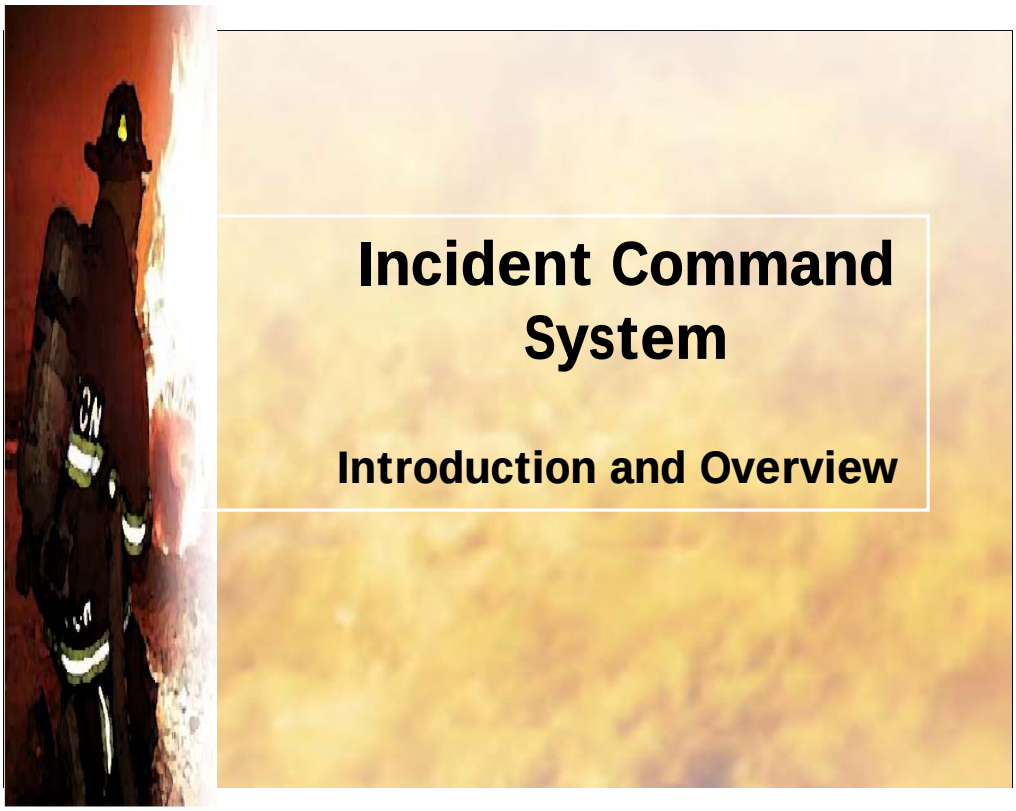
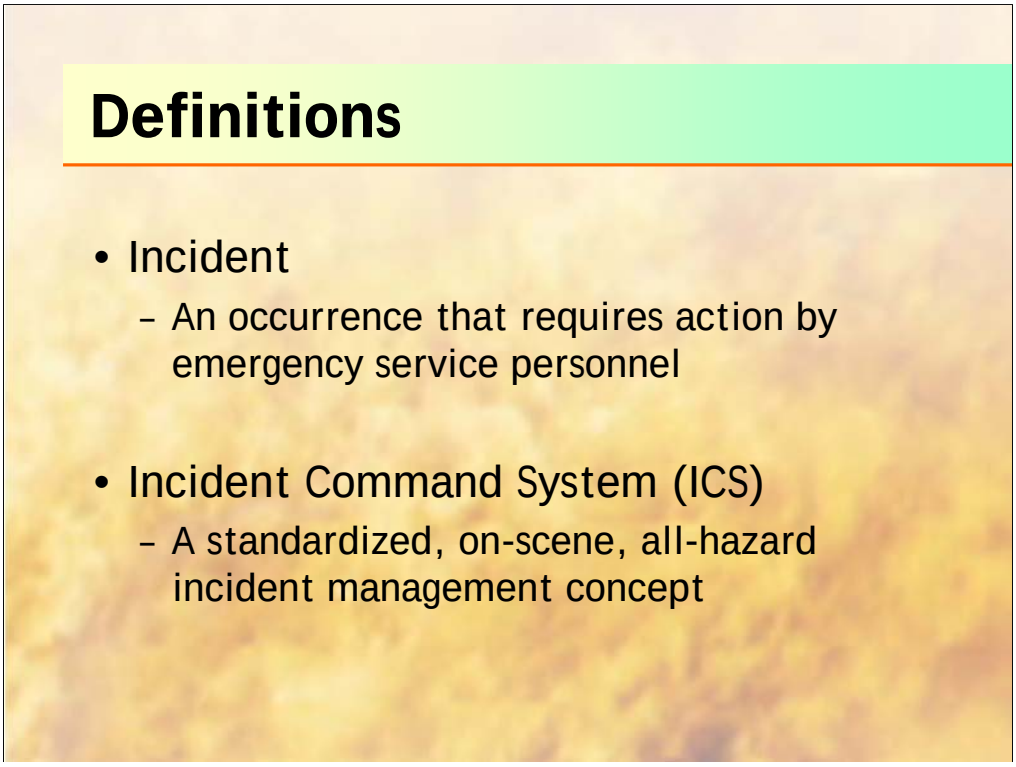


Instructor Notes

To set the context for this presentation, inform the class that ICS began out of necessity in the 1970s, when several wildfires in California caused millions in damage and several people died. Local, state, and federal fire authorities collaborated to form FIRESCOPE (Firefighting Resources of California Organized for Potential Emergencies). FIRESCOPE looked at the recent wildfire responses, and discovered that poor incident management was to blame, not a lack of resources. Problems that were identified were:

1. Nonstandard terminology.
2. Lack of organizational flexibility to expand and contract.
3. Nonstandard and nonintegrated communications.
4. Lack of consolidated action plans.
5. Lack of designated facilities.

ICS was developed to overcome these five problems. Today, incidents demand so many resources and skills that one local, state, or federal agency couldn't possibly provide them, so ICS provides a way for many agencies to work together smoothly under one management system.



Instructor Notes

As an instructor, you should inform the group that incidents are either natural or man-made, and require emergency service personnel in order to prevent or minimize loss of life or damage to property and/or the environment. Incident examples include:

•Fires

•Hazardous material (HAZMAT) incidents

•Search and Rescue Missions

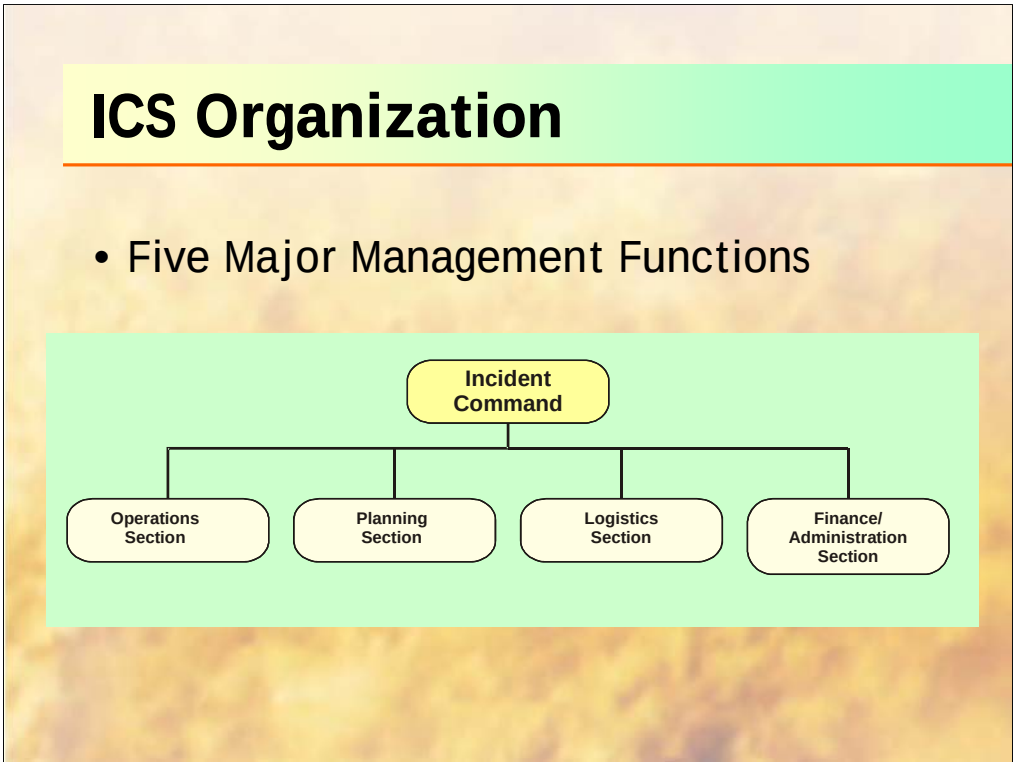
•Oil spills

•Natural disasters

•Terrorist/WMD events

•Planned events such as parades

You should also inform the students that the Incident Command System, or ICS, allows its users to adopt an organizational structure to fit any situation regardless of jurisdictional boundaries. ICS is very flexible and can grow or shrink to meet the changing needs of an incident. This makes it applicable to both small and large incidents.



Instructor Notes

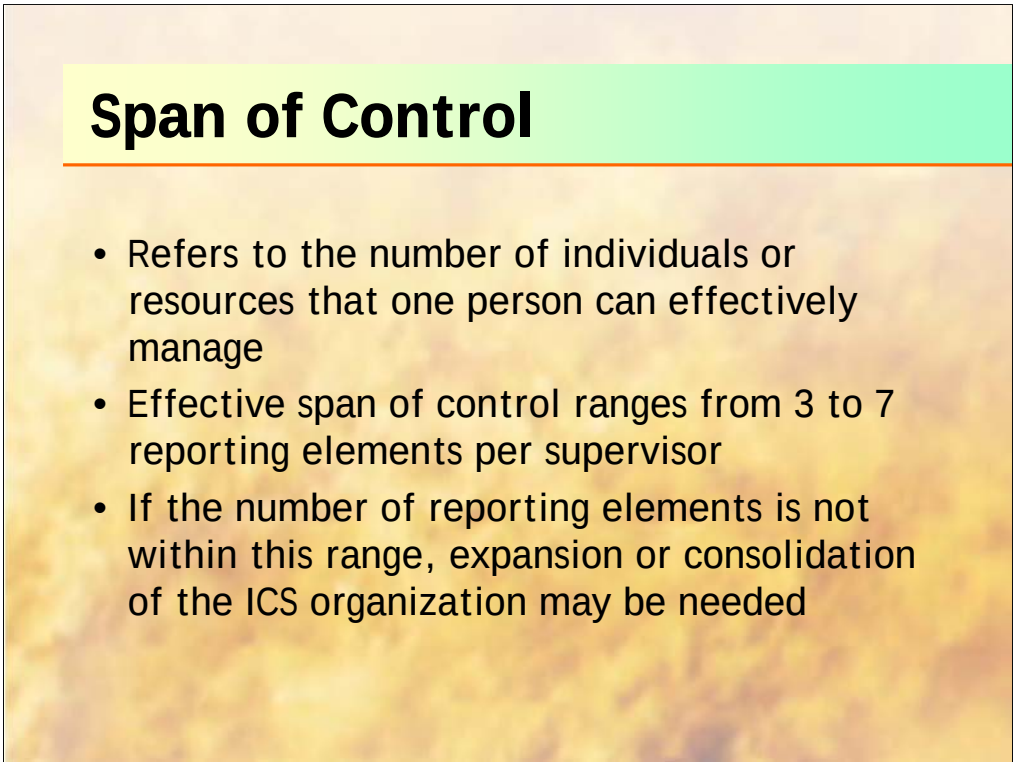
It should be pointed out that the ICS organization does not match the administrative structure of any single agency or jurisdiction. This was done on purpose to ensure that incident management would not be compromised by or confused with existing agency structures.

Stress that every incident requires a certain number of incident functions to be performed:

1. The problem must be identified and assessed.
2. A plan must be developed and implemented.
3. The necessary resources must be procured and paid for.

The above five management functions are the foundation of ICS and apply to a routine emergency, organizing for a major non-emergency event, or managing a response to a major disaster:

- Incident Command – sets incident objectives, strategies and priorities and has overall responsibility.
- Operations – develops tactical objectives, conducts tactical operations to carry out the plan and directs all tactical resources.
- Planning – prepares Incident Action Plan to meet incident objectives, collects and evaluates information, and maintains both resource status and incident documentation.
- Logistics – provides support, resources, and all services to meet operational objectives.
- Finance/Administration – monitors costs, provides accounting, procurement, time recording, and cost analyses.



Instructor Notes

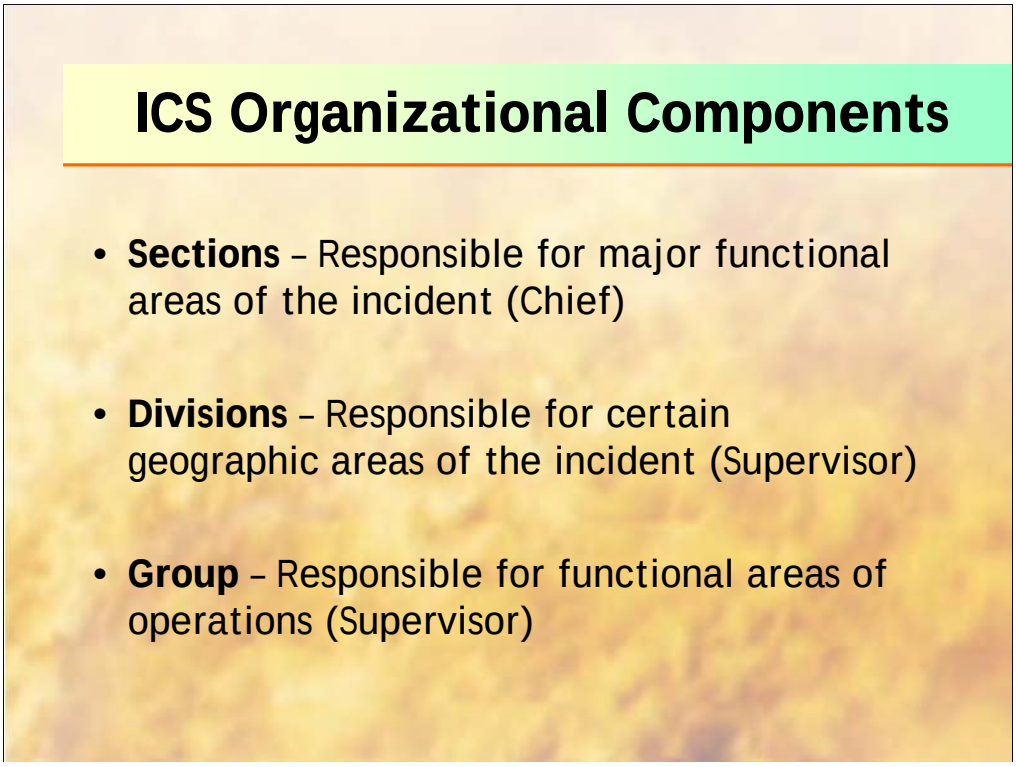
Instruct the class that span of control is extremely important in incidents or events where safety and accountability are top priorities.

Also, the class should be made aware that FEMA strongly recommends a ratio of 1 supervisor to 5 reporting elements. There are are exceptions, especially in lower-risk assignments or where resources work on close proximity to each other. Point out that the terms “elements” and “resources” can refer to people.

Instructor Notes

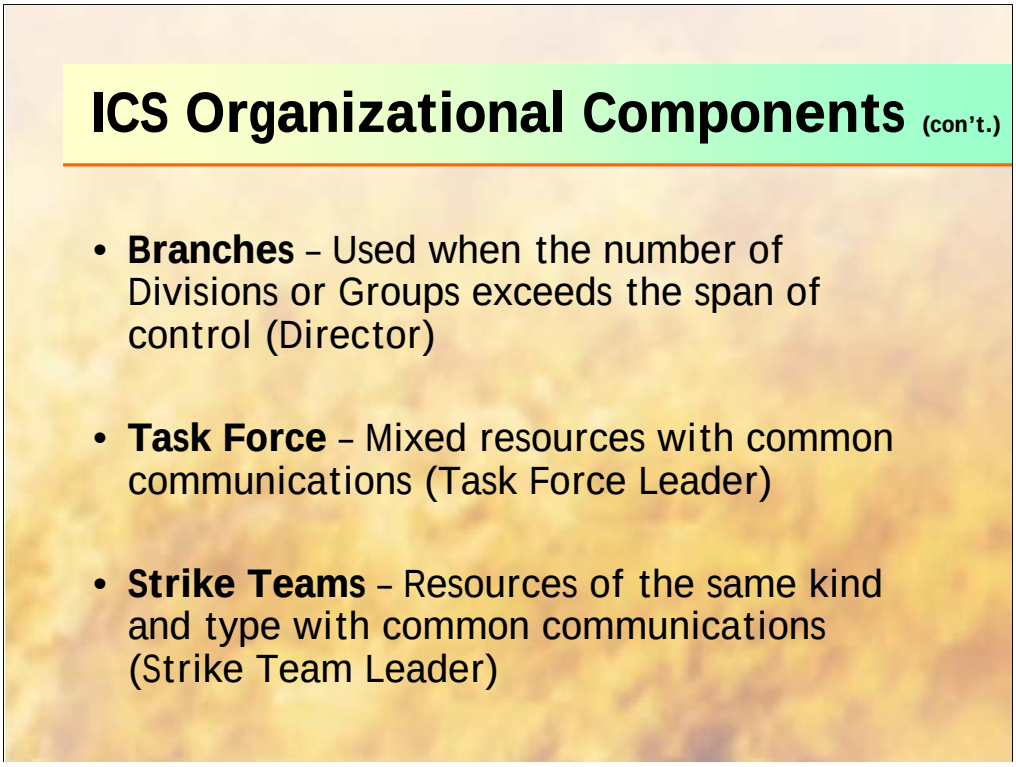
Inform the class that the ICS organization can be divided into many levels of supervision. At each level, persons with primary responsibility positions have the distinct titles mentioned in the table. Having specific ICS titles serves three important purposes:

1. Titles provide a common standard for all users. For example, if one agency uses the term Branch Director but another were to use the term Branch Manager, this could cause confusion at the incident.
2. Distinct titles allows the Incident Commander to fill ICS positions with qualified personnel, not by seniority.
3. Standardized titles allow agencies to determine who is best qualified to serve based on the position title.



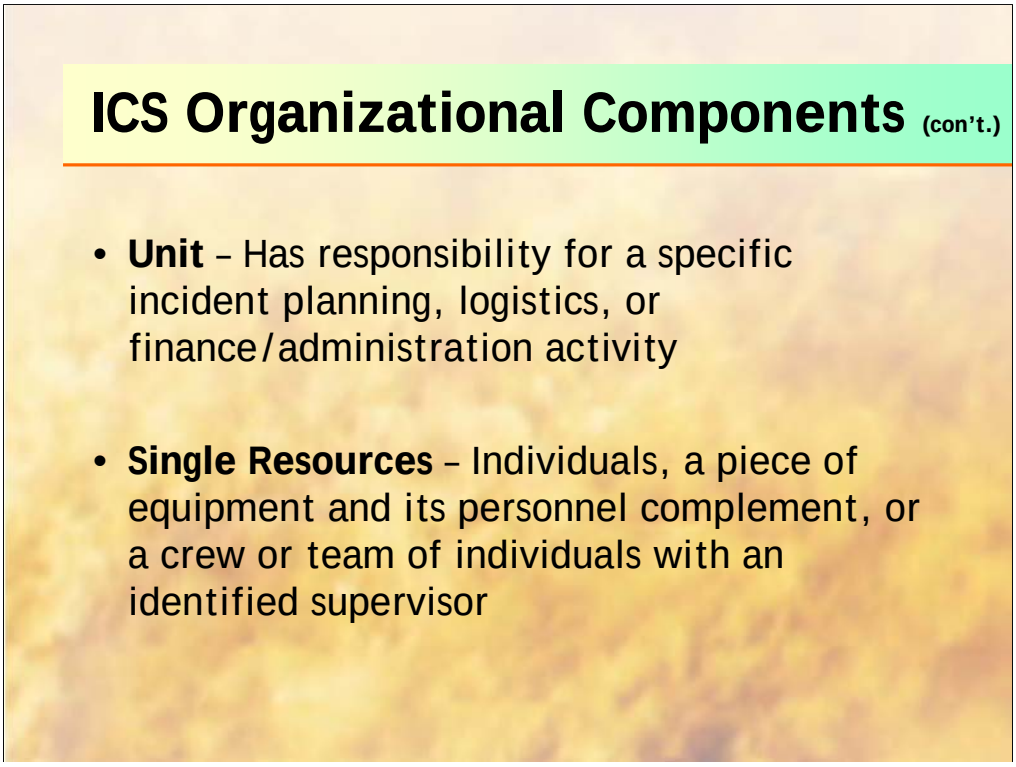
Instructor Notes

Sections were described in a previous slide, and include Operations, Planning, Logistics, and Finance/Administration.



Instructor Notes

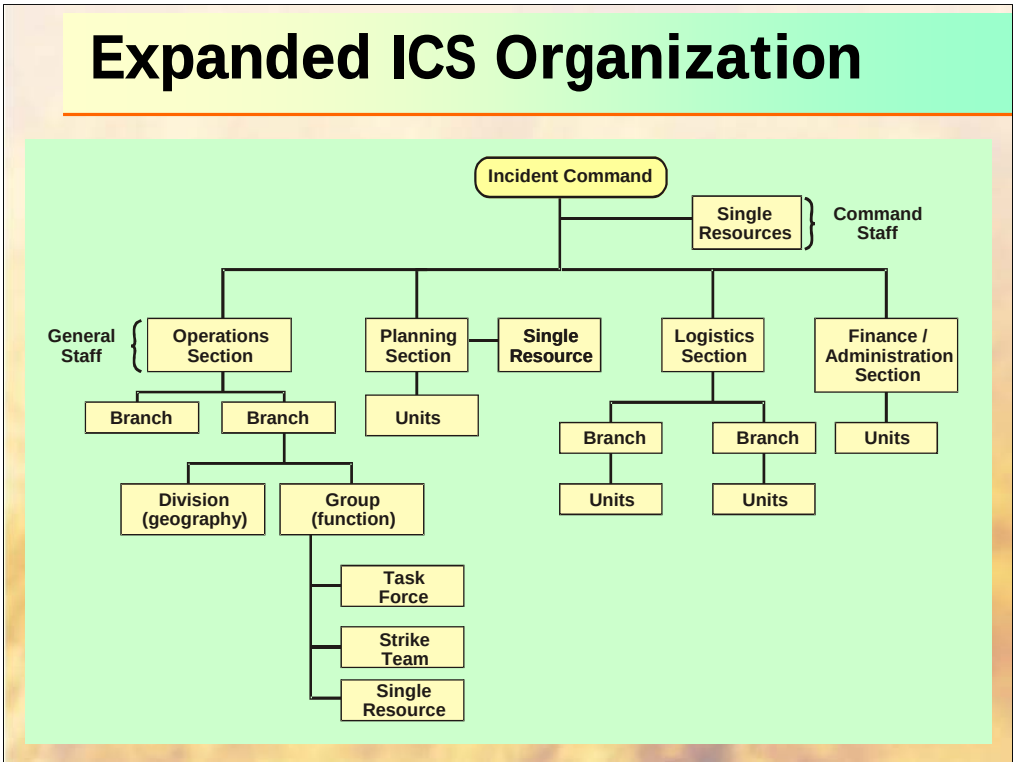
Point out that branches can be either geographical or functional. This is also a good time to mention again that under ICS, the term "resources" refers to people as well as materials and equipment.



Instructor Notes

Examples of units include "Cost" and "Time" Units under the Finance and Administration Section. Another example is the "Situation" Unit under the Planning Section.

An example of a single resource is a generator.



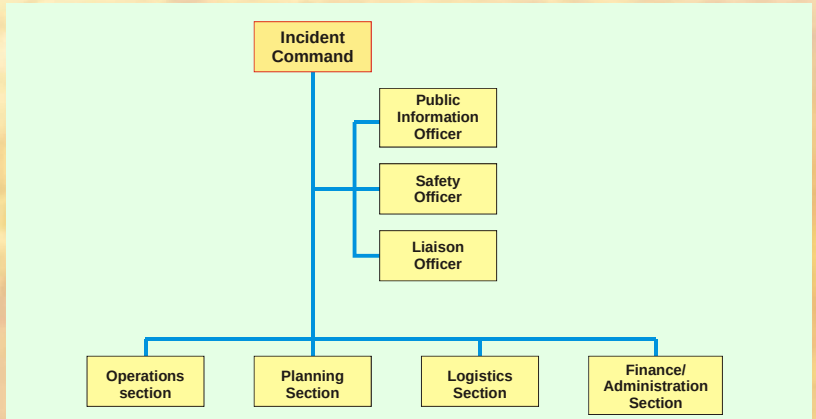
Instructor Notes

Several points should be brought up in conjunction with this slide:

1. The Operations Section develops from the bottom up. For example, at the start of the incident, the Operations Section may consist of a few single resources. As the incident grows and the single resources reporting to the Operations Chief expands beyond 5, a group or division may be formed. Branches may be necessary when there are too many groups or divisions.
2. Groups and divisions are at an equal level in the ICS organization; one does not supervise the other. Remember, groups form based on function, and divisions form based on geography.
3. Point out that single resources under Incident Command are known as the command staff, and that the four sections under Incident Command are comprised of general staff.

Incident Command

- Incident Commander may have one or more deputies from same agency or from agencies in another jurisdiction

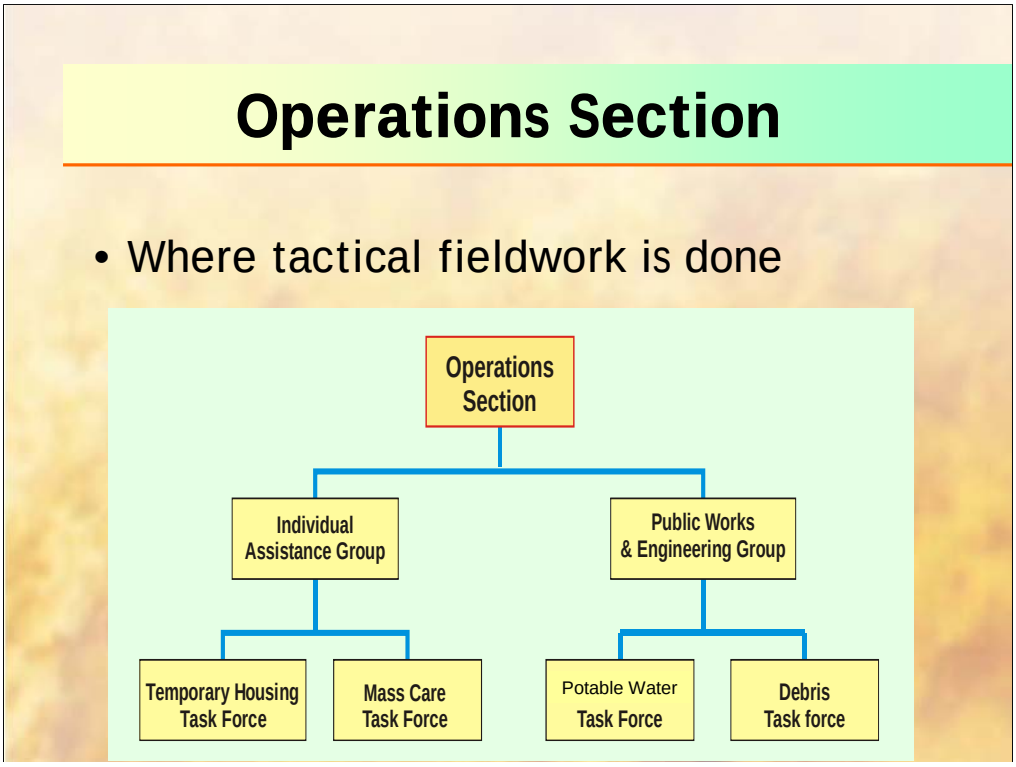


Instructor Notes

Stress that a basic tenent of ICS is that the person at the top is responsible until authority is delegated. For example, in a small incident, the Incident Commander may perform all five major management functions. In fact, the Incident Commander is the **only** position that is always staffed under ICS. For larger incidents, the Incident Commander may choose to delegate an authority, such as Logistics, to another person. Deputies must be as qualified as the Incident Commander.

You should note that as incidents grow, the Incident Commander may elect to designate certain command responsibilities to command staff (who are also single resources):

1. Public Information Officer – provides information to internal and external stakeholders (e.g. media)
2. Safety Officer – Monitors safety conditions and develops safety protocols.
3. Liaison Officer – Primary contact for agencies supporting the incident.



Instructor Notes

Instruct the class that because most tactical fieldwork is performed in the Operations Section, most resources are assigned here and most hazardous activities are conducted by this section. Because of this, span of control is critical in this section.

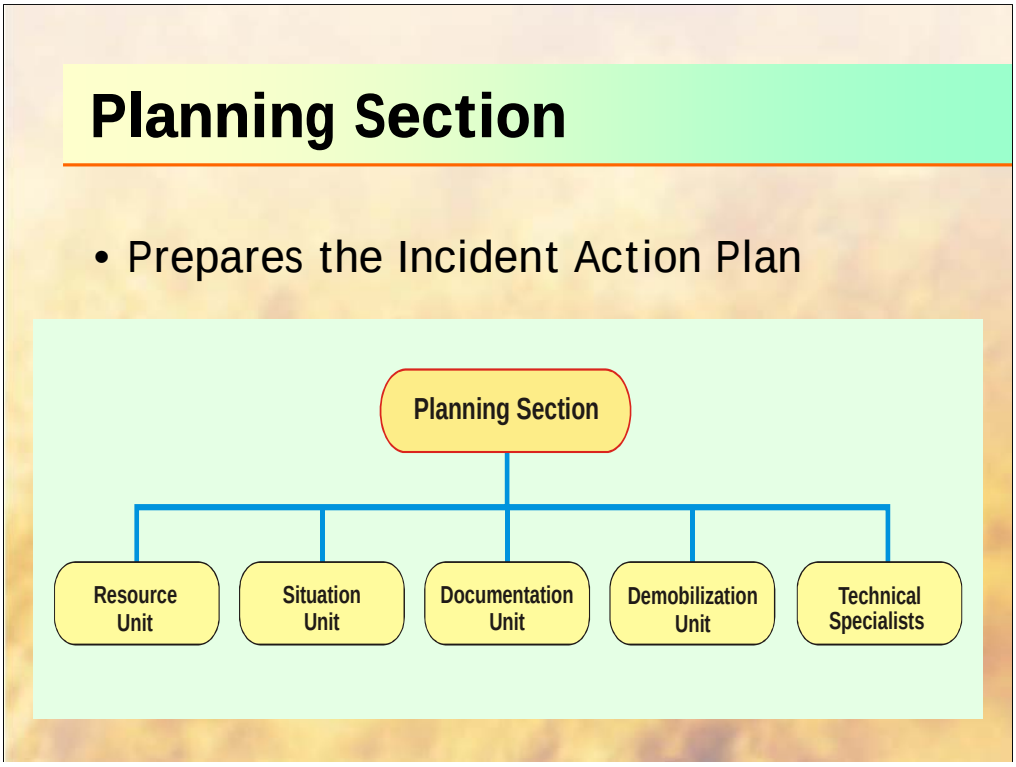
In the above example, it looks like ICS has been established to deal with some form of natural disaster. The Individual Assistance Group of the operations section is providing individual assistance to victims, and the Public Works & Engineering Group is working to restore infrastructure.

Ask the group the following question:

Based on this graphic, would you guess that this incident is localized or has a wide geographic impact?

The answer should be localized, as no divisions are shown in the above diagram (remember, divisions form based on geography and groups form based on function).

Stress that there are literally hundreds of ways an operations section can be structured, based on the type and needs of an incident. That is the beauty of ICS- it is adaptable and flexible, but standardized at the same time.



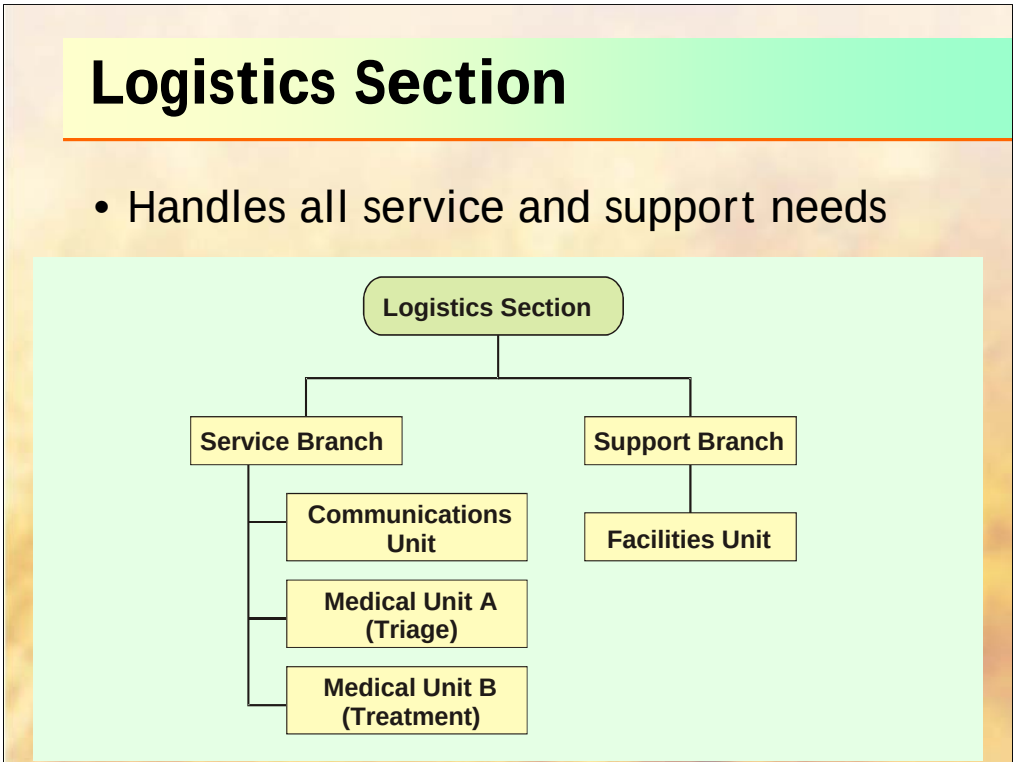
Instructor Notes

Inform the class that every incident must have a verbal or written Incident Action Plan (the Incident commander can develop it if no planning section has been established). The plan provides direction for actions to be taken during the specific **operational period** that the plan covers. An operational period can be of various lengths but usually does not exceed 24 hours. At their simplest, Incident Action Plans have four elements:

1. What do we want to do?
2. Who is going to do it?
3. How will we communicate?
4. What do we do if someone is hurt?

In the diagram above:

- The resources unit records the status of all resources committed to the incident, and anticipates resource needs.
- The situation unit collects collects, organizes, and analyzes incident status information.
- The documentation unit collects, records, and safeguards all documents related to an incident.
- The demobilization unit assures a orderly, safe, and efficient demobilization of incident resources.
- Technical specialists have special skills and can be used anywhere within the ICS organization.



Instructor Notes

Service and support needs include:

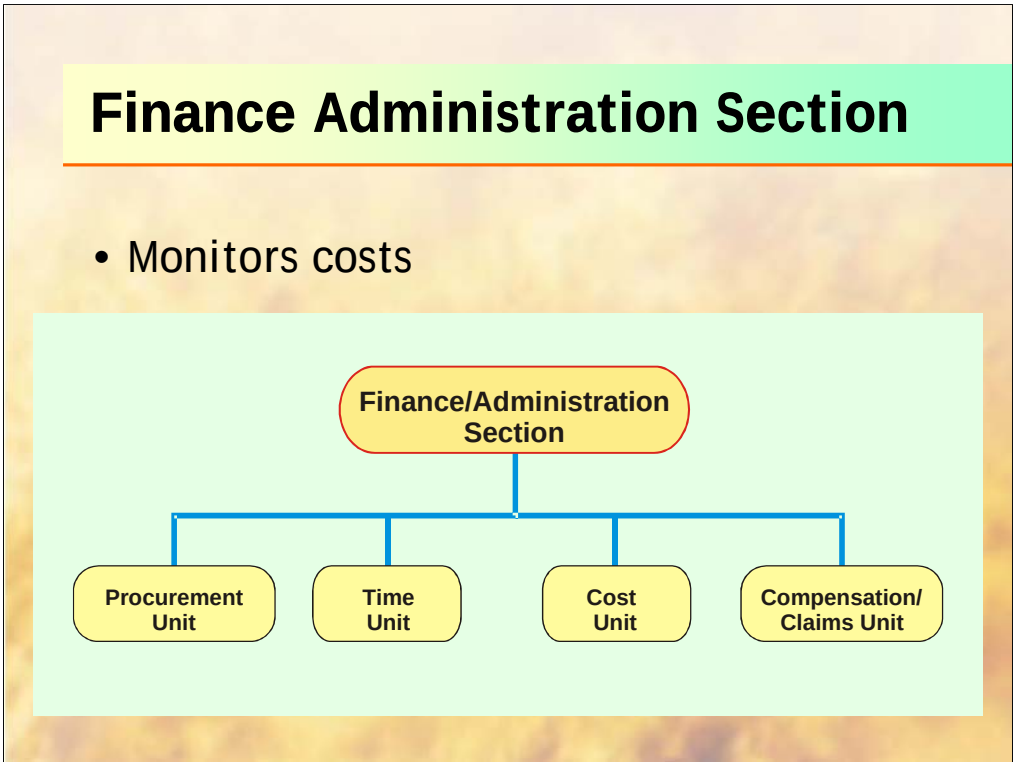
•Obtaining, maintaining, and accounting for essential personnel, equipment, and supplies.

•Providing communication services, food services, and medical services.

•Setting up and maintaining incident facilities.

•Providing support transportation.

The Logistics Section can be further staffed by two branches and up to six units based on need. The units would be named based on their responsibilities.

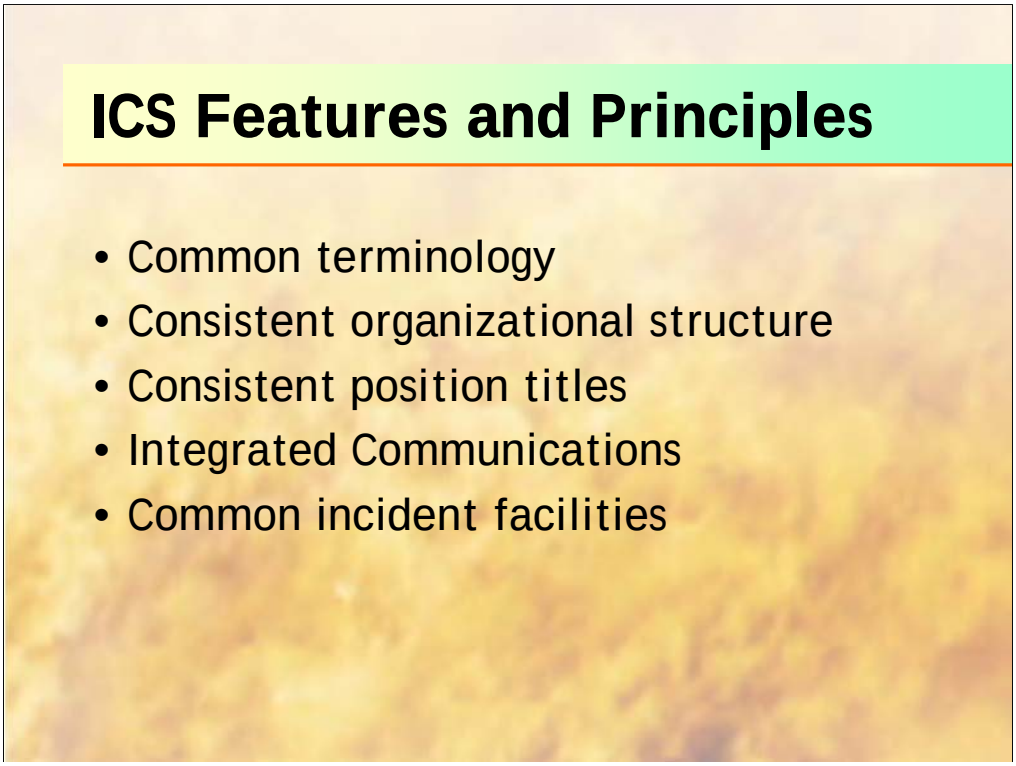


Instructor Notes

More and more larger incidents are using a Finance/Administration Section to monitor costs. These sections may also procure special equipment, contract with a vendor, or develop cost estimates for alternative response strategies.

The Finance/Administration Section may staff up to four units:

1. Procurement Unit – handles financial matters related to vendor contracts.
2. Time Unit – records time for incident personnel and hired equipment.
3. Cost Unit – tracks costs, analyzes cost data, makes cost estimates, and recommends cost-saving measures.
4. Compensation/Claims Unit – handles claims for property damage, injuries, or fatalities at the incident.



Instructor Notes

Stress that the ability to communicate within ICS is critical, and that using standard or common terminology is essential. Point out that the only acronym used in this presentation is ICS: clear communications mean the use of "clear text" language so that agency acronyms or jargon are not used and meaning is clear.

Let the students know that no matter where they are or what the incident, the ICS structure and its elements are the same.

Stress again that ICS uses distinct titles:

•Only the Incident Commander is called Commander.

•Only the heads of Sections in the General Staff are called Chiefs.

These titles reduce confusion between the day-to-day position held by an individual and the position they hold during the incident.

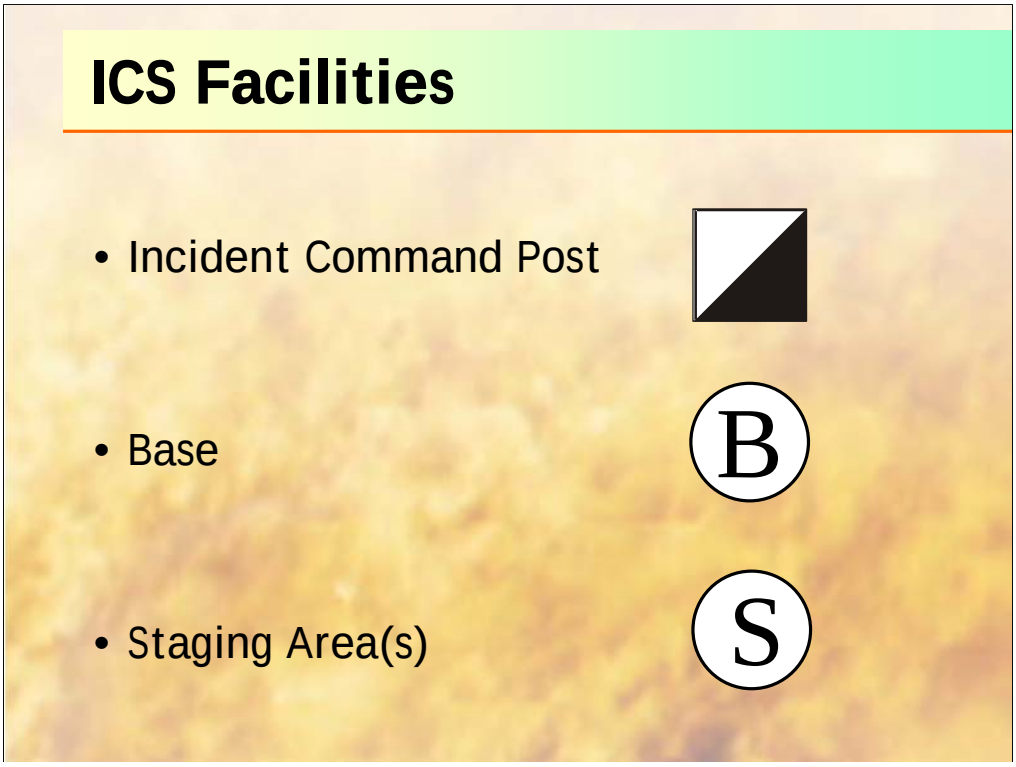
Every incident requires a communications plan that covers:

•Hardware systems that transfer information

•Plans for the use of all communication resources

•Guidance on transferring information internally or externally

Let the students know that common terminology is also used to define incident facilities, to help clarify what occurs at the facility, and to identify who can be found at the facility. Also let them know that more details on incident facilities will follow.



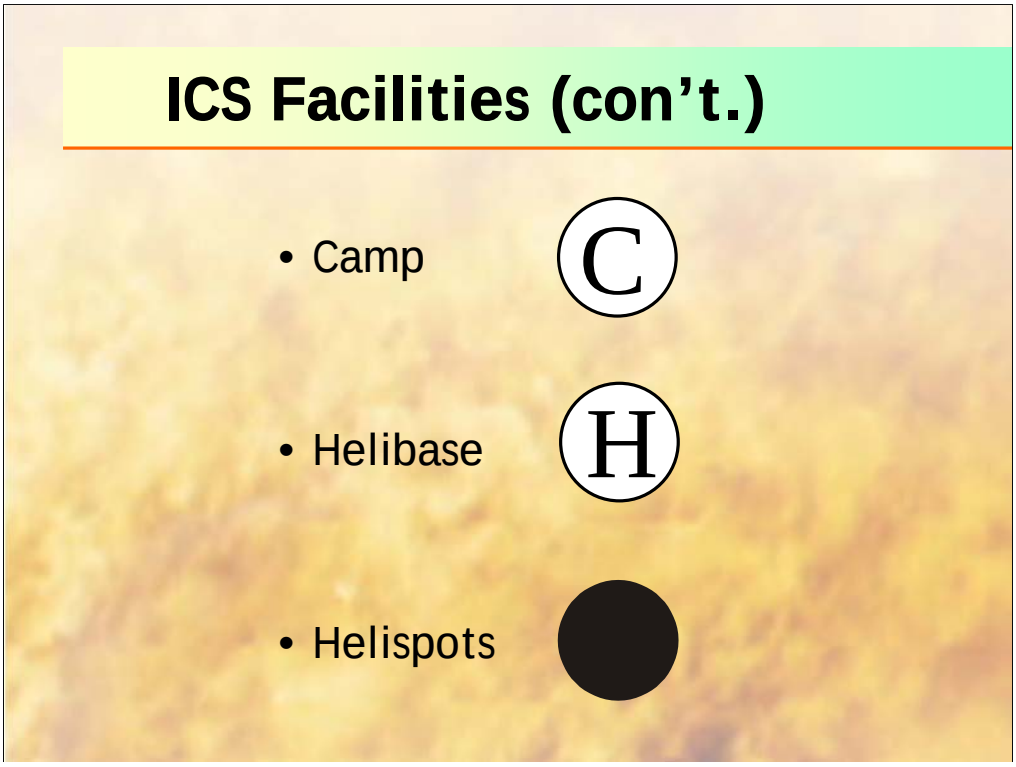
Instructor Notes

Let the students know that these three facilities meet the requirements for most incidents.

The Incident Commander is at the Incident Command Post, and there is only one Incident Command Post per incident or event. Every incident or event must have an Incident Command Post. It can be in a vehicle, trailer, tent, or a building. It is usually positioned out of harm's way but close enough to the incident to maintain command.

The Base is the location from which primary logistics functions are coordinated and administered; it can be collocated with the Incident Command Post.

A staging area is a temporary location at an incident where personnel and equipment are kept while waiting for tactical assignments. Like the command post, they are located out of harm's way but not more than 5 minutes away from probable operational assignments. You can have more than one staging area per incident. Staging areas have a Staging Area Manager who reports to either the Operations Section Chief or the Incident Commander.



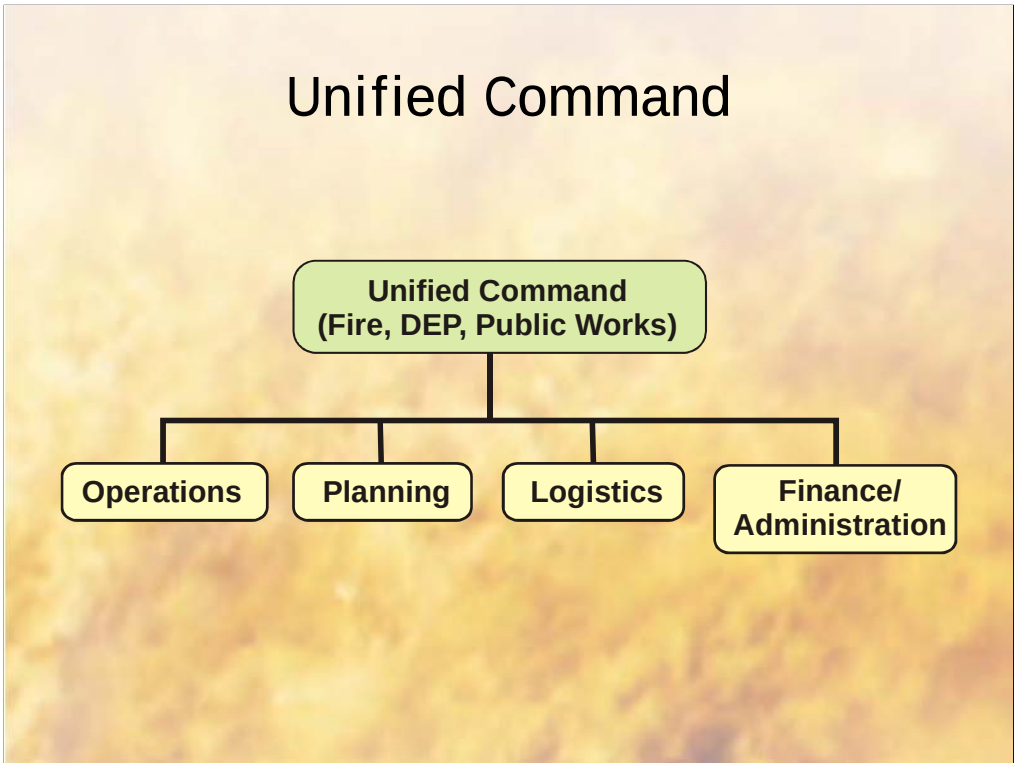
Instructor Notes

Be sure to inform the class that these three facilities may not be needed for all incidents.

A Camp is where resources may be kept to support incident operations if a Base is not accessible to all resources.

A Helibase is the location from which helicopter-centered air operations are conducted. Helibases are generally used on a more long-term basis and include such services as fueling and maintenance (e.g., an airport).

A Helispot is a more temporary facility used for loading and unloading personnel and cargo (e.g., a field).



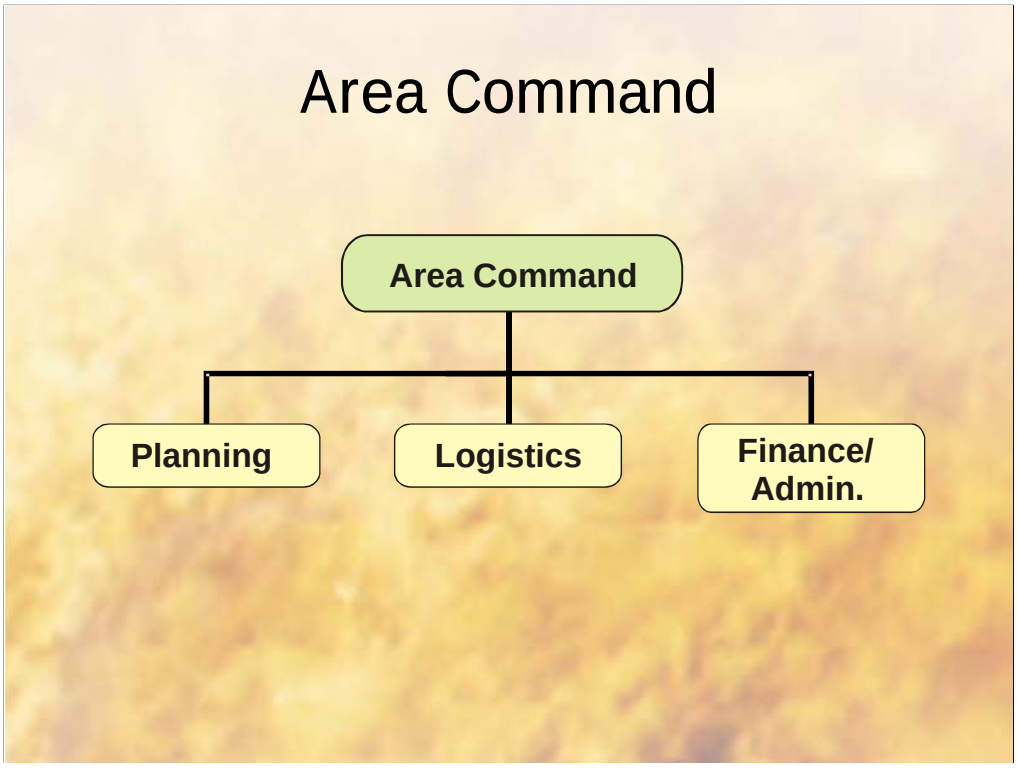
Instructor Notes

A unified command may be established under ICS when an incident has more than one responding agency with responsibility, or when an incident crosses political jurisdictions.

For example, in the diagram above, you can see that the role of Incident Commander has been replaced with a Unified Command consisting of fire, the DEP, and public works. In this example, a hazardous material spill has contaminated a reservoir. Since this incident has more than one responding agency with responsibility, a Unified Command has been established.

Under the Unified Command, agencies work together through the designated members of the Unified Command to manage an incident. Unified command changes no other aspect of ICS. It just allows all agencies with a responsibility in the incident to participate in the decision making process. Under Unified Command, the following always apply:

1. The incident functions under a single, coordinated Incident Action Plan.
2. One Operations Section Chief has responsibility for implementing the IAP.
3. One Incident Command Post is established.



Instructor Notes

An Area Command is an organization that oversees the management of multiple incidents that are each being managed by an ICS organization, and to oversee the management of large incidents that cross jurisdictional boundaries. Area commands are useful for incidents that are not site specific, not immediately identifiable, are geographically dispersed and evolve over time.

Area Commands have the responsibility for:

•Setting overall strategy and priorities

•Allocating critical resources according to priorities

•Ensuring that incidents are properly managed

•Ensuring that objectives are met

•Ensuring that strategies are followed

An Area Command may become a Unified Area Command when incidents are multi-jurisdictional or involve multiple agencies. As can be seen in the second diagram above, an Area Command is very similar to an ICS structure except that is lacks an Operations Section. This is because operations are conducted on-scene.

Emergency Operations Center

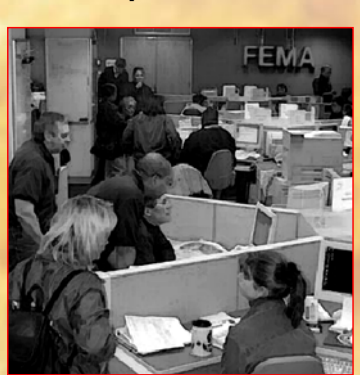
- Typically a pre-designated facility
- Maintained by a jurisdiction
- Staffing includes:
  - Department heads
  - Government officials
  - Volunteer agencies
- It is not a part of on-scene management

Instructor Notes:

Many workshop participants may be familiar with an Emergency Operations Center or EOC. It is usually a brick-and-mortar facility that is maintained by many communities as part of their emergency preparedness programs. They can be formed at the agency, local, county, regional, and state level. It is a good idea to have established what the interface will be between the EOC and the Incident Command Post prior to any incident occurring. The Incident Command operation is responsible for on-scene response activities, and the EOC is responsible for community-wide resource management.

Joint Operations Center

- A separate, off-site entity that coordinates the federal crisis and consequence management response
- Established by the FBI



Instructor Notes:

The Joint Operations Center, or JOC as it is sometimes referred to, is essentially a federal equivalent to the local EOC. Established by the FBI, it is a fairly safe to assume that a JOC would be activated during a bioterrorist or WMD event. The Incident Command Post will still retain on-scene control over the incident, but FBI agents would join the Incident Command structure at the local level in order to feed information back to the JOC. The FBI's main focus through the JOC would be on crisis management activities such as:

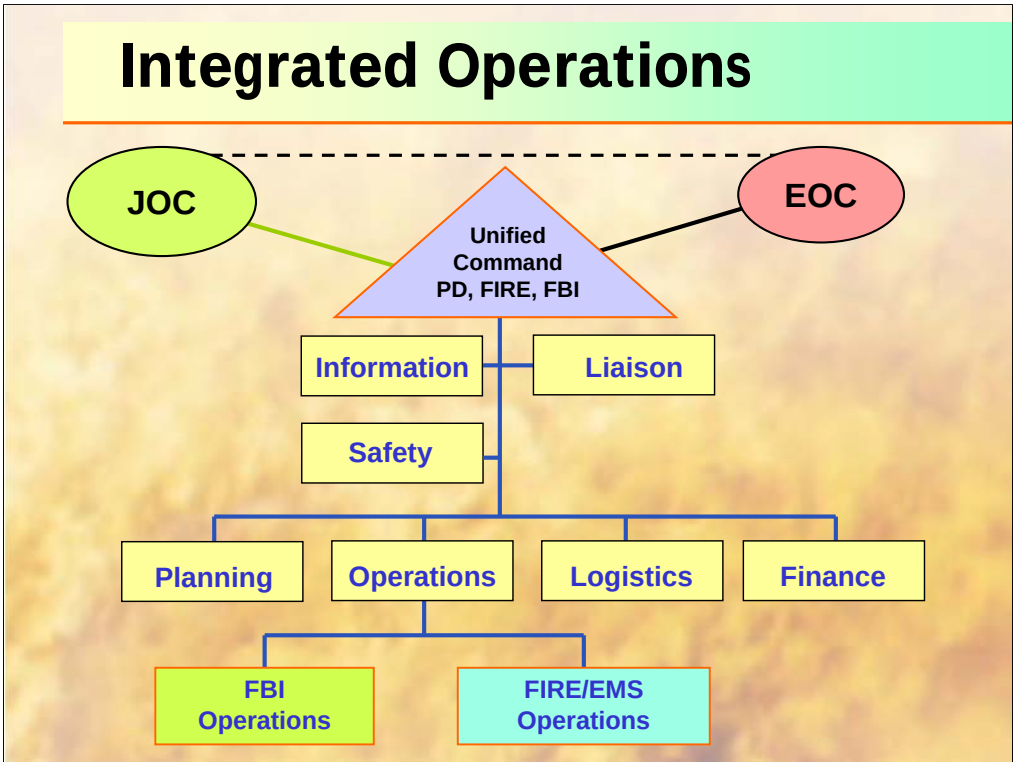
•Crime scene preservation;

•Evidence collection;

•Investigation;

•Prevention of additional attacks; and

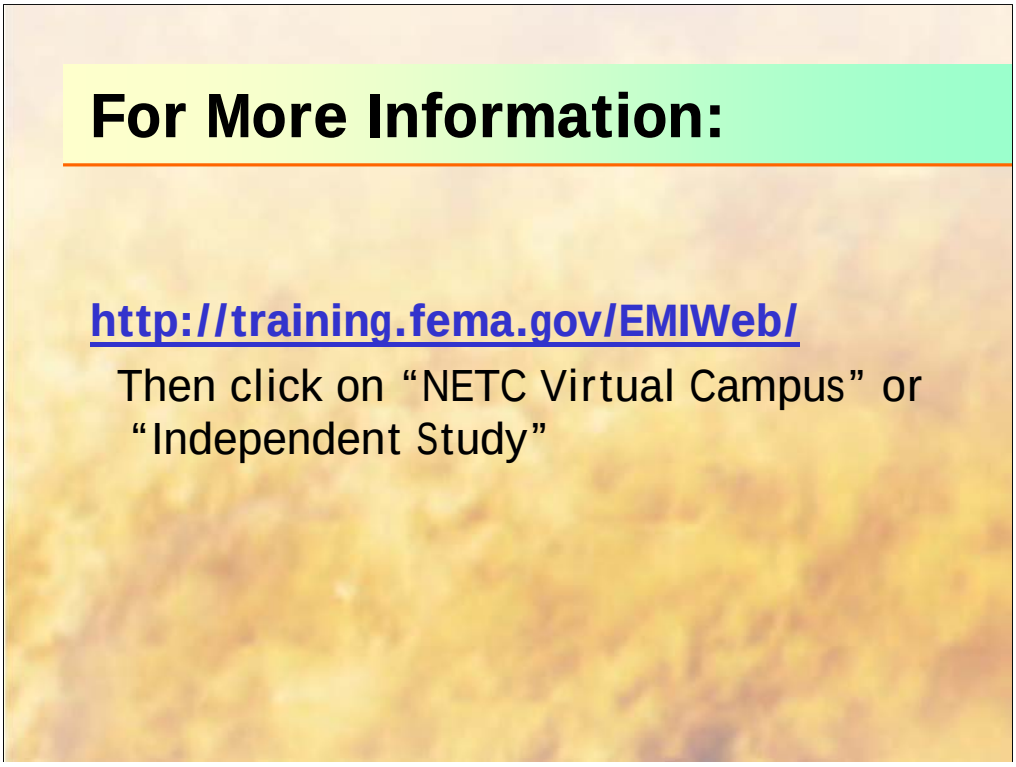
•Coordination of federal assistance to local and state authorities



Instructor Notes:

This slide serves to graphically show how EOCs and JOCs become integrated into the Incident Command structure. To follow up on the previous slide, point out to the class that in this example the FBI has integrated itself into the local Incident Command structure by assigning an agent to the Operations section. One way the FBI may do this is by assigning the agent, with the authorization of the Incident Commander, to become the deputy chief of operations.

Note: This slide is from an FBI agent's presentation given in January of 2004.



Instructor Notes:

NETC stands for the "National Emergency Training Center."