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**ICS-100: Introduction to  
ICS for Schools**

**Instructor Guide**

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**September 2007**



**Purpose** This course provides training on and resources for school personnel who require a basic understanding of the Incident Command System (ICS).

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**Who Should Attend** ICS-100, Introduction to the Incident Command System for Schools, introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).

The target audience includes persons involved with emergency planning, response, and/or recovery efforts for schools.

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**ICS Instructor Guidelines** The FEMA National Integration Center (NIC) Incident Management Systems Division is responsible for facilitating the development of national guidelines for incident management training and exercises at all jurisdictional levels. This document provides guidelines for ICS instructors.

While individual agencies and organizations are responsible for establishing and certifying instructors, the NIC urges those agencies and organizations to follow these guidelines.

The NIC recommends the following ICS general instructor guidelines:

#### **Instructor Levels**

- Lead instructors must have sufficient experience in presenting all units of the course so they are capable of last-minute substitution for unit instructors.
- Unit instructors must be experienced in the lesson content they are presenting.
- Adjunct instructors may provide limited instruction in specialized knowledge and skills at the discretion of the lead instructor. They must be experienced, proficient, and knowledgeable of current issues in their field of expertise.

#### **Training Requirements for Lead and Unit Instructors**

Instructors should have formal instructor training (NWCG Facilitative Instructor, M-410, EMI Master Trainer Program, Office for Domestic Preparedness Instructor Course or equivalent).

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## Course Background Information

**ICS-100  
Instructor  
Qualifications**

It is recommended that this training be team taught by instructors with the following minimum qualifications:

- One instructor required, two recommended
- Lead and Unit instructors successfully completed ICS-100, ICS-200, and EMI's IS-700 (NIMS: An Introduction)
- Lead instructor should have served as Incident Commander, or on Command or General Staff in five incidents.

**Course  
Objective**

The course objective is to enable participants to demonstrate basic knowledge of the Incident Command System (ICS).

**Training  
Content**

The training is comprised of the following units:

- Unit 1: Course Overview
- Unit 2: ICS Overview
- Unit 3: ICS Features and Principles
- Unit 4: Incident Commander & Command Staff Functions
- Unit 5: General Staff Functions
- Unit 6: Unified Command
- Unit 7: Course Summary – Putting It All Together

The below table presents the recommended training agenda.

<b>Morning Session</b>	<b>Unit 1: Course Overview</b>	<b>35 minutes</b>
	<b>Unit 2: ICS Overview</b>	<b>1 hour</b>
	<b>Unit 3: ICS Features and Principles</b>	<b>1 hour 45 minutes</b>
<b>Afternoon Session</b>	<b>Unit 4: Incident Commander &amp; Command Staff Functions</b>	<b>60 minutes</b>
	<b>Unit 5: General Staff Functions</b>	<b>1 hour 45 minutes</b>
	<b>Unit 6: Unified Command</b>	<b>55 minutes</b>
	<b>Unit 7: Course Summary – Putting It All Together</b>	<b>75 minutes</b>

**ICS Training  
and NIMS**

The National Incident Management Systems (NIMS) National Standard Curriculum: Training Development Guidance outlines the system's ICS concepts and principles, management characteristics, organizations and operations, organizational element titles, and recommendations for a model curriculum. It also provides an evaluation checklist for content that may be used to make sure that the training meets the "as taught by DHS" standard. The guidance document is available for download from the NIMS Homepage at <http://www.fema.gov/emergency/nims>.

The model NIMS ICS curriculum organizes four levels of training: ICS-100, Introduction to ICS; ICS-200, Basic ICS; ICS-300, Intermediate ICS; and ICS-400, Advanced ICS. ICS training provided by the Emergency Management Institute (EMI), the National Fire Academy (NFA), the National Wildfire Coordinating Group (NWCG), the U.S. Department of Agriculture (USDA), the Environmental Protection Agency (EPA), and the U.S. Coast Guard (USCG) follows this model.

According to the FEMA National Integration Center (NIC) Incident Management Systems Division, emergency management and response personnel already ICS trained do not need retraining if their previous training is consistent with the DHS standard. Acceptable ICS training would include ICS courses managed, administered, or delivered by EMI, NFA, NWCG, USDA, EPA, or USCG. For more information about NIMS ICS, go to <http://www.fema.gov/emergency/nims/>.

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**Course Logistics Overview****Course Materials**

Listed below are the materials that you will need in order to conduct this course:

- **Instructor Guide and Resource CD:** Obtain one copy of the Instructor Guide and resource CD for each trainer.
  - **Student Manual:** Secure one copy of the Student Manual for each person attending the session.
  - **PowerPoint Files CD:** The course visuals and videos are stored on a CD. **Transfer the course visuals from the CD to the hard drive of a computer.** The visuals and videos will operate more effectively if they are accessed from the computer's hard drive instead of the CD. Complete the following steps for copying the folders and files from the CD:
    1. Insert the Visuals CD in your CD drive.
    2. Using Windows Explorer, access the list of folders and files on your CD drive.
    3. Highlight the folder on the CD titled "visuals."
    4. With the visual folder highlighted, click on the Edit pull-down menu and then select Copy.
    5. Select a location on your computer's hard drive. When you are in that drive (and folder), click on the Edit pull-down menu and then select Paste.
    6. All of the visuals and videos should now be copied onto your hard drive. It is important to copy the entire main visual folder rather than the individual files. This method will ensure that the videos stay linked to the visuals!
    7. Test the visuals and videos to make sure that everything transferred correctly. Remember that the videos will only play when you are in the "Slide Show" mode.
  - **Course Evaluation Forms:** Make sure that you have one copy of the course evaluation form for each person attending the training.
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**Course  
Equipment**

The following equipment is required for conducting this course:

- **Computer and Projection Device:** Make arrangements to have a computer with a PowerPoint slide projector. Be sure to try out the projector in advance of the training, in case you need help getting it to work properly. Make sure all equipment is functioning properly. Test the PowerPoint projector and the lights. If you do not have equipment for projection, plan to refer participants to their Student Manuals. The visuals are reproduced in the Student Manual, but the training is more effective with the projection of the visuals. Arrange for technical assistance to be available during training in the event of equipment malfunction.
- **Speakers or Output to a Sound System:** The speakers built into a typical computer will not be loud enough for the audience to hear the audio elements within the digital video segments.

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**Copyright**

This course makes no use of copyrighted/proprietary material.

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# Unit 1: Course Overview

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## Objectives

At the end of this unit, the participants should be able to describe the purpose of the course.

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## Scope

- Unit Introduction
  - Course Objective
  - Participant Introductions
  - Expectations: Participant and Instructor
  - Course Structure
  - Course Logistics
  - Successful Course Completion
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## Methodology

The instructors will welcome the participants to the course and introduce themselves. They will also review the course objective and show a brief video that illustrates the importance of ICS for schools. Following instructor introductions, each participant will introduce himself or herself to the rest of the group. After introductions, the instructors will facilitate a discussion about what the group expects to gain from the course.

The instructors will then provide guidelines for the behavior they expect from each participant. The instructors will also explain the course structure and logistics. Finally, they will describe what is required for successful course completion. The instructors will then transition to Unit 2, which provides an overview of the Incident Command System (ICS).

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## Time Plan

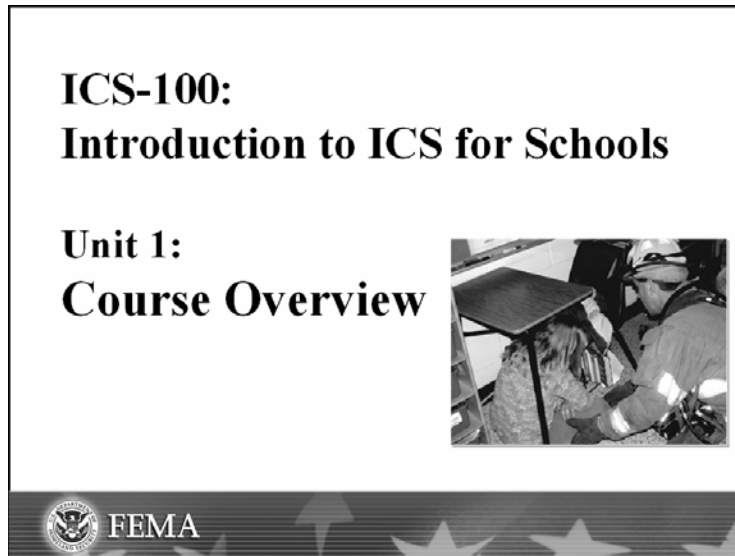
A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction and Course Objective	5 minutes
Introductions and Expectations	20 minutes
Course Structure and Logistics	5 minutes
Successful Course Completion	5 minutes
<b>Total Time</b>	<b>35 minutes</b>

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Visual 1.1



**Visual Description:** Unit Introduction

### Instructor Notes

Welcome the participants to the course.

Tell the participants that this course will introduce them to the Incident Command System (ICS).

Introduce yourself by providing:


- Your name and organization.
- A brief statement of your experience with emergency or incident response using ICS, and your experience with school-based incidents.




Visual 1.2

**ICS-100 Course Objective**

**Demonstrate basic knowledge of the Incident Command System (ICS) and how it applies to school-based incidents.**



 FEMA

Unit 1:  
Course Overview

**Visual Description:** ICS-100 Course Objective

### Instructor Notes

Tell participants that the objective for this course is for participants to demonstrate basic knowledge of the Incident Command System (ICS) and how ICS applies to school-based incidents.

Tell the participants that this course is designed to provide overall incident management skills rather than tactical expertise. Additional courses are available on developing and implementing incident tactics.

Explain that the brief video you are going to show will provide an overview of the purpose and objective of this course.



Visual 1.3



**Visual Description:** Video: Incident Command System: Promoting Safer Schools

### Instructor Notes

Tell the participants that this brief (2-minute) video presents a review of the purpose of ICS.

**Instructions for playing videos:** The videos are activated by a single click on the image in Slide Show mode. If you click a second time on the video, it will stop. The videos will not work unless you are in Slide Show mode.

The total running time for the video is 1:54.

### Video Transcript:

Each school day more than 50 million students are entrusted to our care. On most days, our schools are safe havens for teaching and learning. In spite of our best efforts and preparation, school personnel may serve as first responders for an array of emergency incidents.

Each year, natural disasters such as tornadoes, floods, and severe storms affect schools. Health-related incidents such as flu outbreaks, food-borne diseases, and even rabid animals can threaten school children. And accidents, whether in chemistry labs, sporting venues, or on school buses, may occur. Unfortunately, schools are not immune from intruders, crime, or violence. The terrorist attack against a school in Beslan, Russia, shocked the entire world. An analysis of the Beslan school attack found that responders failed to establish and maintain clear incident command.

Given today's threats, schools must be prepared to respond in partnership with local, State, tribal, and Federal agencies. As partners, you must respond together in a seamless, coordinated fashion using the same terminology and approach.

**Video Transcript: (Continued)**

The Incident Command System, or ICS, is a standardized, on-scene, all-hazard incident management approach. ICS allows school personnel and community responders to adopt an integrated organizational structure that matches the complexities and demands of the incidents without being hindered by jurisdictional boundaries. The ICS structure is flexible. It can grow or shrink to meet different needs. This flexibility makes it a very cost-effective and efficient management approach for both small and large situations. In this course, you'll learn ICS principles that can be applied to school-based incidents. And, more importantly, you'll be better able to interface with other community responders.





Visual 1.4

### Participant Introductions

- Name, job title, and organization
- Overall experience with emergency or incident response in schools
- Assigned position in school ICS organization

Unit 1:  
Course Overview

**Visual Description:** Participant Introductions

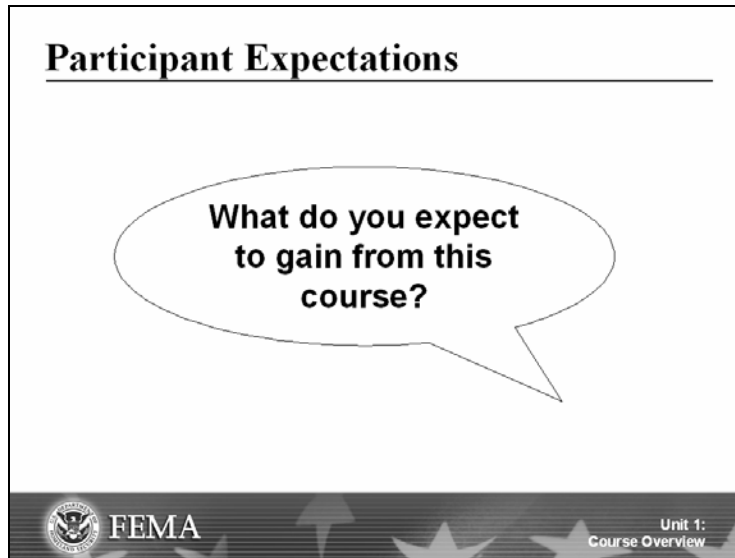
### Instructor Notes

Ask the participants to introduce themselves by providing:

- Their names, job titles, and organizations.
- A brief statement of their overall experience with emergency or incident response in schools.
- Their assigned position(s) in their school ICS organization.



Visual 1.5



**Visual Description:** What do you expect to gain from this course?

### Instructor Notes

Ask the participants the following question:

**What do you expect to gain from this course?**

Allow the group time to respond.

Record their responses on chart paper.

If possible, hang the list of their responses in the training room. Revisit the list at the end of the course to ensure that participants have met their learning objectives.



Visual 1.6

### Instructor Expectations

- 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.

Unit 1:  
Course Overview

**Visual Description:** Instructor Expectations

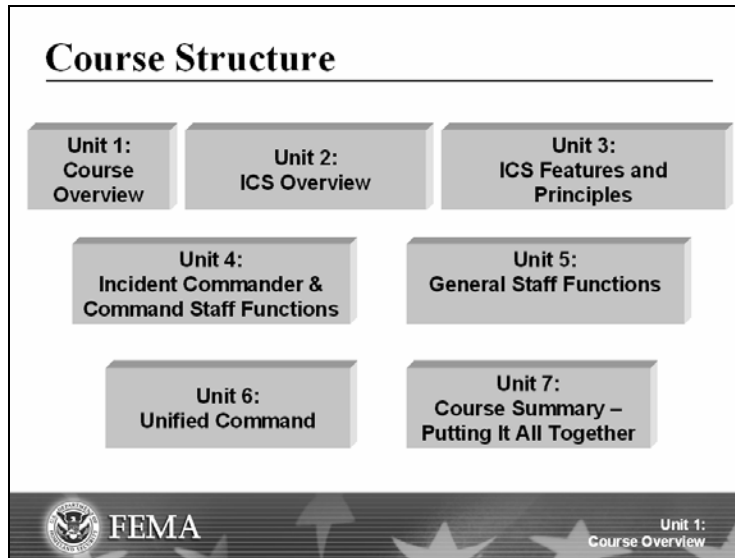
### Instructor Notes

Explain that like the participants, you, as the instructor, also have expectations for the course. You expect that everyone 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 they learn in the course to perform effectively within an ICS organization.



Visual 1.7



**Visual Description:** Course Structure – Unit 1: Course Overview; Unit 2: ICS Overview; Unit 3: ICS Features and Principles; Unit 4: Incident Commander & Command Staff Functions; Unit 5: General Staff Functions; Unit 6: Unified Command; Unit 7: Course Summary – Putting It All Together

### Instructor Notes

Tell participants that the course is divided into the following seven units:


- Unit 1: Course Overview
- Unit 2: ICS Overview
- Unit 3: ICS Features and Principles
- Unit 4: Incident Commander & Command Staff Functions
- Unit 5: General Staff Functions
- Unit 6: Unified Command
- Unit 7: Course Summary – Putting It All Together



Visual 1.8

### Course Logistics

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



 FEMA Unit 1:  
Course Overview

**Visual Description:** Course Logistics

### Instructor Notes

Review the following information with the group:

- Course agenda
- Sign-in sheet

Review the following housekeeping issues:


- Breaks
- Message and telephone location
- Cell phone policy
- Facilities
- Other concerns



Visual 1.9

**Successful Course Completion**

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



 FEMA Unit 1:  
Course Overview

**Visual Description:** Successful Course Completion

### Instructor Notes

Tell participants that in order to successfully complete this course, they must:

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

**Ask if anyone has any questions about anything covered in this unit.**

Explain that the next unit will provide an overview of the Incident Command System.

Refer the participants to the glossary located at the end of this unit. Encourage participants to refer to this glossary throughout the training session.

**ICS 100: Introduction to ICS for Schools  
Sample Agenda**

**DAY ONE****Morning Session**

- Unit 1: Course Overview (35 minutes)
- Unit 2: ICS Overview (1 hour)
- Unit 3: ICS Features and Principles (1 hour 45 minutes)

**Afternoon Session**

- Unit 4: Incident Commander & Command Staff Functions (60 minutes)
- Unit 5: General Staff Functions (1 hour 45 minutes)
- Unit 6: Unified Command (55 minutes)
- Unit 7: Course Summary – Putting It All Together (75 minutes)

**Your Notes:**



**A**

**Action Plan:** See Incident Action Plan.

**Agency:** An agency is a division of government with a specific function, or a nongovernmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency, Jurisdictional Agency, and Multiagency Incident.)

**Agency Administrator or Executive:** Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

**Agency Dispatch:** The agency or jurisdictional facility from which resources are allocated to incidents.

**Agency Representative:** An individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Incident Liaison Officer.

**Air Operations Branch Director:** The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

**Allocated Resources:** Resources dispatched to an incident.

**All-Risk:** Any incident or event, natural or human-caused, that warrants action to protect life, property, environment, and public health and safety, and minimize disruption of governmental, social, and economic activities.

**Area Command (Unified Area Command):** An organization established to oversee the management of (1) multiple incidents that are each being handled by an ICS organization, or (2) large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an Incident Command Post.

**Assigned Resources:** Resources checked in and assigned work tasks on an incident.

**Assignments:** Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan.

**Assistant:** Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions.

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**B**

**Base:** The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.

**Branch:** The organizational level having functional or geographic responsibility for major parts of the Operations or Logistics functions. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional name (e.g., medical, security, etc.).

**C**

**Cache:** A pre-determined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

**Camp:** A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

**Chain of Command:** A series of management positions in order of authority.

**Check-In:** The process whereby resources first report to an incident. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments).

**Chief:** The ICS title for individuals responsible for functional Sections: Operations, Planning, Logistics, and Finance/Administration.

**Clear Text:** The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing clear text.

**Command:** The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

**Command Post:** See Incident Command Post.

**Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

**Communications Unit:** An organizational Unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

**Compacts:** Formal working agreements among agencies to obtain mutual aid.

**Compensation/Claims Unit:** Functional Unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

**Complex:** Two or more individual incidents located in the same general area that are assigned to a single Incident Commander or to Unified Command.

**Cooperating Agency:** An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Coordination:** The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or interagency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

**Coordination Center:** A facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

**Cost Sharing Agreements:** Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be oral between authorized agency or jurisdictional representatives at the incident.

**Cost Unit:** Functional Unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

**Crew:** See Single Resource.

## D

**Delegation of Authority:** A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

**Demobilization Unit:** Functional Unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

**Deputy:** A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Director:** The ICS title for individuals responsible for supervision of a Branch.

**Dispatch:** The implementation of a command decision to move a resource or resources from one place to another.

**Dispatch Center:** A facility from which resources are ordered, mobilized, and assigned to an incident.

**Division:** Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. (See Group.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

**Documentation Unit:** Functional Unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

## E

**Emergency:** Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Management Coordinator/Director:** The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.

**Emergency Operations Centers (EOCs):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

**Emergency Operations Plan (EOP):** The plan that each jurisdiction has and maintains for responding to appropriate hazards.

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

## F

**Facilities Unit:** Functional Unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**Field Operations Guide:** A pocket-size manual of instructions on the application of the Incident Command System.

**Finance/Administration Section:** The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

**Food Unit:** Functional Unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**G**

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Ground Support Unit:** Functional Unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

**Group:** Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

**H**

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Helibase:** The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident Base.

**Helispot:** Any designated location where a helicopter can safely take off and land. Some Helispots may be used for loading of supplies, equipment, or personnel.

**Hierarchy of Command:** See Chain of Command.

**I**

**Incident:** An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Base:** Location at the incident where the primary Logistics functions are coordinated and administered. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base. There is only one Base per incident.

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Communications Center:** The location of the Communications Unit and the Message Center.

**Incident Complex:** See Complex.

**Incident Management Team (IMT):** The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for the selection of appropriate strategy(ies), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

**Incident Types:** Incidents are categorized by five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex.

**Incident Support Organization:** Includes any off-incident support provided to an incident. Examples would be Agency Dispatch Centers, Airports, Mobilization Centers, etc.

**Initial Action:** The actions taken by resources that are the first to arrive at an incident site.

**Initial Response:** Resources initially committed to an incident.

**Intelligence Officer:** The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

## J

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Jurisdictional Agency:** The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

## K

**Kinds of Resources:** Describe what the resource is (e.g., medic, firefighter, Planning Section Chief, helicopters, ambulances, combustible gas indicators, bulldozers).

## L

**Landing Zone:** See Helispot.

**Leader:** The ICS title for an individual responsible for a Task Force, Strike Team, or functional unit.

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.

**Liaison Officer (LNO):** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. The Liaison Officer may have Assistants.

**Logistics:** Providing resources and other services to support incident management.

**Logistics Section:** The Section responsible for providing facilities, services, and materials for the incident.

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

## M

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**Managers:** Individuals within ICS organizational Units that are assigned specific managerial responsibilities, e.g., Staging Area Manager or Camp Manager.

**Medical Unit:** Functional Unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

**Message Center:** The Message Center is part of the Incident Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administrative and tactical traffic.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often guided by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mobilization:** The process and procedures used by all organizations (Federal, State, and local) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Mobilization Center:** An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

**Multiagency Coordination (MAC):** The coordination of assisting agency resources and support to emergency operations.

**Multiagency Coordination Systems (MACS):** Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operations centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

**Multiagency Incident:** An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.

**Mutual-Aid Agreement:** Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

## N

**National Incident Management System (NIMS):** A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private sector; and nongovernmental organizations 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, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.



## O

**Officer:** The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

**Operational Period:** The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.

**Out-of-Service Resources:** Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

## P

**Planning Meeting:** A meeting held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations, and for service and support planning. On larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

**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. The Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resources, Documentation, and Demobilization Units, as well as Technical Specialists.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Preparedness Organizations:** The groups that provide interagency coordination for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Procurement Unit:** Functional Unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

## R

**Recorders:** Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units.

**Reinforced Response:** Those resources requested in addition to the initial response.

**Reporting Locations:** Location or facilities where incoming resources can check in at the incident. (See Check-In.)

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; postincident reporting; and development of initiatives to mitigate the effects of future incidents.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

**Resources Unit:** Functional Unit within the Planning Section responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

## S

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have Assistants.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the Branch and the Incident Command.

**Segment:** A geographical area in which a Task Force/Strike Team Leader or Supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a Division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

**Service Branch:** A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communication, Medical, and Food Units.

**Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work Supervisor that can be used on an incident.

**Situation Unit:** Functional Unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

**Strategy:** The general direction selected to accomplish incident objectives set by the Incident Commander.

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strike Team:** A specified combination of the same kind and type of resources with common communications and a Leader.

**Supervisor:** The ICS title for individuals responsible for a Division or Group.

**Supply Unit:** Functional Unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

**Support Branch:** A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Ground Support Units.

**Supporting Materials:** Refers to the several attachments that may be included with an Incident Action Plan, e.g., Communications Plan, Map, Safety Plan, Traffic Plan, and Medical Plan.

**Support Resources:** Nontactical resources under the supervision of the Logistics, Planning, or Finance/Administration Sections, or the Command Staff.

**T**

**Tactical Direction:** Direction given by the Operations Section Chief that includes the tactics required to implement the selected strategy, the selection and assignment of resources to carry out the tactics, directions for tactics implementation, and performance monitoring for each operational period.

**Tactics:** Deploying and directing resources on an incident to accomplish incident strategy and objectives.

**Task Force:** A combination of single resources assembled for a particular tactical need with common communications and a Leader.

**Team:** See Single Resource.

**Technical Specialists:** Personnel with special skills that can be used anywhere within the ICS organization.

**Threat:** An indication of possible violence, harm, or danger.

**Time Unit:** Functional Unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or, in the case of Incident Management Teams, experience and qualifications.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Tribal:** Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) (43 U.S.C.A. and 1601 et seq.), that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

**U**

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command and Unified Command.)

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.

**Unit:** The organizational element having functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.