Unit 3: ICS Features and Principles

Objectives

At the end of this unit, the participants should be able to describe the basic features and principles of the Incident Command System (ICS).

Scope

- Unit Introduction
- Unit Objectives
- Introduction to ICS Features and Principles
    - Making ICS Work
    - Video: ICS Features
- Common Terminology
    - Common Terminology – No Codes
    - Use of Plain English
- ICS Organization
    - Modular Organization
    - Chain of Command
    - Unity of Command
- Incident Command and Command Staff
    - Incident Management Roles
    - Incident Objectives
- Management by Objectives
- Incident Action Plan (IAP)
    - Reliance on an IAP
    - Elements of an IAP
    - Activity: IAP
- Span of Control
    - Manageable Span of Control
    - ICS Management: Span of Control
    - Knowledge Review
- ICS Facilities and Schools
    - Video: Incident Facilities Virtual Tour
    - Incident Facility Map Symbols
    - Knowledge Review
- Incident Management
    - Integrated Communications
    - Information & Intelligence Management
    - Activity: Incident Management
    - Resource Management
- Transfer of Command
    - When Command Is Transferred
- Summary

Methodology

The instructors will begin by explaining that this unit provides an overview of the basic features and principles of the Incident Command System, or ICS. Instructors will display a visual that outlines the unit objectives.

After reviewing the unit objectives, the instructors will provide information on ICS Features and Principles, first by showing a video. Next, they will explain the importance of using common terminology and plain English during an incident response.

Next, the instructors will explain the differences between ICS organizational structure and day-to-day administrative organizational structure. They will describe the ICS flexible modular organization, including the fact that only functions or positions that are necessary will be filled. The instructors will cover the concepts of chain of command and unity of command, providing an example of unity of command to illustrate how one's supervisor within an ICS organization may not be the same as that person's day-to-day supervisor.

The next topic is the Incident Command and Command Staff. The instructors will clarify the differences between the Executive/Senior Officer's role and the role of the Incident Commander during an incident. The group will consider a scenario to segue into discussion of incident objectives, and the priorities followed in addressing objectives in school incidents.

The next ICS feature covered is management by objectives. The instructors will present the steps to follow when establishing incident objectives. Establishing incident objectives is the precursor to developing an Incident Action Plan, or IAP. The instructors will identify the four elements that every IAP must contain. The participants will then work in teams to identify four items to include in an IAP for a school incident.

The instructors will explain the importance of maintaining a manageable span of control: Per ICS guidelines, a supervisor optimally should not have more than 5 subordinates. The instructor will ask the participants what types of school incident situations warrant a low span-of-control ratio. Students will consider a school incident scenario, and determine whether the span of control is sufficient.

Next the group will view a video that presents a "virtual tour" of standard ICS facilities. The instructors will then briefly review predesignated incident facilities. The participants will apply this information by completing a scenario-based Knowledge Review, considering school-specific situations and appropriate ICS incident facilities.

The instructors will then explain the importance of developing an integrated voice and data communications system, and ensuring that communications systems among various responders are interoperable. The instructors will lead a discussion of the importance of information and intelligence management. They will use an activity to ask the group for examples of information and intelligence that could be used to manage an incident.

The next ICS feature covered is resource management. Resources include personnel as well as equipment.

Methodology (Continued)

The instructors will then describe the process for transferring command, or moving responsibility for incident command from one Incident Commander to another. The instructors will ask participants to identify topics to include in a transfer of command briefing.

At the end of the unit, the participants will answer questions about the ICS features covered. The instructors will then summarize the key ICS features and principles, and transition to Unit 4.

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 Objectives	5 minutes
Introduction to ICS Features and Principles	10 minutes
Common Terminology	5 minutes
ICS Organization	10 minutes
Incident Command and Command Staff	10 minutes
Management by Objectives	5 minutes
Incident Action Plan	5 minutes
Activity: Incident Action Plan	10 minutes
Span of Control	5 minutes
Knowledge Review	5 minutes
ICS Facilities and Schools	10 minutes
Knowledge Review	5 minutes
Incident Management	10 minutes
Transfer of Command	5 minutes
Summary	5 minutes
Total Time	**1 hour 45 minutes**

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Topic | **Unit Introduction**

Visual 3.1

Unit 3:
ICS Features and Principles

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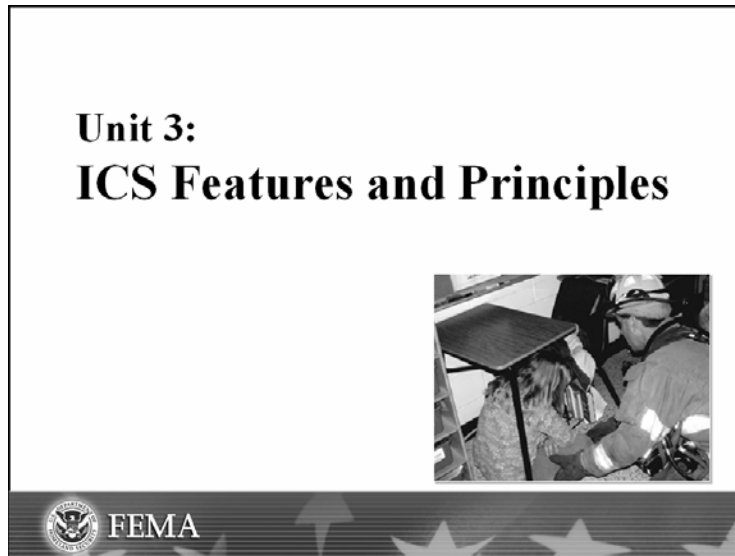
Visual Description: Unit Introduction

Instructor Notes

Tell the participants that this unit will provide an overview of the basic features and principles of the Incident Command System:

- ICS management principles
- ICS core system features

Topic   **Unit Objectives**

Visual 3.2

Unit Objectives (1 of 2)

Describe the basic features of the Incident Command System (ICS), including:

- Common terminology.
- Modular organization.
- Management by objectives.
- Reliance on an Incident Action Plan (IAP).
- Chain of command and unity of command.
- Manageable span of control.

FEMA   Unit 3:
                                ICS Features and Principles

Visual Description: Unit Objectives (1 of 2)

Instructor Notes

Tell the group that by the end of this unit they should be able to describe the basic features of the Incident Command System (ICS), including:

- Common terminology.
- Modular organization.
- Management by objectives.
- Reliance on an Incident Action Plan (IAP).
- Chain of command and unity of command.
- Manageable span of control.

Explain that the objectives for this unit continue on the next visual.

Topic | **Unit Objectives**

Visual 3.3

Unit Objectives (2 of 2)

Describe the basic features of the Incident Command System (ICS), including:

- Predesignated incident locations and facilities.
- Resource management.
- Information and intelligence management.
- Integrated communications.
- Transfer of command.

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Unit 3:
ICS Features and Principles

Visual Description: Unit Objectives (2 of 2)

Instructor Notes

Continue with the objectives for this unit.

By the end of this unit, participants will be able to describe the basic features of the Incident Command System (ICS), including:

- Predesignated incident locations and facilities.
- Resource management.
- Information and intelligence management.
- Integrated communications.
- Transfer of command.

Topic   **Introduction to ICS Features and Principles**

Visual 3.4

Making ICS Work

- ICS differs from day-to-day school management.
- Effective incident management relies on tight command.
- Strict adherence must be paid to top-down direction.
- Each must commit to following this command and control approach.

FEMA   Unit 3:
                                        ICS Features and Principles

Visual Description: Making ICS Work

Instructor Notes

Explain that features and principles used in ICS differ from daily activities.

- The features and principles used to manage an incident differ from day-to-day school management approaches. Effective incident management relies on a tight command and control structure. Although information is exchanged freely through the ICS structure, strict adherence must be paid to top-down direction.

- To make ICS work, each of us must commit to following this command and control approach.

Topic	Video: ICS Features
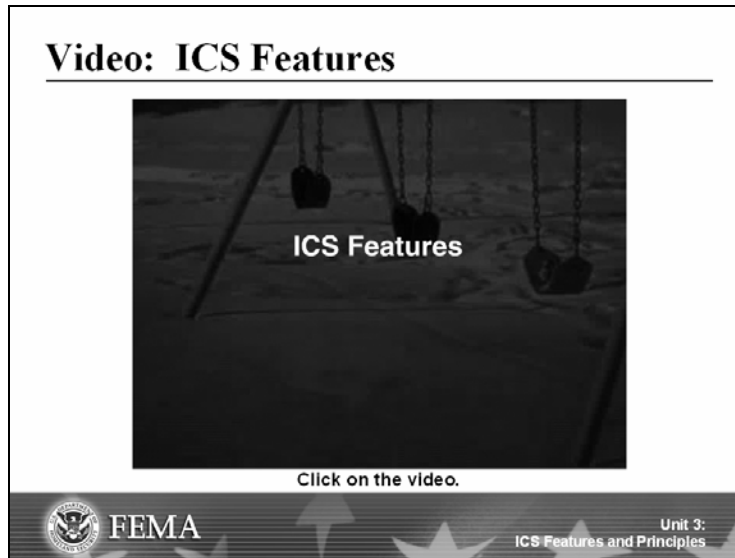
Visual 3.5

Visual Description: Video: ICS Features

Instructor Notes

Tell the participants that the following video will introduce this lesson on ICS features and principles.

Explain that the lesson covers each of these ICS features in detail.

The total running time for the video is about 2:00.

Video Transcript:

As you learned in the previous lesson, ICS is based on proven management principles that contribute to the strength and efficiency of the overall system.

ICS principles are implemented through a wide range of management features including the use of common terminology and clear text, and a modular organizational structure.

ICS emphasizes effective planning, including management by objectives and reliance on an Incident Action Plan. The ICS features related to command structure include chain of command and unity of command.

Video Transcript: (Continued)

ICS helps ensure full utilization of all incident resources by:

- Maintaining a manageable span of control.
- Establishing predesignated incident locations and facilities.
- Implementing resource management practices.
- Ensuring integrated communications.

ICS supports responders and decisionmakers through effective information and intelligence management. ICS counts on each of us taking personal accountability for our own actions. And the mobilization process helps ensure that incident objectives can be achieved while responders and students remain safe. This lesson covers each of these ICS features in detail.

| Topic | ICS Features |

The 14 essential ICS features are listed below:

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

- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

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

- **Modular Organization:** The Incident Command organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.

- **Management by Objectives:** Includes establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities; and directing efforts to attain the established objectives.

- **Reliance on an Incident Action Plan:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.

- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. **Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.**

- **Incident Locations and Facilities:** Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical predesignated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.

- **Comprehensive Resource Management:** Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.

Topic   **ICS Features**

- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.

- **Establishment and Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
    - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
    - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
    - **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
    - **Span of Control:** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
    - **Resource Tracking:** Supervisors must record and report resource status changes as they occur. (This topic is covered in a later unit.)

- **Dispatch/Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

Topic	Common Terminology

Visual 3.6

Common Terminology – No Codes!

Using common terminology helps to define:

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

Common terminology allows school personnel to seamlessly integrate with first responders.

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Unit 3:
ICS Features and Principles

Visual Description: Common Terminology – No Codes!

Instructor Notes

The ability to communicate within the ICS is absolutely critical. An essential method for ensuring the ability to communicate is by using common terminology and clear text.

> **Ask the participants: If you heard "code red in the cafeteria" which of the following would that mean to you?**
>
> Select what you think this announcement means.
> ⊙ Fire
> ⊙ Child choking
> ⊙ Intruder
> ⊙ Not sure

A critical part of an effective multiagency incident management system is for all communications to be in plain English. That is, use clear text. Do not use radio codes, agency-specific codes, or jargon.

Topic   **Common Terminology**

ICS establishes common terminology allowing diverse incident management and support entities to work together. Common terminology helps to define:

- **Organizational Functions.** Major functions and functional units with domestic incident management responsibilities are named and defined. Terminology for the organizational elements involved is standard and consistent.

- **Incident Facilities.** Common terminology is used to designate the facilities in the vicinity of the incident area that will be used in the course of incident management activities.

- **Resource Descriptions.** Major resources—including personnel, facilities, and major equipment and supply items—used to support incident management activities are given common names and are "typed" with respect to their capabilities, to help avoid confusion and to enhance interoperability.

- **Position Titles.** At each level within the ICS organization, individuals with primary responsibility have distinct titles. Titles provide a common standard for all users, and also make it easier to fill ICS positions with qualified personnel. ICS titles often do NOT correspond to the titles used on a daily basis.

Topic   **Common Terminology**

Visual 3.7

Use of Plain English

- Communications should be in plain English or clear text.
- Do not use codes, agency-specific codes, or jargon.

Even if you use codes on a daily basis, why should you use plain English during an incident response?

Visual Description: Use of Plain English

Instructor Notes

Ask the participants the following question:

Even if you use codes on a daily basis, why should you use plain English during an incident response?

Allow the participants time to respond.

If not mentioned by the group, tell the participants that it is important to use plain English during an incident response because often there is more than one agency involved in an incident. Ambiguous codes and acronyms have proven to be major obstacles in communications. Often agencies have a variety of codes and acronyms that they use routinely during normal operations. Not every ten code is the same nor does every acronym have the same meaning. When these codes and acronyms are used on an incident, confusion is often the result. The National Incident Management Systems (NIMS) requires that all responders use "plain English," referred to as "clear text," and within the United States, English is the standard language.
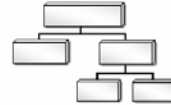
| Topic | ICS Organization |

Visual 3.8

ICS Organization

Differs from the day-to-day, administrative organizational structures and positions.

- Unique ICS position titles and organizational structures are designed to avoid confusion during incident response.

- Rank may change during an incident. For example, a "chief" may not hold that title when deployed under an ICS structure.

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Unit 3:
ICS Features and Principles

Visual Description: ICS Organization

Instructor Notes

The ICS organization is unique but easy to understand. There is no correlation between the ICS organization and the administrative structure of any single agency or jurisdiction. This is deliberate, because confusion over different position titles and organizational structures has been a significant stumbling block to effective incident management in the past.

For example, someone who serves as a Chief every day may not hold that title when deployed under an ICS structure.

Topic   **ICS Organization**

Visual 3.9

Modular Organization

Incident command organizational structure is based on:

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

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Unit 3:
ICS Features and Principles

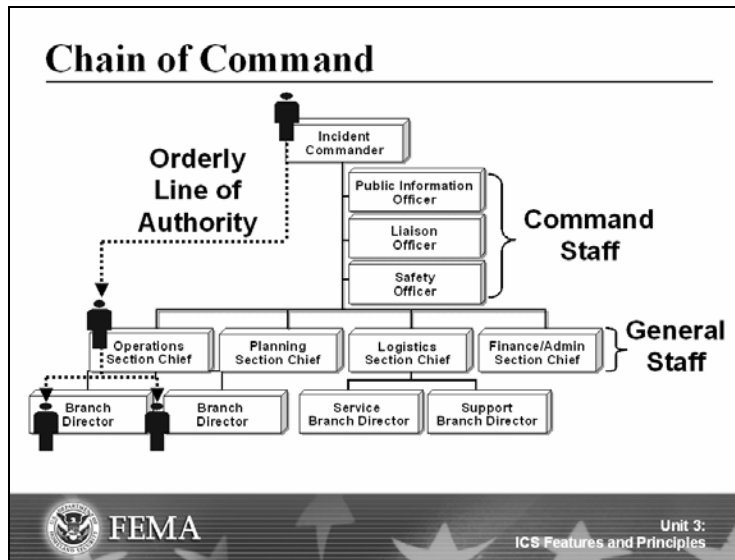**Visual Description:** Modular Organization

Instructor Notes

The ICS organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident. As incident complexity increases, the organization expands from the top down as functional responsibilities are delegated.

The ICS organizational structure is flexible. When needed, separate functional elements can be established and subdivided to enhance internal organizational management and external coordination. As the ICS organizational structure expands, the number of management positions also expands to adequately address the requirements of the incident.

In a later unit, we'll look at how the Operations Section expands and contracts based on span of control.

Topic   **ICS Organization**

Visual 3.10

Visual Description: Chain of Command

Instructor Notes

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

- Allows incident managers to direct and control the actions of all personnel under their supervision.
- Avoids confusion by requiring that orders flow from supervisors.

Chain of command does not prevent personnel from directly communicating with each other to ask for or share information.

The features and principles used to manage an incident differ from day-to-day school management approaches. Effective incident management relies on a tight command and control structure. Although information is exchanged freely through the ICS structure, strict adherence must be paid to top-down direction.

To make ICS work, each of us must commit to following this command and control approach.

Topic	ICS Organization

Visual 3.11

Unity of Command

Under unity of command, personnel during an incident:

- Report to only <u>one</u> incident supervisor.
- Receive work assignments only from the assigned supervisor.

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Unit 3:
ICS Features and Principles

Visual Description: Unity of Command

Instructor Notes

Under unity of command, personnel:

- Report to only one ICS supervisor.
- Receive work assignments only from their ICS supervisors.

Example of Unity of Command

The school nurse is the Incident Commander for a heat stroke incident at a lacrosse match. You are a member of the monitoring team assigned to watching athletes and providing preventative fluids.

The Assistant Principal arrives at the athletic field and asks you to go speak to members of the media about the measures being taken to protect the students. Even through the Assistant Principal may out rank everyone in the ICS organization, she cannot go around the established ICS chain of command and give you an assignment. The correct protocol would be for the Assistant Principal to communicate the need to the Incident Commander. Remember, when you are in an ICS organization, you should:

- Receive work assignments only from your ICS supervisor.
- Report to only one ICS supervisor.

Your supervisor within an ICS organization may not be the same as your day-to-day supervisor.

Topic   **Incident Command and Command Staff**

Visual 3.12

Incident Management Roles

Executive/Senior Official's Role	Incident Commander's Role
Provide the following to the Incident Commander: • Policy • Mission • Direction • Authority	• Manage the incident at the scene. • Keep officials informed on all important matters pertaining to the incident.

To maintain the unity of command and safety of responders, the chain of command must NOT be bypassed.

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Unit 3:
ICS Features and Principles

Visual Description: Incident Management Roles

Instructor Notes

The Executive/Senior Official (Principal, Superintendent, etc.) is responsible for the incident. Along with this responsibility, by virtue of their position, these individuals have the authority to make decisions, commit resources, obligate funds, and command the resources necessary to protect the students and facilities.

Having the responsibility does not mean that the Executive/Senior Official assumes a command role over the on-scene incident operation. Rather, the Executive/Senior Official:

▪ Provides policy guidance on priorities and objectives based on situational needs and the Emergency Operations Plan.
▪ Oversees resource coordination and support to the on-scene command from an Operations Center.

The Incident Commander is the primary person in charge at the incident. In addition to managing the incident scene, he or she must keep the Executive/Senior Official informed and up to date on all important matters pertaining to the incident.

The ICS hierarchy of command must be maintained and not even Executives and Senior Officials can bypass the system.

| Topic | Incident Command and Command Staff |

Visual 3.13

Visual Description: Scenario: What is the first action that you would take?

Instructor Notes

Review the following scenario on assuming command:

Scenario: Several minutes ago, a tornado struck the school without warning. You were not injured but are isolated in a damaged part of the building with students and no other school personnel. You have taken command of the response.

Question: What is the first action that you would take?

Instructor Note: Use this scenario to transition to a discussion of incident objectives and action planning. If not mentioned by the students, note that the first actions would include sizing up the situation and taking measures to ensure life safety.

| Topic | Incident Command and Command Staff |

Visual 3.14

Incident Objectives

Incident objectives are established based on the following priorities:

#1: Life Safety

#2: Incident Stabilization

#3: Property Preservation

What additional priorities are critical for managing school incidents?

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Unit 3:
ICS Features and Principles

Visual Description: Incident Objectives

Instructor Notes

As school personnel, you understand the value of learning objectives. Incident objectives are used to ensure that everyone within the ICS organization has a clear understanding of what needs to be accomplished.

Incident objectives are established based on the following priorities:

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

Ask the participants: What additional priorities are critical for managing school incidents?

Topic	Management by Objectives

Visual 3.15

Management by Objectives: Steps

The steps for establishing incident objectives include:

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

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Unit 3:
ICS Features and Principles

Visual Description: Management by Objectives: Steps

Instructor Notes

Tell participants that the steps for establishing incident objectives include:

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

Topic   **Incident Action Plan**

Visual 3.16

> **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 require a written IAP.
>
> Incident Action Plan
>
> FEMA   Unit 3: ICS Features and Principles

Visual Description: Reliance on an Incident Action Plan

Instructor Notes

The Incident Commander must ensure that there is 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 require a written IAP.

Even the smallest of incidents are managed by incident objectives and plans. The plan can be as simple as the next steps the Incident Commander plans to do. The steps can be orally communicated to the rest of the ICS organization.

Topic **Incident Action Plan**

Visual 3.17

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?

What?
Who?
How?
What if?

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Unit 3:
ICS Features and Principles

Visual Description: Elements of an Incident Action Plan

Instructor Notes

Explain that every IAP must answer the following four questions:

- 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?

| Topic | Incident Action Plan |

Visual 3.18

Activity: Incident Action Plan

Instructions:

- Working as a team, identify four items you would include in an IAP.
- Write these items on chart paper.
- Select a spokesperson. Be prepared to present in 5 minutes.

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Unit 3:
ICS Features and Principles

Visual Description: Activity: Incident Action Plan

Instructor Notes

Purpose: The purpose of this activity is to illustrate how to develop an IAP.

Instructions: Follow the steps below to conduct this activity:

1. Assign the participants to groups of five or six.
2. Explain that the participants should identify four items they would include in an Incident Action Plan.
3. Tell the groups that they should record the IAP elements on chart paper and select a spokesperson to report back to the group.
4. Inform the groups that they will have 5 minutes to complete this activity.

Debrief: Monitor the time. When 5 minutes have passed, ask the spokesperson from each group to present the elements of their IAP. Their answers will depend on the incident objectives that were developed in the previous activity, but, at a minimum, should include:

- What they want to do.
- Who is responsible for doing it.
- How they will communicate with one another.
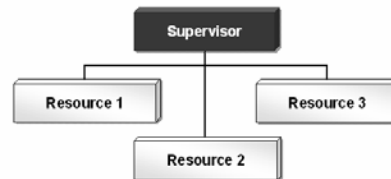- The procedures if someone is injured.

Topic	Span of Control

Visual 3.19

Manageable Span of Control

Span of control:

- Pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.
- Is key to effective and efficient incident management.

Supervisor

Resource 1   Resource 3

Resource 2

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Unit 3:
ICS Features and Principles

Visual Description: Manageable Span of Control

Instructor Notes

Tell the participants that another basic ICS feature concerns the supervisory structure of the organization. Maintaining adequate span of control throughout the ICS organization is very important.

Span of control pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.

Maintaining an effective span of control is important at incidents where safety and accountability are a top priority.

Emphasize that supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.

| Topic | Span of Control |

Visual 3.20

Visual Description: ICS Management: Span of Control

Instructor Notes

Review the following key points:

- Another basic ICS feature concerns the supervisory structure of the organization. Maintaining adequate span of control throughout the ICS organization is very important.

- Span of control pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.

- The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span of control considerations. **Maintaining an effective span of control is particularly important on incidents where safety and accountability are a top priority.**

- Effective span of control on incidents may vary from three (3) to seven (7), and a ratio of one (1) supervisor to five (5) reporting elements is recommended.

Ask the participants: What types of school incidents warrant a low span-of-control ratio?

| Topic | Span of Control |

Visual 3.21

Knowledge Review

Instructions: Determine if the span of control is consistent with ICS guidelines.

Situation: Heavy rains have caused flash flooding. The East Middle School is isolated and students cannot leave. Resources are provided for student accountability and site security.

Incident Commander

Resource / Resource / Resource / Resource

Resource / Resource / Resource / Resource

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Unit 3:
ICS Features and Principles

Visual Description: Knowledge Review

Instructor Notes

Tell the participants to review the situation on the visual.

Situation: Heavy rains have caused flash flooding. The East Middle School is isolated and students cannot leave. Resources are provided for student accountability and site security.

Ask the participants to determine if the span of control is consistent with ICS guidelines.

Allow the participants time to respond.

If not mentioned, point out that the span of control is NOT consistent with ICS guidelines. Remind them that ICS span of control for any supervisor is between 3 and 7 subordinates and optimally does not exceed 5 subordinates.

Topic	Video: Incident Facilities Virtual Tour

Visual 3.22

Video: Incident Facilities Virtual Tour

Incident Facilities
Virtual Tour

Click on the video.

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Unit 3:
ICS Features and Principles

Visual Description: Video: Incident Facilities Virtual Tour

Instructor Notes

Present the following key points:

▪ Incident activities may be accomplished from a variety of operational locations and support facilities.

▪ The Incident Commander identifies and establishes needed facilities depending on incident needs. Standardized names are used to identify types of facilities.

▪ In order to integrate with community responders, it is important to be familiar with the standard ICS facilities.

▪ Some or all of these facilities may be used in some school incidents and in other incidents in their community.

Video Transcript:

This presentation introduces the ICS facilities. In smaller, school-based incidents you most likely will not need many of the standard ICS facilities. However, in large incidents, such as Hurricane Katrina, undamaged schools are often converted into ICS facilities.

The Incident Command Post, or ICP, is the location from which the Incident Commander oversees all incident operations. There is generally only one ICP for each incident, but it may change locations during the event. Every incident must have some form of an Incident Command Post. The ICP may be located outside, in a vehicle, trailer, or tent, or within a building. The ICP will be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command.

| Topic | Video: Incident Facilities Virtual Tour |

Video Transcript: (Continued)

Staging Areas are temporary locations at an incident where personnel and equipment wait to be assigned. Staging Areas should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone. In large complex incidents, there may be more than one Staging Area at an incident. Staging Areas can be collocated with other ICS facilities.

A Base is the location from which primary logistics and administrative functions are coordinated and administered.

A Camp is the location where resources may be kept to support incident operations if a Base is not accessible to all resources. Camps are equipped and staffed to provide food, water, sleeping areas, and sanitary services. A school gym or cafeteria could be used as a Camp for a community-wide incident.

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.
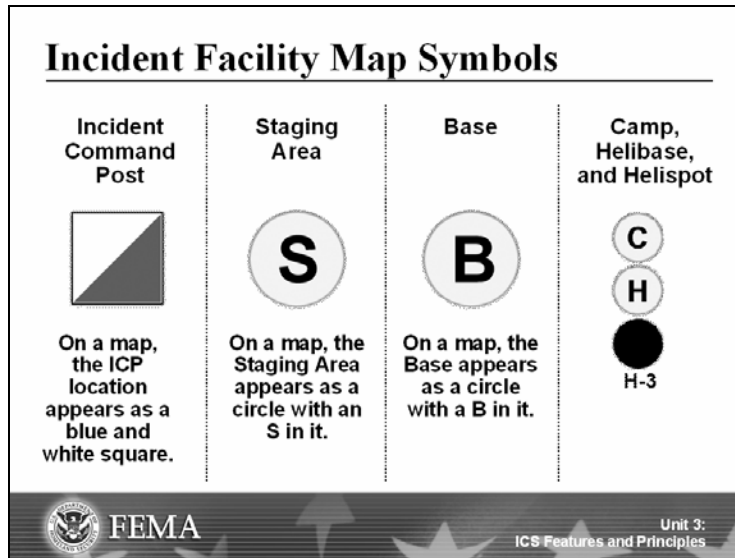
Helispots are more temporary locations at the incident, where helicopters can safely land and take off. Multiple Helispots may be used. Think about your school environment. Could you use a parking lot or athletic field for a temporary Helispot?

Let's review the different ICS facilities covered in this video.

- The **Incident Command Post** is the location from which the Incident Commander oversees all incident operations.
- **Staging Areas** are where personnel and equipment are gathered while waiting to be assigned.
- A **Base** is the location from which primary logistics and administrative functions are coordinated and administered.
- A **Helibase** is the location from which helicopter-centered air operations are conducted.
- **Helispots** are more temporary locations at the incident, where helicopters can safely land and take off.

Topic	ICS Facilities and Schools

Visual 3.23

Incident Facility Map Symbols

Incident Command Post	Staging Area	Base	Camp, Helibase, and Helispot
On a map, the ICP location appears as a blue and white square.	On a map, the Staging Area appears as a circle with an S in it.	On a map, the Base appears as a circle with a B in it.	C H H-3

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Unit 3:
ICS Features and Principles

Visual Description: Incident Facility Map Symbols

Instructor Notes

Explain that in ICS, it is important to be able to identify the map symbols associated with the basic incident facilities.

The map symbols used to represent each of the six basic ICS facilities are shown in the illustration.

Ask the participants the following question:

Helicopters were taking off and landing at a high school football field after a tornado severely damaged the school campus. What map symbol would indicate this ICS facility?

If not mentioned by the group, explain that the ICS facility could be a Helibase or Helispot and point out the symbols in the visual.

Topic	ICS Facilities and Schools

Visual 3.24

ICS Facilities and Schools: Summary

- A single Incident Command Post should be established on all incidents—even small ones!
- School incidents may require additional facilities (e.g., Student-Parent Reunification Area).

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Unit 3:
ICS Features and Principles

Visual Description: ICS Facilities and Schools: Summary

Instructor Notes

Present the following points:

- A single Incident Command Post should be established on all incidents, even on a small incident.

- School incidents may require additional facilities beyond those that are standard ICS facilities.

Example: For example, if you need a Student-Parent Reunification Area, add that site to your incident facilities. It is preferable to add needed facilities rather than to use a standard ICS facility, such as a Staging Area, for a school-unique function. A Staging Area is intended only for responders waiting for assignments, not parents waiting for their children.

Topic   **Knowledge Review**

Visual 3.25

Knowledge Review (1 of 3)

<u>Instructions</u>: Review the following scenario and answer the question that follows.

<u>Scenario</u>: Community search and rescue teams have been dispatched to respond to the collapse of a school gymnasium. As teams arrive, they are being held at this location until they receive their assignments.

Which type of incident facility is being described in the scenario above?

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ICS Features and Principles

Visual Description: Knowledge Review (1 of 3)

Instructor Notes

Tell the participants to review the scenario and answer the question that follows.

<u>Scenario</u>: Community search and rescue teams have been dispatched to respond to the collapse of a school gymnasium. As teams arrive, they are being held at this location until they receive their assignments.

<u>Question</u>: Which type of incident facility is being described in the scenario above?

Provide feedback on the question:

▪ The incident facility being used for personnel and equipment awaiting tactical assignments is the **Staging Area**.

▪ The Staging Area is a temporary location at an incident where personnel and equipment are kept while waiting for tactical assignments. Staging Areas should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone. The Operations Section manages the Staging Area. The Operations Section will be covered in a later unit.

Topic	Knowledge Review

Visual 3.26

> ## Knowledge Review (2 of 3)
>
> **Instructions:** Review the following scenario and select the optimal strategy.
>
> **Scenario:** Initially in the gymnasium collapse incident, school personnel took command and established an Incident Command Post in the Assistant Principal's office. When the local responders arrived, they established an Incident Command Post in a mobile command van near the operation.
>
> Select the optimal strategy.
>
> A. Both Incident Command Posts should continue to operate because the personnel in each are managing different aspects of the incident.
>
> B. The Incident Command Posts should be combined to ensure that school personnel and first responders are coordinating their management of the incident.
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>
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Visual Description: Knowledge Review (2 of 3)

Instructor Notes

Tell the participants to review the scenario and select the optimal strategy.

Scenario: Initially in the gymnasium collapse incident, school personnel took command and established an Incident Command Post in the Assistant Principal's office. When the local responders arrived, they established an Incident Command Post in a mobile command van near the operation.

Select the optimal strategy:

A. Both Incident Command Posts should continue to operate because the personnel in each are managing different aspects of the incident.
B. The Incident Command Posts should be combined to ensure that school personnel and first responders are coordinating their management of the incident.

Provide feedback on the question:

▪ The optimal strategy would be for the Incident Command Posts to be combined. Whenever possible, there should be only one Incident Command Post. In this scenario, a combined Incident Command Post would help to ensure that school personnel and first responders are coordinating their management of the incident.

▪ A later unit will cover the ICS concept of **Unified Command.** In ICS, Unified Command is a unified team effort that allows all schools and agencies with shared responsibility for the incident to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating school or agency authority, responsibility, or accountability.

| Topic | Knowledge Review |

Visual 3.27

Knowledge Review (3 of 3)

Instructions: Review the following scenario and select the correct statement.

Situation: Severe weather has created a need to shelter students at the school. You have set up an area with cots and blankets to allow the students to rest.

Which statement is correct?

A. Because there is no standard ICS facility defined for sheltering students, ICS prohibits one from being established.

B. This area is part of the response operation but is not considered an ICS facility because it houses students rather than responders.

C. The standard ICS facility, referred to as a camp, should be used to shelter the students during this incident.

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Unit 3:
ICS Features and Principles

Visual Description: Knowledge Review (3 of 3)

Instructor Notes

Tell the participants to review the following scenario and select the correct statement.

Scenario: Severe weather has created a need to shelter students at the school. You have set up an area with cots and blankets to allow the students to rest.

Which statement is correct?

A. Because there is no standard ICS facility defined for sheltering students, ICS prohibits one from being established.
B. This area is part of the response operation but is not considered an ICS facility because it houses students rather than responders.
C. The standard ICS facility, referred to as a camp, should be used to shelter the students during this incident.

Explain that a key part of the incident response is sheltering students. The area where you shelter the students is not considered an ICS facility. ICS facilities are for responders, not for those who are being attended to during the incident.

Topic	Incident Management

Visual 3.28

Integrated Communications

Incident communications are facilitated through:

- The development and use of a common communications plan.
- The interoperability of communications equipment, procedures, and systems.

Before an incident, it is critical to develop an integrated voice and data communications system (equipment, systems, and protocols).

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Unit 3:
ICS Features and Principles

Visual Description: Integrated Communications

Instructor Notes

Present the following points:

- A common communications plan is essential for ensuring that responders can communicate with one another during an incident.

- The response to the Columbine school shooting incident was hampered by response agencies operating on radios set to different frequencies.

- Prior to an incident, schools must work with local responders to ensure that communications equipment, procedures, and systems can operate together during a response (interoperable).

| Topic | Incident Management |

Visual 3.29

Information & Intelligence Management

Information and intelligence are critical to incident response.

What are some examples of information and intelligence used to manage an incident?

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Unit 3:
ICS Features and Principles

Visual Description: Information & Intelligence Management: What are some examples of information and intelligence used to manage an incident?

Instructor Notes

Note that the analysis and sharing of information and intelligence is an important component of ICS. Incident management must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Ask the participants the following question:

What are some examples of information and intelligence used to manage an incident?

If not mentioned by the participants, add the following items:

Intelligence includes other operational information that may come from a variety of different sources, such as:

- Risk assessments.
- Threats including potential for school violence.
- Surveillance of disease outbreak.
- Weather forecasts.
- Structural plans and vulnerabilities.

Topic	Activity: Incident Management

Visual 3.30

Activity: Incident Management

Instructions: Read the scenario below and identify lessons learned from the scenario that you would apply to managing incident information and intelligence.

Scenario: At the Columbine school shooting incident, police and emergency response crews arrived within minutes of 911 calls. One of the first functions of a SWAT incident is to acquire intelligence. The SWAT team commander found some students, who quickly sketched a layout of the school. As the situation evolved, officers received a lot of false information including: there were as many as eight gunmen; snipers were on the roof; killers were hiding in ceilings or in heating ducts or trying to mingle with escaping students. The lack of reliable information hampered the operation.

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Unit 3:
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Visual Description: Activity: Incident Management

Instructor Notes

Tell the participants to read the scenario below and identify lessons learned from the scenario that they would apply to managing incident information and intelligence.

Scenario: At the Columbine school shooting incident, police and emergency response crews arrived within minutes of 911 calls. One of the first functions of a SWAT incident is to acquire intelligence. The SWAT team commander found some students, who quickly sketched a layout of the school. As the situation evolved, officers received a lot of false information including: there were as many as eight gunmen; snipers were on the roof; killers were hiding in ceilings or in heating ducts or trying to mingle with escaping students. The lack of reliable information hampered the operation.

If not mentioned by the group, present the sample answers shown below:

- Assign someone to serve as a point of contact with arriving responders to brief them on information about the school layout and facilities.
- Prior to incidents, ensure that first responders have copies of floor plans and other critical information about the school environment.
- Ensure that communications systems used by school personnel and first responders are interoperable, so everyone can communicate with each other.
- Establish a single Incident Command Post so that you can work with first responders to jointly analyze and verify information.

| Topic | Incident Management |

Visual 3.31

Resource Management

Resource management includes processes for:

- Categorizing resources.
- Ordering resources.
- Dispatching resources.
- Tracking resources.
- Recovering resources.

It also includes processes for reimbursement for resources, as appropriate.

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Unit 3:
ICS Features and Principles

Visual Description: Resource Management

Instructor Notes

Note that as mentioned in the previous unit, resources at an incident must be managed effectively. Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resource management includes processes for:

- Categorizing resources.
- Ordering resources.
- Dispatching resources.
- Tracking resources.
- Recovering resources.

Explain that in ICS, resources are defined as **personnel, teams, equipment, supplies, and facilities**.

Point out that resource management also includes processes for reimbursement for resources, as appropriate.

Topic **Transfer of Command**

Visual 3.32

Visual Description: Transfer of Command

Instructor Notes

Tell the participants that the next ICS feature is Transfer of Command.

- The process of moving the responsibility for incident command from one Incident Commander to another is called transfer of command.

- The transfer of command process always includes a transfer of command briefing, which may be oral, written, or a combination of both.

| Topic | Transfer of Command |

Visual 3.33

When Command Is Transferred

A thorough briefing occurs when command is transferred. Command is transferred when:

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

What would you include in a transfer of command briefing?

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Unit 3:
ICS Features and Principles

Visual Description: When Command Is Transferred

Instructor Notes

The process of moving the responsibility for incident command from one Incident Commander to another is called transfer of command. Transfer of command may take place when:

- A jurisdiction or agency is legally required to take command.
- A more qualified Incident Commander arrives and assumes command.
- Incident complexity changes.
- The current Incident Commander needs to rest. (There is normally turnover of personnel on long or extended incidents to accommodate work/rest requirements.)

The transfer of command process always includes a transfer of command briefing, which may be oral, written, or a combination of both.

What would you include in a transfer of command briefing?

→ **Hint: Refer to the additional information on the next page!**

| Topic | Transfer of Command |

The process of moving the responsibility for incident command from one Incident Commander to another is called "transfer of command." It should be recognized that transition of command on an expanding incident is to be expected. It does not reflect on the competency of the current Incident Commander.

There are five important steps in effectively assuming command of an incident in progress.

Step 1: The incoming Incident Commander should, if at all possible, personally perform an assessment of the incident situation with the existing Incident Commander.

Step 2: The incoming Incident Commander must be adequately briefed.

This briefing must be by the current Incident Commander, and take place face-to-face if possible. The briefing must cover the following:

- Incident history (what has happened)
- Priorities and objectives
- Current plan
- Resource assignments
- Incident organization
- Resources ordered/needed
- Facilities established
- Status of communications
- Any constraints or limitations
- Incident potential
- Delegation of authority

Step 3: After the incident briefing, the incoming Incident Commander should determine an appropriate time for transfer of command.

Step 4: At the appropriate time, notice of a change in incident command should be made to:
- Agency headquarters.
- General Staff members (if designated).
- Command Staff members (if designated).
- All incident personnel.

Step 5: The incoming Incident Commander may give the previous Incident Commander another assignment on the incident. There are several advantages to this strategy:

- The initial Incident Commander retains first-hand knowledge at the incident site.
- This strategy allows the initial Incident Commander to observe the progress of the incident and to gain experience.

Topic   **Summary**

Visual 3.34

Summary (1 of 4)

Instructions: Answer the questions below.

- Why is it important to use common terminology?
- Who is responsible for the establishment and expansion of the ICS modular organization?
- What 4 items must be included in an IAP?

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                                    ICS Features and Principles

Visual Description: Summary (1 of 4)

Instructor Notes

In order to summarize this unit, ask the participants to answer the questions displayed on the visual.

Allow the participants time to respond to each question.

The correct answers are as follows:

- **Why is it important to use common terminology?** It is important to use common terminology so that diverse incident management and support entities can work together.

- **Who is responsible for the establishment and expansion of the ICS modular organization?** The Incident Commander is responsible for the establishment and expansion of the ICS modular organization.

- **What four items must be included in an IAP?** (1) What do we want to do? (2) Who is responsible for doing it? (3) How do we communicate with each other? (4) What is the procedure if someone is hurt?

Topic	Summary

Visual 3.35

Summary (2 of 4)

Instructions: Answer the questions below.

- What is unity of command?
- What is the recommended ratio of supervisors to reporting elements?
- Why are incident facilities predesignated?
- What must happen in a transfer of command?

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Unit 3:
ICS Features and Principles

Visual Description: Summary (2 of 4)

Instructor Notes

(Continued)

- **What is unity of command?** Unity of command means that every individual is accountable to only one designated supervisor to whom he or she reports at the scene of an incident.

- **What is the recommended ratio of supervisors to reporting elements?** The recommended ratio is 1 supervisor to 5 reporting elements.

- **Why are incident facilities predesignated?** Facilities are predesignated so that anyone who is involved in the Incident Command System can easily identify the function of each facility.

- **What must happen in a transfer of command?** During a transfer of command there must be a transfer of command briefing.

Topic   **Summary**

Visual 3.36

Summary (3 of 4)

ICS:

- **Utilizes management features** including the use of common terminology and a modular organizational structure.
- **Emphasizes effective planning** through the use of management by objectives and Incident Action Plans.
- **Supports responders by providing data** they need through effective information and intelligence management.

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Unit 3:
ICS Features and Principles

Visual Description: Summary (3 of 4)

Instructor Notes

Review the key points on the visual.

ICS:

- Utilizes management features including the use of common terminology and a modular organizational structure.

- Emphasizes effective planning through the use of management by objectives and Incident Action Plans.

- Supports responders by providing data they need through effective information and intelligence management.

Topic   **Summary**

Visual 3.37

Summary (4 of 4)

ICS:

- Utilizes the principles of <u>chain of command</u>, <u>unity of command</u>, and <u>transfer of command</u>.
- <u>Ensures full utilization of incident resources</u> by maintaining a manageable span of control, establishing predesignated incident facilities, implementing resource management practices, and ensuring integrated communications.

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ICS Features and Principles

Visual Description: Summary (4 of 4)

Instructor Notes

Review the key points on the visual.

ICS:

- Utilizes the principles of chain of command, unity of command, and transfer of command.

- Ensures full utilization of incident resources by maintaining a manageable span of control, establishing predesignated incident facilities, implementing resource management practices, and ensuring integrated communications.

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

Transition to the next unit by explaining that Unit 4 will cover the Incident Commander and Command Staff functions.

Your Notes: