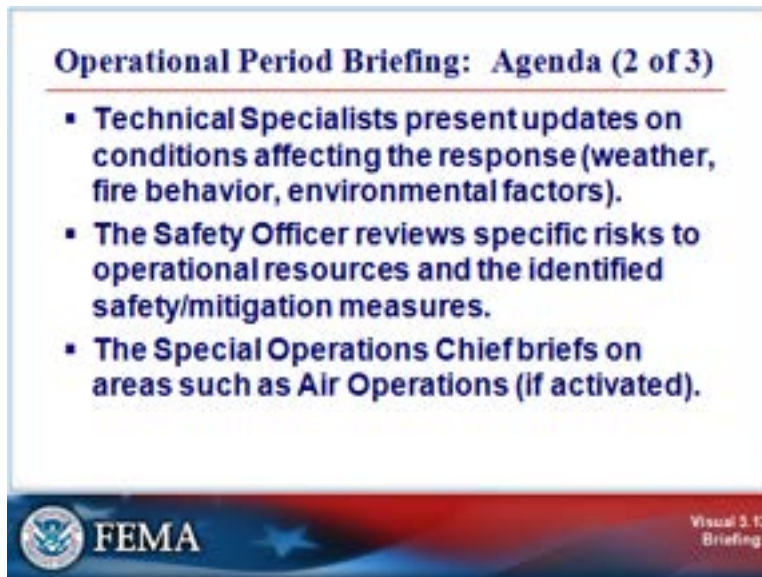
- The Planning Section Chief reviews the agenda and facilitates the briefing.
- The Incident Commander presents incident objectives or confirms existing objectives.  
Note: Objectives may be presented by the Planning Section Chief.
- The current Operations Section Chief provides current assessment and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

### OPERATIONAL PERIOD BRIEFING

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#### Visual 5.12

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#### Key Points:

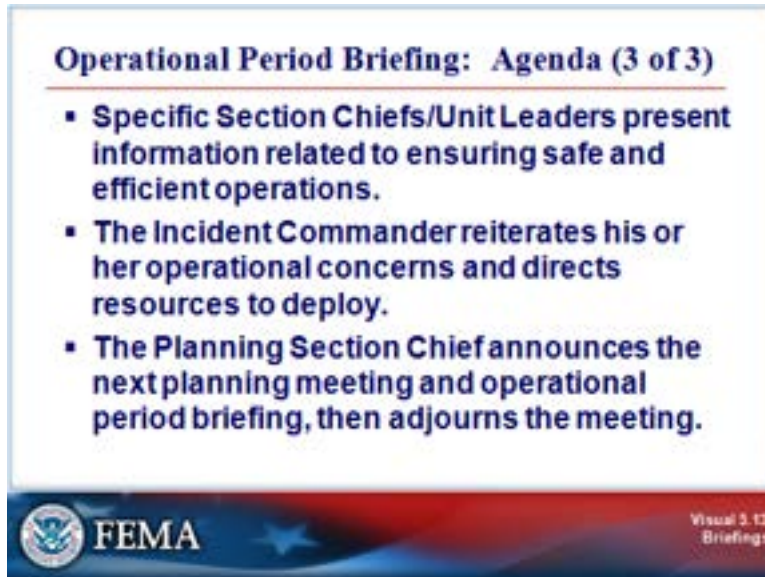
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Other elements of a typical briefing include the following:

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

**OPERATIONAL PERIOD BRIEFING**

**Visual 5.13**



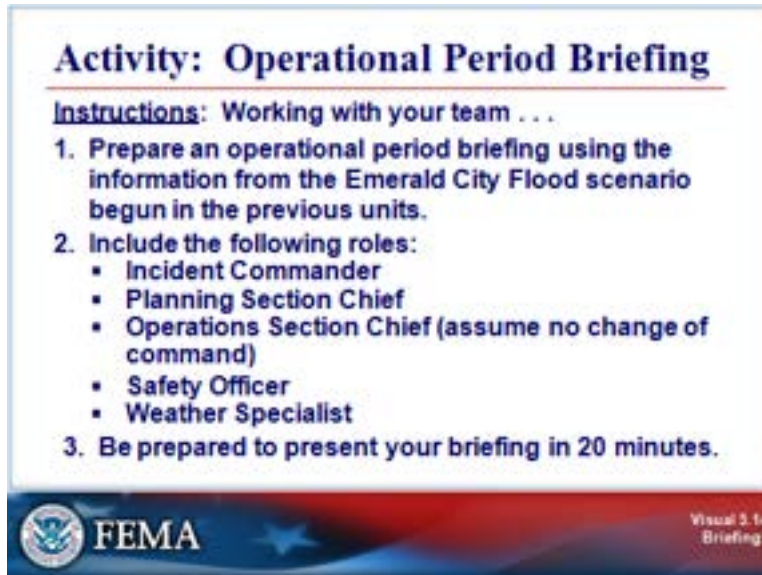
**Key Points:**

Other elements of a typical briefing include the following:

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

**ACTIVITY: OPERATIONAL PERIOD BRIEFING**

**Visual 5.14**



**Activity: Operational Period Briefing**

**Instructions:** Working with your team . . .

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

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Visual 5.14  
Briefings

**Key Points:**

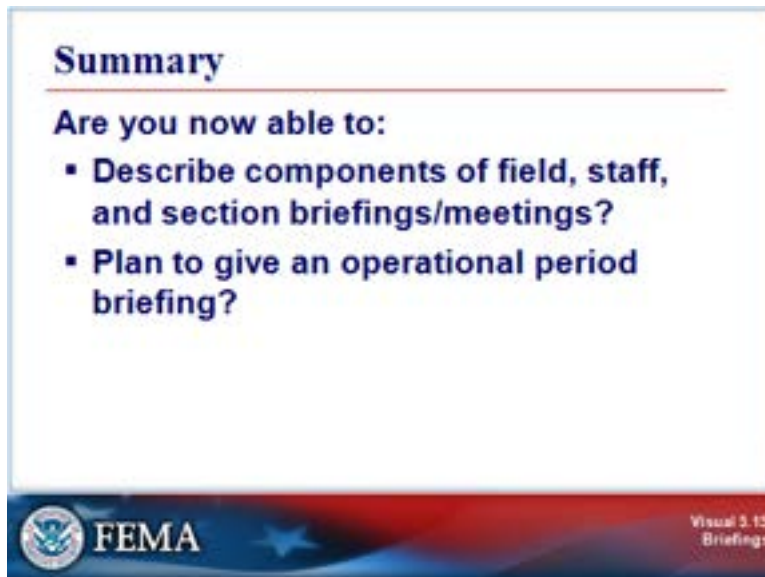
**Activity Purpose:** To give you practice at preparing and presenting briefings.

**Instructions:** Working in your team:

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

**SUMMARY**

**Visual 5.15**



**Key Points:**

Are you now able to:

- Describe components of field, staff, and section briefings/meetings?
- Plan to give an operational period briefing?

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## **Unit 6: Organizational Flexibility**

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## Unit 6. Organizational Flexibility

### Unit Objectives

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

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

### Scope

- Unit Introduction
  - Unit Objectives
  - ICS Organizational Flexibility
  - Modular Organization
  - Complexity Analysis
  - Activity: Complexity Analysis
  - Resource Kinds and Types
  - Incident Complexity Types
  - Activity: Incident Types
  - Summary
-



**UNIT INTRODUCTION**

**Visual 6.1**



**Key Points:**

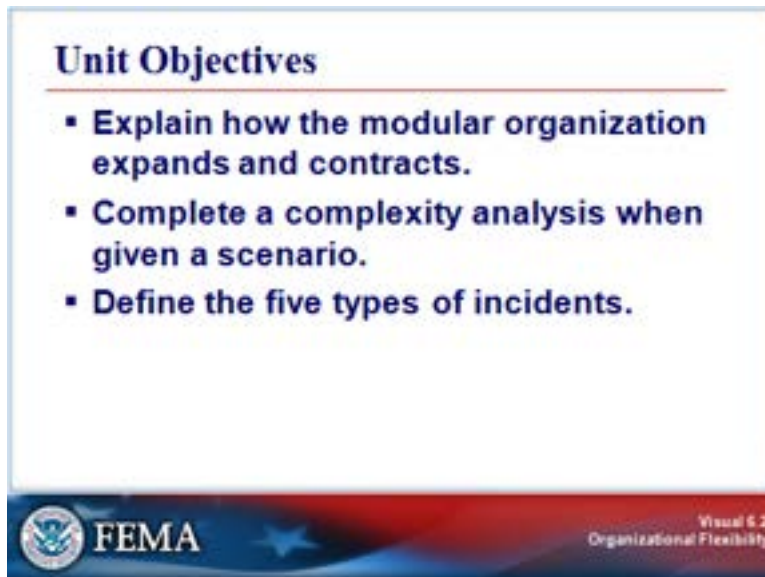
The Organizational Flexibility unit introduces you to flexibility within the standard ICS organizational structure.

### UNIT OBJECTIVES

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#### Visual 6.2

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#### Key Points:

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The objectives of this unit are as follows:

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

**ICS ORGANIZATIONAL FLEXIBILITY**

**Visual 6.3**

**Flexibility and Standardization**

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

**A key principle of ICS is its flexibility.**

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Visual 6.3  
Organizational Flexibility

**Key Points:**

A key principle of ICS is its flexibility. The ICS organization may be expanded easily from a very small size for routine operations to a larger organization capable of handling catastrophic events.

Standardization within ICS does not limit flexibility. ICS works for small, routine operations as well as catastrophic events.

Flexibility does not mean that the ICS feature of common terminology is superseded. Flexibility is allowed only within the standard ICS organizational structure and position titles.


**MODULAR ORGANIZATION**

**Visual 6.4**

**Modular Organization**

Incident command organizational structure is based on:

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



The diagram shows a hierarchical organizational structure. At the top is a single box. Below it are two boxes. A blue arrow points from the top box to the left box. Below the left box is another box. Below the right box are two boxes. Below the bottom-left box is another box. Below the bottom-right box is another box. This structure represents a modular organization where units are added or removed based on the incident's needs.

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Visual 6.4  
Organizational Flexibility

**Key Points:**

Incident command organizational structure is based on:

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

**MODULAR ORGANIZATION**

**Visual 6.5**

**ICS Expansion and Contraction**

**Remember that:**

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



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Visual 6.5  
Organizational Flexibility

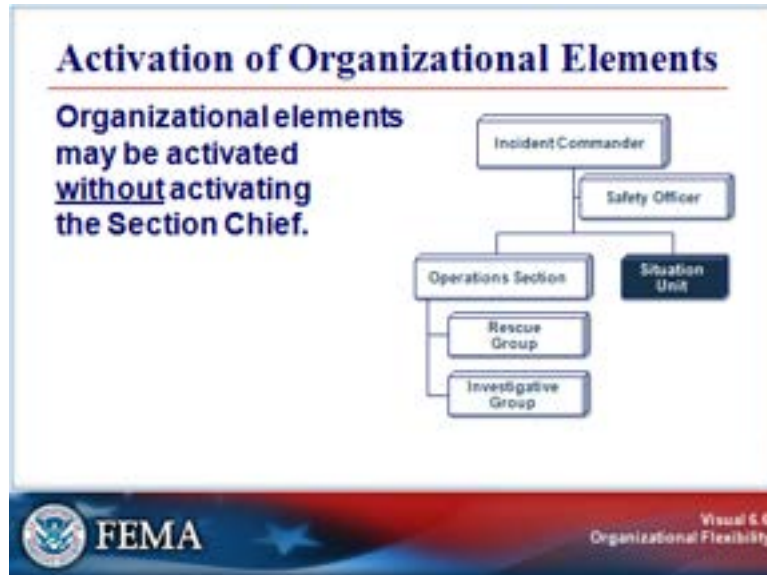
**Key Points:**

It is important to remember that:

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

### MODULAR ORGANIZATION

#### Visual 6.6



#### Key Points:

Activation of organizational elements is flexible, as noted below.


- Many incidents will never require the activation of the entire Command or General Staff or entire list of organizational elements within each Section. Other incidents will require some or all members of the Command Staff and all sub-elements of each General Staff Section.
- The decision to activate an element (Section, Branch, Unit, Division, or Group) must be based on incident objectives and resource needs.
- An important concept is that many organizational elements may be activated in various Sections without activating the Section Chief.
- For example, the Situation Unit can be activated without a Planning Section Chief assigned. In this case, the supervision of the Situation Unit will rest with the Incident Commander.

### MODULAR ORGANIZATION

#### Visual 6.7

**Avoiding Combining Positions**

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



- Do not use nonstandard titles or hybrid positions. These titles may be unrecognizable to assisting or cooperating personnel.

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Visual 6.7  
Organizational Flexibility

#### Key Points:

- 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.

**MODULAR ORGANIZATION**

**Visual 6.8**



**Key Points:**

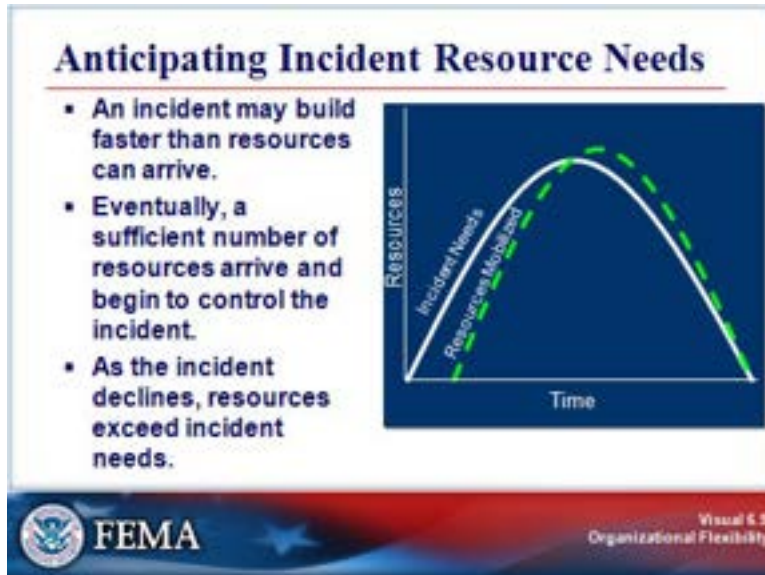
Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. The incident resource management process consists of the following:

- Establishment of resource needs (kind/type/quantity)
- Resource ordering (actually getting what you need)
- Check-in process and tracking (knowing what resources you have and where they are)
- Resource utilization and evaluation (using the resources effectively)
- Resource demobilization (releasing resources that are no longer needed)

This section of the lesson reviews key resource management principles.

MODULAR ORGANIZATION

Visual 6.9



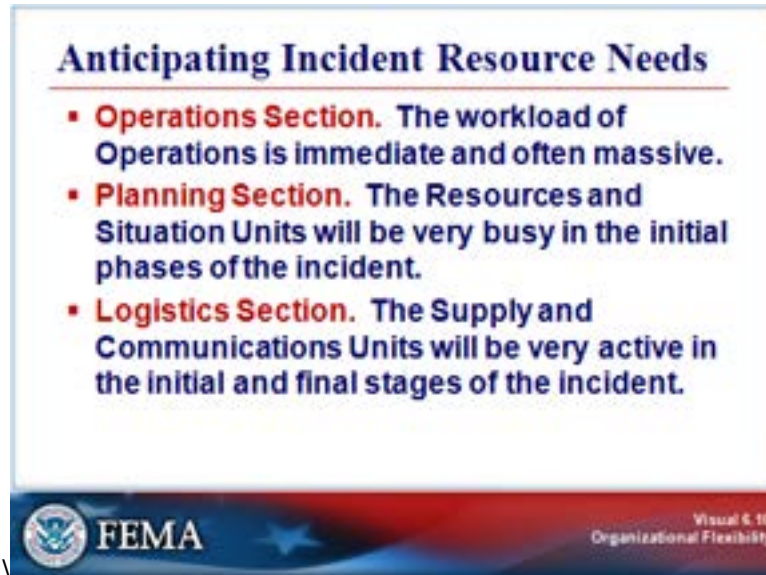
**Key Points:**

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

Eventually, a sufficient number of resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs.

MODULAR ORGANIZATION

Visual 6.10



**Key Points:**

Incident workload patterns are often predictable throughout the incident life cycle. Several examples are provided below:

- **Operations Section.** The workload of Operations 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.** The 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.** The Supply and Communications Units will be very active in the initial and final stages of the incident.


**COMPLEXITY ANALYSIS**

**Visual 6.11**

**Analyzing Complexity**

Analyzing incident complexity can help to:

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



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Visual 6.11  
Organizational Flexibility

**Key Points:**

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

A complexity analysis can help:

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

**COMPLEXITY ANALYSIS**

**Visual 6.12**



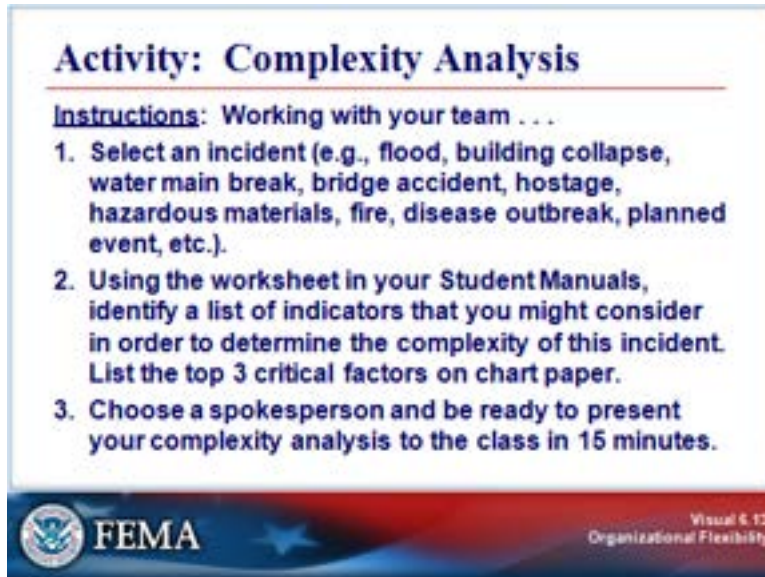
**Key Points:**

Review the following complexity factors (listed on the visual):

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

**ACTIVITY: COMPLEXITY ANALYSIS**

**Visual 6.13**



**Activity: Complexity Analysis**

**Instructions:** Working with your team . . .

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

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Visual 6.13  
Organizational Flexibility

**Key Points:**

**Activity Purpose:** To give you practice at identifying the indicators that are considered when analyzing and determining the complexity of an incident.

**Instructions:** Working in your team:

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

**Unit 6. Organizational Flexibility**

**ACTIVITY: COMPLEXITY ANALYSIS**

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**Visual 6.13 (Continued)**

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**Activity: Complexity Analysis Worksheet**

**Describe your selected incident (e.g., flood, building collapse, water main break, bridge accident).**

**List the specific indicators that you would use to analyze the complexity of this kind of incident.**

**Next, select your top three indicators.**

COMPLEXITY ANALYSIS

Visual 6.14



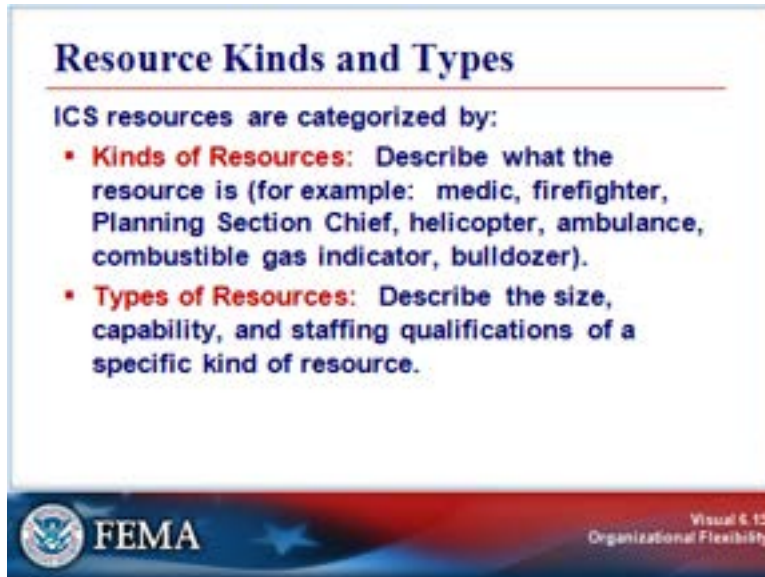
**Key Points:**

Note that as complexity increases, resources expand, requiring an organization with additional levels of supervision.

The next visuals will cover the relationships between incident complexity, resources, and ICS structure.

RESOURCE KINDS AND TYPES

Visual 6.15



**Key Points:**

Managing an expanding incident requires that responders get the right personnel and equipment. For this reason, ICS resources are categorized by:

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

**RESOURCE KINDS AND TYPES**

**Visual 6.16**



**Key Points:**

Review the items on the visual. Discussion Question:

**Which side (A or B) represents kinds? Which side represents types?**

RESOURCE KINDS AND TYPES

Visual 6.17



**Key Points:**

Requesting a resource kind without specifying a resource type could result in an inadequate resource arriving on the scene.

Discussion Questions:

- **What are the implications of a HazMat team arriving without the appropriate level of protective gear?**
- **Can anyone think of other examples of situations when the response resources deployed were not sufficient?**
- **How about situations where the resources at the scene exceeded the requirements? What are the implications of having resources that exceed the requirements?**

RESOURCE KINDS AND TYPES

Visual 6.18



**Key Points:**

- Resource types range from Type I (most capable) to Type IV (least capable), letting you reserve the appropriate level of resource for your incident by describing the size, capability, and staffing qualifications of a specific resource.
- Assigning the Type I label to a resource implies that it has a greater level of capability than a Type II of the same resource (for example, due to its power, size, or capacity), and so on to Type IV.
- Typing provides managers with additional information to aid the selection and best use of resources. In some cases, a resource may have less than or more than four types; in such cases, either additional types will be identified, or the type will be described as “not applicable.” The type assigned to a resource or component is based on a minimum level of capability described by the identified metric(s) for that resource.

NIMS requires the development of a national resource typing protocol.

The next page provides a sample resource typing.

**RESOURCE KINDS AND TYPES**



U.S. Department of Homeland Security  
Federal Emergency Management Agency

RESOURCE: HazMat Entry Team						
CATEGORY: Hazardous Materials Response (ESF #10)			KIND: Team			
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV	OTHER
COMPONENT	METRIC					
Equipment	Communications	Same as Type II plus: (Secure Communications)	Same as Type III plus: (Wireless Data)	(In-Suit, Wireless Voice) Personnel utilizing CPC shall be able to communicate appropriately and safely with one another and their team leaders		
Personnel	Staffing	5 Personnel	5 Personnel	5 Personnel		
Personnel	Training	Same as Type II	Same as Type III	All personnel must be trained to the minimum response standards in accordance with the most current editions of NFPA Standard # 471, "Recommended Practice for Responding to Hazardous Materials Incidents," NFPA Standard # 472, "Standard for Professional Competence of Responders to Hazardous Materials Incidents," and NFPA Standard # 473, "Standard for Competencies for EMS Personnel Responding to Hazardous Materials Incidents," as is appropriate for the specific team type		
Personnel	Sustainability	Same as Type II	Same as Type III	Capability to Perform Three (3) Entries in a 24-hour Period		
COMMENTS:						

**RESOURCE KINDS AND TYPES**

**Visual 6.19**

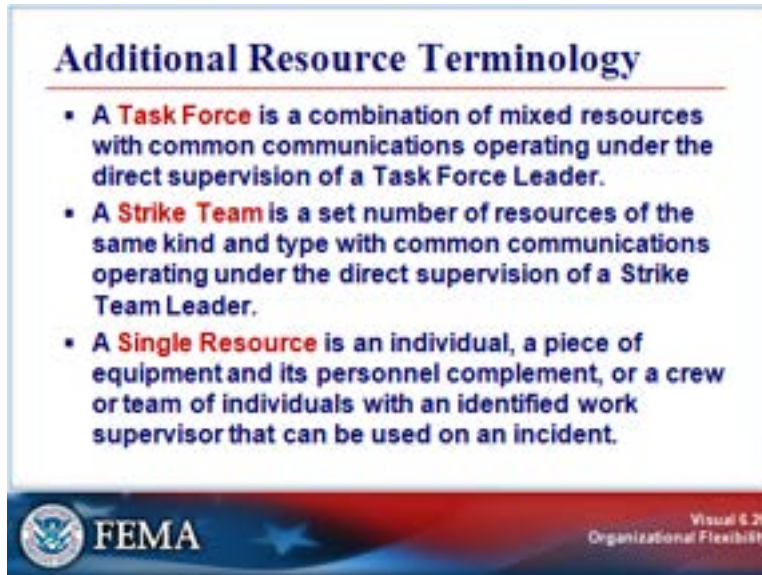


**Key Points:**

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

RESOURCE KINDS AND TYPES

Visual 6.20



**Key Points:**

As covered in ICS-100, the following terms apply to resources:

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

**INCIDENT COMPLEXITY TYPES**

**Visual 6.21**

**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.

Complexity ↑  
Type 1  
Type 5

FEMA  
Visual 6.21  
Organizational Flexibility

**Key Points:**

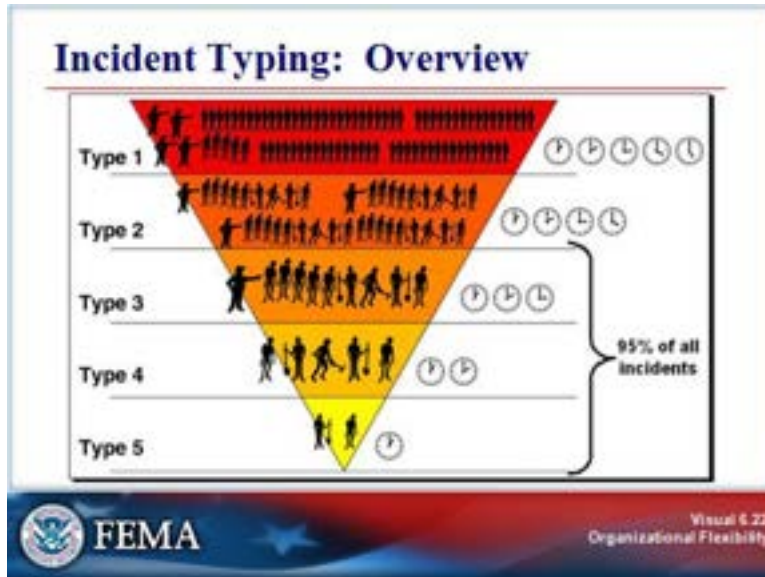
Incidents, like resources, may be categorized into five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex.

Incident typing may be used to:

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

INCIDENT COMPLEXITY TYPES

Visual 6.22



**Key Points:**

The incident type corresponds to both the number of resources required and the anticipated incident duration.


INCIDENT COMPLEXITY TYPES

Visual 6.23

**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 is contained within the first operational period and often within a few hours after resources arrive on scene. No written Incident Action Plan is required.



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Visual 6.23  
Organizational Flexibility

**Key Points:**

Characteristics of a Type 5 Incident are as follows:

- **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 is contained within the first operational period and often within a few hours after resources arrive on scene. No written Incident Action Plan is required.

Examples include a vehicle fire, an injured person, or a police traffic stop.


INCIDENT COMPLEXITY TYPES

Visual 6.24

**Type 4 Incident**

**Resources:** Command Staff and General Staff functions are activated (only 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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Visual 6.24  
Organizational Flexibility

**Key Points:**

Characteristics of a Type 4 Incident are as follows:

- **Resources:** Command Staff and General Staff functions are activated (only 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.

INCIDENT COMPLEXITY TYPES

Visual 6.25

**Type 3 Incident**

**Resources:** When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. Some or all of the Command and General Staff positions may be activated, as well as Division or Group Supervisor and/or Unit Leader level positions.

**Time Span:** The incident may extend into multiple operational periods and a written Incident Action Plan may be required for each operational period.

The slide includes a photograph of an emergency scene with emergency responders and equipment. At the bottom, there is a FEMA logo and the text 'Visual 6.25 Organizational Flexibility'.

**Key Points:**

Characteristics of a Type 3 Incident are as follows:

- **Resources:** When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. Some or all of the 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) or incident command organization manages initial action incidents with a significant number of resources, and an extended attack incident until containment/control is achieved.
- **Time Span:** The incident may extend into multiple operational periods and a written Incident Action Plan may be required for each operational period.



INCIDENT COMPLEXITY TYPES

Visual 6.26

**Type 2 Incident**

**Resources:** Regional and/or national resources are required to safely and effectively manage the operations. Most or all Command and General Staff positions are filled. Operations personnel typically do not exceed 200 per operational period and the total does not exceed 500.

**Time Span:** The incident is expected to go into multiple operational periods. A written Incident Action Plan is required for each operational period.



Visual 6.26  
Organizational Flexibility

**Key Points:**

Characteristics of a Type 2 Incident are as follows:

- **Resources:** Regional and/or national resources are required to safely and effectively manage the operations. Most or all Command and General Staff positions are 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:** The incident is expected to go into multiple operational periods. A written Incident Action Plan is required for each operational period.


INCIDENT COMPLEXITY TYPES

Visual 6.27

**Type 1 Incident**

**Resources:** National resources are required to safely and effectively manage the operations. All Command and General Staff positions are activated, and Branches need to be established.

**Time Span:** The incident is expected to go into multiple operational periods. A written Incident Action Plan is required for each operational period.



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Visual 6.27  
Organizational Flexibility

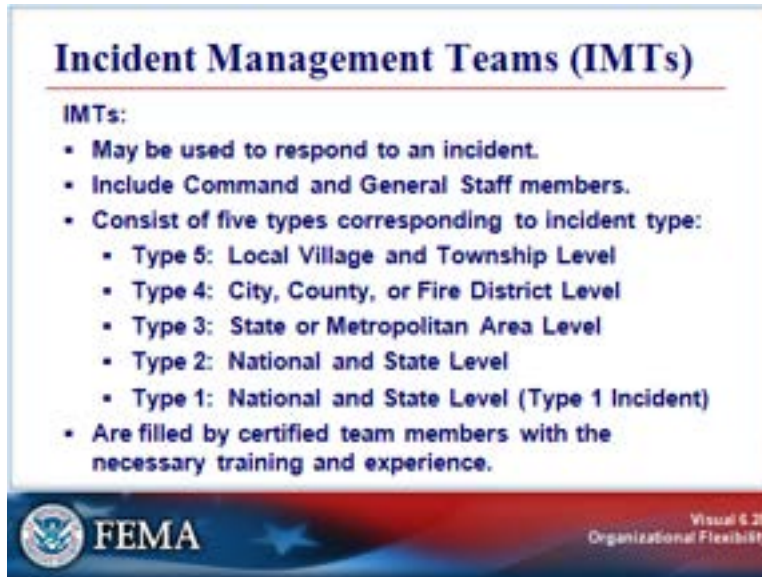
**Key Points:**

Characteristics of a Type 1 Incident are as follows:

- **Resources:** National resources are required to safely and effectively manage the operations. All Command and General Staff positions are activated, and Branches need to be established. Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions. The incident may result in a disaster declaration.
- **Time Span:** The incident is expected to go into multiple operational periods. A written Incident Action Plan is required for each operational period.

### INCIDENT COMPLEXITY TYPES

Visual 6.28



#### Key Points:

As mentioned earlier, an IMT is made up of the Command and General Staff members in an ICS organization. Persons to fill these positions for various types of incidents or events are often predesignated to ensure that they have the necessary training and experience to fulfill the roles and responsibilities of the ICS position. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining the “type,” or level, of IMT.

Briefly review the following information about IMT types:

- **Type 5: Local Village and Township Level** – A “pool” of primarily fire officers from several neighboring departments trained to serve in Command and General Staff positions during the first 6-12 hours of a major or complex incident.
- **Type 4: City, County, or Fire District Level** – A designated team of fire, EMS, and possibly law enforcement officers from a larger and generally more populated area, typically within a single jurisdiction (city or county), activated when necessary to manage a major or complex incident during the first 6-12 hours and possibly transition to a Type 3 IMT.
- **Type 3: State or Metropolitan Area Level** – A standing team of trained personnel from different departments, organizations, agencies, and jurisdictions within a State or DHS Urban Area Security Initiative (UASI) region, activated to support incident management at incidents that extend beyond one operational period. Type 3 IMTs will respond throughout the State or large portions of the State, depending upon State-specific laws, policies, and regulations.

(Continued on the next page.)

### INCIDENT COMPLEXITY TYPES

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#### Visual 6.28 (Continued)

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- **Type 2: National and State Level** – A federally or State-certified team; has less staffing and experience than Type 1 IMTs, and is typically used on smaller scale national or State incidents. Several dozen Type 2 IMTs are currently in existence, and operate through the U.S. Forest Service.
- **Type 1: National and State Level** – A federally or State-certified team; is the most robust IMT with the most experience; is fully equipped and self-contained. Sixteen Type 1 IMTs are now in existence, and operate through the U.S. Forest Service.

Source: <http://www.usfa.fema.gov/subjects/incident/imt/overview.shtm>

**ACTIVITY: INCIDENT TYPES**

**Visual 6.29**

**Activity: Incident Types**

**Instructions:** Working with your team . . .

1. Review the facts presented about the five incident scenarios in your Student Manual.
2. Determine the incident type.
3. Choose a spokesperson and be ready to list the incident types for each scenario in 10 minutes.

FEMA

Visual 6.29  
Organizational Flexibility

**Key Points:**

**Activity Purpose:** To give you practice at determining incident types for various scenarios.

**Instructions:** Working with your team:

1. Review the facts presented about the five incident scenarios in your Student Manual.
2. Determine the incident type.
3. Choose a spokesperson and be ready to list the incident types for each scenario in 10 minutes.

Note: A table summarizing characteristics of each type is provided after the scenarios.

### ACTIVITY: INCIDENT TYPES

---

#### Visual 6.29 (Continued)

---

##### Scenario 1:

- A multivehicle accident with critical injuries has occurred.
  - Local resources are on the scene.
  - The rescue and investigation should be complete in one operational period.
  - The IAP is verbal.
- 

##### Scenario 2:

- There is ongoing flooding in a tri-State area.
  - Local and regional resources are overwhelmed.
  - There are numerous missing and injured persons.
  - Additional rain and wind are forecasted.
  - The President has declared all counties in the affected region as disaster areas under the Stafford Act.
- 

##### Scenario 3:

- A cargo jet has crashed with injuries onboard and on the ground.
  - Possible hazardous materials are aboard.
  - State and local resources are managing the incident.
  - All Command Staff positions are filled and the Operations and Planning Sections are being utilized.
- 

##### Scenario 4:

- A small kitchen fire has occurred in a single family residence.
  - The fire department, police and emergency medical services responded.
  - The fire was out by the time the responders arrived on scene.
  - The fire department confirmed the fire was out and helped the homeowner clear the smoke from the house.
  - All units were back in service within one hour after the initial dispatch.
- 

##### Scenario 5:

- 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.
  - The incident may extend into multiple operational periods.
-

**ACTIVITY: INCIDENT TYPES****Visual 6.29 (Continued)****Incident Typing Review:**

Incidents may be typed in order to make decisions about resource requirements. Incident types are based on the following five levels of complexity. (Source: U.S. Fire Administration)

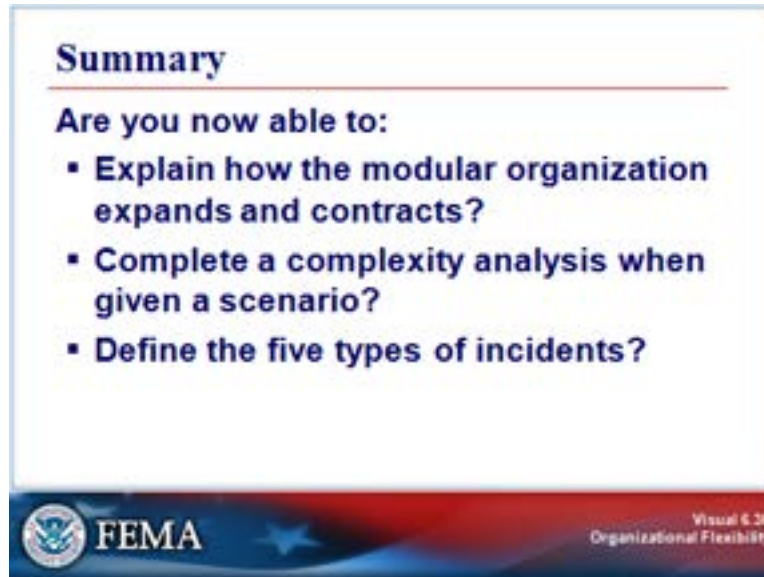
<b>Type 5</b>	<ul style="list-style-type: none"><li>• The incident can be handled with one or two single resources with up to six personnel.</li><li>• Command and General Staff positions (other than the Incident Commander) are not activated.</li><li>• No written Incident Action Plan (IAP) is required.</li><li>• The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.</li><li>• Examples include a vehicle fire, an injured person, or a police traffic stop.</li></ul>
<b>Type 4</b>	<ul style="list-style-type: none"><li>• Command staff and general staff functions are activated only if needed.</li><li>• Several resources are required to mitigate the incident, including a Task Force or Strike Team.</li><li>• The incident is usually limited to one operational period in the control phase.</li><li>• The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.</li><li>• No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources.</li><li>• The role of the agency administrator includes operational plans including objectives and priorities.</li></ul>
<b>Type 3</b>	<ul style="list-style-type: none"><li>• When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.</li><li>• Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.</li><li>• A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 IMT.</li><li>• The incident may extend into multiple operational periods.</li><li>• A written IAP may be required for each operational period.</li></ul>
<b>Type 2</b>	<ul style="list-style-type: none"><li>• This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.</li><li>• Most or all of the Command and General Staff positions are filled.</li><li>• A written IAP is required for each operational period.</li><li>• Many of the functional units are needed and staffed.</li><li>• Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).</li><li>• The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.</li></ul>
<b>Type 1</b>	<ul style="list-style-type: none"><li>• This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.</li><li>• All Command and General Staff positions are filled.</li><li>• Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.</li><li>• Branches need to be established.</li><li>• The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.</li><li>• Use of resource advisors at the incident base is recommended.</li><li>• There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</li></ul>

### SUMMARY

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#### Visual 6.30

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#### Key Points:

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Are you now able to:

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

The next unit presents information about transfer of command.

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## **Unit 7: Transfer of Command**

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## **Unit 7. Transfer of Command**

### **Unit Objectives**

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

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

### **Scope**

- Unit Introduction
  - Unit Objectives
  - Transfer of Command
  - Briefing Elements
  - Activity: Transfer of Command
  - Summary
-



**UNIT INTRODUCTION**

**Visual 7.1**



**Key Points:**

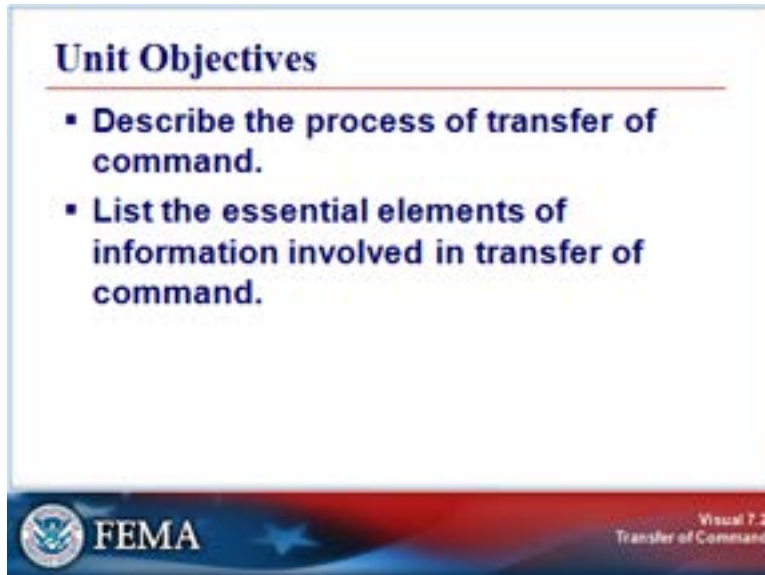
The Transfer of Command unit introduces you to transfer of command briefings and procedures.

### UNIT OBJECTIVES

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#### Visual 7.2

---



#### Key Points:

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The objectives of this unit are as follows:

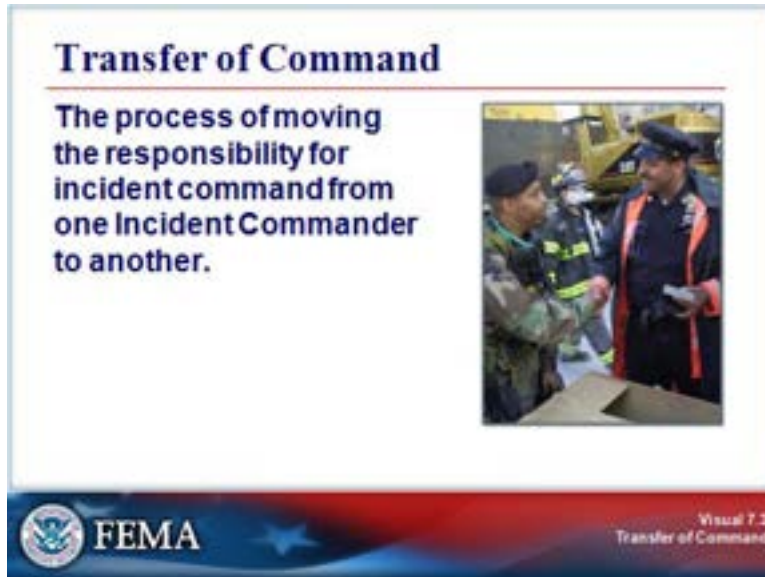
- Describe the process of transfer of command.
- List the essential elements of information involved in transfer of command.

**TRANSFER OF COMMAND**

---

**Visual 7.3**

---



**Key Points:**

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

**TRANSFER OF COMMAND**

---

**Visual 7.4**

---

**When Command Is Transferred**



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

 **FEMA** 

Visual 7.4  
Transfer of Command

**Key Points:**

---

Transfer of command may take place for many reasons, including when:

- A jurisdiction or agency is legally required to take command.
- Change of command is necessary for effectiveness or efficiency.
- Incident complexity changes.
- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies arise (e.g., Incident Commander has a family emergency).
- Agency administrator directs a change in command.

**TRANSFER OF COMMAND**

---

**Visual 7.5**

---

**A More Qualified Person Arrives**

A more qualified individual may:

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



FEMA

Visual 7.5  
Transfer of Command

**Key Points:**

---

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 more experience and/or specialized training.

**TRANSFER OF COMMAND**

**Visual 7.6**

**Transfer of Command Procedures**

Transfer of command should:

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

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



FEMA

Visual 7.6  
Transfer of Command

**Key Points:**

One of the main features of ICS is a procedure to transfer command with minimal disruption to the incident. This procedure may be used any time personnel in supervisory positions change.

Whenever possible, transfer of command should:

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

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

**BRIEFING ELEMENTS**

**Visual 7.7**



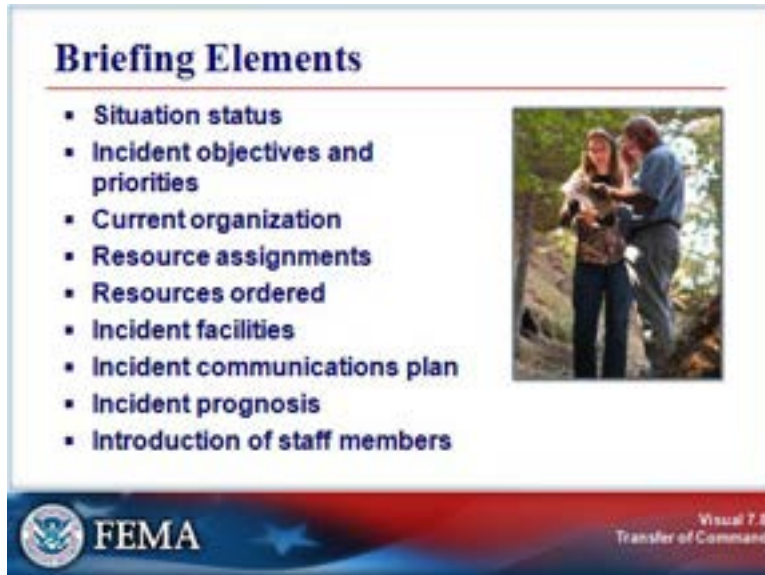
**Key Points:**

Discussion Question:

**What would you include in a transfer of command briefing?**

**BRIEFING ELEMENTS**

**Visual 7.8**



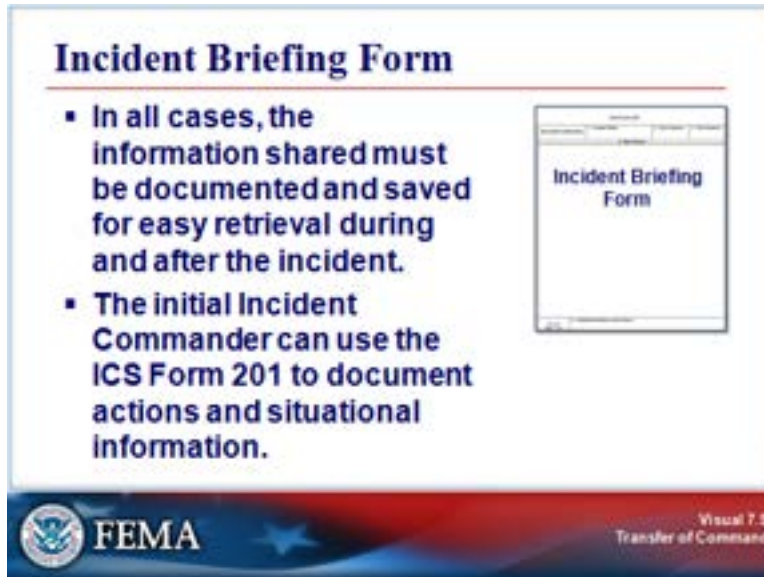
**Key Points:**

A transfer of command briefing should always take place. The briefing 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.

**BRIEFING ELEMENTS**

**Visual 7.9**



The slide is titled "Incident Briefing Form" in a large, bold, blue font. Below the title, there are two bullet points in blue text. The first bullet point states: "In all cases, the information shared must be documented and saved for easy retrieval during and after the incident." The second bullet point states: "The initial Incident Commander can use the ICS Form 201 to document actions and situational information." To the right of the text is a small, rectangular image of the "Incident Briefing Form" document, which has a header and several sections. At the bottom of the slide, there is a red and blue banner with the FEMA logo on the left and the text "Visual 7.9 Transfer of Command" on the right.

**Key Points:**

Agency policies and incident-specific issues may alter the transfer of command process. In all cases, the information shared must be documented and saved for easy retrieval during and after the incident.

The initial Incident Commander can use the ICS Form 201 to document actions and situational information.

For more complex transfer of command situations, every aspect of the incident must be documented and included in the transfer of command briefing.

**ACTIVITY: TRANSFER OF COMMAND**

---

**Visual 7.10**

---

**Activity: Transfer of Command**

**Instructions:** Working individually . . .

1. Review the Emerald City Flood update provided in your Student Manual.
2. Review the list of briefing elements and check the items that should be included in the transfer of command briefing.
3. Be prepared to share your answer in 5 minutes.

FEMA

Visual 7.10  
Transfer of Command

---

**Key Points:**

---

**Activity Purpose:** To give you the opportunity to identify the elements that should be included in a transfer of command briefing.

**Instructions:** Working individually:

1. Review the Emerald City Flood update provided in your Student Manual.
2. Review the list of briefing elements and check the items that should be included in the transfer of command briefing.
3. Be prepared to share your answer in 5 minutes.

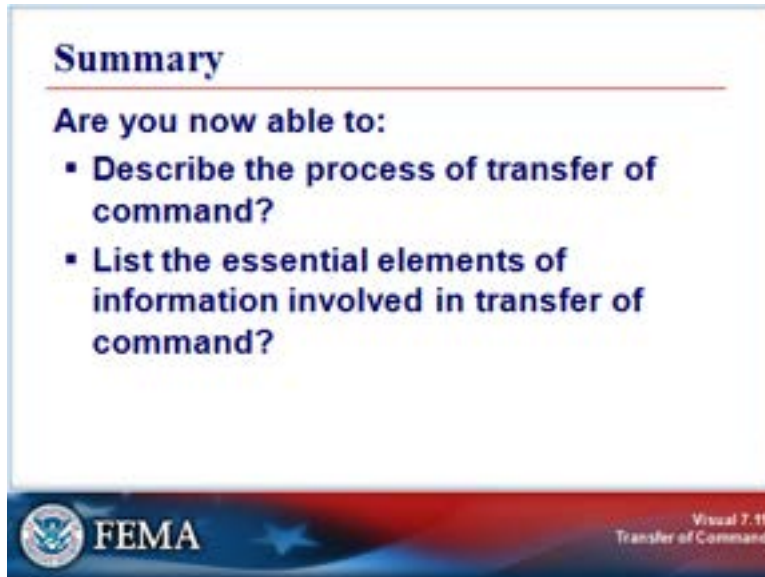
**Incident Update:** Let's return to the Emerald City Incident. It is now 1800 and the water level is still rising. You are relieving the current Incident Commander for the next operational period. Review the list below and check the items that should be included in the transfer of command briefing.

**Unit 7. Transfer of Command****ACTIVITY: TRANSFER OF COMMAND****Visual 7.10 (Continued)****Transfer of Command Activity**

<b>Briefing Element</b>	<b>Yes</b>	<b>No</b>
Situation Status		
Incident Objectives and Priorities		
Current Organization		
Current Expenditures and Anticipated Budget		
Resource Assignment		
Resources En Route or On Order		
Incident Facilities		
Incident Communications Plan		
News Releases and Media Monitoring Reports		
Incident Prognosis		
Special Requests from Agency Representatives		
Introduction of Command and General Staff Members		

**SUMMARY**

**Visual 7.11**



**Key Points:**

Are you now able to:

- Describe the process of transfer of command?
- List the essential elements of information involved in transfer of command?

The next unit will summarize the key learning points of the course.

---

## **Unit 8: Course Summary**

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## **Unit 8. Course Summary**

### **Unit Objectives**

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

- Summarize the key learning points of the course.
  - Complete a course evaluation.
- 

### **Scope**

- Unit Introduction
  - Leadership and Management
  - Delegation of Authority
  - Functional Areas & Positions
  - Briefings
  - Organizational Flexibility
  - Transfer of Command
  - Final Exam
  - Course Evaluation
-



**UNIT INTRODUCTION**

**Visual 8.1**



**Key Points:**

This unit provides a brief summary of the key learning points of the course. After reviewing the summary information, you will receive instructions for taking the final exam.


LEADERSHIP AND MANAGEMENT

Visual 8.2

**Leadership and Management (1 of 4)**

The Leadership and Management unit covered:

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



FEMA

Visual 8.2  
Course Summary

Key Points:

The Leadership and Management unit provided a detailed look at the following ICS features:

- **Chain of Command** refers to the orderly line of authority within the ranks of the incident management organization.
- **Unity of Command** means that each individual involved in incident operations will be assigned to only one supervisor to whom they report.
- **Unified Command** is a management structure used in multijurisdictional or multiagency incidents. Unified Command is not implemented in all incidents.


LEADERSHIP AND MANAGEMENT

Visual 8.3

**Leadership and Management (2 of 4)**

**Formal communication must be used when:**

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



FEMA

Visual 8.3  
Course Summary

**Key Points:**

Within the ICS organization, information must flow freely. The types of communication are summarized below.

- **Formal communication** channels must be used when:
  - Receiving and giving work assignments.
  - Requesting support or additional resources.
  - Reporting progress of assigned tasks.
- **Informal communication** is the exchange of incident information among responders that does not involve tasking work assignments or requests for support or additional resources.


LEADERSHIP AND MANAGEMENT

Visual 8.4

**Leadership and Management (3 of 4)**

Responsibilities include:

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



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Visual 8.4  
Course Summary

Key Points:

Common leadership responsibilities include:

- **Ensuring** safe work practices.
- **Taking command** of assigned resources.
- **Motivating** with a “can do safely” attitude.
- **Demonstrating initiative** by taking action.
- **Communicating** by giving specific instructions and asking for feedback.
- **Supervising** the scene of action.
- **Evaluating** the effectiveness of the plan.
- **Understanding and accepting** the need to modify plans or instructions.

**LEADERSHIP AND MANAGEMENT**

---

**Visual 8.5**

---

**Leadership and Management (4 of 4)**

**The ICS organization:**

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

FEMA

Visual 8.5  
Course Summary

---

**Key Points:**

---

The ICS organization:

- Is typically structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.
- Has a scalable organizational structure that is based on the size and complexity of the incident.
- Uses standard terminology to refer to elements and positions.
- Helps maintain a span of control that is between 3 and 7 subordinates.

DELEGATION OF AUTHORITY

Visual 8.6

**Delegation of Authority (1 of 2)**

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

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

Agency Executive

Incident Commander

FEMA

Visual 8.6  
Course Summary

Key Points:

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

- The delegation of authority process.
- Management by objectives and the Incident Action Plan.
- Preparedness plans (Federal, State, or local Emergency Operations Plans, Standard Operating Guidelines, Standard Operating Procedures, etc.).

**DELEGATION OF AUTHORITY**

**Visual 8.7**

**Delegation of Authority (2 of 2)**

Objectives are established based on:

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

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Visual 8.7  
Course Summary

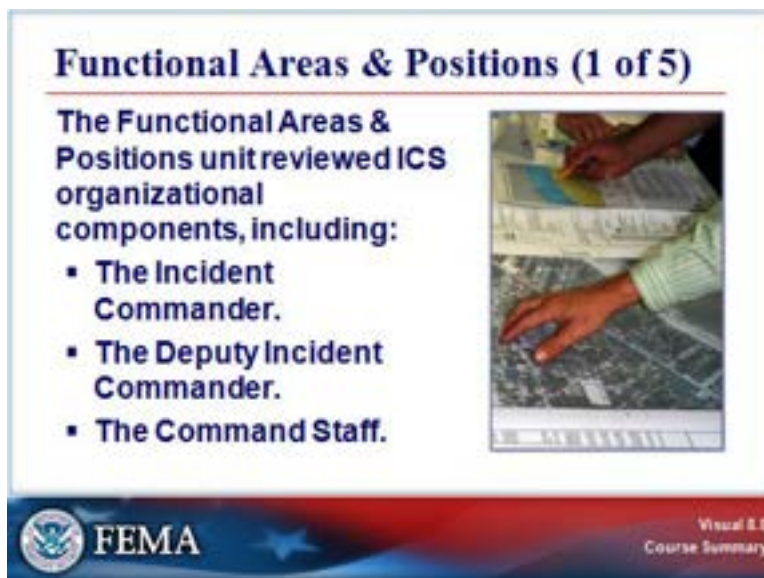
**Key Points:**

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

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

FUNCTIONAL AREAS & POSITIONS

Visual 8.8



Key Points:

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

- The **Incident Commander**, who has the overall responsibility for the incident management.
- The **Deputy Incident Commander**, who performs assigned tasks and may relieve the Incident Commander. A Deputy must be fully qualified and equally capable to assume the position.
- The **Command Staff**, which carries out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

FUNCTIONAL AREAS & POSITIONS

Visual 8.9

**Functional Areas & Positions (2 of 5)**

Remember:

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

FEMA

Visual 8.9  
Course Summary

Key Points:

Remember that:

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

FUNCTIONAL AREAS & POSITIONS

Visual 8.10



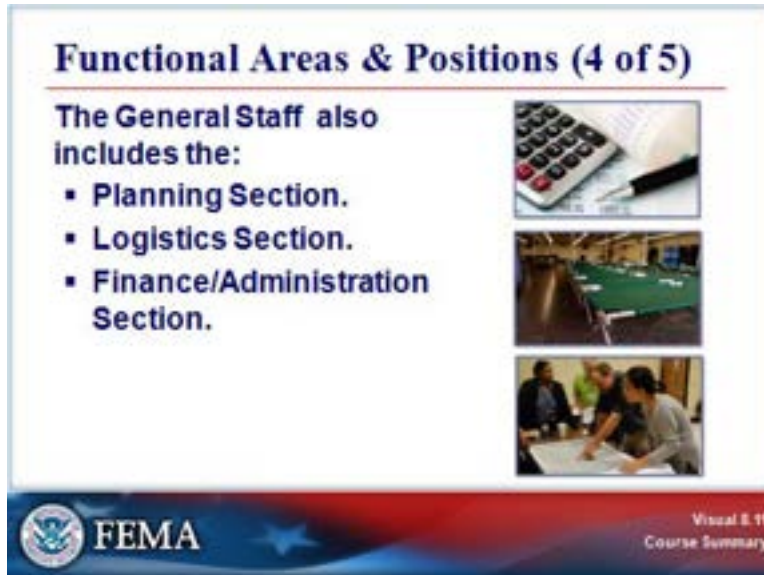
Key Points:

The Operations Section:

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

FUNCTIONAL AREAS & POSITIONS

Visual 8.11



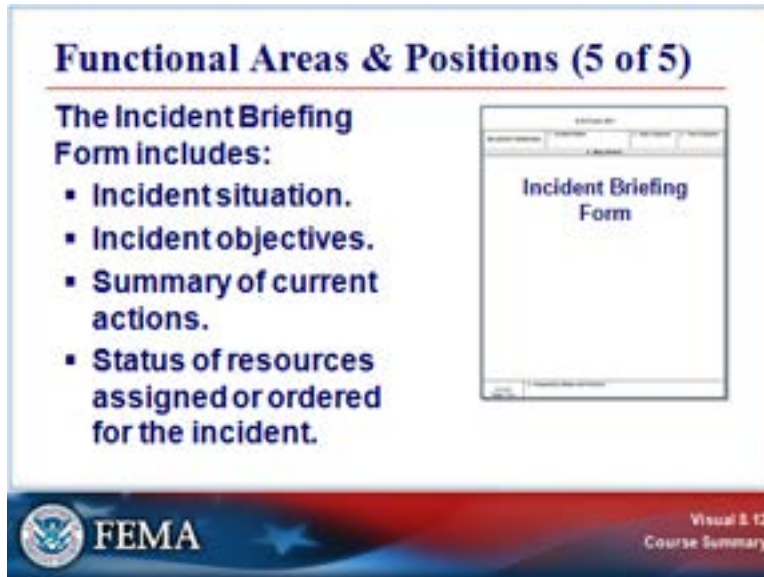
Key Points:

In addition to the Operations Section, the **General Staff** includes:

- **Planning Section:** Responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. This Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident.
- **Logistics Section:** Responsible for providing facilities, services, and materials for the incident.
- **Finance/Administration Section:** Responsible for all incident costs and financial considerations.

FUNCTIONAL AREAS & POSITIONS

Visual 8.12



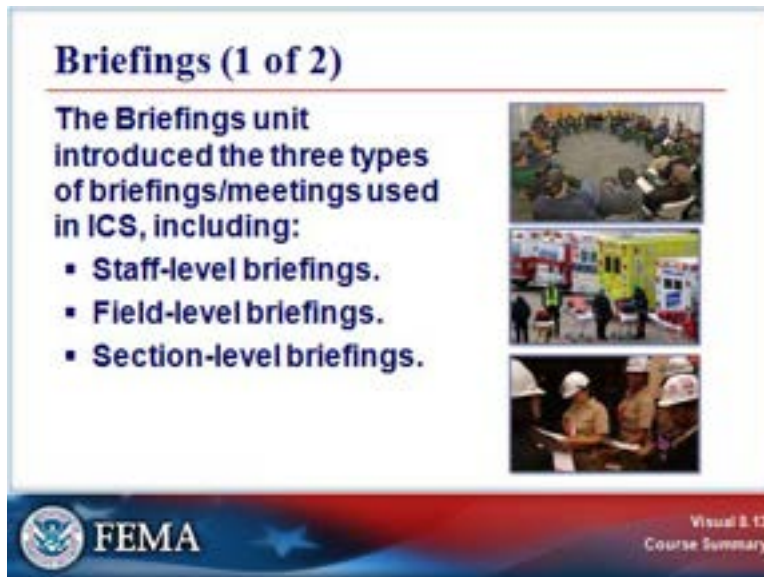
**Key Points:**

The Incident Briefing Form (ICS Form 201) provides an Incident Command/Unified Command with status information that can be used for briefing incoming resources, an incoming Incident Commander or team, or an immediate supervisor. The basic information includes:

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

BRIEFINGS

Visual 8.13



Key Points:

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

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


### BRIEFINGS


#### Visual 8.14

**Briefings (2 of 2)**

The operational period briefing:

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



 **FEMA**

Visual 8.14  
Course Summary

#### Key Points:

The Operational Period Briefing:

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

In addition to the Operations Section Chief, the other members of the Command and General Staffs as well as specific support elements (e.g., Communications Unit, Medical Unit) can provide important information needed for safe and effective performance during the shift.


ORGANIZATIONAL FLEXIBILITY

Visual 8.15

**Organizational Flexibility (1 of 3)**

**The Organizational Flexibility unit described:**

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



FEMA

Visual 8.15  
Course Summary

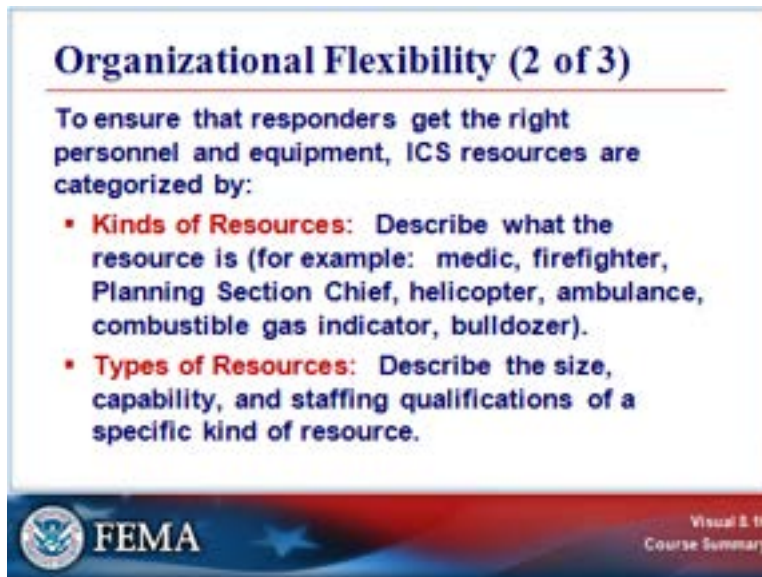
**Key Points:**

The Organizational Flexibility unit described the flexibility within the standard ICS organizational structure and the ICS principle of management by objectives.

It is important to strike the right balance when determining resource needs. Having too few resources can lead to loss of life and property, while having too many resources can result in unqualified personnel deployed without proper supervision. A complexity analysis can help ensure the right resource balance.

ORGANIZATIONAL FLEXIBILITY

Visual 8.16



**Key Points:**

To ensure that responders get the right personnel and equipment, ICS resources are categorized by:

- **Kinds of Resources:** Describe what the resource is (for example: registered nurse, emergency physician, engineer, security officer, ambulance).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource. Types range from Type 1 (most capable) to Type 4 (least capable), letting you reserve the appropriate level of resource for your incident by describing the size, capability, and staffing qualifications of a specific resource.

ORGANIZATIONAL FLEXIBILITY

Visual 8.17



**Organizational Flexibility (3 of 3)**

Incidents may be categorized into five types based on complexity.

Incident typing may be used to:

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

Complexity ↑

Type 1

Type 5

FEMA

Visual 8.17  
Course Summary

**Key Points:**

Incidents, like resources, may be categorized into types based on complexity, with a total of five types used to delineate levels of incident complexity. Type 5 incidents are the least complex and Type 1 are the most complex.

Incident typing may be used to:

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

**TRANSFER OF COMMAND**

**Visual 8.18**

**Transfer of Command (1 of 2)**

Transfer of command may take place when:

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

FEMA

Visual 8.18  
Course Summary

**Key Points:**

The Transfer of Command unit covered transfer of command briefings and procedures. Transfer of command may take place for many reasons, including when:

- A jurisdiction or agency is legally required to take command.
- Change of command is necessary for effectiveness or efficiency.
- Incident complexity changes.
- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies arise (e.g., Incident Commander has a family emergency).
- The agency administrator directs a change in command.

**TRANSFER OF COMMAND**

**Visual 8.19**

**Transfer of Command (2 of 2)**

**Transfer of command should:**

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

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



FEMA

Visual 8.19  
Course Summary

**Key Points:**

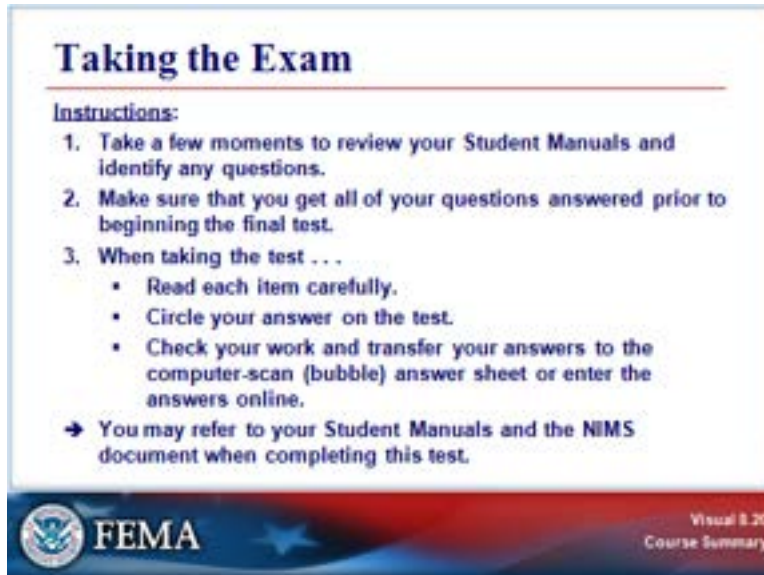
One of the main features of ICS is a procedure to transfer command with minimal disruption to the incident. This procedure may be used any time personnel in supervisory positions change. Whenever possible, transfer of command should:

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

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

FINAL EXAM

Visual 8.20



**Key Points:**

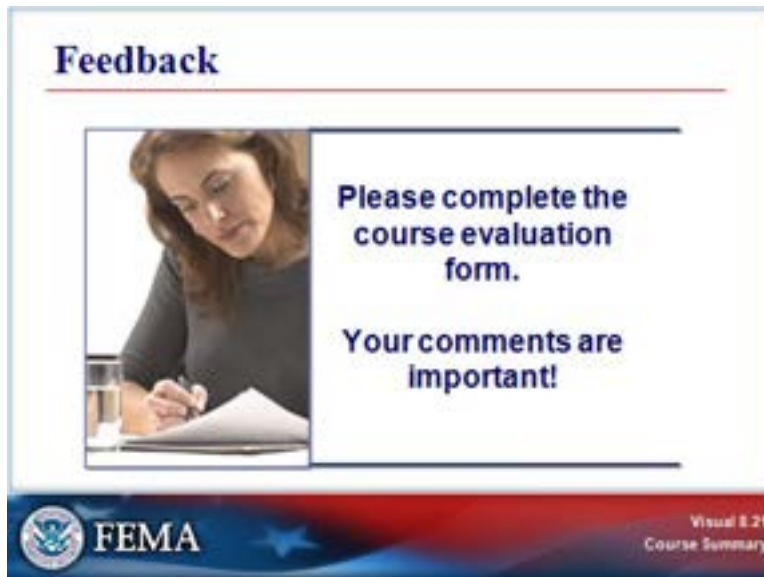
**Instructions:** IS-200.b test instructions:

1. Take a few moments to review your Student Manuals and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test . . .
  - Read each item carefully.
  - Circle your answer on the test.
  - Check your work and transfer your answers to the computer-scan (bubble) answer sheet or take the test online.

You may refer to your Student Manuals and the NIMS document when completing this test.

**COURSE EVALUATION**

**Visual 8.21**



**Key Points:**

Completing the course evaluation form is important. Your comments will be used to evaluate the effectiveness of this course and make changes for future versions.

Please use the course evaluation forms provided by the organization sponsoring the course.

Your Notes: