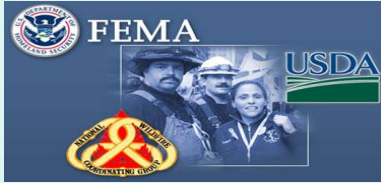


ICS 100: Introduction to Incident Command



What Is an Incident?

- An incident is . . .
 . . . an occurrence, either caused by human or natural phenomena, that requires response actions to prevent or minimize loss of life or damage to property and/or the environment.



An incident may be a planned event

What is ICS?

- All-Hazards Management Concept
- Flexible to the Incident
- Organizational Structure
- Ensures Safety
- Helps Achieve Objectives
- Efficient Use of Resources

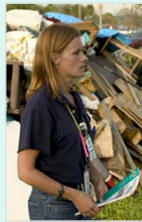
WHY????

- Lack of Accountability
- Lack of Planning Process
- Overwhelmed Incident Commanders
- No Method to Integrate Multiple Agencies
- COMMUNICATION!



Other ICS Benefits

- Meets the needs of incidents of any kind or size
- Allows personnel from a variety of agencies to meld rapidly into a common management structure
- Provides logistical and administrative support to operational staff
- Is cost effective by avoiding duplication of efforts



Basic Features of ICS



Common Terminology

- Using common terminology helps to define:
 - Organizational functions
 - Incident facilities
 - Resource descriptions
 - Position titles

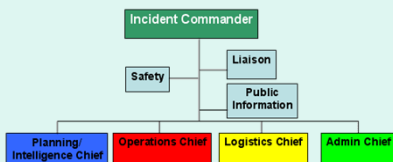


Use of Plain English

- Communications should be in plain English or clear text
- Do not use radio codes, agency-specific codes, or jargon
- WHY?
 - EMT= Emergency Medical Technician
 - EMT= Emergency Medical Treatment
 - EMT= Emergency Management Team
 - EMT= El Monte, CA (airport code)
 - EMT= Electron Microscope Tomography

Modular Organization

- Develops in a top-down fashion
- Based on size and complexity of incident
- Incident objectives determine organizational size
- ONLY functions/positions necessary will be filled
- Each element must have a person in charge



Management by Objectives

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

Overall Priorities

- Life Safety/Life Saving
- Incident Stabilization
- Property Preservation



Reliance on an Incident Action Plan

- Every incident must have an Incident Action Plan (IAP) that:
 - Specifies the incident objectives
 - States the activities to be completed
 - Covers a specified timeframe, called an operational period
 - May be oral or written - except for hazardous materials incidents, which requires a written IAP



Elements of an Incident Action Plan

- Every IAP must have four elements:
 - What do we want to do?
 - Who is responsible for doing it?
 - How do we communicate with each other?
 - What is the procedure if someone is injured?

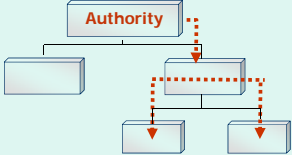


ICS Organization

- In the ICS organization:
 - There may not be a correlation between one's day-to-day title and their position in the ICS structure
 - Someone who serves as a chief every day may not hold that title when deployed under an ICS structure

Chain of Command

- Chain of command is an orderly line of authority within the ranks of the incident management organization.



Unity of Command

- **Under unity of command, personnel:**
 - Report to only one supervisor
 - Receive work assignments only from their supervisors



Do not confuse UNITY of command with UNIFIED command!

Unified Command

- Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies
- Allows Incident Commanders to make joint decisions by establishing a single command structure
- Maintains unity of command. Each employee only reports to one supervisor



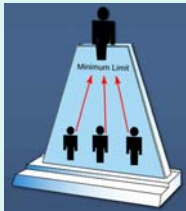
Incident Command Post



Incident Commanders

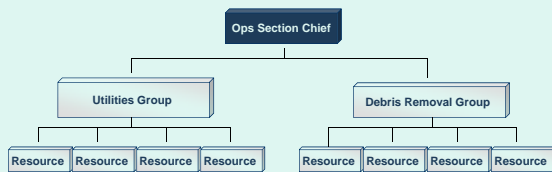
ICS Management: Span of Control

- ICS span of control for any supervisor:
 - Is between 3 and 7 subordinates.
 - Optimal ratio is 1:5



Remember . . . Modular Organization!

- Use the ICS feature of modular organization to maintain the optimal span of control
- ICS structure can expand or contract in size as the situation calls for



Use of Position Titles

- Using specific ICS position titles:
 - Helps to ensure that qualified individuals fill positions
 - Standardizes communication
 - Describes the responsibilities of the position
 - Titles provide a common standard for all users

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

Tactical Resources Classifications



- Currently working on an assignment under the direction of a supervisor
- Ready for immediate assignment and has been issued all required equipment
- Not available or ready to be assigned (e.g., maintenance issues, rest periods)

Integrated Communications

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



Interoperability Saves Lives

•Jan. 13, 1982: Air Florida Flight 90 crashed into the 14th St. Bridge in Washington, DC, during a snowstorm. More than 70 people lost their lives. Police, fire, and EMS crews responded quickly to the scene but discovered that they couldn't coordinate their efforts because they couldn't talk to each other by radio.

•Sept. 11, 2001: When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. Response agencies had learned an invaluable lesson from the Air Florida tragedy.

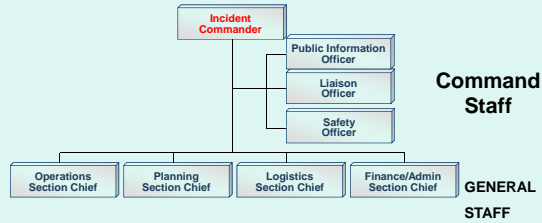
Interoperability makes sense. It's a cost-saver, a resource saver, and a lifesaver.

Incident Commander and Command Staff Functions



INCIDENT COMMANDER

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



Incident Commander Role

- The Incident Commander:
 - Provides overall leadership for incident response
 - Delegates authority to others
 - Takes general direction from agency administrator/official
 - Position is always staffed in ICS applications



Incident Commander Responsibilities

- The Incident Commander is specifically responsible for:
 - Ensuring incident safety
 - Providing information services to internal and external stakeholders
 - Establishing and maintaining liaison with other agencies participating in the incident
 - Is responsible for all activities and functions until delegated and assigned to staff
 - Assesses need for staff
 - Establishes incident objectives
 - Directs staff to develop the Incident Action Plan.

Deputy Incident Commander

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



Changing Incident Commanders

- Command may change to meet the needs of the incident when incidents:
 - Change in jurisdiction or discipline
 - Become more or less complex

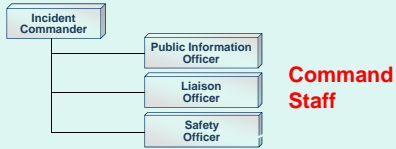


Transfer of Command

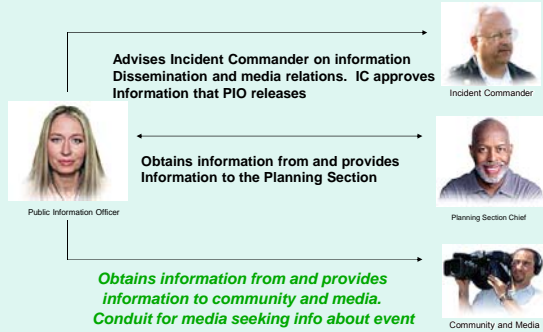
- Moves the responsibility for incident command from one Incident Commander to another
- Must include a transfer of command briefing (which may be oral, written or both)
- Notification to all personnel that a change in command is taking place
- Transfer of command occurs when:
 - A more qualified person assumes command
 - The incident situation changes over time, resulting in a legal requirement to change command
 - There is normal turnover of personnel on extended incidents
 - The incident response is concluded and responsibility is transferred to the home agency

Command Staff

- It may be necessary for the Incident Commander to designate a Command Staff who:
 - Provide information, liaison and safety services for the entire organization
 - Report directly to the Incident Commander



Public Information Officer (PIO)




Safety Officer




Liaison Officer


Assists Incident Commander by serving as point of contact for agency representatives who are helping to support the operation.



Liaison Officer




Incident Commander



Agency Representative

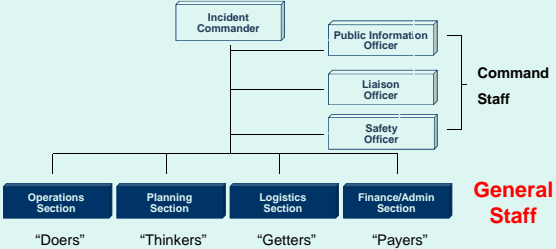
*Provides briefings to and answers questions from supporting agencies.
Primary contact for supporting agencies*

General Staff Functions



General Staff

- This unit focuses on the role of the General Staff in the ICS organizational structure.



```
graph TD; IC[Incident Commander] --- PIO[Public Information Officer]; IC --- LO[Liaison Officer]; IC --- SO[Safety Officer]; IC --- OS[Operations Section]; IC --- PS[Planning Section]; IC --- LS[Logistics Section]; IC --- FAS[Finance/Admin Section]; PIO --- CS[Command Staff]; LO --- CS; SO --- CS; OS --- GS[General Staff]; PS --- GS; LS --- GS; FAS --- GS;
```

General Staff

"Doers" "Thinkers" "Getters" "Payers"

Operations Section Chief

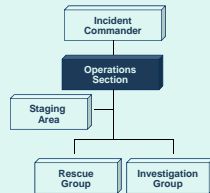


Operations Section Chief
Operation Section Chief

- The Operations Section Chief:
- Develops and implements strategy and tactics to carry out the incident objectives
 - Organizes, assigns, and supervises the tactical field resources
 - Supervises resources in a Staging Area

Operations Section

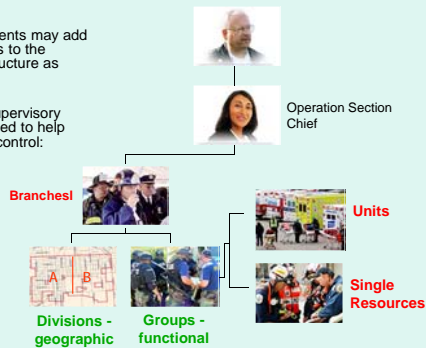
- Directs and coordinates all incident tactical operations, organization and resources
- Is typically one of the first organizations to be assigned to the incident
- Has the most incident resources.
- May have Staging Areas and special organizations



Maintaining Span of Control

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

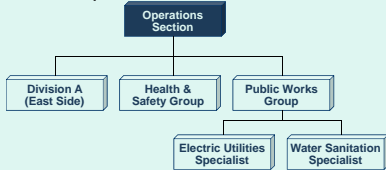
• The following supervisory levels can be added to help manage span of control:



Operations Section: Divisions & Groups

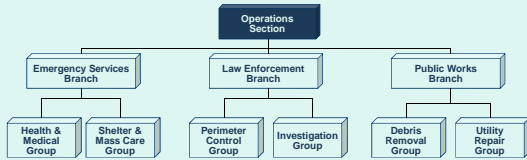
Divided geographically or functionally based on the needs of the event

- Can be used together on an incident
- Are at an equal level in the organization. One does not supervise the other



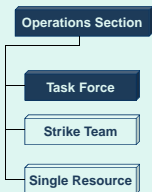
Operations Section: Branches

- Established if the number of Divisions or Groups exceeds the span of control
- Have functional or geographical responsibility for major parts of incident operations
- Identified by Roman numerals or functional name
- Managed by a Branch Director



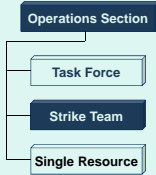
Operations Section: Task Forces

Task Forces are a combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader



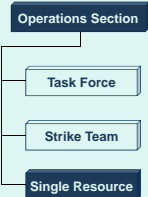
Operations Section: Strike Teams

Strike Teams are a set of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.



Operations Section: Single Resources

A piece of equipment and its personnel complement.



Planning Section Chief



Planning Section Chief

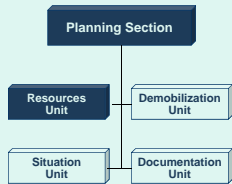
- The Planning Section Chief:
 - Gathers, analyzes, and disseminates information and intelligence
 - Manages the planning process
 - Compiles the Incident Action Plan
 - Manages Technical Specialists

Planning Section

- Maintains resource status
- Maintains and displays situation status
- Prepares the Incident Action Plan
- Develops alternative strategies.
- Provides documentation services
- Prepares the Demobilization Plan
- Provides a primary location for Technical Specialists assigned to an incident



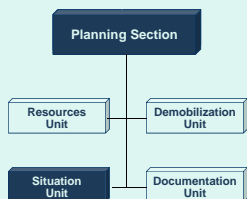
Planning Section: Resources Unit



- Conducts all check-in activities and maintains the status of all incident resources
- Plays a significant role in preparing the written Incident Action Plan



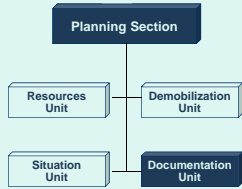
Planning Section: Situation Unit



- Collects and analyzes information on the current situation
- Prepares situation displays and situation summaries
- Develops maps and projections



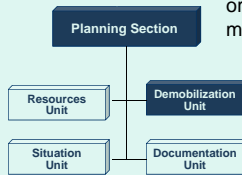
Planning Section: Documentation Unit



- Provides duplication services, including the written Incident Action Plan
- Maintains and archives all incident-related documentation



Planning Section: Demobilization Unit



Assists in ensuring that resources are released from the incident in an orderly, safe and cost-effective manner.



Planning Section: Technical Specialists

- Provide special expertise useful in incident management and response
- May be assigned to work in the Planning Section or in other Sections
- In HICS, plan technical specialist in direct line authority with IC



Logistics Section

- Responsible for:
 - Communications
 - Medical support to incident personnel
 - Food for incident personnel
 - Supplies
 - Facilities
 - Ground support

```

graph TD
    LS[Logistics Section] --> SB[Service Branch]
    LS --> SBr[Support Branch]
    SB --> CU[Commun. Unit]
    SB --> MU[Medical Unit]
    SB --> FU[Food Unit]
    SBr --> SU[Supply Unit]
    SBr --> FacU[Facilities Unit]
    SBr --> GU[Ground Unit]
  
```

Logistics Section Chief



Logistics Section Chief

- The Logistics Section Chief:
 - Provides resources and services required to support incident activities. (i.e. medical support, transportation)
 - Develops portions of Incident Action Plan and forwards them to Planning Section
 - Contracts for and purchases goods and services needed at the incident

Logistics Section: Service Branch

- The Service Branch may be made up of the following Units:

```

graph TD
    SB[Service Branch] --> CU[Communications Unit]
    SB --> MU[Medical Unit]
    SB --> FU[Food Unit]
  
```



Service Branch: Communications Unit

```
graph TD; SB[Service Branch] --- CU[Communications Unit]; SB --- MU[Medical Unit]; SB --- FU[Food Unit];
```

- Prepares and supports the Incident Communication Plan (ICS Form 205)
- Distributes and maintains communications equipment
- Supervises the Incident Communications Center
- Ensures adequate communications over the incident

Service Branch: Medical Unit

```
graph TD; SB[Service Branch] --- CU[Communications Unit]; SB --- MU[Medical Unit]; SB --- FU[Food Unit];
```

- Develops the Medical Plan (ICS Form 206)
- Provides first aid and light medical treatment
- Prepares procedures for a major medical emergency

Service Branch: Food Unit

```
graph TD; SB[Service Branch] --- CU[Communications Unit]; SB --- MU[Medical Unit]; SB --- FU[Food Unit];
```

- Supplies the food and potable water
- Obtains equipment and supplies to operate food service facilities
- Coffee

Logistics Section: Support Branch

- Support Branch
- Supply Unit
- Facilities Unit
- Ground Support Unit



Support Branch: Supply Unit

- Support Branch
- Supply Unit
- Facilities Unit
- Ground Support Unit

- Assists in determining the type and amount of supplies needed to support the incident
- Orders, receives, stores, and distributes supplies
- Services nonexpendable equipment
- Places all resource orders.
- Maintains inventory of supplies and equipment



Support Branch: Facilities Unit

- Support Branch
- Supply Unit
- Facilities Unit
- Ground Support Unit

- Sets up and maintains facilities
- Provides managers for Base and Camps
- Provides facility security and maintenance services (sanitation, lighting, cleanup)



Support Branch: Ground Support Unit

```

graph TD
    SB[Support Branch] --- SU[Supply Unit]
    SB --- FU[Facilities Unit]
    SB --- GSU[Ground Support Unit]
            
```

- Prepares the Transportation Plan
- Arranges for, activates, and documents the fueling and maintenance of ground resources
- Arranges for transportation of personnel, supplies, food, and equipment

Finance/Administration Section Chief

Finance/Administration
Section Chief

```

graph TD
    FAS[Finance/Admin Section] --- TU[Time Unit]
    FAS --- CCU[Compensation/Claims Unit]
    FAS --- PU[Procurement Unit]
    FAS --- CU[Cost Unit]
            
```

The Finance/Admin Section Chief:

- Is responsible for financial and cost analysis
- Oversees contract negotiations
- Tracks personnel and equipment time
- Processes claims for accidents and injuries
- Works with Logistics to ensure resources are procured
- Timekeeping, accounting, procurement, cost analysis
- Compensation/claims for injury or damage

Finance/Admin Section: Time Unit

```

graph TD
    FAS[Finance/Admin Section] --- TU[Time Unit]
    FAS --- CCU[Compensation/Claims Unit]
    FAS --- PU[Procurement Unit]
    FAS --- CU[Cost Unit]
            
```

Responsible for incident personnel time recording

Finance/Admin Section: Procurement Unit

```
graph TD;
  FAS[Finance/Admin Section] --- TU[Time Unit];
  FAS --- PU[Procurement Unit];
  FAS --- CCU[Compensation/Claims Unit];
  FAS --- CU[Cost Unit];
```

Responsible for administering all financial matters pertaining to:

- Vendor contracts
- Leases
- Fiscal agreements

Finance/Admin Section: Comp/Claims Unit

```
graph TD;
  FAS[Finance/Admin Section] --- TU[Time Unit];
  FAS --- PU[Procurement Unit];
  FAS --- CCU[Compensation/Claims Unit];
  FAS --- CU[Cost Unit];
```

Responsible for management and direction of administrative matters pertaining to:

- Compensation for injury
- Claims-related activities kept for the incident

Finance/Admin Section: Cost Unit


```
graph TD;
  FAS[Finance/Admin Section] --- TU[Time Unit];
  FAS --- PU[Procurement Unit];
  FAS --- CCU[Compensation/Claims Unit];
  FAS --- CU[Cost Unit];
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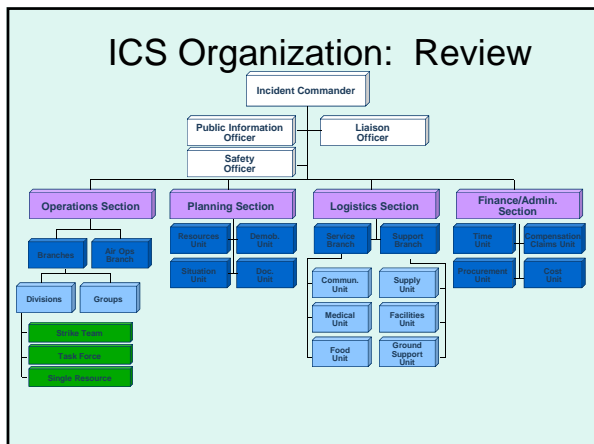
• Collects all cost data

• Performs cost effectiveness analysis

• Provides cost estimates

• Makes cost savings recommendations







Predesignated Incident Facilities

•Established by the Incident Commander based on the requirements and complexity of the incident.

 Incident Command Post	 Base
 Staging Area	 Camp

Predesignated Incident Facilities

- Incident facilities are:
 - Established by the Incident Commander depending on the requirements and complexity of the incident or event.
 - Activated only when needed. Some incidents may require facilities not included on the standard list.

Incident Facilities: Incident Command Post



- Is the location from which the Incident Commander oversees all incident operations
- May change locations during the event
- May be located in a vehicle, trailer, tent, or within a building
- Should be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command
- Every incident must have some form of an Incident Command Post

Incident Facilities: Staging Area



- Are temporary locations at an incident where personnel and equipment are kept while waiting for tactical assignments. The resources in the Staging Area are always in available status. There may be more than one Staging Area at an incident
- Should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone
- May be located with the ICP, Bases, Camps, Helibases, or Helispots

Incident Facilities: Base



- Is the location from which primary logistics and administrative functions are coordinated and administered. There is only one Base per incident, and it is designated by the incident name

- May be collocated with the Incident Command Post

- Is established and managed by the Logistics Section. The resources in the Base are always out of service.

Incident Facilities: Camps



- Are where resources may be kept to support incident operations if a Base is not accessible to all resources. Multiple Camps may be used, but not all incidents will have Camps

- Are temporary locations within the general incident area that are equipped and staffed to provide food, water, sleeping areas, and sanitary services

- Are designated by geographic location or number.

Incident Facilities: Helibase/Helispots

- 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.

- Helispots are more temporary locations at the incident, where helicopters can safely land and take off. Multiple Helispots may be used.



Common Responsibilities



Mobilization

- At any incident:
 - The situation must be assessed and the response planned
 - Managing resources safely and effectively is the most important consideration
 - Only mobilize to an incident when requested or when dispatched by an appropriate authority
 - Personnel and equipment should respond only when requested or when dispatched by an appropriate authority

Check-In at the Incident: Purpose

- The check-in process helps to:
 - Ensure personnel accountability
 - Track resources
 - Prepare personnel for assignments and reassignments
 - Locate personnel in case of an emergency
 - Establish personnel time records and payroll documentation
 - Plan for releasing personnel
 - Organize the demobilization process

Initial Incident Briefing

• Make sure that you receive an initial incident briefing.

- ✓ Current situation assessment and objectives
- ✓ Specific job responsibilities
- ✓ Location of work area
- ✓ Procedural instructions for obtaining additional resources
- ✓ Safety hazards and required safety procedures/Personal Protective Equipment (PPE), as appropriate

After checking in – locate your incident supervisor and obtain your initial briefing

Keep Accurate Incident Records

- Print or type all entries
- Enter dates in month/day/year format
- Use military 24-hour time. Use local time
- Enter date and time on all forms and records
- Fill in all blanks. Use N/A as appropriate
- Section Chiefs and above assign a recordkeeper (scribe)



Supervisory Responsibilities

- If you are a supervisor, you must:
 - Maintain a daily Unit Log (ICS Form 214) indicating the names of personnel assigned and a listing of the major activities that occurred during the operational periods to which you were assigned
 - Provide briefings to your subordinates, adjacent forces, and replacement personnel



Be Accountable for Your Actions

- Maintain chain of command and unity of command. Take direction from a single supervisor.
- Communicate potential hazards and changing conditions using clear text and Plain English
- Act professionally and avoid/report prohibited activities such as:
 - Sexual harassment or discrimination
 - Use of illegal drugs or alcohol

When Demobilizing (1 of 2)

- Complete all work assignments and required forms/reports
- Brief replacements, subordinates, and supervisor
- Evaluate the performance of subordinates
- Follow incident and agency check-procedures
- Provide followup contact information



When Demobilizing (2 of 2)

- Return any incident-issued equipment or other nonexpendable supplies
- Complete post-incident reports, critiques, evaluations, and medical follow up
- Complete any administration issues
- Upon arrival at home, notify the home unit (i.e., whoever is tracking you) of your arrival and ensure your readiness for your next assignment

Final Exam

<http://training/fema.gov/EMIWeb/IS/is100HCb.asp>

Questions?

Please email Kathee Tyo @
Kathee_tyo@urmc.rochester.edu
